## ERM Business Meeting Agenda <br> Monday, June 15, 2015 <br> 6:15-7:45 PM <br> Sheraton Seattle, Grand Ballroom A

## Attendance

| Adam Carberry | Arizona State University | adam.carberry@asu.edu |
| :---: | :---: | :---: |
| Jean Mohammadi-Aragh | Mississippi State University | jean@,bagley.msstate.edu |
| Noemi V. Mendoza Diaz | Texas A\&M University | nmendoza@tamu.edu |
| Vignesh Subbian | University of Cincinnati | subbiavh@mail.uc.edu |
| Cindy finely | University of Michigan | Cfinelli@umich.edu |
| Elliot Douglas | UF/NSF | edoug@mse.ufl.edu |
| Karen High | Clemson | khigh@.clemson.edu |
| Lisa Benson | Clemson | Lbenson@clemson.edu |
| Adam Kirn | University of Nevada, Reno | Akirn@unr.edu |
| Erin McCave | Clemson University | Emccave@clemson.edu |
| Jenefer Husman | Arizona state university | Jhusman@asu.edu |
| Katherine Nelson | Arizona State University | kmuto@asu.edu |
| Alexandra Coso Strong | Georgia Tech/Olin | acoso@alum.mit.edu |
| Matthew Verleger | Emery-Riddle Aeronautical University | Mverleger@gmail.com |
| Jim Morgan | Charles Sturt | Jmorgan@,csu.edu.au |
| Cindy Rottmann | University of Toronto | Cindy.rottmann@utoronto.ca |
| Shawn Jordan | Arizona State University | Shawn.s.jordan@asu.edu |
| Shanna Daly | University of Michigan | srdaly@umich.edu |
| Seda Yilmaz | Iowa State University | seda@iastate.edu |
| Allison Godwin | Purdue University | godwina@purdue.edu |
| Scott Streiner | University of Pittsburgh | Scs42@pitt.edu |
| Julie Martin | Clemson University | Martin1@clemson.edu |
| Walter Lee | Virginia Tech | Walterl@,vt.edu |
| Deborah Grzybowski | The Ohio State University | Grzybowski.3@osu.edu |
| Jacqueline McNeil | Purdue university | Mcneil0@purdue.edu |
| Kathryn Jablokow | Penn State University | KWL3@psu.edu |
| Matthew Ohland | Purdue University | Ohland@purdue.edu |
| George Ricco | Gonzaga University | Ricco@gonzaga.edu |
| Daniel Knight | University of Colorado Boulder | Knightdw@colorado.edu |
| Daria Kotys-Schwartz | University of Colorado Boulder | Daria.kotys@,colorado.edu |
| Mary Besterfield-Sacre | University of Pittsburgh | Mbsacre@pitt.edu |
| Sarah Zappe | Penn State | Ser163@psu.edu |
| Susan McCahan | University of Toronto | Susan.mccahan@utoronto.ca |
| Holly Matusovich | Virginia Tech | Matushm@vt.edu |
| Jacob Grohs | Virginia Tech | Jrgrohs@,vt.edu |


| Beth Cady | NAE | $\underline{\text { Ecady@nae.edu }}$ |
| :--- | :--- | :--- |
| Samantha Brunhaver | Arizona State University | $\underline{\text { Samantha.Brunhaver@asu.edu }}$ |
| Nadia Kellam | Arizona State University | $\underline{\text { Nkellam@asu.edu }}$ |
| Cory Hixson | Virginia Tech | $\underline{\text { hixson@vt.edu }}$ |
| James Pembridge | Embry-Riddle Aeronautical University | pembridj@erau.edu |
| Micah Lande | Arizona State University | $\underline{\text { Micah.Lande@asu.edu }}$ |
| Monica Cardella | Purdue University | $\underline{\text { Cardella@.purdue.edu }}$ |
| Alice Pawley | Purdue University | $\underline{\text { Apawley@purdue.edu }}$ |
| Marisa Orr | Louisiana Tech University | $\underline{\text { Marisao@latech.edu }}$ |
| Julie Ellis | Western Kentucky University | $\underline{\text { Julie.ellis@.wku.edu }}$ |
| Beth Eschebach | Humboldt State University | $\underline{\text { Beth.eschenbach@,humboldt.edu }}$ |
| Rob Sleeper | MNSU Mankato | $\underline{\text { Sleezer@mnsu.edu }}$ |
| Jacob Bishop | Brigham young university Idaho | $\underline{\text { Bishop.jacob@.gmail.com }}$ |
| Presentacion Rivera | Utah State University | $\underline{\text { P.rivera@, usu.edu }}$ |
| David Ford | UMass Amherst | $\underline{\text { ford@ecs.umass.edu }}$ |

## Officer and Committee Reports

1. Maura Borrego - PIC Chair

- No more paper fees starting this year (2015)
- Wi-Fi - ASEE negotiated a new day rate for participants (optional)
- Monolith
- Finalizing steps process
- Co-authors updated bios
- Best PIC Division Paper (6 judges) - Graduate Studies Division paper won
- Strategic viewing process - Listening Session: 12:30, Tuesday, Exhibit Hall
- Year of Dialogue on Diversity
- Repeating the safe zone and training throughout the conference
- Session for Diversity best papers
- Booth in Exhibit Hall with information
- Sale on membership - flier in your bag, renew membership with $5 \%$ off for next 3 years
- Financial Health of ASEE
- Last 5 years operating at a deficit (more than 1 M loss)
- Raise institutional membership fee
- BASS account: $30 \%$ overhead, money in current account won't be touched
- New money is taxed on the way in, not on the way out
- Past a balanced budget this year for the first time
- Ex. A society focused solely on membership, remove gov't contracts, outreach, etc.
- Assessing current practices and what changes need to be made
- Hoping to improve communication in the future; will find information not presented

Added per email response to questions unanswered at in-person business meeting:

- Some information on finances and budgets is available in ASEE annual reports, which you can find at:
- https://www.asee.org/about-us/annual-report
- https://www.asee.org/about-us/annual-report/past-annual-reports
- Additional financial information is submitted via IRS form 990; you can search for ASEE's forms at:
- http://foundationcenter.org/findfunders/990finder/
- ASEE's annual operating budget is around $\$ 12 \mathrm{M}$ annually
- Clifton Larson Allen, LLP is the firm conducting the current financial audit of ASEE.
- Division BASS Accounts and Dues
- ASEE's Division Operating Manual has a section on finances and BASS accounts: https://www.asee.org/documents/memberresources/divisions/Council_Division_Committee_Operating_Manual.pdf
- Unfortunately, it does not look like Operating accounts will be a viable option for transactions to avoid the $30 \%$ service charge on BASS accounts (per the operating manual).
- The $30 \%$ service fee will NOT be charged to transfers between ASEE accounts, for example PIC special projects funds, transfers from one BASS account to another BASS account, and from foundation/award accounts to BASS (for the purposes of making awards).
- ASEE staff are aware that interest earned on BASS accounts has not been posted recently; it is in the queue.
- If your division is interested in increasing dues to offset BASS service fees, the board will have a special online vote to approve bylaws changes on August 15 (so that increases kick in before the next fiscal year). Watch for more information including suggested wording.

2. ERM Chair's Report - Elliot Douglas

- Consent agenda motioned for approval. Seconded and approved. See below.
- New Chair - Monica Cardella - Purdue University
- New Directors:
- Archie Holmes - University of Virginia
- Kathryn Jablokow - Penn State
- Replacing Lisa Benson - Clemson University and Beth Cady - NAE
- Volunteers Needed
- Helen Plants Award Committee ERM Rep, 2016-2018
- AFG Chari
- 2016 ERM Best Paper Committee Chair
- Vice Chair ASEE 2017 (organizes Brouhaha in 2016 and ERM Distinguished Lecture in 2018)
- Vice Chair FIE 2016

3. Strategic Plan Updates and Discussion / Director Reports
a. Daria Kotys-Schwartz - Building Community; and Sarah Zappe - Supporting Training

- New ERM stickers for members with New ERM logo
- New Welcome Breakfast (replaced Breakfast of Champions)
- Invited 10 experienced members
- 25 new members (sold out) - positive feedback about the breakfast from participants, but will survey for next year
- solicited topics from both set of participants
- Big question: How do I get started in engineering education? - Possible focus of the supporting training aspect
- Possible ERM research training - use NETI model, workshop on Sunday
- Confusion that needs to be addressed about conference proceedings being used verbatim as journal article submissions
- Jenefer Husman (from JEE board meeting) - it will be ok to take an ASEE proceeding that has been expanded, clarification from JEE forthcoming regarding how much text can be "self-plagiarized"

4. Alternative Session Formats at ASEE - Shane Brown (absent) \& Lisa Benson (presented partially by Elliot Douglas)

- Added new sessions this year - roundtables (4 this year)
- 10 minutes to present, followed by discussion as a whole
- looking for feedback regarding the new roundtables
- room size needs to be monitored to ensure good discussion (acoustics)
- felt like a regular session without powerpoints; would appreciate more dialogue
- clarify expectations for moderators
- cohesion of papers (central themes) a major factor in the success of these sessions
- Discussion of a singing group
- Interdivisional cooperation group discussing alternative formats

5. National Effective Teaching Institute - Rich Felder \& Rebecca Brent

- Provided a brief history of NETI (1991-2015).
- New special offering in July, which will be the final NETI for Rich and Rebecca
- Mike Prince will take over assisted by Matthew Ohland and Susan Lord
- Plaques presented to both Rich and Rebecca from ERM


## New Business

- Beth Eschenbach - considering next location for FIE
- FIE 2016 - Erie, PA; FIE 2017 - Indianapolis, IN; FIE open
- Discussion of FIE in northern Europe (2019) - considering out of the country every five years

From Consent Agenda:
6. Secretary/Treasurer - Adam Carberry

- No report due to major turnover at ASEE Headquarters - budget unclear, but we have money
- Division Membership (as of June)
- 2014: 1335
- 2015: 1422 (increase of 87; largest division in ASEE by 160)
- Current BASS account:
- Current Operating account:

7. Vice Chair for FIE 2014 Programs - Monica Cardella

FIE 2014 in Madrid:
We initially received 895 submissions, and 520 submissions were published. The acceptance rate was 58.1\%

The full breakdown is as follows: 895
original submissions

845 abstracts were accepted
699 papers were submitted for the second round of reviews
ACCEPTED
320 Full papers
73 Work-in-Progress
11 Mini-Workshops
2 Panels
6 Pre-Conference Workshops
9 Special Sessions
ACCEPTED Full Paper as a WIP 1Full Paper Accepted as a WIP

ACCEPTED Mini-Workshop as a Pre-Conference Workshop 1
Mini-Workshop accepted as a Pre-Conference Workshop

ACCEPTED with REVISION
145 Full papers
73 Work-in-Progress

## REJECTED

125 Full papers
40 Work-in-Progress
8 Mini-Workshops
2 Panels
6 Pre-Conference Workshop
4 Special Sessions
Compared to FIE 2013 (Oklahoma City):
609 Original Submissions
570 abstracts accepted
466 papers published
FIE 2013
609 Original submissions 570 abstracts were accepted 466 papers were submitted for the second round of reviews ACCEPTED 109 Full Paper 58 Mini-Workshop 2 Panel 4 Pre-Conference Workshop 6 Special Session 66 Work in Progress ACCEPTED Full Paper as WIP 30 Full Paper accepted as WIP ACCEPTED with REVISION 139 Full Paper 1 Mini-Workshop 2 Panel 3 Pre- Conference Workshop 1 Special Session 58 Work in Progress REJECTED 41 Full Paper 1 Special Session 19 Work in Progress Compared to FIE 2011736 abstracts submitted 643 abstracts accepted 504 papers accepted 440 papers published
8. Vice Chair for ASEE 2015 - Shane Brown

For ASEE 2015, there are a total of 110 papers being presented in 26 podium and roundtable sessions. There will be three workshops on Sunday. There are also two Special Sessions, which were selected through a review process from four submissions. This year we will be implementing eight Roundtable Sessions (noted as "Name of Session: ERM Roundtable" in the program), where more time is allocated
to group discussion and less emphasis on formal presentation. In these sessions authors will be asked to present their project for about 10 minutes (with no PowerPoint), followed by 10 minutes of discussion moderated by moderators with experience in the topic of the session.

Two moderators were assigned to each technical session; normally one faculty member and one graduate student. This encourages graduate students to get experience and developing networks, and also mitigates problems if moderators have to back out at the last minute

Our Distinguished Lecture nominee was not selected by ASEE. This year's lecture will be given by Susan Elrod, from Chico State University, on Wednesday.

The following summarizes the paper submission process:
Total submissions: 211
Abstracts or papers withdrawn: 46
Rejected in abstract or paper phase: 33
Abstracts accepted, but draft paper not submitted: 24
Patti Greenwalt from ASEE was tremendously helpful throughout the process. Monolith was less than ideal, but not consistently problematic. Also, ASEE made revisions to the system during the process that facilitated the process.

## 9. Vice Chair for ASEE 2016 Programs - Lisa Benson

The 2015 ERM Brouhaha will take place on Tuesday, June 16, from 7 PM to 10 PM at 1927 Events located at $19273^{\text {rd }}$ Ave. in Seattle, WA, about 6 blocks from the convention center. This event space has an open floor plan, which seemed appropriate as we seek to create a welcoming atmosphere at the Brouhaha. The space will be set up with a few sit-down tables and several high top tables to encourage mingling. Each attendee will receive 1 drink ticket, which is good for a local beer, a glass of Washington state wine, or a soda. Cash bar will be available after drink tickets are used. The meal will be catered by Skillet Street Food, and will be served from their Airstream food truck parked outside the venue. Food will also be passed around on trays inside the venue. The menu includes a variety of homemade burgers, sandwiches, sides and desserts (classic American fare), with vegan, vegetarian and gluten-free options. There will be a DJ for entertainment during the event, and we can use his audio equipment for making announcements. Total cost for the event is estimated at about $\$ 12,000$ :
Event planner (Megan Clark, Clutch Events) - \$600
DJ (Braden Landon) - \$1,000
Venue (1927 Events) - \$1,400
Caterer (Skillet Street Food) -
\$7,500
Linens, tickets and décor - up to $\$ 1,500$ (not yet ordered)
As of June 3, a total of 118 tickets have been sold. There are still 32 tickets available before we meet the 150 person estimate for our catering contract.

The Call for Papers for ASEE 2016 will be due to ASEE sometime in July/August. Several changes that were made in the 2015 ERM sessions should be discussed:

- We introduced the option of round table discussions and poster sessions as options for those accepted to give podium presentations. We should gather feedback from members on how each of these formats went, and what formats we want to go forward with at ASEE 2016.
- If we continue with these alternative formats, do we make them part of the Call for Papers? If so, we should discuss how sessions are organized (i.e. do authors identify groups of papers for these sessions, or does the program chair assign them once they are accepted?)

10. Webmaster - Geoffrey Herman

- No report.

11. Apprentice Faculty Grant Committee - Micah Lande and James Pembridge

- Alexandra Coso-Strong, Georgia Tech/Olin College
- Adam Kirn, University of Nevada Reno
- Walter Lee, Virginia Tech
- Katherine Nelson, Arizona State University

We received 27 applications from 22 different universities this year (last year it was 24 total from 21 different universities).
12. Vice Chair for Publications - Glenn Livesay

- No report.


## 13. Benjamin Dasher Award Committee - Noemi Mendoza

Dasher Committee: Chair Diane Rover; Arnold Pears; Jenefer Husman
36 papers recommended by reviewers. Only two papers received recommendations from two of two reviewers. Two papers received recommendations from a third reviewer. Therefore a total of 4 papers of the 36 had more than one recommendation for the Dasher award. Based on an examination of the manuscripts by the committee the committee attended 20 sessions.
After discussion among the members this final decision was made:

The Student Prompt: Student Feedback and Change in Teaching Practices in Postsecondary Computer Science
Lecia Barker (University of Texas at Austin, USA)
Jane Gruning (University of Texas at Austin, USA)
Other finalists for the award (see rule 7.6 below):
Stories 'Told' About Engineering in the Media: Implications for attracting diverse groups to the profession.
Nicola Sochacka (University of Georgia, USA)
Joachim Walther (University of Georgia, USA)
Jennifer Wilson (University of Georgia, USA)
Michael Brewer (University of Georgia, USA)
Learning to Learn: The Co-Evolution of an Institution and its Students Sebastian
Dziallas (Franklin W. Olin College of Engineering, United Kingdom) Sally Fincher
(University of Kent, United Kingdom)

Note: Rule 7.6. The committee chair shall send letters to the first authors of papers considered to be "Dasher Award Finalists" as recognition of the paper's high quality and as a means of encouraging others to submit equally high quality papers to future FIE conferences.

## Concerns:

As was discussed at the FIE ERM meeting there is not a clear committee member appointment process for the X division. Additionally the process of getting the paper nominations to the committee members is also unclear. For the past 4 years Arnold has managed to obtain the list because of his other positions and access. It may be that the committee chair should simply contact Lauren Pasquarelli to obtain the nominations - however this process has not been made clear to all committee members. The committee recommends that a more streamlined process be established.

## 14. Helen Plants Award Committee - Marisa Orr

Vote:
Special Sessions to be considered for Helen Plants Award - unanimous YES
Panel Sessions to be considered for Helen Plants Award - unanimous NO
Beth Eschenbach - Steering committee will be querying former award representatives for information on how they have previously reviewed for the award.

## Representatives

- ERM: Marisa Orr
- Computer Society: Mats Daniels (chair)
- Education Society: not appointed

Ten special sessions were evaluated. Attendance varied from just a few to about 24. There were several outstanding sessions which made the decision difficult, but one in particular had overwhelmingly positive reviews, with several mentioning it was the best session they had attended. Thanks to Chrys Demetry for her assistance in the process.

At this point the Steering committee has not yet notified the awardee, though the Plants committee will be encouraging them to do so soon. Come to FIE 2015 to find out who it is.

Other notes:
Communication was a real problem this year. People were confused about whether they were submitting a special session or a mini-workshop, or what the difference was. The steering committee said this would be resolved for next year with only one category, but there will likely be more of them, so we will need to develop a new method for evaluating because three committee members cannot attend and evaluate 22 sessions. Also, most special sessions were not clearly labeled as such. Most likely we will try to recruit past winners to help out.

Next year, ERM will be the chair and Russ Meier has vowed to appoint someone from the Education Society.

Action Item:
This year it appears that the options were 90 -minute panel sessions, 90 -minute special sessions, and 3hour pre-conference workshops that require pre-registration and may charge a fee. I would like to request a straw poll of which session types ERM thinks should be considered for the Plants Award.

From the 2014 program:
About the Plants Award
The Helen Plants Award is given for the best special (non-traditional) session at the FIE conference, as demonstrated by originality, session content and presentation including the use of written materials and visual aids, and participation of session attendees.

From the FIE 2015 website:
Pre-Conference Workshop Session - Another form of a non-traditional session is a PreConference Workshop session. Workshops can provide participants with an opportunity to extend their knowledge and strengthen their skills in the area addressed by the workshop. These sessions provide a longer time period for interaction and also may require the payment of additional fees by participants.

Panel Sessions - Panel sessions should provide multiple perspectives on the same issue and will allow session participants to contribute to the dialogue about the issue.

Special Sessions - Special sessions offer participants opportunities to explore particular issues in greater depth in interactive settings. The special session facilitators structure the agenda and interactions. Special sessions are intended to provide presenters and participants "collaborative learning experiences at the frontiers."
15. Vice Chair for FIE 2015 Programs - Senay Purzer

## COMPARISON

|  | FIE 2013- <br> Oklahoma City | FIE 2014- <br> Madrid | FIE 2015- <br> EI Paso |
| :--- | :---: | :---: | :---: |
| Initially received | 609 | 895 | 757 |
| Abstracts accepted | 570 | 845 | 721 |
| Full papers received | 466 | 699 | 552 |
| ACCEPTED |  |  | 238 |
| Full papers | 109 | 320 | 88 |
| WIPs | 66 | 73 | 14 |
| Special sessions | 6 | 9 | 1 |
| Panels | 2 | 2 | NA |
| Mini-Workshops |  | 11 | 6 |
| Pre-workshops | 4 | 6 | 86 |
| REJECTED |  |  | 28 |
| Full papers | 41 | 40 | 2 |
| WIPs | 19 | 4 | 6 |
| Special sessions | 1 | 2 | NA |
| Panels |  | 8 | 2 |
| Mini-Workshops |  | 6 | 5 |
| Pre-workshops |  | $\mathbf{5 2 0}$ |  |
| Final published |  | $58 \%$ | 2 |
| Submit-to-publish rate |  |  |  |

CAPACITY: 385 papers and 22 special sessions
As of June 5, 2015

- 347 accepted in total
- 86 rejections on full papers are sent.
- 77 papers still needs to be decisions.
- 430 decisions have been made.
- 31 full papers needs to be decided
- One panel accepted
- 43 WIP that needs decisions

16. Distinguished Service Award Committee - Elliot Douglas

- No report.

17. Best Paper Award for 2015 ASEE Conference - Sarah Zappe

- Stephanie Pulford, Nancy Ruzycki, Cinthia Finelli, Laura Hahn, Denise Thorsen - Making Value for Faculty: Learning Communities in Engineering Faculty Development

Committee Members/Reviewers: Six reviewers helped review eight papers nominated for the ERM Best Paper award. Each reviewer rated four papers. The reviewers for this year were:

- Stephanie Cutler
- Kacey Beddoes
- Jacqueline McNeil
- Joyce Main
- Irene Mena
- Deb Grzybowski


## Selection Process

In March, 2015, a set of eight papers were identified that had either received a Best Paper rating from a single reviewer or had rating of Excellent from two reviewers. These eight papers were the finalists for the ASEE Best Paper Award which were passed to a set of reviewers. Each reviewer was asked to review 4 papers so that each paper had ratings from three reviewers. Average scores were calculating for each paper. In addition, normalized average scores were calculated in which the "leniency/harshness" of the reviewers were taken into account. The committee held a phone meeting to discuss the average ratings and to make a decision. Based on discussion of the qualitative characteristics of each paper and the statistical properties, the committee members were asked to vote on which paper should receive the award.

Decision Timeline:
March 6, 2015 - Papers identified
March 10, 2015 -Drafts of papers received and assigned to reviewers
March 30, 2015 - Reviews provided by all reviewers; Committee meeting held to determine winner
18. NETI Report - Rich Felder

The $28^{\text {th }}$ National Effective Teaching Institute will take place in Seattle on June 11-13, and will be
facilitated by Rebecca Brent, Richard Felder, Susan Lord, Matt Ohland, and Mike Prince. We anticipate a full enrollment of 55 participants.

The first NETI was organized and facilitated by Rich Felder and Jim Stice and took place in conjunction with the ASEE Annual Conference in New Orleans in 1991. The workshop was given annually thereafter through 2012, when a growing demand for participation led to the creation of a second NETI offering every January beginning in 2013. The January and June offerings of the basic NETI are now designated NETI-1A and NETI-1B. From its initial offering in 1991 through the $27^{\text {th }}$ offering in Austin in January 2015, the NETI-1 reached 1418 faculty members from 253 different schools, and received 951 overall ratings of "Excellent," 253 "Good," 9 "Average," 1 "Fair," and 1 "Poor." An advanced NETI (NETI-2) was created and given in 2012 and given again in 2014.

Rebecca Leonard of North Carolina State University was a co-facilitator from 1991 through 1994. In 1996 Rebecca Brent became a co-director with Rich and Jim, and in 2008 Jim announced his intention to retire from the NETI and Mike Prince joined the workshop faculty. Jim gave his final presentation at the 2009 workshop, leaving Rebecca, Rich, and Mike as co- directors. The permanent NETI faculty has been joined each year from 2002 through 2015 by a "NETI Fellow," who co-facilitated the workshop. The Fellows in chronological order have been
P.K. Imbrie, Mike Prince, Kay C. Dee, Gary Huvard, Matt Ohland, Glen Livesay, Lisa Bullard, Stephanie Farrell, Susan Lord, Cindy Finelli, Ken Reid, and Milo Koretsky.

Rebecca and Rich will make their final NETI appearances in the summer of 2015 at the regular NETI-1 in Seattle in June and at a special offering for international engineering faculty members in Montreal in July. Thereafter, Susan, Matt, and Mike will co-direct NETI-1, and Matt and Mike will cover NETI-2.

ERM has been a sponsor of NETI throughout its history. On one occasion when hotel charges were well in excess of anything we had anticipated and insufficient to cover the expense of conducting the workshop, the Division supplied enough funds to get us through. In every other offering, registration fees were sufficient to cover expenses. On behalf of all past, present, and future NETI co-directors, I want to thank ERM for its steady support in the 25-year history of the workshop, and I hope and trust that Susan, Matt, and Mike can count on your continuing support.
19. Best Diversity Paper Award for 2015 ASEE Conference - Shane Brown

- Julie Martin, Aubrie Pfirman, Rachel Andeson, Shannon Stefl, Frederick Paige, and Lindsey Whitfield - A Series of Singular Testimonies: A New Way to Explore unearned Adbantages and Unearned Disadvantages

