

2013–2014

ROCHESTER INSTITUTE OF TECHNOLOGY
COLLEGE OF IMAGING ARTS & SCIENCES

Strategic Plan Implementation Teams
Year End Summary Reports

TABLE OF CONTENTS

Overview	3
Community & Culture Committee	4
Marketing Committee	5
Environment & Facilities Committee	6
Scholarship, Creativity & Research Committee	7
Faculty & Staff: Career Focus/Success Committee	10
Policy Committee	15
Inclusive Excellence Committee	17
Student Success Committee	25

OVERVIEW

The CIAS Strategic Plan Implementation teams worked diligently during the 2013–2014 academic year. Each team developed a plan outlining the goals and actions that they wanted to accomplish during this time period. This year-end report provides a summary of the work completed in year one of the CIAS Strategic Plan.

COMMUNITY & CULTURE COMMITTEE

Team members: Elizabeth Kronfield, Ricky Figueroa, Gina Ferrari, Joyce Hertzson,
Fran Chinnock, Kris DePalma, Joe Allgeier, Myrtle Jones

Accomplishments

- Formation of a student sub-committee
- Design of a visual identity (logo)
- Plans on implementing a C & C events calendar for 2014–15
- Creation & distribution of survey to analyze current climate/desires

Next on the agenda

- Analyze results of survey to influence future goals
- Design “passport” system to recognize participation in CIAS events
- Work with student sub-committee to develop a visual presence through video and social media

MARKETING COMMITTEE

Team members: Lucas Barber, Peter Kiwitt, Ricky Figueroa, Mike Dear, Chris Bondy, Jane Shellenbarger, Ken White, Robin Cass, Christine Shank, Josh Owen

Accomplishments

- Creation of the marketing strategic plan
- Implementation of SlideRoom (online portfolio submission tool)
- Introduction of daily tours—students register on the CIAS website
- Imaging Arts and Sciences Symposium
- Hosted a National Portfolio Day event
- Design and production of a new CIAS viewbook
- Creation of the CIAS Newsletter
- Website and blog updates

Next on the agenda

- Blog redesign
- CIAS app
- Implementation of the strategic plan
- Updating displays throughout college
- Social media training for college

ENVIRONMENT AND FACILITIES COMMITTEE

Team members: Michael Dear, Terie Merritt, Kevin Buck, David Halbstein, Rob Henderson, Bob Fleck, Therese Mulligan

Accomplishments

- Created and posted to communication website, color coded room diagrams (based on affiliation or ownership). Included common name or type of room wherever possible. These diagrams will enable CIAS stakeholders the opportunity to easily identify program and space layout throughout the college.
- Created an extensive CIAS space spreadsheet that includes the following information: square footage, room type, room usage, room details, room condition, etc.
- Used this spreadsheet to quantify and benchmark computer labs.
- Used spreadsheet to create computer lab usage graphs.
- Used spreadsheet to create a graph of each programs footprint within CIAS.

Next on the agenda

- Complete missing details/data for spreadsheet.
- Create additional room type utilization graphs.
- Post the graph of program footprints within CIAS.
- Start to compile CIAS's yearly cost for operations and maintenance of building complex and infrastructure.
- Quantify maintenance and repair details from FMS.
- Evaluate building complex with FMS personnel to compile commentary to substantiate, quantify and qualify current and future needs.

SCHOLARSHIP, CEREMONY & RESEARCH COMMITTEE

Team members: Bruce Myers, Michael Peres, Peter Byrne, Len Urso, Marla Scheweppe, Sarah Thompson, Twyla Cummings

Accomplishments

The AY 2013-2014 accomplishments of the CIAS Scholarship, Creativity and Research Strategic Plan Implementation Committee include defining areas in which the committee can best carry out the charges inherent in the strategic plan, which include:

- Review and refine proposed goals and action items
- Define current status of issues to be addressed
- Develop a strategy for implementing the action items
- Assess financial impacts and resource needs
- Define the metrics to be used in assessing each action item
- Develop a budget early in the process (if applicable) for implementation
- Establish a timeline/schedule/milestones for implementation
- Prepare/report regular updates on implementation status and any recommendations for changes to the plan

At this time, there is no recommendation for significant changes in the Scholarship, Creativity and Research Strategic Dimension as spelled out in the current plan.

Next on the agenda

In terms of defining the status of issues to be addressed, it is recognized that there is significant overlap among the charges of this committee and other strategic plan committees, as well as existing resources at both the CIAS and institute level. Therefore, to work efficiently the committee needs to concentrate on areas of need while coordinating with other constituencies. It is believed that issues that can have the greatest impact include the following areas:

1. Grant Writing Support

It is believed that the Institute-wide grant writing support is focused more on Science, Technology, Engineering and Mathematics (STEM) and less on the humanities.

SCHOLARSHIP, CEREMONY & RESEARCH COMMITTEE

As such, CIAS should take a leadership role in proactively promoting and supporting grant writing in the humanities area. Specific action items here include:

- a. Coordinate with existing Institute grant writing resources
- b. Benchmark existing grant writing boot camp with the goal of CIAS hosting a grant-writing workshop more specifically designed for the humanities
- c. Provide funding for incidentals such as postage for both faculty and students in the grant submission process
- d. Include students in the process of seeking grants for their scholarship

2. Specifically student-focused initiatives

While the academic and creative needs of students permeate all of the topics discussed, some areas are specifically germane to encouraging student engagement in this area. These include:

- a. Possibility of a special computer lab for senior-use only
- b. Critique for digital humanities
- c. Student publishing: CIAS Journal
- d. Coordination of teaching with research to better engage students

3. Communication/optimization of existing and established activities

The current offerings of CIAS in the areas of Scholarship, Creativity and Research are wide-ranging, and many may be underutilized and underpublicized. Work in this area includes:

- a. Encourage interdisciplinary work
 - i. Interdisciplinary nature of proposed work should be considered for release time/internal funding concerns
 - ii. Common foundation: foundational semiotics course for all CIAS majors
 - iii. Pass/Fail
 - iv. Computer lab for seniors only
 - v. Continue and expand symposia, perhaps model after Imaging Science (one minute research symposia)
 - vi. Creative course design

SCHOLARSHIP, CEREMONY & RESEARCH COMMITTEE

- b. Communication Issues
 - i. Underutilization of CIAS events calendar
 - ii. Coordinate calendar with college blogs
 - iii. Install video 'calendars' in common areas to better publicize existing events

3. Other germane areas

Other relevant topics for the SCR committee moving ahead include:

- a. FEAD Grants: recognized as a valued and needed resource. It would help, however, if the cycles for FEAD application were designated and the same each Fall and Spring, e.g.: September 15 and February 15 (or the first business day immediately following).
- b. Travel funding: Existing funding for faculty travel to conferences is part of development funds, however conference participation goes beyond development and is integral to scholarship. Additional structured funding for both faculty and student travel should be discussed and advanced.
- c. Publishing support: faculty publishing support in the form of copyright funding for intellectual property use should be recognized as a worthy use of funding for scholarship support.
- d. Library resources: in some areas library resources are underrepresented, CIAS should take a more active role in supporting the influence on library resources by professors.

Concluding Statement

At the close of the 2013-2014 academic year, the CIAS Scholarship, Creativity and Research committee looks forward to fulfilling its charge with tangible actions and coordination with College and Institute resources in 2014–2015. It is anticipated that early progress in AY 2014–2015 will include developing a strategy for the aforementioned action items, including assessing the resources required and development of the appropriate budgetary concerns. The College should expect a timeline for implementation in Fall, 2014.

FACULTY AND STAFF: CAREER FOCUS/SUCCESS COMMITTEE

Team members: Twyla Cummings, Fran Chinnock, Christine Heusner, Steve Whittaker, Susan Lakin, Susan McWhinney, Luvon Sheppard

Accomplishments

Goal 1 Faculty and Staff:

CIAS will have high quality faculty and staff to provide curriculum instruction and administrative support relative to the mission and vision of the College.

Action B1.2 & Action B1.4

Revisit faculty and staff hiring processes. This process should include assessing the needs in each academic unit and department. Increase ethnic and gender diversity among CIAS faculty and staff.

- CIAS diversity data shows increase in percentages of total and tenure-track AALANA faculty over past three years (2010-2013). There is a slight decrease in percentage of non-tenure track faculty in 2013. Percentage of AALANA staff remains constant. **(On-going)**
- Included information in faculty search committee training presentation instructing committee to review CIAS and School diversity data when developing position posting. The same would apply for staff hiring.

Action B1.3

Create and maintain a list of current and potential adjunct faculty to support curricular needs that cannot be covered by full-time faculty.

- Database created. Transferred to CIAS Tech for final development and implementation.
- An orientation and training session planned for Adjunct Faculty. There will be two per academic year: fall semester orientation week and intersession. Note RIT will hold an Adjunct Faculty orientation August 18, 2014 from 4–5 PM

Goal 2 Professional Development and Training

CIAS will maintain fairness and equality, encourage professional development, promote life-long learning and recognize the contributions and accomplishments of all faculty and staff.

FACULTY AND STAFF: CAREER FOCUS/SUCCESS COMMITTEE

Action B2.3

Develop formal position descriptions for administrative chairs, program chairs and graduate directors to include term limits and succession planning. Develop formal position descriptions for Staff Assistants.

- Draft Administrative Chair, Graduate Director and Program Director position descriptions created.
- Generic JDQs completed for Senior Staff and Staff Assistants during AY 2012–2013

Action B2.4 & Action B2.5

Provide leadership and supervisory training for administrative chairs, program chairs and graduate directors. Promote/offer professional development opportunities and training for all faculty and staff. Annual funding needs to be allocated for this training to ensure that everyone has opportunities for participation.

- Draft lists compiled for leadership, managers, faculty and staff. These drafts will be sent to these groups for inputs and additions.

Goal 3 Recognition of Accomplishments

CIAS will focus on increasing visibility of the work and accomplishments of faculty, staff and students to RIT, the Rochester community, nationally and globally, as a means to improve collaboration, exposure, promotion and recognition.

Action B3.1

Institute a formal process to recognize the accomplishments of CIAS schools, departments and individual faculty, staff and students.

- This action has been included on the policy committee's listing under CIAS Faculty, Staff and Student Awards (ref: RIT E12.0). Also covered under Marketing Communications (website, CIAS Newsletter, University News, etc). Process has been established for communicating information for distribution on these channels. This process has been included on Communications link. Email sent to CIAS on February 26th.

Goal 4 Transparency and Collegiality

The CIAS Administration and Leadership team will be transparent with information flow, promote collegiality and be inclusive with faculty and staff.

FACULTY AND STAFF: CAREER FOCUS/SUCCESS COMMITTEE

Action B4.1

CIAS will hold at least two all-College meetings during each academic year. These meetings will allow for information sharing and discussion of specific issues.

- The Dean supports this and at least two meetings will be scheduled each academic year beginning 2014-2015.
- All College meeting held on February 24, 2014. The focus of this meeting was to update the college on the strategic plan.

Action B4.2

Establish and implement CIAS staff, faculty and students awards and selection process.

- CIAS Faculty, Staff and Student Awards Policy completed. Located in Inside CIAS Communication Weblink at:
<https://inside.cias.rit.edu/communications/policies-and-procedures/other-2/>
- FEAD Grants will be announced to CIAS by Dean's Office. These announcements will commence with the next cycle of FEAD Grants. The announcement will be made via the Communication Weblink.
- The following awards are currently distributed by CIAS:
 - » Gitner Family Prize
 - » Romano Award
 - » Pfizenmaier Award
 - » Edline Chun Award for Outstanding Teaching and Service
 - » Outstanding Graduate Student Award
 - » CIAS Outstanding Staff Award

All have been listed on Inside CIAS Communication Weblink at:

<https://inside.cias.rit.edu/communications/general-information/cias-awards/>

Action B4.3

CIAS will host an all-College retreat twice each year. These retreats will be working sessions to engage faculty and staff in strategic planning and implementation.

- Meeting held with the Dean on December 16, 2013 who is in support of this action. One faculty and one staff retreat was held in fall semester. Establishment of the two all college retreats will be reflected in AY 2014–2015.

FACULTY AND STAFF: CAREER FOCUS/SUCCESS COMMITTEE

Next on the agenda

Goal 1 Faculty and Staff:

CIAS will have high quality faculty and staff to provide curriculum instruction and administrative support relative to the mission and vision of the College.

Action B1.2

Create and maintain a list of current and potential adjunct faculty to support curricular needs that cannot be covered by full-time faculty.

- Continue to work with CIAS Tech on the completion of the Database. Populate database and train users.

Goal 2 Professional Development and Training

Action B2.1

CIAS leadership will work with HR to eliminate inequities in faculty and staff workloads and salaries and ensure salaries are competitive with other RIT colleges and other universities.

Action B2.2

Ensure that faculty lines are allocated and reallocated based on the needs of the college.

- This action has been given to the CIAS policy committee to establish a guideline. Team B should provide draft content to the committee in support of this action.

Action B2.3

Develop formal position descriptions for administrative chairs, program chairs and graduate directors to include term limits and succession planning. Develop formal position descriptions for Staff Assistants.

- Draft Administrative Chair, Graduate Director and Program Director position descriptions will be sent to the Administrative Chairs, Graduate Directors and Program Chairs for inputs.
- Need to understand compensation across the College for all program chairs and graduate directors. Compensations need to be fair and consistent.

FACULTY AND STAFF: CAREER FOCUS/SUCCESS COMMITTEE

Action B2.4 & Action B2.5

Provide leadership and supervisory training for administrative chairs, program chairs and graduate directors. Promote/offer professional development opportunities and training for all faculty and staff. Annual funding needs to be allocated for this training to ensure that everyone has opportunities for participation.

- Draft lists compiled for leadership, managers, faculty and staff will be sent to these groups for inputs and additions.

Goal 3 Recognition of Accomplishments

Action B3.3

Establish a CIAS Dean's Advisory Board to provide guidance on current challenges and the future direction of the College. This Advisory Board could consist of alumni, community leaders, donors, etc. and would meet at least twice per year at RIT.

- Propose having Advisory Board meetings during Brick City and Imagine RIT. The Dean supports this action. Next steps: list of possible members of advisory board and goals for the board. Also suggested: Establish an Executive Board.

POLICY COMMITTEE

Team members: Twyla Cummings Grace Gladney, Therese Mulligan, Marcia Carroll, Barbara Birkett, Peter Byrne, Robin Cass, Debbie Kingsbury, Michael Dear, Bob Fleck, Betsy Saxe

RIT Policy #	RIT Policy Name	CIAS Policy/ Guideline Name	Comments
C8.1	Information Security Policy	Private Information Storage	CIAS will use the RIT Policy
C22.0	Records Management Policy	Records Management Policy	
D1.1	Minors Policy	Minors Policy	
D2.0	Admission	N/A	CIAS will use the RIT Policy
D3.0	Registration	Registration	
D5.0	Grades	N/A	CIAS will use the RIT Policy
D8.0/D12.0	Student Academic Integrity Process Graduation Requirement	Graduate Policy and Guidelines	
D16.0	Institute Writing Policy	N/A	CIAS will use the RIT Policy
D18.0	RIT Student Conduct Process	N/A	CIAS will use the RIT Policy
E1.0	Employee Classification and Status	N/A	CIAS will use the RIT Policy
E1.2	Nepotism	Nepotism	
E5.0	Policies on Tenure	CIAS Tenure and Promotion: Criteria and Procedures for Tenure-Track Faculty	
E6.0	Policies on Faculty Rank	Faculty Promotion Policy for Tenured and Non-Tenured Faculty	
E7.0	Annual Review of Faculty	Annual Review of Faculty	
E12.0	Faculty and Staff Awards	Faculty, Staff and Student Awards	

POLICY COMMITTEE

RIT Policy #	RIT Policy Name	CIAS Policy/ Guideline Name	Comments
E19.0	Faculty Pursuing a Graduate Degree at RIT	Faculty Pursuing a Graduate Degree in CIAS	
E27.0	Performance Appraisal	Staff Performance Appraisal	
Environmental Health and Safety http://www.rit.edu/fa/grms/ehs/content/general-shop-safety http://www.rit.edu/fa/grms/ehs/content/labstudio-safety		Environmental Health and Safety	

Guidelines
Travel Reimbursement for Faculty and Staff
Graduate Students in Teaching Roles
Search Committee Hospitality
Loan Agreement Form for Laptop Distribution and Utilization
Staff Teaching Credit Bearing Courses at RIT
Staff Taking Courses at RIT

Next on the agenda

CIAS Policy/Guideline Name
Undergraduate Policy and Guidelines
Faculty Teaching Loads and Course Release
FMS Requests
FEAD Grants
Study Abroad
Printer Utilization and Procurement
CIAS Scheduling
CIAS Space Utilization
Redefinition and Reallocation of Open Faculty Lines

INCLUSIVE EXCELLENCE COMMITTEE

Team members: Twyla Cummings, Betsy Saxe, Mary Barnard, Michael Riordan,
Meredith Davenport

Access and Success:

Planning		Reporting		
Objective	Strategies	Indicators	Achievement	
Increase diversity among CIAS faculty and staff	Increase focus on hiring diverse (AALANA and women) instructional and administrative faculty	<ul style="list-style-type: none"> Continued annual increase in diversity of faculty and staff candidate search pools Continued annual percentage increase in the number of all CIAS AALANA faculty and staff Continued annual percentage increase in the number of CIAS women faculty and staff 	<ul style="list-style-type: none"> Participation in RIT's 2013 Future Faculty Career Exploration Program (FFCEP) - <i>Met</i> Established CIAS diversity goals for women and AALANA faculty - <i>Met</i> See Appendix A <i>CIAS Diversity Profile - Approaching</i> 	<ul style="list-style-type: none"> Participation in 2014 FFCEP On-going efforts to increase diversity among faculty and staff and to achieve diversity goals
Increase diversity among CIAS students	Targeted recruitment efforts to include a focus on: <ul style="list-style-type: none"> Rochester City Scholars (RCS) Program High Schools with Visual and Media Arts, Science and photography programs that have AALANA populations 	<ul style="list-style-type: none"> Continued annual percentage increase in the number of CIAS AALANA students Continued annual percentage increase in the number of CIAS undergraduate international students 	<ul style="list-style-type: none"> Hosted symposium for students and teachers from Rochester City School district in April 2014. Approximately 50 students and teachers attended - <i>Exceeded</i> CIAS had 5 new students via the Rochester Scholars Program - <i>Exceeded</i> High School visits: Marwen – Chicago Woodward academy & Westlake High School – Atlanta - <i>Met</i> See Appendix A <i>CIAS Diversity Profile - Approaching</i> 	<ul style="list-style-type: none"> 2015 RCSD Symposium Continue with HS visits Connect with CIAS Rochester City Scholars
Ensure an environment in CIAS that promotes diversity and inclusion	Educate faculty and staff on RIT and CIAS commitment to diversity and on the meaning of diversity and inclusion	<ul style="list-style-type: none"> Some level of diversity information on CIAS website and in promotional literature List of diversity resources available to faculty in CIAS communication file share, Website and Intranet site. Evaluation of multicultural training sessions 	<ul style="list-style-type: none"> Conducted CIAS Multicultural training session: December 12, 2013 - <i>Met</i> Search committee training for CIAS: November 11, 2013 - <i>Met</i> T. Cummings and CIAS Recipient of the 2013 <i>Changing Hearts, Changing</i> 	<ul style="list-style-type: none"> Use <i>Changing Hearts, Changing Minds</i> award funding to host an event focused on the promotion of diversity and inclusion.

Access and Success:

Planning		Reporting	
Objective	Strategies	Indicators	Achievement
			<p><i>Mind Award</i> – presented by the Office of Faculty Recruitment and Retention (September 2013) - <i>Exceeded</i></p> <ul style="list-style-type: none"> • T. Cummings recipient of the Isaac L. Jordan Sr. Faculty Pluralism Award (May 2014) - <i>Exceeded</i> • CIAS Staff member nominated for 2014 Isaac L. Jordan Sr. Staff Pluralism Award - <i>Exceeded</i>

Campus Climate and Intergroup Relations:

Planning		Reporting	
Objective	Strategies	Indicators	Achievement
Increase in multicultural experiences among faculty, staff and students	<ul style="list-style-type: none"> Increase number of Study Abroad courses Identify funding for CIAS faculty, staff and students in pursuit of study abroad/global experiences 	<ul style="list-style-type: none"> Track number of Study Abroad courses offered in CIAS and other global experiences where faculty, staff and students have participated Track student blogs, journals, exhibitions and other archival records of travel experiences 	<ul style="list-style-type: none"> CIAS Faculty-led Study Abroad Courses: - Met <ul style="list-style-type: none"> Intercession/Spring: Photography in Cuba – 20 students; 2 faculty Intercession/Spring: Underwater Photography in Bonaire Netherlands Antilles - 10 students; 2 faculty; 2 RIT community members Intercession/Spring: City as Site: Dubai & Beyond 12 – students; 2 faculty Student Exchange - Met <ul style="list-style-type: none"> Spring: Design in Dessau, Germany – 7 students Other AY 2013-2014 CIAS Study Abroad Experiences (# of students): - Met <ul style="list-style-type: none"> Athens (1) Belfast (2) Buenos Aires (1) Copenhagen Denmark (11) Dubrovnik (5) Florence Italy (5) Kanazawa (1) London (1) Paderborn, Germany (3) Paris (1) Prague (1) Pristina, Kosovo (1) Rome (5) Seville (1) Siena (1) Turks & Caicos (1) Sydney (1) Taipei (1)
			<ul style="list-style-type: none"> Continue to track student and faculty study abroad experiences.

Planning		Reporting		
Objective	Strategies	Indicators	Achievement	Next Steps/Action
			<ul style="list-style-type: none"> Honors Leadership Course 2013-2014 over Intercession; 14 students, 14 days in Italy, covered 8 cities; 2 faculty and the Assistant Dean of Students - <i>Met</i> Honors Leadership course planned for 2014 – 2015 to Pacific Northwest over Intercession and National Parks over spring break, 1-2 faculty per trip depending on number of student and the Assistant Dean of Students - <i>Met</i> 	

Institutional Infrastructure:

Planning			Reporting	
Objective	Strategies	Indicators	Achievement	Next Steps/Action
Increased participation among faculty/staff to achieve higher level of inclusion /diversity in college	<ul style="list-style-type: none"> Appoint CIAS Diversity Committee to track and support inclusion /diversity initiatives in CIAS Inclusive Excellence Framework (IEF) included as part of the CIAS Strategic Plan 	<ul style="list-style-type: none"> Committee exists and meets on a regular basis 	<ul style="list-style-type: none"> Inclusive Excellence Committee (IEC) continued to meet and focus on strategic plan goals. - Met 	<ul style="list-style-type: none"> On-going
Increase in CIAS connections with diverse corporate sponsors and Alumni	<ul style="list-style-type: none"> Work with Alumni Relations on events targeting AALANA and multicultural Alumni 	<ul style="list-style-type: none"> Establish Baseline Track funding Track outreach 	<ul style="list-style-type: none"> Dr. Herbert Eichelberger (SPAS AALANA Alum) received CIAS 2014 Distinguished Alumni Award - Exceeded Robert Johnson (SPAS AALANA Alum) Visiting Lecturer and featured speaker for ODI <i>Finding My Path</i> Lecture series – February 2014 - Met 	<ul style="list-style-type: none"> On-going

Education and Scholarship:

Planning		Reporting	
Objective	Strategies	Indicators	Achievement
Increase amount of course content relating to inclusion/diversity	<ul style="list-style-type: none"> Increase in courses that have inclusion/diversity embedded in syllabi Emphasize diversity education in CIAS 	<ul style="list-style-type: none"> Increase in number of courses offered which include inclusion /diversity within syllabi 	<p>Next Steps/Action</p> <ul style="list-style-type: none"> On-going Assess opportunities to incorporate diversity/pluralism content into existing courses or to develop new elective courses that focus on diversity/pluralism in the arts and sciences. Understand how faculty, staff and students define diversity and inclusion.
			<ul style="list-style-type: none"> CIAS undergraduate and graduate curriculum committees began work on evaluation of course inventory. Initial findings indicate that there are few courses that intentionally incorporate diversity and inclusion as part of the content. However, there are several courses offered that address issues of pluralism and multiculturalism. – Not Met

STUDENT SUCCESS COMMITTEE

Team members: Kim Sherman, Angie Carter, Ron Goldberg, David Long, Bruce Meader, Sid Roepke, Lisa Vasaturo

Goals

1. Learning
2. Admissions
3. Student Support and Inclusive Excellence
4. Alumni Support and Networking

Accomplishments

Of the 39 action items in our 4 goals, we have

- Identified collaborators for 28 action items
 - “Collaborators”—individuals/offices with knowledge of, or current responsibility for the task
 - Committee met with 4 collaborators to clarify direction
- Identified how 9 action items are currently being addressed
- Identified areas for further investigation and questions to be answered for 17 action items
- Set a priority level for all action items
- Wrote preliminary recommendations for 6 action items
- Identified new tasks and next steps for 10 action items
- Composed core interview questions for email/interview with collaborators

Next on the agenda

- Begin scheduling interviews with collaborators
- Review action items within context of what is currently being done