



APRIL 2020

Be BOLD and Going Skunk Works

By Luis Cifuentes, Vice President for Research and Dean of Graduate School

“It was the best of times, it was the worst of times, ...” Charles Dickens

We are living in exceptional, eventful, ever changing times. Only weeks ago, we worked in our offices, taught both face-to-face and online, conducted research, scholarship and creative activity in our laboratories, work spaces and offices, and shared our work at conferences, workshops, seminars, interviews, and at breakfasts, lunches, and dinners.

Now, most of us work from home. Our calendars are filled by Zoom classes, Zoom meetings, Zoom thesis defenses, Zoom conferences, even Zoom happy hours. And if you are like me, it is exhausting. Perhaps because change is tiring. I believe more so because revolution is grueling.

The COVID-19 crisis is challenging higher education in ways not experienced since the Vietnam War. Putting the impact of a likely economic recession aside, the virus is not only attacking university populations, it is also forcing fundamental academic traditions and processes through a skunk works (SW) approach.

The SW strategic function is to anticipate where opportunity and challenges reside and to plan, prepare, and test innovations for a very different future. A future that is a significant departure from the traditional or status quo. A SW effort is liberated from normal business operations that tend to be bureaucratic and risk averse.

Where am I going here? Last week, Mr. Josue Gutierrez, MS student in the department of Plant and Environmental Sciences, defended his MS thesis virtually. Every NMSU student who defends their thesis or dissertation at NMSU this Spring will do so virtually. So, I asked myself, what if the Graduate School mandated that all future defenses include a virtual option. Why? To facilitate participation of committee members external to NMSU at low cost, which, in turn, expands the network of the student.



VP for Research and Dean of Graduate School, Luis Cifuentes at Aden Crater



How long would it take to get buy-in for this mandate and to incorporate it into the catalogue? More than a few weeks for sure.

When the COVID-19 crisis wanes and we are back to “normal” it will be important to assess decisions made by the SW model, which otherwise would have taken months, perhaps even years through the University governance model. The latter was, is, and will be the foundation of how universities are governed. The former works best when we are out of our comfort zones. Again, the SW approach is a deliberate effort to anticipate the unknown.

It is a time to be BOLD. We are now forced to do out of necessity, much like the outcomes of a SW approach, what it will take to meet the requirements of the “new normal.” As President Floros has said often, we will make mistakes, but as long as we have the best interests of our students, faculty and staff at heart, we will prevail. If we have learned anything from the COVID-19 crisis, it is that these insights will make us stronger, nimbler, and better prepared for a rapidly changing world.

NMSU Research Administration's Services Continue Uninterrupted

By *Alisha Giron*, Assistant Vice President for Research

Research Administration continues its support of NMSU faculty and staff with their proposals, contract administration and negotiations, export control, and research involving human subjects and animals. Since transferring activities out of our offices to comply with NMSU’s COVID-19 pandemic directives, the boundaries between work and personal life have become blurred for everyone, but Research Administration has managed to continue its operations with no interruptions. Since the transition, Research Administration staff have assisted NMSU researchers with submitting nearly 30 proposals. The month of March also saw a 46% increase in the number of IRB applications submitted for review compared to the same period last year, and since the transition, the Board and Research Integrity and Compliance have approved 38 IRB applications and returned 17 for amendment.

As most of the NMSU research community is already aware, some sponsors have extended deadlines due to COVID-19. Please continue to work with your college Research Center or other research support personnel and Research Administration staff for proposal submissions. Pre-Award staff is here to support you by setting up new awards, requesting no-cost extensions and processing incremental funding that is received from sponsors.

For more information about Research Administration's services, please visit <https://research.nmsu.edu>.



Safety and Compliance: Contact Information and Resources

By [Joanne Dupre](#), Biosafety and Export Control Manager

The Office of Research Integrity and Compliance is continuing to provide helpdesk support through email and by phone for all research protocols and review related matters. The research committees are active, and the Chairs and coordinators are available to meet with researchers via zoom or by phone for any questions or concerns about current or paused research, and for future planning.

While changes to the daily routines have been rapid, the requirements for responsible conduct of research remain the same. We ask that you continue to communicate significant modifications of your protocol activities by the usual methods. As always, events or circumstances that affect safety or well-being need to be addressed immediately and the changes should be reported to the appropriate administrators via email within 48 hours.

Contacts are listed below, and additional information is available on the Research Administration webpages.

- Institutional Review Board (IRB)
Contact: Michelle Gavin
Phone: 575-646-7177
Email: care@research.nmsu.edu
- Institutional Animal Care and Use Committee (IACUC)
Contact: Shanna Ivey
Email: sivey@nmsu.edu
- Institutional Veterinarian: Erin Weich
Phone: 575-646-3241
- Animal Workers Occupational Health and Safety Program
Contact: JoAnne Dupre
Phone: 575-646-4463
Email: biosafe@nmsu.edu
- Aggie Health and Wellness Center
Contact: Carol Nevarez MacDonald
Phone: 575-646-1512
- Institutional Biosafety Committee (IBC)
Contact: JoAnne Dupre
Phone: 575-646-4463
Email: biosafe@nmsu.edu
- Radiation Safety Committee (RSC)
Contact: David Schoep
Phone: 575-646-1023
Email: ehs@nmsu.edu



Laboratory Ramp-Down Checklist

By *David Schoep*, Assistant Director, Research Safety, Environmental Health Safety and Risk Management

With access to on-campus NMSU laboratories, work spaces and offices limited to faculty and staff who provide essential/critical functions, Environmental Health, Safety and Risk Management (EHS&RM) has prepared an easy-to-use Laboratory Ramp-Down Checklist. The checklist is general enough that it also can be useful for other work spaces such as shops, maker-space studios and support areas. The checklist and other COVID-19 resources are available on the Research and Laboratory Safety Page.

Among the items on the list are reminders to:

- Ensure the contact list is up-to-date and can be remotely accessed by everyone who needs it. Include email addresses and phone numbers, and test the communication procedures.
- Properly close all containers and secure hazardous materials in long-term storage.
- Consolidate storage of valuable perishable items within storage units that have backup power supply.
- Shut down all non-essential appliances and computers, and unplug sensitive electric equipment. Essential equipment should be on backup power system, if possible.
- Remove all perishable and open food items from break areas, lockers, personal spaces.

During this time of reduced activities, the full range of EHS&RM services remain available, including hazardous waste pickup, respirator fit testing, emergency & spill response, process evaluation, and safety and environmental program regulatory compliance. Many of the safety trainings are available online and can be found through the EHS&RM webpage, and customized just-in-time training can be arranged. If you need any EHS&RM service, have question or concerns or need assistance please contact the department at 575-646-3327 or email ehs@nmsu.edu.



NMSU's Research Safety, Environmental Health Safety and Risk Management team

Guidance from OLAW for Animal Care

By *Joanne Dupre*, Biosafety and Export Control Manager

In the event of a pandemic, animal facilities must be maintained at a level to ensure animal welfare. This is a mandatory requirement of the Guide for the Care and Use of Laboratory Animals [(Guide), available at <https://olaw.nih.gov> and agreed to in the institution's Animal Welfare Assurance agreement with Office of Laboratory Animal Welfare (OLAW). This contingency planning is similar to



severe weather disasters where all staff may be unable to make it into a facility.

OLAW's webinar, Pandemic Contingency Planning and Its Impact on Animal Care, is now available online at <https://olaw.nih.gov/education/educational-resources/webinar-2020-03-19.htm>.

Contingency plans should consider appropriate staffing levels, cross-training to cover critical operations, and adequate inventories of essential supplies such as feed, bedding, personal protective equipment, and cagewash supplies.

For those of you who want to fine tune your current plan, OLAW has provided a webinar and supporting materials with helpful examples from the NIH and from Johns Hopkins University's Animal Research Coronavirus Phased Contingency Plan.

There are three key topics areas for pandemic readiness planning. They are: personnel planning, supply and logistics planning, and animal husbandry and health planning. As we implement alternative standard operating procedures to allow fewer staff to manage the animals and their care, and conserve resources, if needed, remember that if new procedures are outside of Guide recommendations for animal care, the facility should obtain IACUC approval for these departures, based on the emergency situation.

In addition, the IACUC must ensure that protocol approvals are not allowed to expire, or if they do expire, that no further animal activities are conducted. Contact the IACUC Chair and attending veterinarian as needed for any questions or animal care concerns.

For more information, visit the new OLAW COVID-19 Pandemic Contingency Planning webpage for Animal Care and Use Programs.

Flexibilities Extended to All Federally Funded Research Awardees Impacted by COVID-19

By [Cindy Ramirez](#), Proposal Development Specialist

The Office of Management and Budget has released guidance to Executive branch agencies to extend flexibilities in federally sponsored research to all grantees impacted by the COVID-19 pandemic. These flexibilities include extension of deadlines, no cost-extensions, allowability of salaries, covering costs caused by cancellations, etc. NMSU researchers are encouraged to review the full memo at <https://www.whitehouse.gov/wp-content/uploads/2020/03/M-20-17.pdf>.



Coronavirus Aid, Relief, and Economic Security Act (CARES)

By [Cindy Ramirez](#), Proposal Development Specialist

With the passing of the Coronavirus Aid, Relief, and Economic Security Act (CARES) funding opportunities will be available and this act provides funding to the areas below that will be of interest to our faculty. Our office will forward any notices pertaining to these below to Research Deans as they become available.



Department of Health & Human Services

- HRSA grants designed to support rural health
- HRSA reauthorizing the Healthy Start program within Maternal and Child Health Bureau

National Institutes of Health

- Funds for vaccine, therapeutic and diagnostic research of COVID-19 including underlying risks to cardiovascular and pulmonary conditions.
- Funds to the Biomedical Advanced Research and Development Authority (BARDA) to support research and development of vaccines, therapeutics and diagnostics to prevent or treat the effects of coronavirus, including to support research related to antibiotic resistant secondary infections associated with coronavirus.

Department of Agriculture

- No funding included to research enterprise
- Funds provided for grants to provide broadband service to eligible rural areas

National Science Foundation

- RAPID grants will receive funds to support NSF's ongoing RAPID grant response to coronavirus, which will support near real-time research at the cellular, physiological, and ecological levels to better understand coronavirus.

National Endowments for the Arts and Humanities

- Funds for grants to state arts agencies and other partners in an effort to help local, state, and regional communities provide continued access to cultural organizations and institutions of learning.

Environmental Protection Agency

- Funds for methods to reduce the risks from environmental transmission of coronavirus via contaminated surfaces or materials.

NMSU researchers with projects in the areas of interest should engage their program managers for supplemental funding and even some of the new funding.

Meet Dr. David G. Ortiz, Associate Professor of Sociology

By [*Hamid M. Rad*](#), Senior Proposal Development Specialist

To date, more than a million cases of COVID-19 have been reported worldwide, nearly 240,000 in the US, sadly costing 59,000 lives across the Globe. In addition to the enormous public health crisis caused by this virus, the pandemic has created other social challenges namely significant anxiety that has led to shortage of disinfectants and other hygiene products in the US. Strict physical distancing followed by closure of unessential businesses have disrupted the economy, leading to unprecedented unemployment in many states.

For most, crises like this is an uncharted territory, but social scientists have been studying the impact of disasters on society. One such scientist is Dr. David G. Ortiz, Associate Professor of Sociology at NMSU. From 2012 to date, he has conducted research on the effects of disaster in New Orleans after Katrina. I thought it might be highly kairoitic to invite Dr. Ortiz to share his perspectives on the recent developments.



David G. Ortiz, Associate Professor of Sociology

Question: Thank you for your willingness to talk to us. Can you tell us about the classes you teach at NMSU, and your research foci?

I am delighted to tell you a bit more about my research and teaching interests. At the lower level, I teach three of our core courses in Sociology, Introduction to Sociology, Social Problems, and Social Research Analyses. Two of these classes (Introduction to Sociology and Social Problems) are general education classes. So, I get to interact with a diverse array of our undergraduate population. At the upper and graduate levels, I teach several seminars: Power and Politics in America, Social Movements, Sociology of Digital Media, and Digital Media and Activism. All of these seminars grew out of my expertise within Sociology. So, I really enjoy the discussions of cutting edge research on these issues with our students.

My research lies at the intersections of Political Sociology, Social Movements, Digital Media, and Culture. I am also a Latin Americanist that specializes in Mexico (my native country). Specifically, I currently working on projects that look at the diffusion over time of events such as protests and repression, as well as misinformation and panic (with NMSU colleagues Marshall Taylor, Jay Misra, Parth Nagarkar, Son Tran, and Jill McDonald). I also have projects that focus on the way that people have used digital media and other information communication technologies (blogs, social networks, etc.) during and after disasters. In this regard, I have explored the case of New Orleans after Katrina (with Tulane colleague Stephen Ostertag), and Mexico City after the 1985 earthquake. Finally, I have projects that focus on how moral narratives and emotional appeals shape the way people communicate online to create a sense of community and activism even when they have never met each other physically; and the ways in which clear moral narratives have a prominent place in socialization processes even during postmodernity (with NMSU Sociologist David LoConto).

As a social scientist how would you explain people panic shopping the way we have? Is it normal or are we overreacting?

This is completely normal. Most human beings crave order and safety. In fact, most of the classic theories on the social contract – whether it be Locke, Hobbes, or Rousseau – agree on the fact that the State was created to protect the safety and rights of the individual. That is, individuals agreed –explicitly or implicitly—to cede some of their individual rights in order to gain the protection of a larger entity that would maintain the social order by providing them with sets of agreed upon norms, values, safety, etc. So, it is not surprising that in the face of any type of potentially disastrous event—such as an unprecedented viral infection that we have no cure for like COVID-19—people engage in panic shopping. People feel the need to prepare for what they see as a risk to their livelihoods, the eventual possibility that the social contract might erode and the State would not be able to protect them. So, it is a way to try to protect themselves for a potential lack of food and supplies that they see as necessary for their survival.

That being said, panic buying and hoarding is fueled by fear that such safety nets will be eroded, and as a fear-fueled response, it not always rational, it responds to particular cultural cues that may vary geographically, and can affect groups that have a more pressing need for such products. For example, in the United States, a lot of the panic buying behavior has focused on water, toilet paper, and face masks –although many other cleaning and medical supplies are also part of this behavior. This highlights some of the irrationality of panic buying behavior. Buying cleaning

supplies is understandable. Water is also necessary for our survival. Toilet paper, on the other hand, might seem very necessary at first glance, but is an interesting case. Most of us have bathrooms with toilets and showers, and we could simply clean ourselves with water and soap after using the toilet. Also, the hoarding of face masks by individuals is causing a shortage of supplies in the medical community where it is really needed to prevent infection of health care workers that are more at risk of contracting COVID-19. Some of the cultural and regional differences can be highlighted if we take a cursory look at what people are buying in different countries. In Mexico for example, panic buying has not necessarily focused on toilet paper and water (though face masks are in shortage). Instead people are panic buying disinfecting gel and certain medicines (such as hydroxychloroquine) that can be acquired without a medical script.

Are there any parallels between social disruption post-Katrina and what we are experiencing now?

Definitely. Catastrophic events such as disasters or pandemic diseases can bring out similar social behaviors. For example, during an event as devastating as Katrina, the erosion of the social contract led people to fend for themselves in many different ways, from risking their own lives to save others, to engaging in looting and crime. We are seeing similar types of behaviors in display during our current COVID-19 crisis. All over the world, health care workers are risking infection and sacrificing their own health in order to help save others; and in Mexico for example, looting behavior has increased and groups organized in WhatsApp or Facebook with names “Looting COVID-19” have emerged that are inciting mass looting behavior –it is worth noting that the vast majority of these are only threats that have not really resulted in actual looting.

I would like to focus on some of the positive outcomes of these types of events though, since we tend to hear much more about the negatives and we need some positive perspectives at the moment. In the five papers that I published about the effects of Hurricane Katrina in New Orleans, there are two distinctly important, but related findings that I would like to highlight here.

First, when Hurricane Katrina hit New Orleans, the vast destruction of the city forced more than 250,000 people to become displaced. In such cases of collective trauma –a blow to the tissues of social life that damages the bonds attaching people together and impairs the prevailing sense of communality—most people were not able to be in direct contact with each other and their communities to assess the level of destruction and safety of their friends and families. Confronted with this situation, New Orleans citizens used information communication technologies (ICTs) such as blogs and social media to find information and create new bonds online.

These bonds proved so strong that people were able to form strong communities with others they had never met and their bonds have endured long after the crisis, resulting in an increase of both activism/collective action and civic engagement in the reconstruction of their city.

Second, there was an outpouring of emotional and moral narratives online that helped create these strong, lasting bonds. We call these the cultural affordances of ICTs, or the narrative characteristics capable of being expressed through communication technologies— in contrast to the mechanical affordances that highlight ICTs' reach, networking capabilities, immediacy, back-and-forth communication, and affordability. The cultural affordances of ICTs allowed people, during Katrina, to engage in powerful and important emotional and moral stories that resonated with others and provided the necessary inducements to turn digital co-presence and electronic connectedness into more meaningful relationships grounded in trusting, emotionally invested social ties that resulted in increased civic engagement.

We are experiencing a similar situation with COVID-19 (i.e. beyond the fatalities and lack of infrastructure). Most people in the world have been isolated or quarantined and they have resorted to the use of ICTs to engage with others. Many of us have been in even closer communication with our own families and friends through video chat, Facebook, Twitter or other social media, and have started to create strong bonds with others in our communities. Many of us have posted our stories online, expressing our anger, frustration, fears, but also our hope, sympathy, empathy and respect. Such stories are laden with moralities of harm and care, loyalty and betrayal, fairness and cheating, among others. These emotional and moral-laden stories have resonated with several of us and have made our bonds with others stronger. They are leading several of us to rethink and discuss online and in our classrooms our lives after COVID-19. These experiences will, in turn, lead to stronger communities being created and cemented and to more civic engagement on how to rebuild our societies (socially, economically, emotionally, and politically) after this pandemic.

What are the implications of these types of events for policy makers and what is your message to them?

There are innumerable implications of these types of catastrophic events (disasters, pandemics, etc.) starting from being proactive and not reactive, and all the way to planning our recovery and future prevention after the events themselves. There are too many to discuss here, but I encourage all of us to do that in our classes, in our households, and online with others in our communities. It is a great way start thinking proactively and feel empowered about what we can do (individually and socially) in these moments where

we can feel inadequate and powerless. Plus, our policy makers will benefit from our collective input on the directions we need to/want to take after the crisis subsides.

If I were to highlight one important message to our policy makers it would be the imperative need to keep in mind that catastrophic events affect people unequally. These types of events affect us all, but they always have a harsher and more enduring effect on the more disadvantaged in our societies. For example, in Mexico City after the 1985 earthquake, there were millions of people that were homeless, but those that had the means (such as insurance, and other safety nets) recovered faster and were able to rebuild –albeit with a lot of difficulty and a lot of time/money investment. However, those that did not have deep resources or extensive means, suffered the most. They spent many years in homelessness and lost everything. They had also a harder time finding jobs, rebuilding their social networks, and recovering emotionally and mentally.

So, I would exhort our policy makers to consider these inequalities in their legislative and policy efforts after the pandemic. That means placing specific emphasis on creating policies that respond to the needs of those that have the least. The social contract that I alluded to in one of the questions above, has been slowly but increasingly eroded during the last five decades. Our policy makers need to re-think how they will rebuild our social safety nets. Some of the things that this viral pandemic has made more transparent to everyone is the unpreparedness of our healthcare system; the life threatening effects of our insurance-based healthcare; the reactive (instead of proactive) response from our federal and state authorities –here I must commend our governor for displaying exemplary leadership and providing a country-wide lesson on being proactive in protecting the citizens of New Mexico; the lack of policies to help those that do not have formal economy jobs; and, for that matter, the limited nature of unemployment benefits for those that do have salaried employment. These are just a few examples among the countless number of policy issues that affect some of us more than others and that will have longer lasting effects on the lives of some more than others. As one of the richest countries in the world, we were woefully unprepared on most fronts for such an event. Now is the time to change that. Major and innovative reforms that deal fairly –by creating social policies that combat these inequalities—with the lingering and unequal trauma of these catastrophic events is what is truly needed after this pandemic, and what will distinguish great leaders and great societies from the rest.

For more information about Dr. Ortiz, send email to dgortiz@nmsu.edu.

Staff Spotlight: Daniela Miranda-Tellez

By [Hamid M. Rad](#), Senior Proposal Development Specialist

NMSU researchers submit hundreds of research proposals to federal agencies every year, and they all go through Research Administration Services (RAS) where Contracts Administrators review each proposal for compliance, cogency of budget, and finally submit them.

Daniela Miranda-Tellez is one of the RAS Contract Administrators who oversees proposals developed by the College of Arts and Sciences (A&S) researchers. Daniela is known for accuracy, and her hard work and patience is recognized by NMSU administration and A&S faculty. "I am always happy to contribute to NMSU's research excellence, am grateful to be a part of the RAS team that is committed in providing efficient and effective support to NMSU faculty and researchers," she states. "I look forward to assisting faculty and staff with proposal submissions. Please do not hesitate to contact RAS for comprehensive support in proposal development, proposal submissions, and award negotiations."

Prior to joining RAS, Daniela was the Program Coordinator for NMSU's Young Women in Computing program, and worked as an accountant in the College of Health and Social Services. She holds a Bachelor of Accountancy from [Universidad Autónoma de Chihuahua](#) (2009), and a Bachelor of Business Administration from NMSU (2013).

Daniela could be reached at (575) 646-7074 or via email at mirandan@nmsu.edu.

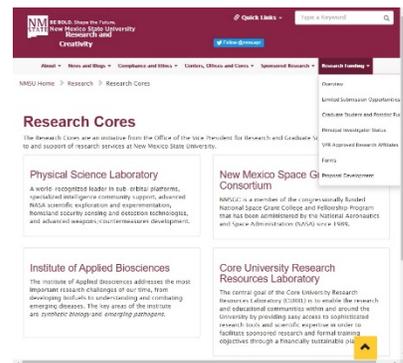


Daniela Miranda-Tellez, Contract Administrator, Research Administration Services

NMSU's New Research Website Launched

By [Hamid M. Rad](#), Senior Proposal Development Specialist

The Office of the Vice President for Research has launched a new and improved website. The new website (available at <https://research.nmsu.edu>) is among first on campus to use NMSU's new Cascade document management system and is developed with users in mind, aiming to facilitate ease of navigation and locating crucial information faster. The site now includes: an updated staff directory, a "Resources for Investigators" page which complements the existing research tab in my.nmsu.edu, web pages related to proposal development and the proposal development group, a digest "Latest News and Awards", and a Twitter-based news feed that enables visitors to stay informed of research-related news and announcements. Additional improvements and enhancements to the website will rollout over the coming months.



NSF CAREER Workshop to be Held on April 23, 2020

By [Hamid M. Rad](#), Senior Proposal Development Specialist

The Office of the Vice President for Research and Dean of Graduate School will hold a one-day interactive workshop on developing effective NSF Faculty Early Career Development (CAREER) proposals on April 23 via Zoom. To be eligible to apply for the NSF CAREER funding, applicants must meet the following requirements:

- Hold a doctoral degree in a field supported by NSF;
- Be engaged in research in an area of science, engineering, or education supported by NSF;
- Hold at least a 50% tenure-track (or tenure-track-equivalent) position as an assistant professor (or equivalent title);
- Be untenured; and
- Have not previously received a CAREER award. (Prior or concurrent Federal support for other types of awards for non-duplicative research does not preclude eligibility.)

Applicants may submit only one proposal in each cycle and only three proposals before obtaining tenure position.

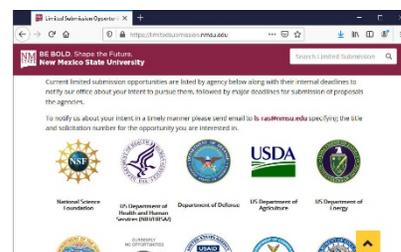
This workshop is led by Ms. Lucy Deckard, the founder of Academic Research Funding Strategies (ARFC), LLC. Before leading the ARFC consulting, Deckard was an Associate Director of Research Development at Texas A&M University for 8 years and prior to that worked as a research engineer in industry for 16 years.

To register, please send email to hamid@nmsu.edu.



Limited Submission Funding Opportunities

The Office of Research Administration Services lists limited submission funding opportunities at <https://limitedsubmission.nmsu.edu>. We encourage NMSU faculty and staff to periodically visit the site and if they are interested in any of the opportunities to please inform us by sending email to ls-ras@nmsu.edu. As a reminder, the site is only accessible on campus. Accessing the site using off-campus computers require first downloading and logging in through NMSU's VPN at <https://vpn.nmsu.edu>.



GRADUATE SCHOOL

COVID-19: Frequently Asked Questions for NMSU Graduate Students

By [Luis Vázquez](#), Associate Vice President for Research and Graduate Studies

Dear Colleagues,

I want to acknowledge that these are unprecedented times that we are working in and of course many challenges that we are facing at NMSU. The Graduate School is working hard to do everything we can to meet the needs of the faculty and graduate students. We are receiving many frequently asked questions from graduate students and faculty. We decided to have our graduate students compile these questions and create categories that would best accommodate the questions being asked and the answers to these questions. The website and the categories are the following:

<https://gradschool.nmsu.edu/wp-content/uploads/sites/5/2020/04/Guide-for-Graduate-Students.pdf>

- Graduation
- Well-Being
- Technology
- Grades
- Progress Toward Degrees

We will continually update the frequently asked questions with more questions and answers with more categories, in relation to what we receive from graduate students and faculty. I believe that together we can support each other in meeting our graduate students' through supporting each other in sharing how best to work with some of the issues that are impacting our work with graduate students.



Luis Vazquez, Associate Vice President for Research and Graduate Studies