Preparing Future Leaders

Annual Report
FY 2008-2009

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Overview
The purpose of this report is to document the programs, activities, and services provided through the Preparing Future Leaders (PFL) initiative from July 1, 2008 – June 30, 2009. Since its establishment in 2007, PFL has been a resounding success. In less than two years, nearly 2,200 participants have attended our events. Our events consistently receive high evaluations and generate positive feedback from the campus community. Graduate students have expressed great satisfaction with the information provided in the programs delivered by the PFL team, and they have indicated that they had never had access to professional development and career skills of this value before.

PFL is of very high quality, and it fills a void in graduate education at NC State. It is aligned with the five focus areas in the University’s strategic plan, and it is connected to UNC Tomorrow. It is unique across the university and results in an economy of scale as it delivers essential education and training to students at a centralized level freeing up resources in individual programs, departments, and colleges. Furthermore, PFL has attracted attention and generated interest from our Board of Advisors and other external groups, and over time, the program should result in increased employment opportunities for our graduates.

The Graduate School’s Vision
The Graduate School of the future will prepare career-ready students with a competitive edge through a new focus on professionally oriented training designed for the real world. We place motivated, talented scholars in a hands-on learning environment that emphasizes original research, scholarship, extension and engagement, real-world partnerships, teaching experiences, and mentoring by graduate faculty members. One of the primary ways the Graduate School addresses this vision is through the programs in the Preparing Future Leaders initiative.

Preparing Future Leaders (PFL) is the Graduate School’s premiere professional development initiative, comprising training and education in responsible conduct of research, professional development seminars, and programs that support teaching. By providing transferable skills, PFL helps prepare graduate students and post-docs to be competitive in the global market and readies them for fulfilling and successful professional lives after they earn their degrees. During FY2008-2009, PFL consisted of the Professional Development Seminars (PDS), the Responsible Conduct of Research (RCR), the Preparing the Professoriate (PTP) program, and the Certificate of Accomplishment in Teaching (CoAT) program. PFL shares resources and co-sponsors events with the Office of Postdoctoral Affairs (OPA).

PFL Vision and Goals

- Promote and provide opportunities for students to learn transferable skills to make them more competitive in the global economy.
- Bring together people from many disciplines to discuss ethical issues society will confront.
- Establish partnerships with industry, government, and non-profits by applying education and research to address the needs of society.
- Support individual and collaborative teaching, mentoring, and internship experiences.
- Provide programs and resources to support professional excellence in teaching and learning.
The PFL Team
During FY2008-2009, the PFL team expanded to enable the Graduate School to serve the campus community more effectively. Dr. Rebeca Rufty, Associate Dean of the Graduate School, continued to lead the development of all of the PFL programs. Dr. Melissa Bostrom coordinated the Professional Development Seminar (PDS) series, the Preparing the Professoriate (PTP) program, and the Responsible Conduct of Research (RCR) seminars. Dr. Barbi Honeycutt was hired June 1, 2008, as Director of Graduate Teaching Programs and coordinated the Certificate of Accomplishment in Teaching (CoAT) program. Dr. Rhonda Sutton was hired August 1, 2008, as Director of the Office of Postdoctoral Affairs (OPA). Ms. Aixa Morales-Diaz provided administrative and program support for all of the PFL programs. Ms. Rachel Flye served as the Graduate Student Assistant for the CoAT program. Ms. Sara Marchhauser served as the Graduate Student Assistant for the PTP program and the PDS seminar series.

The PFL Programs
During FY2008-2009, four programs and OPA were part of the PFL initiative:

Professional Development Seminars (PDS) – Through PDS, we provide training in topics beyond disciplinary coursework, preparing participants for their future with transferable skills such as leadership, communication, and career development.

Responsible Conduct of Research (RCR) – In RCR, we prepare graduate students, postdoctoral scholars, and faculty to recognize ethical issues as they arise, reason correctly about these issues, formulate appropriate moral arguments, and behave in a morally responsible manner.

Preparing the Professoriate (PTP) – In PTP, we offer advanced doctoral students a preview of a career as a faculty member through a year-long mentoring experience with distinguished faculty recognized for their teaching excellence, complemented by a series of seminars focused on the professional life of a college teacher. PTP fellows are competitively selected from across the university and receive a stipend and a transcript notation.

Certificate of Accomplishment in Teaching (CoAT) – In the CoAT program, we provide training, support, and recognition to graduate students who teach at NC State University. Through critical reflection and application, participants are introduced to the fundamental components of pedagogy to enrich their personal growth and professional development in teaching and learning. Participants receive a certificate, transcript notation, and letter of recommendation.

Office of Postdoctoral Affairs (OPA) - OPA’s mission is to enhance, support and promote the postdoctoral experience at NC State University as well as to help prepare postdoctoral scholars for successful careers.
Program Assessment

- Participation
In FY2008-2009, PFL consisted of Professional Development Seminars (PDS), Responsible Conduct of Research (RCR) program, the Certificate of Accomplishment in Teaching (CoAT) program, and the Preparing the Professoriate (PTP) program. PFL also collaborated with the Office of Postdoctoral Affairs (OPA). The tables below illustrate the overall growth in the number of events offered and the number of participants during the first two years of PFL:

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<th>Number of Workshops/Seminars/Events</th>
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<th>Number of Participants</th>
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- Assessing Program Goals:
PFL includes five goals to provide us with a vision and direction for decision-making. For program assessment purposes, each goal is listed below with a description explaining how the PFL programs worked to support each goal during the FY2008-2009:

Goal #1: Promote and provide opportunities for students to learn transferable skills to make them more competitive in the global economy.

Through the PDS series and OPA programs, we have offered a variety of seminars and workshops focused specifically on topics to help students and postdoctoral scholars learn transferable skills to make them more competitive in today’s economy. Seminars and workshops were offered in person. The topics are listed below:

- **Offered 10 PDS seminars:**
  - Financing Your Graduate Education, Dr. David Shafer
  - Using the Career Center to Support Your Job Search, Ms. Carol Schroeder and Dr. Woody Catoe
  - Leading Better by Knowing Your Personality Type, Ms. Shelly Hoover-Plonk
  - Speaking Skills for Success, Dr. Larry Nielsen
  - Scholars as Leaders, Dr. Leila Gonzalez-Sullivan
  - Leadership in the Private Sector, Mr. Lauch McElhaney
Creating a Win-Win Situation: Successful Negotiation, Dr. Bill Watson
Personal Finance for Life in the Real World, Mr. Jonathan Kraftchick
Emotional Intelligence: A Different Type of Intellect, Dr. Rhonda Sutton
Presentation Skills for Corporate Culture, Dr. Melissa Bostrom

Offered 5 co-sponsored seminars:
- Strategies for Balancing Work and Life: A Panel Discussion with Dr. Rhonda Sutton, Dr. Bill Winner, Mr. David Drooz, Ms. Angela Shores (co-sponsored by PDS and OPA)
- Grant Writing 101, Ms. Jennie LaMonte and Ms. Jaine Place (co-sponsored by PDS and OPA)
- Networking: An Important Part of the Career Process, Dr. Jerry Baker, Dr. Leesa Deterding, Dr. Jennifer Ingram (co-sponsored by PDS and OPA)
- The Tenure Process, Dr. Katie Perry (co-sponsored by PDS and OPA)
- Tales from Both Sides of the Bench: Suggestions for Managing a Lab, Dr. Barbara Sherry, Dr. David Bird, Dr. Paul Maggard (co-sponsored by PDS and OPA)

Offered 1 half-day leadership retreat:
- Enhancing Your Leadership by Understanding Your Personality Preferences, Ms. Tierza Watts

Offered 3 FMI Business Development Series Seminars:
- Different Strategies Companies Use to Combat the Recession, Mr. Lee Smither
- Understanding Basic Financial Statements of Small and Medium-Sized Corporations, Mr. Jerry Jackson
- Ownership Transfer and Management Succession for Privately Owned Firms, Mr. Stuart Phoenix

Goal #2: Bring together people from many disciplines to discuss ethical issues society will confront.

Through RCR events, we offered a variety of seminars focused specifically on topics to begin a dialogue about the responsible conduct of research on our campus. Seminars and workshops were offered in person. The topics are listed below:

Offered 5 RCR seminars:
- How Not to Get Charged with Research Misconduct, Mr. Matt Ronning
- Communicating with the Press and the Public, Dr. Terri Lomax
- Who Owns Your Data?, Dr. David Resnik
- Navigating the Dangerous Waters of Plagiarism, Mr. Paul Cousins
- Getting Into Print: Ethical Issues in the Editorial Process, Dr. Michael Schulman

We also spent most of spring 2009 developing the online modules for RCR training as part of the university’s compliance for federal grants. These modules will be available campus-wide beginning in January 2010.

Goal #3: Establish partnerships with industry, government, and non-profits by applying education and research to address the needs of society.

- Leadership in the Private Sector. Speaker was Mr. Lauch McElhaney, Channel Manager, Starbucks Foodservice.
- Creating a Win-Win Situation: Successful Negotiation. Speaker was Dr. Bill Watson, Management Consultant, PowerServices, Inc.
- Personal Finance for Life in the Real World. Speaker was Mr. Jonathan Kraftchick, Manager of Training, Development & Recruiting at Cherry, Bakaert and Holland, L.L.C.
- The FMI Business Development Series consisted of three 3-hour seminars led by FMI executives Lee Smither, Jerry Jackson, and Stuart Phoenix. Participants applied to take part in this limited-enrollment series.
• Jobs in Industry: Insights from a Recruiter (2-part program). Speakers were David Smith and Angela Barbry from Kelly Scientific Resources. (OPA)

• Networking: An Important Part of the Career Process. This panel discussion consisted of three professional scientists: Dr. Jerry Baker, Executive Director of Sigma Xi; Dr. Leesa Deterding, Staff Scientist in the Mass Spectrometry Workgroup at NIH/NIEHS; and Dr. Jennifer Ingram, Vice President of Graduate Women in Science and Assistant Research Professor in Medicine at Duke University. (OPA and PDS seminar)

• Who Owns Your Data? Speaker was Dr. David Resnik, Bioethicist, NIEHS. (RCR)

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**Goal #4: Support individual and collaborative teaching, mentoring, and internship experiences.**

The PTP program provides advanced doctoral students opportunities to engage in formal teaching and mentoring experiences. During 2008-2009, 23 fellows selected through a university-wide competition participated in PTP, along with 25 faculty mentors (two fellows had co-mentors). Participants represented 17 departments from five colleges.

The CoAT program does not require a formal mentoring experience. However, we provided individualized support for 20-30 CoAT participants throughout the year by providing assistance with teaching preparations, observing their teaching, and helping them with career planning.

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**Goal #5: Provide programs and resources to support professional excellence in teaching and learning.**

In January 2008, the CoAT program was moved from the Office of Faculty Development (formerly the Faculty Center for Teaching and Learning) to the Graduate School. FY 2008-2009 was the first full year of the CoAT program in the Graduate School, and we focused on primarily on delivering and sustaining the program to ensure a successful transition.

In August 2008, OPA was formed, and new professional development opportunities were designed for postdocs. In addition to professional development experiences, they wanted more training in how to teach. To address this need, OPA co-sponsored events with the CoAT program, and we also offered additional teaching effectiveness workshops designed specifically for the needs of postdocs. Program topics included the fundamentals of teaching, teaching with technology, active learning and advising as teaching. OPA also provided the following programs to postdoctoral scholars who wished to pursue faculty positions within higher education:

• Finding Your Way to Academia: Stories from Assistant Professors (panel members were Dr. Karen Daniels, Dr. Bob Franks, Dr. Melissa Pasquinelli, and Dr. Barrett Koster)
• Who We Hire: Qualities Sought in New Faculty (speakers were Dr. Margo Daub, Dr. James Harper and Dr. Michael Paesler)
• Grant Writing 101 (co-sponsored with PDS; speaker was Jaine Place)
• How to WIN Grants (panel members included Dr. Ken Adler, Dr. Paul Franzon and Dr. Dean Hesterberg)
• The Tenure Process (co-sponsored with PDS; speaker was Dr. Katie Perry)
• Tales from Both Sides of the Bench: Suggestion for Managing a Lab (co-sponsored with PDS; speakers were Dr. David Bird, Dr. Paul Maggard and Dr. Barb Sherry)

The PTP program observed its 15th anniversary in 2008-09. Building on the previous year’s effort to track past PTP fellows, our seminars included several PTP alumni as speakers. We focused on coordinating closely with the CoAT program director to identify areas where we could pool resources for participants as well as on ways to differentiate the programs in line with our vision for future growth.

During FY2008-2009, we launched the Teaching Resources web page to provide journal articles, web sites, tools, and other materials for all graduate students interested in learning more about teaching. We designed the CoAT Exit Survey to provide data for future program planning and assessment, and we designed the Teaching Portfolio Rubric for the PTP and CoAT programs which will also be available to the entire campus community. We designed a self-paced online
module to help graduate students campus wide create a teaching portfolio. We also coordinated the PTP / CoAT Recognition Ceremony to recognize participants for their dedication to teaching. Approximately 60 faculty, staff, and students attended the event. The Provost and the Dean of the Graduate School assisted in awarding the certificates and recognizing students for their contributions to teaching excellence.

Dr. Miriam Ferzli (Teaching Assistant Professor in Biology), Dr. Tamah Morant (Director of Graduate Programs and Teaching Assistant Professor in Economics), Ms. Sarah Egan Warren (Director of the Professional Writing Program in English), and Dr. Barbi Honeycutt (Director of Graduate Teaching Programs in The Graduate School) formed the Interdisciplinary Consortium for Advancing TA Training (iCATT). iCATT’s goals are to: (1) advance training opportunities, programs, and resources to support the development of graduate students; (2) improve the educational experience for undergraduate students; and (3) increase awareness of the importance of effective TA training and development. In an effort to formalize our work, we submitted an article to the Studies in Graduate Student and Professional Development journal in July 2009.

Through the PFL programs, we have offered a variety of seminars and workshops focused specifically on topics related to teaching effectiveness. Seminars and workshops were offered in person, online, and in hybrid formats. In some cases, we contact guest speakers to deliver seminar topics. In other cases, we facilitate, design, and deliver workshops ourselves. The majority of the CoAT workshops are designed and facilitated by Dr. Barbi Honeycutt. The topics are listed below:

**21 CoAT workshops:**
- CoAT Orientation (offered 3 times)
- Core Workshop (offered 4 times)
- Engaging Students: Using Games in the Classroom
- Motivational Teaching Strategies (offered twice)
- Classroom Management Workshop (offered twice)
- Classroom Assessment Techniques
- Teaching Portfolio Workshop (offered 3 times)
- Learning Styles Workshop (offered twice)
- Active Learning Workshop (offered twice)
- Effective Questioning Strategies (in collaboration with Barbara Windom, Director of the Undergraduate Tutorial Center)

**8 PTP seminars:**
- Orientation and Designing Learning Objectives and Assessments, Dr. Allen P. DuPont
- Motivating Students, Prof. Bryce Lane
- Teaching Critical Thinking, Dr. Maxine Atkinson and Dr. Richard Slatta
- Handling Challenging Classroom Situations
- Building Your Teaching Portfolio
- Using Instructional Technology, Dr. Robert Beichner, Mr. Jonathan Gaffney, Mr. David Howard
- Understanding the Rewards and Challenges of a Faculty Career, Dr. Julie Simmons Ivy, Dr. Jennifer Hontz, Dr. Barbara Sherry
- Reflecting on the PTP Experience

**5 co-sponsored workshops:**
- Advising as Teaching (co-sponsored with CoAT and OASIS, offered twice)
- Advising as Teaching (co-sponsored with OPA and OASIS)
- Creating Plagiarism Proof Assignments (co-sponsored by PTP and CoAT)
- Developing an E-Portfolio (co-sponsored by CoAT, PTP and DELTA)

**6 discipline-specific workshops:**
- Teaching Effectiveness Workshop for Economics Department
- Being An Effective Teacher Workshop for the Math Department (offered twice)
- Teaching Effectiveness Workshop for the Biological Sciences Department
- Teaching Portfolio Workshop for the Parks, Recreation and Tourism Management Department
Program Development for 2009-2010
In fall 2009, we will begin focusing on three themes that PFL addresses, rather than on the individual programs and seminar series it includes. These themes are career skills, teaching programs, and responsible conduct of research. We hope this strategy improves marketing and promotion efforts and allows room for future program expansion.

Within the teaching programs theme, we will offer a new workshop series called Fundamentals in Teaching (FIT). FIT workshops will be open to the entire campus community, modeled on the design of PDS. Since both of our teaching programs (PTP and CoAT) are tailored for exclusive audiences, we hope to expand our services and offer more professional development experiences in teaching.

During our staff retreats in 2008-2009, we realized we needed a “road map” to guide our decision-making and program development. We have developed a “stairstep” vision within each of the themes, allowing us to offer more intensive professional development experiences for graduate students. Our stairstep models are below, and we have featured our current threshold based on our current resources.

This is our stairstep model for Teaching Programs:
This is our stairstep model for Career Skills:

The individual categories in the stairsteps models may change, but we hope this vision and our new emphasis on themes instead of individual programs will guide future decisions about program growth, student development, and the allocation of resources as they become available.