

Research Administration Advisory Council (RAAC)

Committee-at-Large

Tuesday, February 16, 2021, 3:00 – 4:30 pm

Zoom Meeting

MINUTES

Attendees:

Andrea Anderson – ORSP	Jennifer Huntington – Ross School	Susan Powell – Engineering
Amy Bellas – BEC	Laura Kaminski – Ford School	Craig Reynolds – ORSP
Beth Brant – Medical School	Karen Kirchner – Nursing	Jane Sierra – Medical School
Cheri Brooks – ISR	Patrick Lagua – Dentistry	Danielle Smith – LSI
Linda Chadwick – ORSP	Mindy LaRocca – Public Health	Ken Sylvester – U-M Flint
Constance Colthorp – ORSP/Sponsored Programs	Cathy Liebowitz – ISR	Debbie Talley – Sponsored Programs
Cindy Dames – ORSP	Maureen Martin – Found. Rel.	Michelle Terrell – SMTD
Lori Deromedi – UMOR	Charlie Mattison – ISR	Anne Thomson – LSA
Kathy Devereux – UMOR	Jan Mitchell – Pharmacy	Pat Turnbull – U-M Dearborn
Chris DeVries – RAAC	David Mulder – ORSP	Bryan VanSickle – Sponsored Programs
Stephanie Hensel – Education	Becky O'Brien – Information	Rick Wintergerst – Engineering
Teresa Herrick – SEAS	Carolyn Pappas – ITS	

1. **Welcome** (*Craig Reynolds*)

Craig called the meeting to order at 3:00 p.m.

Membership Updates:

- Susan Powell is the new Research Administration Assistant Director for the College of Engineering and succeeds Linda Forsyth who has retired.
- Patrick Lagua is the new Training Subcommittee Chair succeeding Judy Carrillo.

2. **Presentation:** RAAC Communications Subcommittee Update (*Cathy Liebowitz*)

Attachment #1

Membership Updates:

Since the last update, we have added three new members to the subcommittee:

- Sarena Nuttal, Medical School
- Sally Sivrais, Medical School
- Ashley Tyler, Sponsored Programs

Accomplishments:

RAN Meetings:

- Conducted three RAN meetings:
 - February, 25, 2020 – we had 99 in-person and 124 remote attendees;
 - May, 20, 2020 – this was our first fully online meeting and we had 439 attendees.
 - October 27, 2020 – we conducted this meeting jointly with UMOR and they held the Staff Awards ceremony virtually, following RAN.

Surveys: Three surveys went out for RAN meeting feedback.

- Pre-survey went out to help identify effort-related topics for the upcoming February 25, 2021 meeting. There was a very high response rate and a high desire to learn about common red flags, and tips, tricks, and resources related to effort. Unfortunately it could not be put together for this meeting, but is planned for the May 2021 meeting.

U-M Research Administration (RA) Forum:

- Launched the RA Forum and have 191 members and is growing.

Communications Feedback:

- RAPid Communications on a variety of topics
- Updates the Communications Best Practices Guide.

Webpage Review:

- Updated the Manage Project Landing Page.

In Progress:

- Working on the February 25, 2021 RAN meeting with focus on DEI and showcasing the RA Forum.
- Open for communications input opportunities.
- ORSP Webpage review.
- Manage/promote U-M RA Forum on Workplace.
- Collaborate with RAAC DEI workgroup.

Craig is curious about the nature of the conversations on the RA Forum – are they more social in nature or work-related? Cathy responded that it is a little bit of both. The RAAC Communications Subcommittee has used the Forum to re-broadcast messages from RAPid communications. The forum started the year with 120 members and now has 190+. We are going to do a demo at the February 25 RAN meeting on how to sign up, how to use it, etc. in hopes to get higher participation to help out for those harder questions/requests (i.e., budgets).

Constance mentioned that we should include guidance for ORSP/Sponsored Programs members as well.

3. **Presentation:** MICORES Process for sIRB Requests (*Lori Deromedi*) Attachment #2

Lori Deromedi gave a reminder about a new core in the MiCORE platform. The UMICH Single IRB (sIRB) Review Core may be utilized to request that a U-M IRB be the sIRB for a cooperative (multi-site) human research project. You need to go through the new core to request sIRB. Cooperative research is the same but not necessarily each site is using the same protocol but work from one.

Using sIRB Core has a few quirks – each PI looks like a PI Lab. Need to set up for each PI associated with the study. MiCORE requires 8 weeks prior to proposal submission to get a sIRB request.

Becky mentioned that not all PIs are in the MiCORE system, and how should those be handled? Lori responded that If you do not see the PI, do not continue with the sIRB but email the MiCORE team. Lori will send the email information to the group.

4. **Update:** Upcoming and Overdue Report List (*Andrea Anderson*) Attachment #3

The first Overdue Report List went out in January. The list includes all upcoming final/overdue reports for NIH/NSF/ONR Chicago (who does not email overdue reports). Make sure you get reports submitted quickly.

Deliverables Project: (for federal projects)

The new business process will utilize the eRPM Deliverables functionality in Award Management on all federal projects for:

- Final Progress/Technical Reports
- Final Hardware/Software/Other Items

Started using Deliverables function with the College of Engineering for the final Technical/Progress report on all sponsored projects

The new process is designed to:

- Ensure institutional compliance with the terms and conditions of federal awarded agreements.
- Reduce institutional risk and potential loss of federal funding.
- Improve the efficiency, timeliness, and transparency of the project closeout process.

Project teams will:

- Use the Deliverables activity in eRPM for federal projects to record the submission or entry of the Final Technical Report to the sponsor or sponsor system.
- Receive email reminders from eRPM.
- Be alerted through automated notifications about any delinquent Final Technical Reports.
 - Now entering the deliverables in eRPM. If there are extensions it will be updated.
 - When they are due.
 - When they are submitted.

Patrick asked for clarification on deliverables – do you mean final RPPR? Andrea affirmed that this is correct and it is only for federal sponsors. Patrick asked if the activity Andrea outlines needs to wait until ORSP submits RPPR. Andrea responded that it does need to happen after ORSP submits.

Beth asked if there is a way to see all of the deliverables in a list or queue. Carolyn said there is not one to date. Beth mentioned it may be hard to ensure compliance without something like this.

Patrick asked if perhaps there is a way for the activity to be run when ORSP sends an RPPR. Andrea responded that the final report is submitted in eRA Commons, and we don't have a link between the two systems. However, she will take this back to her team to see what can be done to reduce the effort involved.

Anne asked if there is any way to refresh the report between the monthly issuance. There are often needs for up-to-date information that may not coincide with the monthly report timing. Andrea responded that right now, only one person is administering the report. She will see if there is a way for the units to obtain the information themselves.

Craig asked about the other types of final reports (property/invention reports). What is happening with them? Andrea responded that those will be included in subsequent phases of the project.

5. **ORSP Update** (*Craig Reynolds*) **Attachment #4**

Other Support:

- NIH is releasing new forms/updates for Other Support. Stay tuned.

At-Risk Proposals under U-M Deadline Policy:

- 18% of proposals were at-risk (doubled since January 2020) and Craig asked to get it down to 10% to be sustainable and to help ORSP get all deadline-driven proposals submitted.
 - If it does not decrease to 10% or less, an At-Risk waiver requirement may be instituted.
- The percentage of At-Risk proposals has been declining since September 2020, after leveling off..
 - Craig thanked everyone for reducing the amount of At-Risk proposals, and to keep up the good work to get it down to 10% to eliminate further conversations.

Contract Negotiations to reduce turnaround times.

Risk-informed Approach:

- In collaboration with OGC and OCA, ORSP has developed a framework to identify low-risk agreements where there is flexibility to accept them “as-is” and will take a different approach on how ORSP approaches the contract.

Examples of low-risk agreements: a \$50K foundation grant to put on a conference, award instrument, \$110K State of MI grant to conduct research that has no applicable compliance requirements.

The framework factors in the probability of a negative outcome from the business impact if agreement is low risk. ORSP will no longer negotiate:

- Alternative Dispute Resolution
- Governing Law
- Parties and Corporate Name
- Record Retention and Access
- Termination
- Warranties

ORSP will only negotiate low-risk projects if relevant to project activities:

- Confidentiality
- Compliance
- Intellectual Property
- Publication

For low-risk projects, ORSP will continue to negotiate:

- Financial Terms
- Indemnification
- Insurance
- Multiple Languages
- Publicity and Use of Name/Logo

Since there is a human element to contract review, the ORSP PRs will be overseeing and can override the calculation based on their experience or other factors. ORSP will read the agreement, but not negotiate with the sponsor if it is a low-risk agreement. Will negotiate a

medium - high-risk agreement if relevant to project activity, otherwise accept without negotiation. This will reduce the amount of time that ORSP PRs spend on low-risk projects. Looking to reduce by half to be able to work more on high-risk agreements. ORSP will also no longer route an Agreement Acceptance Requests (AAR) for governing law. Will still negotiate change orders.

Jane asked if ORSP is planning on putting the level of risk category on the PAF. Craig responded that they are still working on the best way to get project teams information with less work required for low-risk agreements. There will not be a check box, but an area to comment. Andrea will add to the list.

There was a question about whether units may run an version of the overdue report to find out if a PI submitted a report. Linda responded that while ORSP is able to run the upcoming and overdue report on an ad-hoc basis, they are currently not able to provide that as a query to the units. There are manual updates to the monthly report to ensure consistency of information. In addition, the ONR information is not updated throughout the month (only on the 10th). Please contact Linda Chadwick if/when a unit might need an interim report.

6. **ITS Update** (*Carolyn Pappas*)

Completed the upgrade after holiday break in January. People like the look and feel of the upgrade. Moving on new enhancements that were backlogged.

Planning a regular update in the first week of April. Will include ability to add a second named administrative contact. It will perform the same as for a primary contact.

7. **Sponsored Programs Update** (*Debbie Talley*)

Staff Update:

- Two new accountants stated recently – Aleesa Toman (formerly with Sponsored Programs) and Linda Stehle (new to the department)
- We also hired Scott Stanfill, and have two new staff in the ASG area handling Uniform Guidance reports.

NSF Audits:

We received sample selection and it involves 39 projects throughout the university. Bryan is working with the audit team on what questions will accompany the sampled transactions. The questions will probably go out in a couple of weeks. If you have any questions, reach out to Bryan. This will help NSF to produce a guidebook on disruptions from pandemics, etc. Want real-time information before it is forgotten.

Normally we would be wrapping up the single audit, but we have an extension. Looking at areas such as Financial Aid and Debbie did not think it would affect anyone from this group.

8. **RAAC DEI Workgroup Update** (*Chris DeVries*)

Attachment #5

Membership:

- Twelve people make up the workgroup with also two UROP students.

Mission: Develop, foster, and guide a diverse and inclusive research environment at the University of Michigan.

Goals:

- Promote a culture that encourages every voice to be heard, individual to be judged based on skills, allow opportunity for growth at all levels.
- End university policies and procedures that contribute to the demographic disparities in RA positions.
- Enable and facilitate cross-university hiring teams to promote diversity and inclusion for the RA community.
- Continually educate the research administration community on issues of anti-racism and DEI.

Updates since November 2020:

- Added two new members from Michigan Medicine.
- Formed two small workgroups to focus on communications and HR.
- Discussed how our work intersects with current events.
- Initiated discussions about how to make our work more visible (e.g., RAN meetings)

Upcoming:

- Will provide more information at the February RAN meeting.
- We plan to deploy a survey to the RA Community for DEI needs and opportunities.

Resources:

- Unconscious Bias Learning Suite from Organizational Learning.
- 28 Days of Black History from the Anti-Racism Daily.
- Racial Equity Framework from Taubman College.

The workgroup is always looking for help and new members for the RAAC DEI workgroup. Please reach out to Chris with any questions.

9. **Closing and Future Meetings** (*Craig Reynolds*)

Meeting adjourned at 4:15 p.m.

RAAC Committee-At-Large Meeting Dates

- Tuesday, March 16, 2021 (*Jennifer Huntington*, RAAC Metrics Subcommittee)
- Tuesday, April 20, 2021 (*Melissa Karby*, RAAC Process Subcommittee)
- Tuesday, May 18, 2021 (*Patrick Laguna*, RAAC Training Subcommittee)

Executive Committee Meetings (*all meetings 3:30-5:00 p.m., unless otherwise noted*)

- Tuesday, March 9, 2021
- Tuesday, April 13, 2021
- Tuesday, May 11, 2021

Research Administration Advisory Council Communications Subcommittee

Update to RAAC Committee At-Large
February 16, 2021



Communication Subcommittee Charge



The RAAC Communications Subcommittee seeks to:

- **Identify and assess the communication methods** currently used at U-M for research administration
- Once identified, **work to develop improved systems** that support robust, consistent and effective communications within the research administration community
- **Recommend best practices** by topic, purpose, and/or method
- **Facilitate and foster communications to and among research administrators by conducting the quarterly** Research Administrators Network (RAN) meetings

Communication Subcommittee Members



- Daniela Marchelletta, ORSP
- Constance Colthorp, ORSP and Sponsored Programs
- Cindy Dames, ORSP
- Lori Deromedi, UMOR Compliance
- Chris DeVries, ORSP and Sponsored Programs
- Dan Green, LSA
- Cathy Liebowitz (Chair), ISR
- Amy Lingle, Engineering
- **Sarena Nuttal**, Michigan Medicine
- Becky O'Brien, School of Information
- **Sally Sivrais**, Michigan Medicine
- **Ashley Tyler**, Sponsored Programs
- Eric Ward, ORSP

New members since last update in Nov 2020:

Medical School Representatives:

*Sarena Nuttal, ULAM - Michigan Medicine
Sally Sivrais, PM&R - Michigan Medicine
Sponsored Programs: Ashley Tyler*

Still Need:

Replacement for Tina Wells (UMTRI), due to retirement

Possibly additional voices from Small Schools and Colleges

Accomplishments in 2020



- RAN Meetings
 - February 25, 2020 - 99 in-person, 124 remote attendees
 - May 20, 2020 - First fully online meeting; 439 attendees
 - October 27, 2020 - Joint with UMOR Staff Awards; 311 attendees
- Surveys
 - Post May 2020 RAN - Most prefer shorter, online format
 - Post Oct 2020 RAN* - Relevance and organization highly rated, comments on missing the networking aspect
 - Pre-Feb 2021 RAN** (Topic: Effort) - High response; high desire to learn more about common red flags; and tips, tricks, and resources related to effort



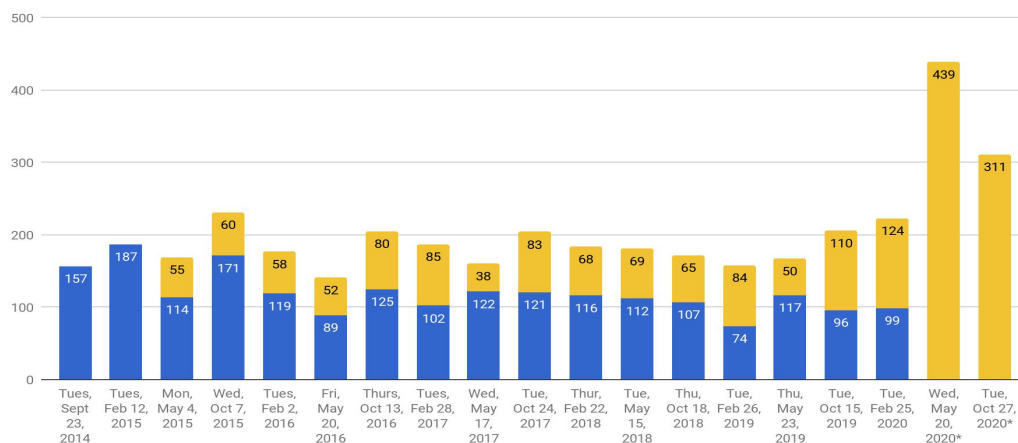
* very low response rate (24)

** very high response rate (127)



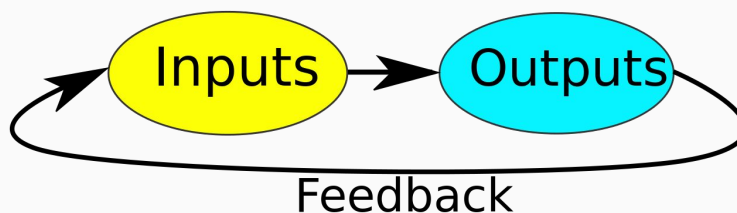
RAN Meetings: The Numbers

Total RAN Attendees per Meeting: In Person Sign In (Blue) & Remote Login (Gold)



Accomplishments in 2020 (continued)

- Research Administration Forum - launched September 2020, for Research Administrators' Day; as of 2/15/2021, 191 members strong and growing
- Communications Feedback
 - RAPid Communications on a variety of topics
 - Update to Communication Best Practices guide
- Webpage Review - Manage Project Landing Page updated



In Progress:



- RAN Meeting Planning -
 - February 25, 2021
 - May 19, 2021
- Additional Communications Input Opportunities -
 - We are open for business
 - We are working on proactively planning and developing content for communication
- Web page review, consistency checking, and feedback
- Manage/promote Research Administrators' Forum on Workplace
- Collaborate with RAAC-DEI Workgroup

**Downloading Success
Please Wait...**



Questions?



UMICH Single IRB Review Core

<https://umich.corefacilities.org/landing/139>

New Core in MiCORES!



1. To request that a **U-M IRB be the sIRB** for a cooperative (multi-site) human research project
 - [FAQ: Cooperative/Multi-site difference?](#)
2. Submit the request **prior** to PAF submission
 - The more external U.S. sites or external investigators on the project, the earlier the request should be made
3. sIRB Request form relies on PI knowledge
4. MiCORES based on a “Lab” concept. PI = “Lab”
 - MiCORES account set-up asks for a default Pi/Lab
 - Requests submitted on behalf of “PI/Lab”
5. Review the resources on the IRB webpages



RESEARCH AND SPONSORED PROJECTS UNIVERSITY OF MICHIGAN

Federal Project Closeout and the New eRPM Deliverables Project



New Business Process for Federal Projects Closeouts

- New business process will be implemented in a phased rollout for Project Teams and the Office of Research and Sponsored Projects (ORSP) that will utilize the eRPM Deliverables functionality in Award Management on ***all federal projects*** for:
 - Final Progress/Technical Reports*
 - Final Hardware/Software/Other Item*

**Hereafter, collectively referred to as "Final Technical Report."*

- The College of Engineering (CoE) will partner with ORSP in the first phase of the implementation.



New Business Process for Federal Projects Closeouts

- This new step in the closeout process is designed to:
 - Ensure institutional compliance with the terms and conditions of federal award agreements.
 - Reduce institutional risk and potential loss of federal funding.
 - Improve the efficiency, timeliness, and transparency of the project closeout process.

What's New for Project Teams?

- With the new business process, Project Teams will
 - **Use the Deliverables activity in eRPM** for federal projects to record the submission or entry of the *Final* Technical Report to the sponsor or sponsor system.
 - **Receive email reminders from eRPM** to complete the closeout process and Deliverables activity prior to the deliverables due date.
 - **Be alerted** through automated notifications about any delinquent Final Technical Reports.

Details about these changes will be covered in the slides ahead!

New Process Overview

ORSP

- Enters a non-financial final deliverable in eRPM for federal projects
- Assigns the responsible party as the Project Team
- Enters the due date

eRPM System

- Auto-notifies Project Team (via email) that a non-financial final deliverable is due to the sponsor

Project Team

- Prepares non-financial final deliverable
- Submits to the sponsor/others or enters in sponsor system
- Completes appropriate deliverable in eRPM Manage Deliverables
 - ◆ Enters date non-financial final deliverable was submitted
 - ◆ Enters submitter



New Process Step for ORSP

- As of February 1, 2021, ORSP enters an eRPM deliverable for the Final Technical Report as part of their initial award processing responsibilities on **all new federal AWDs** and **currently active federal AWDs** for:
 - The College of Engineering (CoE),
AND
 - All other schools/colleges/institutes where the *Project Period End Date is 2022 or beyond*.

UPDATE: At-Risk Proposals Under U-M's Deadline Policy

RAAC Committee At Large

Craig Reynolds, Asst. Vice President for Research, ORSP
February 16, 2021

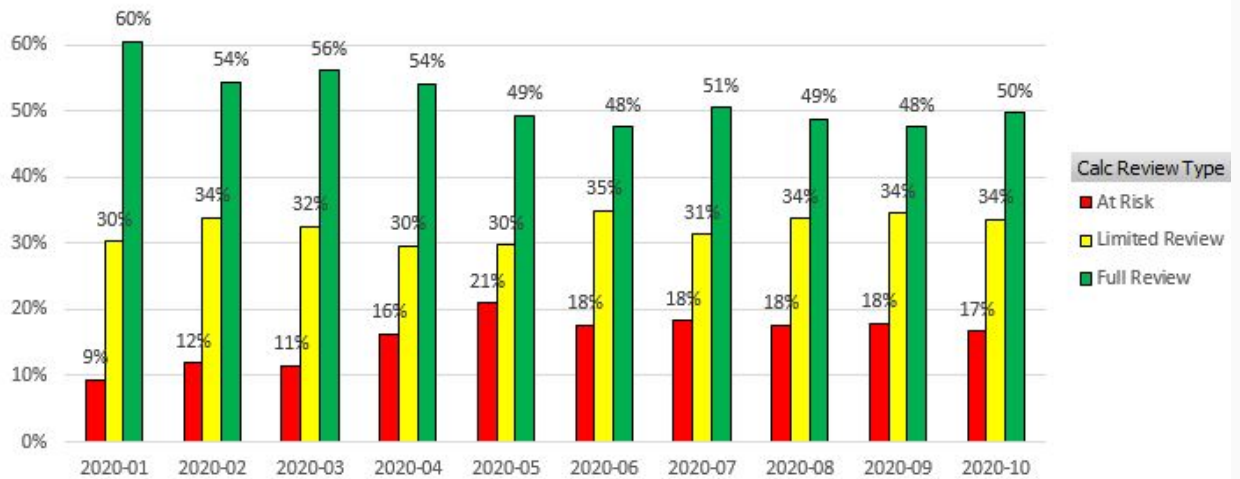


A Recap of November 2020 RADs Discussion

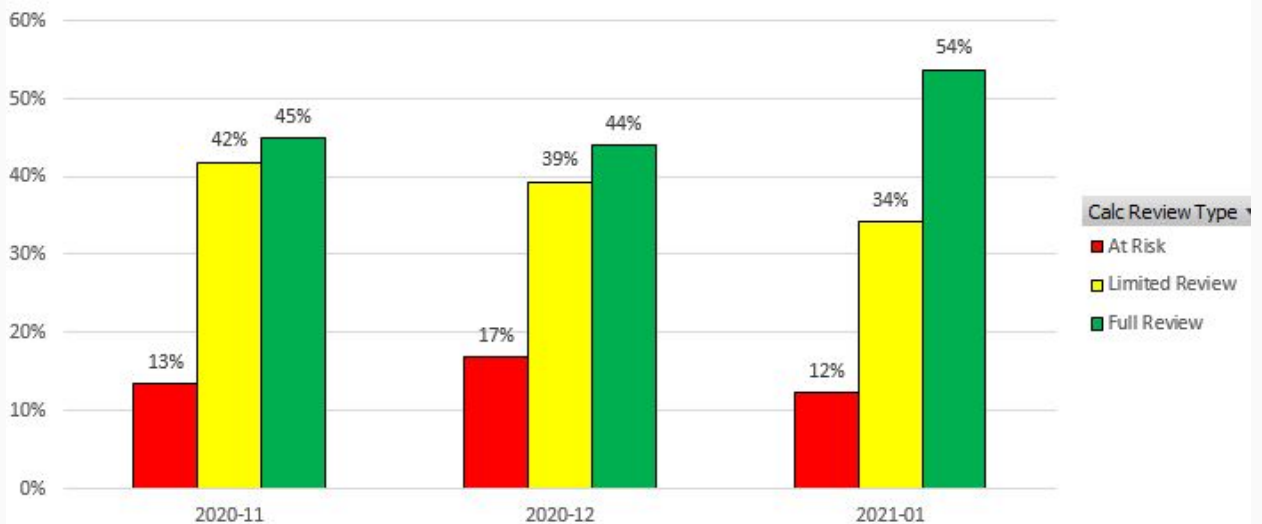


- The monthly percent of At-Risk proposals had steadily increased since January 2020 (9%) and plateaued at 18%
- 18% of proposals being at risk is unsustainable
 - Already negatively impacting ORSP's ability to complete non-deadline driven work
 - May start threatening ORSP's ability to get all deadline-driven proposals submitted
- If the percent of At-Risk proposals does not decrease to 10% or less, an At-Risk waiver requirement may be instituted

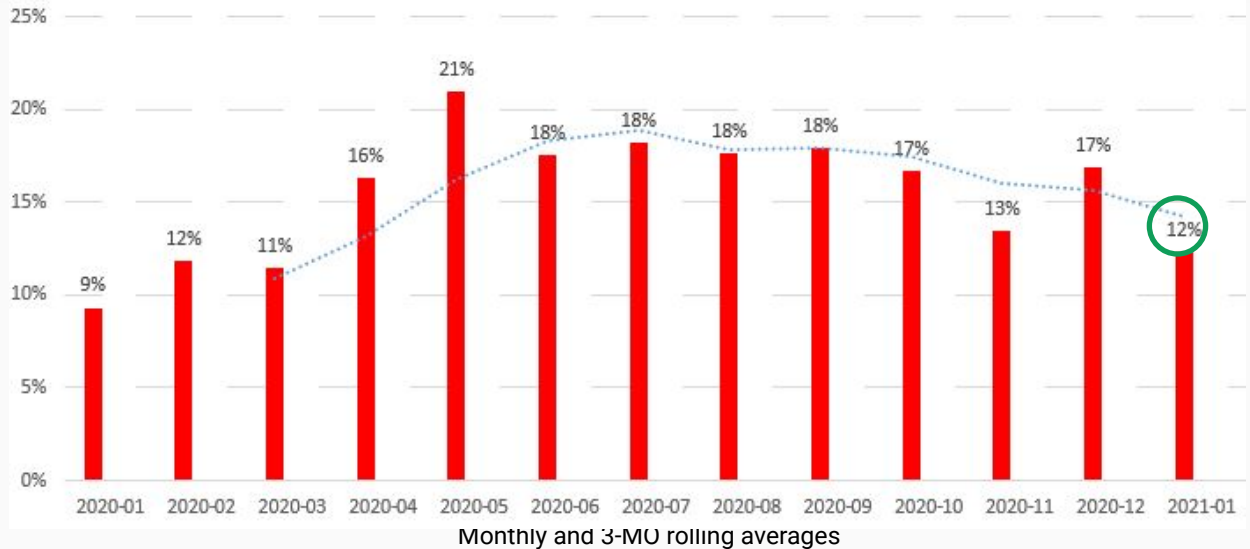
Trends of At-Risk Proposals through October



At-Risk Proposals Since October



At-Risk Proposals Trending in the Right Direction



What are we asking now?



Continue excellent progress
toward reducing overall percent
of At-Risk proposals to 10% or
less

Gaining Efficiencies through a Risk-Informed Approach to Negotiation



7

Risk-Informed Negotiation



The Prep Work: In collaboration with OGC and OCA, ORSP has developed and tested a risk assessment framework and identified terms in low-risk agreements where there is flexibility to accept them “as is”

Rating Risk: Relevant criteria include sponsor type, award amount, award instrument, activity being funded

Examples of low-risk agreements: a \$50K foundation grant to put on a conference; \$110K State of MI grant to conduct research that has no applicable compliance requirements

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Framework for assessing risk

		Factor's Probability of Negative Outcome (1 = low ; 10 = high)	Business Impact*					Raw Risk Score
			Very Low	Low	Medium	High	Very High	
			1	2	3	4	5	
Factor 1: Sponsor Type		Enter an "x" in only one of the highlighted cells						1
Federal Govt	1	x						1
Foundation	1							0
State Govt	1							0
University Direct / Federal Govt Prime	1							0
For Profit Direct / Federal Govt Prime	2							0
Local Govt	2							0
Other Non-Profit	2							0
Foreign	3							0
For Profit	3							0
National Lab	3							0

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Framework for assessing risk

	Factor's Probability of Negative Outcome (1 = low ; 10 = high)	Business Impact*					Raw Risk Score
		Very Low	Low	Medium	High	Very High	
		1	2	3	4	5	
Factor 2: Dollar Amount		Enter an "x" in only one of the highlighted cells					2
<\$50K	1						0
>\$50K to <\$100K	1		x				2
>\$100K to <\$200K	1						0
>\$200K to <\$500K	2						0
>\$500K	3						0

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Framework for assessing risk



	Factor's Probability of Negative Outcome (1 = low ; 10 = high)	Business Impact*					Raw Risk Score
		Very Low	Low	Medium	High	Very High	
		1	2	3	4	5	
Factor 3: Sponsored Activity Type		Enter an "x" in only one of the highlighted cells					12
Other Sponsored Activity	1						0
External Sales	1						0
Education	1						0
Conferences	1						0
Consulting	1						0
Training Grant	1						0
Student Projects	2						0
Research w/out Compliance Factors	3						0
Research w/ Compliance Factors	3						12
Clinical Trials	3						0

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Framework for assessing risk



		Factor's Probability of Negative Outcome (1 = low ; 10 = high)	Business Impact*					Raw Risk Score
			Very Low	Low	Medium	High	Very High	
			1	2	3	4	5	
Factor 4: Type of Agreement		Enter an "x" in only one of the highlighted cells						4
Gift-like Grant	1							0
Task Order under Master Agreement	1							0
Grant	2		x					4
Sub-Award	2							0
Contract	2							0
Sub-Contract	2							0
Fixed Fee	2							0
IDIQ	3							0
Cooperative Agreement	3							0
Master Agreement	3							0

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Framework for assessing risk

TOTAL RISK SCORE							19
PAF RISK RATING							MEDIUM
RISK RATING RANGES							
Low Risk				0		18	
Medium Risk				18		36	
High Risk				36		54	

*Business Impact = Impact on U-M's reputation, ability to carry out its mission, faculty productivity, or finances if project fails or we breach or are non-compliant.

N.B. This tool is meant to establish minimum risk ratings for a sponsored project. ORSP may at any time exercise its discretion to use a higher risk rating.

Agreement terms to be reviewed using the ORSP Contract Playbook, as determined by risk assessment and statement of work

Negotiation stance

Major Agreement Clauses	Low Risk			Medium Risk			High Risk		
	OK to Accept without Negotiation	Negotiate if Relevant to Project Activity	Negotiate	OK to Accept without Negotiation	Negotiate if Relevant to Project Activity	Negotiate	OK to Accept without Negotiation	Negotiate if Relevant to Project Activity	Negotiate
Alternative Dispute Resolution	(X)					X			X
Confidentiality		(X)			X			X	
Compliance Factors		(X)			X				X
Financial Terms			(X)			X			X
Governing Law	(X)					X			X
Indemnification			(X**)			X			X
Insurance			(X)			X			X
Intellectual Property		(X)			X			X	
Multiple Languages			(X)			X			X
Parties and Corporate Name	(X)					X			X
Publication		(X)			X			X	
Publicity and Use of Name-Logo			(X)			X			X
Record Retention and Access	(X)				X				X
Termination	(X)				X				X
Warranties	(X*)				X				X

For Low Risk Projects, ORSP will no longer negotiate:

- Alternative Dispute Resolution
- Governing Law
- Parties and Corporate Name
- Record Retention and Access
- Termination
- Warranties

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For Low Risk Projects, ORSP will only negotiate *if relevant to project activities*:

- Confidentiality
- Compliance
- Intellectual Property
- Publication

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For Low Risk Projects, ORSP will continue to negotiate:

- Financial Terms
- Indemnification
- Insurance
- Multiple Languages
- Publicity and Use of Name/Logo

For Low Risk Projects, ORSP will no longer route select Agreement Acceptance Requests



RAAC DEI Workgroup Update

February 16, 2021
RAAC Committee-at-Large
Chris DeVries, RAAC Project Manager

Membership

Andrea Anderson
(ORSP)

Cathy Liebowitz
(ISR)

Kristie Beckon
(Sponsored Programs)

Jennifer Martin
(ISR)

Linda Chadwick
(ORSP)

Becky O'Brien
(School of Information)

Molly Dahlgren
(Medical School)

Ayana Richardson
(UMOR)

Chris DeVries
(RAAC)

Fhaierr Steele
(Medical School)

Jennifer Huntington
(Ross School)

Eric Ward
(ORSP)

Tyler Nicolas
(UROP student)

Zeina Reda
(UROP student)

Mission

Mission:

- Develop, foster, and guide a diverse and inclusive research environment at the University of Michigan.



Goals



Goals:

- Promote a culture that encourages every voice to be heard, every individual to be judged based on skills, and allow for growth at all levels through mentorship or training opportunities.
- End university policies and procedures that contribute to the demographic disparities in research administration positions.
- Enable and facilitate cross-university hiring teams to promote diversity and inclusion for research administration positions
- Continually educate the research administration community on issues of anti-racism and DEI.

Updates

Since November 2020, we have:

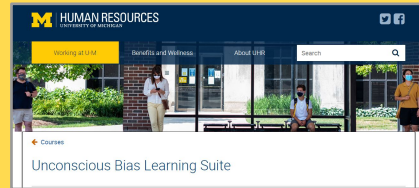
- Added two new members to the group.
- Formed two small workgroups to focused on communications and HR.
- Discussed how our work intersects with current events.
- Initiated discussions about how to make our work more visible (e.g., RAN meetings).

Looking Forward

In the coming months:

- Will provide more information at RAN on February 25.
- We plan to survey the RA community to assess DEI needs and opportunities.
- We will develop action plans to meet the identified goals as they relate to communications and HR.

Resources



- [Unconscious Bias Learning Suite](#) from Organizational Learning
- [28 Days of Black History](#) from the Anti-Racism Daily
- [Racial Equity Framework](#) from the Taubman College

We're always looking for help!

If you have colleagues who would be interested in joining the RAAC DEI Workgroup, please contact Chris DeVries (cdevrie@umich.edu) for more information.

