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
- **Begin** analysis of program fit, need, and return combined with URSA process data and external advisory board recommendations
- **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

*subject to change as we learn together

**Green**: Actions that have been adjusted
- **Completed Actions**
✓ Build community communication plan, place local media advertisements
✓ Start planned giving program; hire a Director of Planned Giving

SUMMER ’17
✓ Initiate planned renovations and classroom modernization
✓ Create new open laboratories and facilitate co-location of clusters where minimal investment is required across campus
✓ Finalize and launch Merrill Place residence hall and conference center
✓ Begin conducting cluster leadership team training
✓ Replace cluster guide model with integrated cluster leadership team model
✓ Launch First Year Seminar Fellows Program 1.0
✓ Conduct inaugural one-day June Orientation sessions for all incoming students
✓ Conduct Panther Days for first-year students over five days
✓ Develop opportunities for global cluster project development between Universities
✓ Videotape new summer-based marketing video with cluster theme
✓ Build community communication plan; publish and distribute PSU Impact Report
✓ Buildout and launch Salesforce CRM Communities for student recruitment, retention, and alumni engagement
✓ Create and implement social media strategic plan including use of Social Studio application in Salesforce CRM; benchmark student, alumni, and donor engagement
✓ Reconstruct gallery space in preparation for design and renovation of open lab with multiple stations
✓ Begin Phase 2 renovation of Hyde Hall and design of Innovation & Entrepreneurship Cluster home and open laboratory spaces
✓ Setup a Presidential/Faculty/Staff transition leadership team
✓ 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
✓ Welcome Class of ‘21 into clusters
  o Open one-stop-shop resources for students in Speare Building
✓ Pilot challenge-based First Year Seminar Phase 1
✓ Propose Electromechanical Technology & Robotics (EMTR) program
✓ Ideate and develop plan for integration of Centers (Center for Transformation, Center for Business and Community Partnerships, and Office of Sponsored Programs)
✓ Begin implementation of data management and analytical system for Academic Affairs
  o Refine administrative structure including Service Centers
✓ Launch cluster leadership teams; department chairs remain
  o Form and pilot implementation of discipline-based communities
✓ Continue planning for co-locating clusters
✓ Initiate development of a plan for curriculum changes such as unit-based scheduling

*subject to change as we learn together

Green: Actions that have been adjusted
✓ : Completed Actions
✓ Continue exploring the process of organizing the residential experience around clusters
  o Implement a Peer Mentoring Program for first-year students
  o Implement Faculty/Staff Mentoring Program for first-year students
✓ Develop Retention Team model identifying key stakeholders
✓ Analyze academic program demand and environmental scan, phase one
  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
✓ Continue implementation of community communication plan
✓ Publish and distribute annual PSU Impact Report
  o Develop cluster-based alumni and donor volunteer engagement opportunities
✓ Start search processes for key administrative positions
✓ Hire necessary faculty for technology program development
✓ Presidential/Faculty/Staff transition leadership team active in cluster implementation

SPRING ‘18
  o Propose assessment plan for themed General Education Phase 1
  o Implement event data management and analytical system for multiple programs and departments in coordination with Salesforce
  o Solidify cluster leadership teams by outlining roles and responsibilities
  o Develop themed General Education modules
  o Research and identify national K-12 schools that offer project based learning models for new student recruitment
  o Identify degree programs to transition to programs with 4-credit courses
  o Submit and review curriculum proposals from University Reinvention (URI) process
  o Analyze academic program demand and environmental scan, phase two
  o Complete marketing plan for graduate enrollment based on finalized enrollment plan
  o Implement transitional administrative structure
  o Move Student Success, PASS, and Residential Life to Speare Building
  o Evaluate existing international partnership MOU’s to determine ROI
  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 Clarify roles and responsibilities of cluster leadership teams
  o Implement plan for integration of Centers (Center for Transformation, Center for Business and Community Partnerships, and Office of Sponsored Programs)
  o Identify opportunities for global cluster projects with newly established international University partnerships following new 2+2’s and MOU reviews
  o Assess student experience in First Year Seminar Phase 1
  o Ideate First Year Seminar Phase 2
  o Meet with CCSNH and local K-12 schools to create seamless path from high school to community college to PSU

*subject to change as we learn together

Green: Actions that have been adjusted
✓ : Completed Actions
- **Launch** Cluster Connect to enable faculty, student, and partner connections for projects, open labs, advice, and internship opportunities
- **Survey** students’ reactions to clusters and open labs
- **Develop** integrated approach to academic and social experience in the residency halls
- **Develop** open lab living-learning space in key residence halls and utilize the conference center for a common space
- **Redefine** Student Success Coach position and first year advising model
- **Develop** Deans’ Cabinet comprised of cluster representatives
- **Hire** a Student Programming Coordinator to develop an integrated model of student programming
- **Develop** non-cognitive developmental educational model for all students
- **Host** a First-Year Dinner to celebrate open lab projects in First Year Seminar
- **Assess** Peer Mentoring Program for first-year students
- **Evaluate** recruitment activity with newly established International University partnerships and propose collaborative global cluster projects
- **Recruit** alumni for first-year mentoring program
- **Engage** alumni in development of strategic career center planning
- **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
- **Renovate** PE center as home for the Health & Human Enrichment Cluster
- **Conduct** check-ins and assess operating functions for administrative structure
- **Evaluate** integrated cluster projects and external partnerships
- **Open** discussions with identified Project Based Learning schools to begin new student recruitment activities
- **Develop** first-year advising model that maps student’s four-year journey
- **Launch** First Year Seminar Fellows Program 2.0
- **Launch** Capstone Integration Fellows Program 1.0
- **Hire** a Director of Career Services
- **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)

*subject to change as we learn together

**Green**: Actions that have been adjusted

✓ : Completed Actions
- 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
- 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
- Start summer programming at the Conference Center
- Conceptualize design of open lab spaces on 3rd floor of D&M
- Develop and deliver a project-based design process pedagogy institute
- Launch summer leadership institute

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
- Move Health & Human Enrichment Cluster faculty into PE center
- 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 multidisciplinary programs among clusters for undergraduate and graduate programs
- 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 First-Year Mentoring Program with alumni
- 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
- Build a Career Development program with the leadership of the new Director that integrates with Clusters, Open Labs, and Cambridge Living/Learning Model
- 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 implementation of the Electro-Mechanical and Robotics; Data Visualization; and Cybersecurity programs

SPRING ’19
- Complete transition from departments to discipline-based communities and clusters

*subject to change as we learn together

Green: Actions that have been adjusted
✓ : Completed Actions
- **Assess** themed modules for General Education Phase 1
- **Pilot** General Education Capstone Integration Course Phase 1
- **Schedule** fall classes using unit-based scheduling
- **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
- **Evaluate** First-Year Mentoring program with alumni
- **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
- **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
- **Implement** First-Year Mentoring program changes for incoming class

**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

*subject to change as we learn together

**Green**: Actions that have been adjusted

✓ : Completed Actions
- **Implement** unit-based scheduling
- **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
- **Launch** second year of First-Year Mentoring program with alumni

**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

**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

*subject to change as we learn together

**Green**: Actions that have been adjusted

✓ : Completed Actions
- **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
- **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

*subject to change as we learn together

**Green**: Actions that have been adjusted
✓ : Completed Actions
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

Green: Actions that have been adjusted
✓ : Completed Actions