Two dates in 2020 will forever be a part of Purdue University history:

- **Jan. 24, 2020**: When Purdue’s Public Health Emergency Planning Committee announced it was actively monitoring the status of novel coronavirus 2019 (2019-nCoV).
- **March 16, 2020**: The first day of spring break, when Purdue administrators informed the campus that the University would transition to fully remote status for the remainder of the spring semester, including the final exam period, in response to the COVID-19 public health crisis.

These developments set in motion a series of careful steps that ultimately resulted in an extensive plan for a safe return to campus for the 2020-21 academic year for a community of more than 50,000 people amid a global pandemic.

The Safe Campus Task Force, a broad-based team of the best minds and experienced leaders at Purdue, was commissioned in March 2020 to assess the feasibility, risks and opportunities of returning to residential instruction with a science- and data-driven mindset, and propose the changes needed in practices, procedures, physical facilities and operations for such a return with the above-all goal of protecting the most vulnerable.

On April 21, 2020, Purdue President Mitch Daniels announced the intention to reopen campus in the Fall 2020 semester for in-person instruction and commissioned the Protect Purdue Implementation Team to develop the specific procedures needed to do so based on the recommendations of the Safe Campus Task Force.

That blueprint was called the Protect Purdue Plan.

The public-facing Protect Purdue campaign, developed to implement and communicate Purdue’s reopening and operational efforts for the 2020-21 academic year, was propelled by a story that’s equal parts education, inspiration and assurance, with the overarching commitment that the entire Boilermaker family is in this together for the common good. Along the way, campus leaders pledged to continually learn and refine Protect Purdue processes in response to this dynamic public health crisis.

This Protect Purdue Summary Report highlights the many small steps that 50,000+ students, faculty and staff took to safely and successfully complete in-person instruction for the 2020-21 school year amid the most challenging time in this University’s 150-year history.
With eight primary focus areas aimed at how to protect the health and safety of the Purdue community, the Protect Purdue Plan was driven by science and guidance from national experts, the Indiana Department of Health (IDOH), the Protect Purdue Medical Advisory Team and other scientific organizations.

The eight focus areas of the Protect Purdue Plan were to:

1. Expect each Boilermaker to assume personal responsibility to Protect Purdue, myself, others and our Purdue community.
2. Implement personal health safety practices and protocols.
3. Enact health safety changes in physical spaces.
4. Offer a range of instructional options for students and faculty.
5. Identify and protect the most vulnerable members of the Purdue community.
6. Engage stakeholders with consistent, compelling and timely communication and clear guidance.
7. Advance Purdue’s research mission in a safe and responsible way.
8. Anticipate and plan for contingencies.

First launched in June 2020 as an interactive PDF, the Protect Purdue Plan has been downloaded nearly 30,000 times and viewed online an additional 45,800 times.

“Change is rarely risk-free, but who better to analyze and calculate those risks than Boilermakers.”

President Mitch Daniels
COVID-19 TESTING
BY THE NUMBERS
Aug. 1, 2020-April 30, 2021

Testing to help keep Boilermakers safe

Testing and contact tracing systems represented the largest share of Protect Purdue dollars and the commitment needed to create the safest possible residential experience for Purdue students and employees during a global pandemic.

From the required pre-testing of all students before the start of the fall and spring semesters through an aggressive surveillance testing strategy each semester, hundreds of positive cases were discovered among unknowing people with no symptoms.

By taking a data- and insight-driven approach to its pre-arrival, surveillance and symptomatic testing, Purdue was able to be more efficient, effective and responsive in helping ensure the safety of its students, faculty, staff and most vulnerable members of the University community.

The result was an uninterrupted level of learning, research and student-faculty engagement during this challenging year, where not a single case of COVID-19 was traced to a Purdue classroom and only one case tied to a research laboratory.

Overall Testing Academic Year 2020-21*

<table>
<thead>
<tr>
<th>Tests Performed on Campus</th>
<th>Total Positive Tests</th>
<th>Overall Positivity Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>212,456</td>
<td>6,158</td>
<td>2.9%</td>
</tr>
</tbody>
</table>

Average On-Campus Processing Time: 0.62 Days (Feb. 1, 2021-April 30, 2021)

*Aug. 1, 2020-April 30, 2021

Surveillance Testing

<table>
<thead>
<tr>
<th></th>
<th>Fall 2020</th>
<th></th>
<th></th>
<th>Spring 2021</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tests</td>
<td>Positive Results</td>
<td>Positivity Rate</td>
<td>Tests</td>
<td>Positive Results</td>
<td>Positivity Rate</td>
</tr>
<tr>
<td>Overall</td>
<td>40,969</td>
<td>748</td>
<td>1.83%</td>
<td>72,289</td>
<td>839</td>
<td>1.16%</td>
</tr>
<tr>
<td>Students</td>
<td>36,983</td>
<td>684</td>
<td>1.85%</td>
<td>64,402</td>
<td>800</td>
<td>1.24%</td>
</tr>
<tr>
<td>Employees</td>
<td>3,986</td>
<td>64</td>
<td>1.61%</td>
<td>7,887</td>
<td>39</td>
<td>0.49%</td>
</tr>
</tbody>
</table>

Severity

Of 6,158 positive tests:

| 48 Individuals who had significant or severe symptoms (including hospitalizations) | 99%+ Those who contracted COVID-19 were asymptomatic or had very mild, mild or moderate symptoms | 14 Hospitalizations |
COVID-19 Testing and Contact Tracing

Purdue created internal capabilities to rapidly assess, sample and test any student, faculty or staff member reporting COVID-19 symptoms and those identified through contact tracing.

- Purdue partnered with Vault Health/Rutgers, CVS Health and Biodesix to test all students before starting classes in the fall and spring semesters.
- Protocols relied heavily on tracking and responding to daily data for the ongoing surveillance testing plan of on-campus students and employees throughout the year.
- The Protect Purdue Health Center deployed a team of 35 contact tracers to assist all students, faculty and staff to quickly and effectively respond to cases of or exposure to the coronavirus.
- The Animal Disease Diagnostic Lab (ADDL) in the College of Veterinary Medicine gained rapid Clinical Laboratory Improvement Amendments (CLIA) certification in April 2020 to test human samples for SARS-CoV-2, giving Purdue the capacity to perform up to 2,000 COVID-19 PCR tests per day. To date, the lab has performed 200,000 of these tests.
- Data analytics including data points — such as Wi-Fi access-points, living, dining and classroom contacts — helped to rapidly identify “hot spots” across campus. This system was developed internally by Purdue’s Institutional Data Analytics + Assessment (IDA+A) unit.

Protect Purdue testing protocols included testing symptomatic and asymptomatic individuals following federal guidelines with the goals of:

- Protecting the most vulnerable.
- Caring for symptomatic and sick individuals.
- Managing the spread of the virus.

Unique system developed to track severity of campus cases

The Protect Purdue Health Center, in consultation with the Medical Advisory Team, developed a severity index to monitor COVID-19 cases on campus and report that information daily on the public Protect Purdue dashboard.

Purdue leadership, which met daily to monitor the situation on campus, utilized this custom index as a tool in guiding campus operations, and it confirmed what medical experts already suspected: The effects of COVID-19 are less severe on young people, and severe cases — including those that lead to hospitalization — are incredibly rare among those 35 and younger, the age group that accounts for the vast majority of the Purdue community.

Of the 6,158 positive COVID-19 cases on campus during the 2020-21 academic year, 99% were asymptomatic or had mild symptoms, and 88% of the cases were students.
In March 2020, implications of the pandemic became clear. How could Purdue still offer the safest learning, research and engagement experience that kept at the forefront the health and well-being of a campus community that is comparable to a city of 50,000+ people?

Instead of running from this crisis, the Boilermaker community went to work to solve it, knowing that it would take collective buy-in and commitment from everyone to shift the campus culture and keep everyone safe.

At the same time, studies gave Purdue some comfort, noting that at least 80% of the campus is made up of individuals age 35 and younger. The data also suggested in mid-2020 and continues to show today that the COVID-19 virus, while it transmits rapidly in this age group, poses close to zero lethal threat to them.

Pledged to Protect Purdue

Foundational to establishing this cultural new normal on campus, Purdue formally adopted the Protect Purdue Pledge in May 2020. This campuswide commitment by the people of Purdue outlined how to work together to help stop spread of COVID-19 and other infections.

- Each Boilermaker assumed personal responsibility to Protect Purdue — myself, others and our Purdue community.
- Every member of the Boilermaker community was asked to sign, take protective measures, and act accordingly with the Protect Purdue Pledge and its individual components on and off campus.
- To show Purdue’s commitment to the Protect Purdue Pledge, violations were added to the student and employee codes of conduct.
- To help our campus maintain this commitment, the University distributed 55,000 wellness kits to every student and employee, complete with Purdue-branded face masks, hand sanitizer, disinfecting wipes and a digital thermometer.

Reimagined residence hall move-in process for students

Before arriving, students were given prep materials orienting them to campus, including health-related expectations such as required pre-arrival COVID-19 testing.

- Boiler Gold Rush for incoming freshmen was adapted to incorporate safety practices and to de-densify activities. Residence hall move-in was staggered over five days rather than the normal two days.
- This prolonged schedule enabled a ramp-up period to begin Protect Purdue communication, education and health screenings.
- Before the start of the Spring 2021 semester, Boiler Cold Rush was redesigned to welcome and orient those students who couldn’t get to campus until January 2021 because of the pandemic.

Protecting a unique city of 50,000+ people

I am immunocompromised. I can’t fight off illness anywhere near as a healthy person. So even something as little as a cold or a stomach bug can make me really, really sick. I know it’s been a challenge to follow the Protect Purdue Pledge, but it’s genuinely the thing that’s KEEPING ME SAFE. Just knowing that everyone on campus has been willing to make these changes, it makes me really thankful that I chose to come to Purdue.”

BERKELEY LILE

Junior, neurobiology and physiology

DISTRIBUTED

55,000 WELLNESS KITS

TO EVERY STUDENT AND EMPLOYEE
Protect Purdue Ambassadors spread word of safety

Recognizing the need for peer encouragement to get the entire student body aligned with the Protect Purdue Pledge, Purdue Marketing and Communications created the Protect Purdue Ambassador program. This program was made up of more than 300 students, including 20 team leaders, from all class years and colleges. During the fall and spring semesters, the Ambassadors:

- **Distributed 5,000 masks and other items that reinforced positive behaviors**
- **Logged 7,640 hours of service in support of Protect Purdue Pledge**
- **Executed 50+ projects to help students navigate pandemic life on campus**
- **Activated @BOILERAMBASSADORS on Instagram to share reminders, tips and information**

- **2.7 million impressions**
- **96,258 engagements**
- **3,000 followers**
HEALTHY CAMPUS

Launching Protect Purdue Health Center

The Protect Purdue Health Center was established as a 24/7 virtual center in July 2020 under the leadership of Dr. Esteban Ramirez, who was appointed PPHC chief medical officer. Staffed by an expert team of medical doctors, case managers and contact tracers, PPHC coordinated COVID-19 sampling, testing, quarantine, isolation and contact tracing for all students, faculty and staff to quickly and effectively respond to cases of or exposure to the coronavirus. During the 2020-21 school year, PPHC:

- Deployed 45 dedicated case managers.
- Employed 35 contact tracers.
- Responded to 85,108 inbound email inquiries.
- Addressed nearly 38,000 phone calls through 20 call-center representatives.
- Supported sampling with 57 COVID-19 testing staffers.
- Assisted 21,134 individuals during isolation, quarantine and high-risk contacts related to COVID-19. In this capacity, PPHC supported the health and well-being of not only our students, faculty and staff — but also the broader community by assisting, at no charge, campus-affiliated dependents, such as spouses, children and grandparents who live in the home.
- Administered 32,000+ doses of the COVID-19 vaccine to Purdue students, faculty, staff, spouses, dependents and retirees with the help of 437 vaccine clinic employees and volunteers.

"Success of the Protect Purdue effort has been largely due to our IMPRESSIVE STUDENT-BODY CULTURE. Purdue has an amazing group of students who really wanted to be here on campus, and they were willing to work hard for it — that meant wearing a mask, and practicing social distancing and good hand hygiene."

DR. ESTEBAN RAMIREZ
Chief medical officer, Protect Purdue Health Center

A DAILY COVID-19 DASHBOARD REPORTS ON:

<table>
<thead>
<tr>
<th>CAMPUS TESTING RESULTS</th>
<th>POSITIVITY RATES</th>
<th>CASE SEVERITY</th>
</tr>
</thead>
</table>
Repurposed existing living space as integrated quarantine and isolation campus

Nearly 1,000 beds were prepared and made available to accommodate students who contracted or were exposed to COVID-19, and a network of support systems were put in place to provide the best possible care. New policies and procedures were established that include case manager assignment, transportation to and from quarantine-isolation housing, daily face-to-face check-ins and meal delivery.

To optimize the care provided for students regaining their health from COVID-19, Purdue looked for ways throughout the fall and spring semesters to improve the quarantine and isolation experience. Examples:

- Purdue Dining & Culinary extended efforts to ensure food served to these students met the University’s standard of excellence, gaining compliments on menu updates and offerings — particularly from those in isolation during Thanksgiving week.

- By the start of the spring semester, quarantine and isolation rooms were being cleaned and turned around in two days after usage, vs. as many as 10 days in the fall semester. The move improved the quarantine and isolation experience for students and significantly increased the capacity of the campus space.

Supporting students’ mental health while in isolation, quarantine

Knowing how challenging it can be to spend up to two weeks or more in isolation, Purdue units from across campus created a range of robust and dedicated resources to support students physically separated from their peers:

- Wellness coaching
- Virtual events
- Online workouts
- E-sports
- Counseling and psychological telehealth
- Steps to Leaps weekly well-being tips
By May 2020, the Institutional Data Analytics + Assessment (IDA+A) team established the Protect Purdue Proximity System for contact tracing, designing it to be:

- **Flexible and customizable.**
- **Built with privacy in mind.**

**Real-time analytics** were instrumental in diagnosing source of spread and assessing when it was contained.

**How it works**

When Purdue learned of a positive COVID-19 case, the Proximity System identified **significant contacts in six areas:**

- **LIVING (ON CAMPUS)**
- **DINING**
- **LABS**
- **CLASSROOM**
- **PROXIMITY**
- **CONGREGATE (GREEK HOUSING AND STUDENT ORGS)**

Proximity defined as individuals sharing 30+ minutes on a Purdue Wi-Fi access point

**Using Data to Drive Decisions: Protect Purdue Proximity System — Co-Rec**

In October 2020, **18 students tested positive** who recently had been at the Co-Rec, implying that the Co-Rec was a source of spread. **Using the Proximity System** to dig deeper, data indicated otherwise:

- **10/18** cases lived with another positive case.
- **0/18** were at the Co-Rec at the same time for more than 5 minutes in the previous 30 days.
- **8/18** had significant contact with 18 other COVID-19-positive individuals in the previous 20 days.

**DATA FROM THE TIME PERIOD AT THE CO-REC OVERALL SHOWED:**

- **73,884 PAIRS** of close contacts who shared a Wi-Fi access point
- **2,171 PAIRS** where one was COVID-19-positive
- **23 PAIRS** where both were positive

Only **1%** of their significant interactions could have resulted in the other person contracting virus when one COVID-19-positive person visited the Co-Rec.

20-day period beginning late September 2020
Immunizing for a safer Purdue community

A team of scientists, medical experts and campus leaders was assembled in October 2020 as part of the Purdue Vaccine Allocation Task Force and working in conjunction with the Protect Purdue Implementation Team to:

- Determine and recommend Purdue’s response to COVID-19 vaccination based on phased and evolving approach from federal and state health and medical experts.
- Gather and provide valuable information on available vaccines, including safety and efficacy.
- Serve as a trusted body for the campus community, build confidence in vaccination and help dispel misinformation.

The result: Working closely with the Indiana Department of Health, Purdue launched a campus COVID-19 vaccination distribution site, offering the two-dose Pfizer vaccine at no cost in an effort to vaccinate as many students as possible before they headed home for the summer.

Opened April 6, 2021, at the Córdova Recreational Sports Center, the campus clinic signaled a major milestone on the return to normalcy in the yearlong battle against the pandemic.

In the clinic’s first week, more than 15,000 students received a first dose of the vaccine. Eligibility was expanded on April 12 to include faculty, staff, spouses, dependents and retirees affiliated with the West Lafayette campus. A temporary waitlist was established during the first 10 days to ensure all doses were put to use after the days’ scheduled appointments were completed.

More than 32,000 total doses of the vaccine have been administered on campus to date, with 18,000+ individuals receiving both their first and second doses of the COVID-19 vaccine on campus.
LEARNING AND INSTRUCTION

Offering a range of instructional options for students, faculty

Our students really benefited by attending classes and their participation in in-person experiences.

JENNA RICKUS
Vice provost for teaching and learning

In welcoming Purdue’s largest freshman class ever in August 2020 — 8,925 first-year students contributing to record enrollment of 45,869 — students and faculty had a range of instructional options, with a curriculum comprising in-person, hybrid, hyflex or fully online learning.

- New, resilient pedagogy models blended in-class, hybrid and fully online features to ensure continuity of instruction for students and faculty in any eventuality, such as a student needing to quarantine after COVID-19 exposure.
- 17 academic case managers (ACMs) provided a system of support for students to help them maintain academic progress while quarantined or isolated.
- 5,200+ student cases were assigned to an academic case manager.
- Students assigned an ACM were more likely to have earned 15 or more credit hours than those who chose not to work with an ACM.

Resilient pedagogy tenets

Recognizing that not all students would be able to attend class in person for some or all of the school year, students were allowed to choose whether they wanted to take courses on campus or online. Instructors redesigned courses to be resilient amid uncertainty while meeting Purdue’s same high standards of rigor and excellence.

- Online offerings included a subset of available undergraduate courses, intentionally selected based on past enrollment, broad use across majors and plans of study, and input from department heads and associate deans.
- 4,816 undergraduate and graduate students opted for a fully online experience during the Fall 2020 semester, primarily students outside the U.S. who were unable to get to campus because of travel restrictions. For Spring 2021, 3,141 students opted for the fully online cohort.
- 640+ instructors took part in resilient pedagogy redesigns. Priority was given to courses that had the highest enrollment, were taken by new students and were part of the core curriculum.
- Special focus also was given to large lecture, lab-intensive, experiential, writing-intensive and project/team/design courses. All classrooms were equipped with Boilercast lecture-capture for live and recorded videocasts of all classes.

Advocates address technology needs

- About 100 Technology Advocates were deployed as part of a new initiative for the spring semester to improve student learning and reduce instructional technology burdens. Feedback from instructors and students in the fall identified course technology as an area where more support was needed for the spring semester.
- Technology Advocates assisted instructors with their Brightspace course, streaming and lecture capture tools (such as BoilerCast), and other instructional technologies related to their courses. The advocates also answered student questions on these topics.
Adopting alternative 2020-21 Academic Calendar

The typical academic schedule was reworked to minimize mass travel to and from campus to help build a campus bubble.

- **Fall 2020**: The Labor Day holiday and October break were eliminated, and on-campus instruction ended at Thanksgiving. The balance of the semester was completed remotely, including the final exam period.
- **Spring 2021**: Classes started a week later, on Jan. 19, and the weeklong spring break in mid-March was eliminated.

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**Introducing Reading Days**

**Refresh. Recreate. Reset.** Purdue established Nov. 4, 2020, as the inaugural Reading Day, giving students and instructors the chance for a brief respite from classes. Embraced by students and faculty after it was piloted in the fall, three Reading Days were added to the calendar for the Spring 2021 semester. Reading Days on Feb. 17, March 18 and April 13 included "grab and go" food and fun activities, movies, games, yoga and meditation, free-play piano hubs and more.
Co-Rec reopened with protocols to prevent COVID-19 spread

- **Reservations to use the facility** were required and face masks were made mandatory, including during exercise; the one exception was while in the water.
- **Access to the Co-Rec was limited** to students, faculty and staff.
  - 14,041 unique users
  - 579,732 total member visits

In residence halls, physical distancing protocols, adequate social distancing, new cleaning and sanitation protocols, and revised room assignment plans — particularly for those with health considerations — were enacted. As a result of these guidelines, the number of residential spaces in Purdue residence halls was reduced by an estimated 838 for the school year.

**Buildings, common spaces readied for activities**

- **Air-handling units** were reprogrammed where possible to run 24/7 to increase air filtration cycles and maximize outdoor air percentage.
- **Higher-performance air filters** were installed whenever feasible.
- **An expanded disinfection operations team** was established to implement enhanced cleaning operations, with a focus on high-touch areas.
Risk in campus dining halls minimized

Purdue Dining & Culinary, which serves 7.5 million+ meals in a typical year, served more than 3.4 million meals in the midst of the pandemic. Dining courts began Fall 2020 with a carryout-only model and no indoor seating. By Spring 2021, dine-in seating was gradually phased in for students with meal plans. Over the course of the semester, sit-down dining options were expanded to offer additional options for students to eat together while adhering to Protect Purdue protocols.

- New social-distanced queuing procedures were put in place, with one-way traffic through the dining locations. Face masks were required as students went through the line but could be removed while they ate.
- An app was introduced, helping students review menu options and streamlining the queuing process in dining courts.
- Special dietary needs continued to be met, and student-favorite items were incorporated at each location.
- Additional retail and on-the-go options were added in the academic areas of campus.
- Tent seating near each dining location was equipped with sanitizing wipes for students to sanitize surfaces before and after eating or studying, in addition to regular cleaning by Purdue staff.

3.4 MILLION MEALS SERVED BY DINING HALLS
Preserving the campus experience amid the pandemic

**Student Life and other Purdue units** created ways to amplify the residential student experience on campus through several programs, including ReEntry Purdue Atmosphere — mixing fun with smart social distancing strategies. From outdoor stress-relieving fitness and yoga to big screen game nights to watch parties on football game days, the University worked to provide Boilermaker memories that captured the tradition of the campus experience.

- Interfraternity Council, Cooperative Council and local landlords partnered with Purdue to promote safe housing practices.

- Virtual Student Life and Virtual Boiler Gold Rush provided support and involvement opportunities for students in the online cohort and those in quarantine or isolation.

In total, students participated in over 43,000 socially distanced campus events, either in person or virtually, that were organized by Student Life and other Purdue units:

- In-Person Student Programs: **26,151**
- Virtual Student Programs: **17,216**

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**OVER 43,000
SOCIALY DISTANCED CAMPUS EVENTS**

<table>
<thead>
<tr>
<th>In-Person Student Programs</th>
<th>Virtual Student Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>26,151</strong></td>
<td><strong>17,216</strong></td>
</tr>
</tbody>
</table>

**37 STUDY AND DINING TENTS**

Around campus provided safe and sheltered places for students to study and eat outdoors.
Preserving, restoring traditional commencement ceremonies

What a difference a semester can make. At the height of the pandemic, Purdue's Office of the Registrar worked with groups from across campus to deliver the nation's first-ever virtual, on-demand ceremonies for nearly 10,000 May, August and December 2020 graduates.

Boilermaker graduates received commencement boxes packaged in a coordinated, Purdue-branded gold and black sleeve that declared, "This Giant Leap We Take Together." Inside, they found a diploma holder, commencement program and earned honor cords and medals. A flyer instructed them on how to download material for a personalized commencement, which could be watched on-demand anytime with their families.

- Commencement-in-boxes produced and mailed to 10,000+ graduates.

- Students/families downloaded 1.6 million promotional items such as branded stickers, digital wallpaper, social media graphics and designs for yard signs, mortar boards, even for a cake topper.

For the Class of '21, in-person commencement returned in May, with ceremonies at Ross-Ade Stadium for the first time ever, allowing graduates to share this special experience safely with family and friends. Moving to the spacious football stadium allowed for a safe in-person experience that followed community public health and Purdue safety protocols. Graduates received their diploma and cover in person as they checked in for the ceremony. Names were shown on the vast new stadium video board before the ceremony and during the procession.
Purdue acted quickly to develop a plan to mitigate the spread of the highly contagious virus for protecting employees as well as students, especially the most vulnerable to COVID-19. Nearly 70% of all staff were moved to full or partial remote status, accelerating efforts to gauge the long-term benefits of some staff permanently working remotely and of recruiting talent that may be unable to relocate to West Lafayette.

On any given day, more than 4,700 of 7,000 employees are fully remote or in a combined, hybrid remote status, while another 2,200 come to campus to perform their duties.

Through an aggressive campuswide de-densification plan, employees were able to stay healthy and safe by working from home during the pandemic. This also was done to accommodate the many employees who have medical vulnerabilities or were more susceptible to serious outcomes of COVID-19.

Faculty and staff were asked to self-assess and self-report their vulnerability level, with appropriate and necessary accommodations made to allow job duties and responsibilities to continue to be performed in a safe manner.

Remote employees were supported in obtaining necessary home-office equipment.

A training curriculum was established to assist supervisors and employees in developing remote working strategies and tactics.

Flexible work arrangements were not only allowed but encouraged to help support employees who needed to care for children or others as child care centers and local schools closed in response to the pandemic.

Purdue rapidly produced more than 76,500 pieces of critical PPE items to protect individuals:

- N-95 compliant reusable masks
- First responder equipment adapters
- Ventilator filters and components
- Production tools and filters
- Face shields
- Surgical caps
- Foot covers
- Splash glasses
- Isolation gowns

Nearly 70% of employees worked fully or partially remote.
As a Tier I research institution, Purdue made it a priority to advance its research mission safely amid the COVID-19 crisis. More than 95% of the 1,200 research spaces and core labs across campus — including 7,000 researchers — were back online under COVID-19 protocols by June 30, 2020, within three months of the pandemic shutdown. This was accomplished by:

- Individually assessing and implementing safety measures in more than 100 buildings.
- Reviewing and approving more than 1,200 standard operating procedures (SOPs) after requiring all principal investigators to create and submit these for their particular research space to address PPE requirements, equipment layout, capacity restrictions and other protocols to ensure safe operations within their space.
- Creating a Research Safety Monitoring Team to inspect all research spaces and ensure compliance with new SOPs. To date, more than 3,600 inspections have been completed, with more than 95% in compliance.

To ensure safe research operations, principal investigators have continued to update SOPs for any layout or personnel changes, with information automatically incorporated into Protect Purdue’s sophisticated contact tracing system. To date, the diligence demonstrated by the over 500 research faculty and scholars, 370 postdocs, 3,100 graduate students and 400 undergraduates accessing campus research facilities has resulted in only one potential transmission of the COVID-19 virus in a lab.
Engaged Purdue community with clear, compelling messaging

Strategic marketing and communication were essential to fostering a campus- and community-wide culture of taking care of ourselves, others and the Boilermaker community. Key was striking a balance between the gravity of the public health crisis and persistent messaging that encouraged sustained engagement across various audiences.

Central in this effort was the cross-functional Protect Purdue Communications Working Group, with 15+ members representing central campus units. This team has met every weekday at 8 a.m. since May 21, 2020, to coordinate efforts to communicate Protect Purdue guidelines while leveraging the “The Next Giant Leap” brand platform to educate, inspire and unite the Purdue community — students, faculty and staff — around the Protect Purdue Pledge, grounding all messaging in its brand essence: Persistent. Innovation. Together. The messaging showcased how everyone came together, bringing their best and creating ways to persistently shift the mindsets and behaviors to ensure a safer campus.

This team also led the efforts to respond efficiently and helpfully to the questions and concerns of Purdue constituents — students, parents and families, faculty and staff, and future Boilermakers and their families.

- The largely volunteer COVID-19 Information Center was established in March 2020 and has since fielded 57,000+ phone calls.
- The Protect Purdue Weekly Briefing and the Protect Purdue Student Digest keep students, faculty and staff up to date on COVID-19 news and information from Purdue.
- To answer questions and provide the latest information, the University held 80+ virtual town halls for faculty, staff and graduate students and 60+ virtual town halls for students and their families.

For Pete’s Sake Be Safe

Purdue University

Linda Mason, Dean of Purdue Graduate School, knows that arming herself with a COVID-19 vaccine is the next giant leap in protecting Purdue. “Getting vaccinated will allow us to gather together, to socialize together and to learn together. It protects me, you and those we love.”

Boilermakers, schedule your COVID-19 vaccine appointment to #ProtectPurdue. Find registration and campus vaccine clinic information: https://purdue.university/3qpi/R8C

Arm Yourself

Get Vaccinated Protect Purdue

Linda Mason
Dean, Graduate School
Purdue has maintained a central website since March 2020 to inform, educate and solicit feedback on the University’s response to COVID-19.

Purdue produced 1,515 posts using the hashtag #protectpurdue during the 2020-21 academic year.

- Purdue posts generated 32.8 million impressions and over 580,000 “applause” (likes/comments/shares).
- Over 550 Protect Purdue video posts generated 2.6 million views.
- Purdue Marketing produced 90 VIDEOS supporting Protect Purdue.

**32.8 MILLION IMPRESSIONS**

**GENERATED BY #PROTECTPURDUE POSTS**

"The entire Protect Purdue team is thrilled with the efforts being made by students, faculty and staff to not only get vaccinated, but also to continue to follow the Protect Purdue Pledge. Like so many of our campus community, we crave a RETURN TO A GREATER STATE OF NORMALCY with summer and fall events, visitors, protocols and more.”

ERIC BARKER
Dean, College of Pharmacy

Engaging Greater Lafayette

- Purdue partnered with West Lafayette, Lafayette and Tippecanoe County in creating a healthy and safe environment for campus and its neighbors, and in crafting the Protect Greater Lafayette partner and individual pledges, modeled after the Protect Purdue Pledge.
- Since more than 60% of Purdue students live off campus, Purdue worked with landlords to support students living off campus in adhering to the tenets of the Protect Purdue Pledge.
- As home to one of the nation’s largest fraternity, sorority and cooperative communities — with roughly 20% of undergraduates belonging to one of these organizations — Purdue has worked with students and, where possible, advisory committees and national organizations to promote safe practices in these congregate living facilities.

150+ BUSINESSES AND 170+ INDIVIDUALS

HAVE ADOPTED THE GREATER LAFAYETTE PLEDGE, JOINING PURDUE’S COMMITMENT TO HELP STOP THE SPREAD OF COVID-19
A year ago, the Purdue University community was grappling with whether and how to safely offer 45,000 students an in-person learning experience for the 2020-21 academic year during the most challenging global health crisis in a century. With hope now on the horizon in the global battle against COVID-19, Purdue is embarking on a careful journey back to normal operations — and what face-to-face, residential education will look like for faculty, staff and, most importantly, Boilermaker students.

Purdue’s Medical Advisory Team continues to study closely the state of the pandemic, vaccine deployment, virus variants, levels of herd immunity, any new science on mitigation practices and other factors.

For summer session 2021, Purdue has restarted select academic programs and updating various Protect Purdue protocols and guidelines, effective May 9. Returning programs include Summer Start, Early Start, Summer College for High School Students and the Computer Science Bridge Program. Approximately 10,000 students are taking in-person courses this summer.

Plans for the Fall 2021 semester include a return to a more typical fully in-person residential experience as a majority of the Purdue community becomes vaccinated against COVID-19, with a commitment to improving further the classroom and learning experience, the testing and isolation process, remote work experience and more.

By pulling together, Purdue has taken the thousands of small steps each day to make the learning, discovery and engagement mission of the University as safe as possible to protect members of the Purdue community.

And it will be another historic semester this fall for Purdue, when 10,000 first-time students begin the 2021-22 academic year as Boilermakers, a 12% enrollment increase over last year’s largest-ever freshman class.

As we look optimistically to a fully in-person residential experience for the Fall 2021 semester, we will rely on the very best science and public health guidance available and build upon lessons learned from our experiences and those of our peers. The ultimate goal is to keep the Purdue community safe while delivering on our teaching, research and engagement missions.”

JAY AKRIDGE
Provost and executive vice president for academic affairs and diversity

The COVID-19 pandemic is unlike anything this University has ever faced. With rapidly evolving scientific understanding of the coronavirus and the disease it causes, health leaders around the world and at Purdue have had to adapt protocols over the course of the year to maintain operations. In that way, the Protect Purdue effort was admittedly imperfect and, only with the benefit of hindsight, are we able to identify key lessons learned for moving forward in a post-COVID experience.

For example, while the installation of miles of plexiglass barriers in classrooms might have sounded impressive, it appears that investment didn’t translate measurably into lowering chances of viral spread much, if at all, given the ample social distancing and masking measures in place.

Similarly, daily disinfecting of thousands of counters, door handles and surfaces of all kinds may have yielded only limited benefits, now that we know the virus transmits predominately through the air, rather than on surfaces. The time and expense to increase the space between residence hall beds also showed no evidence of reducing roommate-to-roommate spread.

On the other hand, investments in enhancing ventilation systems and air purification proved their worth and should have been even greater.

“With the benefit of data later, we probably could have done a few things differently. But at the time, we thought we had to do everything we could to keep our students safe and yet honor our obligation to them not to interrupt their Purdue education. As things have gotten so much better, so much safer, they’ve become more complicated — which restrictions to moderate or let go altogether, and what order and on what timing.”

PRESIDENT MITCH DANIELS
PROTECT PURDUE LEADERSHIP

Safe Campus Task Force

- **David Hummels** (co-chair), dean, Krannert School of Management
- **Willie M. Reed** (co-chair), dean, College of Veterinary Medicine
- **Lisa Mauer**, professor of food science; director, Center for Food Safety Engineering
- **Arvind Raman**, senior associate dean of the faculty, College of Engineering; the Robert V. Adams Professor of Mechanical Engineering
- **Pamela Karagory**, interim head, School of Nursing
- **Gerry McCartney**, executive vice president, Purdue Online
- **Beth McCuskey**, vice provost, Student Life
- **Bill Bell**, vice president, Human Resources
- **Gail Walenga**, director, Purdue University Student Health Center
- **Carol Shelby**, senior director, Environmental Health and Public Safety
- **Keith Gehres**, registrar
- **Jen Hodges**, executive vice president, Physical Facilities
- **Rita Clifford**, executive director, Information Technology Enterprise Relationship Management

Protect Purdue Implementation Team

- **PROTECT PURDUE IMPLEMENTATION TEAM LEADER**: David Broecker, chief innovation and collaboration officer, Purdue Research Foundation
- **LEARNING AND INSTRUCTION**: 
  - **Jenna Rickus**, vice provost for teaching and learning
- **STUDENT EXPERIENCE**: 
  - **Beth McCuskey**, vice provost, Student Life
- **RESEARCH**: 
  - **Theresa Mayer**, executive vice president for research and partnerships; 
  - **Michelle Dennis**, lead proposal coordinator, Office of the Executive Vice President for Research and Partnerships
- **BUILDINGS AND INFRASTRUCTURE**: 
  - **Michael B. Cline**, senior vice president for administrative operations
- **HEALTH MONITORING AND SURVEILLANCE**: 
  - **Eric Barker**, dean, College of Pharmacy
- **HUMAN RESOURCES**: 
  - **Bill Bell**, vice president, Human Resources
- **COMMUNICATIONS**: 
  - **R. Ethan Braden**, senior vice president, Marketing and Communications
- **DATA ANALYTICS**: 
  - **Cherise Hall**, associate provost, Finance and Administration

Purdue Vaccine Allocation Task Force

- **Willie M. Reed** (chair), dean, College of Veterinary Medicine
- **R. Ethan Braden**, senior vice president, Marketing and Communications
- **Jen Hodges**, executive vice president of operations, One to One Health
- **Harm Hogeman**, professor of immunopathology and associate dean for research, College of Veterinary Medicine
- **Richard Kuhn**, Trent and Judith Anderson Distinguished Professor in Science and Krenicki Family Director, Purdue Institute of Inflammation, Immunology and Infectious Disease
- **Richard D. Mattes**, Distinguished Professor of Nutrition Science, head of the Department of Public Health and director of the Ingestive Behavior Research Center
- **Nicole Noel**, director, Purdue University Pharmacy
- **Candace Shaffer**, senior director of benefits, Human Resources
- **Lisa Smith**, medical director, One to One Health
- **Scott C. Stienecker**, medical director for infection prevention and co-director for antimicrobial stewardship, Parkview Regional Medical Hospital and Affiliates
- **Gail Walenga**, director, Purdue University Student Health Center

Integrated Public Health and Workforce Accommodation Team

- **Eric Barker**, dean, College of Pharmacy
- **Marion Underwood**, dean, College of Health and Human Sciences
- **Willie M. Reed**, dean, College of Veterinary Medicine
- **Carol Shelby**, senior director, Environmental Health and Public Safety
- **Gail Walenga**, director, Purdue University Student Health Service (PUSH)
- **Candace Shaffer**, senior director, Purdue Benefits
- **Kenitra Hendrix**, director, Animal Disease Diagnostic Laboratory
- **Trent Klinger**, deputy general counsel and chief privacy officer
- **Cherise Hall**, associate vice provost, Finance and Administration

Medical Advisory Team

Three external medical experts provide Purdue leaders with a breadth of expertise and experience across a variety of disciplines including infectious disease, epidemiology, laboratory science, cardiology and clinical science. Importantly, these medical experts work together as part of the Parkview Hospital COVID-19 response team.

- **Michael Mirro**, MD, FACC, FHRS, FAHA, senior executive vice president, Parkview Hospital System
- **Scott Stienecker**, MD, FACP, FSHEA, FIDSA, CIC: medical director of epidemiology and infection prevention, Parkview Hospital System
- **Karen Wan**, MD, USCAP, CAP: Allied Hospital pathologist, Fort Wayne Medical Laboratory