INDIANA
AI WORKFORCE
Report 2025

Navigating the New Reality of Artificial Intelligence in the Workplace

Dr. Dennis A. Trinkle

Ariell Cranor
Gifty Dankyi
Kwamina Hanson
Allam Hesham
Jennifer McIntosh-Elkins
Bryan Mitchell
John Trinkle
Landyn Waugh

Dr. Dennis Trinkle
"The AI revolution is no longer on the horizon—it's here, reshaping how Indiana works, learns, and grows. Our challenge isn't whether to embrace AI, but how to ensure every Hoosier and every business benefits from it. This report is a call to lead with vision, invest in people, and build a future where human potential and artificial intelligence rise together."

Executive Summary

Indiana leads the nation in AI adoption, but workforce preparation must catch up to technological implementation.

The 2025 Indiana AI Workforce Survey reveals that our state has decisively moved beyond AI experimentation. With 82.5% of organizations now using AI technology, Indiana significantly exceeds national adoption rates. More importantly, we've seen a dramatic maturation: nearly one-third of companies graduated from exploration to active implementation in just one year.

The Transformation

33%

Jumped from exploration to active implementation in just one year

27.5%

Expect workforce changes within 12 months

40.5%

Provide structured AI training to employees

The Challenge

While Indiana leads in technology adoption, we face a critical training gap. Organizations with structured AI programs are 2.96 times more likely to reach optimization stages, yet 60% of employers still don't provide formal AI training. This creates a disconnect between technological capability and workforce readiness.

The Opportunity

Small and mid-size companies are surprisingly leading the training effort, defying expectations about resource constraints. This grassroots momentum, combined with our adoption leadership, positions Indiana to become the national model for AI workforce transformation.

The bottom line for Indiana:

Indiana must accelerate investment in people to match our investment in technology. Success requires treating workforce development as an equal priority to technological implementation.

Table of Contents

Why It Matters:
Indiana's Strategic Position

1

First-Mover Advantage: Indiana's early adoption creates opportunities to attract AI-focused businesses and develop expertise clusters.

2

Model State Potential: Other states will be watching Indiana's approach to workforce transition and training. Success here can attract federal pilot program funding and national recognition.

3

Talent Magnet Opportunity: With higher training rates than expected and strong adoption, Indiana can become a destination for workers seeking AI-enabled career growth.

Key Findings:
Indiana's AI Transformation

The Maturity Leap

Nearly one-third of Indiana organizations graduated from AI exploration to active implementation in a single year. While overall adoption stabilized at 82.5%, the real story is one of accelerated maturation: fewer companies are "kicking tires," and more are deploying at scale.

The Training Paradox

Small and mid-size firms outpace large enterprises in providing AI training:

- Small companies (<50 employees): 41.1%
- Mid-size (51-500): 44.6%
- Large (500+): 22.7%

This defies conventional wisdom about resource constraints and suggests nimble organizations recognize workforce preparation as a competitive advantage.

The Implementation Challenge

Over half of organizations in the "implementation stage" report that AI isn't commonly used in daily workflows, indicating a persistent "pilot purgatory" where testing never scales to enterprise deployment.

The Ethics Evolution

Ethics concerns spike to 71% among organizations at the optimization stage, showing governance challenges emerge after automating initial, easier wins. Early-stage companies underestimate complexity.

The Displacement Reality

Training reduces workforce fears: Organizations providing structured AI education see 10 percentage points lower displacement expectations, reinforcing that preparation builds confidence.

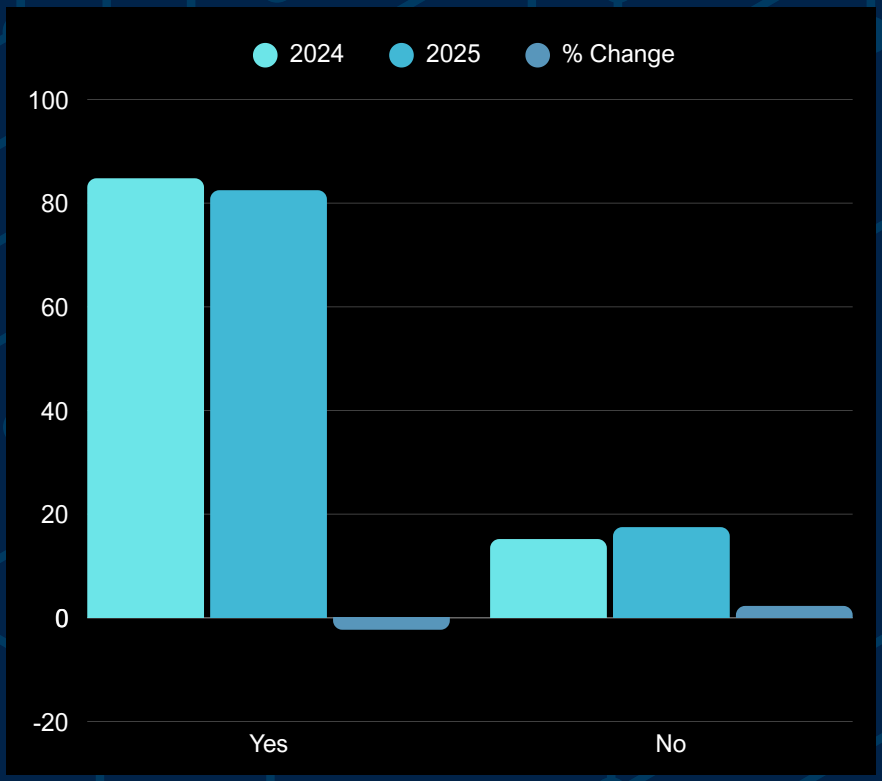
The Sector Shifts

- Acceleration: Consumer/Retail and Logistics leading growth.
- Stagnation: Professional Services lagging at 42% still in exploration.
- Focus shift: Revenue-generating functions (marketing, sales, software) gaining priority over back-office automation.

Strategic Implication: Indiana's strength lies not just in adopting AI technology, but in developing human capability to work effectively alongside it.

AI Adoption Trends

Adoption Rates Across Years (2024 vs. 2025)



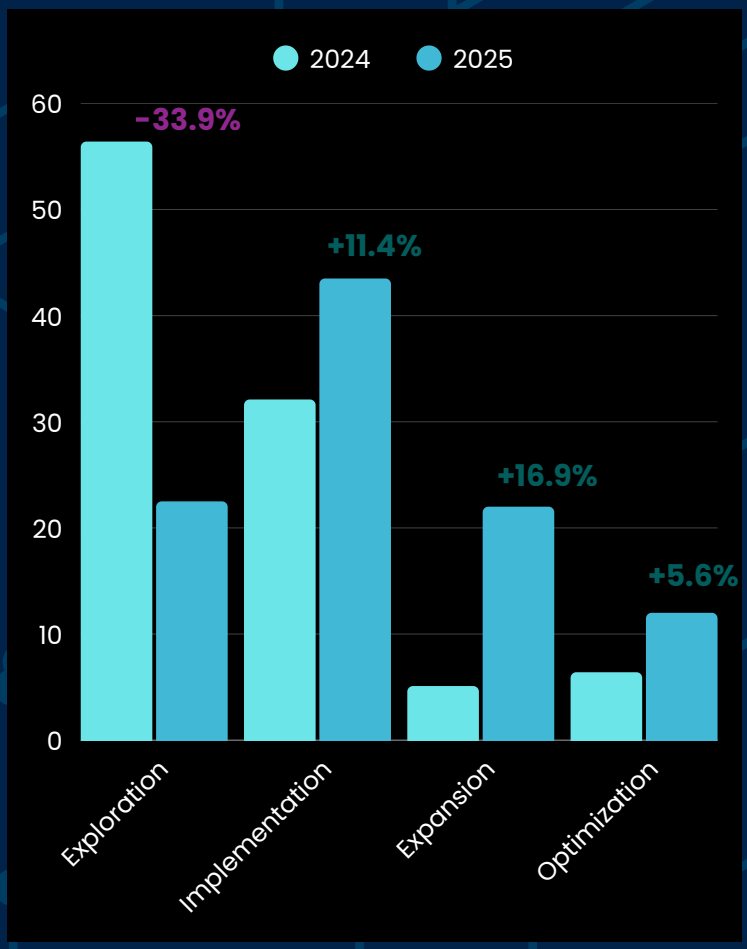
Company Adoption Rates:

AI adoption among Indiana companies slightly decreased from 85% in 2024 to 82.5% in 2025, suggesting market stabilization rather than continued exponential growth.

This may reflect:

- Saturation among early adopters
- More realistic assessment of what constitutes "AI adoption"
- Organizational hesitancy around long-term AI investment/commitment

Market Maturity & Integration Stages



2024:
56.4% of Organizations were exploring AI

2025:
Only 22.5% remain in exploration

Change:
A dramatic 33.9 percentage point drop in “Just looking”

Adoption Maturation Stages:

- Implementation Stage: +11.4 percentage points.
- Expansion stage: +16.9 percentage points.
- Optimization stage +5.6 percentage points.

What this means:
Nearly one-third of Indiana organizations graduated from "kicking the tires" to deploying AI in their operations within a single year.

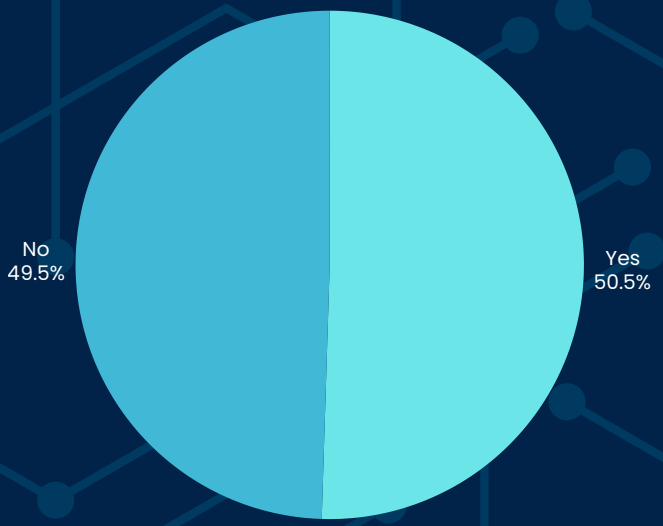
Technical Deep Dive:
Understanding the Data

AI AdoptionTrends : What the Numbers Really Mean

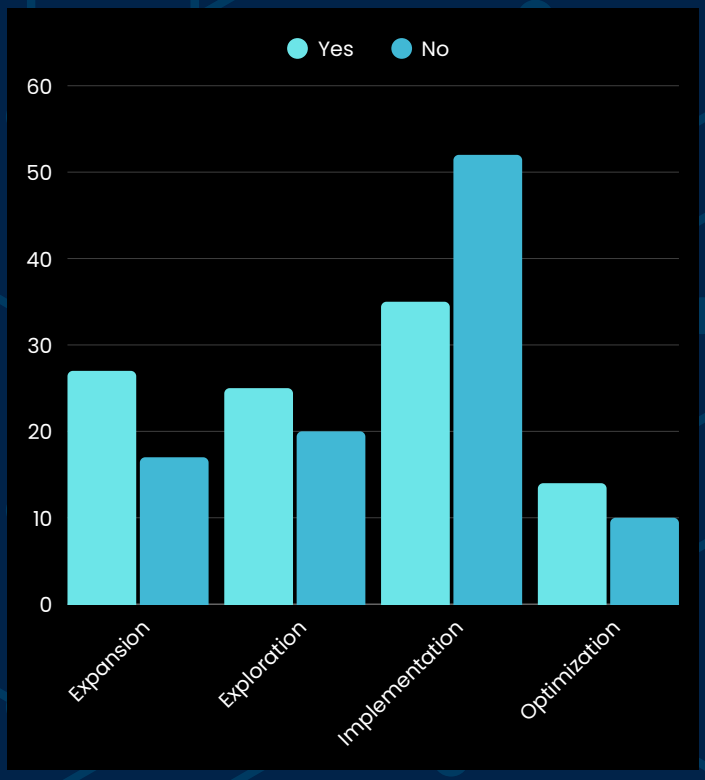
Between 2024 and 2025, the stabilization story saw a slight drop in AI adoption rates, from 84.8% to 82.5%. This 2.3 percentage point decrease might seem concerning, but it actually signals market maturation.

What this means: The initial wave of AI enthusiasm has given way to a more realistic assessment. Organizations are being more honest about what constitutes "AI adoption" versus just experimenting with ChatGPT.

Integration Stage vs. Actual Usage Analysis



AI Usage by Integration Stage



Sector-Based Economic Opportunity

Indiana's AI adoption is concentrated in manufacturing, logistics, agriculture, marketing, and software development. These sectors offer the most substantial economic development potential over the next five years.

Sector	AI Opportunity	Economic Development Strategy
Manufacturing & Logistics	Predictive maintenance, Supply chain AI, Robotics integration	Develop AI Manufacturing Hubs in industrial regions; Target R&D investment
Agriculture	Precision farming, Drone analytics, Yield prediction	Create "Ag-Tech Innovation Zones" in rural countries
Professional Services	Client analytics, Legal AI review tools	Incentivize AI adoption in logging sectors via grants and training credits
Healthcare & Life Sciences	Diagnostics AI, Operational automation	Leverage Indiana's academic medical centers for AI clinical research

Bryan Mitchell, Program Director, One America
"As AI advancements make malicious actors more sophisticated, organizations need clear communication plans to educate employees, customers, and shareholders on emerging fraud risks. Understanding how fraudulent messages are created, delivered, and perceived is vital.

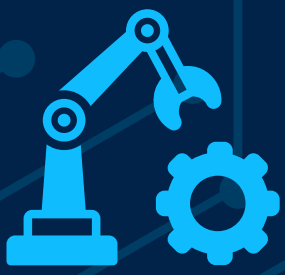
Sector Analysis:
Leaders and Laggards

Heat-map: Sector x Stage (2025 share of organizations)

Sector	Exploration	Implementation	Expansion	Optimization
Agriculture	10%	40%	20%	30%
Consumer/Retail	28%	33%	28%	11%
Education/Non-profit	19%	48%	30%	4%
Finance	16%	44%	16%	24%
Healthcare	36%	29%	29%	7%
Logistics	14%	36%	27%	23%
Manufacturing	12%	52%	20%	16%
Professional Services	42%	33%	17%	8%
Technology	22%	38%	24%	16%

Jake Miller, CEO, Zivis
"AI is no longer a theoretical disruptor—it's a real-time reshaper of work. In security consulting and beyond, our advantage lies not in replacing people but in reengineering how people and AI solve problems together. Training and trust are the new firewalls."

Indiana AI Success Stories



Story 1: Manufacturing Mach Medical (Whitley Co.)
AI digital twins speed orthopedic implant production, cut lead times, and boost customization, strengthening Indiana's med-tech manufacturing edge.

Story 2: Transportation – INDOT + Purdue
AI traffic anomaly detection speeds incident response, improves highway safety, and supports logistics efficiency statewide.

Story 3: Agriculture – Purdue + WHIN (10-county region)
AI yield prediction and IoT sensors boost crop accuracy, optimize inputs, and lower environmental impact in precision agriculture.

Story 4: Healthcare – Beacon Health System (South Bend & Elkhart)
AI-assisted heart imaging improves diagnosis accuracy, reduces invasive procedures, and increases patient throughput.

National Context:
Indiana's Competitive Position
How Indiana Compares

Category	Indiana (2025 Survey)	U.S. National Projection	Interpretation
AI Adoption Rate	82.50%	~78% currently using AI (2024); ~100% intend to invest	Indiana adoption is significantly ahead of national usage. but likely represents a sample skewed toward adopters.
Displacement (1- Year)	27.50%	~5-10% (short-term displacement)	Indiana expectations for near-term displacement are much higher than national short-term estimates.
Displacement (3-Year)	35.50%	~15-30% by 2030 (McKinsey, Forrester)	3-year outlook aligns reasonably well with national projections.
Top Functional Areas Affected	Marketing, Sales, Software Dev., Customer Service, Operations	Office Support,Legal, Finance, Admin, Customer Service	Indiana emphasizes customer-facing and revenue-generating roles.

Adoption Leadership: At 82.5%, Indiana's AI adoption rate significantly exceeds the national average of approximately 78% of organizations currently using AI technology. This positions the state as a leader in AI integration.

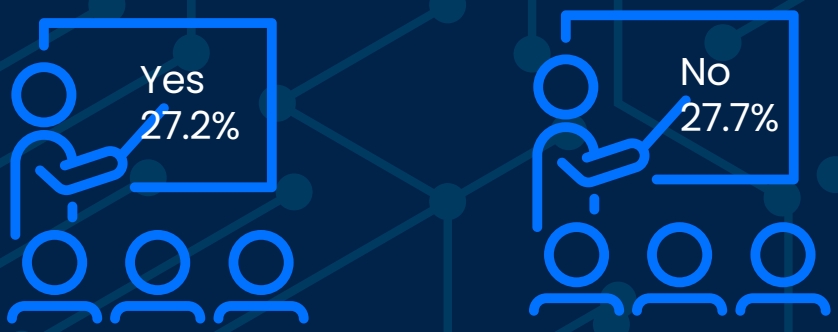
Workforce Impact Perspective: Indiana employers expect a 27.5% workforce impact in the next year, compared to national estimates of 5-10%. This higher expectation may reflect:

- Earlier exposure to AI capabilities.
- A more realistic assessment of the upcoming changes.
- Tighter labor markets where the AI impact is more visible.

Functional Focus Differences: While national trends emphasize administrative and legal function automation, Indiana focuses more on customer-facing and revenue-generating roles (marketing, sales, software development). This suggests a more strategic approach to AI deployment.

Workforce Impacts

Percentage of Employees Expecting Job Displacement



Role-specific Displacement Expectations

Role Level	% Expecting Displacement
Senior Management	34.30%
C-suite	30.00%
Middle Management	28.60%
Frontline/Individual Contributor	24.30%
Entry-level	22.70%

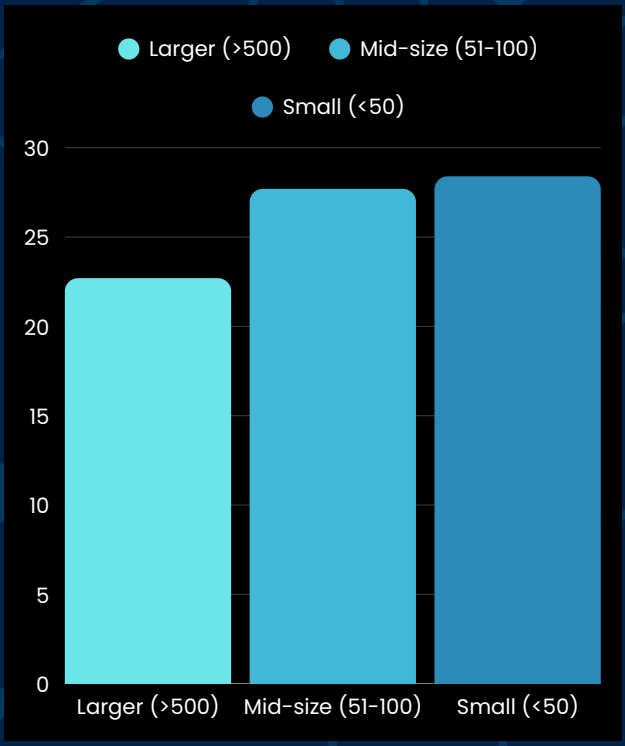
Interpretation:

Expectations for displacement are highest at senior leadership levels, suggesting that they foresee significant structural workforce changes. Meanwhile, frontline and entry-level staff may underestimate the scale of the coming disruption.

Workforce Impacts

Percentage Expecting Job Displacement

By Company Size



Interpretation:

Smaller firms express greater concern about displacement, likely due to tighter staffing structures where AI may directly replace roles rather than augment them.

By Ethics & Privacy Concerns

Expecting Displacement

Ethics Concerns Reported?

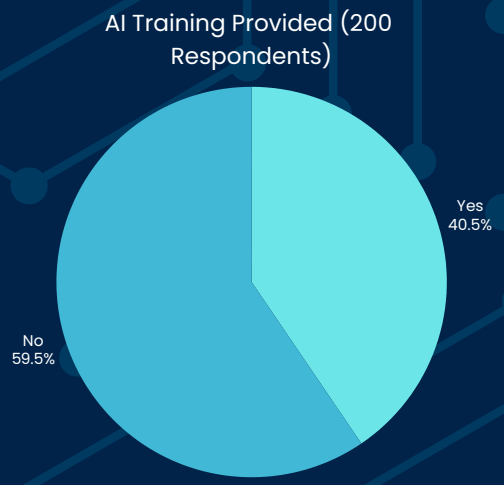
No 33%

Yes 22.9%

Organizations ethics, with no ethical concerns, are more likely to anticipate displacement. This suggests that firms attuned to ethical issues are also more proactive about augmentation, retraining, or governance strategies.

AI Training & Upskilling

AI Training Provision Overview



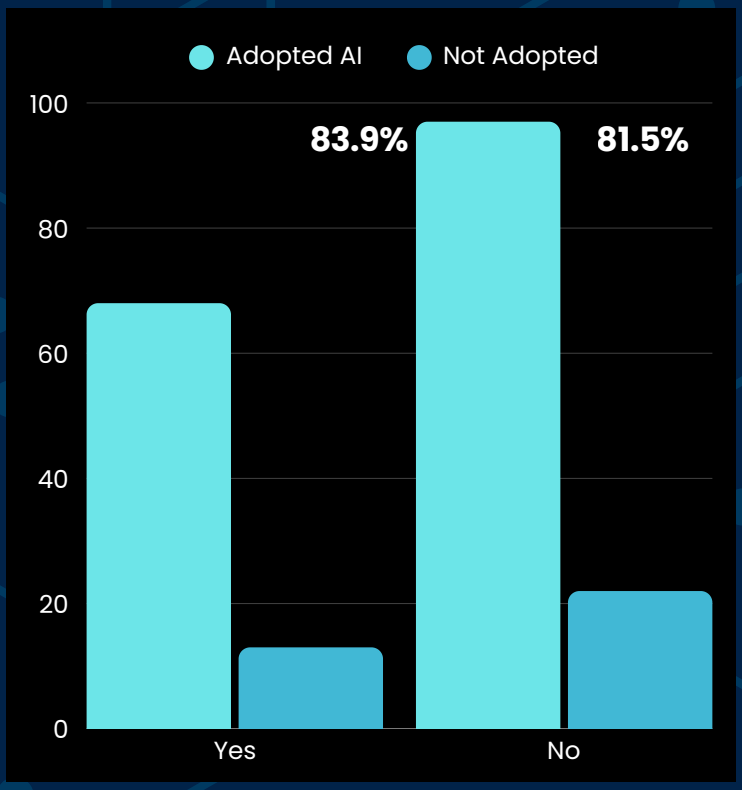
The Small Business Training Surprise Training Paradox: Small & Mid-Size Firms Quietly Lead

Despite their limited resources, small and mid-size firms lead in providing AI training:

- Small (<50 employees): 41.1%
- Mid-size (51-500): 44.6%
- Large (>500): 22.7%

This contrasts with expectations that large enterprises with greater financial resources would invest more in training. Instead, many large firms prioritize automation (e.g., RPA), potentially restructuring workflows without equipping employees for those changes.

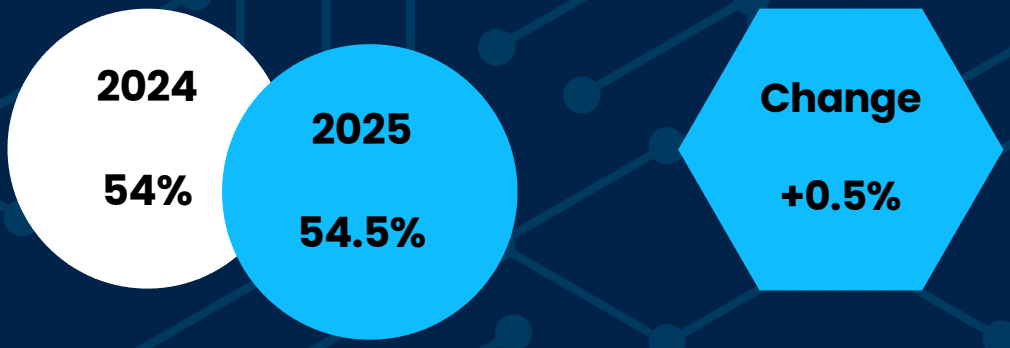
AI Training vs. AI Adoption



Ethics & Governance

Ethics Concerns Stability

Ethics/Privacy Concerns



Ethics and privacy concerns remain consistent at 54.5%, suggesting these issues persist as AI adoption matures.

Stage-Sensitivity of Ethics Concerns

Ethical concerns vary depending on the stage of AI adoption. In 2024, concerns were evenly spread. In 2025, the rate spikes to **71%** among firms in the Optimization stage. Governance pain typically emerges after you've automated the easy wins.

Paul Sylvester, Founder, Leadership Coaching Redefined

"The companies seeing the most significant gains from AI aren't just adopting tools—they're transforming their culture to embrace constant learning**. AI is the spark, but it's workforce readiness that fuels sustainable progress."**

What This Means for Indiana Employers

The Implementation Challenge: Moving Beyond Pilot Projects

The "Pilot Purgatory" Problem: Over half of Indiana organizations in the implementation stage report that AI still isn't commonly used in daily workflows. This suggests many companies are stuck testing AI tools rather than deploying them at scale.

The Training Gap: Only 40.5% of organizations provide structured AI training, yet those that do are significantly more likely to reach advanced implementation stages. The math is simple: companies that invest in training their people see better results from their technology investments.

Size Matters–But Not How You'd Expect

Small Companies Are Leading: Contrary to expectations, small and mid-size firms are more likely to provide AI training than large enterprises:

- Small (<50 employees): 41.1% provide training
- Mid-size (51-500): 44.6% provide training
- Large (500+): 22.7% provide training

Why this matters: *Although large companies may have more resources, smaller organizations are being more strategic about preparing their workforces for AI integration.*

Strategic Playbook: Actions for Indiana's AI Future

For Employers

Immediate Actions (Next 90 Days)

Escape Pilot Purgatory

- Assessment: If >50% of intended users aren't actively using AI tools daily, you're stuck in testing mode
- Action: Set deployment deadlines and commit to scaling successful pilots
- Metric: Track daily active users, not just licenses purchased

Invest in Your People First

- The Data: Organizations with training programs are 2.96 times more likely to reach optimization
- Action: Allocate 20% of AI budget to workforce training and change management
- Focus: Critical thinking, data interpretation, and AI tool proficiency

Size-Smart Strategy

- Small employers: Your agility is an advantage - train everyone quickly to outmaneuver larger competitors
- Large employers: Learn from smaller companies - create focused pilot groups as internal champions

Medium-Term Strategy (6-18 Months)

Function-Focused Implementation

- High-growth areas: Marketing (18.2%), Sales (17.3%), Software Development (16.8%)
- Stable applications: Customer Service (15.1%)
- Strategy: Focus new investments on revenue-generating functions

Address Displacement Proactively

- Reality check: 27.5% expect workforce changes, but this means role evolution, not elimination
- Communication: Be clear about augmentation vs. replacement
- Evidence: Organizations with ethics frameworks report lower displacement fears

Understanding Your Risk & Opportunity Level

Lower Risk Roles (More likely to be augmented than replaced):

- Jobs requiring emotional intelligence and relationship building
- Roles involving complex problem-solving with incomplete information
- Positions requiring creativity and strategic thinking
- Work that involves physical dexterity combined with decision-making

Higher Risk Roles (More likely to see significant change):

- Routine data entry and processing
- Basic customer service inquiries
- Simple analytical and reporting tasks
- Repetitive administrative work

Growing Opportunity Roles:

- AI trainers and prompt engineers
- Data interpreters and analysts
- Human-AI collaboration specialists
- Ethics and governance oversight positions

Common Implementation Pitfalls & How to Avoid Them

Pitfall 1: "Technology First" Approach

Problem: Buying AI tools without considering workforce readiness

Solution: Spend equal budget on training and change management as on technology

Pitfall 2: "One Size Fits All" Training

Problem: Generic AI training that doesn't relate to specific job functions

Solution: Develop role-specific training that shows how AI enhances each person's work

Pitfall 3: "Set It and Forget It" Deployment

Problem: Implementing AI tools without ongoing support and optimization

Solution: Plan for continuous learning and improvement cycles

Pitfall 4: "Top-Down Only" Implementation

Problem: Leadership mandating AI use without employee buy-in

Solution: Create AI champions at all levels who can peer-mentor others

ROI Measurement Framework

Quantitative Metrics:

- Time saved on routine tasks
- Accuracy improvements in data processing
- Customer satisfaction scores
- Employee productivity measures

Qualitative Metrics:

- Employee confidence with AI tools
- Job satisfaction & engagement scores
- Innovation in problem-solving approaches
- Quality of decision-making
- Collaboration effectiveness

Timeline Expectations:

- **30 days:** Initial user adoption rates
- **90 days:** Productivity improvements become measurable
- **6 months:** ROI becomes clear, scaling decisions can be made
- **12 months:** Cultural integration and advanced use cases emerge

The Crucial Role of Indiana Workers in the AI Era

The Reality Check: Your Job is Changing. But it's not Disappearing. It's Evolving

If you're wondering whether AI will replace your job, here's what Indiana data tells us: **transformation is more likely than elimination.** While 27.5% of employers anticipate some workforce changes this year, the focus is shifting toward helping AI augment what you do, enhancing your role, rather than replacing it.

Which skills matter most now? Across all company sizes, employers report that **analytical and critical thinking** skills are becoming increasingly important. This doesn't mean you need to become a data scientist; it means being able to interpret information, ask good questions, and make decisions based on what AI tools reveal to you. Your unique human skills are crucial in this AI era.

Jeni McIntosh-Elkins,
CEO, Fetch Happiness
"The leaders who will thrive in the AI era are those who understand that the most powerful innovations begin with human insight. AI can enhance strategy and execution, but leadership, empathy, and vision are still uniquely human strengths."

For Workers: The 90-Day Personal AI Plan

Days 1-30: Assessment

1. Audit your role: What % of time is routine/repetitive?
2. Identify unique value: What requires human judgment, creativity, and relationships?
3. Survey your industry: How are similar roles evolving?

Days 31-60: Preparation

1. Seek AI literacy training through an employer or independently
2. Experiment with tools: ChatGPT, Grammarly, industry-specific applications
3. Develop complementary skills: Critical thinking, creativity, and emotional intelligence

Days 61-90: Positioning

1. Volunteer to pilot AI tools in your department
2. Document efficiency gains from AI assistance
3. Share knowledge: Teach others about human-AI collaboration

Career Protection Strategy

- *Lower risk roles*: Jobs requiring emotional intelligence, complex problem-solving, and creativity.
- *Higher risk roles*: Routine data entry, basic customer service, simple analysis
- *Growing opportunities*: AI trainers, data interpreters, human-AI collaboration specialists

For Policymakers

Workforce Development Infrastructure

Training Partnership Programs

- **The need:** Small employers lead training but lack scaling resources
- **Action:** Create public-private partnerships leveraging community colleges and universities
- **Model:** Standardized AI literacy programs with industry-specific applications

Displaced Worker Support

- **Focus:** Small business workers facing the highest displacement concerns (28.4%)
- **Action:** Rapid retraining programs for AI-affected roles
- **Timeline:** 27.5% of employers expect changes within 12 months

Economic Development Strategy

Leverage Indiana's AI Leadership

- **Advantage:** 82.5% adoption vs. ~7% national average
- **Action:** Market Indiana as an AI-ready state for business attraction
- **Sectors:** Support manufacturing/logistics leadership; accelerate professional services adoption

Regulatory Framework

- **Ethics guidelines:** 54.5% report concerns, especially at the optimization stage
- **Worker protection:** Notification requirements for AI-related workforce changes
- **Innovation balance:** Enable growth while ensuring responsible implementation

Success Metrics

- Increase structured training from 40.5% to 60%+ by 2026
- Reduce displacement fears through effective transition programs
- Maintain adoption leadership while improving implementation depth
- Create 5,000 new AI-adjacent jobs by 2027

Looking Ahead:
The Next Phase of AI Integration

What to Watch in 2026

1. **The Training Acceleration:** As organizations begin to see measurable ROI from AI adoption, the competitive edge will increasingly depend on a workforce that is not just AI-aware but AI-proficient. Expect to see growth in employer-sponsored upskilling programs, public–private training partnerships, and credentialing pathways through universities and technical schools. Companies that move early to embed AI literacy into onboarding, leadership development, and ongoing training will likely capture top talent and accelerate innovation cycles.

2. **Sector Convergence:** Industries that have been slower to integrate AI, such as professional services, are poised for rapid adoption, driven by competitive pressure and advances in AI tools tailored for their needs. Meanwhile, leading sectors such as manufacturing, logistics, and agriculture will increasingly borrow AI applications from one another, blurring traditional industry boundaries. Cross-sector collaborations, shared AI infrastructure, and the integration of AI into supply chain partnerships will become more common, creating new markets and hybrid business models.

3. **Ethics Integration:** As more organizations reach the optimization stage, ethical considerations will shift from theoretical discussions to operational imperatives. Compliance will no longer be the primary driver—organizations will leverage ethics and governance frameworks as brand differentiators, employee engagement tools, and trust-building mechanisms with customers.

Expect a rise in dedicated AI ethics officers, third-party audits, and industry-wide ethical standards that extend beyond regulatory requirements to address transparency, bias mitigation, and responsible innovation.

Conclusion

The 2025 Indiana AI Workforce Survey reveals a state in transition, moving confidently from AI experimentation to AI integration, yet facing the growing pains that accompany rapid technological adoption.

Our strengths are clear: High adoption rates, strong momentum toward implementation, and smaller employers taking surprising leadership in workforce preparation.

Our challenges are manageable: Closing the training gap, addressing displacement concerns proactively, and maintaining ethical standards as AI use becomes more sophisticated.

Our opportunity is significant: Indiana can become a model for other states on how to manage AI workforce transformation effectively, attracting businesses and talent who want to be part of an AI enabled economy.

The **key insight** from this data is that success in the AI economy isn't just about adopting the technology.

It's about preparing people to work effectively alongside it. The organizations and communities that invest in both technology and human capability will be the winners in Indiana's AI-enabled future.

The question isn't whether AI will change work in Indiana. The question is whether we'll lead that change or be led by it. Based on this data, ***Indiana is choosing to lead.***

References

Bughin, J., Hazan, E., Ramaswamy, S., Chui, M., Allas, T., Dahlstrom, P., Henke, N., & Trench, M. (2017).
Artificial intelligence: The next digital frontier? McKinsey Global Institute.

Ransbotham, S., Khodabandeh, S., Kiron, D., Candelon, F., Chu, M., & LaFountain, B.(2020). Expanding AI's impact with organizational learning. MIT Sloan Management Review.

Ellingrud, K., Sanghvi, S., Dandona, G. S., Madgavkar, A., Chui, M., White, 0, & Hasebe, P. (2023, July 26).
Generative AI and the future of work in America. McKinsey Global Institute.

Singla, A., Sukharevsky, A., Yee, L., Chui, M., & Hall, B. (2024, May 30). The state of AI in early 2024: Gen AI adoption spikes and starts to generate value. McKinsey & Company.

ClearStar. (2023, August 7). Report: "Generative" artificial intelligence (AI) may automate 30 percent of work by 2030. ClearStar.

Ball State University survey, 2025

APPENDIX A

Statistical Significance Analysis

Question	2024 (n=66)	2025 (n=200)	Test & p-value	Signal
Integration stage Exploration/Implementation /Expansion- Optimization	56%/32%/11%	23%/44%/34%	x2(2)=27.2, p < 0.001	Huge, highly significant shift away from Exploration and into later stages
Provides AI training now	38%	41%	z = -0.38, p= 0.71	No significant year-over-year progress is being made, indicating that training isn't keeping up with maturity.
Ethics/privacy concerns	56%	55%	z = 0.07, p = 0.94	Hands-on experience hasn't eased the anxiety.
Hiring new AI talent	27%	30%	z = 0.36, p= 0.72	Statistically unchanged.

Adam Berry, VP of Economic Development & Technology, Indiana Chamber of Commerce

"AI will continue to impact business more and more—and all aspects of Indiana's economy—in ways we've yet to even imagine. We must position Indiana to lead, not lag. That means investing in AI infrastructure, workforce training, and innovation ecosystems statewide."

APPENDIX B

AI Technology: Types and Applications

AI Type	Common Applications
Generative AI	Text, image, audio, video, and code generation (e.g., LLMs, DALL·E, Midjourney, GitHub Copilot)
Predictive & Analytical AI	Forecasting, recommendation systems, risk modeling, fraud detection, churn prediction
Computer Vision	Image/object recognition, facial recognition, OCR, medical imaging, industrial inspection
Natural Language Processing (NLP)	Sentiment analysis, speech-to-text, translation, summarization, chatbots
Speech & Audio AI	Voice recognition, text-to-speech, audio classification, speech enhancement
Autonomous & Control Systems	Self-driving vehicles, robotics control, drone navigation, object tracking
Workflow & Process Automation	RPA with AI, scheduling, resource allocation, document processing
Specialized AI Fields	Reinforcement learning, federated learning, AI for cybersecurity

Artificial intelligence is no longer an emerging trend. It's a defining force in Indiana's economy. From AI-powered traffic systems that make our highways safer to digital twins that accelerate medical device production, to precision agriculture tools that boost yields while protecting the environment, these applications are transforming how we work and live. For employers, AI is a lever for efficiency, innovation, and competitive advantage. For employees, it opens doors to higher-value work, provided there's access to training that builds AI literacy and critical thinking skills. For legislators, it's an opportunity to strengthen Indiana's position as a national leader by fostering public–private training partnerships, ensuring ethical safeguards, and supporting sectors primed for growth. Whether in manufacturing, logistics, healthcare, or beyond, **AI's real impact lies in combining human insight with machine intelligence—preparing people and technology to rise together.**

Methodology

This report is based on a statewide survey conducted between March and May 2025. We asked 200 Indiana organizations, ranging from small businesses to large enterprises, about their use of AI, how they are training their workforce, and what impacts they expect in the coming years. Respondents came from every major sector of the state's economy, including technology, healthcare, manufacturing, education, finance, agriculture, and government.

To make sure our findings reflect Indiana's reality, we recruited participants through business associations, chambers of commerce, professional networks, and direct outreach. Responses represented all levels of organizations—from frontline employees and middle managers to senior executives and C-suite leaders.

We carefully reviewed all data for accuracy and consistency, removed incomplete surveys, and validated results with subject-matter experts. We also compared Indiana's results to national studies from McKinsey, MIT, and other sources to understand how the state stacks up against broader trends.

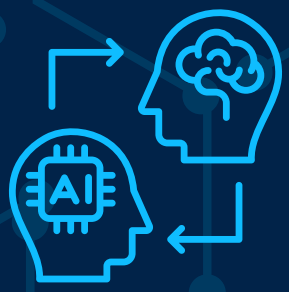
The bottom line: this study provides one of the clearest pictures yet of how Indiana organizations are adopting AI, preparing their people, and navigating the opportunities and challenges of workforce transformation.

Acknowledgments & Final Notes

This report was made possible through the collaboration, expertise, and dedication of many individuals and organizations committed to understanding and shaping Indiana's AI workforce future.

Special thanks to the Ball State University Center for Information and Communication Sciences (CICS) and my faculty and graduate student collaborators on this project:

- **Ariell Cranor, BSU CICS**
- **Gifty Dankyi, BSU CICS**
- **Kwamina Hanson, BSU CICS**
- **Landyn Waug, BSU CICS**
- **John Trinkle, Luddy School, Data Analytics**
- **Dr. Hesham Allam, Professor, BSU CICS**
- **Bryan Mitchell, Program Director, One America**
- **Jeni McIntosh-Elkins, CEO, Fetch Happiness**



I am grateful for their insights, research contributions, and tireless commitment to ensuring this report reflects the most current data and meaningful analysis for Indiana's business, policy, and workforce stakeholders.

About the Center for Information and Communication Sciences (CICS)

The Center for Information and Communication Sciences at Ball State University is an interdisciplinary master's program nationally recognized for its leadership in technology, business, and communications. CICS develops the next generation of innovative technology leaders through a rigorous, experience-based curriculum that blends advanced technical knowledge with critical business and leadership skills. Since its founding in 1986, the Center has produced more than 2,000 alumni working in leadership roles across industries worldwide.

Final Notes

The findings in this report are intended to provide practical insights for employers, educators, policymakers, and workers as they navigate the accelerating AI transformation. The research reflects the best available data at the time of publication and will continue to be updated as new trends emerge. Our goal is to help Indiana remain at the forefront of AI adoption while ensuring that the benefits of these technologies are broadly shared across communities and industries.

Contact Information

For questions, media inquiries, or requests for additional data from this study, please contact:
Dr. Dennis A. Trinkle
Datrinkle@bsu.edu