OFFICIAL NOTICE OF MEETING
IVY TECH COMMUNITY COLLEGE OF INDIANA
STATE BOARD OF TRUSTEES

Notice is hereby given that the State Board of Trustees of Ivy Tech Community College of Indiana will hold the following meetings on October 1 and 2, 2025, at the Ivy Tech campus in Terre Haute, 8000 Education Drive, Terre Haute, IN.

Wednesday, October 1, 2025

2:00 pm **Education Session of the State Board of Trustees** *(open to the public)*
The State Trustees will hold a meeting in person to consider and act on such items as may be brought before them.

3:15 pm **Executive Session of the State Board of Trustees**
The State Trustees will meet in Executive Session and are permitted under IC 5-14-1.5-6.1(b), to discuss the subjects listed below. For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1 (b) and a description of that subject are included.

(2) (B)	Initiation of litigation that is either pending or has been threatened specifically in writing.
(2) (D)	A real property transaction, including: (i) a purchase; (ii) a lease as lessor; (iii) a lease as lessee; (iv) a transfer; (v) an exchange; or (vi) a sale;
(5)	To receive information about and interview prospective employees.
(7)	For discussion of records classified as confidential by state or federal statute.
(9)	To discuss job performance evaluations of individual employees. This subdivision does not apply to a discussion of the salary, compensation, or benefits of employees during a budget process.

Thursday, October 2, 2025

9:30 am **Board Committee Meetings** *(open to the public)*
The State Trustees will hold the regular committee meetings in person.

9:30 – 9:40 am	Introduction to Committees
9:40 – 10:00 am	Workforce and Careers
10:00 – 10:20 am	Academics & Student Experience
10:20 – 10:35 am	Break
10:35 – 11:15 am	Finance and Business Affairs
11:15 – 11:40 am	Marketing & Public Affairs
11:40 – Noon	Building, Grounds & Capital

1:00 pm **Regular State Board of Trustees Meeting** *(open to the public)*
The State Trustees will hold a regular meeting in person to consider and act on such items as may be brought before them.

MINUTES OF THE MEETING OF THE STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
August 7, 2025

Chair Andrew Wilson called the State Board of Trustees meeting to order at 1:00 pm EST.

ROLL CALL

Trustee Dora called the roll, and the presence of a quorum was announced with members in person.

The following State Trustees were present in person:
Mr. Andrew W. Wilson, Chair
Ms. Kim Emmert O'Dell, Vice Chair
Mr. Michael R. Dora, Secretary
Mr. Jesse Brand
Ms. Jennie Dekker
Ms. Marianne Glick
Ms. Gretchen Gutman
Ms. Paula Hughes-Schuh
Mr. Kyle Hupfer
Mr. Jeremy Lugbill
Mr. Stewart McMillan
Mr. Kerry Stemler

The following State Trustee was virtual:
Mr. Terry Anker

The following State Trustee was not present:
Mr. Harold Hunt

A. EXECUTIVE SESSION MEMORANDA

Following notice under IC 5-14-1.5-4, IC 5-14-1.5-5 and IC 5-14-1.5-6.1(d)

The State Board of Trustees met in Executive Session on August 6, 2025, at 2:00 pm at 200 Daniels Way, Bloomington, IN

Members present were Andrew Wilson, Chair; Kim Emmert O'Dell, Vice Chair; Michael Dora, Secretary; Terry Anker; Jesse Brand; Jennie Dekker; Marianne Glick; Gretchen Gutman; Paula Hughes-Schuh; Kyle Hupfer; Jeremy Lugbill; Stewart McMillan; and Kerry Stemler.

The Trustees considered the following items as permitted under IC 5-14-1.5-6.1(b). For each subject, a reference to the applicable subdivision of IC 5-14-1.5-6.1(b) and a description of that subject are included.

(2) (B) Initiation of litigation that is either pending or has been threatened specifically in writing.
(5) To receive information about and interview prospective employees
(7) For discussion of records classified as confidential by state or federal statute.
(9) To discuss job performance evaluations of individual employees. This subdivision does not apply to a discussion of the salary, compensation, or benefits of employees during a budget process.

With the approval of these minutes, the Trustees present at the meeting certify that no subject matter other than that specified in the public notice issued for this meeting was discussed in the executive session.

B. NOTICE OF MEETING MAILED AND POSTED

Trustee Michael Dora, Secretary, confirmed that the notice of the regular meetings on August 7, 2025, was properly mailed and posted. The public was invited to attend the meetings, which were open to the public.

C. APPROVAL OF BOARD MINUTES

Trustee Gutman moved to approve the board meeting minutes from June 5, 2025. Trustee Glick seconded the motion, which carried unanimously.

D. COMMITTEE REPORTS

Item 1: Chair Wilson called upon Trustee Gutman to give the **Audit Committee** report. Trustee Gutman reported that there were no action items for consideration and board approval. The audit committee convened and discussed the following issues: reports to the confidential hotline and cybersecurity. The committee reviewed and approved the Audit Department final budget for fiscal year 2025-26, audit schedule for 2025-26, and the three-year audit plan, as well as the internal audit reports that have been issued since the last meeting.

Item 2: Chair Wilson called upon Trustee Dekker to present the **Workforce & Careers Committee** report. Trustee Dekker reported that there is one action item for consideration and board approval. Today's presentation by Senior Vice President Molly Dodge Dodge and Vice President Colby Shank shared how recent state and federal workforce policy changes will impact Ivy Tech students, particularly those pursuing short-term training programs that lead directly to good jobs.

A major focus was the new Top Jobs data methodology, which helps ensure Ivy Tech's programs are aligned with Indiana's most in-demand careers. This approach guides how funding is prioritized and helps students invest their time and resources in training with strong employment outcomes.

The team highlighted how Ivy Tech students in Workforce Ready Grant (WRG) programs are succeeding, completing at high rates, earning industry-recognized credentials, and increasing their earnings by an average of $6,800 per year.

The presentation also introduced Workforce Pell, a new federal initiative that will allow students to use Pell Grants for short-term, high-quality training programs. These programs must lead to stackable credentials with real labor market value. Ivy Tech is actively assessing how to scale these offerings and ensure students have access to this new opportunity once implemented.

Item 3: Chair Wilson called upon Trustee Dora to present the **Academics & Student Experience Committee** report. Trustee Dora reported there one action item for consideration and board approval. Dr. Steven Combs, Interim Provost, opened the session and discussed recent personnel transitions in the Provost Office.

Dr. Combs reported that the 2024–2025 academic year enrollment exceeded the goal by 19,946 students. FTE enrollment saw double-digit growth in undergraduate, K-14, and workforce programs. The 2025–2026 academic year is projected to surpass last year's headcount and FTE, with improved retention rates across all terms. A robust discussion occurred about K-14 operations and funding. This conversation will continue at the next meeting of the Trustees.

Dr. Combs shared an update on the HEA 1001 Program Analysis Project, which identified associate degree programs with fewer than 10 graduates on average over the past three years. The Commission for Higher Education approved 10 of our programs for elimination, suspension, or merger.

Dr. Combs presented a resolution to the Board for consideration, proposing a contract with EdSights, an AI chatbot platform, through 2028. Dr. Combs shared that the platform has been a helpful tool in preemptively identifying barriers for students. Trustee Dora motioned for approval of **Resolution 2025-29, Approval of Contract for EdSights**. Trustee Hughes-Schuh seconded the motion, which carried unanimously.

Item 4: Trustee Wilson called upon Trustee Brand to present the **Finance & Business Affairs Committee** report. Trustee Brand reported that there is one action item for consideration and board approval. The committee received the Fiscal Year Budget update, FY25 Operating revenue and expenses through June 30, 2025.

Trustee Brand moved to approve **Resolution 2025-28, Resolutions of the State Board of Trustees of the Trustees of Ivy Tech Community College of Indiana Authorizing the Issuance and Sale of One or More Series of Ivy Tech Community College Student Fee Bonds, Series Y for the Purpose of Financing a New Project and Certain Related Actions.** Trustee Gutman seconded the motion, which carried unanimously.

Item 5: Trustee Wilson called Trustee Hughes-Schuh to present the **Marketing & Public Affairs Committee** report. Trustee Hughes-Schuh stated that there were two action items for the board's consideration and approval. Vice President of Marketing, Kathie Fleck reviewed the overall marketing outcomes for FY25 indicating we have continued to increase applications and registrations through our marketing efforts year over year, while seeing a decrease in the actual cost per application. The marketing team continues to identify the best way to target potential students including increased use of short form video on a variety of platforms. The marketing team is taking advantage of traditional marketing tools as well as testing emerging tools available in the marketplace, and seeing promising results. VP Fleck showed the results of various program ad campaigns and highlighted the sponsorship between the college and WXIN and WISH TV. Finally, she outlined an extension of the contract with Williams Randall and indicated this year a new RFP for marketing services would be conducted. Chancellor Stacy Atkinson outlined the statewide Early Childhood initiative and the plan to spend $2m in advertising funds allocated through the grant from the Lilly Endowment.

Trustee Hughes-Schuh motioned for approval of **Resolution 2025-30, Approval of Contract for Marketing & Advertising Agency of Record, Systems Office.** Trustee Dekker seconded the motion, which carried unanimously.

Trustee Hughes-Schuh motioned for approval **Resolution 2025-31, Approval of Contract with Williams Randall, Systems Office.** Trustee Anker seconded the motion, which carried unanimously.

Emily Sandberg shared the work the communications team is doing to introduce Dr. Marty Pollio as Ivy Tech's new and 10th president. The team and its PR agency met with Dr. Pollio for a communications discovery session, which is informing presidential messaging for the first 100 days of Dr. Pollio's presidency. The team has provided campus communications with a media toolkit to support and amplify Dr. Pollio's visits in their local media markets.

The team is also strategically scheduling interviews and briefings with Dr. Pollio and select media outlets, including Inside Indiana Business and Indiana Legislative Insight. An in-depth profile of Dr. Pollio and his vision for Ivy Tech was published today in Mirror Indy.

Item 6: Trustee Wilson called upon Trustee Stemler to present the **Building, Grounds & Capital Committee** report. Trustee Stemler reported that there is one action item for consideration and board approval.

Trustee Stemler moved to approve **Resolution 2025-32, Approval of Contract for Roof Replacement, Terre Haute Campus**. Trustee Glick seconded the motion, which carried unanimously.

E. TREASURER'S REPORT

Chair Wilson called Dom Chase, CFO and Treasurer, to provide the Treasurer's Report.

Ivy Tech Community College closed fiscal year 2025 in a strong financial position, reflecting disciplined expense management and strategic alignment of resources. Revenues exceeded projections, and spending remained within budget. The annual audit will begin shortly, and we expect to present the audited financial statements later this year.

Before closing, I want to express my appreciation to the Board for appointing William Bogard as Assistant Treasurer. William is one of the finest financial professionals I have ever worked with, deeply committed to the mission of Ivy Tech, a thoughtful steward of public resources, and someone who leads with care, integrity, and a genuine concern for how our work impacts students.

His appointment is a tremendous benefit to the institution and to me personally.

F. STATE OF THE COLLEGE

Chair Wilson invited President Pollio to provide his State of the College report.

President Pollio launched his tenure with a commitment to "Listen, Learn, and Lead" during the first 100 days. This framework is guiding how he will engage with campuses, communities, and stakeholders across Indiana. His goals are simple but foundational: Build authentic relationships rooted in trust and transparency; Ensure every decision reflects the needs and voices of our students, employees, and communities; Set a clear, shared path forward. He began visiting all 19 campuses, hosting listening sessions with faculty, staff, and community leaders, and engaging with our Systems Office leadership. He has also started meeting with many of you individually.

One of his proudest moments so far in his early days as President came with the announcement that all 19 Ivy Tech campuses have received the Collegiate Purple Star designation—a tremendous honor bestowed by the Indiana Commission for Higher Education (CHE) and the Indiana Department of Veterans Affairs (IDVA).
This designation recognizes Indiana's postsecondary institutions that demonstrate exceptional commitment to supporting students who are active-duty military, veterans, or military-connected family members. To put this in perspective: Ivy Tech accounts for 19 of the 28 total institutions statewide that the state honored. That means over two-thirds of all Collegiate Purple Star campuses in Indiana are Ivy Tech campuses. This is a clear statement about who we are and what we value.

He spotlighted Ivy+ Career Link and the School of Information Technology, and provided updates on the Strategic Plan.

G. OLD BUSINESS

Chair Wilson called for old business, but there was none.

H. NEW BUSINESS

Chair Wilson called for new business.

Trustee Glick moved to approve **Resolution 2025-33, Approval of Campus Board of Trustees.** Trustee Dekker seconded the motion, which carried unanimously.

Trustee Emmert O'Dell moved to approve **Resolution 2025-34, Approval of Appointment of Trustees to Serve on the Foundation Board.** Trustee Dora seconded the motion, which carried unanimously.

Trustee Brand moved to approve **Resolution 2025-35, Election of Officers for the State Board of Trustees.** Trustee Gutman seconded the motion, which carried unanimously.

I. ADJOURNMENT

Chair Wilson adjourned the meeting with no further business to come before the Board.

STATE TRUSTEES
IVY TECH COMMUNITY COLLEGE

Dated August 8, 2025, prepared by Gretchen L. Young, Recording Secretary

APPROVAL OF CONTRACT WITH EARLY LEARNING INDIANA SYSTEMS OFFICE

RESOLUTION NUMBER 2025-36

WHEREAS, Ivy Tech Community College ("College") was awarded a private grant focusing on Early Childhood Education and related programming, and

WHEREAS, the College plans to contract with Early Learning Indiana ("ELI") to provide services necessary to meet the requirements and purpose of the grant, and

WHEREAS, the services to be provided by ELI include maintaining, enhancing and providing access to ELI's Classroom Ready Program, and consultation services related to content development and deployment of micro-credentials; and

WHEREAS, the term of the proposed contract and identified services will conclude December 31, 2027, and

WHEREAS, the proposed amount of the contract is $578,810 to cover the entirety of the contract, and

WHEREAS, the State Board of Trustees must approve any contract imposing a financial obligation on the part of the College exceeding $500,000 unless the obligation was previously approved by the Board through the allocation of funds.

NOW THEREFORE BE IT RESOLVED, that the State Board of Trustees hereby approves the College entering into a contract with Early Learning Indiana for services described, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President or Treasurer, or other appropriate designated College employee, to execute the contract with said firm after the documents have been approved by College Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE OF INDIANA

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Kim Emmert O'Dell, Chair

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Michael Dora, Secretary

Dated October 2, 2025

APPROVAL OF HEALTH SCIENCE RENOVATION PROJECT
TERRE HAUTE CAMPUS

Resolution Number 2025-37

WHEREAS, the Ivy Tech Community College Terre Haute campus ("Campus") has identified a need to renovate its Center for Information Technology ("CIT") located at 8000 South Education Drive, Terre Haute; and

WHEREAS, the renovation project will include repurposing the CIT to create lab and classroom space for Surgical Technology, Medical Laboratory Technology, and Radiologic Technology ("Project"),

WHEREAS, the total cost of the Project is estimated to be $3,000,000, and

WHEREAS, Project funding sources include repair and rehabilitation, Foundation, unrestricted net assets, and

WHEREAS, pursuant to IC 21-33-3-5, the Indiana Commission for Higher Education must review, and the Governor must approve upon recommendation of the State Budget Agency any project to construct buildings or facilities costing greater than $2,000,000.

NOW THEREFORE BE IT RESOLVED, the State Trustees do hereby authorize and direct the President and any other appropriate, designated College employee to execute all necessary documents and present the same to the Commission for Higher Education for the above stated Project.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

_____
Kim Emmert O'Dell, Chair

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Michael Dora, Secretary

Dated October 2, 2025

APPROVAL TO GRANT AN EASEMENT TO CITYBUS
LAFAYETTE CAMPUS

RESOLUTION NUMBER 2025-38

WHEREAS, Ivy Tech Community College Lafayette Campus ("Campus") has been approached by CityBus ("CityBus") for an easement on the Campus to allow CityBus to create a dedicated area for drop off and pick up of passengers

WHEREAS, the project would include relocation of two existing bus shelters and providing temporary barriers to mark pedestrian areas; and

WHEREAS, the proposed easement will be located on Campus property on the Northwest corner of the Ross Building parking lot on the Lafayette Campus, and

WHEREAS, the granting of an easement is an interest in real estate that must be approved by the College's State Board of Trustees.

NOW THEREFORE BE IT RESOLVED, that the State Trustees do hereby approve granting the easement to CityBus, and do hereby authorize and direct the President and any other appropriate, designated College employee to negotiate and execute all necessary documents for the granting of said easement after the documents have been approved by the College Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

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Kim Emmert O'Dell, Chair

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Michael Dora, Secretary

Dated October 2, 2025

APPROVAL OF A CONTRACT AMENDMENT FOR A GUARANTEED MAXIMUM PRICE WITH SHEIL SEXTON FORT WAYNE CAMPUS

RESOLUTION NUMBER 2025-39

WHEREAS, the Ivy Tech State Board of Trustees ("Trustees") approved the Fort Wayne Campus Renovation Capital Project ("Project") in December 2023 in Resolution 2023-55, and,

WHEREAS, the total estimated cost for the Project is $66,072,772, and

WHEREAS, the Trustees passed Resolution 2024-38 naming Sheil Sexton the approved construction manager as constructor ("CMc") with a base contract in the amount of $90,000 for pre-construction and related services, and

WHEREAS, the CMc delivery method requires the College to establish a Guaranteed Maximum Price ("GMP") and allows for a contract amendment to establish the GMP for these services, and

WHEREAS, Resolution 2024-38 anticipated the need to return to the Board for approval once the GMP was established, and

WHEREAS, the GMP established is $9,970,000, which exceeds $500,000 and is more than ten percent (10%) of the original contract value that requires Trustee approval, and

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College of Indiana do hereby approve the contract addendum with Sheil Sexton for a Guaranteed Maximum Price in the amount of $9,970,000, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate, designated College employee to negotiate and execute the contract amendment with said firm after the documents have been approved by College Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

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Kim Emmert O'Dell, Chair

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Michael Dora, Secretary

Dated October 2, 2025

APPROVAL OF CONTRACT FOR NMC THIRD FLOOR RENOVATION INDIANAPOLIS CAMPUS

RESOLUTION NUMBER 2025-40

WHEREAS, the Ivy Tech Community College Indianapolis campus ("Campus") has identified a need to renovate the third floor of its North Meridian Center ("NMC") located at 50 West Fall Creek Parkway North Drive, Indianapolis, and

WHEREAS, the renovation project will include renovating the third floor of NMC for chancellor and campus cabinet offices, which will allow the campus to use the current space on the second floor for faculty offices ("Project"), and

WHEREAS, the Campus sought bids pursuant to Indiana Code 5-16 and selected Pepper Construction as the contractor for the Project at a cost of $1,047,150, and

WHEREAS, the State Board of Trustees ("Board") must approve any contract by the College exceeding $500,000 unless the obligation was previously approved by the Board through the allocation of funds, and

WHEREAS, the Campus Board of Trustees approved a recommendation that the Board approve the Project.

NOW THEREFORE BE IT RESOLVED, that the Board approve contracting with Pepper Construction in the amount of $1,047,150 to complete the Project, and

FURTHER IT BE RESOLVED, that the Board authorizes and directs the President or any other appropriate, designated College employee to complete all actions necessary to fulfill the purpose of this resolution after a contract has been approved by College Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

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Kim Emmert-O'Dell, Chair

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Michael Dora, Secretary

Dated October 2, 2025

APPROVAL OF CONTRACT FOR NMC AIR HANDLER UNIT REPLACEMENT INDIANAPOLIS CAMPUS

RESOLUTION NUMBER 2025-41

WHEREAS, the Ivy Tech Community College Indianapolis campus ("Campus") has identified a need to replace one air handler unit on its North Meridian Center ("NMC") located at 50 West Fall Creek Parkway North Drive, Indianapolis ("Project"), and

WHEREAS, this Project will replace one of the rooftop air handler units that support NMC's HVAC system, and

WHEREAS, the Campus conducted a Request for Proposals ("RFP") for construction services, and

WHEREAS, after thorough evaluation of the services and pricing of each of the proposals received during the RFP process, the Campus selected Quality Plumbing & Heating ("QPH") in the amount of $822,000, and

WHEREAS, the Indianapolis administration, Campus Trustees and the College's Facility Design Council recommend entering into a contract with QPH in the amount of $822,000 and

WHEREAS, the State Board of Trustees must approve any contract by the College exceeding $500,000 unless the obligation was previously approved by the Board through the allocation of funds.

NOW THEREFORE BE IT RESOLVED that the State Trustees of Ivy Tech Community College do hereby approve the contract with QPH in the amount of $822,000, and

FURTHER BE IT RESOLVED, that the State Trustees do hereby authorize and direct the President and any other appropriate, designated College employee to negotiate and execute the contract with said firm after the documents have been approved by the College Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

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Kim Emmert O'Dell, Chair

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Michael Dora, Secretary

Dated October 2, 2025

APPROVAL OF CONTRACT FOR BUILDING DEMOLITION
VALPARAISO CAMPUS

Resolution Number 2025-42

WHEREAS, the Ivy Tech Community College Valparaiso campus ("Campus") has identified a need to demolish its former Michigan City Building ("Michigan City Building") located at 3714 Franklin Street, Michigan City, and

WHEREAS, the renovation project will include demolishing the 65,949 GSF Michigan City Building ("Project"), and

WHEREAS, the Campus has sought bids pursuant to Indiana Code 5-16 and selected **C Lee Construction** as the contractor for the Project at a cost of **$697,495.00**, and

WHEREAS, the State Board of Trustees ("Board") must approve any contract by the College exceeding $500,000 unless the obligation was previously approved by the Board through the allocation of funds, and

WHEREAS, the Campus Board of Trustees support the Project, which will make way for a new building construction at a later time.

NOW THEREFORE BE IT RESOLVED, that the Board approve contracting with **C Lee Construction** in the amount of **$697,495.00** to complete the Project, and

FURTHER IT BE RESOLVED, that the Board authorizes and directs the President or any other appropriate, designated College employee to complete all actions necessary to fulfill the purpose of this resolution after a contract has been approved by College Counsel.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

_____
Kim Emmert O'Dell, Chair

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Michael Dora, Secretary

Dated October 2, 2025

RESOLUTION OF THE STATE BOARD OF TRUSTEES OF IVY TECH COMMUNITY COLLEGE OF INDIANA TO AMEND THE IVY TECH COMMUNITY COLLEGE HEALTH AND DENTAL CARE PLAN

RESOLUTION 2025-45

WHEREAS, Ivy Tech Community College of Indiana ("College") maintains the Ivy Tech Community College Health and Dental Care Plan ("Health Plan"), a self-funded group health plan that provides employee health and dental benefits to eligible employees and retirees of the College and their eligible dependents.

WHEREAS, the College has reserved the right to amend the Health Plan at any time, by action of the State Board of Trustees of Ivy Tech Community College of Indiana ("Board of Trustees"), including specifically with respect to the health and dental benefits provided to eligible retirees and their spouses (or surviving spouses) and dependent children.

WHEREAS, the Board of Trustees has determined it is desirable and in the best interests of the College to amend the Health Plan, effective January 1, 2026, to (i) terminate health and dental benefit coverage for eligible retirees, surviving spouses, and their dependents at age 65 (referred to as "post-65 coverage") and (ii) remove eligibility restrictions for working spouses of eligible employees, while retaining flexibility to impose a working spouse surcharge if desired.

NOW THEREFORE, BE IT RESOLVED, that the College, by its Board of Trustees, approves and adopts Amendment Number Two to the Ivy Tech Community College Health and Dental Care Plan, effective as stated therein, in the form and substance of a copy of the same which is attached hereto.

RESOLVED FURTHER, that the College, by its Board of Trustees, does hereby authorize and direct (i) the President of the College or his designee to execute Amendment Number Two to the Ivy Tech Community College Health and Dental Care Plan, in the form attached hereto, on behalf of and in the name of the Board of Trustees, (ii) an authorized officer of the College to take all necessary action to effectuate the termination of post-65 retiree coverage, and (iii) any additional actions that may be necessary or appropriate to implement the foregoing resolutions and administer the provisions of the Health Plan.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

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Kim Emmert O'Dell, Chair

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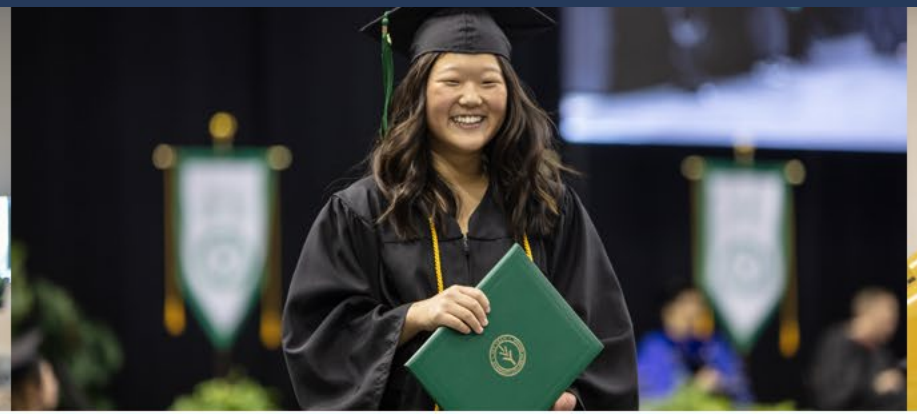
Michael Dora, Secretary

October 2, 2025

IVY TECH COMMUNITY COLLEGE

Audit Committee

The report will be given at the State Board of Trustees Meeting on October 2, 2025



IVY TECH
COMMUNITY COLLEGE

HIGHER EDUCATION at the *SPEED OF LIFE*

CHAZ J. | 2012 INDUSTRIAL TECH GRAD

Workforce & Careers

Molly Dodge, Senior Vice President of Workforce and Careers

Dr. Patrick Rouse, Vice President, School of Advanced Manufacturing, Applied Sciences and Engineering

October 2025

AGENDA

1. "Speed of Life" Completions Metric Update
2. Indiana’s Construction Workforce Forecast 2025
3. Celebrations

"Speed of Life"

Completions Metric Update

Strategic Plan Metrics

2024-25

Data as of 10/1/2025

Target: 50,000

Completions

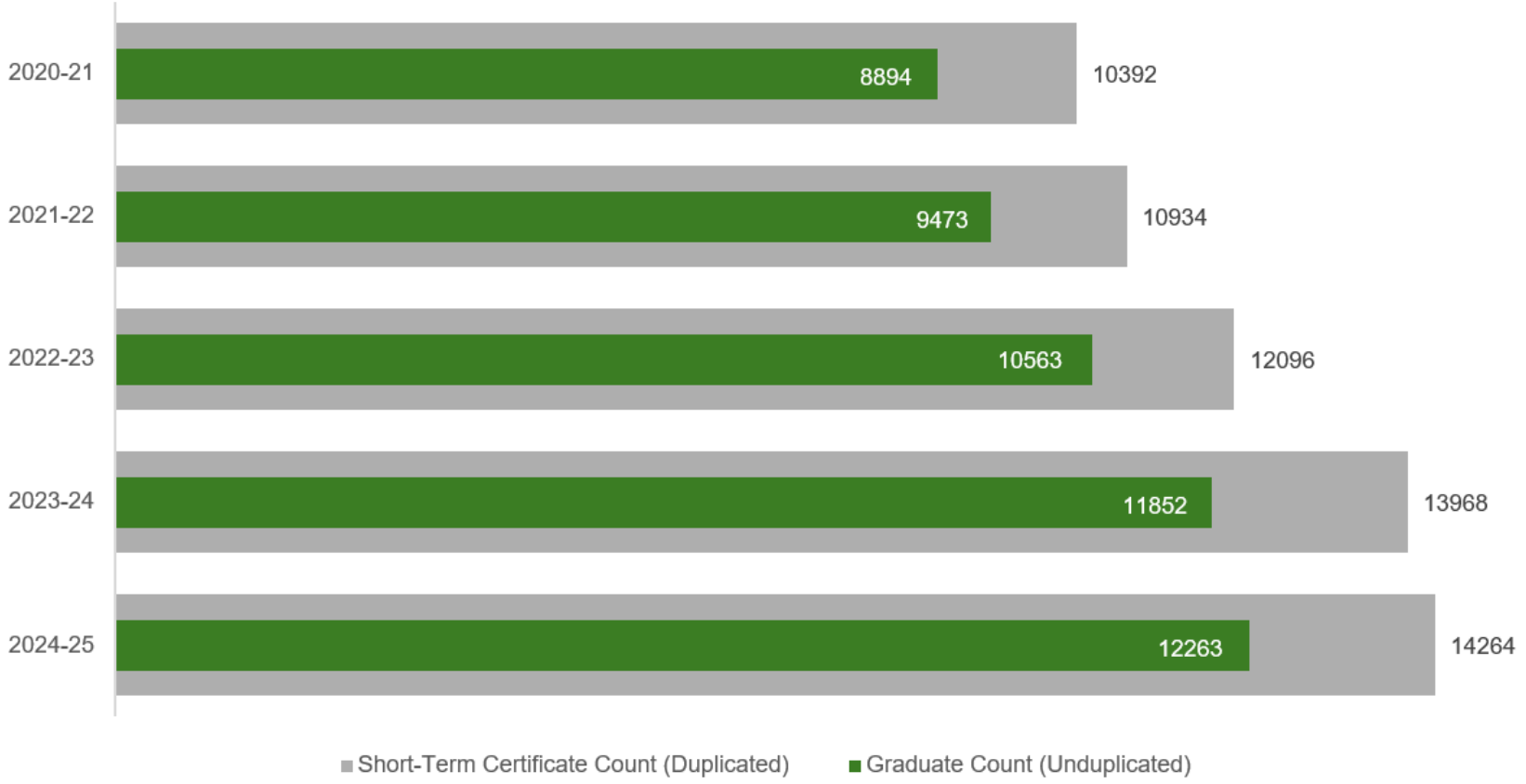
51,812

50,000 ANNUAL COMPLETIONS

Finalization Date: October 1, 2025

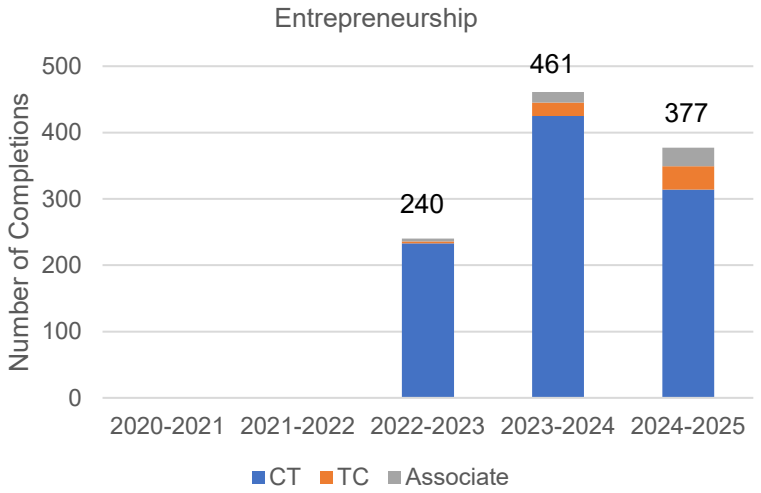
Short-term Certificate Completions

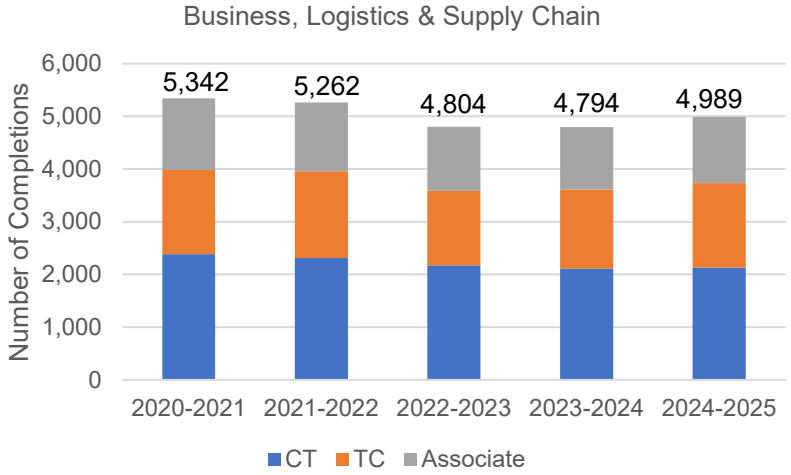
Short-Term Certificate Completions and Graduates with these Credentials are steadily increasing

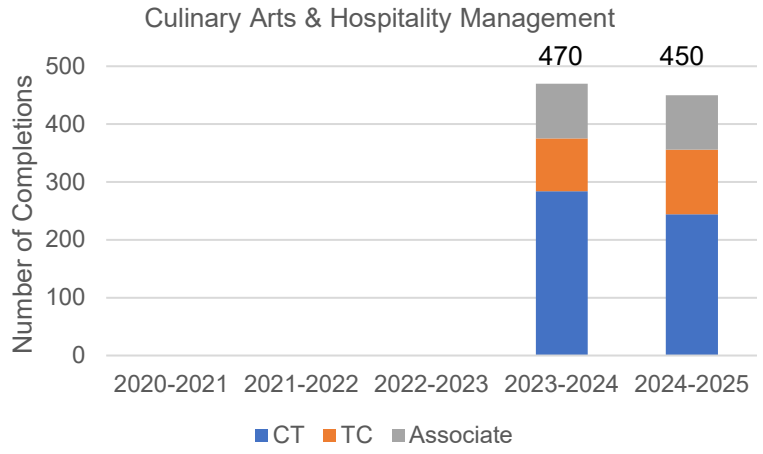


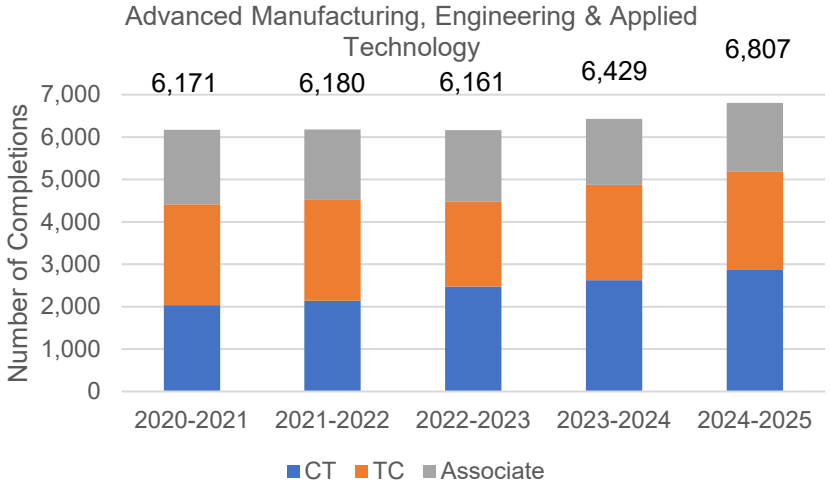
Source: Statewide Credentials Dashboard, 10/1/25

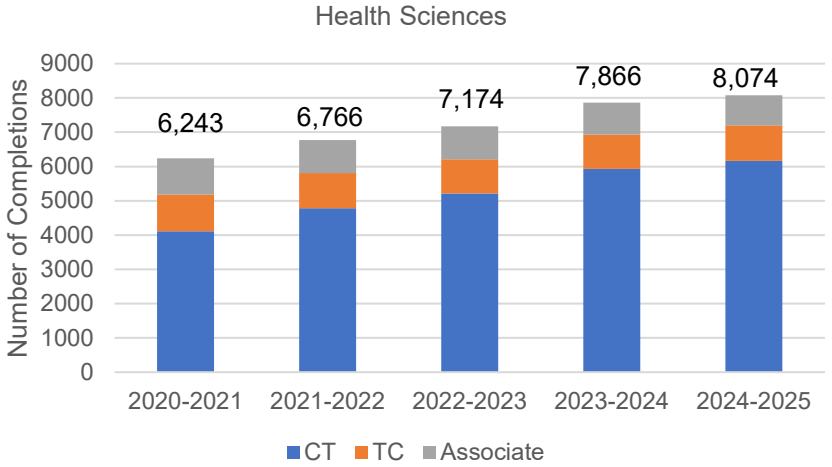
Completions by School





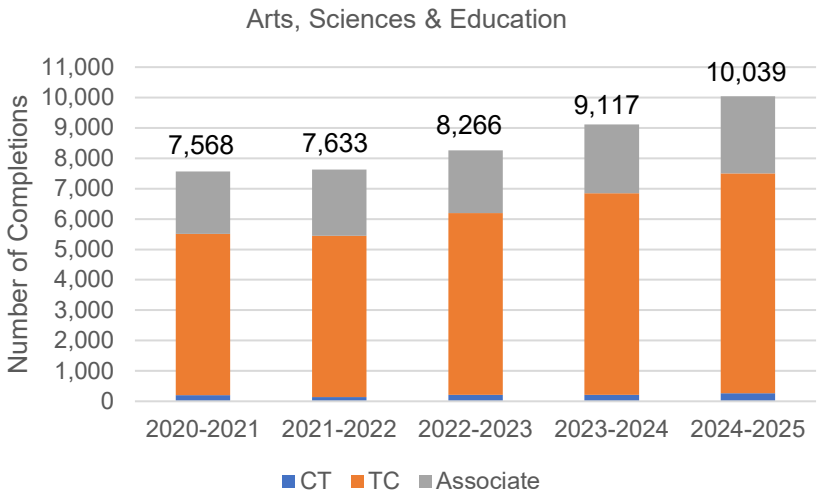


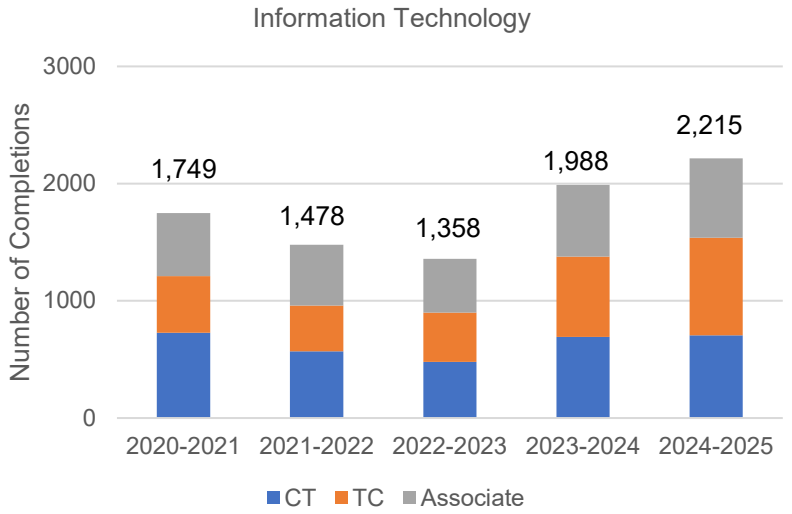


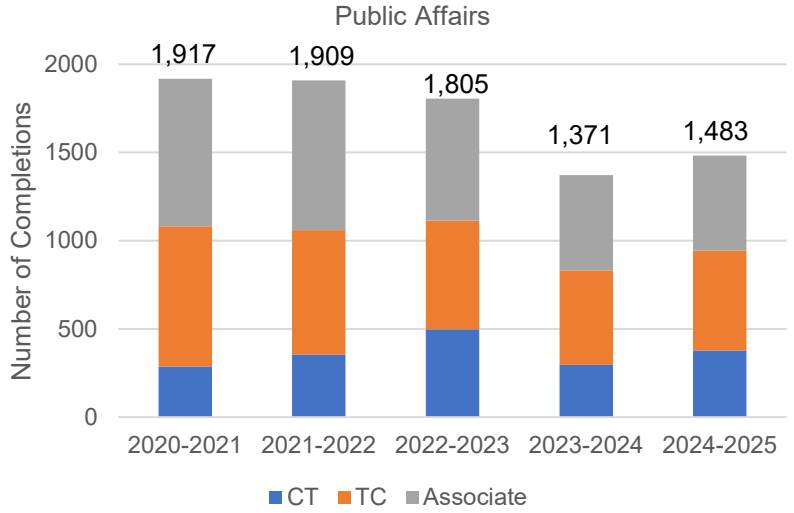


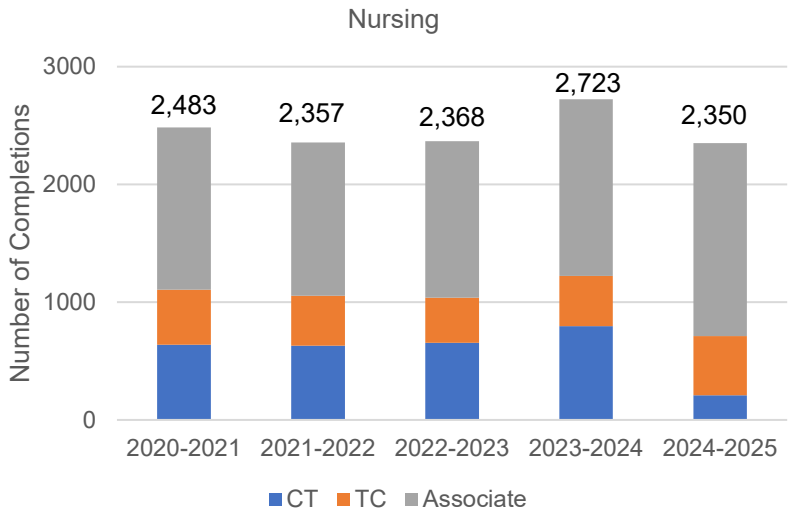
Source: Statewide Credentials Dashboard, 10/1/25

Completions by School



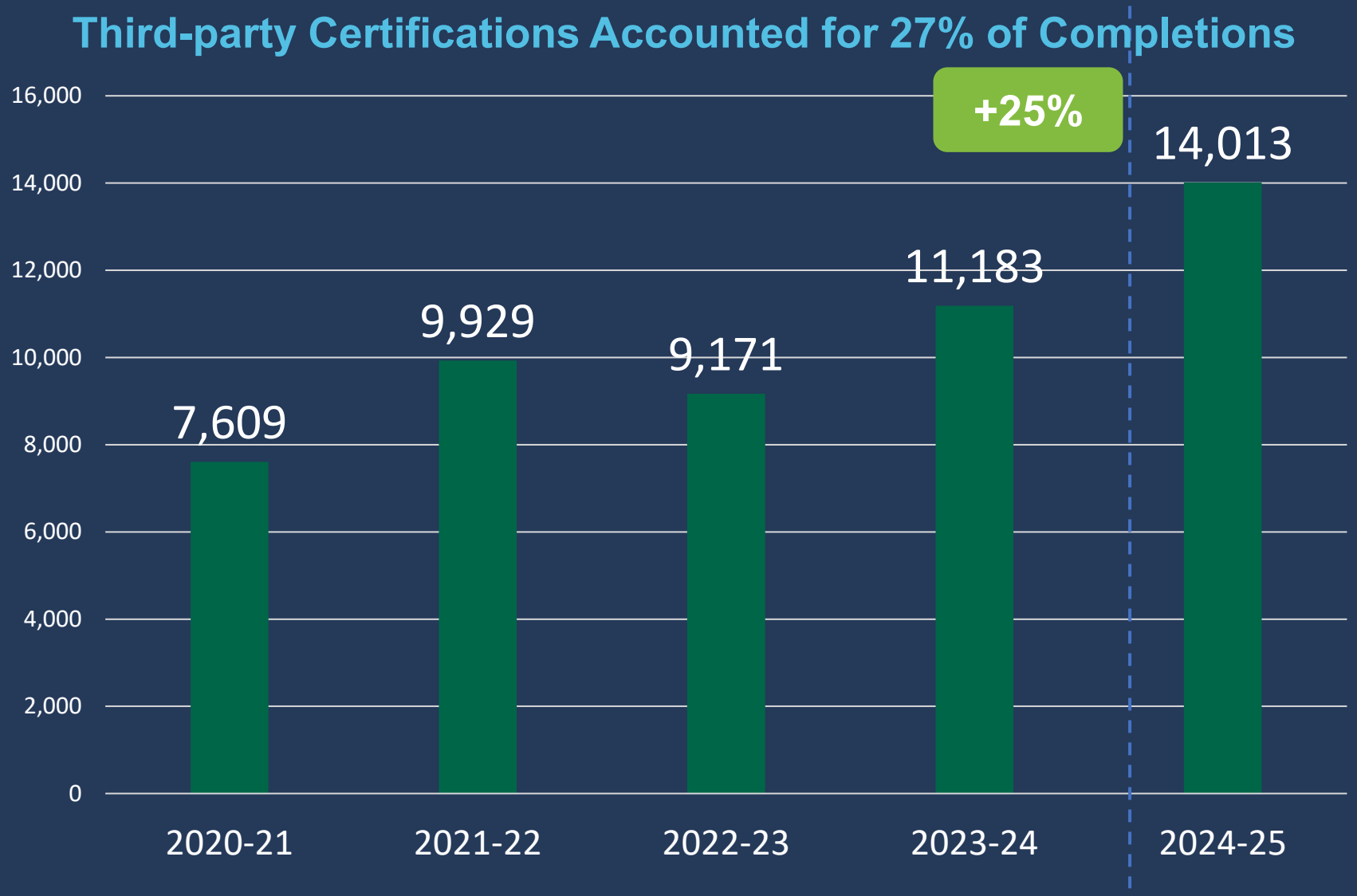






Source: Statewide Credentials Dashboard, 10/1/25

Third-Party Certification Completions



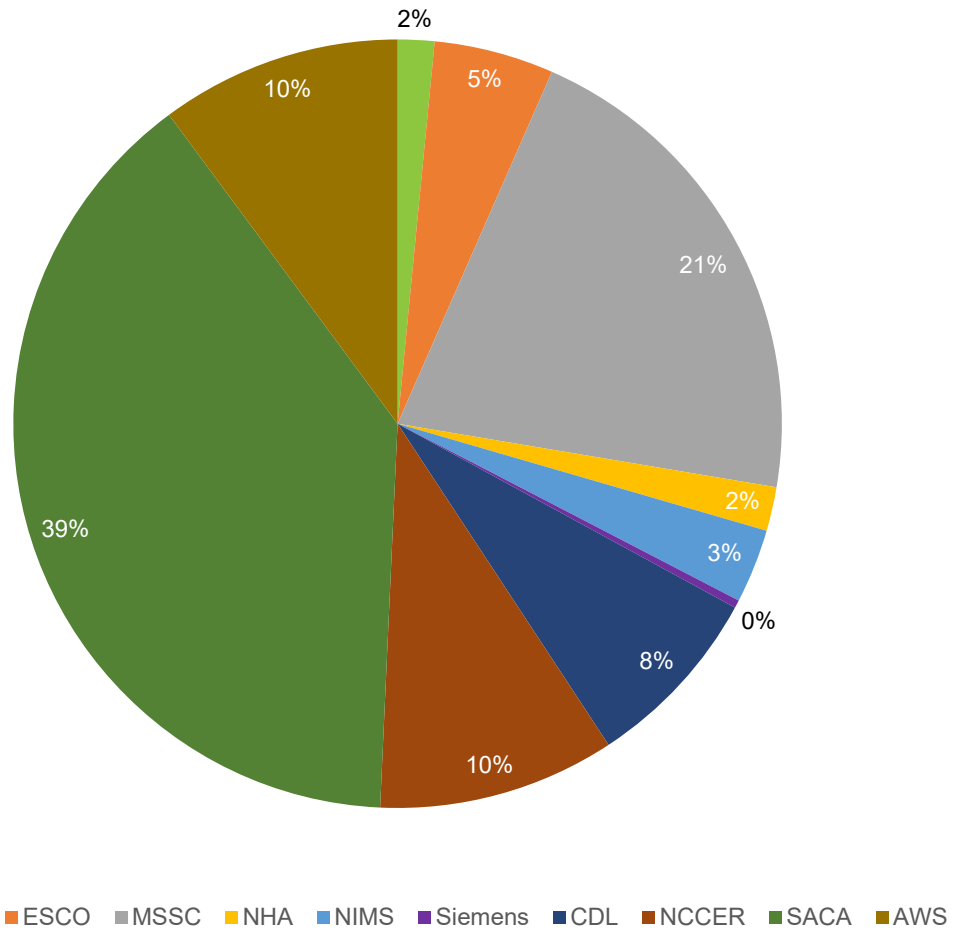
Source: Certification Report, 9/23/25

“Counted” Industry Certifications

1) Smart Automation Certifications Alliance (SACA)
2) Manufacturing Skills Standards Council (MSSC) Manufacturing
3) Commercial Driver’s License Program (CDL A)
4) American Welding Society (AWS)
5) Energy Services Company Group (ESCO Institute)
6) National Center for Construction Education and Research (NCCER)
7) National Institute of Metalworking Skills (NIMS)
8) Manufacturing Skills Standards Council (MSSC) Logistics
9) National Healthcare Association (NHA)
10) The Computing Technology Industry Association (Comp TIA)

Third-Party Certifications Earned

Nearly 40% earned were from SACA (Silver and Gold), then MSSC (21%)



CredLens: National Data Trust for Workforce Credentials

Our structure, approach, and infrastructure have been chosen to build scale and directly address the gap in outcomes insights for non-degree credentials.

OUR STRUCTURE

Nonprofit National Data Trust

- Clear, transparent outcomes data
- Rich new resource for quality research
- Tight controls on access

OUR APPROACH

Centralized platform for NDC data & insights

- Matching verified credentials to outcomes data sources
- Easing the difficulty of insights gathering

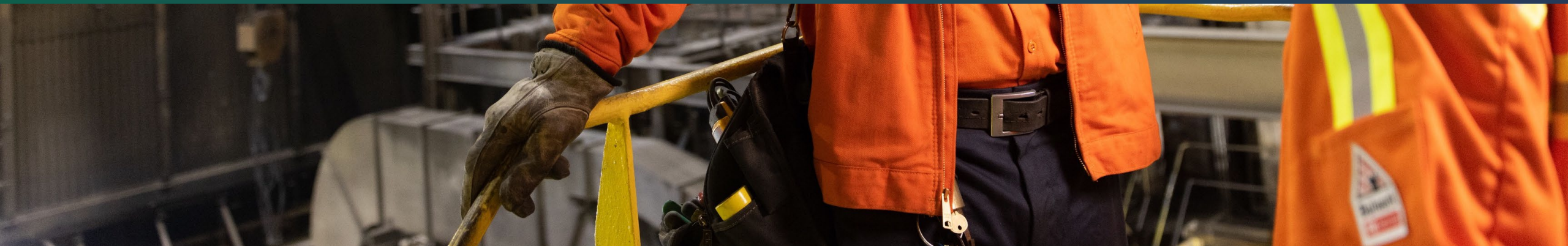
OUR INFRASTRUCTURE

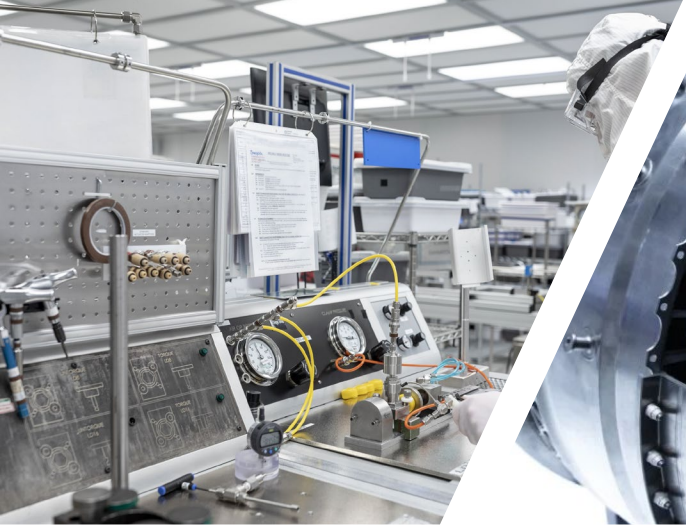
Robust Architecture, Security Processes

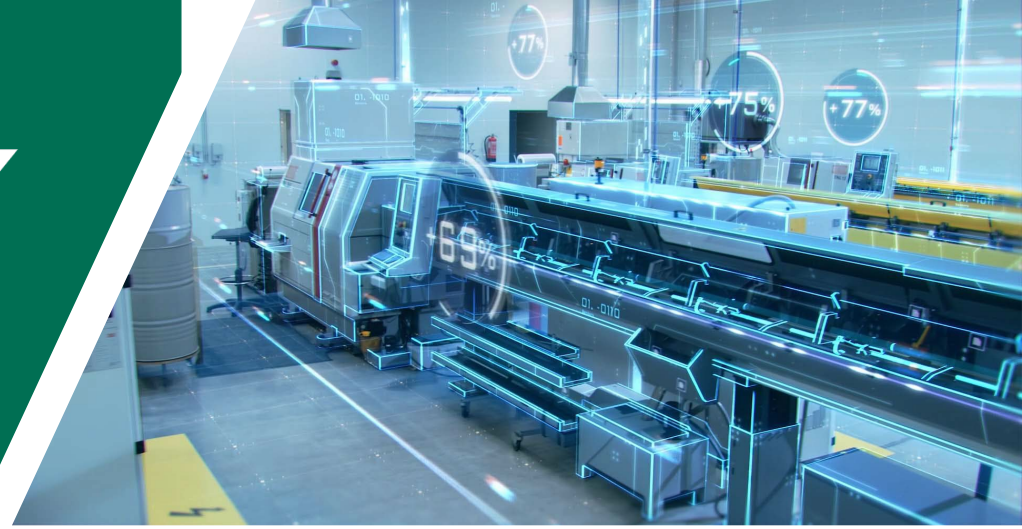
- Modern data mesh and security protocols
- SOC2 and ISO27K certification

Clear Data Ownership • Secure & Scalable Architecture • Verified Data

Indiana’s Construction Workforce Forecast 2025







School of Adv. Manf., Eng. & Applied Sciences

25 Programs

- 48% Targeted to Indiana's Manufacturing Subsectors
- 64% of Programs Median Wage are above IN av. wage

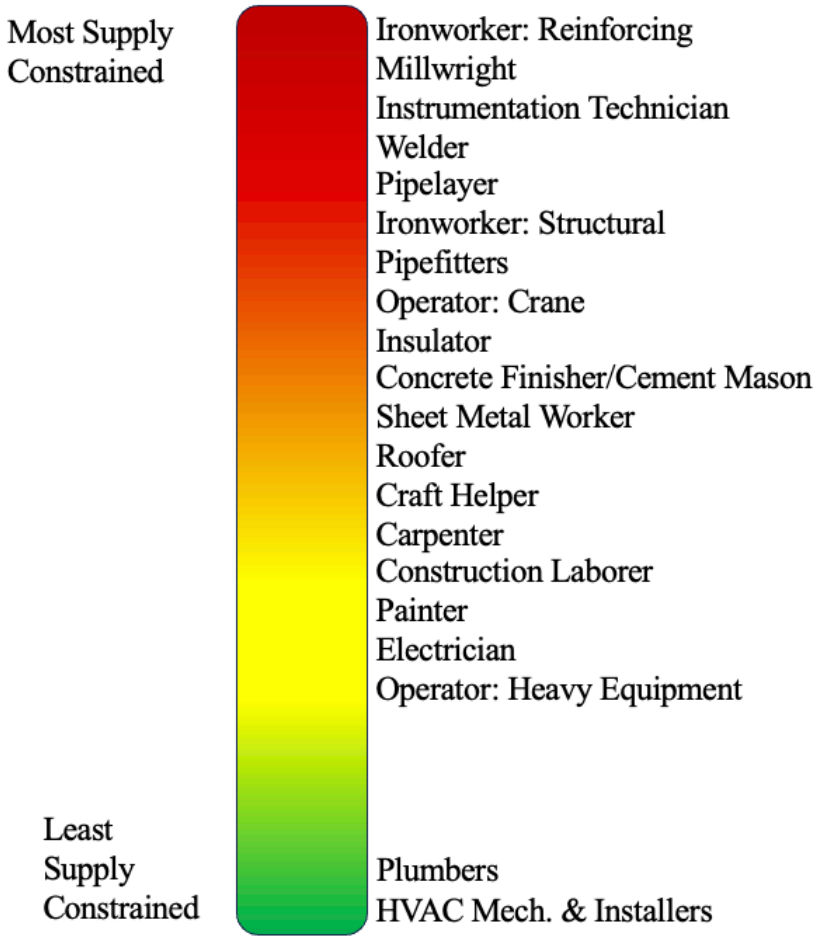
5 Categories

- Advanced Manufacturing & Emerging Technologies
- Engineering & Applied Technologies
- Construction & Design Technologies
- Agriculture & Environmental Technologies
- Transportation Technologies

Indiana's Manufacturing Industry

- Subsectors
  - Aerospace Manufacturing
  - Automotive Manufacturing
  - Life Sciences Manufacturing
  - Microelectronics Manufacturing
- Advanced Manufacturing & Logistics (AML)
  - 37% of Indiana's GDP
  - 178,000 new manufacturing jobs forecasted by 2033 in Indiana.
  - 25% of Indiana's Entire Workforce

Supply vs. Demand: Overall Labor Findings



Supply vs. Demand: Peak

- Total Peak Supply: 107,191
- Total Peak Demand: 208,948
- Most Constrained by %:
  - Ironworkers - Reinforcing: 96.3%
  - Millwright: 95.7%

Ivy Strategic Response

- Statewide Expansion & Demand Alignment
  - HVAC & Plumbers = Only 2 with Proper Supply
  - Lowes Gable Grant: $1M to expand career pathways into construction
  - Upskilling/reskilling strategies
- Scaling Apprenticeship
  - Working with talent associations
  - Marketing Campaign
  - Stackable credentials including skills

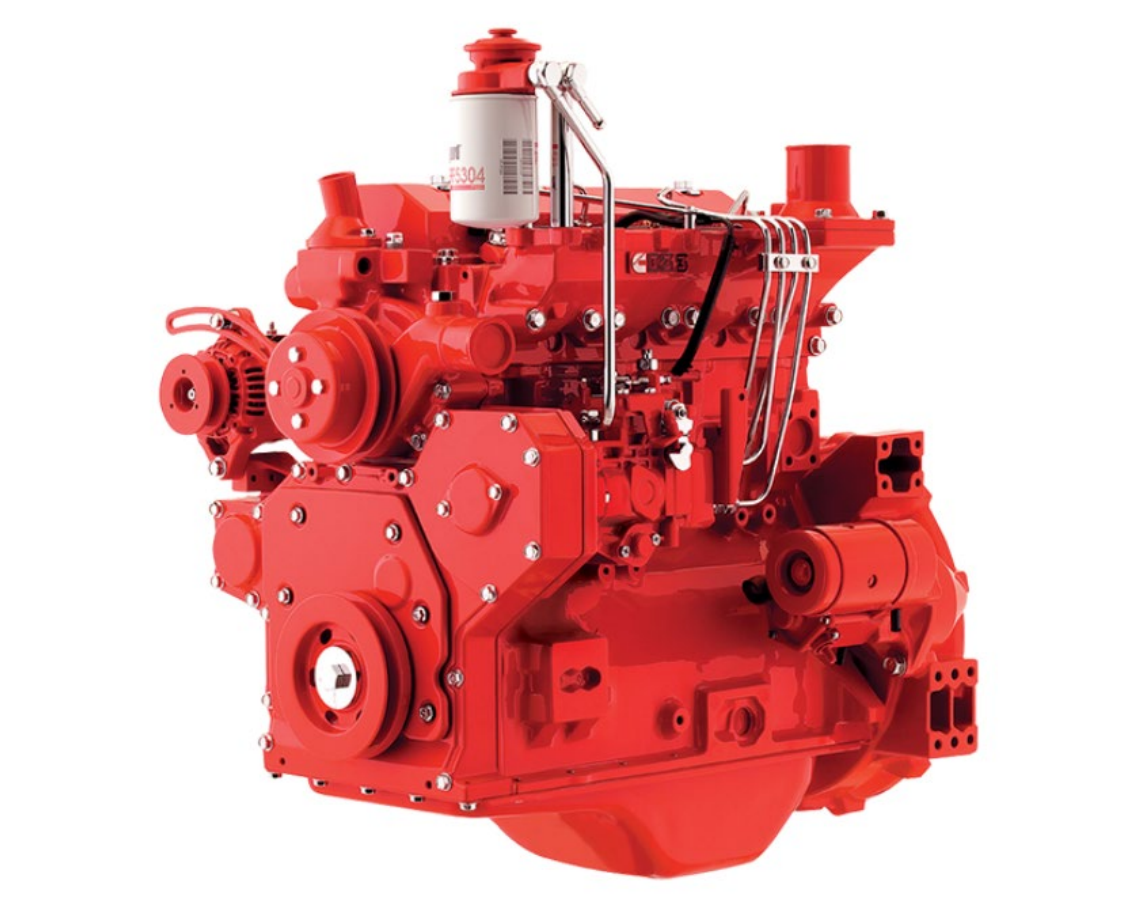
Partnership Celebrations

Evansville & Habitat for Humanity

Valparaiso/Michigan City & HealthLinc

Ivy Tech Marion and Marion Health

Cummins Motor Donation



Ivy Tech Indianapolis & IFD

Ivy Tech Bloomington, ROI, CRANE

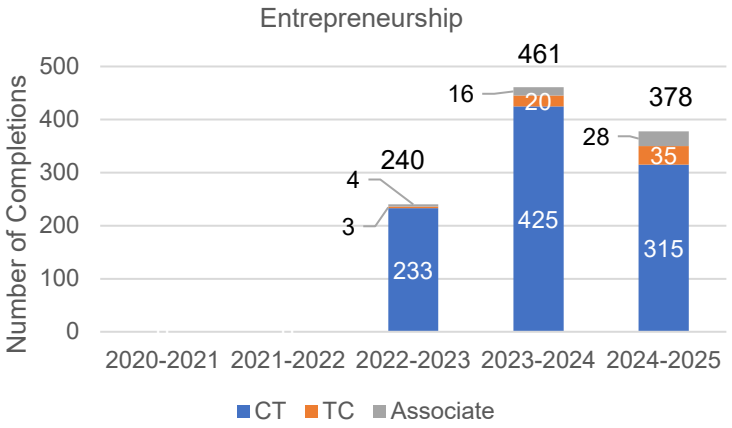
THANK YOU!

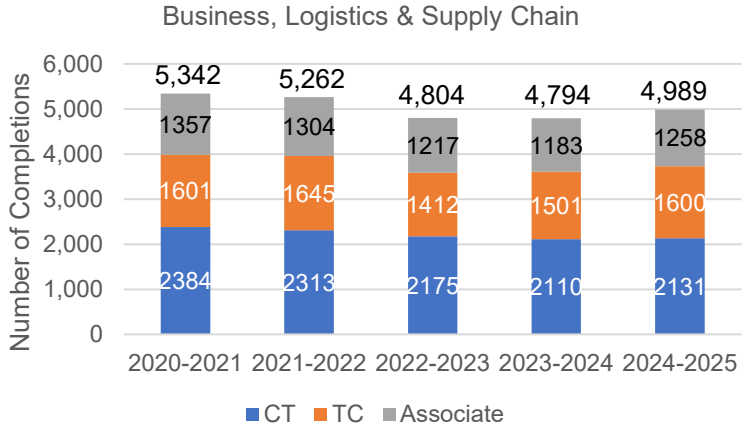
IVY TECH
COMMUNITY COLLEGE

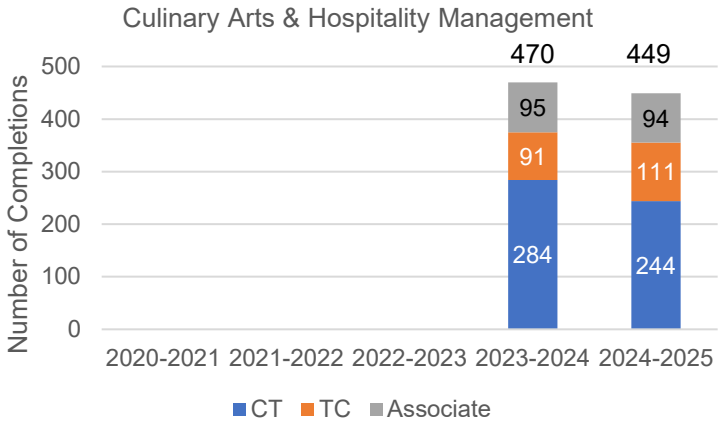
Appendix

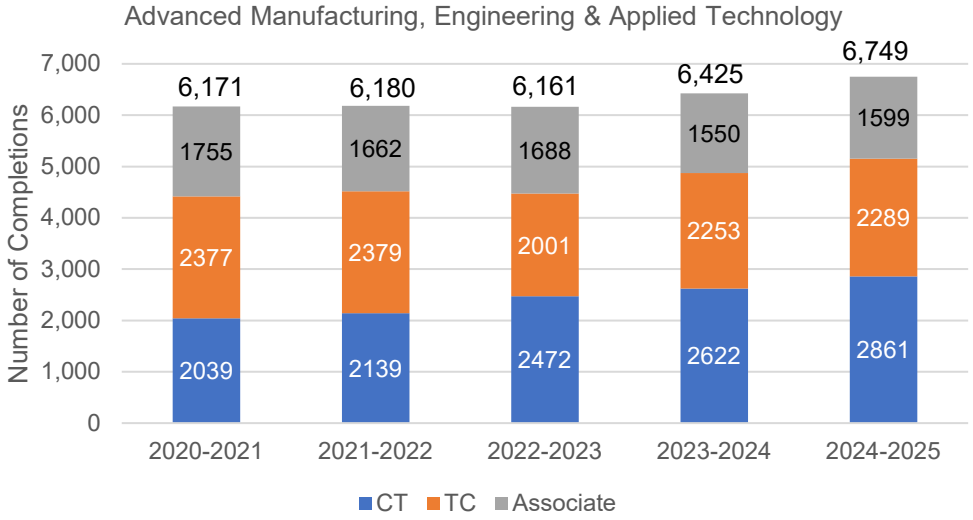
IVY TECH
COMMUNITY COLLEGE

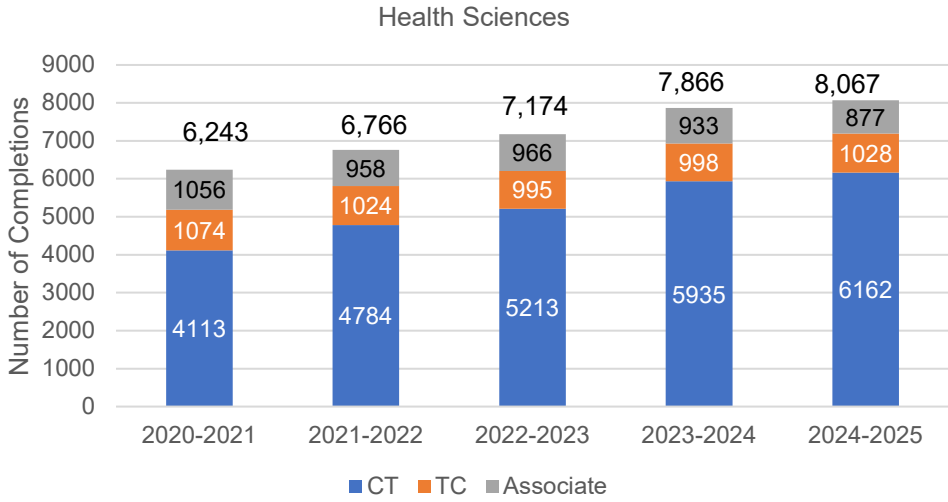
Completions by School





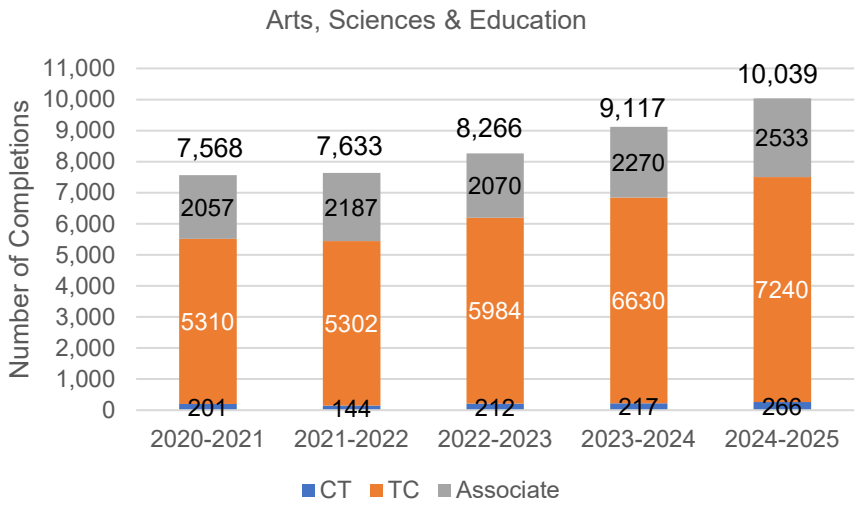


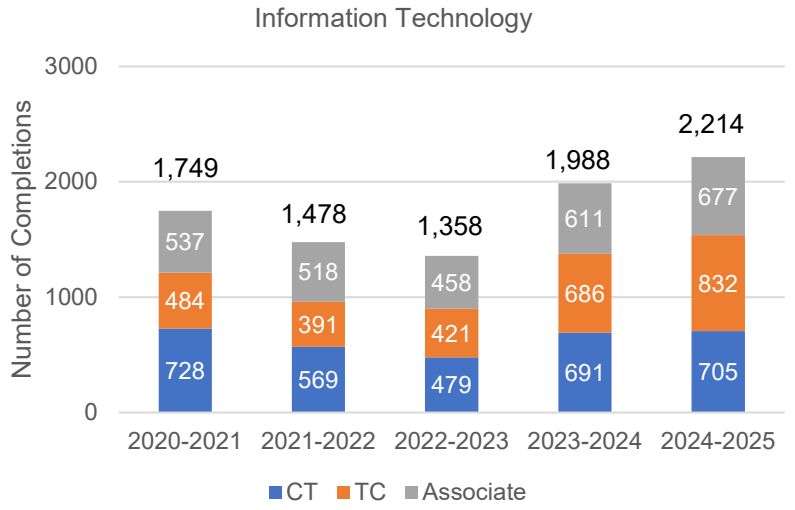


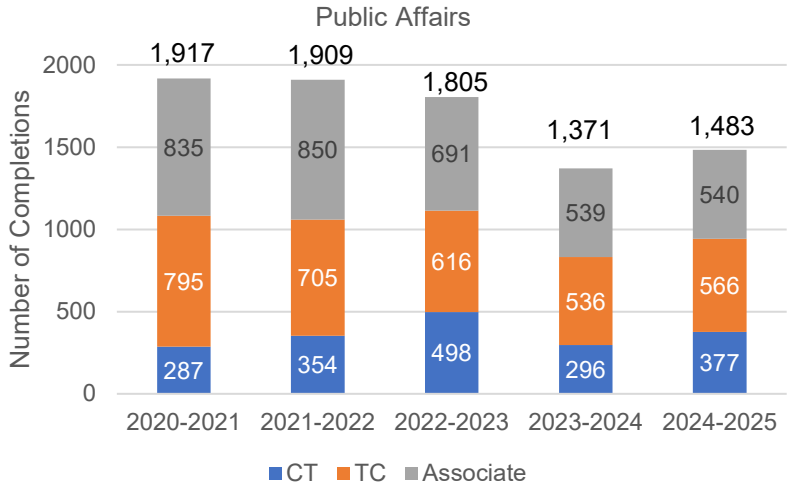


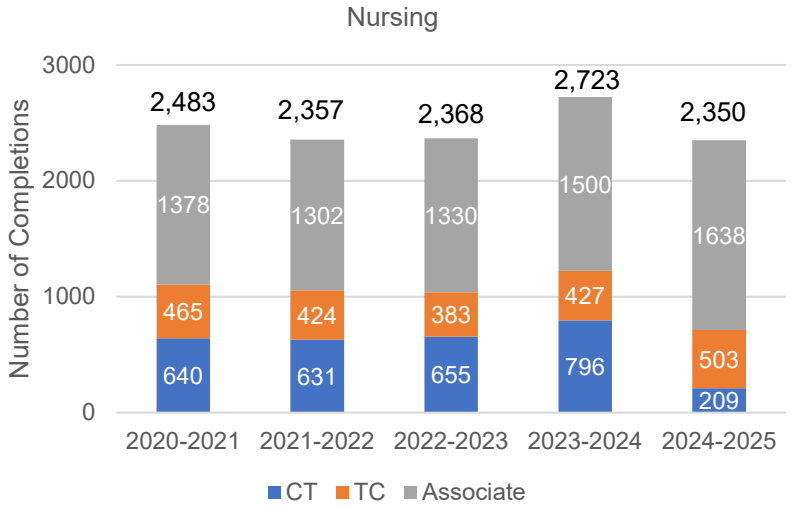
Source: Statewide Credentials Dashboard, 9/23/25

Completions by School









Source: Statewide Credentials Dashboard, 9/23/25

Executive Brief: Indiana Construction Workforce Forecast 2025

Purpose of the Research

The Indiana Construction Roundtable Foundation (ICRF) commissioned Points Consulting to improve workforce forecasting for Indiana's construction sector. The study provides an accurate forecast of supply and demand, factoring in wage-driven labor shifts, migration, and temporary project-based work. The goal was to determine the extent of labor shortages and guide workforce development strategies.

Key Findings:

- **19 of 21 non-residential construction trades face shortages**. Reinforcing ironworkers and millwrights are the most constrained (up to 26:1 shortage, meaning for every 26 open positions, there's only 1 qualified worker available).
- **Indiana faces an aggregate labor gap in the construction trades of ~102,000 workers (1.9:1 shortage, meaning that for almost every 2 open jobs, there's only 1 worker with the right skills available).**
- The construction trade **workforce is projected to grow 39.4% by 2030**, largely driven by newly trained workers and wage-incentivized upskilling.
- **Only two trades (HVAC mechanics, plumbers) show surpluses**, while several others face severe gaps.
- Industry leaders confirm shortages are slowing projects, reducing quality, raising safety risks, and inflating costs.

Ivy Tech's Role in Workforce Development

Ivy Tech Community College is the primary statewide provider of certified construction training. The forecast identifies newly certified/trained workers, produced at scale by Ivy Tech, as the single largest source of workforce growth (~5,000+ per year). **Through short-term credentials, apprenticeships, and upskilling, Ivy Tech is central to bridging Indiana's construction workforce gap, especially in high-demand trades.**

Trade Category	Status
Reinforcing Ironworkers	Severe Shortage (27:1)
Millwrights	Severe Shortage (23:1)
Welders / Pipelayers / Boilermakers	High Shortage (6-7:1)
Pipefitter / Carpenters / Electrician / Laborers	Moderate Shortage (1.3 – 4:1)
HVAC Mechanics / Plumbers	Surplus (0.3 - 0.4:1)

Source: Table 2.1: Labor Supply and Peak Demand of Construction Trades in Indiana

Recommendations for Ivy Tech:

- Leverage statewide Lowes Gable Grant to support program alignment based on regional demand signals.
- Expand certification and short-term training aligned to the supply-constrained trades.
- Provide career pathways and upskilling opportunities for workers transitioning into construction.

    - Continue to partner closely with union trade organizations in Indiana in the continued expansion of their building trades apprenticeship programs.
    - Market “Achieve Your Degree” (tuition reimbursement) to local/regional construction organizations as a tool to upskill or retain employees.
- Support employers, talent associations, and state agencies in scaling apprenticeship and credentialing programs, ensuring alignment between construction industry demand and training supply pipelines.
- Maintain and expand co-branded outreach efforts with Built to Succeed and the Indiana Plan to enhance visibility and increase participation in building trades career pathways.
- Collaborate with K12 schools and employers to develop youth and pre-apprenticeship pathways that introduce students to construction careers early.
    - Development of summer internships, site visits, and mentorship opportunities for high school students to explore construction trades.
- Continue the development of transfer agreements with four-year institutions to create structured pathways for Journeypersons with AAS degrees to advance into construction management and leadership roles, addressing a growing talent gap in these critical positions.

Indiana Construction Workforce Forecast 2025, Final Report

For:

Indiana Construction Roundtable Foundation

From:

Points Consulting

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PO Box 8487
120 N. Line St., Moscow, Idaho 83843
208-596-5809
points-consulting.com

Contents

Table of Figures and Tables i
1. Introduction 1
2. Labor Supply vs. Demand Findings 3
Demand Ranges 5
3. Workforce Supply Model 8
Overall Trades Workforce 8
By Occupation 9
4. Stakeholder Engagement 21
Industry Leader Feedback on Quantitative Findings 22
Appendix A : Methodology 27
Appendix B : Annual Workforce Supply vs. Demand by Trade 32
Appendix C : Construction Labor Market Analyzer (CLMA) 37

Table of Figures and Tables

Figure 2.1: Supply Constrained Construction Trades in Indiana 3
Table 2.1: Labor Supply and Peak Demand of Construction Trades in Indiana 4
Figure 2.2: Labor Supply and Annualized Demand Outlook for Construction Trades, 2025-2027 6
Table 2.2: Supply Constraints According to 2025 Supply and Annualized Demand Ranges, by Trade 7
Figure 3.1: Five-Year Forecast for Indiana Construction Trades Workforce 8
Table 3.1: Per Year Change to Indiana Construction Trades Labor Supply to 2030 9
Table 3.2: Five-Year Outlook for Boilermakers 10
Table 3.3: Five-Year Outlook for Carpenters 10
Table 3.4: Five-Year Outlook for Concrete Finishers/Cement Masons 11
Table 3.5: Five-Year Outlook for Craft Helpers 11
Table 3.6: Five-Year Outlook for Electricians 12
Table 3.7: Five-Year Outlook for HVAC Mechanics and Installers 12
Table 3.8: Three-Year Outlook for Instrumentation Technicians 13
Table 3.9: Five-Year Outlook for Floor, Ceiling, and Wall Insulators 14
Table 3.10: Five-Year Outlook for Mechanical Insulators 14
Table 3.11: Five-Year Outlook for Reinforcing Ironworkers 15
Table 3.12: Five-Year Outlook for Construction Laborers 15
Table 3.13: Five-Year Outlook for Millwrights 16
Table 3.14: Five-Year Outlook for Structural Ironworkers 16
Table 3.15: Five-Year Outlook for Crane Operators 17
Table 3.16: Five-Year Outlook for Heavy Equipment Operators 17
Table 3.17: Five-Year Outlook for Painters 18
Table 3.18: Five-Year Outlook for Plumbers and Pipefitters 18
Table 3.19: Five-Year Outlook for Welders 19
Table 3.20: Five-Year Outlook for Pipelayers 19
Table 3.21: Five-Year Outlook for Roofers 20
Table 3.22: Five-Year Outlook for Sheet Metal Workers 20
Figure 4.1: Does the general order of supply constrained trades feel right? 23
Figure 4.2: Do the annualized demand ranges seem high, low, or about right? 23
Figure 4.3: In general, do you have a hard time finding skilled workers for job sites? 24
Figure 4.4: Do the peak demand numbers or the annualized demand ranges more accurately describe how many workers are needed versus how many workers are available? 25
Figure 4.5: Does the methodology we used to estimate worker supply make sense? 26
Figure A.1: Sources of Construction Trades Labor Supply 28
Table B.1: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Boilermakers 32

Table B.2: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Carpenters.....32
Table B.3: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Concrete Finishers/Cement Masons.....32
Table B.4: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Craft Helpers.....32
Table B.5: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Electricians.....32
Table B.6: Annualized Labor Supply vs Demand Ranges, 2025-2027 for HVAC Mechanics and Installers.....33
Table B.7: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Instrumentation Technicians.....33
Table B.8: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Floor, Ceiling, and Wall Insulators.....33
Table B.9: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Mechanical Insulators.....33
Table B.10: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Reinforcing Ironworkers.....34
Table B.11: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Construction Laborers.....34
Table B.12: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Millwrights.....34
Table B.13: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Structural Ironworkers.....34
Table B.14: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Crane Operators.....34
Table B.15: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Heavy Equipment Operators.....35
Table B.16: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Painters.....35
Table B.17: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Plumbers and Pipefitters.....35
Table B.18: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Welders.....35
Table B.19: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Pipelayers.....35
Table B.20: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Roofers.....36
Table B.21: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Sheet Metal Workers.....36

1. Introduction

The Indiana Construction Roundtable Foundation (ICRF) addresses workforce shortages in the construction sector by providing training, classroom materials, and promoting careers in construction. As a part of this mission, ICRF contracted with Points Consulting (PC) in March of 2025 to establish an improved methodology for workforce data projections, along with semi-annual reporting. Our collaboration is intended to focus on obtaining more accurate workforce statistics for the construction sector, which take into consideration the impacts of upcoming construction projects and announced investments in the State of Indiana.

Context

During the tenure of Governor Eric Holcomb, the State of Indiana saw eight record-breaking years of economic development investments.[1] In 2024 alone, approximately $40 billion in investments were secured, reflecting Indiana's business-friendly regulatory environment. Companies committing investments into the state include Amazon, Google, Meta, Microsoft, SK Hynix, Eli Lilly, and Toyota. The mix of industries these companies represent include technology data centers, life sciences, semiconductors, and even electric vehicles.

While these investments are highly beneficial for the state, some are wondering, "Who is going to build it?" Decades of underexposure to the construction sector as a viable career path has left it with the threat of being unable to deliver on these numerous projects. One general contractor has even had to turn down potential revenue for projects they were shortlisted or sole-sourced for due to the fact that their workers were tied up with projects already on the docket. Another says they "don't see any worker shortage" at their project sites, and they're happy to take on more work. So, what do the data say?

Purpose

Fast forward to today, the purpose of our work is to provide more accurate estimates of whether or not there really is a labor shortage, and how bad it may or may not be. Frequently used forecast models rarely account for factors outside of the general trend of the sector's workforce. However, we believe that there are wage incentives that will pull in workers from outside the current workforce, construction workers from other

[1] Indiana Economic Development Corporation, "IEDC Closes Holcomb Term with Eighth-Consecutive Record-Breaking Year for Economic Development," https://iedc.in.gov/events/news/details/2025/01/10/iedc-closes-holcomb-term-with-eighth-consecutive-record-breaking-year-for-economic-development.

states that will relocate to Indiana for work, and even a group of workers that may be brought in by larger companies like Amazon or Meta to complete parts of their projects.

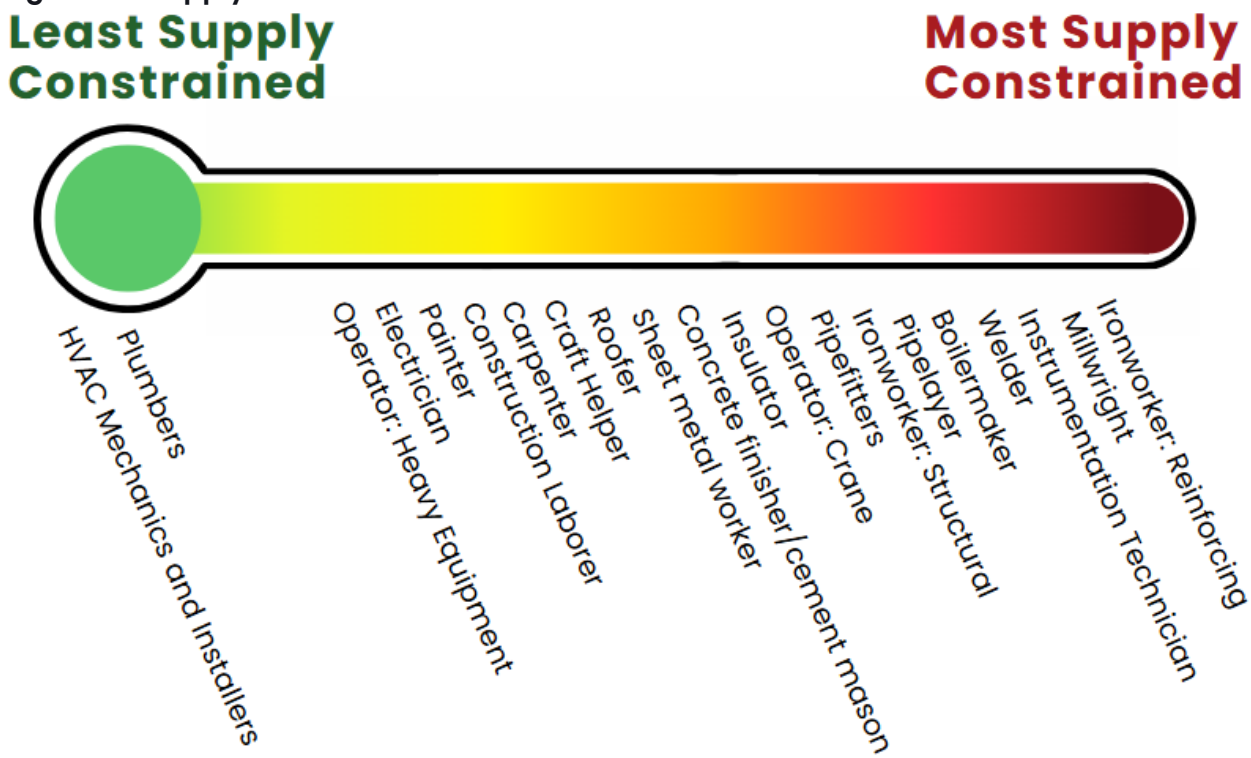
These factors and more contribute to labor supply sources that are typically not accounted for and will reflect a more accurate picture of the current state of the Indiana construction workforce. While some industry stakeholders have mentioned a shortage of leadership positions, our analysis focuses on 21 construction trades of the non-residential construction industry. The 21 trades were provided to us by ICRF.

2. Labor Supply vs. Demand Findings

First and foremost, this is the first version of our methodology for supply vs. demand findings and the workforce supply model. We intend to take lessons learned from the steering committee and stakeholders to iterate a second version in the future. Following an established methodology, we will proceed to do regular updates to the model on a bi-annual basis, with specific timing to be determined.

Out of the 21 construction trades that we focused on, 19 currently show labor shortages across the state. HVAC Mechanics and Installers and Plumbers are the only two trades that currently have a surplus of workers. Figure 2.1 depicts the 21 trades in an ordinal list of how supply constrained they are, according to the shortage of workers relative to the total peak demand headcount. Reinforcing Ironworkers are the most supply constrained, followed by Millwrights and Instrumentation Technicians.

Figure 2.1: Supply Constrained Construction Trades in Indiana



Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

To produce our estimates of how supply-constrained each trade is, we utilized our labor supply forecast and peak demand headcount estimates from the Construction Labor Market Analyzer (CLMA). The CLMA provides a snapshot of the labor market at the time

the report is generated.[2] Table 2.1 below reports the labor supply during the peak demand period, the peak demand headcount, the labor gap between the supply and demand, and the relative estimates of how undersupplied each trade is.

For example, we estimate that there will be 451 Pipelayers during the peak demand period, when 2,699 Pipelayers will be demanded. This results in a labor gap of 2,248 Pipelayers, and the trade ultimately being undersupplied by a ratio of 6.0:1. In other words, for every Pipelayer currently employed in Indiana, approximately five more are needed to meet the demand. This can also be thought of in terms of percentages, where the number of Pipelayers needs to increase by 83.3% to meet the number of workers demanded.

Millwrights have the largest total labor gap, but Reinforcing Ironworkers are the most supply-constrained due to the number of workers in that particular occupation. At the aggregate level, there is a shortage of about 102,000 workers. This indicates the trades are undersupplied by a ratio of 1.9:1.

Table 2.1: Labor Supply and Peak Demand of Construction Trades in Indiana

SOC	Trade	Supply at Peak Demand	Peak Demand Headcount	Labor Gap	% Under Supplied	Ratio Under supplied
47-2171	Ironworker: Reinforcing	258	6,895	6,637	96.3%	26.7:1
49-9044	Millwright	737	17,312	16,575	95.7%	23.5:1
No equivalent	Instrumentation Technician	286	5,031	4,745	94.3%	17.6:1
51-4121	Welder	1,602	11,627	10,025	86.2%	7.3:1
47-2011	Boilermaker	627	4,155	3,528	84.9%	6.6:1
47-2151	Pipelayer	451	2,699	2,248	83.3%	6.0:1
47-2221	Ironworker: Structural	2,013	8,381	6,368	76.0%	4.2:1
47-2152	Pipefitter	3,266	12,766	9,500	74.4%	3.9:1
53-7021	Operator: Crane	851	3,110	2,259	72.6%	3.7:1
47-2131, 47-2132	Insulator	2,851	9,680	6,829	70.6%	3.4:1
47-2051	Concrete Finisher/ Cement Mason	4,991	12,073	7,082	58.7%	2.4:1
47-2211	Sheet Metal Worker	2,913	6,862	3,949	57.5%	2.4:1
47-2181	Roofer	3,211	5,568	2,357	42.3%	1.7:1

[2] See Appendix C.

Combination[3]	Craft Helper	4,156	7,156	3,000	41.9%	1.7:1
47-2031	Carpenter	13,544	22,589	9,045	40.0%	1.7:1
47-2061	Construction Laborer	23,234	33,563	10,329	30.8%	1.4:1
47-2141	Painter	5,274	7,348	2,074	28.2%	1.4:1
47-2111	Electrician	13,217	17,542	4,325	24.7%	1.3:1
47-2073	Operator: Heavy Equipment	8,308	9,341	1,033	11.1%	1.1:1
47-2152	Plumber	7,620	2,704	(4,916)	(181.8%)	0.4:1
49-9021	HVAC Mechanics and Installers	7,783	2,546	(5,237)	(205.7%)	0.3:1
All	***All***	***107,191***	***208,948***	***101,757***	***48.7%***	***1.9:1***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Bridging a 1.9:1 gap in workers may seem like a daunting task, but even without a significant increase in recruitment, we do predict the gap to shrink over the next three to five years. Figure 2.2 shows the supply of workers, according to our forecast, compared to annualized demand ranges according to data from the CLMA. Rather than comparing annual supply data to a peak monthly demand period, we took annual averages of the demand data to smooth the demand peak for a more comparable analysis.

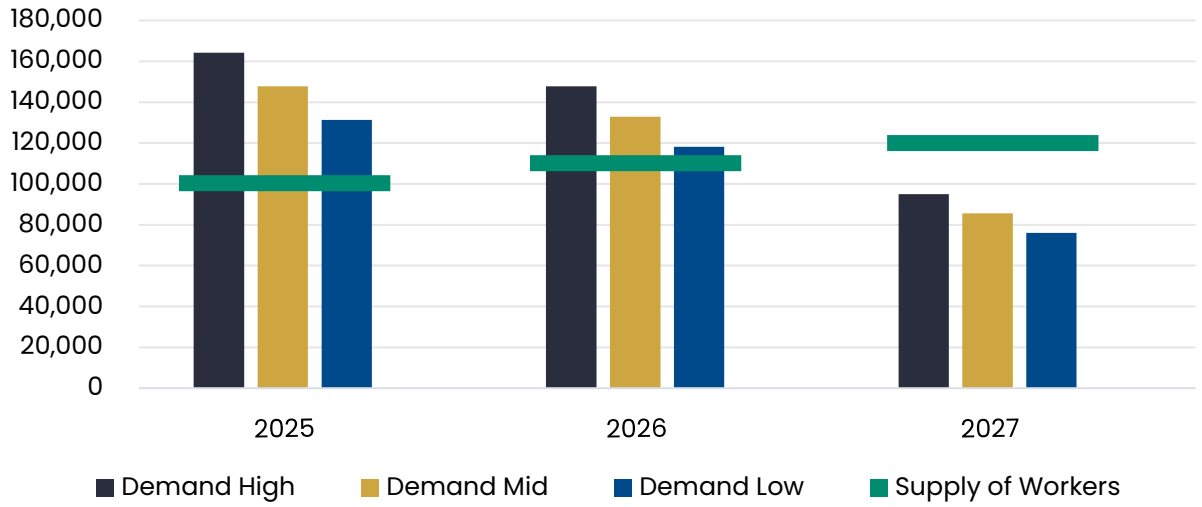
Demand Ranges

The demand "high" represents the 100% PCP scenario from the CLMA which takes data from all current construction projects into account. The demand "mid" and "low" represent 10% and 20% reductions to the 100% PCP scenario to dampen the demand numbers. This creates a range of possible demand scenarios.

In addition to a more comprehensive look at potential demand for the construction trades in Indiana, there is reason to warrant a range of views rather than just the potential peak. For example, it's possible that demand is overstated by companies or contractors that enter data into the CLMA. It is also possible that one worker could absorb multiple kinds of tasks if they are multi-skilled, effectively bringing down the peak demand headcounts. Additionally, project timelines could shift due to relative supply constraints, which would spread demand hours and headcounts out over a longer period of time. The ranges in Figure 2.2 reflect the smoothed, annualized averages and potential demand ranges.

[3] For the "Craft Helper" trade, we used a combination of nine SOC codes. Specifically, 47-3011, 47-3012, 47-3013, 47-3014, 47-3015, 47-3019, 47-5081, 49-9098, and 51-9198.

Figure 2.2: Labor Supply and Annualized Demand Outlook for Construction Trades, 2025-2027[4]



Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Below, Table 2.2 shows the respective ratios of how under supplied each construction trade is using the annualized demand ranges. The general order of which trades are most vs. least supply constrained does not change compared to Figure 2.1. However, these estimates do present a slightly different view of how supply constrained the trades are.

[4] The CLMA data provided to PC does not go beyond December of 2027. Projects in the database rarely present timelines with a window extending further. Additionally, significantly lower demand estimates are reflective of more projects being in earlier phases, putting them at higher risk for delays or cancellation. As a result, the CLMA reduces the weight of those projects on overall demand, producing lower demand estimates. More projects could move into lower risk phases and more projects could be added to the database in the future, increasing demand.

Table 2.2: Supply Constraints According to 2025 Supply and Annualized Demand Ranges, by Trade

SOC	Trade	Under Supplied High	Under Supplied Mid	Under Supplied Low
47-2171	Ironworker: Reinforcing	22.3:1	20:1	17.8:1
49-9044	Millwright	21.3:1	19.1:1	17:1
No equivalent	Instrumentation Technician	14.6:1	13.2:1	11.7:1
51-4121	Welder	6:1	5.4:1	4.8:1
47-2011	Boilermaker	5.5:1	5:1	4.4:1
47-2151	Pipelayer	5.1:1	4.6:1	4.1:1
47-2221	Ironworker: Structural	3.4:1	3.1:1	2.7:1
47-2153	Pipefitter	1.1:1	1:1	0.9:1
53-7021	Operator: Crane	3.1:1	2.8:1	2.5:1
47-2131, 47-2132	Insulator	2.8:1	2.5:1	2.3:1
47-2051	Concrete Finisher/Cement Mason	2:1	1.8:1	1.6:1
47-2211	Sheet Metal Worker	2.2:1	2:1	1.7:1
47-2181	Roofer	1.4:1	1.3:1	1.1:1
Combination	Craft Helper	1.4:1	1.3:1	1.1:1
47-2031	Carpenter	1.5:1	1.3:1	1.2:1
47-2061	Construction Laborer	1.2:1	1.1:1	1:1
47-2141	Painter	1.2:1	1.1:1	1:1
47-2111	Electrician	1.1:1	1:1	0.9:1
47-2073	Operator: Heavy Equipment	0.9:1	0.8:1	0.7:1
47-2152	Plumber	1.1:1	1:1	0.9:1
49-9021	HVAC Mechanics and Installers	0.3:1	0.2:1	0.2:1
All	***All***	***1.6:1***	***1.5:1***	***1.3:1***

Source: *Points Consulting using* Lightcast, BLS, CLMA, U.S. Census Bureau

3. Workforce Supply Model

Our construction workforce supply model takes several factors into account outside of historical trends of the existing workforce. The current metrics included are:

- The existing workforce, as of 2024
- Newly certified/trained workers
- Wage-incentivized/upskilling workers
- Travelling/transient workers
- Un-retirees
- In-migrants

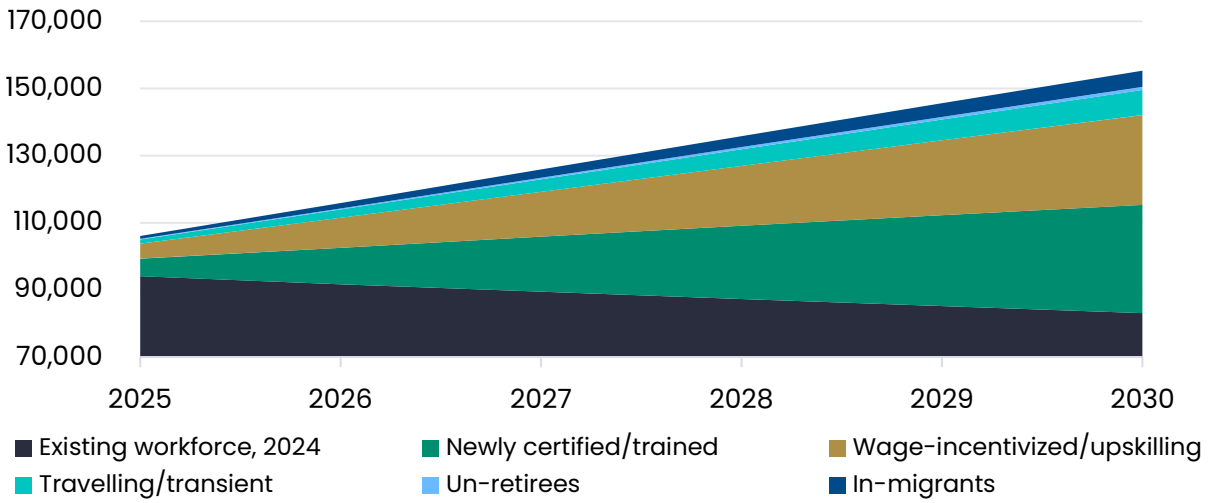
Full descriptions of the assumptions we used for each source of labor supply can be found in Appendix A. Each source of supply was determined for each construction trade. Each trade was then aggregated to an overall trades workforce level to get a general idea of what the five-year outlook was like for the construction trades in Indiana.

Overall Trades Workforce

Despite recent rhetoric claiming that "construction is going to lose 25%" of its workforce due to an aging demographic, our forecast projects the industry to grow in employment over the next five years. While some workers will age out of the workforce and retire, new workers and wage-incentivized workers will enter the industry. These two groups account for the largest increase across the forecast period (Figure 3.1).

With these sources of supply, we project the construction trades workforce to increase by 39.4% from 2025 to 2030. Even if the wage-incentivized worker category was excluded, our forecast projects employment growth of 18.9% from 2025 to 2030.

Figure 3.1: Five-Year Forecast for Indiana Construction Trades Workforce



Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

The numerical change in employment in each year is reported in Table 3.1. As mentioned earlier, the existing workforce as of 2024 declines each year as older workers retire. This category accounts for the largest decrease in the overall workforce. Newly incentivized/trained workers make up the biggest increase to the workforce, adding over 5,000 workers per year. Wage-incentivized/upskilling is the next largest increase to the workforce, adding over 4,000 workers per year.

Sources of supply that have lower magnitudes are travelling/transient, un-retirees, and in-migrants. Travelling/transient workers represent those that big corporations (i.e. Amazon) bring in to complete part of their large data center projects. Due to multiple companies with multi-billion dollar investments, we estimate this could bring in 1,250 workers per year. The loss to upskilling represents workers that were in the construction trades workforce in 2024, but switch to other trades due to wage incentives and possessing compatible skills. The category adjusts the total down to ensure these workers are not double counted.

Table 3.1: Per Year Change to Indiana Construction Trades Labor Supply to 2030

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	(3,123)	(2,426)	(2,235)	(2,148)	(2,110)	(2,093)
Newly certified/trained	5,249	5,640	5,529	5,401	5,278	5,157
Wage-incentivized/upskilling	4,451	4,453	4,454	4,455	4,456	4,458
Travelling/transient	1,250	1,250	1,250	1,250	1,250	1,250
Un-retirees	180	156	144	139	137	136
In-migrants	808	808	808	808	808	808
Loss to upskilling	(1,617)	(1,621)	(1,625)	(1,629)	(1,632)	(1,636)
Total	***7,198***	***8,259***	***8,325***	***8,277***	***8,186***	***8,079***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

By Occupation

As mentioned earlier, the overall workforce supply model aggregates the estimates of each supply source for each construction trade. Table 3.2 through Table 3.22 show how each supply source impacts the workforce for each trade. Drilling down to each occupation and aggregating them rather than utilizing a top-down approach is necessary, as each trade completes very different tasks. Additionally, each source of supply impacts each trade to a specific degree depending on the demographics and skill compatibilities of that particular trade.[5]

[5] One note is that detailed data on instrumentation technicians is not yet included. We are still working to find the most comparable SOC code to model a projection for this specific trade. For now, CLMA's labor supply and peak demand numbers are utilized for findings in Chapter 2.

Boilermaker

According to our forecast and CLMA's peak demand numbers, boilermakers are one of the most supply constrained occupations and are undersupplied at 6.6:1. The relatively high position of boilermakers on this list is likely due in large part to the small size of the workforce. Our 2025 modeled estimates show just 627 boilermakers in Indiana (Table 3.2). The model does project the employment size to grow to just under 3,000 by 2030, driven by wage-incentivized/upskilling workers (See Table B.1 for annualized supply vs demand).

Table 3.2: Five-Year Outlook for Boilermakers

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	157	154	151	147	143	139
Newly certified/trained	9	42	77	111	145	178
Wage-incentivized/upskilling	458	908	1,352	1,788	2,217	2,639
Travelling/transient	2	4	6	8	10	12
Un-retirees	0	0	1	1	1	1
In-migrants	1	3	4	5	6	8
Loss to upskilling	0	0	0	0	0	0
Total Supply	***627***	***1,112***	***1,590***	***2,060***	***2,522***	***2,977***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Carpenter

While being undersupplied by about 1.7:1, carpenters nevertheless rank slightly better than the overall average of 1.9:1. This trade has one of the larger workforces of the group at over 13,500 workers, which plays an important role. Our model projects newly certified/trained workers to account for the most growth in the trade. It's also notable that the model doesn't project carpenters to switch trades due to upskilling (See Table B.2 for annualized supply vs demand).

Table 3.3: Five-Year Outlook for Carpenters

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	11,894	11,541	11,223	10,923	10,632	10,345
Newly certified/trained	665	1,361	2,039	2,698	3,341	3,967
Wage-incentivized/upskilling	8	17	25	34	42	51
Travelling/transient	175	349	524	699	873	1,048
Un-retirees	27	50	71	91	109	128
In-migrants	113	226	339	452	564	677
Loss to upskilling	0	0	0	0	0	0
Total	***12,882***	***13,544***	***14,221***	***14,896***	***15,562***	***16,216***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Concrete Finisher/Cement Mason

Ranking around the middle of the group of trades, concrete finishers/cement masons are still significantly more under-supplied than the overall average at 2.4:1. Due to possessing compatible skills and other trades being paid better, our model projects about 140 concrete finishers/cement masons will switch to other trades (Table 3.4). However, wage-incentivized/upskilling workers are also projected to account for the greatest increase in the workforce of this trade (See Table B.3 for annualized supply vs demand).

Table 3.4: Five-Year Outlook for Concrete Finishers/Cement Masons

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	4,046	3,953	3,863	3,774	3,685	3,596
Newly certified/trained	224	493	761	1,023	1,280	1,532
Wage-incentivized/upskilling	673	1,349	2,028	2,710	3,395	4,083
Travelling/transient	39	79	118	157	197	236
Un-retirees	7	13	18	24	30	36
In-migrants	25	51	76	102	127	152
Loss to upskilling	(23)	(47)	(70)	(93)	(117)	(140)
Total	***4,991***	***5,891***	***6,794***	***7,697***	***8,597***	***9,496***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Craft Helper

Relatively better off than average, craft helpers are still significantly undersupplied at 1.7:1. Being a trade of lower skill, there is a much larger number of younger workers. As a result, the trade is only projected to decline by about 70 workers due to demographics by 2030. However, a significant share of the workforce is expected to switch trades due to wage incentives and upskilling. However, this is more of a positive sign for the industry as whole, as lower skill workers upskill to fill the needs left behind by retiring workers in the higher skill trades (See Table B.4 for annualized supply vs demand).

Table 3.5: Five-Year Outlook for Craft Helpers

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	3,399	3,369	3,352	3,342	3,333	3,325
Newly certified/trained	187	411	636	861	1,085	1,309
Wage-incentivized/upskilling	1,147	2,299	3,456	4,617	5,784	6,955
Travelling/transient	29	58	87	116	145	175
Un-retirees	0	0	0	0	0	0
In-migrants	19	38	56	75	94	113
Loss to upskilling	(624)	(1,248)	(1,872)	(2,496)	(3,120)	(3,744)
Total	***4,156***	***4,926***	***5,716***	***6,515***	***7,321***	***8,132***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Electrician

Significantly better off than average, electricians are undersupplied at 1.3:1, ranking among the most well supplied of the 21 trades. Because electricians are such high-skill workers and are paid as such, our model projects no workers will switch to other trades. However, due to the highly specific nature of electrical skills, the model also projects that no other trades are compatible and will therefore not switch into the trade (Table 3.6). We also project that newly certified/trained workers will account for most of the workforce growth for electricians (See Table B.5 for annualized supply vs. demand).

Table 3.6: Five-Year Outlook for Electricians

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	12,262	11,917	11,593	11,280	10,971	10,665
Newly certified/trained	683	1,397	2,094	2,772	3,432	4,074
Wage-incentivized/upskilling	0	0	0	0	0	0
Travelling/transient	149	298	448	597	746	895
Un-retirees	25	48	69	89	109	129
In-migrants	96	193	289	386	482	578
Loss to upskilling	0	0	0	0	0	0
Total	***13,217***	***13,853***	***14,493***	***15,123***	***15,740***	***16,342***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

HVAC Mechanics and Installers

Being the trade in the best position, HVAC mechanics and installers are actually oversupplied (0.3:1). More than triple the amount of HVAC mechanics and installers are employed than are demanded according to our supply model and CLMA's peak demand numbers. Our model does project that about 300 workers in the trade will switch due to wage incentives and skill compatibility. This trade is potentially a spot where workers could be encouraged to switch to other in-demand trades or attempt to "multi-skill" (See Table B.6 for annualized supply vs demand).

Table 3.7: Five-Year Outlook for HVAC Mechanics and Installers

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	7,261	7,066	6,884	6,708	6,535	6,362
Newly certified/trained	404	824	1,235	1,635	2,025	2,405
Wage-incentivized/upskilling	18	37	55	74	92	111
Travelling/transient	82	163	245	326	408	490
Un-retirees	15	27	39	50	62	73
In-migrants	53	105	158	211	264	316
Loss to upskilling	(49)	(98)	(147)	(197)	(247)	(298)
Total	***7,783***	***8,125***	***8,469***	***8,808***	***9,138***	***9,460***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Instrumentation Technician

Throughout this edition of the workforce supply model, we were unable to identify a SOC code that matched with the CLMA's definition of an Instrumentation Technician to forecast sources of supply. The data presented in Table 3.8 are reflective of the CLMA's data only. According to the CLMA's estimates, Instrumentation Technicians in Indiana are undersupplied by a ratio of 17.6:1. Due to the specific skills required, Instrumentation Technicians are severely undersupplied. While the CLMA anticipates the gap to decrease over the next few years, the labor gap is expected to remain (Table 3.8).

Table 3.8: Three-Year Outlook for Instrumentation Technicians

	2025	2026	2027
Supply	286	286	286
Demand High	4,186	3,766	2,422
Demand Mid	3,768	3,389	2,180
Demand Low	3,349	3,013	1,938

Source: CLMA

Insulator

The CLMA treats "Insulators" as one construction trade. To match the peak demand headcounts according to one trade, we combined Floor, Ceiling, and Wall Insulators with Mechanical Insulators in the findings in Chapter 2. However, SOC codes 47-2131 and 47-2132 are two distinct occupations with distinct demographic and wage estimates. To capture their uniqueness and provide accurate estimates, we modeled them separately.

Overall, insulators are significantly undersupplied 3.4:1. The small number of insulators working in non-residential construction plays a key role in being significantly supply-constrained. For floor, ceiling, and wall insulators, there is a high enough wage that a wage-incentivized and upskilling workers are projected to significantly fill in the gaps for this trade over the next five years (Table 3.9). However, the same cannot be said for mechanical insulators, reflecting distinct wage and skill compatibility differences (Table 3.10). (See Table B.8 and Table B.9 for annualized supply vs demand.)

Table 3.9: Five-Year Outlook for Floor, Ceiling, and Wall Insulators

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	695	680	664	649	634	618
Newly certified/trained	38	116	195	273	350	427
Wage-incentivized/upskilling	706	1,415	2,126	2,839	3,555	4,273
Travelling/transient	6	13	19	25	32	38
Un-retirees	1	2	3	4	5	6
In-migrants	4	8	12	16	20	25
Loss to upskilling	(19)	(38)	(57)	(76)	(95)	(114)
Total	***1,433***	***2,196***	***2,963***	***3,731***	***4,501***	***5,273***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table 3.10: Five-Year Outlook for Mechanical Insulators

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	558	547	536	524	513	501
Newly certified/trained	31	64	96	128	159	190
Wage-incentivized/upskilling	13	26	39	52	65	79
Travelling/transient	5	10	15	21	26	31
Un-retirees	1	1	2	3	4	4
In-migrants	3	7	10	13	17	20
Loss to upskilling	0	0	0	0	0	0
Total	***611***	***655***	***699***	***742***	***784***	***825***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Ironworker: Reinforcing

Undersupplied at 26.7:1 (requiring 96.3% more workers than are currently employed), reinforcing ironworkers are the most supply-constrained construction trade on our list. Despite the fact that there are only about 225 workers, there are over 6,000 workers demanded (Table 3.11). In other words, for every reinforcing ironworker, nearly 26 more are needed. Additionally, our model does not project the issue to decline (See Table B.10 for annualized supply vs demand).

Table 3.11: Five-Year Outlook for Reinforcing Ironworkers

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	226	220	214	209	203	198
Newly certified/trained	13	27	40	54	67	79
Wage-incentivized/upskilling	15	30	45	60	75	90
Travelling/transient	2	5	7	9	12	14
Un-retirees	0	1	1	2	2	2
In-migrants	1	3	4	6	7	9
Loss to upskilling	0	0	0	0	0	0
Total	***258***	***285***	***312***	***339***	***366***	***392***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Construction Laborer

With the largest number of workers on our construction trades list, there are over 23,000 construction laborers in the workforce. This large number of workers is behind the trade being better off than average, undersupplied at 1.4:1. However, the total gap is over 10,000 workers. Similar to craft helpers, a significant share of construction laborers are projected to switch to higher paying and higher skill occupations by 2030 (Table 3.12). On the positive side, newly trained/certified workers are expected to more than fill the gap in the future (See Table B.11 for annualized supply vs demand).

Table 3.12: Five-Year Outlook for Construction Laborers

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	22,148	21,680	21,252	20,840	20,433	20,028
Newly certified/trained	1,226	2,481	3,711	4,917	6,099	7,257
Wage-incentivized/upskilling	20	39	59	78	98	118
Travelling/transient	263	527	790	1,053	1,316	1,580
Un-retirees	36	67	94	121	148	174
In-migrants	170	340	510	681	851	1,021
Loss to upskilling	(629)	(1,261)	(1,896)	(2,535)	(3,176)	(3,820)
Total	***23,234***	***23,872***	***24,520***	***25,155***	***25,769***	***26,357***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Millwright

As the second most supply-constrained construction trade, millwrights are undersupplied 23.5:1. The small number of workers compared to a very high level of demand drives the 16,000-worker labor gap for this trade. Wages and skill compatibility are expected to keep current millwrights where they are, but also correlates to a lower number of workers switching into the trade (Table 3.13). Significant strides are needed for millwrights, as less than 1,000 workers are expected to be employed through 2030 (See Table B.12 for annualized supply vs demand).

Table 3.13: Five-Year Outlook for Millwrights

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	604	582	561	540	519	499
Newly certified/trained	34	70	106	141	174	206
Wage-incentivized/upskilling	17	33	50	67	84	101
Travelling/transient	15	29	44	58	73	87
Un-retirees	1	3	4	6	7	8
In-migrants	9	19	28	38	47	57
Loss to upskilling	0	0	0	0	0	0
Total	***679***	***737***	***793***	***849***	***904***	***958***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Ironworker: Structural

Similar to reinforcing ironworkers, structural ironworkers are significantly more supply-constrained than average. In fact, this trade is undersupplied by 4.2:1. Despite a projected 29.1% increase by 2030 for structural ironworkers, the gap is likely to persist (Table 3.14). Though, workers currently employed are not projected to switch to other trades (See Table B.13 for annualized supply vs demand).

Table 3.14: Five-Year Outlook for Structural Ironworkers

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	1,854	1,810	1,766	1,722	1,678	1,633
Newly certified/trained	103	211	318	422	524	623
Wage-incentivized/upskilling	22	44	65	87	109	131
Travelling/transient	20	39	59	78	98	117
Un-retirees	3	6	9	11	14	17
In-migrants	13	25	38	50	63	76
Loss to upskilling	0	0	0	0	0	0
Total	***2,013***	***2,135***	***2,255***	***2,372***	***2,486***	***2,598***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Operator: Crane

Crane operators are undersupplied by 3.7:1, significantly worse off than on average. Wage incentives and skill compatibility are projected to be a driver of workers switching to this occupation, contributing 1,300 workers to the trade by 2030 (Table 3.15). Additionally, workers are not expected to switch to other trades (See Table B.14 for annualized supply vs demand).

Table 3.15: Five-Year Outlook for Crane Operators

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	563	543	524	506	489	472
Newly certified/trained	32	78	123	168	211	254
Wage-incentivized/upskilling	228	456	684	911	1,139	1,368
Travelling/transient	16	32	48	65	81	97
Un-retirees	2	3	4	5	6	7
In-migrants	10	21	31	42	52	63
Loss to upskilling	0	0	0	0	0	0
Total	***851***	***1,132***	***1,415***	***1,697***	***1,979***	***2,261***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Operator: Heavy Equipment

Heavy equipment operators are relatively better off than average, being undersupplied 1.1:1. In fact, this is the third lowest of the construction trades on our list. A relatively large number of workers in the trade contributes to it being better off. Newly certified/trained workers and wage-incentivized workers are each projected to add over 2,000 workers to the trade by 2030 (Table 3.16). If all holds constant, heavy equipment operators will have a labor surplus in 2027 (See Table B.15 for annualized supply vs demand).

Table 3.16: Five-Year Outlook for Heavy Equipment Operators

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	7,351	7,096	6,866	6,649	6,438	6,231
Newly certified/trained	413	862	1,299	1,722	2,133	2,532
Wage-incentivized/upskilling	360	719	1,079	1,438	1,797	2,156
Travelling/transient	100	199	299	398	498	598
Un-retirees	20	36	51	66	79	93
In-migrants	64	129	193	257	322	386
Loss to upskilling	0	0	0	0	0	0
Total	***8,308***	***9,042***	***9,787***	***10,530***	***11,267***	***11,996***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Painter

Ranking just above electricians, painters are undersupplied 1.4:1. This puts painters at fifth best. Additionally, a significant amount of workers are projected to be newly certified and trained over the next five years, contributing 1,500 new workers (Table 3.17). Despite these gains, if demand holds up then the gap will persist (See Table B.16 for annualized supply vs demand).

Table 3.17: Five-Year Outlook for Painters

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	4,557	4,403	4,268	4,143	4,022	3,904
Newly certified/trained	256	526	787	1,041	1,288	1,527
Wage-incentivized/upskilling	137	273	408	542	676	809
Travelling/transient	54	108	163	217	271	325
Un-retirees	12	22	31	39	47	55
In-migrants	35	70	105	140	175	210
Loss to upskilling	(64)	(128)	(192)	(256)	(319)	(383)
Total	***4,988***	***5,274***	***5,570***	***5,867***	***6,161***	***6,449***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Plumber and Pipefitter

Rather than referring to plumbers and pipefitters as one trade like insulators, the CLMA refers to these trades independently. This created some issues since plumbers and pipefitters are combined under SOC code 47-2152. To match CLMA demand estimates, we analyzed job postings data for SOC code 47-2152. From this analysis, we split the estimates in Table 3.18 by a 70% plumber, 30% pipefitter ratio for findings in Chapter 2. This turned out to be an important distinction to make, as the findings were dramatically different.

When aggregated, plumbers and pipefitters are undersupplied by 1.4:1, which is better than the average. However, when split according to job postings data, plumbers actually have a surplus of workers (0.4:1) while pipefitters are undersupplied by 3.9:1. Despite 1,200 plumbers and pipefitters being projected to retire by 2030, the aggregated group is expected to increase by over 2,100 workers (See Table B.17 for annualized supply vs demand).

Table 3.18: Five-Year Outlook for Plumbers and Pipefitters

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	9,766	9,504	9,257	9,015	8,776	8,538
Newly certified/trained	543	1,107	1,658	2,195	2,718	3,228
Wage-incentivized/upskilling	9	18	27	36	45	54
Travelling/transient	105	210	315	419	524	629
Un-retirees	19	36	52	68	83	99
In-migrants	68	136	203	271	339	407
Loss to upskilling	(62)	(125)	(188)	(251)	(314)	(378)
Total	***10,447***	***10,885***	***11,324***	***11,753***	***12,171***	***12,576***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Welder

At fourth worst, welders are undersupplied 17.6:1. Similar to a few other trades, the low number of workers in non-residential construction contributes to the above-average supply constraint. A positive sign for this trade is the wage incentives and skill compatibility, which is projected to contribute 2,300 workers by 2030. Newly certified and trained workers are projected to contribute just under 500 new workers by 2030 as well (See Table B.18 for annualized supply vs demand).

Table 3.19: Five-Year Outlook for Welders

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	1,031	1,006	981	957	932	908
Newly certified/trained	57	144	230	316	399	482
Wage-incentivized/upskilling	386	771	1,156	1,540	1,923	2,305
Travelling/transient	120	239	359	478	598	717
Un-retirees	2	3	5	7	8	10
In-migrants	77	155	232	309	386	464
Loss to upskilling	(71)	(143)	(215)	(288)	(361)	(434)
Total	***1,602***	***2,175***	***2,748***	***3,318***	***3,886***	***4,452***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Pipelayer

Despite a lower peak demand headcount than many of the construction trades (just 2,700), pipelayers are undersupplied by 6.0:1. A smaller workforce contributes to the above-average supply constraint for this trade. The number of pipelayers is expected to double by 2030, but the labor gap will persist if demand continues (See Table B.19 for annualized supply vs demand).

Table 3.20: Five-Year Outlook for Pipelayers

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	354	346	338	330	322	314
Newly certified/trained	20	44	68	92	115	138
Wage-incentivized/upskilling	75	151	226	302	378	454
Travelling/transient	4	7	11	15	18	22
Un-retirees	1	1	2	2	3	3
In-migrants	2	5	7	10	12	14
Loss to upskilling	(4)	(9)	(13)	(18)	(22)	(26)
Total	***451***	***545***	***639***	***733***	***827***	***920***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Roofer

At just about the average, roofers are undersupplied 1.7:1. Newly certified/trained workers are expected to add 1,000 workers to the trade by 2030. However, wage incentives and skill compatibility are likely to contribute to 300 roofers switching trades over the same time (See Table B.20 for annualized supply vs demand).

Table 3.21: Five-Year Outlook for Roofers

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	3,036	2,978	2,921	2,865	2,808	2,752
Newly certified/trained	167	344	517	687	854	1,018
Wage-incentivized/upskilling	7	14	20	27	34	41
Travelling/transient	28	57	85	113	141	170
Un-retirees	4	8	12	15	19	23
In-migrants	18	37	55	73	91	110
Loss to upskilling	(50)	(101)	(152)	(202)	(253)	(304)
Total	***3,211***	***3,335***	***3,458***	***3,578***	***3,695***	***3,808***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Sheet Metal Worker

At just above average, sheet metal workers are undersupplied at 2.4:1. Some workers are expected to retire over the next five years, but newly certified/trained workers and wage-incentivized workers are expected to add over 800 workers each by 2030 (Table 3.22). Wage incentives and skill compatibility are also projected to decrease the number of sheet metal workers by about 120 over the next five years (See Table B.21 for annualized supply vs demand).

Table 3.22: Five-Year Outlook for Sheet Metal Workers

Supply Source	2025	2026	2027	2028	2029	2030
Existing workforce, 2024	2,313	2,255	2,199	2,144	2,089	2,034
Newly certified/trained	128	271	411	547	681	811
Wage-incentivized/upskilling	154	307	459	610	760	909
Travelling/transient	34	68	103	137	171	205
Un-retirees	4	8	12	15	19	22
In-migrants	22	44	66	88	111	133
Loss to upskilling	(20)	(41)	(61)	(81)	(101)	(121)
Total	***2,636***	***2,913***	***3,189***	***3,461***	***3,729***	***3,993***

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

4.Stakeholder Engagement

As of May 6th, 2025, we have completed interviews with eight industry professionals to gain empirical insight into the construction industry in Indiana. About half were completed in one-on-one settings and half were in a roundtable environment. ICRF was able to facilitate these meetings and was able to participate, promoting a richer discussion.

Several important outcomes and trends were identified through our discussions. For example, a restricted labor supply and increased wage incentives at "mega projects" are leading to a circular economy, rather than a net increase in the supply of workers. This is where some workers decide to leave a work site for another for per diem incentives, free meals, higher wages, and even free merchandise.

Some contractors bring in their own, vetted workers from out of state. These positions are usually limited to leadership roles, like superintendents, project managers, or project engineers (not typically trade workers). Mid-sized contractors are less hungry for work, citing nerves about their supply of workers. Sometimes these contractors even leave money on the table to avoid future headaches.

The undersupply of workers leads to multiple downsides:

- Slower to complete tasks
- Reduced quality of work
- Higher risk of burnout and injury
- Increased risk of cost over-runs

> If you offer $50/hour there is no question you'll get people to show up, but will they have any idea what to do when they get there?

Despite the current environment of labor shortages, some contractors are aware of an impending cliff at the end of the current surge in projects. If mid-sized contractors increase their workforce to match current levels of demand, they could be left with the check to pay workers they don't have work for. As noted in Chapter 3, some retirees are drawn back into the workforce after a "long vacation" as well.

There is a general consensus that workforce development efforts are helping, but they are not leading to a new wave of workers. This reflects a need for greater cultural and societal shifts to include more exposure to the industry. There is also a need for training/certification pipelines and industry employers to "speak the same language" on the needs of particular skills, rather than general availability of workers.

Some contractors are also quoting longer and longer project timelines. They noted this is mostly due to worker shortages in the face of a growing demand to build. However, larger contractors have noted that they are actually not feeling the effects of labor shortages. This may be due to where their projects are located (Central Indianapolis as

opposed to Northwest Indianapolis), or their general capability and desire to grow and take on more. Regardless of how individual actors feel, most people we've spoken to have indicated there is a need for more accurate data.

Industry Leader Feedback on Quantitative Findings

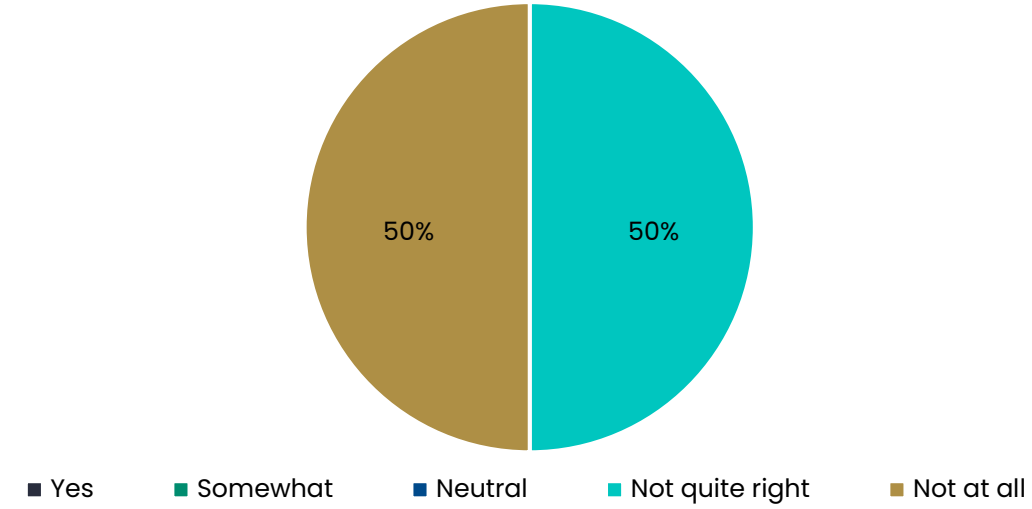
Following our initial stakeholder engagement and the completion of our labor supply and demand analysis, we reconvened with the same group of stakeholders to gather qualitative feedback on our model's estimates. During this meeting, we showed them each iteration of our estimates, beginning with the ordinal list of supply-constrained trades, followed by peak demand findings, and concluding with the annualized demand ranges.

Throughout the meeting, we used polling software to collect real-time feedback on the model. The questions we posed to industry leaders included:

- Does the general order of supply-constrained trades feel right?
- Do the annualized demand ranges seem high, low, or about right?
- In general, do you have a hard time finding skilled workers for job sites?
- Do the peak demand numbers or the annualized demand ranges more accurately describe how many workers are needed versus how many workers are available?
- Does the methodology we used to estimate worker supply make sense?

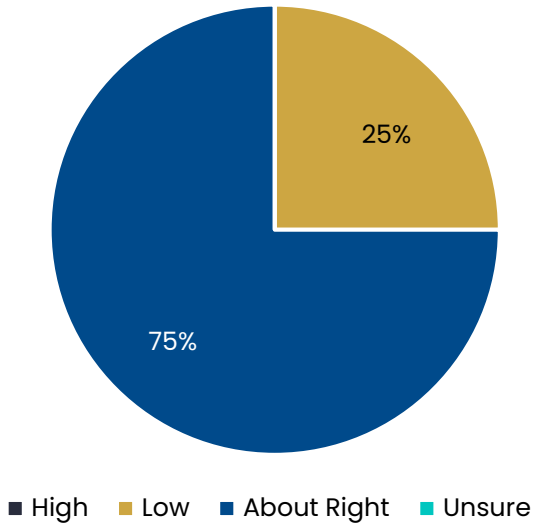
Before asking the first question, we presented Figure 2.1, which illustrates how supply-constrained each trade is relative to the others. Without seeing our actual quantitative findings, the industry leaders felt the figure presented a more optimistic picture than what they viewed as realistic (though the figure does show that 19 out of the 21 trades are supply-constrained).

Figure 4.1: Does the general order of supply constrained trades feel right?



Following the previous question, we showed the industry leaders Table 2.1, Figure 2.2, and Table 2.2, which conveyed additional findings from our model. After reviewing the data accompanying Figure 2.1, industry leaders felt the outcomes aligned more closely with their on-the-ground experiences, particularly the indication that most trades are supply-constrained. Most agreed that the annualized demand ranges are generally accurate, though some felt the estimates were slightly low (Figure 4.2).

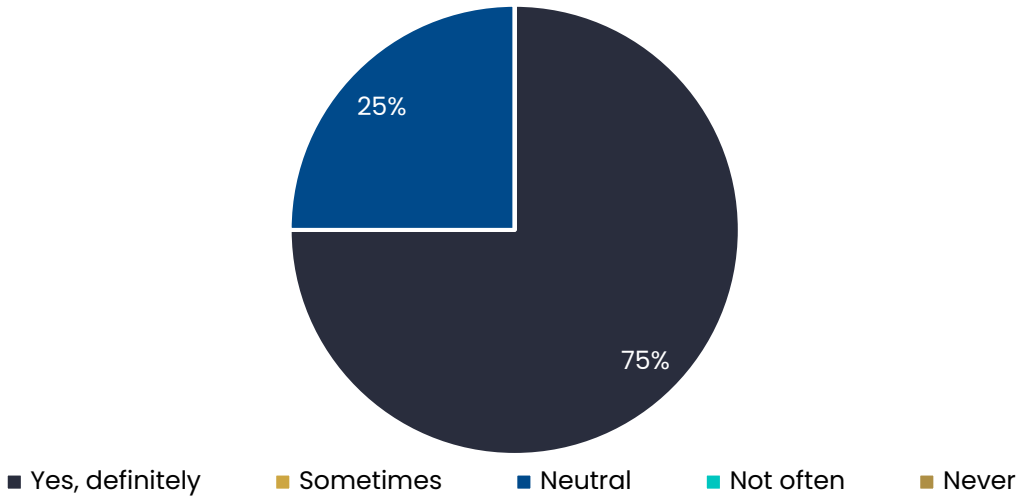
Figure 4.2: Do the annualized demand ranges seem high, low, or about right?



During the feedback meeting, we also revisited a general question we had previously asked during on-site visits, this time aiming to quantify the responses. As shown in Figure 4.3, 75% of industry leaders reported difficulty finding skilled workers for job sites.

In fact, a common refrain was that they were “scraping the bottom of the barrel” for labor to support new project bids. However, larger contractors (those more willing to grow and take on additional projects) haven’t necessarily experienced the same level of workforce shortage.

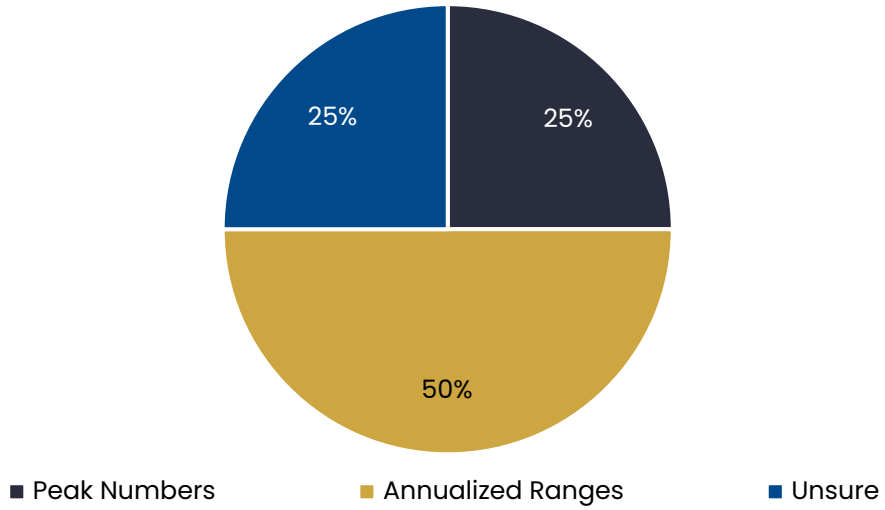
Figure 4.3: In general, do you have a hard time finding skilled workers for job sites?



Because our model takes different estimates into account (namely peak demand versus annualized demand), we asked which ones felt more accurate. The majority of industry leaders felt the annualized ranges more accurately reflected the labor constraints they face (Figure 4.4). One respondent commented that they do not view worker demand as cyclical, but rather as consistent throughout the year.

While peak demand figures provide helpful context, we feel the annualized ranges offer a more appropriate apples-to-apples comparison.

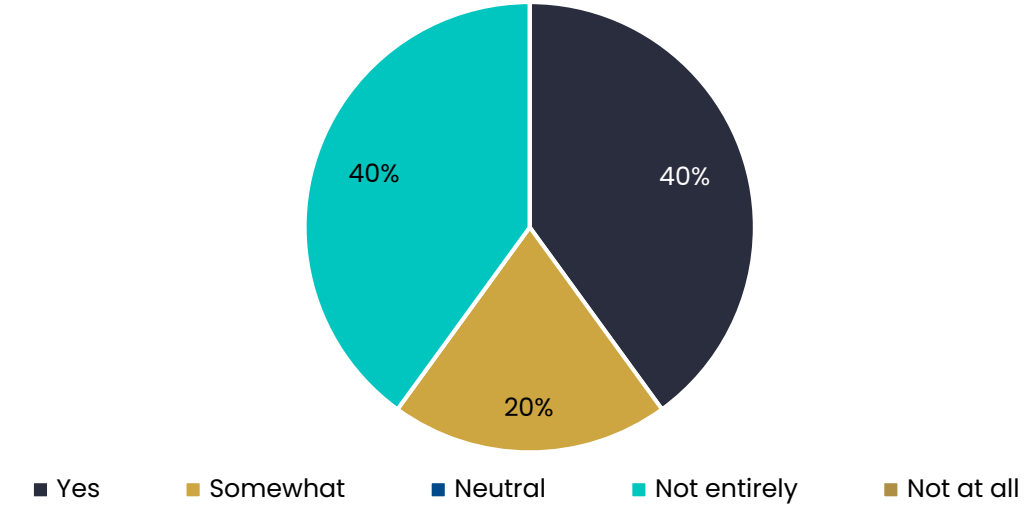
Figure 4.4: Do the peak demand numbers or the annualized demand ranges more accurately describe how many workers are needed versus how many workers are available?



Finally, we showed the industry leaders our methodology for estimating labor supply. A recurring theme in feedback was the difficulty of drawing worker supply boundaries strictly along state lines. Industry leaders noted that the labor force is often more transient than our model may suggest, though we do account for some level of worker migration. In particular, certain trade groups operate under labor agreements that span multiple states, allowing workers to move across jurisdictions depending on project needs.

We also heard that mega projects (such as those by pharmaceutical manufacturer Eli Lilly, SK Hynix, and Amazon Web Services) often bring in their own workers for portions of construction. While we understand our methodology is not perfect, we believe our estimates are well-tailored to Indiana's workforce dynamics and the state's unique circumstances.

Figure 4.5: Does the methodology we used to estimate worker supply make sense?



Appendix A: Methodology

Our methodological approach to the workforce forecast model is outlined here. Figure A.1 details each source of supply that we used to estimate the workforce of the construction trades in Indiana. Ultimately, each source was estimated for each trade and were then aggregated for overall estimates.

Detailed assumptions for each source of supply can be reviewed below. There are some important general assumptions we applied as well. For example, our model estimates the non-residential workforce of the construction industry in Indiana. To reach these estimates, we used 2-digit NAICS and 4-digit NAICS inverse staffing patterns from Lightcast. These data reports detail which sectors or industries workers for each SOC code are employed in. To be specific, we subtracted the number workers in each trade employed in NAICS 2361 (residential building construction) from NAICS 23 (construction).

Additionally, the CLMA report provided to us informed the trades we focused on for analysis. But we used approximate SOC codes for baseline employment estimates. We used SOC codes that were most similar to the CLMA trades to utilize detailed age demographic data, inverse staffing patterns, job postings, skills transferability, and wage data. This was necessary for us to use to reach accurate supply estimates.

Figure A.1: Sources of Construction Trades Labor Supply

Source: Points Consulting, 2025

Assumptions

Detailed assumptions for each source of supply are outlined below:

Existing Workforce, 2024

- To estimate the age attrition for each occupation, we used age demographic estimates for each SOC code from Lightcast
- Age cohorts included are 14-18, 19-21, 22-24, ten-year cohorts from 25-64, and workers aged 65+
    - In each year, the top age in each cohort graduates to the next cohort
    - For example, 20% of workers in the 14-18 cohort moves on each year, and 10% of workers in the 25-34 or 35-44 cohorts move on each year
- In a given year, 50% of workers aged 65+ retire and are removed from the workforce model
- General attrition is built in as well, with a 2.2% quit rate for workers aged 25-44 in each trade

- The quit rate was estimated from Job Openings and Labor Turnover Survey (JOLTS) data from the Bureau of Labor Statistics (BLS)
- We used the Indiana total quit rate, the U.S. total quit rate, and the U.S. construction quit rate to estimate the Indiana construction quit rate

Newly certified/trained

- This source of supply is effectively the "natural increase" of the workforce
- We estimated the hire rate of 5.4% for this supply source
  - Using this hire rate, newly certified/trained workers are estimated to be the previous year's total multiplied by the hire rate
  - For example, the number of newly certified/trained workers in 2026 is equal to the 2025 total workers times 5.4%
- The hire rate was estimated using JOLTS data from BLS
  - We used the Indiana total hire rate, the U.S. total hire rate, and the U.S. construction hire rate to estimate the Indiana construction hire rate
  - The JOLTS data include all additions to the payroll during the entire reference month, which by definition includes any potential workers "re-entering" the workforce from incarceration

Wage-incentivized/upskilling

- To find the potential pool of workers that could be incentivized to switch into the construction trades, we utilized the skills transferability index from Lightcast
  - Estimates an index from 0-100 depending on what occupations have compatible skills with a target occupation (construction trades in this case)
- For occupations to have similar-enough skills, we used a skills transferability index of 95 or greater for each trade
- However, the wage incentive also needs to be present for a worker to switch occupations
  - The wage incentive is present if the hourly wage at the 25th percentile of the target occupation (one of the construction trades) is greater than the median hourly wage of the original occupation
- If the skills transferability index of the potential occupation is 95 or higher, and the wage incentive is present, then there is a qualified match, and workers would be incentivized to switch into the target industry
- To ensure we did not overestimate this source of supply, we assumed that only 0.5% of workers in occupations of a qualified match would switch into construction
  - The low assumption is driven by several reasons, such as the fact that construction can be hard labor work and some workers don't want to do that kind of work

Travelling/transient

- The assumptions for this source of supply or sort of "squishy," so to speak
    - We are actively looking to improve this number in particular
- Our team did research on the investments from Meta, Amazon, Google, etc. to find any hard numbers of "peak construction" head counts
- The $800 million data center investment by Meta was the only project providing a number similar to this[6]
    - Specifically, the article mentioned 1,250 "peak construction" workers
- Due to the various large investments by other companies, we projected this number to be around 1,250 construction workers per year
- The number of workers per trade was determined by the share of the total 2024 employment baseline each trade accounts for

Un-retirees

- Through stakeholder interviews with industry professionals, it was brought to our attention that there is a small number of workers who come out of retirement after a "long vacation"
- Because this likely takes place at higher level leadership positions, we assumed this to be just 6.5% of retirees in a given year
    - For example, if around 250 carpenters retire at the end of 2025, then we estimate about 23 of them will return to the workforce in 2026

In-migrants

- Due to potential wage incentives and the overall increase in demand for work in Indiana, there is potential for workers to migrate to the state in search of construction work
- We utilized net-migration from the U.S. Census Bureau's Population Estimates Program (PEP)
    - On average, approximately 11,708 people have migrated to Indiana each year from 2013 to 2023
- To estimate how many of these people are migrating for construction employment, we used American Community Survey Table DP03 to estimate what percent of workers are employed in the construction sector outside of Indiana
    - We estimated this to be approximately 6.9%

[6] Indiana Economic Development Corporation, "Gov. Holcomb announces Meta to build an $800M Data Center Campus in Indiana," https://iedc.in.gov/events/news/details/2024/01/25/gov.-holcomb-announces-meta-to-build-an-800m-data-center-campus-in-indiana.

- Multiplying the net-migration number by outside construction employment resulted in an estimated 808 construction workers migrating to Indiana per year
- The number of workers per trade was determined by the share of the total 2024 employment baseline each trade accounts for

Loss to upskilling

- While there are workers outside the current construction trades workforce that are qualified matches to switch into construction, there are also workers within the current workforce that are qualified matches to switch trades
- To ensure these workers were not double counted in the workforce, we estimated how many may switch to adjust the total down for more accurate estimates
    - In fact, ten trades had qualified matches with other trades to upskill or switch for purely compensation purposes
- We tabulated how many qualified matches each trade had, and used the same assumption of 0.5% of workers in a given year that could switch occupations

Appendix B: Annual Workforce Supply vs. Demand by Trade

Table B.1: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Boilermakers

Labor Supply/Demand	2025	2026	2027
Supply	627	1,112	1,590
Demand High	3,457	3,110	2,001
Demand Mid	3,112	2,799	1,800
Demand Low	2,766	2,488	1,600

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.2: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Carpenters

Labor Supply/Demand	2025	2026	2027
Supply	12,882	13,544	14,221
Demand High	18,796	16,908	10,876
Demand Mid	16,917	15,218	9,788
Demand Low	15,037	13,527	8,701

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.3: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Concrete Finishers/Cement Masons

Labor Supply/Demand	2025	2026	2027
Supply	4,991	5,891	6,794
Demand High	10,046	9,037	5,813
Demand Mid	9,041	8,133	5,232
Demand Low	8,037	7,230	4,650

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.4: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Craft Helpers

Labor Supply/Demand	2025	2026	2027
Supply	4,156	4,926	5,716
Demand High	5,955	5,356	3,445
Demand Mid	5,359	4,821	3,101
Demand Low	4,764	4,285	2,756

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.5: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Electricians

Labor Supply/Demand	2025	2026	2027
Supply	13,217	13,853	14,493
Demand High	14,597	13,131	8,446
Demand Mid	13,137	11,818	7,601
Demand Low	11,677	10,504	6,757

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.6: Annualized Labor Supply vs Demand Ranges, 2025-2027 for HVAC Mechanics and Installers

Labor Supply/Demand	2025	2026	2027
Supply	7,783	8,125	8,469
Demand High	2,119	1,906	1,226
Demand Mid	1,907	1,715	1,103
Demand Low	1,695	1,525	981

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.7: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Instrumentation Technicians

Labor Supply/Demand	2025	2026	2027
Supply	286	286	286
Demand High	4,186	3,766	2,422
Demand Mid	3,768	3,389	2,180
Demand Low	3,349	3,013	1,938

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.8: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Floor, Ceiling, and Wall Insulators

Labor Supply/Demand	2025	2026	2027
Supply	1,433	2,196	2,963
Demand High	3,941	3,545	2,280
Demand Mid	3,547	3,190	2,052
Demand Low	3,152	2,836	1,824

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.9: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Mechanical Insulators

Labor Supply/Demand	2025	2026	2027
Supply	611	655	699
Demand High	4,105	3,692	2,375
Demand Mid	3,694	3,323	2,138
Demand Low	3,284	2,954	1,900

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.10: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Reinforcing Ironworkers

Labor Supply/Demand	2025	2026	2027
Supply	258	285	312
Demand High	5,747	5,169	3,325
Demand Mid	5,172	4,653	2,993
Demand Low	4,597	4,136	2,660

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.11: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Construction Laborers

Labor Supply/Demand	2025	2026	2027
Supply	23,234	23,872	24,520
Demand High	27,913	25,109	16,151
Demand Mid	25,121	22,598	14,536
Demand Low	22,330	20,087	12,921

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.12: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Millwrights

Labor Supply/Demand	2025	2026	2027
Supply	679	737	793
Demand High	14,449	12,998	8,360
Demand Mid	13,004	11,698	7,524
Demand Low	11,559	10,398	6,688

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.13: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Structural Ironworkers

Labor Supply/Demand	2025	2026	2027
Supply	2,013	2,135	2,255
Demand High	6,896	6,203	3,990
Demand Mid	6,206	5,583	3,591
Demand Low	5,517	4,963	3,192

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.14: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Crane Operators

Labor Supply/Demand	2025	2026	2027
Supply	851	1,132	1,415
Demand High	2,627	2,363	1,520
Demand Mid	2,364	2,127	1,368
Demand Low	2,102	1,891	1,216

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.15: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Heavy Equipment Operators

Labor Supply/Demand	2025	2026	2027
Supply	8,308	9,042	9,787
Demand High	7,717	6,942	4,465
Demand Mid	6,945	6,248	4,019
Demand Low	6,174	5,554	3,572

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.16: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Painters

Labor Supply/Demand	2025	2026	2027
Supply	4,988	5,274	5,570
Demand High	6,075	5,465	3,515
Demand Mid	5,468	4,918	3,164
Demand Low	4,860	4,372	2,812

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.17: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Plumbers and Pipefitters

Labor Supply/Demand	2025	2026	2027
Supply	10,447	10,885	11,324
Demand High	11,986	10,782	6,935
Demand Mid	10,787	9,704	6,242
Demand Low	9,589	8,626	5,548

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.18: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Welders

Labor Supply/Demand	2025	2026	2027
Supply	1,602	2,175	2,748
Demand High	9,687	8,714	5,605
Demand Mid	8,719	7,843	5,045
Demand Low	7,750	6,971	4,484

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.19: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Pipelayers

Labor Supply/Demand	2025	2026	2027
Supply	451	545	639
Demand High	2,299	2,068	1,330
Demand Mid	2,069	1,861	1,197
Demand Low	1,839	1,654	1,064

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.20: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Roofers

Labor Supply/Demand	2025	2026	2027
Supply	3,211	3,335	3,458
Demand High	4,597	4,136	2,660
Demand Mid	4,138	3,722	2,394
Demand Low	3,678	3,308	2,128

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Table B.21: Annualized Labor Supply vs Demand Ranges, 2025-2027 for Sheet Metal Workers

Labor Supply/Demand	2025	2026	2027
Supply	2,636	2,913	3,189
Demand High	5,747	5,169	3,325
Demand Mid	5,172	4,653	2,993
Demand Low	4,597	4,136	2,660

Source: Points Consulting using Lightcast, BLS, CLMA, U.S. Census Bureau

Appendix C: Construction Labor Market Analyzer (CLMA)

The Construction Labor Market Analyzer (CLMA) is a powerful predictive analytics platform, with over $5 Trillion in project data, which helps owners, contractors, labor providers and other industry stakeholders confidently understand the construction labor market and mitigate project risk. Construction is a significant contributor to the U.S. economy, generating about $1.3 Trillion in annual spending. Yet high risk and poor performance on projects is common. The CLMA helps identify the labor portion of this risk to improve project planning and execution.

The CLMA platform enables you to create dynamic reports and data visualization by custom filtering the extensive database. This allows a clear understanding of labor market supply and demand, and therefore, risk. The unique CLMA supply tracking data, imported by contractors and unions, enables visualization and understanding of the impact of labor mobility, age attrition and supply growth on any project and/or the overall construction marketplace. The CLMA also uses these market analytics to forecast the impact of labor imbalances on wage and per diem escalation.[7]

[7] For more information, see CIR Analytics' website https://www.ciranalytics.com/clma.

ACADEMIC & STUDENT EXPERIENCE

October 2025

State Board of Trustees

AGENDA

1. Enrollment
2. Retention
3. Completions
4. Accreditation Updates
5. ECE Micro-Credential Resolution
6. Student Success Highlight

ENROLLMENT AND RETENTION

IVY TECH GROWTH CONTINUES

2025 – 2026 ACADEMIC YEAR

CURRENT TOTAL HEADCOUNT
(UNDUPLICATED)

2025 – 2026 ACADEMIC YEAR

172,064 STUDENTS +4.9%

2025 – 2026 ACADEMIC YEAR

113,332.8 FTE +4.9%

ANNUAL GOAL
(UNDUPLICATED)

2025 – 2026 ACADEMIC YEAR

190,000 STUDENTS

DISTANCE TO GOAL
(UNDUPLICATED)

2025 – 2026 ACADEMIC YEAR

ON TRACK TO EXCEED!

As of 9/22/25

IVY TECH GROWTH CONTINUES

FALL 2025

UNDERGRADUATE

HEADCOUNT

59,499 STUDENTS +3.73%

FULL-TIME EQUIVALENT

34,059 STUDENTS +5.71%

K14

HEADCOUNT

47,745 STUDENTS +15.31%

FULL-TIME EQUIVALENT

14, 930 STUDENTS +12.51%

WORKFORCE

HEADCOUNT

11,470 STUDENTS +4.5%

FULL-TIME EQUIVALENT

1,930.9 STUDENTS +18.7%

COMPARED TO POINT IN TIME FALL 2024 CENSUS

As of 9/22/25

IVY TECH GROWTH CONTINUES

2025 – 2026 ACADEMIC YEAR

UNDERGRADUATE

HEADCOUNT

84,938 STUDENTS -1.1%

FULL-TIME EQUIVALENT

68,096.9 STUDENTS +4.8%

K14

HEADCOUNT

88,931 STUDENTS +5.9%

FULL-TIME EQUIVALENT

38,707.6 STUDENTS +3.9%

WORKFORCE

HEADCOUNT

18,585 STUDENTS +0.1%

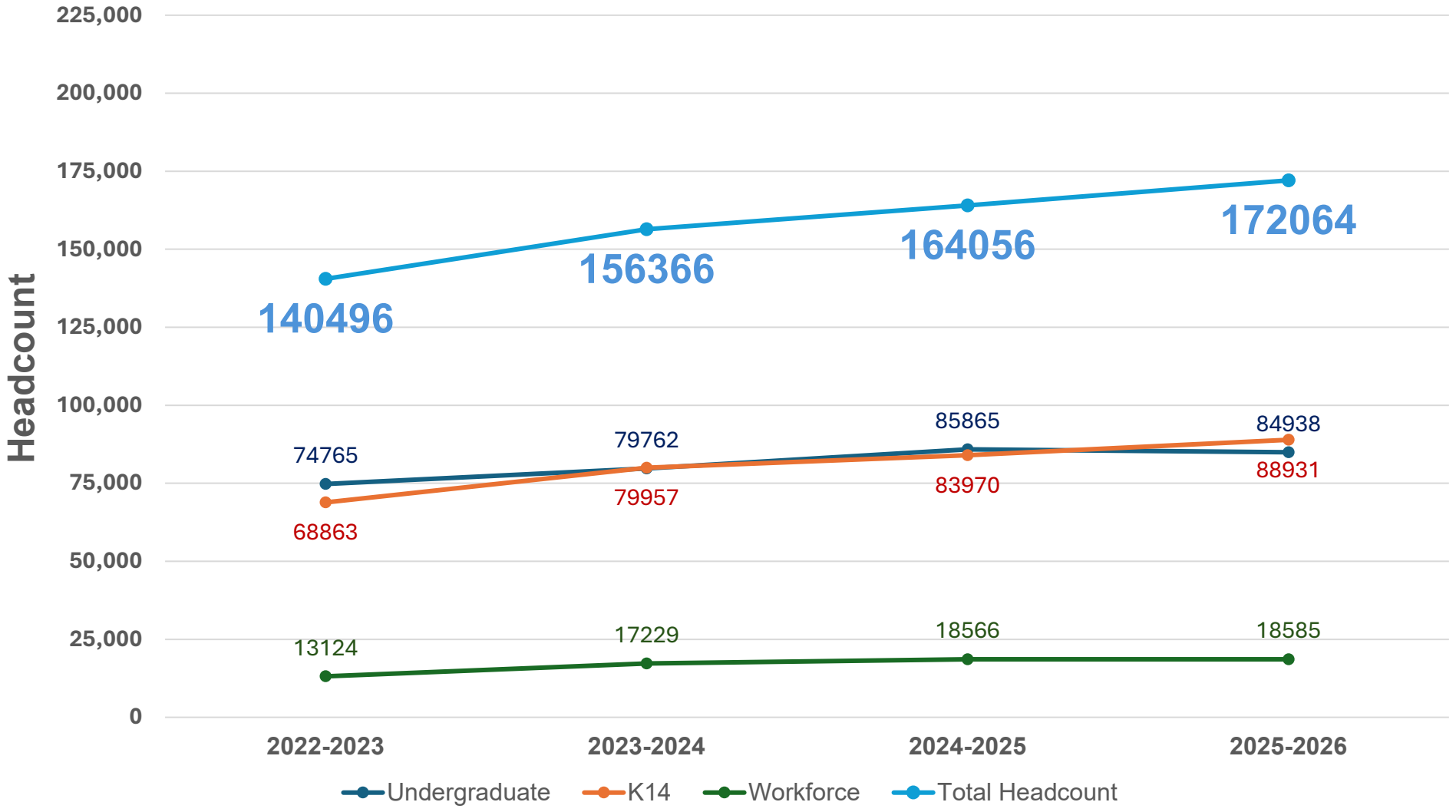
FULL-TIME EQUIVALENT

6,528.3 STUDENTS +13.1%

COMPARED TO POINT IN TIME 2024 - 2025

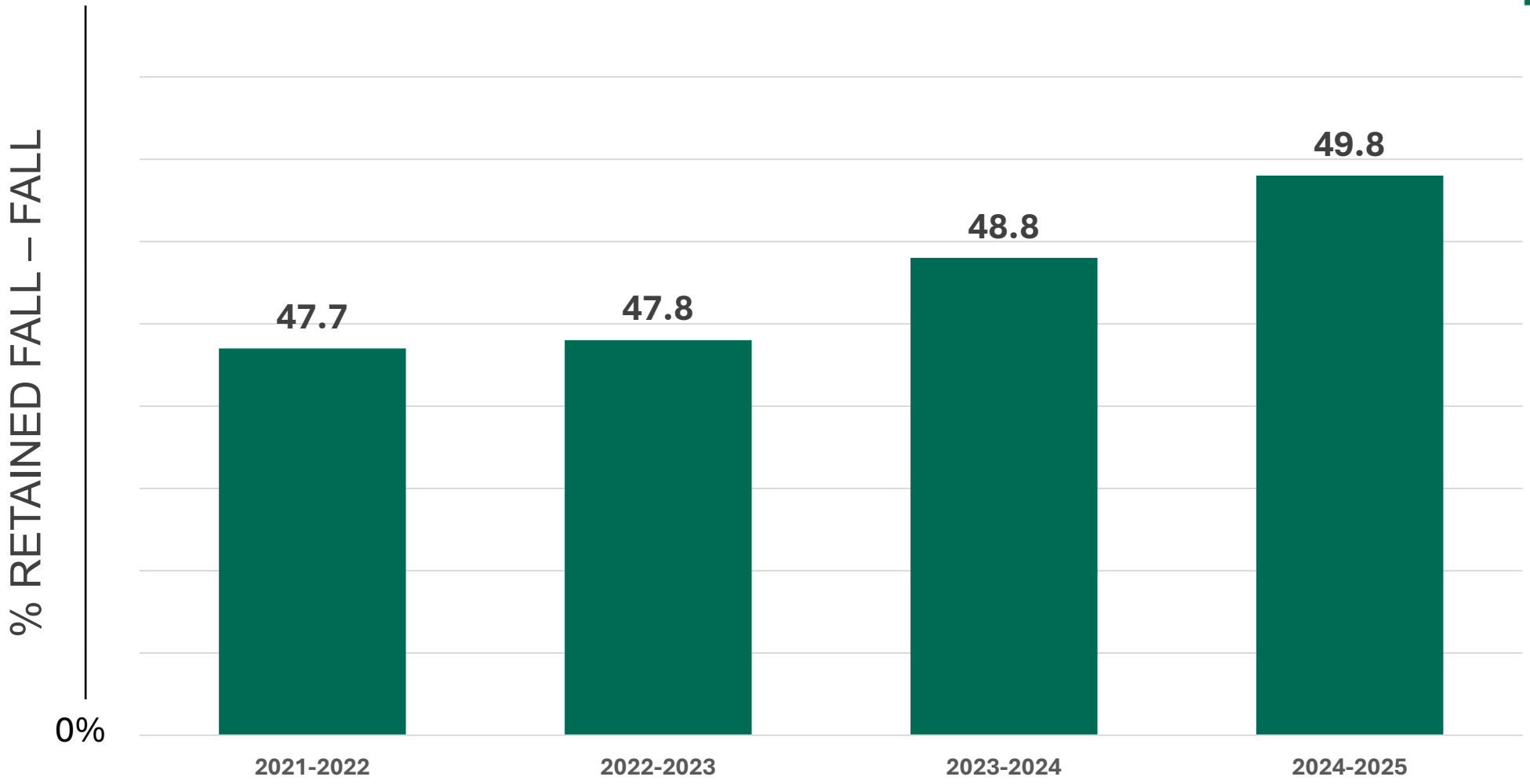
As of 9/22/25

ENROLLMENT (POINT-IN-TIME) 2025-2026



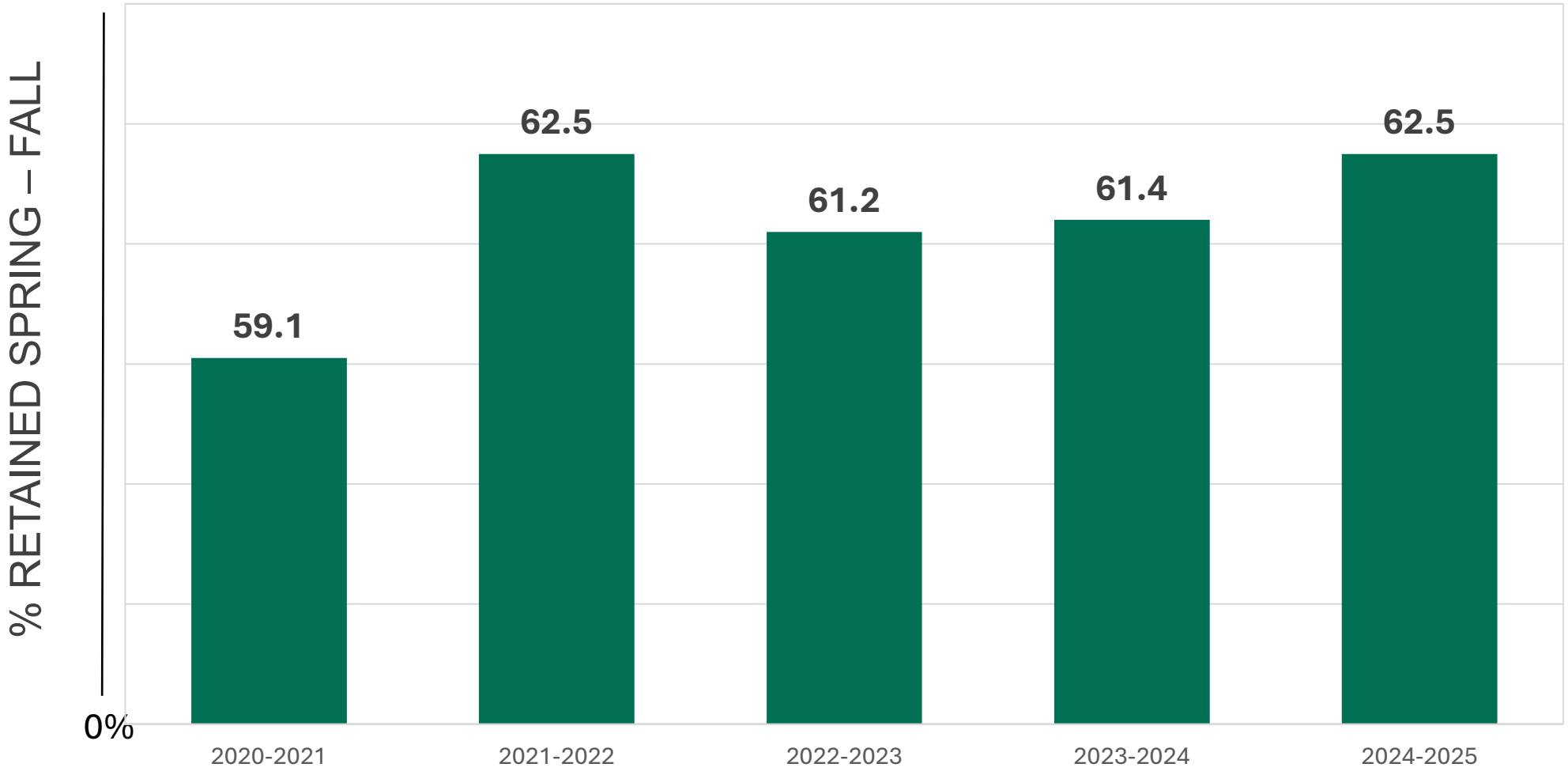
As of 9/22/25

FALL→FALL RETENTION PROGRESS
(POINT-IN-TIME)



As of 9/22/25

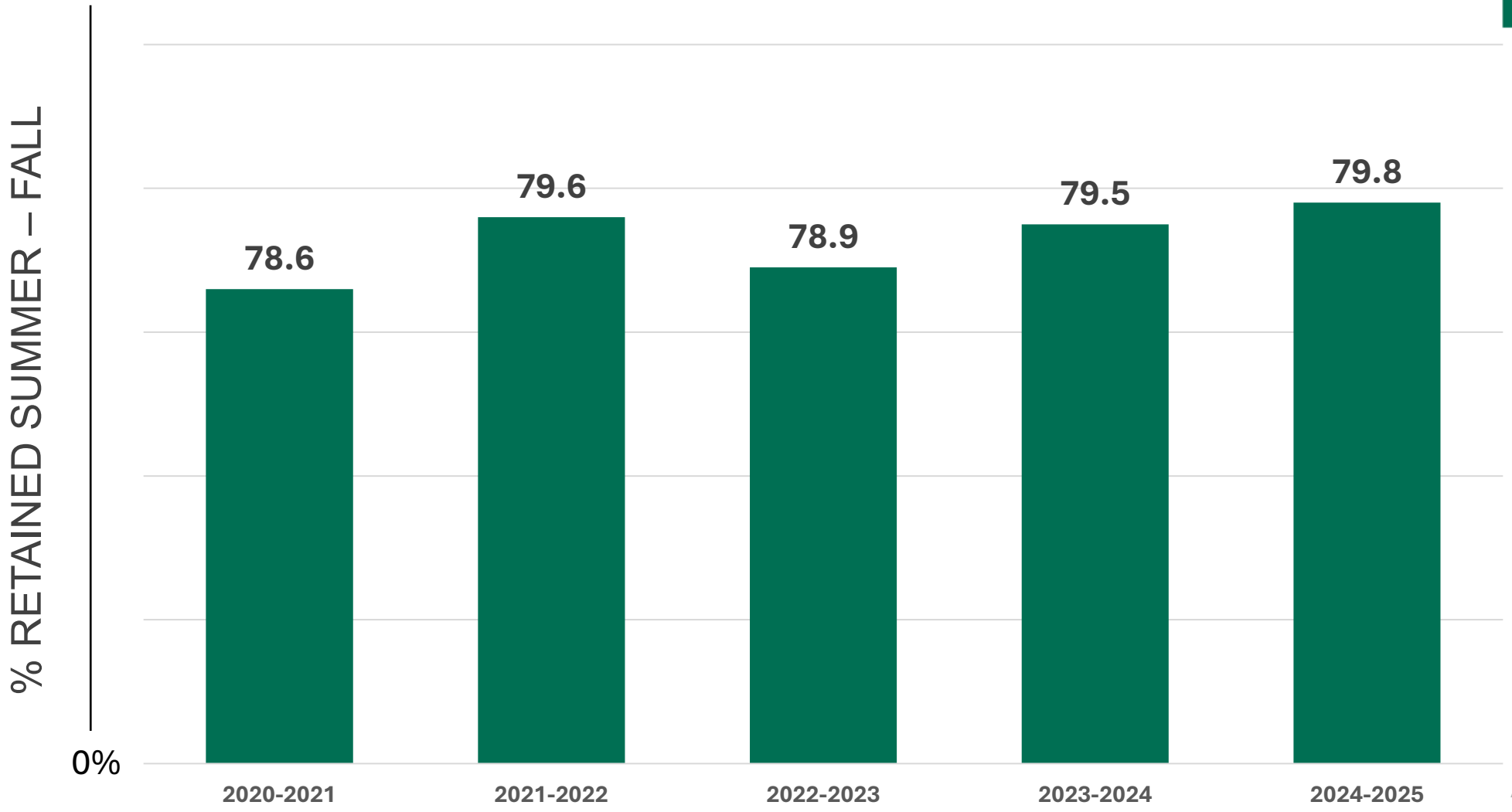
SPRING→FALL RETENTION PROGRESS
(POINT-IN-TIME)



As of 9/22/25

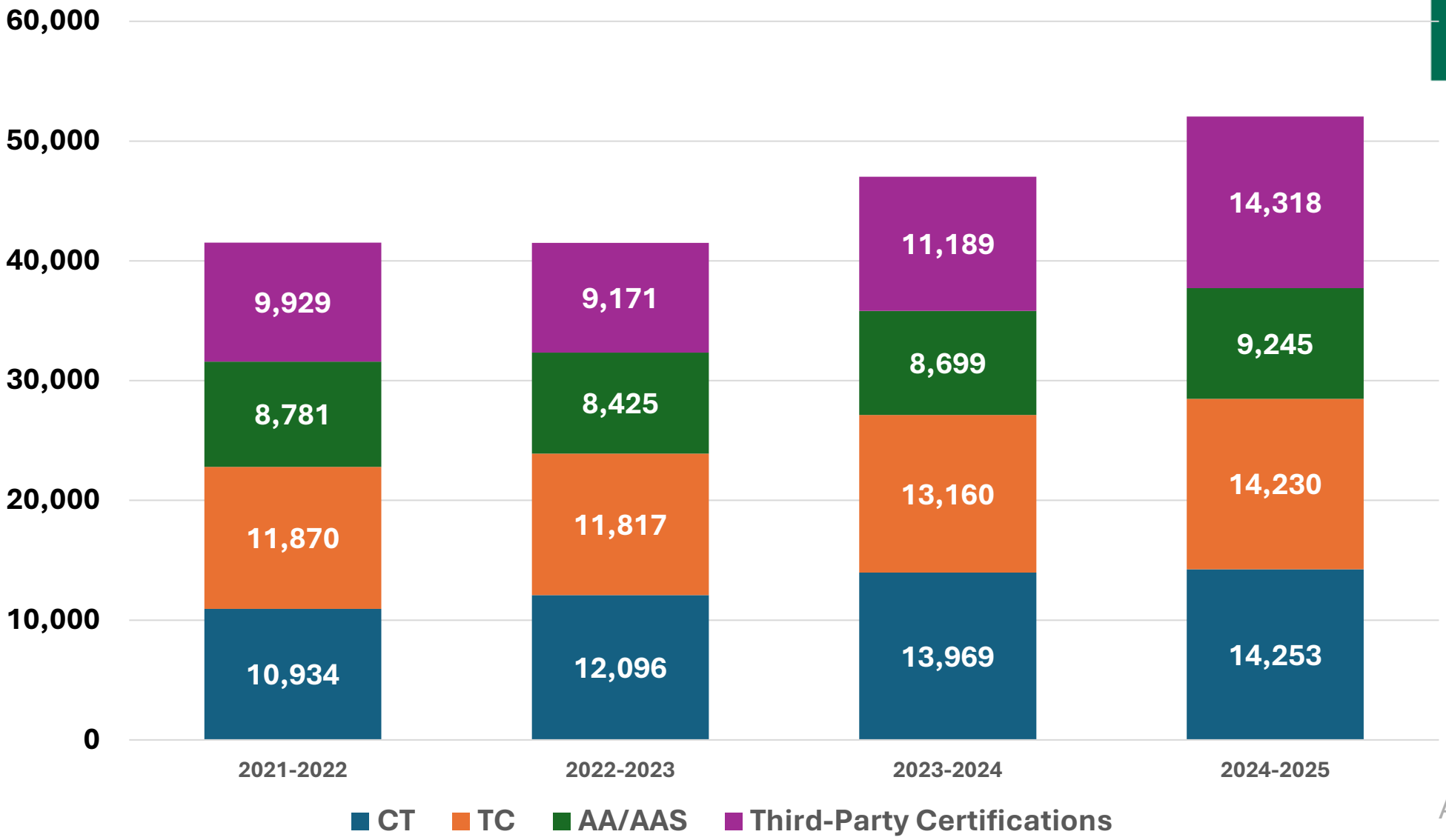
SUMMER→FALL RETENTION PROGRESS

(POINT-IN-TIME)



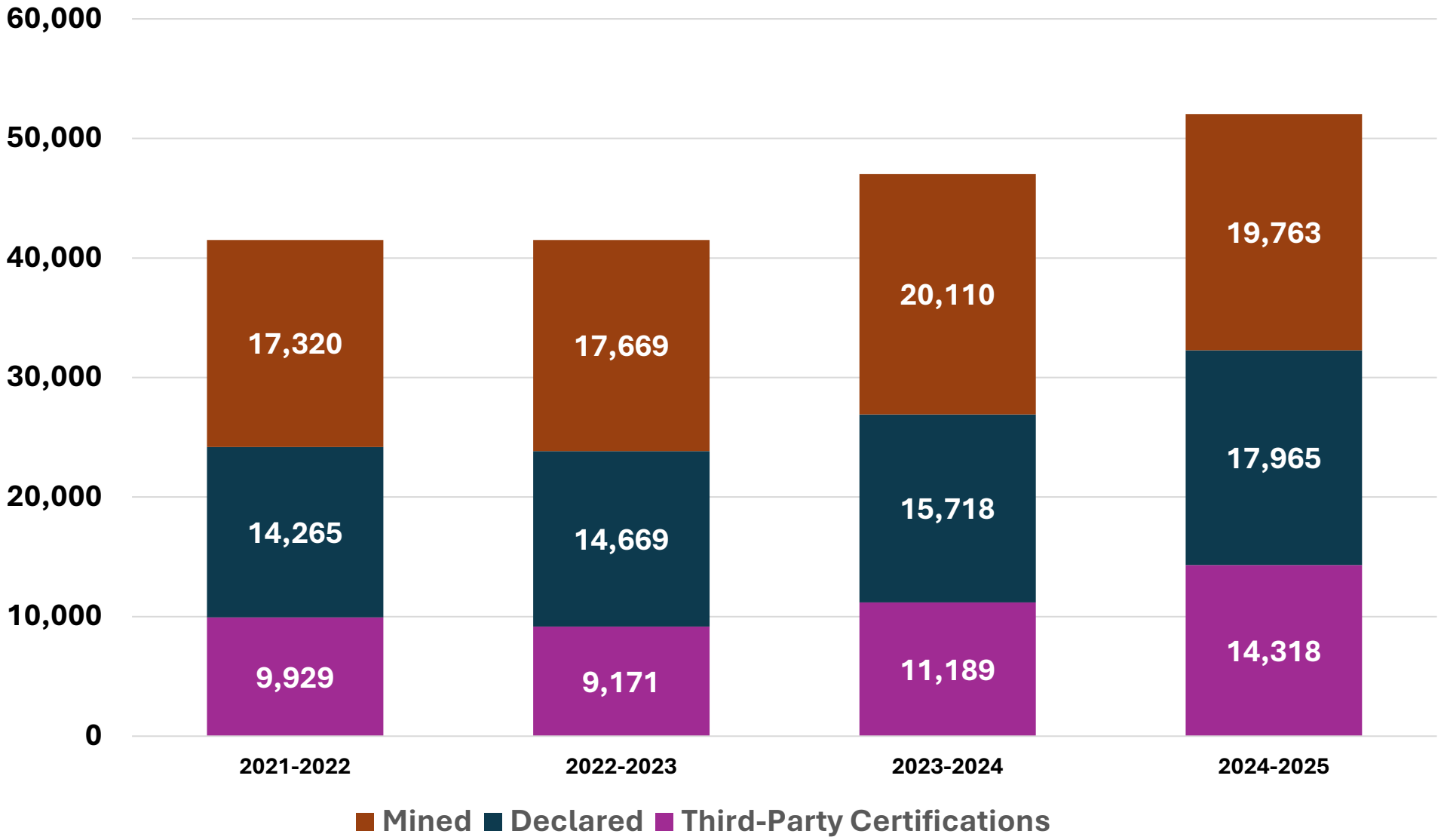
As of 9/22/25

COMPLETIONS: BY TYPE



As of 9/22/25

COMPLETIONS: BY YEAR DECLARED AND MINED



As of 9/22/25

ACCREDITATION UPDATES

- Indiana State Board of Health: Qualified Medication Aide (QMA) – Sellersburg
- Commission on Accreditation of Allied Health Education Programs (CAAHEP): Paramedic–Fort Wayne and Bloomington
- 🆕 Accreditation Board for Engineering and Technology (ABET): Electrical Engineering and Engineering Technology–Terre Haute
- 🆕 ABET: Information Technology Support–Columbus (One of the 1st in the nation for a community college)
- Association of Technology, Management, and Applied Engineering (ATMAE): Statewide visit with a recommendation for accreditation for 12 programs reaccredited and 3 new (Thank you Fort Wayne Team!)

EARLY CHILDHOOD GRANT:
EARLY LEARNING INDIANA MICRO-CREDENTIAL RESOLUTION

MICRO-CREDENTIAL EFFORTS FOR EARLY CHILDHOOD EDUCATION

Create 9 micro credentials, each resulting in a badge upon completion:

- Health,Safety, Nutrition
- Child and Youth Growth, Development
- Observation & Assessment
- Learning Environment & Curriculum
- Family & Community Engagement
- Leadership & Professionalism
- Organizational Development, Administration
- Early Literacy
- Early Math

Utilize asynchronous, self-paced instruction monitored by an Ivy Tech instructor housed in Canvas and on-the-job learning under the guidance of a highly qualified educator at a learning center.

Successful completion is determined by a short competency-based assessment at the end.

Report on micro-credential enrollment and completion rates.

Summer pilot of 5 in Evansville led to 3 enrollments in CDA Process Certificate program.

MICRO-CREDENTIAL EFFORTS FOR EARLY CHILDHOOD EDUCATION

- **Who:** Early Learning Indiana
- **Length:** October 2025-April 2027
- **Total Amount:** Total cost: $578,100

ELI will use their intellectual property to develop early childhood education micro credentials.

Student Experience Spotlight

IvyAdvance

- Fully Online Program for aspiring leaders and first year students
- Foundational leadership knowledge & skills

Student Leadership Academy

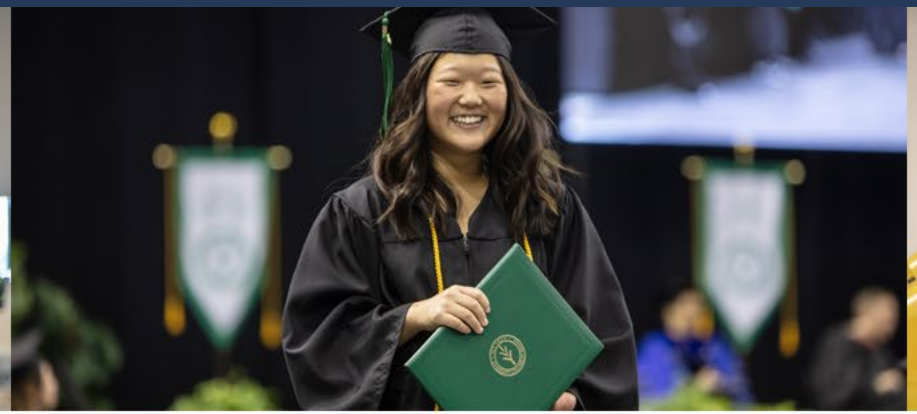
- 15 hour in-person, non-credit course on campus
- Applying and further developing foundational leadership skills through common curriculum

Student Leadership Conference

- In-person 2-day conference for current and aspiring student leaders
- Deep dive into leadership framework and practical application of leading others

THANK YOU!

IVY TECH
COMMUNITY COLLEGE

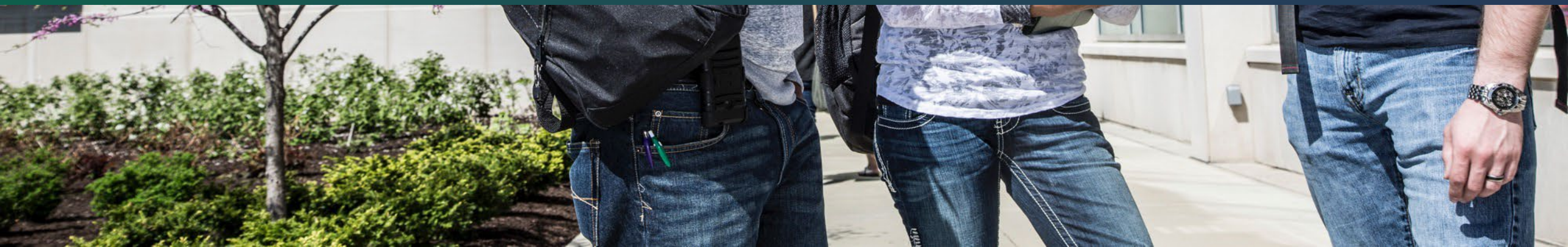


IVY TECH
COMMUNITY COLLEGE

HIGHER EDUCATION at the *SPEED OF LIFE*

October 2025
State Board of Trustees

Finance & Business Affairs Committee

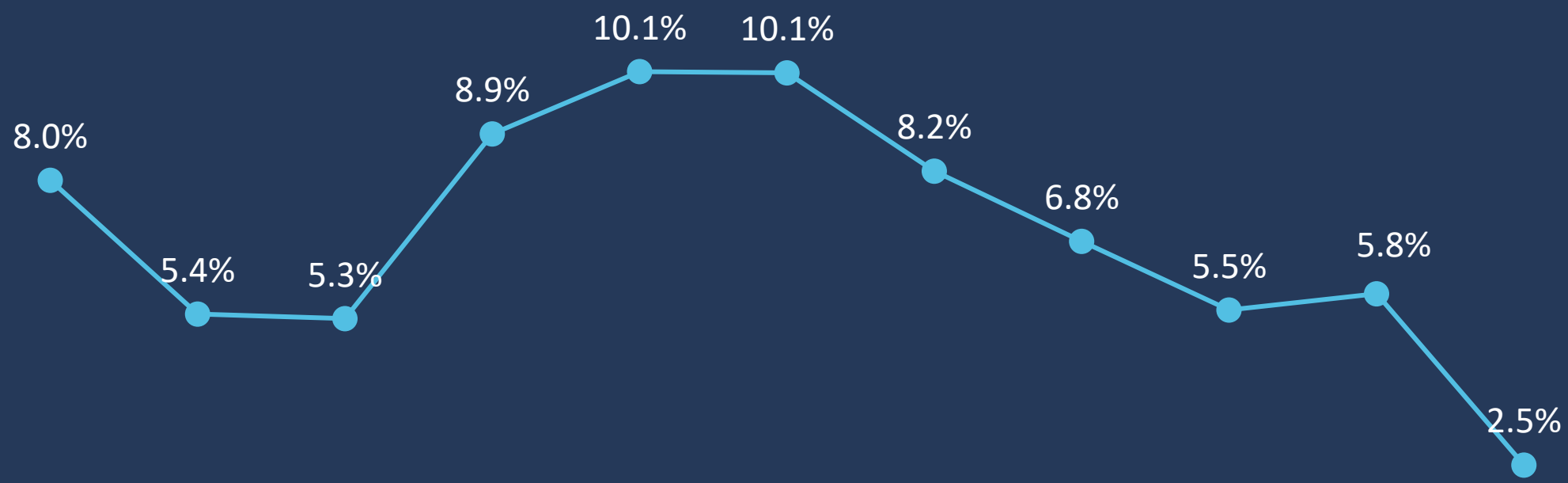


AGENDA

1. FY 2025 Year-End Financial Position
2. Campus Financial Metric Update FY 2025
3. Economic Indicators
4. FY 2026 Budget Update
5. 2026 Benefit Plan Changes

Operating Margin

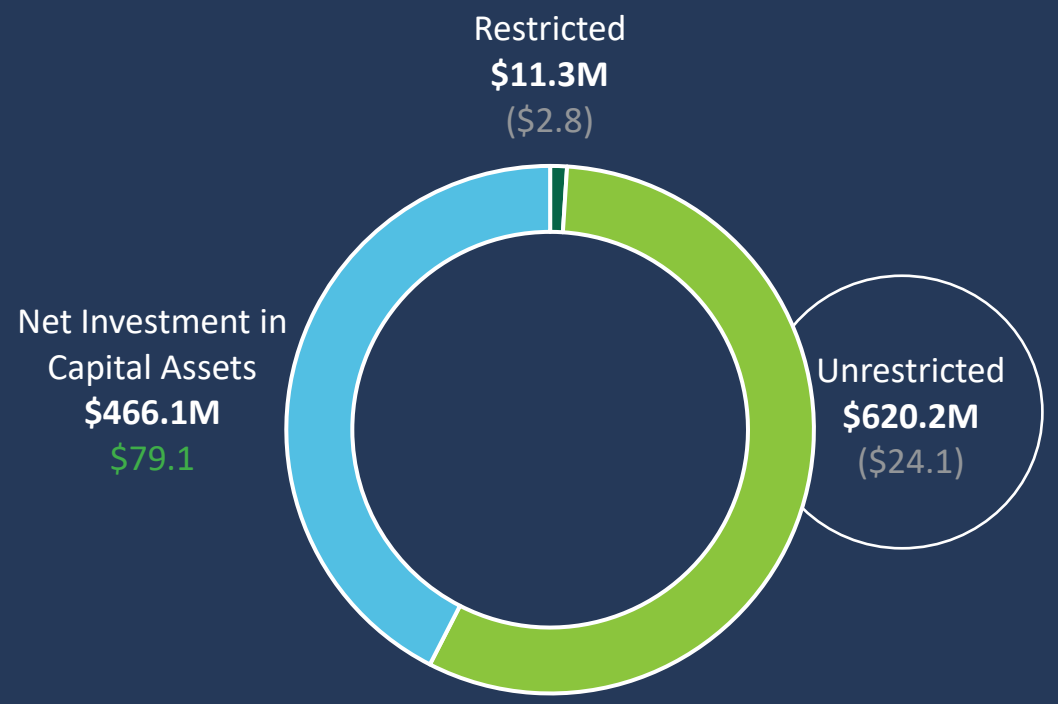
Internal



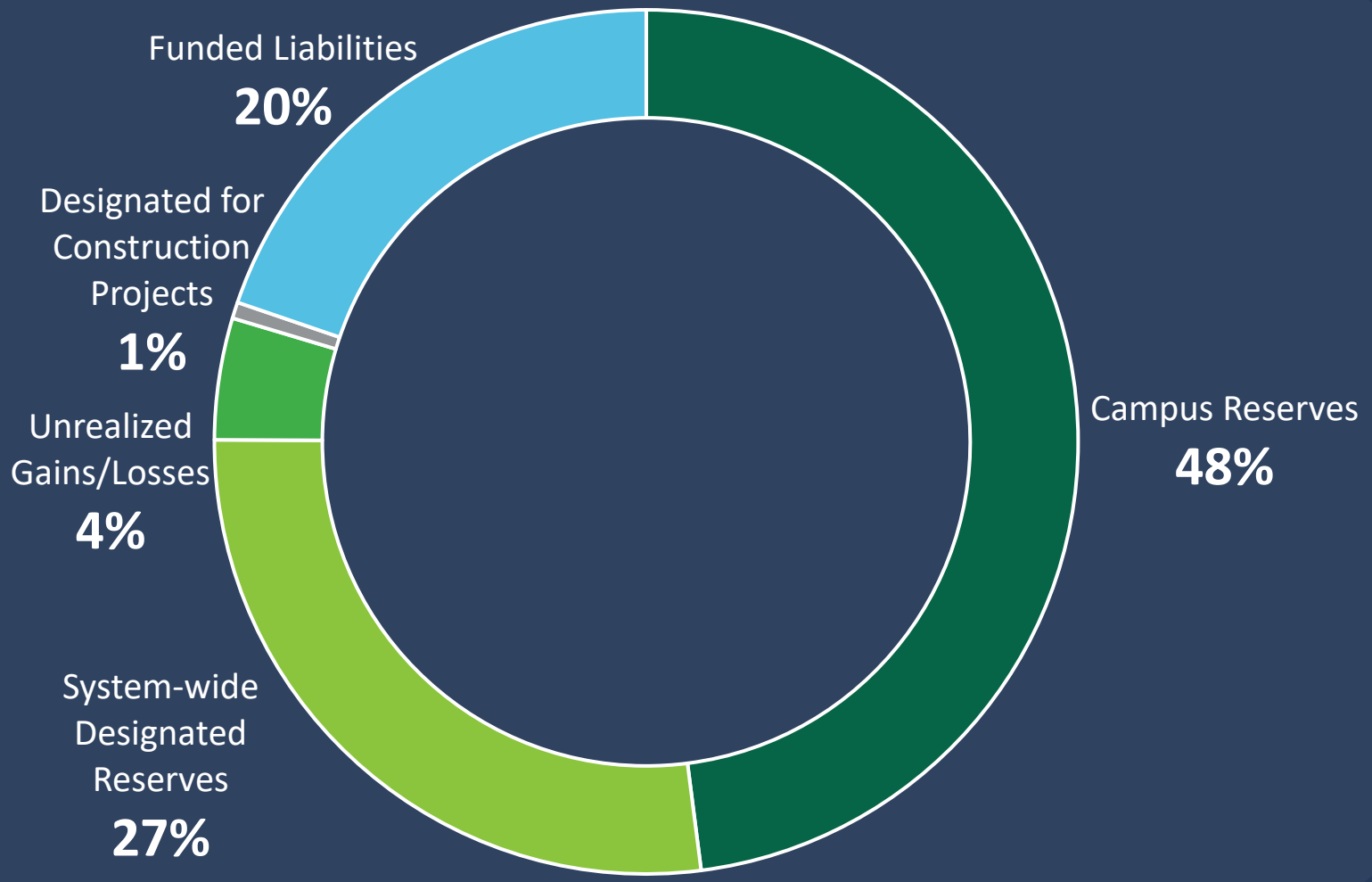
Total Net Position Increase $52M

FY 24 to FY 25

	Total Assets	**$1.436B**
-	Total Liabilities	**$338M**
=	Total Net Position	**$1.098B**



FY 2025 Unrestricted Net Assets

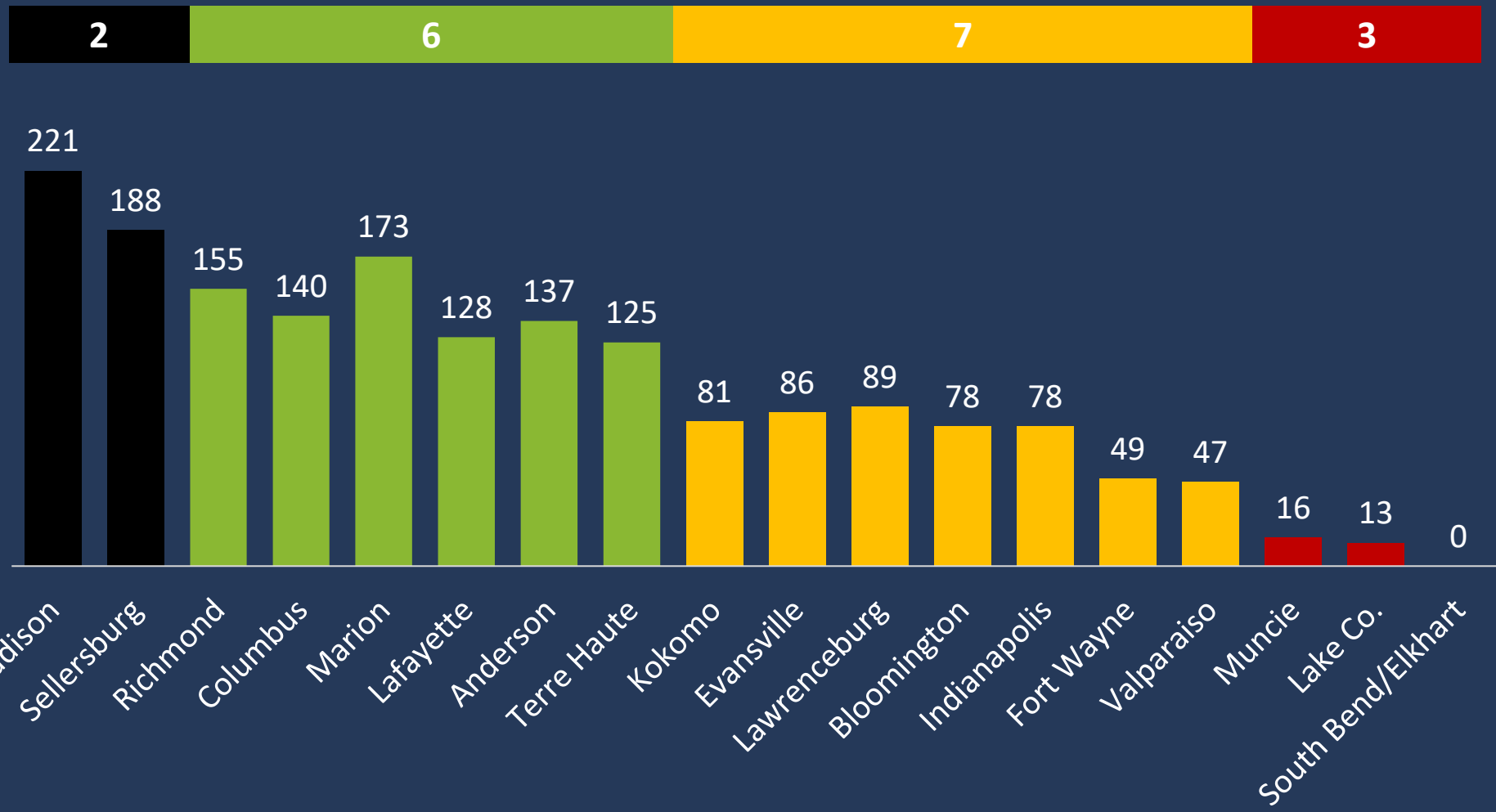


Finance & Business Affairs

Campus Financial Metric

Campus Financial Metric Update

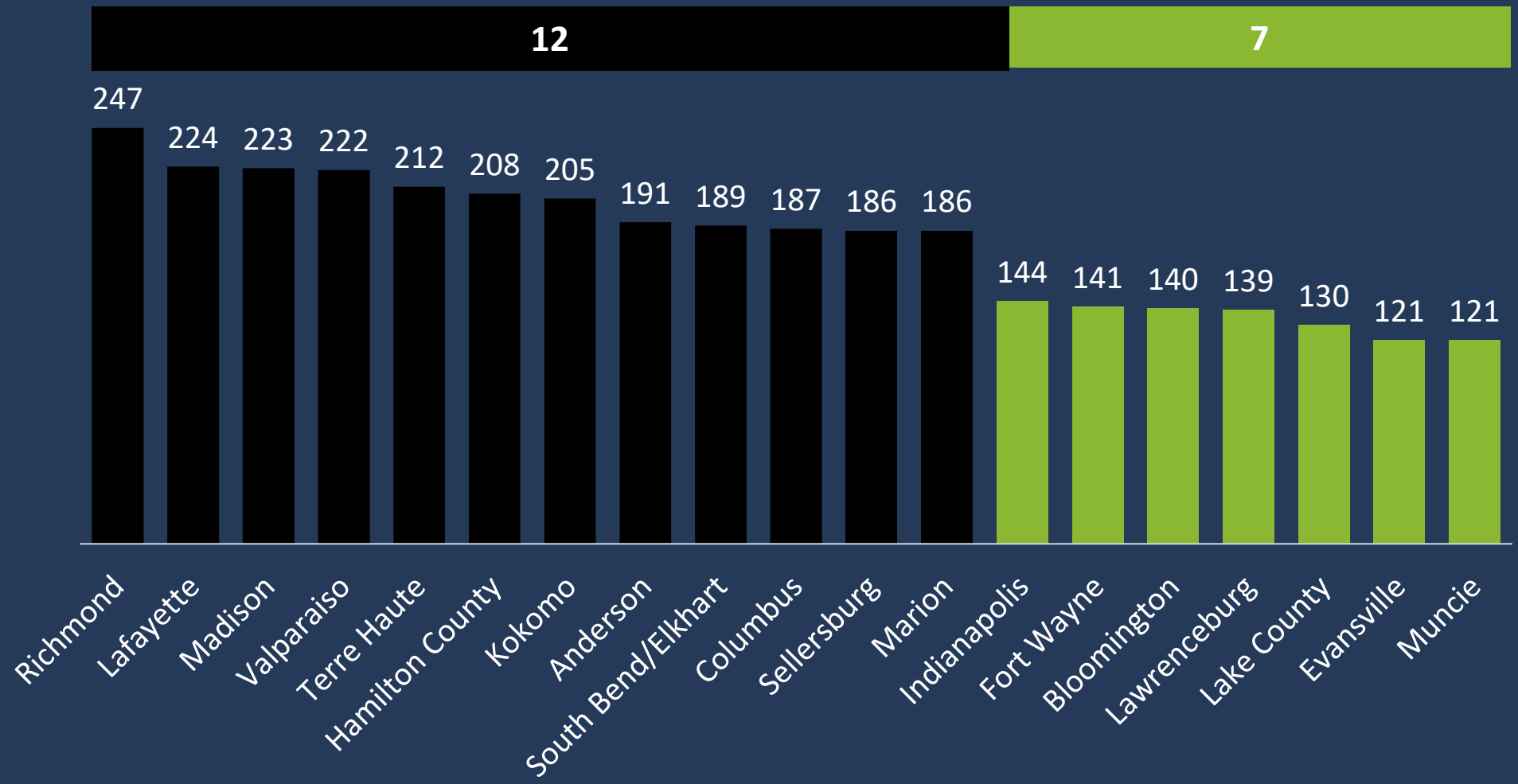
FY 2017



Black 180+
Green >89
Yellow >30
Red < 30 days

Campus Financial Metric Update

FY 2025

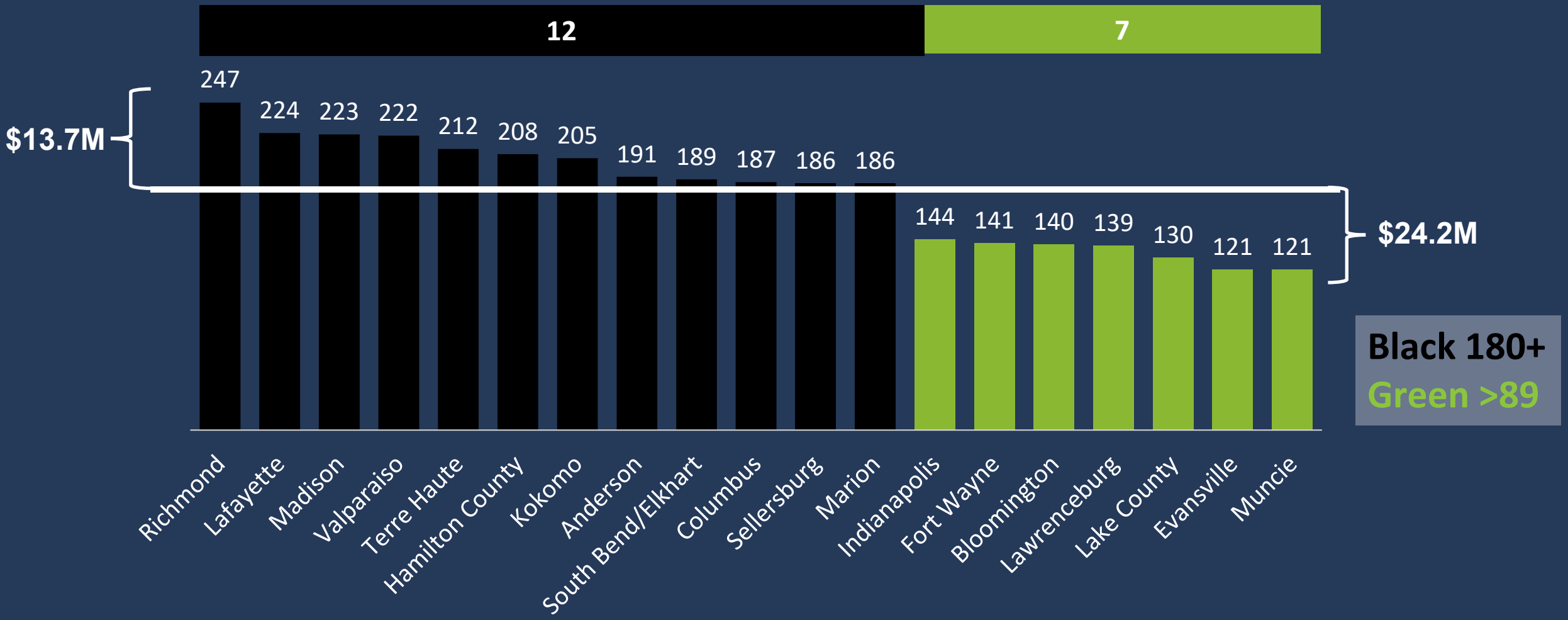


Black 180+

Green >89

Campus Financial Metric Update

FY 2025



Finance & Business Affairs

Economic Indicators

Labor Force Participation

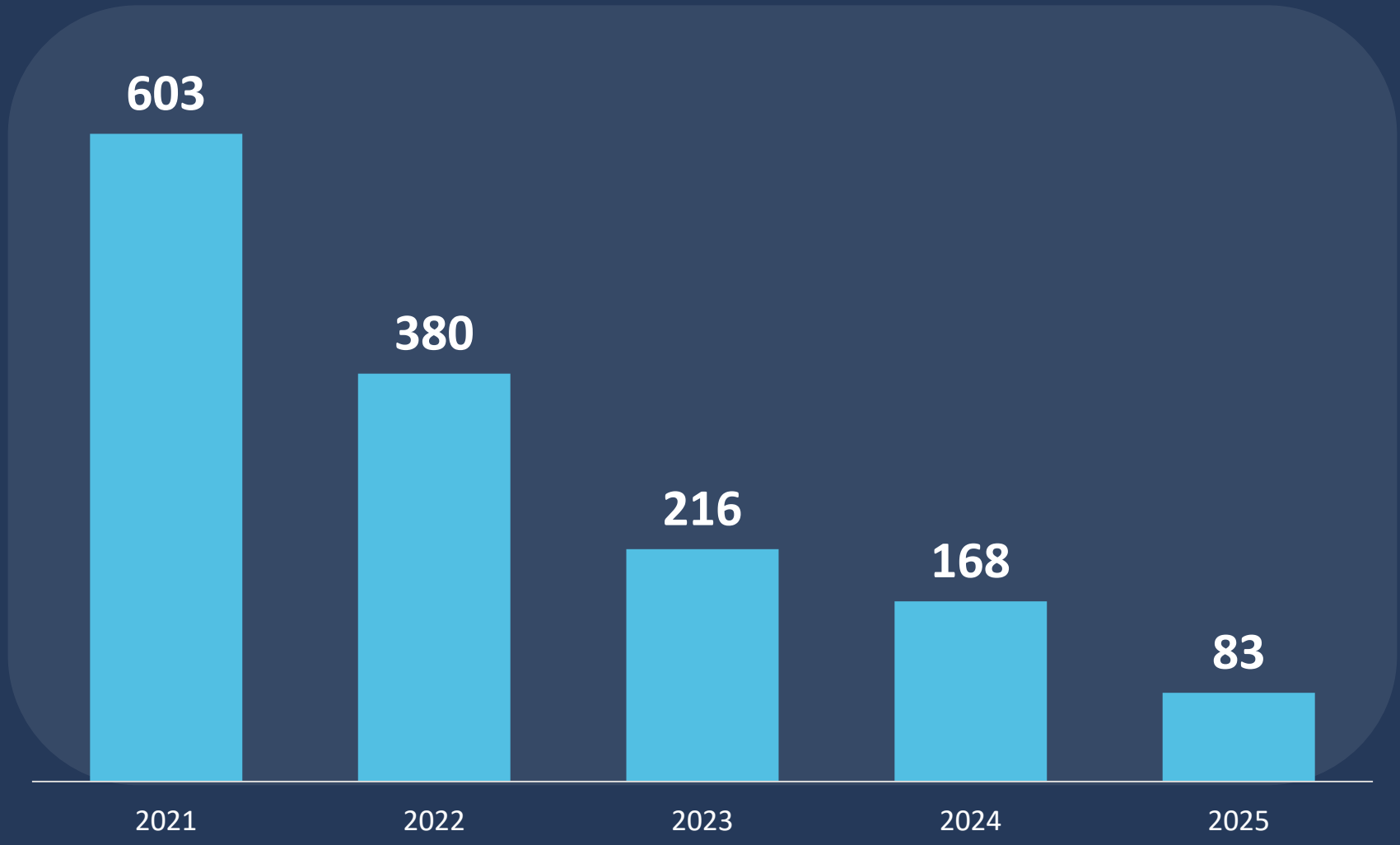
Unemployment Rate

New Jobs Added by Month

thousands

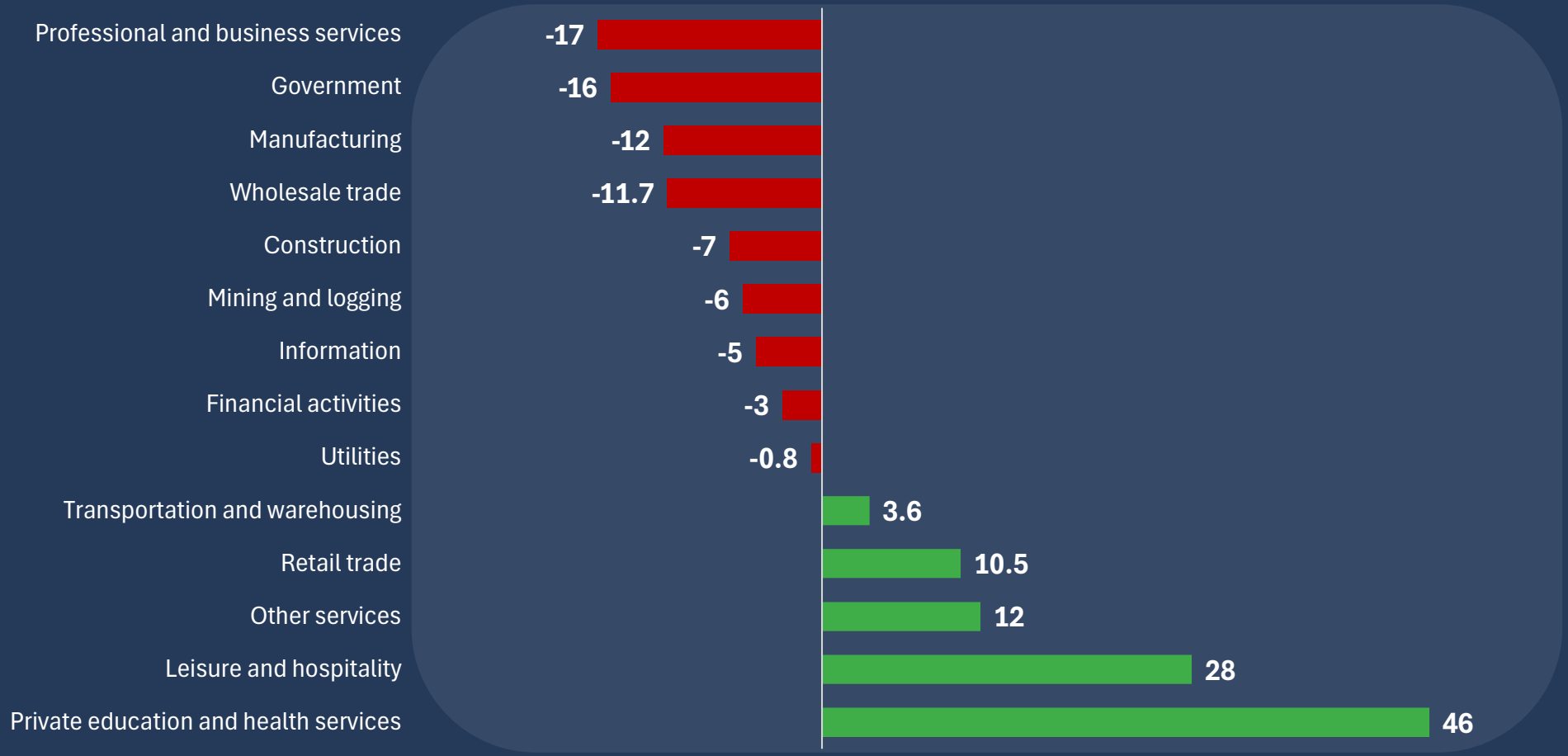
Average New Jobs Added by Month

thousands



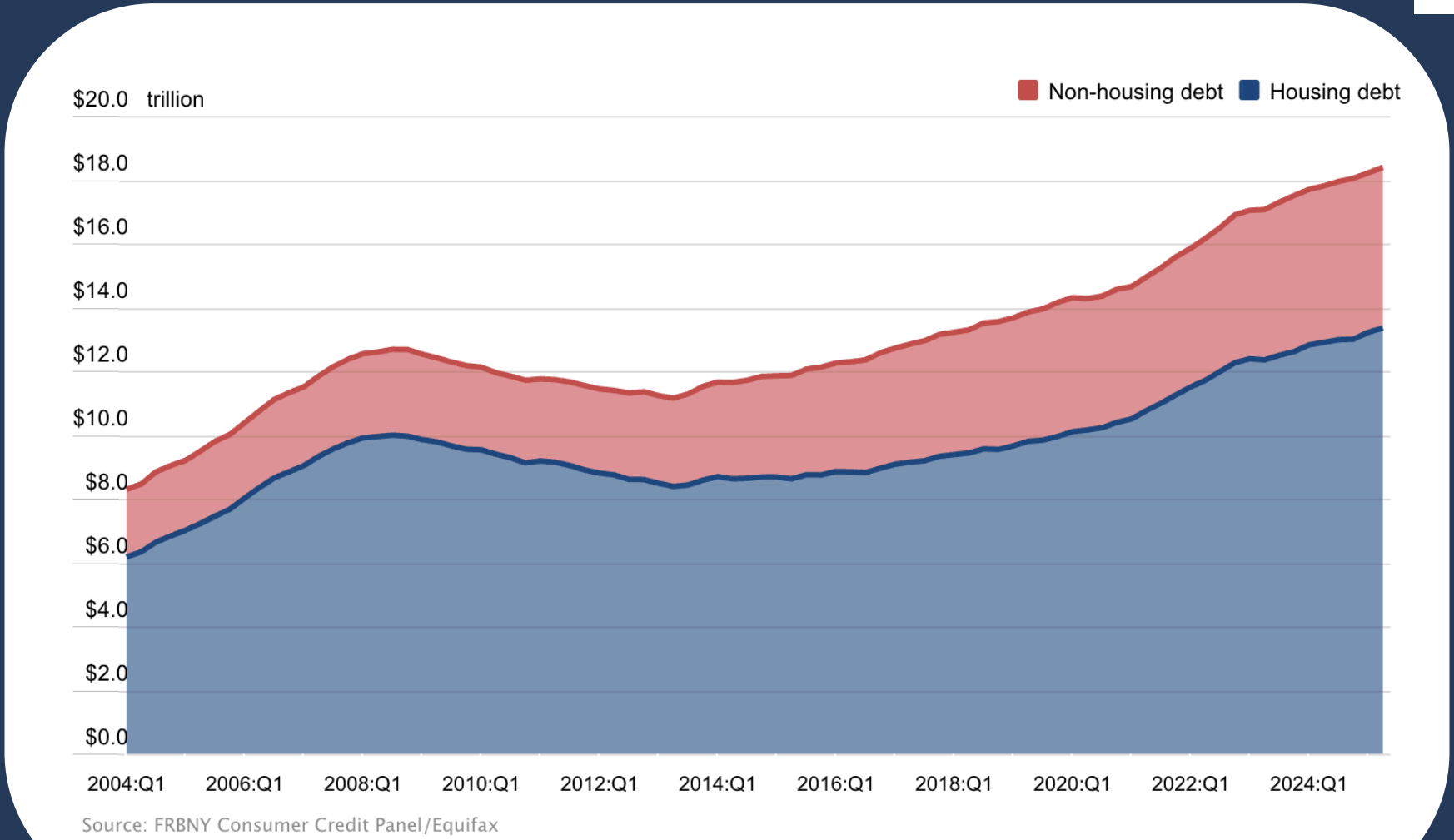
One Month Job Change

by Industry (thousands)



Total Consumer Debt

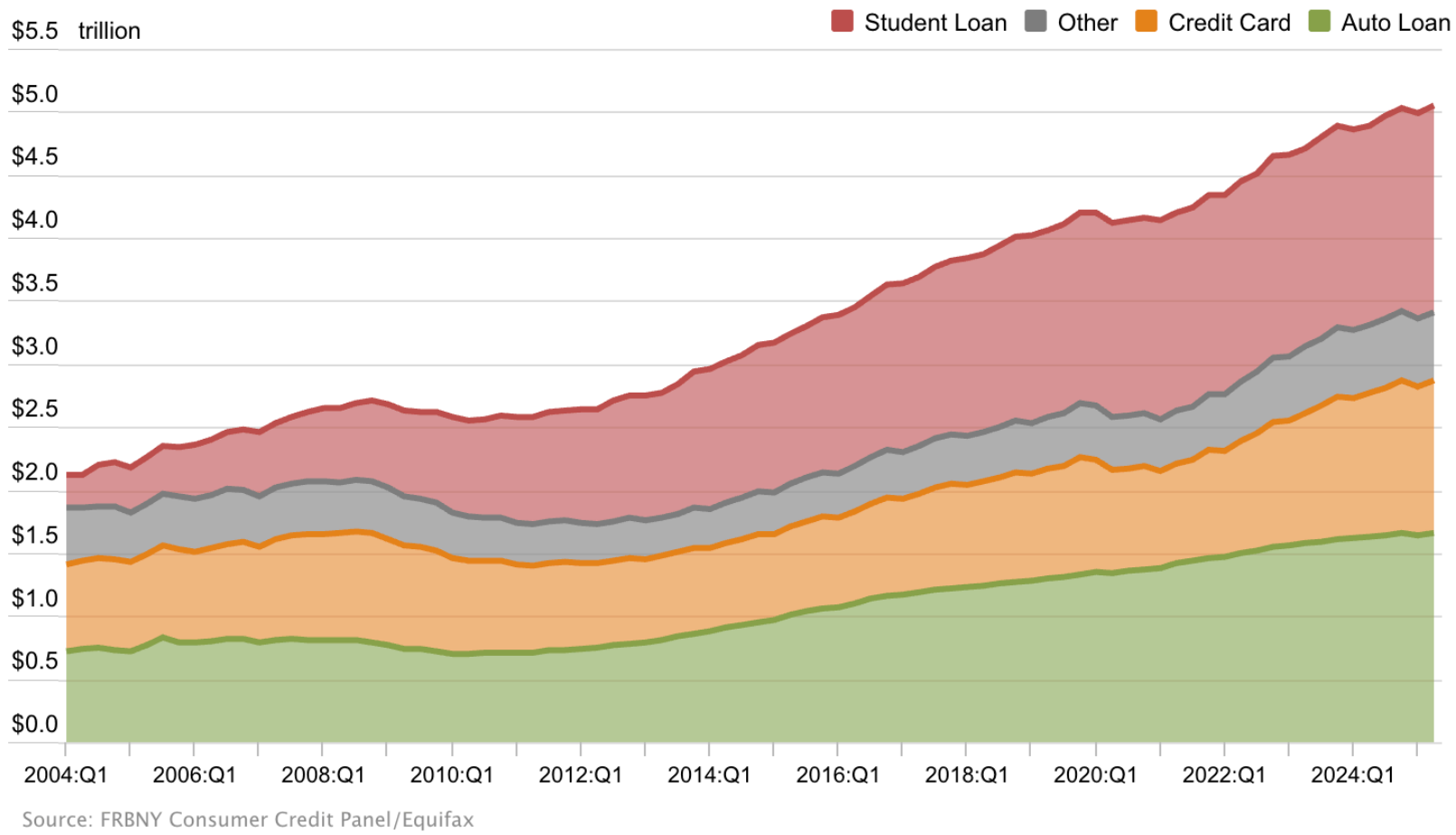
trillions



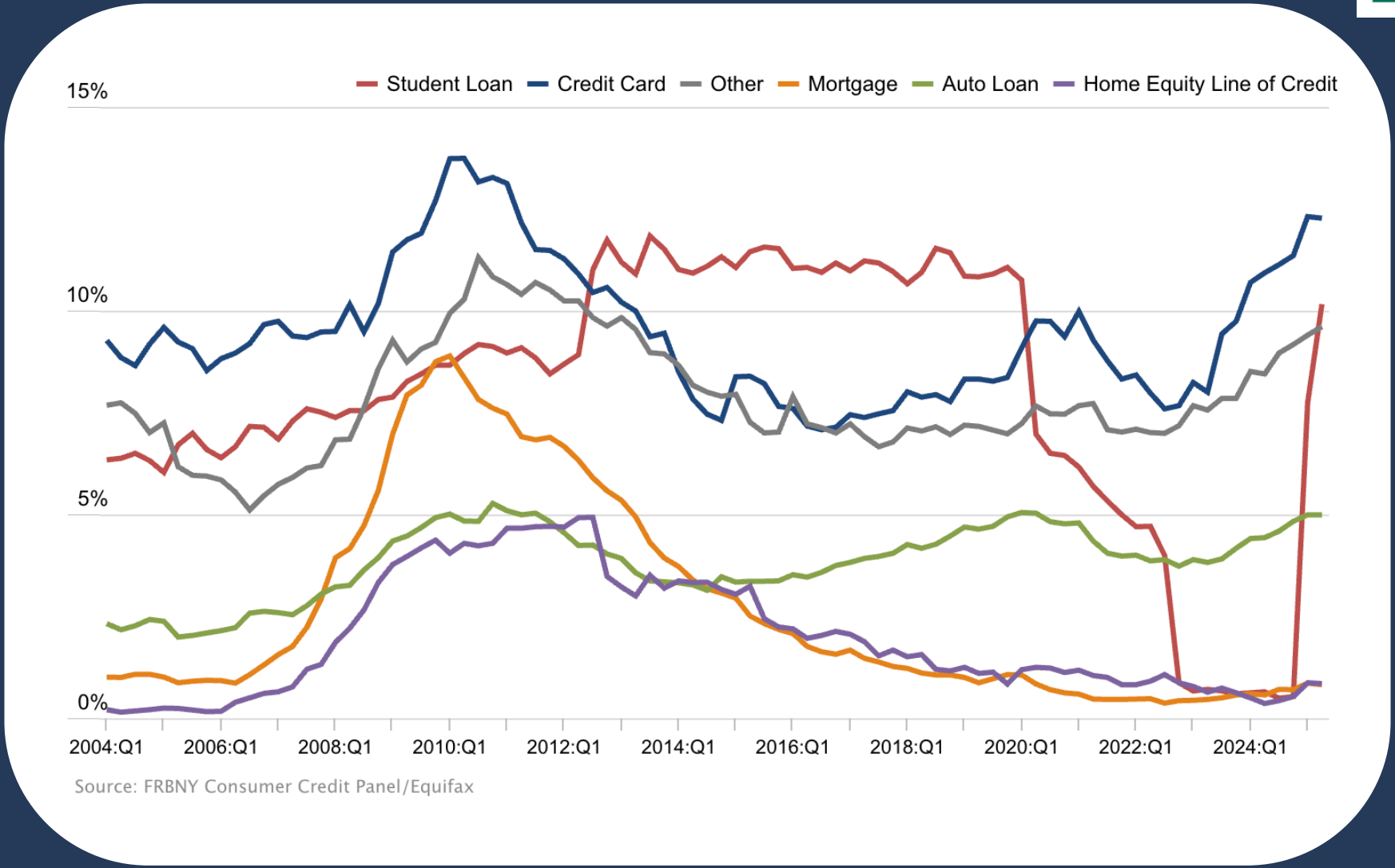
Source: FRBNY Consumer Credit Panel/Equifax

Non-Housing Debt

trillions



% of Balance 90+ Days Delinquent

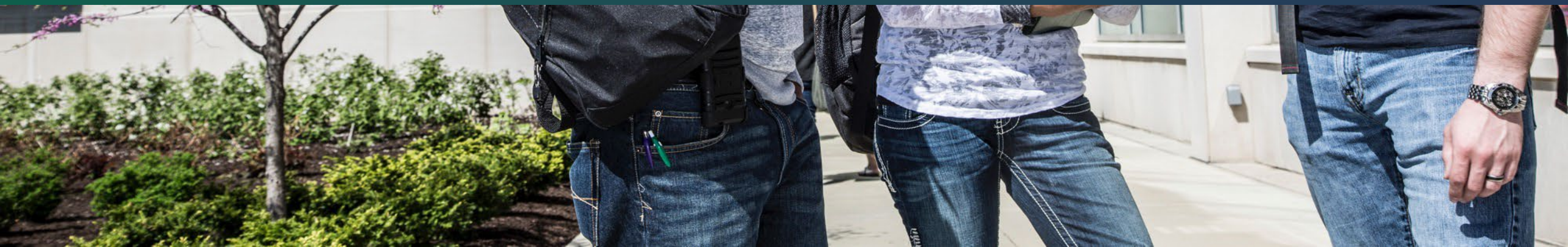


Buy Now Pay Later

- **20%** of population
- **63%** have multiple loans
- More likely to hold higher balances

Finance & Business Affairs

FY 2026 Budget Update

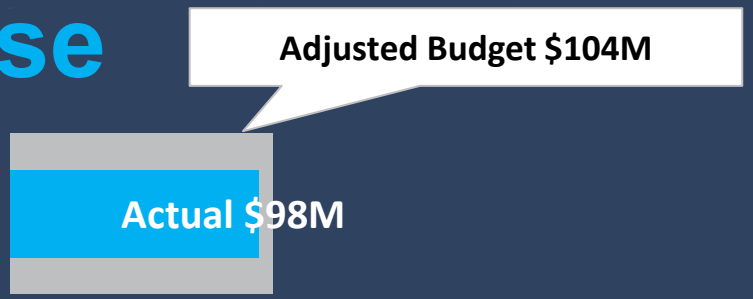


FY 2026 Budget Update

August 2025

Revenue

Expense



Finance & Business Affairs

2026 Benefit Plan Changes

Health & Dental Plan Changes

Proposed changes to align to market, ensure sustainability and improve employee experience:

1 Remove the Working Spouse Rule

Remove requirement for working spouses to be enrolled in their own employer's plan

- Simplifies administration & enrollment
- Improves employee satisfaction
- Aligns to market – only 23% of employers prohibit or restrict working spouse health plan enrollment

2 Transition Post-65 Retirees to Medicare

End College retiree coverage once Medicare eligibility is attained at age 65

- Medicare offers improved coverage following legislative reform
- Nine members impacted for savings of $1.5m plus cost savings for members
- Aligns to market – only 15% of employers offer post-65 retiree coverage

THANK YOU!

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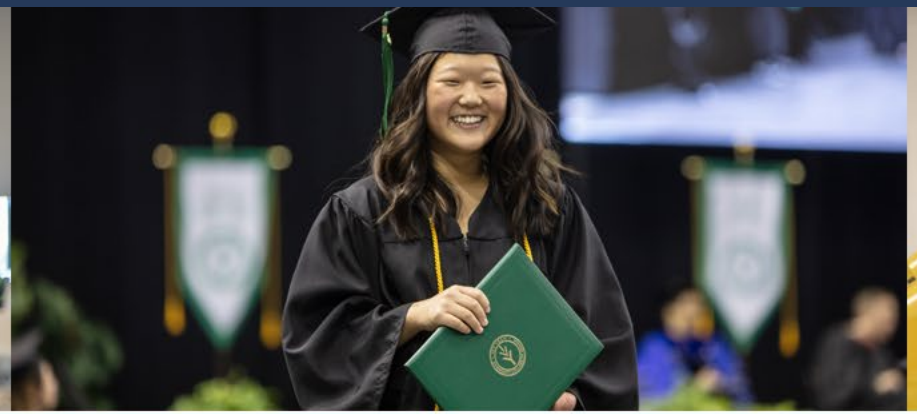

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COMMUNITY COLLEGE

HIGHER EDUCATION at the *SPEED OF LIFE*

Marketing & Public Affairs Committee Report

INDIANA STATE FAIR

Aug. 6, Military and First Responders Day Sponsored by Ivy Tech

Recap and Metrics


CYBER SECURITY & INFORMATION ASSURANCE
UND STATE FAIR

Social Media

Posts (All Channels)	16
Impressions	72,138
Engagement Rate (Per Impression)	5.9%
Shares	4,248
Total Post Link Clicks	2,279
Video Views	639
Story Taps Forward	1,325
Story Replies	257
Poll Votes	3,263

See Full Social Report Here

Website Traffic

8/6/25 Traffic YoY (matching day of week)

↓ Views	Active users	Views per active user	Average engagement time per active user	Event count All events	Key events All events	Engagement rate	Bounce rate
81,338	23,390	3.48	2m 08s	249,472	6,704.00	57.89%	42.11%
vs. 76,382	vs. 22,955	vs. 3.33	vs. 2m 01s	vs. 240,770	vs. 1,708.00	vs. 57.76%	vs. 42.24%
↑ 6.49%	↑ 1.9%	↑ 4.51%	↑ 5.71%	↑ 3.61%	↑ 292.51%	↑ 0.23%	↓ -0.32%

Organic Google Search Impressions YoY

102,373 in 2025

vs. 61,345 in 2024

+66.88%

Cinema Summary

Overview

- :30 TV spots ran in theaters before movies began at 60 theaters throughout Indiana
- Spots aired in family friendly movies such as Lilo & Stitch, ELIO, and How to Train Your Dragon
- Spots ran for 4 weeks in June for a total spend of $30.4K
- Received 950K+ impressions, including $6,400 worth of bonus impressions, meaning we reached more people per dollar than originally planned

FY26 Media Strategy

Goal & Objectives

To support the overall goal of driving enrollment, we will utilize a multi-channel media strategy to achieve the following objectives.

Elevate brand perception
KPIs: Impressions and ad clicks

Drive exploration and leads
KPIs: Clicks to learn more about programs and RFI form submissions

Generate applications
KPI: Applications

Generate registrations
KPI: Clicks to register, student enrollments

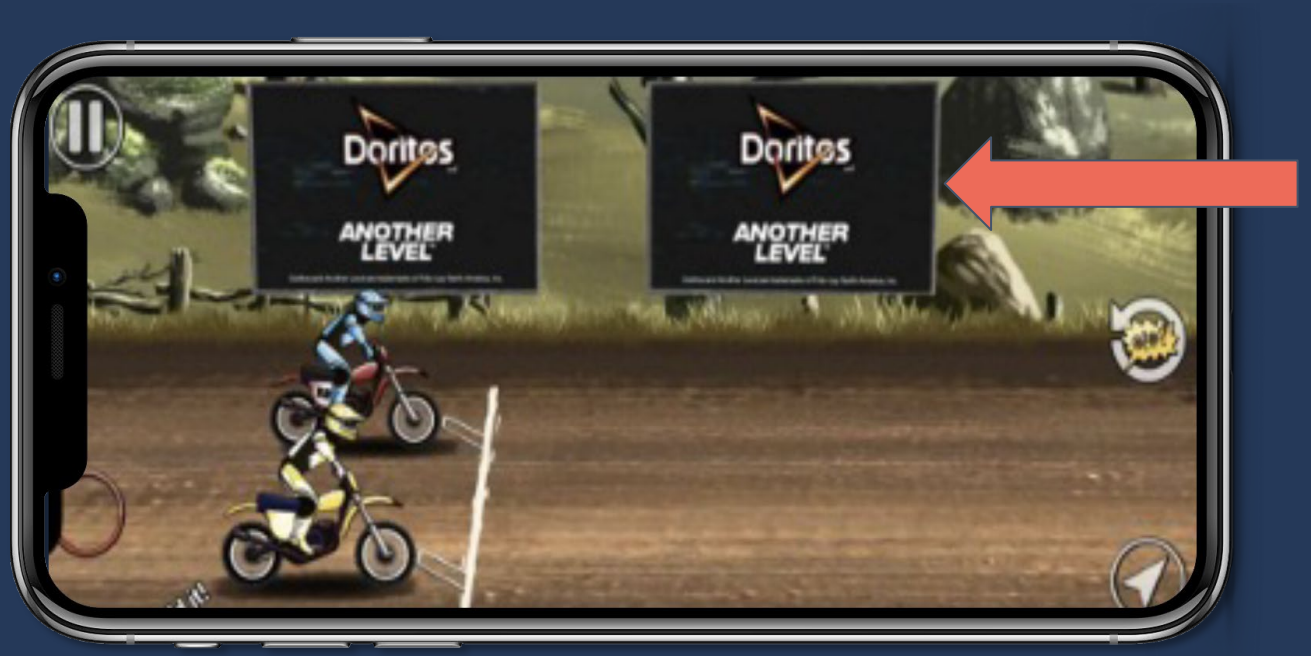
Media Tactics

	Audience			Objective			
TACTIC	**Traditional Students**	**Traditional Student Influencers**	**Adult Learners**	**Elevate Brand Perception**	**Drive Exploration and Leads**	**Generate Applications**	**Generate Registrations**
Programmatic Digital OOH	✓	✓	✓	✓			
YouTube	✓	✓	✓	✓			
Audio Streaming	✓	✓	✓	✓			
Twitch	✓		✓	✓			
Reddit			✓		✓		
In-Game + Retargeting	✓		✓	✓			
Google Demand Gen	✓	✓	✓		✓		
Google Performance Max	✓	✓	✓			✓	✓
Google Display	✓	✓	✓				✓
Google Search	✓	✓	✓			✓	
Facebook		✓	✓		✓	✓	✓
Instagram	✓	✓	✓		✓	✓	✓
Snapchat	✓				✓	✓	
LinkedIn (boosted posts)		✓	✓	✓			

Example Placement: PDOOH

- Programmatic Digital Out of Home: Automated ad placements on digital screens in public spaces.

Example Placement: In-Game Advertising



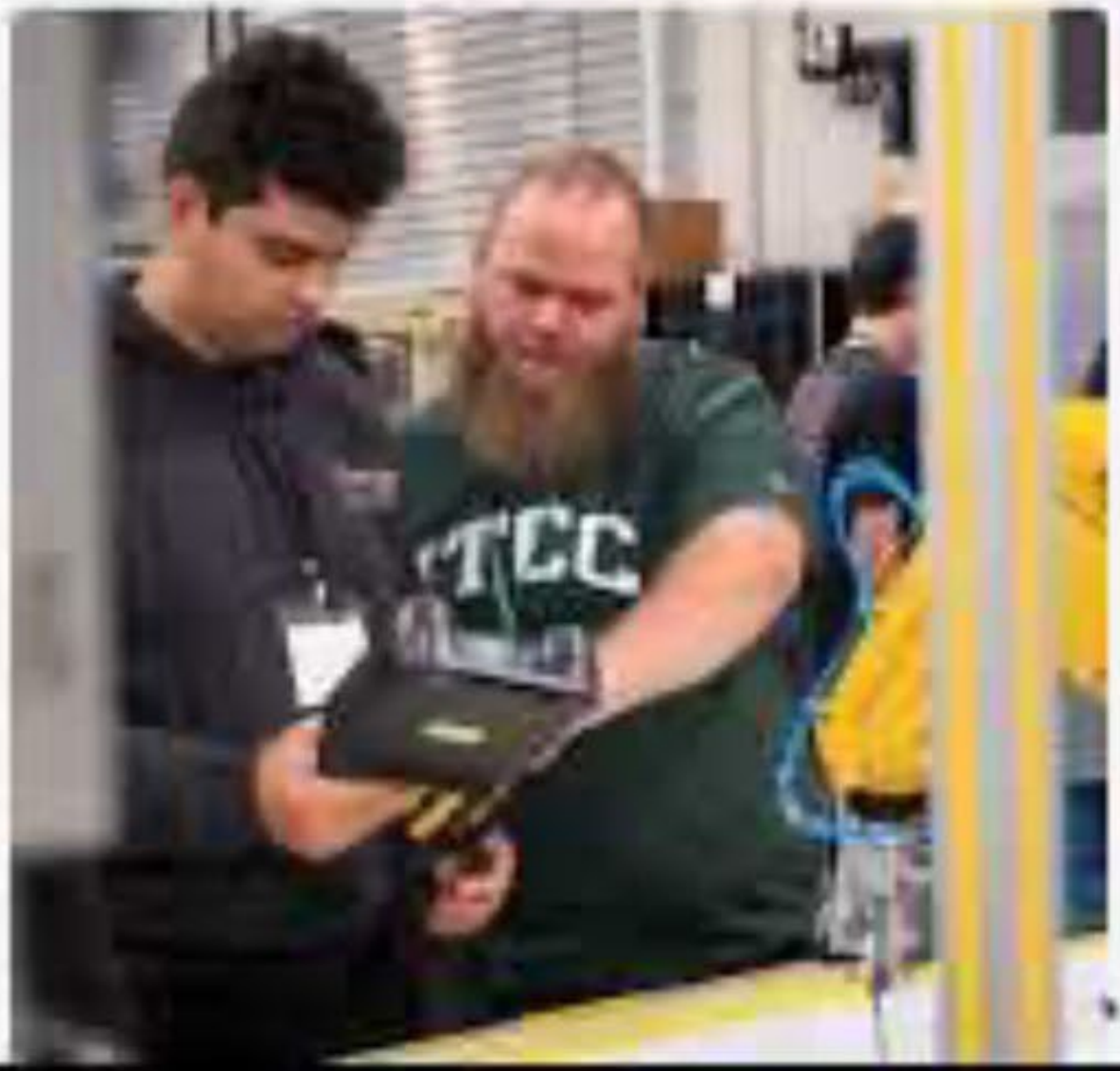
- Mobile, PC, and console games
- Brand-safety measures in place to ensure ads run in suitable games

Website

Visual Refresh

Website Refresh Project

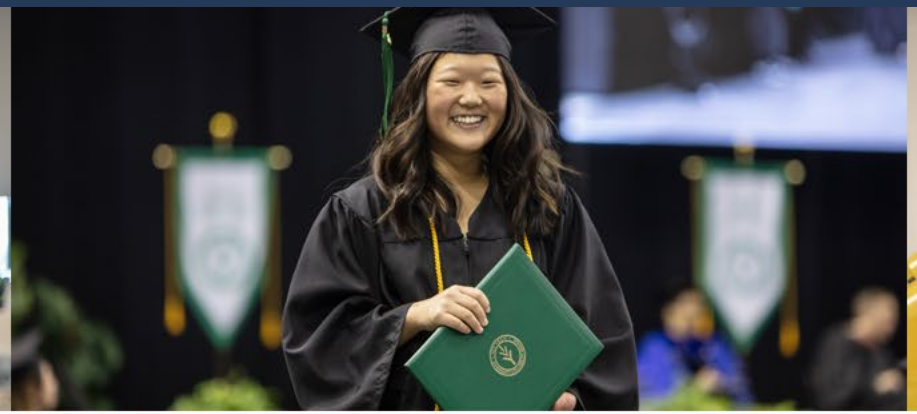
- **Project Goal:** Modernize site design to improve first impressions, usability, and findability—especially for prospective students
- **User-Driven Approach:** Guided by surveys (2,000+ users), analytics, and prospective student design reviews
- **Scope of Work:** Homepage redesign (prospective + current student paths) and key page updates
- **Early Results:** Past redesign drove +16% application starts and 60% fewer site searches, confirming stronger findability and conversion gains
- **Expected Outcomes:** Stronger engagement, clearer enrollment pathways, optimized mobile experience, and improved brand presentation
- **Next Steps:** Final design approval in progress; programming & launch Jan. 2026



PERSONAL ATTENTION

THANK YOU!

IVY TECH
COMMUNITY COLLEGE



IVY TECH
COMMUNITY COLLEGE

HIGHER EDUCATION at the *SPEED OF LIFE*

Building, Grounds, Capital Committee

Amanda Wilson, Vice President for Capital Planning and Facilities

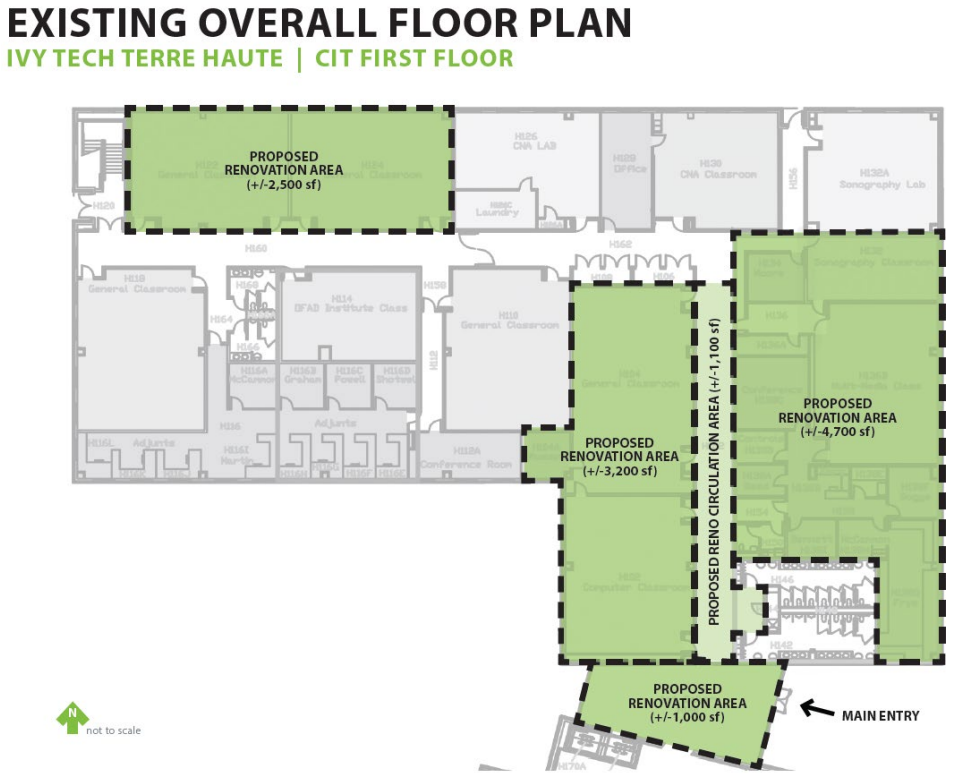
AGENDA

1. Terre Haute Campus, Health Science Renovation Project
2. Lafayette Campus, Bus Stop Easement
3. Fort Wayne Campus, GMP Amendment
4. Indianapolis Campus, NMC 3rd floor Renovation
5. Indianapolis Campus, NMC AHU Replacement
6. Valparaiso Campus, Demolition Contract

Terre Haute, Health Science Renovation

Details

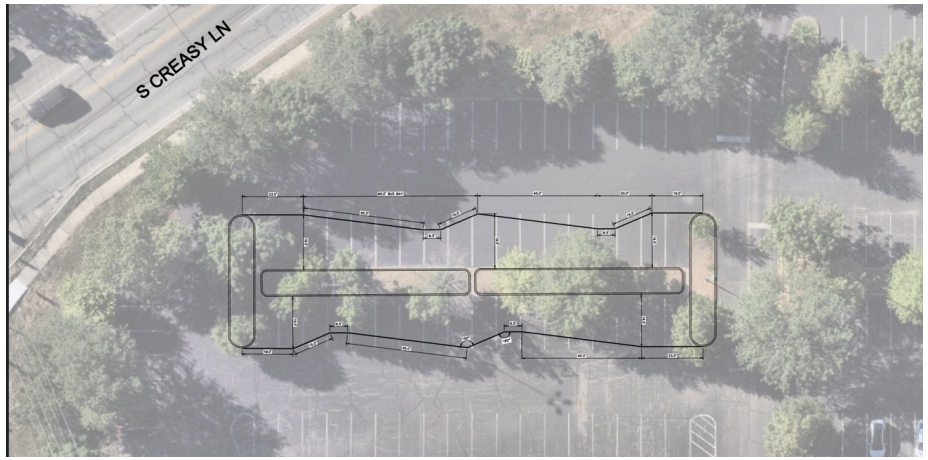
- Address: 8000 South Education Drive, Terre Haute
- Scope: Repurpose 12,554 square feet to create lab and classroom space for Surgical Tech, Medical Lab Technology, and Radiologic Tech
- Cost: $3M



Lafayette, Parking Lot Easement

Details

- Address: 8000 South Education Drive, Terre Haute
- Easement would allow for City Bus to create a dedicated area for drop off and pick up. This includes two bus shelters and accommodations for those with disabilities.



Fort Wayne, Student Life GMP

Details

- Address: 4801 N Campus Drive, Fort Wayne
- Scope: Renovate Student Life Building.
- Cost: $9,970,000

Indianapolis, 3rd Floor Renovation

Details

- Address: 50 W Fall Creek Parkway N Dr, Indianapolis
- Scope: Repurpose space on the 3rd floor for the Chancellor and Cabinet offices on the third floor of NMC, which will allow the current space on the second floor of NMC to be utilized for faculty offices
- Cost: $1,047,150
- Contractor: Pepper Construction

Indianapolis, NMC AHU Replacement

Details

- Address: 50 W Fall Creek Parkway N Dr, Indianapolis
- Scope: North Meridian Center has two rooftop air handler units that support the buildings HVAC system, and one of the units is in need of replacement
- Cost: $822,000
- Contractor: QPH

Valparaiso, Building Demolition

Details

- Address: 3714 Franklin St., Michigan City
- Scope: Demolish 65,949 GSF Building (former Michigan City building)
- Cost: $697,495

THANK YOU!

IVY TECH
COMMUNITY COLLEGE

Description	Vendor
Health Savings Account	Chard Snyder
Payroll Tax	ADP
Retirement	Transamerica
Reimbursement for Health Ins. Claims	Anthem
Rx Payment	CVS
Life & LTD	The Standard
Purchasing Card Payment	PNC
Utilities	BPTS
Apprenticeship Contract Expense	Apprentice Education Trust Local 44
Apprenticeship Contract Expense	International Union of Operating Engineers Local #103 JATC
Apprenticeship Contract Expense	Indiana/Kentucky Council of Carpenters
Apprenticeship Contract Expense	Indianapolis Electrical JATC
Apprenticeship Contract Expense	Evansville Plumbers & Pipefitters 1
Construction - Lafayette Ivy Hall Restroom	F.H. Paschen, S.N. Nielsen & Associates
Apprenticeship Contract Expense	NECA-IBEW Electrical JATC
Student Retention Consulting	Strada Collaborative Inc
Classroom Tools	Gaumard Scientific Co Inc
Student Study Materials	Assessment Technologies Institute
Classroom Tools	Williams Crow Inc
Stop Loss Claims	Voya
Cleaning Services	Nishida Services Inc
Classroom Tools	Consulab Educatech
Apprenticeship Contract Expense	Plumbers & Steamfitters Local 166 JATC
Licensed Software - Foundation	Salesforce
Licensed Software	Blackboard Inc
Workday Consulting	Cognizant Technology Solutions US
Promotional Tumblers	Phoenix Press Inc
Construction - Sellersburg Renovation	Brandt Construction Inc
Advertising	C&D Williams Company Inc
CDL Training	EFC Trade, Inc.
Software Subscription	Laerdal Medical Corp
Apprenticeship Contract Expense	Sheet Metal Workers JATC Local 20
Apprenticeship Contract Expense	Evansville Plumbers & Pipefitters
Passport Program	Indiana University Purdue University
Printing and Postage	The Jackson Group Corporation
Licensed Software	Instructure Inc
CDL Training	KLLM Transport Services LLC
Construction - Lafayette Nursing Lab	F.H. Paschen, S.N. Nielsen & Associ
Aviation Building Lease Payoff	Wire to the Foundation
Bond Principal and Interest Payment	US Bank
OneSummit Banquet	Blue Sky Casino LLC
Construction - Franklin	Glenroy Construction Co Inc
Construction - Columbus Facility Replaceme	Pepper Construction Company of Indiana
Licensed Software	Zoom Video Communications, Inc.
Apprenticeship Contract Expense	Hoosier Energy REMC - South
Apprenticeship Contract Expense	Ironworkers Local 22 Apprenticeship

Equipment	Dell
Software as a Service	Vertosoft LLC
Apprenticeship Contract Expense	IBEW Local 668
Locker Removal - Hamilton County	F.A. Wilhelm Construction Co., Inc
Apprenticeship Contract Expense	Lake County Electricians JATC
Apprenticeship Contract Expense	Ironworkers 395 Trust JATC
Classroom Tools	Surgical Science Inc
Licensed Software	Oracle America Inc
Copier Lease	Toshiba America Business Solutions
Apprenticeship Contract Expense	South Bend & Vicinity Electrical JATC
Statewide Facilities Master Planning	American Structurepoint Inc
Legal Fees	Ice Miller LLP
Apprenticeship Contract Expense	Louisville Electrical JATC
Apprenticeship Contract Expense	Plumbers & Pipefitters Local 502 Ed

IVY TECH COMMUNITY COLLEGE OF INDIANA
SPONSORED PROGRAMS FUNDS
Newly Established Awards and Supplemental Funding: July 1, 2025 - August 31, 2025

Award ID	Lead Campus Unit	Lead Unit Cost Center	Award Title	Award Type	Direct Sponsor	Direct Sponsor Type	Prime Sponsor	Prime Sponsor Type	Award Total	Award - Direct Costs	Award - Indirect Costs	Revenue Type	Award Start Date	Award End Date	Competitive	Award Notification Date
NEWLY ESTABLISHED AWARDS																
AW100578	B108 Lafayette	Vice Chancellor of Academic Affairs Office - Lafayette	Lafayette_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	418,882	397,938	20,944	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100579	B106 Fort Wayne	Perkins Maintenance - Fort Wayne	Fort Wayne_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	954,282	906,568	47,714	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100580	B143 Bloomington	Vice Chancellor of Academic Affairs Office - Bloomington	Bloomington_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	386,214	366,903	19,311	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100581	B135 Madison	Vice Chancellor of Academic Affairs Office - Madison	Madison_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	130,675	124,141	6,534	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100582	B127 Richmond	Perkins Maintenance - Richmond	Richmond_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	234,850	223,108	11,743	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100583	B104 South Bend/Elkhart	Vice Chancellor of Academic Affairs Office - South Bend/Elkhart	South Bend/Elkhart_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	679,141	645,184	33,957	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100584	B101 Valparaiso	Vice Chancellor of Academic Affairs Office - Valparaiso	Valparaiso_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	456,996	434,146	22,850	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100585	B124 Indianapolis	Perkins Maintenance - Indianapolis	Indianapolis_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	1,823,627	1,732,446	91,181	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100586	B116 Muncie	Perkins Maintenance - Muncie	Muncie_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	400,733	388,711	12,022	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100587	B120 Terre Haute	Vice Chancellor of Academic Affairs Office - Terre Haute	Terre Haute_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	516,888	491,044	25,844	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100588	B129 Columbus	Vice Chancellor of Academic Affairs Office - Columbus	Columbus_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	404,363	384,145	20,218	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100589	B100 Lake County	Vice Chancellor of Academic Affairs Office - Lake County	Lake County_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	659,903	626,908	32,995	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100590	B112 Kokomo	Vice Chancellor of Academic Affairs Office - Kokomo	Kokomo_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	353,545	335,868	17,677	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100591	B136 Lawrenceburg	Vice Chancellor of Academic Affairs Office - Lawrenceburg	Lawrenceburg_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	136,119	129,313	6,806	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100592	B118 Anderson	Perkins Maintenance - Anderson	Anderson_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	230,857	219,315	11,542	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100593	B106 Fort Wayne	Disability Support Services Office - Fort Wayne	Fort Wayne_Think College STRIVE 2025-2026_AWS Foundation	Pass thru	Ivy Tech Foundation Inc	Private	AWS Foundation Inc	Private	98,343	89,403	8,940	Nongovernment Grants and Contracts	5/27/2025	6/1/2026	Yes	5/27/2025
AW100594	B143 Bloomington	Small Business Development Center - Bloomington	Bloomington_SBDC Cook Center 2025-2026_City of Bloomington	Prime	City of Bloomington	Local Government			10,000	10,000	-	State and Local Grants and Contracts	5/18/2025	4/1/2026	Yes	5/15/2025
AW100596	B138 Evansville	Vice Chancellor of Academic Affairs Office - Evansville	Evansville_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	505,635	480,353	25,282	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100597	B125 Hamilton County	Ivy+ Career Link Office - Hamilton County	Hamilton County_Powering the Future: Strengthening Indiana's Workforce through Trades Education 2025-2026_Duke Energy Foundation	Pass thru	Ivy Tech Foundation Inc	Private	Duke Energy Foundation	Private	35,000	35,000	-	Nongovernment Grants and Contracts	5/29/2025	5/29/2026	Yes	5/29/2025
AW100598	B125 Hamilton County	Perkins Maintenance - Hamilton County	Hamilton County_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	149,186	141,727	7,459	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100599	B119 Marion	Vice Chancellor of Academic Affairs Office - Marion	Marion_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	134,667	127,934	6,733	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100600	B141 Sellersburg	Vice Chancellor of Academic Affairs Office - Sellersburg	Sellersburg_Perkins 2025-2026_Indiana Commission for Higher Education_(CHE)_(USDOE)	Pass thru	Indiana Commission for Higher Education	State	US Department of Education	Federal	376,050	357,248	18,803	Federal Grants and Contracts	7/1/2025	6/30/2026	No	5/9/2025
AW100601	B120 Terre Haute	College Development Office - Terre Haute	Terre Haute_Recovery Scholars Planning Grant for Putnam County 2025-2026_Putnam County Community Foundation	Pass thru	Ivy Tech Foundation Inc	Private	Putnam County Community Foundation	Private	13,000	13,000	-	Nongovernment Grants and Contracts	3/1/2025	2/26/2026	Yes	2/11/2025
AW100603	B106 Fort Wayne	Retention Office - Fort Wayne	Fort Wayne_TRIO Student Support Services (SSS) 2025-2030_US Department of Education (USDOE)	Prime	US Department of Education	Federal			286,109	264,916	21,193	Federal Grants and Contracts	9/1/2025	8/31/2030	Yes	7/4/2025
							Subtotal, New Award Funding		**9,395,065**	**8,925,317**	**469,748**					

Award ID	Lead Campus Unit	Lead Unit Cost Center	Award Title	Award Type	Direct Sponsor	Direct Sponsor Type	Prime Sponsor	Prime Sponsor Type	Award Total	Award - Direct Costs	Award - Indirect Costs	Revenue Type	Award Start Date	Award End Date	Competitive	Award Notification Date
SUPPLEMENTAL FUNDING																
AW100065	B106 Fort Wayne	K-14 Initiatives - Fort Wayne	131 FWCS GEAR UP 2020-2025	Pass thru	Fort Wayne Community Schools	Private	US Department of Education	Federal	55,404	55,404	-	Federal Grants and Contracts	8/10/2020	6/30/2025	Yes	8/10/2020
AW100081	B104 South Bend/Elkhart	Ivy+ Career Link Office - South Bend/Elkhart	121_21st Century Scholar Success Initiative 2021-2026	Prime	Community Foundation of St Joseph County Inc	Private			25,000	25,000	-	Nongovernment Grants and Contracts	1/1/2021	6/30/2026	Yes	1/1/2021
AW100443	B133 Franklin	Advanced Automation & Robotics Technology (AART) - Franklin	Columbus_Franklin-Expanding Dual Credit SACA Courses_2024-2026_Caterpillar Foundation	Pass thru	Ivy Tech Foundation Inc	Private	Caterpillar Foundation	Private	48,780	48,780	-	Nongovernment Grants and Contracts	1/1/2024	8/31/2026	Yes	12/15/2023
							Subtotal, Supplemental Funding		**129,184**	**129,184**	**-**					
							TOTAL NEW AND SUPPLEMENTAL FUNDING, THIS PERIOD		**9,524,249**	**9,054,501**	**469,748**					
								Competitive	*571,636*	*541,503*	*30,133*					
								Non-Competitive	*8,952,613*	*8,512,998*	*439,615*					

APPOINTMENT OF CAMPUS BOARD TRUSTEES

RESOLUTION NUMBER 2025-43

WHEREAS, the Ivy Tech Community College Campus Boards of Trustees of Evansville, Hamilton County, Indianapolis, and South Bend/Elkhart ("Campus Boards") have recommended individuals to serve on their Campus Board; and

WHEREAS, pursuant to Indiana Code ("IC") 21-22-6-2 and 6-3, the campus trustees must be appointed by the Ivy Tech Community College State Board of Trustees ("State Board"); and

WHEREAS, the Campus Boards affirm that the recommended candidates meet all the attributes and expectations delineated in Ivy Tech State Board Resolution Number 2008-53 and IC 21-22-6-3; and

WHEREAS, the Campus Boards request that the State Board appoint those recommended individuals listed on Exhibit A to their respective Campus Boards,

NOW THEREFORE BE IT RESOLVED, the State Board appoints those individuals listed on Exhibit A as campus trustees for Ivy Tech Community College of Indiana – Evansville, Hamilton County, Indianapolis, and South Bend/Elkhart, effective immediately.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

_____
Kim Emmert O'Dell, Chair

_____
Michael Dora, Secretary

Dated October 2, 2025

Exhibit A
Resolution 2025-43

EVANSVILLE CAMPUS

Name	Constituency	Expiration of Term
Dr. Darla Hoover	Education	6/30/2028

HAMILTON COUNTY CAMPUS

Name	Constituency	Expiration of Term
Lauren Salerno	At Large	6/30/2028

INDIANAPOLIS CAMPUS

Name	Constituency	Expiration of Term
Jason Kloth	At Large	6/30/2028

SOUTH BEND/ELKHART CAMPUS

Name	Constituency	Expiration of Term
Billy Lerman	Manufacturing	6/30/2028
Mary Nowicki	At Large	6/30/2028
Theodore Stevens	Education	6/30/2028

RESOLUTION APPOINTING WILLIAM BOGARD TO BE TREASURER OF IVY TECH COMMUNITY COLLEGE OF INDIANA

RESOLUTION NUMBER 2025-44

WHEREAS, pursuant to IC 21-22-4-2 the Board of Trustees may appoint a treasurer who may also be an employee of the College, and

WHEREAS, pursuant to IC 21-22-4-3 the Board of Trustees may appoint employees to serve as assistant treasurer, and

WHEREAS, in Resolution 2022-13, the Trustees appointed Dominick M. Chase, Senior Vice President of Business Affairs and CFO, to serve as treasurer of the College, and

WHEREAS, in Resolution 2025-35, the Trustees appointed William Bogard to serve as assistant treasurer of the College, and

WHEREAS, Bogard has served as Vice President of Finance for the College, and

WHEREAS, Chase will be leaving the College as of October 10, 2025, and

WHERAS, Bogard will now serve as Interim Senior Vice President & Chief Financial Officer for the College, and

WHEREAS, in this role Bogard is responsible for overseeing the management and reporting of the College's finances, and

WHEREAS, President Pollio recommends the Board appoint William Bogard to serve as Treasurer and XXXXX to serve as Assistant Treasurer.

NOW THEREFORE BE IT RESOLVED, the Board of Trustees of Ivy Tech Community College hereby appoints William Bogard to serve as Interim Treasurer and XXXXX to serve as Assistant Treasurer of the College effective immediately.

STATE BOARD OF TRUSTEES
IVY TECH COMMUNITY COLLEGE
OF INDIANA

_____
Kim Emmert O'Dell, Chair

_____
Michael Dora, Secretary

Dated October 2, 2025