GLOBAL PURDUE

Globalization White Paper

Dan Hirleman (Chair)
Beverly Davenport Sypher (Co-Chair)
Elaine Bahler
Mike Brzezinski
James Lowenberg-DeBoer
David Radcliffe
Mileta Tomovic
Pankaj Sharma
John Westercamp

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Executive Summary

An unwavering commitment to leadership as a global university will be the most defining characteristic of Purdue for future generations. The requisite global mindset at all levels of the organization, and the associated transformation of our learning, discovery, and engagement missions, will define us and dictate our impact. To accomplish its 21st century land grant mission, Purdue must serve as a hub for innovation and global collaboration, linking Indiana students and business to a global network of strategic partners. The choice is: Purdue as global leader, or Purdue as regional follower. We choose global leadership. Global Purdue, our plan to achieve that leadership, will be realized through three overarching strategic initiatives:

I. Develop a Global Mindset: Purposeful transformation to Global Purdue must start with Purdue’s people who are provided educational opportunities, resources, a supportive environment, and firm resolve from all levels of the university. Faculty and staff will be encouraged and rewarded for infusing global perspectives into all aspects of their work. Strategic plans of colleges, schools and departments will be inherently global. The transformation, enabled by a portfolio of opportunities for growth and engagement for the entire Purdue community, will be foundational to meeting the vision. The benefits to our students and our state will be self-evident. Inclusiveness and appreciation of cultural differences will be systemic.

II. Transform our Global Missions: The land grant university of the 21st century is compelled to infuse global perspectives into its learning, discovery and engagement. Success will be measured by our ability to orchestrate collaborative initiatives with concurrent impact at local, regional, national, and global scales. As Global Purdue we must enable flow of the best people, ideas and appropriate technologies for mutual benefit. To accomplish this, the Purdue community will leverage its foundational disciplinary strengths, its agility in interdisciplinary activities, and its global partnerships to rally around signature efforts for impact reaching from local to global scales. The key is to release the energy and creativity of faculty, staff, students, and strategic overseas partners toward common goals of global impact. Shared passion for this mission will be realized through incentives and university-wide integration.

- **Global Learning**: Purdue will have the leading portfolio of innovative and substantial global learning opportunities that will engage all of our faculty and staff and impact all of our students. We will transform on- and off-campus education and experiences.
- **Global Discovery**: Purdue will embrace research and discovery activities that have global impact. This will be accomplished by developing research partnerships that extend and expand Purdue's intellectual and physical resources.
- **Global Engagement**: Purdue will link with local and global partners to address the grand challenges of our time: poverty and economic development, access to education, hunger, clean energy, water, and climate change. We will encourage initiatives that improve human well-being and extend worldwide the benefits of knowledge, science and technology.

III. Enhance our Global Presence: Purdue will strategically expand its physical and virtual global presence, to realize 21st century learning, discovery and engagement missions. A global presence is required to support learning opportunities, develop global partnerships, define global problems for high-impact research, and effectively couple our global constituents. A global presence means Purdue will have pervasive global recognition as well as targeted strategic partnerships, programs, alliances, and/or campuses in key regions of the world.
Vision

From its inception as a land grant institution, Purdue University has pursued the path of educating the citizens of Indiana and meeting the economic needs of the State. With its extension, technical assistance, and educational outreach programs it has ably served as a hub, creating conduits and networks for ideas and innovation for Indiana and beyond. In the 21st century, Purdue’s educational mission demands that we prepare students for a future in the global economy as well as in Indiana. To continue discovering new knowledge we must reach well beyond our borders to link with global talent, research partners, and inspiration for projects that dramatically improve quality of life for all. Now more than ever we find it necessary to act trans-nationally to fulfill the missions of educating our citizens, engaging our communities, and participating in research opportunities. Indiana has much to offer the world, and the world has much to offer Indiana. Purdue’s 21st century imperative is to serve as a global hub for talent, ideas, innovation, and collaboration for mutual benefit at local and global scales.

As a globally-minded university, Purdue will be a leader in higher education that leverages those forces, processes and events that transcend borders and boundaries. To accomplish this goal, Purdue will continue to undergo a fundamental sea change; a paradigmatic, cultural shift that transforms behaviors, mindsets, attitudes and move us to more intentional and more systematic global action. Thus Purdue will have a significant influence and impact on major issues globally while simultaneously creating a vibrant local community that generates options for the education, well-being and future prosperity of the people of Indiana.

This transformation will be enabled through strategic alliances that link members of the Purdue community with local, national and global partners to accomplish our tripartite mission of discovery, learning and engagement. These partnerships will be created for mutual benefit of the partners and build on the Purdue’s interdisciplinary strengths to forge global networks that include both research opportunities and student experiences. Signature global initiatives will target specific regions individually with foci appropriate to particular regions.

There will be a continued flow of international students, faculty and staff to Purdue whose diverse backgrounds and perspectives enrich the campus work environment and our local community. Similarly, Purdue’s people will seek learning, discovery and engagement opportunities with global impact. All students will be expected to graduate with some exposure to the world from overseas experience and/or substantive global learning opportunities on campus. Faculty will engage in global teaching, research and engagement activities, so as to create and infuse international, comparative and global content into every academic major across the campus. Global mindedness will permeate Purdue.

This vision of Global Purdue will be realized through incentives, integration, and clear articulation of the imperative. Faculty and staff will be champions for the transformation, encouraged and rewarded for infusing global perspectives into all aspects of their work. Strategic plans for all units will integrate global aspects, and resources will follow success and impact. Students will insist on the opportunities afforded by the vision. Our financial sponsors, including alums and friends, students, and the citizens of Indiana through the state legislators, will embrace the shared vision and provide support for accelerating the process. Purdue’s success will serve as a model for the preeminent global universities of this century.
Strategy

Global Purdue will be achieved through three initiatives. First, as a foundational activity we will accelerate the development of a collective global mindset through targeted encouragement and incentives, accessible programs, committed leadership, and a uniform message. Second, building on the foundation of a shared vision and leveraging strategic global partnerships we will globalize the tripartite mission of learning, discovery, and engagement. Finally, through recognition of our teaching and research, our leadership in virtual organizations, and our physical footprint (faculty, staff and student exchanges, global service learning projects, alliances, and campuses/outposts abroad) we will enhance our global presence.

Initiative I: Develop a Global Mindset

Vision: Purdue, through its faculty, staff, students, alums, local community, and industry and government partners, will develop a global mindset that values diverse international perspectives, partnerships, and influence/impact on all aspects of our endeavors. The world is changing and so is the role of American universities. Purdue continues to lead in many fields, but other parts of the world have knowledge and skills needed here. The growth of economic and political power in China, India, Latin America, the European Community and other regions is changing political, diplomatic and scientific relationships. No one has complete understanding of all the implications of these changes, but Purdue faculty, staff and students must be committed to anticipate these global changes and take bold proactive steps. Specifically in the next five years Purdue University will:

1) Institute the needed organizational structure to accelerate the development of the collective global mindset. A systemic change of this magnitude with such profound implications on all stakeholders will require a clear and consistent message (in word and deed) from the President, senior leaders, and indeed all faculty and staff of Purdue. It will require an organizational structure and delineation of responsibilities that both communicates the importance of Global Purdue and ensures that the President and the university as a whole are very well resourced. A Purdue Global Council, with representatives from academic and other units, should be created and empowered to facilitate the global mission. All academic units will be expected to address global issues in their strategic plans and to consider global activity and impact in their evaluations and tenure and promotion criteria.

2) Emphasize Purdue as a global community by supporting much greater interaction within Purdue and the local community focused on exploring diverse global perspectives and their impact on life and work. Activities should involve faculty, staff and students raised outside the US culture as well as members of the community reflecting on their global study, research, or service activities abroad. There would be increased emphasis on
inviting global leaders to campus to engage in discussion and dialog. A state-of-the-art International Center that centralizes all international program units could serve as a catalyst and hub for Purdue’s global mission.

3) **Expand opportunities for interactions with colleagues around the world** by creating exchange programs, communications resources, and incentives and rewards for participation in substantial global programs. These must be carefully designed to be highly productive and should be available to faculty, staff, and students alike. We could increase the potential for participation by offering fee remission for faculty and staff enrolled in foreign language/culture classes.

4) **Facilitate scholarship on global issues** that links Liberal Arts, STEM disciplines, and professional schools in understanding the implications of global change on learning, discovery and engagement in such a way that Purdue is viewed by citizens and funding agencies around the world as a leader in global impact.

**Initiative II: Transform our Global Missions:**

Purdue as a land-grant university has served the state and the nation well for nearly 140 years. Just as the environment in which we serve evolves, so must our mission. Globalizing our learning, discovery, and engagement missions is mutually beneficial to Purdue and to our global partners. Similarly the state of Indiana benefits by being connected to this global network where the best people, ideas, and technologies can flow. Serving the citizens of Indiana compels Purdue to look outwardly and link the state to the world, much as Purdue serves as a hub for Indiana technology networks.

To integrate the three missions while having a global impact we propose that Purdue identify and develop three to five bold global signature areas that:

1. Build on core competencies of Purdue and strategic international partners,
2. Have a regional/geographic focus and a critical mass of activity,
3. Link to economic growth in Indiana,
4. Respond to global problems of our time, and
5. Include aspects of learning, discovery and engagement.

Examples of potential global signature areas include:

- **Global Health Initiatives** – building on links in Africa involving including agriculture, pharmacy, nursing, health systems engineering, veterinary medicine, nutrition, communication, education and policy analysis.
- **Global IT Initiative** – building on links developed through engineering, technology, communications, and the nanoHUB.
- **Global Biofuels/Bioeconomies** – building on links in China and India, and involving plant sciences, engineering, economics, and management.
- **Global Climate Change** – building on global links involving atmospheric and earth sciences, environmental studies, agriculture, and engineering.
II.A. Advance Global Learning

Vision: Purdue will develop a portfolio of innovative global learning opportunities that will engage all of our faculty, students and staff and will include dissemination of best practices to the entire world. Current and future generations of Purdue students will live and work in a dramatically different world than that encountered by Purdue’s faculty and staff when they graduated from college. As a land-grant university Purdue has a responsibility to those students, the state of Indiana, the nation and the world to transform the learning experience to meet the changing set of global imperatives. No major or academic program is spared from the influence of globalization, hence the transformation must be systemic and reach all of those engaged in Purdue’s learning mission. The necessary changes will include: an increasing emphasis on language proficiency; integration of global issues and problems across the curriculum; creation of a global community on campus, at various venues around the globe and in co-located environments; collaborative project opportunities with faculty and students from global partner universities; and a rich portfolio of global learning experiences accessible to all students, faculty and staff.

Specifically, relative to learning and linking with the global signature areas, Purdue will:

1) **Lead in educational aspects of global competency** – by articulating the elements and associated levels of learning needed by Purdue students as graduates of the 21st century land-grant university. These must be mapped against the courses and global programs offered to our students to ensure adequate coverage, and obtaining sponsored support for these innovative efforts. To impact 100% of our students some of these global perspectives and experiences must be integrated into on-campus coursework.

2) **Develop compelling global learning opportunities** - that involve immersive experiences outside of the US coupled with aggressive financial packages that makes students’ decision to take advantage of global experiences an easy and affordable one. Purdue should seize global team experiences as a differentiator by building on existing unique programs to set our students and faculty apart by virtue of their effectiveness in contributing to and leading global teams.

3) **Map curricula to strategic overseas institutional partners** - to develop semester and year-long exchange opportunities for students as well as the development of joint and/or dual degrees. Serve the developing world by offering Purdue’s expertise in educational methods and curricula to selected partners.

II.B. Advance Global Discovery

Vision: Purdue will engage in sustainable collaborative research partnerships with other institutions to address global grand challenges - Purdue is a preeminent institution of higher education, recognized around the world for its excellence in discovery. It is poised to achieve higher levels of recognition, accomplishment, and leadership, by engaging the world through pervasive, long term, and sustainable partnerships with leading universities, NGOs and corporations to address global grand challenge problems. Health, food, energy, environment, security, and economic development are the main concerns common to the planet. These issues are very complex and require a collaborative approach for finding global, multifaceted solutions. Purdue also can contribute, via enabling science and technology, in areas such as nanotech, biosciences/biotech, advanced manufacturing, and learning sciences. This will provide
sustainable economic growth for developing countries while at the same time supporting high standards of living in developed countries. It is the responsibility of every country and its institutions to find common solutions which can bring sustained prosperity to all citizens of the world. Purdue will do its part.

Specifically, relative to discovery and linking with the global signature areas Purdue will:

1) Focus on the discovery aspects of the global signature areas by investing in people and infrastructure to take advantage of the scale of these interdisciplinary opportunities. The collective opportunities must be conducive to international research collaboration across all academic areas as well as Discovery Park and Research Park.

2) Leverage our lead in virtual organizations / HUB Technology by continuing to invest in the technology and taking proactive leadership in key areas.

3) Develop strategic research partnerships with selected leading international institutions where the combined complementary capabilities are among the very best in the world.

II.C. Advance Global Engagement

Vision: Purdue will engage with partners worldwide to solve problems, improve human wellbeing and extend the benefits of knowledge, science and technology throughout the globe.

The history of Land Grant institutions has shown that engagement with lives and problems beyond campus brings synergies that enrich learning and discovery. For many students the value and importance of their knowledge and technical skills become real when they can use those skills to help another human being. The benefits are compounded when an international dimension is added, since the human needs are often so clear and impact on a personal scale so achievable. Students also benefit from being taught by faculty who speak from personal experience with global issues and interactions with staff who are actively involved in global opportunities. International experience can provide research insights on U.S. and world problems, as well as links to discovery partners with the insight, resources and motivation to help solve those problems. In addition, Purdue’s enhanced role as a global hub directly helps the enterprises in the state of Indiana through opening new markets, attracting talent, or helping match global partners to address large scale projects and programs.

Specifically, relative to engagement and linking with the global signature areas, Purdue will:

1) Explicitly grow the global dimension of the engagement portfolio, leveraging the fact that global connectedness provides benefits to Indiana’s citizens and businesses.

2) Develop international service learning opportunities related to the global signature areas that involve the entire Purdue community, and provide appropriate support for participation to faculty, staff, and students.

3) Encourage the scholarship of global engagement, to disseminate best practices and global experiences.
Initiative III: Enhance our *Global Presence*

**Vision:** Purdue will have a virtual omnipresence and a substantial and strategically-focused physical presence in key regions of the world and thereby be recognized as a leader in solving global problems and in producing students experienced and capable of contributing to a global common good. Purdue’s global presence is defined by two things: how we are known and how we operate. A strong global presence implies some degree of ubiquity. It also implies that the international community builds on our research, employs our students, looks to us for guidance in global problems, and seeks us as global partner, i.e. “brand recognition.” To be recognized globally, Purdue must deliver on our “brand promise.” We must repeatedly demonstrate to our global partners that Purdue is a good choice as a research and educational partner, that we prepare our students for global citizenship, and that we contribute our strengths and engage in a mutually-beneficial way with others in solving world problems.

Our global presence is characterized by the global reach of our activities. This does not mean that we have to be physically active everywhere in the world. In fact, we propose that Purdue implement a strategy that identifies a few key regions of the world for focus and adapts a specific set of learning, discovery, and engagement activities and strategic partners specific to each region. Purdue cannot be in every part of the world, but it should aspire to be known around the world for its work. Not every unit on campus must be active in each region, but every unit should have a substantial presence that impacts one or more. However, we must focus on our strategic strengths to establish and enhance our presence in chosen regions with relevant foci, be it engineering, social science, business, agriculture, etc. Focusing our strengths on global problems in strategic areas of relative need ensures a sustained global presence. Such global activities could include building a Purdue campus, partnering with other institutions in some areas where students can attend classes on both campuses (“co-branding”) and encouraging collaborative research that spans continents, and expanding our virtual presence by redesigning curriculum to include multicultural teams who work on global problems and/or share information and resources to expand opportunities. Purdue’s NanoHUB and GlobalHUB already make such collaborations possible. We should leverage our cyber community leadership to expand our global presence even further and in more unique and cross cutting ways. For example, we should partner language specialists with engineers and social scientists with climate change experts or humanists with the life scientists in ways that make possible novel approaches to global problems addressed by multicultural, interdisciplinary teams.

Specifically, Purdue University will:

1) *Develop a regional, focused strategy for its global commitment* that identifies: a limited set of high-impact strategic regions of the world; a global signature area for each; and a select few strategic partners. The targeted initiatives should leverage core strengths and have the potential to impact the entire Purdue community. One related activity is the Asian Initiative, which has a very broad focus (India plus China), but has aspects that are relevant and successful. Another activity is the Purdue University-Dubai project that would be a distinctive regionally-focused global initiative.

2) *Cultivate a framework for guiding decisions on global initiatives,* which would articulate risk, cost, potential impact on Purdue’s learning, discovery and engagement, and the potential to solve global problems. This framework should support informed decisions that require balancing virtual and physical (alliances, exchanges, overseas campuses/overseas offices).
3) **Aggressively build on Purdue’s preeminence in cyber-enabled virtual organizations** as a strategic advantage in achieving global presence. This would require providing baseline cyber tools for all, and focusing resources for content development on a few strategic virtual community areas.

**Funding the Plan**

The cost of implementing the Global Purdue plan is yet to be determined. Significant funds should be made available from internal reallocations. Earmarks for global projects from the Research Incentive Fund is one place to start. Seed grants for interdisciplinary global projects could be modeled on the project to increase collaborations between IU Med and the Purdue campus, and set asides from the engagement office should also be directed to global engagement projects. Clearly new monies are necessary, and the majority must come from new sources which we think are under-tapped by Purdue. These include gifts from alums and friends whose interest is activated by the global imperative, grants and contracts from foundations focused on global issues, US research funding targeted to global collaborations, etc.
Metrics

The success of our Global Strategy will be measured through progress on quantitative metrics and against relevant benchmarks:

Global Mindset
1. Percentage of units where global activities are explicitly recognized in the strategic plan, and in annual evaluation, and promotion and tenure criteria
2. Number of global activities sponsored by Purdue students, faculty, and staff
3. Number of faculty, staff, and students, participating in global activities on and off campus
4. Frequency with which Purdue communicates its global activity and efforts in written, oral and electronic media

Global Learning
1. Number of scholarships, tuition waivers, and other incentives for experiences abroad
2. Number and percentages students with international experiences (study abroad, research abroad), and the quality of the experiences.
3. Number of students participating in International/Global Studies Minors programs
4. Number of courses, academic majors, and departments that formally include global focus in course work
5. Number of students graduating with at least four-semester-equivalent proficiency in a second language.
6. Number of joint or dual degree programs and the number of departments and students involved on an annual basis.

Global Discovery:
1. Number of international collaborative research projects/partnerships
2. Amount of international funding associated with global discovery
3. Number of faculty, students and staff engaged in international research activity.

Global Engagement:
1. Number of global engagement projects/partnerships
2. Amount of funding from US and non-US sources for Purdue’s global engagement activities
3. Number of international achievement awards

Global Presence:
1. International rankings and ratings, university-wide and by discipline
2. Frequency with which others (e.g. local, state, national, international media) communicate about Purdue’s global activities
3. Number of Purdue partnerships outside of the U.S.
Synergy

Achieving the status of a global university requires that Purdue transform itself in many dimensions, including each of the other seven strategic plan target areas. Further, becoming global university and engaging the world through strategic alliances will have profoundly beneficial effects on all other seven strategic target areas. The impact of Global Purdue will be realized through development of future leaders, responsible and engaged citizens of the world, who will be addressing global challenges that will have far-reaching socio-economic effects on the global scale. This will place Indiana and its citizens in the forefront of global activities and thus beneficiaries of the results. Global Purdue is the quantum leap in achieving Purdue’s next level of preeminence.

The interaction between Global Hub Purdue and the other strategic plan areas is given below:

**Student Success and the Student Experience:** The success of Purdue graduates will be increasingly dependent on their ability to contribute to activities of a global nature. As a public land-grant university Purdue is compelled to adopt a global orientation for the good of our students and public. The quality of the education offered at Purdue will be enhanced through a systemic exposure of students in all programs and at all levels to international issues and the opportunity to experience learning of global relevance. This enriched learning will be motivating for success and foster graduates whose influence and impact will be felt globally.

**Large Scale Research & Infrastructure:** Cutting edge discovery is a global enterprise with supporting research facilities and expertise being distributed around the world. The big-questions do not stop at state or national borders, nor do the benefits. Purdue can draw on its disciplinary strengths and leverage its interdisciplinary research infrastructure to lead international consortia and alliances that share resources, intellectual capital, and collective decision making for the local and global good.

**Economic Development:** Indiana is enmeshed in the global economy. Its future prosperity depends on being an agile, innovative, and entrepreneurial society able to fully exploit global opportunities in both traditional industry sectors including agriculture and manufacturing and also in emerging areas such as services and the life sciences. Purdue will serve as a hub, connecting Indiana and the world, for exchange of translational research results to support the needs of local and regional economies. Purdue will be engine of Indiana’s economic growth in the global environment.

**Quality of Life in the Workplace:** Developing a global mindset and having a global presence will enrich the professional and social lives of staff, faculty and students. It will provide new opportunities to learn and participate in exciting global initiatives. Engaging the world will enrich the cultural life of the campus, broaden horizons and foster global community that values diversity and thrives on individual differences.

**Campus Design:** Engaging globally in learning and discovery will impact the way we envisage the role of the campus and hence the facilities we provide. The role of a global hub necessitates development of supporting infrastructure to host required activities and to make it easier for Purdue faculty, staff, and students to connect – physically and virtually – with people around the world. Purdue’s global engagement will also become engine for local growth of rich
cosmopolitan environment through development of supporting community features demanded by its guests and attractive to its citizens

**Synergies:** Engineering and the sciences will work in concert with the liberal arts and social sciences as they engage in globally-oriented projects focused on learning, discovery and engagement. A deep appreciation for and facility with the cultural, historical and geo-political dimensions of working globally cannot be underestimated. Purdue will be known for its seamless interdisciplinary approach to major global initiatives and its more globally educated students across all disciplines.

**Attracting Students to STEM Careers:** Today’s generation of students wants to make a difference in the world. Global Hub Purdue can support this aspiration, attract the very best students, and offer the opportunity to experience an education that has real meaning and purpose. Having a global orientation will enable STEM careers to be perceived more in terms of what impact a student can have in their life rather than as a pursuit which depends primarily on one’s aptitude and persistence with math and related subjects. Global competency is rapidly becoming a minimum requirement for leadership of major STEM-enabled projects and enterprises.
Values

Talent Enhancement: Students are already demanding experiences that build their global competencies and establish their global credentials. That is particularly true of the very best students. Top international students want to attend a university that balances immersion in the local culture with a global outlook. Faculty want to collaborate with the best universities around the world. Staff will be partners in this initiative, and be supported in professional growth that aligns with Global Purdue. Global Purdue will enhance the quality of our students, staff and faculty, as well as better prepare our students to have an impact after they leave Purdue.

Diversity: Inclusiveness and appreciation of the diversity of cultures and thought is inherent in being a premier university and a global hub. In addition, many of the activities that will be required for realizing a global vision track explicitly with those of Purdue's recently adopted Mosaic Plan for Diversity (e.g. enhanced tolerance, understanding, respect and appreciation for cultures and people from all places and walks of life).

Internationalization: Inherent in this document.

Resource Partnerships/Diversification: Global Purdue is about collaboration and leveraging partnerships for mutual benefit, i.e. resources of intellectual talent and in some cases access to physical facilities. Further, reaching out in this way opens up a number of non-traditional or unexploited funding sources for Purdue and its students. These include: international alumni who will be able to see their philanthropic support help both Purdue and the world; and global philanthropic foundations for education and global service.

Facilities Enhancement and Repair: Global partnerships could provide an opportunity to enhance facilities by bringing researchers from around the world to upgrade and work in Purdue’s laboratories and classrooms. In this same vein, Purdue could share facilities in other parts of the world and reduce the obligation to construct new facilities only on the West Lafayette campus.

Energy/Environment Awareness: Clearly two of the globe’s most pressing problems are the globe’s collective responsibility, and only through our collaborative efforts and shared intellectual, physical and financial resources can we hope to solve these grand challenges. In fact, it is such challenges that fuel the need to institutionalize a global mindset, transform our global mission, and enhance our global presence. In effect, solving such global scale problems as energy and the environment are at the heart of a Global Purdue.

Management Stewardship: Realization of Global Purdue will require shared leadership from the Presidential level and academic units, as well as participation from the entire community. It will also require an organizational structure that can support and hold accountable such a visible and complex activity.

Communication / Positioning: As stated in the Executive Summary, we feel Purdue has a stark choice between being a global leader or a regional follower. Global Purdue captures the essence of how Purdue must position itself. We must frame our messages and imbue our activities with a sense of global urgency and global presence. We must position as ourselves as global actors at the forefront of global discovery, engagement and learning.

Evaluation/Metrics: See metrics section