

Shared Governance Taskforce

September 29th, 2026



Welcome Activity

In the chat, what is one thing from the September 11th retreat that has stuck with you?

If you were not there, what is one thing you have heard about it?

Agenda & Goals - September 29th, 2026

Draft Governance Structure - Walkthrough & Breakout

- **Goal:** *Walk through the first draft of the governance structure together and generate perspectives ahead of an Oct 27th vote*

Board Policy Review Memo & Policy Workstream Update

- **Goal:** *Hear where the Board policy memo stands and what the taskforce will be asked to vet*

Shared Governance Definition - Discussion & Vote Introduction

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Path to December 1st & Closing

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Retreat Debrief

What We Did

“Build the Worst Structure” Activity

**Walkthrough of sample models
(hierarchical,
networked/relational,
impact/outcomes-oriented)**

**Drafted designs of each sample
model for PCC**

**Created final designs with a gallery
walk and a vote for preferred the
design**

Common Elements Across Designs

College council of representatives

Senates

Students at the center

**Board/President/Cabinet legal
accountability cluster**

Two-way communication

Group Norms

- 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
- Commit to implementing meaningful change solutions
- Come prepared to meetings and take ownership of your participation
- Document and track decisions

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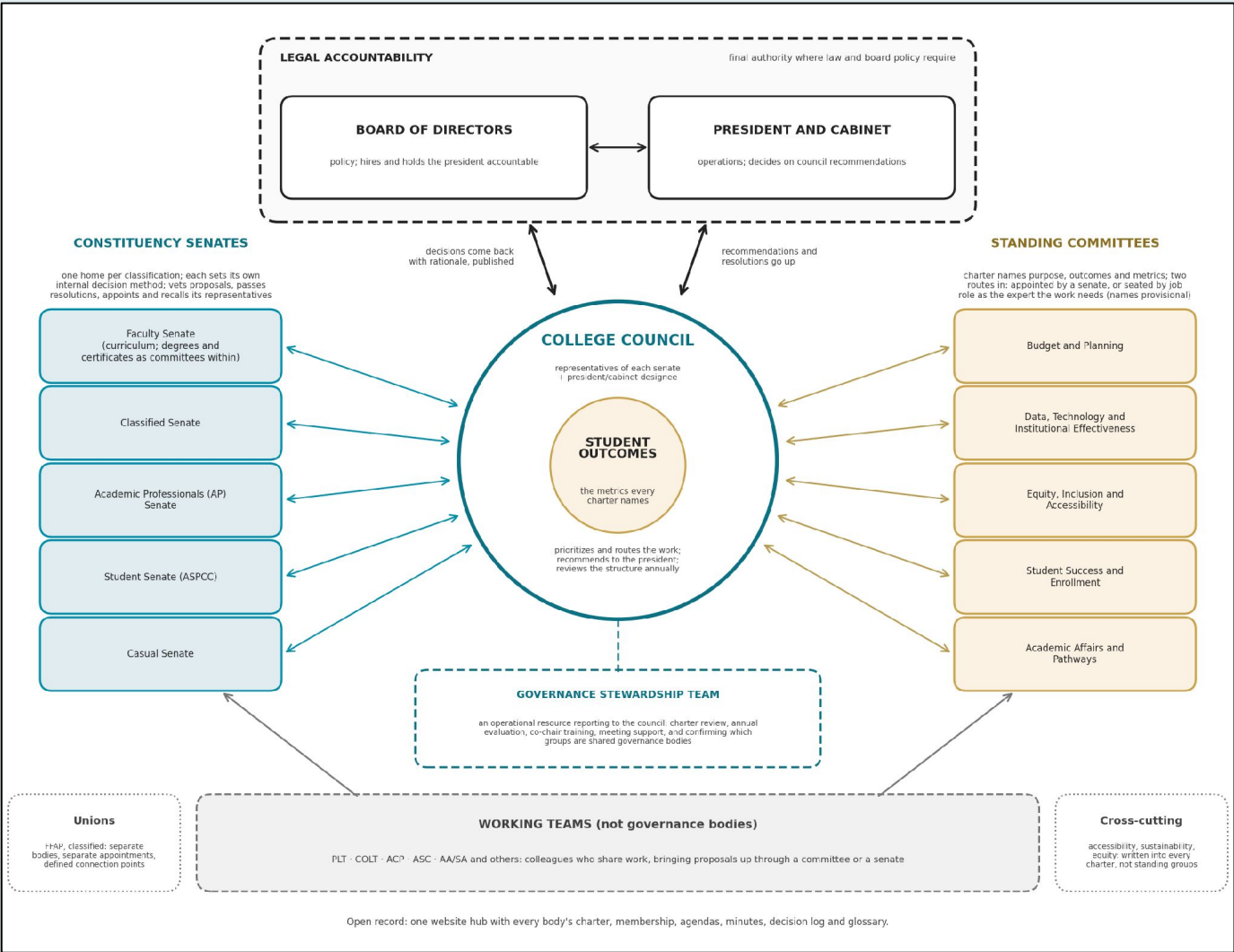
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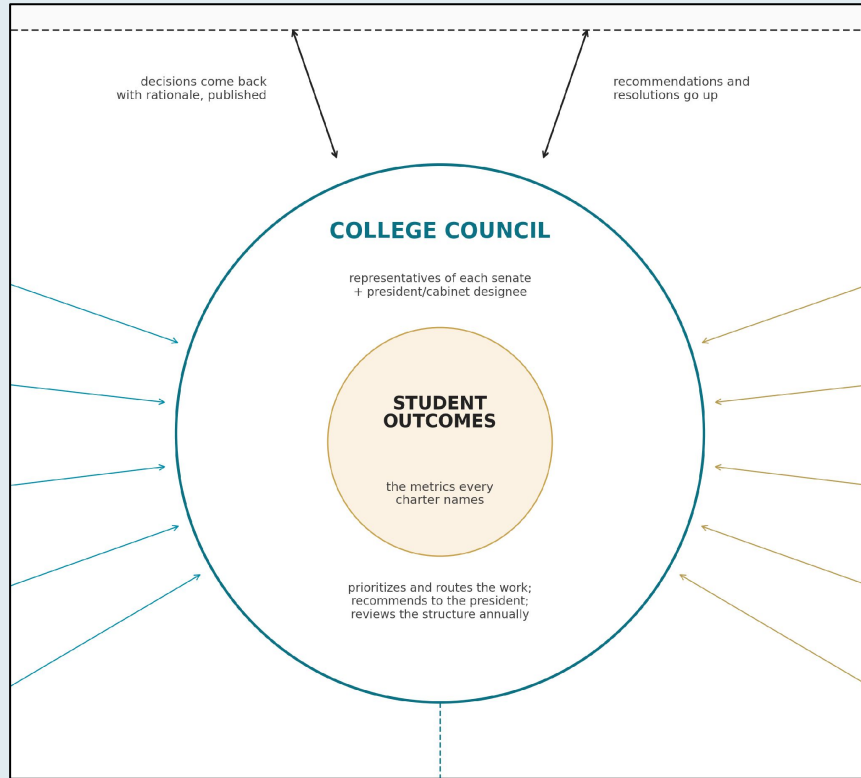
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Structure Overview



Student Outcomes at the Center



zoomed from the full diagram

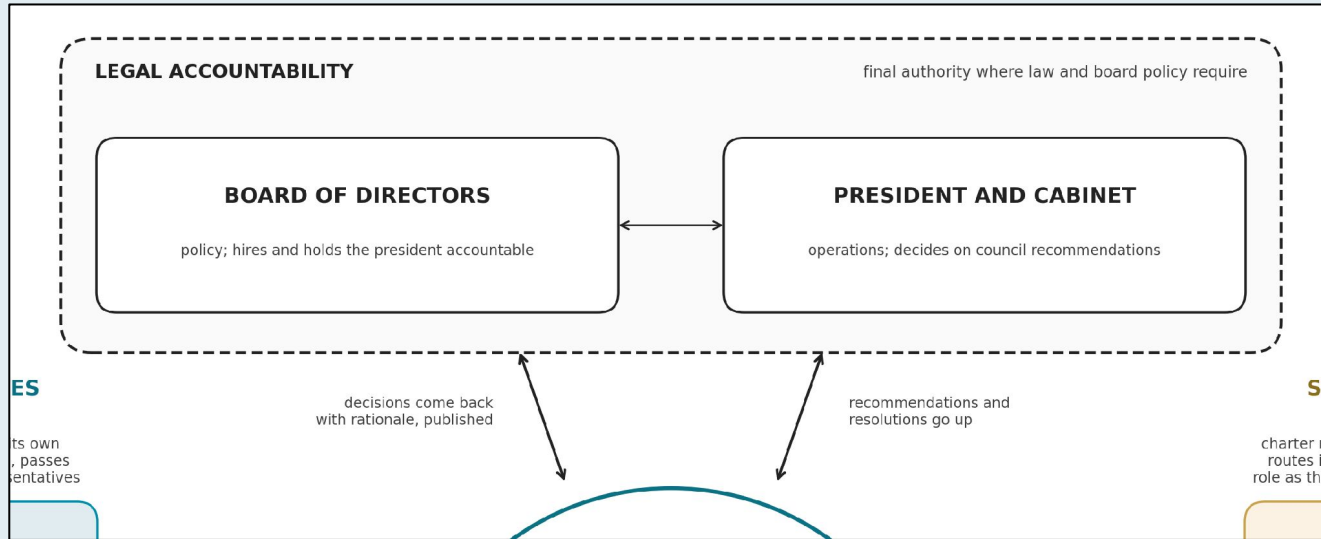
This draft is no single table's design. It blends the five final designs and takes elements from all three prototypes. Groups 4 and 6 put students at the center, and the closing reflection named it, so the draft is drawn from the center out: every other body in the diagram is placed around student outcomes.

Key elements

- Each body's charter names the student outcomes and metrics its work will move.
- The College Council prioritizes work against those outcomes.
- The room asked for outcomes and metrics during the impact/outcomes prototype, and the definition feedback asked for data. No final design drew them. The draft writes them in, inside the networked model most tables built.



Legal Accountability: Board, President and Cabinet



A governance redesign is usually treated as a fight over how much authority the president gives up. No table drew it that way. What we drew was not less authority at the top. It was a return path: what goes up comes back, with reasons.

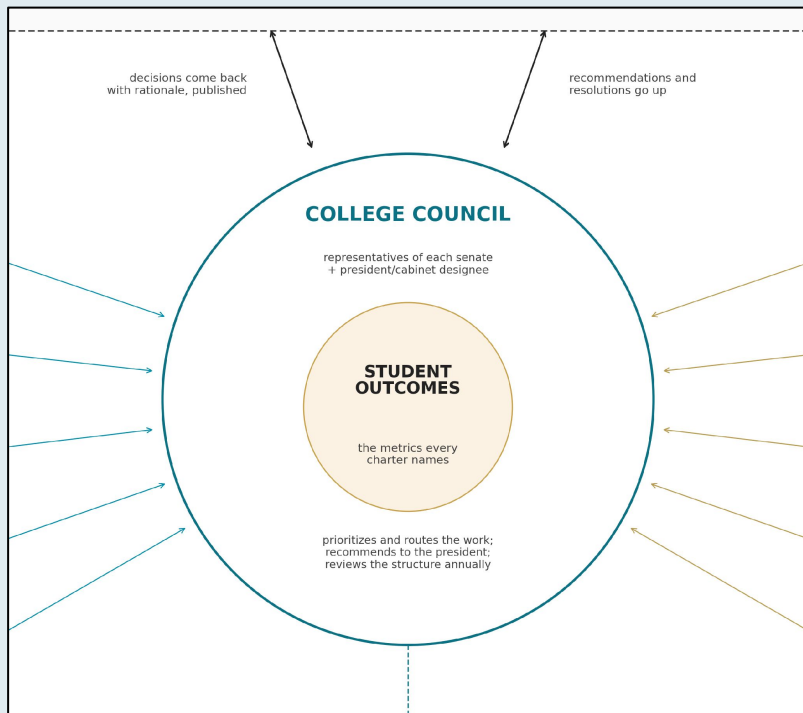
- Final authority where law and board policy require it, marked on the page rather than hidden behind a consultative process.
- Two-way flow: recommendations and resolutions go up; decisions come back with rationale and get published (Group 4's arrows).
- A president or cabinet designee sits on the council, so the top hears proposals as they form (Group 2).

zoomed from the full diagram



Key Element 1: College Council

Drawn in four of five final designs and named EAC 2.0 in the fifth.



zoomed from the full diagram

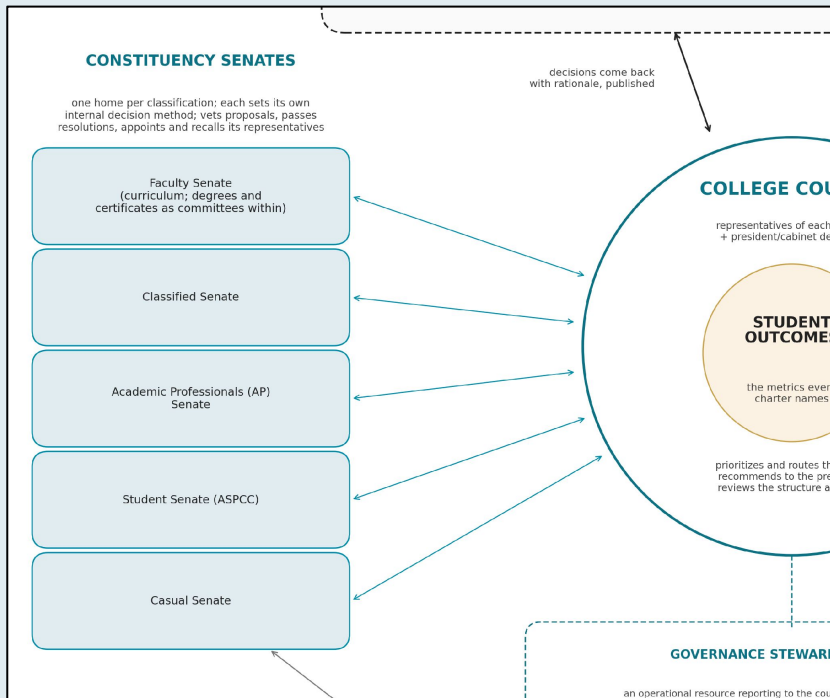
The council is the piece we agree on most. Group 1 drew it as the ring around legal accountability, Group 2 as the "point guard" at the center, Group 3 as EAC reimagined, Group 4 as 'Poppie's Round Table.'

- Membership: representatives appointed by each senate, plus the president and a president/cabinet designee (Groups 1, 2, 3).
- Takes proposals and resolutions already vetted by senates and committees; routes work to the body that owns it (Group 2).
- Decides which groups need representation and what counts as a shared governance body, using the test written into the Operations Manual (Group 2; parking lot).
- Recommends to the president and board; decisions come back through it with the reasoning attached.
- Reviews the structure on a schedule; owns how groups get added, merged, or sunset.



Key Element 2: Constituency Senates

Groups 2 and 3 drew them; the closing reflection said senates "showed up in most of the designs."



zoomed from the full diagram

A constituency cannot hold its representative accountable without a room of its own to do it in. There are five senates because the definition feedback asked, more than once, that APs and casuals be named wherever classifications are listed.

- One home per classification to deliberate and hold representatives to account.
- Vet proposals before they reach the council, pass resolutions, appoint and recall representatives (Group 2).
- Each sets its own internal decision method. Nothing in the draft requires every body to vote the same way.
- A senate is not a union: separate bodies, separate appointments, defined connection points.
- Faculty Senate holds curriculum and degrees and certificates as committees within it (Group 2; Group 3 placed curriculum as a standing committee).

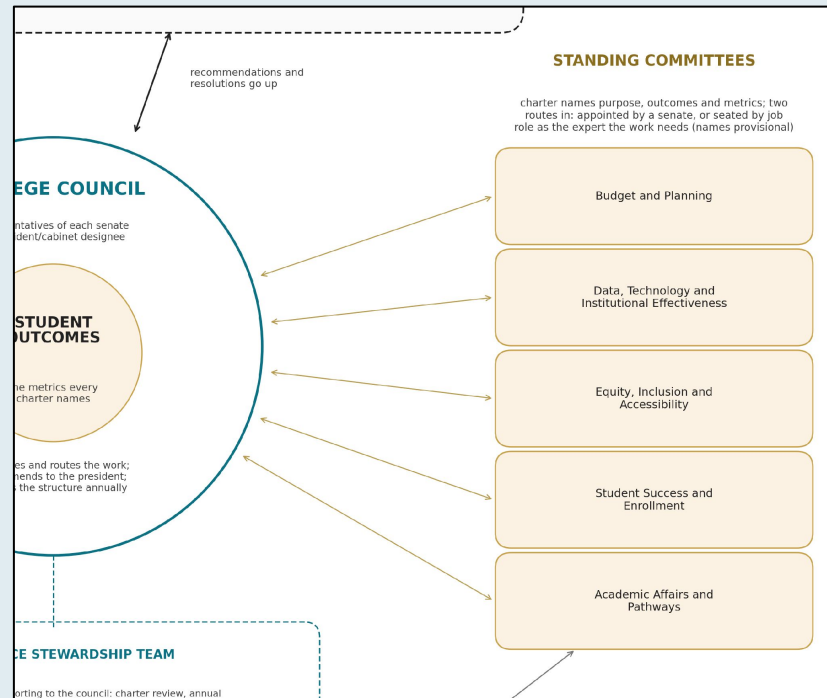


Key Element 3: Standing Committees

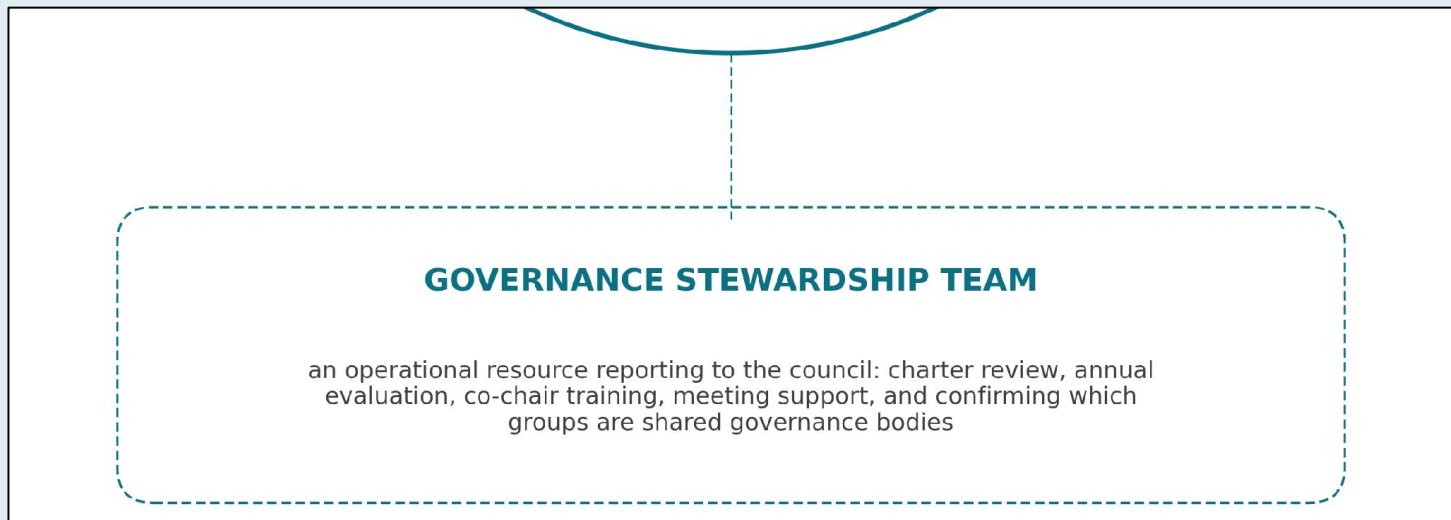
Group 3 drew the layer; Groups 4 and 6 named their own; Group 2 supplied the test every charter must pass.

Many groups in today's directory exist because someone raised a hand and said they had one. The committees in this draft exist because the work needs them. The names are placeholders until the charter group applies Group 2's test.

- Each charter states the work, who is most affected, and what representation it therefore needs (Group 2).
- Membership populated equitably across classifications (Group 4).
- Two ways to a seat: appointed by a senate, or seated by job role as the expert the work requires. This is how a voice without a senate seat (CTE was our retreat example) gets into the room.



Key Element 4: Governance Stewardship Team



“Are any of these even shared governance groups?” came up at more than one table. The parking lot asked it more plainly: who decides? The worst-structure exercise named no oversight, no follow-through, no transition plans. This is the body that owns those questions.

- Reviews charters and confirms which groups are shared governance bodies, on the council's behalf.
- Runs the annual evaluation of the structure and trains incoming co-chairs.
- Keeps meetings supported and the open record current.
- Convened body or staffed function: the charter group's call.



Not everything that meets is governance

Working teams, unions, cross-cutting commitments, and the open record.



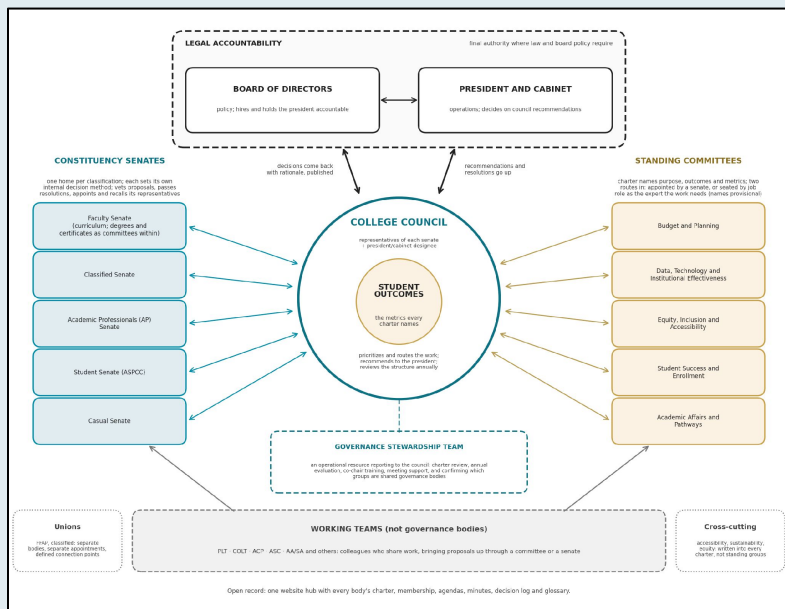
Group 3 drew PLT, COLT, ACP, ASC, and AA/SA below the governance bodies as teams that bring proposals up. We also said the directory is too long, and that accessibility and sustainability are commitments every group carries rather than groups of their own.

- Working teams are not governance bodies and carry no decision rights; the structure gives them a clear path in.
- Cross-cutting commitments are written into every charter rather than parked in a standing group.
- Unions stay separate bodies with separate appointments and defined connection points to the senates.
- One website hub holds every body's charter, membership, agendas, minutes, decision log, and a shared glossary.



Decision Trace Example: A New LMS

An ordinary decision: Chase college is selecting a new learning management system.



- 1 The IT cybersecurity team surfaces the need for a new LMS. **REQUEST:** the request is submitted to the College Council
REVIEW: the council considers the request against competing priorities, institutional context,
- 2 College Council conducts a **REVIEW:** the Council considers the request against competing priorities, budget, institutional context, student needs. **ASSIGNMENT:** the work is approved, appropriate for SG and is assigned to a shared governance body scope of work: Data, Technology and Institutional Effectiveness committee.
- 4 The committee uses a stakeholder mapping process to solicit input and create engagement to inform their recommendation. After some time, they forward a recommendation to College Council.
- 5 College Council discusses the recommendation, the President weighs all input, resource and operational concerns. They make an informed recommendation to the board for review and approval.
- 6 The decision and the reasons for it return through the council to every senate as well as the committee. Each council representative reports back to the senate that appointed them.



What Isn't in the Draft Structure Yet

In the Charter / and or Operations Manual

Seats

Seat counts and proportional representation on the council and in each senate (Group 2's open question).

Selection

How representatives are chosen, for how long, and what quorum looks like.

Decisions

The decision method inside each body: consensus, vote, threshold.

Response

How fast a decision has to come back from the president and board, and in what form.

Transition

The order in which existing groups move, and how their open work is carried.

Names

Committee names, the council's name, and the stewardship team's name are all placeholders.



Activity - Step One

Each **breakout group** will be assigned one key element of the structure (college council, constituency senates, standing committees, governance stewardship team).

Address the two prompts in your group's tab in the active engagement form:

- How does this structural element meet the values and practices in the definition?
- What operational commitments, content, or guiding principles have to be written into the charter and/or operations manual for this structural element to live up to the definition?

Following the breakouts, we will **share out**.

Activity - Step Two

Provide your **individual thoughts** on each group's perspectives at the bottom of each tab next to your name.

The form will stay open until **Friday at 5pm.**

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Minimum Viable Deliverables by Workstream

Per charter scope of work — six workstreams, processed across the remaining meetings

Workstream	Authority	Work Product	MVP Components
1. Governance Infrastructure	Advisory	Bodies directory & relationship map	Governance structure map & rationale Directory of 2027-2028 governance bodies Expectations & support structure for role clarity per group
2. Policy Update	Advisory	Policy approach & recommendations	Draft policy recommendations Timeline & process review for policy adoption Standard 2.A.7 evidence alignment memo
3. Operations Manual	Binding	Manual with linked resources	Priority manual sections fully drafted: <ul style="list-style-type: none"> • Chapter One – Understanding Shared Governance at PCC • Chapter Two – Committee Structure, Roles, & Charters • Chapter Three – Decision Making, Documentation, and Transparency • Chapter Four – Representation, Membership, and Constituent Groups • Chapter Five – Meeting/facilitation (TBD/tied to PD deliverables) • Chapter Six – Evaluation/Assessment
4. Implementation Design	Binding	2026–28 Implementation Plan + 2026–27 Transition Plan	Shared governance operations council charter and recommended timeline for full launch Recommended shared governance support/staffing structure
5. Capacity & Literacy	Advisory	2026–27 PD Plan	Draft professional development plan recommendations tied to governance literacy needs
6. College-wide Communication & Input	Advisory	Comms events, surveys, website	Monthly EAC updates/engagement Fall in-service session Monthly updates from the president & co-chairs Updated website

Policy Update Workstream - Steps

Step One:

A **summary memo** will be drafted with the co-chairs, noting gaps and pointing to the desired structure the group is looking to formalize, along with a **draft set of policies**

Step Two:

The **taskforce** will review the memo and draft set of policies, which will be refined based on any feedback

Step Three:

Post-taskforce, the recommendations will go through a **pre-existing Board review and approval process**

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Definition Timeline

May 5th Taskforce Meeting

The taskforce asked to revisit the definition and charged a subgroup with the task

Post-Meeting Survey (Early May)

Every member received a survey on the definition after the meeting

Ranking Outcomes (mid-to-late May)

The taskforce wrote and ranked its top three shared governance outcomes to inform the definition

Definition Subgroup (Summer)

The definition subgroup formed over the summer and completed its charge

Retreat Share Out (September 11th)

The subgroup's completed definition was shared with the taskforce through email and at the September 11th retreat, with live feedback shared by taskforce members

Feedback Form (September 25th)

A post-retreat feedback form on the subgroup definition stayed open through September 25th

Definition Revisions (Late September)

The definition was revised based on taskforce member feedback

Taskforce Vote on Adoption (September 29th)

The taskforce will review revisions and vote on adoption of the definition

Shared Governance Definition & Values

Definition: Shared governance at PCC is a mission-driven, student-centered decision-making approach that values the expertise, lived experience, and institutional knowledge of our faculty, classified staff, **academic professionals, casual staff**, students, and administrators and is grounded in clarity, participation, transparency, and accountability.

The **values** below guide this work:

- **Clarity:** Groups, roles, language, and processes are clear, as is their relevance to the work. Plain, understandable language is used, terms and acronyms are defined, and people can follow how decisions move through the college.
- **Participation:** Participation is valued and supported. Faculty, classified staff, **academic professionals, casual staff**, students, and administrators have equitable ways to take part, and decisions are made as close as possible to those who do the work, so that PCC community members can lead from where they are.
- **Transparency:** The work of governance is visible. The **PCC community** can see which groups are meeting, including when and where, what they are working on, what decisions were made, and why.
- **Accountability:** Members and co-chairs are accountable for their shared governance work within the college-identified structures, and feedback loops are intentional. **Governance work is grounded in evidence-based inquiry: groups use student outcomes to understand the problems they take up and to show the effect of their decisions.**

Sample Practices

These values are sustained through intentional practices such as the ones below, recognizing that these are samples rather than requirements, and that each group will apply them in ways that fit its work:

- Equitable representation processes for students, classified staff, faculty, academic professionals, casual staff, administrators, and community partners.
- Synchronous and asynchronous opportunities for input, feedback, and review.
- Meeting information, including membership, agendas, schedules, and minutes, is easily and readily accessible.
- Inclusivity and equity related barriers to participation are evaluated and addressed.
- Input is sought before decisions are made, whenever possible.
- When a group issues an advisory recommendation, the decision makers follow up and close the loop on what decision was made and why.
- When a decision must be changed or overridden due to outside factors (for example, legal, financial, or liability requirements), the reasons are communicated.
- Groups name the student outcomes their work is meant to affect and report on them using shared institutional data.

Outcomes & Review

Outcomes:

A) The PCC community members feel like they can “lead from where they are” in the organization, meaning that they have a voice and are accountable for leading, no matter what their role or place is at PCC. Top-down leadership then decreases. Thus, it is clear how all streams of the College (faculty, APs, Classified, administration, casuals, and students) work together.

B) Clear, transparent and participatory communication and decision making that is representative of all stakeholders (i.e. students, advisors, advising staff, managers, community partners) and works to meet students’ needs.

C) There are well-documented and transparent processes followed before decisions are made. These processes outline clear pathways for input, intentional feedback loops, the evidence and data that informed the decision, and connections to the college mission.

Review: This PCC Shared Governance definition, including values, sample practices, and outcomes will be reviewed every two to three years by a college-wide shared governance definition taskforce.

Three Key Themes from the Definition Feedback Form (N-7)

1) Add the word distributed (N-7)

Ben requested the addition of 'distributed' and multiple comments echoed the request. Within the comments, there does not seem to be a shared understanding of what distributed would mean in the definition context.

Recommended Next Step: This should be discussed in the taskforce in terms of what the word is trying to convey and the taskforce should have the opportunity to clarify and weigh in on the addition.

2) Operational /implementation concerns (N-3)

Multiple comments noted that the definition did not establish the operational processes and procedures that would ensure accountability to the definition and bring the definition to life.

Recommended Next Step: All these concerns should be noted for the operations manual and charter workgroup.

3) Shared decision making or shared power (N-2)

Two comments refer to decision making being 'shared' or 'shared power.' There seems to be an underlying assumption that shared governance means shared decision making. Other comments describe decisions as being 'low level' or 'close to the work,' resulting in a lack of clarity.

Recommended Next Step: Discuss this explicitly within the taskforce. Shared governance describes a process, not an outcome. Draft structure models left decisions as close to the work as possible (e.g. faculty approving curriculum) and left legal decisions with the board/ president as appropriate, with documented input processes and communication loops.

Voting Instructions

Through the Google form in the chat, by Thursday at 5pm, cast your vote on the shared governance definition.

Choose from the following options:

- Endorse
- Agree with reservations (and include your reservations)
 - Stand aside
 - Object

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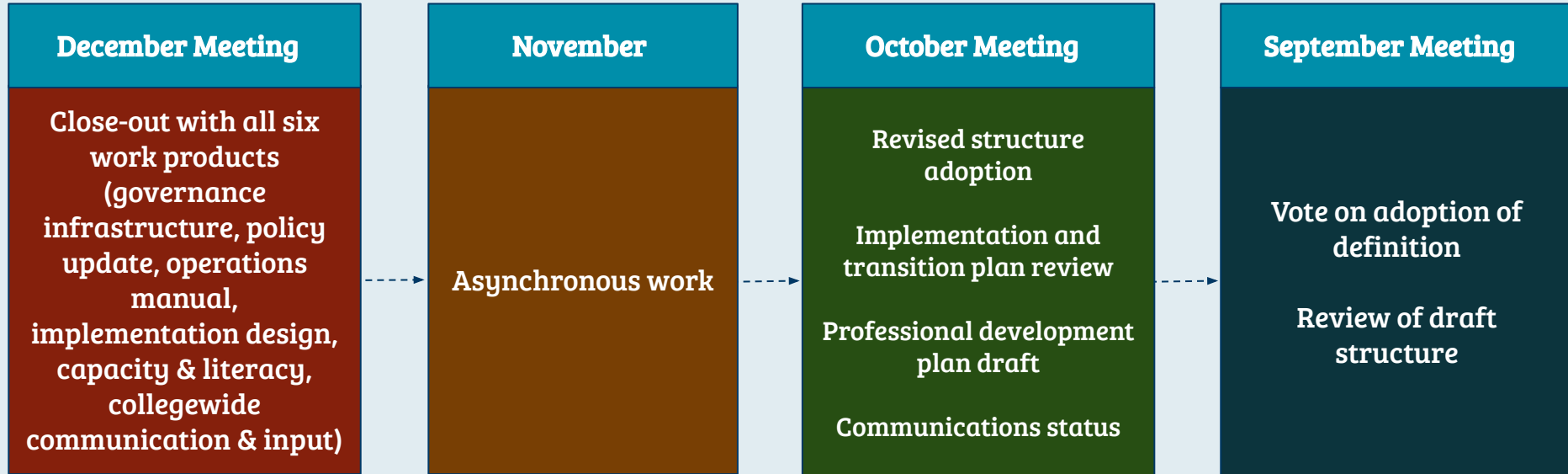
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Working Backwards - Timeline



Recap & Next Steps

Next Steps:

- *Definition vote (by Thursday at 5pm)*
- *Active engagement form on the structure open through Friday at 5pm*
- *Charter group restart*
- *Next meeting: October 27th*