Working Group #6:

Recommendation #1: Conduct outreach with peer institutions to explore what has worked well at their institutions and what could be adapted or replicated at USF.

Institutions often require different governance procedures depending on their mission, size, and character. In all instances however, there needs to be a deliberative body responsible for presenting the views of the University faculty and staff. The design and approval of the structures of faculty and staff participation should involve the joint action of the faculty, staff administration, and governing board. However, it is imperative that faculty and staff representatives are selected not by the governing board or administration but by the faculty and staff, according to procedures determined by the faculty and staff. Faculty and staff representatives should be free to share information with and seek input from their colleagues without the constraints of confidentiality agreements except in cases involving personnel matters.

In the most recent action letter to the University of San Francisco, the WSCUC visiting team recommended that the University develop a "a formal deliberative body, independent of the Faculty Association Policy Boards, to establish shared governance that will improve lines of communication and ensure participatory decision-making". Such a deliberative body would also enable the administration to establish "partners in the faculty." In addition, the WSCUC team recommended that USF "develop formal, timely, and informative channels of communication that allow for advice and dialogue across the campus *prior* to major decision-making and implementation," a point noted in many of the internal deliberations among working group members.

The best practices for creating this kind of partnership are, of course, defined by the University. As we considered how to create this participatory partnership, the members of Working Group #6 determined that it would be useful for USF to consult with other universities to explore how shared governance worked at their institutions. In support of this process, WG#6 has identified the following potential comparator institutions for this process:
   ● Loyola Chicago
   ● Loyola Marymount
   ● Saint Joseph
   ● Seattle University
   ● SFSU
   ● Stanford
   ● Western Washington University

In addition, the working group has cataloged the shared governance bylaws of each of these comparator institutions. Several members of WG#6 have also volunteered to participate in the conversations with the comparator institutions.

The member of the working group have curated the following set of questions to assist in shaping the conversations with comparator institutions:

1. What does shared governance mean to you?
2. What are the strengths and areas for improvement of existing shared governance structures?
3. How did your institution create equitable shared governance structure, especially if you were also building on our existing structures?
4. How did your university develop formal channels of communication that allow for advice, dialogue and co-design among full time faculty, part-time faculty and librarian, ALPPL, staff and administrators *before* decisions are made?
5. What shared governance practices have you experienced at other institutions that USF could learn from?
6. How might expanded shared governance structures enhance leadership opportunities across our campus?

Stakeholders: The stakeholders for shared governance involve administrators, faculty, staff and students.

Cost: The consultations with other institutions can be done virtually and would not require any additional financial commitments from the university.

Difficulty: Low

Impact: Consulting with comparator institutions is a key part of the process of creating USF's unique shared governance structure. Consulting with comparator institutions, along with building a robust inventory of existing shared governance structures, will enable USF faculty to explore a variety of shared governance structures being used at other institutions and to get responses to any questions that arise in the process.

Time to Implement:
Engagement with comparator institutions should begin in early fall of 2023 with the goal of launching the shared governance pilot structure in Fall of 2024.

Measurables:
● Completion of virtual meetings with comparator institutions
● Curation of the responses of the comparator institutions
● Review of the responses in alignment with the shared governance definition that USF will develop

Recommendation #2: Create a definition of shared governance for USF that is aligned with Jesuit values.

An important component of Jesuit values is the belief that as people come to understand the world, they come to think and act in that world in new ways. There is therefore an integral connection between knowing and acting, serving others, and undertaking a spiritual journey that does justice and centers the common good. Our shared governance structures should therefore emphasize the connection between knowing and acting while furthering justice and the common good.

The processes of shared governance are not only concerned with the direction of policies and resource allocation but with providing institutional mechanisms for resolving any conflicts that might arise. They must also work to ensure management accountability and leadership succession for strategic goals and policies.

Stakeholders: The stakeholders for shared governance involve administrators, faculty, staff and students.

Cost: This recommendation would not require any additional financial commitments from the university.

Difficulty: Medium

Impact: Emergence of a working definition of shared governance that balances broad stakeholder participation in planning and decision-making with managerial and administrative accountability.

Time to Implement:
This recommendation should be implemented in the charge to the shared governance task force so that it informs the work from the outset.

Measurables:
- Creation of a university-wide definition of shared governance informed by the findings of the consultation process with other comparator institutions.
-
- Review of the definition with the faculty, staff and students and in accordance with existing collaborative bargaining agreements.
-
- Incorporation of the shared governance definition on the university website and in university policies.

Recommendation #3: Develop a vision for integration of ADEI principles into shared governance structures at USF.

The commitment to diversity, equity and inclusion at the University of San Francisco is noted in USF's mission which seeks to nurture a:

> diverse, ever-expanding community where persons of all races and ethnicities, religions, sexual orientations, genders, generations, abilities, nationalities, occupations, and socioeconomic backgrounds are honored and accompanied. We are committed to educating hearts and minds to cultivate the full, integral development of each person and all persons; pursuing learning as a lifelong humanizing and liberating social activity; and advancing excellence as the standard for teaching, scholarship, creative expression, and service. Inspired by a faith that does justice, we strive to humbly and responsibly engage with, and contribute to, the cultural, intellectual, economic and spiritual gifts and talents of the San Francisco Bay Area and the global communities to which we belong."

Our commitment to affirm an inclusive community for our faculty students and staff must also be incorporated into the understanding of, definitions of, and engagement of shared governance at USF. The members of the working group note that a strategic and sustainable approach to shared governance must include a commitment to antiracism, diversity, equity and inclusion. In so doing our focus on shared governance will be shaped by *cura apostolica* and *cura personalis* in keeping with the Jesuit values that define our shared work.

Stakeholders: The stakeholders for shared governance involve administrators, faculty, staff and students.

Cost: This recommendation would not require any additional financial commitments from the university.

Difficulty: Low

Impact: This recommendation would impact the entire campus community.

Time to Implement:
This recommendation should be implemented in the charge to the shared governance task force so that it informs the work from the outset.

Measurables:
- Inclusion of the University's ADEI values in the language of the shared governance definitions.
- Engagement with the ADEI office as a partner in this important work.

Recommendation #4: Build on and recognize existing spaces that provide a voice for faculty, librarians, and staff in any new shared governance structures. To support this work, the process must be informed by a complete inventory of existing shared governance structures at the University.

Some systems of shared governance practices at USF already exist, but there is a need to expand and enhance those practices. An important first step toward this goal is to take a robust, and complete inventory of existing shared governance structures and practices at the University. This would include everything from the representatives to the Board of Trustees and its sub-committees, to joint University-wide committees, to faculty and staff councils in each of the schools and colleges; and the numerous other bodies that exist to facilitate shared governance at USF.

Stakeholders: The stakeholders for shared governance involve administrators, faculty, staff and students.

Cost: This recommendation would not require any additional financial commitments from the university.

Difficulty: Low

Impact: Recognizing and documenting what we already have in place is a critical precursor to think about what areas need to be improved, rebuilt, or created.

Measurables: An accessible and complete spreadsheet of all shared governance structures, processes, and practices at USF that contains the name, mission, composition, by-laws, meeting schedule, past actions and recommendations of these structures.

Recommendation #5: Explore piloting a body/structure that is consistent with collective bargaining agreements, that brings together part-time and full-time faculty and librarians from all the college/schools. in order to provide input to University leadership on policies, decisions, and priorities, the goal of which is to improve lines of communication and ensure participatory decision-making.

True shared governance tries to balance maximum participation in decision-making with clear accountability. It attempts to give voice to concerns common to all constituencies as well as to issues unique to specific groups. At USF, there are a number of groups who have collective bargaining agreements with the University that have brought a significant measure of shared governance and participation. But the University lacks a representative body that brings faculty and librarians together, including those who might not be represented though collective bargaining structures. The University should pilot such a body so that all groups on campus have a voice, are invited to participate, are kept informed, and understand what is happening at the University.

Stakeholders: The stakeholders for shared governance involve administrators, faculty, staff and students.

Cost: This recommendation may require some financial commitment from the University in terms of providing a venue for meetings and paid time-off for representatives to attend.

Difficulty: High

Impact: In terms of creating a broad and continuous flow of communication and discussion of the University's strategic goals and their tactical implementation, such a body could have a profound impact on morale and well-being at USF.

Measurables:
- Documented formation of a University wide forum with the charge of discussing strategic priorities, resource allocation, and policy implementation across the University.
- Existence of by-laws, agenda, minutes, and action items indicating a functioning and operational body.
- Documentation on how this body's deliberations and decisions have impacted University priorities and direction.

Recommendation #6: Pilot a forum for shared conversations, collaboration and visioning for faculty, librarians, staff, students, and university leadership the goal of which is to support shared governance and strengthen communication across the university.

Building on-going collective commitment is critical to USF achieving its mission and goals. Inclusive strategic planning processes are one way of doing this but this kind of commitment often languishes after a plan has been formulated, approved, and implemented. It is critically important therefore to ensure that all stakeholders have an opportunity to participate in an on-going dialogue about the University's priorities and direction. To facilitate support for shared governance and strengthen cross campus communication, there needs to be a forum for institutional discussions about what the pressing priorities for strategic direction and resource allocation are and how they can be integrated to the benefit of all stakeholders.

Stakeholders: The stakeholders for shared governance involve administrators, faculty, staff and students.

Cost: This recommendation would not require any additional financial commitments from the university.

Difficulty: Low

Impact: The development of such a forum would have a direct bearing on the development of commitment to planning processes at USF by fostering an environment that promotes "buy-in" based upon inclusion, information, and discussion.

Measurables: To be determined.

Recommendation #7: Create regular opportunities for all members of the university community to be included in spaces for consultation, engagement, and participation *prior* to decision-making and implementation.

One of the key recommendations of the WSCUC team was that USF "develop formal, timely, and informative channels of communication that allow for advice and dialogue across the campus *prior* to major decision-making and implementation." One of most oft-heard complaints that the working group members explored is the disappointment that often meetings, forums, and other opportunities to gather input from across the campus happen after decisions have been made elsewhere. Having an opportunity to discuss and participate in decisions on priorities provides all stakeholders with opportunities to listen to and understand the competing demands on resources and an understanding of how decisions are made in a challenging educational environment.

Stakeholders: The stakeholders for shared governance involve administrators, faculty, staff and students.

Cost: This recommendation would not require any additional financial commitments from the university.

Difficulty: Low

Impact: Embedding a sense of genuine inclusiveness and participation builds trust and shared commitment.

Measurables: To be determined.

Recommendation #8: Establish a yearly review of the implementation process based on key performance indicators that can include updated recommendations and feedback from diverse stakeholders.

One of the keys to keeping shared governance flexible and continuously updated is a regular schedule of assessment, review, and revision based upon key performance indicators. It might be beneficial to consider having an end-of-year assessment report on shared governance to ensure that the recommendations on shared governance in the strategic plan are assessed and that flexibility and adjustments can be made outside the fixed planning cycle.

However, it is not immediately apparent who will conduct such a review. Once the initial impetus of designing a new plan is over, who will manage the plan and how will it be managed on an operational basis? This will be essential to monitoring key performance indicators around shared governance.

Stakeholders: The stakeholders for shared governance involve administrators, faculty, staff and students.

Cost: This recommendation would not require any additional financial commitments from the university.

Difficulty: Medium

Impact: This recommendation would facilitate integrating strategy into operations which is integral to the overall success of the strategic plan.

Measurables:
- The development of key performance indicators for annual review of the shared governance structure.
- Recommendation and approval of review cycle.

Recommendation #9: Examine and create the structural and procedural components of this process, including shared practices for agendas, minutes, and policies.

Along with participation prior to decision making, it is also important that participants in shared governance have agendas, minutes, policies, and past actions at their disposal *before* meetings are conducted. The working group members note that this kind of transparency is key to assuring the success of and trust in shared governance processes. The University is a complex institution broken down into various groups with little experience of the conditions and expectations of people in other groups. Assuring that these vital structural components are in place assures that the entire university community has equal access to information and can participate effectively in the shared governance processes. It also assures that everyone involved can become effective participants in decision-making.

Stakeholders: The stakeholders for shared governance involve administrators, faculty, staff and students.

Cost: This recommendation would not require any additional financial commitments from the university.

Difficulty: Low

Impact: This recommendation is integral to having a system of shared governance that works and is sustainable. It would build commitment, recognition, and participation.

Measurables:
 A set of bylaws should be drafted, approved and circulated regarding the distribution and communication of agendas, minutes, and policies (e.g. bylaws) for university-wide committees and shared governance structures.

STRATEGIC PLAN ADVISORY COUNCIL
SUBMISSION OF SP WORKING GROUP REPORTS – June 07, 2023

Executive Summary

This report presents the results of the first year of the implementation of USF's Strategic Plan. This broadly representative, community-led effort has resulted in a diverse set of actionable recommendations intended to advance the goals of the plan through five themes:
- Rebuilding Enrollments and Retaining Our Students
- Generating Alternative Revenue Streams
- Future-Proofing and Enhancing The Distinctive Jesuit Education We Promise Our Students
- Strengthening Our Community
- Communicating Our Story And Values to Internal and External Audiences

Introduction and Gratitude

On behalf of the Strategic Plan Advisory Council (SPAC), the SPAC co-chairs are very grateful to President Fr. Paul J. Fitzgerald, S.J. for entrusting the USF community with the responsibility of generating and implementing a community-driven strategic plan. It was a bold, forward-looking decision to engage in a broad-based strategic planning process during the combination of a pandemic, a national race reckoning, and a very challenging time for USF internally. We are grateful to Provost Chinyere Oprah and the Core Advisory Committee for forging a consultative, participatory process in conceptualizing the strategic plan, and to the Board of Trustees for endorsing the original plan in December 2021. The leadership's leap of faith in giving our community a voice to shape USF's future has generated an inspiring level of community engagement and participation.

Context: A Changing Landscape

"We cannot change the direction of the winds, but we can adjust our sails." – Various sources

The USF 2027 Strategic Plan was written as a living document, intended to be revised and adapted as needs and conditions evolved over its five-year lifespan. Indeed, the global, national, and regional backdrop in which USF is operating has seen significant shifts in the past two years: Macroeconomic trends such as increasing costs due to inflation, a demographic cliff that has resulted in declining numbers of college age students, a change in the desirability of San Francisco as a destination, and a broader national conversation about the value of a residential, liberal arts education have adversely affected enrollments and profoundly affected USF's operating environment. The University has worked to close the largest budget gap in its history and our current ability to invest in medium- and long-term initiatives, however compelling, has to be balanced with a keen focus on the short-term imperatives at hand—growing enrollments and revenues and supporting student success and retention.

While we grow revenues and invest in our students, we must also invest in our people. Our ways of working together collectively must reflect mutual respect, transparency, a commitment to equity, and a sense of shared enterprise and shared governance. *Cura personalis* and *cura apostolica* are the foundation of our mission-driven community. This is especially true in the wake of the pandemic as resignations, retirements, and disengagement of faculty, librarians, and staff have reached unprecedented levels in higher education. Faculty and staff formation and engagement with Ignatian values and praxis provide a sense of community and purpose that can mitigate against burnout and disengagement. **Fulfilling our mission of accompanying young people and professionals in the creation of a hope-filled future depends on our own futures and confidence in the purpose of our work.** We can draw strength from our distinctive history and Jesuit values, humanistic traditions, philosophical perspectives, and commitment to inclusion that characterizes Jesuit education.

The Implementation Process

"If you want to go fast, go alone. If you want to go far, go together." – African Proverb

The changing landscape and headwinds of the past several years necessitated a two-pronged strategic plan implementation that allowed for tackling short-term imperatives, while continuing to plan for medium- and long-term success and thriving. The first prong involved assembling integrated, collaborative, quick-action task forces to address the short-term imperatives of building back enrollments and improving student retention. An Integrated Strategic Enrollment Plan (ISEP) was developed, outlining a wide-range of creative and actionable interventions for undergraduate and graduate enrollments. In addition, a Student Success, Retention and Equity Task Force (SSRTF), co-chaired by representatives from Academic Affairs and Student Life, worked collaboratively to strengthen structures that will help retain undergraduate students, bolster advising, enhance student success and persistence, and increase students' sense of belonging. The SSRE developed a data-informed approach to disaggregate data, identify majors and demographic groups that persist at lower rates, and create targeted interventions to increase retention. SSRE is implementing an [integrated strategy](#) to return FTFY retention to 83% by fall 2024, increase retention to 85% by fall 2026 and 87% by fall 2027, with a stretch goal of 90% by fall 2027. A progress report of ISEP and overview of SSRE initiatives in year one of the Strategic Plan can be found in this [tracking document](#) (also included as Appendix 1).

The second prong of strategic planning focused on developing strategic initiatives for the university's medium- and long-term success and thriving. Continuing the community-driven and broadly participatory spirit of strategic planning was critical to cultivating trust and engagement. The SPAC, charged with implementing the initial year of the plan, convened seven working groups representing the goals and values of the USF 2027 strategic plan and comprised roughly 140 members of the USF community, including faculty, staff, librarians, senior administrators, students, and alumni. These working groups were charged with developing recommendations that accomplish the objectives and actions corresponding to each goal of the strategic plan. They worked to prioritize and operationalize recommendations and generate key performance indicators (KPIs) and ways of tracking progress and

gauging success.These groups engaged more than 300 additional community members to consult and participate in community fora, small groups, and add their voices to the chorus of ideas for USF's future.

In addition, SPAC asked working groups to identify and cultivate synergies with other important planning processes at USF, including the [Mission Priority Examen](#), Comprehensive Capital Campaign, Institutional Master Plan, Laudato Si/[One Earth Initiative](#), [Latinx Excellence and Belonging Initiative](#), and [Indigenous Engagement](#).

Prioritizing this chorus of ideas so that USF can move forward nimbly and effectively has been a Herculean task, involving robust and rigorous debates, a bias for action rather than perfection, a commitment to shared responsibility and consultation with key stakeholders, and willingness to listen to and address occasional notes of skepticism.

Over the course of the first year of implementation, as the working groups have conducted their work and USF's budgetary landscape has changed, we have asked them to take into account the cost and benefits of investment, and discern, in light of where we are today, the top action items needed in their SP goal to make progress. In addition to considering the financial implications of each recommendation, we have asked them to consider the opportunity cost of time, bandwidth, and mindshare required to move forward a particular recommendation. The working groups have worked very diligently to deliver on their charges.

Recommendations
It is not an easy task to present the complex, diverse, and well-crafted recommendations of the working groups in a digestible format. We have chosen to present them in five distinct ways:

- First, and most important, are the recommendations from the working groups themselves, a summary of which is found in [SPAC Integration Document](#) (Appendix 2). The full working group reports, presented in detail, are available [in this folder](#) (as well as provided with this report as a separate pdf document entitled Appendix A). The full working group reports are essential for understanding both the recommendations and the thinking underlying them in detail.

- Second, SPAC has synthesized the recommendations from the working groups, along with significant efforts currently underway at USF, such as Masonic East, The Ann Getty Institute, and the Entrepreneurship + Innovation Initiative into [a spreadsheet](#) (Appendix 3) listing key recommendations, divided into five themes:
  - Rebuild Enrollments and Retain Our Students
  - Generate Alternative Revenue Streams
  - Future-Proof and Enhance the Jesuit Education We Promise Our Students
  - Strengthen Our Community, and
  - Communicate Our Story and Values to Internal and External Audiences.

This grouping allows us to highlight recommendations that serve multiple goals and integrate the work of multiple working groups. Within the sheet, recommendations are coded according to feasibility, with green indicating low or no cost/difficulty, purple indicating that significant funding and effort is required and already committed to, blue indicating that additional resources would be required, and yellow indicating that more refinement or discussion of a recommendation is needed.

● Third, we have developed the graphic below which presents each of the recommendations (please see the SPAC Integration Document/Appendix 2 for numberings) on a grid characterizing their complexity (meaning cost, difficulty to accomplish, or other barriers) and impact. Within this graphic, recommendations are color-coded according to the themes above. Please note that this is a qualitative figure intended to allow the reader to visualize the recommendations; 'complexity' and 'impact' are not metrics with numeric values, and the relative position of two points is not meant to imply a ranking between them.
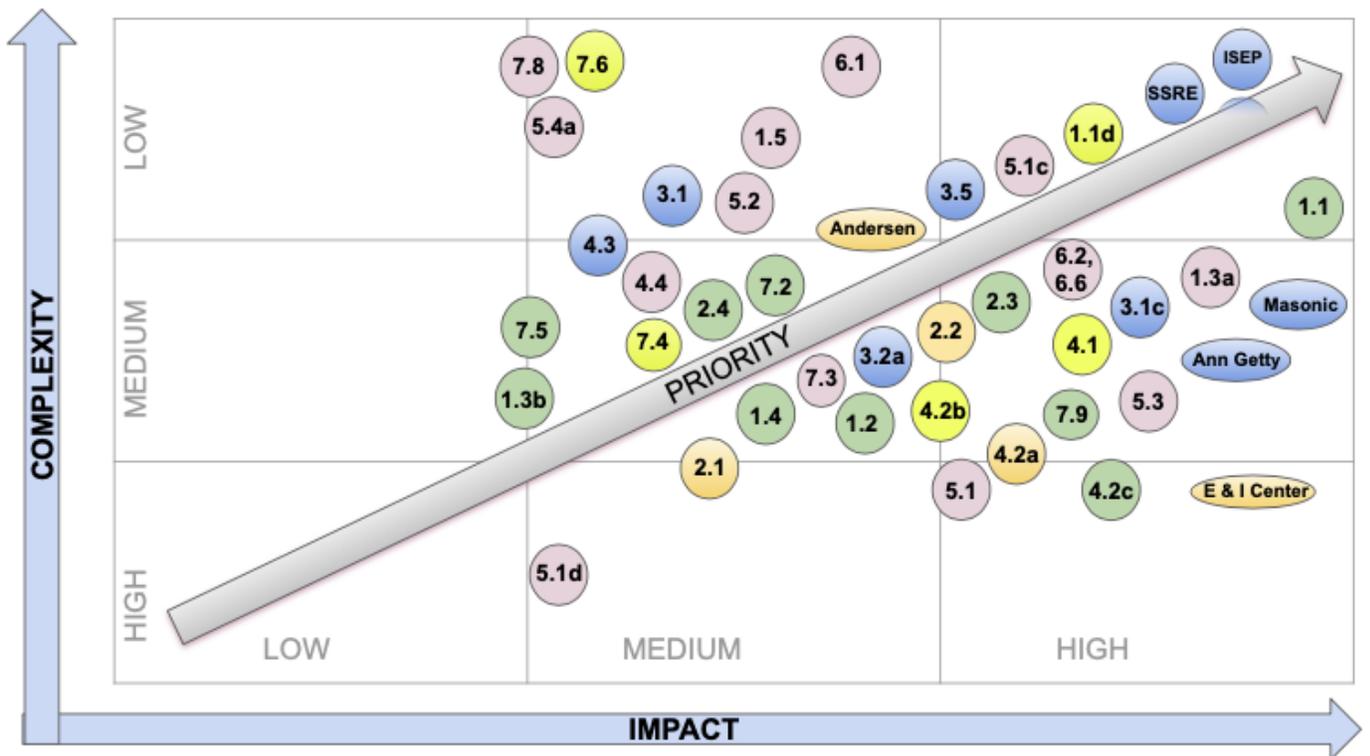
Key			
	Rebuild Enrollments and Retain Our Students		
	Generate Alternative Revenue Streams		
	Future-Proof and Enhance the Jesuit Education We Promise Our Students		
	Strengthen Our Community		
	Communicate Our Story and Values to Internal and External Audiences.		

- Fourth, we have collaborated with the Office of Development, including Corporate and Foundation Relations, and the Office of Contracts and Grants to conduct an initial analysis (Appendix 4) gauging potential philanthropic interest in the recommendations of the working groups. This analysis seeks to capture alignment with pillars in the comprehensive capital campaign and/or to identify possible sources of external investment, whether via donor interest, grant-writing, or agency funding.

- Finally, from this larger list we have compiled a subset of highlighted recommendations, falling into one of three categories:
  - **Quick Wins:** Low-complexity initiatives that can make a significant positive impact.
  - **Strategic Actions**: Initiatives with a significant complexity and high impact that meet near term, mission-aligned priorities focused on revenue, enrollment, or key strategic initiatives which have a high degree of alignment with the comprehensive campaign.
  - **Horizon Opportunities**: Initiatives that will have significant impact, but also have significant complexity and may require substantial budget allocation, external funding, or time and effort.

Quick Wins	Strategic Actions	Horizon Opportunities
☐ Implement ISEP and Student Success, Retention Strategies ☐ Develop a university-wide contemplative practices and pedagogy program aligned with Jesuit values ☐ Teaching Jesuit Values Pilot Program ☐ Ignatian Leadership Fellows Program ☐ Interdisciplinary Clusters ☐ Restart Faculty Research Circles ☐ Increase Research Opportunities For Students ☐ Equitable Assessment	☐ Core Redesign ☐ Masonic East ☐ Gerardo Marin Fellowship ☐ Ann Getty Center ☐ Extend Rising Dons Mentorship Program ☐ Improve access to study abroad ☐ Increase Support for OCG ☐ Implement Latinx Excellence and Belonging Initiative ☐ Support and enhance the USF Faculty and Librarians Diversity Hiring Initiative ☐ Program Incubation ☐ Become an Accessible, Inclusive campus that commits to Disability Justice	☐ Comprehensive Brand Awareness Campaign ☐ Entrepreneurship + Innovation Initiative ☐ Create a distinctive first-year student experience. ☐ Create an Office of Certificate/Non-Degree/ Extension to support certification programs or continuing education credits, and other non-degree opportunities ☐ Center For Integral Ecology ☐ Develop a Blueprint for a Global Center at USF

☐ Create additional affinity spaces (virtual or physical) for students ☐ Basic Needs Coordinator ☐ Develop year-long community-engaged learning (CEL) course ☐ Shared Governance: conduct outreach ☐ Faculty-staff immersions ☐ Offer curated, equity-focused professional enrichment programs. ☐ Develop and incorporate ADEI-related expectations into JDs, on-boarding, and tenure and promotion ☐ Build an Active Global Alumni Network ☐ Awards for Global Work ☐ Equity Audit/ Climate Study	☐ Support the growth of the Interdisciplinary Committee on Aging ☐ Shared Governance: develop definition of shared governance, public fora	

Lessons Learned

We are grateful for a robust level of engagement among working group members that runs contrary to the broader burnout seen in higher education. We have been humbled by the commitment of the working groups members to operationalize the actions in the strategic plan. Most working groups will be disbanding, having completed their work. In some cases, select members have very generously offered their continued commitment to work on longer-term initiatives or continue exploring more complex initiatives, should the leadership decide to pursue them. Although our process has been far from perfect, we have learned a tremendous amount and identified cross-cutting themes between working groups, such as the importance of faculty and staff formation, the desire for more grounding in Jesuit values and tradition, the strong institutional commitment needed for Antiracism, Diversity, Equity and Inclusion (ADEI) work, the barriers to innovation posed by siloed approaches, the need for increased communication, and the call to strengthen shared governance across the institution.

One of the most valuable outcomes has been the breakdown of silos and forging of new "neural pathways" and "connective tissue" between people and across units and campuses. These connections are invaluable for sharing information, incubating new ideas, thinking collaboratively and kaleidoscopically across disciplines and functional areas, and breaking through the traditional barriers that inhibit innovation. Working group members have commented repeatedly on the value of collaborating with colleagues from other units and how their participation in the SP process will help them work more effectively in their everyday roles.

Next Steps

The SPAC co-chairs look forward to feedback from the President, Provost and Leadership on the report and recommendations following time for discernment and reflection. We are prepared to assist in continuing to implement the strategic plan and we recommend the following next steps for the President and Provost's consideration:

- Publish SPAC report and working group recommendations on the SP website (July)
- Draft message to USF community from President and Provost to communicate response (acknowledge work, emphasize leadership priorities, etc.) (August)
- Develop FY24 priority goals based on Leadership feedback (August/Sept)
- Provide Strategic Plan Update and share progress at Convocation (August)
- Ensure each priority goal has KPIs and assessment for every recommendation (August/Sept)
- Streamline and right-size SPAC for implementing prioritized recommendations (August/Sept)
- Leverage SPAC to monitor and report out to the community (quarterly meetings)
- Review SPAC charge on an annual basis (May)
- Refine and adapt goals and implementation plan based on evolving environment (on-going)