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# SUMMIT

— ON NEVADA EDUCATION —

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Celebrating Solutions.**

Saturday, Nov. 4, 2023  
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#NVEdSummit23



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# SUMMIT

—ON NEVADA EDUCATION—

Welcome to the 9th Annual Summit on Nevada Education.

Nevada's advances in educational and mental health solutions are a source of pride. So we're putting them at the center of this year's summit, "Driving Positive Change. Celebrating Solutions." In today's event, we'll highlight educational and mental health successes across our schools, universities, community, and industry partners. While there is much work to be done, these successes can serve as a blueprint for our state's future—redefining our approaches to both policy and practice.

We celebrate the diverse array of stakeholders diligently working towards the success of our students, often achieving remarkable results in our communities. These critical collaborations will continue to help us shape innovative solutions for the educational and mental health landscape of Nevada.

It is our shared hope that during this year's summit, you will forge new connections and foster innovative opportunities. Together, we can continue to develop solutions in education and mental health and celebrate even more successes.

Thank you for joining us today.

In community,



Danica G. Hays, Ph.D.

[danica.hays@unlv.edu](mailto:danica.hays@unlv.edu)



## Saturday, November 4

**8-8:30 a.m.**.....Registration, Breakfast, and Networking

**8:30-9 a.m.**.....Welcome and Introductions (Ballroom)

**9-9:45 a.m.**.....General Session (Ballroom)

*Please refer to page 9 for panel description and panelist/moderator bios.*

**Growing the Educator Workforce: How Innovations and Advanced Pathways are Transforming Approaches to Teacher Preparation**

*Featuring:*

Jhone Ebert, Nevada State Superintendent of Public Instruction  
Scott Hammond, Nevada State Senator  
Shartriya Collier-Stewart, Interim Dean, NSU School of Education

*Moderated by:*

Kenneth Varner, Associate Dean, UNLV College of  
Education Academic Programs and Initiatives

**9:45-10 a.m.**.....Break

**10-10:45 a.m.**.....Breakout Sessions

*Please refer to pages 11-15 for session descriptions and presenter bios.*

Room 207

**Education in Nevada: A Policy Primer**

*Presented by:*

Senator Dallas Harris & Athar Haseebullah

Room 209

**Telehealth Counseling: Integrated Student Supports  
Serving Our Rural Communities**

*Presented by:*

Vince Agredo, Dr. Dan Allen, Erin Dunn, Leslie Goicoechea,  
Tami Hance-Lehr, & Dr. Michelle Paul

Room 211

**Inclusive Classroom Leadership: Empowering Diversity  
and Effective Management**

*Presented by:*

Assemblywoman Cecelia González & Jamie Sullivan

**10-10:45 a.m.**.....Breakout Sessions (cont.)

Room 213

***Making Successful School Safety Legislation***

*Presented by:*

Assemblywoman Angie Taylor Ph.D., Dr. Norris DuPree, &  
Dr. Paul M. LaMarca

Room 218

***Inspiring Independence: Project FOCUS and the  
Postsecondary Path to Success for Students with  
Disabilities***

*Presented by:*

Kate Lawhorn

Room 219

***Serving Students in Two Worlds***

*Presented by:*

Deanne Moyle-Hicks & Carlene Pacheco

Room 222

***It "Still" Takes a Village: Empowering Tomorrow's  
Leaders for College and Workplace Success***

*Presented by:*

Dr. Sebern Coleman

Room 224

***Enhancing Student Learning and Engagement Through  
Reciprocal Community Partnerships***

*Presented by:*

Rian Satterwhite & Suzie Petronzi

**10:45-11 a.m.**.....Break

**11-11:45 a.m.**.....Breakout Sessions

*Please refer to pages 15-18 for session descriptions and presenter bios.*

Room 207

***The Resilience of Girls and the Capacity of Educators  
in STEM***

*Presented by:*

Dr. Erica Marti, Monique North, & Dr. Tina Vo



**11-11:45 a.m.**.....Breakout Sessions (cont.)

*Please refer to pages 15-18 for session descriptions and presenter bios.*

Room 209

***Homeless and Foster Youth in Schools: An Overview and Call to Educators***

*Presented by:*

Kelli Kristo & Heather Richardson

Room 213

***Making Successful School Safety Legislation Work***

*Presented by:*

Assemblywoman Angie Taylor Ph.D., Dr. Norris DuPree, & Dr. Paul M. LaMarca

Room 218

***Families Front and Center: Innovations for Families of Young Children in Nevada***

*Presented by:*

Dr. Gerilyn Slicker & Dr. Jenna Weglarz-Ward

Room 219

***How to Adopt a Translanguaging Stance: Embracing Multilingual Students' Mother Tongues as Resources***

*Presented by:*

Dr. Alain Bengochea & Silvina Jover

Room 222

***Building a Championship Team: How Public-Private Partnerships Can Enhance Excellence in Sport Management***

*Presented by:*

Dr. Michelle Coyner & David Vinturella

Room 224

***The College of Education Undergraduate Seminar Program and the Student Veteran Experience***

*Presented by:*

Dr. Nathan Slife, James Eden, & Luis Lucido

**11:45-noon**.....Break

**Noon-1:15 p.m.** .....Luncheon Keynote (Ballroom)

*Please refer to page 10 for speaker bio.*

***Building and Sustaining Improved Outcomes***

*Presented by:*

Glenna Wright-Gallo, Assistant Secretary in the Office of Special Education and Rehabilitative Services



# Getting bigger and better.

About 75 percent of Southern Nevada's children lack access to a licensed child care provider.



Learn more about the UNLV/CSUN preschool expansion project and how you can help us address Southern Nevada's child care crisis.

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## Plenary Discussion & Panelists

### Growing the Educator Workforce: How Innovations and Advanced Pathways are Transforming Approaches to Teacher Preparation

Nevada's teacher shortage has been in crisis mode since before the pandemic. While it's easy to point fingers at the problems, we'll focus our discussion on what we're learning from alternative pathways programs like the Paraprofessional Pathways Project that are shaping long-term approaches to preparing the next generation of the educator workforce.



*About the panelists:*

Nevada's Superintendent of Public Instruction **Jhone Ebert** is a staunch advocate for educational equity, collaboration, and transformation. Her 30-year career has been dedicated to providing every child with a clear path to success. Notably, she spearheaded innovative COVID-19 recovery efforts and modernized Nevada's resource allocation system for greater equity. Her accolades include the 2020 International Society for Technology in Education Impact Award and the Presidential Award for Excellence in Mathematics Teaching.



Senator **Scott Hammond** is a dedicated educator and legislator. Hammond taught social studies and Spanish at CCSD schools for 15 years, while also teaching political science at UNLV. In 2010, he was elected to Assembly District 13 and later to the Senate in 2012 for District 18. There, he championed equitable education access for all Nevada students.



**Shartriya Collier-Stewart** Interim Dean of the NSU School of Education, and Co-Founder/Director of NSC's Sankofa Black student recruitment and retention program, has over 20 years of educational expertise. Her research focuses on family literacy, teacher diversity, emergent bilinguals, and culturally responsive teaching. With five authored books, she champions stories of underrepresented groups, emphasizing social justice, self-development, and multicultural education in her writing, speaking, and teaching.



*About the moderator:*

**Dr. Kenneth Varner** specializes in literacy, language, and cultural studies with a global perspective. He leads innovative language teaching exchanges and international partnerships across the globe. His scholarly work explores identity, difference, and language practices in global contexts, focusing on White Racial Identity, Critical Race Theory, and Culturally Relevant Pedagogy. With over 75 publications and 13 books, Varner's expertise shines in the realm of education and multiculturalism.

Take the Summit conversation online!



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Post with #NVEDSummit23

## Luncheon Keynote & Speaker

### Building and Sustaining Improved Outcomes: Collaborating to Implement Innovative and Evidence-based Approaches to Improve Outcomes in Education and Mental Health

It's easy to identify the barriers to success in education and mental health. Policy, funding, and staffing issues (to name but a few) loom large. But how can we refocus our efforts on developing stronger, more effective collaborations that lead to positive and meaningful outcomes for our communities?



*About the presenter:*

**Glenna Wright-Gallo** is the assistant secretary in the Office of Special Education and Rehabilitative Services at the United States Department of Education. In this capacity, she serves as advisor to the U.S. secretary of education on matters related to the education of children and youth with disabilities, as well as employment and community living for youth and adults with disabilities.

Glenna has more than 25 years of experience supporting students and adults with disabilities. She served as the assistant superintendent of special education in the Office of Superintendent of Public Instruction in Washington from 2017–2022 and previously as the state director of special education for the Utah State Board of Education. In her state-level education leadership roles, she provided expertise in the improvement planning, data analysis, and monitoring of public pre-K through 12th grade special education programs. Before her state-level education leadership roles, Wright-Gallo worked as a classroom teacher and administrator.

Glenna has a Bachelor of Science and a Master of Science degrees in special education; special education teacher and administrative licenses; endorsements as a program administrator, principal, and superintendent; and a Master of Business Administration.

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## Breakout Presenters - Session 1

Room 207

### Education in Nevada: A Policy Primer

Nevada State Senator Dallas Harris, Esq. and ACLU of Nevada Executive Director Athar Haseebullah, Esq. will discuss the policy landscape of education in Nevada, including takeaways from key legislation presented during the 2023 Nevada Legislative Session. The conversation will focus on statewide policy impacting students, educators, and staff, governance considerations related to public education, and potential education policy considerations in Nevada moving forward.

#### *About the presenters:*



Representing Nevada's 11th District, State Senator **Dallas Harris**, is dedicated to criminal justice reform, LGBTQ issues, and marginalized communities. She also works as Of Counsel at Davison Van Cleve, specializing in energy law. Dallas holds degrees in psychology and computer science from UNLV and a master's in public policy from Claremont Graduate University, with legal training from George Washington University Law School.



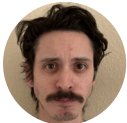
**Athar Haseebullah** previously served as a community organizer and attorney, holding roles such as general counsel for a Nevada education-focused non-profit, senior government affairs administrator for the Regional Transportation Commission of Southern Nevada, and litigator in both Las Vegas and New York City. Athar is a graduate of Howard University and Howard University School of Law. Currently, Athar is the executive director of the ACLU of Nevada.

Room 209

### Telehealth Counseling: Integrated Student Supports Serving our Rural Communities

Nevada has consistently ranked at the bottom in the United States for mental health care access. We lack a robust mental health professional workforce, affordable options, and operate under old training and care models. That is why UNLV PRACTICE and Communities In Schools (CIS) of North Eastern Nevada have partnered for over 10 years to provide low-cost mental and behavioral telehealth services to young people while training the next generation workforce. Attendees will learn about how CIS works, how it is funded, and the impact the program has on middle and high school students everyday.

#### *About the presenters:*



**Vince Agredo** is a master's student in his final year of the clinical mental health counseling program at UNLV. As a clinician with the UNLV Practice, Vincent continues to serve a wide variety of members of the community from adolescents to adults. Post-graduation, he aspires to establish a private practice and agency.



UNLV psychology professor **Daniel Allen** specializes in clinical and cognitive neuropsychology. His research combines these approaches to understand brain function in psychiatric and neurological disorders. He also utilizes digital phenotyping for early severe mental illness, directing specialized care programs and holding leadership roles in prominent psychology organizations. He is past president of the National Academy of Neuropsychology, and is a fellow of the American Psychological Association, National Academy of Neuropsychology, and Western Psychological Association.



**Erin Dunn**, a UNLV school psychology doctoral student, previously worked for three years as an elementary school psychologist in Seattle. She holds an Ed.S from the University of Washington and is passionate about rural mental health.



Interim Affiliate Executive Director of CIS of Northeastern Nevada, **Leslie Goicoechea**, is dedicated to supporting over 8,000 students across 15 Elko and Humboldt County schools. As she nears the completion of her BAS in management and supervision, Leslie continues to play a pivotal role in expanding the CIS telehealth program in partnership with the UNLV PRACTICE clinic.



**Tami Hance-Lehr**, CEO & State Director of CIS of Nevada, brings 30+ years of leadership and strategic skills to her role. She is a passionate advocate for equal opportunities in education. A UNLV graduate, Tami is involved in various community organizations and has received several awards for her leadership.



Executive Director of UNLV PRACTICE, **Michelle Paul**, oversees critical mental health services and infrastructure for various UNLV training programs. As the assistant vice president of mental and behavioral health, she leads an innovative integration initiative aligning mental and physical health programs while collaborating with community healthcare partners and UNLV's health science schools. Michelle's extensive background in psychology, leadership, and advocacy spans over two decades, making her a prominent figure in Nevada's mental health landscape.

## Room 211

### **Inclusive Classroom Leadership: Empowering Diversity and Effective Management**

Explore the art of classroom management in diverse educational settings. This program equips educational leaders with the tools to create inclusive classrooms where all students thrive through a blend of culturally responsive teaching, behavioral interventions, and equity-focused strategies.



#### *About the presenters:*

**Assemblywoman Cecelia González** is a Thai-Mexican American and lifelong Las Vegas resident. With degrees in criminal justice and education from UNLV, she's now pursuing a Ph.D. in multicultural education, focused on vulnerable communities. Beyond her academic pursuits, Cecelia dedicates herself to educating fifth-grade students in the heart of Las Vegas.



A dedicated 6th-grade ELA teacher, **Jamie Sullivan** proudly hails from South Carolina. Holding a bachelor's in education from the UNLV she brings 12 years of experience in education. Jamie was honored with the New Educator of the Year award from CCSD in 2022-2023, recognizing the positive impact on scholars. Passionate about equitable education, Jamie actively engages in professional development related to multicultural and culturally responsive teaching practices.

Room 213

### Making Successful School Safety Legislation

School safety was one of the most popular topics in Carson City this year. There were numerous bill drafts that included this topic, but only two were passed by the Legislature and signed by the governor. This session will review the prominent components of the most notable bills (AB285 and AB330) and the actions involved in bringing them both to successful completion.



*About the presenters:*

**Assemblywoman Angie Taylor** serves in the Nevada State Legislature. Notably, she became vice chair of the Assembly Committee on Education as a freshman legislator, showcasing her hard work and accessibility. Angie played a crucial role in passing significant school safety legislation by fostering compromise among educators, child safety advocates, and the Governor's office.



**Norris DuPree** is a licensed marriage and family therapist, psychologist and licensed alcohol and drug abuse counselor. He is also president of Transformations Therapy and Behavioral Consultation located in Sparks City.



**Paul LaMarca** earned a Ph.D. in social psychology from UNR. He's been an adjunct faculty member at UNR and served as director of assessment, program accountability, and curriculum at the Nevada Department of Education. In his 16 years with the Washoe County School District, he's held various executive leadership roles, including chief accountability officer and chief of schools.

Room 218

### Inspiring Independence: Project FOCUS and the Postsecondary Path to Success for Students with Disabilities

Discover how Project FOCUS takes a person-centered approach, tailoring the program to individual needs, goals, and aspirations. Join us for a session that will inspire, inform, and spark the imagination. Together, we'll explore the incredible journey of Project FOCUS students as they navigate the postsecondary landscape and embrace a future filled with possibility.



*About the presenter:*

With over a decade of experience in exceptional student education **Kate Lawhorn** specializes in individualized education programs with a strengths-based approach and a growth mindset. In 2015, she earned a master's degree in special education from UNLV. Kate later worked for Teach For America, enhancing Special Education teacher skills for equitable learning environments.

Room 219

**Serving Students in Two Worlds**

This session will explore the importance of educating Native youth in rural and/or Indigenous communities, especially as these students may find themselves in urban settings for college and career pathways.



*About the presenters:*

**Deanne Moyle-Hicks**, 2022 Nevada Teacher of the Year, boasts 30 years of teaching experience and holds a National Board Certification in literacy. A graduate of Eureka High in rural Nevada, she earned her education degree from the UNLV, and later her master's degree from Lesley University while teaching in Elko. Deanne's versatile career spans grades K-6, most recently at Natchez Elementary on the Pyramid Lake Paiute Reservation in Washoe County.



Family services specialist **Carlene Pacheco** at Churchill County High School in Fallon, has a Bachelor of Science in Human Development and Family Studies. In recognition of her outstanding work, she received the 2023 Recognizing Inspiring School Employees (RISE) Award. As the Title VI Liaison in her district, she has boosted Native American youth graduation rates by 75%. Carlene collaborates with school administration to enhance Native American cultural competency and foster a more positive culture.

Room 222

**It "Still" Takes a Village: Empowering Tomorrow's Leaders for College and Workplace Success**

This presentation will share insights and successes from the Rebel Summer Start Camp, a transformative initiative designed to empower high school students in an ever-evolving post-pandemic world. This program not only offers students the chance to earn college credit but also provides a unique platform for connecting with professionals, exploring diverse career paths, nurturing self-awareness, and building crucial interpersonal relationships. The camp's remarkable achievements are greatly owed to our dedicated community partners, who have generously contributed high school student resources, funding, workshops, and teaching support. Join this session to discover the opportunities we provide for students to thrive in both higher education and the workforce, and explore ways to engage and foster collaboration within our impactful community.



*About the presenter:*

Director of Educator Preparation **Sebern Coleman** is dedicated to bridging theory and practice to nurture college and career readiness. With a dynamic focus on creating pathways for success, Sebern leads the charge in overseeing the college's dual enrollment initiatives, Rebel Teach and Rebel Start, while fostering vital external collaborations to drive workforce development efforts.

Room 224

## Enhancing Student Learning and Engagement Through Reciprocal Community Partnerships

This session will explore the concept of service learning and how it aids in student engagement and development, in particular with a lens of community partnerships. Let's break the metaphorical "fourth wall" and showcase how community organizations like Green Our Planet and others can contribute to the success of our educational institutions.



*About the presenters:*

UNLV Director of the Office of Service Learning and Leadership **Rian Satterwhite** is responsible for leadership development, co-curricular community engagement, service-learning, and support for vulnerable student populations. He also serves on several non-profit boards and in select roles for the International Leadership Association.



**Suzie Petronzi** is an experienced high school teacher with a mathematics degree, now thrives as the education and engagement manager at Green Our Planet. She passionately combines her love for STEM education with community collaboration, fostering hands-on learning and a shared love for our planet through indoor and outdoor gardening initiatives.

## Breakout Presenters - Session 2

Room 207

### The Resilience of Girls and the Capacity of Educators in STEM

This session will highlight how we can support the persistence of girls and women in STEM and increase the capacity of educators. It will briefly review the current national trends of women in STEM as described by the National Science Foundation, discuss challenges and innovations around supporting girls in STEM education as educators in Nevada, and describe some initiatives occurring at UNLV.



*About the presenters:*

**Associate Professor Erica Marti** holds a Ph.D. and M.S. in civil and environmental engineering from UNLV. She has conducted postdoctoral research at the Southern Nevada Water Authority and specializes in water and wastewater treatment. Erica collaborates with K-12 educators to enhance STEM education and increasing the STEM workforce.



**Monique North**, a STEM-focused doctoral student, holds a bachelor's degree in biological science and a master's in curriculum and instruction. She collaborates with various stakeholders to promote work-based learning and STEM career opportunities for all students. Monique is an ACTE and GSA member, driven by empowering Black women in STEM CTE trades.



**Tina Vo** specializes in enhancing science education and technology for K-8 teachers and students. She prioritizes collaborative spaces for critical thinking. Tina's research interests focus on making and modeling for community problem-solving, equitable science education, and the intersection of science and mental health/wellness.

Room 209

### Homeless and Foster Youth in Schools: An Overview and Call to Educators

Learn about the critical issues of youth homelessness and foster care, with a focus on the impact these experiences have on academic success. By understanding the challenges faced by these vulnerable populations, educators can play a vital role in providing support and creating inclusive learning environments. We'll discuss tools and resources to better understand and support homeless and foster youth, ultimately fostering an inclusive and supportive educational environment that promotes their academic success and overall well-being.



*About the presenters:*

**Kelli Kristo**, a seasoned Las Vegas nonprofit leader, excels in strategic planning and partnership development. With a background in advocating for Alzheimer's care and community service, she currently serves as the executive director of Project 150, focusing on supporting homeless and disadvantaged high school students through community partnerships.



UNLV's Fostering Scholars program coordinator **Heather Richardson** boasts a master's in social work and a bachelor's in social sciences from UNLV. With 16 years at Clark County Family Services, she excelled in foster care, education, and legislation, even testifying before the Nevada legislature four times. Heather's proudest achievement is nurturing five college-bound children, inspired by her journey through foster care.

Room 213

### Making Successful School Safety Legislation Work

Now that new safety legislation is in Nevada State Statute, what impact should that have? What should it mean for teacher, school, and student safety? This session is an opportunity to have a conversation about school safety and what educators and parents can do to make good safety legislation work.

*About the presenters:*



**Assemblywoman Angie Taylor** serves in the Nevada State Legislature. Notably, she became vice chair of the Assembly Committee on Education as a freshman legislator, showcasing her hard work and accessibility. Angie played a crucial role in passing significant school safety legislation by fostering compromise among educators, child safety advocates, and the Governor's office.



**Norris DuPree** is a licensed marriage and family therapist, psychologist and licensed alcohol and drug abuse counselor. He is also president of Transformations Therapy and Behavioral Consultation located in Sparks City.



**Paul LaMarca** earned a Ph.D. in social psychology from UNR. He's been an adjunct faculty member at UNR and served as director of assessment, program accountability, and curriculum at the Nevada Department of Education. In his 16 years with the Washoe County School District, he's held various executive leadership roles, including chief accountability officer and chief of schools.



Room 218

### Families Front and Center: Innovations for Families of Young Children in Nevada

This session will highlight recent research, policy, and practice activities focused on supporting families of young children in Nevada. With a particular interest in what we have learned from the pandemic, we will discuss what is working and what needs to happen to create welcoming communities for families and foster their long-term success starting in early childhood.



*About the presenters:*

**Gerilyn Slicker** examines policy effects on equitable access to early care and education. Her research assesses state-level child care subsidy policies and works with the Nevada Department of Education to enhance early education and family support during kindergarten transitions.



**Jenna Weglarz-Ward** is an associate professor with a research focus on inclusive practices for young children with disabilities. She serves on various Nevada and national early childhood councils, including the Division for Early Childhood of the Council for Exceptional Children. Weglarz-Ward is a former UNLV College of Education Dean's Policy Fellow and National Center on Pyramid Model Innovations Fellow.

Room 219

### How to Adopt a Translanguaging Stance: Embracing Multilingual Students' Mother Tongues as Resources

Multilingual students bring valuable cultural and linguistic flexibility to our learning spaces. Learn how to make policy decisions and develop teaching methods that embrace their fluid linguistic abilities, known as translanguaging. The session will start with a brief overview of the research on the benefits of translanguaging in dual language bilingual education (DLBE) and English-medium settings. We'll also have a discussion and offer access to resources.



*About the presenters:*

Associate Professor **Alain Bengochea** researches emergent bilingual learners' language and literacy development in home, community, and school contexts. He focuses on equity and sociocultural influences in his work with the aim of empowering minority learners and improving teacher education and practice for pre-K through 12th-grade education for emergent bilinguals.



Ph.D. candidate **Silvina Jover** is a bilingual social studies teacher with a diverse academic background and 10 years of experience advocating for immigrant students. She emphasizes critical thinking and cultural awareness, drawing from her linguistic and advertising expertise. Silvina is also currently collaborating as an instructor at NSU to train pre-service teachers in dual language education.

Room 222

## **Building a Championship Team: How Public-Private Partnerships Can Enhance Excellence in Sport Management**

Internships and practical experiencing learning opportunities are widely recognized as influential components of sport management curricula, contributing to higher grades, wages, and post-graduate employment. This session highlights collaborations between UNLV COE's Intercollegiate & Professional Sport Management (IPSM) program and the burgeoning Las Vegas sport industry.



*About the presenters:*

**Michelle Coyner**, is an assistant professor-in-residence and serves as the director for the undergraduate certificate in sport leadership and management. Michelle holds degrees in marketing, higher education, sports and business administration. She is deeply committed to connecting students to meaningful internship and field experiences.

A seasoned marketing and sponsorship executive at SuperBook Sports **David Vinturella** has worked with renowned sports brands. Combining his professional expertise with a commitment to education, he recently taught UNLV's first Sports Integrity and Betting course, fostering public-private partnerships to empower students in achieving their aspirations.

Room 224

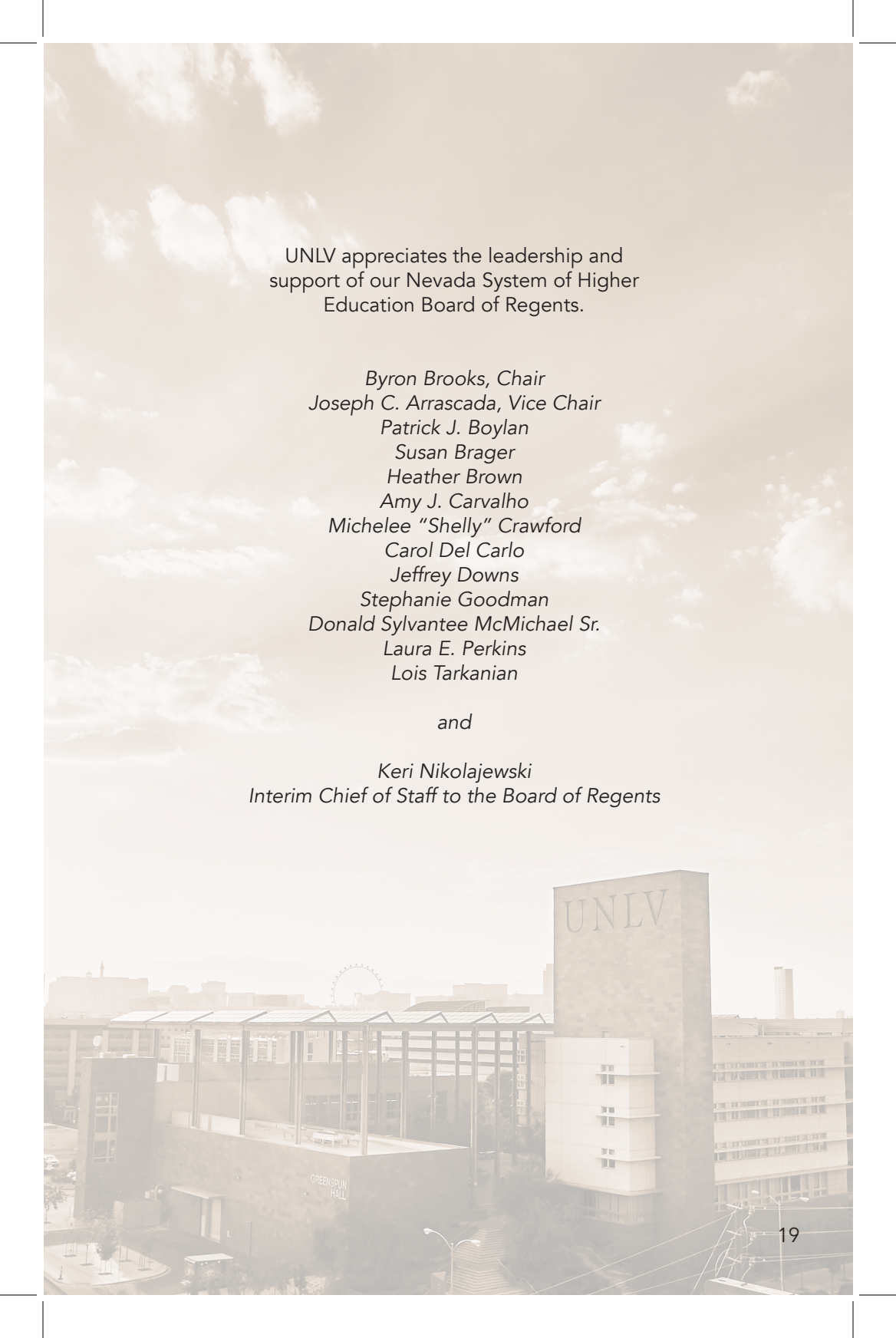
## **The College of Education Undergraduate Seminar Program and the Student Veteran Experience**

Whether it's a traditional first-year student, a student veteran starting their college experience, or a transfer student moving to a new institution, all students must work through transitional challenges when attending college. This session focuses on how the College of Education Undergraduate Seminar Program supports students' transitions with a focus on the student veteran experience at UNLV.



*About the presenter:*

**Nathan Slife** manages UNLV's First- and Second-Year Seminar Program, holding a Ph.D. in higher education and a background in student affairs. With prior experience at various universities, he's dedicated to instructing UNLV students and supporting the growth of faculty and graduate assistants.



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