NIH Center for Scientific Review

CSR Update

Noni Byrnes, Ph.D.
Director
Center for Scientific Review
March 25, 2024
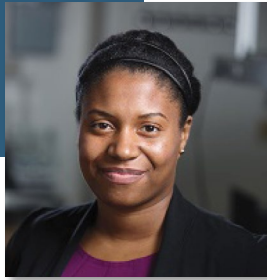
Welcome: Continuing CSR Advisory Council Members

Karen Anderson, M.D., Ph.D.
Associate Dean of Strategic Research Initiatives
College of Liberal Arts and Sciences
Professor
Biodesign Center for Personalized Diagnostics
Arizona State University

Christine Hendon, Ph.D.
Vice Dean of Diversity and Strategic
Partnerships
Associate Professor
Department of Electrical Engineering
Columbia University

Not attending

Matthew Carpenter, Ph.D.
Professor
Endowed Chair
Departments of Psychiatry and
Behavioral Sciences
Medical University of South Carolina

Anton Bennett, Ph.D.
Dorys McConnell Duberg Professor of
Pharmacology
Professor of Comparative Medicine
Director, Yale Center for Molecular and
Systems Metabolism
Director, BBS Minority Affairs

Narasimhan Rajaram, Ph.D.
Associate Professor
Department of Biomedical Engineering
University of Arkansas at Fayetteville

Leopoldo Cabassa, Ph.D.
Professor
Co-Director of the Center for Mental Health
Services Research
Washington University in St. Louis

Lynn Yee, M.D., M.P.H.
Thomas J. Watkins Memorial Professor of
Obstetrics and Gynecology
Associate Professor of Obstetrics and
Gynecology (Maternal Fetal Medicine)
Feinberg School of Medicine
Northwestern University

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Congratulations....

Jonathan Epstein, M.D.

As of 12/2023:

Interim Executive Vice President, University of Pennsylvania for the Health System

Dean, Raymond and Ruth Perelman School of Medicine

University of Pennsylvania

Michelle Janelsins-Benton, Ph.D.

As of 4/2024:

Professor, Division of Supportive Care

Gary R. Morrow Distinguished Professor of Supportive Care

University of Rochester
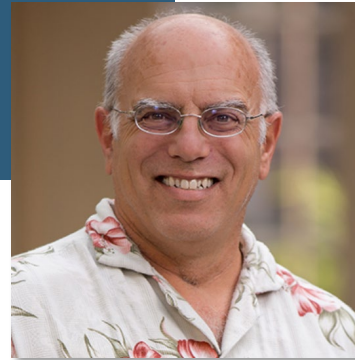
A special welcome to

Our newest member

Donna Ginther, Ph.D.

Roy A. Roberts & Regents Distinguished
Professor of Economics
Director, Institute for Policy and Social
Research
University of Kansas

And our March 2024 ad-hocs

Manuel Ares, Jr., Ph.D.

HHMI Professor
Distinguished Professor
Department of Molecular, Cell
and Developmental Biology
University of California, Santa
Cruz

Rodney Kiplin Guy, Ph.D.

Dean and Professor
Department of Pharmaceutical
Sciences
College of Pharmacy
University of Kentucky

Lali Medina-Kauwe, Ph.D.

Carol Moss Foundation Chair
in Medical Discovery
Professor
Department of Biomedical
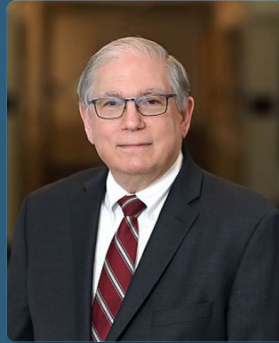Sciences
Cedars-Sinai Medical Center

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NIH News

Leadership Transitions at the NIH

Monica Bertagnolli, M.D.

Appointed on November 9, 2023 by President Biden to be the 17th Director of the National Institutes of Health

Lawrence Tabak, D.D.S., Ph.D.

Principal Deputy Director
National Institutes of Health

W. Kimryn Rathmell, M.D., Ph.D.

Director
National Cancer Institute (NCI)

Sean Mooney, Ph.D.

Director
Center for Information Technology (CIT)

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Other Leadership Transitions at the NIH

Lyric Jorgenson, Ph.D.

Associate Director for Office of Science Policy (OSP)

Tara Schwetz, Ph.D.

Deputy Director for Program Coordination, Planning, and Strategic Initiatives (DCPSI)

Andrew Bremer, M.D., Ph.D.

Director Office of Nutrition Research (ONR)

As of June 2024

Joshua Gordon, M.D., Ph.D.

Retiring as Director, National Institute of Mental Health (NIMH)

Shelli Avenevoli, Ph.D.

Acting Director National Institute of Mental Health (NIMH)

Update on NIH Budget

- A budget for Fiscal Year (FY) 2024 was passed by Congress and signed by the President on Saturday.

- Excluding ARPA-H ($1.5B), NIH is provided with $47.081B in FY24 - **an <u>increase</u> of $300 million** over FY23.

- Note: CSR's FY24 budget (along with those of the Clinical Center, Center for Information Technology, Office of Extramural Research) is unaffected, funded through IC taps, not congressionally appropriated. CSR's budget is <0.4% of the NIH extramural budget

More information: https://www.congress.gov/bill/118th-congress/house-bill/2882

Advisory Committee to the NIH Director (ACD) Working Group (WG) on Re-envisioning NIH-Supported Postdoctoral Training

Recommendations

1. Increase pay and benefits for all NIH-supported postdoctoral scholars.

2. Create and expand mechanisms to support the full talent pool of postdoctoral scholars.

3. Facilitate transition of postdoctoral scholars into their next career stage, including roles beyond academic faculty.

4. Promote training and professional development of postdoctoral scholars and their mentors.

5. Support safe and diverse perspectives and research environments within institutional research programs.

6. Improve means to measure and share postdoctoral scholars' career progression.

Prioritized by WG
Increase salary, annually adjusted to inflation; minimum $70K NRSA post-doc stipend in 2024. Encourage this as the minimum for all NIH-supported post-docs.

Donna Ginther, Ph.D.
Member of ACD WG

Full report at: https://acd.od.nih.gov/documents/presentations/12152023_Postdoc_Working_Group_Report.pdf

NIH Center for Scientific Review

Tuesday, September 26, 2023

NIH designates people with disabilities as a population with health disparities

Designation, new research program and update to NIH mission are actions to ensure inclusion of people with disabilities.

Today, Eliseo J. Pérez-Stable, M.D., director of the National Institute on Minority Health and Health Disparities (NIMHD), designated people with disabilities as a population with health disparities for research supported by the National Institutes of Health. The decision was made in consultation with Robert Otto Valdez, Ph.D., the director of the Agency for Healthcare Research and Quality,

https://www.nih.gov/news-events/news-releases/nih-designates-people-disabilities-population-health-disparities

WH.GOV

MARCH 18, 2024

Executive Order on Advancing Women's Health Research and Innovation

Numerous NIH actions to catalyze inter-disciplinary research across ICs, led by the NIH Office of Research of Women's Health. https://bit.ly/3x3acBa

Vonda Smith, Ph.D.

National Institutes of Health
Office of the Director
Chief Officer for Scientific Workforce Diversity

Engagement and Access for Research-Active Institutions (EARA)

EARA

- UNITE-E Committee recommendation (CSR's Vonda Smith, Ph.D., integrally involved in driving this effort)

- **Goal: Broaden participation in NIH ecosystem** by increased engagement, resources for HBCUs, TCUs, MSIs, and rural/IDeA state institutions.

- Led by NIH Chief Office of Scientific Workforce Diversity, partnering with several ICOs (NIGMS, OER, CSR, NIMHD)

https://diversity.nih.gov/build/engagement-and-access-research-active-institutions-eara

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Simplified Review Framework announced on Oct 19, 2023

Simplified Review Framework for NIH Research Project Grant Applications

Notice Number:
NOT-OD-24-010

Key Dates

Release Date:	October 19, 2023

Related Announcements

- **October 19, 2023** - Online Briefing on NIH's Simplified Peer Review Framework for NIH Research Project Grant (RPG) Applications: for Applicants and Reviewers. See NOT-OD-24-012.
- **December 8, 2022** - Request for Information (RFI) on Proposed Simplified Review Framework for NIH Research Project Grant Applications. See Notice NOT-OD-23-034.

Issued by

NATIONAL INSTITUTES OF HEALTH (NIH)

Purpose

This notice announces a new framework for the peer review of most research project grant (RPG) applications beginning with submissions for due dates on or after January 25, 2025. The simplified review framework is expected to better focus peer reviewers on the key questions needed to assess the scientific and technical merit of proposed research projects: *"Should the proposed research project be conducted?" "Can the proposed research project be conducted?"*

Background

In recent years, NIH heard sustained frustrations from the extramural community about the complexity of the peer review process for research project grants (RPGs) and the increasing responsibilities of peer reviewers in policy compliance. This may have the unintended effect of diverting the attention of reviewers away from their key task of evaluating the scientific and technical merit of RPG proposals to identify those with the highest potential impact for advancing

Coming in April 2024 - Guide Notice announcing changes to NRSA Fellowship review

CSR News/Announcements

CSR Scientific Leadership/Management Transitions

Coordinators

Pamela Jeter, Ph.D.
Reviewer Training

Lystranne Maynard-Smith, Ph.D.
Reviewer Training

Alok Mulky
Assistant Review/Research Integrity Officer

Referral Officers

Bo Hong, Ph.D.

Shivakumar Chittari, Ph.D.

Bidyottam Mittra, Ph.D.

Joonil Seog, Sc.D.

Jessica Smith, Ph.D.

Wenjuan Wang, Ph.D.

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CSR Scientific Leadership/Management Transitions

Retirements

Sam Edwards, Ph.D.

Chief, Clinical Neuroscience Review Branch

Gabriel Fosu, Ph.D.

Associate Director for Diversity and Workforce Development
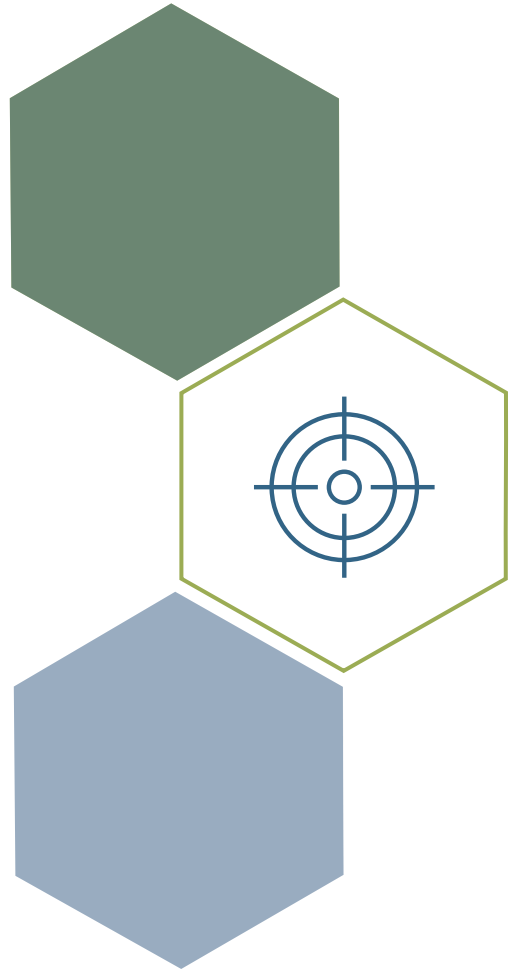
CSR Update

CSR's Mission

To ensure that NIH grant applications receive fair, independent, expert, and timely scientific reviews - free from inappropriate influences - so NIH can fund the most promising research.

NIH | Center for Scientific Review
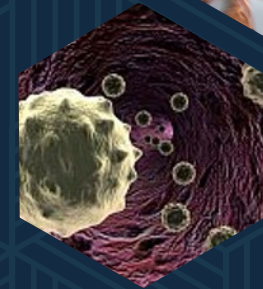
Since 2019, CSR's Strategic Framework: Quality of Peer Review

Reviewers
- Reviewer Training
- Broaden/Diversify Reviewer Pool
- *Incentivizing service* - **new**
- *Reviewer Evaluation* - **new**
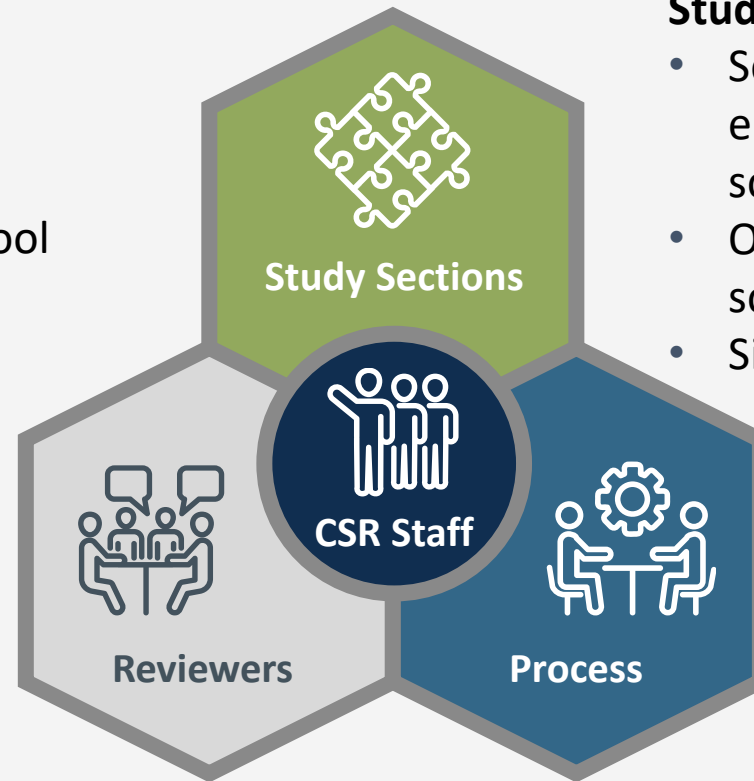
Study Sections
- Scientific scope (relevance, adapting to emerging areas, not perpetuating stale science)
- Output (identification of meritorious science)
- Size appropriate for competition

Study Sections

CSR Staff

Reviewers

Process

Process
- Confidentiality/Integrity
- Fairness/bias mitigation
- Assignment/Referral of Applications
- Review Criteria and Scoring System

Transparency   Data-driven decisions   Stakeholder engagement   Staff engagement, training, development

Today's Council Agenda
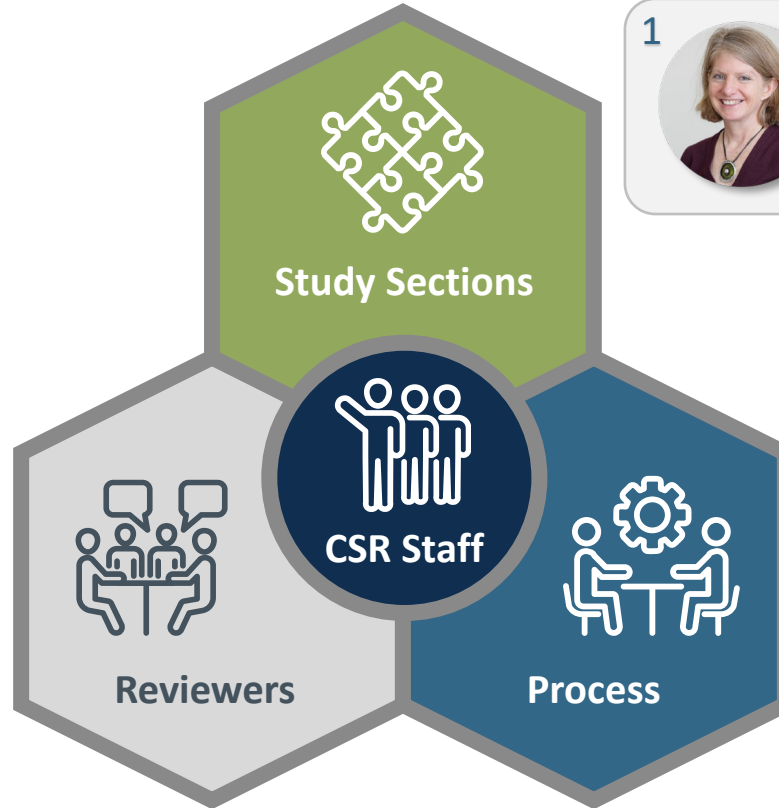
1 Valerie Durrant, Ph.D.
ENQUIRE Cluster 18: Social and Behavioral Sciences

2 Ray Jacobson, Ph.D.
Improving NRSA Fellowship Review Update
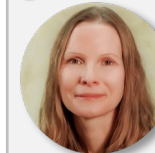
3 Kristin Kramer, Ph.D.
Miriam Mintzer, Ph.D.
Lisa Steele, Ph.D.
Simplifying Review Framework Update

4 Delia Olufokunbi Sam, Ph.D.
Lynn Yee, M.D., MPH
Interim Report: CSR Reviewer Evaluation Working Group

5 Michelle Janelsins-Benton, Ph.D.
Kristin Kramer, Ph.D.
Interim Report: CSR Reviewer Recognition Working Group

Study Sections

CSR Staff

Reviewers

Process

NIH Center for Scientific Review

Today's Brief CSR Update

- Overview, scope and numbers
- ENQUIRE reflections – approaching the end of the first cycle
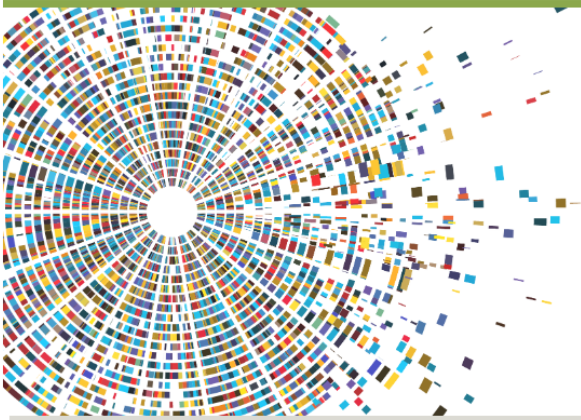- Outreach to the scientific community

Today's Brief CSR Update

- Overview, scope and numbers
- ENQUIRE reflection – approaching the end of the first cycle
- Outreach to the scientific community

CSR reviews a majority of NIH grant applications (FY23 numbers)

Annually:

~1200 review meetings

~19,000 expert reviewers

24%

60,008 (76%)
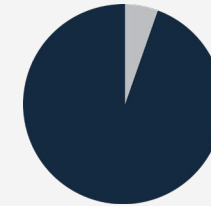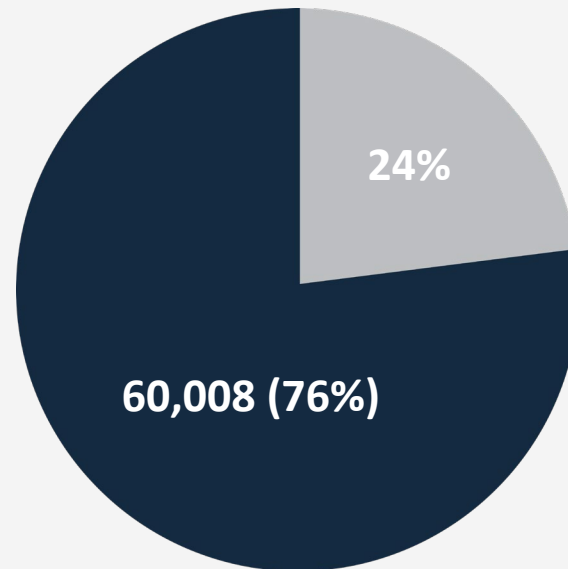
32,254 (94%)
R01s
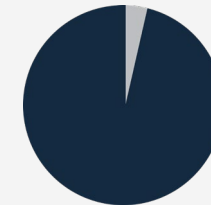
6,307 (96%)
SBIRs-STTRs
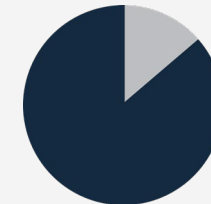
4,980 (84%)
NRSA Fellowships

CSR also reviewed **161 special initiatives**, such as:
BRAIN, HEAL, Pioneer Award, ComPASS, NIH Director's Transformative Research Award

Tracking R01 submission trends
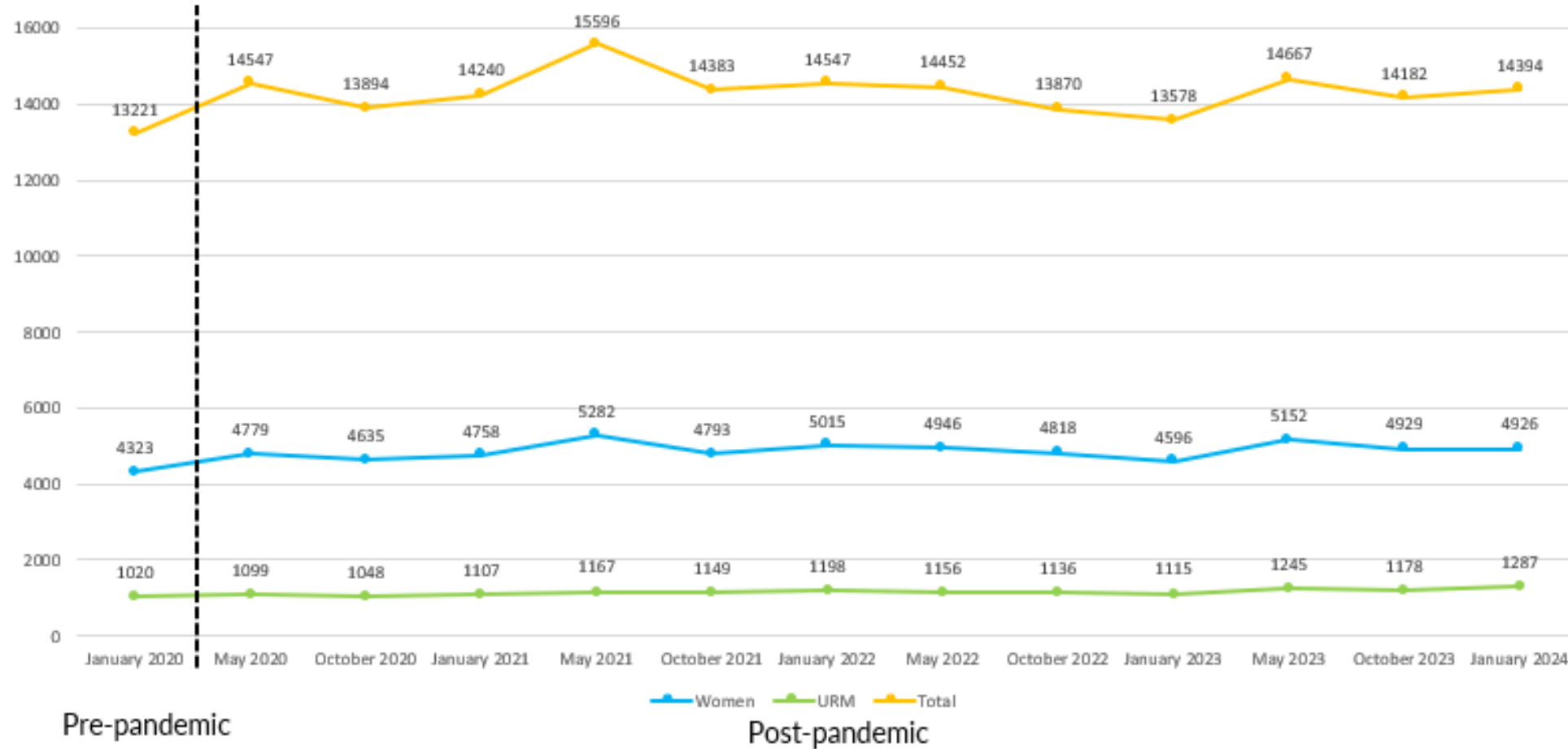
CSR's Study Sections, Recurring Panels, Review Meetings

180+ standing study sections

Division	Number of Standing Panels
AIDS, Behavioral and Population Sciences	38
Basic and Integrative Biology	42
Neuroscience, Development and Aging	30
Physiological and Pathological Sciences	37
Translational and Clinical Sciences	37

Plus 59 recurring panels	
NSRA Fellowships	**26**
SBIR/STTRs	**33**

The ~1200 review meetings annually include standing study sections, recurring committees, special emphasis panels.

All standing study sections and recurring committees hold one in-person meeting each year.

Center for
Scientific Review

Continuing to expand hybrid meeting capability

Thanks to the outstanding efforts of our Hybrid Review Meeting Working Group, interest in hybrid meetings increased significantly.

- 19 hybrid meetings held in Feb-March 2024; 16 planned for summer 2024 – allows for a more robust analysis of reviewer experience, data on outcomes etc.

- SRO Lead appointed to coordinate efforts with overarching focus on optimizing the quality and fairness of scientific review in hybrid settings.

- Technology in-house is excellent - main gaps remain logistical (dearth of coffee/dining options, transportation in local area).

- Future goal - bring our hybrid capability to DC metro hotels

Steven Frenk, Ph.D.
Hybrid Review Meeting Lead

NIH Center for Scientific Review

Today's Brief CSR Update

- Overview, scope and numbers
- **ENQUIRE reflections – approaching the end of the first cycle**
- Outreach to the scientific community

ENQUIRE – Evaluating Panel Quality in Review

- Major CSR initiative, ongoing since 2019 – prior to this, there was no regularly-scheduled, consistent process for evaluating and restructuring study sections to adapt to changing scientific fields.

- Goal was to assess about 20% of study sections, grouped by scientific field, to allow all study sections in each field to be reviewed once every 5 years.

Evaluating Panel Quality in Review (ENQUIRE)

ENQUIRE Overview | Cluster Overview Process | Clusters Evaluated via ENQUIRE

Science changes rapidly. Making sure that study sections change with the science is an ongoing challenge. CSR ENQUIRE integrates data and input from multiple stakeholders to determine whether changes in study section focus or scope are needed to facilitate the identification of high impact science, with special consideration of emerging science.

Words from Dr. Noni Byrnes, CSR Director

> January 2020 NICHD Advisory Council meeting ▶ WATCH

ENQUIRE Overview

Science-based
Clusters of study sections are formed based on scientific topics (instead of CSR managerial units) for review via ENQUIRE

Systematic, data-driven, continuous process
~20% of CSR study sections are evaluated each year, every study section evaluated every 5 years

Stakeholder input and involvement

CSR ENQUIRE

Multiple Possible Actions Follow

- **Change** in scientific guidelines
- **Merge** study sections
- **Create** new study sections
- **Redistribute** areas across study sections

Learn more: https://public.csr.nih.gov/StudySections/CSREnquire

Update on ENQUIRE: 14 scientific clusters thus far

Scientific Cluster	In Progress	Implemented
Healthcare Delivery/Patient Outcomes 9 study sections		2020
GI, Renal, Endocrine Systems 11 study sections		2020
Functional/Cognitive Neuroscience 12 study sections		2020
Cardiac, Vascular and Hematologic Sciences 10 study sections		2020
Molecular and Cellular Basic Sciences 16 study sections		2021
Oncology 10 study sections		2021
Epidemiology and Population Sciences 9 study sections		2022
Drug Synthesis, Discovery, Disposition, and Xenobiotics 14 study sections		2023
Microbiology and Infectious Diseases 10 study sections		2023
Brain Disorders: Clinical, Translational, and Neurotechnology 13 study sections		2024
Immunology and Respiratory Systems 10 study sections		2024
Social and Behavioral Studies 10 study sections		2024
Developmental and Regenerative Biology 10 study sections		2025
Brain Disorders: Basic and Mechanistic		2025

2019-2024: A few reflections on ENQUIRE

- **The approach has been iterative and evolving** as we learned from our experience with every ENQUIRE cluster

- Size of the scientific cluster (# of study sections) matters – **the Goldilocks problem** – too large gets unwieldy for management, too small results in focused expertise and narrower perspectives on ENQUIRE stage 1 panel.

- Scientific fields do not have neat boundaries - some study sections straddle more than one scientific cluster; others are not a good fit in any cluster;

- **Advocacy/self-interest** in stage 1 needs to be actively managed – pre-recruitment discussions and careful selection of the chair can make a big difference.

- After initial anxiety about the new process, **the scientific community has now become more familiar with ENQUIRE**, and with a few exceptions, has welcomed the changes and updates to their study sections. Credit goes to SROs.

- Overall, **the ENQUIRE process has resulted in significant changes in CSR's study sections,** e.g. elimination of small, boutique study sections, new study sections in emerging areas.

- Evaluation is a complex process with some shared measures applicable to each cluster, and some that are targeted – **ENQUIRE Evaluation presentation scheduled for the September 2024 Advisory Council.**

Staff from <u>all across</u> CSR contribute to the ENQUIRE process

- **Cluster definition and data analysis** – DPAIM - Public Health Analysts (PHAs), Informatics
- **External and internal panel recruitment, conducting meetings** – Division Directors
- **Note-takers at meetings** – SROs
- **Rosters for panels** – Committee Management Office(CMO), Divisional Lead Extramural Support Staff (ESS)
- **General organization** (of panels, inviting members, sending notices to relevant SROs, etc.) – Divisional Management Analysts (DMAs), Divisional ESS
- **PO/Reviewer Surveys** – Analytics team (Senior Social Science Analyst, PHAs)
- **Study Section Site Visits** – Division Directors, Chiefs, SROs
- **Mock Sorts** – Division of Receipt and Referral (DRR) staff, Chiefs
- **Refinement of study section descriptions, overlap statements** – Chiefs, SROs
- **Ending committees, forming new committees, moving members** – CMO
- **Communications to members about their shift to a new panel** – Chiefs, SROs
- **Updates to website** – DPAIM web team, Office of Communications and Outreach

**Their important work to refresh the scientific scope and function of CSR's study sections directly impacts the ability of peer review to identify the most meritorious research for NIH support.
THANK YOU!**

NIH Center for Scientific Review

Today's Brief CSR Update

- Overview, scope and numbers
- ENQUIRE reflections – approaching the end of the first cycle
- Outreach to the scientific community

CSR's outreach to the scientific community

- Since its establishment in 2019, **CSR's Office of Communications and Outreach (OCO)** has grown to allow CSR to accomplish its goals of transparency and engagement with the scientific community.

- Major focus this year, beyond the regular external/internal activities, has been outreach and communications regarding Simplified Review Framework, Improving NRSA Review.

- However, OCO has continued to prioritize broad as well as targeted outreach to the scientific community, with an emphasis on institutions and investigators with limited NIH experience.

Kristin Kramer, Ph.D.
Director

Chuck Dunn

Ann Graham-Hamlin

Teisa Hill

Rob O'Hearn

Lamont Williams

CSR's Infographic for institutions led to more opportunities to connect

- CSR-developed Infographic shared with ~500 institutions; reviewer lists offered to institutions with <300 applications in 6 years (256 institutions)

- Distribution led to further conversation and plans for webinars for Offices of Sponsored Research.

- In response, CSR is leading an effort, in collaboration with the Office of Extramural Research, to host informational webinars on navigating NIH, peer review 101.

    May 15, 2024

    November 13-14, 2024 (tentative)

https://public.csr.nih.gov/sites/default/files/2022-06/CSR_ResourceInfographic_v21.pdf

Outreach by SROs at 71 conferences since January 2023

Outreach by CSR Senior Leadership

- **Speaking engagements at scientific conferences** to present SRF and NRSA changes at multiple conferences

- **Visits to groups of institutions** to present peer review changes, meet with faculty, leadership

  - Prefer participation of multiple area institutions.

  - CSR's OCO assists with identifying and connecting with area institutions that are less well-versed with NIH.

  - Including small group meetings with university and department leadership, early-career faculty.

  - All outreach is CSR-funded.

An example of how outreach can be bidirectional and mutually beneficial

- Last October, invited by Council member Michelle Janelsins-Benton to University of Rochester, RIT, and Stony Brook U.

- In November, two junior faculty at Rochester, Drs. Wyatte Hall and Aileen Aldalur reached out to discuss their recent experience serving as NIH reviewers, and to share some ideas that would enhance the engagement of reviewers who are Deaf or Hard of Hearing.

- Subsequent meeting with Drs. Miriam Mintzer, Director of the Office of Training and Pam Jeter, Reviewer Training Coordinator. Dr. Jeter researched further, including speaking to CSR staff who are Deaf or Hard of Hearing. SRO Guidance was drafted, input provided by Rochester faculty was incorporated.

- **Final Guide for SROs for working with reviewers who are Deaf of Hard of Hearing to be released soon.**

- **Reviewer recruitment emails will include new language to promote inclusivity, broaden reviewer pool:** *"Reasonable accommodations, including American Sign language (ASL) interpreting and Communication Access Real-time Transcription (CART) services, are available upon request to participate as a reviewer on this panel."*

UNIVERSITY of ROCHESTER

Aileen Aldalur, Ph.D.

Wyatte C. Hall, Ph.D.
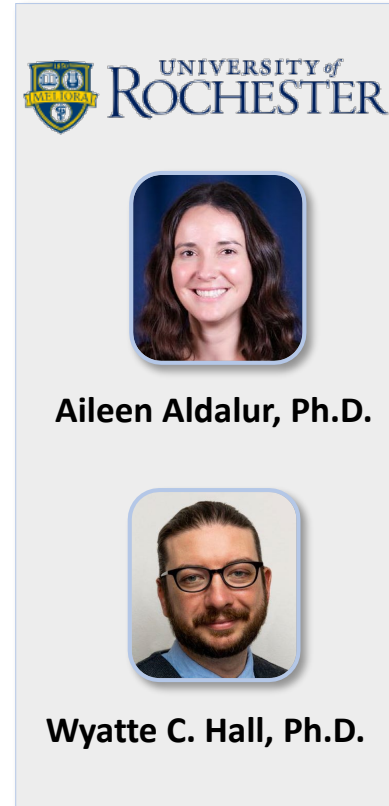
SRO Guide for working with reviewers who are Deaf or Hard of Hearing (D/HH)

Objective: Increase awareness for SROs to create a more inclusive, natural environment during review meetings and to reduce the potential stigma when engaging with reviewers who are Deaf or Hard of Hearing (D/HH).

Considerations for engaging with reviewers who are Deaf or Hard of Hearing:
- Use Person-First language. When referring to a person with a disability, put the emphasis on the person first ('*reviewers who are deaf or hard of hearing*'), not the disability ('*deaf or hard-of-hearing* reviewers').
- Don't make assumptions about what a reviewer who is D/HH needs. Ask *before* you help—allow independence and treat everyone with respect.
- American Sign Language (ASL) interpreters are there to facilitate the conversation for everyone. They manage the conversational dynamics in both directions and reflect a filtered version of what is said. Allowing space for interpreters to manage communication and for questions by all reviewers is key to accurate understanding.
- Body language/eye contact is important for the reviewer to observe. When on Zoom, ensure cameras are on for all speakers. Face the camera when you speak and look at the person you are speaking with, not their interpreter.
- Speak clearly at a normal pace. Don't raise your voice; this distorts sounds for hearing aids & inhibits lip reading.
- Do not assume the person you are speaking with can read your lips.

Pre-meeting considerations for a FACA review meeting:
- NIH resources include two main options for accommodating a reviewer who is D/HH: Scheduling an ASL interpreter or a Communication Access Real-time Translation (CART) writer (ESA can arrange). Per FACA policy, a reviewer can also bring their own interpreter(s); the ESA will ensure they sign the appropriate forms.
- Meet early on with reviewers/interpreters/CART writers to go over the timing and logistics of the meeting. Include the Chair in your meetings, if appropriate, to reinforce best practices and pacing strategies.
- Ask the ESA to schedule an ASL interpreter for the pre-meeting orientation that the reviewer who is D/HH is attending. Consider describing pacing strategies to your panel members during orientation.
- Consider sending (securely) the list of applications in the order of discussion with assigned reviewer names (except for conflicts) to the reviewer who is D/HH so they can follow along during the meeting more easily.

Considerations during a Zoom review meeting (similar considerations apply to in-person meetings):
- Acknowledge the presence of interpreters during opening remarks. Set the expectation that all reviewers are responsible for a successful meeting regarding communication.
- On Zoom, it may be difficult for reviewers who are D/HH to track who is speaking and whether it's an assigned reviewer or another panel member. Since the reviewer who is D/HH will be 'pinning' the assigned reviewers for each application, SRO/Chair may need to ensure an appropriate pause at the beginning of each application.
- Reviewers who are D/HH may also need accommodations for live tracking of the applications being discussed. The ESA can post the application number being discussed in the chat box.
- Interpreting the discussion between auditory and visual languages creates a normal lag time. The SRO will need to set a different/slower pace to allow for the interpreter to complete the interpretation or for the captions from the CART writer to fully appear. Allow adequate time for reviewers who are D/HH to comment or ask questions. Remind reviewers to raise their hand when speaking so the SRO can pace the discussion.
- When reviewers who are D/HH are participating, it would be helpful to include the visual clock on Zoom.
- Including regular breaks to offset Zoom fatigue is especially important for reviewers who are D/HH.

Additional Resources:
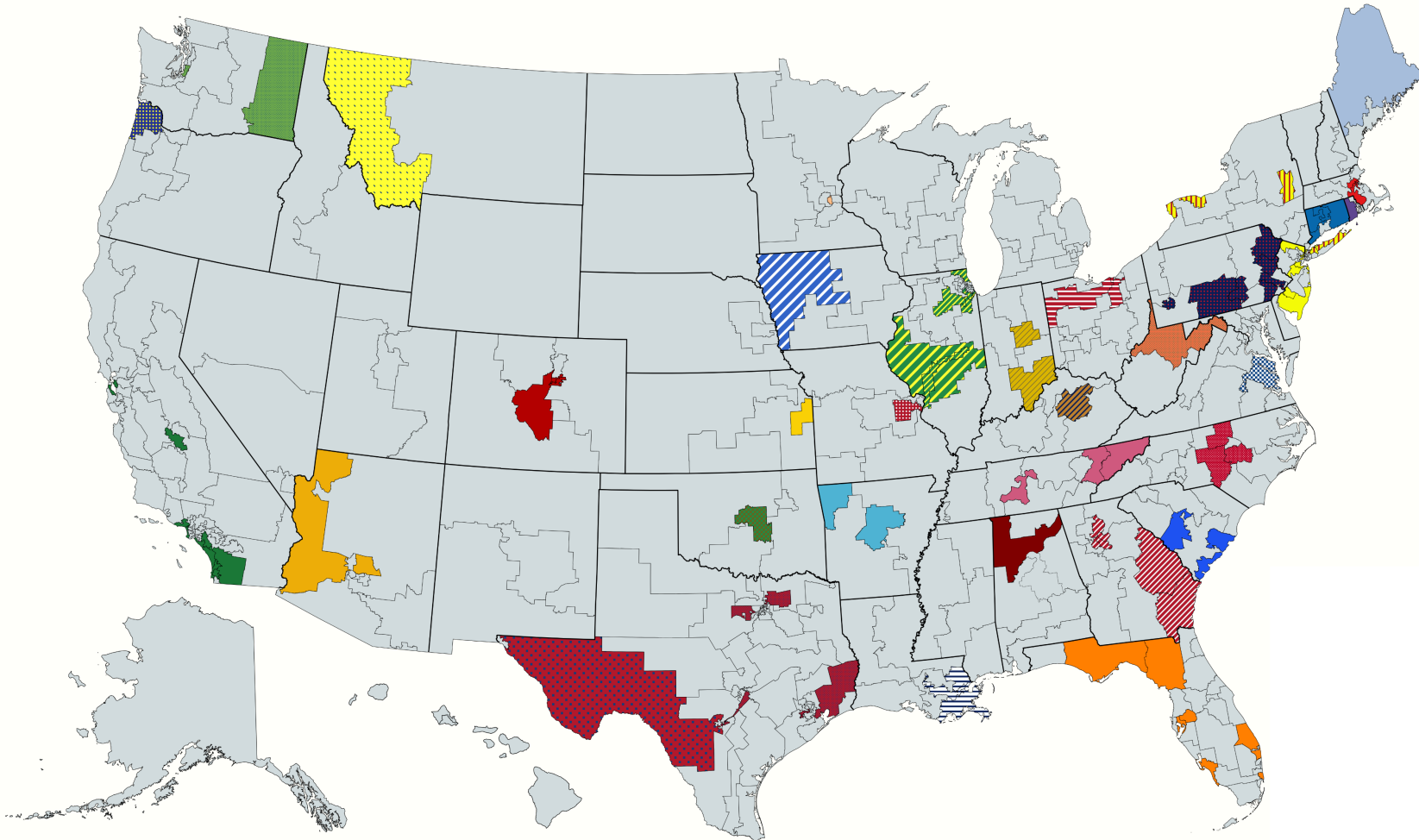*Provide link to ESA guide here (to be developed)*
https://insider.csr.nih.gov/sites/csr/SitePages/IDEA-Council--Accessibility.aspx

NIH Center for Scientific Review, Office of Training and Development

And finally….

NIH Center for Scientific Review

CSR staff beyond the DC area
(Map showing states/congressional districts with CSR employees)

Alabama:
District 5

Arkansas:
District 2
District 3

Arizona:
District 1
District 9

California:
District 12
District 15
District 21
District 33
District 36
District 40
District 47
District 48
District 49
District 50
District 51

Colorado:
District 1
District 5
District 6
District 7

Connecticut:
District 1
District 2
District 4
District 5

Florida:
District 2
District 3
District 14
District 15
District 19
District 21
District 22
District 24

Georgia:
District 4
District 5
District 6
District 7
District 12

Iowa:
District 4

Illinois:
District 1
District 5
District 6
District 10
District 13
District 14

Indiana:
District 5
District 9

Kansas:
District 1
District 3

Kentucky:
District 6

Louisiana:
District 2

Massachusetts:
District 4
District 5

Maine:
District 2

Minnesota:
District 4
District 5

Missouri:
District 2

Montana:
District 1

North Carolina:
District 2
District 4
District 9
District 13

New Jersey:
District 2
District 5
District 6
District 8
District 12

New York:
District 1
District 3
District 15
District 25
District 26

Ohio:
District 3
District 5
District 7

Oklahoma:
District 1

Oregon:
District 1

Pennsylvania:
District 3
District 5
District 6
District 7
District 12
District 13

Rhode Island :
District 2

South Carolina:
District 1

Tennessee:
District 1
District 2
District 5

Texas:
District 7
District12
District 15
District 35

Washington:
District 1
District 5

West Virginia:
District 2

Virginia:
District 1

In January, we came together for one of several multi-division training retreats!

Discussion