

The University of North Carolina System-Wide Professional Science Master's Initiative

Progress Report
January 2009 – March 2010



Appalachian State University

East Carolina University

Elizabeth City State University

Fayetteville State University

NC A&T State University

NC Central University

NC State University

UNC Asheville

UNC-Chapel Hill

UNC Charlotte

UNC Greensboro

UNC Pembroke

UNC Wilmington

UNC School of the Arts

Western Carolina University

Winston-Salem State University

PSM[™]
PROFESSIONAL
SCIENCE MASTER'S

Greetings from the UNC PSM Director

The UNC System-Wide Professional Science Master's Initiative relies on the collaborative development between employers and faculty of new professional, need-based degree programs.

I am pleased to report that 12 PSM programs are now offered, 17 new PSM programs are at feasibility, planning or approval stages, and many new resources and services are available or underway for these programs.

I am greatly indebted to the many employers, deans, professors and students who contribute to the collective UNC PSM system-wide success. Together we will continue to create interdisciplinary education and fuel both important culture changes within the universities and economic growth in North Carolina.

Lisbeth Borbye

*Assistant Dean for
Professional Education*

*Director of the
UNC PSM Initiative*

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Introduction

The University of North Carolina System-Wide Professional Science Master's Initiative

As part of “UNC Tomorrow,” the strategic plan of the University of North Carolina (UNC), many of the 16 UNC campuses are currently developing and implementing Professional Science Master's (PSM) programs. The UNC PSM Director (located at NC State University) offers multiple services to these UNC campuses and provides statewide outreach. One of the primary goals is to develop and implement a need-based plan for the establishment of individually competitive PSM programs, while simultaneously ensuring coordination of campus and geographic resources for statewide economic gain.

Professional Science Master's

PSMs are graduate degree programs that provide interdisciplinary coursework in the natural and mathematical sciences in combination with the professional management training essential for careers in industry, government or nonprofit organizations. Students and faculty in PSM programs typically enjoy a high level of interaction with working professionals through courses, projects, internships and networking.

The Importance of PSMs

PSMs have a positive impact on the economy; graduates have relevant and globally-oriented workforce training. PSMs create alliances among students, educators, employers and society and offer significant value to all involved. The dynamic interface between working professionals and university faculty creates the opportunity to readily respond to employer's needs.

Employers

- Co-create graduate education to meet their needs
- Gain access to university resources and out-of-the-box student expertise
- Interact with future employees (and hire the best of them)

Faculty/Staff

- Gain access to employer networks and resources
- Offer employment-relevant education for students choosing careers outside the university environment (approximately 80% of graduates)
- Fulfill part of the University of North Carolina's mission

Students

- Get competitive, employment-relevant education and employer networks
- Learn essential professional skills

Distribution of the Alfred P. Sloan Foundation Grant Remnants (Closed)

Thirteen PSM planning grants were distributed to seven UNC campuses during the spring of 2009. These grants were sub grants of the UNC system grant from the Alfred P. Sloan Foundation. Twelve grants were given to program planning and feasibility studies, and one grant was given to conduct a UNC system-wide planning meeting.

<i>UNC Campus Receiving Grant</i>	<i>Purpose of Grant</i>
Appalachian State University	Program and Course Planning: New Programs and Strategy and Crisis Management Course
East Carolina University	Program Planning: Medical Physics, Health Physics
Elizabeth City State University	Feasibility Study: Applied Mathematics
NC A&T State University	Program Planning: Energy Systems
UNC Charlotte	Program Planning: Health Information Technology
UNC Charlotte	Program Planning: Biotechnology
UNC Charlotte	Program Planning: Geographical Information Science and Technologies
UNC Wilmington	Post Graduate Training Planning: Pharmaceutical Clinical Research
NC State University	Program Planning: Geospatial Information Science and Technology
NC State University	Program Planning: Nutrition (Human Nutrition, Feed Science)
NC State University	Program Planning: Environmental Assessment
NC State University	Feasibility Study: Sustainability Development Practice
NC State University	UNC System-Wide Planning Meeting



The University of North Carolina System-Wide PSM Meetings

First PSM Strategy Planning Meeting, May 2009

UNC graduate deans, PSM directors, prospective PSM directors, employers, and PSM alumni gathered to discuss how to coordinate the UNC PSM effort and develop competitive, sustainable PSM programs.

It was suggested that the UNC PSM Director assist in numerous matters including:

1. Scheduling a videoconference to discuss the system response to the Request for Proposals (RFP) from the National Science Foundation (NSF) (*see below*)
2. Scheduling future meetings in a need-based manner, the first of which is scheduled in Spring 2010 (*see below*)
3. Mapping of the UNC PSM programs (*see “UNC PSM Landscape”*)
4. Providing regular updates and relevant additions to the UNC PSM website (*see “Central Marketing of the UNC System-Wide PSM Effort”*)
5. Developing of how-to- materials (*see “Guidance to Start and Manage PSM Programs,” “PSM Program Sustainability Model”, “Educational Materials for PSM Directors and PSM Students,” and “Workshops for Deans, Professors and Students”*)
6. Providing guidance to individual campuses and programs, fostering collaboration, efficiencies and synergies (*see “Establishing Inter-program Alliances” and “News Archive”*)
7. Coordination of field work and employer networks (*see “Project and Internship Placement pilot” and “Professional Mentorship Program”*)
8. Developing a strategy for the UNC PSM initiative (*see “NC PSM Plan”*)

National Science Foundation Videoconference, September 2009

A videoconference was held to discuss how to respond to the NSF RFP. It was decided that UNC deans interested in pursuing the NSF grant should develop and submit individual proposals for their “shovel-ready” programs.

Upcoming Videoconference, Spring 2010

UNC graduate deans and PSM directors will be invited to attend a discussion including establishing a UNC PSM Partner Board (*see “PSM Plan for North Carolina”*), discussion of a UNC PSM Partner Board’s duties, implementation of a course-sharing process, and development of new focus groups.

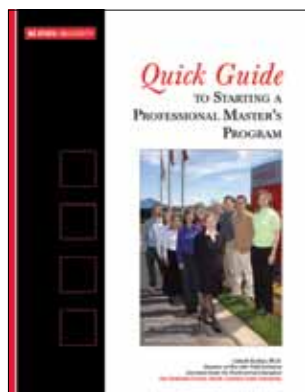


UNC PSM Landscape

	<i>UNC Campus</i>	<i>PSM Program</i>	<i>Program Status</i>
1.	Appalachian State University	Engineering Physics	Operational
2.	Appalachian State University	Nanoscience	Operational
3.	Appalachian State University	Nutrition and Food Systems	Feasibility Stage
4.	Appalachian State University	Environmental Science and Hazards Mitigation	Feasibility Stage
5.	East Carolina University	Medical Physics	Planning Phase
6.	East Carolina University	Health Physics	Planning Phase
7.	Elizabeth City State University	Applied Mathematics	Feasibility Stage
8.	NC A&T State University	Energy Systems	Planning Phase
9.	UNC Charlotte	Mathematical Finance	Operational
10.	UNC Charlotte	Bioinformatics	Operational
11.	UNC Charlotte	Health Information Technology	Planning Phase
12.	UNC Charlotte	Biotechnology	Planning Phase
13.	UNC Charlotte	Geographical Information Science and Technologies	Planning Phase
14.	UNC Greensboro/ NC A&T State University	Nanoscience	Operational
15.	UNC Wilmington	Computer Science and Information Systems	Operational
16.	UNC Wilmington	Environmental Studies	Operational
17.	UNC Wilmington	Applied Gerontology	Operational
18.	UNC Wilmington	Pharmaceutical Clinical Research	In Approval Process
19.	UNC Wilmington	Coastal and Ocean Policy	In Approval Process
20.	NC State University	Financial Mathematics	Operational
21.	NC State University	Microbial Biotechnology	Operational
22.	NC State University	Nutrition (Human Nutrition, Feed Science)	In Approval Process
23.	NC State University	Geospatial Information Science and Technology	Operational
24.	NC State University	Biomanufacturing	In Approval Process
25.	NC State University	Crop Management	Planning Phase
26.	NC State University	Environmental Assessment	Operational
27.	NC State University	Sustainability Development Practice	Feasibility Stage
28.	NC State University in collaboration with UNC Asheville	Climate Change and Society	Planning Phase
29.	NC State University	Physics Nanoscience	Planning Phase
30.	Western Carolina University	Entrepreneurship	Program Dormant

Guidance to Start and Manage PSM Programs

To help deans and professors start PSM programs, a booklet entitled *Quick Guide to Starting a Professional Master's Program* was produced. The Quick Guide is available at the UNC PSM website and answers the following questions:



1. Why are professional master's programs important?
2. How do we determine whether we want to start a professional master's program?
3. We have decided to start a professional master's program. Who should be involved?
4. What is the logical process for creating a professional master's program?
5. How do we best advertise the program to students?
6. Which types of support does the Graduate School at NC State University provide?
7. How do we contact others involved in professional master's programs?

PSM Program Sustainability Model

(Abbreviated from "Quick Guide to Starting Professional Master's Programs")

A PSM program sustainability model for use at NC State has been developed. Other campuses are encouraged to adopt this model or develop similar or new models. The NC State model is dependent on financial support from the Provost's Office (first two years) and is based on enrollment projections and formula funding per student credit hour in the current enrollment year (institutional funding only). Each program must negotiate with the Provost as there is no guarantee that all or any portion of these funds will be available to a program. An example of a program budget is shown below, and there are many other models. When a program becomes profitable, a portion of the profit may be returned to the program home.

Budget item/Year	1	2	3	4	5
Salary PSM Director (25% FTE)	\$30,000	\$30,000	\$30,000	\$30,000	
Salary PSM Director (50% FTE)					\$60,000
Salary Assistant (50% FTE incl. benefits)		\$30,000	\$30,000	\$30,000	\$30,000
PSM program planning and operational costs	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Cost of buyouts of PLUS course components		\$30,000	\$30,000	\$30,000	\$30,000
Year subtotal costs	\$40,000	\$100,000	\$100,000	\$100,000	\$130,000
Projected student revenue (purpose 101) and total enrollment (year 1 and year 2 cohorts)	0 <i>(0 students)</i>	\$50,000 <i>(5 students)</i>	\$100,000 <i>(10 students)</i>	\$150,000 <i>(15 students)</i>	\$200,000 <i>(20 students)</i>

UNC PSM Home Page
<http://www.ncsu.edu/grad/psm/> Google

PSM The University of North Carolina Professional Science Master's Initiative

Home | For Students | For Faculty & Staff | For Alumni & Friends | For Employers | For Agencies | News | Contact

Welcome to the UNC Statewide PSM Initiative



Meeting Employers' and Society's Needs

The University of North Carolina consists of sixteen universities. As part of its core mission UNC provides students with an education that meets the needs of employers and society. UNC achieves this by offering professional science master's degrees, which are interdisciplinary graduate programs developed collaboratively by faculty, industry, and agencies. In these programs students learn both technical and business skills and get real-life industry experience to prepare them to meet tomorrow's challenges.

Professional Science Master's (PSM):
 PSMs are graduate degree programs that provide interdisciplinary coursework in the natural and mathematical sciences in combination with the professional management training essential for careers in industry, government or nonprofit organizations. Students and faculty in PSM programs typically enjoy a high level of interaction with working professionals through courses, projects, internships and networking.

The UNC PSM Initiative:
 As part of "UNC Tomorrow" the strategic plan of the University of North Carolina, many of the 16 UNC campuses are developing and implementing PSM programs. North Carolina State University, which has many years of experience with PSM programs and building employer alliances, is leading the UNC PSM effort by providing multiple services to UNC campuses with PSM programs.

The Importance of PSMs:
 PSMs have a positive impact on the economy; graduates have relevant and globally-oriented workforce training. PSMs create alliances among students, educators, employers and society and offer significant value to all involved. The dynamic interface between working professionals and university faculty creates the opportunity to readily respond to the needs of employers.

Employers

- Have the opportunity to co-create graduate programs to meet their needs
- Gain access to university resources and out-of-the-box student expertise
- Interact with future employees (and hire the best of them)

Faculty/Staff

- Fulfill part of the mission of "UNC Tomorrow"
- Offer employment relevant education for students choosing careers outside the university environment (approximately 80% of graduates)
- Gain access to employer networks and resources

Students

- Receive an education that prepares them for employment and access to employer networks
- Learn essential professional skills



UNC Campuses

UNC PSM Links

- > UNC PSM Programs
- > UNC PSM News
- > UNC PSM Publications
- > UNC Tomorrow
- > UNC PSM Contact
- > Essential Professional Skills
- > Employer Case Studies
- > Workshops for PSM Directors

National PSM Links

- > PSM programs in the USA
- > Council of Graduate Schools
- > National PSM Association
- > PSM Affiliates

UNC Campuses

- > Appalachian State University
- > East Carolina University
- > Elizabeth City State University
- > Fayetteville State University
- > North Carolina A&T State University
- > North Carolina Central University
- > North Carolina State University
- > University of North Carolina at Asheville
- > University of North Carolina at Chapel Hill
- > University of North Carolina at Charlotte
- > University of North Carolina at Greensboro
- > University of North Carolina at Pembroke
- > University of North Carolina School of Arts
- > University of North Carolina Wilmington
- > Wake Forest University
- > Winston-Salem State University

Home | For Students | For Faculty & Staff | For Alumni & Friends | For Employers | For Agencies | News | Contact

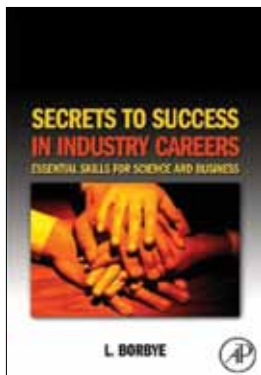
Central Marketing of the UNC System-Wide PSM Effort

A one-stop shopping site has been developed for the UNC PSM Initiative: www.ncsu.edu/grad/psm

The web site includes a brief description of the UNC PSM Initiative, links to a list of all UNC PSM programs, PSM news, PSM publications and educational resources, PSM workshops, and much more.

Educational Materials for PSM Directors and PSM Students

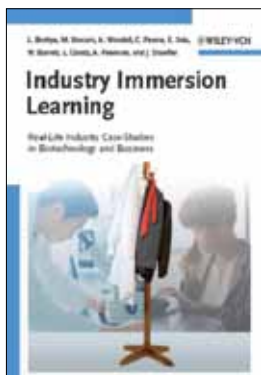
Essential Professional Skills



Students are often surprised by the differences between the environments of the university and industry work when adjusting to their first jobs in industry. Such adjustment often takes 9–12 months and is costly for the employer in terms of lost effectiveness. Students can improve their employment readiness and competitiveness by learning about the new environment prior to entry. Topics include business goals and bottom line, leadership and teamwork, communication skills, marketing, discipline, flexibility, creativity and out-of-the-box thinking, ambiguity management, intellectual property, specialty technology and knowledge, quality, ethics, globalization, expectation management, and career management. The following resource is available which describes what is needed to succeed outside the university environment.

Secrets to Success in Industry Careers: Essential Skills for Science and Business.
Academic Press, ISBN: 978-0-12-373869-1

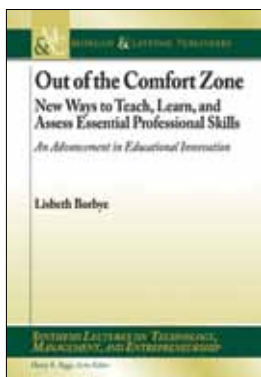
Employer Projects



Many students and university teachers are unfamiliar with the industry environment. Case studies developed in collaboration with working professionals can help students and professors bridge the gap between universities and industry. This book provides guidance on how to approach industry professionals and create educational alliances. The strategy of establishing contact with industry employers and the process of developing and teaching case-studies are described. Among the case-studies are examples of how to identify biomarkers and new drugs simultaneously, prioritize and develop products in compliance with rules and regulations, commercialize products and protect and manage the intellectual property, optimize processes and technologies for manufacturing, and minimize human errors in production.

Industry Immersion Learning: Real-Life Case Studies in Biotechnology and Business.
Wiley Blackwell. ISBN 978-3-527-32408-8

Teaching and Assessing Professional Skills



This book describes a simple, common sense method of how to include professional skills training in any curriculum without compromising academic rigor. It relies on introduction of unanticipated, yet manageable crises simulating scenarios commonly experienced in the workplace. Examples include how to respond to a demand for innovation and teamwork, a lay-off, a re-organization, or switching jobs and projects. Preparing and practicing a mindful and healthy response is beneficial, and it serves as a platform for attitude training and character building prior to unexpected real-life events on the job and elsewhere. Also included are student reflections on learning and a rubric to assess the professional skills learning outcomes.

Out of the Comfort Zone: New Ways to Teach, Learn, and Assess Essential Professional Skills.
Morgan & Claypool Publishers. ISBN 9781608451753 (*paperback*), ISBN 9781608451760 (*ebook*)

Please note that publishers and authors usually have a pecuniary interest in the sale and distribution of their published materials.

Workshops for Deans, Professors and Students

Creating Alliances and Educational Projects with Industry Partners

NC Biotechnology Center, November 2009

The UNC PSM Director joined with industry professionals from the Research Triangle Park to develop inquiry-based, industry-relevant educational materials that bridge the gap between the classroom and the workplace (described earlier). These materials have been well received by students, employers, and universities. The purpose of this workshop was to disseminate these materials and to present a process which participants can use for engaging with industry—from contacting industry professionals to designing and teaching workplace skills—all with the aim of creating momentum for the statewide development and adoption of workforce-relevant curricula. A total of 18 participants from 11 universities and colleges in North Carolina learned to apply basic principles and returned to their home institutions with instructional materials and basic project plans.



The “Creating Alliances” workshop was demanding and productive. I think this was one of the best workshops I have attended since we were provided with timely and critical information, produced the case studies with expert assistance, had a meaningful way in which to engage industry representatives and had outstanding networking opportunities. I suggest offering these again and letting institutions bring small teams (3-4) from the same institution to allow them to begin to build critical mass for building professional education opportunities.

*Elizabeth Wolfinger
Dean, Meredith College*

Be at Your Best: Improving Performance through Professional Self Awareness

NC State University, Fall 2010

Participants in this workshop will learn about the difference between performance indicators in the academic and corporate environments and how these condition students and employees. A set of common and frequently occurring yet often unexpected changes will be described, and how being out of the comfort zone may affect personal performance levels. Participants will gain understanding about key aspects of professional self awareness as a resource for sustainable resilience, peak performance, and personal growth. A demonstration of Mindfulness Based Stress Reduction (MBSR) by a guest instructor from Duke Integrative Medicine is being planned.

Both workshops will be repeated based on demand.

Establishing Inter-Program Alliances

The establishment of focus groups, particularly in fields where more than one campus is offering a program, is strongly encouraged. The goal is to ensure that students have full access to the entire expanse of popular programs with each campus developing courses around their particular strengths and niches while adhering to an overall strategy. An example is the geospatial/geographical information science and technologies group. The program at NC State University focuses on the computational and software development aspects of GIS while the faculty members at UNC Charlotte intend to tailor their program to urban development applications. The UNC General Administration favors such planning and collaboration and it is expected that several new focus groups will form in the near-future.



Project and Internship Placement Pilot

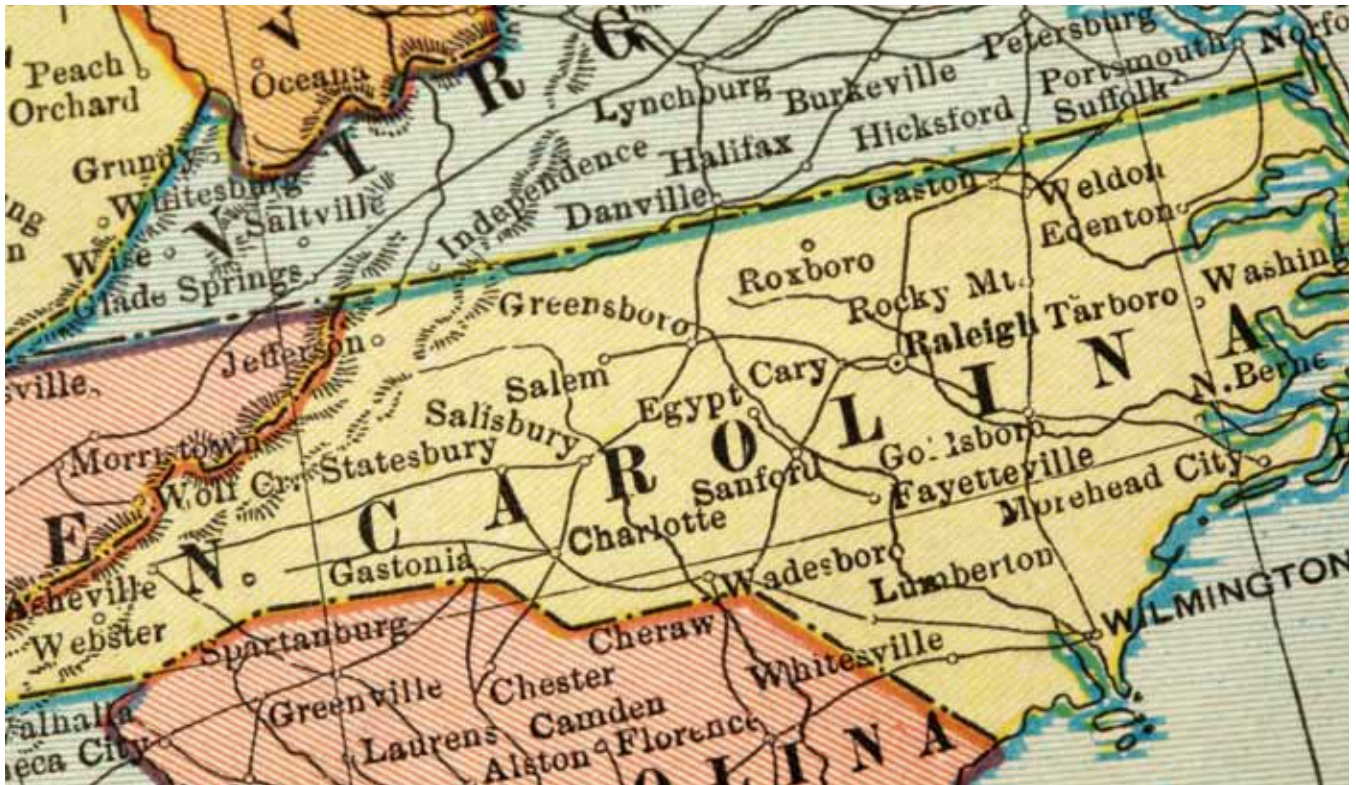
The UNC PSM Director is currently working with the Industrial Extension Services (IES) and the Small Business and Technology Development Center (SBTDC) in North Carolina to establish a coordinated project and internship placement model. The IES and the SBTDC have offices throughout North Carolina and therefore have the potential to connect all UNC campuses to local small and medium-sized businesses. A similar service is already provided by the SBTDC to MBA, JD and graduate engineering

students. It is envisioned that students will receive informal pre-internship training prior to the project or internship experience. This training will focus on essential professional skills and may include field-specific case-studies. A pilot will be performed with two PSM programs and use two slightly different approaches: 1) students will receive pre-internship training followed by internship placement in form of an internship course; and 2) students will receive pre-internship training embedded as a case-study in an existing course followed by internship placement in form of an internship course. The pilot will take place during the academic year 2010-2011 and if successful extended to all interested UNC PSM programs.

Professional Mentorship Program

Some PSM programs offer professionals the opportunity to mentor PSM students and guide their development of the skills needed to become effective employees. These volunteers have become role models for PSM students by giving of their valuable resources: time, personal experience and counsel. Students often feel honored by the opportunity to build professional friendships and networks this way. In addition, the mentors are reinforcing the training students receive in their PSM programs and are usually very helpful when graduates are seeking their first jobs. Mentoring students allows the professionals to get to know potential future employees and colleagues. The UNC PSM Director is seeking to revitalize and expand the PSM initiative called "Adopt a Professional Student" mentorship program to all UNC campuses. More information about this program can be found on the UNC PSM website.





PSM Plan for North Carolina

Input is being requested for the composition and activities of a prospective PSM Partner Board. It is envisioned that members will include individuals currently active in extension, business development centers, government and nonprofit organizations, industry clusters, NC workforce development boards, the NC Chamber of Commerce, and UNC graduate deans. The PSM Partner Board, which will be led by the UNC PSM Director, is projected to meet monthly starting in the Fall of 2010 and perform a range of activities. These are expected to include:

STATEWIDE PSM MAP

Creation of a map of North Carolina's future need for PSMs

STATEWIDE PSM STRATEGY

Development of a PSM education strategy for North Carolina

ESTABLISHMENT OF A NORTH CAROLINA PSM EMPLOYER ADVISORY BOARD

Recruitment of members and definition of the advisory board's functions

FUNDING

Obtaining funds to sustain the UNC PSM activities and the UNC PSM staff

News Archive

March 2010

- First UNC PSM Progress Report
- Planning of a PSM student project and internship placement pilot program with the Industrial Extension Services and the Small Business and Technology Development Center

February 2010

- Presentation of a “PSM sales pitch” and “PSM know how” at the Conference for Southern Graduate Schools, Savannah, GA
- Presentation of the UNC PSM Initiative at Extension Operation Council meeting, NC State University, Raleigh, NC

January 2010

- Publication of a new educational PSM resource: *Out of the Comfort Zone: New Ways to Teach, Learn, and Assess Essential Professional Skills*

December 2009

- Presentation of the UNC PSM Initiative at the National Conference for State Legislators pre-meeting workshop, San Diego, CA

November 2009

- Submission of NSF proposals from individual UNC campuses
- “Creating Alliances and Educational Projects with Industry Partners.” workshop for deans, PSM directors and aspiring PSM directors at The North Carolina Biotechnology Center, Research Triangle Park, NC

October 2009

- PSM program guidance to NC Central University, Durham, NC

September 2009

- UNC PSM Videoconference regarding NSF PSM RFP
- PSM program guidance to UNC Chapel Hill, Chapel Hill, NC

July 2009

- First PSM focus group (GIS&T; members from NC State University and UNC Charlotte)

June 2009

- Publication of a new educational PSM resource: Quick Guide to Starting a Professional Master's Program

May 2009

- Launch of the UNC PSM Web site
- First Newsletter for the UNC PSM Initiative
- First UNC PSM strategy planning meeting

March 2009

- Distribution of 13 PSM planning sub grants from the Alfred P. Sloan Foundation to multiple UNC campuses

January 2009

- The North Carolina Biotechnology Center awards a grant to the UNC PSM Director to develop workshop for PSM directors
- Publication of a new educational PSM resource: Industry Immersion Learning: Real-Life Case Studies in Biotechnology and Business
- UNC General Administration transfers the leadership for the UNC PSM initiative to NC State University



Opportunities for Interaction with the UNC System-Wide PSM Initiative

UNC PSM Partner Board

A PSM Partner Board is currently being assembled. Nominations are welcomed. Please contact the UNC PSM Director.

PSM Program Advisory Boards

All PSM programs have external advisory boards. Typical members are employers in relevant fields as well as the PSM program director and relevant university staff. Programs may also include members from Department of Commerce, government agencies, collaborating programs or focus groups. Please contact individual program directors for more information.

Projects and Case Studies

Many programs offer professional projects or case studies. Employers determine most of the logistical parameters while the project or case study content is tailored in collaboration with the PSM program director. Students may work on projects or case studies on site or in the classroom. Please contact individual program directors for more information.

Seminars

Working professionals from relevant fields often contribute seminars in PSM programs. Please contact individual program directors for more information.

Internships

Most PSM programs encourage students to work in professional organizations during their time in the program. Some students may intern as full-time employees during the summer, others may work part-time during the academic year, and still others may participate in co-op programs. Please contact individual program directors for more information.

Professional Mentorship Program

PSM students benefit from personal interaction with working professionals. Mentoring a student means meeting with the student regularly (for example, monthly or bimonthly) and helping the student understand what is required to be successful outside the university environment. Please contact the UNC PSM Director to learn more about this program.

Professional Student Fellowships

The ability of PSM programs to offer students fellowships benefits both the programs and the students. Fellowships enable programs to attract excellent students who might not otherwise be able to enroll. Please contact the UNC PSM director to provide fellowships.

Employment

All employers are encouraged to request information about individual PSM programs in their fields of work. Often employers will contact PSM directors before graduation to look for potential new employees.

Sponsorships and Program Development

PSM programs may be sponsored by individual donors, employers, or a set of employers. Employers may even request an entire program for their own purposes. Please contact the UNC PSM director to be involved in sponsoring or developing a PSM program.

Visit the UNC PSM Initiative on the web:

www.ncsu.edu/grad/psm

Prepared by the UNC PSM Director, The Graduate School at NC State University