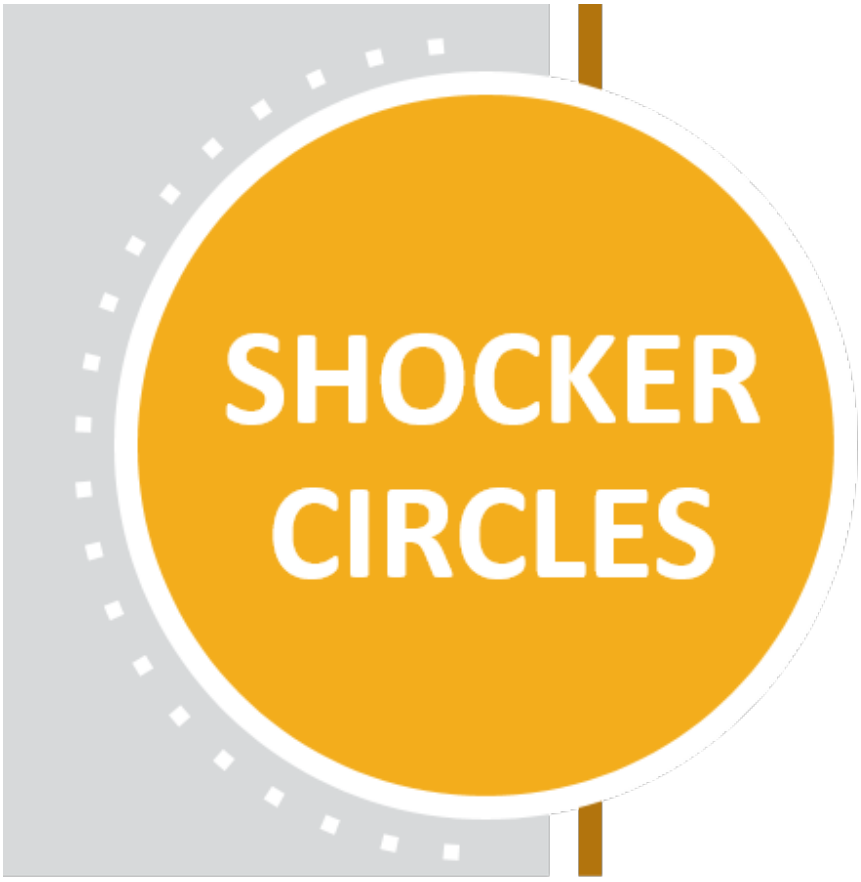
2019



The Shocker Circle Summary

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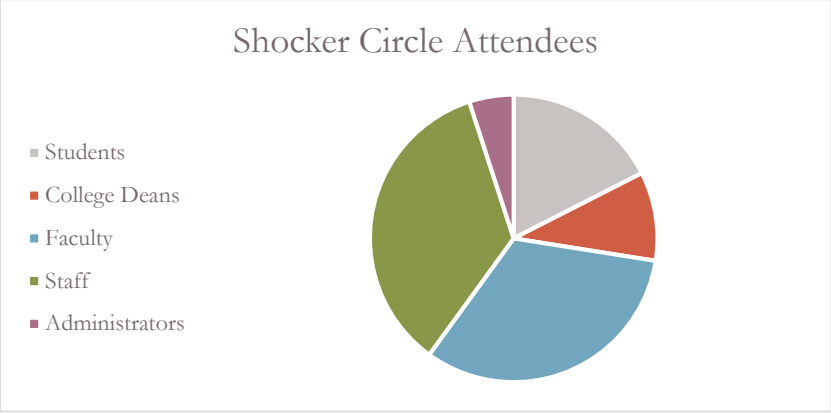
2019 WSU SHARED GOVERNANCE & THE CIRCLE PROCESS

In the fall of 2018 and the spring of 2019, the Office of Human Resources scheduled twenty-one Shared Governance discussion groups. Due to low registration, ten sessions cancelled. Eleven sessions hosted seventy-eight faculty and staff participation in the remaining eleven sessions. The seventy-eight (78) participants included twenty-four faculty and fifty-four staff. Based on the group discussions, three key areas of opportunity rose to the top: communication, transparency, and involvement/input.

Shortly after, the Office of Academic Affairs and the Strategic Planning Steering Committee sought out six volunteers to work with contract consultants from the Kansas Institute for Peace and Conflict Resolution (KIPCOR) to learn more about an engagement process. The intention of the process was to build campus-wide involvement in movement towards a trustworthy process for decision-making and responsible transparency. Those volunteers came together and began meeting in February of 2019. The volunteers dubbed as "the reference team, "was comprised of a faculty member and four university staff members (UP staff) from different areas on campus (human resources, academic affairs, student service area and the office of institutional equity and compliance). The team learned more about the circle process. The circle process would serve as the meeting format used to host future shared governance meetings offered campus-wide. After several meetings, the reference team began their solicitation for volunteers. Those volunteers would train alongside the team in becoming circle leaders. The circle leader would serve as the guide/host of the Shocker Circles. Thirteen-volunteers joined and participated in an all-day training on July 25th. Those volunteers included three full-time students and ten staff members (three of those ten staff members are also WSU students). Following the training the Reference Team and the new volunteers were dubbed, The Shocker Circle Keepers.

The work to share the future Shocker Circles began with the website, news releases, flyers, digital TV, tabling in the RSC and direct distribution to the campus senators. The Shocker Circles were planned for the week of September 23-September 28th. Solicitation began with twenty-two circles offered. Registration was light and the final number of circles offered were six. Those six circles hosted forty attendees Monday, September 23 through Friday, September 27.



The breakdown of Shocker Circle attendees included:

Administrators	2	5%
College Deans	4	10%
Faculty	13	33%
Staff	14	35%
Students	7	18%
TOTAL	40	100%

Each Circle Keeper asked the same three questions in each session:

1. What is something that you value about the current decision-making process at the University?
2. What can the University do to demonstrate respect, trust, and transparency in the decision-making process?
3. How can the University best solicit input from staff, faculty, students, and administrators?

All but one of the forty participants provided feedback to the three questions asked. The anonymity of each was respected and identity was only shared by category (i.e., administrator, dean, faculty, staff and/or student). The participant chose which of the five categories represented them the greatest. In other words, a staff member who may have also be attending school part-time presented themselves as staff.

Below you will find the full set of responses to the questions with no priority given to a session or participant.

Q1: What is something that you value about the current decision-making process at the University?

- Very happy with the process at the lower levels, i.e. individually within the department. There's a responsiveness in going up and down the chain of command much better than it has been in the past. Things are being heard, brought forward, run up the chain of command and addressed. Not sure what's going on beyond the student affairs area in terms of leadership. Not sure if the division is represented on the President's Executive Team. Try to do things like Circles to see how the water is in other areas.
- Seems like there's more stability in the last two years for leadership positions on campus like deans. Speaks to a positive forward motion if people aren't jumping ship. Lots of things have come out of that turmoil where the university is trying to make a statement that they care, they see the mistakes, and they're trying to recalibrate.
- Interdisciplinary and cross-discipline academic programs helps to keep WSU less silo'd. Those opportunities are also taken by the same people over and over, so there's still the 10% who are doing most of the pieces, but maybe we're up to 12% now on the buy-in for people expanding outside their normal scope.
- Returning EE to WSU, seems like there's more engagement in people's opinions. When staff and faculty aren't happy with their dean, they can now voice their concerns. Nice to see the university caring about what's going on in departments.
- Not sure how long fellowships have been going on, but I like that fellowships goes to conferences and bring back new information to keep WSU relevant in higher ed. Good for the university to seek out and utilize input.
- Have noticed lately that the university seems to be responding to student/faculty complaints. Not sure what the process is, not on Fac Senate or any of the counsels, don't know how the university is getting their info about what people wants - see the conversation happening in the Sunflower, and the University is responding to those.
- Hadn't thought about the new "risks you've taken in the past year" in the annual reviews. Not sure if that's related to this process, but it's nice.
- It's been responsive to the fact that people perceived a lack of transparency; University heard that and is trying to include voices from all over the U.
- Support for faculty to do fellowships and be recognized for doing things that aren't required in your job.
- Helping to develop skills and show how important it is for faculty to be involved in recruitment and retention.
- Increase in diverse ways of contributing to the university.
- Annual reviews and tenure track now allow for additional ways of contributing outside of just published papers and drawing in grants - giving back to communities is great for an urban university. Like the idea of encouraging and supporting faculty doing something outside their job descriptions.
- I'm still trying to figure it out. I'm new here.
- I value the transparency of this institution.
- I value having voice at all these occasions.
- I value gatherings like the town halls and circles. I value the time that it takes.
- In an RU funded unit. They consult outside the university within university guidelines. We are given great latitude to self-direct. Given the freedom to create our world.
- Saw clear change when Dr. Bardo was here. Aggressive and forward moving. In general it has taken us to a place we did not think we could go. I appreciate that decision making he embodied.

QR1: What is something that you value about the current decision-making process at the University?

- I believe there is an intent with Academic Affairs to make this happen. Faculty are trying to follow up on the intentions in the plan. Not always true at the college or department level.
- I appreciate the effort to incorporate more voices into the communication and decisions being made.
- Professionally satisfying. Having opportunities and not having constraints has been good.
- Decisive is the word I would use. The decisions result on more actions.
- Likes the curriculum change process. Keeps people from being railroaded.
- Most decisions are made from the strategic goals. I like that.
- What we have seen in leadership has been exceptional. The process is more open and can see what is taking place. Would like to see that continue. Hope we can feel the sense of openness.
- Poverty in this world is very sad. University needs to be involved in meeting needs.
- Culture of Yes. As long as you have thought the idea out, it is normally a "yes."
- "Yes if" and a "no because" that allows you to think from a place of possibility.
- Excited about the possibilities.
- Faculty has been pushing for this conversion for the past 7 years. Things are finally starting to move and am both happy/curious of where the university is heading.
- More effort of transparency.
- Not enough knowledge about decision making. Wishes they could be more involved or aware of this process.
- Not necessarily aware of all the things and decisions that occur or how to get involved.
- Values that everyone has a chance to participate.
- As being part of it, they value the efforts of weekly briefings, WSU Today, and seeing that there is a lot of thought behind things.
- Making efforts to be more transparent for students, staff and faculty.
- Effort that has started and will hopefully continue on shared governance.
- New process of ways to input to the process.
- Value opportunity for peopole to contribute regardless of their position
- Ditto: Value opportunity for people to contribute regardless of their position.
- Not standing still and are moving forward.
- Economic and business approaches that are being considered in the process and communicated from other universities and other places.
- Value that everyone has a voice and everyone has a say. Everyone has a right to share.
- Not too familiar with the process, I value the fact that time is being taken like this that people can be heard. Its a good way to take initiative and make decision to be heard.
- I think its WSU engaging what they need to hear from others like the meetings about the business building. They gave students the right to vote. I admire that.
- I think its incredible to get to say what direction you like to see the university go, its inclusive.
- Working here and not being a student; the transparency has been great to have conversations will folks has been amazing.
- The new initiatives being introduced without a president is great.
- 5-7 years ago it was always about sport; I now hear about partnerships in community and innovation. I value that they are placing value on that; I value that in doing so it is hopeful.
- Giving voice to everyone and somewhat breaking down silos. The fact that students and staff are in the same space. I hope there will be more.
- I've been an employee for 11 years, I like that we realize how broken the organization is and that we are doing something about to bring faculty and staff together. I value that we are looking at ourselves and trying to get better.
- I think that without a president, we are still continuing this kind of stuff even with an interim.
- I value the diversity and I value that we have also done a better job in soliciting the community for their input; we've had them in presidential search and in strategic planing and recoginzing we are Wichita.

QR1: What is something that you value about the current decision-making process at the University?

- I think its good that the university asked what students wanted to be done; think the advertisement to be done; its been online, posters and advertisement, the effort and resources to gain voices was done well.
- I value the transparency of who is being hired for the experience and feedback I value that the university values all the students voices from.
- I get details from UP senate on decisions and what is happening; I appreciate the run down and summary.
- I love all of the university library special collections, tons of improvements and connections.
- I like the faculty senate; its deliberate; I like that they take it to pieces; it could be postponed but the deliberation of that, I value.
- I came from advisory council, the internship and we invited the students, listening to students tell us what direction would; the organization is moving without a president.

*This marks the **END** of question (1) responses.*

QR2: What can the University do to demonstrate respect, trust, and transparency in the decision-making process?

- The big test will be the Presidential search - how it is conducted, how people will be included - working hard to explain why it's a closed search to get a bigger pool of candidates and allow privacy for candidates. How this goes down as people come on campus, people are either going to feel heard and respected or betrayed. This is a good opportunity to practice what they preach a bit. There was a significant divide in what people at the last meeting thought was necessary. Probably won't be able to satisfy everybody, but this is a chance for them to see what's been happening. There is fatigue on campus with all the changes, personally don't want to see another 180 on Innovation and things like that.
- I would also say that leading with integrity. We used to be a university that wasn't going anywhere fast, but it was a solid institution. You would never associate WSU with "shady dealings", but now when you hear about the BOR or conflicts of interest, it's not surprising. Maybe things can't happen as slowly as they used to, with all the higher ed red tape, but there should still be checks & balances. It does not feel good as an employee to be associated with WSU and having to defend or just not be able to defend what you've heard when speaking to a community member. Housing & Res Life has had alot of shady dealings with Fairmount, the new office spaces, and conflicts of interest with developers.
- Want to be able to say that things aren't about the bottom line, but experience says that we can't stand behind that. WSU needs to be on the up and up with business relationships and keeping students focused first, and not worry about upsetting a business partner or donor. We don't always have a say, but should be able to have faith that leaders will make the right choices for us. Have to let go of resentment or you are seen as not a team player - when Innovation happened, you had to get excited about it and not display concerns or you would be fired. We have come a long way, but once you have been burned, you don't let go of it so easily. Have to do something with all the feedback being received by leadership.
- Those who keep showing up are either those with interest, those with flexibility, those who are invited. To respect all faculty, staff, and students, have to get more of a nudge. Supervisors giving time to employees, student group advisors recommending it. Don't know the answer, but have to engage new folks. There's a group of Wichita locals who keep coming, but it's not enough to engage all the voices.
- Consistency is something that I've noticed. There's been a push for SG and "wanting" people's opinion, but when staff are giving input about what affects their jobs, they don't feel heard. Staff of Health Prof shared that they don't even think they have part of SG. Even when they share, they don't feel heard - see it as lip service, like they're being played. There's been more consistency about not listening than listening. Have to reach out to other departments for information, hear the university doesn't like when you go "fishing" for reports. Directors and Department Heads send information that's incorrect because they don't want to look bad. Leads to sending out information for decision-making that isn't accurate. Staff doesn't feel like they're part of the discussion.
- Agree with the point about decisions being made before we're asked for input. Lack of transparency - attended a Senate meeting, and even within the Senates, they had meetings pushed back with higher level decisions so that they aren't getting the answers. Meetings are cancelled or pushed back far enough that the discussion no longer matters.
- Accountability for department heads should take responsibility when they are providing incorrect info or don't have the info. There's a sense that if you ask a questions and it isn't what they want you to ask, you either get wrong information until they figure it out or you're shunned for asking. Seen it happen in Senate meeting when they're trying to get info. SG is a great idea, but if you're not allowed to meet with people, that doesn't seem consistent or authentic.
- A lot of staff voiced concerns that they can't attend things like this because someone has to be at their desk. They wonder if dept. head or dean doesn't want them to participate. Needs to be reiterated to middle leadership that employees should be able to go participate in these things. Lots of areas just look at what they need to accomplish and table things like this as a last priority. There's so much in WSU Today that lots of people don't even read it or notice when important stuff is there. Staff find it frustrating that people treat them as unintelligent or they're treated as "help desk" people. Admin and support staff should be treated as professionals and not just a high school student. They aren't asked for input, and when they are, they aren't taken seriously.

QR2: What can the University do to demonstrate respect, trust, and transparency in the decision-making process? (Continued)

- On trust, going back to the mission statement and what changes are being made. If multiple depts. are being affected by a change, they need to take ownership so that we can trust people have the tools they need to change their jobs. Ex: depts. didn't realize that Chrome River training was important and that cardholders and travelers need to be required to attend. Can we trust that once we're involved, will we even be told that the change happened? Heard from multiple people that a secondary change occurs and they never hear about it. Accountability would create more trust with upper management and between depts. Lots of people say their job is redoing work that was already done because of changes.
- I wish we had the talking point written down somewhere. Is that part of the process? Pass
- Remember many of these issues, even when Bardo was going through the interview process - understanding was that he wasn't most people's first choice, so there was surprise when he was hired - maybe that's why it's a closed process this time around. Seems to be a little better, and give credit to the Sunflower for making waves.
- Feel privileged as a faculty member to have the flexibility to attend things like this - feels like voice is heard in dept. Dean has monthly meetings for everyone to share thoughts, even off-agenda items. Can easily see that the U needs to work hard at being transparent, because not every college or dept. has the same kind of direct line to the Dean. Not even sure if every dept. has meetings with their chairs; there are lots of ways to miss faculty and staff. Opportunities like this are important, and would hope that upper administration strongly encourages dept. heads to make it work for people to attend.
- University could do a better job of admitting mistakes and coming absolutely clean, rather than trying to smooth it over when it's clear to everyone that a mistake was made. This has lost a lot of trust on campus for claims about enrollment numbers and decisions made. It's easy to lose respect for leadership when they can't admit the mistake and explain what happened. Agree that often the decision has been made, and then input is requested - this is frustrating, because even when you get input, it doesn't matter. Having vote after vote until it goes their way. This burns the bridge, because then you're thinking, "Why should I give my opinion?" the next time they ask for it. Need to change the direction to make the efforts matter.
- Demonstrating respect is that we have a shared mission, and recognizing that the changes and updates in the mission statements is good, but when those decisions don't line up with people's input, it opens more questions. The new focus on separate Innovation campus didn't align with some of the goals, but if you look overall, it aligns with the strategic plan. Lots of changes happening don't seem to line up to the goal of serving students. We're told, "things are different now in higher ed," and imply that they're too stupid to understand. Fine, but explain it to me, don't dismiss me. If you've been keeping up on all the literature at the higher administrative levels, remember that others need the information and will need to be convinced. Worried that with a new president, it'll be more rapid changes, deans going way, etc. Have to balance need for stability and need to adapt. Would be easier if they could explain how this fits with our mission.
- Would love to see more faculty involved, but it's hard. Dept. sees service as a minor component, but doesn't prioritize. It's a tough battle to get those involved when people don't see a value to themselves or the University. They'll complain all they want, but won't move forward to be a participant.
- A couple of years ago there was an incident with the former student body's president and the previous student body's president -- that was hurtful. As a public institution, there are concerns about how we treat bias incidents. There's only so much we can do in order to avoid legal trouble.
- The university is doing a good job in being respectful to people, but it seems that some senior officials and some senior faculty aren't always respectful. Healing needs to happen. I'm hoping that the new president makes it a priority.
- Documenting the decisions that are made and giving as many as possible input into the process.
- Communication is important and there have to be multiple platforms to communicate with one another. Giving as many as possible choice in the decision making process is important.
- Not everyone is able to give their responses in a town- hall meeting, so it is important to provide other ways to reach people, especially students.
- Seems to be a disconnect between the decisions you see in public and what you suspect more is going on.
- Get sued less by former employees. It calls into question what is really happening.

QR2: What can the University do to demonstrate respect, trust, and transparency in the decision-making process? (Continued)

- Only in the last few years have I engaged. President Bardo was not always open and transparent. We have to recognize history. If we make changes, some of that will not go away. Weekly briefings helps with this instead of it hitting the paper first. Sharing information.
- We do not have enough background on the "why" before decisions are made. You have to give bullet form type information. We are asking faculty and staff to do more with less. More info is important. Inviting the media might help. Be clear about what we can and cannot make a decision about. Perspective about President's Executive team: decisions are not being made from a staff or faculty perspective. College of Health Professions (CHP) has difficulty with transparency.
- Natural consequence in academic work is a certain level of mistrust between staff and faculty. Staff talk about faculty especially during the summer. Find ways to do more to break down those particular silos.
- Staff work at the university, faculty work for the university. Not a story we need to be telling. Neither is fair (staff vs faculty or vice versa).
- Seems like we are reacting to situations that come up (counter punching). Go too far to create an illusion of shared governance. Needs to be balance.
- Commenting in favor of Participant 3's statement in a positive way. The discomfort that has arisen is a byproduct of the recognition by the previous President and upper Admin that change and movement in the past was taken care of organically. But the world has changed so rapidly that this change is coming too rapidly for the organic process to happen. There has been much more pressure and expectation to be proactive and risk taking than in the past.
- Believes a lot of decisions have pushed this university forward, but infrastructure things on the referendum, administration gave the students a hand to students to let them know about the things that needed fixing for the referendum. It is a dean's responsibility to know these things. There was nothing on that list that was not desperately needed, but the process upper administration felt they needed to go through was disingenuous.
- Transparency (invite the media to be included in fees and tuition discussions, innovation campus, etc.) and respect are different. Discuss ability (give voice to and listen).
- Daydreams about working in a place where people are a family and can buy into the greater good. People are motivated, but not all at the same time. Wants to be a part of something that we can take on as a university. Social mobility should have been involved in the new strategic plan and was a missed opportunity.
- Student referendum (specifically), they asked for input, but the decision was already made. Why did they sit through these meetings when decisions were already made. They were shown the list already "approved" changes to the university even after
- Don't ask for help on decisions that are already made.
- Student referendum (how it was marketed) was poor. It almost motivated students more because they were angry. There are things to be learned from that.
- University needs to minimize some of the negative past to move forward. Growth needs to be continued to be supported. If something positive is not happening, pursue helping, training, to move in the right direction.
- We need to be content with what we have and not complain so much in contrast to what other universities go through.
- University needs to talk about the "whys" of the decisions. Institutions that are not adapting are dying. Enrollment is paramount. There is a lot of assumption. We need to talk about the "why." If people understood those, we would come a lot closer to acting like a unit.
- Lots of missed opportunities that we can learn from.
- Agreed with Participant 8. Need to have the buy-in before a decision is made. We are capable of understanding the "whys." Not just in the lead-up to a decision, but also after a decision is made.
- Instead of administration making a mistake and admit it, it sets a precedence. Acknowledge a mistake and call a spade a spade. Has heard there is a lot of fatigue from others on campus. If it means reaching into the past to explain something would help.
- The university can change the way it operates and tries to be more transparent. For example; the Presidential search has been a concern. No one follows policies and there is no reflection on any actions being made.

QR2: What can the University do to demonstrate respect, trust, and transparency in the decision-making process? (Continued)

- It's uncomfortable to talk about. There is a lot of faculty, but doesn't seem like we have a voice.
- Availability would be something the university can do better. There is no connection or sense of connectedness. There is no open/honest communication and everything seems pre-scripted.
- Accountability would be a value the university could do better with. People aren't held accountable when they're not at events, etc. and things aren't equal.
- Transparency begins with a sense of shared mission. People at every level need to feel part of the success as a whole. If we have this shared mission and can communicate better -- the value of the university will be richer. There needs to be feedback and everyone needs to have a voice.
- Some people don't feel like they are part of the process if they are not in Morrison. They are attempting to give people a time to share and feel like they are part of the process but people still are not feeling or being heard. Have people feel more part of the process. Hearing things through the grape vine and communicating in advance where people have time to think and process before needing to provide input. Finding a way to communicate more effectively
- I try really hard not to read the comments on Wichita State social media. Many of the comments are just so negative from the students and that is just so hurtful to see that the students feel like they are not getting what they want. The students are mad and not having a voice and the whole referendum thing did not go over well. I would really like to see more action that we are student focused and not lip service that we are student focus. There is so much focus on the business side and we really need to be more focused on the students and the support for them. We get emails from administration or our dean does and sometimes it is hard for it get it to the masses. Some people are better than others with cascading of the information. It raises defense and it feels like people are being dishonest when you find out information after everyone else.
- We are a large community. When we are talking about Shared governance, it is hard to involve everyone in all decisions. The issue is that who does this decision effect? Are those people being invited in the conversation along the way, maybe they are not the expert but having them be part is important if they are effected by the decision. It is impossible to have everyone be part of all the decisions
- You really have to remember that the student is our customer. Other places if you do not serve the customers properly, they will leave. When people leave then the servers are no longer needed. I am not for sure how you get everyone involved. Students are not feeling heard because they feel like decisions are made before they provide input so why share?
- You cannot build any of those unless you have credibility.
- What is our humanistic approach in providing service for our students. We play a key role in their lives and at times it seems like we take they opportunity lightly and that is where we fail. We hopefully help people understand we helping students get ahead or not and we are financially significant investment in their lives. We either need to get everyone to on board in support and knowing that or we are going to be lacking in the support that is needed.
- We have faculty who have tenure and I feel like we are having a lack in the classrooms from human nature side. I love WSU and I can't believe some of things that I have heard goes on our campus and in our classroom.
- I do like this process and I am happy that we are doing this.
- My decision to participate in this was me opening up to trust the process. A while ago student fees went up for my area and the students where not notified and we were in a meeting and someone said nobody looks at their bills they won't notice. Which is not true. They will and they did and that is an extreme of what we are discussing here and probably why we are here today in this process. I now have a boss that is more transparent and that is accomplishing more of what everyone here is talking about.
- Our students are our customers but for those of us who work directly with them they are like our kids. We love them and we know their lives. When we are looking at tuition increases I don't think that they people who are making those decisions on increasing fees are making six figures and they do not understand that adding $20 to a credit hour is a meal they would skip.
- This is tough because you have to be honest and seek input and when you make the decision just say we have made the decision as an advisory and don't ask for input if you are not going to use

QR2: What can the University do to demonstrate respect, trust, and transparency in the decision-making process? (Continued)

- My big question is Why? I don't have to be part of all the decisions and all the hiring that has taken place. If we have hired them then we should trust their decision making, However if there are issues and decisions that need to be made that effect the university or a department and you are making big decisions tell us up front. If I like it or not I will have to live with it but I was communicated with.
- There are big things, communication is one of them. We have forums we have briefings but where are the minutes? Is there a dedicated place maybe there is but it is not communicated well enough often. Also on the flip side of that you have to be proactive in going and finding and reading that information for yourself.
- We are thinking so much about the future student at WSU but what is the value and benefit for the current students? What are we providing for them to valued. The referendum was a huge opportunity lost. We get hasty in decision-making and then we move to quickly in making decisions, Taking time to make those decisions will help and assist with communication. We are not alone in fee increases we are doing what other universities are doing. Dealing with the
- Current students we want to be better in communicating the now benefits but also see that they are investing in their community and the legacy of the future students on this campus.
- This really is not that hard. It comes down to communication. Administration has total control of how the university moves forward and there are people there to make those decisions and we need to build trust with faculty and staff in order to communicate with those involved. It starts with training of the leadership and getting people in place from the beginning when there is new leadership.
- Having administration that are role models can provide the opportunity for other leaders to see an example and that behavior can spread very quickly. We do a very poor job of listening to our "customer" our students are left out of most conversations. How many times does their needs come up rather than looking at it from a numbers perspective?
- The leadership in the last three years seems to be moving in a direction that it seems positively moving in the right direction. However, when making decisions we make them quickly, then get tidbits, and make excuses as to why we have to move so fast in making decisions and communicating the changes. We are in academia and so we are doing things at times for our sake not for the students. i.e: accessibility it is important we are trying to make changes for students and we have a student who is overweight and cannot fit in the classroom, the solution was placing a large chair in the front of the classroom. We did not ask the student about how he felt or what was best in solving the problem. He was really upset and we will probably lose that student. But we checked off the box and when accreditation comes we are covered.
- We are trying to address things and come up with a solution, but is it a real problem. Why are we making decisions so quickly without asking the students or who is involved what they feel or how the solution can be made?
- A lot of the times advisors are not advisors they are giving you directives and we are finally with the population of students who are like, "that is not exactly what I want." It is not okay that the first time the student hears how are you doing in their classrooms when they get into their major classes. That is not okay.
- Are we checking boxes? Or are we making decisions that affect how the student feels and is treated? Change in leadership has kept me here. In hopes that we can move forward and go in the right direction.
- The word transparency is just not working. We have meetings about how to do this which means it isn't happening or understood.
- Most recent decision was watching my students feel like they had a vote and then they came back and said well I didn't have a real vote at all in regards to the referendum. Some students were supposed to be involved and got feedback on what the changes that could be made to help improve. The students came together, the list had already been, and their needs and changes that they had gathered were not used as part of the process their needs did not make the list. If you are going to ask a question ask a real question to get the information and don't ask just to ask. Students are lacking and I feel like we are student focused but i don't know how well they are being involved or thought of.
- Staff and faculty have to begin to trust in the administration again. We have to start somewhere. We have to begin again we are the ones in the trenches building relationships with students. We know their lives so we have to be able to respect the process and we need something to believe in.

QR2: What can the University do to demonstrate respect, trust, and transparency in the decision-making process? (Continued)

- They want to include everyone in the process is important maybe with . . . not sure
- A lot of the problem is that they don't know if their voices will be heard, feel it doesn't matter; with feedback from many that gives the feeling, if I want to be heard, I have to be there.
- At the Heskett Center and the YMCA will affect my employment.
- With the Y and people saying its going to be great; we feel like we were ignored; its annoying; I don't know.
- I think through communication, WSU today, websites, media organizations to community, they're demonstrating that well now.
- I see good intent; we're all committed; lets assume people have good intent; how long do you hold on to the loss; openness helps to share the mess and help to clean it up
- To feel trust and respected; there is still opportunity to better communicate; i wish there was one place to look; if there is one place to look and see what is going, one place, one spot, that is what we need; that's a huge opportunity to share for all of us and the community
- About being transparent; if a decision is going to be made, if law or management; the upper management should just say it.
- After the decision is made; let's stay and clean up; assume it wasn't meant to harm; let's accept that they aren't always right.
- Alot of what we advertised is online and those that don't have resources; we have poles on campus but with this the circles information was not there; a central location on campus, a cohesive map would be useful.
- The communication of change and decisions without warning who it was going to affect; a student needed for coverage; give people ample time to prepare.
- It takes humility and compassion for the people around you; it has been we made the decision, we can't go back; we can't give the money back and with the business school they weren't going to stop; look at the end product and see if it were a bad decision and learning; you've heard of job loss in Heskett, are there employee counselors;
- Communication of decisions; and how those decisions are made would be helpful; if the alternatives were shared that would help; if shared people are more trusting

*This marks the **END** of question (2) responses.*

QR3: How can the University best solicit input from staff, faculty, students, and administrators?

- Free food! People will go anywhere for free food! Open line of communication - constantly available at social engagements, places where people will go for social interaction, but may be willing to give more casual input. Get dept. heads and chairs involved, needs to be a little more inviting. Giving someone an invitation to attend, rather than a call to action. Asking Deans, "how many people are you sending?"
- Last stages of Activation teams was just wordsmithing the hell out of ideas without ever changing the ideas. Now not going to participate in that again, because it was such a waste of time. Didn't seem valuable, did not go to the last unveiling. Lots out there to filter through, so it would be helpful for Deans to make it a priority and to filter through who from their department is going.
- Best way to solicit input is the online communication, since people aren't always available at the same time. Blind surveys, because people who've been burned for speaking up aren't comfy talking in person. Don't wait to have a talking point, but having a channel open at all times for people to submit concerns. Encourage people to fill those out, to tell their deans and Dept. heads that participation is important to be encouraged. People in the Senates and department meetings didn't understand why they should be going or what the point was. Expressing the importance and the goals might increase participation.
- Events would be nice, because there's so much going on, it's easy not to understand. Especially for students, didn't pay attention to SGA, because didn't think it affected anything - why would that be worth my time? Have to focus on what's important and filter out everything else. Reiterate why something is important and what the goal is, so people want to be engaged. Deans and faculty can give extra-credit for student attendance, department can raffle prizes to encourage participation and garner more feedback. Keeping the channel of communication open because there's always so much going on, you might just miss it.
- Good point about different angles and repetition. Groups all have different roles on campus, and you need different methods for each of the groups. Students - evenings are probably best, at student clubs meetings, get the President of those groups involved; see if part of a meeting could be set aside to discuss. Staff - probably have lunch hour time only, and only if they can bring their lunch. Faculty - more flexibility, but that means they aren't always on campus. The best input will come in different forms for different groups.
- Breakfasts are helpful - conversations are better than surveys. Interactive dialogue leads to more ideas and input and honest thoughts. Being asked survey questions about a thought we haven't considered is difficult when you go into it blind. If I haven't thought about it at that time, I won't answer the questions. Surveys might work after Circles or other groups like that. Food is always great, even if it isn't a full meal. Helps people relax and more willing to share.
- Have to hit them over and over again, but has to come down a chain where you're being encouraged by your superior to participate. Explain why it's important to participate and engage. Has to come in multiple forms - many who wouldn't come in person, but might fill out a survey.
- Breakfast with Bardo was cool. The new Dean did that as well, with free coffee and donuts. No one else showed up, but was able to speak directly to the Dean without an agenda. The Dean also says, "Don't send me emails, I'm too busy," so all contact with the Dean has to go through your Chair. There is a dichotomy of access. University needs to solicit information that is necessary, so we aren't just constantly revamping the strategic plan. It's fatiguing to be constantly coming for feedback - seems like university administration doesn't know what they're doing. Only come to us with needed input and give us information.
- Moving around the town halls around campus often.
- Doing more to engage students besides the Shocker Blasts.
- Nothing beats face-to-face communication. It takes time, but it is very valuable. The more of that can happen the better.
- Making the most of all communication platforms; approaching every organization.
- Doing "micro-pulls" on social media. Text message blasts, perhaps?
- For students, even if it affects them directly, they might not be thinking about it. Find more ways to engage them.
- Offer a freshman seminar for all incoming freshmen.
- Go to where those people are. It is frustrating when people can't get to the constituents.
- Many and often. Face-to-face, email, etc. Even if people did not or could not come, share. More is better.
- Many forms. Go to where people are; meet them where they are at.

QR3: How can the University best solicit input from staff, faculty, students, and administrators?

- There are already practices in place, but communication needs to come from leadership from activities or conversations. See that "become a part of the conversation."
- Has not been to a university where the college has the benefit of the student in mind. We are talking about the negative, but there is positive going on.
- Communicate so people can connect. Hate to be asked to participate when change cannot be seen. Provide more input.
- Part of soliciting our input is knowing that we are not wasting our time. If you take survey or drop things in suggestion boxes, if nothing is communicated, then people feel as if they are not heard. "We got all this feedback, and here is the outcome" this is something that can be said. Make sure something is done with that input.
- By having two-way communication. Does our mission statement reflect what we think as a faculty? We need to have input and our voices need to be heard as well. We need to NOT operate as a business but as an institute of learning, where the administration is willing to learn from faculty.
- Does like our mission, but does not feel like we are following it. We are not focusing on the learning aspect anymore.
- Would appreciate that anonymous surveys are put out and that the RAW DATA is sent back. They feel like the data is sent back had become filtered to what the university wants them to see.
- If I am giving you feedback, take the time/respect to reflect and give back feedback. There needs to be a balance with the input.
- Most effective when there's recognition and to show that we are all part of this continuum of both long-term and short-term growth.
- People are afraid of the repercussions of the feedback. Opinions are feared and there is no honest feedback. Even if it is given, nothing is done with what's been said. So how do we fix this? How do we build this trust?
- Incentives; it's about letting people know about this; it would be important to bring people to be heard; it's that getting it out there and that these are the opportunities to be heard.
- Some people don't know how to do things, start doing something instead of being upset about it; people see opportunity this will be beneficial for me/community; people want to make a change.
- It is a hot topic; I hear strategize; I think sometimes you have to go outside to get non-traditional ways; taking initiative and owning who to ask.
- Multiple ways, different people have time to do things, some would rather take a survey; use what you create; we need to remember WE are the university, there's no magic but we are doing well, without a leader and that we can keep that momentum going; if you care about talk about it with passion.
- Just from what I remember, incentives; for solicit responses; it would be cool, if the more you are involved, you get invested in the university, they recognize that with something; I was last minute enrollment; the more I talked to people but word of mouth to share this was happening
- Pass; it is a two-way traffic, how does the higher note solicit from the lower note; it could be their unaware of the problem, it would be a way to invite the person to hear the problem; it makes the lower note passive, they should be able to trust the higher will come and listen.
- Seeking feedback and disclosing the raw feedback implies that our opinions are recorded. My colleagues do not trust the surveys and that is why they do not take part of it. Town halls need to be open, honest, and in a space that allows for trust.
- These surveys are not anonymous as they say they are. Communication is disconnected.
- At an event in the beginning of this semester, there was a workshop where they broke up faculty, staff, and admin where they were able to share their opinions. However, there has not been a follow-through.
- People should have opinions, but should also say HOW they are willing to make or create this change. There needs to be a greater impact.
- This circle process is a safe space, which is very helpful in these types of discussions. If there is more of an opportunity to discuss more on responsibilities, etc. -- then more people need to step up to the place and be part of the process.

*This marks the **END** of question (3) responses.*

The next steps will be determined based on the content of the responses provided in the circle process. In the spirit of transparency, a compilation of the circle process responses will be posted on the Shocker Circle Keepers website (https://www.wichita.edu/academics/academic_affairs/shocker_circle_keepers.php when a format is finalized.

Following a review of the responses listed above, the Shocker Circle Reference Team provided the following in a debriefing:

Feedback from the responses concluded the following:

- Trust issues remain on campus; the skepticism feels that it still exists from past disappointments.
- There is positive support for the direction of the university under the current leadership.
- Collectively communication is a #1 desire from all.
- Attendees appreciated the format of the circle process.
- All agreed, "What's next?"

Next steps:

1) Add the responses to the website
2) Add next steps alongside the responses
3) Share the data directly with the following constituents:
   a) Senates: Faculty, Student and University Professional
   b) Presidents Executive Team
   c) Academic Forum
   d) Student groups

Things learned from the execution of the first Shocker Circle:

1) While the numbers were low, there was representation from all constituents.
2) All were in full agreement that a higher number of attendees was the goal.
3) The need for more time to implement was desired as the timing to push the Circles was in unison with the start of the fall semester.
4) A format that would have allowed for a test group prior to implementation of the full offering may have helped with the increase of attendees and the sharing of what the circle process was.
5) Set up direct meetings with groups (i.e., senates, departments, colleges) to share an overview and be available for a brief Q & A session
6) The reference team repeatedly heard from those that did not attend, that they simply did not know anything about it or they just were not sure what it was. The solution would be to create an intentional marketing plan that encompasses the full audience in Shocker Campus Community.

KIPCOR emailed a survey to the circle participants a week following the Shocker Circle sessions. A copy of the survey questions can be seen below:

1. The circle process was well organized and moved at a good pace.

   Disagree Agree

   1 2 3 4 5 6 7

2. The questions asked in the discussion rounds were relevant.

   Disagree Agree

   1 2 3 4 5 6 7

3. The process was presented in a clear, understandable way.

   Disagree Agree

   1 2 3 4 5 6 7

4. What did you like best about the circle process? Why?
5. Is there anything that could have improved your participation in the circle process?

6. Would you like to see the circle process repeated on a wider scale in the future? Would you participate in such a process?
7. Please share any additional feedback regarding your participation.
8. What would you most like to see changed in the training and why?
9. Other comments or important insights gained from this training. Please use the back of this page if you need more room.

At the time of this report, a copy of the survey results were not available.

In closing, the Reference Team agreed that the top three themes found in the spring of 2019 Shared Governance discussions remain communication, transparency, and involvement/input. Following a recent General Meeting with the UP & USS senate, it was discussed from there that the Reference Team could work in tandem with the Senates to share the information gathered to assist in their next steps of Shared Governance. The goal is that all those who have contributed to work on Shared Governance throughout 2018-2019 continue to build along with the Senators the future of communication, transparency, and involvement/input.

Contributors to this report are the Shocker Circle Reference Team (Shareika Fisher, Jay Price, Sheryl Propst, Lydia Santiago and Christine Taylor).