Ostrom Workshop Bylaws & Governance Structure
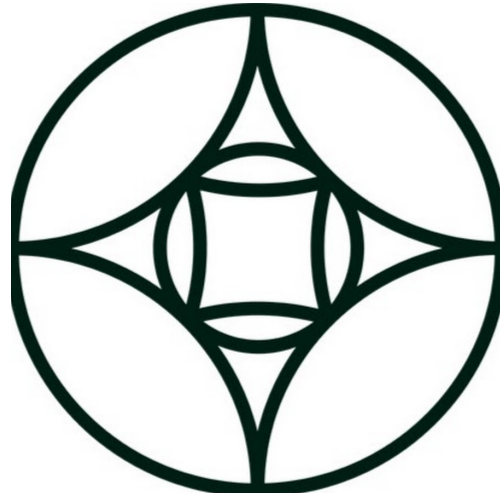

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Workshop Background

The mission of the Vincent and Elinor Ostrom Workshop in Political Theory and Policy Analysis ("Ostrom Workshop") is to promote the interdisciplinary study of institutions, incentives, and behaviors as they relate to policy relevant applications. In so doing, we seek to understand and address major societal problems by researching governance best practices that help build trust and community. Our overarching goal is to establish the foundation for a sustainable Workshop that can serve as a permanent legacy of the remarkable achievements of Vincent and Elinor Ostrom.

The term "workshop" represents the conviction of Vincent and Elinor Ostrom that the skills for this research are best acquired and used in a setting where students, working as apprentices and journeymen, have the opportunity to collaborate with experienced scholars. As a result, the Ostrom Workshop has a **polycentric governance structure,** in which overlapping components are defined so as to check and balance against the responsibilities and behavior of other components. As students of institutional diversity, it is important to carefully design institutions to suit their intended purpose. This document lays out the Workshop's governance structure beginning with the roles and responsibilities of key personnel before moving on to surveying the primary entities, key committees, and research-driven activities of the community.

Roles & Responsibilities of Key Personnel

Executive Director

The Executive Director is the leader and public face of the Ostrom Workshop, linking it to relevant IU schools, units, and departments as well as other colleges, universities, and funding organizations throughout the world. Serving at the discretion of the Vice Provost for Research, the Executive Director reports to the Associate Vice Provost for Research and has the following responsibilities:

Expectations

1. Fostering a strong, interdisciplinary research program building from the Ostroms' legacy;
2. Supervising ongoing and new Research Programs
3. Fundraising
4. Collaborating with other faculty and units at IU and elsewhere
5. Overseeing the Ostrom Workshop complex of four buildings, and the Ostrom Workshop staff.

Appointment

The Executive Director is appointed by the IU-Bloomington Provost with the advice of OVPR and the Workshop community. Further details are offered below.

Assessment

OVPR shall assess the Executive Director at regular intervals. In addition, the WAC will provide an assessment of the Executive Director, along with the Program Directors, as is described next.

Program Directors

As opposed to working groups discussed below, Ostrom Workshop Programs represent key pillars of the Workshop community, which are led by dedicated faculty who have made a significant commitment to research, organize, and seek out collaborative opportunities in their Programmatic Areas. New Program creation represents a substantial investment of Workshop and IU resources, and thus will only be undertaken in exceptional cases of both need and opportunity.

In particular, Program Directors are expected to:

1. Assemble a critical mass of scholars in the Programmatic Area across IU, through the existing Workshop Affiliated Faculty (WAF) community, and beyond;
2. Help organize working groups to build out particular sub-themes in their Programmatic Area;
3. Take a principal role in leading, organizing, and facilitating both internal and external grant opportunities;
4. Organize speakers and Ostrom Memorial Lectures featuring invited papers and speakers to help deepen and enrich the Workshop's coverage of a particular Programmatic Area;
5. Manage occasional conferences to bring together thought leaders and policymakers in Programmatic Areas;
6. Promote both good governance and collegiality of the Workshop by engaging in active leadership, such as by:
   a. Serve on the Ostrom Workshop Executive Committee;
   b. Serve on at least one Standing Committee or Task Force;
7. Identify and invite occasional visiting scholars, who are leaders in the Programmatic Area, to come to the Ostrom Workshop and thereby help to further develop IU's intellectual ties in this space with the wider world;
8. Manage the Program's budget, which will be used for inviting speakers, organizing colloquia, engaging in research collaborations, providing seed funding, and otherwise building the Program in collaboration with other relevant academic units across campus;
9. Actively seeking out partnerships between both pre-existing internal and external Workshop units, along with identifying strategic areas for expansion; *and*
10. Mentor students, and participate in Workshop staff meetings and other regularly scheduled events.

Appointment

Program Directors will be appointed by the Executive Director after advice and consultation with the Executive Committee, Finance Committee, the Workshop Advisory Council (WAC), WAF, and OVPR. The Executive Director may solicit a wide application pool, and will consider both internal and external candidates. The job description shall be approved by OVPR and the

Executive Committee and shall include both Program Director expectations (see above), a program description, and other specific expectations based on the unique nature of the Programmatic Area.

A list of finalists shall be complied from the total pool of applicants. The pool of finalists shall be created by a special Task Force to be comprised of membership from the Executive Committee, WAC, WAF, and the Executive Director. The finalists shall be interviewed by a wide, diverse, group of active Workshop participants, including both affiliates and students. The interview panel shall recommend a final candidate and shall support such recommendation with a short summary and report, summarizing and supporting the decision. The final appointment shall be made by the Executive Director, after advice and consultation from the WAC, WAF, OVPR, External Board, and interview panel. For either internal or external candidates, the chair or Dean of the candidate's current or expected academic home unit shall be consulted throughout this process. In case of an external candidate, all appropriate recruitment procedures for an open search or for a strategic hire shall be followed.

Assessment

Program Directors will be assessed periodically to confirm that they are meeting the commitments outlined above, and in their MoUs with the Office for the Vice Provost of Research (OVPR). The expectation is that they will obtain significant funding from external agencies and other funding sources in order to support Programmatic Activities. The goal is that, after an initial five years of funding for a new Programmatic Area, the Program will be largely self-sufficient. If this is not the case, then the Program Director can make a case for why the Program is still a valuable contribution to the Workshop community and make an application to the Executive Director along with any other relevant IU units laying out a request for additional funding, which could include merging with an existing Program. The Director will consult with the WAC and other stakeholders in determining whether to grant such a request.

Program Reports

Each Program Director shall submit an annual report of their Program to OVPR and WAC, which is permitted to maintain confidentiality. The report should include, at a minimum:

(1) List of all events (public and closed), research series, and similar activities undertaken in the name of the Program;
(2) List of all funding sought, and received;
(3) List of all undergraduate and graduate students being supervised through the Program;
(4) List of co-sponsored research collaborations, and activities;
(5) List of all active working groups;
(6) List of all publications from affiliates in the Programmatic Area;
(7) Plans for the upcoming year.

Program Continuation and Termination

At the end of the initial five years of funding, the Program will be reviewed for viability and contribution to the long-term success of the Workshop. The Executive Director shall, with the advice from the Executive Committee, OVPR, WAC, WAF, External Board, and Senior Research Fellows, undertake a review of the Program to consider, among other items:

(1) Funding sought and obtained;
(2) Overall contribution of the Program to the Workshop over the preceding five years;
(3) Collaboration with Workshop Community, IU, and with external stakeholders;
(4) Program sustainability and continued relevance, to include a survey of Workshop affiliates;
(5) Potential for future growth.

After receiving all feedback and comment, the Executive Director shall make the final determination of the continuation of the Program in consultation with OVPR and any impacted academic units or other stakeholders. Should the Executive Committee or the WAF recommend the Executive Director consider terminating or substantially revising the Program, the Program Director shall be allowed to respond to such feedback before a final decision is made.

Research-Driven Activities

Programs

Research Programs are key pillars of the Workshop's intellectual life given the substantial time and commitment that Program Directors are expected to provide to building their Programmatic Areas. However, along with working groups (discussed below), they are not and should not be exclusive to the Workshop community's interest. We seek to help foster a broad ecosystem of cutting-edge research related to governance, and as such are committed to providing a number of research opportunities including Programs and working groups to meet that end.

Establishing a New Program

Affiliates of the Workshop may propose the creation of a new Program. Unlike working groups, Programs must be able to demonstrate a broad reach across disciplines, campuses, and a significant funding potential that is not otherwise being met at the Workshop.

Submissions for the creation of a new Program must contain, at a minimum, the ability to satisfy the following expectations:

1. A research need that will be fulfilled by the establishment of a Program, focusing at a minimum on Ostrom research connections;
2. Specific articulation of why a working group is not the appropriate organizing structure for this research area; indeed, in practice future Programs may well grow from extremely active and successful working groups;
3. A list of intended or potential Program Directors, including CVs and a summary of why the suggested individual is appropriate for the role;
4. Exploration of potential funding sources, along with an assessment of the likelihood of receiving such funding and a credible plan for self-sufficiency within five years;

5. A list of intended internal and external research connections, including collaborations with other Programs and working groups;
6. A list of potential activities, events, and new working groups that may be created (or that already exist) and how these activities will benefit the Workshop;
7. Analysis of the research gap that the proposed Program proposes to fill, and why it should be housed at the Workshop.

Upon receipt of the submission, the Executive Director shall pass on the information to the Executive Committee, which shall review the materials and provide an initial recommendation. Assuming the Executive Committee supports the creation of the new Program, in principle, the Executive Committee shall solicit feedback, comment, and advice from the WAC, WAF, OVPR, and the External Board about the feasibility and need for the Program. The advice received should consider its effects on existing Programs, including potential overlap concerns, the likelihood of securing successful funding opportunities, the ability of suggested Director(s) to manage the Program, and the ability of the Program to broaden the reach of the Workshop while building from the Ostroms' work.

The Executive Director shall review and consider such advice and will decide about the creation of the new Program in consultation with OVPR and other relevant academic units. All feedback received will be passed on to the party making the submission, and if approved, will serve to inform the Director in the drafting of any MoUs and Program Director expectations above and beyond those listed above.

Working Groups

Working Groups have long been an important aspect of the intellectual life at the Ostrom Workshop. They are designed to be an interdisciplinary collaboration of researchers working on common areas of interest to the wider Workshop community. They need not fit with any specific Programmatic Area, and are designed as an opportunity to self-organize from the bottom-up and thus balance the more top-down Programmatic structure outlined above. Workshop staff will maintain the list of current Working Groups.

Establishing the Working Groups

Working Groups are not limited to the existing Programs or existing projects within the Workshop community. Instead, Working Groups can be focused on areas that exist with the scope of a Program or can be a new topic within the broad Ostrom Network of work. Working Groups are to be run primarily by Workshop affiliates, and their collaborators. Support should be given, from the Workshop, to facilitate such occurrence.

Working Groups can be proposed by affiliates and others associated with the Workshop. The proposal must include a general description of the intended area of research focus and should include key information such as: Faculty with primary responsibility; purpose of the Working Group (outputs, main purpose, activities, etc.); location of meetings (in Workshop, virtual, or hybrid); commitment and mechanism to invite those outside the immediate group; the proposed meeting frequency and day of week/time; and any funding/support needed.

Working Groups that fall within the purview of an existing Program need to be first approved by the Program Director. However, in general Working Group proposals should be submitted to the Executive Director who will review the materials, make suggestions/comments/and will approve or deny the creation of the Working Group in consultation with the Executive Committee. Decisions will be based upon existing limitations and Workshop priorities, with emphasis being given to new research collaboration and/or funding opportunities.

Working Group Expectations

Working Groups, specifically the primary faculty member, shall produce a report at the end of each academic year summarizing the group's activities. The report shall state the number of meetings, estimated attendance, and any outcomes produced from the group.

The WAC will review the composition of existing working groups in each year and comment on their activities, along with any gaps in coverage. Presumption is given to the continuation of working groups, but the WAC will work to discourage significant overlap between the groups, the proposed tasks, or areas of research/funding.

Governance Entities

Executive Committee

The Executive Committee shall handle day-to-day operations of the Workshop in collaboration with the Executive Director and the Workshop staff. The Executive Committee shall be comprised of senior leaders of the Workshop community as appointed by the Executive Director, including, but not necessarily limited to, the Program Directors and the Chair of the WAC.

The Executive Committee shall be responsible for the management of the Workshop, including overseeing staff, and Workshop facilities. The Committee should meet regularly to review planned research activities to seek out opportunities for collaboration, and seek input from the Senior Research Fellows on strategy and the long-run direction of the Workshop. Committee members also help coordinate regular activities of the Workshop, including scheduling Program conferences, dates for visiting scholars and lectures, and staffing of any Workshop-related courses or workshops.

Workshop Advisory Council (WAC)

Purpose

The WAC plays an advisory role of intermediary among the Workshop Executive Director (and other members of the Executive Committee), the WAF, and the Vice-Provost for Research (as well as other IU administrators whose decisions are relevant to the operations of the Ostrom Workshop). The WAC oversees the activities of Workshop standing committees and task forces, to be detailed below. Since the WAC and its committees and task forces will include members selected by these stakeholders, the WAC provides multiple opportunities for wider participation in the self-governance of the Ostrom Workshop.

Responsibilities

The WAC shall:

- Provide advice to and consultation with OVPR and any matters related to the Ostrom Workshop. As part of this process, OVPR may request that the WAC provide advice on those matters to other IU administrators.
- Advise the Executive Director on programmatic initiatives, funding priorities, and any other matter related to the activities of the Ostrom Workshop.
- Provide the initial approval of the Bylaws of the Ostrom Workshop, and oversee any subsequent revisions to these Bylaws. The WAC will be responsible for working with OVPR to make sure that these Bylaws remain consistent with all relevant policies of IU-Bloomington.
- Provide annual reviews of these Bylaws, and oversee a mandated major review of those Bylaws three years after their initial approval.
- Provide recommendations to OVPR regarding personnel decisions and programmatic priorities to OVPR. This includes
  - Providing OVPR with regular evaluations of the performance of the Executive Director and Program Directors, and, when needed, recommendations concerning their reappointment;
  - Providing recommendations to the Provost on the process to be followed in the selection of the Executive Director of the Workshop, including confidential comments on the relative merits of candidates for that position. A member of the WAC (typically the WAC Chair) should serve on any search committee in order to directly participate in the selection process; final decisions will remain the responsibility of the Provost and administrators in the candidate's home unit(s).
- Periodically review, and as needed revise, the governance structure for the Ostrom Workshop, including the interactions between the Ostrom Workshop administration and WAF; changes in governance structure is to be discussed and reviewed with the WAF and is subject to final approval by OVPR;
- Maintain the WAF list, and approve any changes to the procedures for selection of WAF members or responsibilities of affiliates;
- Keep members of the WAF informed concerning proposed changes in Workshop governance, and solicit WAF feedback on these proposals;
- Provide advice to Directors and IU administrators concerning recruitment of new faculty members who might be interested in establishing a connection to the Ostrom Workshop; all personnel decisions remain the decision of the Provost and administrators of the home unit;
- Help recruit IU faculty to become active in Ostrom Workshop activities;
- Manage the annual selection process for "Senior Research Fellows" from the WAF ranks;
  - Nomination process includes the following: Nominations are submitted to the WAC Chair; Full WAC will elect by a simple majority process; Rejection does not prevent re-nomination in the future;

- o Requirements include the following: WAF who have made extraordinary contributions over an extended time period to the Ostrom Workshop via scholarship, service, and/or teaching.
- o Those elected to Senior Research Fellow status will maintain that status until their retirement, at which point they will be designated "Senior Research Fellow Emeritus."

Selection of WAC members: The WAC shall consist of at least 11 members. They will be selected in consultation with OVPR and the Dean of the relevant unit. They will be selected to satisfy the following conditions:

- One member shall be elected by members of the following four stakeholder groups:
  - o **Internal WAF** members appointed to positions at IU.
  - o **External WAF** members appointed at institutions outside of IU-Bloomington. If a non-Bloomington faculty member has an affiliate appointment at a Bloomington-based unit, then that person may choose to be considered internal or external.
  - o A **Visiting Scholar** who is currently, or has recently, holding that position at IU.
  - o A **graduate student** enrolled in a degree program at Indiana University who is currently receiving, or has recently received, financial support from the Ostrom Workshop.
- At least two faculty members appointed from units in the **College of Arts and Sciences** (inclusive of the professional schools within the College);
- At least two faculty members appointed from **the O'Neill School of Public and Environmental Affairs**;
- At least two faculty members appointed from any of the **professional schools** at Indiana University, which may include Schools within the College; with the approval of the Provost and the Dean of the appropriate school (including, but not limited to, the Media School, Hamilton-Lugar School of International Affairs, Mauer School of Law, Kelley School of Business, Luddy School of Informatics, Computing, and Engineering, Jacobs School of Music, and School of Public Health);
- One other faculty member or administrator who may be appointed in consultation with the Vice-Provost of Research for IU Bloomington.
- Members of the WAC shall nominate one or more members to serve as **WAC Chair**.
- Elected members may serve for a period appropriate to their status. Appointed members should serve staggered terms of 2-3 years with a maximum of two consecutive terms, to provide some institutional continuity. They may serve two-consecutive terms, but then will be expected to rotate off.
- Emeritus faculty and other retired professionals may serve on the WAC.

Workshop Affiliated Faculty (WAF)

The WAC shall maintain a list of faculty with official affiliate status with the Ostrom Workshop. WAF members are expected to actively participate in and contribute to Ostrom Workshop programs, projects, and other activities on the basis of voluntary free association. The means of fulfilling these expectations vary depending on the circumstances, most notably according to whether a WAF member is local or remote. Local faculty are expected to

participate on a regular basis in Ostrom Workshop activities, including (but not limited to) Monday and Wednesday colloquia, seminar discussions, semiannual mini-conferences, semiannual meetings of the WAF, and Ostrom Workshop research proposals and funded projects as is possible given their other commitments. Off-campus WAF members are encouraged to keep Workshop staff appraised of their publications and other activities that bear a significant relationship to Ostrom Workshop activities and that would be of interest to other affiliates.

WAF members have a wide array of opportunities to engage in Workshop activities, including by:

- Participate in Ostrom Workshop-sponsored colloquia, conferences, mini-conferences, symposia, and "book parties";
- Present work and research at Ostrom Workshop colloquia;
- Service on dissertation committees of Ostrom Workshop-supported students;
- Sponsor or recommend visiting scholars and serve as a mentor;
- Sponsor colloquium presenters at the Ostrom Workshop;
- Lead or participate in Working Groups established within the Ostrom Workshop;
- Help to organize or coordinate Ostrom Workshop events;
- Teach courses and seminars in the Ostrom Workshop;
- Mentor junior faculty who are, or might become, WAF members;
- Include Ostrom Workshop affiliation on publications and on SSRN;
- Serve on internal committees, if invited to do so. There are four committees: Visiting Scholars, Colloquium Series, Research Award, and Ostrom Fellowship;
- Submit grants—or serve as Co-PI if external affiliate—through the Ostrom Workshop. In order to incentivize external grant applications, applicants are allowed to keep 50% of the ICR; WAF members have the option (but are not required) to submit funding requests through the Ostrom Workshop and OVPR;
- Host a lunch or dinner for a colloquium presenter or visiting researcher/scholar;
- Host a graduate student as a visitor to your university for fieldwork or independent work under your tutorship.

The process for becoming a WAF member is available year-round, and is available on the Ostrom Workshop webpage. The WAF shall meet once per semester as they are able to hear updates from the Workshop Executive Director, WAC Chair, and the Executive Committee. The agenda for that meeting shall be crafted by the Executive Director, WAC Chair, and the external member of the WAC.

External Board

With input from the Executive Committee, OVPR, the WAC, and the WAF, the Executive Director will invite stakeholders to serve as members of the Workshop's External Board. The Board is an advisory body that should be composed of a mixture of senior scholars with a connection to the Workshop along with development and fundraising experts potentially coming from foundations and other relevant bodies. The Board should meet regularly, and have opportunities to engage with the WAC and the broader Ostrom community, including by

highlighting new funding and research opportunities. The Board will receive copies of the Workshop annual report along with updates on research programs and other activities. It also may provide input on the recruitment of the Workshop Executive Director and Program Directors.

Senior Research Fellows

The Senior Research Fellows category shall be reserved for senior scholars who have made outstanding contributions to the Workshop. Nominations will be open once per semester, with the new fellow (or fellows) being inaugurated during the last Colloquium of the term. The WAC shall oversee the selection of new Fellows, with input from the Executive Committee. In general, Fellows are expected to be a sounding board for the Executive Director and the Executive Committee, and to attend major Workshop events, such as the Ostrom Memorial Lecture. Senior Research Fellows are also encouraged to maintain ties with Workshop faculty affiliates, mentor graduate students, and meet with visiting scholars. The details of WAC procedures for WAF members are defined above.

Key Committees

Standing Committees

At the Ostrom Workshop, standing committees are the primary source of governance of particular areas of focus. Although each committee is technically overseen by the WAC, these committees should also work closely with relevant members of the Executive Committee and relevant staff members. Workshop Standing committee members are appointed by the Executive Committee, with consultation of the WAC. Each of the standing committees are chaired by a designated member of the WAC and set its own agenda and schedule in consultation with the Executive Committee.

Each Standing Committee will have at least one Program Director (or designee) and at least one Non-Director member from the membership of the WAC. Terms will rotate in two-year intervals. Workshop staff members may be appointed to serve as full or ex officio members of any of these committees, at the discretion of the Executive Director.

New Standing Committees may be created after a recommendation by the Governance Committee and a vote by the WAC. It is likely that some Task Forces (see below) will become Standing Committees in due course. The timing for committee formation will be at the discretion of the Executive Director, as advised by the Executive Committee and the WAC.

1. **Organization of the Standing Committees**

    A. Standing committees of the Ostrom Workshop are those constituted for an indefinite term.
    B. Standing committees of the WAC shall consist of the: Research Affairs Committee, Finance Committee, Outreach Committee, Governance Committee, and Strategy and Long-Term Planning Committee.

C. Standing committees shall meet regularly as needed and be provided with staff support managed by the Executive Director. Minutes for each committee shall be prepared within two weeks of each meeting and made available to the WAC and other interested affiliates.

D. Where reasonably possible, every elected member of the WAC—including students—shall serve on a committee of the WAC or a designated Task Force.

E. After consultation with individual WAC members to determine the most effective distribution of talents and preference, the Governance Committee shall appoint at least one WAC member to each standing committee.

F. Committee organization for an academic year shall be completed, as early as possible before the beginning of the fall semester.

G. Terms of service on all committees shall be arranged so as to achieve a reasonable continuity of membership, while also providing opportunities for participation by multiple individuals as circumstances warrant. In general, as with the WAC the term of service is two years, renewable one time such that no individual member should serve for more than four years consecutively.

2. The function of the <u>Governance Committee</u> shall be as follows:

A. The agenda of the WAC shall be determined by the Governance Committee. The Governance Committee shall place all communications it receives (e.g., from committee members, students, and others) on its agenda, or shall refer it to an appropriate body or committee for consideration.

B. The Governance Committee shall prepare the final draft of any new initiatives approved by the WAC.

C. The Governance Committee at any time may request the WAC to determine the implementation and the effect of any past actions or to reconsider such actions.

D. The Governance Committee shall assign items proposed for WAC consideration to the appropriate standing committee. The committees shall consider the proposals and advise the WAC as to their appropriate disposition.

E. At least twice each academic year, the Governance Committee shall call a meeting of the Governance Committee with the chairs of Standing Committees to survey and discuss issues to come before faculty governance groups during the year.

F. The Governance Committee is delegated to act as the executive agent of the Ostrom Workshop, without prior consultation with the WAC, as follows:

G. When making editorial changes in WAC policies and documents, including the constitution and bylaws, to reflect organizational changes to the structures of Indiana University, the Indiana University Bloomington campus, the Ostrom Workshop and their respective policies;

H. In cases requiring emergency action within a period during which no meeting of the WAC is scheduled, including during the summer sessions:

    i. Emergency actions taken by the Governance Committee require, at minimum, a simple majority which must include the Executive Director.

    ii. When acting as the delegated executive agent for the WAC, the Governance Committee will inform WAC members through electronic communication of its activities.

3. **The function of the <u>Research Affairs Committee</u> shall be as follows:**

A. The Research Affairs Committee is charged with developing a strategy for, and corresponding implementation of, long-term plans for current and future research priorities of the Workshop. This includes working with the Finance Committee to budget research driven activities.

B. The Committee will coordinate the programing surrounding the Seed Funding Applications/planning, Visiting Scholars, Research Fellows and Workshop Affiliates.

C. The Committee will work with the Office of Research to address issues affecting the support for research activities within the Workshop.

D. The Research Affairs Committee is responsible for making recommendations to the Governance Committee regarding the allocation of research funds, and other matters pertaining to research supported by the Ostrom Workshop.

E. The Research Affairs Committee coordinates activities of Ostrom Workshop research programs and closely related IU centers.

F. The Research Affairs Committee assists in maintaining active research programs within the Ostrom Workshop.

G. The Research Affairs Committee advises directors and WAF members in efforts to obtain external funding.

H. The Research Affairs Committee maintains contacts with research centers and faculty colleagues at other institutions.

I. The Research Affairs Committee mentor graduate students and visiting scholars participating in research projects.

J. The Research Affairs Committee shall periodically review research policies and procedures, draft revisions when necessary, and provide interpretations of those policies and procedures when questions arise.

K. Make recommendations to the Governance Committee, with recommendations from the Finance Committee to review the financial implications for the Workshop, for the establishment and evolution of new Programs.

4. **The functions of the <u>Strategy & Long-Range Planning Committee</u> shall be as follows:**

A. The Strategy and Long-Term Planning Committee shall have responsibility for strategizing about the long-term future of the Workshop, including with regards to research collaborations, outreach, oversight, and the place of the Workshop in the wider ecosystem.

B. For purposes of the committee, "long-range" should be thought of as 3+ years in the future. What new working groups or Programs might help address pending societal needs, which also coincide with Workshop and/or IU strengths?

C. Membership of the Strategy and Long-Range Planning Committee should include at least one member of the Workshop's senior leadership (Executive or Program Director), a Senior Research Fellow, WAF member, and student representative. The Committee shall elect a chairperson, meet at least once per semester, and report its recommendations to the WAC annually and to the External Board.

5. The functions of the <u>Outreach Committee</u> shall be as follows:

    A. The Outreach Committee will create a plan to promote activities that foster a greater awareness of Ostrom Workshop both within the IU community and external to IU.

    B. The Outreach Committee will identify key areas of outreach based upon the identified focus of the Workshop and its affiliates.

    C. The Committee will receive a yearly budget and within that budget will be expected to: (1) Produce materials for distribution; (2) Oversee the design, production and distribution of: (a) the annual report; and (b) *Polycentric Circles*; oversee the various list serve and communication to those list serves.

    D. Coordinate with other committees in the advertisement of special events, such as the Workshop on the Ostrom Workshop (WOW), along with social events to help build community and provide opportunities for socializing;

    E. Report on their committee work to the WAC at least once per term;

    F. Prepare a report and propose an annual Outreach budget to be approved by the Executive Committee and submitted to the Finance Committee before a vote by the WAC.

6. The functions of the <u>Finance/ Budgetary Affairs Committee</u> shall be as follows:

    A. The Budgetary Affairs Committee monitors the development of the Workshop budget through consultation with the Executive Director of the Workshop.

    B. Members participate in quarterly budget meetings;

    C. Develop budget policies for the Workshop;

    D. Prepare an annual report to the Executive Committee and the Executive Director of the Workshop;

    E. Assist the Executive Director in preparing a financial report for consideration by the WAC and by OVPR, as well as materials that may be shared with the External Board.

    F. Ensure compliance and a commitment to the annual spending plan, and that funds are spent consistently with IU Foundation rules and endowment restrictions.

Task Forces

Unlike committees, task forces are typically short-term groups, with a specific and narrow scope. At the Ostrom Workshop, Tasks Forces may be proposed by Committees or by any affiliated member of the WAF, but are approved by the Executive Committee and the WAC. Within the request, the proposer must explain the need for the creation of the Task Force and shall propose initial outcomes, reporting timeframes for progress, proposed members of the Task Force, and a specified end time. The proposer must also identify a primary leader of the Task Force and the identified individual must agree to lead the Task Force.

In reviewing the proposal, the Executive Committee shall consider the feasibility of the proposal and the need based within the overall goals of the Workshop. The Executive Committee shall provide feedback specific to the decision, and a final decision, including the primary goal/output expectations and the start and end date of the Task Force.

As an example of a Task Force, see Appendix A.

Workshop Staff

Workshop staff are a vital member of the community, and should at all times be treated with the respect they have earned and deserve. They are empowered to serve on Standing Committees as needed based on their professional competencies. Although the composition of the staff is not fixed, in general they include the following roles and responsibilities:

- Assistant Director – oversees day-to-day operations, and other responsibilities as delegated by Executive Director;
- Librarian – oversees research databases; website manager;
- Finance Specialist – coordinates business and financial aspects; under supervision of Fiscal Officer;
- Events Coordinator – plans and oversight of events and other departmental activities;
- Facilities & Technology Coordinator – oversees Workshop buildings; liaises with UITS TechSelect;
- Grants Specialist – provide support for grant submissions;
- Development Coordinator – manages fundraising efforts.

Commitment to Diversity, Equity, and Inclusion

As a community, we recognize that we comprise a diverse group of faculty, staff, and students, and we embrace and value the diversity of our members. We respect all people regardless of age, culture, disabilities, ethnic origin, gender, gender identity, marital status, nationality, citizenship, race, religion, sexual orientation, first-generation status, and socioeconomic status—as well as other categories not exhaustively covered in this list. We strive to be mindful of our diversity in all Workshop policies, practices, programs, and interactions so as to create an inclusive community that supports multiple perspectives and experiences; honors our multifaceted identities; views our diversity as a strength and a resource; and achieves equity in resources, opportunities, and outcomes. We identify specific actions, initiatives, and programs that support these goals.

The following principles support our commitment to diversity and inclusion:

- We respect and affirm the dignity of each member of our community.
- We acknowledge the conscious and unconscious ways in which we reproduce and reinforce inequalities and encourage self-awareness of our roles in doing so
- We assume good faith in our efforts, even when they fall short of our aspirations.
- We act to address bias or unfair treatment.
- We promote equity and justice through our teaching and daily interactions.
- We review our progress regularly and encourage ongoing education and reflection of all community members—faculty, staff, and students—as individuals and as a collective.
- We continually challenge ourselves, and others, to foster an environment in which all members can thrive personally, socially, and academically.

These principles are consistent with Indiana University's commitment to ensuring a safe, civil, and welcoming community. Indiana University's Principles of Ethical Conduct affirm the institution's commitment to inclusion, tolerance, diversity, and respect for differences: http://principles.iu.edu/. The Office of Diversity, Equity, and Multicultural Affairs has developed resources and services designed to educate and support community members in developing and sustaining living, learning, and working environments that are welcoming and inclusive for all.

Amendments

The Governance Committee shall be responsible for proposing and analyzing amendments to the Bylaws. Proposed amendments shall be voted on by the full WAC, with consultation by the WAF. A majority on the WAC will be required for any amendments to be codified into the Bylaws, with approval given to OVPR.

Appendix A: Education Task Force

Task Force on Ostrom Workshop Educational Programs

Although the activities of the Ostrom Workshop are, and will remain, primarily directed towards research, this Workshop also has a long tradition of supporting the instruction of graduate students. Over the last several decades, many Workshop students completed degree requirements for the Joint Ph.D. Program in Public Policy, jointly managed by the School of Public and Environmental Affairs and the Department of Political Science in the College of Arts and Sciences. Because of disagreements concerning funding for this program, new admissions were suspended a few years ago. The primary purpose of this task force will be to engage relevant stakeholders to explore whether or not this program, or a significantly modified version of it involving a wider range of academic units, should be established. Members of this task force are further encouraged to consider other ways in which graduate and undergraduate students at Indiana University might be exposed to the research tradition inspired by the examples of Vincent and Elinor Ostrom. If regular teaching programs are to be established, it is expected that this task force would be added to the official list of standing committees for the Ostrom Workshop. This task force shall prepare recommendations for consideration by the Executive Committee and the Workshop Advisory Council concerning these matters.

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