



Central Indiana Corporate Partnership

ANNUAL REPORT

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LETTER FROM THE CEO

As I reflect on the past year at the Central Indiana Corporate Partnership (CICP), I am filled with pride and optimism. Marking our 25th anniversary, we have built upon our legacy of driving economic growth and innovation in Indiana. Our commitment to transforming Indiana's economy remains steadfast, and our journey this past year has underscored the strength of our collaborations and strategic initiatives. Our annual report provides a perfect platform to showcase these collaborations and achievements as guided by our five talent and industry sector initiatives: AgriNovus Indiana, Ascend Indiana, BioCrossroads, Conexus Indiana, and TechPoint.

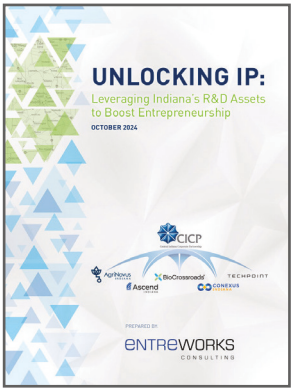
KEY 2024 CICP ACHIEVEMENTS

Five Strategic Focus Areas

In 2024, CICP and our branded initiatives for the first time aligned around five key strategic focus areas to drive economic prosperity in our state: promoting advanced industries; transitioning industry and workforce through adoption of advanced digital technologies; ensuring adequate infrastructure in Indiana; ensuring a ready workforce; and expanding entrepreneurship. These stated strategic areas will help us collaborate internally and externally and continue our impact with focus.

EntreWorks Report

As we look to the future, our focus on innovation and entrepreneurship remains strong. Our collaboration with AgriNovus Indiana and EntreWorks Consulting guided our *Unlocking IP: Leveraging Indiana's R&D Assets to Boost*



Entrepreneurship report, highlighting opportunities to boost Indiana's entrepreneurial landscape. By leveraging our R&D assets, we aim to foster a home-grown tech talent base and enhance support for startups. The report's findings and recommendations emphasize our commitment to fostering a vibrant entrepreneurial ecosystem that can drive sustained economic growth.

Heartland BioWorks Tech Hub

Another significant achievement was securing \$51 million in funding for the Heartland BioWorks federal tech hub, a momentous award made possible by collaboration between CICP, our talent and industry sector initiatives, and external partners across Indiana such as the lead applicant, Applied Research Institute and many others. This milestone reinforces Indiana's leadership in the biotechnology sector, and we are excited to see the positive impact it will have on our state's economy.

New BioCrossroads Leader

Building on our dedication to advance development and investment within the life sciences sector, we welcomed Vince Wong to BioCrossroads as the President and CEO, a role that will support groundbreaking research, efforts to enhance and maintain the quality of health and well-being of Hoosiers and their communities, and readily seek opportunities to expand workforce and manufacturing capabilities. These efforts are pivotal in strengthening Indiana's position as a catalyst for life sciences and healthcare innovation.



Conexus Indiana Leader to Retire



In December, we celebrated Fred Cartwright for his more than three years of exceptional leadership as the president and CEO of Conexus Indiana. In this role, Fred guided strategic partnerships across the state's advanced manufacturing and logistics sectors and strengthened Conexus Indiana's impact. We thank Fred for his leadership and dedication to our work and the people we serve.

AnalytiXIN

Our AnalytiXIN initiative continued to catalyze collaboration of Indiana's academic institutions, industry, government and community organizations around advanced analytics and AI. Through Communities of Practice, the Life Sciences Health Data Asset, the Common Place Hub for Innovation and in many other actions, this work will help Indiana drive more adoption that creates a robust economic environment.

See Yourself IN



Our See Yourself IN public awareness program also expanded its reach in 2024, inspiring young people to explore career opportunities in Indiana's advanced industries. The program's success is evident in the increased engagement with over 10,000 individuals

responding to our career messaging, 250 participants in our annual High School Summit, and over 200,000 visitors to our web pages. By showcasing the diverse opportunities available in Indiana, we are cultivating a new generation of talent eager to contribute to our state's economic future.

We extend gratitude to our CICP and branded initiative boards, many stakeholders and others who have supported our work. We also want to thank Lilly Endowment Inc. for granting us a \$50 million award in 2024 to support our charitable work over the next three years. This support and funding enables our entire organization to pursue innovative programs, compelling research and community projects that align with our mission and create pathways for economic mobility, further amplifying the impact of our collective efforts.

I am immensely proud of what we have accomplished together, and I am excited for the opportunities that lie ahead. Our strength lies in our collaborative spirit, and I am confident that, together, we will continue to drive Indiana's prosperity and quality of life for all its residents. Our journey over the past 25 years has laid a strong foundation, and I am eager to see how we can build upon these successes in the coming years.

Thank you for your continued support and partnership. I look forward to another year of progress and success.



All the best,
Melina Kennedy
Melina Kennedy
CEO, Central Indiana
Corporate Partnership

CELEBRATING 25 YEARS OF INNOVATION

The Central Indiana Corporate Partnership (CICP) started in 1999 with a bold vision to bring together corporations, foundations and educational institutions to transform the economy of Indiana, and through significant achievements, is marking 25 years.

CICP has been instrumental in creating strategies, programs, projects, and initiatives that are positively impacting Indiana.

- **Talent & Workforce:**
Led to Ascend Indiana, connecting talent with employers.
- **Placemaking:**
Led to 16 Tech Innovation District, fostering innovation and collaboration.
- **Life Sciences:**
Led to AgriNovus Indiana, BioCrossroads and the Indiana Biosciences Research Institute to advance life sciences.
- **Inclusion:**
Led to Business Equity for Indy, promoting economic inclusion in Indianapolis.
- **Tech & Data:**
Led to AnalytiXIN, building a digital ecosystem linking universities and industry.



CICP 25 YEARS

“Indiana is a unique place where collaboration is central to what we do to drive the Indiana economy,” said Melina Kennedy, CEO, Central Indiana Corporate Partnership. “Throughout the past 25 years, CICP has brought together leaders from industry, philanthropy and higher educational institutions to take on big challenges and create opportunities to move our economy into the future. It is that kind of collaboration that has sustained Indiana and helped to create strong advanced industry sectors that will lead us into the decades ahead.”



Empowering Indiana's Young Adults to Build Their Futures in Indiana



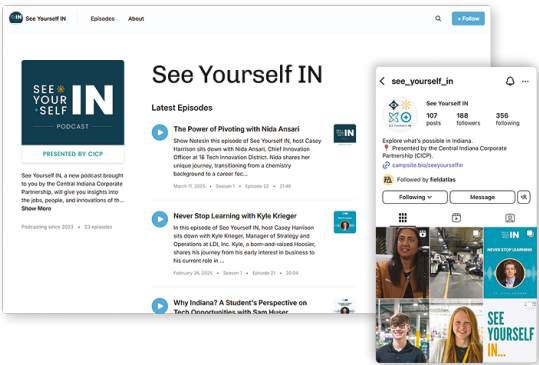
At Central Indiana Corporate Partnership, we are dedicated to creating a sustainable future for Indiana by providing essential resources to our citizens and future generations. This is why we've introduced our See Yourself IN public awareness program so we can better spotlight the incredible career opportunities available in

Indiana. Many young people don't realize just how many exciting and lucrative career paths are available in our state's advanced industries. We want to change that by showing young people what's possible, including careers they might not have considered while helping them envision a future where they can thrive right here at home.

See Yourself IN | 2024 Engagement

✨ Expanded Reach & Engagement

The program's digital campaign in 2024 achieved significant milestones with over 270,000 clicks and an impressive engagement rate. Social media efforts, like the launch of See Yourself IN on Instagram and Facebook, further amplified the program's reach, resulting in a substantial increase in followers and interactions. Our engagement provides insights from several advanced industries throughout Indiana—usually told from the perspective of fellow young professionals. From testimonials to internship debriefs, there are plenty of resources to explore that show other Gen Z students and professionals already thriving in the Hoosier State—giving students a chance to see what's out there for them, too



◆ Second Annual High School Summit

Our High School Summit welcomed over 250 students who enjoyed panel discussions and hands-on demonstrations and activities. Olivia West, Indiana Pacers and Indiana Fever In-Game Host, kicked off her keynote speech by asking students to share their ideal jobs. From the beginning, students were encouraged to dream big and take advantage of opportunities to network with speakers, universities and colleges, and organizations throughout the summit. This event served as a pivotal moment for many attendees, providing firsthand insights from industry leaders and peers as they highlighted everything from outstanding jobs and career pathways to available training programs and educational resources.



✧ Digital Toolkit Launch

See Yourself IN is helping young people realize their potential and find rewarding opportunities throughout the state—and we give them the tools to get there. Our new digital toolkit highlights the program's online resources such as profiles of people working in interesting jobs, interview tips, and more. But more importantly, all our content was designed and selected based on the needs of Gen Z students. And we've tailored the digital toolkits as a resource for educators, parents and guardians, and partners to talk about See Yourself IN.

📍 "Raise Your IQ" Series

Central Indiana Corporate Partnership and IndyHub hosted three Raise Your IQ conversations focusing on Networking and Careers, Entrepreneurship in Indianapolis, and Innovations of Tomorrow. These creative spaces gave young professionals a platform to not only ask questions, but also to connect with and hear from industry leaders as they shared their experiences and advised the group to consider roles that align with their interests and skills (professionally and as volunteers).



See Yourself IN represents a dedicated investment in Indiana's future, empowering young people to see themselves as integral parts of the state's success story.

An art student might think there is not a place for them in an advanced manufacturing or robotics company. Or maybe someone with an interest in technology is not sure how they would fit in working at a bioscience lab. But there are jobs for everyone, everywhere.

Let's make sure our young people realize that there are rewarding careers with great salaries right here in the Hoosier state. By showing all the possibilities available to them, See Yourself IN helps young people find where they could fit—even in the industries they have not heard of, or in roles that they do not know about yet.

AnalytiXIN continues to serve as a vital catalyst for data collaboration, bridging Indiana's academic institutions, industry, government, and community organizations. In 2024, the initiative achieved notable milestones across its four strategic pillars, significantly expanding its transformative impact:

59

advanced analytics and AI-focused faculty



Talent Attraction and Growth

2024 marked significant progress, with 59 advanced analytics and AI-focused faculty now recruited and retained across Indiana University, Purdue University, and the University of Notre Dame. These distinguished experts are educating Indiana's talent of tomorrow, driving interdisciplinary research, fostering innovation, and elevating Indiana's status within the global digital landscape.



The Common Place

Hub for Collaborative Innovation: Located at 16Tech, The Common Place remains central to fostering engagement and cross-sector partnerships. The inaugural AnalytiXIN Summit successfully convened over 80 industry, academic, and community leaders. This pivotal event sparked new intra-organizational collaborative projects aimed at building the data ecosystem and generating actionable solutions to key challenges.



Life Sciences Health Data Asset Gains Momentum

The consortium surrounding the Life Sciences Health Data Asset advanced substantially, launching collaborative research initiatives with prominent institutions including Indiana University, IU Health, Eli Lilly & Co, Purdue University, and IBRI. These projects showcase the asset's capability to facilitate groundbreaking research, enhancing Indiana's position as a leader in health data innovation.



Diverse and Dynamic Project Teams

The Communities of Practice (CoPs) continue to underpin AnalytiXIN's collaborative mission, effectively connecting faculty, students, and community partners. In 2024 alone, CoPs engaged 88 organizations spanning manufacturing, life sciences, and technology sectors. These collaborative forums created meaningful opportunities, such as data visualization projects linking students directly with real-world industry challenges, fostering practical learning experiences, and addressing community needs.

AnalytiXIN, a program of the Central Indiana Corporate Partnership (CICP), was established through a Lilly Endowment Inc. grant to the CICP Foundation to develop a digital community including a place-focused collaboration hub in Indianapolis that will strengthen connections and encourage engagement of academic data science R&D talent with their industry peers to drive sustained innovation within Indiana. AnalytiXIN is intended to grow and enable the digital ecosystem and drive sustained innovation within the State. The emphasis is on life sciences and manufacturing – two of Indiana's most important and prolific economic drivers.

Business Equity for Indy (BEI) continues to focus efforts on the growth of a more inclusive business climate in collaboration with the Indy Chamber and Indianapolis Urban League. In 2024, we continued to coordinate our collective activities into three common areas: People, Procurement, and Policy. We currently have 51 BEI members from across Central Indiana who are committed to implementing best practices, recommendations, and initiatives to support equity within their organizations.

BEI ANNUAL EVENT

"Standing for Change: Clearing the Path Forward" was a corporate conversation aimed at challenging systemic injustices. The event discussed causes of inequity, amplified marginalized voices. The agenda included a networking breakfast and panel presentation featuring Citizens Energy, FireFly Children and Family Alliance, and EmployIndy who shared how their experiences and engagement with BEI positively impacted their organizations. More than 80 attendees also enjoyed our keynote presentation from Joy Mason, CEO of Six Sigma Racial Equity Institute.



BEI'S FIRST ANNUAL IMPACT REPORT

BEI released its first BEI Impact Report in 2024. This comprehensive document reflects BEI's collective efforts and achievements in driving positive change across the Indianapolis region. The impact report highlighted how BEI has done the following:

- Promote diversity and inclusion in the workplace
- Advance equitable business practices and procurement opportunities
- Advocate for policy reforms to address systemic inequities
- Foster collaborative partnerships and community engagement efforts

COMMUNITY ENGAGEMENT

BEI supported a host of organizations and non-profits in the region, including the Champions of Diversity Awards Dinner hosted by the Indianapolis Recorder, the Equal Opportunity Day luncheon hosted by the Indianapolis Urban League, the Mayor's Diversity Luncheon, the Fathers and Families Annual Luncheon, and WE Brunch Indy with BEI companies and partners. These partnerships provide an avenue to additional audiences and potential BEI member companies while allowing BEI to serve as a thought leader and community leader in this work.

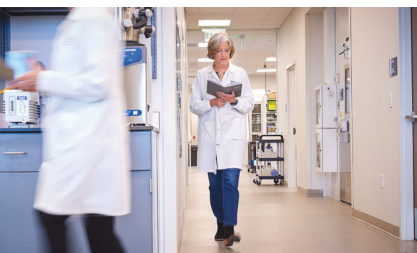




16 Tech Innovation District is a growing destination for innovation and entrepreneurship. A driver of the tech enablement of the life sciences and advanced manufacturing industries key to Indiana's economy, 16 Tech is connected to diverse neighborhoods in downtown Indianapolis and intentionally resourced with facilities and programs to foster innovation. At full build-out, the 50-acre district will boast more than 2 million square feet of innovation-related space that will support 3,000 jobs.



INDIANAPOLIS BUSINESS JOURNAL'S INDIANA 250



In 2024, 16 Tech celebrated the following milestones:

- The EDA announced that Indiana received a \$51M implementation grant for the Heartland BioWorks Tech Hub including funding for a headquarters facility in 16 Tech. Organized by Applied Research Institute (ARI), the headquarters will focus on pharmaceutical and biotechnology manufacturing.
- Indiana University secured \$138M from Lilly Endowment Inc. for the IU Launch Accelerator for Biosciences (IU LAB) in 16 Tech. The 150,000-square-foot facility will integrate education, R&D and business incubation to elevate Indiana's biosciences discovery, commercialization and talent opportunities, and is set to open in 2027.
- Celebrated the opening of the Ivy Tech Manufacturing Innovation Training Center in partnership with Eli Lilly and Company at EMC2, a state-of-the-art, 4,700-square-foot training center that offers both certificate/degree programs in smart manufacturing.
- Welcomed the IU School of Medicine Center for Diabetes & Metabolic Diseases, Purdue University Accessible Precision Audiology Research Center and Purdue University Manufacturing Materials & Research Lab to the District.
- Supported and connected entrepreneurs and innovators through programming and events like RALLY Happy Hour, Hard Tech Innovators Network and more.
- Launched the "I Can Be That" initiative, connecting 150 local neighborhood students to hands-on experiences and careers in advanced manufacturing.
- Awarded \$300,000 to seven projects to support quality of life efforts and vitality of neighbors near 16 Tech through the sixth cycle of the 16 Tech Community Investment Fund. Since inception, the Fund has awarded more than \$2.2M to 65 projects. It is supported by a \$.20 per square foot contribution from each lease in 16 Tech and is led by an advisory committee, consisting of 16 Tech neighbors and neighborhood organizations.
- Hosted more than 450 events, including notable community gatherings like Boo Bash which offered safe Halloween activities for more than 600 neighbors.
- Assumed operations of the Indy Winter Farmers Market from Growing Places, solidifying the market as a community resource for the westside of Indianapolis.



16 Tech is home to three buildings with a variety of office, coworking, wet and dry lab spaces and makerspaces and 200+ innovation related entities that employ more than 1,000 people, including CICP and its five branded initiatives, Indiana Biosciences Research Institute (IBRI), a leading translational research institute with capabilities in diabetes, Alzheimer's and pediatric rare disease research, and the Emerging Manufacturing Collaboration Center (EMC2) with strengths in autonomous vehicle technology, Industry 4.0 implementation and additive manufacturing.

16 Tech will build on its momentum in 2025, celebrating the opening of the 16 Tech bridge, a first-of-its-kind bridge linking the district and nearby neighborhoods to Indianapolis' research/medical corridor, as well as the opening of the district's first multifamily residential project.

The 16 Tech Innovation District is managed by 16 Tech Community Corporation, the nonprofit responsible for the district's programmatic and physical development.

Dig into 16 Tech's 2023-2024 impact report and learn more at www.16tech.com.

CICP's CEO and four of its talent and industry sector initiative leaders were named to the Indianapolis Business Journal's prestigious list of the 250 most influential business leaders in Indiana. The list represents the people who are making an undeniable impact on the state. Named to the list were:

- **Melina Kennedy**, CEO
Central Indiana Corporate Partnership
- **Mitch Frazier**, president and CEO
AgriNovus Indiana
- **Ting Gootee**, president and CEO
TechPoint
- **Vince Wong**, president and CEO
BioCrossroads



Melina Kennedy



Mitch Frazier



Ting Gootee



Vince Wong



The AMP food hall and marketplace is the district's vibrant amenity, home to restaurants/retailers and a variety of events for the community, including the Indy Winter Farmers Market which attracts more than 1,000 visitors weekly November-April.

16 TECH FAST FACTS

4 years open
200+ companies
1000+ employees
300K annual visitors
6 universities and colleges
20+ restaurants and retailers





In 2024, AgriNovus Indiana sought to fuel **differentiation** in every interaction, program and experience to inspire and energize growth across Indiana’s agbioscience economy.

INDUSTRY GROWTH

It was a record-breaking year as AgriNovus, in partnership with the Indiana Economic Development Corporation (IEDC), directly secured \$493.4 million in capital investment to the state; and ensured commitments from six companies to expand or locate operations in Indiana, a move that will bring 473 new jobs to the state. This chapter of growth coincides with the launch of ACCELERATE 2050, a new strategic framework that seeks to add \$8 billion of growth to the state’s agbioscience economy by 2030.

2024 Progress

\$69.6B

agbioscience contribution to Indiana’s economy

28

new company commitments since 2020

4,000+

new job commitments since 2020

\$2.0B

capital investment since 2020

STARTUP ACCELERATION

Nutrition access continues to be one of the most pressing issues of our time and the HungerTech Innovation Challenge is designed for innovators to leverage the power of technology to better connect food supply with food demand. With sponsorship from Elevance Health, Evansville-based Anu was awarded the \$25,000 grand prize at TechPoint’s Mira Awards for its controlled-environment agriculture systems.

The Producer-Led Innovation Challenge, presented by Indiana Corn Marketing Council and Indiana Soybean Alliance, identifies the top challenge facing farmers and creates the conditions and connections for entrepreneurs to develop solutions that meet the needs of an evolving on-farm operation. A record 52 teams participated in the 2024 Challenge and Indianapolis-based Gripp was awarded the \$25,000 grand prize. The Producer-Led Innovation Challenge has served as a springboard for entrepreneurial companies, enabling all winning companies to go on to future success. Since its launch, every company that has won the Challenge has either received follow-on funding or has been acquired.



2024 Progress

\$200K+

awarded to date

68

challenge teams

5+

challenge winners have been acquired or received follow-on funding

PUBLIC EDUCATION + THOUGHT LEADERSHIP



AgriNovus took a journey to the future in 2024 with the release of new research titled *Accelerate 2050: A Vision for Indiana Agbioscience*. Conducted by RTI International, the study identified the state’s relative economic performance across the sector and defined priority opportunities to position Indiana’s agbioscience economy for differentiated growth amid future uncertainty. These opportunities include farmer-focused innovation, food is health and bioinnovation.

Research Facts

INDIANA

is a global leader in agricultural production, plant science and animal health

147,075

employed across Indiana’s agbioscience economy

\$22.7B

in gross domestic product (GDP)



AGRINOVUS Agbioscience

Podcast | In its seventh season, Agbioscience expanded to an in-studio video podcast to accompany its weekly audio product. The podcast is an in-depth conversation with leaders and entrepreneurs across food, animal health, plant science and agtech. Feedspot has named it the #1 AgTech Podcast Globally and ListenNotes ranks it in the top 5% of all podcasts worldwide.



AGRINOVUS Quadrant+

Quadrant | The Quadrant event series continues to unite leaders and innovators for forward-thinking discussions, networking and showcases of groundbreaking technologies in agbioscience. Each quarter focused on content related to emerging topics shaping the industry.



AGRINOVUS FIELD ATLAS

Field Atlas | Field Atlas is an online career exploration platform designed to help high-school and college students connect to fields of study and careers in agbioscience.

Ambassador Program | The Field Atlas online platform is augmented by part-time student employees that champion the agbioscience story on their Indiana college campus, surrounding colleges and high schools. This paid professional development experience is a part-time remote internship. AgriNovus welcomed 15 ambassadors representing diversity from campuses across the state in 2024.



Company Tours | Field Atlas offers Company Tours as an opportunity to network with agbioscience professionals, attend a mentorship dinner and experience curated tours of Indiana’s most innovative companies. The two-day program welcomed registrants across two tours ranging from freshmen to PhD candidates from campuses across Indiana.

2024 Progress

57,725

downloads to the Agbioscience podcast

2024 Progress

500+

attendees to Quadrant

2024 Progress

9,665

visitors to the Field Atlas site

2,856

users to Field Atlas driven by Ambassadors

45

college student participants in Field Atlas Company Tours

To learn more visit,
www.agrinovusindiana.com

Since 2016, Ascend Indiana has worked with our partners in industry, education, government, and philanthropy to address Indiana’s talent needs. Ascend has connected Hoosiers with career and internship opportunities, collaborated with employers to develop talent solutions to meet high-demand workforce needs, and delivered research that has driven systems-level change that positively impacts people throughout Indiana.



Connecting Hoosiers and Employers

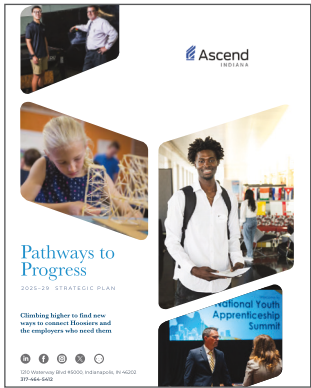
Over the years, we’ve earned the trust of our partners and connected thousands of young Hoosiers with internships and career opportunities in Indiana. The centerpiece of our efforts has been the Ascend Network, an online platform that has matched over 6,000 young Hoosiers with internships and careers. This cloud-based platform utilizes algorithms and human advisors to connect college students, recent graduates, and other Hoosiers with Indiana employers.

In 2024, Ascend – for the first time – surpassed its goal and matched 963 early-career Hoosiers and other job seekers with career and internship opportunities. We also worked alongside employers to fill roles and partnered with educational institutions to build custom talent pipelines. In 2024, we completed 10 projects, three of which were completed through American Rescue Plan funding in collaboration with EmployIndy and connected 826 individuals to training and work-based learning opportunities.



Ascend’s 2025-29 Strategic Plan

While Ascend has established a strong foundation by connecting people with career opportunities, we are expanding our impact by reaching more individuals and engaging more employers across the state. We spent 2024 listening to our stakeholders and broadening our mission to enable a modern workforce system serving as a link between organizations, people, and programs to ensure all Hoosiers and all employers are equipped to thrive in Indiana’s evolving economy.



Mission/Vision

Our Vision:
All Hoosiers and all employers are equipped to thrive in Indiana’s evolving economy.
Our Mission:
Ascend Indiana enables a modern workforce ecosystem.

Under the new strategic plan, Ascend will:

- Collaborate for change by increasing our role as a connector, bringing organizations together to scale proven programs, develop new ideas, policies and initiatives that will create meaningful pathways for students and job seekers;
- Build work-based learning pathways, providing young Hoosiers with real-world experiences, opening their eyes to career possibilities and increasing their employability skills;
- Open more doors through Ascend’s on-line career-matching platform, The Ascend Network, by inviting school counselors, career services personnel and workforce intermediaries to use the Network as they guide Hoosiers on their career journeys; and
- Do more with data to create a consistent understanding of workforce data and its implications to ecosystem stakeholders through original research and a new data repository that will consolidate data from various sources into a centralized location.

To read “Pathways to Progress: 2025-29 Strategic Plan” visit ascendindiana.com.



Youth Apprenticeship

“Indiana’s New Career Pathway: Preparing More Hoosiers for Success After High School” was published in September 2024 after 7 years of work learning about the Swiss vocational and professional education and training system. Ascend collaborated with the Richard M. Fairbanks Foundation, Indy Chamber and nearly 200 business, education, philanthropic and public-sector partners to develop the comprehensive strategic plan – CEMETS iLab Indiana - that lays the groundwork for a statewide system that supports apprenticeship experiences for Hoosier students.



to learn more, visit
www.ascendindiana.com

Indiana marked a major milestone in 2024, becoming the nation's #1 state for life sciences exports. This achievement, driven by growth in areas like incretin therapies and nuclear medicine, generated more than \$99 billion in economic activity and supported over 70,000 jobs statewide. Guided by a renewed vision, BioCrossroads supported this progress by aligning efforts across the sector and helping to create the conditions for continued innovation and investment.

Advancing Indiana's Life Sciences Strategic Roadmap

In 2024, BioCrossroads advanced Indiana's life sciences strategic goals by fostering innovation through collaborative initiatives, supporting talent development with key programs, and strengthening the state's manufacturing and radiopharmaceutical sectors through targeted recruitment and global partnerships. These efforts enhanced commercialization pathways, expanded workforce training opportunities, and reinforced Indiana's position as a leader in life sciences.

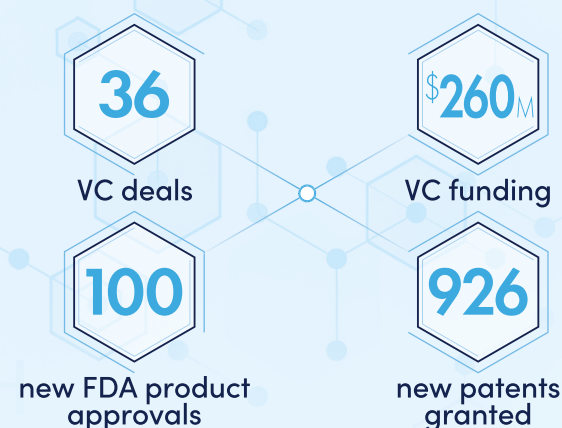


FOSTERING RESEARCH AND DEVELOPMENT, AND INNOVATION TRANSFORMING IDEAS INTO IMPACT

Innovation in Indiana's life sciences sector thrived as BioCrossroads worked alongside partners across Indiana's life sciences sector to strengthen collaboration, support innovative research, and encourage entrepreneurship. The Life Sciences Innovation and Entrepreneurship Working Group united leaders from our Tier 1 universities, industry, and venture capital to enhance university-industry collaboration, improve commercialization pathways, and nurture entrepreneurial talent through initiatives like AXIS Mentoring and the Odyssey Group. As part of the Heartland BioWorks Tech Hub, powered by the Applied Research Institute, Heartland BioWorks BioLaunch is helping to accelerate innovation by providing startups and emerging biotech ventures with non-dilutive grant funding, incubator space, and rapid pharmaceutical manufacturing infrastructure.

ENHANCING THE STATE'S LIFE SCIENCES MANUFACTURING ECOSYSTEM SECURING INDIANA'S COMPETITIVE EDGE

BioCrossroads strengthened Indiana's competitive edge in life sciences manufacturing through strategic recruitment, supply chain resilience, and global partnerships. Leading the Life Sciences Manufacturing Supply Chain Recruiting Task Force, BioCrossroads assessed over 60 suppliers, prioritized 28 for outreach, and secured one company's site acquisition by year-end. Focused on pharmaceutical manufacturing and radiopharmaceutical growth, the task force fostered international collaborations, particularly with Belgium's nuclear medicine clusters. The Nuclear Medicine Working Group further positioned Indiana as a leader in radiopharmaceuticals by partnering with Purdue University to develop additional talent pipelines and by highlighting these advancements at the December FrameWORX event.



BOOSTING INDIANA'S LIFE SCIENCES TALENT AND WORKFORCE EMPOWERING THE NEXT GENERATION OF LIFE SCIENCES LEADERS

Indiana's life sciences sector thrives on the strength of its workforce, and in 2024, BioCrossroads helped shape new pathways to meet the state's growing talent needs, linking education with industry priorities in meaningful ways. Through innovative initiatives like Heartland BioWorks BioTrain and the Indiana Career Apprenticeship Pathway, BioCrossroads forged critical connections between industry and education. With hands-on training, expanded pipelines, and key events like CICP's See Yourself IN Summit, BioCrossroads is shaping a competitive and future-ready life sciences industry in Indiana.



SUPPORTING CONNECTIONS AND OUTREACH ACROSS THE SECTOR AMPLIFYING INDIANA'S LIFE SCIENCES IMPACT

In 2024, BioCrossroads strategically enhanced its communications efforts to highlight Indiana's growing life sciences ecosystem and workforce opportunities. With a revamped website and an expanded social media presence, BioCrossroads significantly increased its reach and engagement, particularly on LinkedIn.

MONTHLY NEWSLETTER
15.2% click-through rate
nearly triple the industry standard

WEBSITE
217% surge in web traffic
with launch of new site

LINKEDIN GROWTH AND ENGAGEMENT
2,367 new followers in 2024

60% annual growth in followers



BioCrossroads' dynamic educational series served as a platform in 2024 to foster collaboration, innovation, and growth within Indiana's life sciences ecosystem, attracting a total audience of ~500 attendees collectively. Featuring thought leaders from across the state, these events spotlighted Indiana's leadership in strategic areas such as life sciences manufacturing, workforce development, and nuclear medicine, as well as the strengths of our unique regional life sciences hubs.

Rebranded as the BioCrossroads Life Sciences Summit, the 2024 event was the first sold-out summit in the organization's history, highlighting Indiana's leadership in diabetes and obesity management. Held on November 7, the summit brought together leading experts, including keynote speaker Dr. Richard DiMarchi and U.S. Senator Todd Young, to explore advancements in treatment, stigma reduction, and legislative support. The event concluded with the CEO of Eli Lilly and Company, David A. Ricks, being honored with the 2024 August M. Watanabe Life Sciences Champion of the Year Award for his transformative impact on healthcare and Indiana's life sciences industry.



To learn more, visit www.biocrossroads.com

In 2024, Indiana's advanced manufacturing and logistics (AML) industry businesses embraced innovation and the adoption of Industry 4.0 technologies and worked together to strengthen talent pipelines. Conexus Indiana played a key role in this transformation, bringing industry, academia and public-sector leaders together to drive positive change for the industry. The following is an overview of the work accomplished by Conexus Indiana in 2024.

Building a Stronger Talent Pipeline

The demand for a highly skilled workforce continues to shape the future of Indiana's AML industries. In 2024, Conexus Indiana continued to respond to this need by deepening its engagement with industry employers and educators.

- Conexus awarded \$110,000 in **Student Industries Support Grants** to 11 high schools and \$480,000 in **Education Readiness Grants**, via the Indiana Commission for Higher Education, to five high schools. These funds allowed student-run manufacturing enterprises and Career and Technical Education (CTE) programs to scale their operations and enhance Industry 4.0-aligned training to bridge the gap between classroom learning and real-world application.
- Meanwhile, the **Catapult Indiana** training program continued to provide a direct pathway into AML careers. Across six program sites, 127 students participated in this immersive training experience, with 90% of eligible adult graduates receiving job offers. The program also reinforced Conexus' commitment to equity, with 68% of participants identifying as persons of color, expanding access to opportunity across Indiana's workforce.
- In addition to these workforce initiatives, Conexus strengthened its **partnership with Ivy Tech Community College** to ensure Indiana's post-secondary institutions are preparing students for the evolving demands of Industry 4.0. Through this collaboration, Ivy Tech and Conexus co-developed courses designed to upskill workers and equip them with the digital competencies required in modern manufacturing.



Accelerating Technology Adoption

As Industry 4.0 reshapes manufacturing and logistics, Conexus remains at the forefront of helping companies implement digital solutions that enhance productivity and competitiveness.

- Through its administration of the Indiana Economic Development Corporation's **Manufacturing Readiness Grants**, Conexus has supported 708 companies, facilitating \$74 million in state-backed capital investments in new technology. These investments have allowed businesses to integrate automation, robotics and data-driven processes that address workforce shortages and drive efficiency.
- Additionally, Conexus published **24 new technology adoption case studies** showcasing how Indiana companies are leveraging advanced technologies to remain competitive in a rapidly evolving landscape.
- Recognizing the need to amplify the existing technology adoption achievements of Indiana's manufacturing ecosystem, Conexus established the **Conexus Manufacturing Innovation Award** in partnership with TechPoint's Mira Awards. This award highlights groundbreaking advancements in manufacturing technology, further integrating AML into the state's broader innovation economy.



Raising Public Awareness and Delivering Thought Leadership

Beyond driving industry innovation, Conexus remains committed to shaping public perceptions of AML careers and ensuring Indiana remains a leader in digital adoption.

- Conexus continued its work to attract the next generation of talent through the **Make IN Move campaign**, which secured 2.5 million impressions from Gen-Z Hoosiers in 2024. This campaign, designed to raise awareness of AML career opportunities, leveraged targeted digital outreach and storytelling to connect with Indiana's future workforce.
- To publicly recognize and celebrate the next generation of AML leaders, Conexus continued its **Rising 30** program in 2024, honoring 30 young professionals making a significant impact in Indiana's manufacturing and logistics industries.

Research and data-driven insights remain central to Conexus' mission, helping to guide industry decision-making and inform public policy.

- Conexus completed multiple research projects that examined emerging workforce trends, digital adoption benchmarks and supply chain innovations. Among these, the **National Technology Adoption Benchmarking in Advanced Manufacturing and Logistics Report**, developed in partnership with TEconomy Partners LLC, provided a comparative analysis of Indiana's Industry 4.0 progress against seven peer states.
- Additionally, Conexus partnered with Purdue University and the Indiana Economic Development Corporation to assess **Indiana's EV supply chain preparedness** and identify opportunities for the state's manufacturers to lead in the transition to electric vehicle production.

Fostering Entrepreneurship and Economic Growth

Innovation thrives when an entire industry ecosystem comes together. In 2024, Conexus brought the AML industry's key stakeholders together to convene on topics of importance to the future of the sector and to strengthen Indiana's position as a hub for hardtech innovation.

- Conexus convened its **Advanced Industries Council (CIAIC)**, now 180 partners strong, bringing together leaders from Indiana's diverse AML sectors. These quarterly council meetings, held in five locations across the state, provide a platform for members to tackle pressing industry challenges, share best practices and collectively advance Indiana's position as a leader in Industry 4.0.
- Conexus launched the **Hardtech Innovators Network**, powered by the Indiana Economic Development Corporation, in 2024 and created a forum for over 200 entrepreneurs, industry leaders and investors to connect and collaborate on solutions that push the boundaries of AML.

Looking Ahead

With 2024 marking another year of progress, Conexus Indiana is poised to take its impact to the next level with the launch of its new six-year strategic plan, **Conexus 2031: Empowering Bold Industry Transformation**. This forward-looking plan will guide Conexus' efforts to help Indiana AML maintain its competitive edge.

To learn more, visit

www.ConexusIndiana.com →

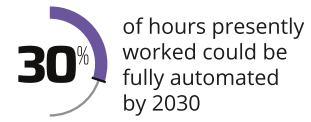
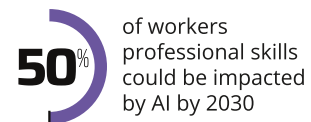
TECHPOINT

Tech Talent

The rapid market adoption of generative AI points to tremendous productive growth opportunities ahead of us. Artificial intelligence (AI) is expected to impact 85 percent of workers within the next three to five years, per the 2024 TechPoint AI & Workforce Impact Report.

Most workers could see up to 50 percent of their professional skills impacted by AI, and 30 percent of hours presently worked could be fully automated by 2030. With such technological advancement, productivity growth is no longer a vague concept that's hard to quantify. Both the return on investment and time to value are proving out.

Organizations that have implemented AI and automation are 20 percent more likely to report high workforce productivity. Generative AI use in organizations has improved productivity by an average of 66 percent, with the largest productivity improvements in complex tasks like coding. When AI models



Community & Insights

In 2024, TechPoint published 25 most-in-demand tech roles and reports on Artificial Intelligence's workforce impact, Mission 41K progress, and VC performance. Such data insights were promoted through 33 speaking engagements that reached nearly 3800 participants. Our overall tech community reach led to over 2 million on digital content views across all channels and over 7200 in event attendance in TechPoint-hosted events including the Mira Awards gala.



are embedded into enterprise systems, the number of tasks that can be completed faster with the same quality increases as much as 56 percent.

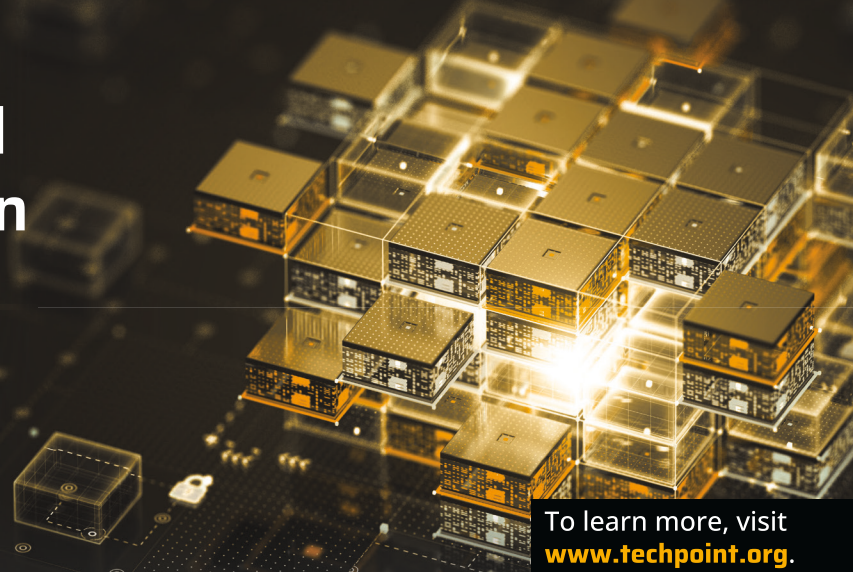
Such market dynamics driven in part by AI has added new dimensions to the collaborative goal of inclusively adding 41,000 tech workers to the state by 2030 via TechPoint's Mission41K effort. While companies and organizations are faced with opportunities to gain more productivity, the talent skillsets and organizational structure required are also evolving rapidly. More than ever, our tech community needs to invest in catching talent in the early stages of the talent pipeline and in upskilling and reskilling. That also includes growing the number of adult apprenticeships, enhancing skills-based hiring practices and increasing programs aimed at bringing more Blacks, Hispanics and women into Hoosier tech careers. TechPoint provided over 250 work-based learning opportunities in 2024 alone, and engaged more than 400 tech leaders in Mission41K. Continuing to drive employer engagement remains a must-have, not a nice-to-have, for our state's overall talent development strategy.



Making Indiana a global leader in tech innovation

The tech industry and digital innovation across all sectors is increasingly core to Indiana's economic growth. Tech and tech-driven companies generated over \$53 billion in economic output. Tech industry jobs pay more than double the state's median wage, provide stable employment and offer strong career growth opportunities. Technological advancement creates new industries and services while enhancing productivity in existing ones and serves as a significant driver of economic growth over time.

If 2023 was a breakout year for generative AI, as 2024 was for edge AI and AI investments, many expect 2025 to be the year of AI integration and agency. Our tech community, while not making headlines with AI foundation models, are building significant strength in putting AI to work. This is evident from the broad market interest in our AI Innovation Network. Companies, big and small, have been actively deploying



To learn more, visit www.techpoint.org.

AI in the last few years, as a source of sustained competitive edge. As Raman Ohri, CEO of SEP and a TechPoint board member, put it, we are "where AI meets the physical world."

The continued AI adoption is also driving changes in the talent arena. A recent MIT Technology Review article "the Second Wave of AI Coding is Here" highlighted well from an industry practitioner "Anything you want to do will be determined by compute and not head count. I think it's generally accepted that the era of adding another few thousand engineers to your organization is over."

Innovation & Entrepreneurship

TechPoint doubled down on its history of helping Indiana tech innovators, founders and operators access the capital and other support needed to grow. The Indiana Founders Network, initially launched in early 2024 have grown to include more than 130 members. The Indiana CIO Network, continues to expand with over 350 members. Both play important roles in building ecosystem connectivity, sharing best practices and enhancing education. Through Venture Support and Venture Connect, more than 200 startups were served in 2024.

2024 also saw the soft launch of Indiana AI Innovation Network, supported in part by SBA Growth Accelerator prizes. Initial market interest from AI industry practitioners have proven robust, with over 150 members already in the network. Network programming focuses on peer knowledge sharing and deep dive in AI use case studies.



EXECUTIVE COMMITTEE & BOARD OF DIRECTORS



EXECUTIVE COMMITTEE

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2024 CICP ENTITIES

AGRINOVUS INDIANA

Community Activation

- Quadrant
- Field Atlas + Ambassadors
- Agbioscience Mentorship Program
- Company Tours
- RALLY Innovation Conference

Thought Leadership

- Agbioscience Podcast
- Research

Industry Growth

- Economic Development

Startup Acceleration

- Producer-Led Innovation Challenge
- HungerTech Challenge

ASCEND INDIANA

Ascend Network

- Higher Education Partnerships
- Employer Engagement
- Intern + Job Placement
- Growth Partners

Ascend Services

- Talent Pipeline Development
- Strategic Planning
- Modern Youth Apprenticeship

Ascend Insights

- Indiana Supply + Demand Report
- Workforce Research
- Economic Development

BIOCROSSROADS

Innovation

- AXIS Mentoring
- Odyssey Group
- Life Sciences Innovation and Entrepreneurship Working Group
- Heartland BioWorks BioLaunch
- Indiana Enterprise Fund I (BC Initiative, for-profit)
- Indiana Seed Fund II and III (BC Initiative, for profit)

Manufacturing

- Nuclear Medicine Working Group
- Supply Chain Task Force

Thought Leadership and Sector Education

- FrameWORX
- BioCrossroads Life Sciences Summit
- Report Research and Development

Talent and Workforce Development

- Heartland BioWorks BioTrain
- Healthcare Industry Talent Association for Indiana Career Apprenticeship Pathway

Collaborative Developments and Spun-out Enterprises (Non-Profit)

- AgriNovus Indiana
- Datalys Center
- Fairbanks Institute
- IndyHub
- Indiana Biosciences Research Institute
- I-STEM
- OrthoWorx
- Indiana Health Information Exchange

CONEXUS INDIANA

Digital Transformation

- Manufacturing Readiness Grants
- Hardtech Indiana
- Industry 4.0 Forums

Networked Community

- Advanced Industries Council
- Industry Working Groups

Image and Awareness

- Rising 30
- Case Studies
- Make IN Move

Skills Alignment

- Student Industries
- Catapult Indiana
- Education Readiness Grants

TECHPOINT

Innovation

- CIO Network
- Founders Network
- Venture Support
- Venture Connect
- Indiana VCI Marketplace
- AI Innovation Network

Talent

- Mission41K Impact Network
- Careers in Tech
- Skills First Hiring
- Adult Apprenticeship
- Xtern + Xplore

Community

- Mira Awards
- Index
- Tech Talent + Innovation Insights

CICP AND INITIATIVES



The **Central Indiana Corporate Partnership's (CICP)** mission is to transform the economy of Indiana in order to create a sustainable prosperity and quality of life for our citizens and future generations. To advance this mission, CICP has five key talent and industry sector initiatives — **AgriNovus Indiana**, **Ascend Indiana**, **BioCrossroads**, **Conexus Indiana** and **TechPoint** — all addressing challenges and opportunities unique to their respective areas: agbiosciences, talent and workforce development, life sciences, advanced manufacturing and logistics and technology. While each initiative operates separately, the sum of these efforts represents a comprehensive strategy to pursue some of our most promising opportunities for regional economic development.

cicpindiana.com



AgriNovus Indiana is a non-profit organization focused on advancing the agbioscience sector by connecting and convening stakeholders to deliver innovative ways to inspire and attract agbiosciences talent, companies and innovation to the state.

agrinovusindiana.com



Ascend Indiana serves as a link between organizations, people and programs to ensure all Hoosiers and all employers are equipped to thrive in Indiana's evolving economy. Our team is focused on building talent pathways, opening doors for more Hoosiers to find careers with Indiana employers through our online job-matching platform and collecting and disseminating qualitative and quantitative data that informs statewide workforce development strategies.

ascendindiana.com



BioCrossroads advances Indiana's life sciences sector by connecting corporate, academic, and philanthropic partners to drive collaboration, investment, and innovation. Through strategic initiatives, we accelerate early-stage companies, deliver critical market intelligence, and lead efforts to strengthen the state's talent pipeline. Focused on long-term impact, BioCrossroads helps position Indiana as a global leader in life sciences research, development, and manufacturing.

biocrossroads.com



Conexus Indiana is dedicated to advancing the Hoosier State's position as a global leader in advanced manufacturing and logistics. Working closely with industry, academia, and government partners, Conexus Indiana drives workforce development, economic growth, and innovation across the state.

conexusindiana.com



TechPoint is the industry-led growth initiative for Indiana's digital innovation economy and overall tech ecosystem. The team is focused on working with public, private and industry partners to expand tech talent pipeline, enhance resource connectivity for enterprise organizations and startups alike, and elevate the industry by activating the community and amplifying stories of success.

techpoint.org

CICP AND INITIATIVE TALENT PROGRAMS



Field Atlas is an online career exploration platform designed to help high school and college students connect to fields of study and careers in agbioscience.



Ambassador Program:

The Field Atlas online platform is augmented by part-time student employees that champion the agbioscience story on their Indiana college campus, surrounding colleges and high schools. This paid professional development experience is a part-time remote internship. AgriNovus welcomed 15 ambassadors representing diversity from campuses across the state in 2024.

Company Tours:

Field Atlas offers Company Tours as an opportunity to network with agbioscience professionals, attend a mentorship dinner and experience curated tours of Indiana’s most innovative companies. The two-day program welcomed registrants across two tours ranging from freshmen to PhD candidates from campuses across Indiana.



Through the **Ascend Network**, students receive personalized job recommendations and free, one-on-one support from a career mentor to guide them through the job search process. ascendindiana.com

Ascend Indiana continues its leadership role in creating a statewide system for youth apprenticeships. Through its community of practice, Ascend worked with 7 regional sites in 2024 to implement youth apprenticeship programs; two additional sites will be operational by 2025. Through the community of practice, more than 100 employer partners and 40 schools have been engaged with youth apprenticeship programs across 13 counties. In addition, Ascend has helped guide the CEMETS iLab Indiana work, which includes nearly 250 employers, 55 school partners, and 20-pls higher education institutions focused on adapting the Swiss apprenticeship model for Indiana implementation.



Career TraX profiles early-in-career life sciences jobs as well as life sciences companies in Indiana. Whether you’re a recent college graduate or have earned a high school diploma or GED, there’s a place for you IN life sciences. biocrossroads.com/career-hub



Make IN Move helps Hoosiers in middle and high school discover exciting and innovative career paths in the tech world of advanced manufacturing and logistics (AML). makeinmove.com

Develop skills and explore real-world problems in manufacturing while learning about the opportunities and demands of this fast-growing field through **Catapult Indiana**, a 160-hour program of classroom and hands-on work. conexusindiana.com/activate-talent/catapult-indiana

Students gain hands-on experience in AML by running student-run businesses with the support of the **Conexus Student Industries** network. High schoolers gain real-world skills, work with industry pros and explore careers in a high-tech, high-demand field. conexusindiana.com/activate-talent/conexus-student-industries



TECHPOINT

Mission 41K is the north star for TechPoint’s talent strategy. Mission41K is a collaborative movement to address the largest problem Indiana employers are facing today—finding, hiring and retaining qualified tech talent. It prioritizes skills-based hiring, provides more inclusive pathways into tech roles for significantly more people, and drives a flag into the ground around apprenticeship and work-based learning as a viable path to a successful and lucrative career in tech. techpoint.org/talent-impact

Careers in Tech is the doorway for prospective talent to Indiana’s tech economy. This comprehensive tool breaks down the Top 25 tech careers most in demand for Indiana employers, connects users to free learning and career assessments, and houses a resource directory of education and training programs available to begin your journey. Explore your path to a career in tech at careersintech.info.

If a career in tech is where you see yourself, **Xtern** is the program for you. Xtern is a full-time, paid, 10-week summer internship that connects college students with top tech companies for a real-world experience. techpoint.org/xtern



The **Adult Tech Apprenticeship** is another path available for those not currently enrolled in a post-secondary program. This program provides strategic upskilling and reskilling through work-based learning and on-the-job training to individuals seeking careers in technology. techpoint.org/adult-apprenticeship

ADVANCED INDUSTRY STATS

Industry Cluster	Employment	Average Wage	Establishments	Total Economic Activity
Advanced Manufacturing	536,174	\$91,927	9,494	\$464.1B
Manufacturing contributes to 25% of the state's GDP and is a key component of other industry clusters, which aids in making Indiana the nation's most manufacturing-intensive state.				
Agbiosciences	104,348	\$72,664	5,165	\$96.8B
More than 100,000 people working in the agbioscience industry and another 47,000 are farm proprietors—all of whom aid in fueling the growth of Indiana's economy.				
Life Sciences	70,189	\$148,689	3,253	\$99.1B
Indiana's life sciences industry produces more life science exports than any other state.				
Logistics	305,183	\$84,304	21,554	\$125.1B
As the "Crossroads of America," Indiana has long-been a logistics powerhouse, moving goods manufactured here and contributing to 12% of the state's GDP.				
Technology	73,722	\$120,372	10,572	\$53.7B
In addition to the nearly 74,000 people working in the tech sector, another 70,000+ have tech jobs in non-tech industries, underscoring the importances of digital technology and tech skills in Indiana's economy.				
Advanced & Traded Industries	1.1M	\$94,467	65,434	\$661.2B
Each of the above industry clusters plus other traded industries (e.g., insurance and financial services) contribute to nearly 50% of Indiana's GDP and more than 65% of all economic activity.				

Source: IBRC analysis of from U.S. Bureau of Labor Statistics (QCEW), Lightcast, and IMPLAN. All data as of 2023.



TECHPOINT

