

# STRATEGIES AND METRICS

## Strategies Common to All Goals

### Talent

- 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.

### Cultural Diversity

- 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.
- 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**.
- 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.

### Positioning

- 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.
- 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.
- M. **Continue to build relationships with patrons** toward successful private giving for targeted initiatives that enhance Purdue's national and global competitiveness.

### Sustainability

- 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.

### Enrichment

- 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.
- 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."

- 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.

## Strategies Specific to Each Goal

### Strategies for *Goal: 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.
- C. **Recruit and retain student athletes** who achieve athletic and academic success that demonstrates competitiveness nationally.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.

## Strategies for *Goal: 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.
- 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 the 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:
 

<ul style="list-style-type: none"> <li>▫ environment/climate</li> <li>▫ energy</li> <li>▫ human health, health care delivery</li> <li>▫ food</li> </ul>	<ul style="list-style-type: none"> <li>▫ water</li> <li>▫ security</li> <li>▫ urban infrastructure</li> <li>▫ personalized education</li> <li>▫ space exploration</li> </ul>
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- 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 discovery-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.

- 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.
- 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.

### Strategies for *Goal: 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.
- B. **Increase the presence of global understanding and insights in curricula** to render them globally relevant, enabling students to succeed in the worldwide community.
- C. **Define the role of Purdue in the 21<sup>st</sup> 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.
- 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.
- 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 developing 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.
- 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 21<sup>st</sup> 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.

## Metrics

[Note: The measures in italics are benchmark measures for peer comparisons.]

Measures		Strategies			
		Common to All	Launching Tomorrow's Leaders	Discovery with Delivery	Meeting Global Challenges
1	<i>Academic profile of new freshmen</i>		A, C, P		
2	<i>Selectivity and yield for enrollment</i>		A, C, P, Q		
3	<i>Number of students with significant honors</i>		A, C, P		
4	<i>Undergraduate retention and graduation rates</i>		A, C, J, O, R		N
5	<i>Graduate student time to degree</i>		D, E		
6	<i>Graduate degrees granted per year</i>		D, E		N
7	Percent of grads remaining in Indiana	W		L	N
8	Honors programs enrollment		A, J		
9	Student program examples (academic, co-curricular, health)	E, J, Q, V, W	A, C, D, E, F, G, H, I, J, K, L, M, N, O, Q, R, T, U		A, N, O
10	Core curriculum examples	E, J	F, G, H, T		F
11	Culture of assessment	G, N	F, K		H
12	<i>Student engagement</i>		F, I, K, N, R, T		A, F
13	<i>Financial resources</i>		A, B, D		
14	<i>Financial aid disbursement</i>		B		
15	<i>Undergraduate indebtedness upon graduation</i>		B		
16	<i>Student faculty ratio</i>		L, T		
17	<i>Percent of classes taught by faculty</i>		L, T		
18	<i>Undergraduate class/section size</i>		L, T		
19	<i>Graduate stipends</i>		D	A, D, F	
20	<i>Alumni participation rate and private giving</i>	L, M	B	B, F, N	
21	<i>Career placement/additional study of graduates</i>		F, Q		
22	<i>Rankings and recognitions</i>	H			C
23	<i>Demography</i>	A, D	A, O, R		O
24	Climate study	A, D, R, S	O	M	B, O
25	Professional & personal development programs	A, B, D, E, R, S, U, V, W	U	D, F	
26	Faculty & staff recruitment	A, C		E, F	C
27	<i>Faculty salary/compensation</i>	A, C, S		A, E, F	

Measures		Strategies			
		Common to All	Launching Tomorrow's Leaders	Discovery with Delivery	Meeting Global Challenges
28	Staff salary	A, C, S		A	
29	Faculty & staff retention & severance	A, B, C, D, S		A	
30	<i>Faculty &amp; staff quality &amp; recognition</i>	A, B		A, D, F	
31	Synergy examples and results	E, F	H	E, F, I, K, N	D, F, H, I, O
32	Assessment of business process	B, G, N, R, S, U		B, G, I, N	
33	<i>Sponsored expenditures and activities</i>	E	D	A, C, D, E, G, M, N	D, F, H
34	<i>Technology commercialization</i>			G, H, J	E, I, J
35	<i>Endowment value</i>	M	B	B, F, N	
36	Space allocations and facilities/aesthetics and conditions	N, O, P, Q, R	U	A, B, E, F, G	C
37	<i>Sustainability</i>	N, O, P, Q			
38	Environmental and ecological examples	N, O			
39	Engagement examples	E, I, T, V, W	N, Q, S	C, H, K, L	D through O
40	Partnership examples	F, I, K	P, S	C, G, H, J, K, L, M, N	C, E, F, J, M, N, O
41	Global presence examples	F, H, J, K, L		H, J	A, D, E, F, G, I through O
42	Enhanced marketing examples	H, W	Q	G	E, G
43	Purdue presence in the media	H, I, K, L, T, V, W	Q, S	C, H, K, L	E, G, I, K
44	Friends, alumni, and retirees involvement	I, L, M, T, U, V, W			G, L, O