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
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.

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

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

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.

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.*

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
• 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