

**MEMORANDUM**

**To:** Academic Affairs Committee of the Board of Trustees  
**From:** Steve Schultz, Legal Counsel *SPS*  
Frank Dooley, Senior Vice Provost for Teaching and Learning  
**Cc:** Mitch Daniels, President  
Jay Akridge, Executive Vice President for Academic Affairs and Diversity  
**Re:** Affirmation of and Update on Purdue Moves  
**Date:** June 6, 2018

**Purpose.** The purpose of this memo is to request that the Academic Affairs Committee, on behalf of the Board of Trustees, affirm the Purdue Moves as the current strategic plan of Purdue University and update them to reflect several strategic initiatives that have been added since the Purdue Moves were first announced.

**Background.** The Purdue Moves were identified in September 2013 as a set of initiatives designed to broaden Purdue's global impact and to enhance educational opportunities for its students. As a summation of the University's strategic plan, the Purdue Moves, which are grouped into four broad categories, are described as follows:

“Purdue has advanced an ambitious agenda that will place us among the great academic institutions of the world: Purdue Moves. The challenges are extraordinary, but our resolve is stronger. Through these ambitious measures — affordability and accessibility, STEM leadership, world-changing research and transformative education — we will forge our path of innovation, achievement and growth, and harness the unstoppable power of Purdue.”

Since the original 10 were announced, the University has prioritized five additional initiatives that warrant formal recognition among the Purdue Moves. These include *Life Sciences*, *Data Science*, *Degree in 3*, *the Purdue Polytechnic High School*, and *Online Learning*.

The strategic importance of the Online Learning initiative, as well as its alignment with the categories of affordability and accessibility and transformative education, suggest that it, in particular, should have a place of prominence among the Purdue Moves. As the Higher Learning Commission stated in its report on the Kaplan University acquisition: “It would be appropriate to expect revisions in both the [Purdue Global] and Purdue [University] strategic planning processes to . . . reflect this major initiative and the aligned allocation of resources, established priorities, and timelines.”

**Requested Action.** We are therefore requesting that the Committee (a) update the Purdue Moves to include the initiatives described below, and (b) affirm the Purdue Moves, as so updated, as the current strategic plan of the University. We also request that you delegate authority to President Daniels, Provost Akridge and their designees to finalize the description of these five initiatives for marketing collateral and other public-facing purposes.

*Data Science (Purdue Moves Category: STEM Leadership)*

The Integrative Data Science Initiative (IDSI) is focused on positioning Purdue at the forefront of advancing data science-enabled research and education by tightly coupling theory, discovery, and applications while providing an integrated campus ecosystem that will build data science fluency among all students. Research focuses on expanding the frontiers of data science theory and fundamentals, extending the utilization of data science tools in other disciplines, and applications of data science in a variety of fields including agriculture, health and life sciences, manufacturing, and transportation and civil infrastructure. In education, the IDSI is focused on growing the number of data science majors/graduates, embedding data science into domain curricula, building data literacy and fluency for all students, and creating unique opportunities for students to explore data science including The Data Mine, a large scale residential living and learning community. Unique aspects of this Purdue Move are the campus-wide engagement and the integration of the research and education thrusts.

*Life Sciences (Purdue Moves Category: World-Changing Research)*

With approximately 37 trillion cells in the average human body, human health is a complex condition. Purdue is uniquely positioned to address the diseases and disorders that afflict our families by leveraging novel detection methods, diagnostics, and therapies, with a fundamental understanding of the human system. With the addition of the Purdue Institute for Integrative Neuroscience and the Purdue Institute of Inflammation, Immunology, and Infectious Disease in 2015, we coalesced our interdisciplinary efforts to take a comprehensive approach to health – from early diagnostics, to understanding the structure of infection using tools developed only at Purdue, to mapping the mind. These institutes join the Purdue Institute for Drug Discovery, Purdue Institute for Plant Sciences, Purdue Center for Cancer Research, and the Regenstrief Center for Healthcare Engineering. These six institutes and centers constitute our robust Life Sciences Initiative.

*Degree in 3 (Purdue Moves Category: Transformative Education)*

With an opportunity to accelerate their college education, students can reach their goals in the job market or advanced learning more quickly and efficiently with Purdue's expanding options for three-year degrees. Started in the College of Liberal Arts with a comprehensive array of three-year plans from all 10 academic schools and departments, degree-in-three is seen as an innovative solution for students who are interested in following a less traditional path to success. Opportunities will expand across Purdue's system, joining programs currently offered in Liberal Arts and Purdue's College of Education. By continuing to transform the way we offer higher education, Purdue will stay relevant, affordable, and in demand for students throughout the world.

***Purdue Polytechnic High School (Purdue Moves Category: Transformative Education)***

Committed to student success and achievement, Purdue seeks to fully prepare high school students who otherwise might not have the opportunity for high-tech and STEM-related careers. Through development of the Purdue Polytechnic High School in Indianapolis and future institutions around the state of Indiana, Purdue will create an environment of academic excellence characterized by experiential learning; mentors who nurture, guide and trust; and students who develop a natural thirst to learn in preparation for their lifelong journeys. We will develop a new generation of skilled talent by seamlessly transitioning graduates from high school to college to high-tech and/or high-wage jobs, where they and their communities can thrive.

***Online Learning (Purdue Moves Category: Transformative Education)***

Seeking to reach and serve all learners, Purdue will leverage the best and most successful instructional technologies with andragogy and pedagogy to become the world's premier provider of online education. For adults who have not completed a college degree, those seeking advanced professional degrees, or residential students adding an online course to complete their academic schedule students not served by more traditional residential colleges and universities, Purdue is uniquely positioned to provide the pathways and programs that will ensure the success of each student — a true fulfillment of its land-grant mission. The range of offerings and student audiences distinguish Purdue's contribution in online education.