NLM Board of Regents Strategic Planning Working Group

Introduction

This charter establishes the framework for the NLM Board of Regents (BoR) Strategic Planning Working Group, which will engage with the National Library of Medicine (NLM) during development of its FY2028–2032 Strategic Plan. As NLM embarks on this critical planning process in an era of rapid transformation in biomedical research, healthcare, and information technology, this Working Group will provide essential expertise and perspective. The Working Group will work in concert with the NLM Strategic Planning Team and will report its findings to the full BoR. This charter defines the group’s purpose, scope, and operating principles to ensure its contributions are effective and aligned with NLM's mission and stakeholder needs.

Purpose & Governance

The Working Group will explore topics relevant to the strategic planning process and will report its findings to the full BoR. The BoR will deliberate on the Working Group’s findings and make recommendations to the NLM Director.

Responsibilities

- Provide input on the environmental scan and stakeholder engagement approach.
- Identify needs, challenges, and opportunities within NLM’s mission space.
- Inform potential strategic plan components, priorities, and opportunities for goal setting.
- Provide feedback on the draft strategic plan.

Team Membership & Structure

Composition: 2–4 BoR members; 1–4 non-BoR Ex Officio (federal staff) members; 5–10 other experts; and an Executive Secretary. Members are selected for their strategic planning experience, subject matter expertise in NLM's mission space, and ability to bring diverse perspectives to the planning process.

Leadership: Two Working Group co-chairs; an NLM Strategic Planning Team member serves as Executive Secretary.

Timeline & Commitment: The Working Group will operate for the duration of the planning process (approximately 18–24 months), until the final strategic plan is approved. Expected commitment is 2–3 hours per quarter, including preparation and meetings.

Operating Principles

- Meeting Schedule & Communication: Meetings will be held virtually; communication and document sharing will be facilitated through email and collaboration platforms.
- Decision-making: The group will develop findings on a consensus-driven basis.

- Transparency & Documentation: The Executive Secretary will document key discussion points and findings.

Members are expected to actively participate in meetings, provide thoughtful input, and complete review tasks in a timely manner.

Scope & Boundaries

Scope: The Working Group will support development of the NLM FY2028–2032 Strategic Plan by:

- Providing expertise and insight on strategic direction, priorities, and stakeholder engagement strategies.
- Providing feedback on key planning documents and processes.
- Synthesizing expert perspectives to inform goals and objectives.

Boundaries: The Working Group’s role does not include:

- Operational implementation of the strategic plan or management of NLM programs.
- Advising, making recommendations, or serving as the final decision-making authority on NLM strategy.
- Making decisions on resource allocation or personnel matters.

Deliverables

Periodic updates and reports to the BoR aligned with the responsibilities above, and a final report of findings to the full BoR.

Working Group Roster

Co-Chairs

- Christopher Shaffer, MS
- Philip Walker, MLIS, MS

Executive Secretary: In Hye Cho

Members

- Rebecca Boyles, MSPH
- James Cimino, MD
- Chris Chute, MD, DrPH, MPH, AB
- Kate Flewelling, MLIS
- Kristi Holmes, PhD
- Charisse Madlock-Brown, PhD
- Raj Ratwani, PhD, MPH

- Dan Vreeman, PT, DPT, MS, FACMI, FIAHSI, FHL7
- Kate Zwaard, BA

Ex-Officio Members

- Heather Carleton, PhD, MPH
- Emiley Eloe-Fadrosh, PhD
- Arne Fleisher
- Donald Hall, PhD, PE