KRANNERT EXECUTIVE FORUM

MANAGEMENT 40100
Spring 2016

Dr. Richard Cosier
Dean Emeritus and
Leeds Professor of Management
KRANNERT EXECUTIVE FORUM
COURSE SYLLABUS
SPRING SEMESTER 2016

Course Number: Management 40100

Course Description: A lecture-discussion course featuring speakers from industry, government, and other organizations. Emphasis is placed on the actual practice of management, career selection and mobility, styles of management, and other applied topics not normally covered in depth in undergraduate courses.

Course Credit: 1 semester hour

Instructor: Richard Cosier
Dean Emeritus and Leeds Professor of Management
Rawls 4091
rcosier@purdue.edu

Graduate Teaching Assistant: Melodi Emanuel
memanuel@purdue.edu

Senior Forum Associates: Michael Heims
Alison Johnson
Blake Walker

Course Coordinator: Lou Underwood
Assistant Director, Alumni Relations and Special Events
Krannert Center, Room 222
765.494.0901
lmunder@purdue.edu

Course Schedule: Friday, 11:30 AM - 12:20 PM
Krannert Auditorium

Course Requirements:

a) Regular and prompt attendance at all course meetings. There are no excused absences, with the exceptions of a verified case of influenza or other serious health condition, an official University request to be excused from class, or court orders such as jury duty. These will be handled on a “case by case” basis.

b) Attendance at three luncheons or breakfasts with visiting speakers.

c) Visit the websites of the speaker and/or company.

d) Participation in discussions during the class and at breakfasts or luncheons.

e) Written critiques of five visiting speakers. At least three critiques must be completed by Tuesday, March 29, at 11 pm.
Course Grading:

**Attendance** 60 points

Class Attendance (Required attendance begins in the week of the first scheduled Forum speaker)

*Miss 1 or 2 classes:*
Your attendance score will be reduced by 4 points for each missed class.

*Miss 3 or more classes:*
Your attendance score will be reduced by 10 points for each additional absence.

**Meals** 9 points

Participation (3 points each meal)

**Class Participation** 10 points

Choose from:

- **Hosting the speaker** = 10 points
  Two students needed each week.
  OR

- **Introduction of the speaker** = 10 points
  One student needed each week.
  OR

- **Ask the speaker questions** - in class, at breakfast or lunch
  Each question = 5 points

**Written Critiques** 25 points

Each critique is due to the Graduate Teaching Assistant by 11:00 pm on the Tuesday following the visit of the speaker. At least three critiques must be completed by Tuesday, March 29, by 11:00 pm. You will receive a “ZERO” for each of the first three critiques not turned in by March 29.

If you are late more than 5 minutes and are counted absent, you may not submit a critique for that speaker.

Students are expected to show effort and write approximately four or five sentences for each of the questions on the critiques.

*(Five critiques maximum – 5 points each.)*

**TOTAL** * 104 points

*At the discretion of the instructor, from time to time one or more extra credit opportunities may be made available to students. These will be announced in class and posted in Blackboard.*
Grading Scale (Based on 104 Points):

MGMT 40100 employs plus/minus grading. The breakdown of grades is as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
<th>Grade</th>
<th>Range</th>
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<tbody>
<tr>
<td>A+</td>
<td>104 – 97</td>
<td>C+</td>
<td>79 – 77</td>
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<tr>
<td>A</td>
<td>96 – 93</td>
<td>C</td>
<td>76 – 73</td>
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<tr>
<td>A-</td>
<td>92 – 90</td>
<td>C-</td>
<td>72 – 70</td>
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<tr>
<td>B+</td>
<td>89 – 87</td>
<td>D+</td>
<td>69 – 67</td>
</tr>
<tr>
<td>B</td>
<td>86 – 83</td>
<td>D</td>
<td>66 – 63</td>
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<tr>
<td>B-</td>
<td>82 – 80</td>
<td>D-</td>
<td>62 – 60</td>
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<tr>
<td>F</td>
<td>59 and below</td>
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The following scale is used for converting letter grades to scholastic indices:

<table>
<thead>
<tr>
<th>Grade</th>
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<tbody>
<tr>
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<tr>
<td>A</td>
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<td>F</td>
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Campus Emergencies:

In the event of changes necessitated by things such as a major campus emergency, or modified course requirements, deadlines, and grading percentages you will be notified in class, if possible, and the changes will be posted on Blackboard. To get information about changes in this course: go to Blackboard, contact the Graduate Teaching Assistant, or call the school at 765-494-0901 or 765-494-9700.

Academic Integrity:

You are expected to perform the requirements of this class with integrity and high ethical standards. Cheating in any form will not be tolerated. Academic dishonesty will be punished, with penalties up to expulsion. The University Regulations for Academic Integrity can be found at the following link: [http://www.purdue.edu/odos/osrr/academicintegritybrochure.php](http://www.purdue.edu/odos/osrr/academicintegritybrochure.php)

Purdue prohibits "dishonesty in connection with any University activity. Cheating, plagiarism, or knowingly furnishing false information to the University are examples of dishonesty" [University Regulations, Part 5, Section III, B, 2, a]. Furthermore, the University Senate has stipulated that "the commitment of acts of cheating, lying, and deceit in any of their diverse forms (such as the use of substitutes for taking examinations, the use of illegal cribs, plagiarism, and copying during examinations) is dishonest and must not be tolerated. Moreover, knowingly to aid and abet, directly or indirectly, other parties in committing dishonest acts is in itself dishonest." [University Senate Document 72-18, December 15, 1972].
Course Opportunity:

The Krannert Executive Forum is an interesting and timely vehicle for improved understanding between the executive suite and the academic classroom. The Forum also provides opportunities for career planning and placement for motivated students. The ultimate success of the Krannert Executive Forum depends heavily on the interest, enthusiasm, and preparation of all enrolled students. Do your part and Management 40100 will be a great experience for all!

Graduate Teaching Assistant Office Hours – By Appointment:

The Graduate Teaching Assistant, will have office hours every Friday before class from 10:45 AM-11:15 AM in Krannert Auditorium, or by appointment, which can be scheduled by email at memanuel@purdue.edu. If appropriate, please provide a telephone number or return e-mail address where you can be reached.

The Graduate Teaching Assistant can answer questions about grading and attendance as well as provide guidance and suggestions on critique writing.

Student Signup Sheets:

Students must sign up for breakfast and lunches. Two weeks of lunches and breakfasts will be posted before class on a weekly basis. Signup sheets for hosting and introductions will be available for the first three class periods or until all opportunities are taken.

Student Dress:

The speakers for the Forum will be dressed in their normal business attire. Students need not wear a suit each week, but appropriate dress (i.e. business casual) and grooming are required. Please do not wear cut-off jeans, shorts, sweat pants, flip-flops, or baseball caps.

Those students who are hosting the speaker or delivering the introductory remarks for each speaker should be dressed in business professional attire (coat and tie for gentlemen, business suits or appropriate dress for ladies). Those students who are attending either the breakfast or lunch should be dressed in business casual. Hats are not to be worn during breakfasts, luncheons, or during the class period.

Student Conduct Electronic Equipment in the Classroom:

Students may not use laptops, iPads, cellphones, or any similar electronic device to take notes during class. All electronic devices must be turned off and put away. The lectures are the proprietary property of the speakers presenting and may not be recorded.
Student Conduct Cell Phone Usage in Classroom:

- Students may have cell phones with them during class, but they should be turned off.
- If a cell phone "rings" during class, the instructor has the right to ask the student to turn off the phone and cease its usage.
- If a student persists in using the cell phone after being requested to cease, the instructor may tell the student to leave the classroom. If the student refuses, the instructor can contact the Krannert Dean's Office or have the campus police contacted to have the student removed.
- The instructor may not confiscate the cell phone from the student, as that cell phone is deemed the student's personal property.
- A disruptive student can be referred to the Office of the Dean of Students for further action.
- This policy would also apply to the use of other personal property in class by students that may be disruptive of the normal conduct of classroom activities.

Class Preparation:

Read the bio of the speaker before class. Forum bios are located at http://www.krannert.purdue.edu/events/exec_forum/, on Blackboard, and in the back of the MGMT 40100 syllabus.

Course Information on Blackboard:

Important and timely information about MGMT 40100 will be communicated to the members of the class using Blackboard.

- Students will submit critiques in Blackboard under Course Content at “Submit Critiques for Speakers Here”.

- Numerical grades are updated by the end of the day on Friday of every week. The summary listing will indicate points received for attendance, hosting, introductions, questions, attendance at luncheons and breakfasts and submission of critiques. If a student detects any errors or believes that a mistake has been made, contact the Graduate Teaching Assistant immediately to resolve the problem. Final grades will be available through Blackboard at the completion of the course.
Biographies of all the speakers are available at http://www.krannert.purdue.edu/events/exec-forum/speakers/01%202016-spring/home.asp

January 15, 2016  Orientation

January 22, 2016  Rich Freeland
                  Chief Operating Officer
                  Cummins
                  Columbus, Indiana

January 29, 2016  John Dennis
                  Mayor
                  City of West Lafayette
                  West Lafayette, Indiana

February 5, 2016  Mark Kent
                  Chief Executive Officer
                  Women’s Health Care, P.C.
                  Evansville, Indiana

February 12, 2016  Lynda Houk
                  Executive Director
                  Vera Bradley Foundation for Breast Cancer
                  Roanoke, Indiana

February 19, 2016  Gary Hobbs
                  Chief Executive Officer
                  BWI
                  Indianapolis, Indiana

February 26, 2016  Jonathan Gandolf
                  Head of Marketing
                  Braxton Brewing Company
                  Covington, Kentucky

March 4, 2016  Chris Cason
               President
               Blue Horseshoe Consulting
               Carmel, Indiana
Biographies of all the speakers are available at http://www.krannert.purdue.edu/events/exec-forum/speakers/01%202016-spring/home.asp

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<th>Date</th>
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<td>Morry Davis</td>
<td>Vice President</td>
<td>RedTail Capital Markets</td>
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<td>March 25, 2016</td>
<td>Jane King</td>
<td>Chief Executive Officer</td>
<td>LilaMax Media</td>
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<td>Bailey Moore</td>
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<td>April 8, 2016</td>
<td>Dan Henkle</td>
<td>President</td>
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ATTENDANCE

Maximum: 60 Points

The Krannert Executive Forum is held in the Krannert Auditorium. Because of the nature of the course and the visiting speakers, the Forum will be conducted formally and with a high level of professionalism. The class will start promptly at 11:30 AM each Friday. Please do not be late, as it is disruptive to the speaker and other students. Students who are more than 5 minutes late will not be admitted to the class and will be counted as absent. Attentiveness is expected during the speaker’s presentation, as well as during the question and answer session. Sleeping, eating lunch, OR talking during the presentations will NOT be tolerated and may be counted as an absence.

Attendance will be taken via a card swipe. You are required to bring your student ID to every class. You will swipe your ID at a computer located outside the classroom. The Senior Forum Associates will be there to assist you.

In the event that the computer is not available, attendance sheets will be passed out and collected after the class is over. This is critically important, as attendance is a large part of the total grade.

Class Attendance = 15 total classes

Miss 1 or 2 classes:
Your attendance score will be reduced by
4 points for each missed class, beginning with the first speaker.

Miss 3 or more classes:
Your attendance score will be reduced by
10 points for each additional absence.

For example, after you have missed the third class, your attendance score will have been reduced by a total of 18 points. There are no excused absences, with the exceptions of a verified case of influenza or other serious health condition, an official University request to be excused from class, or court orders such as jury duty. These will be handled on a “case by case” basis.

Attendances and Academic Dishonesty

Students are required to swipe Purdue ID’s into the computer to record attendance; students over five minutes late will not earn attendance points. All students are expected to attend the entire class period in order to get the attendance points. However, if a student needs to leave during a Forum class (for an approved reason), the student will need to present their student ID and sign out, and then sign back in upon returning to receive the attendance points (i.e. signing in and then leaving class early will not be allowed). Violations of this policy will be addressed in accordance with the code of academic integrity.
MEALS

Maximum: 9 Points

Participation in breakfast or lunch will count as 3 points each occurrence, up to a maximum of 9 points total.

To earn 9 points, students would need to attend three meals during the semester. If you have a schedule conflict and cannot attend any breakfast or lunch, you must email the Graduate Teaching Assistant as soon as possible.

Breakfast will be held in Rawls Hall, Room 4013, at 8:30 AM on Friday. Breakfast participants are expected to meet at 8:15 AM. Breakfast is concluded by 9:15 AM.

Immediately following each Forum lecture, an informal lunch will be held in Rawls 4013. The lunches are concluded by 1:15 PM. We will meet in front of the classroom after class and walk upstairs together as a group.

If your schedule does not permit you to attend lunch, then you should attend breakfast. Traditionally, breakfast has been smaller than lunch, which allows for more personal time with the speaker. Due to the travel itinerary of the visiting speakers, sometimes breakfast and lunch are not scheduled. Breakfast and lunch announcements are made the week prior to the speaker's arrival at Purdue. Breakfast and lunch sign-up sheets will be placed outside of the classroom before class.

At the meals there will be time for further questions and answers. Discussions at meals are more informal, the questions tend to cover a much broader spectrum of topics, and the questions can be more personal. The questions will be recorded by the Graduate Teaching Assistant or Senior Forum Associates and will also count toward your participation points. If you are attending breakfast or lunch, be prepared to ask at least one question.

Any changes in the location of the breakfast or lunch will always be announced on Blackboard. Changes will also be announced in class, if possible.
CLASS PARTICIPATION

Maximum: 10 points

You may choose from:

A. Hosting the speaker for 10 points or
B. Introducing the speaker for 10 points or
C. Asking the speaker two questions either in class or at breakfast or at lunch with 5 points awarded each question for a total of 10 points

A. Hosting the Speaker = 10 points

Approximate Time Commitment:

- Preparatory Meeting: 15 minutes (meeting time see below) to discuss itinerary and duties,
- Friday: 8:10 AM - 1:30 PM to host speaker.

Two Student Escorts will be needed to help host the speaker during their visit to Purdue. Each speaker’s schedule is different. Hosting involves accompanying the speaker to breakfast and to each office they visit while on campus that Friday. Student Escorts from the class also help the Senior Forum Associates prepare information for class and set up the classroom.

Student Escorts hosting the speaker are expected to remain with the speaker from breakfast through the completion of the luncheon.

Hosting can be an extremely interesting and valuable part of your experience this semester. As a Student Escort, you will be expected to dress business professional and behave as if in a formal recruiting interview. Be sure to sign up as soon as possible on the sheets provided at orientation to ensure your involvement with a particular company.

Breakfast and lunch will be provided for the Student Escorts. Also, as you host the speaker to breakfast and lunch, you earn meal points. If you host and go to breakfast and lunch, you will earn 20 points that day—i.e., 4 points for class attendance, 10 points for hosting; 3 points for attending breakfast; and 3 points for attending lunch.

IMPORTANT — Student Escort Preparatory Meeting

The Student Escorts for the week meet with the Graduate Teaching Assistant at the time announced in Blackboard. This escort meeting is held in the Assistant Director’s office, Krannert Center 222, to discuss the visiting speaker’s itinerary and host responsibilities.
B. **Introducing the Speaker = 10 points**

Each week a student introduces our guest speaker and concludes the class by thanking them. Introductions are brief and biographical information will be provided. If you are interested in doing an introduction, please sign up on sheets provided during orientation.

Dress for introductory speakers is **business professional**. The student doing the introductory speech is encouraged, but not required, to attend the breakfast with the speaker.

After signing up, you may attend the Student Escort Weekly Meeting (see page 15) or contact the Graduate Teaching Assistant to establish a meeting time on Thursday or Friday morning prior to the class to review a rough draft of the speech and discuss the procedures to be used in the class.

**Introduction and Thank You Recommendations**

You may introduce the speaker. Please use the following tips to guide your introduction.

**State the Speaker’s Name.** Be sure to pronounce the name correctly and clearly. Do not be embarrassed to ask the Graduate Teaching Assistant to help you learn the correct pronunciation.

**Provide Background Information.** Tell the audience about the accomplishments of the speaker. Briefly outline the speaker’s credentials, expertise, and experiences so the audience understands what the speaker does. Be sure to highlight the aspects of the speaker’s background that relate to the topic of the speech.

**Give Insights into the Speaker’s Interests and Personality.** The audience should feel that the person being introduced is a real human being rather than merely a list of credentials. At the end of the introduction, the audience should feel as if they know the speaker better than before you began. The speaker’s personality can be illustrated through short anecdotes or personal experiences. Be sure that remarks and anecdotes do not disclose private or confidential information that may be embarrassing.

**Express your Pleasure in Introducing the Speaker.** In these situations it is important for the audience to realize that they are about to hear from an interesting person. The audience should look forward to hearing from or talking with the speaker. Be sincere and brief in your expression of pleasure or honor in introducing the speaker and try to avoid cliché phrases that may be perceived as insincere.

**Be Concise.** Even though there may be much to talk about and lots of information to include in the introduction, be concise. Tell anecdotes or give examples to describe the speaker, but do so briefly and efficiently. Use one short anecdote rather than two. Select meaningful information about the speaker’s credentials and experiences; do not read the entire resume. After all, the audience members want to listen to or meet the speaker being introduced, not listen to a long oration by you.
**Conclude with a Presentation of the Speaker to the Audience.** The goal of the introductory speech is to present the speaker. After a discussion of the speaker’s background and personality and concise statements concerning your pleasure in introducing the speaker, let the speaker have the time allotted. Provide an indication of the topic to be discussed and, if available, the title. Be sure not to intrude on the speaker’s remarks by trying to summarize the message.

**Thank You**
At the conclusion of the class, the student that provides the introduction is expected to thank the speaker. It may be something like; “On behalf of the students in the Krannert Executive Forum and the Krannert School of Management, I would like to thank you for being with us today and sharing your valuable experiences. Thank you.”
C. Asking Questions

Students need to ask two questions in class, breakfast, or lunch to earn these points (each question is worth 5 points).

In most cases, the visiting speaker will speak until a few minutes after 12:00 PM, allowing the remaining minutes for questions and answers. This portion of the class can be a valuable part of the Forum each Friday.

**STAND UP AND CLEARLY STATE YOUR NAME, YEAR OF STUDY, AND MAJOR** before asking your question. Not only is this courteous to our speaker, but also allows your name and class participation to be recorded. If you do not state your name clearly prior to asking your question, you may not receive credit for your question. Once the class session is over, check with the Graduate Teaching Assistant to ensure that your name has been notated correctly.
WRITTEN CRITIQUES

Maximum: 25 points

Each student has the opportunity to submit five (5) written speaker critiques, worth 5 points each. Each critique must be typed and submitted in Blackboard.

Critiques submitted on days that you are absent will not be accepted and will be graded as a zero.

Correct grammar and spelling are expected and are part of the critique grade. Use spell check whenever possible. Your critique should be carefully based on your pre-class preparation, the speaker’s talk, the class discussion, the subsequent lunch discussion, and any other pertinent interaction. Students are expected to show effort and write approximately four or five sentences for each of the questions on the critiques. Treat critiques as you would any other formal business communication. The best written critique(s) from each week are sent to the speaker. Critiques will be graded based upon the quality of the critique. Students will not receive the full 5 points just for submitting a critique on time.

Each critique is due by 11:00 PM on the Tuesday following the visit of the speaker. At least three critiques must be completed by 11 PM on Tuesday, March 29. You will receive a ZERO (0) for each of the first three critiques not turned in by March 29. Critiques should be submitted in Blackboard under Course Content at “Submit Critiques for Speakers Here”.

We suggest that you make a copy of your critique for your files before submitting. Remember, to submit a critique for a speaker, you must have attended the speaker’s presentation.

For your convenience, a critique template is available in Microsoft Word format. Critiques must be completed in the format found on the following page of this syllabus and submitted in Blackboard.

Where to Find Speaker Critique Forms:

1. Blackboard
2. Website
   • http://www.krannert.purdue.edu/events/exec_forum/
   • The syllabus link containing the critique forms is located on the right sidebar under Student Information.
THE KRANNERT EXECUTIVE FORUM
MANAGEMENT 40100
SPEAKER CRITIQUE FORM

Student’s Name:                Date:
Speaker:                     Company:
Speech Topic:

Critiques are to be submitted in Blackboard by 11:00 p.m. on the Tuesday following each class. Late submissions will not be accepted. Answer all questions. Each critique must be typed on this form. You can find the Forum Critique template in Blackboard, on the website, or may duplicate this format separately, if preferred. Complete sentences, proper grammar, and correct spelling are required. Students are expected to show effort and provide a maximum of four or five sentences for each of the questions on the critiques. Use single spaced, 10-point font; limit submission to two pages.

1. In a paragraph or two, summarize the main points of the speaker’s presentation. PLEASE DO NOT USE BULLET POINTS.
   Type here.

2. Identify one of the main points highlighted in Question 1 with which you strongly agree or disagree. Why do you feel that way?
   Type here.
3. Briefly describe an opportunity or challenge identified by the speaker that affected his or her career.
   Type here.

4. What information provided by the speaker do you anticipate will best help you in your career decisions?
   Type here.

5. Briefly explain how this speaker’s remarks relate to one area of the Launching Business Leaders wheel.
   Type here.
Rich Freeland  
Chief Operating Officer  
Cummins  
Columbus, Indiana

Rich Freeland is the President and Chief Operating Officer for Cummins Inc., a Fortune 160 Company that is the largest independent manufacturer of engines and related components in the world with operations in over 190 countries and territories and 46,000 employees. In his role as President and Chief Operating Officer, Freeland oversees all daily operations to ensure Cummins meets financial, customer and operating commitments.

Freeland started his career at Cummins in 1979 as a foreman at the Cummins Parts Distribution Center in Columbus, Indiana. Over the years, Rich took on a number of key roles at the Company including Plant Manager of the Diesel ReCon Plant in Memphis, Tennessee; Plant Manager of the Columbus Engine Plant in Columbus, Indiana; Vice President and General Manager of Engine Business Purchasing, Aftermarket and Fuel Systems Business and President of both the Cummins Distribution Business and Components Business. Most recently Freeland served as President of the Engine Business overseeing the development, manufacturing, marketing and sales.

A native of Indiana, Freeland attended Purdue University and graduated with a Bachelor of Science in Industrial Management from the Krannert School of Management. In 1987, he earned an MBA from Indiana University’s Kelley School of Business. Freeland serves on the boards of directors for the National Association of Manufacturers, American Transportation Research Institute (ATRI), Purdue University’s Krannert School of Management, the Columbus Heritage Fund and the Bartholomew County United Way. Freeland and his wife have two daughters and reside in Columbus, Indiana, the home of Cummins’ global headquarters.
January 29, 2016

John Dennis
Mayor
City of West Lafayette
West Lafayette, Indiana

Mayor Dennis was born in Japan and moved to West Lafayette with his family as a young child, where he was raised and educated. Upon graduation from Indiana State University, where he received his bachelor and master degrees, Mayor Dennis worked for a period of time in California, where he met his wife Mary. The couple then relocated to Ireland, where they resided for two years, and where their daughter Michelle was born. Mayor Dennis, upon his return to West Lafayette, joined the Lafayette Police Department, staying with LPD for 23 years, retiring as Deputy Chief of Police.
February 5, 2016

Mark Kent
Chief Executive Officer
Women’s Health Care, P. C.
Evansville, Indiana

Mark Kent is the Chief Executive Officer of Women’s Health Care in Evansville, Indiana operating several locations in Evansville and Newburgh, and an acute care hospital. Prior to joining Women’s Health Care, he was the Regional President of all Humana-owned, Florida-based primary care practices, including CAC-Florida, MetCare and Continucare. As the Chief Executive Officer of the CAC-Florida Medical Centers (a subsidiary of Humana, Inc.) he was responsible for building this division from 18 locations to 58 locations with expansion across the state of Florida. Prior to assuming this position, he was Market President of the Ohio and Indiana Senior Products segment of the East Central Region with Humana growing this market from 47 thousand members to over 250 thousand Medicare Advantage members across Medicare and Group Retirement plan products. Mark is a nurse by training, and is double board certified as a Fellow of the American College of Health Care Executives and a Fellow of the American College of Medical Practice Executives.
February 12, 2016

Lynda Houk
Executive Director
Vera Bradley Foundation for Breast Cancer
Norcross, Georgia

Lynda Houk graduated from Purdue University with a Bachelor of Science in Industrial Management and a minor in Industrial Engineering.

After college, Lynda started her sales career in the telecommunication industry and held a number of sales, management and consulting positions. In addition to these roles, Lynda began volunteering in the community with the Jaycees, Big Brothers Big Sisters as well as Entertainment Chair and Board Member for the Three Rivers Festival in Fort Wayne, Indiana. Being active in her community has always been a passion for her. Lynda joined the non-profit world full time in 1998 as the Executive Director for Rod Woodson Charities; planning his annual football camp and scholarship program for 10 years. She also worked at the American Red Cross as a Development Specialist where she raised funds for their local and national emergency and educational services.

Lynda joined Vera Bradley Foundation for Breast Cancer in May of 2010 as the Foundation Events Coordinator. The Vera Bradley Foundation is a 501 (c)(3) non-profit fundraising organization dedicated to eradicating breast cancer as a life-threatening disease. Her focus was on planning, promoting and managing all Foundation events, including the Vera Bradley Foundation for Breast Cancer Classic, the largest amateur women’s golf and tennis charity event in the country. Lynda was promoted to Executive Director in 2015 and has been instrumental in raising over $25.7 million for breast cancer research.

Lynda has a passion for creating a lasting impact on others through her work in the non-profit world and enjoys sharing her experiences in the areas of event planning, marketing, management, and volunteer leadership.
Gary Hobbs is an entrepreneur and former corporate executive with extensive experience in real estate, technology, and healthcare. He started his career as an electrical design engineer and has successfully migrated through the corporate ranks of companies like AT&T, Eli Lilly, and Roche Diagnostics. As an engineer, project manager, business executive, developer, and entrepreneur he has led organizations of up to four hundred people and budget responsibilities spanning well over $100M.

Currently, he is CEO for Black and White Investments, LLC (BWI, LLC). Gary founded BWI in 2005 as a development, property management and construction management company. BWI’s target market is urban development within Indiana and their primary focus is multi-family and mix-use tax credit development. Currently, BWI has a portfolio of eight tax credit projects with several more in the pipeline. One of the more recent and notable developments is First Devington which received the Indianapolis Sustainability Award from the Mayor in 2014.

Gary oversees all financial matters as it pertains to acquiring capital through a variety of methods (mezzanine capital, tax credit financing, venture capital, and debt financing). His leadership and business experience coupled with his financial background has been invaluable in helping BWI establish a firm foundation for the future.

BWI spun off their electrical construction division as a separate entity in 2010 (BWI Contractors, LLC). This entity is now a multi-million dollar business and is one of the largest, non-union, minority-owned electrical contractors in the State of Indiana. They have been involved in some of the most notable projects within Indianapolis such as the Convention Center, the Colts stadium, Avondale Meadows, and the downtown Axis multi-family project.

In addition to his role with BWI, Gary is one of the Managing Partners and Senior Consultants of GLI, LLC (dba HTECH Training). HTECH’s primary focus is strategic consulting and transformational training in the areas of business process improvement and project management. They have perfected a methodology of engagement that integrates process improvement and project management concepts (CMMI, PMI, LEAN, & Six Sigma) in solving complex business technology initiatives. His leadership, project management and process management experience has been invaluable to HTECH as well as BWI.
In addition, Mr. Hobbs has given countless hours and support back to the community. He currently sits on several boards that impact the community that he loves; Boy Scouts of America, Indiana Black Expo, Indianapolis Urban League, Reconnect our Waterways (ROW), Indiana Career Council, and ABC Contractors. He has been honored several times as an outstanding speaker and leader within the public and professional community.

Gary Hobbs holds a B.S. and M.S. in Electrical Engineering, and a MBA in Finance from Purdue University. He is a licensed Project Management Professional (PMP) with international notoriety for his insight and contribution to this field. Gary is married and the proud parent of three children.
February 26, 2016

Jonathan Gandolf
Head of Marketing
Braxton Brewing Company
Covington, Kentucky

Jonathan is a left-brain marketer with a right-brain problem. His interests, experience, and expertise are deeply rooted in data and analytics with a curiosity and motivation to chase and execute innovative ideas.

The 2012 Krannert Graduate always dreamed of working in sports. However, an internship with a growing software company before his senior year changed it all. After graduation he joined ExactTarget in Indianapolis as part of their Catapult Leadership Rotational Program. After 9 months rotating through three different departments, he became a Global Marketing Solutions Specialist. More simply, a problem solver. In less than a year, he was promoted to a Marketing Data Analyst.

At about the same time, he began pursuing a passion project and helped write a business plan for a craft brewery. After leading and executing a record-breaking Kickstarter campaign, a side-job quickly began to take more and more time. Now, as Head of Marketing at the fastest growing Kentucky brewery, Jonathan leverages a diverse skillset that he has acquired from his days at Purdue, ExactTarget, and Salesforce.
Chris Cason is the President and co-founder of Blue Horseshoe, a privately held solution services firm based in Carmel, Indiana, providing expert management and strategy consulting to Fortune 500 companies and mid-market businesses across the globe.

Born in South Bend, Indiana, Chris studied at Indiana University and earned his Bachelor’s Degree in 1988 in Computer Science, with minors in Business and Math. From IU, Chris left Indiana to work in Santa Clara, California for ROLM Corporation, a technology company, where he developed software for voice telephony applications. After two years in California, Chris and his wife decided to move back to the Midwest, where Chris joined an up-and-coming company, the Summit Group in South Bend, where he started as a consultant before rising to Vice President of Consulting and then Chief Operating Officer.

In 2001, Chris was one of seven Summit Group executives to leave the company and establish Blue Horseshoe in Carmel, Indiana. The company was incorporated Nov. 5, 2001, starting with the original seven employees in a small office in the Meridian Corridor in Carmel and growing steadily over the next 15 years into an international consulting firm with about 200 employees and satellite offices in Columbus, Ohio, Denver, Charlotte and most recently, Amsterdam. The company works with clients to cover system design, implementation, optimization, and distribution design services. With a specific focus on Microsoft Dynamics AX ERP, Blue Horseshoe provides custom solutions tailored for food & beverage distribution, retail supply chain, CPG distribution and logistics and transportation.

Serving as President, Chris has guided Blue Horseshoe through a number of milestones. In 2004, the company developed a partnership with Microsoft and a few years later began developing its own software products for the first time. In 2008, the company modified its strategy from product-focused to industry-focused, setting the stage for more growth. In 2010, Blue Horseshoe acquired TransTech strategy group and in 2012, achieved the honor of Microsoft Dynamics Distribution Industry Partner of the Year, thanks to the development of its signature products WAX and TRAX, new warehousing and transportation logistics programs that were able to be integrated with Microsoft’s AX program.

Chris lives in Carmel with his wife and three kids. In his free time, he enjoys watching his kids play sports. An avid hockey fan, Chris played in high school and up until a few years ago played in a Sunday night adult league in Carmel.
Morry Davis serves as Vice President of Investment Banking for RedTail Capital Markets, where he is currently responsible for executing banking transactions, managing the firm's growing client base and overseeing research and analysis functions. Morry brings over 15 years of diverse Fortune 500 managerial experience, with particular expertise in Mining, Electric Utilities and Technology. Most recently, Morry served as Senior Associate of Investment Banking for RedTail.

Prior to joining RedTail, Morry was Director of Government Relations for Peabody Energy Corp., the world’s largest private-sector coal company, where he served as a liaison with state legislatures and constituent groups, as well as led educational community and political outreach programs. Morry was also a key team member in advancing the Prairie State Energy Campus, the largest U.S. greenfield coal generating facility and mine to be developed in 25 years.

Morry holds a Bachelor of Science degree in Management from Purdue University with concentrations in Finance & Information Management, as well as a Master of Business Administration degree from Washington University in St. Louis with concentrations in Finance & Strategic Management. He serves on the national board of the American Association of Blacks in Energy, and is a past board member of the Illinois Chamber of Commerce.

Morry holds his FINRA registration in the Series 79, 63 through RedTail Capital Markets.
March 25, 2016

Jane King
Chief Executive Officer
LilaMax Media
New York, New York

Jane King is a 1991 graduate of Purdue University, with a degree in Communications. Jane began her television career at WLFI-TV in Lafayette where she was an anchor and reporter. During that time, Jane also taught a few classes at Purdue in broadcast journalism. After WLFI, Jane began to specialize in financial and business reporting and went on to cover consumer issues at WPVI-TV in Philadelphia, and the stock market for both CNN and Bloomberg Television. In January 2014, Jane started her own company with a business partner, LilaMax Media LLC, where she provides financial news content from the NASDAQ in Times Square for local television stations around the country including WISH in Indianapolis, KGO in San Francisco, KING in Seattle, and Thestreet.com. During her career, Jane has covered the dot com bust, the 2008/2009 financial crisis and provided live reports for CNN and local TV stations from the World Trade Center attacks on September 11th, 2001.

LilaMax Media was created in January 2014. It’s a multimedia content company delivering consumer/business news to television and internet news organizations. Jane King, along with long time TV syndicator Robert Morris, started LilaMax Media and have grown the company from 12 TV stations to now 72 TV station and 2 internet entities. LilaMax Media content originates from the NASDAQ Marketsite in Times Square and is provided and updated daily.

Jane lives in Manhattan with her husband, fellow Purdue grad Gene Schafer and her two children, Max and Lila, who love to come to Kokomo and the farm in Greentown and are quickly becoming Boilermaker fans.
Bailey Moore heads Wintrust Ventures, a business unit of Wintrust Financial Corporation developed to support Chicago’s innovation community including start-ups, established businesses, incubators, angel investors and venture capitalists. Ms. Moore and her team invest in late stage Seed and Series A venture capital rounds and also are a preferred lender to venture backed companies in Chicago, Northwest Indiana and Wisconsin. In 2015, she was voted as one of Crain’s Chicago Business’ 20 top professionals in their 20’s and has been featured in various paper and online publications.

Ms. Moore graduated from Purdue University in 2008 and began her career as a liquidation and bankruptcy consultant for Alaris. She joined Wintrust Financial Corporation in 2010 and was the first analyst brought on to build out the Wintrust Commercial Banking brand. Today this brand has grown to $1.6B in assets in downtown Chicago alone. In early 2015, Ms. Moore was tasked with building Wintrust’s Venture Capital division and has brought on 14 portfolio companies thus far.

Bailey grew up in a suburb of Boston, MA but now considers Chicago her home. She enjoys traveling, cooking and taking her dog Madeline to Oak Street beach.

Wintrust, a financial holding company offering community and commercial banking, wealth management, and mortgage services, has served Chicago’s communities since 1991. As a locally-based and locally-run company—and a family of true community banks—Wintrust believes in investing in, and giving back to, the areas it serves. The Wintrust Community Bank family has more than 155 community bank locations across the Chicagoland area, southern Wisconsin and northwest Indiana and each serves as a one-stop-shop for any personal or business financial need. Wintrust also believes in going above and beyond banking solutions to serve as a real asset and resource for the people and organizations it partners with.

Wintrust Ventures, a division of Wintrust, focuses on the unique needs of start-ups. The group is positioned to provide guidance, networking opportunities, knowledge, financing, wealth management tools and, in some instances, investment, to support Chicago’s innovation community. Wintrust formed the group because, as a start-up itself, the company knows how to get a business up and running in this area. Wintrust Ventures provides a way to share that knowledge and offers the support and resources new businesses need.
April 8, 2016

Dan Henkle
President
Gap Foundation
San Francisco, California

Dan Henkle is President, Gap Foundation & SVP Global Sustainability for Gap Inc. In this role he is responsible for overseeing the Gap Foundation’s global community investments and leading the company’s Global Sustainability practice – encompassing vendor monitoring and capability building, environmental sustainability, global stakeholder partnerships and sustainable innovation. He also oversees the company’s global public and government affairs efforts. Dan has played an instrumental role in bringing critical apparel sourcing issues to the forefront, and the company is recognized as a leader in international labor standards.

Dan has been a respected leader at Gap Inc. for more than 23 years and has held a number of key roles within the company. He was previously SVP of Global Human Resources, responsible for leading HR strategies for the company’s Gap, Banana Republic, Old Navy and corporate divisions. During this time, the company took a leadership role in raising its minimum wage in the U.S., a move that was followed by many other major retailers.

Gap Inc. is a leading global retailer offering clothing, accessories, and personal care products for men, women, and children under the Gap, Banana Republic, Old Navy, Athleta, and Intermix brands. Fiscal year 2014 net sales were $16.4 billion. Gap Inc. products are available for purchase in more than 90 countries worldwide through about 3,300 company-operated stores, over 400 franchise stores, and e-commerce sites. For more information, please visit www.gapinc.com.

Dan received his MBA with an emphasis in Organizational Behavior from the Haas School of Business at the University of California, Berkeley. He currently serves on the Board of Social Accountability International in addition to the Gap Foundation Board of Trustees.
April 15, 2016

Chantel Lenard
US Marketing Director
Ford Motor Company
Dearborn, Michigan

Chantel Lenard is Ford Motor Company’s Executive Director for U.S. Marketing, a position she has held since September, 2013. In this position, Ms. Lenard has overall responsibility for all aspects of Ford’s marketing strategy and execution in the U.S., including brand development, consumer and market insight, product positioning, marketing communications, and retail promotions.

Ms. Lenard has held a variety of key positions in her 24 years with Ford, including an assignment as Vice President of Marketing for Ford’s Asia Pacific and Africa (APA) region, based in Shanghai, China. While in APA, Ms. Lenard oversaw the launch of many new vehicles across eleven diverse markets, including South Africa, India, China, ASEAN, and Australia.

Prior to China, her U.S. roles include Group Marketing Manager for Small & Medium Cars, SUV Group Brand Manager, and Retail Advertising and Event Manager. In addition to her marketing roles, Ms. Lenard has held a variety of leadership positions in sales, strategy, finance, and purchasing, allowing her to build a strong knowledge base across the business.

Ms. Lenard earned a bachelor’s degree in industrial engineering from Purdue University, and an MBA from Harvard University, both with highest distinction. In 2015, she was recognized as an “Outstanding Industrial Engineering Alumni” by Purdue, and was selected as one of the “100 Leading Women in the Automotive Industry”, by Automotive News.

Ms. Lenard currently lives in Michigan, with her husband and two daughters.
Kim Underhill is Global President, Kimberly-Clark Professional, based in Roswell, Ga., where she leads a multibillion dollar business focused on creating exceptional workplaces for business customers. K-C Professional sells a wide range of commercial products and services globally, including commercial tissue and wipers, skin care, safety, and do-it-yourself supplies with well-known brands Kleenex®, Scott®, Kimtech®, Jackson Safety®, WypAll®, and KleenGuard®

Kim has lived and worked internationally, previously serving as president of Kimberly-Clark’s consumer business in Western and Central Europe, based in Reigate, UK.

Kim joined Kimberly-Clark in 1988 as a process engineer and has managed a wide range of increasing responsibilities within Research & Engineering, Supply Chain, and Marketing across the North American consumer business.

Kim is a native of Evansville, Ind. She earned her bachelor’s degree in chemical engineering from Purdue University and her master’s degree in engineering management from the Milwaukee School of Engineering.
EMERGENCY / NON-EMERGENCY RESOURCES


FOR ALL EMERGENCIES, CALL 911
In the event of a fire, activate the building's fire alarm system BEFORE calling 911. Evacuate the building immediately! (see Fire Evacuation section)

When calling 911:
1. Stay on the line with the dispatcher.
2. Provide the address of the building involved and your exact location. This is especially critical if you are calling from a cell phone.
3. Provide a thorough description of the incident to ensure that proper resources are dispatched.
4. Do not hang up until the dispatcher tells you to do so.

Emergency Telephone System (ETS): Over 250 ETS boxes are located at almost every street intersection and other strategic locations on the Purdue campus. The ETS boxes are yellow or black, have a blue light on top and are marked "EMERGENCY" or "911."

For emergencies, use the Emergency Telephone System in the following manner:
1. Open the door and/or
2. Push the button
3. In a few seconds, Purdue Dispatch Center personnel will answer and send help.

UNIVERSITY RESOURCES
NON-EMERGENCY

Purdue Police:
(765) 494-8221
purdue.edu/police

Safe Walk Program:
(765) 494-SAFE
(765) 494-7233

Purdue Fire:
(765) 494-6919
purdue.edu/fire

Physical Facilities Work Request Center:
(765) 494-9999

Radiological & Environmental Management:
(765) 494-6371
purdue.edu/rem

Purdue Student Health Center (PUSH):
(765) 494-1700
purdue.edu/push

Emergency Preparedness & Planning:
(765) 494-0446
purdue.edu/emergency_preparedness

Counseling & Psychological Services:
(765) 494-6995
purdue.edu/caps

Disaster Recovery Call-in:
(765) 494-2000

Employee Assistance:
(765) 494-7707
purdue.edu/hr/CHL/no-cost_Wellness/EAP
Purdue ALERT is the University’s emergency warning notification system. It is a collection of communication layers that will be used by Purdue University public safety officials to notify students, faculty, and staff of imminent danger. Purdue ALERT warning notifications are designed as the initial “heads up” warning for students, faculty, and staff and should encourage all to seek additional information. The notification may be expanded to the community through news releases, TV, radio, siren system, etc., based on the judgment of the Incident Commander or public safety official.

PERIODIC TESTS: Purdue ALERT will normally be tested at the beginning of each academic semester. Public safety officials may cancel the test if the system has been activated for an actual incident within two weeks of the scheduled test.

TEXT MESSAGE OPT IN PROCEDURES:
To receive a text message one must opt into the system by:

1. Clicking on purdue.edu/securepurdue
2. Click on "Change my emergency contact number"
3. Enter your Purdue career account info
4. Click on "Emergency Contact Number"
5. Enter your phone number.

Purdue ALERT incorporates the following systems on campus (some to all layers may be used based on the specific incident):

1. All Hazards Outdoor Warning Sirens
2. Text message (one must opt into the system, see below)
3. Email…everyone with a purdue.edu address
4. Information will be posted on the Purdue Homepage
5. Information will be posted on the Purdue Facebook Emergency Notification Group (one must sign up to the Facebook group)
6. Boiler TV Emergency Alert System
7. Local TV station
8. Local radio stations
9. WebEOC
10. 800 MHz radio system
11. NOAA Weather Radios
Shelter in place (or place of refuge) refers to a designated area of safety when it is not safe to go outside, such as an interior room with no or few windows, and taking refuge in that location. If you are told to shelter in place, follow the instructions provided. Different situations require different locations. You may be required to shelter in place for events such as a Civil Disturbance (for example, an active shooter incident), Tornado Warning, Hazardous Materials release and as directed by police personnel. When notified, you should seek immediate shelter inside a building or residence hall. If you are “sheltering” due to a hazardous materials (HAZMAT) accidental release of toxic chemicals, the air quality may be threatened and sheltering in place keeps you inside an area offering more protection.

You must immediately seek shelter in the nearest facility or building (preferably in a room with no windows) when:
1. You hear the Outdoor All Hazards Emergency Warning Sirens.
2. When directed by other Purdue ALERT emergency warning notification layers.
3. When directed by police or fire department personnel.

Try and obtain additional clarifying information by all possible means (e.g. Purdue Homepage, TV, radio, email, etc.)
1. It would be useful to have a cell phone, hard-wired telephone, or computer system in the shelter location to assist in obtaining additional information as well as being able to report any life-threatening conditions.

Follow the shelter in place procedures in the Active Shooter, Tornado Warning, or Hazardous Materials release located in this document, as applicable.
FIRE / EVACUATION PROCEDURES

IF YOU DISCOVER A FIRE:

1. Manually activate the building’s fire alarm system as you exit the building.
2. Immediately evacuate the building, closing doors and windows behind you.
3. **DO NOT USE THE ELEVATORS.**
4. Locate persons with disabilities, and provide assistance if possible.
5. Otherwise, provide their location to emergency responders.
6. When your safety is not in jeopardy, call 911 and provide the following information.
   1. Name of the building.
   2. Location of the fire within the building.
   3. A description of the fire and (if known) how it started.
7. Report to your department’s designated emergency assembly area to be accounted for.

ONCE THE FIRE ALARM IS ACTIVATED:

1. Walk quickly to the nearest exit. **DO NOT USE THE ELEVATORS**
2. If you are able, help those who need special assistance.
3. Notify fire personnel if you believe someone may still be in the building.
4. Gather away from the building and emergency responders at the emergency assembly area.
5. DO NOT re-enter the building until the fire department or police personnel give an all clear.

IF CAUGHT IN SMOKE:

1. Do not breathe the smoke!
2. If you encounter smoke, stay low and go!
3. Breathe through your nose, and use a shirt or towel to breathe through, if possible.

IF TRAPPED IN A BUILDING:

1. If possible, move to a room with an outside window.
2. Close all doors and windows.
3. Stuff clothing, towels or paper around the cracks in the door to help keep smoke out of your refuge.
4. Attempt to signal people outside of the building. If there is a telephone, call 911 and tell the dispatcher where you are. Do this even if you can see fire department personnel from the window.
5. Stay where rescuers can see you through the window, and wave a light-colored item to attract their attention.
6. Be patient. Rescue of occupants within large structures will take time.
SEVERE WEATHER / TORNADO WARNING

Severe Thunderstorm Watch means severe thunderstorms are possible, continue activities and monitor the situation.

Severe Thunderstorm Warning means severe thunderstorms are imminent.
1. Keep people indoors and away from the windows, until the severe storm passes. If you are outside, seek shelter immediately.

Tornado Watch notification is issued when atmospheric conditions are favorable for the formation of tornadoes in a given area. Under watch conditions stay informed by listening to radio or television.

Tornado Warning notification indicates that a tornado has been sighted and poses a definite threat to a given area. If the warning is for your area you should take shelter immediately!

ALL HAZARDS WARNING SIRENS:
1. Outdoor sirens will sound for a period in excess of two minutes. When you hear the sirens seek shelter first, then seek more information through the Purdue ALERT layers including local radio and TV stations to determine the nature of the emergency.
2. The ALL CLEAR signal is announced by radio and television stations. The sirens remain silent.

SIREN TESTING:
All Tippecanoe County sirens to include the five sirens located at Purdue University are tested at 11:00 a.m. on the first Saturday of every month except during periods of adverse weather conditions.

WHAT TO DO DURING A TORNADO WARNING:
1. Move to the pre-determined shelter location as designated in your Building Emergency Plan.
   1. The shelter location is normally, the basement, sub walk or lowest level of the building away from windows and exterior doors.
   2. Interior hallways and restrooms on the lowest level offer the next best shelter.
      • Be prepared to kneel facing the wall and cover your head.
2. In a high-rise building, vacate the top floors and move to a lower floor or basement.
   1. If not able to reach the basement, go to an interior room, hallway, or restroom with no windows on the lowest floor possible.
      • Be prepared to kneel facing the wall and cover your head.
3. If time permits, occupants of wood-frame or brick buildings with wood floors should leave the building and go directly to a more substantial concrete building, preferably with a basement.
4. Share notification with others; assist persons with disabilities, if possible.
5. Try and obtain additional clarifying information by all means possible (e.g., Purdue Homepage, TV, radio, text message, email, etc.)
   1. It would be useful to have a cell phone, hard-wired telephone, or computer system in the shelter location to assist in obtaining additional information as well as being able to report any life-threatening conditions.
6. If in a vehicle, get out and seek sheltering a sturdy building. If a building is not available, lying flat in a depression such as a ditch or ravine offers some protection. Be aware of potential flooding.
7. Watch out for flying debris; do not call 911 unless you require emergency assistance.
ACTIVE SHOOTER

IF AN ACTIVE SHOOTER IS OUTSIDE YOUR BUILDING YOUR BEST OPTION MAY BE TO SHELTER IN PLACE:
1. Proceed to a room that can be locked, barricaded, or secured in some way; close and lock all the windows and doors; and turn off all the lights.
2. Hide under a desk, in a closet, or in the corner; if possible, get everyone down on the floor and ensure that no one is visible from outside the room.
3. One person in the room should call 911, advise the dispatcher of what is taking place, and inform him/her of your location.
4. Remain in place until the police, or a campus administrator known to you, gives the “all clear”. Unfamiliar voices may be the shooter attempting to lure victims from their safe space.
   1. Do not respond to any voice commands until you can verify with certainty that they are being issued by a police officer.
5. After getting to a safe location and without jeopardizing your safety, try and obtain additional clarifying information by all possible means (e.g. Purdue Homepage, TV, radio, email, etc.)
   1. It would be useful to have a cell phone, hard-wired telephone, or computer system in the shelter location to assist in obtaining additional information as well as being able to report any life-threatening conditions.
6. Report any suspicious activity if you can do so without jeopardizing your safety...Call 911 if possible.
7. Normally, police department personnel or the All Hazards Sirens will be the notification method.

IF AN ACTIVE SHOOTER IS IN THE SAME BUILDING:
1. Determine if the room you are in can be locked and if so, follow the same procedure described in the previous paragraph.
2. If your room can't be locked, determine if there is a nearby location that can be reached safely and secured, or if you can safely exit the building.
3. If you decide to move from your current location, be sure to follow the instructions outlined below.

IF AN ACTIVE SHOOTER ENTERS YOUR OFFICE OR CLASSROOM:
1. Try to remain calm.
2. Dial 911, if possible, and alert police to the shooter’s location; if you can’t speak, leave the line open so the dispatcher can listen to what’s taking place. Normally the location of a 911 call can be determined without speaking.
3. You have options. You can make attempts to:
   1. Hide and shelter in place
   2. Escape
   3. Negotiate with the shooter
   4. Overpower the shooter with force (should be considered a very last resort)
4. If the shooter leaves the area, proceed immediately to a safer place and do not touch anything that was in the vicinity of the shooter.

UNDER ALL CIRCUMSTANCES:
1. If you decide to flee during an active shooting situation, make sure you have an escape route and plan in mind.
2. Do not carry anything while fleeing; move quickly, keep your hands visible, and follow the instructions of any police officers you may encounter.
3. Do not attempt to remove injured people; instead, leave wounded victims where they are and notify authorities of their location as soon as possible.