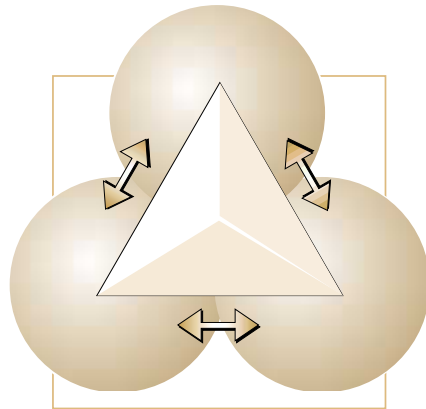

PURDUE
UNIVERSITY



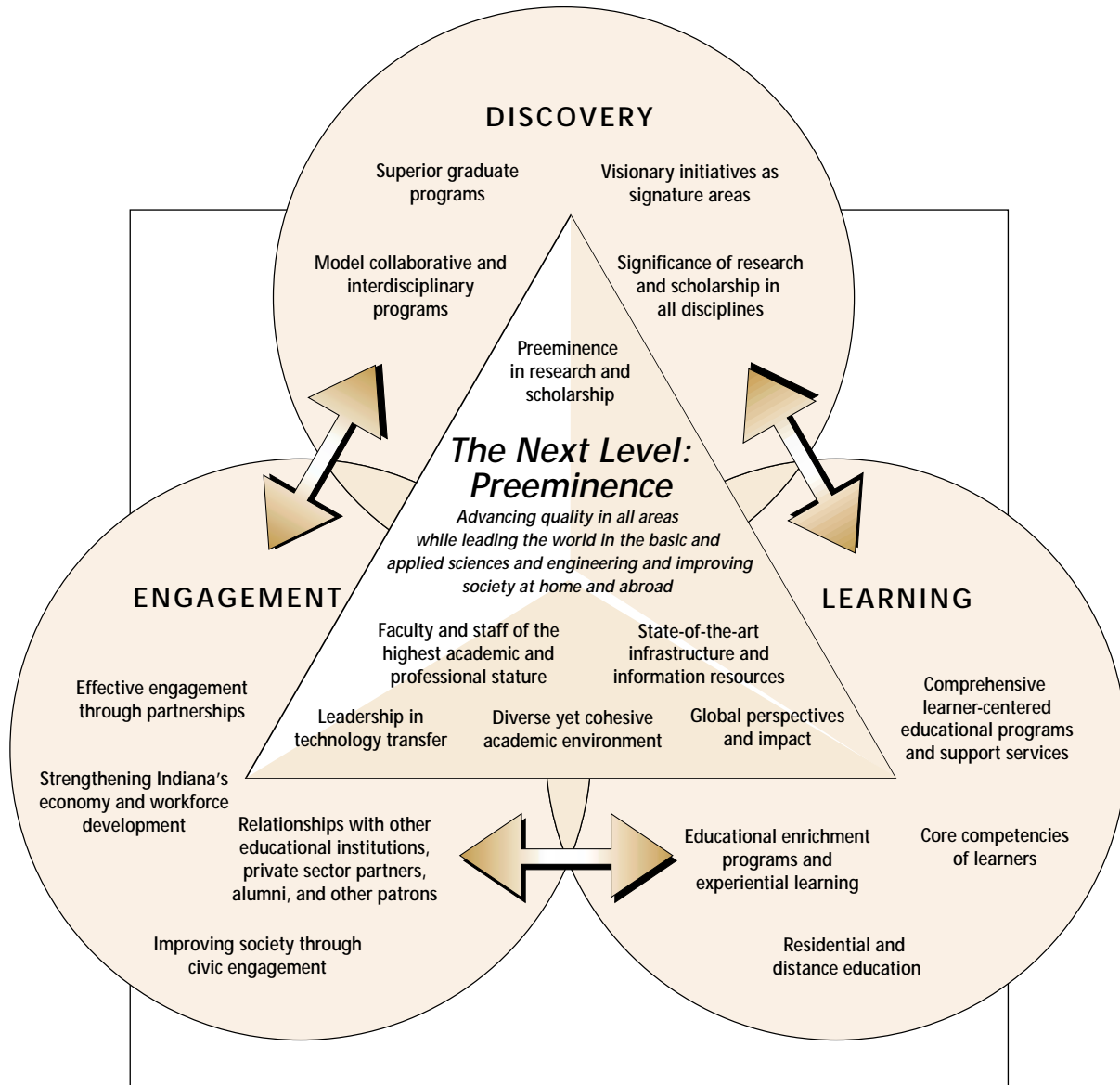
The Next Level: Preeminence

STRATEGIC PLAN FOR 2001-2006

November 2001

Strategic Plan Concept

Defining Core Characteristics to Integrate Discovery, Learning, and Engagement



Purdue University 2001-2006 Strategic Plan

PURDUE UNIVERSITY
WEST LAFAYETTE CAMPUS

The Next Level: Preeminence

STRATEGIC PLAN FOR 2001-2006

I. PREAMBLE

A commitment to serving people has been Purdue's central purpose since the University was founded more than 130 years ago amid the promise of a bold new vision for American public higher education. Purdue traces its origin to the Morrill Act of 1862, which provided assistance to the states in establishing colleges "...where the leading object shall be, without excluding other scientific and classical studies, and including military tactics, to teach such branches of learning as are related to agriculture and the mechanic arts, in such manner as the legislatures of the States may respectively prescribe, in order to promote the liberal and practical education of the industrial classes in the several pursuits and professions in life..." Purdue became Indiana's land-grant university by action of the state legislature in 1869. Since that time, Purdue has broadened its vision and evolved from a single-campus university to a multi-campus system designed to serve the people of Indiana. Today, together with its regional and metropolitan university campus programs, Purdue University is a land-grant university system that addresses broadly based post-secondary educational needs in Indiana.

Over the past 132 years Purdue's role and scope have evolved and expanded until it is today one of the nation's premier universities, renowned internationally for the excellence of its wide-ranging programs of research, scholarship and creative endeavor. As it developed into an outstanding research university, Purdue continued its dedication to its basic commitment: providing the finest possible programs of learning to its students. The Purdue education prepares these people for their role as both citizens and leaders of our rapidly changing global community.

The creation of new knowledge in the laboratory, the library and the field, and the development of students' knowledge, competencies, and talents in the classroom and elsewhere do not exhaust Purdue's obligations. The university also serves numerous other clienteles through a rich

variety of outreach, extension, distance learning and partnership activities. As the provider of educational services to numerous local, statewide, national and global constituencies, and as the steward of this accumulated knowledge, Purdue addresses the problems and promises of today's world in many profound and fundamental ways.

Purdue values the traditional arts and sciences as the foundation of its academic enterprise, and strives to excel in these areas. Purdue also recognizes that its international reputation is grounded primarily in its accomplishments in the ever-developing science and technology disciplines.

In offering Indiana's only public university programs in agriculture, engineering, pharmacy and veterinary medicine, Purdue is a vital and irreplaceable Indiana resource. In addition to these unique programs, the university makes available distinguished academic offerings in the liberal arts; the physical, life, computer and mathematical sciences; consumer and family sciences; education; management; nursing; health sciences; technology and interdisciplinary studies, and confers degrees at the associate, baccalaureate, masters and doctoral levels. Purdue's alumni have exerted a profound influence on the world — and beyond — by contributing basic and applied knowledge in many diverse fields and by exploring the frontiers of space.

Purdue provides learning opportunities to statewide, national and international constituencies through comprehensive continuing and distance education programs. Wherever and however these programs are offered, Purdue is committed to teaching students how to learn and thus to become life-long learners.

The Purdue University system provides academic programs in West Lafayette (the flagship campus), on regional campuses in Hammond (PU Calumet), Fort Wayne (IPFW) and Westville (PU North Central), on the metropolitan university campus in Indianapolis (IUPUI), and in many

statewide technology facilities throughout Indiana. While respecting the different levels of academic autonomy at its various campus locations, the West Lafayette campus provides administrative and operational coordination services for all regional campus programs. This renders Purdue among the nation's most efficiently and effectively administered universities.

Standards of admission to the programs conducted at these various sites are established in the context of the character and demands of the programs themselves, local and regional community needs and the availability of other post-secondary educational opportunities in the state. Purdue plays an important leadership role in Indiana's public higher education enterprise. This system is designed to

accommodate all students who are eligible to receive a post-secondary educational experience. Thus, Purdue recognizes that access to higher education is a shared responsibility among Indiana's post-secondary institutions, and the Purdue University system embraces its part of this responsibility.

Purdue University is a birthplace of ideas, discoveries, inventions and innovations. It is the site of great accomplishment in the basic and applied sciences and their technological applications, the social sciences, the humanities and the arts. It combines responsible stewardship with shared leadership as it looks forward to an exciting and rewarding future in the new millennium.

II. VALUES AND CULTURE

As a land-grant institution, Purdue University is part of a distinguished tradition of democracy, inclusiveness and accessibility in higher education. As it makes advanced education available to qualified students, Purdue demonstrates its concern for the intellectual and personal growth of every individual.

In the land-grant tradition of inclusiveness, all members of the university community are valued for who they are and what they contribute. Our community's celebration of its members' diverse backgrounds, cultures and viewpoints cultivates mutual respect in all interactions.

The university's community extends far beyond the physical limits of the campus and encompasses populations far greater than our students, faculty and staff. In its teaching and learning, its scholarship, research and creative endeavor, and its widespread outreach and engagement, Purdue serves the State of Indiana, our whole nation and, indeed, the entire global community.

As a great academic institution, Purdue pursues excellence in all its endeavors. Because it is open to change it encourages constant improvement. The university we envision is dedicated to cultivation and enrichment of the life of the mind. It is an open, democratic and civil community of

scholars engaged in free and untrammelled inquiry. It values learning as a way of life and promotes the habits of critical thinking and intellectual curiosity. It offers students access to cutting-edge learning experiences, facilities and materials, to a faculty that vigorously pursues research and scholarship and to academic guidance sensitive to their interests, needs and abilities.

In its discovery and application of new knowledge and its collaborative relationships both within and outside the university, Purdue's faculty has a global impact. We recognize that all our academic efforts require intellectual freedom and a climate that encourages free and open exchange of ideas.

As a social institution, Purdue insists that its members act with honesty and integrity, and that they adhere to the highest standards of personal and professional behavior. We are pledged to use our financial, physical and human resources wisely and prudently to improve our university, our community and the world. As members of the university community, we accept our individual and institutional responsibilities and hold ourselves fully accountable for our words and our actions.

III. MISSION

The mission of Purdue University is to serve the citizens of Indiana, the United States, and the world through:

***Discovery** that expands the realm of knowledge*

***Learning** through dissemination and preservation of knowledge*

***Engagement** through exchange of knowledge*

Discovery: Grounded in the most advanced theoretical, empirical and applied methods, the University's programs of research, scholarship, and creative endeavor expand the realm of knowledge across a wide range of academic disciplines.

Learning through Dissemination and Preservation: The University promotes and champions learning by providing a variety of instructional settings where students and faculty can share and create new knowledge. It distributes knowledge to an audience of peers and citizens through a great diversity of academic literature and professional activities. In its libraries and other archives the university serves as the repository and facilitator of access to a rich accumulation of human information, knowledge and wisdom.

Engagement through Exchange: Through its programs of knowledge exchange and application, the university helps put knowledge to work to create new opportunities that advance our society and solve a variety of technical and social problems.

In all these activities, the university seeks to:

Prepare its graduates to succeed as leaders, professionals, informed consumers, responsible citizens, and lifelong learners

Admit to its programs an academically proficient population of students pursuing post-secondary education

Reach out to an expanded audience of learners through residential and distance education utilizing a variety of learning media and technologies

Play a leadership role in Indiana's economic and social development

Promote human and intellectual diversity by providing equal access and opportunity to representatives of a rich variety of populations and cultures

Contribute to the welfare and advancement of human societies throughout the world

IV. VISION

The Next Level: Preeminence

Purdue will be a preeminent university, advancing quality in all areas while leading the world in the basic and applied sciences and engineering and improving society at home and abroad.

Characteristics:

- Programs of discovery, learning, and engagement that draw worldwide attention for their quality, relevance, depth, and scope
- Advancement of human and intellectual diversity to enrich the academic community, and to overcome the barriers separating individuals, populations, and cultures
- Model interdisciplinary and collaborative partnerships in the university community
- Collaboration with public and private enterprise in Indiana, the United States, and abroad as a model for pursuing common objectives
- A faculty and a staff celebrated for their dedication to Purdue's values and culture, and for their academic and professional distinction
- A superior and diverse student body dedicated to learning, and contributing knowledge and skills toward the prosperity of Indiana, the nation, and the world
- Self-expectations of Purdue's faculty, staff, administration, and students to pursue excellence individually and collectively while contributing to a common vision for achieving preeminence
- Active role of all disciplines in contributing their disciplinary and interdisciplinary strengths to Purdue's vision
- An attractive physical environment that stimulates and facilitates intellectual development and scholarly and creative endeavor

V. GOALS

GOAL 1 — DISCOVERY: Achieve and sustain preeminence in discovery

Characteristics:

- Discovery in the forms of research, scholarship, and creative endeavor of the finest quality and greatest scope and depth — with excellence in all disciplines-constituting an outstanding comprehensive university
- An agenda for discovery that is aligned with state, national, and global needs and interests
- World leadership in the basic and applied sciences, engineering, and other technological endeavors
- A faculty and staff of the highest academic and professional stature and achievement
- Significance and impact of research and scholarship in all disciplines, heightened awareness of issues of citizenship and acculturation, and enhanced historic, literary, social, economic, and global perspectives
- A stimulating and supportive state-of-the-art infrastructure that includes informational, technical, facility and human resources

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- Model interdisciplinary and collaborative endeavors grounded in the strengths of academic disciplines
- Superior graduate programs and active involvement of undergraduate students in research
- A diverse yet cohesive academic environment where faculty, students and professional staff engage in a rich mix of human and intellectual activities

GOAL 2 — LEARNING: Attain and preserve excellence in learning through programs of superior quality and value in every academic discipline.

Characteristics:

- Comprehensive, learner-centered educational programs strengthened by breadth and depth in curricula, and appropriate support services, that prepare learners to be innovative and to excel in their future academic and professional pursuits
- Core competencies of learners in critical thinking, communication skills, information literacy, information technology, and methods of inquiry; teaching students how to learn; and sensitizing them to the values, ethical principles and global perspectives implicit in their studies
- An academic climate and environment that foster human and academic diversity, promote interactive, experiential, interdisciplinary, individual and team-based learning, and develop a commitment to a life-long search for knowledge and wisdom
- Enhanced faculty involvement in advancing learning, and faculty excellence in improving learning outcomes
- A superior infrastructure including facilities that foster learning excellence
- Educational enrichment opportunities through programs and services that foster leadership and illuminate and demonstrate their relevance to life experiences

GOAL 3 — ENGAGEMENT: Effectively address the needs of society through engagement

Characteristics:

- Effective partnerships with public and private agencies and organizations as well as among disciplines within the university community to respond to a variety of social, environmental, and economic development needs
- A position of national leadership in knowledge and technology transfer
- Leadership initiatives that improve quality of life and well being at the state, national, and international levels
- A vital role for the university in strengthening Indiana's economy and improving the qualifications of the state's workforce
- Responsive civic engagement that addresses professional development, continuing education, and life-long learning needs of the citizens of Indiana, the nation, and the world
- Mutually beneficial relationships with other educational institutions in Indiana and the nation and abroad, private sector partners, alumni, patrons, retirees, and friends
- Integration of Purdue's engagement initiatives with its discovery and learning missions

VI. STRATEGIES AND METRICS

A number of university-wide strategies will be employed to achieve the goals. These strategies are described in four sets — overarching strategies, and strategies specific to each of the three goals. Corresponding to each strategy, the key metrics have been identified in order to assess progress. The appropriate targets for the metrics will be specified separately since these may be adjusted over time based on progress achieved.

Key Overarching Strategies (For All Three Goals)

The overarching strategies provide a general framework for the plan's goal-specific strategies, and define the scope of university-wide initiatives that Purdue must design and implement in order to achieve the plan's goals. These strategies fall naturally into two groups: one involving human resources and the other encompassing physical, financial and management resources.

In employing these strategies, the university looks toward:

Enhancing human and intellectual diversity to build a student body, faculty, and staff that reflect our society, while fostering a climate that values inclusivity and equity, assures respect for human dignity, and positions Purdue as a place of choice, of support, and of pride

Enhancing flexibility and agility in the allocation and use of resources in order to respond effectively to change and to emerging opportunities

Increasing efficiency and effectiveness through continuing self-assessment, quality improvement, and accountability to stakeholders

Human Resources

- **Recruit and retain a diverse world-class faculty and staff for establishing and sustaining preeminent research and scholarship, learning, and engagement programs**

Metrics

- Peer comparison of salary/compensation by discipline, rank, or job classification level
- National academy / other prestigious memberships
- Endowed professorships and chairs
- Faculty and staff rewards based on accomplishments in discovery, learning, and engagement
- Faculty and staff retention rates

- **Recruit and retain academically talented undergraduate and graduate students with exemplary support for them to achieve success**

Metrics

- Standardized test score and high school rank percentiles, graduate selectivity by GRE, GMAT, etc.
- Number of National Merit Scholars, and the number of NSF fellows
- Competitive graduate assistant stipend level by discipline and number and size of research fellowships
- Financial aid per student and as a fraction of educational and general (E&G) expenditures; aid to underrepresented students (per student and as fraction of total aid)

- Student indebtedness upon graduation
- Evaluation of effectiveness of student services and information systems through periodic surveys

- **Enhance human and intellectual diversity among students, faculty, staff, and administrators along with programs of support for career development, retention and success, and improving climate for diversity**

Metrics

- Demography of faculty, staff, and students, shares of underrepresented populations, and retention rates
- Investment of funds for diversity initiatives
- Evaluation of campus climate through periodic surveys

Supportive Resources

- **Vigorously pursue financial resource development that acknowledges the importance of partnership and the interdependence of multiple funding sources**

Metrics

- Appropriations, tuition, fee revenues per FTE student
- Sponsored funding (total, and NSF data for sciences and engineering)
- Private giving and endowment value
- Revenues from licenses and patents
- Focused resource allocations and reallocations

- **Maintain, improve, and creatively expand physical facilities in order to provide effective and responsive support and services and to provide facilities that foster student, faculty, and staff interaction and relationships**
- **Enhance library and other information resources, and provide state-of-the-art computational and information technology resources supporting campus-wide research, learning environments, and the business enterprise**

Metrics

- Expenditures for physical facilities and infrastructure
- Renovations completed/deferred
- Amount of space allocations for discovery, learning, engagement, as well as for collaborative interaction and activities for faculty and students

Metrics

- Library acquisitions
- Electronic library and other information access services and usage
- Computational and Information technology improvements and expenditures, and annual assessment of needs met

Key Strategies Specific To Goal — 1 (Discovery)

- **Create incentives that encourage faculty productivity in research and scholarship**
- **Develop new means and incentives to improve internal collaboration in major research initiatives supported by seamless operational processes**

Metrics

- Research and Development (R&D) expenditures as a share of educational and general (E&G) expenditures
- Number of publications/citations
- Sponsored funds per FTE faculty

Metrics

- Number of participant researchers in interdisciplinary research initiatives

- **Undertake cutting-edge and visionary initiatives that are promising as signature areas for achieving preeminence in research and scholarship**

- **Develop interdisciplinary research centers that can attract substantial external funding**

Metrics

- National/international recognition for signature area initiatives
- National ranking of academic programs

Metrics

- Number of centers and sponsored funding per center

Key Strategies Specific To Goal — 2 (Learning)

- **Increase faculty numbers and their participation in undergraduate instruction (while reducing reliance on graduate teaching assistants), and expand programs for faculty, graduate students, and professional staff to improve their teaching abilities**
- **Systematically conduct periodic program self-studies that assess learning outcomes and student success**

Metrics

- Shares of class sections and student credit hours taught by faculty
- Number of formalized instructional improvement programs and participants

Metrics

- Retention and graduation rates [years to degree for graduate students]
- Graduates' career placement and advanced study enrollment
- Number of doctoral degrees granted per year
- Number of graduate students receiving honors and awards
- Student learning outcomes assessed at the academic program level

- **Facilitate student learning through introduction of innovative instructional methodologies and integration of technology into instruction**

- **Develop and implement undergraduate curriculum strategies to ensure students' core competencies**

Metrics

- Number of classes and classroom facilities demonstrating technology integration
- Number and scope of innovations in instructional methodology

Metrics

- Selection/development of courses to provide content for core competencies
- Accommodation of courses in all curricula satisfying core competencies

- **Expand student learning opportunities and increase student participation in service learning; undergraduate research; experiential, collaborative and interdisciplinary programs; career development programs; university-wide lectures, expert-in-residence programs, and study/work abroad programs**

Metrics

- Number of opportunities/programs and student participants

- **Continue to implement an enrollment management strategy consistent with university resources**

Metrics

- Students to faculty ratio, and undergraduate class size
- Educational and General (E&G) expenditures per FTE student
- Student Credit Hours (SCH) per FTE faculty
- Graduate enrollment

- **Optimize learning opportunities (residential and distance education) in critical areas of demand that are consistent with the strengths of the university and the learning needs of an educated citizenry at the local, state, national, and international levels**

Metrics

- Number of courses, programs, enrollments, and completions

- **Expand opportunities for personal growth and leadership development through co-curricular activities and student support programs**

Metrics

- Number of student participants in programs

Key Strategies Specific To Goal — 3 (Engagement)

- **Develop an organizational structure for promulgating university efforts to engage key local, state, national, and international constituencies to increase community and economic development and quality of life endeavors**

Metrics

- Evaluate effectiveness of operational structures, through a survey of faculty, staff, and selected constituents
- FTE faculty involvement in engagement activities

- **Increase partnerships to enhance commercialization of research, entrepreneurial initiatives, support for startup companies, and assistance to the state and to business, industry, and agriculture**

Metrics

- Number of license agreements and patents for technology transfer
- Number of start-up companies
- Number of regional technology centers
- Number of partnerships

- **Expand disciplinary and interdisciplinary initiatives that improve quality of life**

Metrics

- Number of initiatives, number of disciplines, faculty and staff involved, and state, national and international recognition received
- Record of technology transfer

- **Strengthen preparatory education through enhanced, ongoing engagement with PK-12 schools, with special emphasis on reading, writing, math, and science**

Metrics

- Types/categories and number of programs
- Number of schools, school visits, and students served

- **Educate, retain, regain, and retrain the workforce in targeted fields with skills necessary to build a strong state economy, and expand continuing education and lifelong learning opportunities**

Metrics

- Graduates' career placement and retention in Indiana and in the state's key economic clusters
- Enrollment in workforce and continuing education, and lifelong learning programs

- **Develop and implement a vigorous program of internal and external communications designed to market the university and its graduates, and enhance the impact of discovery, learning and engagement**

Metrics

- Number of companies/employers selecting the university as "recruiters' choice" for graduates
- Appearance of university accomplishments and expertise in national and international media
- Success in fundraising

- **Enhance alumni relations by cultivating alumni interests, increasing communication, and involving alumni and patrons in university programs and with students and faculty**

Metrics

- Number of alumni and patrons engaged in formal university programs
- Number of alumni and patron interactions with students
- Participation rate of alumni as donors to the university

VII. PEER INSTITUTIONS

With the vision to be a preeminent world-class university and the world leader in the sciences, engineering, and other technology-intensive areas, Purdue University will compare itself with a set of peer institutions for the purpose of benchmarking to assess Purdue's competitiveness. For university-level benchmarking, these institutions are selected considering the following characteristics:

- Quality that is regarded as comparable to or greater than that of Purdue
- Carnegie Foundation Research Extensive classification
- Science and technology intensive institution
- Comprehensive institution
- Public institution
- Major land-grant institution
- Flagship campus
- Geographic distribution

The selected peer institutions:

- Cornell University
- Georgia Institute of Technology
- Pennsylvania State University – University Park
- Texas A&M University
- University of Arizona
- University of California – Berkeley
- University of California – Davis
- University of Illinois – Urbana
- University of Michigan – Ann Arbor
- University of Texas – Austin
- University of Wisconsin – Madison

VIII. BENCHMARK MEASURES

Input Measures

- Entering students' standardized test scores and high school rank percentiles
- Number of National Merit Scholars
- Students to faculty ratio
- Undergraduate class size
- Shares of undergraduate class sections and student credit hours taught by faculty
- Graduate enrollment
- Faculty salaries by discipline and rank
- Graduate assistant stipend level by discipline
- Appropriations, tuition, fee revenues per FTE student
- Student financial aid [per student and as a fraction of educational and general (E&G) expenditures; aid to underrepresented students [per student and as fraction of total aid]
- Sponsored funding [total, and NSF data for sciences and engineering] per FTE faculty
- Private giving and endowment value

Output Measures

- Student retention and graduation rates [years to degree for graduate students]
- Graduates' career placement and advanced study enrollment
- Number of doctoral degrees granted per year
- Student indebtedness upon graduation
- E&G expenditures per FTE student
- Student credit hours (SCH) per FTE faculty
- Demography of underrepresented populations [faculty, staff, students]
- Research and Development (R&D) expenditures as a share of E&G expenditures
- National Academy / other prestigious memberships
- National ranking of academic programs
- Number of license agreements and patents for technology transfer
- Participation rate of alumni as donors to the university

IX. FUNDING THE PLAN

Purdue's vision to become a preeminent university and a world leader in engineering, the sciences, and other technology-intensive areas will require a carefully constructed funding scheme to support and implement the strategic plan. The plan would recognize the interdependence of various funding sources, and the importance of partnership of these funds in supporting key initiatives, with the following assumptions:

- **State Appropriations:** Annual increases beyond inflation [based on the Higher Education Price Index] and compensation will be targeted toward focused initiatives that are of highest priority to realize the university's vision, and of vital interest to Indiana.
- **Federal Appropriations:** Annual appropriations to the Agriculture Experiment Station (AES) and Cooperative Extension Service (CES) are assumed to stay stable over the plan period.
- **Fees and Tuition:** Revenues will grow based on annual increases that would take into consideration competitiveness with the peers [and within the region], providing access to academically qualified students, and impact on enrollment.
- **Sponsored Funding:** Revenues will increase commensurate with growing sponsored funding initiatives. Annual targets will be established based on an aggressive program to increase the funding level.
- **Internal Reallocation:** An annual reallocation target (of an adjusted general fund base) will be determined and sustained throughout the plan period. The sequestered funds will be annually redeployed to strategic plan priorities.
- **Private Giving:** Expendable revenues will be generated from an annual private giving program. This will be based on the implementation of a major fundraising campaign with well-crafted goals in alignment with the goals of the strategic plan.
- **Revenues from Licenses and Patents:** With heightened attention to technology transfer and commercialization, revenues will be expected to increase. The expendable revenues will be determined annually.
- **Revenues from Other Sources:** The revenue growth in other sources including Intercollegiate Athletics, and auxiliary enterprise units such as the Purdue Memorial Union, the Residence Hall system, and other campus services will be determined annually.

Key Investment Areas

Achieving the vision will require targeted investments in several key initiative areas. Revenue increases from the various sources of funds, along with redirection of existing resources, will be used to leverage opportunities and thus maximize impact.

The university strategic plan, along with the strategic plans of the schools and other major units, will establish the framework for setting annual priorities and guiding the major budgetary decisions. Thus, strategic planning and concomitant resource allocations will be intertwined to advance the university.

Many of the strategies identified in this plan will be addressed within the scope of existing resources, by reassigning priorities and working in concert with the schools and other major units. In addition, a small number of key investment areas are identified based on the very substantial scope of new and/or additional funds that would need to be invested during the next five years.

The key investment areas will include:

- *Learning excellence for students:*
 - *Increasing faculty numbers and their participation in undergraduate instruction while reducing reliance on graduate teaching assistants*
 - *Experiential, collaborative, and interdisciplinary learning opportunities*
 - *Creating new academic and support programs as well as initiatives in support of excellence in teaching and learning*
 - *Expanding research capacity along with developing and implementing visionary interdisciplinary initiatives as signature areas in research*
 - *Promoting engagement activities in Indiana to advance economic development and to improve quality of life*
 - *Advancing human and intellectual diversity among faculty, staff, and students*
 - *Preserving student access to education through expanded financial aid*
 - *Assuring faculty and staff excellence through competitive compensation and supportive resources*
 - *Strengthening the infrastructure including facilities and information technology*
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X. IMPLEMENTATION

Purdue will undertake the implementation of this strategic plan immediately following its approval by the Board of Trustees. Each school, department, and other academic as well as non-academic unit will develop respective strategic plans during the 2001/02 academic year. These plans will require the approval of the President prior to implementation.

As it implements this strategic plan, Purdue will demonstrate a culture of resource development, planning and allocation that is driven by strategic plan priorities. Simultaneously, a culture of data-driven decision making will be pervasive across the campus while a sustainable well-crafted system to assess Purdue's progress on the strategic plan goals also will be implemented. Purdue will assess and report its progress to the Board of Trustees annually based on the strategic plan goals and metrics as well as on the benchmark measures for comparison with Purdue's peer institutions.

Together with the Board of Trustees, and the constituents it serves, Purdue looks forward to building critical resources and implementing this strategic plan to achieve its vision for *The Next Level: Preeminence*.