Avery Martin: Welcome to Health and Human Science Matters. A podcast by Colorado State University's college of Health and Human Sciences. I'm Avery Martin, co-host and digital media strategist.

Matt Hickey: And I'm Matt Hickey, associate Dean for research and Graduate Studies. In our college, we make it our mission to optimize human health and well-being through discovery and innovation. Don't just take our word for it. Each episode we sit down with people who fulfill that mission, our college faculty and staff. But every now and then we get very special guests and we're really tickled today to have CSU's 16th President, Amy Parsons joining us. Amy, welcome.

Amy Parsons: Thank you. Thanks, Matt. Thanks, Avery for having me today.

Matt Hickey: We're really delighted. We're looking forward to this conversation as well. CSU has this academic year theme of democracy and we're looking forward to chatting with you about that idea and what special roles universities and particularly land-grant universities, central to our identity of who we are. How can we be well-positioned to serve the interface between higher Ed and democracy? So we'll pursue that conversation, but we always like to start with personal journeys. So you're an alumna.

Amy Parsons: I am.

Matt Hickey: Graduated from CSU and pursued degrees at some other institution in the state.

Amy Parsons: I did.

Avery Martin: But then came back home.

Matt Hickey: Exactly.

Amy Parsons: That's right.

Matt Hickey: And we're just really delighted to have you back and I think there's a really neat symmetry that resonates with students and alums as well. It's kind of fun to have you here, so we're glad.

Amy Parsons: Yeah, thank you for that.

Matt Hickey: I want to hear about influences on your educational pathway. So growing up and maybe those nascent ideas of I want to attend a university and here's what I'm thinking about studying and how all of that solidified. And ultimately. I'm going to CSU and I want to be in the College of Liberal Arts and pursue my degree opportunities.

Amy Parsons: Yeah, thanks. And I actually pursued a degree in political science. So now focusing on democracy as president is really come full circle.

Avery Martin: [inaudible 00:01:52]

Matt Hickey: Yeah, absolutely.

Amy Parsons: I was actually born in Colorado, just down the street in Loveland, Colorado. My family moved up to Cheyenne, Wyoming when I was very young, so I went K through 12 in Cheyenne. And so when you grew up in Wyoming and there's only one university in the state of Wyoming, University of Wyoming, I grew up going over there for football games, freezing cold, all of that over there, watching them play the Rams. And we would come across the state lines to Fort Collins for big days to go shopping and go to restaurants and all of that. And Fort Collins just always held this place in my heart growing up of some place that I really wanted to be. And I was begging my parents to let me go just over to CSU, for a long time.

So CSU was always a place that I wanted to be, and I was really grateful to my parents for letting me go out of state. Because I was a financial sacrifice for them. I have two older brothers who had already been through college, so I was number three. Resources were running out and I wanted to go out of state.

Matt Hickey: Now are you brothers cowboys?

Amy Parsons: No.

Matt Hickey: Okay. Just checking.

Amy Parsons: My oldest brother became a medical doctor and he practices now in Wyoming. Wyoming doesn't have a medical school, so they have this tremendous program where students who go away from medical school, they lure them back, help to pay off their student loans if they agree to practice medicine in Wyoming.

Matt Hickey: That's great.

Amy Parsons: So he was a product of that. My middle brother became an attorney, like I did. He started off at the University of Wyoming and then he transferred out.

Matt Hickey: How about that?

Amy Parsons: And then I came along and just wanted to go to CSU.

Matt Hickey: [inaudible 00:03:18]. That's cool.

Amy Parsons: So I came to CSU as an out-of-State student. And even though my family's only an hour away, I didn't know anyone here at all. So it was like a whole new world for me, coming to CSU and I just loved it. I majored in political science because I wanted to go to law school. I had it in my mind from a very young age, somewhere around junior high that I just wanted to be a lawyer.

Matt Hickey: Now, where did that come from?

Amy Parsons: I don't know. I felt like I wanted to be a professional. I really liked work. I liked politics. I liked the law. I liked seeing what other lawyers could do and I could see professional women succeeding as lawyers. And I thought that's a path that I can pursue. I can do that. I like language, debate club, all those things. And I just saw this path ahead for me that that's a path that if you just work really hard and focus, you can make it. As a woman in a profession like that. So I really set my sights on that and came to CSU with that one goal, was to get into law school and that was really my focus.

Matt Hickey: I'm interested in early memories, your first footsteps on campus as a fall semester freshman.

Amy Parsons: I remember it very clearly. I moved into Parmelee.

Matt Hickey: Wow.

Amy Parsons: I have this photo, I've posted it before on Instagram of my brothers dropping me off at Parmelee and all basically leaving me there. And I just thought, I don't know how to navigate this. That was really back before any social media and we did not get to choose our roommates. You're paired up randomly with people and I didn't know where to go or what to do. And it is such a tremendous growth experience to just for the first time really be self-reliant. I remember just those early memories as a freshman navigating campus, and I had a professor, Bob Lawrence, and he taught my small seminar class. There was probably 10 of us in there, teaching global politics, and he became a lifelong friend.

Matt Hickey: Isn't that great?

Amy Parsons: Until this year. And I met him when I was a freshman living in Parmelee, and he became my pre-law advisor and he became just a mentor to me for the rest of my life. And we would exchange letters. Old-fashioned, in the mail letters with each other just over our whole lives.

Matt Hickey: That's so sweet.

Amy Parsons: So we actually posted on social media that I had lunch with my freshman roommate. She came back and visited me. We went back into Parmelee and had lunch there together and reminisced with each other. And so those impressions that are made as a brand new student who doesn't know anybody on this campus and trying to navigate it for the first time, stays with you for the rest of your life. And I have these clear memories as just an 18-year-old, walking across campus, walking across the plaza in front of the student center. The sun is shining, and I'm like, "I am the luckiest girl in the world to be here." And sometimes when I'm walking across campus now, I can still feel that. And fast forward all the way to today, and my own daughter is a sophomore here at CSU and I see her living some of these same experiences. She doesn't know that. She doesn't want to hear like, "I was just like you."

But I see that in her, in the growth that I'm seeing her here as an undergraduate student at CSU, and it's just absolutely remarkable. So while lots of things change over time and over a generation like that, so many of the great things about CSU don't change. And I love that. That experience, that community, the beauty of this place, the welcoming nature of it, and those beautiful sunny days when you walk across campus and feel like, "I am so lucky to be here." And now I get to see it in my own kids. My second daughter's a senior in high school and she's decided to come here next year too.

Avery Martin: Oh, good. [inaudible 00:07:01] love to hear.

Amy Parsons: So next year I'm going to have two daughters walking around campus having their own unique experiences at CSU.

Avery Martin: That's incredible.

Matt Hickey: You're a gifted recruiter. Amazing.

Amy Parsons: Yes.

Matt Hickey: I think that's great. And I have to say what you just articulated is a microcosm of what I love the most about the academy and about CSU in particular. I've spent 27 years here. It's the only job I've ever had really, and this opportunity to look back over the course of decades and say I'm still in touch with that person or those people, that part moves me about opportunities that we have, to do more than just educate in a sense of book knowledge or pass the tests or whatever it might be. Right?

Amy Parsons: Yeah. I think about that in my time at CSU that my education here really prepared me well to go to law school. I was academically prepared to succeed in law school because of the education I got here at CSU. But one of the most impactful experiences that I had here was an internship outside of CSU that Bob Lawrence and others helped set me up with when I was here. It was in the '90s, and Bill Clinton and Al Gore had just been elected and I got to go intern for them as a White House intern. And that experience of taking what I learned here in the classroom about politics and history and government and going out to DC as a 20-year-old in the summer and applying that and seeing it.

I had never been to DC before. So just that alone was an experience and taking what I learned and applying it there, was just an experience that I'll never forget and really stirred in me so much about politics and government, that has stuck with me to this day. And you see my enthusiasm for democracy here on campus, and it was really because of those experiences here as an undergrad,.

Matt Hickey: I'm hearing the echoes of a lifelong drive that you have. It's not, I think, typical for 18, 19, 20 year olds to even pursue such opportunities. And they land in our laps on occasion are all competitive. But I hear these echoes of a focus and a drive that I think is really quite interesting. Can you tell us a little bit more about that?

Amy Parsons: I just think at CSU, my own experiences and because I was focused on law and politics and internships like that, that I really feel like we are really the melting pots for democracy today in this country. Big public institutions. We are the ones who can bring together all of these viewpoints in a very safe, encouraging, welcoming place. People from all walks of life and land-grant institutions, that's our mission, that's our roots. That's our history, that's our future. And so I think no one can do it like us. I think we have a unique ability, but a unique obligation to serve that role in this country of being the place that has these tough conversations and intentionally invites the viewpoints in a society that's really polarized. It's more and more polarized by the day, almost seems less and less inclusive of other people's points of view.

People only going to hear the speakers that they think they're going to agree with, go into the events where they feel comfortable. What we need to do is to encourage people to go to the other events. Open up your minds. Have that intellectual curiosity. You still might come out with the same perspective. We're going to be able to articulate it better, because you're going to understand the other side better.

Matt Hickey: Yeah, exactly.

Amy Parsons: You're going to have better civil discourse. The quality of the conversation's going to be better. Who can do that like us? And for our students who are here and we care for them for the four or five years that they're with us, that's a big part of our obligation to them. That's the value of higher education. There's the knowledge transfer like we talked about, that's setting them up individually for their success, for their careers. For their graduate programs, to be professionals, to be good at what they do, but we're preparing them to be citizens of this country. Engaged citizens in a way that sets them apart from their peers, from other people that they're inspired to be part of the overall leadership. It's hard to articulate when you're talking to a kid about why to go to college or why to go to a public university, why to go to a land-grant university? That's something I think we need to be a lot better at of articulating that value of what we're doing here, which is a whole lot more than just knowledge transfer.

Matt Hickey: It is.

Amy Parsons: And I'm a product of that. Myself.

Matt Hickey: Absolutely. And it transcends the social mobility theme that we hear so often with access to higher education as well. You've pointed out so articulately. We live in a period of time where it's easy to make caricatures of people we disagree with, because we haven't actually had the opportunity to get eyeball to eyeball and try to understand them. Once we move beyond the caricature to, "Hey, that's a person", maybe like me in some ways, not like me in other ways. But it's suddenly a little different equation in terms of trying to create straw men because I've interacted with somebody.

Amy Parsons: And we have the algorithms. That once you start viewing certain things online or subscribing to certain views, that's all you get. And then you start to think, "Oh, everybody agrees with me right on this." And you get a very curated-

Matt Hickey: Echo chamber.

Amy Parsons: ... point of view and echo chamber. That's exactly right. So part of what we have to do is really break that and part of it is who we're recruiting to campus. Make sure that we are actively recruiting, welcoming people from all different walks of life and making sure that they know that they are welcome here and we want them here and that their voices are going to be heard and respected in the classroom on the plaza, at our events, all of those. And then we mean it. We've got events, we've got speakers that represent that and people are respectful of those opinions and engaging in that civil discourse. And that can't happen by accident. That happens by intention, that happens by a year of democracy. That happens because we intentionally do that and expect that kind of mutual respect out of our community here, no matter who you are. And then hopefully our students are carrying that into the world. They're carrying that into their workplaces, into their civic organizations, into their families and neighborhoods. And that's the special value of what we have here.

Matt Hickey: And there's a layered modeling of this. Your high visibility events are very visible ways in which we say, we mean what we say when we talk about understanding differences and building responsible citizenship. We can move it into student organizations as a for instance and even into the classroom. The trick in the classroom I found over the years is equipping faculty to be comfortable to steward these kind of conversations. Build it into the syllabus for one thing, be intentional about it. But when tensions arise in the classroom to be able to navigate, "Okay, let's catch our breath for a minute, but also let's seek to understand other positions or perspectives before we begin to engage at a level of superficiality as opposed to substance."

Amy Parsons: I would say it's most important in the classroom.

Matt Hickey: I agree.

Amy Parsons: That's where the rubber meets the road. That's where it's the most intimate environment for a student and a professor. That's where they're the most focused. They're listening, they're taking the cues from the person in front of the room. They're taking the cues from each other. And that's something that I really valued coming back to my own experience here as a first year with a professor like Bob Lawrence, who is so skilled at that. Who, he's got his own views. He's an expert in what he does, but he is also an expert at drawing out and respecting different student views. Very young students who are just developing their views or might come in with a very limited worldview depending on how they grew up in the community that they came from. Drawing out that view and exposing to other views and widening those perspectives.

A good professor like that in front of a room can change a student's life forever and change how they interact with each other. So yeah, we can bring in big speakers. Ron Daniels, president of Johns Hopkins, he's coming here April 18th, wrote a book. What Universities Owe Democracy Academic. It's great. We've brought in Jane Fonda for example, who has been an activist her whole life in lots of different issues. She's in her '80s and is working as hard as ever on her issues, which are primarily climate change and women's issues. We've had Republican politicians sitting on the same stage as Democrat politicians, governors, senators, really modeling how they don't agree with each other on issues, but they know how to have civil dialogue and make progress for the good of the country, which is what we need. So you can have those and that opens up people's eyes like, "Okay, we mean business." Those are interesting. I'm going to get some new ideas from these people, but then it comes to ground in the classroom, it comes to ground in the residence halls, comes to ground in orientation programs.

When students first arrive on campus, how are we talking about how we respect each other? How are we talking about what we expect from one another in this community? That's where it comes to ground. That's where the big differences are made.

Matt Hickey: And there's a special gift to be in a classroom as a vulnerable student and hear professors say that I'm here to help you master the material to understand the strengths and weaknesses of arguments. But I'm not here to get you to think like me. That's not my mission. My mission is to equip you to make judgments, to be able to agree to disagree. If ultimately after a reasoned argument, you're not persuaded that somebody's position is one you're going to adopt. Right?

Amy Parsons: Absolutely. So extrapolate that up, and I'm interested in your opinion on this to my position as president. Because when things happen in the world, when things happen in the country, when there are tragedies, when there are hot political issues or races, things like that, a lot of times people will come to me and say, "You have to make a statement about this. You have to condemn that person. You have to support that person. You have to speak against that. You have to speak for that." And it's a hard message for me sometimes to articulate of, my job is not to be the speaker on behalf of our very large and diverse community. My job is to safely enable speech on this issue, so people can express themselves safely, listen to each other and make progress on these very difficult issues. And people don't want to hear that. People don't want to hear that. People want to hear, "If you don't come out and say, "I condemn this", then you must be for it." I'm like, "That is not what I do in my role of be the speaker."

Because if I come out and say, "I condemn that person", I'm quelling somebody else's speech, who might have a different opinion. Very different opinion about that. How do I navigate that? Turn the tables on you. It's a difficult position to be in sometimes.

Matt Hickey: No, but I think clearly articulating and in-articulating whys is part of the equation. The difficulty is institutions of higher education have gone down that road of picking and choosing. We have a little Heterodox Academy community here at CSU. I shared this with you in the fall and our next meeting, institutional neutrality is going to be the focus of what we're talking about and how do you do that when expectations have been cultivated in a different direction?

Amy Parsons: Yes.

Matt Hickey: The University of Chicago's 1967 Kalven report-

Amy Parsons: Absolutely.

Matt Hickey: ... is the granddaddy of how do we think about this? And I think for reasoned listeners articulating, here's why we think it's important to not pick and choose, not close down on perspectives or voices. I suspect the warm environment here at CSU would embrace that. It's not going to happen overnight, but I think if there's... Not a, I'm just not going to do it, but there are reasons why we think it's important to allow broad expression of speech ideas.

Amy Parsons: I wonder if neutrality isn't the wrong term to use. Neutrality almost sounds like, "We don't care, we're out. We're out of this issue. Good luck out there. We're going to invite you all to have this conversation. We're out." I don't quite think that's it. We're not neutral. I think we are enthusiastically jumping into these issues because they're important to our communities, they're important to our role in the state and in the country, but we're doing it in a way that enables more speech, respectful speech, intellectual curiosity. So I push back a little bit when I say we need to be neutral. We don't want to be neutral in the way of saying we're stepping away, we're stepping right in.

Avery Martin: Love that.

Amy Parsons: But we are not shutting down speech. I'm not stepping right in and saying, "Here's what the whole university thinks about this issue. And anybody who disagrees with..." That's...

Matt Hickey: Life is complex and issues are complex. And I am delighted to hear the pushback, by the way. This is a tag line that's been around since the Kalven report, but I'm really tickled to hear maybe we need to think about even how we frame this discussion before we have it. So, thank you for that.

Amy Parsons: Yeah, I know that we've got it right yet, but I don't think that neutrality is quite the right framing. I think we've got a lot more obligation when it comes to these issues to be right in the middle of it because we are creating the leaders at this campus who are going to be leaders of these issues that are coming up. If this generation of students who are moving through our university now, can't speak civilly to each other, can't be intellectually curious about opposing views, about people who are different than them, we don't have a lot of hope in this country. The hope is here. The hope is in what we do. The hope is in these students right now. So we've got to dive head in. We just can't be making statements that cut off other people's statements. And that's a messy business.

Matt Hickey: So well said.

Amy Parsons: It's a messy business.

Matt Hickey: Well, simple public statements on complex social problems mask the complexity if we're not careful.

Amy Parsons: Yes. I think that's absolutely right. That's well said.

Matt Hickey: It's a challenge. I want to talk about our access mission because it's something that's always moved me and it's so central to the idea of a land-grant. Talk about your perspective on the land-grant access mission.

Amy Parsons: I spoke the other night to a group of first generation students, talked a little bit about the history of the Land-grant Act and how I think it doesn't get quite enough credit for being as revolutionary as it was at the time. It came right out of the heat of the Civil War. The country was torn apart, and those guys at the time said, "The path forward to heal this broken country is education." And so they stepped back from everything that was happening in the country and said, "We're going to invest in this." And it's a new idea of education. It's not just for the privileged few, it's for everybody who's got the will and talent, should have access not just to mediocrity, but access to excellence, access to the best in the world. Education. That was a new idea. That really set the stage for higher education around the globe.

And that's our roots. That's our unique birthright at Colorado State University is that, that revolutionary idea. Now, we all know that between that time and today, we didn't do it perfectly. Even then, a lot of people didn't have the same access as other people. So I don't think we just get to say like, "Hey, we solved it. Everybody's got access equally, we're graduating people equally, no matter their background, no matter where they come from. We haven't. And we're still fighting that. We've made a lot of steady progress over time. I think we do it better than anybody, the Land-grant institutions, but we don't get to rest on those laurels. And I think that that mission today of both access to excellence is more important, at least equally as important as it ever was at the founding. As our populations change, our demographics change, social issues change, global challenges change, we've got to constantly double down on that.

And I think really explain to people how it differentiates us as an institution. We're different from anybody else in the state because of that mission and we mean business. There's that Boyer report that I quote sometimes, the equity access imperative. And I keep coming back to that because I just think that report is so valuable. And it's that quote that, "Excellence without equity isn't really excellence." And equity without excellence is an unfulfilled promise.

Matt Hickey: Well said.

Amy Parsons: And so, I think we constantly need to do a better job, especially talking to high school students as they're thinking about where to go to college. You can have access to lots of places. Lots of places say they have the access mission, we have access to excellence. Research one, top tier, research university, some of the best in the world. Best faculty, best researchers doing cutting edge work. You're not going to find it anywhere else. So we've got both. And that mission is every bit as critical today is the day that we were founded.

Matt Hickey: You're painting a beautiful framework for the vision of a 21st century land-grant institution. And I just want to give you a few more minutes again to share what does that look like to you?

Amy Parsons: Well, I think I've been focused on the thematic year of democracy this year and focusing on it in the arts and our speakers in the classroom and all these different areas, I want to turn that into a permanent pillar of Colorado State University as democracy. Democracy is, it's an ideology. It is the belief in the individual and their potential, it's the belief in our society and intellectual freedom and challenge and progress. And so, I really want democracy to stay front and center as a modern land-grant institution, that that's what we do. We're the laboratory for democracy. It's uniquely our mission, where we came from. Land-Grant mission was the great democratization of education, set the stage for this country and the world. That's still our birthright, that's our mission here. And so I think keeping democracy front and center, and I think it's a place that we can uniquely own in this state.

It's a place that land-grant institutions can own in this country, as being really good at it. And really meaning it, when we say we're bringing in these diverse perspectives that we value free speech. And intellectual curiosity in the classrooms, our faculty believe in it, they understand it. They're instilling that day-to-day, one-on-one with students, and we're bringing in the big-name speakers and attention on this, that inspires people and keeps it front of mind. So to me, those things are very much intertwined. The modern land-grant institution, we're doing academics we're doing some of the best research in the world. We're doing outreach around the state in the country. And at the same time, we are a pillar of democracy and we need to be a model for that going forward. So, hopefully we can continue to do that at CSU. As we've discussed, it's my own personal roots at CSU.

Matt Hickey: Indeed.

Amy Parsons: So I live and breathe in. It's what I believe in.

Matt Hickey: It's inspiring to hear that. Thank you. I want to play on your roots if you'll allow me and come full circle. So a moment I don't think I'll ever forget, was that your investiture. When you reached out to your dad. So I wonder if you might just share a little bit, because this buries the notion of people matter, family matters. This is not just some big billion-dollar institution. It's the heart and soul. It's not bricks and mortar. It's people.

Amy Parsons: Yeah. It's a family decision where kids go to college. And today it's a family decision that my daughters are going to college here. And so it's not just the student walking around, it's their whole family and their whole community that's investing in them and investing in believing in us as an institution, that this is the place for them. That's where they're going to grow, that's where they're going to be safe. We parents, we save a lot of money. We invest a lot in our kids, and we need to deliver on that value and that promise. And my parents thank God, believed in Colorado State University for me, and now I'm believing in it for my own kids.

And so it's a big obligation on our part to deliver on that value, deliver on that promise. And so I'm always grateful. It was expensive to come out of state, and I worked two jobs in the Lory Student Center. I graduated a semester early to save money. I gave tours on campus, back in the day, admissions, ambassadors, giving tours. They would give us credit. College credit for giving tours. So every semester I would earn one or two extra credits.

Avery Martin: Stack those credits up.

Amy Parsons: Stack them up, do it in the summer so I could graduate early to save money. And it all worked. So deep gratitude. And now, I think there's no better endorsement of university experience than having your own kids come here in the next generation later.

Avery Martin: Absolutely. One thing I want to elaborate on in relation to the 21st century land grant, you're a 21st century leader. You embody as a president, access the same way the mission does. You are everywhere. Quite literally.

Amy Parsons: Yeah.

Avery Martin: I think you know that. But our audience may not, unless they follow you on Instagram, we may see you literally everywhere. So talk a little bit about what it means to you to be that 21st century president and being on social media and engaging with our students, our prospective students in a way that is so authentic. And I really mean that in every sense of the word, you embody authenticity.

Amy Parsons: Thank you.

Avery Martin: What does that mean to you, and how did you decide when you were invested, this is the type of president I'm going to be?

Amy Parsons: It's funny. I've told my staff before, I'm like, "I don't know how to do this job any differently than what I'm doing."

Avery Martin: Really? I love that.

Amy Parsons: It's not that I set out and said, "This is how I'm going to do it. This is..." I think part of it is that, I was a student here. I have students here, my own family. I am really comfortable with the students. I love the students, I love the student experience. I've been a fan of CSU all this time. I've been a donor myself. Now I'm a parent myself. I've had a lot of different jobs here at CSU. So in addition to being president, I have all these other lenses on the university from a lifetime of being connected to CSU. So that's just who I am. And I do think me being really accessible to our community, says something about CSU being accessible. And that we are friendly, we are welcoming.

We hear you. We see you. And so for me, it's just always dialing up the level of energy that we have here. And anything that I can do to shine a light on what people do, going over to be with the women's basketball team and be with them in practice, joining the team momentarily, just if that's a tool that I can use to shine a light on how amazing those students are, how hard they're working out there and what they're trying to achieve, I'll do it. If I can go... After this, I'm going over to KCSU. And if I can shine a light on what those students are doing over there in student media, I'll do it.

Avery Martin: I'm a product of it.

Amy Parsons: Yeah, exactly.

Avery Martin: I was on KCSU.

Amy Parsons: Yeah. So social media allows that insight and views into different groups that I'm interacting with that really nothing else does it like that. So got to be a good sport, got to get out there.

Avery Martin: Yes, indeed.

Amy Parsons: And just shine a light on what we're doing constantly.

Avery Martin: Yeah, that's great.

Amy Parsons: But, thank you. Thank you for your remarks. I appreciate that.

Avery Martin: Oh, of course. It's all true.

Matt Hickey: Amy, on behalf of the college, I just want to say thanks. We know, as we just heard, you're very busy. On a personal note, I just want to say I'm delighted to have you here. It's neat to have leadership that really has a vision about what higher education and the land-grant mission means. So, thank you.

Amy Parsons: Yes, thank you. Thanks for having me. This has really been enjoyable.

Matt Hickey: A lot of fun.

Amy Parsons: It's been a pleasure.

Avery Martin: And that's the show. Thank you for listening to another episode of Health and Human Science Matters. If you want to learn more about our College of Health and Human Sciences, go to www.chhs.colostate.edu.

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