



Summer Work Experience Program

2020 Report



Co-developed by:

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Coordinated by:

UC Global Health Institute Planetary Health Center of Expertise



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University of California

Summer Work Experience Program

2020 Report

The Summer Work Experience Program, coordinated by the UCGHI Planetary Health Center of Expertise (PHCOE), has partnered with the University of California's Division of Agriculture and Natural Resources (UC ANR) UC Cooperative Extension (UCCE), the California Department of Conservation (DOC), and the California Department of Public Health to support five fellows in 2020, four fellows in 2019, ten fellows in 2018, and two fellows in 2017. These students gained hands-on experience working in programs involved in conservation, natural resources, agriculture, policy, nutrition, and health. Listed below are the summer fellows, the primary mentors, and a summary of program feedback received from summer fellows.

Summer Fellowship Advisors and Mentors

2017-2020

Kathi Baxter, UC Cooperative Extension, Elkus Ranch

Mark Bell, UC Division of Agriculture and Natural Resources

Whitney Brim-DeForest, UC Cooperative Extension, Yuba City

David Bunn, California Department of Conservation

Luis Espino, UC Cooperative Extension, Butte County

Gail Feenstra, UC Cooperative Extension, Sustainable Agriculture Research & Education Program

David Haviland, UC Cooperative Extension, Kern County Entomology Farm

Gregory Ira, UC Cooperative Extension, California Naturalist Program

Jeremy James, UC Cooperative Extension, Sierra Foothill Research & Extension Center

Virginia Jameson, California Department of Conservation

Penny Leff, UC Cooperative Extension, Sustainable Agriculture Research & Education Program

Sarah Light, UC Cooperative Extension, Yuba City

Meredith Milet, California Department of Public Health, Office of Health Equity

Marissa Neelon, UC Cooperative Extension, Alameda County

Jeff Onsted, California Department of Conservation

Martin Smith, UC Cooperative Extension, UC Davis Campus

Woutrina Smith, Planetary Health Center of Expertise, One Health Institute

Sam Sandoval Solis, UC Cooperative Extension, UC Davis Campus

Jason Vargo, California Department of Public Health, Climate Change and Equity Program

Summer Fellows

2017-2020

2020

Helaine Berris, UC Davis & UCCE; Agronomic crop production and soil health

Vanshika Desai, UC Davis & UCCE; Community-based research about Micro Enterprise Home Kitchen Operations

Marieke Fenton, UC Davis & DOC; Analyzing drivers of land use change in the San Joaquin Valley

Kelsey Haydon, UC Davis & UCCE; Material development for UC Climate Stewards

Maria Valenzuela, UC Irvine & UCCE; Rice entomology and the effects of insecticide & fungicide application

2019

Elise Ellwood, UC Davis & DOC; Reporting requirements for Regional Forest and Fire Capacity Program

Khurshid Iranpur, UC Davis & UCCE; Poultry welfare curriculum development

Brittany Theilen, UC Santa Barbara & DOC; Mapping landslide hazards

Lucy Zheng, UC Davis & UCCE; Assessing impacts of the California Expanded Food and Nutrition Education Program

2018

Holly Beitch, UC Davis & CDPH; Climate change and health vulnerability indicators

Serena Bhagirath, UC Davis & UCCE; Rice farming practices and resource utilization

Kyle Cheung, UC Davis & UCCE; Evaluation of wireless mesh sensor network for rangeland

Marisa Donnelly, UC Davis & CDPH; Health risks associated with extreme weather events

Anna Grotjahn, UC Davis & UCCE; Summer youth education programs addressing foodwebs

Hannah Lepsch, UC Davis & UCCE; Rice producer survey and healthy soils outreach

Eryn McKinney, UC Davis & UCCE; Integrated pest management to benefit agriculture

Christina Murillo-Barrick, UC Davis & DOC; California land conservation and easement programs

Erica Orcutt, UC Davis & DOC; Land use mapping and planning for conservation in California

Landon Smith, UC Davis & UCCE; Fire and emergency preparedness for community resilience

2017

Ivana Andrade, UC Riverside & DOC; Outreach and policy on natural resource conservation

Landon Smith, UC Davis & UCCE; Impacts of heat on agricultural workers and policies to protect agricultural workers

2020 Fellows

Helaine Berris



Major: International Agricultural Development and Hydrologic Sciences

Department: Plant Sciences

Level of study: Master's Degree

Campus: UC Davis

Host site and mentor: UCANR UCCE, Sarah Light

To get a feel for what a career as a farm adviser looks like, Helaine contributed to a number of projects during her time as a fellow. She went on farm calls with her mentor, assisted with field work, and analyzed data. One ongoing project she enjoyed was developing outreach materials for Spanish speakers about how to conduct on site soil nitrate tests. She also helped conduct and compile grower interviews for a cost study that will aid growers in understanding associated costs with implementing cover crops on their farms.

Vanshika Desai



Major: Global Disease Biology

Department: Plant Pathology

Level of study: Bachelor's Degree

Campus: UC Davis

Host site and mentor: UCANR UCCE, Gail Feenstra & Penny Leff

As a summer fellow for UC SAREP, Vanshika conducted research and data analysis for UC Sustainable Agriculture and Research Education Program (UC SAREP) and Cook Alliance, a non-profit organization that legalized the sale of home cooked food by passing two California laws. She also helped plan and co-host a statewide convention to bring together activists, educators, entrepreneurial home cooks, and policy makers. Spending the majority of her life outdoors, she has gained a massive appreciation for the environment and hopes to pursue a career in the future that works towards preserving the Earth's beauty while also maintaining her interests in biology and medicine.

Marieke Fenton



Major: Agricultural and Resource Economics (ARE)
Department: Agricultural and Resource Economics (ARE)
Level of study: PhD Degree
Campus: UC Davis
Host site and mentor: California Department of Conservation, Virginia Jameson

Mari spent the summer analyzing drivers of land use change in the San Joaquin Valley. Her project used biennial maps generated by the DOC Farmland Mapping and Monitoring Program to look at trends visually and with econometric analysis. The project focused on conversion of land from farmland to urban or otherwise built up area, and conversion of land from grazing or other lands to farmland. Identified patterns can be used to prioritize locations for conservation of farmland.

Kelsey Haydon



Major: Geography
Department: Graduate Group of Geography
Level of study: PhD Degree
Campus: UC Davis
Host site and mentor: UCANR UCCE, Gregory Ira

Kelsey is a first year PhD student with the Graduate Group of Geography at UC Davis, where her work focuses on climate change policy and environmental justice. She spent the summer of 2020 with UC ANR and the Climate Stewards program. Her specific deliverables included accessibility work on the Climate Stewards pilot courses, securing copyright permissions for course materials, and contributing to the instructor manual.

Maria Valenzuela



Major: Earth System Science
Department: Physical Sciences
Level of study: Bachelor's Degree
Campus: UC Irvine
Host site and mentor: UCANR UCCE, Luis Espino

At the UC Cooperative Extension Butte County, Maria took the lead on a research project that analyzed arthropod diversity in rice fields to see the effect of early insecticide applications on natural enemies of armyworms. She also collaborated in other projects such as the use of fungicides to manage rice disease, armyworm insecticide trials, rice yield contests, and more. During this fellowship, she was able to learn about farming practices and research methods that aim for better productivity and sustainability, which will help her in her research and career.

2019 Fellows

Elise Elwood



Major: Population Biology

Department: Population Biology Graduate Group / Evolution and Ecology Department

Level of study: PhD Degree

Campus: UC Davis

Host site and mentor: California Department of Conservation, Jeffery Onstead

At the California Department of Conservation, Elise drafted a report and presented recommendations to the Department of Conservation on reporting requirements during the grant cycle for the Regional Forest and Fire Capacity Program (RFFCP). states where there are high fuel loads creating fire risks that threaten humans and ecosystems alike. The RFFCP seeks to build regional capacity in order to treat forests and reduce this risk at an increased pace and scale across the state. She interviewed grant recipients through and conducted a literature review to identify successful initiatives for reporting for state grant programs.

Khurshid Iranpur



Major: Animal Science

Department: Animal Science

Level of study: Bachelor's Degree

Campus: UC Davis

Host site and mentor: UCANR UCCE, Martin Smith

Khurshid is an Animal Science student interested in veterinary public health and outreach. For her fellowship program Khurshid conducted research on poultry welfare and contributed to the development of a course module on poultry health and welfare for 4-H participants. This module is designed to provide youth with knowledge and skills associated with raising and caring for backyard poultry.

Brittany Theilen



Major: Environmental Science
Department: Environmental Studies
Level of study: Master's Degree
Campus: UC Santa Barbara
Host site and mentor: California Department of Conservation, Jeffery Onstead

Brittany applied her geological skills and interest in educating the public on climate change related hazards in her work with the California Department of Conservation where she mapped landslide hazards in the West Walker River Gorge. She contributed to research evaluating the implications of landslides that have the potential to dam the

West Walker River.

Lucy Zheng



Major: Psychology
Department: Psychology
Level of study: PhD Degree
Campus: UC Davis
Host site and mentor: UCANR UCCE, Marissa Neelon

Lucy worked with UCANR to assist with data analyses aimed at evaluating the impacts of interventions in the California Expanded Food and Nutrition Education Program (EFNEP). The EFNEP assists limited-resource families gain the knowledge, skills, attitudes, and changed behavior necessary to choose nutritionally sound diets and improve their well-being.

2018 Fellows

Holly Beitch



Major: Public Health

Department: Public Health

Level of study: Master's Degree

Campus: UC Davis

Host site and mentor: California Department of Public Health, Office of Health Equity; Meredith Milet

At the California Department of Public Health, Holly assisted with calculating updated climate change and health vulnerability indicators. Her interest in planetary health began when she took a series of classes in her Master's curriculum highlighting how the health of the environment is inextricably linked to the health of humans and animals. Holly is interested in the effects of developed environments on human health and the relationships between climate change and health equity.

Serena Bhagirath



Major: Public Health

Department: Public Health **Level**

of study: Master's Degree

Campus: UC Davis

Host site and mentor: UCANR UCCE; Whitney Brim- DeForest

After completing coursework for a Master's Degree in Public Health, Serena realized how aspects of science, public policy, and social services can be integrated to solve local and global health problems. As a Yuba City native, Serena returned to her hometown this summer to work with the UC Cooperative Extension field program. She designed and implemented a survey to gather data and provide the extension service with an assessment of the resource utilization and different farming practices used by rice growers in Northern California.

Kyle Cheung



Major: Biological Systems Engineering
Department: Biological and Agricultural Engineering
Level of study: Bachelors Degree
Campus: UC Davis
Host site and mentor: Sierra Foothill Research & Extension Center; Dr. Jeremy James

Kyle assisted in the design and implementation of a wireless mesh sensor network and automation of field equipment at the Sierra Foothill Research and Extension Center (SFREC) in Browns Valley, CA. Kyle's research focused on overcoming the challenges posed by the hilly terrain at the center that decreases the functionality of field equipment. His research also focused on automation techniques that reduce maintenance for field equipment placed in difficult to access locations.

Marisa Donnelly



Major: Epidemiology
Department: Epidemiology Graduate Group
Level of study: PhD Degree
Campus: UC Davis
Host site and mentor: California Department of Public Health (CDPH), Climate Change and Equity Program; Jason Vargo

Applying her background in statistical and epidemiological modeling, Marisa investigated the human morbidity and mortality burden attributed to ambient temperature and extreme heat and cold events in California. Her work focused on future scenarios of excess temperature-related morbidity and mortality in California populations using climate change scenarios and general circulation models.

Anna Grotjahn



Major: Wildlife and Conservation Biology
Department: Wildlife, Fish and Conservation Biology
Level of study: Bachelors Degree
Campus: UC Davis
Host site and mentor: Elkus Ranch, Kathi Baxter

Anna was stationed at UCCE Elkus Ranch Environmental Education Center where she assisted with their science summer camp program. Anna is interested in conservation science and ecology, and was involved in adapting and implementing youth summer camp education modules to enhance the diversity of curriculum offerings related to food web dynamics and climate change topics in a watershed context.

Hannah Lepsch



Major: International Agricultural Development

Department: Soils and Biogeochemistry Graduate Group

Level of Study: Master's Degree

Campus: UC Davis

Host site and mentor: UCANR: Yuba City; Whitney Brim-Deforest

Hannah conducted a rice farm survey and supported farmer outreach and education events at the Yuba City UC Agriculture and Natural Resources (ANR) division. Hannah is particularly interested in farmer outreach as it relates to soil health and communicating the value of healthy soil for environmental, biological, human and agroecosystem health.

Eryn McKinney



Major: Entomology and Nematology

Department: Entomology and Nematology

Level of Study: Bachelor's Degree

Campus: UC Davis

Host site and mentor: Kern County Entomology Farm; David Haviland

Eryn collected data from pesticide research trials that use pesticides to combat common agricultural pests, including spider mites, grapevine mealy bugs, and sugarcane aphids. Eryn enjoys working in this area because she benefits from laboratory and field experiences and also learns first-hand how integrated pest management can benefit the producer and the environment. Eryn is interested in environmentally friendly pesticide practices and their impacts on fauna and hopes to enter the apiarian industry.

Christina Murillo



Major: Community Development and Geography

Department: Human Ecology

Level of study: Masters Degree

Campus: UC Davis

Host site and mentor: California Department of Conservation; Dr. Jeff Onsted

Through her summer fellowship, Cristina focused on examining land conservation and easement programs in California. She researched and analyzed Department of Conservation programs focusing on community engagement, empowerment and environmental justice. Cristina's graduate research focuses on conservation and community engagement in Central America. She has experience working with the US government, international conservation NGOs, and National Parks in the US and Costa Rica.

Erica Orcutt



Major: Geography

Department: Geography Graduate Group

Level of study: PhD Degree

Campus: UC Davis

Host site and mentor: California Department of Conservation; Dr. Jeff Onsted

During her summer work experience with California Department of Conservation, Erica spent time in Sacramento working on the Sustainable Agricultural Lands Conservation Program, assisting with land use planning and mapping. As a native Californian, Erica has made it her mission to contribute to resource conservation in the state. Her PhD research includes habitat mapping and analysis for the Mohave Ground Squirrel, a California listed species.

Landon Smith



Major: International Political Economics

Department: International Political Economics

Level of study: Bachelor's Degree

Campus: University of Puget Sound

Host site and mentor: Planetary Health Center of Expertise, One Health Institute, UC Davis; Woutrina Smith

Landon's summer fellowship focused on the recent wildfires in Sonoma County and the effects they had on wineries. He worked with UC Cooperative Extension Specialists to research farming practices of the wineries and how they implement worker safety to protect them from future extreme weather. Landon hopes that this research will help raise awareness on the dangers of outdoor laborers during extreme weather events, and will help to identify what interventions or practices can be implemented to increase worker safety. Interestingly, both direct infrastructure and indirect operational factors were recognized as barriers to community resilience when talking with the winegrowing industry.

2020 Summer Work Experience Program

Student Evaluations

All fellows were requested to share perspectives and feedback on their summer fellowship experience through a written evaluation at the end of the program. Overall, fellows rated their work experience as ‘Excellent’ (median rating of 3 on a scale of 0 to 3, with 0 as ‘Needs improvement’ and 3 as ‘Excellent’; Table 1). Most notably, fellows highlighted the role of their mentors throughout this program, and believed this experience was an excellent professional development opportunity, as they gained valuable knowledge and skills that benefitted their career development. Fellows also indicated a very high likelihood of recommending the fellowship to a fellow student (median rating of 5 on a scale of: 1 = not at all, 5 = highly; Table 2).

When asked what they liked most about their experience, fellows responded that they valued the flexibility, openness, and willingness of their mentors to help. Additionally, fellows agreed this was a great career-building opportunity as they were able to conduct applied research, develop new technical skills, and conduct outreach. Fellows indicated the fellowship significantly contributed to their career goals (median rating of 4 on a scale of: 1 = not at all, 5 = highly; Table 2). When asked about their contributions during the fellowship, fellows indicated they made contributions to research projects by compiling and collecting data, generating products such as maps, and conducting statistical analyses on project data. It was suggested that the experience could be improved in future years by coordinating informal meetings prior to the start of project implementation to help with defining research projects within this limited summer timeframe.

Table 1. Summary of responses from the five 2020 Summer Work Experience Fellows regarding their fellowship work experience (median values are reported). Fellows were asked to rank their experience according to a scale of: Needs improvement = 0, Satisfactory = 1, Above Average = 2, Excellent = 3.

Evaluation Criteria	Median Response
Mentorship received	3
Level of responsibility	3
Workload assigned	3
Overall rating of work experience	3
Gained knowledge that will benefit your career development	3
Improved skills that will benefit your career development	3
Increased your access to professional development opportunities	3
Met other professionals who contributed to my professional growth	3
Facilitated connections with mentors or collaborators in your field	3
Overall rating of professional development and learning experience	3

Table 2. Summary of responses from the five 2020 Summer Work Experience Fellows regarding their overall fellowship experience. For the quantitative responses, fellows were asked to rank their experience according to a scale of 1 - 5: Not at All = 1, Highly = 5 (median values are reported).

Experience Questions	Summary of Responses
What did you like <i>most</i> about your fellowship program?	Fellows highlighted the role of their mentors and were appreciative of their flexibility, openness, and willingness to help. Additionally, fellows agreed this was a great career-building opportunity.
What did you like the <i>least</i> about your fellowship program?	The virtual format (due to the COVID-19 pandemic) and short, summer timeframe of the fellowship made it more difficult (e.g. defining projects and completing analyses).
What was the <i>greatest impact or contribution</i> of your participation in the fellowship program?	The greatest contributions of the fellows were to their research projects, which included data compilation and the delivery of helpful and informational products and analyses.
Comments and/or suggestions to improve the fellowship program?	Being able to offer financial compensation is appreciated by the fellows. In addition, coordinating informal meetings prior to the start of projects would help with defining research projects in a short timeframe.
How likely are you to recommend the fellowship to a fellow student?	5
How well did the fellowship contribute to your career goals?	4

2019 Summer Work Experience Program

Student Evaluations

All fellows were requested to share perspectives and feedback on their summer fellowship experience through a written evaluation at the end of the summer. Overall, fellows rated their experience as excellent (median rating of 3 (on a scale of 0 = needs improvement to 3 = excellent); Table 1) with the highest rankings for mentorship received, knowledge and skills gained that will benefit them in their career development, and meeting other professionals in the field who contributed to their professional growth. Fellows also indicated a very high likelihood of recommending the fellowship to a fellow student (median rating of 5 (on a scale of 1 = not at all, 5 = highly; Table 2)).

When asked what they liked most about their experience, fellows responded that they valued the opportunity to conduct applied research, networking with professions, develop new technical skills, and conduct outreach. Fellows indicated the fellowship highly contributed to their career goals (median = 5.0 (on a scale of 1 = not at all, 5 = highly; Table 2). When asked about their contributions during the fellowship, fellows indicated they made contributions to curriculum development, recommendations for agency processes, improvements in landslide hazard awareness, and outreach and education. Fellows suggested that the experience could be improved in future years by offering a 1-credit class in the Spring Quarter to discuss topics relevant to scientific outreach and education and the fellowship experience and to facilitate interactions with other fellows.

Table 1. Summary of responses from the four 2019 Summer Work Experience Fellows regarding their work experience during their fellowship. Fellows were asked to rank their experience according to a scale of: Needs improvement = 0, Satisfactory = 1, Above Average = 2, Excellent = 3.

Evaluation Criteria	Median Response
Mentorship received	3.0
Level of responsibility	3.0
Workload assigned	2.0
Overall rating of work experience	3.0
Gained knowledge that will benefit your career development	3.0
Improved skills that will benefit your career development	3.0
Increased your access to professional development opportunities	3.0
Met other professionals who contributed to my professional growth	3.0
Facilitated connections with mentors or collaborators in your field	3.0
Overall rating of professional development and learning experience	3.0

Table 2. Summary of responses from the four 2019 Planetary Health Center of Expertise Summer Fellows regarding their fellowship experience. For the quantitative responses, fellows were asked to rank their experience according to a scale of 1 - 5: Not at All = 1, Highly = 5.

Experience Questions	Summary of Responses
What did you like most about your fellowship program?	Fellows appreciated the opportunity to conduct applied research, networking with professions, develop new technical skills, and conduct outreach.
What did you like the least about your fellowship program?	The fellowship program would benefit from increased opportunities to connect with mentors and other fellows and improved clarity in the hiring process.
What do you think was the greatest impact/contribution of your participation in the fellowship program?	Fellows thought that their greatest contributions were contributions to curriculum development, recommendations for agency processes, improvements in landslide hazard awareness, and outreach and education.
How likely are you to recommend the fellowship to a fellow student?	5.0
How well did the fellowship contribute to your career goals?	5.0
Do you have any other comments and/or suggestions to improve the fellowship program?	Offer 1-credit class in the Spring Quarter to discuss topics relevant to scientific outreach and education and the fellowship experience and to facilitate interactions with other fellows.

2018 Summer Work Experience Program **Student Evaluations**

All fellows were requested to share perspectives and feedback on their summer fellowship experience through a written evaluation at the end of the summer. Overall, fellows rated their experience as excellent (median rating of 3 (on a scale of 0 = needs improvement to 3 = excellent); Table 1) with the highest rankings for mentorship received, knowledge and skills gained that will benefit them in their career development, and meeting other professionals in the field who contributed to their professional growth. Fellows also indicated a very high likelihood of recommending the fellowship to a fellow student (median rating of 4.7 (on a scale of 1 = not at all, 5 = highly; Table 2)).

When asked what they liked most about their experience, fellows responded that they appreciated the participatory learning through real-world experience, networking, and independent research. Fellows indicated the fellowship highly contributed to their career goals (median = 4.5 (on a scale of 1 = not at all, 5 = highly; Table 2)). When asked about their contributions during the fellowship, fellows indicated they made substantial contributions through data collection, product design, outreach and education, and research to improve public policy. Fellows suggested that the experience could be improved in future years by providing more details regarding the expectations of the fellows (the commute for some fellows was a concern), more student 'check-ins' by the Planetary Health Center of Expertise staff, and streamlining the administrative processes for stipend compensation.

Table 1. Summary of responses from the ten 2018 Summer Work Experience Fellows regarding their work experience during their fellowship. Fellows were asked to rank their experience according to a scale of: Needs improvement = 0, Satisfactory = 1, Above Average = 2, Excellent = 3.

Evaluation Criteria	Median Response
Mentorship received	3.0
Level of responsibility	2.5
Workload assigned	2.0
Overall rating of work experience	3.0
Gained knowledge that will benefit your career development	3.0
Improved skills that will benefit your career development	3.0
Increased your access to professional development opportunities	2.5
Met other professionals who contributed to my professional growth	3.0
Facilitated connections with mentors or collaborators in your field	3.0
Overall rating of professional development and learning experience	3.0

Table 2. Summary of responses from the ten 2018 Planetary Health Center of Expertise Summer Fellows regarding their fellowship experience. For the quantitative responses, fellows were asked to rank their experience according to a scale of 1 - 5: Not at All = 1, Highly = 5.

Experience Questions	Summary of Responses
What did you like most about your fellowship program?	The fellowship program provided participatory learning through real-world experience, networking and independent research.
What did you like the least about your fellowship program?	The fellowship program would benefit from a mentoring plan to guide fellows and mentors. The commute was a challenge for many fellows.
What do you think was the greatest impact/contribution of your participation in the fellowship program?	Fellows thought that their greatest contribution was data collection, literature, product design, outreach and education, and research to improve public policy.
How likely are you to recommend the fellowship to a fellow student?	4.7
How well did the fellowship contribute to your career goals?	4.5
Do you have any other comments and/or suggestions to improve the fellowship program?	The fellowship could be improved by providing detailed expectations of the fellows, more student 'check-ins', and streamlining the administrative processes for stipend compensation.

2018 Summer Work Experience Program

Mentor Evaluations

Mentors were also requested to share feedback on the summer fellowship program. When asked whether the fellowship experience met their goals for the program, all of the mentors indicated the program was successful in achieving the objectives and in some cases, exceeded expectations with regard to the fellow's contributions. Specific feedback from the mentors on what worked well for the program included the interest, enthusiasm, and skills brought to the programs by the fellows as well as the helpful coordination by the PHCoE to match fellows with programs and mentors based on interests and experience. Suggestions for how to improve the program for 2019 included extending the length of the program to allow fellows and mentors more time to work together and more extensive advertising of the fellowship on campus as there were some graduate students (e.g., plant science graduate students) who were interested in applying, but did not receive information about the program.

Next Steps

- Continue the Summer Work Experience Program in 2021, coordinating with existing partners and with additional, new partners as opportunities and interest develop.
- Work across multiple UC campuses to reach diverse student and mentor audiences.
- Further develop the spring course on science education and outreach as a preparatory step for students engaging in the Summer Work Experience Program.
- Offer multiple opportunities during the summer for fellows to connect with other mentors and each other.
- Diversify sources of funding to support students' placement in the program.