



**Office of the President**

Colleagues,

When I speak of higher education for the future, I often juxtapose internationalization (including the technology that brings us closer) and relocalization. Our world will be different, with problems that are both more global and, at the same time, increasingly local. Funding models are changing, as is the role that higher education plays in learning. At Plymouth State University, we plan continuously, and we work to provide an education that matters for today and for tomorrow, making a difference around the world and in our region.

In January of 2008, after a year and a half of campus-wide discussion of our mission and of our dreams, we unveiled the PSU Strategic Plan for 2012. Our goal was to make PSU stronger and even more distinctive as a regional comprehensive university. The plan was ambitious and divided into five sections: Excellence and Quality; Student Success; Faculty and Staff Support; Partnerships and Engagement; and Physical, Technological, and Financial Resources -- the last a foundation for other achievements.

In the plan, we articulated our values. PSU focuses on hands-on learning, enabling students to engage in innovation and to work face-to-face with distinguished faculty and staff mentors. Our motto, *Ut prosim* (That I may serve), is lived here; and the University shares its intellectual resources to solve problems and develop students who will be the leaders of tomorrow. That PSU community commitment and engagement with partners will be critical to our future and support.

Over the next two years, the University moved forward on our plan and then reported on the course ahead to you and to our communities, assessing progress and establishing programs. In what follows, you will see, first, the outline of the original strategic plan and, second, a sample of the work done in the first two years so that you can see how a strategic plan is lived.

Since 2010, we have moved forward significantly from what you see here. We also have again assessed progress as we prepare a self-study for our upcoming accreditation review in the autumn of 2013. We are this year engaged in master planning for facilities, and with the Planning and Budgeting Leadership Group and the senior team we are beginning another strategic plan. As always, however, planning is iterative, responsive, and ongoing. We hope in what follows you see what we do – a vibrant university of place living its mission.

Sara Jayne Steen  
President

## Original Strategic Plan Outline

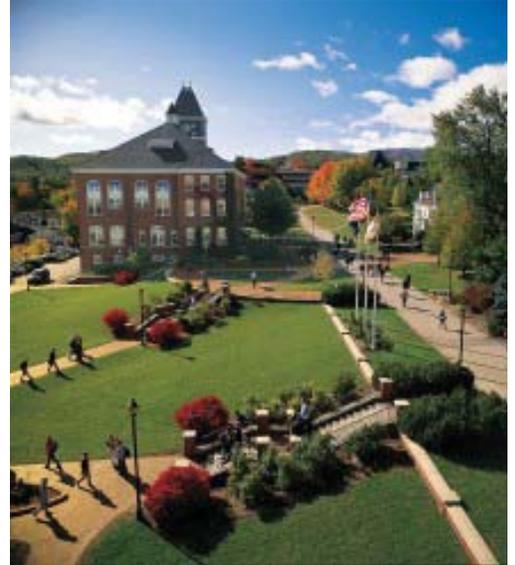
Progress on *PSU Strategic Plan 2012* is reported in the priorities of each of the following goals. These activities and initiatives represent a sampling of PSU's achievements since the plan was finalized in January 2008.

### PSU Goal 1: Excellence & Quality

Plymouth State University demonstrates excellence and the highest quality in all endeavors.

#### PSU Priorities:

1. Achieve excellence and high quality in all academic and co-curricular programs, research, outreach, and community and partnership activities.
2. Support faculty as they pursue the highest quality teaching, service, research and scholarly work; and staff as they work to reach institutional goals.
3. Offer co-curricular programming and activities of distinction.
4. Improve programs through appropriate assessment and through development of a culture of evidence.
5. Cultivate PSU's commitment to being a more vibrant, inclusive, and multicultural community by diversifying the student body and faculty and staff; and by developing curricula and regularly assessing policies and programs to enhance an understanding of and respect for all people.

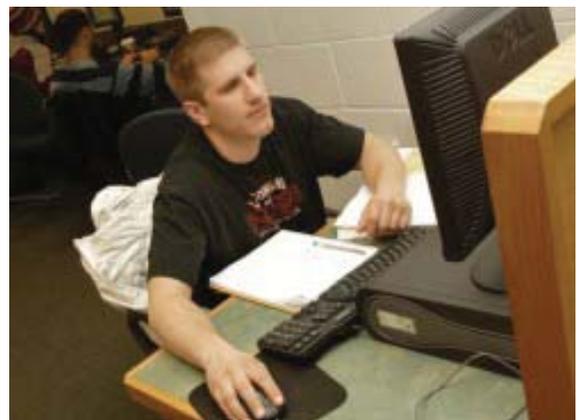


### PSU Goal 2: Student Success

Plymouth State University provides exceptional undergraduate and graduate academic experiences that meet the needs of the state and region, enhance students' intellectual, ethical, and civic development, and prepare students for active engagement in their professions and society.

#### PSU Priorities:

1. Provide and improve access to rich and holistic academic and student development programs that foster intellectual and social growth and prepare students to be productive citizens of the world.
2. Develop students' skills and knowledge with strong undergraduate and graduate educational programs that integrate writing, critical thinking, and research, and foster intellectual curiosity, creativity, problem-solving, use of technology, and a desire for life-long learning.
3. Prepare students to live in an increasingly diverse world and global community.
4. Improve retention and time to degree.
5. Provide exceptional value with effective and efficient management of University resources, thereby minimizing student indebtedness and financial barriers to completion.
6. Ensure student success by measuring student outcomes and using appropriate measures for continuous quality improvement.



### **PSU Goal 3: Faculty & Staff Support**

Plymouth State University creates a work environment where faculty thrive in their teaching, service, and scholarly and creative endeavors; staff are supported in their work environments; and all are provided with rich professional development opportunities.

#### **PSU Priorities:**

1. Be an employer of choice for PSU faculty and staff, who excel in their areas of expertise, are committed to student success, and advance the mission of the University.
2. Balance faculty and staff workload to support the fulfillment of the mission of a regional comprehensive university that includes teaching and learning, research and creativity, service and outreach.
3. Provide faculty and staff increased opportunities for professional development by encouraging and funding professional and leadership development opportunities.
4. Recognize and support faculty innovation, exemplary teaching, advising, research, use of instructional and other technologies, and recognize faculty and staff for community outreach and exceptional service.

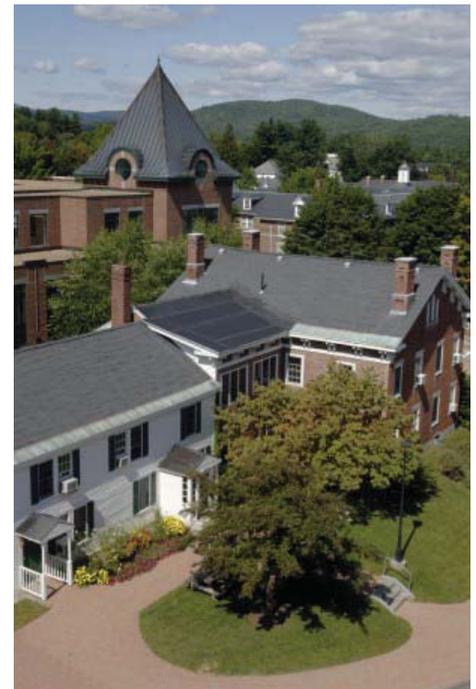


### **PSU Goal 4: Partnerships & Engagement**

Plymouth State University actively assists the region in meeting the needs of economic and cultural development by offering rich cultural programming, providing expertise, and facilitating initiatives in the community, state, and beyond.

#### **PSU Priorities:**

1. Increase educational, economic, and cultural partnership and outreach opportunities with local and regional communities.
2. Increase opportunities for student research, volunteerism, community service, community outreach, and economic development and support, especially within the local community.
3. Partner with more state agencies and local, regional, national, and international organizations to provide opportunities for internships, field experiences, and professional and continuing education.
4. Provide increased assistance or guidance to local organizations in meeting their missions through partnerships with University centers and faculty and staff experts.
5. Develop opportunities for students and alumni to partner in achieving University goals, and increase alumni participation in the community.



### **PSU Goal 5: Physical, Technological & Financial Resources**

Plymouth State University provides first-rate facilities and academic and support equipment, and a campus of aesthetic quality that contributes to its learning and work environments.

#### **PSU Priorities:**

1. Incorporate sustainable practices by “greening” the curriculum, improving physical plant sustainability practices, and promoting a “greener” campus that is environmentally conscious.
2. Increase funding from non-tuition revenue sources.
3. Increase the level of giving to the annual fund each year and move forward on a new comprehensive campaign that supports the goals and initiatives of the University.
4. Remodel and expand facilities to provide a campus that is as aesthetically pleasing as it is functional and provides a state-of-the-art physical plant in which to live and learn.
5. Enhance the physical plant, infrastructure, informational resources, and instructional and other technological capabilities of the University.
6. Assess and enhance operational effectiveness and efficiency.

## Strategic Plan Update



### **PSU Goal 1: Excellence & Quality**

*Plymouth State University demonstrates excellence and the highest quality in all endeavors. This goal truly encompasses all the goals and priorities to follow. Here we list only a few of the many examples of institutional excellence.*

### **PSU Priority 1.1**

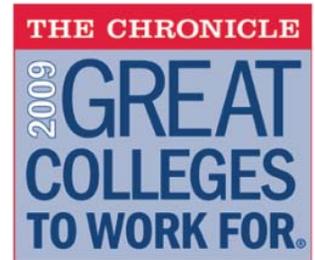
**Achieve excellence and high quality in all academic and co-curricular programs, research, outreach, and community and partnership activities.**

### **Named to The Chronicle of Higher Education's "Great Colleges to Work For"**

In 2009, PSU was named as one of the Great Colleges to Work For and recognized in eight categories: collaborative governance, work/life balance, respect and appreciation, health insurance, 403b/401k, disability insurance, life insurance, and overall satisfaction with benefits.

### **PSU Receives SLOAN Award for Faculty Career Flexibility**

Plymouth State University's policies in helping faculty deal with unexpected family health issues has earned the institution an Innovation Award from The Alfred P. Sloan Foundation. The award was based on policies and practices supporting career flexibility for tenured and tenure-track faculty. PSU has provided faculty dealing with health and family issues an opportunity for alternate work assignments rather than returning to teaching in the middle of a semester following the birth of a child, or care of a family member.



### **PSU Faculty, Staff, and Students Are Recognized**

The following are illustrative of the range of awards, distinctions, and recognitions bestowed on PSU faculty, staff, and students and do not constitute a comprehensive list of such achievements.

- Office of Public Relations earned Gold for the "Karl Drerup Enchanted Garden: Enamels by an American Master" from the Council for the Advancement and Support of Education, District 1 Communications Awards.
- Student Brady Lynch earned First place in the College Division II, Art Song and Aria/Musical Theatre competition sponsored by the National Association of Teachers of Singing.
- Langdon Woods Residential Complex (LEED gold-certified residence hall) received the Gold Medal Building of America Award in honor of "the region's most innovative, unique, and challenging projects."
- Duncan McDougall, Meg Petersen, and Catherine Amidon were all named Fulbright Scholars to study and work in Romania, Dominican Republic, and Jamaica, respectively.
- Paul Rogalus earned Best Short Film Script honors for "Sid and Walt" at the PictureStart Film Festival.
- PSU was named to the President's Higher Education Community Service Honor Roll with Distinction for commitment to service and civic engagement (one of 83 nationwide).
- Nick Stevenson, a graduate student in Environmental Science and Policy, earned first place for "Changing Homeowner's Lawn Care Behavior to Reduce Nutrient Losses in New England's Urbanizing Watersheds: The Role of Social Science" at the National Water Conference in St. Louis.
- Elizabeth Ahl won Best Chapbook prize for her poetry collection "A Thirst That's Partly Mine" by Slapering Hol Press.

### **Awards Added and Recognized in New Publication**

PSU has added new awards to its existing awards that celebrate faculty and staff excellence in teaching, service and scholarship. The University publishes an annual publication celebrating faculty and staff, *Excellence*, to recognize a select few of the many talented, creative, and engaged professionals who form the PSU community. New awards include the Distinguished Adjunct Teaching Award, an Award for Excellence in Faculty Service, a faculty Award for Distinguished Scholarship, the Sara Jayne Steen Operating Staff Award for Distinguished Service, and the Pat Storer Award for Distinguished PAT Service. These awards were added to the already established Distinguished OS, PAT, and Graduate and Undergraduate Teaching Awards. The award winners are chosen by their peers and represent a range of disciplinary fields and job



Rodney Ekstrom was featured in PSU's *Excellence* publication.  
Photo: Jon Gilbert Fox

descriptions. They demonstrate an ongoing commitment to excellence and to PSU's mission as a regional comprehensive university focused on student success, discovery and innovation, and engagement with our wider community, state, region, and beyond.

### PSU Priority 1.2

**Support faculty as they pursue the highest quality teaching, service, research, and scholarly work; and staff as they work to reach institutional goals.**

#### Supporting Faculty Scholarship

The Research Advisory Council (RAC) was established to advise the provost on how best to support faculty scholarship and creative activity at PSU. A Faculty Research and Scholarship Fund has been created to support research, outreach, scholarship, and creative works. In the three years of its existence, the fund has supported 18 faculty projects. Additionally, PSU has created an Indirect Cost Policy that returns a portion of the funding to the department or center, and the principal investigator to further support research efforts.



Crystal Finefrock was recognized with a Champion of Educational Opportunity Award by the New Hampshire Educational Opportunity Association. Photo: Jon Gilbert Fox

#### Faculty Rewards Align With Mission

The Promotion, Tenure, and Evaluation Advisory Council and the Research Advisory Council are leading a campus-wide discussion of Ernest Boyer's four types of scholarship: the scholarship of discovery, the scholarship of engagement, the scholarship of teaching, and the scholarship of integration. These conversations will ensure that rewards are aligned with important work of engagement, service to the community, and teaching excellence that we hold most dear and speak of through our mission statement and in our strategic plan.

#### Faculty Workload Assessed

Academic departments are in the process of creating a teaching workload that supports faculty scholarship. One such initiative is the implementation of the faculty "work plan," which allows flexibility in determining workload. The work plan creates an opportunity for "conscious planning" by developing annual goals for teaching, scholarship, and service.



New efforts support faculty research and other scholarly and creative work.

It promotes conversation between the department chair and the faculty member to develop a plan for a sustainable workload and to consider how individual professional goals align with the needs of the department and the mission of the University.

#### Center for Rural Partnerships Offers Seed Grants

The Center for Rural Partnerships (CfRP), with funding from the Neil and Louise Tillotson Fund, created faculty seed grants through the Coös County Outreach Initiative. The initiative is a program that provides funding and institutional support for collaborative partnerships among PSU faculty, staff, students, and regional partners. Faculty, staff, and students apply for competitive internal grants through the CfRP for the purpose of creating partnerships that are relevant to their interests and expertise.

#### Center for Active Living and Healthy Communities

PSU created the Center for Active Living and Healthy Communities to support research and outreach in the Department of Health and Human Performance and in support of the activities of the Active Living, Learning, and Wellness (ALLWell) Center. One project currently in progress is the Partners Enabling Active Rural Living (PEARL) project with the towns of Plymouth, Rumney, and Warren.

Researchers from the Center have invited local residents to document environmental features that either enable or hinder active living in their town. Using a new technology developed by researchers at the University of Wisconsin-Madison called participatory photo mapping (PPM), Director Barbara McCahan and students will be able to create an "active living" map of the community, complete with captions provided by the town residents.



Community outreach encourages lifelong wellness.

### PSU Priority 1.3

#### Offer co-curricular programming and activities of distinction.

##### EcoHouse Established

EcoHouse is a living laboratory for students and faculty to conduct experiments with sustainable design, alternative energy sources, and other technologies and ways of living. It allows students to demonstrate environmentally sustainable technology in a residential setting, to collect and disseminate information about sustainability, and to help others live in more sustainable ways. Students live in EcoHouse and take a lead role in “green renovation” and installation of renewable energy systems. They provide workshops, seminars, and demonstrations of how the average single family home can be retrofitted locally for sustainable design. Last summer the first of many major projects involved replacing the house foundation to restore structural integrity and improve energy efficiency.



The EcoHouse refurbishment is being pursued as a model of an environmentally friendly retrofit, beginning with the super-insulated foundation by Abode Builders of New England, a local contractor.

##### College of University Studies Housed and Expanded

The College of University Studies creates a home for “undeclared” students. We prefer to call them “deciding” students. The College of University Studies is located on the garden level of Mary Lyon Hall and provides a living learning environment to help students choose a major and stay on track for four-year graduation. The first cohort through the College of University Studies just completed its fourth year and graduated at nearly double the rate as students not enrolled in the program.

##### \$SMART – Financial Literacy Program Developed

\$SMART is the Plymouth State University Financial Aid Team’s personal financial literacy program. \$SMART stands for \$tudent Monetary Awareness and Responsibility Today. \$SMART



The \$SMART program provides individual and confidential financial literacy counseling.

offers ongoing individual and confidential counseling, a personalized portfolio containing their financial aid information, financial literacy tools, and a personalized packet with information about student loans and helpful tips for managing personal finances. \$SMART has a presence on Facebook.

##### Sustainability Fellows Extend Work

Sustainability fellows are students living in residence halls who are taking an active role in their living environment to spread the word and to lead initiatives about how to live a greener life. Their main roles are to increase awareness of sustainability and environmental issues, to promote campus-wide initiatives, and to help students make conscious choices about the way they live their lives.

### PSU Priority 1.4

#### Improve programs through appropriate assessment and through development of a culture of evidence.

##### Planning & Budget Leadership Group

A Planning and Budget Leadership Group was created to bring together planning and budgeting in a systemic and inclusive way, allowing the institution to remain focused in its strategic goals and their implementation. The PBLG makes recommendations annually regarding strategic initiatives and plays a role in advising the Cabinet on enrollment financial projections.

##### Vice Provost Charged with Oversight of Assessment and Planning

A new position of vice provost was created in 2008 with assessment and planning among the major tasks. Daniel Moore is in his second year as Vice Provost and is currently working with academic departments on their five-year academic plans and creating an integrated planning, budgeting, assessment, and curricular review process.

##### Enrollment Management Team Established

In response to the current challenges in higher education, Plymouth State University created the Enrollment Management Advisory Group (EMAG) as an integral tool for the institution in developing undergraduate recruitment and retention strategies. Economic challenges and changing demographics create opportunities for the University’s

growth and quality improvement. EMAG is responsible for analyzing institutional data and best practices and for developing a strategic enrollment management plan that includes innovative recruitment efforts and retention strategies. The group addresses such areas as marketing and recruitment, pricing strategies, academic and support programs, retention, advising, academic assistance, and technology.

### **PSU Priority 1.5**

**Cultivate PSU's commitment to being a more vibrant, inclusive, and multicultural community by diversifying the student body, faculty, and staff; and by developing curricula and regularly assessing policies and programs to enhance an understanding of and respect for all people.**



A new focus on enrollment management will help PSU attract and retain qualified students.

### **ELS Language Centers Brought to PSU**

ELS Language Centers is a highly regarded organization that provides formal teaching of multiple levels of English as a Second Language to international students from around the world and opened at Plymouth State in fall 2009. The newly renovated Mary Lyon Hall is home to ELS with offices, classrooms, and a Language Technology Center. ELS international students will have opportunity to reside in Mary Lyon or participate in a home stay program with Plymouth residents while taking ESL courses. As an affiliate partner school, PSU already recognizes the completion of ELS Intensive Level coursework as meeting its English language proficiency requirement and will issue a letter of conditional admission to students who meet all other PSU admission requirements and plan to fulfill the language proficiency requirement through ELS study.

### **International Student Services**

PSU's Internationalization Task Force was created to help enrich the academic and social experience of PSU students in the area of global learning. One of the task force's first decisions was to form the Global Education Office (GEO) at Bagley House to support the growing number of PSU students pursuing their studies abroad and PSU faculty who are teaching abroad.



International Student Services (ISS) provides support for undergraduate international students at Plymouth State. The ISS office coordinates F1 visa issuance, provides leadership for PSU's International Week, and collaborates closely with our new ELS Language Center, the Global Education Office, and the Internationalization Steering Committee. A new innovation this year is a special section of the course "Introduction to the Academic Community" designed especially for new international students, helping to ensure a smooth transition to Plymouth and the American culture. The capstone project for the course is a multimedia presentation that the students then bring to the entire campus as part of the International Brown Bag Lunch series.

### **Pakistani Educational Leadership Institute Praised and Expanded**

The Pakistani Educational Leadership Institute (PELI) brings Pakistani school administrators and teachers to campus each summer for a four-week teacher- training program and cross-cultural exchange. Since 2004, more than 100 Pakistani educators have traveled to PSU to participate in the Institute and to develop leadership skills necessary to direct educational initiatives and effect change in Pakistan. They in turn have trained thousands of educators back in their homeland of Pakistan. PELI has been recognized by White House and U. S. State Department, Bureau of Cultural Affairs as a model for educational programming. This year, the US State Department has asked PSU to expand the PELI to accommodate 40 participants.



### **International Partnerships Developed**

PSU's College of Business Administration and the College of Graduate Studies signed a partnership agreement to deliver the PSU MBA with a focus in Health

Care Administration to medical students studying at the American University of Antigua.

The College of Business Administration is partnering with Babeş-Bolyai University (Universitatea Babeş-Bolyai [UBB]) of Cluj-Napoca, Romania, to offer an International Business Certificate as part of its MBA. The program is taught by U.S. and Romanian faculty. PSU signed a partnership agreement to facilitate student exchange, faculty exchange, and collaborative research projects with St. John International University. SJIU, the first environmental American University in Italy, is a private university located in Vinovo, which is just outside Torino.

### Increase in Faculty Diversity

Over the last three years, one-third of new PSU faculty hires were minority and/or international candidates.

### PSU Programs in Shanghai

The College of Graduate Studies graduated its first cohort of educators from Shanghai American School.



PSU offers support services to international students. John Hession photo.



### PSU Goal 2: Student Success

*Plymouth State University provides exceptional undergraduate and graduate academic experiences that meet the needs of the state and region, enhance students' intellectual, ethical, and civic development, and prepare students for active engagement in their professions and society.*

#### PSU Priority 2.1

Provide and improve access to rich and holistic academic and student development programs that foster intellectual and social growth and prepare students to be productive citizens of the world.

#### Community Service Center Expanded Work Leads to Awards

Our motto, *Ut prosim* (That I may serve), permeates the entire Student Affairs Division, and is embodied in the Community Service Center housed in the Student Union/Activities department. The Learn and Serve America program honored Plymouth State University with a place on the President's Higher Education Community Service Honor Roll "With Distinction" for exemplary service efforts and service to America's communities. PSU is one of only 83 schools nationwide to achieve this level of recognition in 2008. The "With Distinction" honors were for PSU's commitment to helping youth from disadvantaged circumstances through the service program College for Every Student, which is designed to lower school dropout rates and prepare students for college.

The Community Service Center provides leadership for a host of service initiatives, promoting volunteerism and service learning in the greater Plymouth community. Projects include Alternative Spring Break, an annual international service trip, Community Service Orientation, and other community-based volunteer and federal work-study opportunities. Every year hundreds of PSU students commit thousands of volunteer hours to community service—not to be recognized for these efforts, but because giving back to the community is something they care about. It's part of the Plymouth State culture.

### Peers Empowering & Educating Plymouth State

PEEPS (Peers Empowering & Educating Plymouth State) is a group of Plymouth State students providing educational programming for all students at PSU. Programs focus on the seven dimensions of wellness: occupational, sexual, spiritual, intellectual, physical, emotional, and environmental health. The group recently received BACCHUS (Boosting Alcohol Consciousness Concerning the Health of University Students) Certified Peer Educator Training as it prepares to take the program to the next level. PEEPS is reaching out to our local Teen Center as



PSU students volunteer at numerous local organizations, such as the Pemi Youth Center.



Students engage in service activities that reinforce classroom learning.

well and serving as mentors to a high school peer education team called “Chain Reaction,” using leadership and training to develop systemic community solutions.

### Service Learning Task Force

In 2009, a Service Learning Task Force was appointed and charged with examining best practices at institutions that are most renowned for their service learning initiatives. The task force will investigate innovative approaches those schools are taking and the institutional structures that are in place to support service learning.

Task force members will determine approaches and structures that would work best at PSU. They will establish and communicate a classification of service learning opportunities at Plymouth State; develop a repository of service learning approaches, assignments, contracts, contacts, and artifacts specific to Plymouth State; establish a mechanism for ongoing service learning needs assessment; establish a mechanism for assessing whether service learning projects are high-quality and worthwhile; establish a mechanism for educating the community about PSU’s service learning resources, processes, and logistics; seek consultation with experts from organizations like Campus Compact; investigate liabilities associated with service learning; and investigate cross-discipline approaches to service learning.

## PSU Priority 2.2

**Develop students’ skills and knowledge with strong undergraduate and graduate educational programs that integrate writing, critical thinking, and research, and foster intellectual curiosity, creativity, problem-solving, use of technology, and a desire for life-long learning.**

### PSU Offers Doctor of Education in Learning, Leadership, and Community

In July 2009, the first cohort of doctoral students gathered to begin their journey. Eleven doctoral students are part of a learning community that supports intellectual challenge, collaborative inquiry, and focused scholarship. The Doctor of Education degree is designed for experienced practitioners and professionals, including teachers, administrators, counselors, and individuals in higher education, related community agencies, and organizations. The program will enhance the leadership capacity of current and aspiring education professionals and prepare them to be the leaders of tomorrow. This program began after PSU was approved to have doctoral authority by the state legislature and Governor.



### Frost School Adds New Programs

New certificate programs in TESOL (Teaching English to Speakers of Other Languages) and GIS (Graphical Information Systems) have been added to the Frost School of Continuing and Professional Studies. The Frost School offers programs in the evening, online, and on weekends to meet the educational needs of students who cannot attend college during a traditional Monday–Friday schedule.

### PSU Creates New Programs for Entering Today’s Professions

PSU has added new undergraduate degree programs in Sports Management, Environmental Science and Policy, and Tourism Management and Policy, as well as specialized options in Small Business Entrepreneurship, Professional Sales, Public Relations, and Integrated Marketing Communications.



A partnership with other state colleges allows PSU to educate teachers in the North Country.

### Undergraduate Research

Faculty members from across campus are engaging students in scholarly activity by expanding opportunities in undergraduate research. For example, PSU and Hubbard Brook Research Foundation partner to offer a research experience for undergraduates.

### North Country Teacher Certification Graduates First Cohort and Receives Funding

The North Country Teacher Certification Program is a partnership among PSU, White Mountains Community College (WMCC) in Berlin, and Granite State College (GSC). The program prepares North Country residents who aspire to teach through convenient late-afternoon and evening classes. Students take

their first two years of courses at WMCC. In their second two years, PSU faculty deliver the teacher certification program on the WMCC campus. At the end of the program, participants are awarded bachelor's degrees in childhood studies and K–8 teacher certification. With funding from the Neil and Louise Tillotson Fund of the New Hampshire Charitable Foundation, students in the cohort receive financial support to leave their jobs in order to complete their student teaching. A story in Plymouth Magazine's Winter 2010 issue focused on some of the first graduates of the program.

### **Lamson Learning Commons Expands Services**

The Learning Commons at Lamson Library is a state-of-the-art integrated research and technology center that provides Plymouth State students, faculty, and staff with access to a wide variety of tools and materials, information technology resources, and academic support services.

### **PSU Priority 2.3**

**Prepare students to live in an increasingly diverse world and global community.**

### **General Education Program Includes Diversity and Global Requirements**

Over the last few years, new Diversity (DICO) and Global (GACO) general education courses have been created and offered.

### **Mandarin and Arabic Offered**

The department of Language and Linguistics began offering introductory courses in Mandarin, Arabic, Japanese, Italian, American Sign Language, and more.



PSU students traveled to India to learn about sustainability.

### **Short-Term Faculty-Led Trips**

The Global Education Office assists faculty members from departments across campus in creating international travel opportunities for students. Short-term faculty-led trips enable students to spend one to three weeks in another country experiencing languages and cultures that expand their world views. Recently, a group of 32 students studied Italian on campus with a visiting faculty member and then travelled for a three-week tour in Italy. There, students continued their language studies and visited cultural and historic sites, and the chamber singers performed across the countryside.

In another example, nine Plymouth State University students said goodbye to their friends, families, and the comforts of life as they knew it to learn how to live simply and reduce their impact on the earth and the environment. Their destination was Sadhana Forest in Auroville, India, the field study location for Sustainability in India, an advanced sustainability course taught by PSU geography instructor Steve Whitman.

### **PSU Priority 2.4**

**Improve retention and time to degree.**

### **Curricular Revision Undertaken**

Many departments are in the process of curricular revisions that decrease their undergraduate degree requirements to 120 credits, reduce the size of their major, remove unnecessary barriers (prerequisites), and provide additional electives for programs that need enhancing. Additionally, some departments have made decisions to remove highly specialized but low enrollment courses or have made plans to offer such courses on a rotating basis.

### **Transferability Improved**

PSU is actively working with the Community College System of New Hampshire (CCSNH) to develop 2+2 programs and other articulation agreements. These agreements allow students to begin their studies at one of the CCSNH institutions and transfer credits seamlessly to complete their third and fourth years at PSU earning a bachelor's degree.

PSU has worked with NHTransfer.org to upload all PSU courses with information regarding transferability to assist potential transfer students in making appropriate decisions.



### **Frost School Meets Needs of Working Students**

Many students are working and have family responsibilities that make taking classes during the day impossible. The Frost School of Continuing and Professional Studies was created to meet the needs of working students by offering classes in the evening, online, and on weekends.

The Frost School has begun offering courses during the last eight weeks of each semester. These courses allow students who have fallen behind or withdrew from a course to stay on track.

The Frost School offers Continuing Education classes during Winterim and summer for students to catch up or get ahead. Most courses are offered online allowing students to study from home and to complete coursework at a time that accommodates their work schedules. The Continuing Education programs and the online classes, in particular, help students stay on track for a timely graduation.



Frost School offers online and low-residency programs ideal for non-traditional students and adult learners.

### **Office of Online Education Created**

The Office of Online Education was created to support faculty and students in the creative and effective integration of technology into the learning environment—both in the classroom and online. Throughout the year, the Office of Online Education offers programming to improve instructional technologies and their application within the classroom.

### **Leave of Absence Policy Adopted**

PSU students may request a leave of absence from studies for one or two consecutive semesters. A Leave of Absence is appropriate if the student intends to return to PSU following a temporary absence for compelling reasons, which may include but are not limited to: military service, family emergencies, or medical reasons. This policy allows students to retain their status as an active student and their PSU e-mail account, access to myPlymouth, and the ability to register online. No readmission application or fees are required if the student re-enrolls for a fall or spring semester immediately following the leave.

### **PSU Priority 2.5**

Provide exceptional value with effective and efficient management of University resources, thereby minimizing student indebtedness and financial barriers to completion.

### **College of University Studies Housed and Expanded**

The College of University Studies creates a home for “undeclared” students. We prefer to call them “deciding” students. The College of University Studies is located on the garden level of Mary Lyon Hall and provides a living learning environment to help students choose a major and stay on track for four-year graduation. The first cohort through the College of University Studies just completed its fourth year and graduated at nearly double the rate as students not enrolled in the program.

### **PSU Participates in Direct Lending**

PSU is now participating in the Federal Direct Loan Program (DL) because we are committed to students having access to a stable source of educational loans. With the DL Program, PSU is able to access funds directly from the U.S. government, so our students will not have delays in receiving their federal loan funds.



College of University Studies and Undergraduate Advising Center offer intense developmental advising and outreach to at-risk students to ensure time to graduation. © Joseph St. Pierre

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PSU has worked with NHTransfer.org to upload all PSU courses with information regarding transferability to assist potential transfer students in making appropriate decisions.

### **Common Application Adopted**

PSU is now an exclusive user of the Common Application. The Common Application is a not-for-profit organization that serves prospective undergraduate students and member institutions by providing an admission application, online and in print, that students may submit to any of the participating institutions. It is designed to simplify the admissions process for prospective students.

### **Curricular Revision**

Many departments are in the process of curricular revisions that decrease their undergraduate degree requirements to 120 credits, reduce the size of their major, remove unnecessary barriers (prerequisites), and provide additional electives for programs that need enhancing. Additionally, some departments have made decisions to remove highly specialized but low enrollment courses or have made plans to offer such courses on a rotating basis.

### **PSU Priority 2.6**

**Ensure student success by measuring student outcomes and using appropriate measures for continuous quality improvement.**

### **National Council for Accreditation of Teacher Education Assessment Completed**

The Office of Teacher Certification and the Council of Teacher Certification have recently completed their self-studies and site visit with the NH Department of Education. In the process of self-study, the OTC created a Plymouth State University Teacher Education and Professional Preparation Accreditation Web site that provides access to the Assessment System. The professional educator preparation program (PEPP) uses the Assessment System to evaluate the success of its certification programs in ensuring that candidates meet the New Hampshire educator certification standards. It uses multiple assessments and various methodologies, and has expectations that are clearly communicated to candidates. It yields fair, accurate, and consistent evaluation of candidates. The assessment system is regularly reviewed to ensure continuous improvement of programs.



The ongoing assessment of PSU's programs and offerings is essential to the continuing excellence of our programs and academic success of our students.

### **Assessment and Accreditation**

As part of its ongoing assessment and planning, PSU completed the fifth-year NEASC report.

### **Ongoing Assessment of General Education**

One of the challenges of building a new general education program is in keeping it relevant and ensuring that over time, the courses continue to meet the spirit of the program ideals. When the new program was designed, the faculty found a way to build in an assessment process by requiring that all general education courses would have a "sunset" date by which the course must be brought back to the Gen-Ed Committee for re-approval. The first series of courses have begun to sunset and have been going through the assessment and re-approval process.

### **PSU Goal 3: Faculty & Staff Support**

*Plymouth State University creates a work environment where faculty thrive in their teaching, service, and scholarly and creative endeavors; staff are supported in their work environments; and all are provided with rich professional development opportunities.*

### **PSU Priority 3.1**

**Be an employer of choice for PSU faculty and staff, who excel in their areas of expertise, are committed to student success, and advance the mission of the University.**

### **Adjunct Faculty Included on Faculty Welfare**

The University recognized the adjunct constituency group and now includes an elected adjunct faculty member on the Faculty Welfare Committee.

### **Improvements Made to Salary Equity**

A substantial number of equity adjustments and reclassifications are made annually to Operating Staff and Professional, Administrative, and Technical staff





positions based on a set of regional comparator data; faculty promotion increments (from assistant professor to associate and from associate to full professor) were increased by \$1,500, and a two-year waiting period to implement promotion increases was removed; and the adjunct salary scale was increased and revised to account for level of degree, longevity, and number of credits taught per semester.

**Leadership Team Created**

President Steen created a University Leadership team consisting of the OS, PAT, and Faculty constituency group speakers. This group meets monthly with the purpose of improving communication among the senior leadership and the constituency groups.

**Health and Wellness Task Force Works to Enhance Healthy Choices, Reduce Healthcare Costs**

A 15-member task force, comprised of campus faculty, staff, and students, and members of the community, explores options to increase healthy lifestyle choices among PSU faculty and staff. The task force is charged with identifying and implementing a long-term plan that will offer alternatives to conventional approaches to health and wellness that in turn will decrease the costs of healthcare. The goal is to improve the quality of life for all employees while finding ways to impact the costs of broader medical benefits plan. The group will make a series of recommendations to President Steen by year's end, with an expected "win-win," as we work together to improve health and wellness while finding savings for employees and the institution.



PSU created a Wellness Committee, developed a wellness initiative and added a health savings account to employee benefit options. Jon Gilbert Fox photo.

**PSU Priority 3.2**

**Balance faculty and staff workload to support the fulfillment of the mission of a regional comprehensive university that includes teaching and learning, research and creativity, service and outreach.**

**Creation of Colleges**

PSU is in the process of reorganizing its academic departments into colleges. The College of Business Administration was established in October 2009, and Trent Boggess was named its founding dean. The reorganization reflects the growth of the University both in number of students and scope of programs offered. In 10 years, the University has seen significant changes in the magnitude of its outreach efforts and in the services and programs offered.



Improved assessment of faculty work plan, revised curriculum to adjust workloads.

**PSU Priority 3.3**

**Provide faculty and staff increased opportunities for professional development by encouraging and funding professional and leadership development opportunities.**

**Professional Development Funds Established and Increased**

Professional development funds were established to support adjunct faculty who are engaged in scholarship. Additional funds were added to the faculty professional development fund.

**Department Chair Development Opportunities Offered**

Department chairs have attended the American Council on Education Chairs development training and have the opportunity to participate in the regional Chairs Think Tank. Through the Council of Chairs, professional development

is regularly offered at the chairs retreat. Topics have included legal issues in higher education, budget management, leadership development, strategies in leading change, and faculty evaluation.

**Frost Faculty Center for Learning and Teaching Excellence Offers Programming**

Expanded online education and training opportunities through the Frost Center for Learning and Teaching Excellence and Office of Online Education.

### Fund to Support Faculty Research Created

A Faculty Research and Scholarship Fund has been created to support research, outreach, scholarship, and creative works. In the three years of its existence, the fund has supported 18 faculty projects.

### PSU Priority 3.4

Recognize and support faculty innovation, exemplary teaching, advising, research, use of instructional and other technologies, and recognize faculty and staff for community outreach and exceptional service.

### First PSU Endowed Professorships Created



Brian Beaudrie was named the first recipient of the Wixson Endowed Professorship of Mathematics.

In 2007, Wally and Meredith Stevens established the Stevens-Bristow Professorship to recognize those faculty who educate the educator. Daniel Perkins was named the first Stevens-Bristow Professor and made the inaugural presentation with 18 students who had just returned with him from Vietnam, on their tour “Singing for Friendship and Peace.”

In 2008, Ed and Marilyn Wixson established an endowed professorship in mathematics, and Brian Beaudrie was named the first Wixson Professor of Mathematics. Beaudrie made his inaugural presentation on December 17, 2008.



As part of his endowed professorship, music professor Dan Perkins led a chorale trip to Vietnam.

### PSU Goal 4: Partnerships & Engagement

*Plymouth State University actively assists the region in meeting the needs of economic and cultural development by offering rich cultural programming, providing expertise, and facilitating initiatives in the community, state, and beyond.*

### PSU Priority 4.1

**Increase educational, economic, and cultural partnership and outreach opportunities with local and regional communities.**

### Center for the Environment



The Center for the Environment collaborates on many regional projects, like the Newfound Watershed studies with NLRA, UNH, NH Fish and Game, and DES.

The Center for the Environment (CFE) has initiated a number of innovative new partnerships within the surrounding region. Every Acre Counts: the Newfound Watershed Master Plan is a comprehensive analysis of the environment in the nine towns that make up the watershed of Newfound Lake. In partnership with the local school district, the regional association, a private consulting firm, the University of New Hampshire, and the New Hampshire Department of Environmental Services, the CFE provided a comprehensive analysis of the Newfound Lake environment; presented citizen opinions and desires; benchmarked local master plans, policies, and regulations; and provided a tool kit to improve environmental quality of the lake over time. In addition, the CFE has joined with the Hubbard Brook Research Foundation to form a consortium to support research, education, and policy initiatives at this experimental forest—one of the longest running ecosystem studies in the world. The National Science Foundation also funded a Research Experience for Undergraduates (REU) program directed by the CFE.



### Center for Rural Partnerships

The Center for Rural Partnerships (CfRP) is engaged in strengthening relationships among faculty, staff, and students and rural communities. With increased external funding for the Coös County Outreach Initiative, a diverse set of new programs has been developed to include increased student internships and a faculty outreach project that has created the first-ever monthly economic index for a small rural county. In addition, a comprehensive program of speakers and events is underway in celebration of the centennial anniversary of the Weeks Act that in 1911 established the National Forest System with the creation of the White Mountains National Forest. Working in collaboration with colleagues across the Northern Forest in Maine, New Hampshire, Vermont, New York, and the Eastern Townships of Quebec, the CfRP has

taken the lead in founding the Northern Forest Higher Education Resource Network (NFHERN), a consortium of private and public colleges and universities that will facilitate collaboration with educational and research initiatives important to communities and economies along the northern border.

### **ALLWell Center**

The first phase of the Active Living, Learning, and Wellness (ALLWell) Center is the welcome center and ice arena that will open this summer. It will serve as a teaching facility for instruction and research in ice activities, the home ice for the varsity men's and women's ice hockey teams, and a site for student recreation and community skating programs. The new arena will seat 850 spectators on two sides of the rink. In addition, the facility will assume a wonderful new function as the gateway to campus by means of a large and inviting welcome center, which will feature an expansive lobby with full-service facilities that provide an attractive meeting place for visitors, prospective students and their families, and patrons of the ice arena. State-of-the-art information and display systems will serve the needs of the traveling public and present a colorful and comprehensive introduction to the University.



Elementary school students enjoy a Hanover Chamber Orchestra concert performance conducted by Dan Perkins at Lancaster Elementary School made possible with financial support from the Neil and Louise Tillotson Fund coordinated by the Center for Rural Partnerships.

### **Cultural and Educational Partnerships**

PSU seeks to engage New Hampshire citizens within the community, throughout the region, and across the state. TIGER (Theater Integrating Guidance, Education, and Responsibility), a collaboration between the integrated arts and the counselor education graduate programs at PSU, is a professional theatre company designed to help children, schools, parents, and communities deal proactively and positively with social issues and concerns facing children in schools today. TIGER regularly performs in schools across New Hampshire.

Locally, residents and the campus community came together to celebrate the 200th anniversary of the establishment of an institution of higher education in the town of Plymouth. In 1808, the New Hampshire legislature approved the charter of Holmes Plymouth Academy, which eventually was located on the current site of PSU. Multiple events were held across campus throughout the year and each was accented by local participants wearing period costumes and playing the role of the original founders.

Regionally, for three years the Second Congressional District High School Juried Art Show has been held in the PSU Department of Art. Members of the art faculty serve as judges, and high school students and their families come to view the display of art from across the district and to attend the awards presentation. Across the state, for two years the Silver Center for the Arts has been the host venue for the New Hampshire Professional Theatre Association (NHPTA) Auditions and Job Fair. This event offers opportunities for New Hampshire students interested in performance, backstage, and front office job opportunities for the summer. New Hampshire theater owners and producers come together at PSU for one day to audition and conduct job interviews with aspiring students with an interest in theater who come from all over the state. This project comes out of the Governor's Jobs Cabinet and is a partnership with the NHPTA, the New Hampshire Department of Cultural Resources, and PSU.



TIGER uses musical theatre performances to promote positive social messages, and has performed for more than 170,000 students.

### **PSU Priority 4.2**

**Increase opportunities for student research, volunteerism, community service, community outreach, and economic development and support, especially within the local community.**

#### **Economic Development and Support**

For more than three decades, PSU's Small Business Institute has offered consulting services to community businesses.

Teams comprising MBA candidates work closely with small business owners and managers to address their needs, including increasing revenue, expanding market share, improving infra-structure, and more. SBI offers students a challenging hands-on learning experience, and local businesses a high-quality consultation. In 2009, Small Business Institute students and staff met with Senator Jeanne Shaheen and area economic development professionals to help foster economic growth in the region.

### **Volunteerism and Community Service**

The Community Service Center at PSU sponsors a variety of service projects to meet the needs of the community and volunteers. The CSC also partners with national and international organizations on special initiatives.

Building on its longstanding commitment to serving the community, PSU

has recently established a service learning committee to develop and oversee service learning opportunities in the curriculum. The service learning initiative explores ways in which academic courses can include a service component that complements learning in the classroom.



PSU graduate students provide professional level analysis and advice for local small business owners.



### **Community Outreach**

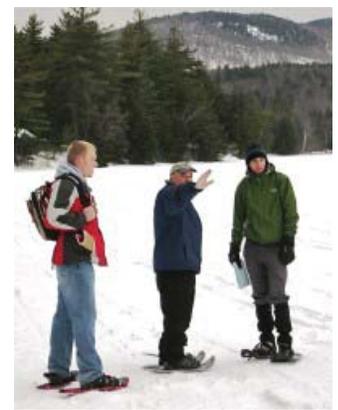
The student chapter of the Association for Supervision and Curriculum Development (ASCD) worked with the Pemi Youth Center on Main Street to create a homework café, complete with computers and, in partnership with teachers in Plymouth schools, academic support and tutoring.

PSU's International Education Week showcases and highlights the wide variety of internationally-oriented programming, activities, departments, and student organizations that are involved in internationalization efforts on campus and abroad. The week features student organization activities, open language classes, social responsibility activities, and a Food and Music Festival attended by international high school students and PSU students, faculty, and staff. A joint initiative by the U.S. Department of State and U.S. Department of Education, IEW is a chance for schools across the country to showcase international education.

PSU has a special commitment to serving not only the Lakes Region, but also the North Country. Funds from the Neil and Louise Tillotson Fund of the New Hampshire Charitable Foundation enabled PSU's Center for Rural Partnerships to create the Coös County Outreach Initiative (CCOI), a program that supports PSU faculty, student, and staff projects that enhance the North Country's economy and quality of life.

Students Ty Vaughn and Marc McGinnis, both from the class of 2009, worked with Professor Mark Okrant and CfRP Director Thad Guldbrandsen to prepare an environmental/economic/social impact assessment for the possible breach of a dam on Spectacle Pond in Hebron and Groton. Their public presentation and report helped ameliorate community conflict and move toward positive solutions for a complicated set of problems.

For more on PSU's service, outreach, and support endeavors, check out our Making a Difference video.



Students work on a wide variety of community-based research projects.

### **PSU Priority 4.3**

**Partner with more state agencies and local, regional, national, and international organizations to provide opportunities for internships, field experiences, and professional and continuing education.**

### **Business Liaison Office**

In support of local businesses and organizations that can use the advice and expertise of PSU students, faculty, and staff, PSU created the Business Liaison Office as part of a cooperative effort with the University System of New Hampshire. The office identifies and offers resources that are valuable to these businesses, including opportunities to create internship positions that both assist the organization and give students hands-on experience.

### **Increased Internship Opportunities**

Recognizing that an internship can often be a defining experience of a student's college education, PSU has worked to create more partnerships and relationships across the state and nation, and around the world, that provide intern

opportunities for students. The Global Education Office works with many academic departments to set up opportunities in which students both earn credit and get crucial, real-world experience needed to succeed in their chosen fields.

Recently, students have completed internships with companies throughout the U.S., such as Snowboarder Magazine in California, the Tacoma Convention and Visitor Bureau in Washington, and Weston Solutions in Alaska. Other students have interned with organizations closer to home, including the U.S. Forest Service Holderness, NH branch; the Bedford Granite Group in Manchester, NH; Upper Valley Lake Sunapee Regional Planning Commission in Lebanon, NH; Mount Washington Resort in Bretton Woods, NH; New England Home magazine in Newton, MA; Brattleboro Development Credit Corporation in Brattleboro, VT; and ESPN in Boston. PSU also offers students an opportunity to combine an internship with an international experience through a summer internship program in Sydney, Australia.



Many students get an early start on their careers through internship opportunities coordinated by the Global Education Office.

### Center for the Environment Partnerships

The Center for the Environment and Hubbard Brook Research Foundation partner on science education initiatives including a Research Experience for Undergraduates (REU) program at the Hubbard Brook Experimental Forest (HBRF) under a grant from the National Science Foundation. Undergraduate students from around the country spend the summer at HBRF, working on research projects and participating in a science communication project that serves a nonprofit organization, local government, or public agency.



NHPR's Amy Quinton (right) interviews CFE instructor Steve Whitman.

In 2009, an agreement formalized the partnership between the Center for the Environment and New Hampshire Department of Environmental Services (DES). The Center and NHDES have previously partnered on several research projects and the establishment of the Center's Environmental Research Laboratory. The agreement includes a plan to develop environmental research and outreach projects, work together on the analysis and interpretation of applied environmental problems, and raise awareness and understanding of environmental issues in the North Country and Lakes Region.

The Center for the Environment and the Squam Lakes Association (SLA) in Holderness both focus on applied environmental research and public outreach. The two organizations work in partnership and co-fund a research associate position at SLA. Rebecca Harvey, SLA's current research associate, is also a PSU graduate fellow seeking her master's degree in environmental science and policy.

### North Country Teacher Certification Program

The North Country Teacher Certification Program is a collaboration with White Mountains Community College and Granite State College that provides PSU bachelor's degrees and teaching certification to students in New Hampshire's North Country, helping meet the increasing need for new teachers in the area. The program's importance has been recognized by the Neil and Louise Tillotson Fund of the New Hampshire Charitable Foundation, which provides grant funding for stipends that replace students' income during their required 14-week student teaching experience.

### PSU Priority 4.4

**Provide increased assistance or guidance to local organizations in meeting their missions through partnerships with University centers and faculty and staff experts.**

### Center for Active Living and Healthy Communities

The University's newest research and outreach center is the Center for Active Living and Healthy Communities, founded with a mission to enhance health and wellness of residents and communities in the rural North Country and Lakes Region. In addition to research, the center is partnering with local organizations and municipal stakeholders to combat sedentary behavior and promote lifelong health. A partnership with Interlakes Senior Center has led to the development of an adult exercise program, and the Center consulted on the development of the Newfound Pathway Project to develop a system of biking and walking pathways around Newfound Lake in the towns of Hebron, Bridgewater, Bristol, and Alexandria, NH.



The Center for Active Living and Healthy Communities is leading a regional drive for health awareness.

### Center for Rural Partnerships

Continuing its commitment to teaching, research and service within the region, the University created the Center for Rural Partnerships to connect rural communities with students and faculty partners. The CfRP, which has experienced significant growth since its founding in 2005, finds ways to leverage PSU’s strengths in teaching, research, and service to benefit surrounding communities, connecting people and organizations with resources they need to grow and thrive—a matchmaking service that creates practical partnerships and hands-on learning opportunities for students.

### Live, Work, & Innovate in NH

In conjunction with former USNH Chancellor Stephen Reno’s 55% Initiative to attract 55% of USNH graduates to stay in the state and build their careers here, PSU launched the Live, Work, & Innovate

in NH program. PSU’s Business Liaison Office is working to connect PSU students with internships in regional businesses and organizations and to feature professional opportunities available in New Hampshire. Speaking with New Hampshire Business Review, Executive Director of University Relations Stephen Barba explained, “The real image we have to present is that New Hampshire is a cool place to live, a cool place to work, and a cool place to be.”

### Beyond Brown Paper

The Beyond Brown Paper online archive and traveling exhibit has exposed the history of the Brown Company and the historic logging communities it was part of to the world. And, by inviting viewers to share their stories and memories related to the 11,000 historic photos, the project has become a center for oral history of the people, time, and region its photos depict. The work of members of the Berlin Historical Society has been critical to informing the collection in which many people have found their fathers, mothers, grandfathers, grandmothers, and uncles.

### PSU Priority 4.5

**Develop opportunities for students and alumni to partner in achieving University goals, and increase alumni participation in the community.**

### American Marketing Association PSU Chapter Alumni Hall of Fame Induction

Two of PSU’s most recognized alumni, both devoted volunteers and generous donors—Scott Biederman ’75 and Larry Haynes ’86—were inducted into the PSU chapter of the AMA Alumni Hall of Fame on December 2, 2009. Biederman was recognized for his business acumen in developing and sustaining two Main Street Plymouth businesses, Biederman’s Deli and Chase Street Market, which have become legendary for PSU students, faculty, and alumni. Haynes serves as president of New Hampshire’s largest and most notable automotive retailers, Grappone Companies, and is a leading New Hampshire corporate citizen. Haynes is a member of the PSU President’s Council, and vice-chair of the financial affairs committee of the USNH board of trustees.

### Student Internships with the Alumni Association in Electronic Communications and Design

It’s easy to forget that Alexandra Albrecht ’10 and Nick Greenwood ’12 are still PSU students, they’ve become such important assets to the Office of Alumni Relations and the PSU Alumni Association. Working closely with Joe Long, director of Alumni Relations, Alex and Nick compile data for the “Alumni Green” section of Plymouth Magazine. They also manage and design the alumni social networking sites (Facebook, LinkedIn, Twitter), the photo gallery, monthly newsletters, and other electronic communiqués, including student blogs, class notes, and the alumni Web site—building real-world skills while enhancing alumni relationships on behalf of PSU.



Alumni benefits, including a lifetime email address and career counseling, begin at graduation.

### Seven Student Projects Awarded Alumni Connection Grants

The Office of Alumni Relations offers seven \$500 grants annually to recognized student organizations for creating and implementing programs that connect students, alumni, and the campus community in meaningful ways. To access funding, students submit proposals that address

budget management and project outcomes and assessment. Among the projects funded in 2008-09 were a master class sponsored by the student chapter of Music Teachers National Association; a workshop in resume writing and interviewing skills sponsored by the student chapter of the Association for Supervision and Curriculum Development; and an alumni networking reception sponsored by Delta Mu Delta, honoring students in the College of Business Administration.

### **Alumni Mentors Program**

Mentoring among students and alumni is one of the most effective ways to foster career success for young graduates, and Plymouth State University has created a program to do just that. PSU alumni who sign up for the Alumni Mentors program share experiences and knowledge with current students, helping them develop interpersonal and professional skills, create and expand their professional networks, identify potential employment and referral opportunities, and otherwise positively direct their career planning.

The program is accessible via <http://my.plymouth.edu>, which affords easy but regulated access to information and opportunity for students and alumni. The Alumni Mentors program strengthens alumni bonds to the institution and students' chances for success.

### **PSU Goal 5: Physical, Technological & Financial Resources**

*Plymouth State University provides first-rate facilities, academic and support equipment, and a campus of aesthetic quality that contributes to its learning and work environments.*

#### **PSU Priority 5.1**

**Incorporate sustainable practices by “greening” the curriculum, improving physical plant sustainability practices, and promoting an environmentally conscious campus.**

#### **Formation of the President’s Commission on Environmental Sustainability**

The President’s Commission on Environmental Sustainability was formed in July 2007 to oversee the process of PSU’s compliance with the American College and University Presidents Climate Commitment. The commission completed a draft of our first Climate



Action Plan, which has been presented to the campus for discussion in the next few weeks. The CAP calls for a 50 percent reduction in greenhouse gases by 2025 and 100 percent reduction by 2050. The report lays out plans for achieving the goals of 2025, and with good planning and new technologies we are confident that the institution can reach these goals. The CAP report also provides a commitment to educate students about a sustainable lifestyle, to study and care for the environment, and to promote sustainability to the campus community and the world beyond.



A year after Prospect Dining Hall went trayless, PSU saved nearly \$160,000 and reduced its food waste by 35 tons.

#### **Established the Office of Environmental Sustainability**

In July 2008, PSU established the Office of Environmental Sustainability to help the campus implement a strategic plan to meet the goals of the American College and University Presidents Climate Commitment. The office is located in EcoHouse and has worked closely with students on projects such as “Do it in the Dark,” which reduced electricity consumption in the residence halls by 54,000 kWh,

and Recyclemania, a national competition focused on reducing solid waste and increasing recycling.

#### **Implemented Residential-Based Sustainability Program**

EcoHouse was an idea developed by the Center for the Environment’s Steve Whitman and Brian Eisenhauer and funded in part through a University System of New Hampshire ICE (Innovation, Creativity, and Entrepreneurship) grant to help develop new and creative ideas for the campus. EcoHouse is designed to demonstrate environmentally sustainable technology in a residential setting, to provide hands-on experiential learning opportunities to Plymouth State University students and the surrounding region, to collect and disseminate information about sustainability, and to help others live in more sustainable ways.



Residential Life has embraced the sustainability challenge with programs such as “Do It in the Dark,” an energy-saving competition between residence halls.



Langdon Woods is the first LEED Gold-certified residence hall in New Hampshire.

### **LEED Gold-Certified Residence Hall Wins Four National Awards**

Langdon Woods Residential Complex opened in the fall of 2006 and was the first residence hall built on the PSU campus since the mid-80s. The outcome was a LEED Gold-certified, 114,000-square-foot building that houses 347 students. It was among the first LEED Gold-certified residence halls in the country and provided Plymouth State with the confidence and enthusiasm needed to move forward with additional environmental and sustainability efforts.

### **Environmentally Friendly Welcome Center and Ice Arena**

In spring 2009, PSU broke ground on a new welcome center and ice arena, the first phase of a multi-phase plan for the Active Living, Learning, and Wellness (ALLWell) Center, which will integrate academics, athletics, and recreation on one site to better achieve the educational goals of Plymouth State University. The facility was designed to meet the requirements of a LEED Silver-certified building, and will feature geothermal heating/cooling design to maximize energy conservation.

### **Other Sustainable and Environmental Achievements on Campus**

In spring 2008, Prospect Dining Hall went trayless. As a result of this simple change, PSU saved nearly \$160,000 and reduced its food waste by 35 tons per year.

This year, PSU began comingling recyclables and for the first time recycles plastics 1-7.

PSU's Physical Plant department has been working on projects across campus to conserve energy and reduce energy consumption and greenhouse gas emissions.

### **PSU Priority 5.2**

#### **Increase funding from non-tuition revenue sources.**

#### **Expansion of the Office of Sponsored Programs**

The Office of Sponsored Programs was expanded and organizationally realigned with Academic Affairs to better leverage resources and coordination of grant and research activities. This change has resulted in a more streamlined approach to grant funding, better compliance with regulations, and builds the foundation for a model that can accommodate future growth opportunities for additional revenue.

#### **White Mountains Institute**

The University has established the White Mountains Institute, which leverages our unique geographic at the gateway to the White Mountains and Lakes Region, an area that is a spectacular outdoor laboratory. WMI builds on PSU's strengths in environmental studies and sustainability, tourism, historic preservation, and outdoor recreation. The structure of the Institute is based on four key programs and initiatives:

1. Museum of the White Mountains: A place for study of White Mountains history and culture and an intellectual home for White Mountains preservation and historical archives.
2. Sustainable Summer Program: An integrated program for undergraduate and graduate students to earn a certificate in Environmental Sustainability while studying green technologies, environmental health, local foods, environmental planning, reduction of carbon footprint, natural resources, and leadership in sustainability.
3. Family Hostel: A unique summer educational vacation opportunity for adults and families offered in partnership with NH tourist attractions.
4. Summer College at PSU: A program for high school students in the summer of their junior or senior year and/or for community college students to experience college coursework and to have a residential campus experience.



Students at PSU are able to explore and learn using White Mountains as a natural classroom.

These programs have the potential to generate significant additional revenues for the campus.

### **Created an Integrated Advancement Division**

The realignment and investment in development, alumni relations, and advancement services will help the campus foster a tradition of philanthropy and giving at PSU. With a significant investment provided by the University System of New Hampshire and ongoing support by the campus, University Advancement is building the staffing infrastructure necessary to raise funding in support of campus priorities. This is a long-term process that requires ongoing support, focus, and leadership. The addition of a new vice president for University Advancement is building a foundation for success.

### **PSU Priority 5.3**

Increase the level of giving to the annual fund each year and move forward on a new comprehensive campaign that supports the goals and initiatives of the University.

### **“Imagine A Way” for Plymouth State University**

We have created an advancement division, with a new cabinet-level position; conducted a campaign feasibility study; and are in the silent phase of the Imagine A Way campaign, with goals for student support, faculty and staff support, and capital projects.



### **Establishment of Events to Support a Culture of Philanthropy**

Plymouth State University’s most significant and reliable supporters met many of the beneficiaries of their philanthropy at the Special Evening of Connections on Friday, October 16, 2009. More than 300 guests—students, parents, and faculty—gathered at the Common Man Inn in Plymouth. Members of the President’s Council assisted President Steen in hosting guests. But the stars of the evening were the students, many of them scholarship recipients, who personally thanked the donors for their support.

### **Tower Fund Takes on New Leadership**

After earning both her undergraduate and graduate degrees at Plymouth State, Karen Urciuoli is thrilled to return to her alma mater as a professional. Bringing previous experience in special events and fundraising for non-profits in the Boston area, Karen arrived in January of 2009 and truly hit the ground running, inspired by the depth of alumni support and commitment to PSU as well as her own ties to the institution.



President’s Council is a volunteer board committed to fundraising for PSU. Photo: Mark Bogacz

### **President’s Council Supports Advancement Mission**

The 22 members of the President’s Council, established in 2001, advance the mission of Plymouth State by seeking and expanding its base of private support. In addition to their own generous philanthropy to PSU, Council members have been increasingly active in engaging alumni, parents, and friends of the University to benefit fundraising for the welcome center and ice arena, scholarships, endowed professorships, and other key elements of the strategic plan. Since 2009, four new members have joined the group, expanding the network of support for PSU’s emerging University Advancement Division.

### **Senior Class Gift Supports Tower Fund**

The senior class gift was dedicated to the Tower Fund (annual fund) for the first time in 2009. More than 70 seniors pledged multi-year gifts, raising a total of \$2,235 in unrestricted funds, and were welcomed into the Barbara Dearborn gift society. The senior giving program is already underway for 2010, with increased participation and gifts expected thanks to class officer leadership.

### **PSU Priority 5.4**

**Remodel and expand facilities to provide a campus that is as aesthetically pleasing as it is functional and provides a state-of-the-art physical plant in which to live and learn.**

### **Acquisition of Highland Hall**

PSU acquired a building adjacent to the core of the campus (and traded with Speare Memorial Hospital for space adjacent to it). This new location allowed the College of Graduate Studies to expand into quality space nearer to central

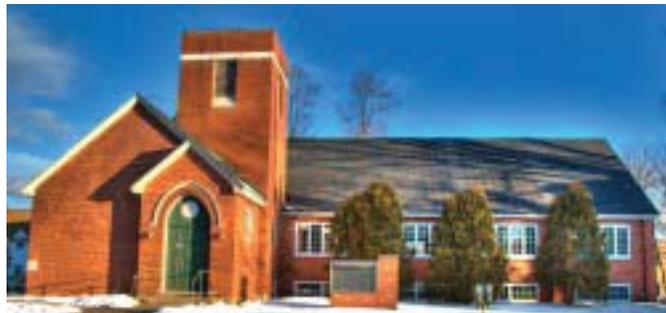
campus. It also will serve as home to the Information Technology Services staff. This location will also accommodate a second data center to provide critical back-up network and server services in the event that the primary data center is not fully operational.

**Expansion of Graduate Studies Space in Concord**

The College of Graduate Studies has had a solid track record of growth over the last several years. To better serve graduate students, many of whom are working professionals from throughout New Hampshire and beyond, the College expanded its existing space at 2 Pillsbury Street in Concord to offer more classes at convenient times for students. The space is beautiful and created in partnership with state educational associations.



To accommodate expanding needs, PSU acquired and remodeled Highland Hall.



PSU purchased the property at 34 Highland Street to house the Museum of the White Mountains.

**Acquisition of 34 Highland Street**

The former Methodist church was acquired when its congregation built a new home on Fairgrounds Road. The Space Committee determined that the space should be devoted to art, and a committee is working with an architect to design the space for the Museum of the White Mountains

**Renovated Mary Lyon and Grafton Residence Halls**

Mary Lyon was a total renovation that brought together environmental sustainability and historic preservation. This renovation received an

Award of Merit for Historical Preservation through the NH/VT chapter Associated Builders and Contractors. Grafton Hall renovations included new bathrooms, heating system, energy efficient lighting, and a new roof.



Mary Lyon Hall reopened in 2008 after a year-long, \$15 million remodeling project.

**Upgraded Other Academic Spaces**

In Hyde Hall, PSU renovated classrooms and lab space and, for Rounds Hall, thoroughly replaced windows and replaced an asphalt roof with more durable and beautiful slate.

**PSU Priority 5.5**

**Enhance the Physical Plant, infrastructure, informational resources, and instructional and other technological capabilities of the University.**

**Upgrading Data Network Structure and Capabilities**



Network upgrades across campus will improve capacity and reliability.

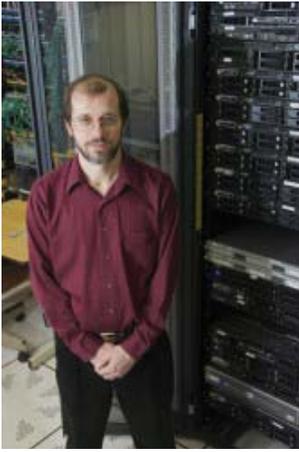
The campus began a process to upgrade outdated and non-serviceable network equipment in 2009. Network infrastructure had not been upgraded in more than 10 years and equipment needed ongoing servicing. The new network will feature state-of-the-art equipment, increase capacity of data transmission, and be more reliable for campus users to minimize interruptions and network down time.

**Purchasing Only Energy Star Computers and Servers to Reduce Energy Consumption**

Beginning summer 2008, Information Technology Services began purchasing all new computers and servers with an Energy Star rating. The Energy Star servers, desktops, and laptops can reduce power consumption by as much as 95 percent, allowing PSU to improve efficiency and reduce our environmental impact.

**Extending the Computer Replacement Cycle from Three Years to Four Years**

In the spring of 2009, Information Technology Services began Implementation of a four-year computer replacement cycle to stretch budget dollars and insure that all users have the technology tools they need to do their jobs. Monitors are only replaced if necessary. In addition, centralized computer and software purchasing via the tech-orders system allows PSU to take advantage of volume pricing.



ITS has implemented changes in its server architecture to improve energy and resource efficiency.

### **Enhancing Use of Virtual Servers as a Replacement for Physical Servers to Reduce Energy Costs and Increase Efficiencies**

Technology now exists to create several virtual services on one machine. Since 2007, Information Technology Services has progressively eliminated physical servers in favor of virtual servers. With this new technology, what once took many physical machines can now be condensed into a few higher powered servers to achieve direct savings in the form of lower electrical needs, reduced cooling needs, and through the reduction in purchase cost of the additional physical servers.

### **Implemented a Pay to Print Program that Decreased Overall Printing and Increased Campus Awareness**

Each year, approximately 12 percent of PSU’s student, staff, and faculty community regularly exceed their 400-page print quota. About half of those users exceed their quota by more than 500 pages. To increase awareness regarding printing and to help eliminate wasteful printing, PSU’s Information Technology Services department, the President’s Commission on Environmental Sustainability, and the Student Senate worked together on the Pay-2-Print initiative, which went into effect in July 2009.

### **Shifted Installation of Classroom Technology to In-House Staff**

Beginning in summer 2008, the Classroom Technology Service workgroup began doing all multimedia installations, saving PSU more than \$20,000. This not only allows the campus to stretch limited dollars but also builds an in-house capability that can respond to more campus needs.

### **Installed Emergency Communications System for E-notification**

Campus implemented an electronic notification system through a contracted service to enable emergency communications to faculty, staff and students. Communications can occur via e-mail, cell phone, or home phone virtually instantly. This notification system has been tested and used for actual emergencies on campus as well as for campus closings.



PSU has adopted emergency alert procedures, including a text alert system, to help ensure the safety of students and employees.

### **Installed External Campus Siren for Emergencies**

A new campus siren has been installed on High Street in an effort to notify the campus and community in the event of an emergency.

### **PSU Priority 5.6**

**Assess and enhance operational effectiveness and efficiency.**

### **Increased Campus Communication and Input on Budget and Efficiencies Through the “Great Ideas” E-mail Process**

During the FY10 budget preparation, PSU-great-ideas@plymouth.edu was created as a means to gather innovative ideas about non-tuition revenue sources and cost-saving initiatives. Campus participation was highly encouraged and appreciated by the members of the cabinet. Many ideas have been submitted through this easy-to-use forum that may have gone unrecognized otherwise. Some ideas have been implemented and others are longer-term ideas that will be phased in over time.



Innovations in power generation and distribution are helping PSU achieve greater energy efficiency.

### **Achieved Significant Cost Savings and Cost Avoidance Through Purchase of Extended Energy Contracts**

The campus has developed a very sophisticated analytical tool to determine how and when to lock in fuel prices based on market pricing, consumption, and co-gen plant operations. This process has resulted in significant cost savings to the campus equal to at least 10 percent of overall utility costs.

### **Increased Operational Efficiencies**

The Purchasing and Accounts Payable managers, along with the assistance of the Controller, performed an extensive review of the operations of both departments to increase customer service and improve communication. Ensuring strong internal controls, a new structure of duties was implemented that allowed Purchasing to concentrate more on contracts by moving requisition to purchase order and the p-card

administration processes to accounts payable. The change created better “one-stop shopping” for processing documents. In addition, Purchasing and Accounts Payable recently mapped their departments’ processes and are taking advantage of potential opportunities to operate more effectively and efficiently.

### **Participation in University System of New Hampshire Annual Deferred Maintenance Assessment**

Plymouth State University participates in an annual update to the University System of New Hampshire-coordinated deferred maintenance study. Part of this assessment is not only deferred maintenance but also operational efficiencies with the Physical Plant. The Physical Plant operation has consistently been evaluated very positively when compared to efficiency of operations to other comparable universities.

## **Other Major Campus Initiatives**

### **ALLWell Center**

The new ice arena and welcome center quickly approaching completion on Highway 175-A in Holderness, between I-93 and Plymouth’s Main Street, is only the first phase of a larger vision for Plymouth State University.

The Active Living, Learning, and Wellness (ALLWell) Center is planned as a multi-year, multi-phase development that will transform the area of campus east of the Pemigewasset River with the eventual construction of a new fieldhouse, aquatic center, gymnasium, and playing fields.

According to President Sara Jayne Steen, the ALLWell Center will vault Plymouth State University forward in all aspects of its mission. “We attract students that love outdoor and recreational activities,” Steen says. “The ALLWell Center will bring academics together with athletics and recreation in a unique way.”

### **Mission**

The mission of the ALLWell (Active Living, Learning and Wellness) Center is to create a state-of-the-art complex that replaces the existing PE Center (constructed in 1968) and integrates, on one site, academics, athletics, and recreation to better achieve the educational purposes of Plymouth State University.

The new facility will strengthen the established educational link between the Department of Health and Human Performance (HHP) and Department of Athletics. This integrated project, to be built in five phases, will serve as a living-learning laboratory, increasing opportunities to provide educational, athletic, wellness, and recreational activities to the campus, local communities, the region, and the state.

### **The Department of Health and Human Performance**

The Department of Health and Human Performance (HHP) is the third largest at PSU, with more than 400 students in 12 undergraduate and three graduate programs. The department offers programs in:

- Adventure education
- Athletic training
- Health education
- Wellness management
- Physical education
- Applied health fitness
- Sport physiology
- Coaching
- Sports management



For nearly every program in HHP, hands-on experience is vital to the learning process. Students are first taught skills in the classroom. Then they practice these skills in a controlled laboratory. Finally, they apply their skills in a real life setting with students, athletes, patients, and clients. The ALLWell Center will provide a location for centers of innovation.

### **Athletics and Recreation at PSU**

Plymouth State University is home to 19 varsity teams, seven official club sports teams and 30 organized intramural activities—in which two-thirds of the student body participate. In addition to supporting the activities of PSU student-athletes, the ALLWell Center will provide all students with greater opportunities for physical activities.

### **Phase One: Ice Arena and Welcome Center**

The first phase of Plymouth State University's ALLWell Center is an ice arena and welcome center that will open in summer 2010. The ice arena will serve as a teaching facility for instruction and research in ice activities, a home for Panther varsity men's and women's ice hockey teams, and a site for student recreation as well as community skating. The new arena will seat 850 spectators.



The Eugene and Joan Savage Welcome Center fronts the ice arena facility with an expansive lobby and facilities that will provide an attractive meeting place for prospective students, parents, and visitors to the campus and towns of Plymouth, Holderness, and the wider region.

### **Sustainable Design**

Plymouth State University has made a commitment to sustainability. The president of the University was an early signatory to the American College & University Presidents Climate Commitment, pledging to create a comprehensive plan to monitor and reduce greenhouse gas emissions and eventually become carbon neutral.

The ALLWell Center Master Plan integrates sustainable principles in all aspects of the design. Among the highlights of its energy efficient design and construction, the ice arena and welcome center is being built to meet LEED Silver standards by installing a sophisticated geothermal heating/cooling design to maximize energy conservation opportunities. The combination of geothermal and the capture of waste heat generated by ice-making equipment will provide heat for the facility, removing reliance on a traditional fuel-based heating system.

### **Future Phases: North, South, East, and West Buildings**

Additional buildings will be added to the ALLWell Center. Future phases of the ALLWell Center will house classrooms, research laboratories, lecture halls, offices, multipurpose activity laboratories, conference rooms, and general academic support areas for programs.

A new fieldhouse will provide additional instruction space. An aquatic center will enhance capacity for instruction, community programming, and serve as a qualified competition venue. The Foley Gymnasium will be relocated to a new building that will house instructional and laboratory facilities, an athletic training suite, and strength and conditioning centers for students and the community.

The Health and Human Performance department also has established a Center for Active Living and Healthy Communities, an institute for research and outreach on health and wellness in rural areas that will eventually be housed in the ALLWell Center. The Center for Active Living and Healthy Communities will strive to assist communities, particularly in rural areas, in addressing the needs of diverse generations and removing barriers to healthy aging.



## **White Mountains Institute**

The White Mountains Institute (WMI) at Plymouth State University celebrates the significant heritage of our region and creates a premier center for research and programming on the White Mountains. Through the Institute, PSU takes advantage of the spectacular outdoor laboratory around us and builds on our strengths in environmental studies and sustainability, eco-tourism, historic preservation, the arts, adventure education, and the advancement of culture and economic development in rural communities.

The PSU campus has always had a special connection to the White Mountains and has long served as a natural gateway to the region.

PSU students, faculty, staff, and alumni hold in their hearts a true love of the region. For generations, they have studied local history and culture, explored the surrounding natural wonders, and discovered the personal transformation that comes with time spent in the shadow of the mountains.

The White Mountains Institute offers programming on “green” technologies, environmental health, local foods, environmental planning, reducing carbon footprints, natural resources, and leadership in sustainability. The Institute offers programming in heritage studies, historic preservation, and arts and culture related to the history of the White Mountains.

A major focus of the White Mountains Institute is the creation of the Museum of the White Mountains: a permanent year-round place on campus for study and research of White Mountains history and culture and an intellectual home and historical archives for the preservation of White Mountains collections of art, memorabilia, photography, ephemera, books, curios, and other significant materials. Plymouth State University has a proven commitment to and a comprehensive understanding of the special place that is the White Mountains. Through its creation of the Museum of the White Mountains, the University will further its mission on behalf of students, scholars, and citizens by studying, promoting, and presenting the precious American legacy that is the history of the White Mountains.

Future plans include a White Mountains Hostel for adults and families and a Summer College experience for high school students, both of which will take advantage of the significant programming offered through the WMI and the Museum of the White Mountains.

