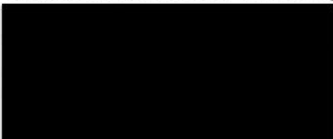


William Matthew Ludwig



10/10/2025

P-H-M Board of School Trustees

c/o Superintendent Dr. Heather Short
Penn-Harris-Madison School Corporation
55900 Bittersweet Road
Mishawaka, IN 46545

Subject: Letter of Interest – Vacant School Board Seat

Dear Members of the P-H-M Board of School Trustees and Dr. Heather Short,

I am writing to formally express my interest concerning the vacated seat on the Penn-Harris-Madison Board of School Trustees representing Penn Township, Seat 1. As a longtime member of the P-H-M community with a strong educational background, I am looking forward to being a part of the future P-H-M tradition of excellence.

My commitment to education and community service runs deep. As a former graduate of Penn High School, I am also the parent of four children that recently graduated from the district. Even as my children have graduated, my wife is currently a P-H-M faculty member, and I find myself attending and volunteering at P-H-M events! As my children were growing up in the P-H-M district, there were years that I spent coaching T-Ball, baseball, and softball at Harris and Granger Rocket Football. I have a degree in Secondary Education and taught at Brandywine High School in Niles, MI for one year. I taught grades 9-12 and was a co-coach for the 7th and 8th grade Boys/Girls track team. After my first year of teaching, I made one of the most tough decisions in my life and took a job as a Human Resource Manager and have been doing that for the past 27 years. Last year, I went back to class and earned my SHRM-SCP credential to certify my skills and experience. My mother was a teacher with School City of Mishawaka for 25+ years before she passed away and was also the President of the Mishawaka NEA and bargained teacher's contracts.

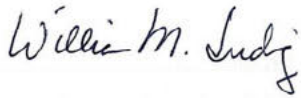
With my extensive time in Human Resources, I have seen firsthand the importance of the education system whether it is young adults going off to college or going directly into the workforce. Education is an essential part of what makes us competitive in the global market today. All students deserve equal access to high-quality education in a safe and innovative learning environment. I am particularly enthusiastic about making sure our students possess the necessary skills and tools that they will need to lead a successful and contributing life as adults. Whether it is preparing them for college, or preparing them for vocational and trade schools, education and opportunities are key. We must encourage and support our teachers with continuing education opportunities and pay scales that both retain and attract top talent. If we expect excellence from our teachers, they must feel supported and recognized for what they

bring to the table. While bringing in top talent from the outside can help to bring new perspectives, we also need to make sure we are promoting from within and finding a way to utilize verifiable metrics in that process. As a school district, we must ensure that we are fiscally responsible so that our vision becomes reality.

If selected, I will ensure that decisions made will always have the students' and school district's best interests in mind. P-H-M School Corporation is a top-performing district in the state of Indiana. By providing exemplary education and opportunities for all students, we will set the necessary foundation for future success.

Thank you for considering my application. I would welcome the opportunity to speak further about my qualifications for the school district. Please feel free to contact me at [REDACTED] or [REDACTED]

Sincerely,

A handwritten signature in cursive script that reads "William M. Ludwig".

William "Matt" Ludwig

**William “Matt”
Ludwig**

Objective

Support the organization to hire, develop, and retain quality employees and effectively train qualified candidates, invest in both current employees and new hires through training programs that improve the skill set that will benefit the company and the employees alike. I would like to develop and collaborate with area organizations and schools to help create a pipeline for recruiting a talented workforce.

Employment History

Human Resource Manager

February 2022-Current Midwest Finishing Systems, Inc.

- Responsible for company benefits, policies, weekly payroll, hiring, termination, and DOT compliance of non-union employees for 3 companies connected by common ownership – Midwest Finishing Systems, Inc. and Clover Machinery Movers are both located in Mishawaka, IN and Lincoln Chemical Corporation located in Elkhart, IN
 - Responsible for maintaining weekly payrolls for all 3 companies utilizing the ADP platform
 - Responsible for company benefits for all new hires as well as existing employees
 - Work collaboratively with Departmental Managers on assessing staffing as needed
 - Responsible for all new hires and terminations
 - Maintain company job boards and work with Marketing Director to push staffing needs out through our Facebook and LinkedIn pages
 - Responsible for keeping abreast of Federal Regulations as well as multiple State Regulations

Human Resource Manager

February 2018-February 2022 Temple Products—A Division of Postle Aluminum, Elkhart, Indiana

- Responsible for company benefits, policies, weekly payroll, safety and hiring, termination of non-union employees for a company with 2 locations within the Elkhart area that is a division of Thor Industries
 - Responsible for maintaining a weekly payroll of around \$100,000 utilizing the ADP platform
 - Responsible for company benefits for all new hires as well as existing employees
 - Work collaboratively with Departmental Managers on assessing staffing needs weekly
 - Responsible for all new hires and terminations
 - Currently maintaining corporate job boards, Facebook, and LinkedIn accounts
 - Supporting Corporate Office in the absence of a Corporate Human Resource Manager by providing payroll assistance, weekly and monthly reporting, helping to maintain the entire

benefit platform, including open enrollment, providing HR assistance to the other Divisional Human Resource individuals, and handling workman's compensation issues

Corporate Human Resource Manager

May 2017-February 2018; Interim April 2020 - February 2022 - Postle Aluminum, Midwest, Elkhart, Indiana

- Responsible for company benefits, policies, weekly payroll, safety and hiring, termination of non-union employees at a company that is a division of Thor Industries
 - Directly responsible for the Midwest Division payroll and HR management and generalist duties of about 40 individuals both production and office
 - Acted as the liaison for HR individuals at other Postle locations to assist them with HR policies, benefits, investigations, etc.
 - Directly responsible for company benefits, workman's compensation issues, health and safety issues between our plants, CEO, and Thor Industries representatives
 - Prepare monthly staffing reports for the CEO

Human Resources Manager

October 2012-March 2017 Vickers Engineering, New Troy, Michigan

- Responsible for company benefits, policies, weekly payroll, safety, and hiring/termination of non-union employees at a company that saw growth from \$24 million a year to \$40 million a year.
 - Responsible for maintaining a weekly payroll of around \$130,000 with no additional help.
 - Responsible for company benefits for all new hires as well as existing employees which included Open Enrollment meetings at the end of the year.
 - Worked collaboratively with Departmental Managers on assessing staffing needs weekly.
 - Represented the company in various capacities in public and worked with area organizations that assisted local businesses on many different levels.
 - Worked with Kinexus on their GET SET program where candidates completed CNC Operator training with the Michigan unemployment agency and area businesses interviewed and hired candidates.
 - Worked with Kinexus on obtaining On The Job Training funds for eligible candidates coming through the MI unemployment agency.
 - In 2014 and 2016, represented the company at Manufacturing Day which was held at various manufacturing organizations around Berrien County. We set up an interactive booth complete with a PowerPoint presentation and examples of machined parts. Between 2014 and 2016, there were between 500 and 1000 area

school students that attended which ranged from Middle School to High School.

- Represented Vickers at the Berrien County Manufacturing Council where discussions on relevant topics took place with other manufacturers from Berrien County including guest speakers such as Congressman Fred Upton.
- Worked with Cornerstone Alliance on obtaining grant information that ultimately led to the awarding of a short-term skills training grant of around \$25,000 and long-term, 2-year job creation and skills enhancement grant of around \$160,000, both from the state of Michigan.
- Safety Committee team member and responsible for maintaining OSHA Log. Working as a safety team, workplace injuries, and incidents were reduced from 20+ injuries in 2012 to finishing with 1 OSHA recordable for 2016.
- Responsible for reporting the First Report of Injury to the Workman's Comp company as well as following through with any additional treatments for injured employees and maintaining all the required paperwork for the injury.
- Coordinated with the Executive Team the closing of our Fabrication Department, additional reductions of the workforce, and assisting in the addition of 45 employees in less than one year during substantial growth.

First Shift Lead MHV Department

February 2013-February 2014 Vickers Engineering, New Troy, Michigan

- Directly responsible for 16 first shift employees, 2nd and 3rd shift supervisors reported to me with overall responsibility for 45 employees.
 - Coordinate production in the MHV department of CNC machined products for customers such as Toyota, Honda, Subaru, and Volkswagen in the auto industry.
 - Responsible for staffing machines during shifts and coordinating inventory to adhere to the lean manufacturing philosophy.
 - Maintain employee relations.

Human Resources Manager

1998-2012 PENZ Products, Mishawaka, Indiana

- Responsible for company benefits, policies, payroll, health, safety, environmental issues, and hiring/terminating employees for a small company ranging from \$7M to \$12M a year.
 - Helped navigate the company through tough economic times in 2008 where overall employment went from 85 employees to 35 employees over one year.
 - Responsible for all aspects of the company safety program such as the safety committee OSHA 300 logs, and establishing monthly safety compliance checks.
 - Completed the first comprehensive revision to the employee handbook in 15 years.

- Developed and instituted a drug and alcohol policy.
- Collaborated with the executive team to obtain the Skills Enhancement Fund Grant offered by the state of Indiana on two occasions.

High School Science Teacher

1997-1998 Brandywine High School, Niles, Michigan

- Taught Earth Science, Environmental Science, Chemistry, and Physics courses for grades 9-12.
 - Co-coach for middle school boys and girls track.

Middle School Coach

1997-1998 Jackson Middle School, South Bend, Indiana

- Assistant 8th-grade football coach.

General Laborer

1993-1997 PENZ Products, Mishawaka, Indiana

- All-purpose team member filling roles in shipping, machining, painting, welding, and maintenance departments with management and laborers alike.

Education

1992-1997 Indiana University, South Bend, Indiana

Bachelors of Science in education

Other Experience

- SHRM-SCP Certification
- Indiana Notary Public
- OSHA 10-hour General Industry Training
- Obtained a Human Resources Practitioner's Certificate from IUSB in 2001
- ISO 9001:2008 Internal Audit Training
- Hands-on experience with the Microsoft Suite
- Predictive Index Analyst – trained to interpret behavioral characteristics for potential candidates for a better overall job fit as well as to assist managers in being able to better manage their employees
- Certified Compass Companion where information on this valuable employee benefit was relayed to new and existing employees – this service helps employees to “shop” for healthcare services
- Certificate of Training for Safety Conscious Supervision
- Key team member initiating and securing ISO 9001:2008 certification
- Navigated through tough corporate restructuring to maximize resources and motivate employees throughout the process
- Took initiative to assume additional responsibilities and fill gaps in operations, owner absence, purchasing, and inventory management
- Established time-saving quality control operations policies

- Volunteer Board Member and interim president of the Juday Creek Homeowners Association
- Coached Granger Rocket Football from 2011-2013 where we won the Granger Rocket Bowl in 2012
- Assistant coach for my daughter's Harris Softball team 2015-2017

[REDACTED]

- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]