Good Afternoon. My name is Deborah Nichols, and I will be facilitating the fourth Shared Governance Listening Session this afternoon. Thank you for joining us and for your interest in sharing your insights on reconsidering shared governance at Purdue. We've scheduled one hour for this session. As a reminder, you can submit questions, concerns, and comments through the chat (they are directed exclusively to me and, therefore, kept anonymous). Or you can use our webform or email address. Visit our website to see an FAQ and other documents we have generated.

[SLIDE 2]

In this listening session, we have three goals. First, we want to communicate what we have learned based on our original proposal as well as your feedback, comments, questions, and suggestions. To that end, we will share a list of objectives or first principles that we want to achieve along with identifying the values guiding our work. Next, we will outline our work plan and ask for volunteers to serve on a number of working groups. Finally, we will open up the session for your thoughts, concerns, and feedback.

[SLIDE 3]

We began this process a number of months ago by considering what was possible if we boldly transformed our shared governance structures. We have refined and adapted these objectives based on your questions, concerns, and comments. These are the objectives we want to accomplish as a result of the work involved with this initiative.

The list:

- Engage a wider set of faculty voices
- Create opportunities for participation in shared governance by groups that have been historically uninvolved (e.g., staff, students)
- Develop mechanisms that facilitate intentional collaboration across all campus stakeholders
- Construct multiple and varied opportunities to involve and engage all Purdue stakeholders flexibly and effectively in shared governance

[SLIDE 4]

Accomplishing the objectives identified in the previous slide obliges us to reimagine both the process and the structure of shared governance at Purdue. The following evidenced-based practices will guide this initiative. In the original proposal (see website; on pages 5-6), you can find more details.

The list:

- Effective shared governance is characterized by open and constructive communication
- For shared governance to work, it must be based on a culture of engagement
- Institutional policies that define shared governance should be reviewed periodically to ensure their currency, applicability, and accountability
- Meaningfully encourage, recognize, and incentivize shared governance participation

[SLIDE 5]

What are the next steps moving forward? We have outlined on this slide the general timeline. It is ambitious; however, as we did in June, if we need to, we can adjust this. What is important is that we have time to do the work that we need to do to accomplish the objectives we have outlined.

The timeline:

- October: Form Working Groups, finalize charges for and composition of these groups. We need volunteers to help with the following (and encourage you to suggest other areas we might also want to consider).
- October/November: Engage in listening tours, town halls, and other participatory forums with staff, student, and other groups as needed. Meet with leadership in different colleges and schools to compile stories of both effective and ineffective shared governance efforts within these colleges and schools.
- November: Convene Leadership team and Working groups to draft documents and materials for Board of Trustees' consideration

[SLIDE 6]

Working Groups

Currently, we have identified 6 potential working groups. Let me describe each one briefly.

- **Accountability:**

This group has a challenging responsibility. They need to determine what accountability mechanisms should be put in place for shared governance. How do we hold ourselves accountable and how we are held accountable to administration and the Board of Trustees? Currently, we have very little in the Senate Bylaws regarding any kinds of accountability. We have an opportunity to put in place policies and systems that prevent a lot of the dysfunction that we've experienced over the years.

Charge: Create statements of expectations regarding 1) participation (attending meetings, actively engaging, penalties for not engaging), 2) preparedness (ready to participate in meetings/committees), and 3) comportment (acceptable/unacceptable behavior among colleagues and clear procedures for discipline/expulsion when relevant). Identify policies and procedures that apply to staff that might need to shift or change to allow more and more representative participation.

- **Staff, Student, and Other Voices:**

One of our First Principles is creating opportunities for participation in shared governance by groups that have been historically uninvolved (e.g., staff, students). This has led to decision making that is uneven. From our experiences last year with the Protect Purdue Leadership group (comprised of leaders of the Senate, MaPSAC, CSSAC, PGSG, PSG), involving multiple voices across campus and sharing those voices and constituency concerns with one another was an effective mechanism for addressing critical COVID-related policies and practices.

Charge: To identify relevant constituencies across campus who need representation in our structural model of shared governance.

- **Structural Model for Shared Governance:**

In our original proposal, we offered the NYU model of shared governance. This model featured councils that represented different constituent groups across campus (e.g., faculty, non-tenured/lecturer/non-traditional faculty, professional staff, support staff, grad students, undergrads). The leadership from each of these councils then participated in a high-level university council along with key senior administrators (e.g., Provost, President, CFO, VP of HR) to address issues.

Charge: Review this model and other models and weigh pros and cons as we create the institutional-level structure for shared governance.

- **Engagement and Involvement Models:**

Traditionally, when participating on committees or even in the key groups (Senate, CSSAC, MaPSAC), we set meetings up in similar ways with a number of required meetings that occur on a regular basis. To facilitate greater engagement and involvement across campus and to provide more variable levels of involvement, this group would consider alternative meeting formats (1/2 day retreat, one or two longer meetings), creating focused town halls/focus groups, administering anonymous surveys. By providing explicit suggestions to chairs or members of committees that they should consider alternative models, we would encourage more engagement and involvement. We could give permission not to meet if it wasn't necessary.

Charge: Consider ideas for engagement that are different than traditional, regular, and required meetings. Include variable levels of engagement.

- **Social Media Tools for Broadening Campus-Wide Participation:**

To engage more people across campus, we could use social media tools in ways that function as virtual water coolers (e.g., casual interactions and talks).

Charge: Work with Purdue's instructional designers and others to examine how we can leverage social media tools in an effort to broaden campus-wide (and system-wide) participation in shared governance.

- **Cultural Change:**

While it is relatively easy to identify which structures we would like to build at Purdue, identifying positives and challenges associated with the current culture, considering what a more effective culture might look like, and determining what kinds of changes would lead to a more effective culture that can embrace all of these changes is needed.

Charge: Describe the current culture around shared governance (e.g., listening tours with un- or inadequately represented constituents on campus; focused town halls, conversations with leadership in schools and colleges regarding stories of effective shared governance that can be shared widely). Identify what an effective culture would look like. Suggest changes (with pros and cons) that would lead to this effective culture.

Are there other topics or areas that we are missing? Please let me know. I am also opening the remainder of the session up for your feedback and comments.

[SLIDE 7]

Thank you everyone for your comments this afternoon. We will assemble these, remove names and affiliations, and post them to our website. Next steps include forming the working groups, continuing to update the FAQ as we gain new information, and continuing to move forward with this initiative.