

ADMINISTRATIVE OPERATIONS HIGHLIGHTS

FISCAL YEAR 2025



**PURDUE
UNIVERSITY®**

Administrative Operations

CONTENTS

4 Who We Are

6 Our Units

8 FY25 Goals

10 KPIs and Financials at a Glance

14 Public Safety

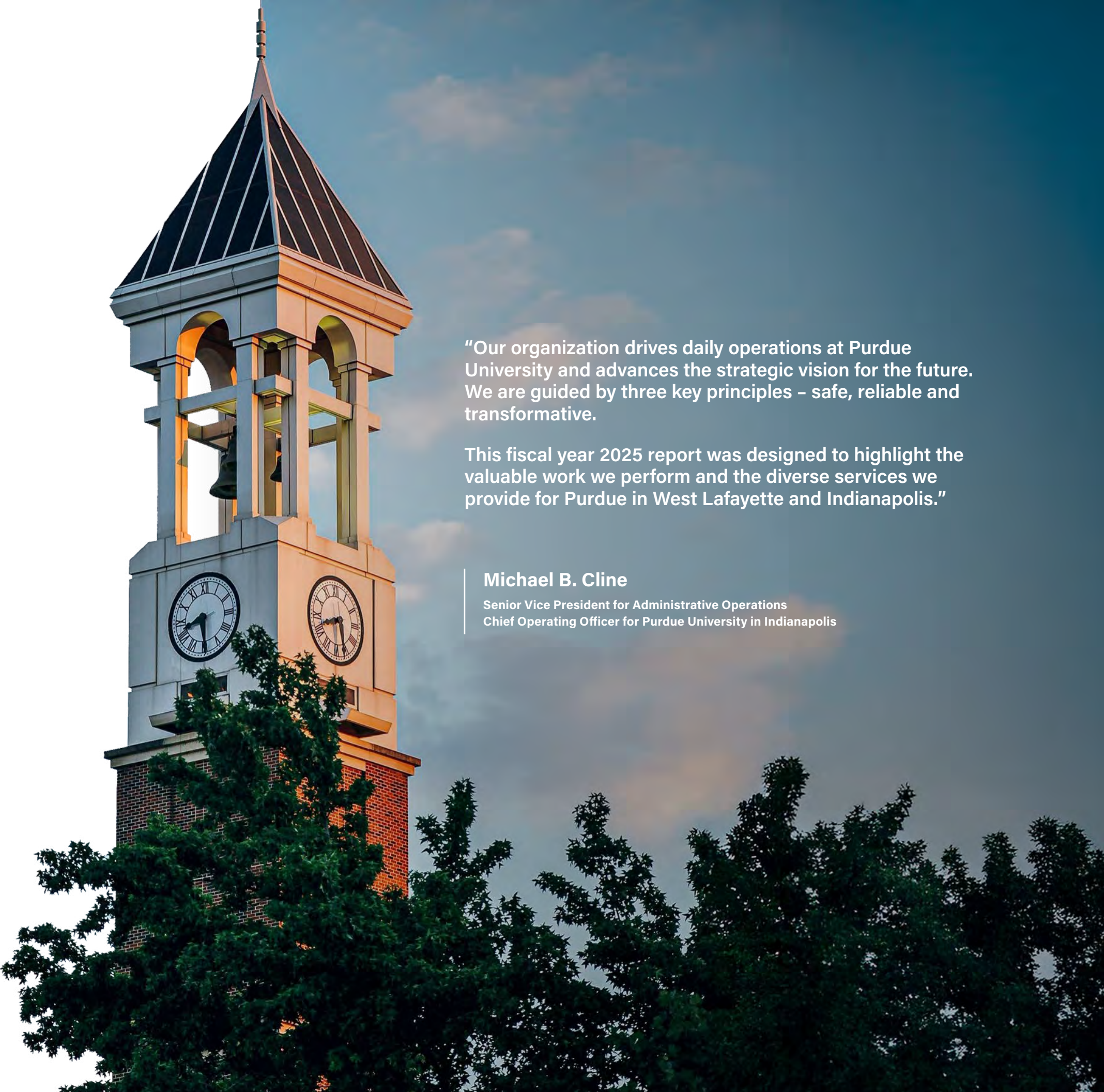
16 Accomplishments

29 Culture and People

“Our organization drives daily operations at Purdue University and advances the strategic vision for the future. We are guided by three key principles – safe, reliable and transformative.

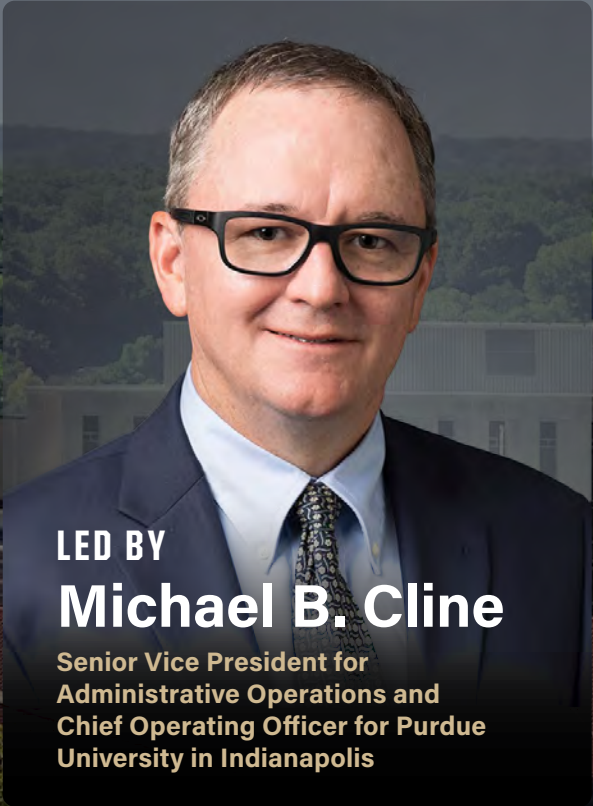
This fiscal year 2025 report was designed to highlight the valuable work we perform and the diverse services we provide for Purdue in West Lafayette and Indianapolis.”

Michael B. Cline
Senior Vice President for Administrative Operations
Chief Operating Officer for Purdue University in Indianapolis



WE POWER PURDUE

Administrative Operations provides safe, reliable and transformative services and infrastructure so Purdue University’s educators, researchers and students can perform at the highest level.



LED BY
Michael B. Cline
Senior Vice President for
Administrative Operations and
Chief Operating Officer for Purdue
University in Indianapolis

OVER
1,300
Employees

6
UNITS

30 DEPARTMENTS

GUIDING PRINCIPLES

- SAFE**
We reduce risk and harm for staff, faculty, students and visitors.
- RELIABLE**
We deliver timely, dependable services with care. We ensure buildings and infrastructure are in service and functioning.
- TRANSFORMATIVE**
We think differently. We are innovative and creative in how we operate.

PURPOSE

- WE POWER PURDUE**
- P** Place
 - O** Operational Processes
 - W** Welcoming + Safe
 - E** Energy
 - R** Recruit + Retain

VALUES

- Values are the Administrative Operations staff behaviors that serve as the foundation of our culture.
- BE RESPECTFUL**
 - DEMONSTRATE TEAMWORK**
 - COMMIT TO PERFORMANCE EXCELLENCE**

OUR UNITS



ADMINISTRATIVE SERVICES

Kim Pearson, Associate Vice President and Chief of Staff

- Analytics and Information Management
- Communications
- Executive Office Operations
- Talent Management



AUXILIARY SERVICES

Jessica Robertson, Associate Vice President

- Airport Operations and Commercial Air Service
- Campus Retail Dining
- Campus Transit
- Conferences and Event Design
- Materials Management and Distribution
- Parking Operations
- Procurement Services
- Purdue Memorial Union
- Purdue Travel
- Trademarks and Licensing



REAL ESTATE AND SPACE ADMINISTRATION

Nathan Manges, Senior Director

- Real Estate
- Space Administration



FACILITIES OPERATIONS AND ENVIRONMENTAL HEALTH AND SAFETY

Ryan Gallagher, Associate Vice President

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



PHYSICAL FACILITIES AND PUBLIC SAFETY

Jay Wasson, Vice President and Chief Public Safety Officer

- Campus Planning and Architecture
- Capital Asset Management
- Emergency Preparedness
- Strategic Facilities Initiatives
- 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
- Contract Management

AO INITIATIVES

1. 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.



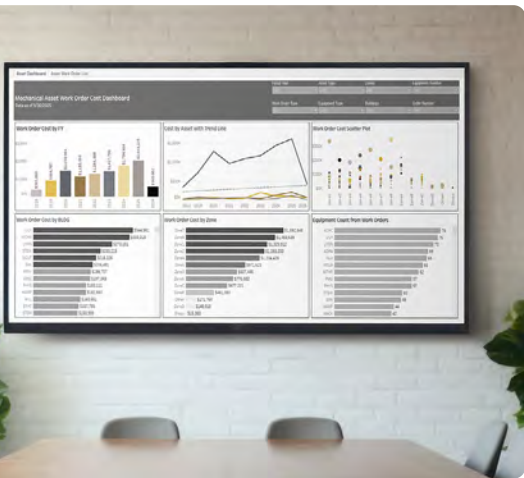
4. ENERGY

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



2. OPERATIONAL PROCESSES

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



5. RECRUIT + RETAIN

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



3. WELCOMING + SAFE

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



"Our organizational initiatives were designed to drive performance and align our work with the University's strategic priorities. They cascade what matters most, clarify expectations, and help each team member see how their efforts directly contribute to something larger—even when that impact isn't immediately visible. The POWER framework reinforces that purpose and reminds us of who we are: We Power Purdue."

Kim Pearson
Associate Vice President and Chief of Staff

KPIs AND FINANCIALS

FEATURED KPIs

Customer care, quality services and fiscal stewardship are important priorities for the Administrative Operations organization. This is evident as shown below with some key performance indicators (KPIs) and financial highlights for the 2025 fiscal year.

CAPITAL PROJECTS ON-TIME AND UNDER-BUDGET

Capital projects are under budget when the awarded project budget is within approved funding. Smaller projects are under budget when their total expenses are within approved funding. Projects are on time when the actual occupancy date is on or before the forecasted occupancy date.

UNDER-BUDGET

Target Goal: 75%
Stretch Goal: 80%

86%
FY25

88%
FY24

ON-TIME

Target Goal: 75%
Stretch Goal: 80%

93%
FY25

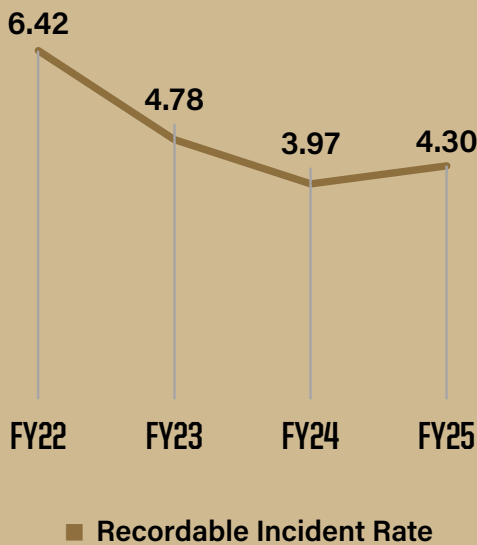
87%
FY24

TOTAL RECORDABLE INCIDENT RATE

The total recordable incident rate is an Occupational Safety and Health Association (OSHA) standard safety metric. Employees have up to two years to report an injury so past data may change after it is captured in this report.

4.30
FY25
Goal: 5.20

3.97
FY24
Goal: 5.60



STAFFING PLAN VS. ACTUAL

The Administrative Operations staffing plan defines our workforce needs and ensures we are positioned to attract and retain people with the skills essential to our success. In FY25, we achieved 95% of our targeted staffing plan, reflecting strong alignment between our strategy and workforce execution.

1,410
Staffing Plan

1,345
Actual Count

UTILITY AVAILABILITY

Measuring 24/7 utility availability across West Lafayette campus buildings, our exceptional results demonstrate our commitment to reliable operations.

Goal: 99.73%

99.98%
Steam

99.996%
Power

99.78%
Chilled Water

KPIs AND FINANCIALS

FINANCIALS AT A GLANCE

PLANNED OPERATING EXPENSES

\$220,519,226

CAPITAL PROGRAM EXPENDITURE

\$347,031,410

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.

TOTAL: 10

\$21M

Original Investment

\$11M

Earnings Since Inception

Current Market Value
\$32M

VALUE CREATION

Demonstrating that financial acumen is a core leadership competency and part of our management culture, Administrative Operations works with Purdue's Chief Financial Officer to identify opportunities that reduce future costs and create measurable savings. Through various efforts, including internal software solutions, capital project rebidding, utility savings, surplus returns and procurement negotiations, we achieve results that not only strengthen fiscal stewardship but also directly support student affordability.

\$15M

Cost Avoidance

\$51M

Savings/Givebacks

Returned to multiple departments

\$66M

Total AO Value Creation

6,591 tuition equivalents saved

PUBLIC SAFETY

The Purdue University Police Department, Purdue University Fire Department and Office of Emergency Preparedness are responsible for ensuring public safety on our bustling West Lafayette campus. Please read below for some notable achievements by the dedicated people who make up these departments.

INDIANAPOLIS COLLABORATION

Purdue University has a service agreement with IUPD-Indianapolis and Indianapolis Fire Department to ensure those who live, work and attend classes at Purdue University in Indianapolis have access to emergency services. The agreement was just recently expanded to cover the Student Center and 401 W. Michigan Avenue. There has also been an effort to increase communications encouraging members of the Indianapolis campus community to sign up for PurdueALERT emergency text notifications.

#1 SAFEST COLLEGE IN AMERICA

Purdue University's West Lafayette location was ranked Safest College in America by Academic Influence. The ranking considered the following elements:

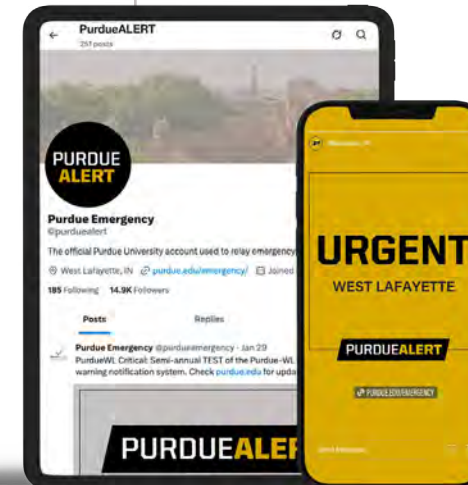
Compliance with the Clery Act

Low Crime Statistics

Various Security Features

Mental Health Services

PURDUEALERT



PurdueALERT, the university's emergency notification system, received a **branding update**. The update will help ensure emergency notifications feel cohesive and trustworthy. As part of the update, the X/Twitter handle changed from @purdueemergency to @PurdueALERT.

NEW AMBULANCE

The Purdue University Fire Department (PUFD) debuted a new, black and old gold ambulance to help demonstrate Boilermaker pride that is now in service, and it may catch the eye of Boilermakers. The ambulance was also equipped with new safety features, including a powered cot system.



K-9 RETIREMENTS

Two K-9s with the Purdue University Police Department, **Senna** and **Ayko**, officially retired. Senna worked as a dual-purpose narcotic detection and patrol canine with more than 200 deployments. Ayko worked as a dual-purpose explosive detection and patrol canine with 996 deployments. The department then brought on K-9 **Yaman**, a dual-purpose explosive detection and patrol canine.



AO ACCOMPLISHMENTS

PURDUE IN INDIANAPOLIS



ACADEMIC SUCCESS BUILDING

Ground was broken on the new Academic Success Building in April. The facility will serve as the centerpiece of Purdue’s expansion in the capital city. It will include classrooms, laboratories, dining options, housing, as well as space for the community and local high schools. It is scheduled to be complete in **May 2027**.

CHIEF OPERATING OFFICER

Michael B. Cline was named the chief operating officer for Purdue University in Indianapolis in addition to his role as senior vice president for Administrative Operations, effective Jan. 1, 2026. In this role, he will work closely with campus departments and partners to provide new and expanded opportunities for students, faculty and staff.



MASTER PLAN

In June, the Board of Trustees approved a comprehensive conceptual campus master plan for Indianapolis, detailing a plan to transform campus to support industry partnership, research and experiential learning. The announcement of the 50-year master plan earned 46 media mentions and had a potential reach of 5.84M.

16	28	4.5M
New Buildings	Acres	Square Feet
+		
5,320	15,000	
New Beds	New Students	

PURDUE CAMPUS CONNECT

The Purdue Campus Connect shuttle is available for free for faculty, staff and students who spend time at both the West Lafayette and the Indianapolis locations. The shuttle service had **43,225 riders** during the academic year with a total of **137,884 miles** traveled.



STRATEGIC GROWTH

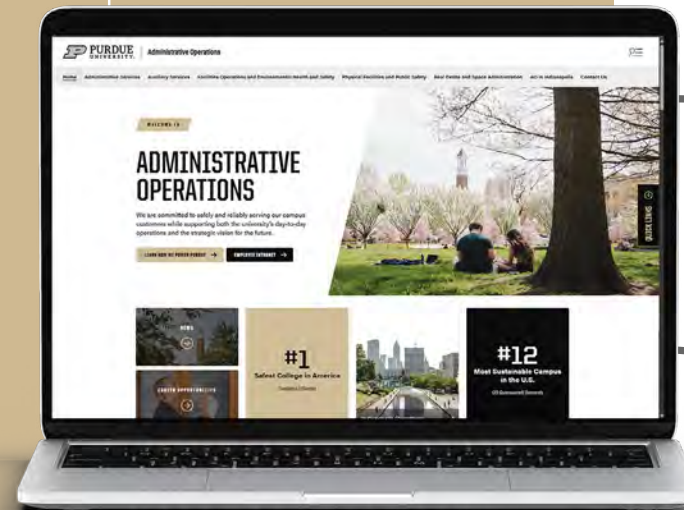
Real Estate and Space Administration played a key role expanding the university's presence in Indianapolis, purchasing a two-story Student Center located at 520 Indiana Avenue. The center includes study areas, social spaces, writing labs and more. Strategic purchases like this one not only help grow our physical footprint, they support student enrollment and success.

AO ACCOMPLISHMENTS

CUSTOMER EXPERIENCE AND CONNECTIVITY

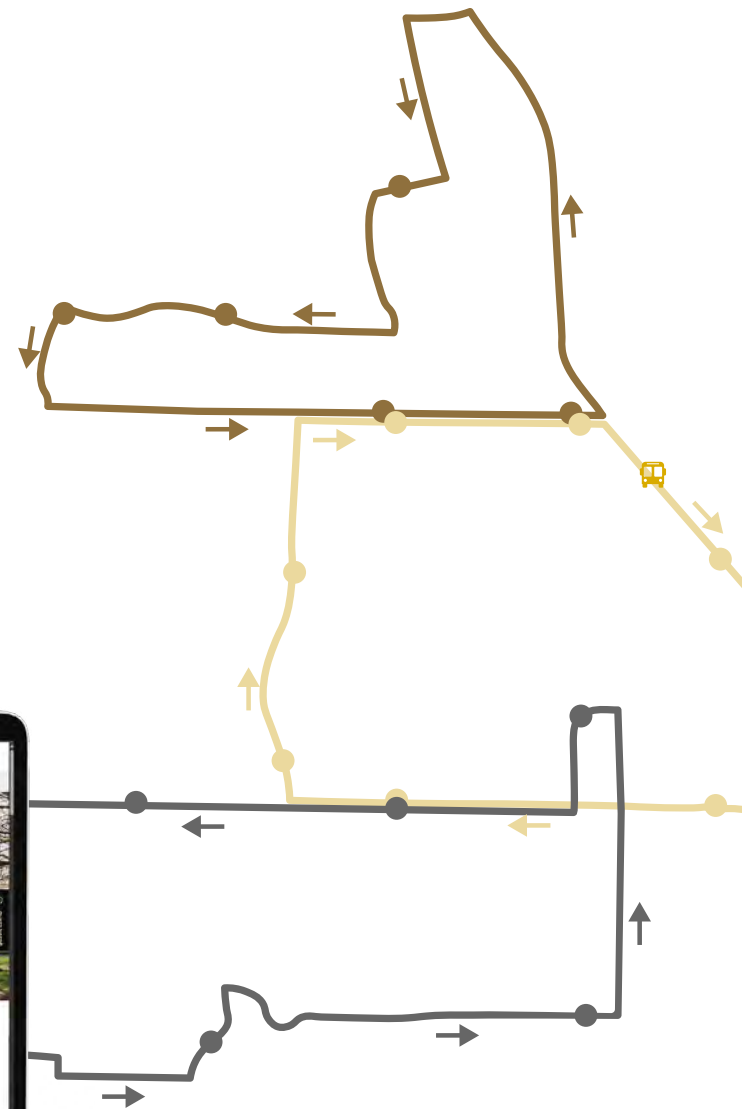
WEBSITE

Administrative Operations launched a new website in April featuring an updated homepage, employee intranet, and enhanced organizational resources. The redesigned webpages improve the customer experience through easier navigation, clearer information, and a modern look and feel. This launch marks the first phase of a larger web migration project that will ultimately unify all departmental websites under a consistent and user-focused design.



SOCIAL MEDIA

Administrative Operations launched brand new social media channels in November. To learn more about the daily operations of the organization, follow us on Instagram at @purdueoperations or Facebook at Purdue Administrative Operations.



CAMPUS TRANSIT UPDATES

Administrative Operations spent much of the fiscal year planning and organizing the launch of a West Lafayette on-campus transit service. The new service includes routes, schedules and an on-demand offering. SP+ is providing the service, named Purdue Campus Transit.

ENHANCED COMMERCIAL AIR SERVICE

Purdue announced that beginning in August, SkyWest Airlines would begin offering nonstop daily United Express round-trip flights between Purdue University Airport's Amelia Earhart Terminal and Chicago's O'Hare International Airport. The flights are onboard CRJ200 twin-engine jets with capacity for up to 50 passengers per flight.



AO ACCOMPLISHMENTS

SUSTAINABLE OPERATIONS

INDIANA OFFICE OF ENERGY DEVELOPMENT SMR REPORT

Administrative Operations and the School of Nuclear Engineering co-led a study for the Indiana Office of Energy Development (IOED) to explore the feasibility and potential impact of implementing small modular reactors (SMRs) in the state. The study also outlines opportunities for Indiana to address key challenges with the deployment of this technology both within the state and nationwide.

Collaborators:

- Administrative Operations
- School of Nuclear Engineering
- Purdue Polytechnic Institute
- Purdue Extension Community Development
- Purdue Center for Regional Development
- Ivy Tech Community College of Indiana
- Energy Systems Network
- Argonne National Laboratory

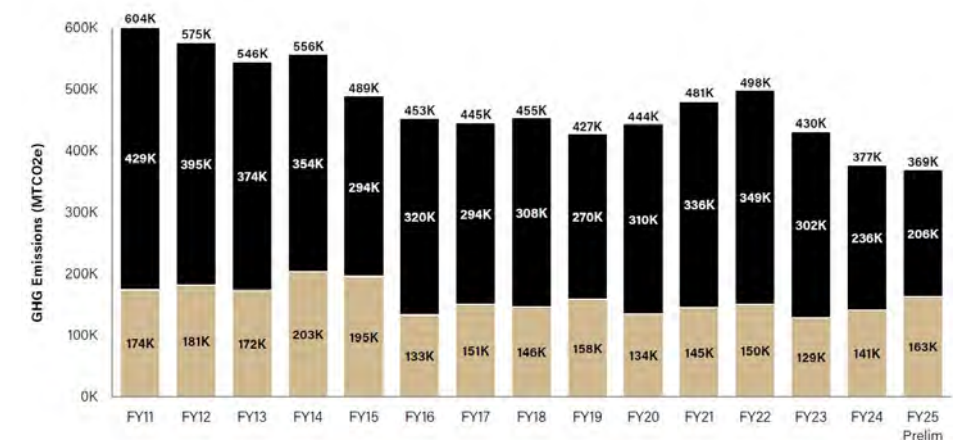
GREENHOUSE GAS EMISSIONS

Purdue University's West Lafayette location has a combined heat and power (CHP) system that utilizes steam not only to provide heat to facilities but also to generate electricity and chilled water that is used to cool facilities. The CHP system generates energy more efficiently and results in fewer emissions since heat that would normally be lost in the traditional power generation process is recovered and utilized.

The university's greenhouse gas emission data since fiscal year 2011 is shown in the image below, broken down by direct and indirect emissions. As is evident in the chart, FY24 is estimated to have the lowest number of emissions since FY11 when the university started measuring. It will be a total decrease of 39% since FY11 and 11% below the previous minimum (pre-pandemic FY19).

GREENHOUSE GAS EMISSIONS BY SCOPE

Fiscal Years 2011 - 2025



AO ACCOMPLISHMENTS

MAJOR CAPITAL PROJECTS SUMMARY

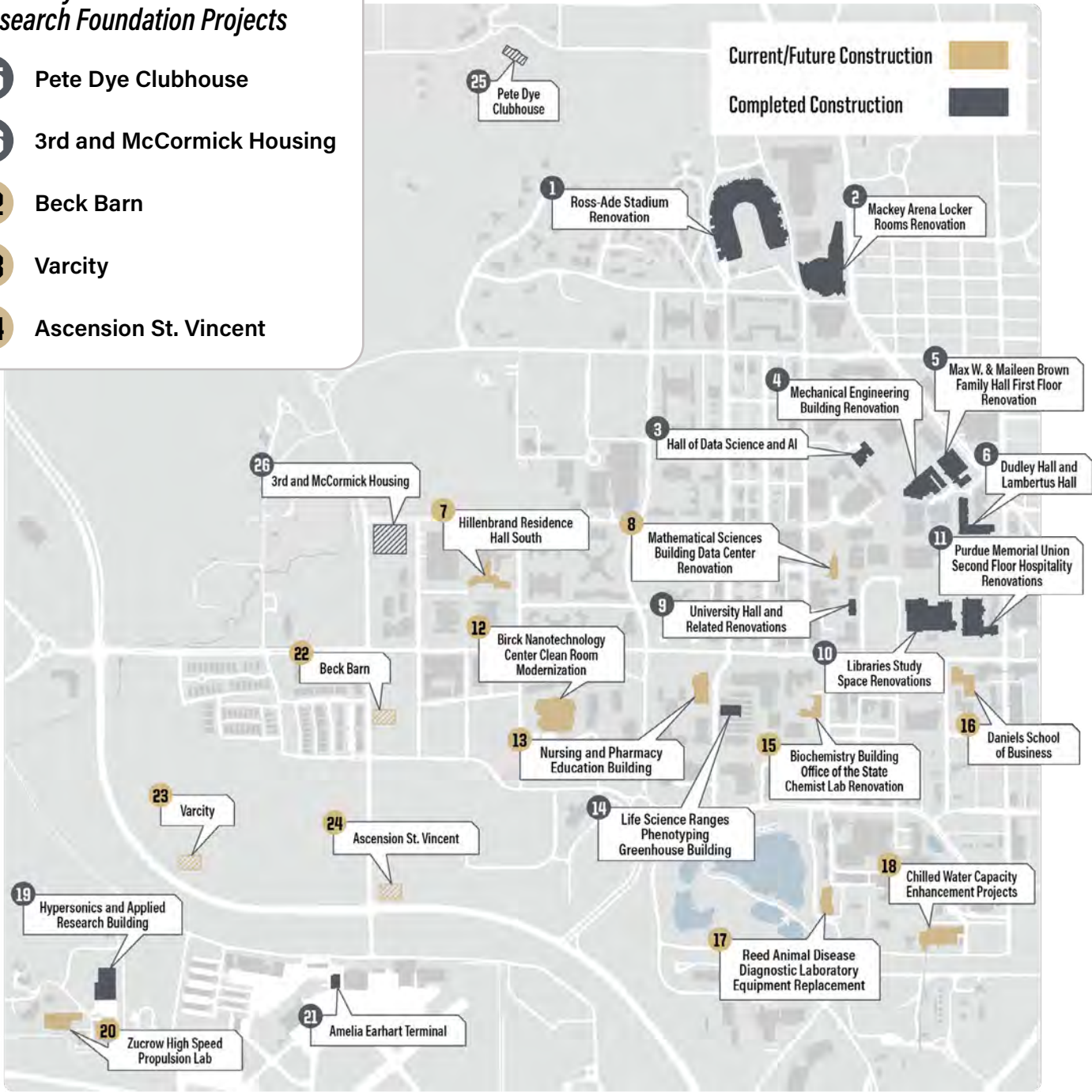
\$1,531,845,999

Total Investment

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

Discovery Park District/Purdue Research Foundation Projects

- 25 Pete Dye Clubhouse
- 26 3rd and McCormick Housing
- 22 Beck Barn
- 23 Varsity
- 24 Ascension St. Vincent



CAPITAL PROJECTS OUTSIDE OF WEST LAFAYETTE

Music Center Addition
(Purdue Fort Wayne)

Indianapolis Academic
Success Building

Residence Hall
(Purdue Northwest)

AO ACCOMPLISHMENTS

COMPLETED CAPITAL PROJECTS



\$12.75M

AMELIA EARHART TERMINAL

Occupancy: August 2025

New terminal that includes a ticketing space, waiting area, baggage claim and TSA passenger screening and security



\$34.4M

PETE DYE CLUBHOUSE

Occupancy: March 2025

New golf course clubhouse that includes the pro shop, restaurant/bar, dressing rooms, administrative space and basement cart storage

\$73M

ZUCROW HIGH-SPEED PROPULSION

Occupancy: August 2025

New high-speed propulsion laboratory in the Discovery Park District that features innovative hypersonic testing capabilities



\$24.5M

LIFE SCIENCE RANGES PHENOTYPING GREENHOUSE BUILDING

Occupancy: June 2025

New phenotyping-enabled greenhouse and demolished existing greenhouse ranges

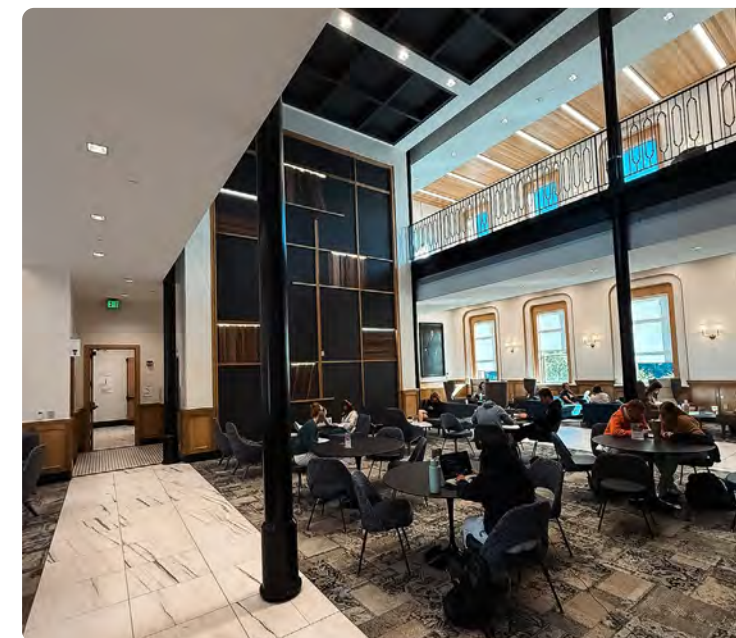


\$46.6M

UNIVERSITY HALL AND RELATED RENOVATIONS

Occupancy: September 2025

Renovated University Hall and partially renovated Beering Hall of Liberal Arts and Education and Stanley Coulter Hall to address the need for classroom, study and collaboration spaces. This project included the demolition of Heavilon Hall



AO ACCOMPLISHMENTS

PROJECTS IN PROCESS



SOUTH HALL

Occupancy: August 2026

New residence hall directly south of the existing Hillenbrand Residence Hall. It will be eight stories with room for 896 beds in a pod-style arrangement for first-year students



NURSING AND PHARMACY EDUCATION BUILDING

Occupancy: December 2026

New home to the School of Nursing and College of Pharmacy. It includes spaces that support modern teaching pedagogy, interprofessional education and clinical learning



MITCH DANIELS SCHOOL OF BUSINESS

Occupancy: August 2027

New building for the Mitch Daniels School of Business that includes new flexible space in support of academic instruction and conferences



ACADEMIC SUCCESS BUILDING

Occupancy: July 2027

New 16-story building with four levels of academic space with classrooms, chemistry labs, maker space and dining and retail components, as well as 11 levels of residential space

AO ACCOMPLISHMENTS

AWARDS RECEIVED



#5 IN THE BIG TEN

and #74 globally for sustainability in higher education, 2025
QS World University



#79 IN WORLD UNIVERSITY RANKINGS

for progress towards sustainability, *Times Higher Education*



TREE CAMPUS USA

for 16th consecutive year



BEE CAMPUS

awarded in 2025



EXCELLENCE IN PLANNING AWARD

for the Classroom Master Plan, *Society for College and University Planning (SCUP)*

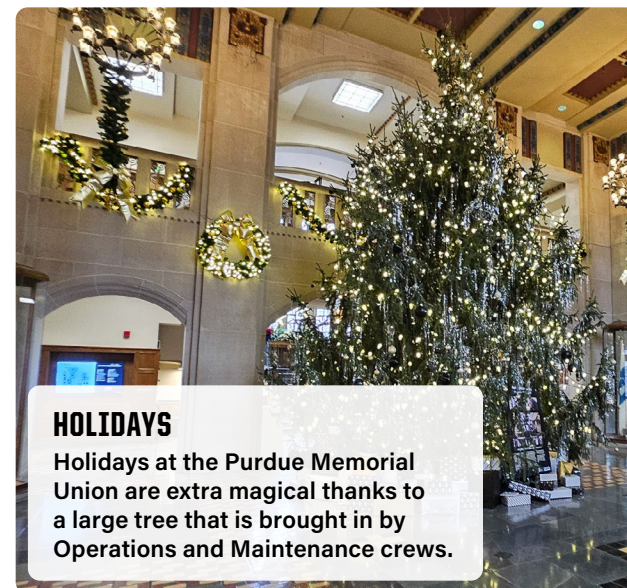
CULTURE AND PEOPLE

Administrative Operations is a large organization that is diverse in the services we provide. Below we highlight some of the special events and memories that helped make fiscal year 2025 successful and further advanced our organization's culture.



PURDUE DAY OF SERVICE

Our Grounds department guides volunteers with tree planting efforts during the Purdue Day of Service twice a year.



HOLIDAYS

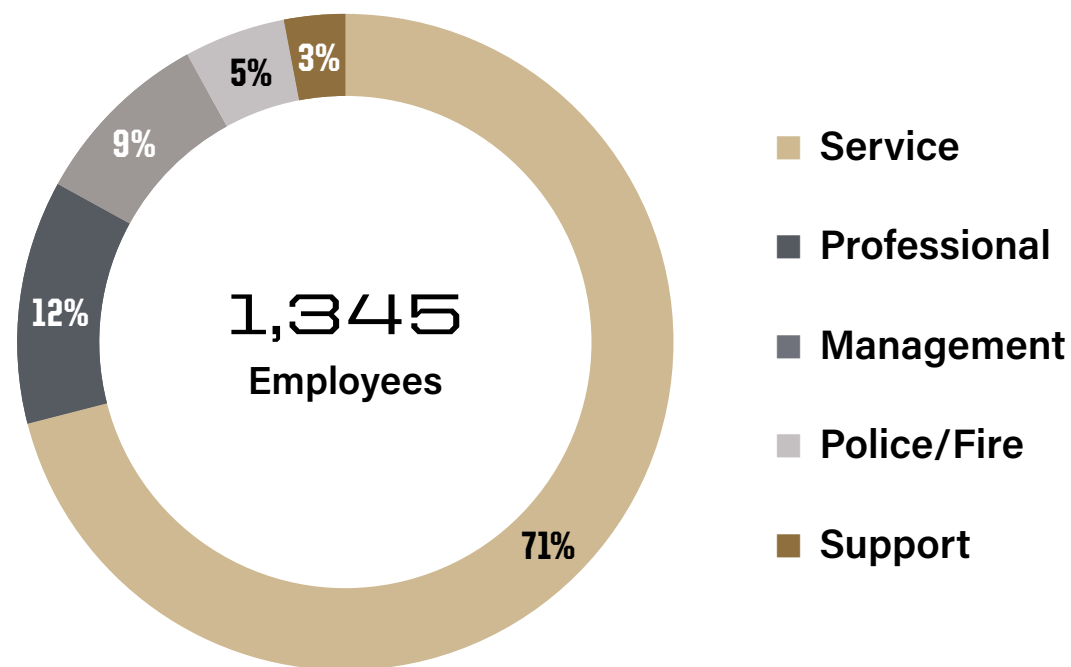
Holidays at the Purdue Memorial Union are extra magical thanks to a large tree that is brought in by Operations and Maintenance crews.

NEW POSITIONS SPOTLIGHT

- **Nancy Wade** joined Administrative Operations as a senior industrial hygienist with Environmental Health and Safety. This newly established role is in partnership with the Office of Research. Nancy ensures the university prepares, secures and maintains animal care accreditation.
- **Edreece Redmond** was named assistant director of Administrative Operations in Indianapolis. In this newly established role, Edreece is responsible for developing and managing standard operating procedures, overseeing critical project deliverables and ensuring seamless integration between the Indianapolis and West Lafayette locations.
- **Carrie Brunke** joined Purdue University in Indianapolis as the new assistant director of Auxiliary Services. Carrie leads efforts to enhance and manage a portfolio of auxiliary services in Indianapolis.

CULTURE AND PEOPLE

STAFF SNAPSHOT



LEADERSHIP DEVELOPMENT

Administrative Operations and Human Resources identified leadership competencies, including knowledge, skills and attitudes that lead to successful performance. Additionally, all managers were assessed by a leadership competency rating tool to provide a score used for their performance review. A Behaviorally Anchored Rate Scale, or BARS, was created to help managers with consistent scoring.

EMPLOYEE RECOGNITION



STAFF AWARDS

Every year in October we host a staff appreciation meal to show gratitude and recognize the hard work of our dedicated employees.

2025 AWARDEES

Gold Service Award

- Kristi Brown
- Mark Fell
- Suzi Manns

Most Valued Principle Award

- Jake Denecke
- Leslie Rody
- Officer Zach Waltz
- Richard Badders

Outstanding Leader Award

- Dave Lucas
- Kyra McIntosh
- Lt. Ryan Edwards



BRAVO AWARD RECOGNITION EVENT
Each July, we bring together our Bravo Award recipients and their supervisors to celebrate their award and successes.



SAFETY RECOGNITION EVENT
Safety is top priority and one of our three guiding principles. We recognize the safety efforts put forward by staff every year with a special event.



PURDUE
UNIVERSITY®

Administrative Operations



Copyright © 2025 Purdue University
Administrative Operations Communications.
All Rights Reserved. An equal access/equal
opportunity university or EA/EOU.

FY25 Report, Revised December 8, 2025