



UMass Chan  
MEDICAL SCHOOL

# Lamar Soutter Library

Education • Research • Health Care

*Empowering the future. Preserving the past.*

The Library is your key to access a wide range of resources, services, and expertise including:

## Electronic Resources

- Databases
  - PubMed
  - UpToDate
  - Ovid
  - DynaMed
  - VisualDx
  - Scopus
  - ++ more
- eJournals
- eBooks
- Subject Guides
- Institutional Repository

## Services

- Interlibrary Loan
- Off-Campus Access
- Borrowing
- Technology Support
- Archives & Special Collections

## Events

- Curated Displays
- Author Talks
- Educational Gatherings
- Visiting Artists
- Workshops and Classes



## Clinical and Educational Services

- Clinical Instruction
  - Evidence Based Medicine
  - Expert Searching
- Systematic Review Support
- Nursing Resources and Reference Support
- Bibliometric Management Support
  - Endnote
  - Refworks

## Research & Scholarly Communication Services

- Research Impact Tracking
- Bibliometric Analysis
- NIH Public Access Compliance Support
- Research Data Management Services
- Copyright, Author Rights, Fair Use
- Scientific Writing
- Publishing Support



<https://library.umassmed.edu>

University Campus, 1<sup>st</sup> Floor

Staffed Hours: Mon-Friday

24/7 Access to UMass Chan/UMMHC Faculty

*And so much more. Got a Question? Just Ask!*

# Getting Started

## Human Subjects: Institutional Review Board

IRB

For  
Investigators  
(PI, Sub-I)

Go to **Getting Started** on our public website:

<https://www.umassmed.edu/ccts/irb/getting-started2/>



Read the **\*Investigator Manual document (HRP-103)** and any **SOP** documents you feel are relevant to your project (click the blue buttons on the webpage to find these documents).

Complete the education requirements for human subjects research found on the CITI program website. A link to CITI can be found on:

<https://www.umassmed.edu/ccts/irb/getting-started2/>



The list of course requirements can be found in our **Education Requirements** section: <https://www.umassmed.edu/ccts/irb/education-requirements/>

Complete training for the Research Management system (RMS) eIRB Module, found on the **\*eIRB Sharepoint** website:

<https://umassmed.sharepoint.com/sites/RMS/IRB>.

**Review at least the following video courses: PI Mini Course and RNI Course.** Courses 1, 2 and 3 are also recommended, as well as Course 4 if you plan to work with IRBs outside of UMass Chan.

**Review relevant Job Aids and other materials**

**Review relevant forms and templates.** For Human Subjects Research (HSR) projects, begin with **\*Investigator Study Plan (HRP-503)**. Follow its instructions to see if other documents also need to be reviewed

Document templates are located on the **\*eIRB Sharepoint website Library page** [HERE](#). **NOTE:** Always use a fresh template when filling out a new document for a study.



# Additional Steps

## For Clinical Research Preparedness



For  
Investigators  
(PI, Sub-I)



CRPG

Sign up for the Clinical Research Professionals Group (CRPG) by submitting a request via TRAcS [HERE](#).

CRPG members are kept informed via email announcements of pertinent changes or new developments at UMass Chan. In addition, CRPG meets once per month. Meetings are a forum for presentations and discussion on a variety of clinical research related topics.



Umassmed.edu  
EMAIL

Become accustomed to using and checking your **UMASSMED.edu email & Single Sign On (SSO) credentials.**

Per our IT data security policy, UMass Chan systems are only accessible via [umassmed.edu](http://umassmed.edu) credentials. *You must use them to log in.*

In addition, any emails you receive from our systems will also go to your [umassmed.edu](http://umassmed.edu) email account.

You may wish to ask the UMass Chan IT Department to either: 1) show you how to set up Outlook so that both your [umassmemorial.org](http://umassmemorial.org) and [umassmed.edu](http://umassmed.edu) accounts appear when you log in, or 2) have your [umassmed.edu](http://umassmed.edu) emails forwarded to your [umassmemorial.org](http://umassmemorial.org) account (note: this option may be going away soon).

Contact UMass Chan IT at [UMasChanHelpdesk@umassmed.edu](mailto:UMasChanHelpdesk@umassmed.edu) or (508) 856-8643.



Study  
Protocol

### Familiarize yourself with your Study(ies)

- Be sure to read your Study Protocol and other Study Documents carefully!
- Know the obligations and duties of your role and how to perform them.
- NOTE that the PI is ultimately responsible for all aspects of the study regardless of whether they delegate study tasks or not.



External  
IRBs

Bonus tip! If you will be working with an IRB that is NOT UMass Chan (External IRB) be sure to 1) familiarize yourself with all of their requirements, and 2) view *our* information online regarding Reliance Agreements [HERE](#).



**A MESSAGE DR. MARLINA DUNCAN**  
**Vice Chancellor for Diversity and Inclusion**

I am excited to welcome you to our UMass Chan Medical school community! At UMass Chan, we know that diversity, equity, and inclusion are central to achieving our mission. Our charge is to create a community of health care providers, researchers, and educators dedicated to advancing knowledge, health, and wellness in the service of the community, the nation, and the world. This requires bringing together and supporting the work of exceptional learners, faculty and staff from all backgrounds and all lived experiences. We recognize that talent is not bound by race, ethnicity, class, religion, national origin, sexual orientation, gender identity, age, and/or disability status. We also know that the advancement of knowledge and healthcare practices benefits from the full participation of people with a wide range of perspectives, experiences, and ideas. Our goal is to recognize, understand, and fight against barriers – prejudice, bias, and systemic barriers – that stand in the way of creating a truly diverse, equitable and inclusive UMass Chan Medical School. I wish you the best as you make a smooth transition to UMass Chan, and I look forward to working with you to advance our diversity, equity, and inclusion goals.

## **FACULTY PROGRAMMING**

### **NATIONAL CENTER FOR FACULTY DEVELOPMENT & DIVERSITY**

UMass Chan is an institutional member of the National Center for Faculty Development and Diversity. As an institutional member, faculty members, academic professionals and learners, including residents get access to the center's online resources which include workshops, webinars, and seminars on topics related to prioritizing and managing time, cultivating mentors, and maintaining work-life balance.

#### **DEI LIAISONS**

The DEI Liaisons group is composed of faculty representatives from each academic and clinical department. These faculty are tasked with staying abreast of the University and health systems diversity initiatives, priorities, and concerns. Led by the DIO, this group meets monthly to discuss updates, advise administrators on DEI-related concerns and issues, and provide mutual counsel and support across departments.

#### **AFFINITY GROUPS**

Affinity groups are identity or shared interest groups where faculty, learners, and staff can foster a community of belonging, collegiality, and support. We have a number of affinity groups faculty are welcome to join, including the African American, Latinx, Asian and Native American (AALANA) for faculty of color, Colorful Voices for staff of color, Veterans affinity group, LGBT affinity group, among many others.

### **DIVERSITY, EQUITY, AND INCLUSION FACULTY DEVELOPMENT EDUCATION**

We offer a series of workshops and training geared towards developing faculty's skillset around topics related to diversity, equity, and inclusion. Topics include fostering inclusive classrooms and labs, inclusive pedagogy, mentoring across difference, as well as developing DEI focused mission, vision, and values statements among many others.

# DIVERSITY, EQUITY, AND INCLUSION PROGRAMMING

## DIO CAMPUS READ

Every year, the DIO hosts a Diversity Campus Read featuring books that help our community better understand topics related to diversity, equity, inclusion, and social justice through many perspectives. In 2022, we featured *Medical Apartheid* by Harriet A. Washington and *The Sum of Us: What Racism Costs Everyone and How We Can Prosper Together* by Heather McGhee.

## CENTERING THE MARGINS

Centering the Margins is a monthly series with the purpose of creating a space for the UMass Chan community to gather and engage in informal dialogue around the lived experiences of diverse and marginalized populations. The goal of these dialogues is to mobilize our community to engage in social change.

## DIVERSITY, EQUITY, AND INCLUSION TRAINING SERIES

We offer monthly drop-in trainings on implicit bias, being an upstander and addressing microaggressions, inclusive communication, and inclusive leadership. All members of the UMass Chan community are invited to participate.

## DIVERSITY AND INCLUSION SIGNATURE EVENTS

Our institution owes a great deal to all of the groups who have made tremendous contributions to our history and existence. Each has a history of achievement, resilience, and success that we should celebrate. Through monthly programming, the DIO acknowledges and celebrates the historic events, figures, and communities who have contributed to our history. These events include Black History Month, LGBTQ+ Pride Month, Latinx/Hispanic Heritage Month, Juneteenth, Asian American Pacific Islander Month, and Native American Heritage Month, and many others.

## NATIVE AMERICAN AND INDIGENOUS HEALTH INITIATIVE

UMass Chan is committed to developing a deeper understanding of the relationship between the institution, the Native and Indigenous Peoples of this region, and the land on which UMass Chan is situated. We have partnered with members of the Nipmuc Tribe to create educational opportunities for our UMass Chan and surrounding communities to learn about indigenous health and healing.

## ANTI-RACISM CHALLENGE

We offer self-directed challenge providing participants with the opportunity to learn about several DEI themes as well as ways they can actively engage in anti-racist work. Each day is designed to feature a selection of recommended activities and probing questions to Read, Watch, Listen and Engage.

## UPNEXT!

DIO's weekly newsletter, UpNext! centers the narratives of our marginalized community members and highlights their accomplishments, as well as brings attention to diversity, equity, and inclusion issues. Listed in UpNext! are also all of our upcoming events and trainings.

## MEET THE DIO STAFF!



MARLINA DUNCAN, EdD  
Vice Chancellor of Diversity  
and Inclusion



LYNN HERNÁNDEZ, PHD  
Assistant Vice Chancellor of  
Diversity and Inclusion



TIFFANY COOK, MA  
Director of DEI Integration  
and Education



JANJAY INNIS, MDIV  
Communications Content  
Specialist



HOLLY BROWN  
Administrative Manager



ANGELA PRINTY  
Data Analyst



JORGE SANCHEZ, MD  
Program Director of Diversity and  
Inclusion at Commonwealth Medicine



JULES TROBAUGH, EdD  
Diversity Manager



FERNANDA GAMA  
Project Coordinator



CANDICE BROWN  
Project Manager

For more information, visit our website at:  
<https://www.umassmed.edu/dio/>





Office of Well-Being (OWB) empowers the UMass Chan community by promoting optimal well-being in six dimensions: emotional, physical, occupational, intellectual, social, spiritual.

**Better Health | Better Wellness | Every Day | Everyone**

Here are some of the programs and resources available to you:

#### Office of Well-Being SharePoint

Explore our page, check out all our OnDemand programs, and learn about the ways you can get involved with our office! To sign into SharePoint, you will be asked for your UMass Chan email and password. Use the QR Code for quick access!

<https://umassmed.sharepoint.com/sites/OfficeofWell-Being>



Access OWB SharePoint

#### Your Wellness Network

Available to you 24/7. Your **free virtual wellness resource** for fitness classes, lifestyle health coaching, mindfulness, and more! We recommend bookmarking the URL so you can come back as much as you would like! [www.ummswellness.com](http://www.ummswellness.com)

- You can take *Your Wellness Network* with you on the go by downloading the mobile applications. Downloading instructions can be found on our SharePoint site, under Wellness Program → *Your Wellness Network*:  
<https://umassmed.sharepoint.com/sites/OfficeofWell-Being/SitePages/Your-Wellness-Network.aspx>
- You can also register for one of our upcoming demo sessions to learn more about *Your Wellness Network* and all it has to offer on our “Upcoming Events” page
- Contact the Wellness Program: **508-856-1555** | [owb@umassmed.edu](mailto:owb@umassmed.edu)

#### Employee Assistance Program

**Confidential, free, brief, solution-focused counseling** with a licensed behavioral health clinician, available to help you manage and cope with a wide variety of work and/or personal stress. <https://www.umassmed.edu/eap/>

- Appointments available within 3-5 business days
- Available for in the moment emotional support via phone 24/7
- Legal and Financial consultation & referral
- Child and Senior Care information & referral
- Contact the EAP 24/7: **1-800-322-5327** | [eap@umassmed.edu](mailto:eap@umassmed.edu)

#### Your Work-Life Website

Free resources and support at your fingertips. Browse a robust library of articles and resources to support your well-being at every stage of life.

- <https://helpwhereyouare.com/CompanyLogin/1006/umasschan>

Company Code: OWBEAP

Visit our SharePoint to register for “Upcoming Events!”

## How to Get IT Help

### IT Helpdesk

**IT Employee Center:** <https://umassmed.service-now.com/>

**Phone:** (508) 856-8643

**Email:** [UMassChanHelpdesk@umassmed.edu](mailto:UMassChanHelpdesk@umassmed.edu)

**Location:** Main Campus Building, S1-112 across from T.H. Chan School of Medicine Student Lounge

#### Hours of Operation

Monday – Friday

**In-person Support:** 7:30 am – 5:30 pm

**Phone Support:** 7:30 am – 5:30 pm

**Live Chat Support:** 9:00 am – 5:00 pm

**Email Support:** Addressed in the order they are received; response within two business days

Classroom Technology Assistants (CTAs) are available to assist in the classroom with your technology needs. Please send audio visual meeting and event support requests to the IT Helpdesk with as much lead time as possible. Technicians are available for training and consultation by request.

## IT – Academic Technology

### Our Team

Patricia (Patty) Lanzillotti, Associate CIO, IT – Academic Technology

[Patricia.Lanzillotti@umassmed.edu](mailto:Patricia.Lanzillotti@umassmed.edu)

Abhilasha (Abhi) Yalamanchili, Senior Director, IT – Academic Technology (OASIS, PeopleSoft, Academic tool integrations)

[NutsandBolts@umassmed.edu](mailto:NutsandBolts@umassmed.edu)

Jenene Cook, Manager, IT – Academic Technology (Instructional Design & Technology)

[AcademicInstructionalDesignandTechnology@umassmed.edu](mailto:AcademicInstructionalDesignandTechnology@umassmed.edu)

Jack Cleary, Manager, IT Technical Services (Helpdesk)

[UMassChanHelpdesk@umassmed.edu](mailto:UMassChanHelpdesk@umassmed.edu)

Educational Need or Pedagogical Approach	Supporting Technology
Classroom polling and engagement technology	Top Hat <sup>+</sup>
Curriculum Management	OASIS
Digital exams and educational assessment technologies	ExamSoft <sup>+</sup> , Blackboard Learn <sup>+</sup>
Educational authoring applications	Blackboard Learn <sup>+</sup> , Articulate Rise* & Storyboard*
Instructional Design (online courses, Independent Learning Modules)	Blackboard Learn <sup>+</sup> , Articulate Rise* & Storyboard*
Learning Management System (LMS)	Blackboard Learn <sup>+</sup>
Lecture Capture	Echo360 <sup>+</sup> , Zoom <sup>+</sup>
Specialty teaching & learning technology (Virtual Microscopy)	Best Network
Video platform systems	Echo360 <sup>+</sup>

<sup>+</sup>Standard group trainings are available July-August. Additional trainings and consultations are available upon request.

\*Licenses are limited to Academic Technology team; tools are used to provide associated services.



**DRIVE**

Diversity, Representation and Inclusion for Value in Education

[www.umassmed.edu/DRIVE](http://www.umassmed.edu/DRIVE)

# Teaching & Learning at UMass Chan

## What is my role in utilizing this tool?

*This document is for anyone interacting with learners, including, but not limited to, faculty, residents, small group facilitators, and student group leaders, all of whom are an integral part of UMass Chan.*

*In aligning with our institution's values, we ask that you prioritize and model diversity and inclusive learning in your work and that you also speak up and provide feedback to others.*

## What are the values of DRIVE?

- To promote a representative and bias-free curriculum across our learning environments
- To enhance the representation and inclusion of diverse populations in all our educational activities
- To make space for conversations to advance inclusivity in our community

## What is bias?

We define bias as a preference. Implicit bias is an unconscious response which can be recognized and mitigated. Explicit bias is overt and demonstrates intention. Bias negatively impacts our ability to learn from and with each other. You can explore further by completing this [independent learning module](#).

## What is expected of me?

- Question your assumptions
- Use the [Curriculum Appraisal Tool](#) when developing educational materials
- Identify available resources to reduce bias in your learning materials
- Explicitly welcome feedback when presenting information to learners

## Curriculum Appraisal Tool Quick Links:

**1**

### [Setting the Context](#)

Understanding learners' personal experiences, intersectionality, and microaggressions

**2**

### [Language and Terminology](#)

Using people centered and inclusive language

**3**

### [Images and Media](#)

Showing a range of characteristics and avoid reinforcing stereotypes

**4**

### [Research and References](#)

Being attentive to how race is defined and represented in research

**5**

### [Population and Patient Cases](#)

Intentional inclusion of demographics and impact of SDOH

**6**

### [Closing the Loop](#)

Look into evaluations to find ways for continuous improvement



Questions? Support? Suggestions for improvement?  
Contact [drive@umassmed.edu](mailto:drive@umassmed.edu) or use the QR code to submit anonymous feedback



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# Women's Faculty Committee

## Women's Faculty Committee Mission Statement

The Mission of the Women's Faculty Committee (WFC) of UMass Chan Medical School/UMMH is to address the needs of women faculty and promote the status of women in the UMass Chan Medical School and the UMass Memorial Health Care clinical system.

### Our goals include the following:

- To encourage the hiring, promotion, and retention of women faculty
- To provide appropriate programming and special events to enhance career development.
- To provide oversight in hiring individuals in administrative and leadership positions in the school and clinical system as well as oversight of the composition of the major committees in each system so as to have fair representation.
- To promote Women's Health initiatives in the clinical system and medical school curriculum.
- To provide mentoring of medical and graduate students for careers in clinical and academic medicine.
- To create a supportive and welcoming environment so women faculty may grow in their roles as clinicians, educators, researchers, scholars, leaders, and mentors.

### The WFC Sponsors the following annual events:

- Women's History Month event celebrating the national theme (the 2023 Women's History Month Theme is "Celebrating Women Who Tell Our Stories") – March 2023
- Women's Health Month event highlighting local research in health topics – May 2023
- Women's Faculty Awards ceremony celebrating the accomplishments of UMass Chan Faculty in education, research, and mentoring

### Contact Information:

- Co-chairs: Alexandra Wink, PhD (Basic Science – [Alexandra.Wink@umassmed.edu](mailto:Alexandra.Wink@umassmed.edu)) and Joyce McIntyre, MD (Clinical – [Joyce.McIntire@umassmemorial.org](mailto:Joyce.McIntire@umassmemorial.org))
- Faculty Affairs Support: Peggy Clancey ([WomensFacultyCommittee@umassmed.edu](mailto:WomensFacultyCommittee@umassmed.edu))

**The WFC meets over Zoom on the first Thursday of each month at 12:00 noon. Contact [WomensFacultyCommittee@umassmed.edu](mailto:WomensFacultyCommittee@umassmed.edu) for the Zoom link. Meetings are open to all, regardless of gender identity and faculty status.**

## Private Funding, How to work with Office of Advancement

<http://www.umassmed.edu/advancement/>

Connie Johnson, PhD, Director Corporate and Foundation Relations;

[Connie.johnson@umassmed.edu](mailto:Connie.johnson@umassmed.edu)

Prescott Stewart, Executive Director of Advancement; [Prescott.Stewart@umassmed.edu](mailto:Prescott.Stewart@umassmed.edu)

### What is the Office of Advancement?

- We raise money from private sources: individuals, corporations and foundations
- Raised FY21 >\$45M, above and beyond the \$175M naming gift from the Chan family
- We are ca. 25 people
- We work as partners with our faculty, researchers, and staff

**The money we raise supports** education, research, health care delivery and public service

**Our work** is to identify, cultivate and solicit donors to support the institution and programs

### Some of our services for you include:

Identify funding sources

- Customize searches with [https://pivot.proquest.com/funding\\_main](https://pivot.proquest.com/funding_main)
- Show you tips and shortcuts to get good results

Weekly email from “UMASS Chan Office of Advancement: Private Funding Opportunities”

- email [developmentfundingdigest@umassmed.edu](mailto:developmentfundingdigest@umassmed.edu) with your name to be added to the list.
- Each week includes listing of latest announced funding notices, with all relevant links
- Includes specialized opportunities for junior faculty, clinicians, postdocs, and more

Proposal Development

- Give a “Lay-person” perspective on your Letter of Interest (LOI) or proposal narratives
- Provide editorial assistance with writing and descriptions
- Align requests with funders priorities

Help with your relationships with Individual donors

- Contact us for assistance discussing your work, creating proposals, and communicating your research.
- We can help with strategy for introductions, cultivation and networking.

**We’re available to meet with you**

**Thank you for the important work you are doing**

# Our Leadership

**Amy Miarecki**

Assoc VC, Grants Contracts Admin

**Cheikh Camara**

Director, Sponsored Programs

**Bethanne Giehl**

Director, Grant Accounting &  
Compliance

**Rajeshwari Bhat**

Director, Grants & Contract Admin

**LaKeisha Gandy**

Director, Research Admin Services



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**Welcome to  
Grants and  
Contracts  
Administration**

**Grants and Contracts  
Administration**

UMass Chan Medical School  
55 Lake Avenue North







# Our mission

**The mission of Grants and Contracts Administration (GCA)** is to support principal investigators (PI's) and departments in proposal development, submission, award acceptance, and management of all extramural funds in compliance with University and sponsor guidelines.

# Our services

GCA is responsible after award for compliance with non-technical sponsor requirements.

GCA has responsibility for various systems required by the federal government, for providing management reports, and for keeping abreast of major grant/contract regulations changes.

For additional information and more details about GCA's services, please visit our [SHAREPOINT SITE](#).

## **GCA Offices**

### **Office of Sponsored Programs (OSP)**

OSP supports faculty and staff as an information resource on all aspects of research administration from idea to award. They aid in locating sources of funding, reviewing and approving proposals, negotiating grants and contracts, and development and dissemination of institutional policies related to research administration.

[research.funding@umassmed.edu](mailto:research.funding@umassmed.edu)

### **Grant Accounting & Compliance**

Grant Accounting is responsible for the financial review and management of restricted and externally sponsored funds. Following applicable Medical School and funding agency policies, these activities include establishing chartfield strings and budgets for new funds, review and approval of expenditure activity, cost transfers and financial closeout. Additional activities include sponsored project billing, accounts receivable management, preparation and submission of financial reports and external audits.

[GrantAccounting@umassmed.edu](mailto:GrantAccounting@umassmed.edu)

### **Cost Analysis & Compliance**

The Cost Analysis & Compliance department provides a wide range of services and oversight relating to ensuring the University's compliance with the Uniform Guidance and the Cost Accounting Standards. The division is also responsible for ongoing compliance, the compilation, submission, and training regarding the University's indirect cost proposal.

[rajeshwari.bhat2@umassmed.edu](mailto:rajeshwari.bhat2@umassmed.edu)

# Institutional Research, Evaluation, & Assessment's Role and Function



The **mission** of the **Office of Institutional Research, Evaluation, & Assessment (IREA)** is to provide support to the Office of the Dean/Provost, Office of the Chancellor, and external reporting functionality to the University of Massachusetts President's Office as well as state and federal organizations. IREA reports to the Vice Provost for Educational Affairs providing an umbrella of support across the three schools comprising the UMass Chan Medical School campus.

**The Office of IREA has four *primary* goals:**

**Goal 1:** Responsible for gathering, analyzing, and reporting the data which supports numerous critical functions outlined in the UMass Chan Medical School's mission, including administrative reporting (e.g., educational performance measures and quality indicators for mission-based management), and accreditation for LCME, NECHE, and CCNE. [Total=93.5 IR surveys]

**Goal 2:** Provide assessment consultation on test construction, student examination scores and grading, conduct item and test analyses, and produce associated reports for students and faculty.

**Goal 3:** Deliver curricula evaluation support by providing instrument design and production services, data analyses, evaluation, interpretation of results, and course evaluation reporting. ***This includes support to faculty who need evaluation data for promotion.***

**Goal 4:** Conduct research in healthcare education, as well as provide consultation on and assistance with research design, instrument design, data collection and analyses, interpretation of results, preparation of abstracts and papers for submission to journals and conferences, and outcomes to support centrally funded education grants and scholarly activity.

## **IREA team members:**

Susan Barrett, MS; Institutional Research Analyst II  
Moya Pemberton; Institutional Research Analyst II  
Brianna Robuccio; Institutional Research Analyst II  
Ashlyn Roy; Institutional Research Analyst II  
Carl Davery Bland; Institutional Research Analyst III  
Michele Carlin; Institutional Research Analyst III  
Michael O'Connor, MA; Institutional Research Analyst III  
Wei Xia, MA; Institutional Research Analyst III  
Mary L. Zanetti, EdD; Senior Director

Feel free to contact us at [IREA@umassmed.edu](mailto:IREA@umassmed.edu) for assistance.

New Faculty Orientation, January 11, 2023  
Prepared by Mary L. Zanetti, EdD, Senior Director for IREA