



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

● *Completed Actions*

● *In Process*

○ *Not Started*

Green: *Actions that have been moved from a previous semester*

- **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
- **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

FALL '17

- **Welcome** Class of '21 into clusters
- **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
- **Launch** cluster leadership teams; department chairs remain
- **Form** and pilot implementation of discipline-based communities

● *Completed Actions*

● *In Process*

○ *Not Started*

Green: *Actions that have been moved from a previous semester*

- **Continue** planning for co-locating clusters
- **Initiate** development of a plan for curriculum changes such as alternative scheduling
- **Continue** exploring the process of organizing the residential experience around clusters
- **Implement** a Peer Mentoring Program for first-year students
- **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
- **Enhance** sophomore and junior search and support materials to introduce clusters
- **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
- **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

- **Implement** event data management and analytical system for multiple programs and departments in coordination
- **Solidify** cluster leadership teams by outlining roles and responsibilities
- **Pilot** themed General Education modules
- **Research** and identify national K-12 schools that offer project-based learning models for new student recruitment (EAB research in process)
- **Identify** degree programs to transition to programs with 4-credit courses
- **Submit** and review curriculum proposals from University Reinvention (URI) process
- **Analyze** academic program demand and environmental scan, phase two
- **Implement** transitional administrative structure
- **Move** Student Success, PASS, and Residential Life to Speare Building
- **Evaluate** existing international partnership MOU's to determine ROI
- **Design** layout for the Arts & Technologies Cluster and open laboratory for electro-mechanical and robotics, data visualization, and fabrication design; 4th floor of D&M
- **Clarify** roles and responsibilities of cluster leadership teams
- **Implement** plan for integration of Centers (Center for Environment, Center for Business and Community Partnerships, and Office of Sponsored Programs)
- **Identify** opportunities for global cluster projects with newly established international University partnerships following new 2+2's and MOU reviews
- **Assess** student experience in First Year Seminar Phase 1
- **Ideate** First Year Seminar Phase 2
- **Refine** team administrative structure including common job responsibilities

● *Completed Actions*

● *In Process*

○ *Not Started*

Green: *Actions that have been moved from a previous semester*

- **Meet** with CCSNH and local K-12 schools to create seamless path from high school to community college to PSU
- **Launch** Cluster Connect to enable faculty, student, and partner connections for projects, open labs, advice, and internship opportunities
- **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** Provost's Council comprised of cluster representatives
- **Hire** a Student Programming Coordinator to develop an integrated model of student programming
- **Host** a First-Year Recognition Event to celebrate open lab projects in First Year Seminar
- **Evaluate** recruitment activity with newly established International University partnerships
- **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 (ongoing)
- **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
- **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 Development
- **Review** and prioritize proposals from University Reinvention (URI) process
- **Submit** interim NEASC Report
- **Recruit** alumni for first-year mentoring program (ongoing)
- **Engage** alumni in development of strategic career center planning
- **Refine** cluster leadership teams and continued training
- **Open** one-stop-shop resources for students in Speare Building
- **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

● *Completed Actions*

● *In Process*

○ *Not Started*

Green: *Actions that have been moved from a previous semester*

Conditioning Lab, and student scholarship **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

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
- **Develop** program outcomes and plan for implementation
- **Move** Health & Human Enrichment Cluster faculty into PE center
- **Begin** implementation of prioritize proposals from University Reinvention (URI) process
- **Expand** integrated cluster projects and external partnerships
- **Develop** strategy for external partnerships and sustainable funding for projects
- **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 in Beta test phase (PeopleGrove)
- **Launch** Colorado Alumni Chapter
- **Build** a Career Development program with the leadership of the new Director that integrates with Clusters, Open Labs, and Cambridge Living/Learning Model
- **Begin** implementation of the Electro-Mechanical and Robotics

SPRING '19

- **Complete** transition from departments to discipline-based communities and clusters
- **Pilot** General Education Capstone Integration Course Phase 1
- **Continue** implementation of proposals from University Reinvention (URI) process
- **Implement** plan for growing external partnerships and sustainable funding for projects
- **Propose** and market new interdisciplinary programs among clusters for undergraduate and graduate programs
- **Assess** Peer Mentoring Program for first-year students
- **Asses** student experience in First Year Seminar and recommend deletion of course and implementation of new course (Tackling a Wicked Problem)
- **Evaluate** Phase 1 of a Cluster-Based Integrated Living Learning Community (re-evaluating)
- **Develop** model for faculty link with residence halls and student programming (re-evaluating)

● *Completed Actions*

● *In Process*

○ *Not Started*

Green: *Actions that have been moved from a previous semester*

- **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
- **Test** alumni mentoring program software for first-year students in advance of Fall 2019 launch
- **Complete** fundraising for stadium and turf field

SUMMER '19

- **Complete** build out of 12 open laboratories and co-locate clusters
- **Depart** from departmental structure
- **Host** kick off fundraising event for Strength and Conditioning Open Lab
- **Review** progress toward fundraising goals; refine approaches to major donor solicitations as needed
- **Open** discussions with identified Project Based Learning schools to begin new student recruitment activities
- **Build and renovate the Arts & Technologies Cluster home and associated open laboratory in the D&M building**
- **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
- **Develop marketing plan for graduate enrollment based on finalized enrollment plan**
- **Organize honors/creative scholars placement in residence halls**
- **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
- **Partner with New Hampshire Music Festival on fundraising initiative**
- **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
- **Evaluate** First-Year Mentoring program with alumni

FALL '19

- **Welcome** Class of '23
- **Assess** and refine process for alternative scheduling
- **Implement** challenge-based Tackling A Wicked Problem First Year Experience
- **Implement** Showcase of Student Engagement to celebrate student cluster work
- **Launch** a new affinity or geographic based Alumni Chapter

● *Completed Actions*

● *In Process*

○ *Not Started*

Green: *Actions that have been moved from a previous semester*

- **Implement** Phase 2 of a Cluster-Based Integrated Living Learning Community
- **Implement** alternative 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
- **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 (second pilot)
- **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
- **Pilot** at least one thematic pathway in General Education
- **Schedule** thematic pathways in Fall 2020
- **Review** and refine NECHE assessment models across campus
- **Organize** each club and organization with cluster-based experience
- **Fine-tune** and promote cluster-based alumni and donor volunteer engagement opportunities
- **Launch** at least one of the DC and/or Chicago Alumni Chapter(s)

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
- **Begin** Phase 3 of buildout and renovation of Hyde Hall as Innovation & Entrepreneurship Cluster home
- **Continue** to work towards being an economics hub for the North Country and Lakes Region tying in Arts & Technologies, and Innovation & Entrepreneurship.

FALL '20

- **Schedule** fall classes using alternative scheduling
- **Fine-tune** challenge-based Tackling a Wicked Problem First Year Experience
- **Begin** multi-year transition from Integration Connection requirement of the General Education program to the Integrated Cluster requirement

● *Completed Actions*

● *In Process*

○ *Not Started*

Green: *Actions that have been moved from a previous semester*

- **Expand** thematic pathways in General Education
- **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 new affinity or geographic based Alumni Chapter(s)

SPRING '21

- **Graduate** first class with partial cluster experience
- **Evaluate** and retire remnants of previous system
- **Continue** transition to General Education Capstone Integration requirement
- **Offer** additional thematic pathways in the General Education program
- **Continue** to propose and market new interdisciplinary programs among clusters for undergraduate and graduate programs
- **Systematize** student informational systems to create a cohesive model for retention
- **Fine-tune** and promote cluster-based alumni and donor volunteer engagement opportunities
- **Review** and refine NECHE assessment models across campus
- **Survey** students' reactions to clusters and open labs (surveyed through presentations, but no survey instrument)

SUMMER '21

- **Implement** needed renovations or enhancement for open labs on campus
- **Implement** needed improvements within co-location of clusters on campus
- **Assess** thematic pathways in General Education program
- **Discuss** and plan for the introduction of micro credentialing in General Education
- **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

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
- **Review** and refine NECHE assessment models across campus

● *Completed Actions*

● *In Process*

○ *Not Started*

Green: *Actions that have been moved from a previous semester*

SPRING '22

- **Continue** transition to General Education Capstone Integration Course
- **Fine-tune** and promote cluster-based alumni and donor volunteer engagement opportunities

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
- **Fully Implement** thematic pathways for General Education

SPRING '23

- **Invest** in classroom modernization for Hyde Hall, Memorial and Draper Maynard
- **Fine-tune** and promote cluster-based alumni and donor volunteer engagement opportunities

FALL '24

- **Fully integrate** and fine-tune model
- **Fully implement** Clusters with continuous improvement
- **Fully implement** General Education Integrated Capstone course

SPRING '25

- **Graduate** first class with full cluster experience
- **Survey** first class with full cluster experience

● *Completed Actions*

● *In Process*

○ *Not Started*

Green: *Actions that have been moved from a previous semester*