



Relationships

A D V A N C I N G P U R D U E

STRATEGIC PLAN: 2004–2009
June 2004

PURDUE
UNIVERSITY

OFFICE OF ADVANCEMENT

• DEVELOPMENT • UNIVERSITY RELATIONS • WBAA • PURDUE ALUMNI ASSOCIATION

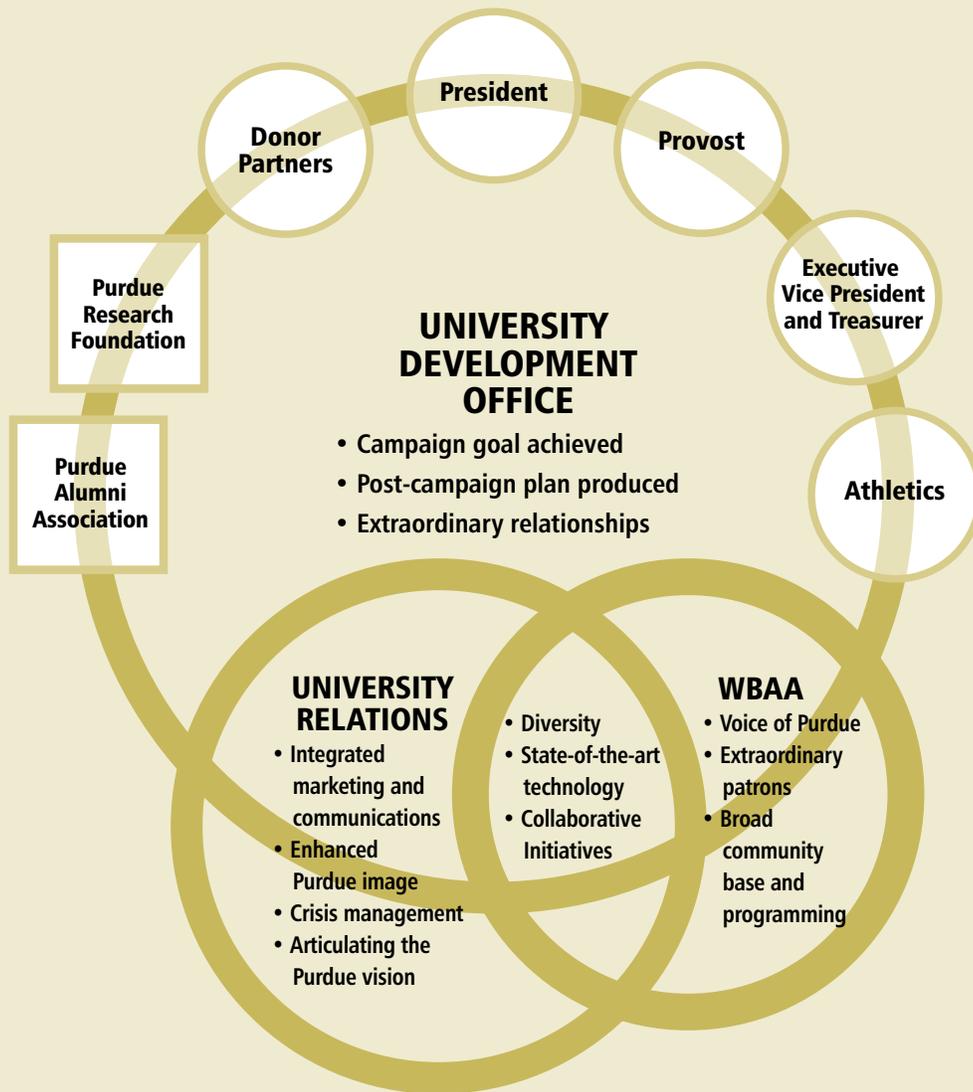
STRATEGIC PLAN: 2004–2009

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Plan Concept

Relationships

ADVANCING PURDUE UNIVERSITY

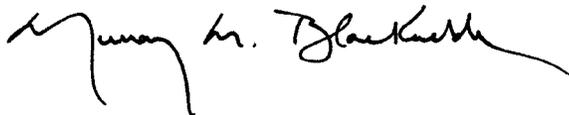


Each component of our dynamic Advancement team plays an integral role in Purdue's success. With the mutual goal of advancing the University, we have built a framework for excellence in higher education.

At the heart of Advancement is the University Development Office, responsible for achieving the financial goals in support of The Campaign for Purdue, guiding post-campaign activities, and building on the relationships that form the base for giving and growth. Complementing these efforts is the Office of University Relations, which promotes Purdue's image and coordinates communication across campus. Providing a necessary media outlet is the voice of Purdue, WBAA radio. Broadcasting to a large portion of Central Indiana, WBAA helps Purdue stay in touch and engage the local community.

Working in partnership with University Advancement are units addressing specific areas of growth and accomplishment. Each plays a key role. For example, the Alumni Association builds relationships with our growing alumni base. It provides a home on campus for students and alumni alike, and welcomes alumni to remain engaged with the University long after graduation. The non-profit Purdue Research Foundation manages University patents, accepts gifts, oversees the highly regarded Purdue Research Park, and supports the Board of Trustees. Our many generous donor partners provide the resources to continually enhance and expand the University. Under the guidance and leadership of the President, Purdue's Provost oversees the academic schools and programs, ensuring that the University provides the highest quality educational environment. The Office of the Executive Vice President and Treasurer provides oversight on financial affairs and information management, and builds relationships with affiliated entities. We all know the level of excellence at which Purdue Athletics competes. Providing a solid base of Boilermaker fans, Athletics forms a strong foundation for engagement and spirit.

Depending on the success and collaboration of each of these essential entities, Advancement continues to move forward, focusing on the success of the Campaign and progressing into an exciting period of growth beyond. Together, we are reaching the highest standards of excellence for Purdue.



Relationships

Advancing Purdue University

OFFICE OF ADVANCEMENT STRATEGIC PLAN

2004–2009

PREAMBLE

Relationships are at the heart of the mission and vision of the Advancement Strategic Plan. The strength of these relationships defines the success of The Campaign for Purdue and Purdue's drive toward preeminence.

The Council for Advancement and Support of Education (CASE) defines Advancement as a systematic, integrated method of managing relationships in order to increase an educational institution's support from its key outside constituents, including alumni and friends, government policy makers, the media, members of the community, and philanthropic entities of all types. At Purdue, Advancement includes the University Development Office, University Relations, and WBAA. Advancement collaborates with the Purdue Alumni Association on a variety of advancement initiatives. These departments operated separately until they were brought together under the senior vice president for advancement in 2002.

The University Development Office encompasses a sophisticated and comprehensive program of annual giving, campaigns, major gifts, and planned giving. Sources of funding include alumni and friends, corporations, foundations, trustees, faculty and staff, parents, and current students. Currently the office is leading a capital campaign to fund the implementation of the University's strategic plan. As of October 2004, Purdue passed the \$1 billion mark, which resulted in increasing the campaign goal from \$1.3 billion to \$1.5 billion. The Campaign for Purdue runs through the fiscal years 2001–2007.

University Relations incorporates marketing, publications, and media to keep interested audiences informed about Purdue in order to influence their opinion and build support for the University. Their work conveys Purdue's image to students, parents, alumni, faculty, and the community, ranging from student recruitment tools, Web-based portals, news releases, special event brochures, and other engagement communication.

WBAA public radio is the voice of Purdue University. The station seeks to enrich lives with services that engage, educate, and entertain. WBAA AM 920 was granted one of the first broadcast licenses in the state in 1922, and WBAA FM 101.3 launched in 1993. The two stations provide listeners with quality news, information, music, and entertainment. They broadcast 24 hours a day and are available worldwide through Internet streaming at www.wbaa.org.

The Purdue Alumni Association builds and strengthens relationships with current students, former students, faculty, staff, and friends. PAA keeps alumni informed about Purdue and in contact with one another by providing opportunities such as Homecoming, reunions, alumni club events, travel, and other programming. The association keeps in touch with members through a variety of techniques, including the Web site and e-mail.

According to the CASE 2003–08 Strategic Plan, the following issues face university advancement organizations:

- The Internet has become indispensable to daily communication and commerce, and has had a profound effect on the way in which educational institutions relate to students and their families, alumni, the media, and other constituents.
- One-to-one marketing has emerged and become the norm for commercial firms, creating new expectations among the clients of all institutions.
- The global economy has gone through one of its greatest expansions in history, leaving more private wealth in fewer hands than at any time since the 19th Century.
- Corporate giving decisions have shifted from citizenship to strategic investment as a prime motivator.
- Scandal and suspicion have emerged within the realm of corporations and nonprofit organizations to challenge the old covenant of unquestioned value and support.
- Standards for accounting and accountability have changed, reflecting less trust in the ability of nonprofit organizations to manage their affairs, and government regulation of professional practice in fundraising has emerged at several levels.



Although we at Purdue must face these issues, new concepts and applications such as advancement services, integrated marketing, resource entrepreneurship, donor and constituency relationship management, and venture philanthropy have emerged to challenge and refine the theory and practices of the past. The Advancement Strategic Plan seeks to address these issues while providing an energetic and challenging plan for the next five years.

MISSION

Communicate, promote, and support University priorities and interests.

Key Characteristics

- Communication of University initiatives, accomplishments, and impact across state, national, and international audiences.
- Promotion of University interests among external constituencies.
- Cultivation and stewardship of constituent relationships for securing support to the University.

VISION

Become an enabling force in the University's quest for achieving preeminence.

Key Characteristics

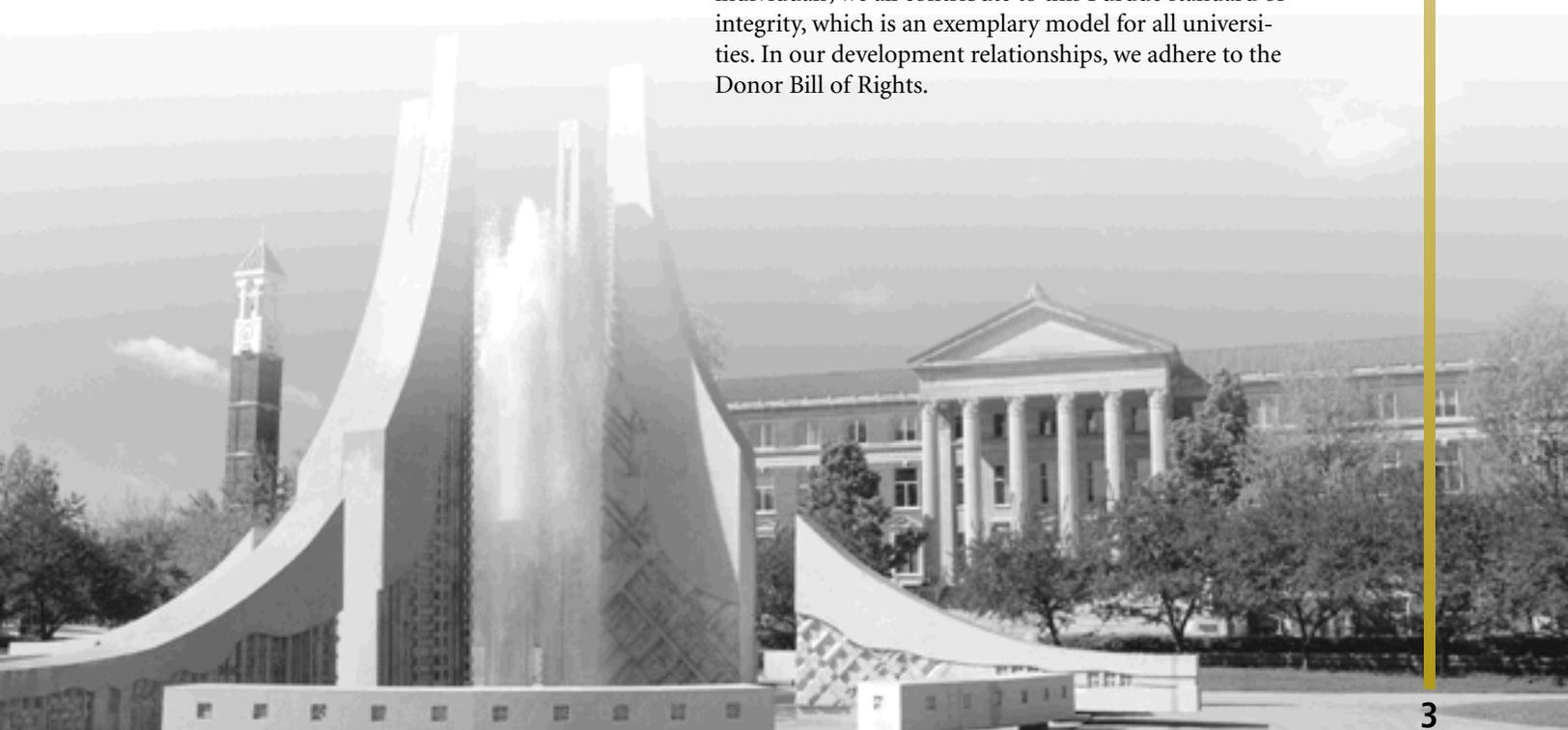
- Aggressive promotion of the University's strategic plan and priorities, as well as communication of progress toward the strategic plan goals of discovery, learning, and engagement.
- Enhanced relationships with constituencies to garner their support toward the University's strategic priorities.
- Success in development campaigns and initiatives to secure private resources that are critical in achieving the University's vision of preeminence.

VALUES

At the heart of the Office of Advancement's mission and vision are the concepts of service, equity, responsibility, and relationship. The office exists to serve the University's values and culture, which include access to education; pursuit of excellence in discovery, learning, and engagement; and adherence to the highest standards of personal and organizational behavior. Such excellence involves leadership by example, professional growth of colleagues through constructive and diverse relationships, in-depth and regular communications between key University groups, regular goal-setting exercises and review of staff performance, strategic responsiveness to existing programs, professional and engaged learning opportunities, and an underlying commitment to honesty and integrity.

INTEGRITY

As members of the Purdue community, we demonstrate unyielding and uncompromised integrity in support of the highest standards of excellence for the University. As individuals, we all contribute to this Purdue standard of integrity, which is an exemplary model for all universities. In our development relationships, we adhere to the Donor Bill of Rights.



GOALS

Goal 1: *Enhanced Image*

Enhance the University's image with internal and external audiences.

Key Characteristics

- A state-of-the-art communication system that harmonizes centralized, decentralized, internal, and external communications to ensure a positive and consistent image of the University.
- Effective communication of successes achieved by the University.
- Effective promotion of University characteristics and strategic priorities among target audiences and constituencies.
- An image of human resources diversity across the Advancement personnel structure and operational culture.

Key Strategies

1. Establish a communication plan for each school/college and program, addressing both internal and external audiences.
2. Harmonize and centralize the communication plans through oversight by an Advancement professional to ensure a positive and consistent image of the University.
3. Ensure state-of-the-art technology for communication through assistance from the technical teams representing University Relations, ITaP, and Business Services.
4. Identify and publicize news media success stories that show discovery, learning, and engagement.
5. Participate in University engagement programs through WBAA in collaboration with the offices of Development and Engagement.
6. Participate in events, through collaboration with PAA and the University Development Office, in key locations around Indiana, the United States, and the world.
7. Communicate to key U.S. university administrators and corporate and government leaders.
8. Aggressively pursue growth of human resources diversity through personnel hires and staff development programs.

Metrics [Re: Strategy Numbers]

I=Input, P=Process, O=Output

I/P Finalization of unit communication plans and appointment of Advancement professional (by 2004–05). [1,2]

P Annual audit of communication plans. [1,2]

I Appointment of technical team for state-of-the-art communication technology (by 2004). [3]

- P Semiannual review of technology applications and needs. [3]
- O Critical publication(s) that convey the Purdue story to be used by all areas of Advancement and the University. [4]
- O Annual tracking of strategic story placement. [4]
- O Annual appearances by the president and other key University personnel. [5]
- O The number of key location events per year. [6]
- O Rankings of the University by major agencies (e.g., *U.S. News*). [2, 7]
- O Demography of personnel in all divisions of Advancement on an annual basis. [8]
- P Integrated, innovative, and useful Web presence. [3]

Goal 2: *Private Resources*

Secure private resources for supporting the University's programs and services.

Key Characteristics

- Extraordinary donor relationships that enhance heightened and sustained donor support to the University's vision.
- Successful development campaigns consistent with the scope of the University's strategic priorities.
- Stewardship of relationships and resources demonstrating integrity, accountability, effective and efficient utilization, and consistency with the Donor Bill of Rights.

Key Strategies

1. Vigorously pursue timely achievement of the Campaign goal.
2. Develop a post-campaign development plan to maintain fundraising momentum.
3. Replenish donor prospect pools through predictive modeling.
4. Enrich existing donor relationships, and develop new relationships through identification, segmentation, communication, cultivation, involvement, solicitation, and stewardship.
5. Involve key administrators and faculty in meeting development goals.
6. Actively collaborate with the offices of the Provost and the Executive Vice President and Treasurer for identifying resource utilization priorities and resource management.
7. Provide innovative, Web-based interactive alumni services focused on promoting engagement.
8. Establish a Venture Capital Alumni-Friend Committee in conjunction with the Purdue Research Foundation.

Metrics [Re: Strategy Numbers]

I=Input, P=Process, O=Output

- O Annual achievement toward Campaign goal and projected timeline. [1]
- P Completion of post-campaign development plan for the president's approval in 2005. [2]
- O The number of President's Council members. [3, 4]
- O The number of successful corporate administrator programs. [3, 4]
- O The number of foundation gifts. [3, 4]
- O The number of planned gifts. [3, 4]
- I The number of key administrators and faculty involved. [5]
- P Annual assessment of participation and collaboration. [6]
- O The number and quality of identified leadership prospects. [3, 4]
- O Alumni and friend participation in University activities/programs and giving levels. [4]
- O Services offered on the Web site. [7]
- I The number of appeals generated (segmentation) and people solicited. [4]
- O The number of first-time donors. [4]
- O Retention rates in succeeding year for first-time donors. [4]
- O Consecutive years of giving for all donors. [4]
- O Reactivation rates for lapsed donors. [4]
- O Venture Capital Alumni-Friend Committee Established. [8]

Goal 3:

Integrated Services

Integrate marketing and public relations services throughout the University.

Key Characteristics

- Effective and consistent use of the University identity and image communication strategies throughout the University system.
- Delivery of services that derive quality and success from a collaborative and synergistic approach among all units within Advancement.
- Well-integrated communications, marketing, media, and public relations services to relate the Purdue story to key audiences in Indiana, the nation, and throughout the world.

Key Strategies

1. Coordinate, through an integrated Advancement and PAA team, all functions and events of Advancement across University units and PAA to increase collaboration and efficiencies, and to enhance constituent relationships.
2. Assist PAA in increasing membership through targeted affinity programming, including a student membership program.
3. Streamline and coordinate operations to become the central point for marketing and advertising serving all units of the University.
4. Serve as a portal to the community through the Office of University Relations (in collaboration with the Office of Engagement) for community service and interaction activities.
5. Coordinate community-relations activities in partnership with the Office of Engagement.
6. Collaborate with the Office of Governmental Relations to serve the University's state and federal agenda.
7. Enhance the delivery of integrated services and portrayal of the University's positive image through effective use of Web-based technologies.



- Coordinate messages and technologies used throughout Advancement to effectively serve the University community (e.g., alumni Web community, PAA Web site, e-newsletters, *Leadership* magazine, etc.)

Metrics [Re: Strategy Numbers]

I=Input, P=Process, O=Output

- P** Regular (at least monthly) meetings of the Integrated Advancement Team. [1]
- I** Collaborative events. [1]
- O** The number of PAA memberships and the number and type of events. [2]
- P** Annual review of unit-level communication and marketing plans and related implementation. [3]
- O** The number and type of community service/activity referrals. [4, 5]
- O** The number and type of collaborative activities and related publications. [6]
- O** Utilization of Web-based services, such as the number of hits on the Web community, Web directory, and calendar pages. [7]
- O** Amount of communication to alumni, and alumni participation in the Web community and electronic communication. [8]

Goal 4:

Engaged Learning

Engage audiences for enhancing learning opportunities and enjoyment of life.

Key Characteristics

- Enrichment of lives with services that engage, educate, and entertain through high-quality broadcast services to a growing listener base.
- Widespread sharing of new knowledge, and involvement of various constituencies in enhancing student learning and lifelong learning opportunities.
- Effectiveness as a sounding board to gauge public perception of the University's strategic initiatives.
- Engaged alumni and friends who interact and build relationships through special events in Indiana, around the United States, and across the world.

Key Strategies

- Enhance broadcast and non-broadcast events and programs involving collaboration with various units of the University.
- Establish or maintain advisory boards to ascertain constituent needs and interests and evolve programs to meet these needs and interests.
- Enhance program quality and lifelong learning opportunities by using the University's intellectual resources in collaboration with WBAA, University Relations/News Service, the Office of Engagement, and PAA.

- Continue collaboration with PAA to maintain the "Big Three" events that engage alumni in targeted areas: the Indiana State Fair, Purdue Day in Chicago, and Homecoming on the West Lafayette campus.
- Engage eight targeted Indiana communities with visits by the president.
- Hold four events in Indianapolis and Lafayette to engage corporate partners.
- Engage alumni and friends through 11 events throughout the United States and abroad.
- Maintain "Theme Week" to celebrate campaign successes.
- Hold events across constituencies, hosted by the president.

Metrics [Re: Strategy Numbers]

I=Input, P=Process, O=Output

- O** The number and type of events and programs. [1, 4–8]
- P** Application of new technologies (including digital broadcasting). [1]
- P** Periodic survey of constituents and feedback from advisory boards. [2]
- O** WBAA programming utilized. [3]
- O** The number and type of researchers/administrators interviewed on WBAA. [3]
- I** The range of memberships on advisory boards. [2]
- O** Ongoing broadcasts and audio-on-demand on the Web. [1]
- O** The number of events, and staff evaluation of effectiveness. [4–7]
- O** Evaluation of "Theme Week," held annually throughout the campaign. [8]

RESOURCES NEEDED

To implement the majority of this plan, new resources will be needed; however, these resources will come from reallocation, re-engineering processes, coordination, and collaboration across various units.

PRIORITIES AND IMPLEMENTATION

As Advancement implements this ambitious plan, we will focus on the following priorities:

- Vigorously pursue timely achievement of the Campaign goal.
- Establish a communication plan for each school/college and program that addresses both internal and external audiences.
- The post-campaign plan will include the development of an Advancement Advisory Board, Visiting Committee, or Steering Committee.

- Develop a post-campaign development plan to maintain fundraising momentum.
- Increase membership in the Purdue Alumni Association.
- Expand patronage with intellectually diverse and fiscally sustainable community support base for WBAA.
- Through collaboration between Advancement and PAA, coordinate an integrated team for all functions and events of Advancement across University units to increase collaboration and efficiencies and to enhance constituent relationships.
- Aggressively pursue growth of human resources diversity through personnel hires and staff development programs.

A cross section of Advancement staff, senior staff from key departments across campus, and alumni volunteers contributed to the development of this plan, which reflects an exciting vision and achievable goals. Progress toward this vision and the goals will be measured qualitatively and quantitatively. Advancement will begin implementation upon review and approval of the president.

Advancement is a strong partner in the University's drive toward preeminence. Relationships are key to the success of the University, and thus are key to the success of Advancement. This plan's focus on being committed to extraordinary relationships will be a model for generations to come.



Partnerships:

Sharing the Quest for Preeminence

PURDUE UNIVERSITY DEVELOPMENT OFFICE

Strategic Plan: 2004–2009
June 2004

PREAMBLE

Over thirty years ago, President Arthur Hansen had the vision to begin the development program at Purdue University with the establishment of the President's Council. Relationship building evolved into a "Purdue Family" that has never diminished. Development greatly expanded in terms of staff and organization during the Beering administration's successful Vision 21 campaign. The current University Development Office within President Jischke's administration has taken private fundraising to the next level of sophistication and intent by centralizing operations while extending collaboration across campus. Its aim during The Campaign for Purdue is to raise more than \$1.5 billion over seven years to provide infrastructure, programming, faculty and student support, and unrestricted aid.

Murray M. Blackwelder, senior vice president for advancement, leads the University Development Office. Under his direction, the office provides support for Purdue's mission, goals, and strategic plan by obtaining private resources to enhance the University's programs and services. Development departments include Annual Giving, Business Services, Corporate Relations, Development Communications, Development Research, Development Services, Foundation Relations, Planned Giving, President's Council, Senior Directors' Constituency Programs, and Special Events.

Presently, in conjunction with a national steering committee, the University Development Office is raising funds to support the campaign and to increase the number of members of the President's Council,

Purdue's premier recognition group. The office is also developing an ongoing constituency program that includes such annual events as Spring Fest/Gala Weekend, Purdue Day in Chicago, Purdue Day at the Indiana State Fair, Homecoming, and the President's Council Annual Weekend.

In keeping with the University's projected pattern of escalating needs for private funds, the University Development Office Strategic Plan is focused on the goals and initiatives that will sustain the office's impressive successes over the next five years. The last two of these five years represent a post-campaign period that, in turn, will prepare us for a new campaign. A post-campaign strategic plan will need to be developed at that stage.

In order to properly cultivate relationships and communicate the University's vision, the University Development Office will need to make adjustments to these plans to keep them as a living, working model for success. As the office moves to support Purdue's drive toward preeminence, it must become a model of excellence, personifying a development model at the highest level. We believe that this plan, combined with further post-campaign planning, will set us on a clear and measurable path toward this end.

VALUES AND CULTURE

At the heart of the Office of Advancement's mission and vision are the concepts of service, equity, responsibility, and relationship. Following are two sanctioned statements that the office embraces, and that simultaneously reflect and enhance the values and culture of Purdue University.

The
Campaign 
for **PURDUE**



Statement of Ethics

Staff, volunteers, and other individuals engaged in fundraising-related activities for Purdue University are expected to maintain the highest standards of personal and professional ethics. Ethical behavior includes engaging in the spirit of teamwork; exhibiting respect for the University, colleagues, students, faculty, and alumni; participating in those activities that are in the best interest of donors and the University; avoiding real and perceived conflicts of interest; monitoring and sharing information regarding use of gift funds; and holding confidential, all-donor personal and financial information in accordance with administrative policy, federal and Indiana state law, as well as sound donor relations practices.

In turn, the University Development Office assumes the responsibilities for providing employees with opportunities for professional development, ensuring equitable treatment, offering appropriate direction and guidance, and maintaining a positive working environment. We therefore subscribe to the Donor Bill of Rights, which is endorsed by the American Association of Fundraising Council.

Donor Bill of Rights

The University Development Office subscribes to the following Donor Bill of Rights (CASE, 1994), which is endorsed by the American Association of Fundraising Council, the Association for Healthcare Philanthropy, the Council for Advancement in Support of Education (CASE), and the National Society of Fundraising Executives (NSFRE): Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, it is declared that all donors have these rights.

1. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
2. To be informed of the identity of those serving on the organization's governing board and to expect the board to exercise prudent judgment in its stewardship responsibilities.
3. To have access to the organization's most recent financial statements.



4. To be assured their gifts will be used for the purposes for which they were given.
5. To receive appropriate acknowledgment and recognition.
6. To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.
7. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
8. To be informed whether those seeking donations are volunteers or employees of the organization or hired solicitors.
9. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
10. To feel free to ask questions when making a donation and to receive prompt, truthful, and forthright answers.

MISSION

Secure and steward private resources for Purdue University.

Key Characteristics

- Synergistic relationships with key partners within the University that support a unified approach to securing private resources.
- New resources that build a growing base for future support.
- Stewardship of relationships and resources that demonstrates integrity and accountability, and consistency with the Donor's Bill of Rights.

VISION

Emerge as a national leader in building extraordinary donor relationships that enhance private giving to support Purdue's vision of preeminence.

Key Characteristics

- Lasting relationships with donors and prospective donors that broaden and advance their giving to the University.
- Staff expertise that is recognized and respected nationally for ability in advancing donor relationships.
- Private giving that demonstrates heightened and sustained donor support to the University's vision.

GOALS

Goal 1: *Resources*

Enhance University resources through aggressive fundraising to support strategic priorities.

Key Characteristics

- Fundraising goals of an aggressive capital campaign met or exceeded.
- Continuity of momentum in fundraising.
- Expanded and sustained donor base.
- Competitiveness with peers in fundraising.

Key Strategies

1. Implement a comprehensive capital campaign (\$1.5B goal) to fulfill strategic plan goals and priorities.
2. Develop and implement a post-campaign plan (\$170M annual gift activity ~ \$150M in CAE), including bridge funding for continuing initiatives, following the campaign.
3. Increase President's Council memberships (to 16,000).
4. Expand donor market segmentation for a diverse individual donor base (students, new alumni, demography of donors, specific donor interests), including planned giving, corporations, and foundations.
5. Collaborate with the Purdue Research Foundation in enhancing gift investment and endowment value.

Metrics [Re: Strategy Numbers]

I=Input, P=Process, O=Output

- O Annual progress on capital campaign goal. [1]
- O Annual progress on post-campaign goals. [2]
- O Annual progress on President's Council memberships. [3]
- I Numbers and amounts of selected segmentation. [4]
- P Collaborative efforts with Purdue Research Foundation. [5]
- O Total value of endowments. [5]
- I The number of appeals generated (segmentation) and people solicited. [4]
- O The number of first-time donors. [4]
- O Retention rates in succeeding year for first-time donors. [4]
- O Consecutive years of giving for all donors. [4]
- O Reactivation rates for lapsed donors. [4]

Goal 2: *Staff*

Develop a talented and diverse staff with a national reputation.

Key Characteristics

- Staff talents, abilities, and leadership qualities meeting or exceeding constituent expectations.
- Enhanced human and intellectual diversity among staff.
- High retention of staff during and between campaigns.
- Staff accomplishments and abilities recognized nationally.

Key Strategies

1. Recruit and retain high-quality and diverse staff to implement specific development campaigns and post-campaign development programs, consistent with the expectations of development priorities.
2. Provide competitive compensation and rewards based on performance.
3. Enhance and implement staff development programs, mentorship, and incentives for staff performance and accountability.
4. Promote staff recognition internally.
5. Promote staff accomplishments for external recognition.
6. Create and enhance a synergistic and supportive work environment.

Metrics [Re: Strategy Numbers]

I=Input, P=Process, O=Output

- O Number of staff recruited and retained. [1]
- O Demography of staff. [1]
- I Competitiveness of annual compensation (starting salaries, increments, annual and special adjustments, and benefits). [2]
- I/P Number and types of professional development opportunities available and utilized. [3]
- I Internal staff recognition and awards. [4]
- O External staff recognition and awards; appearances of national visibility. [5]
- P Periodic survey of staff to measure quality of work environment. [6]

Goal 3: *Stewardship*

Demonstrate the highest standards of stewardship.

Key Characteristics

- Uncompromised integrity and accountability in all development activities.
- Due respect demonstrated toward the Donor Bill of Rights.
- A comprehensive and supportive operational system.
- Constructive relationships and partnerships with all constituencies playing a role in development.

Key Strategies

1. Strengthen collaborative relationship with the Purdue Alumni Association through increased interaction and participation in planning for initiatives and activities of common interest.
2. Expand and maintain a state-of-the-art operational structure and information management system.
3. Enhance donor relations through consistent protocols throughout the University to ensure responsiveness to donor characteristics and interests.
4. Demonstrate commitment to accountability, integrity, and Donor Bill of Rights.
5. Develop and implement a comprehensive plan in collaboration with the Purdue Alumni Association that addresses alumni activities at the University, school/college, and club levels.

Metrics [Re: Strategy Numbers]

I=Input, P=Process, O=Output

- P** Number of Development professionals and volunteers collaborating in activities of PAA. [1]
- P/O** Annual tracking of Development/PAA collaborative events. [1]
- I/P** Periodic assessment of operational structure. [2]
- I/P** Periodic assessment of the comprehensiveness and utility of information systems and technology. [2]
- O** Continuous improvement in monitoring the frequency of inconsistencies detected and taking corrective action. [3]
- O** Ensuring that timeliness and accuracy targets for gift entry, donor bio updates, and gift acknowledgement are met and continuously monitored.
- P** Annual reporting on the stewardship of Development functions. [4]
- P/O** Completion of plan, and number of Development staff collaborating in PAA activities for plan implementation. [5]

PRIORITIES AND IMPLEMENTATION

As the University Development Office prepares to implement this ambitious plan, we plan to focus on the following priorities:

- Vigorously pursue timely achievement of the campaign goal.
- Develop a post-campaign development plan to maintain fundraising momentum.
- The post-campaign plan will include the development of an advancement advisory board, visiting committee, or steering committee.
- Through collaboration between all areas of Advancement and the Purdue Alumni Association, coordinate an integrated team for all functions and events across University units to increase collaboration, ensure efficiencies, and enhance constituent relationships.
- Aggressively pursue growth of human resources diversity through personnel hires and staff development programs.

This plan was developed with input from a cross section of Advancement staff, senior staff from key departments across campus, and alumni volunteers. It reflects an exciting vision and achievable goals. Progress toward this vision and the goals will be measured qualitatively and quantitatively. Implementation will begin upon review and approval of the president.

The University Development Office is a strong partner in the University's drive toward preeminence. Relationships are key to the success of the University, and thus key to the success of Development and our role on the Advancement team. This plan's commitment to extraordinary relationships will be a model for generations to come.

RESOURCES NEEDED

To implement the majority of this plan, new resources will be needed; however, resources will come from reallocation, re-engineering processes, coordination, and collaboration across various units.

Messages:

A Model for Integrated Communications

OFFICE OF UNIVERSITY RELATIONS

Strategic Plan: 2004–2009
June 2004

PREAMBLE

The key goals and strategies contained within the following strategic plan represent areas of effort that University Relations has targeted for special attention. Not all of these strategies represent new horizons, but rather are viewed as areas in which a focused effort is needed in order to support the mission and vision of the plan.

The vice president of University Relations will appoint a committee to review the strategic plan on a yearly basis. In this way, the committee hopes to be able to make the adjustments and establish benchmarks necessary to keep this plan a living, working guide for all of University Relations.

As University Relations moves to support Purdue's drive for preeminence, by becoming the central source for advancing communications, marketing, and public relations at Purdue, it must itself become a model of preeminence, personifying a communications resource at the highest level. We believe this plan sets a clear and measurable path to the end of a more expert, integrated, and creative team.

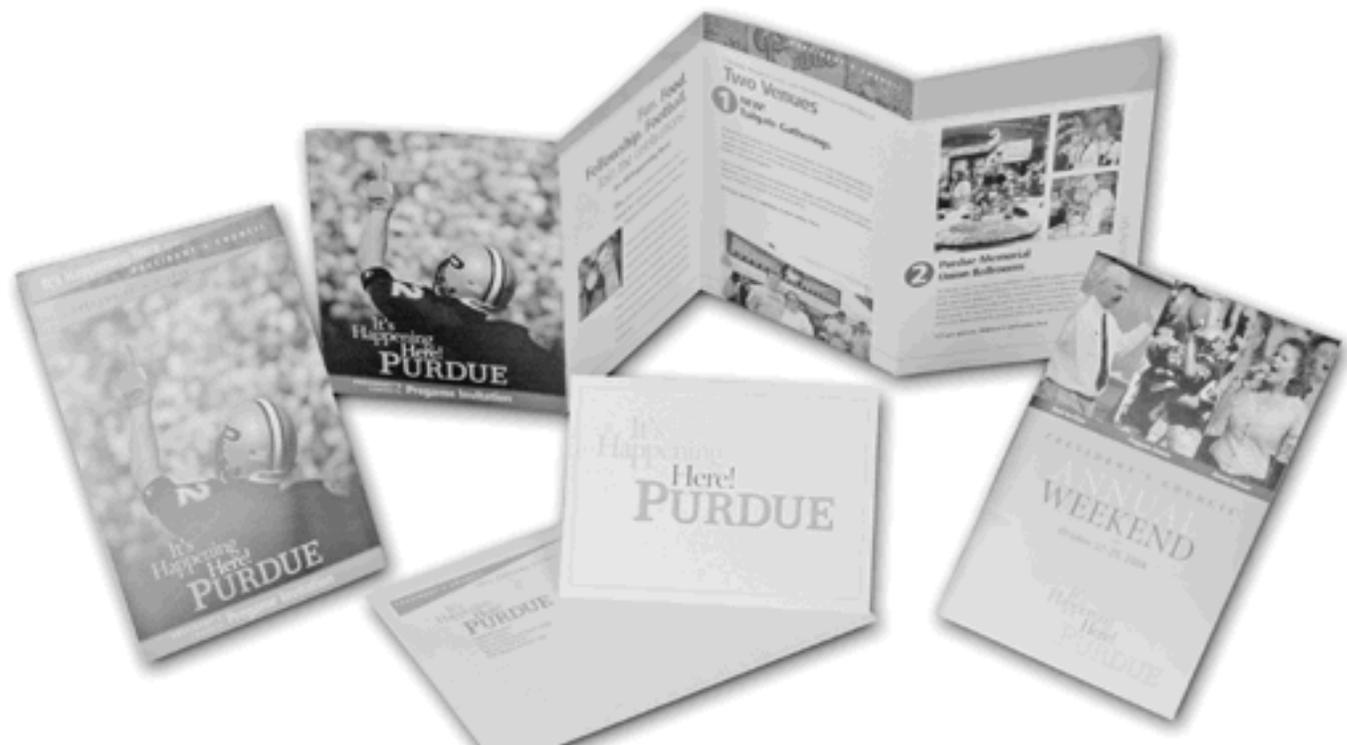
MISSION

The mission of the Office of University Relations is to articulate the vision of Purdue University.

- University Relations sets the communications, public relations, and marketing agendas for Purdue, enhancing the University's ability to engage its various constituencies.
- University Relations provides creativity and expertise to assist all areas of the University in its effort to communicate, educate, and engage.

VISION

Playing a prominent role in Purdue's drive for preeminence as the central resource for advancing communications, University Relations will become a national model for integrated university communications.





The effort of the Office of University Relations to support the Purdue University vision of preeminence will be driven by:

- A state-of-the-art system of communications.
- An integrated marketing effort capable of relating the Purdue story to key audiences in Indiana and throughout the world.
- A public relations effort focusing on a positive image and civic engagement.

The following goals reflect key efforts in these areas.

Goal 1: *Enhanced Image*

Support Purdue's efforts to achieve preeminence in learning, discovery, and engagement and help maximize the University's resources by enhancing the University's image with internal and external audiences.

Key Characteristics

- Support of the University's learning, discovery, and engagement goals by communicating successes.
- Effective communications to support Purdue's efforts to develop resources necessary to fund the University's Strategic Plan.
- Communications support of Purdue's efforts to recruit and retain diverse, academically talented students and world-class faculty and staff.

Key Strategies

1. Identify and publicize through news media stories that show the significance of research and scholarship in all areas.
2. Identify and target ongoing strategic areas and visionary initiatives for publicity, such as information technology, nanotechnology, life sciences, economic development, engagement initiatives, and capital campaign areas.
3. Refer Purdue experts as resources to media, legislators, community organizations, and the public.
4. Provide state-of-the-art printed publications, video, and Web-based materials designed to showcase the quality of discovery, learning, and engagement at Purdue.
5. Provide ongoing development of fundraising materials that ensure integration of Purdue brand, uniform use of logos, and other consistencies of look and messaging in support of campaign efforts.
6. Publicize Purdue's expertise and rankings in key areas to assist in attracting faculty and students with attention to quality, competitiveness, and diversity.

Metrics [Re: Strategy Numbers]

I=Input, P=Process, O=Output

- O** Annual tracking of strategic story development, placement, and referrals. [1, 2, 3]
- P** Annual review of fundraising materials for consistency, effectiveness, and quality. [5]
- P** Regular review of primary publications and productions, compared to those of peer institutions. [4, 5]
- P** Regular review of recruitment partnerships and materials. [6]



Goal 2:

Integrated Services

Integrate marketing and public relations services throughout the University.

Key Characteristics

- Streamlined and coordinated operations to become the central marketing point and advertising coordinator for all units of the University.
- Preeminence among peer institutions in technological production areas, including print, video, Web, and multimedia.
- A staff of the highest professional quality that reflects the University's commitment to diversity.

Key Strategies

1. Create an interdepartmental marketing team to identify annual event and publicity themes.
2. Create a technical team to guide the incorporation of improving technology and technical resources into University Relations operations.
3. Utilize the latest technological advancements in hardware and software to maintain and improve service to all customers.
4. Educate the University at large about the communication technology capabilities available and how this can help the University achieve its goals.
5. Partner with other areas of the University to offer the best service to each client through shared resources and technical expertise.
6. Create an integrated marketing communication plan for key areas beginning with fundraising, recruitment, alumni relations, and economic development.
7. Thoroughly review available facilities and undertake efforts to locate Purdue Marketing Communications in improved facilities near University News Service, Broadcast Services, and University Periodicals.
8. Fill all administrative and professional level positions through national searches. All staff will undergo formal performance review twice annually. All AP staff will have the opportunity for at least one professional development experience annually.
9. Create a plan to identify minority and under-represented candidates for every position opening in each administrative area of University Relations.

Metrics [Re: Strategy Numbers]

I=Input, P=Process, O=Output

- I/P Creation of technical and marketing teams by third quarter of 2004. [1,2]
- P Semi-annual review of equipment, software, and system effectiveness by technical team. [3]
- O Track number of clients using technical services of University Relations. [4,5]
- O Track Web site usage. [3]



- I/P Regular review of marketing communications plan by the strategic plan review committee. [5]
- P Monitor the functions of interdepartmental marketing team by senior vice president for advancement and vice president for University Relations. [4,6]
- I Submit facilities proposal to senior vice president of advancement by June 2005. [7]
- O Staff diversity demographics. [8,9]

Goal 3: *Front Door to the Community*

University Relations will partner with the Office of Engagement to enhance and expand service engagement and community interaction efforts of the University.

Key Characteristics

- Work with the Office of Engagement to create a central point of contact for community service agencies seeking to deal with the University.
- Enhanced service-learning initiatives through collaborations involving academic areas, community representatives, and University Relations staff.
- A structured effort to provide University expertise to enhance the quality of life and economic development in the community.

Key Strategies

1. Support the University's Office of Engagement with an organized effort involving faculty, staff, and students to map Purdue involvement in civic engagement, volunteerism, and service learning.
2. Create one versatile publication describing the University and its programs targeted to the needs of the general public, visitors, prospective employees, families of prospective students, and potential Engagement partners.
3. Maintain staffing needs to increase effectiveness and market a speakers bureau and expert database.
4. In partnership with the University Development Office, create a marketing and communication training program to help local nonprofit service organizations meet their fundraising and humanitarian goals.

Metrics [Re: Strategy Numbers]

I=Input, P=Process, O=Output

- P** Annual tabulation and review of community service referrals. [1]
- O/P** Participation in minimum of four development audits and training programs annually with survey of participants to gauge effectiveness. [4]
- P** Annual assessment of service-learning initiatives by Service Engagement Advisory Board. [1]
- P** Annual review of speaker bureau database. [3]
- P** Initial review of campus mapping project by January 2005. [1]
- O/P** Annual publication of *Visitor Guide*. [2]

PRIORITIES AND IMPLEMENTATION

To implement this strategic plan, University Relations will focus on the following priorities:

- Support the fundraising efforts of The Campaign for Purdue.
- Provide communications and public relations support for state funding initiatives.
- Continue efforts to increase awareness of Purdue's role in state economic development, especially among business and government leaders in Indiana.
- Actively pursue opportunities to recruit a staff whose diversity reflects the demographics of Indiana.
- Communicate strategically and methodically to position Purdue as a national leader in the debate over higher education priorities.

RESOURCES NEEDED

Existing resources will be reallocated to implement the vast majority of the strategies in this plan. The Vice President for University Relations will allocate contingency funds as needed to provide incentive for individual units to recruit minority candidates.

Additional funding will be sought through the Capital Projects Council with advice from the Office of Executive Vice President and Treasurer in order to bring about the collocation of the various communications offices.



Voices

WBAA
PUBLIC RADIO FROM PURDUE

Strategic Plan: 2004–2009
June 2004

PREAMBLE

WBAA is public radio from Purdue University. Consistent with the strengths of Purdue, the station began as an experiment in voice transmission by the School of Electrical Engineering. WBAA AM 920 was licensed by the federal government in 1922 and was the first radio station in the state to begin and continue regular broadcasting of programs. WBAA has offered noncommercial radio in the Lafayette–West Lafayette area ever since, including the addition of WBAA FM 101.3 in 1993. The two stations provide listeners with quality news, information, music, and entertainment. Both stations broadcast 24 hours a day and are also available worldwide via Internet streaming at www.wbaa.org. Students, volunteers, and staff have provided hours of programming over the years, guided by the input of our listeners. WBAA AM and FM provide alternative public radio programming to thousands of mid-central Indiana and east central Illinois listeners.

WBAA has a rich history of service and in recent years has received increasing support from the community. However, the radio stations are facing a rapidly changing technological environment that will result in additional competition for the attention of future audiences. WBAA's ability to reach and retain listeners is vital to accomplishing its mission.

To effectively meet the challenges of the future, WBAA must be:

- Purdue-Focused ... serving the audience on behalf of the University.
- Community-Focused ... encouraging participation and interaction.
- Audience-Aware ... conducting research into needs and preferences to increase listenership.
- Development-Oriented ... creating opportunities for the community to support Purdue and its public broadcast services.

- Involved with Students ... working with students who are able to help us achieve our mission.
- Managed for Achievement ... providing professional development opportunities for staff, setting goals, and periodically reviewing the effectiveness of staff, programs, activities, technologies, and facilities.

In response to the perceived challenges, WBAA has developed the following strategic plan. As we move into the future, it is our expectation that the strategic plan will guide WBAA in fulfilling its role as the public broadcast service of Purdue University.

VALUES AND CULTURE

WBAA values the production and presentation of services that stimulate thought, respect diverse points of view, offer global perspectives, facilitate constructive civil discourse, promote social responsibility, and further an appreciation of artistic expression. In doing so, WBAA strives to create a workplace culture that encourages and supports production of intelligent, accurate, balanced, relevant, and entertaining programs/services. WBAA will foster a culture of professional growth by providing opportunities for staff to attend professional conferences, training, and workshops.





MISSION

Enrich lives with services that engage, educate, and entertain.

Key Characteristics

- Broadcast services as a voice of Purdue University.
- Balanced news, information, culture, music, and programming of relevance to the community and its audiences.
- Community-focused programs encouraging community conversation, participation, and interaction.
- Service to Indiana in enhancing quality of life.

VISION

Emerge as a station of choice and a leader in public broadcasting in Indiana.

Key Characteristics

- Widespread sounding board for Purdue's strategic initiatives toward the vision of preeminence.
- Content-driven, analytical, relevant, and creative programs to serve the needs and interests of a broader audience.
- Broadcast services enhanced by emerging technologies.
- Strong cultural diversity in programming and operations.
- Significant experiential learning opportunities for students and volunteers.
- Expanded patronage with intellectually diverse and fiscally sustainable community support base.

GOALS

Goal 1: *Engage*

Engage listeners to develop long-term relationships with the station and Purdue University.

Key Characteristics

- Role as a voice of Purdue in support of University engagement.
- Community involvement in conversation, interaction, and participation.
- Long-term financial and advocacy support from the listeners.

Key Strategies

1. Participate in University engagement programs in collaboration with the offices of Advancement and Development.
2. Establish an advisory body to help ascertain constituent engagement needs and interests, and to evolve programs to better meet these needs and interests.
3. Enhance the quality of programming through increased "local" content, audience interaction, and student engagement.
4. Create broadcast and non-broadcast events in collaboration with the University and the community.
5. Increase marketing efforts including relationship marketing, advertising, and on-air promotions.
6. Advance private funding support for the station through membership solicitation, underwriting, major gifts, and grants.
7. Utilize emerging technology to enhance program services.

Metrics [Re: Strategy Numbers]

- Number of University Advancement programs in which WBAA participated. [1]
- Functioning advisory board. [2, 3]
- Periodic survey of community issues. [2, 3]
- Periodic evaluation of programming, including specific illustrations. [2, 3]
- Number of University events. [4]
- Number of community events. [4]
- Number of marketing efforts. [5]
- Amount of funds raised annually. [6]
- Application of new technologies. (digital broadcasting) [7]

Goal 2: *Educate*

Educate listeners to expand an informed constituency.

Key Characteristics

- High quality, content-driven, analytical, and unbiased programs drawing widespread constituent support.
- Breadth and depth of programs of local, national, and international importance and significance.
- Role in advancing student learning and lifelong learning for listeners.

Key Strategies

1. Establish an advisory body to help ascertain constituent educational needs and interests, and to evolve programs to better meet these needs and interests.
2. Enhance program quality utilizing University and community intellectual resources, and discourse on contemporary issues of local, national, and international interest.
3. Promote lifelong learning programs through cultural education, sociopolitical awareness, science and technology awareness, and evolving issues.
4. Increase student learning opportunities through interaction with professional staff and by providing a laboratory-at-work.
5. Expand broadcast and non-broadcast educational programs and events in collaboration with the University and constituent communities.
6. Encourage widespread public participation that advances program support and visibility.
7. Utilize emerging technology to enhance program services.

Metrics [Re: Strategy Numbers]

- Functioning advisory board. [1]
- Periodic survey of community issues. [1]
- Periodic evaluation of programming, including specific illustrations. [3]
- Number of University and community guests featured on WBAA. [2]
- Number of students participating. [4]
- Number of education programs and events. [5]
- Annual survey of public participation, including specific illustrations. [6]
- Application of new technologies (digital broadcasting). [7]

Goal 3: *Entertain*

Entertain listeners to enhance their enjoyment of life.

Key Characteristics

- High quality programs of interest, intrigue, and appeal to the University and other constituent communities.
- Program variety that cultivates listener interests.
- Participation of the community, listeners, and patrons.

Key Strategies

1. Establish an advisory body to help ascertain constituent entertainment interests, and to evolve programs to better meet these needs and interests.
2. Enhance program quality utilizing a variety of classical and contemporary presentations of University, community, regional, national, and international merit.
3. Enrich entertainment opportunities with programs and events that reflect human and intellectual diversity.
4. Expand broadcast and non-broadcast entertainment programs and events in collaboration with the University and constituent communities.
5. Encourage widespread public participation that advances program support and visibility.
6. Utilize emerging technology to enhance program services.





Metrics [Re: Strategy Numbers]

- Functioning advisory board. [1]
- Periodic survey of community issues. [1]
- Periodic evaluation of programming, including specific illustrations. [2]
- Number of entertainment events, including specific illustrations. [3]
- Number of collaborative entertainment programs and events. [4]
- Annual survey of public participation, including specific illustrations. [5]
- Application of new technologies (digital broadcasting). [6]

IMPLEMENTATION OF METRICS

This section indicates how the various metrics will be implemented. The timetable for implementation of specific metrics, listed below, will be determined through the creation of an annual action plan based on the overall strategic plan.

Number of University Advancement programs/activities in which WBAA participated.

- Monthly interview of Purdue president on WBAA.
- Live broadcast from annual “Purdue Day” at the Indiana State Fair.
- Purdue University Homecoming Weekend.

Functioning Advisory Board

- FY 04-05: Identify and select charter members (G3-KS1).
- FY 04-05: Create advisory board by-laws (G3-KS1).
- Regular meetings of advisory group (as determined by by-laws) (G3-K1).

Periodic Survey of Community Issues

- Survey representative sample of station members.
- Consult with community leaders.
- Online survey.

Periodic evaluation of programming, including specific illustrations

The station program directors and station manager will meet on a periodic basis to review existing programming, program placement, and newly offered programs. The on-air schedule will be evaluated to see if it is consistent with our mission.

Number of University and community guests featured on WBAA

- Weekly arts feature.
- Weekly *Local Music Show*.
- *WBAA Town Forum* broadcasts.
- *AM920 Magazine* guests.

Number of students participating

- FY 04–05: Establish baseline for student participation.
- Increase student participation by 10% each fiscal year.

Number of broadcast and non-broadcast events

- *WBAA Town Forum* broadcasts (8 Annually).
- *AM920 Magazine* remote broadcasts (4 annually).
- Live broadcast from annual “Purdue Day” at the Indiana State Fair.
- Annual *Riverfront Jazz and Blues Festival* remote broadcast.
- Annual *Purdue University Homecoming* weekend.
- Annual *Boiler Gold Rush* event.
- New Employee Information Fair.
- Annual *Taste of Tippecanoe* event.
- Annual donor/listener reception event.
- Annual station open house event.
- Annual station trip for listeners.

Annual survey of public participation, including specific illustrations

- Simple count.
- Provide description of sample events.

Number of Marketing Efforts

During the first fiscal year a marketing plan will be developed and a first year of baseline activity documented. This metric will be measured by an annual review of marketing efforts including on-air, print ads, direct mail, and events. The marketing plan will be reviewed annually. The intent is to increase marketing efforts each year until an appropriate level of activity/expense is reached.

Amount of Funds Raised Annually

- FY 04–05: Membership \$230,000 – Underwriting \$200,000 – Major Gifts & Grants \$50,000
- FY 05–06: Membership \$240,000 – Underwriting \$225,000 – Major Gifts & Grants \$75,000
- FY 06–07: Membership \$250,000 – Underwriting \$250,000 – Major Gifts & Grants \$100,000
- FY 07–08: Membership \$260,000 – Underwriting \$275,000 – Major Gifts & Grants \$125,000
- FY 08–09: Membership \$270,000 – Underwriting \$300,000 – Major Gifts & Grants \$150,000

Application of new technologies

- Calendar Year 2005: Integrate Content Depot technology into station operations. The Content Depot is the name given by National Public Radio to a new method of distributing audio as digital files via satellite instead of as real-time audio.
- To be determined: WBAA will continue to study the state of digital broadcast technology. The station will implement the system of transmitting a digital signal when the technology has become sufficiently mature.
- When digital broadcasting has been implemented, the stations will explore opportunities to enhance services as increased capabilities become available.
- Engineering staff will keep abreast of emerging technologies and, in consultation with management, explore their application to WBAA operations.

**PURDUE ALUMNI ASSOCIATION
Strategic Plan: 2002–2006**

STRATEGIC ISSUES

The strategic issues were those that were considered by the Purdue Alumni Association during the planning process. These have been grouped into major categories that represent key dimensions of the environment — both external and internal — of the organization. In developing the plans and strategies for the organization, we made an effort to address as many of these issues as possible.

Strategic Issues

What are some of the issues that will have the most significant impact on the Purdue Alumni Association in the coming years?

The Economy

The economy (war/terrorism/recession/lay-offs/funding for public education, etc.): We believe the more fear or uncertainty people have about the economy, the less likely they will be to part with their money (membership fees) or participate in PAA programs, especially those that require a fee or require travel in order to participate. In addition, we think that, during “troubled times,” people become more discerning of where and how to spend their money. If Purdue/PAA is not high on the list of priorities, PAA membership and participation may decline.

Technology

1. Computer technology: We believe computer technology will continue to advance and drive the daily activities of millions of people (universally). Every week, we receive phone calls from alumni who want a “Purdue” e-mail address and access to an online alumni directory. Identity e-mail and online directories have been on the market for at least three years now, but PAA still isn’t able to offer/provide either service. We imagine new technologies will replace e-mail as we currently know it, but, whatever the future of computer technology may be, we believe PAA will need to participate in it.

2. Information technology: This issue has been discussed thoroughly in previous meetings of the PAA board; however, we think we must become much more proactive in utilizing the information technology that is available. The PAA Web site must become a place where people can “do business” and find information quickly and easily. We also think there are lots of opportunities available for the clubs to access information via electronic means.

3. E-mail communication

4. Communication methods and styles will change in the next 10 years. Every electronic device will be networked together through the Internet.

OUR VISION

The vision represents our view of the future that we want for the Purdue Alumni Association. It is our image of the types of services that we will provide, the image that we will have in the community, the ways that we will work, and the basic concept of the organization. The vision is the desired future state of the organization.

Vision 2010

- A major player in the University family, with an interdependent attitude while retaining our independence.
- Provide a unique alumni communications link through interpersonal communication, electronic communication, and printed material that provides information about Purdue events, activities, and happenings as well as enabling the individual alumnus to be interactive with services presented by the PAA and the University, with full access exclusive to members.
- Meaningful and valuable products, programs, and services are offered that reflect the diversity and varied interests of the alumni base.
- The relationship between the PAA and the regional campuses is established and understood.



OUR PURPOSE

Our purpose is the focus of our organization. It states in a brief, concise manner the central reason for the Purdue Alumni Association, and provides a point of reference for all of our activities.

Our Purpose

- Connect the Purdue family forever.
- Make the Purdue experience last a lifetime.
- Be an engaged, worldwide network that supports, enriches, cultivates, and celebrates Purdue's preeminence.

OUR CORE VALUES

The core values are the fundamental principles and beliefs that guide the Purdue Alumni Association. These are the central concepts that define who we are and how we work. The core values provide us with a basis for action and accountability for ourselves and our behaviors. As such, these core values are the foundation of our operations and our organization.

Core Values

Communication

- We are committed to sharing the Purdue story with all alumni and friends of Purdue.

Customer-Driven

- We are committed to understanding and meeting the needs of the Purdue family.

Diversity

- We are committed to ensuring that the PAA reflects the diversity of Purdue alumni.

Pride

- We are committed to maintaining and encouraging the honor and esteem of the Purdue family.

OUR STRATEGY

Our strategy is the summary of the way we intend to position our company in the marketplace and the key activities necessary to attain the desired position. What We Stand For is our purpose. How We Must Be Positioned is the summary of our assessment of the stakeholders and represents the driving forces of the organization. Finally, What We Must Do Well are the potential sources of competitive advantage – Our Critical Success Factors.

Our Driving Forces

In order to achieve our vision and accomplish our purpose, the key stakeholder expectations we need to address in the next 3 to 5 years are:

1. Be the one-stop shop.
2. Proactively disseminate information and create opportunities for connection.
3. Make the Purdue family feel important.
4. Provide the “front porch” for partnership with the University.
5. Provide services that grow membership and make keeping the Purdue connection easier.
6. Market PAA to be a preeminent association with national prominence and excellence.



The Purdue family

- Ambassador for the University.
- Basic services.

Members

- Distinct services that create value to membership.

Critical Success Factors

In order to address the key stakeholder expectations, position the Purdue Alumni Association for the future, achieve our vision, and accomplish our purpose, the critical factors we need to address in the next 3 to 5 years are:

We must:

1. Provide distinct membership programs and services of exceptional value.
 - Listen to what people want and provide programs and services that meet their needs.
2. Outstanding communication system.
 - All forms of communication: networking, telecommunications, written, local clubs, etc.
3. Strengthen the PAA and University partnership.

INTEGRATED PLAN: MODEL

The Integrated Plan model presents the objectives and the key action plans for the Purdue Alumni Association.

Objectives are the specific, measurable, outcomes, based on the critical success factors that must be attained from our actions in order to meet stakeholder expectations and achieve our purpose and vision.

Action plans are the specific activities, resources allocations, and decisions that enable us to attain our objectives.

THE ADVANCEMENT STRATEGIC PLANNING COMMITTEE

Cheryl Altinkemer, *Senior Director of Development and Strategic Plan Chair,*
University Development Office

Mary Jo Bartolacci, *Director of Advancement and Major Gifts, College of Science*

Murray Blackwelder, *Senior Vice President for Advancement,*
University Development Office

Abe Cross, *Director of Development, College of Technology*

Dennis Depew, *Dean, College of Technology*

Larry Fusaro, *University Architect, Office of University Architect*

Joe Hornett, *Senior Vice President and Treasurer, Purdue Research Foundation*

Chad Johnson, *Alumni Outreach Director, Alumni Association*

Greg Kapp, *Senior Director Advancement Services, University Development Office*

Rabindra Mukerjea, *Director Strategic Planning Assessment, Office of the President*

Mike Piggott, *Director of Communication Relations, Community Relations*

Bob Reiling, *Attorney, Alumnus, Community Volunteer*

Linda Rohrman, *Lafayette Community Campaign Co-Chair*

Ralph Rohrer, *Chief of Research, Development Research Services,*
University Development Office

Kathy Schichtel, *Director of Development Communications,*
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Steve Shelby, *Associate Director Corporate and Foundation Relations,*
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Terry Strueh, *Vice President for Governmental Relations, Office of*
Governmental Relations



PURDUE

UNIVERSITY

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