

# ICPF ROAD MAP 2026-2028



STRENGTHEN  
EXISTING  
PROGRAMS



INITIATE  
OUTREACH  
EFFORTS



EXPAND  
INDUSTRY  
AWARENESS



EVALUATE  
PARTNERSHIP  
OPPORTUNITIES



**2026**

Continue to Identify & Pursue  
Funding Opportunities

**2027**

Expand Reach & Scale

**2028**

Drive Industry Integration

## Education Level Target Audiences

### GRADES K-12

By investing in K-12 outreach, ICPF builds the earliest awareness of corrugated packaging careers. Funding is earmarked to support environmental education resources, professional development for educators, and hands-on learning opportunities to give students a first look at sustainable, rewarding career pathways.

### TRADE SCHOOLS & COMMUNITY COLLEGES

At the trade school and community college level, funding enhances opportunities for students to gain relevant industry credentials and career experiences in maintenance, machine operation, and more. ICPF will partner directly with industry employers to support the transition of job-ready technical graduates from classroom to career.

### COLLEGES & UNIVERSITIES

ICPF will continue its investment in undergraduate scholarships, equipment placements, and sponsorship opportunities to ensure the foundation's university partners develop packaging curriculum and programming that align with industry needs.

# SHORT-TERM OBJECTIVES 2025-2026

ICPF will use these objectives to monitor progress as the foundation **builds upon our established momentum with a 3-year strategic plan** to grow the workforce of the corrugated packaging industry now and into the future.



## STRENGTHEN EXISTING PROGRAMS



- Continue to develop relationships with schools through communications, outreach and ICPF's **University Awards Program, sponsorship opportunities and newly developed student scholarships**.
- Manage and evolve programs that support the **operating expenses of ICPF**.
- Fund **The Packaging School CMPM Certificate Cohorts** to **expand outreach to non-packaging majors** (i.e. supply chain, business, marketing, etc.)
- **Facilitate and inform ICPF partners** on relevant and timely recruitment and retention news and resources through developed reports and other communication channels.
  - Successfully release first annual **Workforce Index Survey**
  - Continue to release quarterly **Workforce Development Report**

## INITIATE OUTREACH EFFORTS



- Continue to build relationships with **trade/vocational schools and high schools** to fill plant floor positions.
- Establish **career education funding program(s)** to strengthen industry connections with trade/vocational schools and community colleges.
- Increase **student exposure** at industry-related events.
- **Continue to develop ICPF's contact database and CRM tool** for educational partner outreach in identified communities near ICPF industry partners.

## INCREASE INDUSTRY AWARENESS



- Continue to build and grow ICPF's **social media presence** through organic and paid promotion programs across appropriate platforms.
- Continue to **improve connectivity, increase ICPF activity awareness, and collect input from stakeholders** through monthly newsletters, communications, surveys, and outreach.
- Continue to build **resources and toolkits** for ICPF partners to aid in recruitment efforts and to promote industry awareness.
- Successfully complete Year 2 of ICPF's **SFI/Project Learning Tree Partnership** to increase youth awareness of corrugated industry careers.
- Continue to build upon and examine opportunities to leverage existing **workforce recruitment programs** like MFG Day, FAME, MEP, etc.
- Participate in relevant **workforce organization conferences, trade shows, state and national meetings**.
- Continue the work of the **Talent Acquisition Committee**, made up of Corporate Partner HR executives, to leverage ICPF resources in order to support industry recruitment and retention efforts.
- Establish **SkillsUSA** partnership to:
  - **Communicate** industry career pathways to students
  - **Develop talent pipelines** for industry plants through guest speaker series
- Meet quarterly with other similar associations to discuss alignment and examine collaboration opportunities.

## EVALUATE PARTNERSHIP OPPORTUNITIES

