



PURDUE UNIVERSITY NORTHWEST

Office of the Chancellor

March 11, 2024

Michael Berghoff, Chairman
Board of Trustees
Purdue University

Mung Chiang, President
Purdue University

RE: Exception from Retirement Policy (VI.F.9) for Stephen Turner, Vice Chancellor for Finance and Administration

Dear Chairman Berghoff and President Chiang:

I am writing to seek Board of Trustees approval of an exception to University Policy VI.F.9 for Mr. Stephen Turner. This policy states, "University Executives and Staff in High Policymaking Positions shall retire by the end of the fiscal year in which the age of 65 is attained if (1) the employee has been employed in such capacity for the two-year period immediately before retirement, and (2) the employee is entitled to Minimum Retirement Benefit Specified by Federal Law for persons who hold positions to which mandatory retirements may lawfully apply." Mr. Stephen Turner meets the policy criteria and is subject to mandatory retirement at the end of next fiscal year, June 30, 2025.

As an exception to the policy, I would like to request that Mr. Stephen Turner's appointment as Vice Chancellor for Finance and Administration be extended for a period not to exceed two years (i.e., for a term to expire no later than June 30, 2027).

Since joining the university in 1998, Vice Chancellor Turner has continually supported and advanced the mission of Purdue University Northwest and demonstrated impactful leadership throughout the course of his career. During the unification of the Calumet and North Central campuses, he blended operating, capital, and debt service budgets; aligned divergent tuition and student service fees schedules; merged state support for base appropriations, debt service, and line-item support; and led the effort to create a new organizational structure and compensation framework to ensure equity among PNW's faculty and staff.

In addition, Vice Chancellor Turner led Purdue Northwest's efforts related to capital investments and development. Under his guidance, PNW completed the two largest capital projects undertaken in the previous 20 years. Both the Nils K. Nelson Bioscience Innovation Building in Hammond and the Dworkin Student Activities Complex in Westville were programmed, designed, financed, and constructed under his leadership with a combined value of over \$77,000,000. Mr. Turner also served as the primary liaison between the university and the donor of the Gabis Arboretum, leading to a gift agreement transferring

ownership and an endowment totaling \$12,000,000. It is the largest donation in the history of Purdue Northwest.

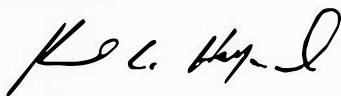
Mr. Turner's most significant accomplishment, however, was working with stakeholders at every level to ensure Purdue Northwest remained fiscally sound during a period of significant and persistent declines in enrollment and tuition revenue. Working collaboratively with system budget staff and PNW's senior leadership, he presented options and modeled budget outcomes to ensure needed expense reductions could be implemented without compromising the ability to support our mission. Despite declining operating budgets, we were able to increase our reserves, allowing us to invest in new strategic initiatives, new faculty lines, and new academic programs.

Presently, we need to support and perpetuate the steep increase in research activity at Purdue Northwest by identifying additional fiscal and physical resources. Extending the retirement date for Vice Chancellor Turner will ensure several vitally important initiatives at PNW are completed at a high level within a very short period of time. In addition to the investments planned at our Center for Innovation through Visualization and Simulation (CIVS), we are reallocating an entire building at PNW to serve as a designated research support center. Furthermore, PNW's proposed Impact Lab in downtown Hammond is at a critical stage. Given our partnership with the firm developing the Quantum Corridor and the possibility of hosting a Quantum Computing Center on site, the potential upside of this project is immense. It is imperative we acquire the facility as soon as possible and provide start-up funding sufficient to ensure its success.

Finally, PNW must address urgent needs in Student Housing and Athletics. The number of student athletes has doubled over the past several years, and the physical resources to support the new programs are lacking. The additional student athletes, combined with a rebounding international student population, have significantly increased demand for on-campus housing. Our residence halls are now at capacity. We recently completed a student housing feasibility study, and the results indicate sufficient demand exists to construct a new facility. Unless we can accommodate the added demand, the lack of available housing could deter future enrollment growth projected for non-resident and international students.

Mr. Turner's knowledge and ability make him uniquely suited to ensure the projects mentioned reach successful outcomes in a timely manner. Extending Stephen's appointment is critically important to the continued success of Purdue Northwest and to keep our university on the current path of remaining fiscally sound. I respectfully request your permission to rely on his leadership and stewardship through June 30, 2027.

Sincerely,



Kenneth C. Holford
Chancellor

Approved:



Mung Chiang
President

3.19.24
Date