To: ALSC Board of Directors
From: Nina Lindsay, ALSC President
Re: Strategic Plan Annual Assessment Worksheets 2018
Date: June 12, 2018

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The ALSC Board adopted the 2017-2020 ALSC strategic plan in February 2017.   It is best practice to review and adjust strategic plans on an Annual basis. At our Midwinter Meeting 2018 we reviewed our first progress report, and recognized the need to dig a little deeper to assess whether and where we should make any adjustments to the plan.

This spring, I assigned working groups of our Board members to focus on a single goal area per group. Groups were asked to review progress for each objective in their assigned goal area, referring to the ALSC Strategic Plan Implementation Progress Report (ALSC Board MW 2018 Doc 25a) and Feb 15 2018 Committee Quarterly Reports, and discuss and identify drivers and barriers for each objective. They were asked to assess resources (including data and assigned lead) and schedule for each objective, and make any initial recommendations for alteration.

This advance deep-dive work is reflected in the worksheets that follow, and will inform Board discussion, along with the Strategic Plan Implementation Report, other related Board documents, and additional information or clarification as provided during discussion. The Strategic Plan Overview 2018 chart that accompanies this document has been created to provide an overview of the issues revealed here that may require board adjustment to our strategic plan, and that chart will guide our discussion for this topic at our meeting.

I deeply thank our Board for their work that you see in the following pages. Assessing our progress in our strategic plan annually, and making any alterations required, positions us to make knowledgeable decisions as we allocate resources and identify priorities for the year ahead.

ALSC Strategic Plan Annual Assessment 2018
Goal Area: Diversity & Inclusion

Objective 1: Increase diversity in ALSC membership and reduce barriers to participation as measured against the Diversity in ALSC baseline survey by September 2019

Working Group members: Karen MacPherson, Vicky Smith, Linda Ernst, Jamie Naidoo
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General Status of Goal (circle one): Achieved   Partially Achieved **Not Achieved**

What are the Drivers for this objective? Positive things that are getting/will get us there?

- Willingness
- Scholarships (for Spectrum, conference and Institute)
- Student Gift Membership Task Force asked recipients to self-identify their race in mid-point survey; results should be available this week and could possibly provide helpful information
- Task Force effort to look at award names and reduce the barrier of having an unintentionally culturally unwelcome environment
- Programs showcasing diversity at Annual and the Institute signaling our serious intent to work on this issue
- Outreach to non-members at Institute through expanded socials
- Membership Committee efforts (mentioned in Feb. report) to use ALSC video to reach out to college students and other divisions/RT
- Membership Committee effort to evaluate new ALSC member package

What are the Barriers for this objective? Things that are restraining/will restrain us?

- Overall organizational culture: Member Intentional/Unintentional Microaggressions and Macrooppressions; Resistance to change; ALSC seen by some as having an unwelcome environment (i.e. ALSC seen as "cliquey" and "an old white girls club," as noted in the Diversity Within ALSC Task Force)
- Big ALA structure and dues schedule
- In-person requirement for participation on some ALSC committees, esp. the major awards ones

Include any preliminary thoughts on the following questions developed from your inquiry:

- We think we can meet this goal, but mostly because we have a very fuzzy target. Can we be more specific and ambitious; a tiny uptick in membership shouldn't be all we demand.
- Also, can we introduce membership sponsorship for diverse applicants into membership form (ha) or fundraising?

What data do we lack to adequately assess this objective?

- We don't yet have any hard baseline data on diversity among ALSC members. Hopefully the EDI TF report will help give us that data.
- The target of this objective – to "increase diversity… and reduce barriers" – is fuzzy. Do we have data to make it more specific?

Is there an identified lead for this objective? If No or Unsure, does your group have a suggested lead?

- The EDI TF report is our biggest lead. In addition to giving us baseline numbers, the report also will hopefully give us a detailed look at the barriers to increasing diversity as well as recommendations for countering them.
- Also the final report of the Student Gift Membership TF (for which I am the Board liaison) should provide some useful markers and lessons. For example, the student gift memberships were incredibly popular and, if we repeated the program, we could focus it more on giving memberships to diverse students. (Just fyi, in our just completed mid-point survey, answered by slightly less than half of the recipients, the vast majority of those who responded are white).

ALSC Strategic Plan Annual Assessment 2018

Goal Area: Diversity & Inclusion

Objective 2: Expand opportunities for existing members from underrepresented experiences to serve in ALSC activities, as measured by longitudinal studies and/or focus groups, by September 2020.

Working Group members: Karen MacPherson, Vicky Smith, Linda Ernst, Jamie Naidoo
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General Status of Goal (circle one): Achieved   Partially Achieved **Not Achieved**

What are the Drivers for this objective? Positive things that are getting/will get us there?

- Willingness
- Potential ALSC memberships for visible minorities who agree to serve on committees
- Expanded charge of nominating committee to actively recruit diverse candidates and also to focus on leadership development
- Inclusion of demographic section on volunteer form, Bill Morris seminar, Bechtel Fellowship proposals, and nominating committee slates
- More virtual ALSC committees
- Online volunteer form

What are the Barriers for this objective? Things that are restraining/will restrain us?

- Money
- Timely roll-out of scholarships for visible minorities didn't happen because of challenge of figuring out the best way to do it
- Committee appointment structure (Question: Is there a way to bake the scholarships for visible minorities into the appointment process? The current separation means that members may be applying for a scholarship they can't use or that Jamie's appointing people who won't know whether they can accept until the scholarship is awarded)
- Hard to get members to fill out demographic section on volunteer form
- In-person requirement for service on some ALSC committees, esp. major awards committees

Include any preliminary thoughts on the following questions developed from your inquiry:

What data do we lack to adequately assess this objective?

- We don't have the "longitudinal studies" and haven't done focus groups. Hopefully the EDI TF will provide some of this data.

Is there an identified lead for this objective? If No or Unsure, does your group have a suggested lead?

- Once again, it seems the EDI TF is our best bet.
- Also, why not explore Vicky's idea of "baking" scholarships for visible minorities into the appointment process?

ALSC Strategic Plan Annual Assessment 2018

Goal Area: Diversity & Inclusion

Objective 3: Increase the cultural competency of library staff serving youth by developing an accessible online cultural competency training series by September 2018

Working Group members: Karen MacPherson, Vicky Smith, Linda Ernst, Jamie Naidoo
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General Status of Goal (circle one): Achieved   Partially Achieved **Not Achieved**

What are the Drivers for this objective? Positive things that are getting/will get us there?

● Willingness
● Education Committee and Emerging Leaders working on developing cultural competency training

What are the Barriers for this objective? Things that are restraining/will restrain us?

● Timeline is unrealistic. We want to do this right so it effects lasting change and is not just a box to be checked, but intentionality takes time
● Money (Question: do we have the financial resources to find and secure speakers for this cultural competency training? Also, is it OK for speakers to point members to their published work?)
● Resistance to change
● Lack of coordination among various ALSC committees working on the topic (e.g. Ed Committee has a webinar planned on serving diverse populations, but that doesn't get at internal growth)
● Need to do this training for all levels of ALSC members and ALSC leaders
● Need to find presenters who aren't already overtapped
● Change needs to begin as early as possible (eg. at LIS schools)

Include any preliminary thoughts on the following questions developed from your inquiry:

What data do we lack to adequately assess this objective?

● How much will it cost to put together cultural competency training?
● Can we find a current source of this training that will work for ALSC? Or do we really need to create our own?

Is there an identified lead for this objective? If No or Unsure, does your group have a suggested lead?

- The Education Committee & Emerging Leaders are focusing on cultural competency training. The EDI TF also may help provide a lead on this issue.
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OVERALL RECOMMENDATION: We believe that the timeline for Objective 3 is unrealistic and should be extended.

ALSC Strategic Plan Annual Assessment 2018

Goal Area: Advocacy - ALSC will champion the value of library service to children and the resources necessary to deliver on our vision.

Objective 1: Establish an accessible content stream of valuation tools and research updates, including customizable content for members, by September 2018. Transforming ALSC

Working Group members: Amy Koester, Jenna Nemec-Loise, Mary Voors
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General Status of Goal (circle one): Achieved   Partially Achieved **Not Achieved**

What are the Drivers for this objective? Positive things that are getting/will get us there?
1. General agreement across library types and sizes that there is a need for advocacy tools.
2. Demand for valuation tools.
3. Findings of the past Emerging Leaders group on valuation tools for youth services.

What are the Barriers for this objective? Things that are restraining/will restrain us?
1. No clear ownership means no intentional work toward the objective has taken place.
2. Questions about what valuation tools currently exist that could be leveraged.

Include any preliminary thoughts on the following questions developed from your inquiry (these will be entertained by the full Board at Annual Conference):

- Have contextual conditions related to this goal changed? If yes, how?
  - No, the landscape of need for valuation tools looks similar to when the Board was working on the Strategic Plan.

- What recommendations, if any, do we want to make for modification of objectives/strategies/activities related to this goal? Consider:
  - Do we have the right member groups/staff involved?
    - No one currently owns this objective. We recommend to designate a specific task force with the charge of enacting this objective.
  - Do we have sufficient resources?
    - We likely have the sufficient resources, and successful achievement of the goal requires leveraging them properly (e.g., member committees/task forces, knowledge of existing valuation tools).
  - Is the scheduled timeline realistic?

- The current timeline is not realistic.

ALSC Strategic Plan Annual Assessment 2018

Goal Area: Advocacy - ALSC will champion the value of library service to children and the resources necessary to deliver on our vision.

Objective 2: Articulate a prioritized research agenda, including but not limited to summer learning/out- of-school time, by September 2018, and pursue avenues for conducting and/or supporting the research by September 2020. Transforming Children's Librarianship

Working Group members: Amy Koester, Jenna Nemec-Loise, Mary Voors
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General Status of Goal (circle one): Achieved **Partially Achieved** Not Achieved

What are the Drivers for this objective? Positive things that are getting/will get us there?
1. Clear charge is a driver for accomplishing this goal.
2. General agreement across library types and sizes that there is a need for evidence-based advocacy messaging.
3. Cross-organizational support from ALA and other units as well as educational institutions.

What are the Barriers for this objective? Things that are restraining/will restrain us?
1. Need for clarification around the charge of the task force specifically as it relates to how proposed research topics may be approached.

Include any preliminary thoughts on the following questions developed from your inquiry (these will be entertained by the full Board at Annual Conference):

- Have contextual conditions related to this goal changed? If yes, how?
    - No.

- What recommendations, if any, do we want to make for modification of objectives/strategies/activities related to this goal? Consider:
    - Do we have the right member groups/staff involved?
        - Yes.
    - Do we have sufficient resources?
        - Yes.
    - Is the scheduled timeline realistic?
        - Yes.

ALSC Strategic Plan Annual Assessment 2018

Goal Area: Advocacy - ALSC will champion the value of library service to children and the resources necessary to deliver on our vision.

Objective 3: Amplify librarians' essential role as information literacy experts through advocacy outputs, including communications, webinars, and establishing collaborations, by September 2018. Transforming Communities through Libraries

Working Group members: Amy Koester, Jenna Nemec-Loise, Mary Voors

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General Status of Goal (circle one): Achieved   Partially Achieved **Not Achieved**

What are the Drivers for this objective? Positive things that are getting/will get us there?
1. General agreement across library types and sizes that there is a need for advocacy tools.
2. Particular identified need of information literacy expertise of libraries within the profession and within the culture at large.

What are the Barriers for this objective?: things that are restraining/will restrain us?
1. Without clear ownership of this objective by any one committee or task force, progress is disjointed at this point.
2. Need clarity around specific advocacy messaging needs, e.g., general value of librarians vs. information literacy value.

Include any preliminary thoughts on the following questions developed from your inquiry (these will be entertained by the full Board at Annual Conference):

- Have contextual conditions related to this goal changed? If yes, how?
  - It would be worth reassessing this objective to clarify what the ultimate ask is. Do we want to focus on expertise of all librarians or youth librarians? Do we want to focus on general expertise or information literacy expertise specifically?

- What recommendations, if any, do we want to make for modification of objectives/strategies/activities related to this goal? Consider:
  - Do we have the right member groups/staff involved?
    - Objective 3 would benefit from ownership by specific committees and/or task forces charged with implementation.
  - Do we have sufficient resources?
    - We likely have the sufficient resources, and successful achievement of the goal requires leveraging them properly (e.g.,

        member committees/task forces, clarification of desired deliverables).

- o Is the scheduled timeline realistic?
    - ▪ The current timeline is not realistic.

ALSC Strategic Plan Annual Assessment 2018

Goal Area: Advocacy - ALSC will champion the value of library service to children and the resources necessary to deliver on our vision.

Objective 4: Increase targeted messaging to the wider library profession and the public about the expertise of ALSC and our members to demonstrate the purpose and value of strong and meaningful children's librarianship by September 2019. Transforming Communities through Libraries

Working Group members: Amy Koester, Jenna Nemec-Loise, Mary Voors
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General Status of Goal (circle one): Achieved **Partially Achieved**   Not Achieved

What are the Drivers for this objective? Positive things that are getting/will get us there?
   1. Clear ownership by the Public Awareness Committee and a clear charge is a driver for accomplishing this objective.
   2. General agreement across library types and sizes that there is a need for advocacy tools and messaging.
   3. Cross-organizational support from ALA and other units.

What are the Barriers for this objective? Things that are restraining/will restrain us?
   1. Jeff Julian leaving the Public Awareness Office at ALA has potentially slowed the timeline for the video component of the envisioned toolkit.

Include any preliminary thoughts on the following questions developed from your inquiry:

*   Have contextual conditions related to this goal changed? If yes, how?
    o While there is still a need and desire for the toolkit being worked on by the Public Awareness Committee, changes in staff at the ALA PAO may have changed the workflow.

*   What recommendations, if any, do we want to make for modification of objectives/strategies/activities related to this goal? Consider:
    o Do we have the right member groups/staff involved?
        ▪ Yes, with new representation from PAO.
    o Do we have sufficient resources?
        ▪ We likely have the sufficient resources.
    o Is the scheduled timeline realistic?
        ▪ The timeline is realistic; the advocacy toolkit piece will likely be achieved ahead of schedule.

ALSC Strategic Plan Annual Assessment 2018

Goal Area: Learning & Development

Objective 1: Build a discernible pathway, along with opportunities for training and mentorship, to develop ALSC members as leaders in their libraries, the profession, and/or the association by September 2020. *Transforming ALSC*

Working Group members: Chris Caputo, Amy Sears, Sue McCleaf Nespeca, and Paula Holmes

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General Status of Objective (circle one): Achieved   **Partially Achieved** Not Achieved

What are the Drivers for this objective?: positive things that are getting/will get us there?
1. Student Gift Membership from gift recipients 44 of 100 recipients responded with majority indicating they were involved with ALSC through online learning and "Professional Development" was a benefit they have gained from being involved in ALSC their first year.: Driver :Student Gift Task Force
2. Mentorship Program : Helps newer members learn from more experienced members. Driver: Membership Committee
3. ALSC Membership Committee reach out to new member- offer ways to get involved with ALSC: ALSC 101 at ALA Annual Conferences and other social events at Midwinter.

What are the Barriers for this objective?: things that are restraining/will restrain us?
1. The Student Gift Membership Task Force survey indicates that recipients are unclear about how to become actively involved in ALSC and few regional/local opportunities for members to get together.Committee member capacity and coordination between committees.
2. Not enough Mentors willing to volunteers, cumbersome process to be mentor
3. New Member packet hasn't been updated in many years, may not provide information to new members about how to become involved.

Include any preliminary thoughts on the following questions developed from your inquiry:

What data do we lack to adequately assess this objective?
- The objective as written doesn't contain a measurable objective. The objective is to build a discernible pathway, along with opportunities for training and mentorship, to develop ALSC members as leaders. While we can obtain data regarding the number of gift memberships, mentors/mentee partnerships, and the number of members taking the online courses there is no real way to measure the development of a pathway to leadership.

Is there an identified lead for this objective? (circle one) Yes **No** Unsure
- Membership committee be given suggestion that they offer more informal/regional/local get togethers if possible.

What recommendations, if any, do we want to make for modification of objectives/strategies/activities related to this goal?:

- Consider designating one slot of each committee for a new member with less than 5 years membership -not just selection committees. This will enable them to get more involved.
- Student Gift Membership Task Force could ask the recipients to indicated committees they are interested in being involved in. More detailed descriptions of the various committees of the volunteer form: including how much time/work the different committees involve. Some committees are much more labor intensive than others.
- Have membership committee review and update the new member packet to be sure it provide the information members need-work with Elizabeth Serrano from ALSC on this. This was included in the Membership Committee quarterly report as a project they were interested in taking on
- There is an ongoing problem as identified in the Student Gift Membership survey that at many times members are unsure of how to get started with ALSC it feels overwhelming. We need to resolve that problem if we are to help develop leaders in the profession.
- The online courses/webinar, the ALSC Listserv and the ALSC Blog are useful but hidden. Ways to publicize them more?
- Mentorship program is good but limited and while at times it works well other times it doesn't do as much-besides the problem of getting enough mentors. Is there a way to make it more informal or have a forum where ALSC Members can ask questions more experienced ALSC members that can be answered informally, along the lines of a weekly or monthly chat? Either with Board members PGC or ALSC Staff?

ALSC Strategic Plan Annual Assessment 2018

Goal Area: Learning & Development

Objective 2: Provide at Least two educational opportunities in media mentorship and child development, ideally developed and /or presented with collaborative partners from other ALA units, by September 2018. *Transforming Children's Librarianship.*

Working Group members: Chris Caputo, Paula Holmes, Amy Sears

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General Status of Objective (circle one): **Achieved**   Partially Achieved   Not Achieved

What are the Drivers for this objective?: positive things that are getting/will get us there?
1. President's Program on Media Mentorship at Annual, 2017; also a Webinar on Media Mentorship – From Apps to Robots: How to Evaluate Digital Media for Literacy Learning was held September 19, 2017
2. At Midwinter the ALA Awards Committee approved the proposals for the Excellence in Early Learning Digital Media Award and the Media Mentorship Leadership Award.
3. The Early Childhood Programs and Services Committee is holding a webinar series with one hour long webinar to be on Early Childhood Development; The ALSC Institute in September will be holding sessions on "Building Baby's Brains with Books" which includes information on brain development; and a program related to the Every Child Ready to Read Project and at annual conference there will be a program on "Stem for Babies and Toddlers"

What are the Barriers for this objective?: things that are restraining/will restrain us?

1. Difficulties reaching non-degreed youth librarians
2. Keeping information on media mentorship up-to-date, particularly since the white paper was written in 2015
3. Continuing educational opportunities in child development since there will not be a strong emphasis of the ECRR project with the end of the formal partnership with PLA

Include any preliminary thoughts on the following questions developed from your inquiry:

Have contextual conditions related to this objective changed? If yes, how?

● We will have met the goals of two educational opportunities in media mentorship and child development by September, 2018, but our group thinks it is important we continue this objective.

What data do we lack to adequately assess this objective?
● The key here is that this objective had a specific measurable outcome and a deadline. This has been met. The Board probably needs to consider whether they want to continue this objective and have a new deadline, OR, are there other areas of CE that are more important to address now?

Is there an identified lead for this objective? (circle one) Yes   No   **Unsure**
● We have evaluation committees for digital media, but it is doubtful that they will necessarily be considering the topic of media mentorship and offering programs on this in the future.
● Child Development probably falls under Early Childhood Programs and Services. Since we are not continuing with the Every Child Ready to Read Oversight Committee, there is some concern whether the first committee mentioned here will have this as a top priority in the future.

What recommendations, if any, do we want to make for modification of objectives/strategies/activities related to this goal?:
● Possibly add a new timeline or a continuing timeline to keep these topics fresh and to recognize recent research. But, if we come up with a new timeline, we would need to assess what committees might address these two areas of CE. The other consideration is if the Board wants to come up with new topics that are pressing for CE and if they want a new timeline.

ALSC Strategic Plan Annual Assessment 2018

Goal Area: Leadership & Development

Objective 3: Organize and promote ALSC activities to position the core competencies as central to library service to children, by September 2018. Transforming Children's Librarianship

Working Group members: Chris Caputo, Amy Sears, Sue McCleaf Nespeca, and Paula Holmes

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General Status of Goal (circle one):   Achieved   <u>Partially Achieved</u>   Not Achieved

What are the Drivers for this objective?: positive things that are getting/will get us there?
1. The ALSC Institute Website correlated programming with corresponding ALSC Core Competencies. Kristen Figliulo at ALSC suggested that Institute Task Force match the sessions to the competencies. **Driver: ALSC Staff**
2. The ALSC Mentorship Program website homepage encourages Mentors/Mentees to "#6. Build familiarity with ALSC's Competencies for Librarians Serving Children in Public Libraries (http://www.ala.org/alsc/edcareers/alsccorecomps)" **Driver: Mentors and the Mentorship program**
3. ALSCBLOG: Nina's Blog on December 5, 2017 "Sharing Standards" Highlighted the standards and competencies of the three youth divisions. Previous ALSCBlogs, three in spring 2017, "ECRR2 for Early Childhood Professionals", "ALSC Meetup in Kansas City @ WPC", and "Countdown to Dia", all contained a link to the competencies and listed the corresponding ALSC Core Competencies. **Driver: ALSCBlog and the bloggers**

What are the Barriers for this objective?: things that are restraining/will restrain us?
1. Managing Children's Services Quarterly report hints at several barriers that pertain to this objective.
2. Reaching and bridging that gap between degreed and non-degreed (often non-member) youth librarians
3. Coordination between committees. And committee member capacity and lack of participation of some committee members.

4. Lack of a coordinator (person or committee) to spreadhead the objective, reminding to link/consider the competencies to/with the project/program.

Include any preliminary thoughts on the following questions developed from your inquiry:

What data do we lack to adequately assess this objective?

● The objective as written does not contain a specific measurable outcome – the outcome is that the competencies are "positioned as central". A method of determining how to measure the success of the objective is needed. Is counting the number of activities and downloads of the competencies online the measurement tool. If so, would website statistics on the core competencies page on ALSC.

Is there an identified lead for this objective? (circle one) Yes   **No**   Unsure

● Consider putting competencies under a committee(s) (outside of the Education Committee) or PGC 7 Professional Development to spearhead. Having them collaborate with the Education committee, whose charge is to be responsible for periodic review of ALSC Competencies.

What recommendations, if any, do we want to make for modification of objectives/strategies/activities related to this goal?:

● Do we have the right member groups/staff involved?
   ○ Kristen is involved based on the ALSC Institute project and is the perfect staff member for this objective. Consider including corresponding competency(ies) with online education offerings similar to the 2018 Institute Program Listings on the ALSC Website. A reminder may need to be given to PGC's, at Leadership.
● Do we have sufficient resources?
   o Yes, this is more a matter of bringing the core competencies document back into focus. Or how important is it to directly tie the document back to our work?
● Is the scheduled timeline realistic?
   o If the core competencies are to be considered an important strategic objective for the organization this objective needs more time, but should be easily on track for 2019, noting that it is an ongoing priority.

ALSC Strategic Plan Annual Assessment 2018

Goal Area: **Learning & Development**

Objective 4: Develop a toolkit of research-based best practices for out-of-school time learning and disseminate the toolkit and practices to members by September 2019 – Transforming Communities through Libraries

Working Group members: Christine Caputo, Paula Holmes, Sue McCleaf-Nespeca, Amy Sears

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General Status of Objective (circle one): Achieved   Partially Achieved **Not Achieved**

What are the Drivers for this objective?: positive things that are getting/will get us there?
1. The Summer/OST Task Force is re-energized with a new Chair & is beginning to move their charge forward.
2. The Task Force began moving forward on planning online educational opportunities and is refocusing to move this forward.
3. The National Summer Learning Association is going to feature a webinar on the Summer Learning Ambassador and the ALSC partnership around summer learning. Task Force members are participating.

What are the Barriers for this objective?: things that are restraining/will restrain us?
1. The work of the Summer/OST Task Force was slowed by a change in leadership that is now resolved.
2. Complexity of developing a full toolkit without a consultant or other person who can spend time working on this objective.
3. The newly reconstituted Task Force is discussion this objective and may have some suggestions as is the Research Agenda Task Force, and both Task Forces may have recommended changes. Things are still in discussion so it's too soon to know if there will be any recommended updates.

Include any preliminary thoughts on the following questions developed from your inquiry:

Have contextual conditions related to this objective changed? If yes, how?

- Libraries across the country are slowly beginning to transition from summer reading to summer learning (and some have been offering summer learning opportunities all along) so while the conditions may not have really changed libraries may be in a slightly different space with slightly different needs.

What data do we lack to adequately assess this objective?
- The toolkit is a very measureable outcome, but we may not yet have all the data needed to adequately create the toolkit so we know what library staff need. Needs assessments are being collected by the Task Force.

Is there an identified lead for this objective? (circle one) **Yes**   No   Unsure
- The Summer Learning and Out of School Time Task Force is taking the lead on this with help from the Research Agenda Task Force.

What recommendations, if any, do we want to make for modification of objectives/strategies/activities related to this goal?:

- Do we have the right member groups/staff involved?
  - With the newly reformed Summer/OST Task Force, it does look like we have the right member group to move things forward.
- Do we have sufficient resources?
  - If the toolkit is to be created, there may need to be staff support to pull it together or possibly a consultant to help with finalizing the end product.
- Is the scheduled timeline realistic?
  - The timeline originally set seemed realistic, but since the Task Force is delayed on some of their other tactics, a small extension may be needed. Stay tuned.