



Operating Protocol & Procedure

Details:

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Category: Governance, Organization, and Institutional Effectiveness

Responsible Office: President's Office

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Purpose:

At Pueblo Community College (PCC), shared governance embodies our commitment to creating and sustaining a culture of collaboration through effective communication, trust, respect, transparency, and inclusion. Shared Governance is a collaborative decision-making process designed to improve institutional effectiveness and foster a sense of community. It empowers stakeholders to actively participate in shaping college policies and practices.

Applicability:

Shared Governance values diverse perspectives and ensures that all stakeholders can contribute meaningfully, especially those directly affected by decisions. All voices are important. This policy applies to all PCC employees and students and locations/campuses. (where specifically referenced).

Definitions:

Associated Student Government: Act as a liaison between the student body and the college administration, the overall college community, the local, state and federal governments and other individuals and organizations. The ultimate task of the Associated Student Government is to address the needs, problems and concerns of the student body and to carefully listen to suggestions from the student body. ASG is made up of three separate organizations with one representing all Pueblo campuses and locations, one representing students at the Fremont Campus, and one representing all students who attend a PCC-Southwest location.

Branch Campus: Location where a plurality of educational programs is offered and not primary located at the main campus

- Southwest Campus
- Fremont Campus

Campus Site: A PCC location where students may access institutional resources and participate in educational activities but does not offer a primary completion pathway for a plurality of programs.

- Teaching and Learning Center

- Durango
- Pueblo Downtown Studio

College Council: A shared governance group that promotes a collaborative culture through effective communication, trust, respect, transparency and inclusion.

Faculty: All faculty types as defined by the Colorado Community College System are included in this protocol.

Faculty Council: A representative body for teaching staff across the institution, including faculty and instructor classifications, that operates within their bylaws, representing their constituents through a mission and vision aligned with the institution.

Panther Action Council: A standing strategic initiatives committee that includes representatives from administration, faculty, staff, and Institutional Research. The committee's mission involves recommending budget priorities, employee recognition, procedures, and processes to the College Council.

Staff: Administrator/Professional-Technical staff (APT) are those employees whose duties are comprised of more than 50% administrative, supervisory, professional, and/or technical duties performed by positions that have been exempted from the State Personnel System in accordance with Colorado Revised Statutes. Classified staff are employees who work in permanent or temporary positions. They are part of the Colorado State Personnel System and are subject to state employment rules and regulations.

Staff Council: A representative body for all nonfaculty staff across the institution, including APT and Classified employees, that operates within their bylaws, representing constituents through a mission and vision aligned with the institution.

Students: Enrolled learners participating in educational opportunities offered by the institution in various capacities including but not limited to:

- Credit
- Non-credit
- Concurrent Enrollment
- Colorado Online@
- Rural Consortium

Stakeholders: A person, group, or organization with a vested interest, or stake, in the decision-making and activities of a business, organization or project.

References:

None

Attachments or Related Documents:

None

Operating Protocol:

This protocol outlines the structured framework for shared governance at Pueblo Community College (PCC), designed to facilitate collaborative decision-making among all stakeholders, including faculty, staff, students, and administration. It aims to foster a culture of transparency, respect, and inclusivity where diverse perspectives are valued and to contribute to the institution's effectiveness and sense of community.

This approach allocates decision-making input across our college community rooted in the shared governance values and core principles of Pueblo Community College.

Values

- *Respect*: Shared Governance actively embodies PCC's respect for its community members. Respect allows for productive truth-telling and shows that everyone's knowledge, experience, and opinions matter. Decisions are made mindful of who is affected and whom we serve.
- *Transparency*: Information is openly shared proactively, processes are clear and accessible, and all stakeholders can understand and participate in the college's governance.
- *Equity and Inclusion*: PCC is committed to including individuals who need to be part of discussions and decisions. Processes are not only present but are actively welcomed and given agency to contribute. This commitment ensures that diverse perspectives are valued, represented, and considered, recognizing that each member's voice is integral to the collective success of our college and the communities we serve.
- *Shared Decision-Making*: A collaborative process in which all relevant stakeholders are intentionally identified and engaged from the outset. It involves a thorough initial evaluation to determine who should be involved, which subject matter experts and affected groups and individuals are necessary, and which groups should have a voice in the process. The approach ensures that the timeline allows for meaningful dialogue and input, fostering a truly collaborative environment. Additionally, to allow for the reconsideration of decisions, ensuring continuous alignment as needed.
- *Responsibility*: We are a public entity with commitment and accountability for serving students, community needs, and each other.
- *Academic Freedom*: Shared Governance decisions will uphold the unique right and responsibility of faculty to teach, research, and speak openly without censorship or punishment, fostering intellectual honesty, critical thinking, and innovation.

Core Principles

- *Accountability & Transparency*: Our model rests on collective responsibility for decisions and outcomes. All processes must be transparent, publicly defensible, and aligned with institutional values, supported by clear metrics and reporting structures.
- *Inclusive Collaboration*: Effective governance requires diverse perspectives and meaningful participation from all constituencies. Following American Association of University Professors (AAUP) guidelines, each group's voice corresponds to their level of responsibility and expertise, ensuring those affected by decisions have opportunities to contribute. We are explicitly committed to advancing diversity, equity, and inclusion through our governance processes, ensuring traditionally underrepresented voices are actively sought and valued.
- *Quality in Process & Outcomes*: Decisions follow sustainable and consistent processes, supported by qualitative and quantitative data. Clear guidelines for participant selection and evidence-based decision-making ensure legitimacy and stakeholder buy-in.
- *Continuous Improvement*: Regular assessment of governance processes, coupled with established feedback loops between leadership and stakeholders, maintains a dynamic system that evolves with our community's needs.

Participation and Engagement

Shared governance is a collective responsibility that extends to every employee. Supervisors must facilitate participation by granting appropriate time for governance activities, while employees have a duty to be present and engaged in matters affecting their constituencies. This includes:

- Actively participating in meetings and discussions
- Reviewing materials and staying informed about governance matters
- Providing feedback through established channels

- Engaging with and representing their constituent groups
- Offering insights to constituency leadership on how to better carry out shared governance goals

To ensure broad participation, governance activities must be scheduled with accessibility in mind, including:

- Setting meeting times to accommodate different schedules (as much as possible, given the broad variances in schedules of college employees)
- Offering both in-person and remote participation options
- Providing multiple channels for input and feedback
- Ensuring materials are available in various formats and meet accessibility standards.

Active participation in governance strengthens decision-making processes and ensures all voices are heard. Everyone is encouraged to take advantage of opportunities to contribute, as meaningful change comes from engaging in the process.

Decision-Making Framework

In deciding primary responsibility for decisions and recommendations, the Shared Governance processes assume the following framework:

- *Policy:* Primarily the responsibility of the Shared Governance Protocol and processes at PCC. Policy decisions are those decisions that establish the general rules, guidelines, and principles that govern PCC's actions and decisions. They set the framework within which operational decisions are made. For instance, Shared Governance may take on defining a policy regarding remote work in consultation with administration.
- *Operational:* Operational decisions are the day-to-day actions and choices made within the boundaries set by policy. They are typically more specific and immediate and within the scope of a particular position at the college.
- *Strategic:* A joint responsibility for the entire organization in consultation with external stakeholders, strategic decisions are long term organizational goals that point toward a certain objective or desired future. For instance, All Stakeholders should be considered and come to agreement on if remote work is part of the overall strategy for the college as it relates to the mission of the college.

NOTE: These examples are meant to be illustrative and not exhaustive. Some decisions will not align neatly with one pathway.

In general policy decisions go to Shared Governance first, Operational decisions are the responsibility of administrators, and Strategic Decisions will be made including all stakeholders. The President is ultimately responsible for determining what type of decision is being asked for but this is always a consultative process that is fluid.

As we consider the above, Shared Governance processes are built to allow for and recognize that there are different kinds of decisions and individuals are asked to participate in making recommendations and decisions in different ways:

- *Collaborative-Level Decision Making* is the default institutional approach unless a decision fit into one of the decision levels below. Collaborative-level decisions represent our preferred approach, fostering broad participation through transparent communication and inclusive processes. This level reflects our commitment to building consensus and incorporating diverse perspectives.
- *Input-Level Decision Making* is reserved for situations where full collaboration may not be feasible due to time constraints, emergencies, or changes in laws or policies of the board(s) governing the college. Even in these cases, affected groups' input remains valuable and is actively sought, with leadership committed to clearly communicating the rationale for limited collaboration.
- *Day-to-Day Operational Decisions* are routine matters that are within the scope of daily operations of the institution according to the existing organizational charts and structure of the college.

Determinations of whether a decision is collaborative-level or input-level will be made by the president or their designee, in consultation with College Council.

Leadership Responsibilities

The Shared Governance Protocol recognizes that by statute, the President is responsible for making final decisions, recognizing it is his or her best interest to be aligned with the recommendations and input of the Shared Governance bodies of the college.

College leadership shall demonstrate a commitment to building trust, transparency, clear communication, evidence-based decision-making, and inclusive participation. Leaders will consult with stakeholder recommendations in the stakeholder's area of expertise except in rare, well-documented circumstances.

Additionally, the Shared Governance Protocol recognizes that not all topics are Shared Governance topics. As a college we hire experts to do many tasks, and the college works best when we let those experts apply that expertise to the good of the college.

Each of the college divisions are led by Vice Presidents who are charged with running their division according to the strategic plan of the college and as efficiently as possible.

Note: The language in this section and throughout this protocol operates within existing college and systems policies/protocols, and nothing here should be read as changing or reducing rights or processes mentioned elsewhere.

Procedure:

Collaborative decision-making is the basis and is achieved by transparency and made through attempts at consensus while acknowledging the unique decision-making authority of the president.

College Council

The representatives of the College Council should strive to consider the overall impact of their decisions on the college and community.

The College Council consists of nine voting representatives:

College President or designee

1. Administrative Members (Two representatives chosen by the college president from APT or Classified Staff)
2. Faculty Council – Chair or designee from Faculty Council and an At-Large Representative chosen by Faculty Council
3. Staff Council – Chair or designee from Staff Council and an At-Large Representative chosen by Staff Council
4. Panther Action Council – Faculty Co-Chair/Staff Co-Chair
5. Non-Voting Advisory Members
 - a. Associated Student Government Representative selected by ASG Advisors
 - b. PCC Foundation Representative
 - c. IDEA Committee Representative
 - d. SFAC/CFAC Representative
 - e. Chief of Police/Head of Security
 - f. Marketing and Communications Representative
 - g. Southwest Campus Representative (Voted on by employees at Southwest campus)
 - h. Fremont Campus Representative (Voted on by employees at Fremont campus)
6. Individuals may be invited and present to the Council and anyone may attend the meetings without an invitation.

Meetings, Agenda, and Process

College Council meetings will be held on a regular basis

- If possible, the College Council meeting agenda will be available 24 hours in advance of the meeting.
- Meetings will be conducted under relaxed Robert's Rules of Order.
- Voting will be conducted via roll call vote unless the committee votes unanimously to conduct a voice vote
- Minutes will be collected and published for the college at-large.
- Agenda items for discussion at the College Council can be submitted through a representative body.

Quality in Process and Outcome

Finalized decisions of College Council will be published on the PCC Website. Accompanying the publication of the decision will be a record of the roll call vote.

In the event that the president overrules the will of the council, a formal written justification for the decision will be submitted into the record. A formal appeal may be submitted by College Council within 30 days of the formal publication of the decision. A formal appeal will be treated as a new action item by the Council.

Continuous Improvement

Every three years, the College Council, in conjunction with Institutional Review, will publish a report detailing the quantitative and qualitative results of feedback of campus employees on the effectiveness of the decision-making processes at Pueblo Community College.

Based on the feedback, the College Council will assess whether changes to the decision-making process are necessary.

Panther Action Committee

This standing sub-committee of College Council comprises faculty, staff, and administration experts.

Committee Make-up:

1. Academic Faculty representative (Chosen by Faculty Council)
2. APT representative (Chosen by Staff Council)
3. Classified representative (Chosen by Staff Council)
4. Career-and-Technical Faculty representative (Chosen by Faculty Council)
5. Southwest Campus Representative (Chosen by a vote of the campus)
6. Fremont Campus Representative (Chosen by a vote of the campus)
7. Administrator (Appointed by the President)
8. President's Office Program Assistant

*The Panther Action Committee will elect co-chairs to two-year terms on a staggered basis. Faculty co-chair will be elected by Faculty Council in April of each even-numbered year. Staff co-chair will be elected by Staff Council in April of each odd-numbered year.

Panther Action Council is charged with:

1. Researching and implementing an efficient Emeritus Nomination Process
2. Evaluating Emeritus nominations
3. Reviewing Applications and making recommendations for Amendment 50 proposals
4. Facilitating the Review of Protocols and Procedures
5. Providing opportunities for faculty and staff communication and collaboration
6. Providing input on planning and budget
7. Acting as a subcommittee for the creation, recruitment, and leadership of ad-hoc committees and task forces on special projects at the request of College Council. May include, but not limited to:
 - a. Accreditation
 - b. Budgets
 - c. Implementation of new technologies
 - d. Emergent Special Projects
 - e. Strategic Planning

Faculty Council

This representative body comprises faculty leadership, along with subcommittees focused on specific faculty-related topics. Faculty Council is responsible for organizing itself and creating its own operating processes.

Faculty Council is charged with:

- Representing the needs of the Faculty body in the areas of:
 - College representation
 - Consideration of proposals that affect Faculty
 - Curriculum and Academic Standards decisions
 - Faculty Salary and Load decisions
 - Faculty Mentoring and Professional Development
 - Faculty Evaluation
 - Faculty Recognition

Staff Council

This representative body comprises the key committees that represent staff. Staff Council is responsible for creating its own operating processes.

- Representing the needs of APT and Classified staff in the areas of:
 - College representation
 - Consideration of proposal that affect APT and Classified staff
 - Staff Workplace Conditions
 - Staff Salary and Load decisions
 - Staff Mentoring and Professional Development
 - Staff Evaluation
 - Staff Recognition