

## Recommendations

Jeff Edmondson of StriveTogether took some time to reflect on the training needs of the NSF INCLUDES Launch Pilots as well as the other broadening participation projects that participated in the Atlanta Convening. Here were his recommendations for the NSF INCLUDES training needs.

- Help Focus on Results: Project leads seem confused on how to create and remain focused on a true collective impact 'result' statement. They tended avoid being specific and measurable so they would not have to make difficult decisions. They need ongoing assistance and monitoring to ensure they are focused on a truly relevant and meaningful INCLUDES 'result' statement.
- National Discussion on Computer/Digital Literacy: The Launch Pilot grantees' 'result statement' struggle is not just a because of them avoiding a challenging decision, but also because there is no national agreement on how to measure computer or digital literacy. The NSF and other relevant institutions should take the lead in helping to create agreement on such measures so that local and national projects can create clearer objectives and be able collaborate with each other more easily.
- Outcomes vs. Outputs: Most everyone in the workshop was measuring outputs (e.g., # of classes or teachers or offerings) instead of outcomes (e.g., # of students who achieve \_\_\_\_). Until there is a common understanding and agreement on focusing on outcomes vs. outputs, there will be a challenge on truly measuring impact vs. process measures.
- Team Composition is Critical: Very few K-12 representatives were in the room or were even mentioned as local steering committee representatives. The leadership of the projects were predominantly from academic institutions and they were having trouble engaging K-12 leaders in their projects. They may need help with examples and strategies in how to engage busy and understaffed K-12 leaders in their broadening participation strategies. School systems are also wary of short term engagements by academic institutions, so Launch Pilots need to determine what long term commitment can they make to the project's stakeholders.
- Clear Decision Making Authority: Besides planning, the group's need to work on clarifying who makes what decision in their initiative otherwise they will be perpetually stuck in an exploration and reflection phase. Individuals with strong project/initiative management/implementation skills should be brought into leadership roles to help push the group towards implementing, testing, and learning from the project's proposed strategies.
- Engaging Investors: Very little attention was given to engaging the right investors (public and private) to help sustain the work locally. Very few of the 'Results at the Center' charts that the participants drafted had investors listed in them. This is, obviously, key to sustaining and growing each initiative's goals and, therefore, having real long-term impact.

