

MEMORANDUM**To:** Board of Trustees**From:** Steve Schultz, SVP and General Counsel**Cc:** Mung Chiang, President
Patrick Wolfe, Provost and Executive VP for Academic Affairs and Diversity
Christopher A. Ruhl, Treasurer and Chief Financial Officer
Karen Plaut, Executive Vice President for Research**Re:** Purdue One Health Initiative**Date:** June 3, 2024

Purpose. The purpose of this memo is to request approval of the attached Resolution, which authorizes various actions related to the launch of a new strategic initiative in health and life sciences, to be known as the “Purdue One Health Initiative.”

Background. The recitals of the attached Resolution recount the longstanding central importance of the health and life sciences in Purdue’s land-grant mission, including the history of the College of Health and Human Sciences (“HHS”), the inclusion of certain key pillars in the Purdue Moves (and Next Moves), and the vital work of Purdue’s centers and institutes in biomedical and health sciences. The recitals also draw attention to recent investments approved by the Board of Trustees and the Indiana General Assembly in disciplines dedicated to human, animal and plant health at Purdue—all consistent with a “One Health” approach.

If adopted and approved, this Resolution will put in motion a number of key efforts related to this initiative.

- The first is the administrative reporting realignment of the College of Health and Human Sciences, the College of Pharmacy, and the College of Veterinary Medicine under the Vice President for Health Affairs, who will in turn report to the Provost and Executive Vice President for Academic Affairs and Diversity.
- It also authorizes the exploration of a “One Health Innovation District” in Indianapolis, potentially modeled after the Discovery Park District and in any event focused on leveraging the strengths of the Purdue ecosystem in advancing life and health sciences spanning human, animal and plant health.
- Finally, the Resolution authorizes a study committee to evaluate significant new investment in labs and research facilities in the Discovery Park District or other locations in the Purdue ecosystem for the utilization and benefit of Purdue’s related centers and institutes.

Request. On behalf of President Chiang, I respectfully request your approval and adoption of the attached Resolution at your June 2024 stated meeting.

**RESOLUTION OF THE BOARD OF TRUSTEES
OF PURDUE UNIVERSITY
AUTHORIZING VARIOUS ACTIONS TO ADVANCE
A NEW STRATEGIC INITIATIVE IN HEALTH AND LIFE SCIENCES**

WHEREAS, just as health and life sciences have long been central to the land-grant mission of Purdue University, they are crucially important to its future; and

WHEREAS, with the establishment of the College of Health and Human Sciences (“HHS”) in 2010, the Board of Trustees (the “Board”) recognized the growing need for research and workforce development in these disciplines—a need that has become even more pronounced in the ensuing 14 years as Purdue continues, in the words of the 2008 strategic plan that inspired HHS’s creation:

“[to] set the pace for interdisciplinary synergies that serve the citizens of Indiana, the nation and the world with profound scientific, technological, social, and humanitarian impact in advancing societal prosperity and quality of life”; and

WHEREAS, these disciplines have remained at the forefront of the University’s strategy, with Life Sciences, Plant Sciences and Drug Discovery all being featured as key pillars under the banner of *World-Changing Research* in the Purdue Moves initiatives articulated in 2013, and with each one being a focus of key investments over the past decade; and

WHEREAS, by way of recognized research synergies under a “One Health” approach that acknowledges the close connection among the health of people, the health of animals, and their shared environment, Purdue disciplines in both human and animal health have been the focus of key recent investments by this Board and the Indiana General Assembly, with the expansion of Purdue’s Veterinary Teaching Hospital and related new facilities approved in 2019 and the new 186,000 square-foot building for Nursing and Pharmacy approved in 2023; and

WHEREAS, plant health, too, has remained on the leading edge of groundbreaking research at the University, as Plant Sciences were a key pillar of both the original Purdue Moves and the Purdue Next Moves, involving such initiatives as the Institute for Plant Sciences dedicated to establishing Purdue as a global leader in delivering solutions to problems of environmental preservation, crop resilience and efficiency, food security, and nutritional quality, and recently benefitting from a \$20 million investment approved by the Board in 2022 as part of a greenhouse expansion project featuring, among other things, non-invasive sensor-based phenotyping; and

WHEREAS, Purdue’s various centers and institutes for biomedical and health sciences—including the Purdue Institute for Inflammation, Immunology and Infectious Disease (PI4D), the Purdue Institute for Integrative Neuroscience, the Purdue Institute for Drug Discovery, the Bindley Bioscience Center, the William D. and Sherry L. Young Advanced Manufacturing of Pharmaceuticals Institute, and the Purdue Institute for Cancer Research (the “Life Sciences Centers and Institutes”)—continue their pioneering work in and around Purdue’s Discovery Park District and other locations in the Purdue ecosystem to advance the missions of discovery, learning and engagement in their respective fields; and

WHEREAS, chemistry and other fundamental natural sciences are the foundation of the health and life sciences, and demand continues to grow at the University for coursework and research resources in these disciplines—a dynamic that can only be expected to increase as a result of the initiative launched via this Resolution; and

WHEREAS, recognizing this growing demand for resources in the health and life sciences disciplines as well as: (1) increasing opportunities for industry collaboration that will inevitably result from the University's expanded presence in Indianapolis, and (2) the continued vital importance of the life-saving and life-enhancing work of the Life Sciences Centers and Institutes such as the Institute for Cancer Research, the Board desires to authorize various steps to explore additional investments in each of these areas; and

WHEREAS, based on the input of faculty and other stakeholders received through the work and listening sessions of the HHS Leadership Advisory Committee chaired by Dr. Jerome Adams, Distinguished Professor of Practice and 20th U.S. Surgeon General, the Board has been presented with a proposal to accelerate, amplify and elevate life and health sciences at Purdue by approving an organizational update in the manner in which certain academic units involved in these disciplines are administered—a move that represents, to a large extent, the natural and continuing evolution of the consolidation that gave rise to the formation of HHS 14 years ago; and

WHEREAS, the report on the work of the HHS Leadership Advisory Committee submitted by Dr. Adams, a copy of which has been reviewed and considered by the Board, observed that there is great value in deploying a comprehensive strategy focused on fostering collaboration and visibility across health and life sciences disciplines, resulting in stronger connections among HHS, veterinary medicine, pharmacy and nursing while retaining their unique strengths under a common umbrella; and

WHEREAS, having considered the synergistic potential created by the confluence of these opportunities with the prospect of continued strategic investment in these crucially important disciplines, the Board desires to authorize the steps outlined in this Resolution;

NOW, THEREFORE, IT IS HEREBY RESOLVED by the Board as follows:

1. A new strategic initiative of Purdue University, to be known as the “Purdue One Health Initiative,” is hereby identified and launched.
2. In support of this initiative and with the goal of benefitting certain academic units that are fundamental to its success, the College of Health and Human Sciences, the College of Pharmacy, and the College of Veterinary Medicine will administratively report to the Vice President for Health Affairs, who will in turn report to the Provost and Executive Vice President for Academic Affairs and Diversity, it being understood that no immediate change in academic and faculty affairs or internal business processes will directly result from these administrative reporting line updates for the academic units involved.
3. The President, the Provost, the Executive Vice President for Research, the Chief Financial Officer and Treasurer, the Senior Vice President for Administrative Operations, and the Senior Vice President and General Counsel, are hereby authorized and empowered to explore and pursue, in collaboration with the Chief Operating Officer for Purdue University in Indianapolis and the leadership of Purdue Research Foundation, such strategic alliances and development opportunities in Indianapolis as will, in the judgment of such officers, serve as a suitable and effective platform for the concept of a “One Health Innovation District” in the state's capital city, potentially modeled after the Discovery Park District in West Lafayette and in any event focused on leveraging the strengths of the Purdue ecosystem highlighted in this Resolution to advance life and health sciences spanning human, animal and plant health.
4. The Board hereby authorizes the aforementioned officers, or such subset of them as the President may select in his discretion, to establish a study committee to consider and explore significant investment in new labs and research facilities for the health and life sciences

disciplines, with a particular emphasis on the potential for cross-disciplinary utilization of a shared research facility by principal investigators from various academic units.

5. The aforementioned officers, or such subset of them as the President may select in his discretion, are hereby further authorized, in consultation with the Vice President for Discovery Park District Institutes, to explore enhanced investment in facilities in the Discovery Park District or other locations in the Purdue ecosystem for the utilization and benefit of the Life Sciences Centers and Institutes.
6. The Chairman, Vice Chairman, Treasurer, Assistant Treasurer, General Counsel, Deputy General Counsel, Secretary and Assistant Secretary of the Corporation, and the President, Provost, Chief Financial Officer and Treasurer, and Vice President and Deputy Chief Financial Officer of Purdue University, and each of said officers respectively, are hereby authorized and empowered for, on behalf of, and in the name of the Corporation, or of Purdue University, to do or cause to be done any and all such other acts and things, and to complete, execute, deliver, and/or file any and all such other agreements, documents, submissions and instruments as, in the judgment of the officers taking such action, may be necessary, appropriate or desirable to carry out the purpose and intent of this Resolution, whether herein specifically authorized or not. All acts of said officers in conformity with the intent and purposes of this Resolution, whether taken before or after this date, are ratified, confirmed, approved and adopted as the acts of the Corporation.
7. The Secretary of the Corporation is hereby authorized and instructed to record this Resolution in the minutes of this meeting, to be maintained in the official records of the Board and the Corporation.