

Sydney Sullivan

LinkedIn Profile: <https://tinyurl.com/sullivanlinkedin>

EDUCATION

University of California, Davis

September 2020-May 2025

Davis, CA

PhD in Education, Designated Emphasis in Writing, Rhetoric, and Composition Studies

Major Advisor: Carl Whithaus

University of Arizona

September 2018 - May 2020

Tucson, AZ

Masters in English

Oregon State University

September 2014 – June 2018

Corvallis, OR

Bachelor of Arts in English, Minor in Writing

EMPLOYMENT HISTORY

ADMINISTRATIVE EXPERIENCE

Writing Mentor Program Coordinator / San Diego State University

November 2023-Current

San Diego, CA

- Manage a \$200,000 budget for the Writing Mentor Program that oversees tutors who are embedded into courses through the Rhetoric and Writing Studies department
- Facilitate over 70 graduate and undergraduate student tutors and provide guidance in creating and ensuring productive interaction with faculty and other students
- Develop and administer programs designed to meet the diverse needs of students
- Help students fulfill their maximum potential in mastering course content
- Maintain a thorough and up-to-date knowledge in the teaching field with continued professional development
- Research, compile, analyze data, and generate reports for programmatic review and improvement
- Assist with articulation and curriculum development and review

Project Manager / Middlebury College [Social Science Research Methods Modules](#)

June 2024-May 2025

Remote

- Facilitate an online education project with a \$100,000 grant given by the [Bill and Melinda Gates Foundation](#)
- Help draft grant proposals over \$300,000 with committee members

- Manage logistics for a team of faculty, undergraduates, and graduate students across different university systems.
- Ensure submissions are complete and correctly formatted as they enter the system.
- Assign students to draft content and assign faculty to editing tasks.
- Monitor content, and send weekly updates and reminders to faculty and students.
- Manage weekly meetings on the progress of website content.

Program Coordinator / Learning Resource Center at American River College

November 2022-December 2024

Sacramento, CA

- Monitor tutor and tutee interactions. Guide in creating and ensuring productive interaction which leads to successful tutor sessions
- Develop and administer programs designed to meet the diverse needs of students ● Help students fulfill their maximum potential in mastering course content ● Maintain a thorough and up-to-date knowledge in the teaching field with continued professional development
- Research, compile, analyze data, and generate reports for programmatic review and improvement
- Assist with articulation and curriculum development and review
- Serve on college committees and participate in faculty governance including accreditation and student co-curricular activities
- Assume all other responsibilities assigned by the Dean of Student Services

Graduate Student Program Coordinator / [Thriving in Graduate School Program](#)

August 2021-August 2022

Davis, CA

- Designed materials and programming to address the concerns of all students, including students of color and students from traditionally underrepresented backgrounds ● Wrote weekly newsletters focused on health and well-being topics relevant to a diverse array of graduate students
- Scheduled and facilitated graduate student gatherings that represented and promoted diverse groups
- Facilitated online conversations to build community among participants ● Interviewed and discussed with campus/community partners to facilitate guest speaker series
- Conducted focus groups with graduate students to identify areas for improvement ● Identified opportunities to advocate for policy-level changes that lead to improved well-being outcomes for graduate students

TEACHING EXPERIENCE

Honors College Capstone

Lecturer (One Session, In-Person) Honors College Department

Spring 2026 San Diego State University

AI Tools for Higher Ed Professionals (Staff, Faculty, and Higher Education Professionals)
Instructional Designer and Instructor
California State University
Fall 2025 Online

Rhetoric and Writing Studies
Lecturer (Four Sessions, In-Person) Rhetoric and Writing Studies Department
Fall 2025 San Diego State University

Rhetoric and Writing Studies
Lecturer (Four Sessions) Rhetoric and Writing Studies Department
Spring 2025 San Diego State University

Rhetoric and Writing Studies
Lecturer (Two Session, In-Person) Rhetoric and Writing Studies Department
Fall 2024 San Diego State University

Rhetoric and Writing Studies
Lecturer (Five Sessions, In-Person) Rhetoric and Writing Studies Department
Spring 2024 San Diego State University

Rhetoric and Writing Studies
Lecturer (Five Sessions, In-Person) Rhetoric and Writing Studies Department
Fall 2023 San Diego State University

UWP1V Advanced Composition
Associate Instructor (One Session, Online)
University Writing Program
Winter Session 2024 University of California, Davis

UWP1V Advanced Composition
Associate Instructor (One Session, Online)
University Writing Program
Fall Session 2023 University of California, Davis

UWP1V Advanced Composition
Associate Instructor (One Session, Online)
University Writing Program

Summer Session 2023 University of California, Davis

EDU185: Learning in a Digital Age: Teaching Assistant Information, Schooling, & Society
Associate Instructor (One Session, Hybrid)
School of Education
University of California, Davis Spring Quarter 2023

LRC 300: Introduction to Tutor Training
Associate Instructor (One Session, Hybrid)
Lecturer Spring 2023

ECS 188: Ethics in an Age of Technology
Teaching Assistant (One Session, In-Person)
Department of Computer Science
Fall Quarter 2023 University of California, Davis

UWP1Y: Introduction to Academic Literacies: Partially Online
Associate Instructor (Two hybrid sections)
University Writing Program
September 2021-December 2022 University of California, Davis

UWP1: Introduction to Academic Literacies
Associate Instructor (Three online sections)
University Writing Program
August 2020-June 2021 University of California, Davis
ENGL 109H : Honors English Composition
Associate Instructor (Three face-to-face sections)
Writing Program
University of Arizona
Academic Year 19-20 (September 2019-May 2020)

ENGL 102: College Composition II
Associate Instructor (Two face-to-face sections)
Writing Program
University of Arizona
Spring Semester (December 2018-May 2019)

ENGL 101: College Composition I
Associate Instructor (One face-to-face section)
Writing Program
University of Arizona
Fall Semester (August 2018-December 2018)

Teaching Philosophy

RESEARCH EXPERIENCE

Graduate Student Researcher / [California Teacher Education Research and Improvement Network \(CTERIN\)](#) April 2021-August 2021

Remote

- Attended bi-weekly meetings for conference design and development
- Analyzed and summarized survey data from past conferences
- Designed posters and information for the annual summer conference
- Completed all extra tasks assigned by supervisor

Research Associate / [Social Network Institute](#) May 2020-November 2020

Remote

- Generated self-contained research questions that can be investigated with standard social research methods
- Reviewed relative literature on the topic and write literature reviews for projects assigned
- Formulated methods for work and set a timeline for the start and end of the project ● Performed research analysis by examining the findings of the project's data ● Drafted, reviewed, and produced two articles per academic quarter

DIGITAL EDITING AND DESIGN

Digital Media and Outreach Coordinator / [ExplorIt Science Center](#) September 2022-December 2022

Davis, CA

- Manage all social media channels including Facebook, Instagram, Twitter, YouTube, TikTok and LinkedIn
- Produce engaging digital marketing and educational materials, including videos, quizzes, and games
- Work with the finance committee to plan fundraisers and marketing campaigns
- Keep the website updated, using the website editor Wix
- Create Google forms and attach them to the website
- Design flyers and graphics for the website, social media, and print
- Produce and update marketing/brand materials, such as a style guide and press kits
- Take high-quality photos and videos at Explorit events

WRITING/EDITING EXPERIENCE

Peer Review Panelist / AERA 2024

- **2024 AERA Annual Meeting Reviewer (SIG-Media, Culture, and Learning)**

Reviewed sections for SIG-Holistic Education. Selection to review the panel was based on several criteria: (a) experience in some form of peer reviewing, (b) service on other professional review panels, (c) knowledge of the field, (d) scholarly productivity or roles that require research expertise, (e) knowledge of the emerging literature, and (f) broad knowledge of a range of researchers and research specialties in an area.

- **2024 AERA Annual Meeting Reviewer (SIG-Holistic Education)**

Reviewed sections for SIG-Holistic Education. Selection to review the panel was based on several criteria: (a) experience in some form of peer reviewing, (b) service on other professional review panels, (c) knowledge of the field, (d) scholarly productivity or roles that require research expertise, (e) knowledge of the emerging literature, and (f) broad knowledge of a range of researchers and research specialties in an area.

Writing Coach and Tutor / [Design Worlds](#) March 2021-December 2021

Remote

- Met weekly with students ages 14-18 to help develop their writing skills
- Met with students to discuss their college application essays
- Reviewed and guided students with English and Writing class assignments
- Wrote engaging and supportive feedback for student essays
- Designed assignments to help students critically think about their writing

Copy Editor / [SPLASH! Milk Science Update](#) March 2021-July 2021

Remote

- Copy edited bi-monthly articles for SPLASH! Milk Science Update
- Carefully and critically reviewed articles for grammar, punctuation, and clarity
- Completed all work on or ahead of schedule.
- Reviewed final versions of articles after all other editors have copy-edited

Event Writer / [Burnett Media Group](#) September 2017- November 2020

Remote

- Collaborated with clients information/offers
- Met weekly deadlines for articles
- Wrote professional and thoroughly edited articles for a variety of audiences

Writing Intern / [College of Forestry](#) October 2017-July 2018

Corvallis, OR

- Wrote for quarterly Focus Magazine
- Interviewed students for weekly social media posts
- Transcribed interview videos

- Picked up tasks around the office and copyedited

Journalist / [Daily Barometer- Orange Media Network](#) May 2017-March 2018

Corvallis, OR

- Interviewed 3-5 people per weekly article publications
- Wrote engaging, innovative, and current stories
- Met strict deadlines and stay informed with Editor-in-Chief
- Kept up-to-date with current social media, news stories, and trends

Pitched at least two story ideas a week

PUBLICATIONS

Books

Sullivan, S. *Student Well-Being and Critical Media Literacy: How Student Voices Shape Our Digital Futures*. Palgrave Macmillan (Springer Nature), 2026.

Book Chapters

Sullivan, S. (under revisions, 2025) “Staying Calm in the Chaos: Navigating Disingenuous Rhetoric and Problematic Behavior on Social Media.” In University of South Carolina Press, *The Post-Truth Handbook: A Practical Guide to Addressing Disingenuous Rhetorics*

Modesto, M. & Sullivan, S. (under review, 2024). Departing grade justification: How contract grading changed our response practices. In D. Ferris, G. Eckstein, & B. Gilliland (Eds.), *Responding to Writing: A Practical Sourcebook for Instructors*.

Sullivan, S. (2024). Rethinking Curriculums: How Critical Digital Literacy and Mandatory Composition Courses Collide. In S. Gennaro, N. Higdon, M. Hoechsmann, & J. Share (Eds.), *Transformative Practice in Critical Media Literacy: Radical Democracy and Decolonized Pedagogy in Higher Education*

Sullivan, S. (2023) Digital Engagement in Undergraduates: A mixed-methods study of how students engage in a digital world and what that means for their well-being. In McGraw Hill-Aula Magna (Eds.), *Critical Media Literacy - Literacidade Mediática Crítica - Literacidade Crítica da Mídia*

Peer-Reviewed Journal Articles

Sullivan, S. (2025) "Artificial Intelligence in the Business Writing Classroom: How to Encourage College Students to Think Critically about ChatGPT in their Assignments" *OLOR Effective Practices*

Higdon, N. & Sullivan, S. (2025) "Media literacy in the crosshairs: NATO's strategic goals and the revival of protectionist pedagogy" *Journal of Media Literacy Education* 17 (2), 97-109

Modesto, M. & Sullivan, S. (manuscript in preparation, 2023). "The contract has helped me get my pedagogy and my response closer to my values": Contract grading as an impetus for instructional authenticity.

Cochran, Silvers, Sullivan, Benson, and Halsey. (2022) "Authenticity, Self-Compassion, and Self-Determination Theory: A Response to Power Inequities within Higher Education." *Composition Studies*

<https://compositionstudiesjournal.files.wordpress.com/2022/11/cochran-sullivan-benson-silvers-halsey.pdf>

Scholarly

Conference proceedings. Scholars Archive Oregon State University:

<https://ir.library.oregonstate.edu/concern/defaults/6w924h99n>

Trade & News

Spring Focus Magazine (College of Forestry OSU)

- "Mika Donahue: Growing up with glulam, expanding horizons" *April 2, 2018* ○
"Student logging training program: hands-on learning utilizes the latest technology"
April 2, 2018
- "Strauss utilizes gene editing, CRISPR" *April 2, 2018*

Oregon State University Barometer (student newspaper)

Cover Stories:

- "OSU remains vigilant in the intolerance, prevention of hazing on campus"
January 7, 2018
- "OSU welcomes students' families to campus" *November 13, 2017*
- "OSU faculty works to increase inclusivity in research" *June 26, 2017*
- "One million people to visit Oregon for celestial spectacle" *July 31, 2017*

CONFERENCE PRESENTATIONS

Sullivan, S. "Building Writing Curricula with Students: Fostering Collaboration for Digital Literacy and Well-Being" *Fostering Connections Conference*; Berkeley, CA; August 2025

Sullivan, S. "Writing Across the Curriculum: Enhancing Undergraduate Well-being Through Digital Literacy Practices." *The International Writing Across the Curriculum Conference*; Fort Collins, CO; July 2025

Sullivan, S. Huff, M. Higdon, N. "We the Media: Teaching Media Literacy and Critical Thinking Across the Curriculum to Encourage Informed Civic Engagement." *National Association for Media Literacy Education*; Virtual; July 2025

Sullivan, S. Higdon, N., and Butler, A. "Teaching Against the Machine: Critical AI Literacy in the Classroom." *Union for Democratic Communications*; Tacoma, WA; June 2025

Sullivan, S. Higdon, N. "Media Literacy in the Crosshairs: NATO's Strategic Goals and the Revival of Protectionist Pedagogy." *Union for Democratic Communications*; Tacoma, WA; June 2025

Sullivan, S. Closing Remarks for "Peer-Led Learning Summit: The Future of Tutoring and Supplemental Instruction." San Diego, CA; February 2025.

Invited Podcast Speaker: Sullivan, S. Higdon, N., and Butler, A. "Crisis, Culture, and Civility: Critical Media Literacy Education and Election 2024." Remote. October 2024.

Invited Panelist Speaker. Sullivan, S. "Rhetoric and Writing Studies Fall Pedagogy Conference." *San Diego State University*; San Diego, CA; August 2024

Sullivan, S. "Investigating Well-being and Critical Media Literacy: Effects of Digital Writing Practices on the Mental and Emotional Health of Students in California College Classrooms." *Rhetoric Society of America*; Denver, CO; May 2024

Sullivan, S. "Well-being and Critical Media Literacy in Abundance: Analyzing Digital Writing Practices and Their Impact on Students' Mental and Emotional Health." *Conference on College Composition and Communication*; Spokane, WA; April 2024

Sullivan, S. "Engaging with Gratitude: A Qualitative Study on How Practices of Gratitude Impact Undergraduate Writing Courses." *Modern Language Association*; Philadelphia, PA; January 2024

Sullivan, S. "Looking at Online Well-Being: A mixed-methods study of undergraduates' online experiences and implications for their well-being." *Council of Writing Program Administrators*; Reno, NV; July 2023

Sullivan, S., Sims, M., & Burke Reifman, J. "Conceptualizations of time and labor in contract-assessed hybrid online writing courses." *Computers & Writing*. Davis, CA; 2023, June.

Sullivan, S. & Sims, M. "Constructing well-being-centered assessment ecologies through contract grading & instructor response." *Conference on College Composition and Communication*; Chicago, IL; February 2023

Sullivan, S. "Critical online engagement in asynchronous spaces: reflections and suggestions for teaching an asynchronous class on critical media literacy." *Global Society of Online Literacy Educators*; Online, Remote; February 2023

Sullivan, S. "Online engagement and student wellness: A mixed-methods study of students' experiences online and their well-being." *Scholarship of Teaching and Learning Conference*; Davis, CA; December 2022

Sullivan, S. "Digital Engagement in Undergraduates: A mixed-methods study of how students engage in a digital world and what that means for their well-being." *Critical Media Literacy Conference of the Americas*; Oakland, CA; October 22, 2022

Panelist Speaker "Paths to Recovery: Fall Reintegration" [UC Davis Advising Graduate Students \(AGS\) Conference](#); Sacramento, California (Virtual); September 1st, 2021

Invited Panelist Speaker "Addressing Educational Inequalities." *City Year Sacramento*; Sacramento, California (Virtual); February 17, 2021

Sullivan, S. Poster Presentation "Labor-based Grading Contracts and Paths to Increased Student Agency." *Creating Space UC Writing Conference*; Berkeley, California (Virtual); January 30, 2021

Sullivan, S. "Participant Observation Research of a Writing and Well-Being Course: An Interactive Workshop." *2nd Annual Conference on Writing and Well-Being*; Reno, Nevada (Virtual); January 4, 2021

Panel Chair Coordinator "Experiential Learning and Quality of Life: a Collaborative Learning Community Model for Undergraduate Education." *Student Success Conference 2020*; Tucson, Arizona; February 5, 2020

Sullivan, S. “Well-being development in teaching materials. Learning how to incorporate practices that can help students’ mental and emotional well-being throughout the semester.” *The Writing Program’s 2020 Spring Symposium*; Tucson, Arizona; January 13, 2020

Panelist Speaker “Legal Writing Meets ‘The Happiness Project:’ Contribute to Your Students’ Well-Being by Making Class a Happy Experience” and “Identity and Functionality in an Elementary Writing Workshop.” *Conference on Writing and Well-Being*; Tucson, Arizona; January 11, 2020

Sullivan, S. “Solution to What? Mulk Raj Anand's *Untouchable* and the Question of Technology.” *New Directions Graduate Conference*; Tucson, Arizona; April 6, 2019

Sullivan, S. “The Uses of Absence in Sappho’s Poetry” [revised]. *Undergraduate Humanities Research Conference*; Corvallis, Oregon; May 2018

Sullivan, S. “The Uses of Absence in Sappho’s Poetry.” *NW Undergraduate Conference in the Humanities*; Coeur d’Alene, Idaho; November 4, 2017

HONORS AND AWARDS

University Writing Program Travel Award

Awarded for traveling to the Conference on College Composition and Communication in Chicago and representing the University of California, Davis through presenting and research. April 2024

Award: \$800

Collaborative Teaching Award

The Collaborative Teaching Award recognizes two or more instructors who have worked together to design and implement a curriculum for a Writing Program class or professional development for Writing Program teachers. March 2023 Award: \$500 to be divided across one collaborative team

University Writing Program Travel Award

Awarded for traveling to the Conference on College Composition and Communication in Chicago and representing the University of California, Davis through presenting and research. February 2023

Award: \$800

Graduate Group in Education Fellowship for the Winter 2023 Quarter

Fellowship given for scholarly merit, financial need, and engagement in the

program through attending conferences where scholarly research was presented.

February 2023

Award: \$1,000

Council of Writing Program Administrators' Graduate Research Award (Co-author)

Co-authored the article draft titled, "Authenticity, Self-Compassion, and Self-Determination Theory: A Response to Power Inequities in Higher Education." The article grew out of a focus group that turned into a collaborative auto-ethnography about these issues. *March 2020*

Qualitative Observation Researcher

Research observer for a well-being-centered First-Year Writing course designed as a model to study the effects of socioemotional learning on undergraduate students in college writing contexts. *January 2020-May 2020*

Writing and Well-Being Advisory Group

Fellowship dedicated to developing a curriculum centered around well-being and mental health for first-year college students. *August 2019-May 2020*

Jonnie Raye Harper Teaching Award Nominee

Nominated by my academic advisor for a first-year teaching award. *May 2019*

Mary Holaday Award Scholarship, School of Writing, Literature, and Film, OSU

Awarded for having an exemplary essay application and an impressive academic record. *May 2018*

PROFESSIONAL DEVELOPMENT/SERVICE

Professional Development

- **Charles E. Scheidt Faculty Fellow in Atrocity Prevention**

Institute for Genocide and Mass Atrocity Prevention (I-GMAP), Binghamton University/SUNY

Selected as a Faculty Fellow to engage in cross-disciplinary scholarship and pedagogical innovation focused on atrocity prevention and human rights. The program includes guided learning with scholars and practitioners on Canvas, collaboration with an international cohort of faculty, and integration of atrocity prevention frameworks into existing curricula through engaged, student-centered teaching practices.

September 2025–June 2026 (Academic Year)

Volunteer

- **Student Organization Advisor: Rho Lambda San Diego State University** As an advisor for student organizations, I attend orientations and serve as a guide, ensuring student leaders understand policies from the handbook. I oversee activities, provide

signature authority on event approvals, and promote leadership development while sharing campus opportunities. I assist with officer transitions, identify potential issues, and encourage problem-solving. Additionally, I act as a liaison with faculty and staff, facilitate compliance examinations, hold annual meetings to clarify my role, and attend high-risk programs as needed.

September 2024-July 2025 (Academic Year)

- **First Generation Mentor**

Mentor for the First-Gen Grads Peer Mentoring Program at UC Davis which pairs first-generation graduate students together with different levels of experience. As a third-year graduate student, I was paired with a first-year graduate student.

January 2023-September 2023.

- **Recruitment Advisory Committee Member for UC Davis School of Education Dean**

Members of this committee identify highly qualified candidates for Dean, create a welcoming and inviting environment for prospective candidates, and provide advice and guidance to the Provost and EVC throughout the process.

October 2022-June 2023.

- **Member of the UC Davis Administrative Advisory Committee**

These Committees address topics such as the arts, child and family care, diversity, student services, and research, and provide an opportunity for all constituencies—Academic Senate and Academic Federation members, staff, graduate students, and undergraduate students—to participate in the governance of the campus.

September 2022-July 2023 (Academic Year)

- **UC Davis School of Education Dean's Student Advisory Council**

Members of the council help to discuss the program's success, improvements, and further recommendations based on survey data and the council's collaborative discussion groups. Some of the topics discussed included enrollment, mental health, and the Graduate Council of the Academic Senate review.

September 2021-July 2022 (Academic Year)

- **GPSC (Graduate & Professional Students Council)**

A judge for travel grants given to undergraduates at the University of Arizona across the disciplines.

January 2019- March 2020

- **Big Brothers Big Sisters Mentor 2.0**

Involved in mentoring high school students who have expressed interest in getting into college or other forms of higher education.

January 2019- March 2020

- **Terrain.org**

Created and distributed e-newsletters, conducted interviews, and reviewed books.
January 2019-June 2019

- **WriPACA (Writing Program Action, Curriculum, and Assessment Committee)**
Helped develop policies for undergraduate courses offered in the writing program at the University of Arizona.
September 2018-December 2018

TRAININGS/CERTIFICATES

- **California State University (CSU) Advanced Teaching Online using QLT** Individuals who have earned this badge have successfully completed the CSU **Advanced Teaching Online Using QLT** training course. This course builds on the introduction course for faculty in the CSU System with tools and teaching strategies for designing a fully online course. Faculty become experts with 10 sections of the Quality Learning and Teaching (QLT) Rubric, developing a conceptual theoretical framework guide, universal design learning, engagement tools/strategies, developing content, and assessment in online courses across 8 modules.
April 2025
- **California State University (CSU) Introduction to Teaching Online using QLT** Individuals who have earned this badge have successfully completed the CSU **Introduction to Teaching Online Using QLT** training course. This course introduces faculty in the CSU System to tools and teaching strategies for designing a fully online course. Faculty become familiar with the 10 sections of the Quality Learning and Teaching (QLT) Rubric, developing a conceptual theoretical framework guide, universal design learning, engagement tools/strategies, developing content, and assessment in online courses across 7 modules.
June 2024
- **SDSU Academic Application of AI (AAAI) Micro-credential**
Completed online canvas course training on artificial intelligence and its implications for academic applications.
June 2024
- **University Writing Program: Summer Online Instructors Work Summit** This half-day workshop centered on instructors who teach online writing courses. Instructors were required to provide a syllabus draft and lesson plan for this interactive “working” workshop that provided space to prepare teachers for their online courses.
May 2023

- **Strength through Equity & Diversity (STEAD) Faculty Search Committee Workshop**

Completed STEAD workshop training which aims to identify factors that can introduce bias into the faculty recruitment process and provides evidence-based approaches that will maximize the likelihood that excellent and diverse scholars will be identified, selected for offers and recruited onto the UC Davis faculty.

November 2022

- **[2020 ACCELERATE Asynchronously Self-Paced Course Certification](#)**

Awarded for completing a minimum of 15 hours of professional development as a commitment to equity and inclusion in remote/online teaching.

November 2020

- **[Sexual Assault Prevention for Graduate Students Certification](#)**

Awarded for completing sexual assault training and awareness course.

September 2020

- **Diversity in the Classroom Workshop**

4-week series focused specifically on safe zones, equality, unconscious bias, microaggressions, and diversity in general at the University of Arizona. *October 2019 -*

November 2019

- **Suicide Prevention Workshop**

Training focused on recognizing the signs of suicidal students and how to encourage them to seek professional counseling using the Question, Persuade, Refer (QPR) method.

October 15