EQUITY TASK FORCE

September 10, 2020
The Purdue Equity Task Force is charged with developing a plan with specific actions to ensure all members of the university community have the opportunity to experience all Purdue has to offer equitably, focusing on structural and environmental barriers to success of students, faculty, and staff of color and initially focusing on the specific experience of Black Boilermakers. Past investments, initiatives, and work by many have attempted to help the Purdue system make progress in becoming more diverse and inclusive. That said, this progress has been slow for people of color, and is especially lacking for Black faculty, staff and students. The charge of the task force is to review the current state of equity on the Purdue West Lafayette Campus and the past and present investments and initiatives designed to support more equitable experiences and opportunities across the campus. The task force is also charged with ensuring that past initiatives remain the right ones while simultaneously recommending new or alternate strategies if its findings so suggest.
# EQUITY TASK FORCE APPROACH

## 1. Expectation Sharing & Defining Desired Outcomes
- Expected outcomes
- “Clearing the Air”
- Defining the desired Purdue experience
- Success metrics going forward

## 2. Gap Analysis & Prioritizing Opportunities
- Full Data Transparency
- Benchmark Comparisons
- Gap Identification
- Solution Exploration
- Working Teams Prioritization

- Working Team Formation
- Desired Outcomes
- Solution Statements
- “Must Haves”
- Deliverable Timeline
- Resources Needed

## 4. Execution Plan Development
- Full Data Transparency
- Benchmark Comparisons
- Gap Identification
- Solution Exploration
- Working Teams Prioritization

## 5. Presentations: Proposed Solutions & Action Plans
- Full Data Transparency
- Benchmark Comparisons
- Gap Identification
- Solution Exploration
- Working Teams Prioritization
EQUITY TASK FORCE PROJECTED TIMELINES AND MILESTONES

STEERING COMMITTEE, WORKING TEAM FORMATION & PROJECT PLANNING

DEFINING GAP AREAS AND DESIRED OUTCOMES

DATA ANALYSIS & OPPORTUNITY PRIORITIZATION

SOLUTION DEVELOPMENT

EXECUTION PLAN DEVELOPMENT

IMPLEMENTATION OF BOARD APPROVED ACTIONS AND QUARTERLY REVIEW OF SUCCESS MEASURES

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<th>BOARD UPDATES</th>
<th>IMPLEMENTATION OF BOARD APPROVED ACTIONS</th>
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<td>BOARD PLAN APPROVAL(S)</td>
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Q3 2020
- August

Q4 2020
- September
- October
- November
- December

Q1 2021
- January
- February
- March

Q2 2021
- April
- May
- June
# Steering Committee - Member Representation

## Stakeholders from across the Purdue System
- ✔ Students
- ✔ Staff
- ✔ Faculty
- ✔ Deans
- ✔ Administration
- ✔ Alumni
- ✔ Board

## Broad Diversity
- ✔ Experiences
- ✔ Backgrounds
- ✔ Ethnicity
- ✔ Gender
- ✔ Geography
Steering Committee - Responsibilities

• Support the Task Force Charge

• Ensure ALIGNMENT on the Equity Task Force PURPOSE, SCOPE and PROCESS. This will be essential to success.

• Ensure TRANSPARENCY within the Task Force relative to data (within legal compliance).

• Support ‘authentic and real’ dialogue while respecting individual perspectives and their right to differ: We all come from different walks.

• Support OPENNESS within the Task Force and Working Group breakouts. SEEK to UNDERSTAND NOT INDICT viewpoints and opinions.

• Adhere to and support strict CONFIDENTIALITY.
Steering Committee - Roles

• Serve as intermediary process governance body between the Purdue Board of Trustees and the Purdue Equity Task Force

• Steer the process not the result in an effort to move toward the goal

• Review ongoing progress and any additional actions needed to move forward with clarity and specificity

• Seek clarity but don’t change the messages or the intent coming from the working group
Deans Advisory Group

- Actively Participate in Phases 1 and 2 of the Task Force

- Steep yourselves in the perceptions, passions and data which will discussed within the Purdue Equity Task Force.

- Be willing to participate in Deans Advisory Group updates post the Phase 3, 4 and 5 Working Group Gatherings. Deans Wolfe and Reed will provide updates to the full Deans Advisory Group after the Steering Committee Reviews.

- Seek clarity regarding Task Force Working Groups resolution plans and potential opportunities, plans and impacts on YOUR individual colleges.

- Participate in and lead the implementation of campus wide resolution plans once the Steering Committee and the Board of Trustees has approved plans going forward (beginning in January 2021).

- Be collectively aligned around implementation plans and avoid fractured, disparate initiatives across campus.
We believe that we can help Purdue University move forward regarding equity of opportunity for all.

Let us be the change that we seek by opening our eyes, minds and hearts to today’s realities and having the courage to chart out a more inclusive and engaging future experience for the mosaic of Boilermakers who desire to reflect Purdue proudly.
EQUITY TASK FORCE
STEERING COMMITTEE
BIOGRAPHIES
Jay Akridge
Provost and Executive Vice President for Academic Affairs and Diversity

Jay Akridge is provost and executive vice president for academic affairs and diversity, with a faculty appointment as professor of agricultural economics. He previously served for 9+ years as the Glenn W. Sample Dean of Agriculture where he had administrative responsibility for the academic, research, Extension, and international programs of the College. Jay served as director of the Purdue Center for Food and Agricultural Business from 2000-2007, as interim vice provost for engagement at Purdue in 2007-08 and as interim dean of agriculture in 2008-09. Jay has served in variety of leadership roles with the Association of Public and Land-Grant Universities (including Chair of the Policy Board of Directors for the Board on Agriculture Assembly), the Agricultural and Applied Economics Association, and regional research committees. He currently serves as Chair of the Executive Steering Committee of AgriNovus Indiana and on the Board of Directors of Agriculture Future of America. Jay is a member of the Farm Foundation Round Table where he has held a variety of leadership roles. He is the recipient of the Charles Murphy Award for Distinguished Undergraduate Teaching (1996) and is listed in Purdue's Book of Great Teachers (2003). Jay was named a University Faculty Scholar in 2000 and was the James and Lois Ackerman Professor of Agricultural Economics at Purdue before moving into administration. His research focuses on strategic management of food and agribusiness firms and adoption of new technology by agribusiness. Jay has worked with agribusiness managers in the areas of strategy and marketing in more than 20 countries. He received his master's degree and doctorate in agricultural economics from Purdue University and his bachelor's degree from Murray State University in Murray, Kentucky.

Dr. Rodrigo Banuelos
Professor of Mathematics

Dr. Rodrigo Bañuelos grew up in a rural agricultural community in the state of Zacatecas, Mexico. He was the first in his family to attend and graduate from high school. He received his PhD from the University of California, Los Angeles in 1984 and after postdoctral portions at Caltech and the University of Illinois, he came to Purdue in 1987. He served as Head of the Mathematics Department from 2007 to 2011. His research interests are probability and its applications to harmonic analysis, partial differential equations and spectral theory. He has published over 100 research articles in these topics. He is a Fellow of the American Mathematical Society, a Fellow of the Institute of Mathematical Statistics and a Fellow of the Association for Women in Mathematics. He is a past recipient of the National Blackwell-Tapia Prize in Mathematics and of Purdue’s Dreamer Award. For many years Dr. Bañuelos has been involved with many efforts, both local and national, to increase the number of minority students in the STEM fields. Dr. Bañuelos served on the Human Relations Commission (2000-2006) for the City of West Lafayette.

Michael Berghoff
Chairman, Board of Trustees and President, Lenex Steel Co.

Michael Berghoff was appointed to the Board of Trustees on July 1, 2009 and is currently chairman of the board. He is founder and president of the Lenex Steel Corporation, the largest steel fabricator in the region, which is headquartered in Indianapolis. He is a 1985 graduate of Purdue with a bachelor's degree in industrial management. Before starting Lenex, Berghoff worked in management positions at Haden Construction in Detroit; Broad, Vogt & Conant, a steel fabrication company in Detroit; and Ferguson Steel in Indianapolis. As a student, Berghoff served as chairman of the Purdue Student Publishing Foundation and president of Theta Chi fraternity. He is currently a member of the board of directors for the Indiana Chamber of Commerce, a member of the Indiana University-Purdue University Indianapolis (IUPUI) Board of Advisors, and chair of the Indiana University-Purdue University Fort Wayne (IPFW) Community Advisory Council.
Theresa Carter  
Trustee and Major General, USAF (Retired)
Theresa Carter was appointed to the Board of Trustees in July 2020. She is a distinguished military graduate of Purdue’s Air Force Reserve Officer Training Corps (ROTC) program and went on to serve 31 years on active duty in the U.S. Air Force, retiring at the rank of Major General in 2016. She currently leads TC3 Solutions LLC, an independent consulting practice providing strategic leadership and management advisory services to the Department of Defense and corporate clients. During her Air Force career, Carter commanded a squadron, group, two wings and a center. She culminated her career by leading the Air Force’s largest/most complex reorganization since 1992, consolidating installation support activities at ten intermediate commands and creating the Air Force Installation and Mission Support Center where she served as its first commander. She was the first female civil engineering officer promoted to brigadier general and first to serve as the Air Force Civil Engineer, the career field’s highest ranking officer. Carter was named a Distinguished Engineering Alumna by the Purdue College of Engineering in 2013, inducted into the Purdue ROTC Hall of Fame in 2011 and earned the School of Industrial Engineering’s Outstanding Industrial Engineer award in 2010.

Kenneth Christmon  
PFW Associate Vice Chancellor of Admissions
In 2004, Mr. Christmon joined IPFW from Wilberforce University, the nation’s first historically black college, where he served as director of admissions and presidential spokesperson. For the past 15 years, he has served as Purdue University Fort Wayne’s top administrative leader for institutional diversity, and helping the university’s leadership to navigate cultural challenges involving all university constituents and to increase underrepresented minority student enrollment, retention and graduation rates. Each of these tasks resulted in multiple million dollar grants, enrollment increases, and dramatically improved the enrollment of diverse students and graduation rates. Ken has been a two time recipient of Purdue University’s “Acorn Award”, which is awarded to individuals and departments responsible for research grants and contracts totaling +$1 Million dollars annually. In January of 2020, Ken was recognized as a recipient of the Dreamer Award.

John Gates  
Vice Provost for Diversity and Inclusion
Dr. Gates was named as Purdue University’s vice provost for diversity and inclusion effective April 1, 2019. Gates also serves a clinical professor in the Krannert School of Management. Gates had served as the inaugural associate dean responsible for diversity, inclusion and engagement strategy in the University of Virginia’s School of Engineering and Applied Science. He provided leadership in the recruitment and retention of faculty and graduate students from underrepresented minorities and guidance for diversity in curriculum development and programming. Prior to his appointment at UVA, Gates launched and led his own consulting firm, Criticality Management Consulting, where he advised corporate clients on a range of workforce issues. He also was associate dean for administration and finance at Harvard College, Harvard University, where he was responsible for budget, human resource management, strategic planning, communications and diversity. In addition, Gates was the special assistant to the president and provost at the University of Vermont, where he focused on strategic initiatives, change management and diversity. He held a series of positions with increasing responsibility at New York University, culminating with his role as executive director of global operations. A native of Gary, Indiana, Gates received a bachelor’s degree from Morehouse College, a master’s degree from New York University and a Ph.D. from the University of London.
**Assata Gilmore**, Chicago, Illinois  
Senior, majoring in Finance with a minor in French Cornell Bell Business Opportunity Scholar  
Ms. Gilmore currently serves as President of the Purdue Student Government. She enjoys being a part of the Black Cultural Center, “Because it is a space where I don’t have to prove anything to anyone. Everyone is there to listen to one another, lift each other up, catch you when you fall and ultimately it serves as a home away from home.”

**Kristin Early, PhD**  
University Faculty – Purdue Global  
Dr. Early teaches graduate applied research courses, with an emphasis on bridging the gap between research and public policy to facilitate data-driven policy recommendations and systems reform. She serves as course lead, where she integrates technology-based applications for enhancing the online classroom. She holds a PhD from Florida State University, an MS from University of Baltimore and a BA from the University of Florida. She has authored/co-authored more than 70 publications, including research monographs, book chapters, and peer-reviewed journal articles and was a Harvard University Innovations in American Government Awards Semifinalist.

**Lawrence O. Hamer**  
Dean, Purdue Northwest College of Business  
Ph.D., Marketing, University of Illinois at Urbana Champaign  
Dean Hamer joined PNW in 2019 from DePaul University in Chicago, where he joined the faculty in 1996. He received tenure in 2003 and was appointed Professor of Marketing in 2012. Hamer began his administrative career at DePaul as associate dean of the College of Commerce and went on to serve as co-director of the Integrated Marketing Education (IME) Program, and then as DePaul’s associate provost for Research and Integrity. His research focuses on services marketing and marketing pedagogy.
Julie C. Liu  
Associate Professor of Chemical Engineering  
Associate Professor of Biomedical Engineering (by courtesy)  
Dr. Liu earned her BSE from Princeton University in 2000 and her MS (2002) and PhD (2006) from the California Institute of Technology. She was a National Institute of Health Post-Doctoral Fellow at the University of Massachusetts Medical School prior to joining the Davidson School of Chemical Engineering in 2008. Dr. Liu’s research focuses on designing protein-based biomaterials for application in tissue engineering and regenerative medicine, investigating material-based cues for skeletal engineering, and developing new biomaterials for use as surgical adhesives. Dr. Liu was named a University Faculty Scholar in 2019, which is a select group of mid-career faculty who are on an accelerated path for academic distinction. Dr. Liu represents the College of Engineering and our Asian faculty, staff, and students.

Antonia (Toni) Munguia  
Director of Recruitment, Retention, and Diversity  
Purdue Polytechnic Institute  
Ms. Munguia was named the Purdue University Martin Luther King Jr. Dreamer Award recipient for 2019. The award is presented annually to individuals or organizations within the Purdue community whose contributions embody Dr. King’s vision of service to others and furthers the University’s commitment to diversity and inclusion. Of her favorite part of her job, Toni says, “I enjoy helping families and students make Purdue Polytechnic their college of choice. I also enjoy helping my RRD team be successful! Every day is different and I like having new challenges to solve.”

Deb Nichols  
Associate Professor of Human Development and Family Studies (HHS) and Director, Children's Media Lab, PhD, University of Texas, Austin  
Dr. Nichols currently serves as chair of the University Senate. She is deeply interested in the interface between children’s cognitive development (i.e., learning, language and early literacy skills, executive function) and educational media and how and whether these vary by important demographic and social indicators including poverty status, culturally- and linguistically-diverse populations, age, and location of residence (e.g., rural or urban). Dr. Nichols also has extensive experience evaluating the efficacy of various media products and media interventions using theoretically- and empirically-rigorous research methods and evaluation techniques. Recent projects and consultancies include Sesame Workshop, PBS Kids/CPB, Between the Lions, WGBH Public TV, Sprout, LeapFrog, Disney, Nickleodeon, the World Bank, and members of Congress.
Madelina Nuñez
Graduate Student, American Studies
Ms. Nunez currently serves as the President of the Purdue Graduate Student Government. Before coming to Purdue, Ms. Nunez received her B.A. from the University of Missouri-Kansas City in Studio Art with a focus in Latino Studies and her M.A. in Latin American and Latino Studies from the University of Illinois at Chicago. Her current research is on halal, or Islamically permissible, Latino food.

Venetria K. Patton
Professor of English and African American Studies and Head of the School of Interdisciplinary Studies (CLA)
Ph.D. University of California - Riverside
Dr. Patton specializes in African American and Diasporic Women’s Literature, African American Literature, 19th Century American Literature, and Feminist Discourse. She recently served as a Provost Fellow for Diversity and Inclusion. She is the author of two books: The Grasp That Reaches Beyond the Grave: Ancestral Call in Black Women’s Texts (SUNY, 2013) and Women in Chains: The Legacy of Slavery in Black Women’s Fiction (SUNY, 2000). She is Co-editor of Double-Take: A Revisionist Harlem Renaissance Anthology (Rutgers, 2001) and editor of Background Readings for Teachers of American Literature (Bedford/St. Martin’s, 2006, 2014). Dr. Patton is a member of the Purdue Black Caucus of Faculty and Staff.

Willie Reed
Dean, College of Veterinary Medicine
Dean Reed received his DVM from Tuskegee University in 1978 and his Ph.D. in veterinary pathology from Purdue University in 1982. He joined the faculty at Purdue after receiving his doctorate, and in 1990 joined Michigan State University as a member of the veterinary faculty and director of the Diagnostic Center for Population and Animal Health. In January 2007, he was appointed dean of the Purdue University School of Veterinary Medicine. He established the PVM Office of Diversity Initiatives and in 2009 appointed a Diversity Action Committee to develop the school’s first strategic plan for diversity. Under his leadership, PVM established the Access to Animal-Related Careers (A2RC) program to bring high-ability underrepresented students to Purdue for a residential immersion experience, and the Common Read Program for incoming veterinary students to discuss how discrimination and stereotyping can occur in a clinical environment. Under his leadership, PVM was awarded a U.S. Department of Agriculture (USDA) multicultural scholars program grant to support recruitment and retention of multicultural DVM students.
Randy Roberts
Distinguished Professor of History and 150th Anniversary Professor; Ph.D. Louisiana State University
Dr. Roberts is an award-winning author and historian, who has written fifteen books on history and the history of sports, the most recent two are: War Fever: Boston, Baseball and America in the Shadow of the Great War (With Johnny Smith), Basic Books, 2020 and A Season in the Sun: The Rise of Mickey Mantle (With Johnny Smith), Basic Books, 2018. His other books include: Blood Brothers: The Fatal Friendship between Muhammad Ali and Malcolm X, Joe Louis: Hard Times Man, (Yale University Press); with James S. Olson, American Experiences: Readings in American History (Pearson Longman); with David Welky, One For The Thumb: The New Steelers Reader, 2nd ed. (University of Pittsburgh Press); The Rock, the Curse, and the Hub: A Random History of Boston Sports (Harvard University Press); with David Welky, Charles Lindburgh, The Power and Peril of Celebrity, 1927-1941 (Brandywine); With James S. Olson. Where the Domino Fell: America and Vietnam (Brandywine); Jack Dempsey: The Manassa Mauler (University of Illinois Press); “But They Can’t Beat Us:” Oscar Robertson and the Crispus Attucks Tigers. (Indiana State Historical Society). Professor Roberts was named the Indiana Professor of the Year. He has won Purdue’s Morrill Award and the Charles B. Murphy Award for Outstanding Undergraduate Teaching. He earned the College of Liberal Arts Kenneth Kofmehl Outstanding Undergraduate Teaching Award and is a two-time winner of Liberal Arts’ Teacher of the Year Award. He is a founding member of the Teaching Academy.

Alysa Christmas Rollock
Vice President for Ethics and Compliance and Associate Professor of Management
As Vice President for Ethics and Compliance, she serves as Purdue University’s ethics and compliance officer, as well as, its equal opportunity officer. The Vice President for Ethics and Compliance provides oversight to the Office of Institutional Equity and the University Policy Office. Vice President Rollock received her undergraduate degree from Princeton University in 1981 and her law degree from Yale University School of Law in 1984. Following her graduation from Yale, she worked as an associate with the New York City law firms of Cahill Gordon & Reindell and Battle Fowler. In 1988, she became associated with the Indianapolis law firm of Ice Miller. In 1992, Ms. Rollock was appointed associate professor of law at Indiana University-Bloomington, where her research and teaching were concentrated in the areas of corporate law, corporate finance, securities regulation, and professional responsibility. In July 1998, Vice President Rollock joined Purdue as Interim Vice President for Human Relations and an associate professor of management. She became Vice President for Human Relations in July 1999 and was named Vice President for Ethics and Compliance in November 2008.

Noah Scott
Student Trustee
Noah Scott was appointed to a two-year term on the Purdue Board of Trustees in July 2019 by Gov. Eric Holcomb. He is a senior in the Purdue Polytechnic Institute pursuing degrees in Industrial Engineering Technology and Organizational Leadership. Mr. Scott is a native of Warsaw, Indiana, where he graduated from Warsaw Community High School with Technical Honors. He is involved in the Greek community on campus, serving as Vice President of Administration for the Interfraternity Council and Standards Board Chair for Sigma Tau Gamma, and he previously was a Host for the Old Master’s Program and now serves on the Old Masters Central Committee. Scott also holds a student position in the Office of the Dean of Students. After graduation, he hopes to attend law school and earn his Jurisprudence Degree. He would like to work in the business legal field then move into a constitutional law role with the U.S. government; whether that is in the capacity of a U.S. Attorney or something else, he knows he wants to be a part of upholding the rule of law and bettering our country.
Shawn Taylor
B.S. Accounting ’82
Businessman—Houston, Texas
Raised by a single mother on the Southside of Chicago, he attended Purdue University on the Dr. Cornell A. Bell Business Opportunity Program, graduating with in the top 10% of his class. Mr. Taylor began his professional career in Dallas with a 10-year tenure at Arthur Andersen, leading the office in the recruitment and retention of minority employees at a rate never achieved by any other office in the firm. In 1994, Mr. Taylor founded Family EATs Limited Partnership (FELP), through which he owned and operated 33 Taco Bell locations in the Houston area. FELP became the largest African-American owned Taco Bell franchise in the company’s history, with more than 500 employees and nearly $30 million in sales. He went on to hold several leadership positions within the Taco Bell franchise system, including serving on the Franchise Management Advisory Council. In 2007, he sold FELP and dedicated the next five years to working through various non-profit organizations to give back to students from communities similar to the one he grew up in. Mr. Taylor currently serves as a special advisor to the Chairman of The Houston Astros and Finance Committee for Memorial Hermann Healthcare System. Mr. Taylor was awarded Krannert’s Entrepreneur of the Year Award, is a member of the school’s Dean’s Advisory Council, and delivered the 2015 keynote at the August Commencement ceremony. He also serves on the boards of non-profit organizations, including the Houston KIPP Academy, the Houston Community College Foundation, and the Memorial Hermann Healthcare System. Mr. Taylor and his wife, Mychelle, have two children.

Don Thompson
Trustee and Founder/CEO Cleveland Avenue, LLC
Don Thompson is the Founder and CEO of Cleveland Avenue and the former President and CEO of McDonald’s Corporation. Retiring in 2015 after a 25-year career with the Golden Arches, Thompson and his wife, Liz, formed Cleveland Avenue, LLC and the Cleveland Avenue Foundation for Education (The CAFE). Bringing together global restaurant expertise, a passion for consumer innovation, and a deep respect for entrepreneurs, Thompson and the Cleveland Avenue team are investing in and accelerating the growth of emerging restaurant, food and beverage brands. Constantly giving back, Thompson is a member of numerous civic and community organizations throughout the city of Chicago. He is a member of the Executive Leadership Council, the Commercial and Economic Clubs of Chicago, Business Council, World Business Chicago and the Arthur M. Brazier Foundation. He serves as a Trustee on the boards of the Cleveland Avenue Foundation for Education, Northwestern Memorial Hospital and Purdue University. Thompson also serves on the boards of The Northern Trust Corporation, Royal Caribbean Cruises Limited, Beyond Meat and as an Advisory Board member of DocuSign, Inc. Thompson previously served as a Director on the Exelon Board from 2006-2012 and the McDonald’s Corporation Board from 2011-2015. Thompson received a Bachelor of Science in Electrical Engineering from Purdue University and an Honorary Doctorate degree in Science from Excelsior College.

Patrick Wolfe
Dean, College of Science
Patrick Wolfe is the Frederick L. Hovde Dean of Science at Purdue and the Miller Family Professor of Statistics and Computer Science, responsible with John Gates and Kris Wong-Davis of the Provost’s Office for piloting a re-launch of Purdue’s Emerging Leaders Science Scholars program (https://www.purdue.edu/diversity-inclusion/science-scholars/index.php). A data scientist by background, he studied Electrical & Computer Engineering at the University of Illinois at Urbana-Champaign and has taught at the University of Cambridge, University College London, and Harvard University, where he received the Presidential Early Career Award from President Obama’s White House. He also serves as a trustee and non-executive director of the Alan Turing Institute, the UK’s national institute for data science and artificial intelligence, and provides expert advice to a range of national and international entities and organizations.