



2025

Planning+: Participatory Governance Manual



SAN BERNARDINO
COMMUNITY COLLEGE
DISTRICT



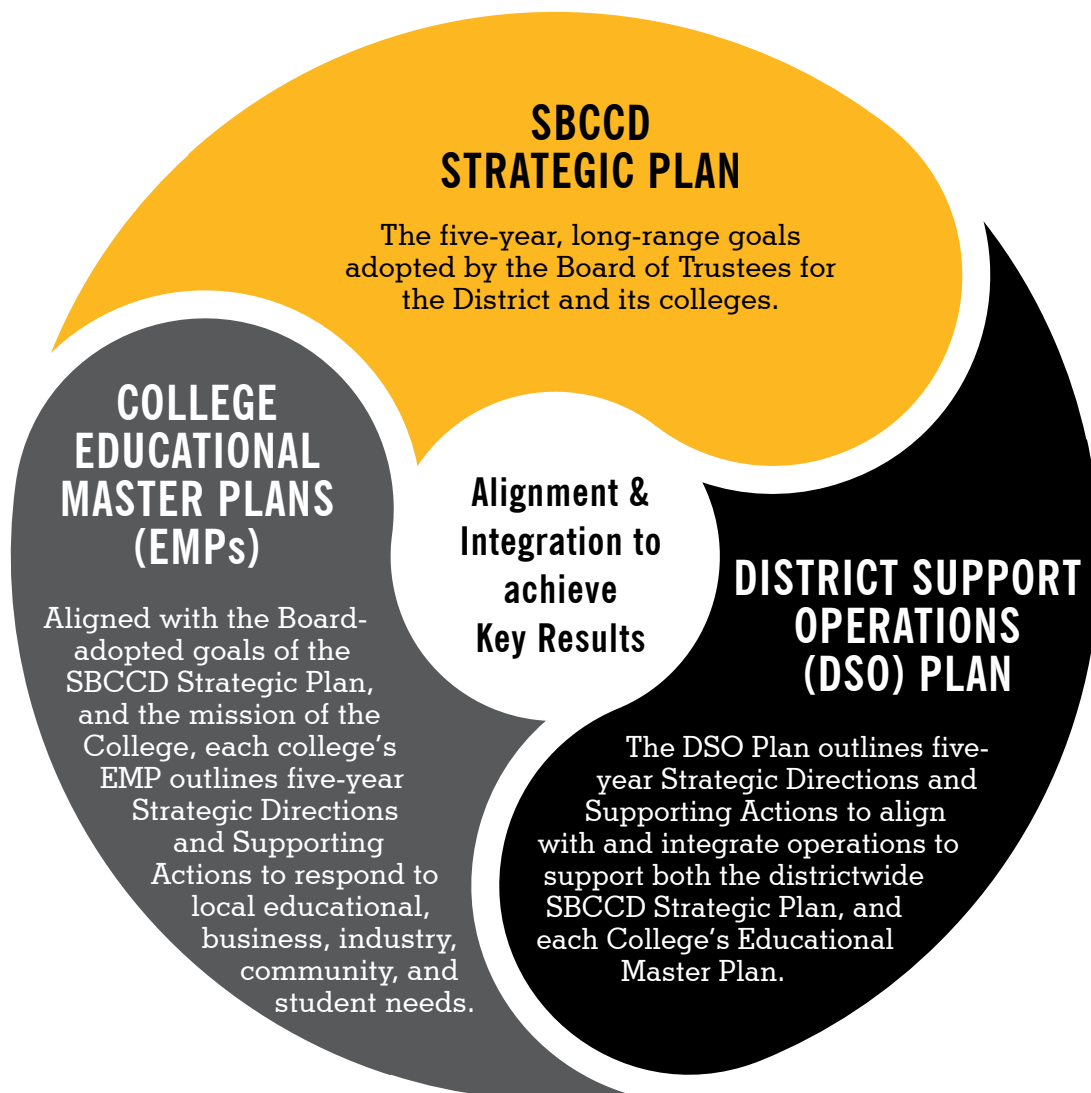
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INTRODUCTION

During the 2021-22 academic year, the San Bernardino Community College District (SBCCD) initiated the redevelopment of its integrated planning model. This model focused on student access and success, with a key emphasis on ensuring the alignment and integration of all planning efforts across the District. As a result, SBCCD introduced a framework called Planning+: Integrated and Student Focused. The model is represented as a circle, symbolizing that while each part of the District has its own specific role, SBCCD's overall success relies on the interconnectedness of these planning efforts. SBCCD seeks to strengthen District-wide collaboration and alignment by implementing a comprehensive participatory governance framework, enabling it to fulfill its mission of enhancing students' lives and careers, supporting family well-being, and driving community prosperity through outstanding education and training.

SBCCD INTEGRATED PLANNING MODEL



THE INTEGRATED MODEL

Phase 1: Strategic Plan

SBCCD created a Strategic Plan based on workforce and demographic trends, insights from discussions with internal and external stakeholders, and policy directions from the Board of Trustees. The plan focuses on four key goals: student access and success, Diversity, Equity, and Inclusion (DEI), regional leadership, and fiscal accountability and sustainability.

Phase 2: Educational Master Plans

SBCCD developed Educational Master Plans (EMPs) for each college, aligned with the board's goals. These plans outlined specific strategic directions, actions, and key results needed to achieve the Board's goals, while also advancing each college's mission, vision, values, and ongoing initiatives.

Phase 3: District Support Operations Review

District Support Operations (DSO) gathered its staff to thoroughly review the Strategic Plan Goals and EMPs. Based on this review, DSO created a support plan that outlined strategic directions, actions, and key results, focusing on improving efficiency and ensuring alignment with both board and college plans.

Phase 4: Strategic Alignment

The current phase emphasizes strategic alignment, transparency, and participatory governance, and will continue throughout the planning cycle. In this phase, SBCCD has standardized planning documents by establishing shared terminology and roles, implemented the Cascade technology platform to track progress and milestones, and aligned its planning model with the California Community College Vision 2030. This also includes the updating of this document to include how we operate within the SBCCD's structure that outlines unified principles and provides guidance on how decisions are made.

OVERVIEW: PARTICIPATORY GOVERNANCE MODEL

The San Bernardino Community College District is committed to fostering an inclusive, equitable, and student-centered environment that supports the diverse needs of our student population and the broader community we serve. In order to support this commitment, SBCCD's Planning+ model of integrated planning will be updated and designed to enhance transparency, accountability, and collaboration in decision-making processes across the District.

This document provides an overview of the Participatory Governance structure within SBCCD, detailing the roles and processes for collaboration and decision-making across San Bernardino Valley College (SBVC), Crafton Hills College (CHC), and District Support Operations (DSO). It serves as a guiding document to ensure that all constituency groups have a voice in shaping institutional policies, planning, and practices, promoting transparency, collaboration, and accountability.

BOARD POLICY AND ADMINISTRATIVE PROCEDURE 2510

Participation in Local Decision Making is intended to:

1. **Clarify** roles and responsibilities.
2. **Foster** collaborative decision-making that includes faculty, staff, students, and administrators.
3. **Align** decision-making with the District's strategic goals as outlined in the SBCCD Planning+ model.
4. **Ensure** transparency and accountability in decision-making processes that affect institutional policies, programs, and outcomes.
5. **Support** institutional effectiveness by promoting a culture of shared responsibility for achieving the District's mission, vision, and values.
6. **Provide** a framework for enhancing District-level policies and procedures that support the participatory governance process.
7. **Ensure** consistency across the District by providing a standardized approach to participatory governance that outlines the processes and structures that should be followed, preventing ad-hoc or informal decision-making.
8. **Encourage** and support continuous improvement.

ALIGNMENT WITH SBCCD'S GOALS

The **SBCCD Board of Trustees** has established a set of goals that serve as a roadmap for the District's priorities and initiatives. The participatory governance plan is intricately linked to these goals, which include:

Goal 1: Access and Success

This participatory governance framework will ensure that all policies, practices, and initiatives are evaluated for their impact on student access and success. It will engage constituency groups in identifying barriers and developing solutions that promote equity and inclusivity.

Goal 2: Institutionalize Diversity, Equity, Inclusion, and Anti-Racism (DEI-A)

The participatory governance plan emphasizes the importance of DEI-A in governance structures and decision-making processes, fostering a culture that values diverse perspectives and actively works to address systemic inequities.

Goal 3: Regional Leadership

The participatory governance framework encourages collaboration with regional constituency groups (e.g., K-12, business, government), ensuring that SBCCD's initiatives align with community needs and workforce demands, thereby enhancing the District's role as a regional leader.

Goal 4: Fiscal Accountability and Sustainability

The participatory governance plan promotes transparency and accountability in resource allocation, ensuring that all decisions made within the governance framework align with fiscal accountability and sustainability and the effective use of District resources.

PARTICIPATORY GOVERNANCE FRAMEWORK

Definitions:

Governance: The framework of policies, structures, roles, relationships, systems, and processes that define formal responsibility, authority, and accountability for the institution (Merriam-Webster, n.d.).

Participatory Governance: a specific approach to governance that emphasizes the active involvement of multiple stakeholders—such as employees, students, community members, or other constituents—in the decision-making process (Oxford Academic, n.d.).

The distinction between **governance** and **participatory governance** is defined by the extent of stakeholder involvement and the degree of decision-making responsibility shared within an organization, community, or system.

Both governance models are in operation at SBCCD. While the Board of Trustees retains ultimate responsibility for governance, the incorporation of participatory governance provides a framework that enables involvement from the entire District in decision-making processes.

OUR FRAMEWORK

SBCCD's participatory governance framework is designed to facilitate collaboration and engagement among all constituency groups.

The process of including all stakeholders in a participatory governance model involves several structured steps to ensure broad representation and transparency.

1. Clearly defining the roles of each constituency group to ensure everyone understands how they can contribute.
2. Establishing diverse advisory committees with representatives from all constituency groups to allow for collaborative discussions on policies, resource allocation, and institutional effectiveness.
3. A decision-making process that allows different perspectives.
4. Transparent documentation that keeps everyone informed.
5. Ongoing evaluation and adjustments to the participatory governance process, to ensure continuous improvement.
6. Closing the feedback loop by sharing outcomes to strengthen trust and accountability within the governance system.

ROLES AND RESPONSIBILITIES

Board of Trustees: Consists of elected members who represent different geographic areas within the San Bernardino Community College District. In addition to the elected members, there are also Student Trustees who represent student interests and provide insights from a student perspective. Each trustee brings their unique perspective, experience, and commitment to ensuring the District meets its mission to provide quality education and serve the community effectively.

Responsibilities include:

Policy Setting

The Board establishes District-wide policies that guide operations, educational programs, and administrative procedures.

Budget Approval

They review, adjust, and approve the annual budget, ensuring financial resources align with strategic priorities and are responsibly managed.

Strategic Direction

The Board sets the District's strategic priorities and goals, working to ensure alignment with community needs and statewide educational standards.

Chancellor Oversight

The Board hires and evaluates the Chancellor, who is responsible for executing Board policies and managing day-to-day operations.

Community Representation

Trustees act as liaisons between the District and the communities they serve, advocating for educational excellence and accessibility.

Monitoring and Accountability

The Board monitors District performance, assesses progress on goals, and ensures compliance with state and federal regulations.

CHANCELLOR'S CABINET

Comprised of the Chancellor, Vice Chancellors, and Presidents, this body provides strategic oversight for governance activities and ensures alignment with District-wide goals.

Responsibilities include:

Strategic Oversight

Ensuring that all elements of the Participatory Governance Plan, align with the overall strategic priorities of SBCCD.

Policy recommendations

Reviewing and recommending policy decisions before they are presented to the Board of Trustees. Please note, while the Chancellor's Cabinet may assist in policy development, only the Chancellor can formally recommend policies to the Board.

Resource Allocation

Ensuring that adequate resources are allocated for the effective implementation of District goals.

Monitoring and Accountability

Holding District leaders accountable for adherence to the participatory governance plan.

PRESIDENTS' COUNCIL

This council comprises the presidents and designated representatives from San Bernardino Valley College (SBVC) and Crafton Hills College (CHC). It addresses college-specific issues while fostering alignment with District initiatives. At CHC, this body is known as the Crafton Council, and at SBVC, it is called the College Council. Each college maintains its own governance policies and handbook.

Responsibilities include:

Institutional Implementation

Overseeing the college-specific implementation of strategic priorities while ensuring alignment with District-wide policies. Each college adapts these policies to address the unique needs of its students, faculty, and staff.

Collaboration and Communication

Facilitating communication between the colleges and District Support Operations (DSO) to ensure policies are implemented consistently and effectively.

Feedback and Advocacy

Gathering input from college constituency groups (faculty, staff, and students) and advocating for their needs in the Chancellor's Cabinet. Presidents will ensure that the voices of both colleges are heard in the decision-making processes.

Recommendations to president

Reviewing policies, procedures, and resource allocations, and providing recommendations to the President.

Alignment with College EMPs

Ensuring that governance procedures align with each college's Educational Master Plan and strategic priorities.

CHANCELLOR'S COUNCIL

The primary participatory governance leadership team that advises the chancellor on institutional planning, budgeting, and governance policies and procedures affecting SBCCD educational programs and services.

Members of the Chancellor's Council advise and make recommendations to the Chancellor regarding District goals and priorities that are of major importance to the District in providing opportunity and promoting quality, integrity, accountability and sustainability in carrying out SBCCD's mission.

Responsibilities Include:

Cross-District Communication

Solicit feedback from, and disseminate reports and updates to, constituency groups.

Advise and Make Recommendations

Advise and make recommendations to the Chancellor regarding District goals and priorities.

Support Work of Advisory Committees

Serve as a source of support of the work being performed by the Advisory Committees.

DECISION-MAKING PROCESS BY CHANCELLOR'S COUNCIL

At the Chancellor's Council, decisions are made through a collaborative, participatory process that values input from a range of stakeholders, including representatives from the colleges, advisory committees, and other District-wide bodies.

Decision-Making Process:

1

Agenda Setting

Key issues, policies, and proposals are added to the agenda based on input from council members, advisory committees, and District needs.

2

Discussion and Input

During council meetings, members review and discuss agenda items. Each member, including college presidents, faculty, staff, and student representatives, has the opportunity to provide input and represent their constituency's perspective.

3

Consultation with Advisory Committees

For specialized topics, input is gathered from relevant advisory committees, such as those focused on budget, DEI-A, and strategic planning, ensuring that subject-matter experts contribute to the decision-making process.

4

Gathering Diverse Perspectives

Decisions are generally made by considering all viewpoints and seeking broad agreement among council members. This process may include refining proposals, adjusting priorities, or addressing concerns before finalizing a decision.

5

Making Recommendations to the Chancellor

After a recommendation is finalized, it is submitted to the Chancellor's Cabinet for further discussion. The Chancellor then considers input from both the council and the Cabinet when making final recommendations to the Board of Trustees or implementing policies at the District level.

6

Communication and Follow-Up

Decisions and recommendations are communicated to the broader District community, ensuring transparency. Follow-up actions are assigned as needed to implement or monitor decisions.

This process supports collaborative governance, aligning council decisions with District-wide priorities and the unique needs of each college.

DISTRICT ADVISORY COMMITTEES

SBCCD has four Advisory Committees, each serving distinct functions (see list below). Collectively, these committees provide guidance to the Chancellor's Council on District-wide integrated planning, clarifying and sharing budget information, DEI-A best practices, and the review and updating of Board Policies and Administrative Procedures.

Committee List:

- o **District Budget Advisory Committee (DBAC):** Offers insights and recommendations on budgetary matters.
- o **Human Resources DEIA Advisory Committee (HR-DEIA):** Supports policies and practices that promote an inclusive environment.
- o **Institutional Effectiveness Advisory Committee (IEAC):** Advises on Districtwide planning efforts and strategic priorities.
- o **Policies and Procedures Advisory Committee (PPAC):** Reviews and updates Board Policies and Administrative Procedures

Responsibilities Include:

- o **Broad Integration:** Ensuring that all committee decisions are integrated into the broader district and college strategic plans.
- o **Progress Monitoring:** Regularly reviewing progress of goals and how they align with the principles of participatory governance plan.
- o **Constituency Engagement:** Ensuring that faculty, staff, and students are involved in decision-making through participatory mechanisms such as surveys, feedback sessions, and representation in the committee.

FACULTY

Play a crucial role in developing and implementing academic policies, curriculum design, and student success initiatives.

Responsibilities include:

- o **Collaboration and Communication:** Ensuring that academic programs and student success initiatives align with SBCCD and state-wide strategic goals.
- o **Developing Educational Master Plan:** Contributing to the development of Educational Master Plans and curriculum innovation.
- o **Leadership on curriculum and workforce development:** Engaging in participatory decision-making regarding academic affairs.

CLASSIFIED PROFESSIONALS

Provide vital support for administrative and operational functions. Their participation ensures that operational efficiencies and student services are aligned with District goals.

Responsibilities include:

- **Collaboration and Communication:** Ensuring that the day-to-day operations run smoothly and are aligned with the strategic plan.
- **Feedback and Advocacy:** Contributing to discussions on resource allocation, campus services, and operational support.

STUDENTS

Provide a critical voice in decision-making processes related to their educational experiences and support services.

Responsibilities include:

- **Representation and Advocacy:** Providing their perspective on issues related to academic programs, student services, campus life, and equity initiatives.
- **Feedback and Advocacy:** Taking leadership roles in promoting diversity, equity, and inclusion (DEI) initiatives on campus, advocating for changes that make SBCCD more inclusive, equitable, and supportive of all students.

ADMINISTRATORS

Play a leadership role in ensuring that district and campus operations align with the strategic plan.

Responsibilities include:

- **Oversight:** Overseeing the implementation of strategic directions outlined in the Strategic Plan and EMPs.
- **Collaboration and Communication:** Collaborating with faculty, staff, and students to foster institutional success.
- **Resource Utilization:** Executing plans, providing essential services, and ensuring that SBCCD's resources and systems support the academic and strategic priorities.

PROCESS FOR PROMOTING PARTICIPATORY DECISION-MAKING

Constituency Groups

Each constituency group has defined roles in the participatory governance process. This ensures that each group knows where and how they can contribute, whether through advisory committees or other feedback channels.

Advisory Committee Structure and Functionality

Participatory governance is further promoted through the establishment of diverse advisory committees with representation from all constituency groups. These committees meet regularly to discuss institutional matters such as DEIA, policy development, institutional effectiveness, and resource allocation.

These thematic advisory committees all make recommendations to Chancellor's Council. Representation includes all constituency groups to ensure various perspectives, ensuring alignment with institutional diversity, equity, and inclusion goals.

Encouraging a Culture of Collaboration

Empowering Committees to Make Decisions: Advisory groups are given decision making authority, enabling them to actively contribute to institutional planning, policy development, and implementation. Before being enacted, these decisions are first presented to the Chancellor's Council for discussion and then forwarded to the Chancellor's Cabinet for final approval.

Acknowledging Contributions: Chancellor's Council will publicly recognize the contributions of individuals and teams who actively engage in collaboration. Highlighting successes where collaborative efforts have led to positive outcomes, whether through newsletters, awards, or acknowledgment at meetings.

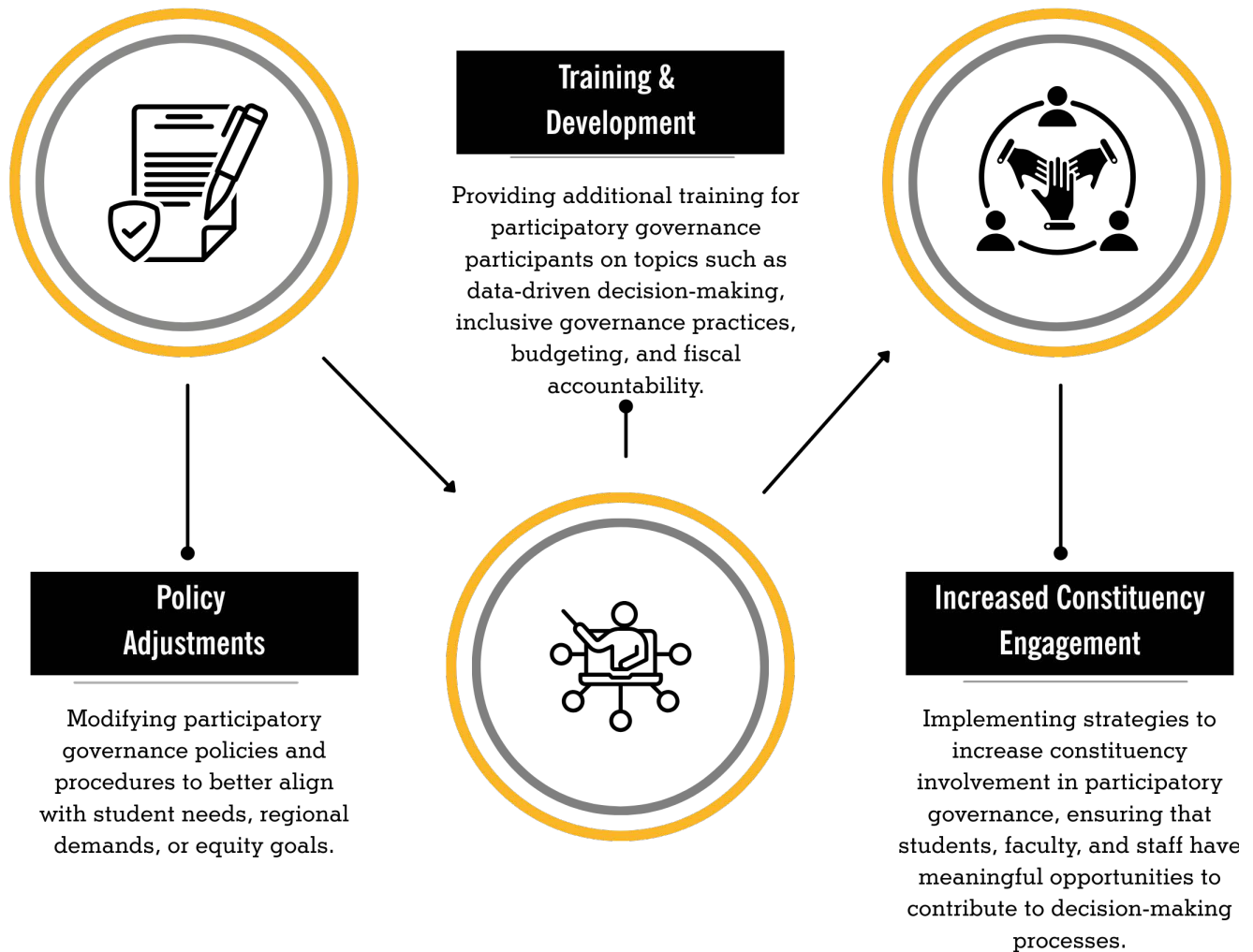
EVALUATION AND IMPROVEMENT

To ensure the participatory governance plan remains effective and responsive to evolving needs, the following ongoing evaluation mechanisms will be employed:

Committee Self-Assessment: Each governance committee will conduct a self assessment annually to evaluate its performance and contribution to the District's goals. This will include reviewing committee processes, decision-making practices, and constituency involvement. The results of these self-assessments will inform adjustments to committee structures and processes to ensure continuous improvement.

CONTINUOUS IMPROVEMENT ACTIONS

Based on the evaluations, continuous improvement actions will be taken to enhance participatory governance practices. These actions may include:



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