NEW MEXICO
Public Education Department

REQUEST FOR APPLICATION (RFA)

New Mexico Math and Science High-Quality Instructional Materials (HQIM) Implementation Grants

RFA Released: June 4, 2025

Final Date to Submit RFA: July 18, 2025, by 4:00 p.m.

RFAs received after the final date will not be considered for funding.

The purpose of this Request for Application (RFA) is to build the capacity of local educational agencies (LEAs) and Regional Education Cooperatives (RECs) or Professional Learning (PL) Providers/Organizations with the knowledge and skills required to support strong math and/or science high-quality instructional materials (HQIM) implementation.

The PED's goal for this investment is to strengthen math and science instruction across New Mexico in LEAs to:

- inform and strengthen the math and/or science high-quality instructional materials (HQIM) adoption processes for future selection; or
- strengthen the implementation of math or science HQIM.

Applicants may apply for a grant in math or science to receive up to one hundred fifty thousand dollars ($150,000.00).

Application Checklist

Please complete the checklist below to ensure that all required information and actions have been completed before uploading your complete application to Canvas.

☐ Cover Page [PDF]

☐ Assurance Forms [PDF]

☐ Electronic narrative, no more than 8 pages, double-spaced, 12pt. font Calibri [PDF]

☐ Electronic Budget Information Sheet [Excel]

☐ Completed Instructional Material Implementation Plan (MATH or SCIENCE) [PDF]

☐ Subcontractor or Equipment Forms [if applicable] [PDF]

Applications must be uploaded to Canvas no later than 4:00 pm, July 18, 2025. Facsimile copies will not be accepted. The completed application packet must be uploaded in its entirety into the Canvas Assignment in Module 2. Requests for an extension of this date will not be granted. The PED reserves the right to deny an application if they do not meet the application requirements for cause.

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For program questions contact:
Anthony Burns, Anthony.Burns@ped.nm.gov | 505–470–5723
Shafiq Chaudhary, shafiq.chaudhary@ped.nm.gov| 505–231–7368

For fiscal/budget questions contact:
Valerie Padilla (Valerie.Padilla@ped.nm.gov | 505-827-7353)

BACKGROUND

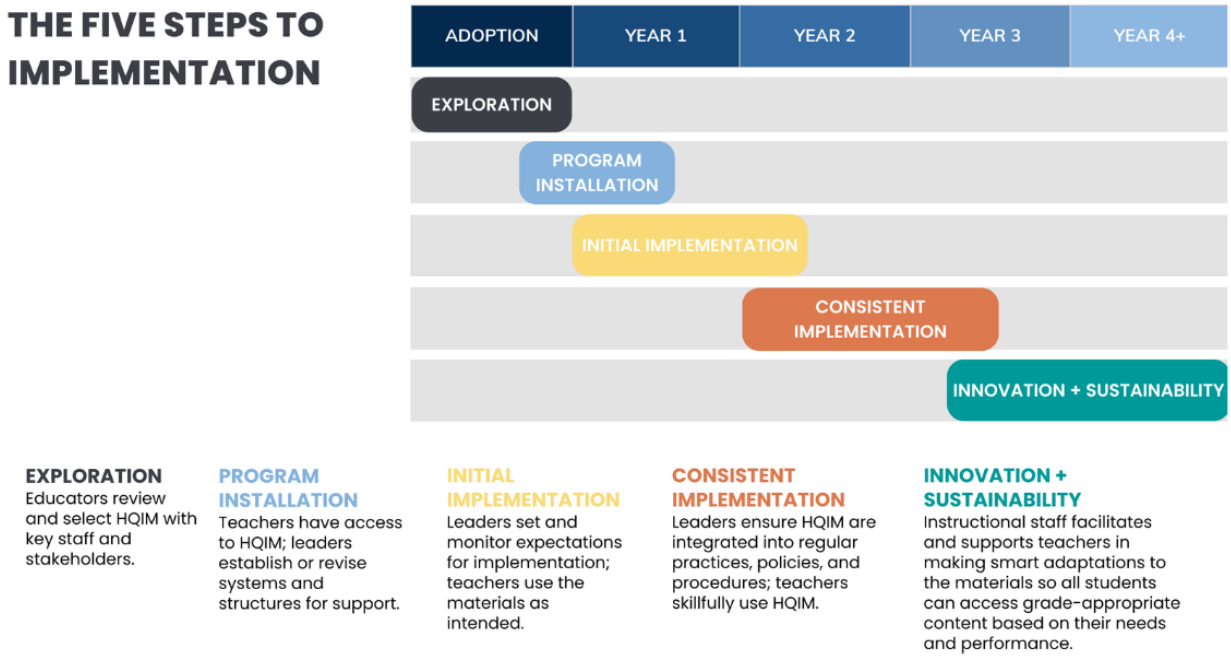
Research shows that access to HQIM is vital for improving teaching and learning. However, simply adopting HQIM is unlikely to yield substantial improvements**. Successfully implementing HQIM often requires a pronounced shift in approach and sustained effort from educators at all system levels.** And to advance student mathematics and science achievement, all educators and school staff have a role to play and actions to take.

New Mexico Math Instructional Materials Implementation Tool and New Mexico Science Instructional Materials Implementation Tool depict a clear and concise five-phase roadmap for successfully implementing HQIM (see Figure 1):

- Exploration
- Program Installation
- Initial Implementation
- Consistent Implementation
- Innovation and Sustainability

The tools outline key actions and success criteria for each phase. With checklist-style guidance, the user can quickly identify role-specific actions at the district, school, and teacher levels in each phase.

Figure 1: The Five Steps to Implementation.



Source: HQIM Implementation Tool created by RIVET Education

To apply for this grant, LEAs will use New Mexico's Math Instructional Materials Implementation Tool or New Mexico's Science Instructional Materials Implementation Tool for both the initial application and ongoing implementation measurement and monitoring. These tools are a roadmap for each phase of HQIM implementation and will help LEAs determine what key actions they have taken and have not taken throughout the math or science HQIM implementation journey. The tool will also highlight criteria for success to inform LEAs' strategic prioritization, planning, and spending decisions.

1. Preview and understand the entire instructional materials selection and implementation journey.
2. Identify which implementation phase you are in using the quick checklist at the beginning of each phase.
3. Determine the strength of your implementation and readiness for the next phase.
4. Analyze data and use the tool to determine which next steps are the most impactful to strengthen your adoption/implementation path.
5. Write and submit your application based on that analysis.

GOALS

The PED's goals for this investment are:

1) Support LEAs in implementing or planning for implementation of adopted HQIM as outlined within the Instructional Material Implementation Tools (MATH or SCIENCE). This may include a REC supporting LEAs with one or more of the phases of HQIM implementation, from exploration of HQIM through sustainability.
2) Promote expansion or creation of certified professional learning providers in New Mexico, at a REC or PL Provider/Organization to start revenue generating models that can be scaled.

ELIGIBILITY

Eligible entities are New Mexico PreK–12 public school districts or state-chartered charter schools (LEAs), RECs, or PL providers/organizations in collaboration with LEAs to build capacity.

LEAs that wish to apply do not need to include all schools within the district in its application to be eligible for funding. Similarly, not all schools included in LEAs' application may be funded.

All eligible entities awarded grant funding must sign and adhere to all assurances outlined in the Assurances form.

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Application Requirements

An electronic copy of the completed application packet must be received no later than 4:00 p.m. MST on July 18, 2025 in Canvas. Facsimile copies will not be accepted. The completed application packet must be uploaded in its entirety into the Canvas assignment, Application Packet Submission. Requests for an extension of this date will not be granted. The PED reserves the right to deny an application if they do not meet the application requirements for cause.

***For LEAs**, the application must include:*

1. Completed "Cover Page"[PDF].
2. Completed "Assurances Form" with all signatures [PDF].
3. Electronic submission of narrative, explaining your plan, no more than 8 pages, double-spaced, 12pt. Calibri font, inclusive of the following sections [PDF]:
    a. Summary – A detailed summary of the primarily reason for seeking funding to support HQIM adoption or implementation, benefiting PreK–12 students (specifically at-risk and students of color) and teachers by implementing adopted HQIM. This proposal must align with the PED Strategic Plan for Success and/or the NM Math Framework (for those proposals focused on mathematics).
        i. Include a description of the process and who was involved in collecting data and scoring your organization's New Mexico Math Instructional Materials Implementation Tool or the New Mexico Science Instructional Materials Implementation Tool. You may take the short Canvas course Navigating the Implementation Journey of High-Quality Instructional Materials to gain understanding and to assist you with completing your initial submission of the New Mexico Math Instructional Materials Implementation Tool and the New Mexico Science Instructional Materials Implementation Tool.
        ii. Include a summary of current implementation phase and the findings that informed this application. Answer the following questions:
            - What is your current phase of implementation?
            - Which criteria listed within that phase are missing and most vital for the organization to take action on, and why?
    b. Justification – A detailed narrative which includes:
        i. What specifically will the organization do to take action to strengthen implementation based on the implementation tool data analysis
        ii. What expenditures will you make to help you carry out your action plan
        iii. Include major goals for robust professional learning based on data and the action plan
        iv. How the program meets the eligibility criteria and student demographics
    c. Budget Overview – A detailed narrative of the amount of funding requested to carry out your plan through June 30, 2026, based on the prioritized actions, connected to

the electronic budget information sheet. Expenditures cannot supplant any federal, state, local, or other non-federal funds.

d. Program Timeline – Detailed outline of expected program benchmarks and milestones through at least June 2026.
e. Sustainability – Describe a clear and well-conceived plan for how this project will be funded and sustained once the grant award period has ended. Include how the continuing initiative is/will be aligned with the entities' NM DASH or EdPlan, if applicable. Include any and all additional funding streams that may be used to continue or improve the grant project/proposal after the grant award period.

4. Electronic submission of completed "Electronic Budget Information Sheet" [Excel Sheet].
5. Electronic submission of initial completed "Instructional Materials Implementation Tool" [PDF].
6. Electronic submission of completed Subcontractor or Equipment forms, if applicable [PDF].

***For RECs/PL Providers**, the application must include:*

1. Completed "Cover Page"[PDF].
2. Completed "Assurances Form" with all signatures [PDF], including for each LEA being served.
3. Electronic submission of narrative, explaining your plan, no more than 8 pages, double-spaced, 12pt. Calibri font, inclusive of the following sections [PDF]:
    a. Summary – A detailed summary of the primarily reason for seeking funding to support HQIM adoption or implementation for the LEAs you serve, benefiting PreK–12 students (specifically at-risk and students of color) and teachers by implementing adopted HQIM. This proposal must align with the PED Strategic Plan for Success and/or the NM Math Framework (for those proposals focused on mathematics).
        i. Include a description of the HQIM the LEAs have adopted, what is the current experience visiting classrooms to observe HQIM implementation
            - Of the classrooms observed, where are they in the HQIM implementation process with evidence? Use the New Mexico Math Instructional Materials Implementation Tool or the New Mexico Science Instructional Materials Implementation Tool as the reference point. You may take the short Canvas course Navigating the Implementation Journey of High-Quality Instructional Materials to gain initial understanding of the New Mexico Math Instructional Materials Implementation Tool and the New Mexico Science Instructional Materials Implementation Tool.
        ii. Based on the observations and prior experience within LEAs, what are the trends of key actions that LEAs should take to strengthen implementation?
    b. Justification – A detailed narrative which includes:
        i. What specifically will the organization do to take action to strengthen implementation of the partner LEAs based on the implementation tool data analysis
        ii. What expenditures will you make to help you carry out your action plan

iii. Include major goals for robust professional learning based on data and the action plan
iv. How the program meets the eligibility criteria and student demographics

c. Budget Overview – A detailed narrative of the amount of funding requested to carry out your plan through June 30, 2026, based on the prioritized actions, connected to the electronic budget information sheet. Expenditures cannot supplant any federal, state, local, or other non-federal funds.
d. Program Timeline – Detailed outline of expected program benchmarks and milestones through at least June 2026.
e. Sustainability – Describe a clear and well-conceived plan for how this project will be funded and sustained once the grant award period has ended. Include how the continuing initiative is/will be aligned with the entities' NM DASH or EdPlan, if applicable. Include any and all additional funding streams that may be used to continue or improve the grant project/proposal after the grant award period.

4. Electronic submission of completed "Electronic Budget Information Sheet" [Excel Sheet].
5. Electronic submission of initial completed "Instructional Materials Implementation Tool" for each LEA being served [PDF].
6. Electronic submission of completed Subcontractor or Equipment forms, if applicable [PDF].

Note: If awarded this grant funding, you must partner with LEAs participating in this grant program to support them through professional learning to sustain progress in HQIM implementation. Include signed, completed Assurances from partnering LEAs.

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NM HQIM Math/Science Implementation Grant Application Cover Page

Type of Educational Entity (check box below that best describes your organization)	
☐ Professional Learning (PL) Provider/Organization	☐ Public School District
☐ State Charter School/Local Charter School	☐ Regional Educational Cooperative (REC)

Applicant Information:			
Primary Person Applying or Responsible for Grant			
Full Name			
Title			
Email		**Phone**	
School District Superintendent/Charter School Leader			
Full Name			
Title			
Email		**Phone**	

Local Educational Agency (LEA)/REC/PL Organization Information:	
Name(s)	
Science or Math HQIM (CIM) Being Adopted/Implemented from Adopted Multiple List includes: ○ publisher, ○ HQIM title, ○ copyright, ○ grade levels If application is to support Exploration Phase then indicate "to be determined"	
Amount of Funding Requested:	

Participating Schools (List all participating schools, if applicable)	
LEA/REC Implementation Team (List names and roles of implementation team)	
Name	**Role**

PL Provider Team (List names and roles of PL provider team)	
Name	**Role**

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New Mexico HQIM Implementation Grant for MATH or SCIENCE Assurances Form — For LEAs

The Superintendent, Executive Director or an Appointed Authorized Representative must sign below to indicate their approval of the contents of the application, agreement of all the assurances below and the receipt of program funds. Initial all of the applicable assurances.

On_____(date) , 2025, _____(school awarded), accepts the state funds requested in this application. In consideration of the receipt of these grant funds, the entity agrees that the General Assurances form for all state funds and the terms therein are specifically incorporated by reference in this application. The entity also certifies that all program and pertinent administrative requirements will be met. In addition, grantees that accept New Mexico HQIM Implementation funding agree to the following assurances:

1. ___ Selected awardees will provide the New Mexico Public Education Department (PED) the evaluation information required in the End-of-Year Program Report (Appendix A) of the Request for Application.
2. ___Successful awardees will work with and provide requested data to the PED for the Grant Program within the timeframes specified, including student and school participation (attendance) data.
3. ___Selected awardees must participate in seven of the eight monthly online Community of Practice during the school year. At a minimum, participants should include the LEA implementation team and identified program manager.
4. ___Selected awardees must send the LEA implementation team to the closet PED Instructional Materials Regional Convening during SY2025–26 (the number of team members may be limited).
5. ___Awardees may be selected for a LEA site visit by PED to support compliance monitoring with the grant requirements.
6. ___Selected awardees must provide the PED sustainability data up to two years after the grant performance period ends, including capacity to sustain the implementation with future supports (e.g. ongoing professional learning, PLCs dedicated to HQIM implementation coaching, etc.).
7. ___Selected awardees must provide the PED verification of adopting a Science or Math HQIM from the PED approved adopted multiple list. If your application is to support the exploration phase then you will be required to select HQIM from the adopted multiple list and provide notification to Anthony Burns and Shafiq Chaudhary once you have selected the HQIM for implementation.
8. ___Selected awardees must, to the greatest extent possible, work with a PL provider selected from the NM HQPL Marketplace List or RIVET's Professional Learning Partner Guide.
9. ___Selected awardees must submit to PED their completed Instructional Material Implementation Tool indicating which phase they are at initially as well as an updated Tool by June 13, 2026 demonstrating how they have advanced their implementation.
10. ___Selected awardees will create and submit a detailed Implementation Plan for their math or science HQIM as indicated in the Performance/Outcomes Based Metrics below.
11. ___Selected awardees must utilize a PED-approved curriculum implementation monitoring and measurement tool to measure classroom implementation of HQIM.
12. ___The schools/entities will not discriminate against anyone regarding race, gender, national origin,

color, disability, or age.

13. ___Funded projects will maintain appropriate fiscal and program records and fiscal audits of this program will be conducted by the grantees as a part of their regular audits.
14. ___All records of the program will be retained for five years and access to those records will be available for the purposes of review and audit.
15. ___If any findings of misuse of these funds are discovered, project funds will be returned to the PED.
16. ___If any portion or component of this Assurances are not followed or violated, project funds will be returned to the PED.
17. ___The selected awardee will maintain sole responsibility for the project even though subcontractors may be used to perform certain services.
18. ___The selected awardees must show progress towards meeting the performance and outcome-based measures for SY2025–26 outlined below:

LEAs Awarded Entities Performance/Outcome Based Metrics

Deliverable Name	Due Date	Performance Metrics
Adoption and Implementation of a MATH or SCIENCE HQIM.	By September 30, 2025	• Documentation confirming purchase and adoption of MATH or SCIENCE HQIM (CIM), as determined by the PED Adopted Multiple List or HQIM Reviews website. This is measured by submission of invoices/contracts which show purchase from the authorized vendor. • If this grant will support you in the exploration phase, please submit a finalized budget showing a line item for purchase of the approved MATH or SCIENCE HQIM and an official letter from the district/charter school leader indicating it will be purchase. Then, submit invoices/contracts which show purchase from the authorized vendor by June 30, 2026.
Utilization of Instructional Material Implementation Tool (Math or Science).	By December 15, 2025	• Your implementation team will have completed a revised Instructional Material Implementation Tool (Math or Science), with a plan for high-quality professional learning based on your identified implementation phase. Revised Implementation Tool includes input from implementation team, teachers and leaders. Submit a copy to PED.

Utilization of PED approve monitoring and measurement tool.	By December 30, 2025	• Submission of initial data from the PED approval curriculum implementation change monitoring and measurements tool with analysis of next steps planned, as measured by data uploaded into the Curriculum Implementation Change Framework Data Dashboard, PLC agendas/minutes, artifacts from PLCs, communications with external stakeholders.
Implementation team attendance at one of the in-person regional convenings.	By December 30, 2025	• Submission of attendance verification at the Instructional Materials Regional Conference, as measured by sign-in sheets, pre-post-surveys.
Participate in a minimum of seven of eight monthly community of practice with PED staff.	By December 30, 2025	• At least the LEA implementation team and program manager have engaged in half of the required CoP sessions, as measured by sign-in sheets, artifacts submitted during sessions.
Participate in a minimum of seven of eight monthly community of practice with PED staff.	By June 13, 2026	• At least the LEA implementation team and program manager have engaged in the required seven out of eight CoP sessions, as measured by sign-in sheets, artifacts submitted during sessions.
Utilization of PED approved monitoring and measurement tool and Instructional Materials Implementation Tool.	By June 13, 2026	• Submission of data from the PED approval curriculum implementation change monitoring and measurements tool with analysis of next steps planned, as measured by data uploaded into the Curriculum Implementation Change Framework Data Dashboard. • Submission of updated Instructional Materials Implementation Tool that shows progress in moving substantially through a phase (i.e. from “Program Installation” to “Initial

		Implementation") as evidenced by data uploaded to the Curriculum Implementation Change Framework Data Dashboard, PLC agendas/minutes, artifacts from PLCs, communications with external stakeholders. • Submission of revised HQIM Implementation Plan demonstrating capacity to sustain your plan.

Name of District Superintendent/Charter School Leader	Date	Signature of District Superintendent/Charter School Leader	Date

Name of Program Contact	Date	Signature of Program Contact	Date

Note: If grant is approved, funding will not be awarded until all signatures are in place. Please attempt toobtain all signatures before submitting the application. Complete and attach after the Cover Page. If needed, additional copies of this page should be attached to include each participating school.

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New Mexico HQIM Implementation Grant for MATH or SCIENCE Assurances Form — For RECs/PL Providers

The Superintendent, Executive Director or an Appointed Authorized Representative must sign below to indicate their approval of the contents of the application, agreement of all the assurances below and the receipt of program funds. Initial all of the applicable assurances.

On_____(date)_, 2025, _____(entity awarded), accepts the state funds requested in this application. In consideration of the receipt of these grant funds, the entity agrees that the General Assurances form for all state funds and the terms therein are specifically incorporated by reference in this application. The entity also certifies that all program and pertinent administrative requirements will be met. In addition, grantees that accept New Mexico HQIM Implementation funding agree to the following assurances:

1. ___ Selected awardees will provide the New Mexico Public Education Department (PED) the evaluation information required in the End-of-Year Program Report (Appendix A) of the Request for Application.
2. ___Successful awardees will work with and provide requested data to the PED for the Grant Program within the timeframes specified, including student and school participation (attendance) data.
3. ___Selected awardees must participate in seven of the eight monthly Community of Practice during the school year. At a minimum, participants should include the REC implementation team and identified program manager OR PL team and identified program manager.
4. ___Selected awardees must send the implementation team or PL team to the closet PED Instructional Materials Regional Convening during SY2025–26 (the number of team members may be limited).
5. ___Selected awardees may be selected for a monitoring visit by PED to support compliance monitoring with the grant requirements.
6. ___Selected awardees must provide the PED sustainability data up to two years after the grant performance period ends.
7. ___Selected awardees must provide the PED verification of the district/state chartered charter school is adopting or implementing a Science or Math HQIM from the PED approved adopted multiple list.
8. ___Selected awardees must, to the greatest extent possible, work to be placed on the NM HQPL Marketplace or RIVET's Professional Learning Partner Guide for PL in support of math or science HQIM.
9. ___Selected awardees pursuing to become a certified professional learning provider of one or more of the math or science HQIM on the adopted multiple list will need to demonstrate certification upon completion.
10. ___Selected awardees must submit to PED the districts/state chartered charter school they are supporting withcompleted Instructional Material Implementation Tool indicating which phase they are at initially as well as an updated Tool by June 13, 2026 demonstrating how they have advanced their implementation.
11. ___Selected awardees will work with districts/state chartered charter schools to create and submit a detailed Implementation Plan for their math or science HQIM.
12. ___Selected awardees must support their districts/state chartered charter schools to utilize a PED-approved curriculum implementation monitoring and measurement tool to measure

classroom implementation of HQIM.

13. ___The schools/entities will not discriminate against anyone regarding race, gender, national origin, color, disability, or age.
14. ___Funded projects will maintain appropriate fiscal and program records and fiscal audits of this program will be conducted by the grantees as a part of their regular audits.
15. ___All records of the program will be retained for five years and access to those records will be available for the purposes of review and audit.
16. ___If any findings of misuse of these funds are discovered, project funds will be returned to the PED.
17. ___If any portion or component of this Assurances are not followed or violated, project funds will be returned to the PED.
18. ___The selected awardee will maintain sole responsibility for the project even though subcontractors may be used to perform certain services.
19. ___The selected awardees must show progress towards meeting the performance and outcome-based measures for SY2025–26 outlined below:

REC/PL Provider Awarded Entities Performance/Outcome Based Metrics

Deliverable Name	Due Date	Performance Metrics
Adoption and Implementation of a MATH or SCIENCE HQIM.	By September 30, 2025	• Documentation confirming the LEAs you are supporting with implementation have purchased and adopted MATH or SCIENCE HQIM (CIM), as determined by the PED Adopted Multiple List or HQIM Reviews website. This is measured by invoices/contracts which show purchase from the authorized vendor. • If this grant will support partner LEA(s) in the exploration phase, please submit a finalized budget showing a line item for purchase of the approved MATH or SCIENCE HQIM and an official letter from the district/charter school leader indicating it will be purchase. Then, submit invoices/contracts which show purchase from the authorized vendor by June 30, 2026.

Utilization of Instructional Material Implementation Tool (Math or Science).	By December 15, 2025	• Parnter LEAs implementation team will have completed a revised Instructional Material Implementation Tool (Math or Science), with a plan for high-quality professional learning based on your identified implementation phase. Revised Implementation Tool includes input from implementation team, teachers and leaders. Submit a copy to PED.
Implementation team attendance at one of the in-person regional convenings.	By December 30, 2025	• Submission of attendance verification at the Instructional Materials Regional Conference, as measured by sign-in sheets, pre-post-surveys.
Participate in a minimum of seven of eight monthly community of practice with PED staff.	By December 30, 2025	• At least the REC implementation team OR PL team and program manager have engaged in half of the required CoP sessions, as measured by sign-in sheets, artifacts submitted during sessions.
Utilization of PED approve monitoring and measurement tool.	By March 30, 2026	• Submission of initial data from the PED approved curriculum implementation change monitoring and measurements tool with analysis of next steps planned, as measured by data uploaded into the Curriculum Implementation Change Framework Data Dashboard.
Participate in a minimum of seven of eight monthly community of practice with PED staff.	By June 13, 2026	• At least the REC implementation team OR PL team and program manager have engaged in the required seven out of eight CoP sessions, as measured by sign-in sheets, artifacts submitted during sessions.
Utilization of PED approve monitoring and measurement tool.	By June 13, 2026	• LEA(s) you are supporting submit data from the PED approved curriculum implementation change monitoring and measurements tool with analysis of next steps planned, as

		measured by data uploaded into the Curriculum Implementation Change Framework Data Dashboard. • LEA(s) you are supporting Submit updated Instructional Materials Implementation Tool that shows progress in moving substantially through a phase (i.e. from "Program Installation" to "Initial Implementation") as measured by data uploaded to the Curriculum Implementation Data Dashboard, PLC agendas/minutes, artifacts from PLCs, communications with external stakeholders. • LEA(s) you are supporting submit a revised HQIM Implementation Plan demonstrating capacity to sustain their plan.
Certification as certified PL vendor.	By June 13, 2026	• Submit certification from publisher of math or science HQIM listed on the adopted multiple list as a certified professional learning provider.

REC Executive Director/Executive Director	Date	Signature of REC Executive Director/Executive Director	Date

Name of Program Contact	Date	Signature of Program Contact	Date

Note: If grant is approved, funding will not be awarded until all signatures are in place. Please attempt toobtain all signatures before submitting the application. Complete and attach after the Cover Page. If needed, additional copies of this page should be attached to include each participating school.

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Appendix A:

End-of-Year
Program Report

To be completed after award is received, due by July 6, 2026.

Each successful grantee awarded funding through the NM HQIM Implementation Grant is required to report, at a minimum, the following information to the PED on or before **July 6, 2026**, **that includes but is not limited to**:

- an updated HQIM implementation plan, including a summary of what planning occurred leading to next steps entity will take;
- a timeline of program implementation;
- progress within and between phases outlined in the HQIM Implementation Tool (MATH or SCIENCE);
- agendas from all planning meetings with attendance marked;
- the number of teachers/staff who attended planning meetings or participated inprofessional learning;
- the number of administrators who attended each planning meeting;
- names of stakeholders, coaches, and/or mentors who assisted with planning and participated in the community of practice;
- the number of teachers/staff who implemented and participated in the community of practice;
- the number of students who were impacted with implementation of HQIM;
- the gender, racial, and socioeconomic diversity of those students;
- agendas from training or events with attendance marked;
- a summary of which schools were represented at training or events;
- a narrative showcasing the impact on students, teachers, community engagement, school culture, and any other aspects that you have noticed, including artifacts and quotes;
    - for student work samples, please remove any and all personally identifiable information; and
    - for images with students included, please blurb student faces or provide consent forms; and
- attendance data which highlights the number of student and teacher participation.