



Central Indiana Corporate Partnership



# 2025 ANNUAL REPORT



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# LETTER FROM THE CEO

For Central Indiana Corporate Partnership (CICP), 2025 was a year of reflection, one that demonstrated progress and continued momentum.



Collectively, we amplified our story about what makes Indiana unique through work across the organization within our branded initiatives AgriNovus Indiana, Ascend

Indiana, BioCrossroads, Conexus Indiana, and TechPoint. Indiana is a state with remarkable assets, real momentum, and our team is helping shape what comes next.

A significant component of this reflection focused on building the groundwork for several influential projects. By engaging the Global Institute on Innovation Districts, we undertook the data-led strategy of spatially mapping the innovation happening across central Indiana's innovation districts to demonstrate how these districts work together. Indiana is one of the few places in the world that can innovate, manufacture and deliver at the scale we do from a single region. We can develop a breakthrough in a lab and scale it on a production floor, often within miles of each other and then deliver it quickly due to our central geographic location and world class transportation assets. Additionally, our collective work within the emerging innovation hubs matters, and we are exploring ways to amplify those efforts.

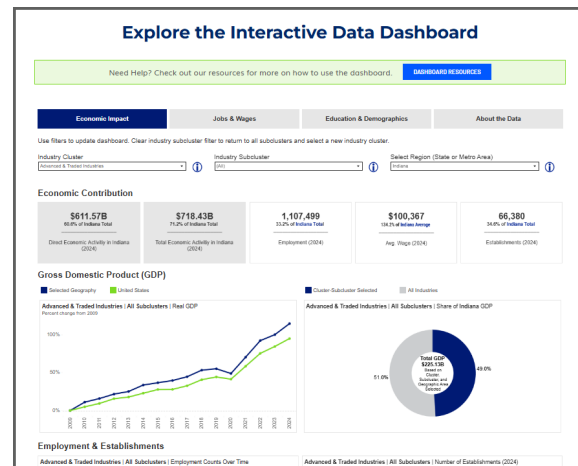


Complementing this work, AnalytiXIN launched a first-of-its-kind healthcare data consortium bringing together Eli Lilly, IU Health, IU School of Medicine, and the Indiana Health



**analytiXIN**

Information Exchange to advance data-driven clinical trials. Indiana's depth in health sciences is a genuine differentiator, and this consortium puts us firmly on the map.



Data insights and research remain a cornerstone of our strategy. The launch of the Advanced Industry Dashboard represents a significant step forward in our ability to track real-time data trends across economic and workforce measures. This data is powerful and in a collaborative effort led by Ascend Indiana, CICP and all the initiatives are working on the Advanced Industry Workforce Report, which will be released in 2026. Together these tools will provide a comprehensive data-driven view of Indiana's industry performance through economic indicators, jobs and wages, and education and demographics.

We also leaned into two areas that will define Indiana's competitive position: artificial intelligence and advanced chemistry. Through our AI Strategy, we are increasing awareness and understanding of how AI is transforming Indiana's advanced industries and how companies can lead in its adoption. The second area is exploring advanced chemistry through Catalyze Indiana, a new initiative to leverage our existing capabilities by bringing together universities and leading companies to accelerate innovation in a sector where our state has distinct and underutilized strengths.

As we intentionally invest in the next generation, our Grand Challenges (Xtern Challenges) are giving students a platform to learn while addressing real-world business issues. In the fall, TechPoint collaborated with MISO to host its first Xtern Challenge that welcomed 50 students from 11



colleges and universities. Read more as TechPoint highlights the success of Xtern Challenges in the annual report.



BioCrossroads also launched a statewide mentoring program. AXIS Mentoring is built to connect innovation mentors and entrepreneurs in the life sciences sectors to fuel inspiration, share resources, and continue the energy that makes our state a destination for innovation.

Working closely with universities, we launched INfluence: Stories of Indiana Innovation to elevate and tell the stories of the innovators and founders who are building the next chapter of Indiana's advanced industries. Through the Boomerang Strategy, Ascend Indiana reconnected with early to mid-career professionals who relocated out of state after graduating from Indiana universities. Showcasing thriving occupations and industries, Boomerang emphasized the evolving opportunities throughout Indiana.



These opportunities are especially valuable for our state's Gen Z population. Three years into our See Yourself IN public awareness program, young people are discovering career paths, jobs and skills within advanced industries that were once unfamiliar. Their futures matter and See Yourself IN is helping them understand why. This empowering program and engagement highlights can be found on the program's page in the annual report.



This year, by investing in Indiana's talent and applauding their success stories, we also amplify and support programs such as AgriNovus' Field Atlas, which offers agbioscience career exploration experiences for college students, Conexus' fifth annual Rising 30 class honoring young professionals who are leading in advanced

manufacturing and logistics in Indiana, and TechPoint's Mira Awards that celebrates innovation and the people and companies who make it happen.

Our team extends its appreciation to Sue Ellspermann, former president of Ivy Tech Community College, for her dedicated leadership as chair of the CICIP Board of Directors. We welcomed Christy Wright to AgriNovus Indiana and Jay Wirts to lead Conexus Indiana, both in president and CEO roles.



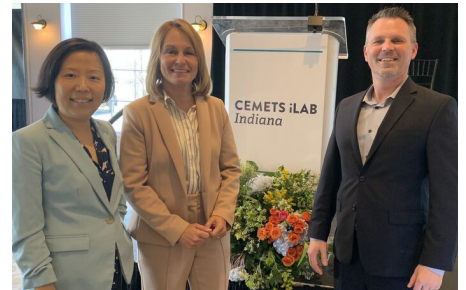
Beginning early next year, CICIP will evolve our organization to operate as the CEOs of Indiana Corporate Partnership. This transition reflects the deep commitment to remain aligned with our mission, work and impact throughout Indiana. And with great momentum 26 years later, that is still exactly what we do. With a shared commitment to Indiana's future, the next chapter of CICIP will be the strongest yet.



With gratitude,

Melina Kennedy | Chief Executive Officer

# CICP STRATEGIC IMPACT AND LEADERSHIP



## WHAT WE DO



**11,712**  
Event Registrations

**6,204+**  
People placed or upskilled through our talent and workforce development efforts

**567**  
Startups Supported

# OUR STRATEGIC FOCUS

For over 26 years, the Central Indiana Corporate Partnership has worked to strengthen Indiana's advanced industries and position the state for long-term economic growth.

To guide this work, CICIP established a set of strategic priorities that shape our programs, partnerships, and initiatives across the state. These priorities help focus our efforts on the areas where collaboration can have the greatest impact on Indiana's economy.

CICIP's work is guided by the following strategic priorities:

- Promote **advanced industries** to attract growth and associated good jobs
- Transition industry and the workforce through evolution and adoption of advanced **digital technologies**
- Ensure Indiana's emerging and existing industries have adequate **infrastructure** (e.g. clean energy, water, roads)
- Ensure a ready workforce by identifying industry-specific **workforce** needs and addressing other known issues
- Expand **entrepreneurship** in Indiana with emphasis on the advanced industries

Together, these priorities guide the work of CICIP and its initiative organizations as we collaborate with partners across industry, academia, and government to strengthen Indiana's advanced industries. The programs, partnerships, and outcomes highlighted throughout this report reflect the progress made toward these priorities and the continued commitment to ensuring Indiana remains competitive in a rapidly evolving global economy.



Melina Kennedy  
CEO



Latoya Alexander Botteron  
President and CFO



Christy Wright  
President and CEO



Brad Rhorer  
President and CEO



Vince Wong  
President and CEO



Jay Wirts  
President and CEO

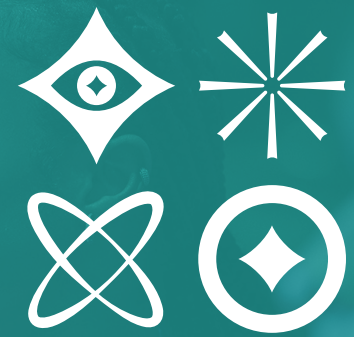


Ting Gootee  
President and CEO

## LEADERSHIP DRIVING ACTION

Our leaders bring deep expertise across Indiana's advanced industry sectors and work collaboratively within the CICIP organization.

# Indiana's Advanced Industries Are for Everyone: Especially the Next Generation



SEE YOURSELF IN

## See Yourself IN | A Program of the Central Indiana Corporate Partnership

Indiana's advanced industries are among the most dynamic, well-paying, and fast-growing in the nation, employing more than 1.1 million Hoosiers, contributing nearly half of the state's GDP, and projected to add tens of thousands of new jobs over the next five years. But that growth depends on one thing first: young people knowing those opportunities exist and believing they belong in them.

### See Yourself IN is how CICP makes that happen.

Launched as a public awareness and career exploration initiative, the program educates Indiana's Gen Z population about the advanced industry careers available right here at home through videos and stories, online resources and an annual High School Summit. With nearly 40% of Indiana college graduates leaving the state within a year of graduation, the work of See Yourself IN isn't just a program priority. It is an economic imperative.

## 2025 HIGH SCHOOL SUMMIT



Each fall, See Yourself IN brings its mission to life in the most direct way possible: putting students in the same room as Indiana's advanced industries.

On November 13, 2025, more than 300 high school students, educators and industry professionals filled the AMP at 16 Tech Innovation District for a fast-paced day built to spark curiosity and expand possibilities.

CICP's Latoya Botteron and Kristen Lampkin welcomed students with a clear message: this day was made for them. Indiana Fever and Indiana Pacers In-Game Host Olivia West delivered the keynote, challenging students to look inward because the values that guide us personally are the same ones

that will shape every professional decision ahead. From the opening session and panel discussions to the demos and activities, the Summit set out to do what See Yourself IN does every day: show students a future that includes them.

The 2025 High School Summit was made possible through the collective effort of AgriNovus Indiana, Ascend Indiana, BioCrossroads, Conexus Indiana, and TechPoint. We extend appreciation to 16 Tech, the Indiana Department of Education, and Ivy Tech Community College. Together, they brought the full breadth of Indiana's advanced industry landscape into a single room and made it feel like somewhere students could belong. The next High School Summit will be held on November 5, 2026.



Ivy Tech Manufacturing Innovation Training Center



CICP President and CFO Latoya Botteron



Corteva Agriscience Strawberry DNA Extraction



Machyne Makerspace at 16 Tech and Welding Demo



Keynote Speaker Olivia West



Telamon and Telabotics Robotics Session

## WHY IT MATTERS



Advanced industries are Indiana's economic engine, and the state's young people are its next generation of talent. Growth projections are strong.

### 1.1M+ Advanced Industry Jobs in Indiana

One-third of Indiana's workforce are in roles paying wages over **30%** above the state average and contributing nearly **50%** of the state's GDP.

### 40,000+ Projected 5 Year Job Growth

Growing from **1,107,499** jobs today to **1,153,349** five years from now means tens of thousands of new opportunities opening for Indiana's next generation.

### 673,000 Young Adults in Indiana

Connecting this generation (residents 18-24) to advanced industry careers is critical to Indiana's long-term economic future.



iXplore Virtual Reality Session

## REACHING YOUTH YEAR-ROUND



See Yourself IN doesn't wait for students to come looking. Every touchpoint is designed to open a door a student didn't know was there.

### 1. See Yourself IN Videos

Follows the journeys of real people who built rewarding careers in Indiana's advanced industries and even professionals who didn't always see the path clearly at first. Guests span Corteva Agriscience, IU Health, Roche Diagnostics, Indiana Farmers Insurance, The Heritage Group, and more.

### 2. Digital Hub & Toolkit

SeeYourselfIN.com offers a searchable resource center organized by industry and interest, job profiles, training pathways, and interview tips built for Gen Z. A dedicated toolkit equips educators, guidance counselors, and parents with ready-to-use classroom and advising resources. to bring See Yourself IN conversations into classrooms and advising sessions.

### 3. Social & Ad Campaigns

The program meets young Hoosiers where they already are and shares stories from early-career professionals to spotlight Indiana companies and opportunities students may never have considered. In 2025, the digital campaign generated close to 1.4M impressions and 292,400 views.

## LOOKING AHEAD



As See Yourself IN looks ahead, the program continues to grow its digital reach, deepens its educator toolkit, and build on the momentum of each Summit. The goal remains the same: to make sure Indiana's young people know that rewarding, well-paying careers in advanced industries are not somewhere else. They are right here, and there is a place in them for you.

# analytiXin



## Accelerating Indiana's AI and Data Future

AnalytiXIN is a CICIP strategic initiative connecting **Indiana's universities, industry, and community partners** to accelerate the practical use of data, artificial intelligence, and advanced analytics. Universities generate new ideas, research, and talent. Industry brings real-world problems, data, and pathways to scale. AnalytiXIN brings these groups together so innovation moves faster and delivers value across Indiana's economy.



### Engaging Talent

Faculty are the foundation of any strong digital and AI ecosystem. Through AnalytiXIN, Indiana's R1 universities recruited **62 advanced analytics and AI-focused faculty** across Indiana University, Purdue University, and the University of Notre Dame.

These faculty teach students, lead research labs, and partner directly with employers. Their work is launching new research collaborations, supporting competitive grant activity, and creating hands-on learning opportunities that prepare students for AI-enabled careers while helping organizations adopt data-driven approaches.



### Community in Action: The 2025 Summit

In August, the academic-industry ecosystem came together at the **AnalytiXIN 2025 Summit** at the 16 Tech Innovation District. More than **170 faculty, students, industry leaders, and community partners** participated in two days of collaboration focused on one goal: turning real-world AI and data challenges into actionable ideas.

Mixed university-industry teams worked through **18 applied use cases** spanning manufacturing, healthcare, life sciences, logistics, and finance. Participants tested early solutions, shared constraints around data and implementation, and identified practical next steps.



### Life Sciences Health Data Asset

At the intersection of academic research and industry innovation sits the **Life Sciences Health Data Asset**, one of AnalytiXIN's most transformative efforts. Built as a shared, statewide resource, the asset combines genomic data, longitudinal clinical records, and the ability to responsibly re-contact patients over time.

To date, **60,000 patients have consented, with 45,000 genomic samples sequenced by January 2026**. A growing consortium of universities, health systems, and life sciences organizations is using this asset to advance research in areas such as diabetes, cardiovascular risk, precision psychiatry, and medication safety.



To learn more and connect with a member of our team, visit [analytixindiana.com](https://analytixindiana.com)

# BUSINESS EQUITY for INDY

## Signature Event and Milestones

Business Equity for Indy (BEI) marked a defining moment in Central Indiana's journey toward economic inclusion through its Signature Event, *Standing for Change: Together*, which served as both a celebration and a call to action honoring the leaders, partners, and changemakers driving meaningful regional impact. Building on the momentum of the inaugural BEI Awards launched the year prior, the event again recognized courageous leadership and inclusive excellence while also celebrating a historic milestone: 60 years of the Indianapolis Urban League, an anchor institution in the pursuit of racial and economic justice. The gathering featured a keynote address from Larry Smith, CEO of Fathers and Families Center, focused on people-centered leadership and lasting change.

## People Pillar Impact

In 2025, the BEI People Pillar deepened its focus on workforce wellbeing, belonging, and career advancement through intentional programming and partnership. During the second half of the year alone, six People Pillar engagements brought together more than 200 participants, with 95% of attendees rating the events as highly relevant. BEI also supported Mentors of Color at The Bridge, an immersive professional development experience for 18 participants centered on authentic career dialogue and group mentoring. In addition, BEI supported Circle City Classic Talent Day hosted by Indiana Black Expo, where CICP Director of BEI, Kristen Lampkin, served as emcee and host, further amplifying access, opportunity, and employer engagement.

## Looking Ahead and Strategic Transition

At the conclusion of 2025, BEI retired its shared governance and membership structure after five years of impact, transitioning core programming to CICP, the Indy Chamber, and the Indianapolis Urban League. Moving forward, CICP will focus on educating employers on job quality, workforce wellbeing, family-sustaining wages, and inclusive workforce development, ensuring continued progress through employer-driven strategies that strengthen both businesses and communities.



## 16 Tech Momentum Continues in 2025

16 Tech has continued to grow with new facilities, expanded spaces and increased density. 16 Tech is now home to 3 active innovation facilities, more than 300 companies employing roughly 1,200 people, and a mix of retail and residential uses that bring added energy to the district.

The district is intentional about creating the conditions that bolster the growth of innovation-driven enterprises and supporting the talent that powers them. Through spaces, programs, and partners, 16 Tech helps companies scale, translates innovation into real impact, and shows what is possible for Indiana's future.

Companies are advancing new treatments for Alzheimer's, cancer, and obesity; creating products that improve the patient experience; propelling virtual reality applications that support health and well-being; leading innovative AI, battery and drone technology – all from 16 Tech.

In April 2025, the 16 Tech Bridge welcomed its first cars, bikes and walkers across, serving as a vital link between the district and Indianapolis' research and medical corridor. Spanning 342 feet over Fall Creek, the new structure was created with community feedback that prioritizes pedestrians and cyclists, keeping them separated from vehicular traffic with protected pathways that connect to the city's wider trail and greenway network.

The first residential building, Vanguard apartments, opened in June. The addition marks an important step in creating a more connected, 24/7 district where people can live, learn, work, and play.

The IU Launch Accelerator for Biosciences (IU LAB) broke ground in October for a first-of-its-kind academic-industry initiative harnessing the power of Indiana University's \$1 billion research enterprise, advancing 16 Tech's leadership in life sciences and human health.





To learn more, visit [16tech.com](https://www.16tech.com)

16 Tech's Community Investment Fund, established to support resident-endorsed projects important to the neighborhoods near the district, granted more than \$300,000 to six organizations focused on workforce development, education, business support and neighborhood vitality, including Just Community, St. Joseph's College and Aspire House Foundation.

Entrepreneurial and experiential learning opportunities expanded with the Momentum, I Can Be That and Ignition programs designed specifically to expand access to entrepreneurship, expose students and founders to career pathways, and equip the next generation with the skills and connections needed to participate in the innovation economy. The programs engaged more than 700 individuals, the majority with connections to neighborhoods surrounding 16 Tech.

In 2026, 16 Tech will see continued momentum. The district will celebrate its fifth anniversary and the groundbreaking of Heartland Bioworks HQ. The district is prime for additional investment with eight shovel ready parcels that will support the next wave of biotech and hard tech companies.



16 Tech is home to...

**280,000 sq ft**  
INNOVATION SPACE

**300+**  
COMPANIES AND ORGANIZATIONS

**1,200+**  
PEOPLE WORKING IN THE DISTRICT

## Velocity Accelerates Agbioscience Innovation, Grows Entrepreneurial Ecosystem

Indiana's agbioscience sector anchors the state's economy and is a key contributor to global food security. With technology, policy and market shifts transforming the industry, Indiana must continue to fuel innovation and entrepreneurship to secure its place as the nation's agbioscience leader.

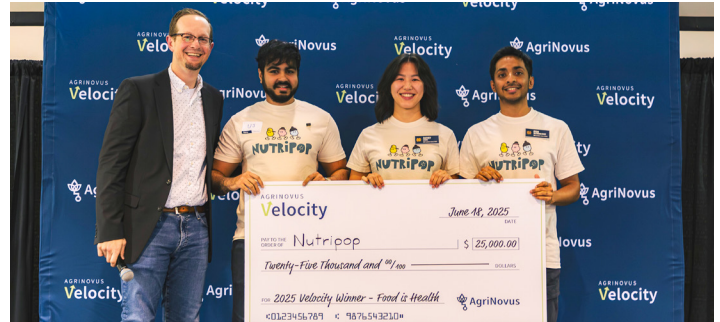
New to AgriNovus in 2025 was **Velocity**, a six-month startup accelerator focused on solving challenges in critical areas of agbioscience. Guided by strong mentorship and research, Velocity's challenges were shaped by AgriNovus' Accelerate 2050 report which identified three forces of change expected to shape the future of agbioscience over the next 25 years: food is health, bioinnovation and farmer-focused innovation.

**Forty-two participating teams** ranging from students, startups and existing companies created innovative solutions to defined challenges. The accelerator **culminated with Velocity Demo Day**, an innovation showcase that featured presentations from many of the teams that completed the program. One winner from each track was **awarded \$25,000 for their solution**.

### Food is Health

Led by University of Notre Dame students, Ujaswin Jain, Audrey Chung and Rishi Reddi, **NutriPop** is a revolutionary **healthy snack made from popped water lily seeds** that addresses the growing demand for high-protein, low-calorie, plant-based snacks.

"We won the Food is Health track," said Chung to the Agbioscience Podcast in September 2025. "Before this, we didn't really have wins outside of the Notre Dame sphere and certainly none this big. This win really allowed us



to access mentorship, retail connections, pitch practice... just a lot of things...and it really helped us refine our go-to-market strategy."

### BioInnovation

Integrated Dynamics, led by Henry Markarian, offers a **high-temperature fermentation biomanufacturing platform** that allows customers to leverage their existing infrastructure to process low-cost biomass for new markets.

### Farmer-Focused Innovation

Founder Ryan Skaar of NanoBio Designs provides **rapid, on-site and cost-effective DNA services for seed suppliers and grain distributors** to verify the presence, absence or levels of targeted genetic markets in samples – cutting down the nearly three days' time it takes to receive test results from a laboratory.

Skaar told AgriNovus' Agbioscience Podcast that Velocity was an invaluable resource.

"It's a great place for us to get feedback not just from what we're trying to accomplish from a customer business and what they're looking for, but as well as from a startup's experience and how we're trying to position ourselves," said Skaar.

Velocity's launch **aligned with a report** from EntreWorks in partnership with AgriNovus and the Central Indiana Corporate Partnership (CICP). The study, *Unlocking IP: Leveraging Indiana's R&D Assets to Boost Entrepreneurship*, recommended **continued growth of challenge series to further entrepreneurship and innovation** across the state. Velocity is an evolution of AgriNovus' previous Innovation Challenge Series.



## 2025 IMPACT

**\$275K**

awarded to entrepreneurs to date

**100+**

Velocity Demo Day attendees

**93,000+**

downloads to the Agbioscience podcast

**712**

registered attendees for Quadrant

**3**

major event partnerships

GEC, Rally, One Health Innovation Summit

AGRINOVUS

## FIELD ATLAS

## 2025 IMPACT

**14**

AMP mentorship connections made



**8**

career placements in agbioscience roles



**12**

ambassadors championing industry on college campuses across the state

**40**

students accepted into Company Tour cohort



**15,865**

Field Atlas website users (US-based)



To learn more visit, [agrinovusindiana.com](http://agrinovusindiana.com)

To accelerate is to move faster, expand further and change trajectory. AgriNovus Indiana focused on just that in 2025, speeding the pace of agbioscience innovation, growing the reach of its ecosystem and helping transform bold ideas into real-world impact. Across AgriNovus' focus areas, progress was accelerated through startups and founders stepping onto bigger stages, new students and young professionals finding pathways to careers in agbioscience and milestone industry announcements that will shape the state of Indiana for years to come.



AgriNovus found itself on a new trajectory with the announcement of **Christy Wright as its next president and CEO** in August, bringing her more than **15 years of leadership** in food and agriculture to the organization. Wright's vision and expertise positions the organization to continue the execution of its **Accelerate 2050 Strategy** that defines priority opportunities to position Indiana's agbioscience economy for **differentiated growth** amid future uncertainty.

The **distinction between activity and progress** matters when focused on acceleration. From **boosting the entrepreneurial ecosystem** through Velocity to **connecting students** with professional development and meaningful experiences through Field Atlas, AgriNovus remained committed to **advancing initiatives that delivered outcomes**.





## A Scalable Model for Work-Based Learning: Inside a Student-Led Manufacturing Program

*The redesigned Indiana high school diploma allows students to earn diploma seals based on future plans. Some diploma seals require sustained work-based learning (WBL). In response, Ascend launched a comprehensive effort to develop tools, resources and networks to support WBL adoption across the state. Student-led businesses (SLB) are among the accepted forms of WBL and are the subject of Ascend's focus moving into 2026. Read how one school makes SLB work and serves as inspiration for schools and businesses statewide.*

In less than two years of operation, Bend Manufacturing has reached heights few would expect from a high school-run enterprise. Student employees in the program are already collaborating with University of Notre Dame PhDs to produce specialized equipment for NASA testing, proof that when given the right tools and trust, students can operate at extraordinary levels.

While not every Bend Manufacturing project involves aerospace components, each one offers St. Joseph County high schoolers authentic, hands-on manufacturing experience. Students design products, pitch to clients, manage finances and oversee production for real customers, gaining a full understanding of what it takes to run a business from the ground up.



Career Academy Network of Public Schools launched Bend Manufacturing to build on its broader commitment to career training and work-based learning.

Students who select Bend Manufacturing as an elective course step into a fully student-led operation serving clients ranging from local small

businesses to Notre Dame's Turbomachinery Laboratory, known as Turbo Lab. That partnership has proven especially impactful.

Scott Morris, who leads Turbo Lab and directs Notre Dame's Institute for Flow Physics and Control, says Bend Manufacturing is uniquely suited to his NASA research, which requires small, custom production runs to test airflow around open rotors. Larger suppliers, he explains, are inefficient for projects where "everything's done once—you build something, test it, discard it and start again."



Beyond the flexibility, Morris says he has been struck by the quality of the students' work and their professionalism. He regularly sees high schoolers explaining manufacturing processes to PhD students or collaborating directly with researchers to solve problems. "My PhD students study aerodynamics—they know nothing about manufacturing," he says. "The high school kids are experts."

That confidence led Morris to ask a Bend Manufacturing student to deliver a 20-minute presentation to NASA research sponsors. "They couldn't tell the difference between my PhD students, undergrads and a high school student," he says.

Career Academy CEO Jeremy Lugbill says these experiences are exactly the point. Bend Manufacturing students graduate with industry credentials, college credit and a clear sense of what comes next. More than half enter manufacturing careers directly, while others pursue college or military service, all having learned to aim higher than they ever imagined.

# Advancing Indiana's Workforce Through Leadership, Technology, Tools and Intermediaries

In 2025, Ascend Indiana strengthened its role as a statewide workforce intermediary by enhancing leadership, expanding technology, delivering practical work-based learning (WBL) tools and advancing a scalable intermediary strategy aligned with Indiana's economic priorities.

## STRENGTHENED LEADERSHIP

**7** New board members to strengthen regional collaboration, policy alignment and statewide impact.

## A SCALABLE INTERMEDIARY STRATEGY

**26** Number of regional intermediaries identified to participate in the Ascend Intermediary Learning Network.

## STATEWIDE WBL TOOLS

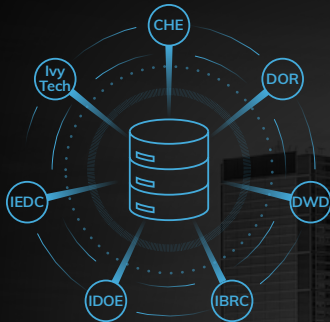
**23** Work-based learning tools, co-branded with the Indiana Department of Education and informed by Ascend's Workforce Council, to enable high-quality WBL experiences.

## TECHNOLOGY ENHANCEMENT

**2K→60K** Significantly enhanced and increased daily job listings on the Ascend Network.

## Doing More with Data

Ascend launched several research projects in 2025 to provide a shared understanding of how talent needs are changing and what it will take to prepare for the future. Ascend also created a statewide collaborative to coordinate data from multiple entities with the goal of identifying common research priorities.



### Insights Collaborative

Ascend has convened stakeholders from education, workforce and industry to identify shared workforce research priorities and strengthen Indiana's data foundation, creating a more consistent, connected data foundation that supports aligned, high-quality insights across the workforce ecosystem.

### State of the Advanced Industries Workforce Report

Ascend, in partnership with CICP and its branded initiatives, will publish an Advanced Industries Workforce Report in 2026. The statewide interactive report will identify growing demand, the forces driving change, and which skills will prepare Hoosiers for the future, giving Indiana its first unified, data-driven view of how workforce needs are evolving across manufacturing, life sciences, technology and agbiosciences.

### Intermediary Strategy Report

In partnership with Strada Education Foundation and American Institutes for Research, Ascend will conduct research to better understand how intermediary functions should be structured and supported long-term on a statewide level. A report with key learnings, gaps, cost analyses and funding opportunities to support regional intermediaries will be published in late 2026.

To learn more, visit [ascendindiana.com](https://ascendindiana.com)



## Fueling the Ecosystem Behind Indiana's Life Sciences Momentum

2025 marked a defining moment for Indiana's life sciences sector. It was a year shaped not by a single breakthrough, but by years of intentional coordination across research, industry, government, and philanthropy. In July, Indiana was officially designated the Radiopharmaceutical Capital of the World™, a milestone that reflected sustained investment, academic leadership, and ecosystem alignment across the state.

That designation was reinforced by unprecedented growth. Novartis opened its largest and most advanced radioligand therapy manufacturing facility globally in Indianapolis. Orano Med launched a first-of-its-kind alpha therapy lab in Brownsburg. Eli Lilly and Company advanced more than \$1 billion in radiopharmaceutical partnerships. Together, these investments underscored Indiana's emergence as a global hub for next-generation diagnostics and therapeutics.

Indiana's growing influence was further recognized in November when BIO International's CEO visited the state as part of a national tour of leading life sciences regions. The visit affirmed what industry leaders increasingly see: Indiana's life sciences ecosystem is not only productive and globally competitive, but also highly collaborative and strategically aligned. BioCrossroads has played a central role in building those connections by bringing together stakeholders, elevating shared priorities, and amplifying Indiana's story on national and international stages.



Throughout 2025, BioCrossroads advanced this work through a robust communications strategy designed to support ecosystem connectivity and public awareness. FrameWORX forums, industry partnerships, earned media, and thought leadership engagements created consistent platforms for dialogue, learning, and collaboration across the sector. These efforts ensured that Indiana's strengths in manufacturing, research, talent, and innovation were not only advancing, but being clearly communicated to decision-makers, investors, and partners.



A centerpiece of this convening work was the 2025 BioCrossroads Life Sciences Summit, co-hosted with AgriNovus Indiana and held at Elanco's new global headquarters. The sold-out event brought together more than 350 leaders from industry, academia, startups, and the public sector around the theme of One Health. Panel discussions explored sustainable agriculture, companion animal health, and the reshoring of critical supply chains, including a rare leadership conversation featuring executives from Eli Lilly and Company, Elanco, Corteva Agriscience, Purdue University, and Indiana University.

The Summit concluded with BioCrossroads President and CEO Vince Wong presenting U.S. Senator Todd Young with the August Watanabe Life Sciences Champion of the Year Award, recognizing leadership in advancing Indiana's life sciences innovation.

As Indiana continues to build momentum across radiopharmaceuticals, biomanufacturing, medical devices, and emerging research frontiers, BioCrossroads remains focused on what sustains long-term leadership: connection, collaboration, and clear, coordinated storytelling that translates innovation into impact.



## Fostering Research and Development, and Innovation

- **AXIS Mentoring Program:** Supports early-career scientists, researchers, and aspiring founders through structured mentorship
  - 14 mentees and 35 mentors engaged
  - 50+ hours of team mentoring delivered
- **Odyssey Group:** Builds Indiana's entrepreneurial leadership capacity
  - Three events in 2025 focused on raising capital, biotech fundamentals, finance, and IP strategy
- **Startups Engaged:** 129 startups supported across mentoring, peer learning, and ecosystem navigation

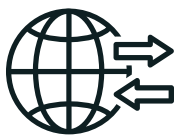
## Enhancing the State's Life Sciences Manufacturing Ecosystem

- **Industry-Led Working Groups**
  - Life Sciences Manufacturing Supply Chain Recruiting Task Force
  - 60+ companies engaged to identify supply chain gaps
  - Three supplier commitments secured
- **Radiopharmaceutical Working Group**
  - Hosted trade delegation from Wallonia, Belgium
  - Supported new site openings for RayzeBio and Comecer
  - Enabled Indiana's designation as the Radiopharmaceutical Capital of the World™



## Boosting Indiana's Healthcare and Life Sciences Talent and Workforce

- **INCAP / Industry Talent Associations (ITAs):** BioCrossroads serves as the ITA for both healthcare and life sciences
- **Heartland BioWorks BioTrain:**
  - Global partnership with NIBRT to deliver world-class biomanufacturing training
  - Positions Indiana as a Midwest center of excellence for biomanufacturing talent



**\$102.3B**  
IN TOTAL  
ECONOMIC  
ACTIVITY



**3,312**  
LIFE SCIENCES  
ESTABLISHMENTS  
STATEWIDE



**\$177K**  
AVERAGE LIFE  
SCIENCES WAGE



# CONEXUS INDIANA



## Strengthening Technology Adoption and Workforce Capabilities Across Indiana AML

Indiana's advanced manufacturing and logistics (AML) sector remains a national leader, anchoring the state's economy and supporting communities statewide. Sustaining that leadership in an increasingly digital global market, however, requires companies—even small and mid-sized firms—to adopt new technologies and build the workforce capabilities to implement and sustain them.

In 2025, Conexus Indiana made technology adoption the center of its strategy and laid the groundwork to scale its impact statewide.

Throughout the year, Conexus conducted extensive industry engagement to better understand the barriers preventing companies from modernizing at scale. Through structured listening sessions, research analysis and direct dialogue with the Conexus Indiana Advanced Industries Council, consistent themes emerged. Many firms struggled to define a clear technology roadmap, evaluate return on investment, prepare their workforce for new systems and sustain adoption after implementation. Conexus learned that companies were not seeking inspiration; they were seeking practical guidance to overcome the barriers limiting technology adoption.

This year of disciplined research and industry input marked a pivotal shift for Conexus. Rather than focusing primarily on raising awareness about the benefits of Industry 4.0, Conexus reoriented its work toward delivering practical, peer-informed implementation

support. The organization aligned its programming around common barriers to tech adoption and the five stages of digital adoption (assess, acquire, implement, sustain and grow), ensuring companies could access guidance tailored to their level of readiness.

Building on this foundation, Conexus began developing a new digital educational content hub designed to translate research and industry insights into stage-by-stage implementation guidance. The organization also reimagined its Industry 4.0 Forums into regional, peer-led digital adoption workshops that will convene manufacturers and logistics companies across the state to share lessons learned and accelerate progress.

Artificial intelligence will be a core component of this next phase. Conexus will expand its research and storytelling to include guidance on practical AI applications and is working with fellow CICIP initiative, AnalytiXIN, to develop an AI-enabled tool to support industry learning and decision-making.

By grounding its strategy in direct industry engagement and research, Conexus strengthened its ability to drive productivity growth across Indiana's AML sector. With a clear framework for overcoming industry barriers, the organization is now targeting engagement with 10% of Indiana's 9,700 AML companies and 20% of its AML workforce, scaling practical technology adoption to strengthen industry competitiveness statewide.





# IMPACT SNAPSHOT

Indiana's advanced manufacturing and logistics (AML) sector powers the state's economy:



833,000  
HOOSIERS EMPLOYED  
(1 IN 4 WORKERS)

37%  
OF INDIANA'S  
ECONOMIC OUTPUT



\$168B  
CONTRIBUTED TO  
GDP



Technology adoption and workforce readiness are proven drivers of productivity growth. In 2025, Conexus advanced both to deliver programming, research and direct industry support that strengthened Indiana's AML ecosystem.



\$8M  
IN TECHNOLOGY  
INVESTMENTS AWARDED

1,221  
HOOSIERS TRAINED  
THROUGH SECONDARY  
AND ADULT  
PROGRAMMING



LAUNCHED INDUSTRY'S FIRST  
TALENT ASSOCIATION BRINGING  
EMPLOYERS AND EDUCATION  
TOGETHER TO STRENGTHEN  
WORKFORCE ALIGNMENT

15.6%  
INCREASE IN INDIANA  
AML'S NATIONWIDE  
SHARE OF VOICE



8,340  
INDIVIDUAL TOUCHPOINTS WITH  
MEMBERS OF THE INDUSTRY,  
INCLUDING SITE VISITS,  
PROGRAM PARTICIPATION AND  
EVENT ATTENDANCE



# TECHPOINT



## Closing the Experience Gap with First Xtern Challenge

As AI adoption accelerates, the tech talent narrative is being rewritten with generative models, growing agentic systems and emerging technologies. Most AI-exposed occupations saw a 13% relative decline in employment from late 2022 to mid-2025, as employment for more experienced workers in those same jobs held steady or grew. To address this talent experience gap in Indiana, TechPoint launched its **Xtern Challenge** series with Midcontinent Independent System Operator (MISO) with an event on October 10, 2025.

The need is clear: many early-career candidates leave school with foundational skills, but not the real-world experiences employers expect, such as working with ambiguous data, shifting constraints, stakeholders and deadlines. Xtern Challenge exists to fill the need for early-career experience, giving students a structured, employer-led way to build credible, applied experience before they enter the workforce.

MISO's challenge was called "Social Listening for Policy Strategy Shifts." Participants used public data and social signals to identify early signs of change. The goal was to spot when energy stakeholders — including utilities, developers, and policymakers — might be preparing for future moves before anything was officially announced.

Ten teams of five students, nominated by their universities, were selected across a variety of backgrounds and areas of study. Teams officially kicked off virtually on September 29 and collaborated remotely until presentation day, with MISO data scientists available throughout. In total, MISO provided twelve

dedicated mentors who served as consultants and a sounding board for participants.

The challenge wasn't just about building the right model, it was about learning how professionals pressure-test assumptions, structure analysis and connect technical methods to business reality.

On-site, teams presented solutions that ranged from sentiment analysis and topic modeling dashboards to machine learning approaches designed to forecast policy momentum. Students pulled from sources including NOAA, OpenMeteo, and GovInfo, then turned public information into something closer to decision support.

At the end of the day, cash awards went to the top three teams, with a \$5,000 first-place prize. The winning team built a model connecting sentiment and policy decisions across MISO states to forecast regional energy preferences—surfacing momentum toward replacing coal and highlighting where wind, solar and nuclear may be gaining ground. The runner-up team built a 'predictive awareness' dashboard that blended weather forecasts, policy signals and public sentiment to project renewable and policy trends up to six months ahead.

For TechPoint, the point of the Xtern Challenge is straightforward: when students are given meaningful problems, professional mentorship and a real audience, experience stops being a barrier and becomes something they can build. With this successful pilot, TechPoint is already planning additional Xtern Challenge opportunities to bring together students and employer partners to help close the experience gap.



## Statewide Innovation, Record Mira Participation

The 2025 Mira Awards brought Indiana's tech community together to celebrate innovation across the entire state. Innovators and talent development leaders were recognized from Bloomington, Carmel, Evansville, Gary, Indianapolis, Muncie, South Bend, and West Lafayette—underscoring that Indiana's momentum isn't limited to one region.

In its 26th year, the gala welcomed over 1,500 attendees to The Palladium in Carmel. Behind the scenes, the Awards process reached a new scale: 221 submissions were reviewed through a rigorous judging process, contributing to a record 2,000 total process participants.

The Awards celebrate emerging leaders, startups, corporate tech teams, and trailblazers. They also bring together people from a variety of backgrounds and underscore the exciting collaboration and engagement across Indiana's tech ecosystem.

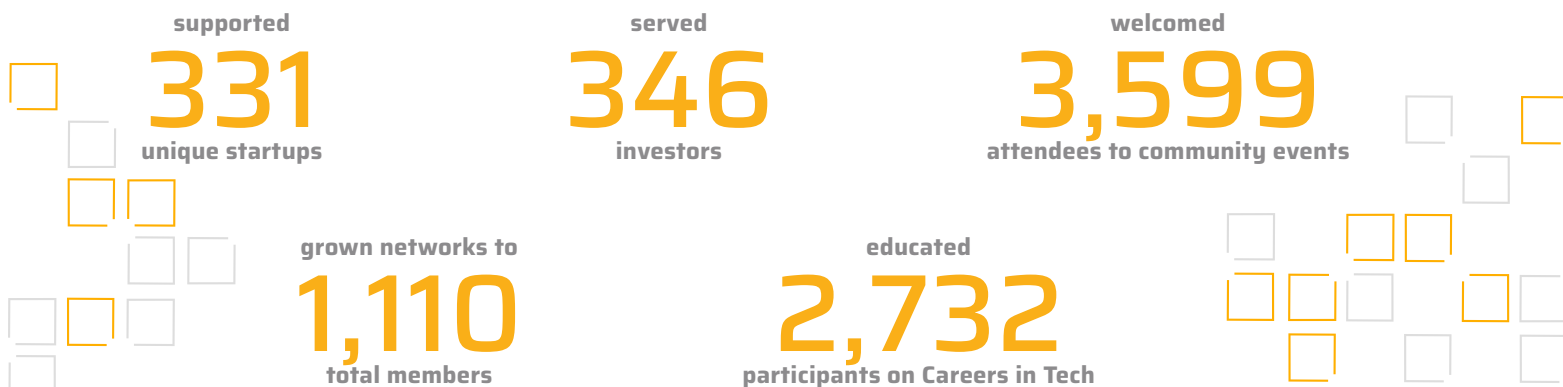
## TechPoint Grows Collaborative Innovation Networks, Entrepreneurial Support System

TechPoint's Innovation Networks grew in both reach and relevance in 2025, adding new communities, new leaders, and more ways to translate connection into action.

In January, TechPoint launched the **Indiana AI Innovation Network** to help keep Indiana at the forefront of responsible, practical AI adoption. It's already grown to over 500 members, TechPoint's largest Innovation Network. In July, TechPoint launched the **Indiana CDO Network**, convening senior data and analytics leaders to advance data strategy, analytics, and AI adoption statewide.

TechPoint also expanded the **Indiana Founders Network** to Fort Wayne, extending entrepreneur support beyond its existing Indianapolis and Bloomington chapters and reinforcing a statewide approach to community building. And the **Indiana CIO Network** continued to grow, adding 59 new members.

## Through these programs and more, TechPoint has...



**...strengthened Indiana's pipeline from founders to future talent.**

To learn more, visit [techpoint.org](https://techpoint.org)

# EXECUTIVE COMMITTEE & BOARD OF DIRECTORS

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President and CEO  
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### **Stephen Ferguson**

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# 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 objective, 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](http://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](http://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 focuses on building talent pathways, connecting more Hoosiers with careers through its online job database and collecting and sharing data and insights that inform statewide workforce development strategies. [ascendindiana.com](http://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](http://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](http://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](http://techpoint.org)

# 2025 CICP ENTITIES

## CICP

- 16 Tech Innovation District
- AnalytiXIN
- Business Equity for Indy
- See Yourself IN
- CICP Foundation, Inc.

## AGRINOVUS INDIANA

### Industry Growth

- AgriNovus BioInnovation
- Industry Connections

### Innovation Acceleration

- Velocity
- University Engagement

### Thought Leadership

- Agbioscience Podcast
- Quadrant
- Field Atlas + Ambassadors
- Agbioscience Mentorship Program (AMP)
- Research

## ASCEND INDIANA

### Workforce Data

- State of the Advanced Industries Workforce Report
- Insights Collaborative
- Workforce Council

### Ascend Network

- Statewide, advanced industries job board
- Intern + Job placement
- 60,000+ job opportunities, updated daily

### Developed Intermediary Learning Network

- Identified 26 regional intermediaries
- Built WBL best practices toolkits
- Intermediary research

### Work-based Learning

- Tools and resources, endorsed by Indiana Department of Education
- Student-led businesses

## 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)
- Crossroads Health Ventures

### Manufacturing

- Radiopharmaceutical 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
- Life Sciences 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

### Image and Awareness

- Rising 30
- Case Studies
- Make IN Move

### Networked Community

- Advanced Industries Council
- Industry Working Groups

### Skills Alignment

- Student Industries
- Catapult Indiana
- Education Readiness Grants

## TECHPOINT

### Innovation

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

### Talent

- Xtern
- Xtern Challenge
- Careers in Tech
- Adult Apprenticeship

### Community

- Mira Awards
- Community Connect Event Series
- Index

# RESEARCH DRIVING INDIANA'S FUTURE

Research has long been central to the work of the Central Indiana Corporate Partnership. CICP and its initiatives regularly produce research that identifies emerging challenges, highlights opportunities, and informs strategies that strengthen Indiana's advanced industries and competitiveness. The organization's research priorities are advanced through CICP Foundation, Inc. with significant funding support provided by Lilly Endowment Inc.

In 2025, several key reports explored opportunities within manufacturing productivity, workforce readiness, and state infrastructure and resource planning. Together, these studies provide insights that help guide decision-making and support Indiana's continued competitiveness in a rapidly evolving economy.



## Supporting Smart Resource Planning

CICP's *Indiana Water Governance Report* examines how Indiana manages and plans for future water use as economic growth and the advanced industries increase demand. The

report compares Indiana's approach with six peer states and highlights governance models, policies, and planning tools that could inform long-term water management strategies.



## Preparing Indiana's Workforce in an AI-Driven Economy

TechPoint's *AI-Driven Skills for Indiana's Economy* report examines how artificial intelligence is reshaping workforce demand across industries. Drawing on employer

surveys and industry data, the study identifies critical AI and digital skills needed to help Indiana remain competitive in an AI-enabled economy.



## Preparing for the Future of Freight

Conexus Indiana conducted an *Automated Vehicle (AV) Freight Readiness and Recommendations Assessment* for the Indiana Department of Transportation (INDOT). This report

analyzes freight corridors, infrastructure readiness, and operational challenges, providing recommendations to support the safe and effective integration of AV freight into the state's logistics and manufacturing supply chains.



## Strengthening Advanced Manufacturing

Conexus Indiana's *Future Ready: Advancing Indiana's Productivity Through Critical Manufacturing Subsectors* report identifies four

manufacturing subsectors - aerospace, automotive, life sciences, and microelectronics - critical to Indiana's future competitiveness. The study highlights high-impact roles and workforce strategies needed to accelerate advanced technology adoption and strengthen the state's manufacturing leadership.

CICP and its initiatives produce ongoing research that helps inform strategy, policy, and industry collaboration across Indiana's advanced industries. Explore additional reports at [cicpindiana.com/studies-reports/](https://cicpindiana.com/studies-reports/)

# THE ADVANCED INDUSTRIES DASHBOARD: MAKING INDIANA'S INNOVATION ECONOMY VISIBLE

In the mid-2010s, the Brookings Institution uncovered that R&D and STEM worker intensive advanced industries form the foundation of robust regional economies. In Indiana, prominent advanced industries include pharmaceutical and medical device manufacturing; agricultural chemical manufacturing; engine, transmission, and automotive manufacturing; and computer systems design—industries that are core to the broader advanced industries clusters that are supported by CICIP's branded initiatives.

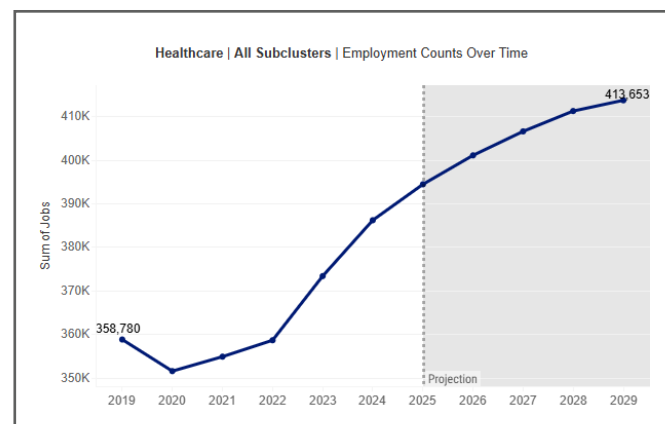
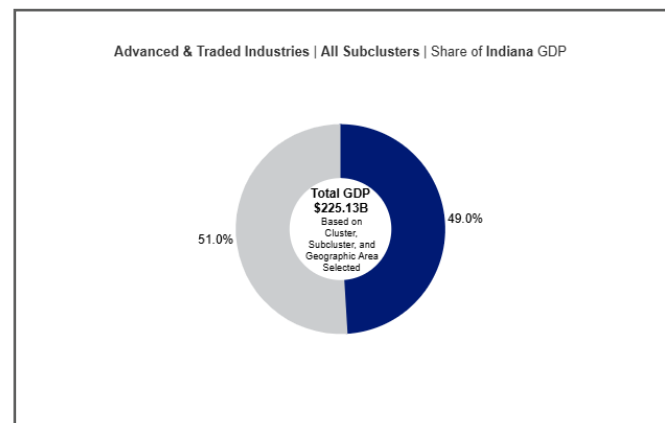
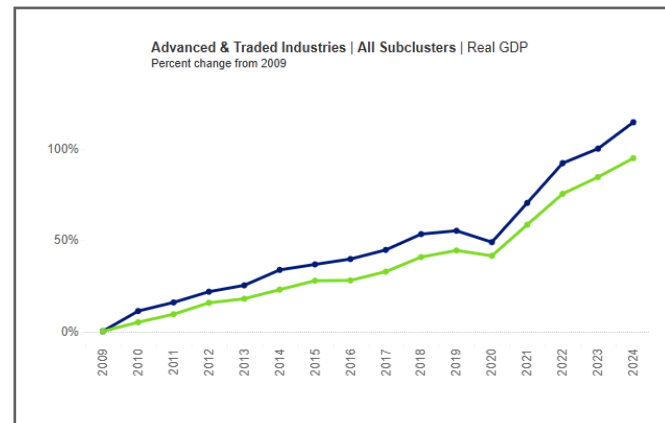
CICIP's Advanced Industries Dashboard translates the advanced industries framework into a practical tool for understanding Indiana's key clusters. Launched in 2025, the dashboard uses data curated by the Indiana Business Research Center (IBRC) at the Kelley School of Business to illustrate the impact and reach of Indiana's advanced industry clusters. In doing so, the dashboard brings consistent definitions and metrics into one interactive resource so users can more easily track performance, compare trends across geographies, and communicate insights.

The industries represented across the dashboard—the industries with which CICIP and its initiatives work—accounted for nearly 60% of Indiana's GDP and employed nearly 45% of the state's workforce. Advanced manufacturing, agbiosciences, life sciences, tech, and other advanced and traded industries account for most of this as they employ one-third of all Hoosier workers. These Hoosiers' efforts lead to nearly one-half of Indiana's GDP. GDP growth amongst these industries in Indiana has outpaced the nation since 2009.

The healthcare industry was added with this year's refresh of the dashboard. While not technically an advanced industry, healthcare is the channel through which life sciences innovations are applied and the source of innovation in its own right. Healthcare accounts for nearly 9% of Indiana's GDP and more \$115 billion in total economic activity. Moreover, it employs nearly 12% of Hoosier workers with employment opportunities projected to grow in the years ahead.

These and other insights can be gleaned from the data presented on the Advanced Industries Dashboard, which allows users to look at Economic Indicators, Jobs and Wages, and Education and Demographics by industry cluster. Data is also available at both the state and metropolitan statistical area levels to support regional comparisons and local analysis.

Access and explore the dashboard at:  
[cicipindiana.com/advanced-industry-dashboard/](https://cicipindiana.com/advanced-industry-dashboard/)



# INDUSTRY STATS

Industry Cluster	Employment	Average Industry Wage	Establishments	Total Economic Activity
<b>Advanced Manufacturing</b>	<b>526,473</b>	<b>\$98,232</b>	<b>9,438</b>	<b>\$503.9B</b>
As the nation's most manufacturing-intensive state, more than 25% of Indiana's GDP is due to manufacturing and manufacturers employ nearly 16% of Indiana's workers.				
<b>Agbiosciences</b>	<b>105,079</b>	<b>\$74,839</b>	<b>5,455</b>	<b>\$109.6B</b>
More than 152,000 Hoosiers (47,000 farm proprietors and 105,000 in industry) work at the intersection of agriculture and bioscience—two industries firmly rooted in Indiana's economy.				
<b>Life Sciences</b>	<b>70,000</b>	<b>\$177,323</b>	<b>3,312</b>	<b>\$102.3B</b>
The state-wide footprint of Indiana's life sciences cluster enables the state to be home of both the Radiopharmaceutical Capital of the World™ and the Orthopedic Capital of the World®.				
<b>Logistics</b>	<b>306,953</b>	<b>\$87,074</b>	<b>21,618</b>	<b>\$138.6B</b>
Leveraging Indiana's status as the Crossroads of America, the logistics cluster moves goods made in Indiana and elsewhere to customers around the world.				
<b>Tech</b>	<b>71,113</b>	<b>\$128,276</b>	<b>10,666</b>	<b>\$54.3B</b>
In addition to the 71,000+ Hoosiers working in the tech industry, another 73,000+ Hoosiers hold tech jobs in non-tech industries—underscoring the important role of digital skills across Indiana's economy.				
<b>Finance and Insurance</b>	<b>113,240</b>	<b>\$110,309</b>	<b>11,608</b>	<b>\$76.6B</b>
As the home to national and regional headquarters in finance and insurance, more than 113,000 Hoosiers work to provide needed services to people living in Indiana and across the country.				
<b>Healthcare</b>	<b>386,139</b>	<b>\$82,917</b>	<b>13,920</b>	<b>\$115B</b>
Indiana's healthcare sector is key employer throughout Indiana and an enabler of economic activity more broadly, all while supporting innovation in developing new medical treatments.				

Source: IBRC analysis of data from U.S. Bureau of Labor Statistics (QCEW), Lightcast, and IMPLAN. All data as of 2024.





TECHPOINT



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