



PURDUE
UNIVERSITY®

Administrative Operations

FISCAL YEAR

2024

HIGHLIGHTS

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LETTER FROM SENIOR VICE PRESIDENT

MICHAEL B. CLINE, P.E., PTOE



As a key component of Purdue University, Administrative Operations (AO) plays a vital role in shaping the present and future of our campuses in West Lafayette and Indianapolis. Our guiding principles of 'Safe, Reliable and Transformative' drive AO to provide exceptional infrastructure and services to support Purdue's mission of 'excellence at scale'.

Fiscal year 2024 was a landmark period, marked by achievements that underscore our dedication to these principles. From being recognized as the safest college in America to earning a top national ranking—12th—for campus-wide sustainability, our collective efforts continue to enhance the Purdue experience. Most notably, we laid the groundwork for a historic milestone: the official opening of Purdue University in Indianapolis on July 1, 2024.

This annual report reflects the breadth of our accomplishments and highlights the impact of our shared values across every department. Each success story is a testament to the dedication, innovation, and collaboration of our team.

Thank you for your ongoing support and commitment as we continue to make Purdue a leader in higher education.

Michael B. Cline

ADMINISTRATIVE OPERATIONS WHO WE ARE

Administrative Operations is made up of more than 1,300 employees led by Senior Vice President Michael B. Cline who reports to President Mung Chiang. As an organization, we provide safe, reliable and transformative services and infrastructure so Purdue University's educators, researchers and students can perform at the highest level. Please continue reading to learn more about our guiding principles, purpose, values, units and goals.

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 contributes to student affordability. Leading the competition and making Purdue the university of choice.





Students and the community enjoying the outdoor spaces on campus that are beautifully maintained by Grounds.

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

OUR UNITS



ADMINISTRATIVE SERVICES

Kim Pearson, Associate Vice President and Chief of Staff

- Executive Office Operations
- Communications
- Facilities Information Services
- Integrated Analytics
- Talent Development and Acquisition



AUXILIARY SERVICES

Jessica Robertson, Associate Vice President

- Airport Operations and Commercial Air Service
- Materials Management and Distribution
- Parking Operations
- Procurement Services
- Purdue Memorial Union and Conferences Operations
- Purdue Travel



FACILITIES OPERATIONS AND ENVIRONMENTAL HEALTH AND SAFETY

Ryan Gallagher, Associate Vice President

- Building Services
- Energy and Utilities
- Environmental Health and Safety
- Grounds
- Operations and Maintenance
- Sustainability



337,720

UNIQUE PAGE VIEWS FOR
THE ONLINE CAMPUS MAP



COMMERCIAL AIR

SERVICES STARTED MAY 15, 2024

99.997%

POWER SYSTEM AVAILABILITY



@purdueoperations
SOCIAL MEDIA LAUNCHED



CAMPUS CONNECT
SHUTTLE SERVICE STARTED AUG. 12, 2024



**SMALL MODULAR
REACTOR RESEARCH**

INDIANA OFFICE OF ENERGY DEVELOPMENT CHOSE PURDUE
TO RESEARCH SMALL MODULAR NUCLEAR REACTORS AND
ANALYZE THEIR POTENTIAL IMPACT IN INDIANA

ADMINISTRATIVE OPERATIONS IS COMPRISED OF THE FOLLOWING **SIX** UNITS:



PHYSICAL FACILITIES AND PUBLIC SAFETY

Jay Wasson, Vice President and Chief Public Safety Officer

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



PURDUE UNIVERSITY IN INDIANAPOLIS

Evan Hawkins, Senior Director

- Planning and Programming
- Service Delivery and Operations
- Community Engagement



REAL ESTATE AND SPACE ADMINISTRATION

Nathan Manges, Senior Director

- Real Estate and Space Inventory Management
- Property Purchases, Sales and Leases
- Space Requests, Utilization and Tracking
- Occupancy Planning



#1 SAFEST COLLEGE IN AMERICA
(ACADEMIC INFLUENCE)



\$1.5B MAJOR CAPITAL PROJECTS
(RECENTLY COMPLETED, ONGOING AND PLANNED)



**PURDUE UNIVERSITY
IN INDIANAPOLIS**
OPENED JULY 1, 2024



13.4M
ASSIGNABLE SQUARE FEET
WEST LAFAYETTE CAMPUS

ADMINISTRATIVE OPERATIONS FY24 GOALS

GOAL 1

SERVICE

Provide internal and external customer experiences that demonstrate Administrative Operations' values and commitment to safe, reliable and transformative service delivery principles and in accordance with key performance indicators (KPIs).

GOAL 2

SAFETY

Provide a safe and secure environment for the Purdue community.

GOAL 3

FINANCIAL

Manage annual spending to deliver services and contribute to student affordability.

GOAL 4

ORGANIZATIONAL HEALTH

Demonstrate a commitment to excellence by creating an agile and engaged workforce working to achieve common goals with clear expectations.

GOAL 5

SUSTAINABILITY

Optimize facility space utilization to meet Purdue's strategic and operational needs via facility management and capital investments, to minimize energy and utility consumption and long-term cost of ownership, respectively.

GOAL 6

PURDUE STRATEGIC INITIATIVES

Support Purdue's emerging strategic initiatives.

- Provide a welcoming, safe, useful, well-maintained and clean campus environment.
- Deliver construction projects on time and under budget.

- Deliver dependable utility production and distribution services to campus (steam, chilled water, power, etc.).

- Reduce employee workplace risks and recordable incidents.
- Provide a safe and compliant research environment by improving AO operations and resources for research.

- Implement updates to the Integrated Emergency Management Plan (IEMP) and partner with Purdue IT to enhance campus security camera infrastructure, supporting public safety service delivery.

- Reduce budgeted operating spending by 1.0% from general fund sources.

- Modernize budget models to ensure sufficient revenue is generated to meet long-term business and operations requirements.

- Deploy leadership competency model to assess employee performance through annual review process and create individual development plans for high-potential employees.

- Adopt a strategic approach to recruitment utilizing employer brand and value proposition to effectively market jobs, source or develop candidates, create pipelines and reduce time-to-fill.

- Work with campus partners to establish a 'chilled water demand management program' for existing facilities.

- Proceed with coordination/execution of action steps outlined in the May 2023 Purdue/Duke SMR & AR Feasibility Study Interim Report.
- Develop 2025 AO Sustainability Plan.

- Establish staffing and service delivery model for AO services for Purdue in Indianapolis and Purdue Applied Research Institute (PARI), respectively.

- Establish commercial air service at Purdue Airport.

ADMINISTRATIVE OPERATIONS KPIs AND FINANCIALS AT A GLANCE

With a team of more than 1,300 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 2024 fiscal year.

FY23 4.78 vs FY24 3.95
GOAL ≤5.6

TOTAL RECORDABLE INCIDENT RATE



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.



FY23
87% CAPITAL PROJECTS
ON TIME AND UNDER BUDGET

FY24
87% CAPITAL PROJECTS
ON TIME

88% CAPITAL PROJECTS
UNDER BUDGET

Capital projects are under budget if the approved budget is less than total funding for projects over \$25k, or if actual expenses are below total funding for projects under \$25k. Projects are on time if the actual occupancy date is earlier than forecasted.



EMPLOYEE RECOGNITION

\$99,250

FY23 TOTAL SPEND

124

FY23 AWARDEES

\$177,250

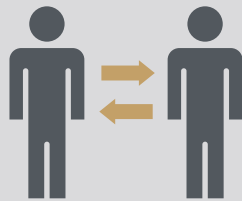
FY24 TOTAL SPEND

169

FY24 AWARDEES

Employee recognition includes multiple activities including staff awards and the Bravo+ Award program. The Bravo+ 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



MOVEMENT IN AND OUT

The movement in and out of Administrative Operations helps illustrate dynamics in the labor market and the organization's ability to recruit and retain staff.

FY23 NET GAINS 28

FY24 NET GAINS 69

VS

FY21 NET LOSSES 64

FY22 NET LOSSES 14



**\$1.7M RETURNED
TO THE TREASURER**

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



FY24 FINANCIALS AT A GLANCE



\$200.7M
ANNUAL OPERATING BUDGET



\$279.2M 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.

CURRENT R&R QUASI ENDOWMENTS

10

TOTAL

\$21M

ORIGINAL
INVESTMENT TOTAL

\$29M

CURRENT
MARKET VALUE

\$8M

EARNINGS SINCE INCEPTION

FY24 INCOME PRODUCING ACTIVITIES

As a service-oriented, public institution, many Administrative Operations functions do not result in an income. Our Auxiliary Services activities, including retail dining, parking and offerings at the Purdue Memorial Union, are typically where we see income being produced, from services being offered to customers. In FY24, we saw a \$1.5M surplus for all income producing activities. AO partners with Purdue's CFO to reinvest into our services to help ensure their viability going forward.

\$1.5M

SURPLUS



**IN INCOME
PRODUCING ACTIVITIES**

In May, members from the campus community and Greater Lafayette community gathered for a special event signifying the return of commercial flight service to the Purdue University Airport. The event featured a groundbreaking ceremony for the new Amelia Earhart Terminal and a send-off of the inaugural flight. Stan Little, founder and CEO of Southern Airways Express; Gary Lehman, member of the Purdue Board of Trustees; Jay Wasson, vice president and chief public safety officer for Physical Facilities and Public Safety; Mung Chiang, Purdue president; Tom Murtaugh, Tippecanoe County commissioner; and Scott Walker, president and CEO of Greater Lafayette Commerce, took part in the inaugural flight.



ADMINISTRATIVE OPERATIONS SPACE INVENTORY

Administrative Operations is responsible for maintaining more than 13.4M assignable square feet (ASF) of space on the West Lafayette campus. Real Estate and Space Administration is a department within the organization that oversees the purchase, lease, sale or management of property and maintains the real estate and space inventory. The department manages requests for a temporary or permanent office, research or instructional space for the entire university.

KEY TAKEAWAYS

STUDY SPACE INCREASED 54K ASF

OFFICE SPACE DECREASED 53K ASF

LEASED SPACE DECREASED 2K ASF



Built in 1993, Beering Hall houses offices, classrooms, computing labs, and the Deans' offices for Purdue's College of Liberal Arts and College of Education. Of the total 53K decrease in office space, Beering Hall had 6K ASF of that resulting from renovations.

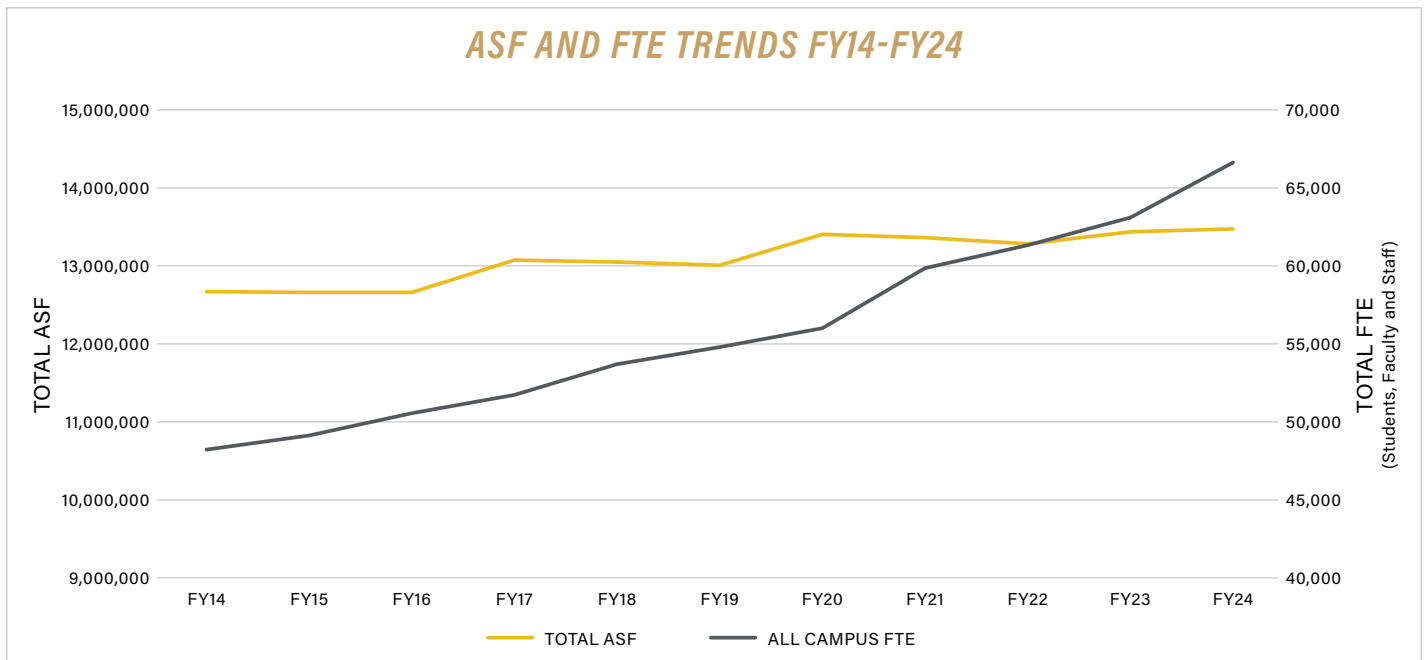
STUDIES AND STRATEGY

The Real Estate and Space Administration team continues to conduct space studies for new capital projects and buildings. The team has conducted studies for several new projects, including the new building for the Daniels School of Business, the Hall of Data Science and AI and academic and workspace for Purdue University in Indianapolis. By renovating an existing facility to house the Data Science and AI program, the university avoided the increase in operating costs associated with new construction.



IMPACT OF GROWTH

Since 2014, the total growth of students, faculty and staff has increased by 27% while growth in assignable square footage has only increased by 5%. For FY24, the total assignable square footage at Purdue remained constant while student enrollment increased by 6% and the faculty/staff headcount, also by 6%. The average assignable square foot per person is the lowest it has been in 20 years.



ADMINISTRATIVE OPERATIONS INITIATIVES

Administrative Operations achieved many accomplishments and initiatives during FY24. Some of our efforts and contributions to the collective success of the university are highlighted below.



Left to Right: Students at Purdue University in Indianapolis enjoying the sky deck at High Alpha, Administrative Operations leaders and President Mung Chiang visiting Purdue University in Indianapolis, a Purdue-branded Southern Airways plane taking flight at the Purdue University Airport

PURDUE IN INDIANAPOLIS

Purdue University in Indianapolis officially opened on July 1, 2024. Prior to opening, several departments within the Administrative Operations organization were responsible for organizing and establishing various services and processes for the Indianapolis campus. This includes, but is not limited to, the following:

- Building Emergency Plans
- High Alpha Space Reservations
- Maintenance Requests
- Mail Services
- Parking Permits
- PurdueALERT Notifications
- Purdue Campus Connect Shuttle

Additionally, the Board of Trustees approved to plan, finance, construct and award construction contracts for the \$187M Academic Success Building on the Purdue University in Indianapolis campus. Construction is scheduled to begin in April 2025 and be completed in May 2027.

COMMERCIAL AIR SERVICE

Commercial air service returned to the Purdue University Airport on May 15, 2024. The first Southern Airways Express flight departed Purdue University Airport (LAF) in West Lafayette, traveling to Chicago’s O’Hare International Airport (ORD). Southern Airways operates flights between the two airports seven days a week, with 24 weekly round-trip flights. This milestone marks the return of commercial air service to the Purdue University Airport for the first time since 2004.

VALUE CREATION

The Administrative Operations works with Purdue's CFO to identify opportunities that avoid future costs and save money. Key cost avoidance efforts include software cost savings through internal solutions, capital project rebidding and negotiated savings through Procurement Services. Examples of savings and givebacks include capital project returns, contract and purchasing discounts and reduced utility costs.

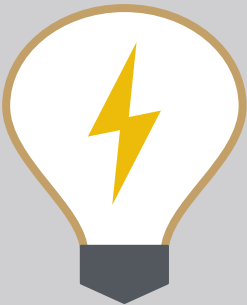


COST AVOIDANCE: \$8.4M
SAVINGS/GIVEBACKS: \$45.4M
TOTAL AO VALUE CREATION: \$53.8M

ENERGY CONSERVATION ACTION DAYS

In FY24, Administrative Operations established Energy Conservation Action Days to save energy, keep indoor spaces comfortable and ensure utility services run well during extreme heat and humidity. During the hottest and most humid summer days, the increased demand for chilled water and electricity puts a strain on the university’s utility systems. Faculty, staff and students were encouraged to take action to help mitigate the impact. Some actions by the campus community include the following:

- RESCHEDULE RESEARCH ACTIVITIES FOR COOLER PARTS OF THE DAY OR DIFFERENT DAYS OF THE WEEK
- CLOSE FUME HOOD SASHES COMPLETELY WHEN NOT IN USE
- ADJUST THERMOSTATS
- CLOSE WINDOWS, BLINDS AND DOORS
- TURN OFF LIGHTS WHEN ROOMS ARE UNOCCUPIED
- TURN OFF AND UNPLUG ANY UNUSED EQUIPMENT/DEVICES
- ELIMINATE OR REDUCE INDOOR HEAT SOURCES INCLUDING AUTOCLAVES, LASERS AND OVENS

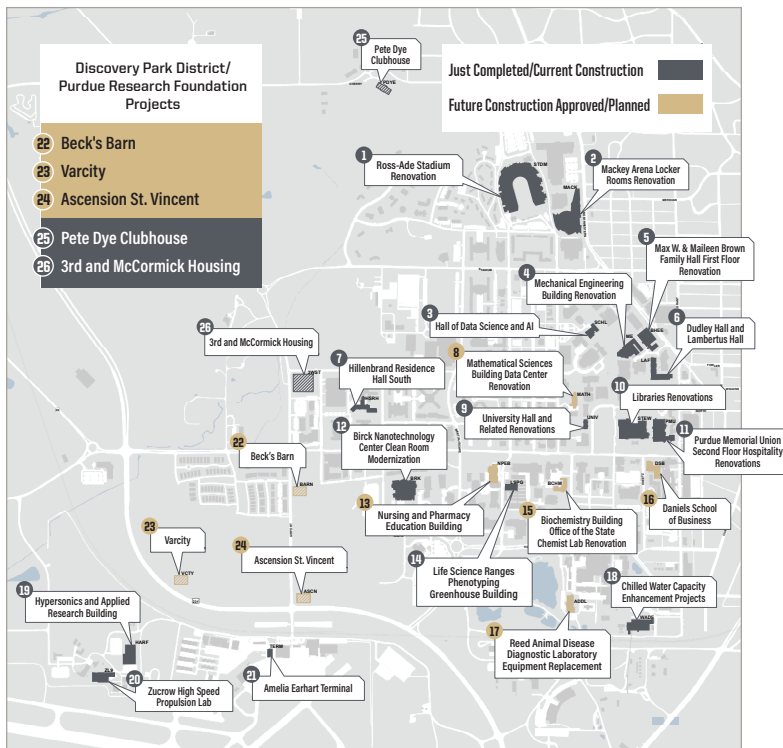


COMPLETED PROJECTS

Administrative Operations delivered 87% of capital projects on time and 88% under budget for fiscal year 2024, which is consistent with our performance over the past several years and above our 80% target rate. Please see the below snapshot to review a full list of major projects recently completed, ongoing and planned capital projects demonstrating more than \$1.5 billion in facilities investments.



Investing in Purdue's Future: Major Capital Projects 2024 July 2024



- 1 Ross-Ade Stadium Renovation
- 2 Mackey Arena Locker Rooms Renovation
- 3 Hall of Data Science and AI
- 4 Mechanical Engineering Building Renovation
- 5 Max W. & Maileen Brown Family Hall First Floor Renovation
- 6 Dudley Hall and Lambertus Hall
- 7 Hillenbrand Residence Hall South
- 8 Mathematical Sciences Building Data Center Renovation
- 9 University Hall and Related Renovations
- 10 Libraries Study Space Renovations
- 11 Purdue Memorial Union Second Floor Hospitality Renovations
- 12 Birck Nanotechnology Center Clean Room Modernization
- 13 Nursing and Pharmacy Education Building
- 14 Life Science Ranges Phenotyping Greenhouse Building
- 15 Biochemistry Building Office of the State Chemist Lab Renovation
- 16 Daniels School of Business
- 17 Reed Animal Disease Diagnostic Laboratory Equipment Replacement
- 18 Chilled Water Capacity Enhancement Projects
- 19 Hypersonics and Applied Research Building
- 20 Zucrow High Speed Propulsion Lab
- 21 Amelia Earhart Terminal
- 25 Pete Dye Clubhouse
- 26 3rd and McCormick Housing
- CW Campus-wide Classroom Renovations

Total Investment
\$1,501,895,999

CAPITAL PROJECTS OUTSIDE OF WEST LAFAYETTE

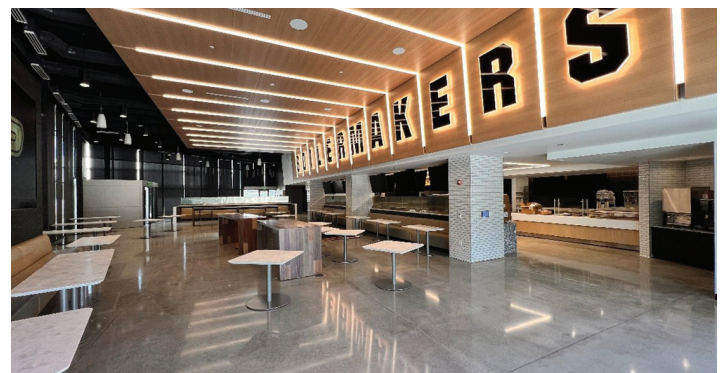
Music Center Addition
(Purdue Fort Wayne)

Indianapolis Academic
Success Building

ROSS-ADE STADIUM: \$45.4M

Constructed Tiller Tunnel, a player entrance, from the Kozuch Football Performance Complex to the Rohrman Field; converted the team store into a student-athlete dining facility; and constructed a concourse connector and additional seating in the south end zone

OCCUPANCY: SEPTEMBER 2023 (STADIUM)
JUNE 2024 (DINING)



MACKEY ARENA: \$6.7M

Renovated men's and women's basketball locker rooms and the Wooden Club

OCCUPANCY: OCTOBER 2023



PURDUE MEMORIAL UNION SECOND FLOOR HOSPITALITY RENOVATION: \$6.3M

Renovated the second floor of the Purdue Memorial Union to add a spa and hospitality suite with corporate meeting space

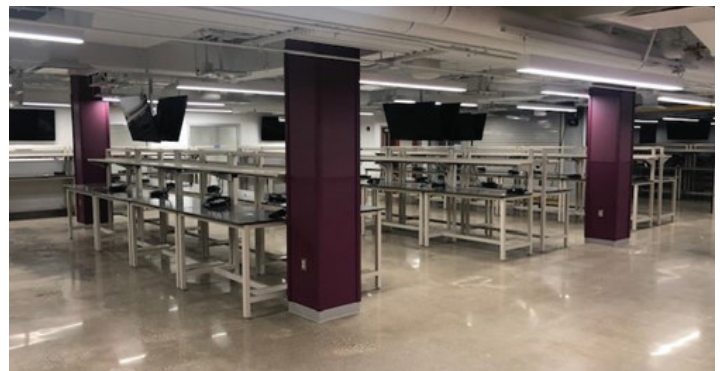
OCCUPANCY: JUNE 2024



MAX W & MAILEEN BROWN FAMILY HALL RENOVATION: \$14.6M

Renovated 32,000 square feet on the first floor to add instructional lab capacity needed to accommodate student enrollment growth

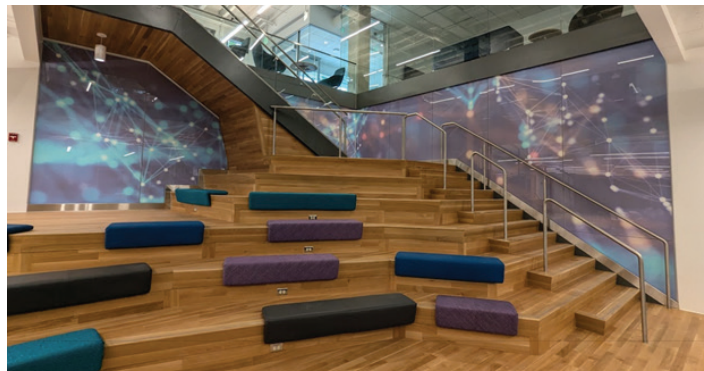
OCCUPANCY: JULY 2024



HALL OF DATA SCIENCE AND AI (SCHLEMAN HALL, STEWART CENTER AND RELATED RENOVATIONS): \$52.8M

Renovated 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: JULY 2024



IN-PROGRESS PROJECTS

ZUCROW HIGH-SPEED PROPULSION: \$73M

Constructing a high-speed propulsion laboratory in the Discovery Park District that will feature innovative hypersonic testing capabilities

OCCUPANCY: JANUARY 2025



RESIDENCE HALL SOUTH OF EXISTING HILLENBRAND HALL: \$149M

Constructing an eight-story residence hall that will include 896 pod-style beds and renovating the existing dining area to add more seating

OCCUPANCY: AUGUST 2026



UNIVERSITY HALL AND RELATED RENOVATIONS: \$46.6M

Renovating University Hall; partially renovating Beering Hall of Liberal Arts and Education and Stanley Coulter Hall; demolishing Heavilon Hall

OCCUPANCY: AUGUST 2025



LIFE SCIENCE RANGES PHENOTYPING GREENHOUSE BUILDING: \$24.5M

Constructing a phenotyping-enabled greenhouse and demolishing existing greenhouse ranges

OCCUPANCY: MAY 2025



BIRCK NANOTECHNOLOGY CLEAN ROOM MODERNIZATION, RELATED RENOVATIONS AND EQUIPMENT PURCHASES: \$49M

Modernizing a Birck clean room to support new research and relocate some occupants into renovated spaces in other campus facilities

OCCUPANCY: OCTOBER 2025



AWARDS

Throughout each fiscal year, the organization receives various awards that represent achievements by our departments and staff. Below are the awards we received during the 2024 fiscal year.

- Purdue University ranked Safest College in America by Academic Influence
- Purdue University ranked No. 12 in the U.S. and No. 93 worldwide for sustainability efforts by QS (Quacquarelli Symonds) World University
- Association of College Unions International (ACUI) Facility Design Award for the Purdue Memorial Union ground floor renovation
- Purdue University named Arbor Day Foundation Tree Campus USA for 15th consecutive year
- Purdue University selected by the Indiana Office of Energy Development (IOED) to research small modular nuclear reactor (SMR) technology and analyze the potential impacts should the technology be deployed in Indiana



ADMINISTRATIVE OPERATIONS CULTURE AND PEOPLE

Administrative Operations is dedicated to fostering a stable, reliable and engaged workforce. Below we share a snapshot and some highlights of the hard-working, dedicated people who made up our workforce throughout the fiscal year.

STAFF SNAPSHOT



1,314
EMPLOYEES

HEADCOUNT BY EMPLOYEE CLASSIFICATION

This metric is a snapshot as of June 30, 2024 for the entire AO organization.

72%	SERVICE	6%	POLICE/FIRE
11%	PROFESSIONAL	3%	SUPPORT
8%	MANAGEMENT		

HIGHLIGHTS



Left to Right: Administrative Operations staff appreciation meal, Bravo recognition breakfast, holidays at the Purdue Memorial Union

PURDUE UNIVERSITY IN INDIANAPOLIS INAUGURATION CELEBRATION

Purdue University celebrated its new urban extension in Indianapolis on June 27, 2024, formally inaugurating Purdue University in Indianapolis. On Monument Circle, President Mung Chiang dedicated the new Indianapolis campus, just days ahead of its official opening. Administrative Operations had representatives at the event to share information about the new campus and its facilities.

ADMINISTRATIVE OPERATIONS WOMEN'S NETWORK ANNIVERSARY

The Administrative Operations Women's Network celebrated its one year anniversary with an event to recognize the first board of directors and name new members to the board. The women's network was established with the mission to build an inclusive network to attract and retain, empower, develop and support women and allies. The network creates opportunities to share strengths, talents and experiences while encouraging professional and personal development.

FINAL TREE PLANTING OF THE 1869 TREE PLANTING MASTER PLAN

On June 11, 2024, the final tree of the 1869 Tree Planting Master Plan was planted by Administrative Operations leaders and President Mung Chiang. The goal of the plan was to plant 3,738 new trees on campus between July 2020 and July 2024. This initiative is part of the 2020 Physical Facilities Sustainability Master Plan. The total number of trees was determined by doubling 1,869, which represents the year Purdue was founded.



Left to Right: AO Women's Network inaugural board members, final tree planting of the 1869 Tree Planting Master Plan, Jake Denecke at the Purdue University in Indianapolis inauguration event

NEW POSITION SPOTLIGHT

Brylie Harshbarger joined Administrative Operations as the new social and digital media specialist—a newly created position for the organization. In this role, Brylie leads in the creation of new AO social media channels, while planning and implementing engaging content. Her work has broadened the reach of vital AO news, information and recognition across the campus community and beyond. Brylie is also playing an instrumental role in the organization’s migration to a new web content management system.

Follow Purdue Administrative Operations on Facebook or @purdueoperations on Instagram to stay connected.



STAFF AWARDS

GOLD SERVICE AWARD

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

KATHRINE DAVID

GIS Analyst
Facilities Information Services

Kathrine was nominated for this award by her supervisor for being instrumental in a partnership with Occupancy Planning and Space Administration. She collaborates with the team to coordinate building walk-throughs together, creating significant time savings and consistency in documenting floorplans.

ANA ESTRADA

Hiring Program Coordinator
Building Services

Ana was recognized by her supervisor for her involvement with external customers wanting a job at Purdue, as well as internal customers who currently are employed at Purdue. She goes out of her way to get potential hires in the door and then helps facilitate the orientation process. She also follows up with the new employees to ensure everything is going well.

NATE SNODGRASS

Lead Data Analyst
Integrated Analytics

Nate was nominated by his supervisor for being a great asset to the Administrative Operations organization. His dashboards are polished, professional and user friendly. He is customer service focused and goes above what the customer requests every time. Others at Purdue and other institutions are consistently impressed with his work.

MOST VALUED PRINCIPLE (MVP) AWARD

The MVP Award recognizes staff who have operationalized the organization's guiding principles, contributing to a safe, reliable and transformative culture.

KELIA ABATESI

Custodian
Building Services

Kelia was nominated for her commitment to provide safe, reliable and transformative services. She was specifically recognized for her work on safety plan for cleaning with various chemicals. She spent time analyzing chemicals the department uses for cleaning and how they were being stored to come up with the safety plan.

JOSH BROWN

Biological Safety Officer
Environmental Health and Safety

Josh was nominated for the MVP award for managing Purdue's bio-safety program. His contributions since taking over the program in May 2023 have been invaluable. His supervisor says he is dedicated to reducing risks while providing dependable services and is constantly looking for ways to innovate and introduce new ideas.



Left to Right: Ryan Gallagher, Josh Brown, Nate Snodgrass, Russell Price, Rebecca Terry, Ana Estrada, Michael B. Cline (Not pictured: Kathrine David, Kelia Abates, Michael McClimans)

OUTSTANDING LEADER AWARD

The Outstanding Leader Award recognizes people-centric leaders who visibly work to create a stable, reliable and engaged workforce. They deliver quality outcomes at the lowest possible cost while providing purpose, clarity and support for staff. They lead by example, are fair and open, create a common purpose, challenge the process, empower others to act, build trust and recognize contributions. A leader must have direct reports to be eligible for this award.

MICHAEL MCCLIMANS

Custodian Crew Chief
Building Services

Michael was nominated for this award for his positive impact on the morale and engagement of his team with team members commending his clear communication skills. He has expertly maneuvered his team through vacancies created by retirements and transfers by working alongside his crew and making sure their daily achievements are celebrated.

RUSSELL PRICE

Plant Maintenance Manager
Energy and Utilities

Russell was recognized by his supervisor for this award for leading by example. His attention to detail and engagement with his staff is top notch. He starts each day with a safety moment and ensures that each person understands what he/she will be doing. It is not uncommon to see Russell on the floor showing someone how to do the work.

REBECCA TERRY

Director
Communications

Rebecca was nominated for this award because of her work to elevate the AO Communications team. She has created a strategy for the department that organizes efforts to create stronger brand recognition, contributes to increased customer satisfaction and outlines a proactive approach to communications. She was described as a reliable 'go to' person who always delivers.

LOOKING AHEAD FY25 GOALS

For fiscal year 2025, Administrative Operations has introduced new organizational initiatives that will drive performance and align with Purdue's strategic initiatives. The initiatives are a new approach to setting priorities and goals that are:

- Inclusive of all AO operations
- Simplified, easier to understand and remember
- Adaptable to departmental and individual goals
- Longer-term, not requiring annual updates
- Meaningful, creating work experience that provides a sense of purpose for all

There are five initiatives that layout AO's priorities and intentionally have the acronym **POWER** to connect to our purpose and aid in the learning, remembering and use of the initiatives.



PLACE

We plan, construct and operate a top-tier campus environment providing the necessities that enable Purdue to meet its academic, research and service missions.

OPERATIONAL PROCESSES

We develop, maintain and improve processes and data utilization to better our operational performance, maintain student affordability and reduce enterprise risk.

WELCOMING + SAFE

We provide a hospitable, safe and secure campus experience that includes amenities tailored to the needs of our customers.

ENERGY

We deliver reliable and affordable utility services to Purdue while pursuing innovative technologies for long-term clean energy solutions.

RECRUIT + RETAIN

We provide a culture that attracts, develops and retains a quality workforce.



Administrative Operations

