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I am pleased to have this opportunity to briefly highlight the Administrative Operations organization and some of our many 2022 fiscal year achievements.

When I describe Administrative Operations to those who may not be familiar with what we do, I describe us as the organization dedicated to supporting Purdue University’s day-to-day operations and strategic vision for the future. It is my hope this report provides more insight on what we do as an organization and the collective success we have achieved over the last year.

The report begins by outlining the basic building blocks of our organization—our structure and our culture. We introduced organization guiding principles – safe, reliable and transformative—shortly before the start of the 2022 fiscal year and have continued to build a culture around these principles. We are diverse in the many services we provide, from procurement to public safety to custodial services, but these three principles apply to each department within the organization.

As an organization, we focused on building the leadership skills and competencies of our senior leadership team this year, and one of the outcomes of that journey was a defined organization purpose and values, which you’ll read more about in this report.

The report also highlights some of the organization’s accomplishments throughout the 2022 fiscal year. It was another active year that saw Administrative Operations continuing our cost-saving efforts to support student affordability within Procurement Services, delivering on-time and under-budget capital program projects, and perhaps our biggest change for the fiscal year, welcoming Purdue Memorial Union operations to the organization. The Purdue Memorial Union is the bustling cornerstone of campus, and we are proud to take on this new opportunity.

The report provides so much more information on who we are as an organization, including our units and departments, financials, key performance indicators and people. It concludes by looking ahead to goals for the 2023 fiscal year, which is quite fitting as we are persistently looking to shape and enhance a more positive work environment and culture across the Administrative Operations organization.
Administrative Operations is made up of more than 1,200 employees and is led by Senior Vice President Michael B. Cline who reports to President Mitch Daniels. As an organization, we provide safe, reliable and transformative services and infrastructure so Purdue University’s educators, researchers and students can do what they do best. Continue reading to learn more about our guiding principles, purpose, values, units and goals.

Students make their way through the Gateway to the Future arch, located at the north end of Stadium Mall near Armstrong Hall. The archway symbolizes the future for Purdue students and graduates.
GUIDING PRINCIPLES

Our three guiding principles define what we do and serve as the foundation for our organizational goals. See how we provide safe, reliable and transformative services below.

SAFE

Safety shows up in many forms throughout Administrative Operations, but at the end of the day, we reduce risk and harm for staff, faculty, students and visitors.

RELIABLE

As a campus partner, we must deliver timely, dependable service with care. It is our responsibility to ensure buildings and infrastructure are in service allowing other departments to fulfill their service commitments.

TRANSFORMATIVE

Being transformative is about thinking differently, being innovative and creative in how we operate. Having successful financial performance contributing to student affordability. Leading the competition and making Purdue the university of choice.

PURPOSE

WE POWER PURDUE

Our purpose defines why we exist as an organization and allows each person in Administrative Operations to understand how they contribute to the organization. Administrative Operations powers Purdue in a variety of ways, including the following:

- Ensuring a safe campus environment
- Maintaining beautiful and functional grounds
- Providing best-in-class facilities
- Procuring essential services at the best value

VALUES

BE RESPECTFUL

DEMONSTRATE TEAMWORK

COMMIT TO PERFORMANCE EXCELLENCE

Values are the Administrative Operations staff behaviors that serve as the foundation of our culture.
Administrative Operations is comprised of the following four units:

ADMINISTRATIVE SERVICES

Administrative Services is led by Kim Pearson, chief administrative officer, and provides data, reporting, communications, training, information technology and administrative support to employees. The mission of the unit is to support, strengthen and unify Administrative Operations.

Administrative Services is comprised of the following departments:

- Administrative Management
- Communications
- Facilities Information Services
- Integrated Analytics
- Training and Development

AUXILIARY SERVICES

Auxiliary Services is led by Rob Wynkoop, vice president, and provides services and programs that support the Purdue experience and meet the needs of the University.

Auxiliary Services is comprised of the following departments:

- Airport Operations
- Logistics, which includes Parking Facilities, Transportation Services, and Materials Management and Distribution
- Procurement Services
- Purdue Memorial Union Operations
- Real Estate and Space Administration

DID YOU KNOW?

291,017 UNIQUE PAGEVIEWS FOR THE ONLINE CAMPUS MAP

10 INTERACTIVE DASHBOARDS CREATED

$12.8M IN PROCUREMENT CONTRACT SAVINGS AND REVENUE GENERATION

13.3M ASSIGNABLE SQUARE FEET SPACE OWNED, MANAGED AND LEASED
Facilities Operations and Environmental Health and Safety is led by Ryan Gallagher, associate vice president, and provides a comprehensive approach to the safe care and maintenance of our campus.

Facilities Operations and Environmental Health and Safety is comprised of the following departments:

- Building Services
- Energy and Utilities
- Environmental Health and Safety Compliance
- Grounds
- Operations and Maintenance
- Radiological and Environmental Management

Physical Facilities and Public Safety is led by Jay Wasson, vice president and chief public safety officer, and is responsible for strategic leadership for Purdue’s capital program and public safety services in support of the University’s learning, discovery and engagement mission.

Physical Facilities and Public Safety is comprised of the following departments:

- Campus Planning, Architecture and Sustainability
- Capital Asset Management
- Emergency Preparedness and Planning
- Purdue University Fire Department
- Purdue University Police Department

99.98% Electricity Uptime

NEW Energy and Utilities Master Plan to Ensure Future Service Reliability

51 Major Event Action Plans Prepared

15 Buildings LEED or Green Globes Certified
FY22 GOALS

GOAL 1
Provide internal and external customer experiences that demonstrate Administrative Operations’ value to Purdue.

GOAL 2
Recruit, retain and develop top talent to foster a stable, reliable and engaged workforce.

GOAL 3
Work with Chief Financial Officer and other campus partners to update and improve Administrative Operations’ “Income Producing Activities” charges and fee structure process to ensure fair pricing and operating budget stability.

GOAL 4
Reduce recordable injuries by creating an Administrative Operations Safety Management Program.
| Deliver high-value services and products on time and on budget | Communicate results in a timely and creative manner to enhance our brand |
| Conduct pertinent customer satisfaction checks to gauge the impact of our services; use feedback for both internal improvement and to demonstrate effectiveness | Provide an annual summary report reflective of our performance, highlighting commitment to safe, reliable and transformative services |

| Create a flexible and collaborative workplace that supports the health, wellness and performance of employees | Support management by providing resources to engage staff, identify high-potential employees and develop succession plans |
| Foster employee engagement through communication and feedback to understand the current state of culture and identify areas for improvement | Develop baseline operational metrics to provide insight regarding the well-being of the our workforce |

| Eliminate unneeded charges and fees; investigate if new fees and charges make sense | Provide metrics that highlight the added value of our Income Producing Activities |
| Finalize changes to collaborate with customers and provide timely notification of the FY23 budget | |

| Develop an employee safety metrics dashboard | Reduce Total Injury Rate (TIR) |
| Create consistency through the development of a documented safety program | |
With a team of more than 1,200 employees, Administrative Operations prioritizes customer care, the delivery of quality services and good fiscal stewardship. Below are some key performance indicators (KPIs) and financial highlights that contributed to the organization’s collective success during the 2022 fiscal year.

**TOTAL RECORDABLE INCIDENT RATE**

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<tr>
<th>ACTUAL</th>
<th>GOAL</th>
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<tr>
<td>6.42</td>
<td>&lt;7.0</td>
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The total recordable incident rate is an Occupational Safety and Health Association (OSHA) standard safety metric. It represents the number of work related injuries per 100 full time workers. Employees have up to two years to report an injury so past data may change after it is captured in this report. The actual Total Recordable Incident Rate for FY22 was lower than our stated goal.

- **$4.5M** Contract savings over five years through renewal of Fisher Scientific contract
- **NEW TEAM STORE PROVIDER** Competitive bidding process
- **ACHIEVED HIGHER PERCENT REVENUE SHARE AND INCREASED MARKETING DOLLARS**
Capital projects are under budget if the original total funding amount is less than the approved budget at time of the construction contract award; Small Public Works (SPW) projects are under budget if the actual expenses are less than original total funding amount.

The Bravo Award program is a University initiative and recognizes employees who excel in their job duties and meet one or more of the following award categories:

- Moving the University Forward
- Innovation/Creativity
- Operational Excellence
- Fiscal Stewardship

Due to a continued focus on cost savings activities, Administrative Operations gave $1.7M back to the University.

Administrative Operations saw a 5% decrease in employee turnover in FY22 compared to FY21. Turnover decreased from 25% in FY21 to 20% in FY22.
FINANCIALS AT A GLANCE

$163M
ANNUAL OPERATING BUDGET

$197M
CAPITAL PROGRAM EXPENDITURE

R&R QUASI ENDOWMENTS

Starting in 2018, “Quasi Endowment” accounts have been created for several Purdue facilities, in partnership with the chief financial officer, as part of our major capital project delivery program. Designated unspent project funds are set aside for future repair and rehabilitation (R&R) needs.

<table>
<thead>
<tr>
<th>CURRENT R&amp;R QUASI ENDOWMENTS</th>
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<tr>
<td>TOTAL</td>
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<tr>
<td>8</td>
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As a service-oriented, public institution, many Administrative Operations functions do not result in an income. Our Auxiliary Services activities, like retail dining, parking and the Purdue Memorial Union offerings to list a few, are typically where we see income being produced, from services being offered to entities both internal and external to the University. In FY22, we saw a $3M surplus for all income producing activities, which reflects a stabilization coming out of the COVID-19 pandemic. This income is reinvested into our services to help ensure their viability going forward.

INCOME PRODUCING ACTIVITIES

The historic Union Club Hotel recently received a $35 million renovation that updated all guest rooms and public spaces, like the lobby shown above.
Administrative Operations is proud of the accomplishments and projects our staff, managers and senior leaders achieved during FY22. Some of our collective efforts and contributions to the educational and research missions of the University are highlighted below.

PROTECT PURDUE
Administrative Operations continued to implement and advance Protect Purdue initiatives in response to the global COVID-19 pandemic. Below are some of the ways our organization contributed to creating a safe environment for teaching, learning and working on campus.

TRANSPORTS TO ON-CAMPUS QUARANTINE AND ISOLATION HOUSING
BY THE PURDUE UNIVERSITY FIRE DEPARTMENT

FALL 2021: 733 STUDENTS
SPRING 2022: 715 STUDENTS

QUARANTINE AND ISOLATION SPACE SUPPORT
- Maintenance and operations support for isolation and quarantine housing
- Meals provided by Aramark

OUTDOOR FACILITIES
- Tent installations to support Boiler Gold Rush events and other outdoor meetings and activities
- Installation of additional outdoor seating to invite more outdoor eating
Outdoor seating area in the pedestrian-friendly Third Street corridor.

DISINFECTING, SANITIZING AND CLEANING

- Maintain self-serve disinfecting wipes and hand sanitizing stations
- Disinfect large areas (classrooms, common areas, etc.)
- Disinfect touchpoints (handrails, doorknobs, etc.)

FACE MASK DISPENSERS

- Maintain 100 face mask dispensers

BUILDING AIR MODIFICATIONS

- Continued use of higher performance air filters to promote extra air filtration
FUTURE OF WORK

In order to support the number of employees working in remote or hybrid arrangements, Purdue University has reimagined how to support its workforce. The University initiated the Future of Work project and team. Administrative Operations played a key role on the team by engaging faculty, staff and students to reinvent work styles and set new office space guidelines.

EMPLOYEE WORK STYLES DEFINED

- **Campus First**: In the office five days a week; assigned workstation
- **Campus Friendly**: In the office three days a week; assigned workstation
- **Remote Friendly**: In the office one to two days a week; unassigned workstation
- **Remote First**: In the office one to two days a month; unassigned workstation

UPDATED SPACE GUIDELINES

- Updated space guidelines were established to increase space efficiencies of buildings and major renovation projects. Administrative Operations also uses these guidelines in evaluation of space requests from campus departments.
- The guidelines include specifications for all types of spaces, including offices, workstations and collaboration spaces.

Hotel stations at Purdue’s 2550 Northwestern facility (shown above) include docking stations, monitors and keyboards for employees who are considered remote friendly or remote first and need to work on campus for a shorter amount of time.
SMALL MODULAR REACTOR (SMR) NUCLEAR STUDY

Administrative Operations and the School of Nuclear Engineering are leading the efforts as Purdue University and Duke Energy jointly explore the feasibility of using advanced nuclear energy to meet the West Lafayette campus community’s long-term energy needs. The study is focused on whether power produced through Small Modular Reactors (SMRs) could be a potential fit for Purdue’s energy needs.

COMMITTEES

• An executive advisory committee made up of government and industry experts meets frequently to provide guidance and recommendations to Purdue and Duke Energy on three key fronts: safety, regulatory processes and research.

• Three principals in charge have been appointed to ensure the successful execution of the study, one of which is Senior Vice President Michael B. Cline.

LECTURE SERIES

• The Understanding Tomorrow’s Nuclear Energy lecture series is an ongoing series designed for all audiences and covers a wide range of topics on nuclear energy with the goal of helping the public learn more about advances being made in nuclear energy and small modular reactors.

“As part of our study with Duke Energy, we are eager to provide a platform for education, engagement and dialogue among the public as well as our faculty, staff and students.”

— DR. MUNG CHIANG, PURDUE UNIVERSITY PRESIDENT-ELECT
BODY-WORN CAMERAS

In the fall of 2021, the Purdue University Police Department implemented a body-worn surveillance camera system for all officers on the West Lafayette campus. The technology serves the department and University well in community policing, adds transparency to interactions and provides information complementary to the written police reports from criminal and civil investigations.

AWARDS

Throughout each fiscal year, our organization looks for award opportunities that represent our achievements. Below are the awards we received during the 2022 fiscal year.

• American Council of Engineering Companies (ACEC) Indiana, Honor Award, 2022 Engineering Excellence Awards – Newman Road Underpass Project

• Arbor Day Foundation Tree Campus USA

• Duke Energy Power Partner
COMPLETED – PURDUE MEMORIAL UNION – $47.3 M

67,600 square feet of retail dining renovated to provide 11 dining venues and the construction of two new outdoor terraces

Occupancy: January 2022

COMPLETED – DAVID AND BONNIE BRUNNER PURDUE VETERINARY MEDICAL HOSPITAL COMPLEX – $108M

Constructed 165,250 square feet of new equine, small animal and farm animal hospitals

Occupancy: March 2022
COMPLETED – DUKE ENERGY COMBINED HEAT AND POWER PLANT

Leased of an acre of land and finalized a steam purchase agreement with Duke Energy to allow for construction of a 16MW combined heat and power (CHP) plant

Occupancy: January 2022

CAPITAL PROJECTS IN PROGRESS

IN PROGRESS – HYPersonics AND APPLIED RESEARCH – $41M

Constructing a 64,600 square foot research lab housing two wind tunnels and an advanced manufacturing suite

Occupancy: March 2023
IN PROGRESS – SCHLEMAN HALL, STEWART CENTER, AND RELATED RENOVATIONS – $52.8M

Renovating 101,000 square feet in Schleman Hall to accommodate the growing Data Science program and 45,000 square feet in Stewart Center to modernize student services

Occupancy: August 2024

IN PROGRESS – ZUCROW HIGH-SPEED PROPULSION LAB – $73M

Constructing a new propulsion test cell facility and high-pressure air plant

Occupancy: January 2025
Administrative Operations is dedicated to fostering a stable, reliable and engaged workforce. As part of our goals for the 2022 fiscal year, we made great strides to recruit, retain and develop top talent. Below we share a snapshot and some highlights of the hard-working people who made up our workforce throughout FY22.

**STAFF SNAPSHOT**

1,200+ EMPLOYEES

**HEADCOUNT BY EMPLOYEE CLASSIFICATION**

This metric is a snapshot as of June 30, 2022 for the entire AO organization.

- 73% SERVICE
- 10% PROFESSIONAL
- 8% MANAGEMENT
- 6% POLICE/FIRE
- 3% SUPPORT

**HIGHLIGHTS**

Left to Right: Administrative Operations staff appreciation meal, Wade Utility Plant tour with President Mitch Daniels and Outstanding Performance Awards.
NEW POSITIONS SPOTLIGHT

In this role, Mike is responsible for improving employee safety through key duties, including the implementation of our safety management plan, development of tools to collect safety data and measure results, assessment of current practices and assurance that an effective safety culture is in place. Mike primarily works with departments within Facilities Operations/Environmental Health and Safety, but he also closely works and coordinates with Physical Facilities and Public Safety.

BRANDI JITTJUMNONGK
Training and Development Manager

In this newly created position, Brandi is responsible for creating, implementing and organizing training and development programs. This includes skilled trades, management and leadership development, professional skills and continuing education, for all Administrative Operations staff. Brandi is working to improve the organization’s ability to respond to expectations from both staff and job seekers.

MIKE SILANSKIS
Facilities Operations Safety Director

My key strategic initiative is creating a structure to learning, customizing onboarding for AO employees, and developing leadership competencies. The AO team has a reputation of being a transformative service organization, and I look forward to continuing to work with stakeholders to impact results of individual and organizational goals.

— BRANDI JITTJUMNONGK

I have been working with Facilities Operations to achieve the Administrative Operations goal of implementing a safety management system that focuses on building positive and supportive leadership, engaged employees, and effective communication. The organization’s commitment to change has been critical to our success in moving forward on engaging employees on safety and reducing injury rates.

— MIKE SILANSKIS
STAFF AWARDS

GOLD SERVICE AWARD

The Gold Service Award recognizes staff who are high-performing service providers committed to customer care.

MICHAEL LAUDERDALE
Hazardous Materials and Energetics Supervisor
Radiological and Environmental Management

Michael was described by his supervisor as being the “go-to” for problem solving, whether it be cleaning up a hazardous chemical spill or addressing an unstable compound found in a lab clean out. He always meets challenges with a positive attitude.

DARRELL SMITH
Service Worker
Purdue Memorial Union

Darrell was recognized by his supervisor for always having a positive attitude and going above and beyond to help anyone in need, including guests, vendors, building tenants and other members of the Purdue Memorial Union team.
The MVP Award recognizes staff who have operationalized the organization's guiding principles, contributing to a safe, reliable and transformative culture.

**RYAN TYSON**
Construction Health and Safety Manager
Radiological and Environmental Management

Ryan was described by his supervisor as always willing to serve Purdue University as he responds 24/7 to any number of facility issues that need to be cleaned up or repaired. One of his main priorities is to get people back in their facilities ASAP, and he delivers.

The Outstanding Leader Award recognizes people-centric leaders who visibly work to create a stable, reliable and engaged workforce.

**AMANDA CARLSON**
Director
Integrated Analytics

Amanda was described by her supervisor as modeling the way for leading and managing a team. She sets goals, ensures role clarity, gives feedback and recognizes her staff.

**NATHAN MANGES**
Director
Real Estate

Nathan was recognized by his supervisor for his work leading a team that has used Purdue's Future of Work initiative to drive new campus work styles, set space guidelines for major renovations and new buildings, and provided a standard approach for optimizing the space we currently have versus building new.
Administrative Operations is persistently taking small steps to ensure we continue to power Purdue in a safe, reliable and transformative manner.

**FY23 GOALS**

**SERVICE**
Provide internal and external customer experiences that demonstrate Administrative Operations’ value to Purdue.

**SAFETY**
Provide a safe and secure environment for the Purdue community.

**FINANCIAL**
Manage annual spending and auxiliary services to contribute to student affordability. Pricing and operating budget stability.

**STRATEGY**
Improve business acumen to support a high-performing organization.

**CAPITAL PROGRAM DELIVERY**
Plan, design and construct new and renovated facilities. Develop master plans to support anticipated enrollment growth and campus development.
- Provide a welcoming, safe, useful, well-maintained and clean campus environment
- Optimize Purdue’s real estate portfolio by leveraging current facilities to meet space and occupancy needs and reduce operating costs
- Deliver dependable utility production and distribution services (steam, chilled water, power, etc.) to campus
- Foster partnership with the City of West Lafayette for transformative economic development growth, public safety services and infrastructure and utility management

- Reduce employee workplace incidents and risks. Implement a safety management system and launch the blueprint improvement tool
- Develop an integrated approach to plan, finance, install and operate campus safety and security infrastructure (e.g. external lights, cameras, emergency phones, alerts, access control)

- Reduce budgeted operating spending by 1% from general funded sources
- Create departmental staffing plans to support responsible hiring decisions and budget forecasting
- Generate annual surplus revenue of $1.5M from Auxiliary Services

- Recruit, retain and develop top talent to foster a stable, reliable and engaged workforce
- Improve the visibility of the Administrative Operations brand
- Improve our governance of IT functions to improve data integrity and project implementation

- Deliver construction projects in accordance with under-budget and on-time KPIs
- Advance integrated master planning and implementation activities for housing and dining, energy and utilities, research space, and parking and mobility