

Shared Governance Taskforce

May 5th, 2026



Meeting Agenda - May 5th, 2026

- Shared Governance Overview
 - Provide clarity and information about shared governance, including definitions, the leadership competencies needed to sustain shared governance, and what effective shared governance looks like
- Deep Dive on SOW Item 1: Design a new shared governance infrastructure
 - Review the scope of work project milestones and begin reviewing the existing structure

Recap

February Orientation

- Discussed **context** on the taskforce's creation
- Reviewed and built upon ideas for **group norms**
- Reviewed the taskforce **charter and scope**
- Engaged in a **scope prioritization exercise**

May Pre-Work & Suggested Reading

- Completed **form** asking where we have seen effective and ineffective shared governance at PCC, along with perspectives on what it would look like if it were working well
- Reviewed **suggested reading** for shared governance context

Key Reflections from the Group's Hopes & Fears / Group Norms Activity

Noted Hopes: We contribute our experiences, institutional knowledge, and perspectives to build transparent and inclusive shared governance at PCC, bringing all voices to the table with authentic engagement

Noted Fears: Lack of shared understanding of shared governance impacting group outcomes; not enough time to do the work; not all voices being heard; getting stuck in a swirl without progress



All voices should be heard and valued
(with multiple modes of input)



Create an environment of respect
and psychological safety



Approach the work with curiosity, ask
questions, and encourage solutions



Commit to implementing
meaningful change



Come prepared to meetings and
take ownership of your participation



Document and track decisions

Welcome Activity

- ❖ This term has been **rough**.

Remind yourself of why you're here by sharing a
happy moment from recent weeks.

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Pre-Work Themes



Inconsistent definitions of shared governance

The full set of responses revealed multiple definitions of shared governance operating simultaneously within the group, a number of which are not technically shared governance



Conflation with adjacent concepts

The examples shared in the pre-work include things that are related to, but distinct from, shared governance, including collective bargaining, informal or positive management practices where supervisors invite input, and broad democratic ideals



General grievances not specific to shared governance

Some responses reflected raw emotion, with voiced concerns and distrust, along with notes on accountability for repairing distrust that, while important commentary, are not directly connected to shared governance

Shared Governance at PCC: One College United - Governance Through Connection

Definition:

A unified approach to institutional governance that establishes meaningful connections between stakeholders, processes, and priorities, recognizing that while ***our college encompasses diverse perspectives*** and functions, ***we are ultimately one community*** with shared purpose.

This approach to decision-making acknowledges interdependence, values diverse expertise, and creates visible links between stakeholder input and institutional outcomes.

EAC Feedback – Communication Standards & Practices

**What should
“constituency
connection” look like
in practice?**

Predictability &
consistency

Advance notice &
meaningful feedback loops

Brevity & value

**What should
“college-wide
feedback vehicles”
look like in practice?**

Diverse engagement
styles

Producing visible
outcomes from feedback

**What should “mixed
info-sharing
vehicles” look like in
practice?**

Target, actionable
communication

Standardized meeting
documentation

Simplicity over innovation

Accessibility

Key Characteristics from the Dialogue Sessions



Clear Role Definition



Closed Feedback Loops



"No Surprises" Communication



Triangulated Student Voice



Multi-Channel Information Sharing



Documented Deliberation



Managed Governance Infrastructure



Shared Responsibility



Transparent Decision Pathways



Regular Effectiveness Review

Case Study Activity

Wheat Ridge Community College is weighing whether to launch a new associate degree program in medical laboratory technology for the fall semester. Regional hospitals have signaled strong demand, projecting at least 40 open positions over the next three years, and a nearby health system has offered to partially fund equipment costs. However, the program would require hiring two new full-time faculty, retrofitting a lab space currently used by the biology department, and pulling instructional capacity from chemistry and math to cover prerequisite coursework — raising concerns from those department chairs about their own enrollment pressures and adjunct budgets. Advising and financial aid staff would also need to absorb additional caseload without added positions, at least in year one.

Initial student interest surveys suggest 12 to 15 confirmed applicants, with another 10 to 15 expressing interest but not yet committed, against a minimum viable cohort of 20. The dean must decide by March whether to proceed with a fall launch, delay to the following year for a stronger recruitment cycle, or decline the opportunity altogether — knowing that a competing college 90 minutes away is reportedly considering a similar program.

Case Study Activity & Discussion

Using the engagement form, respond to the following prompts:

- What would the decision making process look like at Wheat Ridge if it reflected PCC's definition of Shared Governance?
- How would everyone know it was representative of the definition?
- Pick 2-3 key characteristics from the One College United handout and describe how the process would meet those.

Core Competencies for Shared Governance Leadership

Ways of Thinking

1

Perspective-Taking

Examining issues from multiple angles to create empathy and inform decisions

2

Tolerance for Ambiguity

Embracing ambiguity as an opportunity and accepting the discomfort of uncertain outcomes

3

Internal Locus of Control

Focusing on the power you have to shape events and the impact of your choices

Ways of Engaging

1

Building Working Relationships

Creating credibility through authentic, open communication built over a series of interactions

2

Embracing Productive Conflict

Surfacing issues directly and early in a way that invites engagement and discussion

3

Strong Opinions, Loosely Held

Sharing your perspectives and explicit thinking, and being open to changing your mind when presented with new information or data

Shared Governance is...

The work of informing and influencing policy, procedure, and practice within the institution's ecosystem.

Shared governance
is **'a system for
aligning priorities.'**

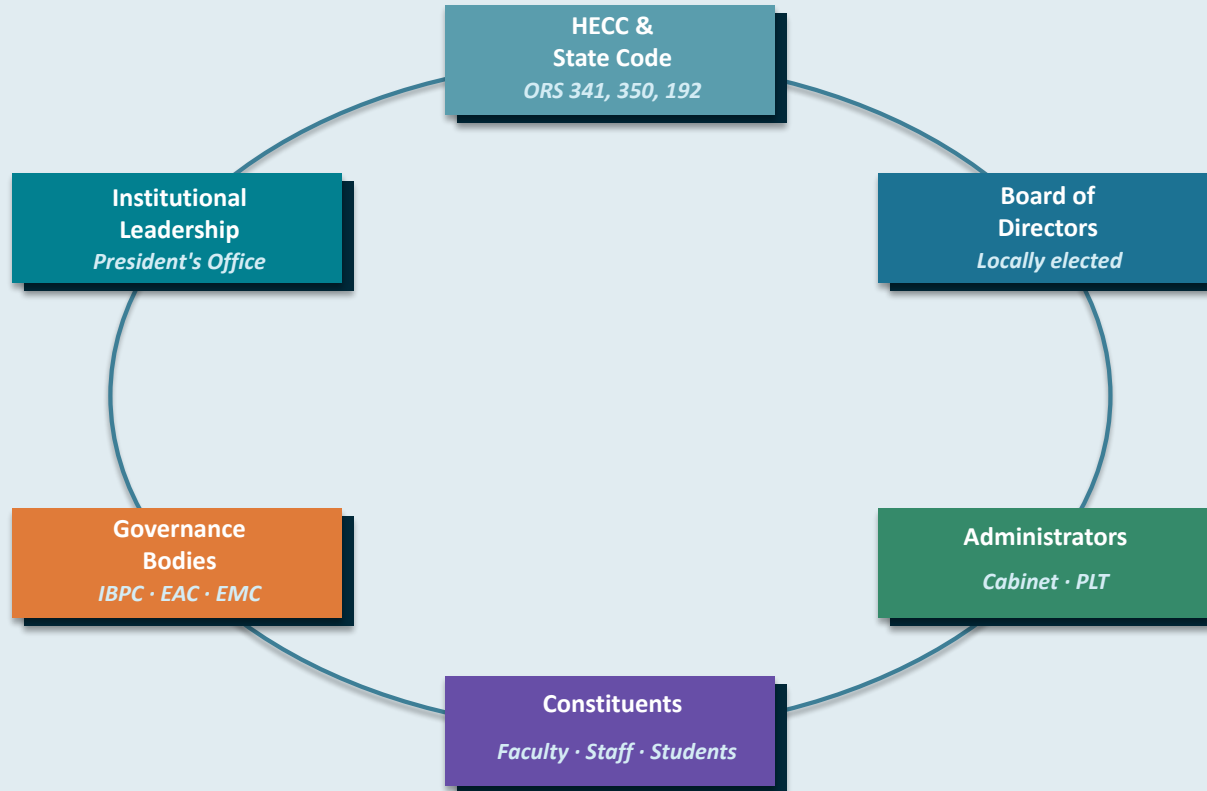
A process aimed at
producing **responsible
governance
recommendations** that
align with who actually
holds **technical
authority and
accountability**

Shared governance
**does not replace the
authority of the Board,
administrators, or the
state.**

It **operates alongside
that authority,**
strengthening the quality
of what those authorities
ultimately decide.

Shared Governance Ecosystem

The actors in PCC's governance ecosystem – peers connected through shared purpose, not hierarchy.



All actors operate within state code and board policy. Shared governance describes how they work together.

How Governance Shapes the Institution

Policy

What we decide

Formal commitments about institutional direction, resource priorities, and rules of operation.

WHO SHAPES THIS

Board of Directors

President's Cabinet

HECC / State Code

Governance Bodies

Procedure

How we carry it out

The processes and protocols that translate policy into consistent, equitable institutional action.

WHO SHAPES THIS

President's Leadership Team

Administrators

Governance Bodies

Faculty & Staff

Practice

What people experience

Daily decisions, interactions, and norms that define the real culture of the college.

WHO SHAPES THIS

Faculty

Staff

Students

Administrators

Governance Bodies

Key Characteristics

When It Works

When It Falters

Shared governance
bogs down our work
in bureaucratic
processes



Effective shared
governance fosters
evolution &
innovation

**Needed
competencies:**
Embracing
productive conflict;
Tolerance for
ambiguity; strong
opinions, loosely
held

Key Characteristics

When It Works

Effective shared governance creates space for all voices. It enables productive conflict and alignment of interests without mitigating accountability; it doesn't recreate existing systems of marginalization, but rather makes space for everyone in the conversation regardless of title

When It Falters

Shared governance relies on votes, recreating systems of inequality

Needed competencies:
Building working relationships;
Embracing productive conflict;
Internal locus of control

Key Characteristics

When It Works

Effective shared governance demands that we reframe both power and leadership. All of us, regardless of title, can act as leaders. Shared governance supports the development of leadership skills as we leave titles at the door and leverage expertise and experience to build better solutions for the college

When It Falters

Shared governance entrenches power with those who already have it



Needed competencies:
Internal locus of control;
Perspective-taking;
Embracing productive conflict

Key Characteristics

When It Works

The shared governance structure is intentional, reviewed regularly, and outcome-driven; shared governance bodies have a clear scope of work and roles

When It Falters

Shared governance bodies pop up without a clear scope of work; they become about personal preference, power and personality

Needed competencies:
Perspective-taking;
Embracing
productive conflict

When Shared Governance is Working Well

“A willingness to present and discuss difficult topics openly and constructively; open-mindedness; leaving titles at the door and engaging to advance mutual interests.”

“Building trust from the outset should focus on structures and processes since people change over time. Getting people on board to agree to initial structures is possible if all see the benefit to students, the institution, and their groups.”

“Once the foundation is laid, trust comes from nurturing relationships, being open and transparent, accepting input, including criticism, and sharing an interest in the end results.”

- **Cheryl Aschenbach, Past President, Academic Senate for California Community Colleges**

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Prioritize (rank) the taskforce scope outcomes with their accompanying deliverables

Ranking Poll

22 votes

22 participants

1

Design a new shared governance infrastructure, clarifying roles, relationships, and processes

Deliverable: New shared governance bodies directory and relationship map

5.227

2

Design implementation expectations, support structures, and success measures

Deliverable: 2026–2028 Implementation plan; 2026–2027 Transition plan for current shared governance bodies

3.682

3

Develop the shared governance operations manual

Deliverable: Shared governance operations manual with active links to co-created resources

3.591

4

Update the shared governance policy to reflect current and future institutional needs

Deliverable: Document shared governance policy approach & recommendations

3.273

5

Facilitate consistent, campus-wide communication & input vehicles

Deliverable: Shared governance communications, events, surveys, and website

2.636

6

Generate recommendations for strengthening shared governance capacity & literacy

Deliverable: 2026–2027 Professional development plan

2.591

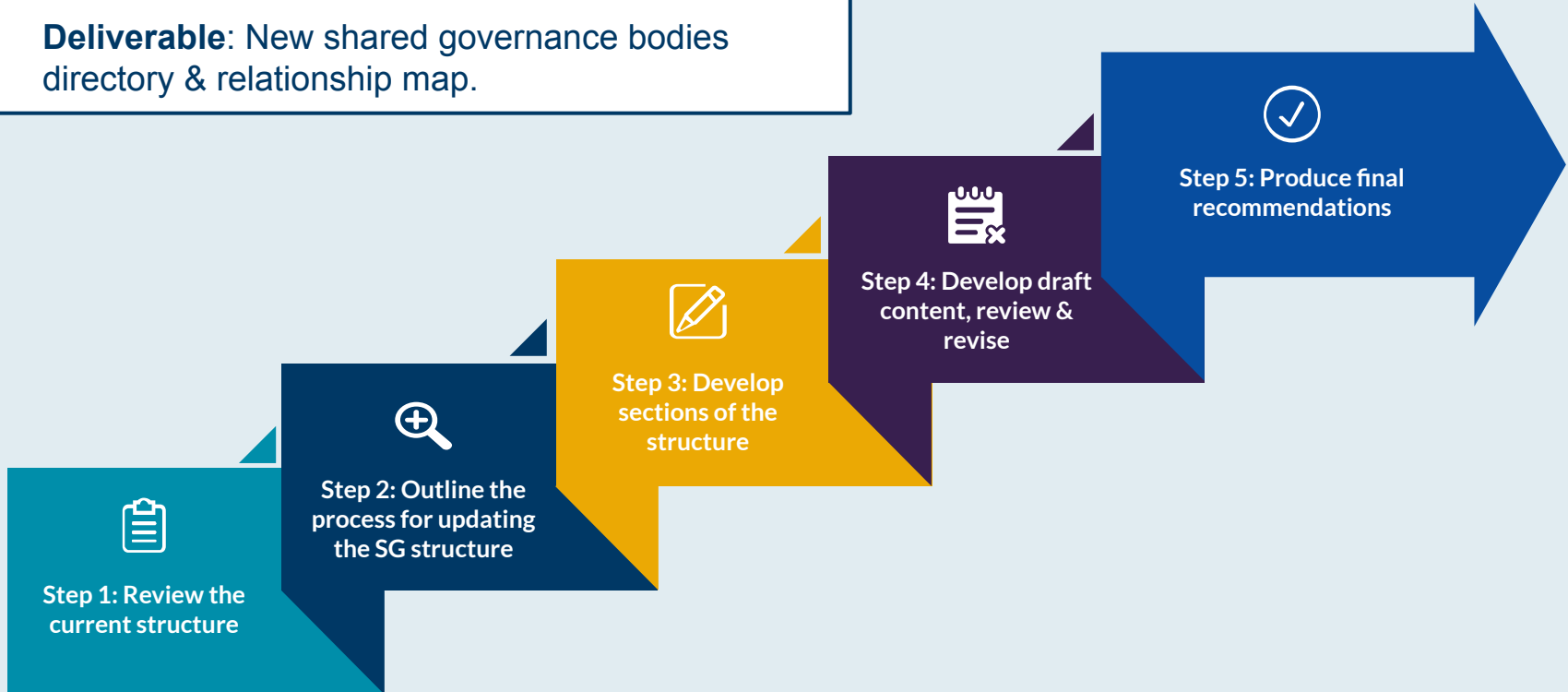
SOW Item #1

Outcome	Work Product / Deliverable	Decision-Making Authority
Design a new shared governance infrastructure, clarifying roles, relationships, & process	New shared governance bodies directory & relationship map	Advisory Output

Milestones for SOW Item 1

Scope Outcome: Design a new shared governance infrastructure, clarifying roles, relationships, and process

- **Deliverable:** New shared governance bodies directory & relationship map.



Post-Session Process Activity

- Should drafting happen in smaller groups, or as the full taskforce?
- Do you prefer to react to drafts asynchronously, synchronously, or some combination?
- What should we do if a draft circulates and we receive no feedback, or only limited feedback?
- What should our formal recommendation process look like once drafts are ready to move forward?

Next Steps

- Engagement post-session on process
- Next meeting on May 26th
- Expect a post-meeting memo of activities and perspectives captured during the session

References

PERSPECTIVE-TAKING

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Padmanabhan, S. (2021)

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The critical role of conflict resolution in teams
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Association of Governing Boards of Universities and Colleges

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