DEAR COLLEAGUES:

Thank you for the opportunity to highlight some of the projects and programs that were launched within the Professional Development Center (PDC) throughout this past year.

The mission of the PDC is to be a comprehensive and collaborative resource focused on developing faculty and staff who desire to bring the best of who they are to every situation. As an innovative leader in the Professional and Organizational Development field, the PDC strives to enhance the overall educational mission of the institution through an evolving learning community that supports faculty and staff.

When the PDC was first conceptualized in fall 2008, the vision was to create a center that would serve faculty and staff. This was initially met with some skepticism, as it would be the first of its kind. However, as a top-tier institution, we chose to lead, not follow.

With the support of the administration, resources were provided to implement the innovative PDC concept in March 2009. Now, reporting jointly to the Office of the Provost and Human Resources, the PDC has created a cultural shift as to how we view professional development for faculty and staff. Through leadership cohort programs, organizational development, coaching, and competency programs, the shift has been recognized not only on the Wake Forest campus, but nationally through conferences, awards, and a published article. The PDC is part of the Wake Forest University lexicon and has firmly established itself as one of the University’s Centers of Excellence, along with the Teaching and Learning Center, the Office of Research and Sponsored Programs, and other centers and institutes that are housed on the third floor of Reynolda Hall.

The success of the PDC is dependent upon the expertise of the PDC staff, as well as engagement from faculty and staff across campus. This year, 36 faculty and staff contributed to the PDC offerings by teaching and facilitating classes. By partnering with campus experts, the PDC helps build community and saves University resources that may otherwise be spent on external facilitators.

This year’s goals were focused around several areas: coaching, leadership, organizational development, CORE, and partnership. The following pages attempt to capture the successes we gleaned in these areas.

Since its inception, the PDC has filled 40,000 seats with faculty, staff, students, and community members; held 4,200 classes and events; and marketed 100 conferences. The coming year promises to be just as engaging with projects such as performance management, a partnership with Student Life and the launching of the student CORE program, the immersion program for new managers and new professionals, cultural competency coaching, and small groups focused on topics brought to the PDC by campus constituents.

One of our class participants told us the PDC is “like throwing a rock in the water; its ripple effects spread throughout campus making it a better place to work.” Thank you for your continued support of the Professional Development Center and for allowing the “ripples” to impact the Wake Forest University faculty and staff. We look forward to continuing to engage and serve the campus community and promote Wake Forest as an institution that supports and encourages professional development for faculty and staff.

Sincerely,

Andrea C. Ellis
Director for Professional and Organizational Development
THE PROFESSIONAL DEVELOPMENT CENTER STAFF

Andrea C. Ellis  
Director for Professional and Organizational Development

Melissa Clodfelter  
Associate Director

John Champlin  
Manager

Tomma Guastaferro  
Operations and Marketing Specialist

Loretta Meyer  
Administrative Coordinator

ABOUT THE PDC

The PDC is a collective resource between the Office of the Provost and the Human Resources Department. To support its wide-ranging University constituencies, a committee consisting of faculty, staff, and administrators has formed to centralize, identify, and support diverse professional development needs.

MISSION:  
A comprehensive and collaborative resource focused on developing faculty and staff who desire to bring the best of who they are to every situation.

VISION:  
As innovative leaders in the Professional and Organizational Development field, we strive to enhance the overall educational mission of the institution through an evolving learning community that supports faculty and staff.
ADVISORY COMMITTEE

“The PDC Advisory Committee served as a sounding board to a maturing organization as the Professional Development Center hit its stride in 2012. The addition of John Champlin to the PDC staff and to this committee allowed the PDC to do more than ever before. New programs like CORE (Cultivating our Organization to Realize Excellence) and the PDC series “May I Ask You Something?” reflected an organization that is both meeting the needs of its users and successfully predicting those needs with new programs. The PDC advisory committee had nothing but positive feedback as CORE was successfully implemented across campus. Additionally, the committee offered topic ideas for the new Lunch & Learn series, “May I Ask You Something?” ranging from a discussion of “The DREAM Act” to a panel on religion. After the PDC’s annual retreat, the committee reviewed and discussed the updated mission, vision and values statements. Next year the committee will work on policy and procedures for selecting both new committee members and a new chair.” ~Hubert David Womack

PDC ADVISORY BOARD

<table>
<thead>
<tr>
<th>MEMBER</th>
<th>DEPARTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hu Womack, Professional Development Center Chair</td>
<td>ZSR Library</td>
</tr>
<tr>
<td>Sarah Wojick-Gross, Technology Chair</td>
<td>Information Systems</td>
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<td>Dwayne Godwin</td>
<td>Graduate School</td>
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<td>Rebecca Thomas</td>
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<td>Ann Cunningham</td>
<td>Education</td>
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<td>Anne Hardcastle</td>
<td>Romance Languages</td>
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<td>Finance and Accounting Services</td>
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<td>Alumni Activities</td>
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<td>John Champlin</td>
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<td>Scott Claybrook</td>
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<td>Andrew Engel</td>
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<td>Jessica Finnerty</td>
<td>Campus Recreation</td>
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<td>Tomma Guastaferro</td>
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<td>Shayla Herndon-Edmunds</td>
<td>Office of Diversity and Inclusion</td>
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<tr>
<td>Angie Jones</td>
<td>Advancement/Staff Advisory Council Representative</td>
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<tr>
<td>Alta Mauro</td>
<td>Office of Multicultural Affairs</td>
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<tr>
<td>Andrea Ellis</td>
<td>Office of the Provost and Human Resources</td>
</tr>
</tbody>
</table>

Director, Professional and Organizational Development
“Relationships were formed between faculty and staff that otherwise would not have occurred without the LDP.”

LEADERSHIP DEVELOPMENT PROGRAM

The PDC would like to congratulate the 2011-2012 participants of the Leadership Development Program. The (LDP) is open to administrative senior leaders and tenured faculty members who are in leadership roles, or who have a desire to attain one in the future.

The nine-month program, consisting of ten faculty and ten staff leaders, included six sessions that focused on critical leadership and management topics, a 360-degree evaluation, multiple leadership and personality assessments, and individual coaching. The program ended with a capstone presentation to the University Cabinet on Tuesday, April 24.

PARTICIPANTS & CAPSTONE PRESENTATIONS

FACULTY & STAFF RELATIONS

PRESENTERS:
Ms. Angela Culler, Human Resources
Ms. Lauren Corbett, ZSR Library
Dr. Lynn Neal, Religion
Mr. Brandon Gilliland, Financial & Accounting Services
Dr. Pat Lord, Biology

BEST PLACES TO WORK

PRESENTERS:
Ms. Polly Black, Center for Innovation, Creativity, & Entrepreneurship
Dr. Anne Boyle, English
Dr. Michaelle Brows, Political Science
Mr. Jonathon Cardi, Law
Dr. Mary Gerardy, Campus Life

INCLUSIVITY

PRESENTERS:
Ms. Lynn Book, Theatre
Dr. David Clark, Schools of Business
Dr. Mary Foskett, Religion
Ms. Wendy Parker, Law

HEALTH & WELLNESS

PRESENTERS:
Dr. Steven Giles, Communication
Ms. Nancy Crouch, Information Systems
Dr. Rebecca Thomas, Dean of the College
Mr. James Shore, Budget & Financial Planning
Dr. Peter Brubaker, Health & Exercise Science
The CORE (Cultivating our Organization to Realize Excellence) program was launched on September 8, 2011. The competency-based program with optional certifications was created to further allow staff and faculty to develop themselves professionally and personally.

After the launch, several “Introduction to CORE” classes were held throughout campus to introduce faculty and staff to the new program and to instill excitement. Additionally, the CORE concept was presented to the Cabinet and the Dean’s Council, as well as to several department and staff meetings in the fall and spring.

CORE

Through the first year, CORE has shown excellent progress. Thirty different class topics have been offered by Wake Forest University faculty, campus departmental groups, staff members, and community facilitators. Class attendance exceeded 1,000 faculty and staff members with attendees representing nearly every department on campus. The majority of CORE classes were full, with wait-lists. Attendance numbers were driven by the incorporation of events around University initiatives like University Police’s “Shots Fired” emergency response class and the LGBTQ Center’s “Safe Zone Training.” In part due to these classes, class attendance in the Spring semester increased by over 90 percent.

While interest has been high for many faculty and staff members, a small group of individuals from across campus is dedicated to becoming the first CORE "graduating class.” The “CORE Corps” group has embraced the knowledge and skills that are developed through this program. They cite the strong sense of community that has been built among them as an additional benefit.

ACCOMPLISHMENTS
GOALS 2012-2013

- The CORE program will offer a wide array of learning and development opportunities to meet the needs of the campus community.
- There will also be an increased focus on providing classes that will appeal to and attract more campus leaders and people managers.
- Additionally, the PDC is excited to be advising the Office of Student Life as they create a Student CORE program.

Notes: The PDC anticipates awarding the first CORE completion certificates to the individuals who have displayed a dedication to their own development, the betterment of their department, and the campus as a whole in Fall 2013.

TOPICS BY COMPETENCY

<table>
<thead>
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<th>Competency</th>
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<td>8</td>
</tr>
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<td>Organizational Acumen</td>
<td>6</td>
</tr>
<tr>
<td>Personal Progression</td>
<td>6</td>
</tr>
</tbody>
</table>

ATTENDANCE

- Fall 2011: 379
- Spring 2012: 745

“A major asset to the University. The courses/sessions are enjoyable and really make an impact on my life and career.” - CORE Corps member
ORGANIZATIONAL DEVELOPMENT

The Organizational Development (OD) facet of the PDC exists to improve organizational and team dynamics. This is accomplished by assessing the culture of the organization to determine what changes could be made to enhance the department and help it align with the mission of the University.

“Kudos to Dean Fetrow for working diligently to help her staff members understand each other, the workplace dynamic, and how to improve communication.”

“Discussing these issues has made people more aware of different communication styles and the need for more equal participation. Also, having procedures to utilize when controversial issues arise has fostered trust in our ability to constructively handle conflict, and enhanced, in my view, our collegiality as a department.”

ACCOMPLISHMENTS

The PDC worked with over twenty academic and administrative departments across campus. Sessions included anything from two-hour topical meetings (i.e. emotional intelligence, conflict management styles, and appreciative inquiry) to multi-day retreats focused on strategic planning, creating mission statements, and organizational design. The PDC’s connection and partnership with Human Resources is most relevant in OD, especially when it relates to organizational design. The HR partners were an essential component in helping provide excellent resources for this facet of the PDC.

GOALS 2012-2013

• Develop strategies for the best ways to broaden the reach of OD services to include more academic departmental retreats and implement strategies.

• Develop opportunities for intentional listening and information gathering across campus in order to determine and acquire certifications that will allow the PDC staff to meet the broadest and deepest needs in our campus community (i.e. cultural competency coaching, Crucial Conversations certification).

• Create a strategic planning model that can be replicated across campus by administrative and academic departments that will encourage a common language that aligns and supports the University strategic plan.

“Thank you so much for your work today on our program. It was well-prepared and presented. I am so confident we are headed in the right direction all due to your efforts.”
COACHING

Successful clients with positive experiences who are willing to share their stories will always be valuable resources for building any organization or practice, and this has been a year of building relationships and sharing stories across campus for the PDC’s coach, Melissa Clodfelter.

In order to understand the coaching process it can be helpful to think of coaching on two levels: the level of strategic and direct planning that supports movement forward of a person, team, or group; and the level of connection that takes place within a leader and/or team, which allows both visioning and strategy to be organically developed within any department.

As with the previous year and in conjunction with the School of Divinity and other partners, a 60-hour basic coach training is currently underway. Among the group of 24 participants are four faculty members from three departments across the university as well as two individual contributors to the PDC. When asked about the experience, one faculty participant shared the following:

“After 30 years of giving consulting advice, I was skeptical about a process in which the client is encouraged to discover his/her own solutions. I even doubted that I could make the transition from consultant to coach. Through numerous practice sessions – as coach, as client, as observer – I learned that the process actually works. Not only do I think I can become a successful coach, I will also become a much more effective consultant and teacher.”

ACCOMPLISHMENTS

Coaching has become a regular offering for the PDC, serving 27 faculty and 21 staff members across 26 departments through the Leadership Development Program (LDP) and ongoing coaching relationships. One fourth of the people served this academic year were continuing clients from the previous year. This indicates time spanned from a single one-hour session to 18 sessions over a course of one-and-a-half years. Most coaching relationships last three to six months, with one-hour sessions taking place each month. An accomplishment that we are excited to share came through an invitation from the Teaching and Learning Center to provide coaching in the Faculty Renewal Retreat. PDC coaches provided one-hour coaching sessions to 21 participants. Due to overwhelmingly positive feedback, discussions are already taking place to offer this option at the next retreat.

GOALS 2012-2013

Over the course of the year we have recognized several opportunities for growth in the coaching practice.

• We recognize a need to seek out and provide strong support to staff and faculty in new leadership positions with personal coaching and coaching management skills.

• We recognize a growing desire for deepening cultural competency and hope to use coaching as a tool to develop our campus leaders.

• We recognize a need to support junior faculty around a variety of issues, such as work/life balance, in which coaching can be a helpful tool.

Strategic partnerships have been developed with the Office of Diversity and Inclusion and the Office of the Dean of the College in order to enhance collaboration in these areas. Specific initiatives will be developed over the summer to begin to address these areas of growth.
PDC CAMPUS RESOURCE FOR CONFERENCES, SPECIAL EVENTS, AND WORKSHOPS

The PDC software assists departments across campus, which includes assistance with workshops, conferences, and other events that often require time-consuming and taxing registration processes. The ability to process credit card payments has made it easier for conference organizers and their clients, saving time on accounting and issuing receipts.

The Words Awake! celebration (March 23-25), which brought nearly 300 alumni/ae and guests to events related to Wake Forest writers and writing, benefited greatly from the PDC registration system to allow people to understand and choose different aspects to the conference. The Planning Committee members were able to keep budgets in view because of the ability of the PDC to register guests, know their food and program preferences, and allow guests to prepay for those programs elements that required a fee.

“We were very pleased with the PDC system, and very much appreciated the personal attention of Tomma and others.” - Tom Phillips (worked with the Words Awake! Committee)

ACCOMPLISHMENTS

The number of conferences and workshops grew from 31 the previous year to 72 this fiscal year with over eleven hundred registrations for conferences and workshops through the PDC. The registration system added the choice of on campus accommodations, with varied day and pricing points.

GOALS 2012-2013

• Provide exceptional support to the campus community with event registration processes.
• Design and deliver a back-end user training program and training materials; provide technical support to users across campus.
• Become a “go to” resource for conferences, classes, events, and workshops, for the campus community.

HIGHLIGHTS OF EVENTS RUNNING THROUGH THE PDC

AP Summer Institute
Board of Trustees
Building an Inclusive Environment Together
Legal & Ethical Responsibilities
Nietzsche and Community Conference
Regional SICB Biology
Rethinking Success: From the Liberal Arts to Careers in the 21st Century
WISE: Workshop on Intercultural Skill Enhancement
Words Awake!
FACULTY CENTER OF EXCELLENCE

Last summer, the Professional Development Center joined the Faculty Center of Excellence. The third floor of Reynolda Hall was renovated to house several offices to promote collaboration. The Faculty Center of Excellence includes: Humanities Institute, Institute for Public Engagement, Office of Research and Sponsored Programs, Professional Development Center, Teaching and Learning Center, and the office of Diversity and Inclusion.

HIGHLIGHTS // ACCOMPLISHMENTS // PUBLICATIONS

CUPA-HR
Andrea Ellis, Ph.D., NCC by the College and University Professional Association for Human Resources (CUPA-HR) in The Higher Education Workplace. A Call to Action: HR's Role in Making Our Institutions More Diverse, Inclusive Places to Work. (Fall 2011 CUPA-HR VOL. 3, NO. 2). Silos Belong on Farms: Wake Forest University’s Professional Development Center Brings Together Faculty and Staff for the Good of the University.

CUPA-HR
Andrea Ellis, Ph.D., NCC recipient of CUPA-HR’s 2012 HR Innovation Award for the work in creating the Professional Development Center. This award, created in 2007 and sponsored by Ellucian (formerly SunGard Higher Education), recognizes demonstrated innovations that advance the human resource profession.

2011 BUSINESS LEADER MAGAZINE’S MOVERS & SHAKERS
Andrea Ellis, Ph.D., NCC is a recipient of Triad Business Leader magazine’s 2011 Movers & Shakers Award that honors up-and-coming leaders of the South.

CONFERENCE
On April 22, 23, and 24, Professional and Organizational Development colleagues from higher education gathered for the Second Annual Professional and Organizational Development Conference at Wake Forest University. The event, hosted by Wake Forest’s Professional Development Center, offered an informal opportunity to bring together professionals in this field to share best practices and to gain insight from each other.

Representatives from Wake Forest University, North Carolina State University, Marymount University, Elon University, the University of Virginia, and University of North Carolina-Greensboro participated in workshops and listened to presentations on a variety of topics.

The keynote speaker, Dr. Roger Pearman, spoke on the the “3 Keys to Inspiring People.” Dr. Pearman, a Wake Forest alumnus, addressed the importance of inclusion, control, and affection in driving engagement in any organization.

The conference was a great success and plans are already being made for the 3rd Annual Professional and Organizational Development Conference. The conference will be held at Wake Forest University February 10-12, 2013.
SERIES: EMPOWERING OUR YOUTH, PARENTING

This series was in response to recent concerns over bullying and adolescent safety. The adolescent years can be challenging for parents and teens. This series takes you from early adolescence to college with a focus on strategies for helping young people develop a positive footprint for life.

SERIES COMPONENTS

- Just For Parents: Helping Our Teens Be Successful in Life
- Living in a Society of “Mean Girls”: How to Help Your Daughter Navigate the Social World of Girls
- Raising Healthy Children in a Web-based World
- Using the Coaching Model: Helping your Teen Learn to Make Good Decisions

NEW SERIES LAUNCHED

“MAY I ASK YOU SOMETHING?”

The first of the “May I Ask You Something?” series was in response to a campus need for information and inquiries around the LGBTQ Center. The session was inclusive and in a safe environment – a panel of experts led the discussion. Attendees were invited to submit questions anonymously before the event.

Our goal for this series, which is offered on an as-needed basis, is to foster communication, understand our differences and commonalities, and help nurture an inclusive environment.

Feedback on this event was extremely positive. What attendees found most helpful was the honesty and openness of the panel, as well as learning from the panelists’ personal experiences.

BOOK DISCUSSION LAUNCHED

A book group discussion of Patrick Lencioni’s *The Five Dysfunctions of a Team* was launched in February. A deceptively unassuming leadership fable depicts the challenges faced by teams in the work environment. The discussion consisted of five one-hour sessions focusing on each of the dysfunctions:

- Absence of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of Accountability
- Inattention to Results

Attendees from across campus enjoyed the community and trust built within the room. The comfortable environment allowed participants to share perplexing experiences from their pasts and work through potential solutions to current challenges with the assistance of the discussion facilitators.
CAMPUS CONTRIBUTORS & CONNECTIONS

The PDC would like to thank our campus experts for their contribution by teaching and facilitating classes.

Tara Brown ........................................... Human Resources
Carolyn Couch ........................................ Office of Personal & Career Development
Angela Culler ........................................... Human Resources
Dr. Ann Cunningham ................................. Department of Education
Rebecca L. Currin ...................................... Graylyn International Conference Center
Lib Edwards ............................................. Employee Assistance Program (EAP)
Lesia Finney ............................................. University Police
Tina M. Fullard ......................................... Graylyn International Conference Center
Stephanie Ganser ...................................... Residence Life & Housing
Shannon Gilreath ...................................... School of Law
Shayla Herndon-Edmonds .......................... Human Resources and Office of Diversity and Inclusion
Darnell Hines Jr. ....................................... Advancement
Ashley Jones ........................................... Residence Life & Housing
Mimi Komos ............................................. Human Resources
Melanie LeMay ......................................... LGBTQ Center
Christy Lennon ........................................ HR Partner
Michelle Lennon ....................................... Environmental Health & Safety
Beth Malone ........................................... Schools of Business
Paul Marley ............................................. Department of Art
Angela Mazaris ........................................ LGBTQ Center
Brian McGinn .......................................... Legal
Doris McLaughlin ...................................... Human Resources
Dr. Dee Oseroff-Varnell ............................. Department of Communications
Dr. James Raper ........................................ Counseling Center
Nicole Rodriguez-Pastor ............................ Residence Life and Housing
Dr. Randy Rogan ...................................... Office of the Provost
Jennifer Rogers ....................................... Finance Systems
Mary Truell ............................................. Audit & Compliance Office
Robert Vidrine ........................................ Departments of Education, Counseling, and American Ethnic Studies
Valarie Waddell ....................................... Financial & Accounting Services
Jessica Wallace ........................................ Aramark
Beth Warrick .......................................... Schools of Business
J. Matthew Williams .................................. Office of Diversity and Inclusion
Sarah Wojcik-Gross .................................. Information Systems
Shan Woolard ......................................... Office of Personal & Career Development
Hubert Womack ...................................... ZSR Library
COMMUNITY PARTNERS

The PDC would like to recognize our community experts for their contribution by teaching and facilitating classes.

Jessie L. Alonzo .................................................. The Coupon Corner, Winston-Salem Journal
Jason Anderson .................................................. Wells Fargo
Kay Calzolari ..................................................... Visit Winston-Salem
Chris Gambill, Ph.D. ........................................... Congregational Health Services, WF Baptist Medical Center
Michael D. Comer, D.M. ................................. The Hayes Group International
Bryan Hatcher ................................................... CareNet
Marge Z. Hayes, M.S. ........................................ The Hayes Group International
Merwyn A. Hayes, Ph.D. ................................. The Hayes Group International
Keith Hiatt, CPA, AEP ........................................ Breslow Starling, Certified Public Accountants
Mark Holmes .................................................. AAA, Carolinas
Melissa Norman ................................................ Girl CHARGE
Linda S. Smith, SPHR ........................................ Splash Performance
Katrina Solomon ............................................... Organizing Step-by-Step, LLC
Monica Rivers , Ph.D. ....................................... Professional Coaching & Leadership Development
Mark Rodgman ................................................ Mark Rodgman and Associates
Margaret M. Wilson ....................................... Wells Fargo at Work
R. Michael Wells, Sr. ........................................ Wells Jenkins Lucas & Jenkins, PLLC
STATISTICS & DATA

EVENTS OFFERED THROUGH THE PDC

The PDC continues to offer a diverse span of development opportunities through a series approach. Classes and workshops are designed to support work performance, enhance leadership competencies, and provide professional and personal enrichment opportunities.

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<th>TYPES OF EVENTS OFFERED</th>
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<td>190</td>
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</table>

MONTHLY NEWSLETTER SUBSCRIBERS

The monthly newsletter subscribers shows a 26.815 % increase over last year exceeding 7300 faculty, staff, students, alumni, and the community.

![Bar Chart]
2012-2013: GOALS AND VISION

Last fiscal year the PDC focused on providing opportunities for our campus community to grow professionally and to help them achieve personal fulfillment at the same time. A few of our highlights over the past year included:

• Launching the CORE Program: Cultivating our Organization to Realize Excellence
• Implementing a coach training consortium for faculty, staff, and the greater community
• Expanding the scope of offerings across campus to heighten Organizational Development

Our vision for the next fiscal year is to establish the PDC as a “go to” resource for leaders (both administrative and academic) across the campus. The following are several distinct goals that will be a focus this year.

• Launch a Manager Acclimation Program (MAP). MAP will be designed to provide support for those newly promoted to a management position or new to WF management. Successful managers require an effective set of abilities and skills to influence team achievement.

• Expand our scope to assist academic and administrative leaders with holistic individual development plans, which may include personal and/or professional strategic thinking, health and wellbeing awareness, and coaching training.

• Implement a performance management process that will include an online tool to help provide a robust performance management process. We will design, develop, and deliver training on performance management, and determine format and components of the appraisal tool (to incorporate CORE competencies).