

Debra Schaller-Demers:

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Carla Demarco:

In praise of research administration, on this inaugural episode of SRAI's Shop Talk, the guest is the current President of the Society of Research Administrators International, Debra Schaller-Demers. Welcome to SRAI's Shop Talk, a monthly podcast that will feature research administration professionals from institutions great and small, from pre-award and post-award, compliance and communications, and everything in-between. I'm Carla Demarco based at the University of Toronto Mississauga in the Office of the Vice Principal of Research. As you can probably tell from that opening quote from Debbie, she is passionate about and takes great pride in her work, and quite honestly, her enthusiasm is infectious.

Carla Demarco:

This first series of the Shop Talk podcast is Pathways and Perspectives, and it will showcase leaders in research administration and at SRAI to talk about their respective career paths, their roles within SRAI, and our profession overall. A lot of what Debbie has to say over the course of this interview will no doubt resonate with many administrators working in research offices around the globe, and we cover a range of topics from changes that she sees on the horizon for our field, how she stumbled into this career nearly 20 years ago now, words of advice for those just embarking on their career journeys, and what has been the most rewarding elements of her work in research administration.

Debra Schaller-Demers:

I'm Debra Schaller-Demers, aka Debbie as everybody calls me. By day, I'm the Senior Director of Research Outreach and Compliance at Memorial Sloan Kettering Cancer Center in New York City. Also, I'm an adjunct lecturer in the Research, Administration, and Compliance Master's Program at CUNY, that's the City University of New York's School of Professional Studies. It's a fairly new program since about 2019. I teach Introduction to Research Compliance Ethics and Integrity, and I also teach the Practicum Capstone class, which is basically their thesis project after completing the entire program.

Carla Demarco:

And so, then, if you could please tell me what you do in your particular position at work and your area of responsibility at SRAI.

Debra Schaller-Demers:

At MSK, Memorial Sloan Kettering, I have outreach and I have compliance responsibilities. On the outreach side, I'm responsible for education, training, website communication, newsletters, that kind of

thing. I am in charge of the tri-institutional Responsible Conduct of Research course, RCR. That's for my institution, the Weill Cornell, and the Rockefeller University. We have about 650 trainees that move through that course every single year, so it is quite massive. We also put on other research integrity related educational events throughout the year. Of course, during COVID, most of that is virtual these days.

Debra Schaller-Demers:

On the compliance side, I am responsible for the administration of several research review committees, so that would be the IACUC, which is Institutional Animal Care and Use. That's animal welfare. The IBC, the Institutional Biosafety Committee, dealing with biohazards and RDNA research. ESCRO, which is human embryonic stem cell and related area kind of research. Export Controls. I'm also the Chair of the Research Laboratory Safety Committee, so a lot of compliance. About the only thing that doesn't relate to me directly is the IRB, the human subject side.

Debra Schaller-Demers:

But where I do intersect with all of them, including human subjects, is that I'm also responsible for grants management congruency. So, if as a scientist, you are using humans, animals, stem cells, et cetera, I have to make sure you have all the proper approvals in place before we allow you to spend the money.

Debra Schaller-Demers:

At CUNY, of course, I teach graduate students who are trying to become research admin and research management professionals about all of those areas of research integrity and compliance, so it's kinda nice that my day job and my sort of evening job (laughs) kinda mesh and I get to teach all of the subjects that I actually work with every day.

Debra Schaller-Demers:

And then, in addition to that because obviously, I am a glutton for punishment and don't seem to have enough free time, I, uh, have been very involved in the Society of Research Administrators International, SRAI, for many years, since 2003. And I guess it was a bucket list that in 2020 I actually became the President of the Society, which has always kind of been a thought in the back of my head that finally became realized, and I really love it and I love giving back to the Society.

Carla Demarco:

Wow. You're definitely in a lot, and, and so then, related though to what you were just talking about with compliance, I'm curious if you've seen a lot of changes in that area over your time in research administration.

Debra Schaller-Demers:

Yeah. You know, it's like everything else, and I guess what's great about research administration is year to year, it's constantly changing.

Carla Demarco:

Mm-hmm (affirmative).

Debra Schaller-Demers:

There are always new rules and regulations, so it's specifically in the compliance front, you know, there's always new tricks to learn. And quite frankly, in my 19 years, 13 of them at MSK, I don't think one year was exactly the same as the next because it was always something new to learn and something different to have to care about. And certainly, right now, you know, the big hot issue has to do with science and security and the U.S. Government's fear of undo foreign influence.

Carla Demarco:

Mm-hmm (affirmative).

Debra Schaller-Demers:

It impacts lots of the areas that I already deal with in research integrity and compliance, so sometimes, it seems like week to week, month to month, there's some new consideration that has to be taken.

Carla Demarco:

Yeah.

Debra Schaller-Demers:

So, it's never boring. That's for sure.

Carla Demarco:

Yeah. I'm sure a lotta people can relate to that. And I am curious because I know that, uh, you know, myself included, most people seem to stumble into research administration, and I wonder how you found this field.

Debra Schaller-Demers:

Yeah. Totally by accident and desperation (laughs) probably an equal measure of both. At the time, back in before 2002, which is when I became a research administrator, I was working for a conflict resolution program in the New York City Public Schools. I was the parent trainer. I went all over New York City teaching parents how to communicate effectively with their kids without violence. It was part of an overarching program where we taught teachers, administrators, the students themselves, and the parents so that everybody got the same messages. I loved that job. I was a parent myself in New York City. I felt I was really giving something back to the community.

Debra Schaller-Demers:

And then, of course, the financial decision and they closed the program, the only conflict resolution program at the time that the New York City Public Schools had, and I was desperate for a job. And I was on all kinds of websites, and I fell on an ad for an education coordinator at Weill Cornell Medical College.

Debra Schaller-Demers:

To this day, I'm not quite sure why I answered the ad. Something in there with education and training maybe resonated. I will tell you, honestly, I knew absolutely nothing about research, (laughs) about science, about medicine. I had been a fine art major, and I was a public school parent advocate, and that was my background.

Debra Schaller-Demers:

But luckily, the person who interviewed me at Weill Cornell saw a skillset, the fact that I was a trainer, that I had run citywide events, and felt that that could be a fit because I was basically hired to take over the RCR program, which I just described, in those days, from working on the Cornell side. So, truly, the first six months of being a research administrator, I kept looking over my shoulder saying, "How did I get here? And they're going to reali- ..." I guess, what do they call that? Impostor syndrome? (laughs) They're gonna tell me, "Hey, you don't belong here."

Carla Demarco:

(laughs)

Debra Schaller-Demers:

Um, but all these years later, I am the Senior Director at MSK. (laughs) I am the President of SRAI, and I teach this to graduate students. So, I guess somewhere along the line, it clicked, and I am very grateful that it did. And quite frankly, it's gonna sound like an infomercial, I really do owe my career success to SRA and other organizations because they gave me a home to learn and to grow and to network. And without that, I would not have gotten where I am. I'm convinced of that.

Carla Demarco:

That's amazing. It sounds like you really fell into the right place and found your calling. I'm also wondering, and we did touch on this a little bit about the changes you've seen in research compliance. But how would you say, especially because you're on the educational side of it, but how would you say that research administration has evolved since you've been working in this area?

Debra Schaller-Demers:

Well, you know, it certainly changes with the political and economic winds, and, and certainly, this last year has taught us (laughs) a lotta lessons about rethinking how we think research administration could get done. But truly, the biggest thing has been the technology.

Debra Schaller-Demers:

When I started, everything was done with paper, you know? Stacks of paper copies of protocols or grants applications, hard signatures that you would have to march around (laughs) from office to office across campuses and buildings and all of that. And now, you know, systems, whether they're homegrown or off the shelf, there is practically a system for everything, and then getting the systems to talk to each other has been the challenge as well, right? To get the right kinda data and the data security and certainly, with the emphasis that I mentioned before on undue foreign influence, how do we

protect our data? How do we store it? How do we maintain it? How long do we keep it? All of these things have changed dramatically over the years because of the differences in technology.

Carla Demarco:

Yeah. I find that very relatable even to research itself because I just attended a talk recently, and that's exactly, you know, the point that some of the researchers were making. Not so much about the e-evolution of research, but they just said they're relying more and more on technology for their data and just for the various experiments. So, I think that that must be really something that resonates with a lot of people working in, in research and at, you know, universities, higher education.

Debra Schaller-Demers:

And it's a double-edged sword, right? I find that our faculty, every time we tell 'em that there's a new system coming, they go crazy. (laughing)

Carla Demarco:

Yeah, mm-hmm (affirmative), mm-hmm (affirmative).

Debra Schaller-Demers:

"I don't wanna learn a new system," which I always find amusing 'cause these are scientists.

Carla Demarco:

Yeah.

Debra Schaller-Demers:

You would think that they would embrace technology. But they're busy people, and they don't wanna think about the systems. They just wanna do their work, and I understand that, which is why people like me have jobs 'cause it's my job to make their life easier. I'm there to enable the research, keep the money flowing, keep 'em outta trouble-

Carla Demarco:

Yeah.

Debra Schaller-Demers:

... and help as best we can. And we don't wanna overly burden them, whether it's paper forms or electronic forms, but let's figure out the best way to do it so that we get the proposals out the door and we get the funding that we need to cure the world.

Carla Demarco:

Absolutely. And so, then, and with regards to changes, what sort of changes do you see going forward in research administration?

Debra Schaller-Demers:

Well, and, you know, the biggest change is kind of what we're going through now. I mean I've been working from my bedroom since March of 2020, and I was (laughs) one of those people that really hated working from home. I would be in the office no matter what in no matter what kind of weather. I really, you know, like being face-to-face with people to get the work done.

Debra Schaller-Demers:

But what this year has taught us is that we were just as productive working from home, and truthfully, the overhead is a lot cheaper. I work in New York City. Manhattan real estate rentals is very expensive, so if the institution can save money by having people work remotely, I have a feeling that's gonna be the future. So, it's trying to figure out the things that I feel have kinda not been as effective working from home. How we work on those to boost them up because I think this is gonna be the reality moving forward.

Debra Schaller-Demers:

If we do return, I think it will be a hybrid model. It won't be all or nothing. So, how do we put that to the best use? How do we make those connections with people? Because quite frankly, I also ... I mentioned the success and the networking with people in other institutions through SRA and other organizations, but it's about relationships on the home front, too. When you just have an email relationship with your PI, not necessarily the best relationship.

Debra Schaller-Demers:

In the days when you could get up and go to somebody's office and actually sit down and meet with them and relate on a more human level, eye to eye, it's very different than doing it through Zoom. Even though the Zoom technology, Webex, whatever you have is great and allows us to move forward, it's not quite the same. So, I really see a lotta changes in that the attitude about, uh, remote working and learning moving forward and just relying more heavily on that kinda technology.

Carla Demarco:

Absolutely, and I am just getting to know you, but I can tell already how much you do enjoy your work. But I am wondering what do you feel is the most rewarding part of your job?

Debra Schaller-Demers:

You know, I started out as an art major. How I got here is a really winding, winding road. (laughs) Had you told me 40 years ago that this is what I would be doing, I would have asked what drugs you were taking. So, really for me, as I said, the conflict resolution stuff made me feel good, like I was doing good work in the world because I was working with parents and families and all of that.

Debra Schaller-Demers:

But then, I started to realize especially because of my RCR experience, "You know what? Responsible conduct of research, research ethics, that's something that's also very important work in the world and very near and dear to my heart." And while I may not have all the advanced degrees of the scientists and

the physicians that I work with, being able to help them enable brilliant people to continue to do their work is very humbling and a great source of pride for me. To work at a place like Memorial Sloan Kettering, one of the premier cancer centers in the world arguably, makes me feel good, makes me feel like I really am contributing and paying back.

Carla Demarco:

Yeah. Now, we sort of touched on this a little bit about the pandemic, uh, situation changing things, but I am wondering what have you found? And maybe you've already sort of talked about this, about what is the most challenging. Uh, you did mention working from home has been challenging, but do you think that's part of it?

Debra Schaller-Demers:

It's kind of ... Maybe it's my personality. Maybe it's the, the mother in me. I don't know. I find it's harder to take care of my staff remotely. We're all kind of isolated, you know? Although we do lots of Zooming, and in some ways, (laughs) we may even talk more now than we did when we were all in Manhattan because we weren't all in the same building on the same floor anyway. But we would routinely have face-to-face meetings and get together, and if there was a problem, I could just get up and go to somebody's desk and say, "Hey, let's go get some coffee and talk about this." And it felt like we could resolve things more quickly that way.

Carla Demarco:

Yeah.

Debra Schaller-Demers:

I find working at home, we kind of fall back into our little bubble, our little box, and we're a little bit more reluctant to reach out.

Carla Demarco:

Mm-hmm (affirmative).

Debra Schaller-Demers:

So, I think the problem-solving worked better when we were physically in the same space versus virtual.

Carla Demarco:

Yeah. That's so relatable. I feel like the same with our team. There's a little bit of a disconnect that's been happening, and I miss seeing people (laughs) in real life. And so, uh, this is, you know, also meant to be perhaps of interest to people who have just joined research administration, but I'm wondering what words of wisdom or advice would you have for people just starting out in research administration or if, you know, maybe something that you wish that you had known when you were starting out.

Debra Schaller-Demers:

Well, you know, it's interesting because I attended my first SRA in 2003, and probably by the next year, I already started speaking or presenting papers (laughs) and it became an addiction. But the one thing I say in every group that I speak with, and, you know, I always wanna know like, "Who here is this their first meeting or their first event?" and all of that. And I always make the point that I have found this so valuable, that my words of wisdom are connect, connect, and connect because truly, besides the actual learning in the sessions or the workshops that I've taken that I've learned things from, it's the people that I've connected to.

Debra Schaller-Demers:

I had now have a global network of folks that I can rely on for advice both professional and personal not to name names. It'd be too many, but I would be remiss. I teach leadership which is happening right now for SRA with Mark Hochman. Mark and I met in 2012 when we were both co-chairs at the Orlando annual meeting. He is in Tasmania. Couldn't get further from New York City probably than Tasmania.

Carla Demarco:

(laughs)

Debra Schaller-Demers:

Completely different lifestyles. We actually share the same birthday, and I remember thinking at the time, "Who is this guy from Australia that they wanna hook me up with?"

Carla Demarco:

(laughing)

Debra Schaller-Demers:

Kind of like that. But truthfully, it has been a friendship that far exceeds the fact that we are joined at the hip to work together, and I have learned so much from him over the years working with him and listening to him speak that it's been invaluable. And there's certainly a long list of other people that I could say the same thing about.

Debra Schaller-Demers:

But truthfully, the other thing that's gotten me through this pandemic is that I have a, uh, what I call a texting group, which I call ... I think it's funny because we coulda been texting all along 'cause we're in totally different cities, but somehow, this pandemic has drawn us to the fact to where every single day, I get multiple texts from Kate McCormick in Massachusetts and Rene Hearn in Ohio and Tonya Edvalson (laughs) in Utah and Larry Waxler in Maine and Cliff and Alan in Philadelphia and Mary LaRocca, who's on the West Side. No, I take it back. East Side of Manhattan, and I'm in Queens. And that support has proven invaluable for us getting through day to day.

Debra Schaller-Demers:

So, not only we, do we talk about work. We talk about who's getting the vaccine. We talk about who's getting through the, the weekend intact, and it has made a great big difference in our lives. And all of those friendships would not have happened if not for SRAI.

Carla Demarco:

Yeah. Oh, that's really nice. Nice to give a shout-out to the, the people that are helping t- you to get through this, and I'm sure you're helping them as well.

Carla Demarco:

This is a little bit more of a personal question, but I wanted to, you know, maybe use the podcast to help flesh out some of the SRAI members a little bit and find out a little bit more about personalities but also maybe identify some commonalities. And so, what's something that you like to do outside of work or an interesting fact people at SRAI might not know about you?

Debra Schaller-Demers:

So, pre-pandemic of course, (laughing) my very favorite me day would be to go to a museum. I could lose myself in a museum. And probably my most favorite museum of all in New York City is the Metropolitan Museum of Art, and it houses my v- very favorite artists Renoir and my favorite Renoir painting. And going up to the second floor and sitting in front of that painting is always like an escape. I know there are people that say they wanna to go to the beach (laughs) and at other places, but for me, put me in front of that painting and I can lose all my troubles and all of my stress.

Debra Schaller-Demers:

And it's not the same. Of all the museums I belong to all have virtual sites and all of that, and again, it's not the same as being in a museum. So, in the days when I could travel, I used to travel a lot for SRA and, and other places, other conferences. I always carved out time to go to whatever museum was in that city no matter how big or small. So, you know, there've been cities where it was a struggle to find a museum near where we were, and then, of course, I've been fortunate enough to go to places like London and Paris where I couldn't even have possibly enough time to see every single museum. So, museums has always been, um, a big thing for me.

Debra Schaller-Demers:

And then, of course, part and parcel of that is the great food because if you go to the museum, well, then, you gotta find a place to go have a drink and have some great snacks to go with that drink. And the people that know me know I practically don't eat a meal without taking a picture of it (laughs) and posting it.

Carla Demarco:

(laughs)

Debra Schaller-Demers:

And people used to laugh and make fun of me in the beginning, and now, of course, it's become a big thing. And if I'd mentioned that I went someplace to eat and I don't have a picture, they give me a hard time like, "Where's the picture?" (laughing)

Debra Schaller-Demers:

So, uh, yeah. I've even started a foodies group, a friends group on Facebook, uh, just so that everybody can kinda share what they've been eating, and it took on new meaning during COVID because it's more creative. "What are you cooking?" versus, "Which restaurant did you go to?" So, art and food have always been two big focuses, of course, and then we could do a whole other podcast and I could brag about my sons and my grandson and my fabulous husband but family is also extremely, extremely important.

Carla Demarco:

Mm-hmm (affirmative). (laughs) Yeah. And do you cook yourself, or-

Debra Schaller-Demers:

I do. I do. I cook, and I bake.

Carla Demarco:

Oh, nice.

Debra Schaller-Demers:

Uh, I really enjoy it. I would always like somebody to have to think about it for me. I actually get one of these food delivery services three days a week where they deliver the ingredients and the recipe.

Carla Demarco:

Yep.

Debra Schaller-Demers:

And I love it because I don't have to think as much. I don't have to worry about shopping for it, especially now during the pandemic, limiting my exposure in stores, and it comes with the step-by-step instructions, and it's fun. I'm going to be 65 years old in about a week, and I've actually learned new things about cooking from these recipe cards. You know, I cook the way my mom taught me to cook, and I realized that there were some things that I had been doing that weren't necessarily great or the best time expediency kinds of tricks. And I've learned a lot of new things by getting this food deliveries. Yes. I do enjoy it.

Carla Demarco:

Yeah. I have heard really good things about the food delivery services and just that it, you know, even if you are a cook, it helps expand your repertoire and all that stuff.

Debra Schaller-Demers:

It expanded my spice palate, you know?

Carla Demarco:

Yeah.

Debra Schaller-Demers:

My ingredients.

Carla Demarco:

Yeah.

Debra Schaller-Demers:

Things that I never-

Carla Demarco:

Yeah.

Debra Schaller-Demers:

... never would've even thought of trying.

Carla Demarco:

Yeah.

Debra Schaller-Demers:

Sometimes, you know, the vegetables come, and I'm looking at it and like, "I have no clue what this." (laughing) because I have to look at the recipe card to see what, see exactly what it is.

Carla Demarco:

Yeah. (laughs)

Debra Schaller-Demers:

"Oh, that's what that is."

Carla Demarco:

Yeah.

Debra Schaller-Demers:

So, it's been really good. I mean we've been doing it for about three years now, and we like it.

Carla Demarco:

And I just ... I did have one question about you mentioned you liked the way you see the Renoir painting. I am curious. What Renoir painting is it?

Debra Schaller-Demers:

It's Madame Charpentier and Her Children.

Carla Demarco:

Mm-hmm (affirmative).

Debra Schaller-Demers:

So, it's a big landscape portrait of a woman and two little blonde kids in what looked to be blue kind of frilly dresses. They're actually boys-

Carla Demarco:

Yep.

Debra Schaller-Demers:

... because they have hair about as long as mine, (laughing) right? Because in those days, that's how they dressed boys.

Carla Demarco:

Yep.

Debra Schaller-Demers:

Um, and, and there's a big fluffy dog that one of them is sitting on, and of course, impressionist painting is all brushstrokes and color and, you know, no hard lines and all of that. I will share one quick story which you can cut or not.

Carla Demarco:

(laughs)

Debra Schaller-Demers:

But my grandson, who is now 11, about three years ago, I had him over vacation, and I decided I was gonna take him to the museum for the day. And my husband made fun of me, and his father made fun of me and said, "Mom, is he really gonna like that?"

Carla Demarco:

(laughs)

Debra Schaller-Demers:

And I said, "You know what? I don't care. It's my day. I wanna take him." And I had always talked to him about Renoir and what Grandma likes and coloring and all of that. And when we got upstairs and I showed him my painting and we talked about it and I explained the brush strokes and I said, "Are those boys or girls?" And of course, he said, "Girls," and I said, "No." And he's listening to all of this, and then I said, "Okay. Let's go find more Renoirs," and he said, "Okay, Grandma, but you don't tell me. I'll tell you."

Carla Demarco:

Hmm.

Debra Schaller-Demers:

And then he went from painting to painting without looking at the signs and said, "Yes, yes, yes, no."

Carla Demarco:

Ah.

Debra Schaller-Demers:

And I said, "Okay. Why no?" And he said, "Well, look at the lines. Look at the brush strokes." And that was my perfect day. And my husband was with us, and he looked at me. And he kind of said silently, "Okay. You were right. I was wrong." (laughing) It was. It was a perfect moment.

Carla Demarco:

That's amazing. Oh, I love that and like sorta spreading your, your passion, and hopefully, it's rubbing off on your, your grandson and everything.

Debra Schaller-Demers:

Right. Now, he's into video games.

Carla Demarco:

(laughs)

Debra Schaller-Demers:

He's a real ... He's 11. He's a tween, you know? That malleable little boy is gone for the moment, but hopefully-

Carla Demarco:

Yeah.

Debra Schaller-Demers:

... some of it stayed in there.

Carla Demarco:

Yeah. I'm sure, and you built a good foundation. And I'm sure he'll return to it one day. (laughs) Those are all my questions, but is there anything else that you wanted to add or-

Debra Schaller-Demers:

Yes. I'll just do one last pitch. Like I say, y- yes, I'm president now, but I've had many, many roles in SRA through the years and a couple of other organizations that I belong to as well. And I am a true believer. I know I sound like I'm preaching sometimes, but I can't stress enough that this is an organization for its members. There is a place for everybody. So, as much as you want or as little as you want, we really don't turn anybody away.

Debra Schaller-Demers:

So, you know, I really kinda urge people, "Step up. Volunteer." There's all kinds of different things that you can do for the Society, and at the very least, we now have this wonderful Connect platform online. It's a place if you're a little bit more shy, put in a question. Put in a comment. Share an article. It's a way of starting and continuing the dialogue-

Carla Demarco:

Mm-hmm (affirmative).

Debra Schaller-Demers:

... because that's basically how we learn. So, whether you're a, a people person or you're a little bit more reserved, there's so many different venues within the organization for you to be involved and to learn and to grow your own network on your own profession. I really do believe with all the programs we have, including LevelUP the last couple years, self-directed modules, all the virtual programming that we're doing now with everything crossed that we can meet in person again in New Orleans in October, there's just so much to do.

Carla Demarco:

Yeah.

Debra Schaller-Demers:

We get vary to budgets to no investment at all to very little investment, but truthfully, it is an organization of volunteers. So, we urge you to keep your memberships going because year to year, as I said before, there's always something new to learn.

Carla Demarco:

Mm-hmm (affirmative).

Debra Schaller-Demers:

So, it's a lifetime of learning, and that's what the organization is about.

Carla Demarco:

That's great because I think that really harkens back to both of your earlier points about A, you know, things change all the time so you're always kind of, of learning new things, but also, your point about connecting with people. And I think that that really is a good note to end on.

Carla Demarco:

Thank you so much, Debbie. It's been a pleasure and having with you and finding out a little bit more about what you do at SRAI and in your everyday life.

Debra Schaller-Demers:

My pleasure as well.

Carla Demarco:

I would like to thank everyone for listening to this first episode of SRAI's Shop Talk. I would especially like to thank my guest, Debbie Schaller-Demers, our current SRAI President for taking the time out of her busy schedule to tell us about her work at Memorial Sloan Kettering Cancer Center and at SRAI and her paths along the way.

Carla Demarco:

I would like to thank everyone who contributed to the shaping of this series and podcast, especially our wonderful podcast committee posse, woo-hoo, which consists of Debbie Appler, James Mitchell, Evan Roberts, Debbie Schaller-Demers, Nathan Vanderford, Katie Watkins, and myself, Carla Demarco. Your enthusiasm, great ideas, spirit and dedication has helped to make this project fun. I would also like to thank my boss, Devin Kreuger, for his unwavering support and encouragement. I couldn't be doing any of this without you, Kreugs.

Carla Demarco:

If you would like to submit a suggestion for a series for SRAI Shop Talk or if there's someone you would like to see featured, please send the suggestions my way at [car.demarco@utoronto.ca](mailto:car.demarco@utoronto.ca) and remember to subscribe through iTunes, S- Spotify, or wherever you get your podcasts. Thank you.