1. ACADEMIC PROFILE OF NEW FRESHMEN

Benchmark definition:
A.) Standardized Test Scores (SAT) of first-time, first-year freshmen students enrolled for a given fall semester (including those enrolled the prior summer), 25th and 75th percentile of the SAT critical reading, math, writing, and combined (reading and math) SAT test scores.
B.) The 25th and 75th percentile of the ACT English, math, writing, and composite scores of first-time, first-year freshmen students enrolled for a given fall semester (including those enrolled the prior summer).
C.) Percent of all degree-seeking first-time, first-year freshmen students enrolled for a given fall semester who graduated in the top 10th and 25th of their high school graduating class.
D.) The average high school GPA of the degree-seeking first-time, first-year freshmen students enrolled for a given fall semester.

Metric definition:
Standardized Test Scores (SAT) of first-time, first-year freshmen students enrolled for a given fall semester (including those enrolled the prior summer), mean of the SAT critical reading, math, writing, and total (reading, writing, and math). System-wide metric.

Benchmark Source: Common Data Set (CDS C9 and C10) or US News & World Report Best Colleges Rankings
Metric Source: Office of the Provost / Enrollment Management

For Strategies:
Launching Tomorrow’s Leaders
A. Reinvigorate the recruitment and retention of a diverse pool of students with enhanced academic preparation, and attend to their achieving success through effective pedagogy, incentives and support, and outstanding opportunities for career development.
C. Recruit and retain student athletes who achieve athletic and academic success that demonstrates competitiveness nationally.
P. Enhance pathways to Purdue by collaborating with Purdue’s regional campuses, secondary schools, and other post-secondary institutions to improve student preparation for admission, connection, and transition to the University.
2. SELECTIVITY AND YIELD FOR ENROLLMENT

Benchmark definition:
A.) The acceptance rate (the ratio of admitted students to applications) for a given fall semester.
B.) The yield (the ratio of enrolled students to admitted students) for a given fall semester.

Metric definition:
A.) The acceptance rate for STEM disciplines for a given fall semester.
B.) The yield for STEM disciplines for a given fall semester.

Benchmark Source:
A.) US News & World Report Best Colleges Rankings
B.) US News & World Report Best Colleges Rankings

Metric Source: Office of the Provost / Enrollment Management

For Strategies:
Launching Tomorrow’s Leaders
A. Reinvigorate the recruitment and retention of a diverse pool of students with enhanced academic preparation, and attend to their achieving success through effective pedagogy, incentives and support, and outstanding opportunities for career development.
C. Recruit and retain student athletes who achieve athletic and academic success that demonstrates competitiveness nationally.
P. Enhance pathways to Purdue by collaborating with Purdue’s regional campuses, secondary schools, and other post-secondary institutions to improve student preparation for admission, connection, and transition to the University.
Q. Increase student interest and involvement in STEM careers by developing attractive and inspirational recruiting messages and programs that highlight exciting job opportunities.
Purdue University
New Synergies Strategic Plan 2008-14
Detailed Metrics and Benchmarks

3. NUMBER OF STUDENTS WITH SIGNIFICANT HONORS

Benchmark definition:
A.) Number of new freshmen with a National Merit Scholarship, and the number of scholarships sponsored by the institution for a given fall semester.
B.) Number of new freshmen with other national prestigious awards/scholarships (to be defined) for a given fall semester. (Other possibilities Truman, Westinghouse, Coca-Cola scholarships)

Metric definition: Number of students who received national and international prestigious awards/scholarships (to be defined) for a given academic year. (Other possibilities Churchill, Fulbright, Gates, Goldwater, Hollings, Marshall, Mitchell, Rhodes, Truman, Udall scholarships)

Benchmark Source:
A.) National Merit Scholarship Corporation
B.) To Be Determined – Office of the Provost / Financial Aid?

Metric Source: University Honors Program and University News Service

For Strategies:
Launching Tomorrow’s Leaders

A. Reinvigorate the recruitment and retention of a diverse pool of students with enhanced academic preparation, and attend to their achieving success through effective pedagogy, incentives and support, and outstanding opportunities for career development.

C. Recruit and retain student athletes who achieve athletic and academic success that demonstrates competitiveness nationally.

P. Enhance pathways to Purdue by collaborating with Purdue’s regional campuses, secondary schools, and other post-secondary institutions to improve student preparation for admission, connection, and transition to the University.
4. UNDERGRADUATE RETENTION AND GRADUATION RATES

**Benchmark definition:**
A.) The percent of the fall cohort of full-time first-time bachelor’s (or equivalent) degree-seeking undergraduate students (including those entering during the summer term preceding the fall session) who have persisted from their first fall semester to the second and third fall semesters.
B.) For the fall cohort of full-time first-time bachelor’s (or equivalent) degree-seeking undergraduates students (including those entering during the summer term preceding the fall session), the percent of students who completed the program in 6 years or less.
C.) For a given fall cohort, the graduation rate performance. (This is the difference between the actual six-year graduation rate and the expected rate. The expected rate is based on the student’s standardized test scores and controlled for spending.)
D.) The 25/85 Club performance: the Director’s Cup and four-year average of the graduation success rate of athletes, as well as the national ranking of the Director’s Cup.

**Metric definition:**
A.) The percent of the fall cohort of undergraduate students (as defined in the above benchmark) who have persisted from their first fall semester to the second and third fall semesters by racial/ethnic group and gender by campus and system-wide. System-wide metric.
B.) For the fall cohort undergraduates students (as defined in the above benchmark), the percent of students who completed the program in six years or less by racial/ethnic group and gender by campus, system-wide, and the National Student Data Clearinghouse Student Tracker. System-wide metric.
C.) For the fall cohort of undergraduate athletic students, the percent of athletic students who completed the program in six years or less in comparison to the overall undergraduate student rate.
D.) For the fall cohort of undergraduate students in the STEM disciplines, the percent of STEM students who completed the program in six years or less in comparison to the overall undergraduate student rate.

**Benchmark Source:**
A. and B.) American Association of Universities Date Exchange (AAUDE) – Consortium for Student Retention Data Exchange (CSRDE) survey
C.) US News and World Report
D.) NCAA – from the Intercollegiate Athletics
4. UNDERGRADUATE RETENTION AND GRADUATION RATES CONTINUED

**Metric Source:**
A. and B.) Office of the Provost / Enrollment Management and either ICHE or the National Student Data Clearinghouse Student Tracker  
C.) NCAA – from the Intercollegiate Athletics  
D.) Office of the Provost / Enrollment Management

**For Strategies:**

*Launching Tomorrow’s Leaders*

A. Reinvigorate the recruitment and retention of a diverse pool of students with enhanced academic preparation, and attend to their achieving success through effective pedagogy, incentives and support, and outstanding opportunities for career development.  
C. Recruit and retain student athletes who achieve athletic and academic success that demonstrates competitiveness nationally.  
J. Provide exceptional students with enhanced educational opportunities through an expanded university honors program and accelerated learning options.  
O. Promote respect and an inclusive community exemplifying diversity in all aspects of a productive, proactive, and nurturing learning environment.  
R. Develop special retention efforts for students to remain in the STEM disciplines by providing experiential learning and effective support programs, with special encouragement to the underrepresented populations in these disciplines.

*Meeting Global Challenges*

N. Enhance engagement with Indiana’s P-14 and post-secondary educational communities to develop a collaborative, long-term systematic approach toward an educational portfolio that ensures a steady supply of well-educated workforce members for Indiana to continue its quest for a leading role in addressing global challenges.
5. GRADUATE STUDENT TIME TO DEGREE

**Benchmark definition:** The average number of years for a given fall cohort consisting of degree-seeking doctorate students to complete their degrees.

**Source:** National Opinion Research Center (NORC) Survey of Earned Doctorates

**For Strategies:**

*Launching Tomorrow’s Leaders*

D. Enhance competitiveness in graduate student recruitment and graduate student support with stipends, fellowships, and benefits to recruit and retain the very best graduate students, so as to enhance and sustain the quality of academic and research programs.

E. Develop a greater sense of community among graduate students with a graduate student support center that addresses their unique needs, and institutional and student life issues.
6. GRADUATE DEGREES GRANTED PER YEAR

Benchmark definition:
A.) For a given academic year, the number of master degrees.
B.) For a given academic year, the number of doctorate degrees.
C.) For a given academic year, the percentage of graduate (master, doctorate) degrees to the total degrees awarded.
D.) For a given academic year, the total graduate (master, doctorate) enrollment and the percent of the total enrollment.

Source:
A., B., and C.) IPEDS Completions Survey
D.) IPEDS Enrollment Survey

For Strategies:
Launching Tomorrow’s Leaders
   D. Enhance competitiveness in graduate student recruitment and graduate student support with stipends, fellowships, and benefits to recruit and retain the very best graduate students, so as to enhance and sustain the quality of academic and research programs.
   E. Develop a greater sense of community among graduate students with a graduate student support center that addresses their unique needs, and institutional and student life issues.

Meeting Global Challenges
   N. Enhance engagement with Indiana’s P-14 and post-secondary educational communities to develop a collaborative, long-term systematic approach toward an educational portfolio that ensures a steady supply of well-educated workforce members for Indiana to continue its quest for a leading role in addressing global challenges.
7. PERCENT OF GRADUATES REMAINING IN INDIANA

**Metric definition:**
A.) For a given academic year, the percent of all baccalaureate graduates who remain in Indiana one-year following graduation.
B.) For a given academic year, the percent of Indiana residents baccalaureate graduates who remain in Indiana one-year following graduation. System-wide metric.

**Source:** University Development Office and Office of Institutional Research

**For Strategies:**

*Common to All*
W. Enhance collaborative and complementary relationships with the greater community and promote active engagement with local and state-wide community members that promotes a cosmopolitan atmosphere, and contributes to the enrichment of the quality of life involving the arts and cultural activities, the environment, athletics, and other recreational opportunities.

*Discovery with Delivery*
L. Conduct discovery, identification, and mapping of existing and potential resources of economic value for the various regions of Indiana to help spur economic development action items for those regions.

*Meeting Global Challenges*
N. Enhance engagement with Indiana’s P-14 and post-secondary educational communities to develop a collaborative, long-term systematic approach toward an educational portfolio that ensures a steady supply of well-educated workforce members for Indiana to continue its quest for a leading role in addressing global challenges.
8. HONORS PROGRAMS ENROLLMENT

**Metric definition:** For a given fall semester, the headcount of students enrolled in the University Honors Programs, College/School specific Honors Programs, and the Honors Learning Communities (total unduplicated headcount to be determined).

**Source:** Office of the Provost / University Honors Programs

**For Strategies:**

*Launching Tomorrow’s Leaders*

A. Reinvigorate the recruitment and retention of a diverse pool of students with enhanced academic preparation, and attend to their achieving success through effective pedagogy, incentives and support, and outstanding opportunities for career development.

J. Provide exceptional students with enhanced educational opportunities through an expanded university honors program and accelerated learning options.
9. STUDENT PROGRAM EXAMPLES

**Metric definition:** Examples of best practices in student support programs in academic and STEM disciplines, co-curricular, or health programs that reflect the vision of the university for a given academic year.

**Source:** Office of the Provost

**For Strategies:**

*Common to All*

E. Foster collaborations among disciplines across the university to cultivate new synergies in educational and research endeavors, and create opportunities through a synergies advancement council/think-tank.

J. Enhance global presence through position as a global hub for strategic areas (e.g., Purdue’s Nanotechnology Hub), partnerships and research alliances that are carefully developed to serve mutual interests; and educational opportunities including campus-abroad programs, joint/dual degrees, and study-abroad/exchange programs.

Q. Exemplify Purdue as a “living laboratory” for learning, discovery, and engagement by establishing a process for campus design and development that allows for exploration of design ideas with hands-on experience, participation, and service.

V. Encourage participation in cultural and athletic events with a more welcoming environment for students, staff, faculty, retirees, alumni, and the greater community through accessibility, incentives, public relations, and with “good-neighbors” practices.

W. Enhance collaborative and complementary relationships with the greater community and promote active engagement with local and state-wide community members that promotes a cosmopolitan atmosphere, and contributes to the enrichment of the quality of life involving the arts and cultural activities, the environment, athletics, and other recreational opportunities.

*Launching Tomorrow’s Leaders*

A. Reinvigorate the recruitment and retention of a diverse pool of students with enhanced academic preparation, and attend to their achieving success through effective pedagogy, incentives and support, and outstanding opportunities for career development.

C. Recruit and retain student athletes who achieve athletic and academic success that demonstrates competitiveness nationally.
9. STUDENT PROGRAM EXAMPLES CONTINUED

Launching Tomorrow’s Leaders

D. Enhance competitiveness in graduate student recruitment and graduate student support with stipends, fellowships, and benefits to recruit and retain the very best graduate students, so as to enhance and sustain the quality of academic and research programs.

E. Develop a greater sense of community among graduate students with a graduate student support center that addresses their unique needs, and institutional and student life issues.

F. Instill in students a passion for academic success as well as life-long learning through currency in knowledge, pedagogical variety including distance learning programs/options, and conduct learning outcomes assessment for continuous improvement.

G. Consider developing a university college to provide common first-year program options for students to make well-informed choices of curricula before admission to a college/school degree program.

H. Undertake the initiatives toward a university-wide core curricular experience for integration into all degree programs in response to the need for core competencies the graduates must demonstrate, reflecting the value of curricular synergies that render them as informed graduates in a global society.

I. Engage all undergraduate students in experiential learning, early in their careers at Purdue, through involvement in research, service learning, study-abroad programs, and other hands-on experiences appropriate to their curricula.

J. Provide exceptional students with enhanced educational opportunities through an expanded university honors program and accelerated learning options.

K. Proactively attend to student success through early monitoring and positive intervention for students with declining academic success.

L. Significantly transform introductory (gateway) courses and develop effective pedagogies that are appropriate for various learning objectives so as to improve student success.

M. Create a centralized framework for student excellence and leadership to provide comprehensive one-stop support functions that enhance the effectiveness and responsiveness of core student support services, and coordinate activities and experiences that enhance student academic performance, extra/co-curricular activities, and professional development.
9. STUDENT PROGRAM EXAMPLES CONTINUED

Launching Tomorrow’s Leaders

N. Expand and integrate civic engagement for students through campus design projects and community service opportunities to prepare for successful citizenship.

O. Promote respect and an inclusive community exemplifying diversity in all aspects of a productive, proactive, and nurturing learning environment.

Q. Increase student interest and involvement in STEM careers by developing attractive and inspirational recruiting messages and programs that highlight exciting job opportunities.

R. Develop special retention efforts for students to remain in the STEM disciplines by providing experiential learning and effective support programs, with special encouragement to the underrepresented populations in these disciplines.

T. Develop personalized academic connections with prospective students before, during, and after their enrollment to keep them engaged in their academic pursuits with encouragement, motivation, and support.

U. Create opportunities and spaces for active/interactive/collaborative learning and interaction of students, faculty, and staff to engage in spontaneous and creative informal learning activities.

Meeting Global Challenges

A. Increase the number of students involved in study abroad and international internships directly related to their field of study; increase the number of global opportunities for students including tourism; continue national leadership in bringing students from around the world to study on our campus.

N. Enhance engagement with Indiana’s P-14 and post-secondary educational communities to develop a collaborative, long-term systematic approach toward an educational portfolio that ensures a steady supply of well-educated workforce members for Indiana to continue its quest for a leading role in addressing global challenges.

O. Leverage Purdue’s asset of a large international student body by encouraging more synergies with the nationally-derived student body.
10. CORE CURRICULUM EXAMPLES

**Metric definition:** Examples that demonstrate the common curricular experience for a given academic year.

**Source:** Office of the Provost

**For Strategies:**

*Common to All*

E. Foster collaborations among disciplines across the university to cultivate new synergies in educational and research endeavors, and create opportunities through a synergies advancement council/think-tank.

J. Enhance global presence through position as a global hub for strategic areas (e.g., Purdue’s Nanotechnology Hub), partnerships and research alliances that are carefully developed to serve mutual interests; and educational opportunities including campus-abroad programs, joint/dual degrees, and study-abroad/exchange programs.

*Launching Tomorrow’s Leaders*

F. Instill in students a passion for academic success as well as life-long learning through currency in knowledge, pedagogical variety including distance learning programs/options, and conduct learning outcomes assessment for continuous improvement.

G. Consider developing a university college to provide common first-year program options for students to make well-informed choices of curricula before admission to a college/school degree program.

H. Undertake the initiatives toward a university-wide core curricular experience for integration into all degree programs in response to the need for core competencies the graduates must demonstrate, reflecting the value of curricular synergies that render them as informed graduates in a global society.

T. Develop personalized academic connections with prospective students before, during, and after their enrollment to keep them engaged in their academic pursuits with encouragement, motivation, and support.

*Meeting Global Challenges*

F. Undertake a concerted effort in establishing a global presence in research and education for Purdue, through well coordinated initiatives involving multiple academic disciplines, for global regions of strategic importance and partnerships.
11. CULTURE OF ASSESSMENT

**Metric definition:** For a given year, the listing of any formal assessment experience such as accreditation, program reviews, and surveys. A committee will be formed to provide a forum for the exchange of assessment information and to develop strategies to further the development of campus-wide assessment.

**Source:** Office of the Provost

**For Strategies:**

*Common to All*

G. Continue to promote a culture of assessment that expects rigorous internal and external review of programs and services for continuous improvement, to increase competitiveness, and engage in best practices for increased effectiveness and efficiency.

N. Promote sustainability consciousness by attending to environmental and ecological stewardship including creating “green“ buildings based on value driven decision processes informed by life cycle costing; social equity and economic vitality; and conducting best practices with designated responsibilities, oversight, and accountability, engaging advisory input from constituencies.

*Launching Tomorrow’s Leaders*

F. Instill in students a passion for academic success as well as life-long learning through currency in knowledge, pedagogical variety including distance learning programs/options, and conduct learning outcomes assessment for continuous improvement.

K. Proactively attend to student success through early monitoring and positive intervention for students with declining academic success.

*Meeting Global Challenges*

H. Inform public policy and provide informed leadership to policy discussions by way of a public policy institute that conducts analyses and impact assessments, and promotes coordination between large-scale research and economic development, leading to increased investment funds and impact on regional, national, and global economies.
12. STUDENT ENGAGEMENT

**Benchmark definition:**
A.) For a given year, the percent of seniors that indicated they had participated in various experiential learning (practicum, internships, field experiences, coop experiences, or clinical assignment).
B.) For a given year, the percent of seniors that indicated that the institution provided support to help them succeed academically.
C.) For a given year, the percent of seniors that indicated having positive experiences and relationships with other students, faculty, and administrative personnel.

**Metric definition:**
A.) For a given year, the percent of seniors in the STEM disciplines that indicated the quality of their academic advising as good or excellent as compared to the percent of students in all other disciplines.
B.) For a given year, the percent of seniors in the STEM disciplines that indicated the institution provided support to help them succeed academically as compared to the percent of students in all other disciplines.
C.) Examples of student engagement activities across the campus for a given academic year.

**Benchmark Source:** National Survey on Student Engagement (NSSE) - Administered every three years (The comparison may or may not include peer or Big Ten institutions, depending if they participated in the survey or not.)

**Metric Source:**
A. and B.) National Survey on Student Engagement (NSSE)
C.) Office of the Provost

**For Strategies:**
*Launching Tomorrow’s Leaders*
  F. Instill in students a passion for academic success as well as life-long learning through currency in knowledge, pedagogical variety including distance learning programs/options, and conduct learning outcomes assessment for continuous improvement.
12. STUDENT ENGAGEMENT CONTINUED

Launching Tomorrow’s Leaders
I. Engage all undergraduate students in experiential learning, early in their careers at Purdue, through involvement in research, service learning, study-abroad programs, and other hands-on experiences appropriate to their curricula.
K. Proactively attend to student success through early monitoring and positive intervention for students with declining academic success.
N. Expand and integrate civic engagement for students through campus design projects and community service opportunities to prepare for successful citizenship.
R. Develop special retention efforts for students to remain in the STEM disciplines by providing experiential learning and effective support programs, with special encouragement to the underrepresented populations in these disciplines.
T. Develop personalized academic connections with prospective students before, during, and after their enrollment to keep them engaged in their academic pursuits with encouragement, motivation, and support.

Meeting Global Challenges
A. Increase the number of students involved in study abroad and international internships directly related to their field of study; increase the number of global opportunities for students including tourism; continue national leadership in bringing students from around the world to study on our campus.
F. Undertake a concerted effort in establishing a global presence in research and education for Purdue, through well coordinated initiatives involving multiple academic disciplines, for global regions of strategic importance and partnerships.
13. FINANCIAL RESOURCES

Benchmark definition:
A.) For a given fiscal year, the IPEDS adjusted total annual operating expenses divided by student FTE (as reported to IPEDS for a given fall semester corresponding to the appropriate fiscal year).
B.) For a given fiscal year, the state appropriations (as reported in IPEDS) divided by student FTE (as reported to IPEDS for a given fall semester corresponding to the appropriate fiscal year).
C.) For a given fiscal year, the tuition and fees (as reported in IPEDS) divided by the student FTE (as reported to IPEDS for a given fall semester corresponding to the appropriate fiscal year).
D.) At the time of the annual report, the long-term municipal bond rating from Moody’s and Standard & Poor’s.

Source: A.), B.), and C.) IPEDS Finance Survey and the IPEDS Enrollment Survey
D.) Office of Treasury Operations

For Strategies:
The benchmark is to measure the capacity of resources to assist in the implementation of the strategic plan initiatives, such as student programming and student retention. Examples of these initiatives are in the strategies below.

Launching Tomorrow’s Leaders
A. Reinvigorate the recruitment and retention of a diverse pool of students with enhanced academic preparation, and attend to their achieving success through effective pedagogy, incentives and support, and outstanding opportunities for career development.
B. Substantially increase student financial aid in order to provide need-based and merit-based scholarships to increase competitiveness in student recruitment and retention, and to reduce student debt upon graduation.
D. Enhance competitiveness in graduate student recruitment and graduate student support with stipends, fellowships, and benefits to recruit and retain the very best graduate students, so as to enhance and sustain the quality of academic and research programs.
14. FINANCIAL AID DISBURSEMENT

Benchmark definition:
A.) For a given academic year, the average financial aid for undergraduates. System-wide metric.
B.) For a given academic year, the number of aid recipients as a percent of the enrolled undergraduates. System-wide metric.
C.) For a given academic year, the number and percent of undergraduates that are eligible for Pell Grants.

Source:
A.) IPEDS Student Financial Aid (as of 2009)
B.) IPEDS Student Financial Aid (as of 2009) and Enrollment Survey
C.) Office of the Provost / Division of Financial Aid - Postsecondary Opportunity

For Strategies:
Launching Tomorrow’s Leaders

B. Substantially increase student financial aid in order to provide need-based and merit-based scholarships to increase competitiveness in student recruitment and retention, and to reduce student debt upon graduation.
15. UNDERGRADUATE INDEBTEDNESS UPON GRADUATION

Benchmark definition:
A.) Percent of the undergraduate class for a given year who borrowed through any loan program (federal, state, subsidized, unsubsidized, private, etc.) System-wide metric.
B.) Average per borrower cumulative undergraduate indebtedness of given year cohort. System-wide metric.

Metric definition:
For a given year cohort, the average per-borrower cumulative undergraduate indebtedness by resident and non-resident.

Benchmark Source:
A.) Common Data Set (CDS H5) or US News & World Report Best Colleges Rankings
B.) Common Data Set (CDS H6) or US News & World Report Best Colleges Rankings

Metric Source: Office the Provost / Division of Financial Aid

For Strategies:
Launching Tomorrow’s Leaders
B. Substantially increase student financial aid in order to provide need-based and merit-based scholarships to increase competitiveness in student recruitment and retention, and to reduce student debt upon graduation.
16. STUDENT TO FACULTY RATIO

**Benchmark definition:** For a given fall semester, the student faculty ratio. As defined by the Common Data Set, the ratio of full-time equivalent students (full-time plus 1/3 part-time) to full-time equivalent instructional faculty (full-time plus 1/3 part-time). In the ratio calculations, exclude both faculty and students in stand-alone graduate or professional programs such as medicine, law, veterinary, dentistry, social work, business, or public health in which faculty teach virtually only graduate level students. Do not count undergraduate or graduate student teaching assistants as faculty. System-wide metric.

**Source:** Common Data Set (CDS I2) or US News & World Report Best Colleges Rankings

**For Strategies:**

*Launching Tomorrow’s Leaders*

L. Significantly transform introductory (gateway) courses and develop effective pedagogies that are appropriate for various learning objectives so as to improve student success.

T. Develop personalized academic connections with prospective students before, during, and after their enrollment to keep them engaged in their academic pursuits with encouragement, motivation, and support.
17. PERCENT OF UNDERGRADUATE CLASSES TAUGHT BY FACULTY

Benchmark definition:
A.) The percent of undergraduate class sections (not sub-sections) with faculty as the primary instructor for a given fall semester.
B.) For a given academic year, the number of undergraduate credit hours divided by the instructional staff FTE (as defined by the upcoming student faculty ratio in the IPEDS Fall Enrollment survey)

Source:
A.) US News & World Report Best Colleges Rankings
B.) IPEDS 12-month Enrollment Survey and the IPEDS Fall Enrollment Survey (from the Student-to-Faculty Ratio as of 2009)

For Strategies:
Launching Tomorrow’s Leaders
L. Significantly transform introductory (gateway) courses and develop effective pedagogies that are appropriate for various learning objectives so as to improve student success.
T. Develop personalized academic connections with prospective students before, during, and after their enrollment to keep them engaged in their academic pursuits with encouragement, motivation, and support.
18. UNDERGRADUATE CLASS / SECTION SIZE

Benchmark definition: For a given fall semester, the total number of class sections, the number and percent of class sections with less than 20 students, and the number and percent of class sections with 50 or more students (as defined by the Common Data Set).

Source: Common Data Set (CDS I3) or US News & World Report Best Colleges Rankings

For Strategies:
Launching Tomorrow’s Leaders
L. Significantly transform introductory (gateway) courses and develop effective pedagogies that are appropriate for various learning objectives so as to improve student success.
T. Develop personalized academic connections with prospective students before, during, and after their enrollment to keep them engaged in their academic pursuits with encouragement, motivation, and support.
19. GRADUATE STIPENDS

Benchmark definition: For a given fall cohort of graduate assistants, the 10-month net salary average, maximum, and minimum by teaching, research, and other assistants.

Metric definition:
A.) For a given fall semester, the number, average, and minimum monthly salary of Purdue-sponsored fellowships.
B.) For a given fall semester, the number of NSF fellows.

Benchmark source: Association Of American Universities Data Exchange (AAUDE) Graduate Stipend Exchange

Metric source: Graduate School and Office of Institutional Research

For Strategies:

Launching Tomorrow’s Leaders

D. Enhance competitiveness in graduate student recruitment and graduate student support with stipends, fellowships, and benefits to recruit and retain the very best graduate students, so as to enhance and sustain the quality of academic and research programs.

Discovery with Delivery

A. Nurture disciplined-based research, scholarship, and creative endeavor of the highest quality as the primary strengths that undergird the development of successful multidisciplinary initiatives.

D. Enhance research and scientific leadership by:
   □ promoting faculty memberships in national academies, faculty representations on national boards, and rotational positions in national agencies;
   □ enhancing senior leadership in research (faculty, administrative);
   □ further increasing the research involvement of faculty, supported by postdoctoral fellows, professional staff, and graduate students;
   □ implementing mentorship programs for young and mid-career researchers to undertake large-scale research initiatives in areas of strategic opportunities to address needs that bear worldwide impact.
19. GRADUATE STIPENDS CONTINUED

*Discovery with Delivery*

F. Increase the number of endowed professorships to lead multidisciplinary research, support high profile faculty teams in important emerging research areas, and increase graduate student fellowships to provide assistance to such research initiatives.
20. ALUMNI PARTICIPATION RATE AND PRIVATE GIVING

Benchmark definition:
A.) For a given fiscal year, for graduates of the West Lafayette campus only, the number of undergraduate alumni donors divided by the number of undergraduate alumni, as defined by the US News & World Report Best Colleges Rankings (a two-year average). System-wide metric.
B.) Contributions actually received from donors for a given fiscal year in the form of cash, securities, company products, and other property from alumni, non-alumni individuals, corporations, foundations, religious organizations and other groups. System-wide metric.

Metric definition: Success in fundraising through fiscal year 2014 will be measured by using the comparison of actual fundraising results and the campaign plan objectives.

Benchmark Source:
A.) US News & World Report Best Colleges Rankings
B.) Council for Aid to Education (CAE)

Metric Source: University Development Office

For Strategies:
Common to All
L. Cultivate the attention and participation of alumni, retirees, and friends around the world to engage them as partners in expanding Purdue’s connections globally, in assisting with recruiting, mentoring, sponsoring students, sharing best practices with administrators/faculty, and garnering their support in building Purdue’s global presence.
M. Continue to build relationships with patrons toward successful private giving for targeted initiatives that enhance Purdue’s national and global competitiveness.

Launching Tomorrow’s Leaders
B. Substantially increase student financial aid in order to provide need-based and merit-based scholarships to increase competitiveness in student recruitment and retention, and to reduce student debt upon graduation.
20. ALUMNI PARTICIPATION RATE AND PRIVATE GIVING CONTINUED

*Discovery with Delivery*

B. Increase investment to develop a robust infrastructure that enables expanded discipline-based as well as large-scale interdisciplinary research, with careful operation of critically needed shared research facilities.

F. Increase the number of endowed professorships to lead multidisciplinary research, support high profile faculty teams in important emerging research areas, and increase graduate student fellowships to provide assistance to such research initiatives.

N. Guide the evolution of the large-scale research enterprise by conducting rigorous, periodic, external and internal reviews of the research portfolio, and provide seed support to new initiatives in selected strategic areas, and/or areas of high risk with potentially high return on investment.
21. CAREER PLACEMENT AND ADDITIONAL STUDY OF GRADUATES

Benchmark definition: For a given academic year, the percentage of graduates who enter the job market in a field related to their major as according to the US News & World Report Best Colleges Rankings (for Purdue, May graduates with bachelor’s degrees).

Metric definition: For a given academic year, the number and percent of students earning bachelor’s degrees who are seeking graduate or professional studies. System-wide metric except for North Central.

Benchmark Source: U.S. News & World Report Best Colleges Rankings or Voluntary System of Accountability (VSA)
Metric Source: Center for Career Opportunities or Voluntary System of Accountability (VSA)

For Strategies:

Launching Tomorrow’s Leaders
  F. Instill in students a passion for academic success as well as life-long learning through currency in knowledge, pedagogical variety including distance learning programs/options, and conduct learning outcomes assessment for continuous improvement.
  Q. Increase student interest and involvement in STEM careers by developing attractive and inspirational recruiting messages and programs that highlight exciting job opportunities.
22. RANKINGS AND RECOGNITIONS

Benchmark definition: Rankings of the institution as reported in selected national publications and organizations for a given year.
Metric definition: Examples of noteworthy recognition of the University for a given year.

Benchmark source:
Academic Analytics Faculty Productivity Index
National Research Council (NRC) Assessment of Research Doctorate Programs
Institute of Higher Education and Center for World-Class Universities at the Shanghai Jiao Tong University Academic Ranking of World Universities
US News & World Report Best Colleges Rankings and the peer assessment score
US News & World Report Best Graduate Schools
Washington Monthly
Metric source: Vice President for Marketing and Media

For Strategies:

Common to All

H. Aggressively enhance media presence and marketing of Purdue’s vision and the breadth of successes across campus toward increased national and global visibility.

Meeting Global Challenges

C. Define the role of Purdue in the 21st century entrepreneurial culture with a visionary program as a national model, focusing on University-wide talent, along with intellectual and physical resources, to maximize leverage, and providing transparent and coordinated access to global intellectual resources.
23. FACULTY, STAFF, AND STUDENT DEMOGRAPHY

Benchmark definition:
A.) For a given fall semester, headcounts and percents of full-time (tenure and tenure track faculty) by racial/ethnic category and gender. System-wide metric.
B.) For a given fall semester, headcounts and percents of staff by racial/ethnic category and gender. System-wide metric.
C.) For a given fall semester, headcounts and percents of students by racial/ethnic category and gender. System-wide metric.

Metric definition:
A.) For a given fall semester, headcounts and percent of students in STEM disciplines.

Benchmark Source:
A.) and B.) IPEDS Fall Staff Survey (Purdue data is from Data Digest.)
C.) IPEDS Enrollment Survey (Purdue data is from Data Digest.)

Metric Source: Office of the Provost / Enrollment Management

For Strategies:
Common to All
A. Enhance the quality of the faculty and staff through aggressive recruitment of talented leaders in their fields, with keen attention to increasing diversity; and nurturing retention through professional development and support, supervisory training for leadership positions, and career advancement opportunities.
D. Foster a more diverse and inclusive campus community, and encourage such a community in the Lafayette - West Lafayette area, by promoting cultural awareness, collegiality, and by cultivating respect for diverse people and cultures.

Launching Tomorrow’s Leaders
A. Reinvigorate the recruitment and retention of a diverse pool of students with enhanced academic preparation, and attend to their achieving success through effective pedagogy, incentives and support, and outstanding opportunities for career development.
23. FACULTY, STAFF, AND STUDENT DEMOGRAPHY CONTINUED

Launching Tomorrow’s Leaders
   O. Promote respect and an inclusive community exemplifying diversity in all aspects of a productive, proactive, and nurturing learning environment.
   R. Develop special retention efforts for students to remain in the STEM disciplines by providing experiential learning and effective support programs, with special encouragement to the underrepresented populations in these disciplines.

Meeting Global Challenges
   O. Leverage Purdue’s asset of a large international student body by encouraging more synergies with the nationally-derived student body.
24. CLIMATE STUDY

**Metric definition:** A cultural audit documents the cultural practices of an organization and assesses the potential for change by identifying key cultural roots. Survey of faculty, students, and staff, document analysis, and focus groups used to gather cultural information.

**Source:** Office of the Provost / Vice Provost for Diversity and Chief Diversity Officer

**For Strategies:**

*Common to All*

A. Enhance the quality of the faculty and staff through aggressive recruitment of talented leaders in their fields, with keen attention to increasing diversity; and nurturing retention through professional development and support, supervisory training for leadership positions, and career advancement opportunities.

D. Foster a more diverse and inclusive campus community, and encourage such a community in the Lafayette - West Lafayette area, by promoting cultural awareness, collegiality, and by cultivating respect for diverse people and cultures.

R. Oversee the responsiveness to campus workplace quality of life needs and issues with centralized attention, responsibility, and accountability.

S. Adjust policies so as to enhance benefits toward a family friendly environment providing flexibilities for employees to enhance their quality of life while achieving their professional and personal goals, and appropriately address their options upon retirement.

*Launching Tomorrow’s Leaders*

O. Promote respect and an inclusive community exemplifying diversity in all aspects of a productive, proactive, and nurturing learning environment.

*Discovery with Delivery*

M. Encompass inquiry and discovery by broadened participation of diverse members of the academic community, and pluralism of intellectual pursuits and outcomes.

*Meeting Global Challenges*

B. Increase the presence of global understanding and insights in curricula to render them globally relevant, enabling students to succeed in the worldwide community.
24. CLIMATE STUDY CONTINUED

Meeting Global Challenges

O. Leverage Purdue's asset of a large international student body by encouraging more synergies with the nationally-derived student body.
25. PROFESSIONAL AND PERSONAL DEVELOPMENT PROGRAMS

**Metric definition:**
A.) For a given academic year, examples of the best practices of formalized professional development programs offered by Purdue University for faculty and/or staff.
B.) For a given academic year, examples of the best practices of formalized personal development programs offered by Purdue University for faculty and/or staff.

**Source:**
A.) Office of the Provost, Center for Instructional Excellence (CIE), and Multimedia Instructional Development Center (MIDC)
B.) Office of the Executive Vice President for Business and Finance, Treasurer / Human Resource Services – Worklife Programs

**For Strategies:**
*Common to All*

A. Enhance the quality of the faculty and staff through aggressive recruitment of talented leaders in their fields, with keen attention to increasing diversity; and nurturing retention through professional development and support, supervisory training for leadership positions, and career advancement opportunities.

B. Support the initiatives and accomplishments of faculty and staff with a review of the university-wide faculty promotion and tenure policies to fully reflect the priorities of the University, creation of a university-wide process for staff promotions, instituting appropriate recognition, and redesign of business processes for continual responsiveness.

D. Foster a more diverse and inclusive campus community, and encourage such a community in the Lafayette - West Lafayette area, by promoting cultural awareness, collegiality, and by cultivating respect for diverse people and cultures.

E. Foster collaborations among disciplines across the university to cultivate new synergies in educational and research endeavors, and create opportunities through a synergies advancement council/think-tank.

R. Oversee the responsiveness to campus workplace quality of life needs and issues with centralized attention, responsibility, and accountability.
25. PROFESSIONAL AND PERSONAL DEVELOPMENT PROGRAMS CONTINUED

Common to All
S. Adjust policies so as to enhance benefits toward a family friendly environment providing flexibilities for employees to enhance their quality of life while achieving their professional and personal goals, and appropriately address their options upon retirement.
U. Promote health and well-being of students, faculty, staff, and retirees offering a breadth of fitness, health, and wellness promotion programs, along with recreational services with appropriate facilities and incentives that encourage greater attention to life building skills and personal responsibility with respect to good health practices.
V. Encourage participation in cultural and athletic events with a more welcoming environment of students, staff, faculty, retirees, alumni, and the greater community through accessibility, incentives, public relations, and with “good-neighbors” practices.
W. Enhance collaborative and complementary relationships with the greater community and promote active engagement with local and state-wide community members that promotes a cosmopolitan atmosphere, and contributes to the enrichment of the quality of life involving the arts and cultural activities, the environment, athletics, and other recreational opportunities.

Launching Tomorrow’s Leaders
U. Create opportunities and spaces for active/interactive/collaborative learning and interaction of students, faculty, and staff to engage in spontaneous and creative informal learning activities.

Discovery with Delivery
D. Enhance research and scientific leadership by:
   - promoting faculty memberships in national academies, faculty representations on national boards, and rotational positions in national agencies;
   - enhancing senior leadership in research (faculty, administrative);
   - further increasing the research involvement of faculty, supported by postdoctoral fellows, professional staff, and graduate students;
   - implementing mentorship programs for young and mid-career researchers to undertake large-scale research initiatives in areas of strategic opportunities to address needs that bear worldwide impact.
25. PROFESSIONAL AND PERSONAL DEVELOPMENT PROGRAMS CONTINUED

*Discovery with Delivery*

F. Increase the number of endowed professorships to lead multidisciplinary research, support high profile faculty teams in important emerging research areas, and increase graduate student fellowships to provide assistance to such research initiatives.
26. FACULTY AND STAFF RECRUITMENT

Metric definition:
A.) For a given year, the number of staff members hired; reported by position groupings, racial/ethnic category, and gender.
B.) For a given year, the number of faculty members hired; reported by rank, racial/ethnic category, and gender.
C.) Examples of successful recruitment stories in Colleges/Schools for an academic year.
D.) Develop additional strategies for monitoring faculty and staff recruitment (including demography composition).

Source:
A.) Office of the Executive Vice President for Business and Finance, Treasurer / Human Resource Services
B.) Office of the Executive Vice President for Business and Finance, Treasurer / Human Resource Services
C.) Office of the Provost
D.) Office of the Provost and Office of the Executive Vice President for Business and Finance, Treasurer / Human Resource Services

For Strategies:
Common to All
A. Enhance the quality of the faculty and staff through aggressive recruitment of talented leaders in their fields, with keen attention to increasing diversity; and nurturing retention through professional development and support, supervisory training for leadership positions, and career advancement opportunities.
C. Strive for competitive compensation and flexible benefits for faculty and staff that are equitable and merit-based, and are demonstrative of Purdue’s commitment to recruit and retain the very best.
26. FACULTY AND STAFF RECRUITMENT CONTINUED

*Discovery with Delivery*

E. Focus on breakthrough multidisciplinary research with signature approaches for addressing societal grand challenges involving core strengths in life sciences, physical sciences, and engineering, while leveraging these strengths to develop synergies with liberal arts, business, education, and other disciplines that lend special capabilities to such large-scale research and exploration, and their impact. Among the key areas of societal grand challenges are:

- environment/climate
- energy
- human health, health care delivery
- food
- water
- security
- urban infrastructure
- personalized education
- space exploration

F. Increase the number of endowed professorships to lead multidisciplinary research, support high profile faculty teams in important emerging research areas, and increase graduate student fellowships to provide assistance to such research initiatives.

*Meeting Global Challenges*

C. Define the role of Purdue in the 21st century entrepreneurial culture with a visionary program as a national model, focusing on University-wide talent, along with intellectual and physical resources, to maximize leverage, and providing transparent and coordinated access to global intellectual resources.
27. FACULTY SALARY AND COMPENSATION

Benchmark definition: For full-time tenure and tenure track faculty for a given fall semester the average academic year salary and compensation by rank.

Source: ACADEME

For Strategies:
Common to All
A. Enhance the quality of the faculty and staff through aggressive recruitment of talented leaders in their fields, with keen attention to increasing diversity; and nurturing retention through professional development and support, supervisory training for leadership positions, and career advancement opportunities.

C. Strive for competitive compensation and flexible benefits for faculty and staff that are equitable and merit-based, and are demonstrative of Purdue’s commitment to recruit and retain the very best.

S. Adjust policies so as to enhance benefits toward a family friendly environment providing flexibilities for employees to enhance their quality of life while achieving their professional and personal goals, and appropriately address their options upon retirement.

Discovery with Delivery
A. Nurture disciplined-based research, scholarship, and creative endeavor of the highest quality as the primary strengths that undergird the development of successful multidisciplinary initiatives.

E. Focus on breakthrough multidisciplinary research with signature approaches for addressing societal grand challenges involving core strengths in life sciences, physical sciences, and engineering, while leveraging these strengths to develop synergies with liberal arts, business, education, and other disciplines that lend special capabilities to such large-scale research and exploration, and their impact. Among the key areas of societal grand challenges are:

- environment/climate
- urban infrastructure
- food
- security
- human health, health care delivery
- space exploration
- energy
- personalized education
- water
27. FACULTY SALARY AND COMPENSATION CONTINUED

*Discovery with Delivery*

F. Increase the number of endowed professorships to lead multidisciplinary research, support high profile faculty teams in important emerging research areas, and increase graduate student fellowships to provide assistance to such research initiatives.
28. STAFF SALARY

**Benchmark definition:** Average staff salaries by position groupings for a given year. (The comparison is based upon the budget size for the Administrative survey and the geographic location for the Mid-level survey and CompData.)

**Source:**
Colleges and Universities Professional Association (CUPA) Administrative and Mid-level Survey Comparison
CompData survey (compensation data survey conducted by Dolan Technologies sponsored by the Indiana Chamber of Commerce.)

**For Strategies:**
*Common to All*
- A. Enhance the quality of the faculty and staff through aggressive recruitment of talented leaders in their fields, with keen attention to increasing diversity; and nurturing retention through professional development and support, supervisory training for leadership positions, and career advancement opportunities.
- C. Strive for competitive compensation and flexible benefits for faculty and staff that are equitable and merit-based, and are demonstrative of Purdue’s commitment to recruit and retain the very best.
- S. Adjust policies so as to enhance benefits toward a family friendly environment providing flexibilities for employees to enhance their quality of life while achieving their professional and personal goals, and appropriately address their options upon retirement.

*Discovery with Delivery*
- A. Nurture disciplined-based research, scholarship, and creative endeavor of the highest quality as the primary strengths that undergird the development of successful multidisciplinary initiatives.
29. FACULTY AND STAFF RETENTION

Metric definition:
A.) For a given fall semester, the number and percent of separations of staff other than for retirement and death in one year by position grouping.
B.) For a given fall semester, the number and percent of tenure track faculty leaving Purdue annually.
C.) The retention rate (number and percent) of staff after one year by racial/ethnic group and gender based on a given fall semester.
D.) The retention rate (number and percent) for a given fall cohort of tenure track assistant professors at the four year and eight year marks by racial/ethnic group and gender.

Source: Office of the Executive Vice President for Business and Finance, Treasurer / Human Resource Services

For Strategies:
Common to All
A. Enhance the quality of the faculty and staff through aggressive recruitment of talented leaders in their fields, with keen attention to increasing diversity; and nurturing retention through professional development and support, supervisory training for leadership positions, and career advancement opportunities.
B. Support the initiatives and accomplishments of faculty and staff with a review of the university-wide faculty promotion and tenure policies to fully reflect the priorities of the University, creation of a university-wide process for staff promotions, instituting appropriate recognition, and redesign of business processes for continual responsiveness.
C. Strive for competitive compensation and flexible benefits for faculty and staff that are equitable and merit-based, and are demonstrative of Purdue’s commitment to recruit and retain the very best.
D. Foster a more diverse and inclusive campus community, and encourage such a community in the Lafayette - West Lafayette area, by promoting cultural awareness, collegiality, and by cultivating respect for diverse people and cultures.
S. Adjust policies so as to enhance benefits toward a family friendly environment providing flexibilities for employees to enhance their quality of life while achieving their professional and personal goals, and appropriately address their options upon retirement.
29. FACULTY AND STAFF RETENTION CONTINUED

_Discovery with Delivery_

A. Nurture disciplined-based research, scholarship, and creative endeavor of the highest quality as the primary strengths that undergird the development of successful multidisciplinary initiatives.
30. FACULTY AND STAFF QUALITY AND RECOGNITION

Benchmark definition:
A.) For a given year, the number of faculty who are members in the National Academy of Science and the National Academy of Engineering. The number of faculty members who receive other national and international awards, or are awarded specific Arts and Humanities grants or participate in fellowship programs (to be defined). For example, the Guggenheim, the National Medal of Science, and the Presidential Young Investigator Awards.
B.) For a given publication year, the program rankings as reported in the Faculty Scholarly Productivity Index by Academic Analytics.

Metric definition:
A.) For a given academic year, awards and programs of recognition (to be defined) granted to faculty and staff. (Self-reported)
B.) For a given academic year, the number of named and distinguished professorships and chairs.

Benchmark Source:
A.) The Center
B.) Academic Analytics

Metric Source:
A.) Office of the Executive Vice President for Business and Finance, Treasurer
   Office of the Provost
   University Development Office
   Office of the Vice President for Research
   (Collected by the Office of Institutional Research)
B.) Office of the Provost

For Strategies:
Common to All
A. Enhance the quality of the faculty and staff through aggressive recruitment of talented leaders in their fields, with keen attention to increasing diversity; and nurturing retention through professional development and support, supervisory training for leadership positions, and career advancement opportunities.
30. FACULTY AND STAFF QUALITY AND RECOGNITION CONTINUED

Common to All

B. Support the initiatives and accomplishments of faculty and staff with a review of the university-wide faculty promotion and tenure policies to fully reflect the priorities of the University, creation of a university-wide process for staff promotions, instituting appropriate recognition, and redesign of business processes for continual responsiveness.

Discovery with Delivery

A. Nurture disciplined-based research, scholarship, and creative endeavor of the highest quality as the primary strengths that undergird the development of successful multidisciplinary initiatives.

D. Enhance research and scientific leadership by:
   - promoting faculty memberships in national academies, faculty representations on national boards, and rotational positions in national agencies;
   - enhancing senior leadership in research (faculty, administrative);
   - further increasing the research involvement of faculty, supported by postdoctoral fellows, professional staff, and graduate students;
   - implementing mentorship programs for young and mid-career researchers to undertake large-scale research initiatives in areas of strategic opportunities to address needs that bear worldwide impact.

F. Increase the number of endowed professorships to lead multidisciplinary research, support high profile faculty teams in important emerging research areas, and increase graduate student fellowships to provide assistance to such research initiatives.
31. SYNERGIES EXAMPLES AND RESULTS

**Metric definition:**

A.) The number of programs that engage students and faculty across disciplines that foster synergistic collaborations in academic or research experiences (to be determined) for a given academic year.

B.) For a given academic year, examples of the best practices of formalized synergistic programs offered by Purdue University.

**Source:** Office of the Provost / Vice President for Research

**For Strategies:**

*Common to All*

E. Foster collaborations among disciplines across the university to cultivate new synergies in educational and research endeavors, and create opportunities through a synergies advancement council/think-tank.

F. Encourage a global mindset across the campus community that values diverse international perspectives and supports collaborations and partnerships to position Purdue as a synergistic global university for tomorrow’s challenges, with signature projects that respond to global needs.

*Launching Tomorrow’s Leaders*

H. Undertake the initiatives toward a university-wide core curricular experience for integration into all degree programs in response to the need for core competencies the graduates must demonstrate, reflecting the value of curricular synergies that render them as informed graduates in a global society.

*Discovery with Delivery*

E. Focus on breakthrough multidisciplinary research with signature approaches for addressing societal grand challenges involving core strengths in life sciences, physical sciences, and engineering, while leveraging these strengths to develop synergies with liberal arts, business, education, and other disciplines that lend special capabilities to such large-scale research and exploration, and their impact. Among the key areas of societal grand challenges are:

- environment/climate
- urban infrastructure
- food
- security
- human health, health care delivery
- space exploration
- energy
- personalized education
- water
31. SYNERGIES EXAMPLES AND RESULTS CONTINUED

Discovery with Delivery

F. Increase the number of endowed professorships to lead multidisciplinary research, support high profile faculty teams in important emerging research areas, and increase graduate student fellowships to provide assistance to such research initiatives.

I. Reengineer research business operations for effectiveness and efficiency, including cost-sharing processes and incentives, using Discovery Park as the model laboratory for exploring such new approaches for widespread adoption across the university.

K. Proactively deliver statewide Cooperative Extension Services sharing knowledge and skills that are the most advanced and applicable, and by promoting collaboration of experts across disciplines to effectively serve the people of Indiana.

N. Guide the evolution of the large-scale research enterprise by conducting rigorous, periodic, external and internal reviews of the research portfolio, and provide seed support to new initiatives in selected strategic areas, and/or areas of high risk with potentially high return on investment.

Meeting Global Challenges

D. Pursue a research-based economic development agenda that stems from Purdue’s strengths and focuses on areas with the greatest impact to Indiana, the nation, and the world, with particular attention to life/health sciences and delivery, agriculture, advanced manufacturing, defense and homeland security, environment/energy, space sciences including aeronautics and astronautics, and the science of education.

F. Undertake a concerted effort in establishing a global presence in research and education for Purdue, through well coordinated initiatives involving multiple academic disciplines, for global regions of strategic importance and partnerships.

H. Inform public policy and provide informed leadership to policy discussions by way of a public policy institute that conducts analyses and impact assessments, and promotes coordination between large-scale research and economic development, leading to increased investment funds and impact on regional, national, and global economies.

I. Serve as a super cluster for entrepreneurship activities by aligning efforts with state government to support an entrepreneurial culture that integrates economic development with research and globalization, thereby increasing the impact of the University’s intellectual portfolio.
31. SYNERGIES EXAMPLES AND RESULTS CONTINUED

Meeting Global Challenges

O. Leverage Purdue’s asset of a large international student body by encouraging more synergies with the nationally-derived student body.
32. ASSESSMENT OF BUSINESS PROCESSES

Metric definition: For a given academic year, examples of the best practices of quality improvement that includes customer satisfaction and cost effectiveness. Develop tracking mechanisms to effectively assess business process, i.e. exit interviews for faculty and staff members separating from the University, and customer satisfaction with new computing systems.

Source:
Office of the Executive Vice President for Business and Finance, Treasurer
Office of the Provost
University Development Office
Office of the Vice President for Research

For Strategies:
Common to All

B. Support the initiatives and accomplishments of faculty and staff with a review of the university-wide faculty promotion and tenure policies to fully reflect the priorities of the University, creation of a university-wide process for staff promotions, instituting appropriate recognition, and redesign of business processes for continual responsiveness.

G. Continue to promote a culture of assessment that expects rigorous internal and external review of programs and services for continuous improvement, to increase competitiveness, and engage in best practices for increased effectiveness and efficiency.

N. Promote sustainability consciousness by attending to environmental and ecological stewardship including creating “green” buildings based on value driven decision processes informed by life cycle costing; social equity and economic vitality; and conducting best practices with designated responsibilities, oversight, and accountability, engaging advisory input from constituencies.

R. Oversee the responsiveness to campus workplace quality of life needs and issues with centralized attention, responsibility, service, and accountability.
32. ASSESSMENT OF BUSINESS PROCESS CONTINUED

**Common to All**

S. Adjust policies so as to enhance benefits toward a family friendly environment providing flexibilities for employees to enhance their quality of life while achieving their professional and personal goals, and appropriately address their options upon retirement.

U. Promote health and well being of students, faculty, staff, and retirees offering a breadth of fitness, health, and wellness promotion programs, along with recreational services with appropriate facilities and incentives that encourage greater attention to life building skills and personal responsibility with respect to good health practices.

**Discovery with Delivery**

B. Increase investment to develop a robust infrastructure that enables expanded discipline-based as well as large-scale interdisciplinary research, with careful operation of critically needed shared research facilities.

G. Realize Discovery Park’s promise as an internationally recognized research institute, pioneering the discover-to-delivery paradigm for large-scale research, by critically reviewing its expectations and capacity, developing successful initiatives and opportunities, and by investing in its growth and infrastructure as a core facility for multidisciplinary research endeavors.

I. Reengineer research business operations for effectiveness and efficiency, including cost-sharing processes and incentives, using Discovery Park as the model laboratory for exploring such new approaches for widespread adoption across the university.

N. Guide the evolution of the large-scale research enterprise by conducting rigorous, periodic, external and internal reviews of the research portfolio, and provide seed support to new initiatives in selected strategic areas, and/or areas of high risk with potentially high return on investment.
33. SPONSORED PROGRAM AWARDS AND EXPENDITURES

Benchmark definition:
A.) The NSF Research and Development Science and Engineering expenditures for a fiscal year (as reported in the annual NSF survey). System-wide metric.
B.) The national rank of the NSF R&D S&E expenditures for institutions without a medical school in the top 20.
C.) The NSF Research and Development expenditures in non science and engineering fields for a fiscal year (as reported in the annual NSF survey). System-wide metric.
D.) The total NSF Research and Development expenditures for a fiscal year (as reported in the annual NSF survey) for the West Lafayette campus and system-wide. System-wide metric.
E.) The national rank of the NSF R&D non S&E expenditures for institutions ranked nationally in the top 20.

Metric definition: The total amount of extramural awards for a fiscal year.

Benchmark Source:
A.), C.) and D.) Association of American Universities Data Exchange (AAUDE) NSF survey expenditure data
B.) and E.) NSF Division of Science Resources Statistics, Survey of Research and Development Expenditures at Universities and Colleges.

Metric Source: Office of the Vice President for Research / Sponsored Program Services

For Strategies:

Common to All
E. Foster collaborations among disciplines across the university to cultivate new synergies in educational and research endeavors, and create opportunities through a synergies advancement council/think-tank.

Launching Tomorrow’s Leaders
D. Enhance competitiveness in graduate student recruitment and graduate student support with stipends, fellowships, and benefits to recruit and retain the very best graduate students, so as to enhance and sustain the quality of academic and research programs.
33. SPONSORED PROGRAM AWARDS AND EXPENDITURES CONTINUED

Discovery with Delivery

A. Nurture disciplined-based research, scholarship, and creative endeavor of the highest quality as the primary strengths that undergird the development of successful multidisciplinary initiatives.

C. Proactively develop mutually beneficial relationships with research funding agencies including, federal and state agencies, industries and corporations, and private foundations with a view to aligning Purdue’s research portfolio, and increasing responsiveness to funding prospects.

D. Enhance research and scientific leadership by:
   □ promoting faculty memberships in national academies, faculty representations on national boards, and rotational positions in national agencies;
   □ enhancing senior leadership in research (faculty, administrative);
   □ further increasing the research involvement of faculty, supported by postdoctoral fellows, professional staff, and graduate students;
   □ implementing mentorship programs for young and mid-career researchers to undertake large-scale research initiatives in areas of strategic opportunities to address needs that bear worldwide impact.

E. Focus on breakthrough multidisciplinary research with signature approaches for addressing societal grand challenges involving core strengths in life sciences, physical sciences, and engineering, while leveraging these strengths to develop synergies with liberal arts, business, education, and other disciplines that lend special capabilities to such large-scale research and exploration, and their impact. Among the key areas of societal grand challenges are:
   □ environment/climate
   □ energy
   □ human health, health care delivery
   □ food
   □ water
   □ security
   □ urban infrastructure
   □ personalized education
   □ space exploration

G. Realize Discovery Park’s promise as an internationally recognized research institute, pioneering the discover-to-delivery paradigm for large-scale research, by critically reviewing its expectations and capacity, developing successful initiatives and opportunities, and by investing in its growth and infrastructure as a core facility for multidisciplinary research endeavors.
33. SPONSORED PROGRAM AWARDS AND EXPENDITURES CONTINUED

Discovery with Delivery
M. Encompass inquiry and discovery by broadened participation of diverse members of the academic community, and pluralism of intellectual pursuits and outcomes.
N. Guide the evolution of the large-scale research enterprise by conducting rigorous, periodic, external and internal reviews of the research portfolio, and provide seed support to new initiatives in selected strategic areas, and/or areas of high risk with potentially high return on investment.

Meeting Global Challenges
D. Pursue a research-based economic development agenda that stems from Purdue’s strengths and focuses on areas with the greatest impact to Indiana, the nation, and the world, with particular attention to life/health sciences and delivery, agriculture, advanced manufacturing, defense and homeland security, environmental/energy, space sciences including aeronautics and astronautics, and the science of education.
F. Undertake a concerted effort in establishing a global presence in research and education for Purdue, through well coordinated initiatives involving multiple academic disciplines, for global regions of strategic importance and partnerships.
H. Inform public policy and provide informed leadership to policy discussions by way of a public policy institute that conducts analyses and impact assessments, and promotes coordination between large-scale research and economic development, leading to increased investment funds and impact on regional, national, and global economies.
34. TECHNOLOGY COMMERCIALIZATION

Benchmark definition:
A.) For a given calendar year, the number of regular, conversion and provisional patents applied for (US patents only).
B.) For a given calendar year, the number of US patents issued.
C.) The (three year) total number of copyright and invention disclosures.
D.) For a given calendar year, the number of license and options executed.
E.) For a given calendar year, the number of start-up companies.

Metric definition:
A.) For a given calendar year, the number of trask innovation awards.
B.) For a given calendar year, the dollar amount of the total trask innovation awards.
C.) For a given calendar year, the revenue generated from licenses and patents (royalty income).
D.) For a given calendar year, the number of innovators (individuals receiving royalties).

Benchmark Source: Association of University Technology Managers (AUTM)
Metric Source: Office of the Vice President for Research / Technology Commercialization

For Strategies:

Discovery with Delivery
G. Realize Discovery Park’s promise as an internationally recognized research institute, pioneering the discover-to-delivery paradigm for large-scale research, by critically reviewing its expectations and capacity, developing successful initiatives and opportunities, and by investing in its growth and infrastructure as a core facility for multidisciplinary research endeavors.
H. Develop strategic alliances with technology parks, businesses, and other educational institutions, to educate venture capitalists and other early investors regarding the opportunities driven by intellectual property available in Indiana, and to develop a next generation proactive approach to recruiting companies to Indiana.
J. Maximize the impact of partnership between Discovery Park and the Research Park to realize the full potential for leading discovery-to-delivery – research leading to economic development with state, national, and global partnerships.
34. TECHNOLOGY COMMERCIALIZATION CONTINUED

Meeting Global Challenges

E. Link research initiatives to market needs and trends through global partnerships with business and industry in support of the model for discovery-to-delivery.

I. Serve as a super cluster for entrepreneurship activities by aligning efforts with state government to support an entrepreneurial culture that integrates economic development with research and globalization, thereby increasing the impact of the University’s intellectual portfolio.

J. Establish large-scale partnerships with public and private organizations, foundations, and other universities, to conceive, support, and execute research that meets society’s grand challenges, and adds value to quality of life at the state, national, and global levels.
35. ENDOWMENT VALUE

Benchmark definition: Endowment market value for a given fiscal year.

Source: National Association of College and University Business Offices (NACUBO)

For Strategies:

Common to All
M. Continue to build relationships with patrons toward successful private giving for targeted initiatives that enhance Purdue’s national and global competitiveness.

Launching Tomorrow’s Leaders
B. Substantially increase student financial aid in order to provide need-based and merit-based scholarships to increase competitiveness in student recruitment and retention, and to reduce student debt upon graduation.

Discovery with Delivery
B. Increase investment to develop a robust infrastructure that enables expanded discipline-based as well as large-scale interdisciplinary research, with careful operation of critically needed shared research facilities.
F. Increase the number of endowed professorships to lead multidisciplinary research, support high profile faculty teams in important emerging research areas, and increase graduate student fellowships to provide assistance to such research initiatives.
N. Guide the evolution of the large-scale research enterprise by conducting rigorous, periodic, external and internal reviews of the research portfolio, and provide seed support to new initiatives in selected strategic areas, and/or areas of high risk with potentially high return on investment.
36. SPACE ALLOCATIONS AND FACILITIES ADDITIONS AND CONDITIONS

**Benchmark definition:**
A.) For a given fiscal year, the amount of central IT spending divided by the number of students during the fall semester. TBD
B.) For a given fiscal year, the amount of central IT spending divided by the number of students, faculty, and staff during the fall semester. TBD
C.) For a given fall semester, the percent of technology enabled classrooms. TBD

**Metric definition:**
A.) For a given fiscal year, the uptime index (weighted according to disruptive power) of all our major services.
B.) For a given fiscal year, the amount of external funding received (including externally funded grants and gifts from vendors).
C.) For a given fiscal year, expenditures for physical facilities and infrastructure projects identified as capital improvements (i.e. not maintenance).
D.) For a given fiscal year, deferred renovations to physical facilities projects on the repair and renovation list that are not funded including capacity and obsolescence issues as well as physical deterioration for projects over $100,000. Value of R&R by deferred repair and deferred rehabilitation.
E.) For a given fall semester, assignable square feet by major function (for space used by academic –administrative departments).
F.) For a given fiscal year, utilities cost per gross square foot. TBD

**Benchmark Source:**
Office of the Executive Vice President for Business and Finance, Treasurer / Information Technology (Educause)

**Metric Source:**
A.) and B.) Office of the Executive Vice President for Business and Finance, Treasurer / Information Technology
C.), D.), and F.) Office of the Executive Vice President for Business and Finance, Treasurer / Physical Facilities
E.) Office of the Provost / Space Management
36. SPACE ALLOCATIONS AND FACILITIES ADDITIONS AND CONDITIONS CONTINUED

For Strategies:

Common to All

N. Promote sustainability consciousness by attending to environmental and ecological stewardship including creating “green” buildings based on value driven decision processes informed by life cycle costing; social equity and economic vitality; and conducting best practices with designated responsibilities, oversight, and accountability, engaging advisory input from constituencies.

O. Develop a functional and an aesthetic campus design that highlights Purdue’s history and traditions; recognizes successful living, learning, and laboratory spaces; fosters accessibility, way-finding, and student engagement through learning spaces; and promotes interactions between students, faculty, staff, administration, and the greater community.

P. Systematically address the repair and rehabilitation of facilities to provide the high-quality infrastructure needed to conduct successful learning, discovery, and engagement functions that enhance Purdue’s national and global competitiveness.

Q. Exemplify Purdue as a “living laboratory” for learning, discovery, and engagement by establishing a process for campus design and development that allows for exploration of design ideas with hands-on experience, participation, and service.

R. Oversee the responsiveness to campus workplace quality of life needs and issues with centralized attention, responsibility, service and accountability.

Launching Tomorrow’s Leaders

U. Create opportunities and spaces for active/interactive/collaborative learning and interaction of students, faculty, and staff to engage in spontaneous and creative informal learning activities.

Discovery with Delivery

A. Nurture disciplined-based research, scholarship, and creative endeavor of the highest quality as the primary strengths that undergird the development of successful multidisciplinary initiatives.

B. Increase investment to develop a robust infrastructure that enables expanded discipline-based as well as large-scale interdisciplinary research, with careful operation of critically needed shared research facilities.
36. SPACE ALLOCATIONS AND FACILITIES ADDITIONS AND CONDITIONS CONTINUED

*Discovery with Delivery*

E. Focus on breakthrough multidisciplinary research with signature approaches for addressing societal grand challenges involving core strengths in life sciences, physical sciences, and engineering, while leveraging these strengths to develop synergies with liberal arts, business, education, and other disciplines that lend special capabilities to such large-scale research and exploration, and their impact. Among the key areas of societal grand challenges are:

- environment/climate
- security
- energy
- urban infrastructure
- human health, health care delivery
- personalized education
- food
- space exploration
- water

F. Increase the number of endowed professorships to lead multidisciplinary research, support high profile faculty teams in important emerging research areas, and increase graduate student fellowships to provide assistance to such research initiatives.

G. Realize Discovery Park’s promise as an internationally recognized research institute, pioneering the discover-to-delivery paradigm for large-scale research, by critically reviewing its expectations and capacity, developing successful initiatives and opportunities, and by investing in its growth and infrastructure as a core facility for multidisciplinary research endeavors.

*Meeting Global Challenges*

C. Define the role of Purdue in the 21st century entrepreneurial culture with a visionary program as a national model, focusing on University-wide talent, along with intellectual and physical resources, to maximize leverage, and providing transparent and coordinated access to global intellectual resources.
37. SUSTAINABILITY

Benchmark definition: For a given year, the campus rating (national grading) on the sustainability evaluation of campus operations and endowment investments as published by the Sustainable Endowments Institute.

Source: College Sustainability Report Card from the Endowment Institute.org

For Strategies:

Common to All

N. Promote sustainability consciousness by attending to environmental and ecological stewardship including creating “green” buildings based on value driven decision processes informed by life cycle costing; social equity and economic vitality; and conducting best practices with designated responsibilities, oversight, and accountability, engaging advisory input from constituencies.

O. Develop a functional and an aesthetic campus design that highlights Purdue’s history and traditions; recognizes successful living, learning, and laboratory spaces; fosters accessibility, way-finding, and student engagement through learning spaces; and promotes interactions between students, faculty, staff, administration, and the greater community.

P. Systematically address the repair and rehabilitation of facilities to provide the high-quality infrastructure needed to conduct successful learning, discovery, and engagement functions that enhance Purdue’s national and global competitiveness.

Q. Exemplify Purdue as a “living laboratory” for learning, discovery, and engagement by establishing a process for campus design and development that allows for exploration of design ideas with hands-on experience, participation, and service.
38. ENVIRONMENTAL AND ECOLOGICAL EXAMPLES

Metric definition: Examples of best practices in sustainability, such as resource recovery measures, LEED certifications earned, emission reductions, and recycling (to be defined) for a given fiscal year.

Source: Office of the Executive Vice President for Business and Finance, Treasurer / Physical Facilities

For Strategies:

Common to All

N. Promote sustainability consciousness by attending to environmental and ecological stewardship including creating “green” buildings based on value driven decision processes informed by life cycle costing; social equity and economic vitality; and conducting best practices with designated responsibilities, oversight, and accountability, engaging advisory input from constituencies.

O. Develop a functional and an aesthetic campus design that highlights Purdue’s history and traditions; recognizes successful living, learning, and laboratory spaces; fosters accessibility, way-finding, and student engagement through learning spaces; and promotes interactions between students, faculty, staff, administration, and the greater community.
39. ENGAGEMENT EXAMPLES

Metric definition: Examples of best practices in engagement that reflect the vision of the University for a given academic year.

Source: Office of the Provost / Vice Provost for Engagement

For Strategies:

Common to All

E. Foster collaborations among disciplines across the university to cultivate new synergies in educational and research endeavors, and create opportunities through a synergies advancement council/think-tank.

I. Proactively promote state relations and partnerships to sustain and enhance state appropriations support as the backbone for Purdue’s funding base as a public research university.

T. Engage Purdue’s alumni and retirees in university life involving them in enrichment activities, and as ambassadors for initiatives that would benefit from their experience, and their “Purdue pride.”

V. Encourage participation in cultural and athletic events with a more welcoming environment for students, staff, faculty, retirees, alumni, and the greater community through accessibility, incentives, public relations, and with “good-neighbors” practices.

W. Enhance collaborative and complementary relationships with the greater community and promote active engagement with local and state-wide community members that promotes a cosmopolitan atmosphere, and contributes to the enrichment of the quality of life involving the arts and cultural activities, the environment, athletics, and other recreational opportunities.

Launching Tomorrow’s Leaders

N. Expand and integrate civic engagement for students through campus design projects and community service opportunities to prepare for successful citizenship.

Q. Increase student interest and involvement in STEM careers by developing attractive and inspirational recruiting messages and programs that highlight exciting job opportunities.

S. Provide Indiana’s P-14 educational communities with leadership in preparing more students for education and careers in the science, technology, engineering and mathematics disciplines (STEM) and transition to higher education.
39. ENGAGEMENT EXAMPLES CONTINUED

Discovery with Delivery
C. Proactively develop mutually beneficial relationships with research funding agencies including, federal and state agencies, industries and corporations, and private foundations with a view to aligning Purdue’s research portfolio, and increasing responsiveness to funding prospects.
H. Develop strategic alliances with technology parks, businesses, and other educational institutions, to educate venture capitalists and other early investors regarding the opportunities driven by intellectual property available in Indiana, and to develop a next generation proactive approach to recruiting companies to Indiana.
K. Proactively deliver statewide Cooperative Extension Services sharing knowledge and skills that are the most advanced and applicable, and by promoting collaboration of experts across disciplines to effectively serve the people of Indiana.
L. Conduct discovery, identification, and mapping of existing and potential resources of economic value for the various regions of Indiana to help spur economic development action items for those regions.

Meeting Global Challenges
D. Pursue a research-based economic development agenda that stems from Purdue’s strengths and focuses on areas with the greatest impact to Indiana, the nation, and the world, with particular attention to life/health sciences and delivery, agriculture, advanced manufacturing, defense and homeland security, environmental/energy, space sciences including aeronautics and astronautics, and the science of education.
E. Link research initiatives to market needs and trends through global partnerships with business and industry in support of the model for discovery-to-delivery.
F. Undertake a concerted effort in establishing a global presence in research and education for Purdue, through well coordinated initiatives involving multiple academic disciplines, for global regions of strategic importance and partnerships.
G. Establish a proactive point of contact for businesses, investors, educational institutions, and communities, to promote Purdue’s capacity to provide results of discovery that advance industry in the state, the nation, and around the world.
H. Inform public policy and provide informed leadership to policy discussions by way of a public policy institute that conducts analyses and impact assessments, and promotes coordination between large-scale research and economic development, leading to increased investment funds and impact on regional, national, and global economies.
39. ENGAGEMENT EXAMPLES CONTINUED

Meeting Global Challenges

I. Serve as a super cluster for entrepreneurship activities by aligning efforts with state government to support an entrepreneurial culture that integrates economic development with research and globalization, thereby increasing the impact of the University’s intellectual portfolio.

J. Establish large-scale partnerships with public and private organizations, foundations, and other universities, to conceive, support, and execute research that meets society’s grand challenges, and adds value to quality of life at the state, national, and global levels.

K. Position Purdue globally to help establish a leadership role in economic development (both metropolitan and rural) in proposing, developing, and executing strategies that enhance economic development in Indiana and Indiana’s competitiveness in the global economy.

L. Enhance consultative service to business and industry by providing agile and coordinated mechanisms for matching University expertise to serve their sustainability needs, and their development toward meeting the challenges of the 21st century competitive global markets.

M. Provide a sophisticated continuing education environment for the Indiana workforce, in partnership with other higher education institutions that serves Indiana’s diverse communities to foster the development of and connectivity to a global talent pool.

N. Enhance engagement with Indiana’s P-14 and post-secondary educational communities to develop a collaborative, long-term systematic approach toward an educational portfolio that ensures a steady supply of well-educated workforce members for Indiana to continue its quest for a leading role in addressing global challenges.

O. Leverage Purdue’s asset of a large international student body by encouraging more synergies with the nationally-derived student body.
40. PARTNERSHIP EXAMPLES

Metric definition: Examples of best practices of partnerships with private or public agencies which provide assistance nationally and internationally, to business, industry and agriculture for a given academic year.

Source: Office of the Provost / Vice Provost for Engagement

For Strategies:

Common to All

F. Encourage a global mindset across the campus community that values diverse international perspectives and supports collaborations and partnerships to position Purdue as a synergistic global university for tomorrow’s challenges, with signature projects that respond to global needs.

I. Proactively promote state relations and partnerships to sustain and enhance state appropriations support as the backbone for Purdue’s funding base as a public research university.

K. Develop convenient access to large metropolitan areas (specifically, Indianapolis and Chicago) to facilitate growing collaborations with educational institutions and partners in business and industry, and to enhance travel connectivity for national and global interactions.

Launching Tomorrow’s Leaders

P. Enhance pathways to Purdue by collaborating with Purdue’s regional campuses, secondary schools, and other post-secondary institutions to improve student preparation for admission, connection, and transition to the University.

S. Provide Indiana’s P-14 educational communities with leadership in preparing more students for education and careers in the science, technology, engineering and mathematics disciplines (STEM) and transition to higher education.

Discovery with Delivery

C. Proactively develop mutually beneficial relationships with research funding agencies including, federal and state agencies, industries and corporations, and private foundations with a view to aligning Purdue’s research portfolio, and increasing responsiveness to funding prospects.
40. PARTNERSHIP EXAMPLES CONTINUED

Discovery with Delivery

G. Realize Discovery Park’s promise as an internationally recognized research institute, pioneering the discover-to-delivery paradigm for large-scale research, by critically reviewing its expectations and capacity, developing successful initiatives and opportunities, and by investing in its growth and infrastructure as a core facility for multidisciplinary research endeavors.

H. Develop strategic alliances with technology parks, businesses, and other educational institutions, to educate venture capitalists and other early investors regarding the opportunities driven by intellectual property available in Indiana, and to develop a next generation proactive approach to recruiting companies to Indiana.

J. Maximize the impact of partnership between Discovery Park and the Research Park to realize the full potential for leading discovery-to-delivery – research leading to economic development with state, national, and global partnerships.

K. Proactively deliver statewide Cooperative Extension Services sharing knowledge and skills that are the most advanced and applicable, and by promoting collaboration of experts across disciplines to effectively serve the people of Indiana.

L. Conduct discovery, identification, and mapping of existing and potential resources of economic value for the various regions of Indiana to help spur economic development action items for those regions.

M. Encompass inquiry and discovery by broadened participation of diverse members of the academic community, and pluralism of intellectual pursuits and outcomes.

N. Guide the evolution of the large-scale research enterprise by conducting rigorous, periodic, external and internal reviews of the research portfolio, and provide seed support to new initiatives in selected strategic areas, and/or areas of high risk with potentially high return on investment.

Meeting Global Challenges

C. Define the role of Purdue in the 21st century entrepreneurial culture with a visionary program as a national model, focusing on University-wide talent, along with intellectual and physical resources, to maximize leverage, and providing transparent and coordinated access to global intellectual resources.

E. Link research initiatives to market needs and trends through global partnerships with business and industry in support of the model for discovery-to-delivery.

F. Undertake a concerted effort in establishing a global presence in research and education for Purdue, through well coordinated initiatives involving multiple academic disciplines, for global regions of strategic importance and partnerships.
40. PARTNERSHIP EXAMPLES CONTINUED

Meeting Global Challenges

J. Establish large-scale partnerships with public and private organizations, foundations, and other universities, to conceive, support, and execute research that meets society’s grand challenges, and adds value to quality of life at the state, national, and global levels.

M. Provide a sophisticated continuing education environment for the Indiana workforce, in partnership with other higher education institutions that serves Indiana’s diverse communities to foster the development of and connectivity to a global talent pool.

N. Enhance engagement with Indiana’s P-14 and post-secondary educational communities to develop a collaborative, long-term systematic approach toward an educational portfolio that ensures a steady supply of well-educated workforce members for Indiana to continue its quest for a leading role in addressing global challenges.

O. Leverage Purdue’s asset of a large international student body by encouraging more synergies with the nationally-derived student body.
41. GLOBAL PRESENCE EXAMPLES

Benchmark definition:
A.) For a given year, the percent of seniors who participated in study abroad.
B.) For a given fall semester, the proportion of international undergraduate and graduate students.
C.) For a given fall semester, the proportion of international faculty.
D.) Global Language Monitor Rankings of the institution as reported for a given year.
E.) For a given fall semester, the number and examples of international academic programs (such as GISMA); the number of students and faculty involved, and the breadth of countries.

Metric definition:
A.) The number of study abroad programs and student participants for a given academic year.
B.) For a given fall semester, the proportion of international faculty by their country of origin (“nationality”).
C.) For a given fiscal year, sponsored funding of international grants and contracts.
D.) For a given academic year, examples of best practices that demonstrate globalization, the number and highlight examples of international research and engagement programs; student and faculty involvement; breadth of countries.
E.) For a given academic year, the fraction of faculty engaged in international activities; including but not limited to invited presentations, sponsored funding, scholarly collaborations, extension activities, travel grants, sabbaticals, international awards, and other prestigious international recognition such as honorary doctorates of Purdue faculty and staff.

Benchmark Source:
A.) NSSE
B.) IPEDS Fall Enrollment Survey
C.) IPEDS Fall Staff Survey
D.) Vice President for Marketing and Media
E.) Office of the Provost / Higher Learning Commission
41. GLOBAL PRESENCE EXAMPLES CONTINUED

Metric Source:
A.) Office of the Provost / Office of Programs for Study Abroad
B.) Office of the Vice President for Business and Finance, Treasurer / Human Resources - Workforce File
C.) Office of the Vice President for Research
D.) and E.) Office of the Provost (awards collected through #30)

For Strategies:

Common to All
F. Encourage a global mindset across the campus community that values diverse international perspectives and supports collaborations and partnerships to position Purdue as a synergistic global university for tomorrow’s challenges, with signature projects that respond to global needs.
H. Aggressively enhance media presence and marketing of Purdue’s vision and the breadth of successes across campus toward increased national and global visibility.
J. Enhance global presence through position as a global hub for strategic areas (e.g., Purdue’s Nanotechnology Hub), partnerships and research alliances that are carefully developed to serve mutual interests; and educational opportunities including campus-abroad programs, joint/dual degrees, and study-abroad/exchange programs.
K. Develop convenient access to large metropolitan areas (specifically, Indianapolis and Chicago) to facilitate growing collaborations with educational institutions and partners in business and industry, and to enhance travel connectivity for national and global interactions.
L. Cultivate the attention and participation of alumni, retirees, and friends around the world to engage them as partners in expanding Purdue’s connections globally, in assisting with recruiting, mentoring, sponsoring students, sharing best practices with administrators/faculty, and garnering their support in building Purdue’s global presence.

Discovery with Delivery
H. Develop strategic alliances with technology parks, businesses, and other educational institutions, to educate venture capitalists and other early investors regarding the opportunities driven by intellectual property available in Indiana, and to develop a next generation proactive approach to recruiting companies to Indiana.
41. GLOBAL PRESENCE EXAMPLES CONTINUED

**Discovery with Delivery**
J. Maximize the impact of partnership between Discovery Park and the Research Park to realize the full potential for leading discovery-to-delivery – research leading to economic development with state, national, and global partnerships.

**Meeting Global Challenges**
A. Increase the number of students involved in study abroad and international internships directly related to their field of study; increase the number of global opportunities for students including tourism; continue national leadership in bringing students from around the world to study on our campus.
D. Pursue a research-based economic development agenda that stems from Purdue’s strengths and focuses on areas with the greatest impact to Indiana, the nation, and the world, with particular attention to life/health sciences and delivery, agriculture, advanced manufacturing, defense and homeland security, environmental/energy, space sciences including aeronautics and astronautics, and the science of education.
E. Link research initiatives to market needs and trends through global partnerships with business and industry in support of the model for discovery-to-delivery.
F. Undertake a concerted effort in establishing a global presence in research and education for Purdue, through well coordinated initiatives involving multiple academic disciplines, for global regions of strategic importance and partnerships.
G. Establish a proactive point of contact for businesses, investors, educational institutions, and communities, to promote Purdue’s capacity to provide results of discovery that advance industry in the state, the nation, and around the world.
I. Serve as a super cluster for entrepreneurship activities by aligning efforts with state government to support an entrepreneurial culture that integrates economic development with research and globalization, thereby increasing the impact of the University’s intellectual portfolio.
J. Establish large-scale partnerships with public and private organizations, foundations, and other universities, to conceive, support, and execute research that meets society’s grand challenges, and adds value to quality of life at the state, national, and global levels.
K. Position Purdue globally to help establish a leadership role in economic development (both metropolitan and rural) in proposing, developing, and executing strategies that enhance economic development in Indiana and Indiana’s competitiveness in the global economy.
41. GLOBAL PRESENCE EXAMPLES CONTINUED

Meeting Global Challenges

L. Enhance consultative service to business and industry by providing agile and coordinated mechanisms for matching University expertise to serve their sustainability needs, and their development toward meeting the challenges of the 21st century competitive global markets.

M. Provide a sophisticated continuing education environment for the Indiana workforce, in partnership with other higher education institutions that serves Indiana’s diverse communities to foster the development of and connectivity to a global talent pool.

N. Enhance engagement with Indiana’s P-14 and post-secondary educational communities to develop a collaborative, long-term systematic approach toward an educational portfolio that ensures a steady supply of well-educated workforce members for Indiana to continue its quest for a leading role in addressing global challenges.

O. Leverage Purdue’s asset of a large international student body by encouraging more synergies with the nationally-derived student body.
42. ENHANCED MARKETING EXAMPLES

**Metric definition:** For a given academic year, examples of best practices in marketing initiatives across the campus.

**Source:** Office of the Vice President for Marketing and Media

**For Strategies:**

*Common to All*

- H. Aggressively enhance media presence and marketing of Purdue’s vision and the breadth of successes across campus toward increased national and global visibility.
- W. Enhance collaborative and complementary relationships with the greater community and promote active engagement with local and state-wide community members that promotes a cosmopolitan atmosphere, and contributes to the enrichment of the quality of life involving the arts and cultural activities, the environment, athletics, and other recreational opportunities.

*Launching Tomorrow’s Leaders*

- Q. Increase student interest and involvement in STEM careers by developing attractive and inspirational recruiting messages and programs that highlight exciting job opportunities.

*Discovery with Delivery*

- G. Realize Discovery Park’s promise as an internationally recognized research institute, pioneering the discover-to-delivery paradigm for large-scale research, by critically reviewing its expectations and capacity, developing successful initiatives and opportunities, and by investing in its growth and infrastructure as a core facility for multidisciplinary research endeavors.

*Meeting Global Challenges*

- E. Link research initiatives to market needs and trends through global partnerships with business and industry in support of the model for discovery-to-delivery.
- G. Establish a proactive point of contact for businesses, investors, educational institutions, and communities, to promote Purdue’s capacity to provide results of discovery that advance industry in the state, the nation, and around the world.
43. PURDUE PRESENCE IN MEDIA

**Metric definition:** For a given academic year, the appearance of noteworthy University accomplishments and expertise in national and international media.

**Source:** Vice President for Marketing and Media / University News Service

**For Strategies:**

*Common to All*

H. Aggressively enhance media presence and marketing of Purdue’s vision and the breadth of successes across campus toward increased national and global visibility.

I. Proactively promote state relations and partnerships to sustain and enhance state appropriations support as the backbone for Purdue’s funding base as a public research university.

K. Develop convenient access to large metropolitan areas (specifically, Indianapolis and Chicago) to facilitate growing collaborations with educational institutions and partners in business and industry, and to enhance travel connectivity for national and global interactions.

L. Cultivate the attention and participation of alumni, retirees, and friends around the world to engage them as partners in expanding Purdue’s connections globally, in assisting with recruiting, mentoring, sponsoring students, sharing best practices with administrators/faculty, and garnering their support in building Purdue’s global presence.

T. Engage Purdue’s alumni and retirees in university life involving them in enrichment activities, and as ambassadors for initiatives that would benefit from their experience, and their “Purdue pride.”

V. Encourage participation in cultural and athletic events with a more welcoming environment for students, staff, faculty, retirees, alumni, and the greater community through accessibility, incentives, public relations, and with “good-neighbors” practices.

W. Enhance collaborative and complementary relationships with the greater community and promote active engagement with local and state-wide community members that promotes a cosmopolitan atmosphere, and contributes to the enrichment of the quality of life involving the arts and cultural activities, the environment, athletics, and other recreational opportunities.
43. PURDUE PRESENCE IN MEDIA CONTINUED

Launching Tomorrow’s Leaders
Q. Increase student interest and involvement in STEM careers by developing attractive and inspirational recruiting messages and programs that highlight exciting job opportunities.
S. Provide Indiana’s P-14 educational communities with leadership in preparing more students for education and careers in the science, technology, engineering and mathematics disciplines (STEM) and transition to higher education.

Discovery with Delivery
C. Proactively develop mutually beneficial relationships with research funding agencies including, federal and state agencies, industries and corporations, and private foundations with a view to aligning Purdue’s research portfolio, and increasing responsiveness to funding prospects.
H. Develop strategic alliances with technology parks, businesses, and other educational institutions, to educate venture capitalists and other early investors regarding the opportunities driven by intellectual property available in Indiana, and to develop a next generation proactive approach to recruiting companies to Indiana.
K. Proactively deliver statewide Cooperative Extension Services sharing knowledge and skills that are the most advanced and applicable, and by promoting collaboration of experts across disciplines to effectively serve the people of Indiana.
L. Conduct discovery, identification, and mapping of existing and potential resources of economic value for the various regions of Indiana to help spur economic development action items for those regions.

Meeting Global Challenges
E. Link research initiatives to market needs and trends through global partnerships with business and industry in support of the model for discovery-to-delivery.
G. Establish a proactive point of contact for businesses, investors, educational institutions, and communities, to promote Purdue’s capacity to provide results of discovery that advance industry in the state, the nation, and around the world.
I. Serve as a super cluster for entrepreneurship activities by aligning efforts with state government to support an entrepreneurial culture that integrates economic development with research and globalization, thereby increasing the impact of the University’s intellectual portfolio.
43. PURDUE PRESENCE IN MEDIA CONTINUED

Meeting Global Challenges

K. Position Purdue globally to help establish a leadership role in economic development (both metropolitan and rural) in proposing, developing, and executing strategies that enhance economic development in Indiana and Indiana’s competitiveness in the global economy.
44. FRIENDS, ALUMNI, AND RETIREES INVOLVEMENT

Metric definition:
A.) For a given year, the number of alumni and patrons who are engaged in formal University Programs.
B.) For a given year, the number of alumni and patron interactions with students, including the Purdue Alumni Recruiting for Tomorrow (PART).
C.) For a given year, the number of alumni that participate in the Purdue Alumni Student Experience (PASE) and other student events (to be determined).
D.) For a given year, the number of friends, alumni, and retirees that are involved in admission events (to be determined).
E.) Highlights of activities for a given year in which retirees participated or acted as ambassadors to promote Purdue.

Source:
A. and B.) University Development Office
C.) Alumni Association
D.) Office of the Provost / Admissions
E.) Purdue University Retirees Association (PURA)

For Strategies:
Common to All
I. Proactively promote state relations and partnerships to sustain and enhance state appropriations support as the backbone for Purdue’s funding base as a public research university.
L. Cultivate the attention and participation of alumni, retirees, and friends around the world to engage them as partners in expanding Purdue’s connections globally, in assisting with recruiting, mentoring, sponsoring students, sharing best practices with administrators/faculty, and garnering their support in building Purdue’s global presence.
M. Continue to build relationships with patrons toward successful private giving for targeted initiatives that enhance Purdue’s national and global competitiveness.
T. Engage Purdue’s alumni and retirees in university life involving them in enrichment activities, and as ambassadors for initiatives that would benefit from their experience, and their “Purdue pride.”
44. FRIENDS, ALUMNI, AND RETIREES INVOLVEMENT CONTINUED

Common to All

U. Promote health and well being of students, faculty, staff, and retirees offering a breadth of fitness, health, and wellness promotion programs, along with recreational services with appropriate facilities and incentives that encourage greater attention to life building skills and personal responsibility with respect to good health practices.

V. Encourage participation in cultural and athletic events with a more welcoming environment for students, staff, faculty, retirees, alumni, and the greater community through accessibility, incentives, public relations, and with “good-neighbors” practices.

W. Enhance collaborative and complementary relationships with the greater community and promote active engagement with local and state-wide community members that promotes a cosmopolitan atmosphere, and contributes to the enrichment of the quality of life involving the arts and cultural activities, the environment, athletics, and other recreational opportunities.

Meeting Global Challenges

G. Establish a proactive point of contact for businesses, investors, educational institutions, and communities, to promote Purdue’s capacity to provide results of discovery that advance industry in the state, the nation, and around the world.

L. Enhance consultative service to business and industry by providing agile and coordinated mechanisms for matching University expertise to serve their sustainability needs, and their development toward meeting the challenges of the 21st century competitive global markets.

O. Leverage Purdue’s asset of a large international student body by encouraging more synergies with the nationally-derived student body.