TRANSFORMATION TIMELINE

This timeline sets out a chronology for PSU’s transformation to cluster-based learning with open laboratories. The intent is to identify key elements and benchmarks.

Fall ‘17 freshmen will be exposed to some of the cluster experience. The first class to fully experience integrated clusters will matriculate in Fall ‘19.

SPRING ‘17

- Build upon strategic cluster momentum developed by integrated cluster guides
- Continue cluster project review process for AY18 and pilot external partnerships
- Continue implementation of AY17 cluster projects
- Engage community in Campus Forums on organizing, structure, curriculum, and finance
- Establish cluster homes for departments and programs by 4/30 and facilitate cross-cluster connections
- Begin discussions on co-location of clusters, open lab build-outs, and facility renovations
- Initiate development of transitional administrative structure
- Begin to use external advisory boards to work with faculty and administration aligning curriculum with regional and 21st century needs, as well as sustainable models for job connections, partnerships and financial supports for programming
- Facilitate curriculum discussions to plan and initiate curricular enhancements
- Begin formation of cluster leadership teams
- Hire a Programming and Engagement Director to develop an integrated model of student programming
- Begin the process of organizing the residential experience around clusters
- Launch the integrated clusters marketing plan, including external-focused website
- Air new integrated clusters digital and traditional advertisements for undergraduate and graduate programs
- Videotape new winter-based marketing video with cluster theme
- Announce fourth $1 million+ gift in the University’s history to support student scholarships and cluster-based educational leadership institute
- Engage alumni as hosts of student recruitment events in New Hampshire
- Conduct mini feasibility assessment of donor interest in and affinity for Stadium and Turf Fields, Strength and Conditioning Lab, and student scholarships; work closely with President’s Council as primary volunteer fundraisers
- Build community communication plan, place local media advertisements

*subject to change as we learn together
o Start planned giving program; hire a Director of Planned Giving

SUMMER ‘17
o Initiate planned renovations and classroom modernization
o Renovate PE center as home for the Health & Human Enrichment Cluster
o Create new open laboratories and facilitate co-location of clusters where minimal investment is required across campus
o Finalize and launch Merrill Place residence hall and conference center
o Move Student Success Center and Residential Life to Speare Building
o Refine administrative structure including Service Centers
o Solidify cluster leadership teams by outlining roles and responsibilities
o Conduct cluster leadership team training
o Replace cluster guide model with integrated cluster leadership team model
o Begin implementation of data management and analytical system for Academic Affairs
o Launch First Year Seminar Fellows Program 1.0
o Conduct inaugural one-day June Orientation sessions for all incoming students
o Ideate and develop plan for integration of Centers (Center for Transformation, Center for Business and Community Partnerships, and Office of Sponsored Programs)
o Conduct Panther Days for first-year students over five days
o Research and identify national K-12 schools that offer Project Based Learning models for new student recruitment
o Evaluate existing international partnership MOU’s to determine ROI
o Develop opportunities for global cluster project development between Universities
o Videotape new summer-based marketing video with cluster theme
o Build community communication plan; publish and distribute PSU Impact Report
o Buildout and launch Salesforce CRM Communities for student recruitment, retention, and alumni engagement
o Create and implement social media strategic plan including use of Social Studio application in Salesforce CRM; benchmark student, alumni, and donor engagement
o Complete marketing plan for graduate enrollment based on finalized enrollment plan
o Engage alumni in development of strategic career center planning
o Design layout for the Arts & Technologies Cluster and open laboratory for electromechanical and robotics, data visualization, and fabrication design; 4th floor of D&M
o Begin Phase 2 renovation of Hyde Hall and design of Innovation & Entrepreneurship Cluster home and open laboratory spaces
o Setup a Presidential/Faculty/Staff transition leadership team
o Pilot cluster organization in at least 2 clusters
o Organize honors/creative scholars placement in residence halls
o Organize residence halls by clusters

FALL ‘17
o Welcome Class of ‘21 into clusters
o Open one-stop-shop resources for students in Speare Building
o Pilot challenge-based First Year Seminar Phase 1

*subject to change as we learn together*
o Clarify roles and responsibilities of cluster leadership teams
o Implement transitional administrative structure
o Launch cluster leadership teams; department chairs remain
o Implement plan for integration of Centers (Center for Transformation, Center for Business and Community Partnerships, and Office of Sponsored Programs)
o Form and pilot implementation of discipline-based communities
o Continue planning for co-locating clusters
o Develop themed General Education modules
o Initiate development of a plan for curriculum changes such as unit-based scheduling
o Implement a Peer Mentoring Program for first-year students
o Implement Faculty/Staff Mentoring Program for first-year students
o Develop first-year advising model that maps student’s four-year journey
o Develop Retention Team model identifying key stakeholders
o Open discussions with identified Project Based Learning schools to begin new student recruitment activities
o Identify opportunities for global cluster projects with newly established international University partnerships
o Enhance sophomore and junior search and support materials to introduce clusters
o Implement recommendations for major donor solicitations from mini feasibility assessment for fundraising campaigns for the Stadium and Turf Fields, Strength and Conditioning Lab, and student scholarships
o Continue implementation of community communication plan
o Publish and distribute annual PSU Impact Report
o Develop cluster-based alumni and donor volunteer engagement opportunities
o Start search processes for key administrative positions
o Hire necessary faculty for technology program development
o Presidential/Faculty/Staff transition leadership team active in cluster implementation

SPRING ‘18
o Propose assessment plan for themed General Education Phase 1
o Identify degree programs to transition to programs with 4-credit courses
o Assess student experience in First Year Seminar Phase 1
o Ideate First Year Seminar Phase 2
o Conduct check-ins and assess operating functions for administrative structure
o Survey students’ reactions to clusters and open labs
o Schedule fall classes using unit-based scheduling
o Develop integrated approach to academic and social experience in the residency halls
o Develop open lab living-learning space in key residence halls and utilize the conference center for a common space
o Develop non-cognitive developmental educational model for all students
o Host a First-Year Dinner to celebrate open lab projects in First Year Seminar
o Assess Peer Mentoring Program for first-year students
o Evaluate recruitment activity with newly established International University partnerships and propose collaborative global cluster projects

*subject to change as we learn together*
Engage alumni in implementation of strategic career center plan
Recruit leaders for at least one Alumni Chapter in DC, Chicago and/or Colorado
Fine-tune and promote cluster-based alumni and donor volunteer engagement opportunities
Implement recommendations for major donor solicitations from mini feasibility assessment for fundraising campaigns for the Stadium and Turf Fields, Strength and Conditioning Lab, and student scholarships

SUMMER ’18
Continue creating new open laboratories and co-location of clusters where minimal investment is required
Evaluate integrated cluster projects and external partnerships
Launch First Year Seminar Fellows Program 2.0
Launch Capstone Integration Fellows Program 1.0
Submit mid-cycle NEASC Report on progress of General Education revision and assessment
Refine cluster leadership teams and continued training
Enhance retention campaign for incoming first-year students; refine messaging with Admissions and Panther Days (orientation)
Implement recommendations for major donor solicitations from mini feasibility assessment for fundraising campaigns for the Stadium and Turf Fields, Strength and Conditioning Lab, and student scholarships
Move Health & Human Enrichment Cluster faculty into PE center
Build and renovate the Arts & Technologies Cluster home and associated open laboratory in the D&M building
Begin Phase 3 of build out and renovation of Hyde Hall as Innovation & Entrepreneurship Cluster home
Begin analysis of program fit, need, and return combined with URSA process data and external advisory board recommendations
Start summer programming at the Conference Center

FALL ’18
Welcome Class of ‘22 into clusters
Run remaining departments and clusters in parallel
Transition to discipline-based communities within clusters
Implement challenge-based First Year Seminar Phase 2
Implement unit-based scheduling
Plan for Fall ‘19 full cluster experience
Expand integrated cluster projects and external partnerships
Develop strategy for external partnerships and sustainable funding for projects
Pilot themed modules for General Education Phase 1 and micro-credentialing
Launch approved degree programs with 4-credit courses
Ideate, research, and develop plan for new interdisciplinary programs among clusters for undergraduate and graduate programs

*subject to change as we learn together
Implement Phase 1 of a Cluster-Based Integrated Living Learning Community
Implement Student Success Coaches associated with each cluster
Develop a restorative justice model in conduct cases
Implement enhanced Peer Mentoring Program for first-year students
Launch at least one of the DC, Chicago and/or Colorado Alumni Chapter(s)
Fine-tune and promote cluster-based alumni and donor volunteer engagement opportunities
Implement recommendations for major donor solicitations from mini feasibility assessment for fundraising campaigns for the Stadium and Turf Fields, Strength and Conditioning Lab, and student scholarships
Begin development of the Electro-Mechanical and Robotics; Data Visualization; and Cybersecurity programs

SPRING ‘19
Complete transition from departments to discipline-based communities and clusters
Assess themed modules for General Education Phase 1
Pilot General Education Capstone Integration Course Phase 1
Assess student experience in First Year Seminar Phase 2
Assess and refine process for unit-based scheduling
Construct student experience review team, metrics, and assessments
Implement plan for growing external partnerships and sustainable funding for projects
Propose and market new interdisciplinary programs among clusters for undergraduate and graduate programs
Evaluate Phase 1 of a Cluster-Based Integrated Living Learning Community
Develop model for faculty link with residence halls and student programming
Create an auditing system of junior students that is automatic
Evaluate applicant pool generation from identified Project Based Learning schools for year 2
Fine-tune and promote cluster-based alumni and donor volunteer engagement opportunities
Implement recommendations for major donor solicitations from mini feasibility assessment for fundraising campaigns for the Stadium and Turf Fields, Strength and Conditioning Lab, and student scholarships

SUMMER ‘19
Complete build out of 12 open laboratories and co-locate clusters
Depart from departmental structure
Complete cluster administrative structure integration
Assess General Education Capstone Integration Course Phase 1
Complete Project Based Learning school integration into Plymouth’s recruitment strategy for primary, secondary, and tertiary markets
Assess ROI of marketing and advertising campaign, as of June 30, in student conversions (inquiry, tours, and admission applications); revise FY20 ad placement and content

*subject to change as we learn together*
Review progress toward fundraising goals; refine approaches to major donor solicitations as needed

Begin phased implementation of program analysis, fit, and need recommendations

Expand summer programming at Conference Center

---

FALL ‘19

- **Welcome** Class of ‘23, first class to have full cluster experience
- **Implement** themed modules for General Education Phase 2
- **Implement** micro-credentialing in General Education
- **Implement** challenge-based First Year Seminar Phase 3
- **Implement** Phase 2 of a Cluster-Based Integrated Living Learning Community
- **Evaluate** and expand plan for integrated cluster projects and external partnerships
- **Launch** new interdisciplinary programs among clusters
- **Continue** to ideate, research, and develop plan for new interdisciplinary programs among clusters for undergraduate and graduate programs
- **Develop** a comprehensive parent communication model over a four-year cycle
- **Implement** restorative justice model in conduct cases
- **Implement** non-cognitive developmental educational model for first-year students beginning four-year cycle
- **Launch** at least one of the DC, Chicago and/or Colorado Alumni Chapter(s)
- **Launch** Electro-Mechanical and Robotics Program

---

SPRING ‘20

- **Launch** General Education Capstone Integration Course Phase 2
- **Implement** plan for growing external partnerships and sustainable funding for projects
- **Continue** to propose and market new interdisciplinary programs among clusters for undergraduate and graduate programs
- **Assess** themed modules for General Education Phase 2
- **Assess** and iterate engagement of discipline-based communities within clusters
- **Organize** each club and organization with cluster-based educational experience
- **Fine-tune** and promote cluster-based alumni and donor volunteer engagement opportunities

---

SUMMER ‘20

- **Evaluate** Phase 2 of a Cluster-Based Integrated Living Learning Community
- **Evaluate** needed renovations or enhancement for open labs on campus
- **Evaluate** needed improvements within co-location of clusters on campus
- **Assess** General Education Capstone Integration Course Phase 2
- **Review** progress toward fundraising goals; refine approaches to major donor solicitations as needed
- **Continue** to work towards being an economics hub for the North Country and Lakes Region tying in Arts & Technologies, Innovation & Entrepreneurship, Center for Business and Community Partnerships, and Enterprise Center to regional business parks

---

*subject to change as we learn together*
**FALL ’20**
- **Fine-tune** themed modules for General Education
- **Fine-tune** challenge-based First Year Seminar
- **Launch** new interdisciplinary programs among clusters
- **Continue** to ideate, research, and develop plan for new interdisciplinary programs among clusters for undergraduate and graduate programs
- **Fine-tune** Cluster-Based Integrated Living Learning Community
- **Implement** parent communication system and cycle
- **Develop** proactive off-campus community model for off-campus students
- **Launch** at least one of the DC, Chicago and/or Colorado Alumni Chapter(s)
- **Launch** Data Visualization/Analysis and Cybersecurity Programs

**SPRING ’21**
- **Graduate** first class with partial cluster experience
- **Evaluate** and retire remnants of previous system
- **Continue** to propose and market new interdisciplinary programs among clusters for undergraduate and graduate programs
- **Fine-tune** General Education Capstone Integration Course
- **Systematize** student informational systems to create a cohesive model for retention
- **Fine-tune** and promote cluster-based alumni and donor volunteer engagement opportunities
- **Implement** NEASC assessment built around data tools and outcomes analysis

**SUMMER ’21**
- **Fine-tune** micro-credentialing in General Education
- **Implement** needed renovations or enhancement for open labs on campus
- **Implement** needed improvements within co-location of clusters on campus
- **Assess** ROI of marketing and advertising campaign, as of June 30, in student conversions (inquiry, tours, and admission applications); revise FY22 ad placement and content
- **Review** progress toward fundraising goals; refine approaches to major donor solicitations as needed
- **Combine** career and advising to create robust center that works with business partners

**FALL ’21**
- **Fine-tune** themed modules for General Education
- **Continue** to launch new interdisciplinary programs among clusters
- **Assess** and document needs for classroom modernization on campus
- **Create** underperforming student contract system aligned with professional advisor
- **Develop** graduate program for an MS in Arts and Technology

**SPRING ’22**
- **Fine-tune** General Education Capstone Integration Course

*subject to change as we learn together*
- Fine-tune and promote cluster-based alumni and donor volunteer engagement opportunities
- Improve retention rates 5-10% using integrated cluster model

**SUMMER ’22**
- Invest in classroom modernization for Hyde Hall, Highland Hall and Draper Maynard
- Review progress toward fundraising goals; refine approaches to major donor solicitations as needed
- Invest in upgrading facilities for full conversion to cluster-based spaces, open laboratories, and residence halls

**FALL ’22**
- Evaluate retention efforts for graduating first class to have the full cluster experience
- Develop graduate program in Nursing

**SPRING ’23**
- Invest in classroom modernization for Hyde Hall, Memorial and Draper Maynard
- Graduate first class with full cluster experience
- Survey first class with full cluster experience
- Fine-tune and promote cluster-based alumni and donor volunteer engagement opportunities

**FALL ’24**
- Fully integrated and fine-tuned model
- Full implementation with continuous improvement

*subject to change as we learn together*