BERKSHIRE COMMUNITY COLLEGE

Shared Governance Guide

Draft as of December 5, 2021

Proposed Revisions November 2022

Revised December 2025

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Preamble

Purpose of Shared Governance

Berkshire Community College believes that the active engagement of all community members in the shared governance process ensures that individual and constituency points of view are considered, advancing the College's goals and aspirations in a transparent and equitable manner.

Students, faculty, staff, and administrators bring humanity and a dynamic spirit to our mission and vision. Shared governance promotes respect for individual dignity and worth, recognizing that diverse experiences enhance our community's value.

Equitable processes and procedures are essential in shared governance, informing and clarifying the work of everyone at BCC. The Governance Council's advisory role, coupled with mutual stewardship and accountability, is key to effective communication and trust.

Our objectives support students in their educational efforts and well-being as members of the BCC community and beyond. Shared governance models inclusive and respectful leadership, preparing students to contribute positively to the world.

History of Shared Governance Guiding Principles

In the late 1990s, the BCC community embarked on a self-exploratory process focused on internal governance. This process identified issues with communication, participation, and transparency in decision-making. To address these concerns, the College Senate was established to review and comment on college-wide decisions and provide advice to the President. However, by the late 2000s, the Senate's role had shifted to primarily reporting rather than proposing policies.

In the late 2010s, further evidence of the need for enhanced shared governance emerged from the "Great Colleges to Work For" survey and the New England Commission on Higher Education (NECHE) self-study and team report. These findings highlighted the need for improved communication, transparency, and inclusive participation in committee work and decision-making.

In 2019, BCC hired an outside facilitator to examine the internal governance and decision-making structure. The consultant collaborated with the President's Cabinet and other campus stakeholders, leading to a shared commitment to a new committee and participatory structure. HSV Consulting, Inc. was engaged to assist with this work, which began in March 2020 but was delayed due to the COVID-19 pandemic. The work resumed in fall 2020, with HSV Consulting, Inc. engaging a smaller working group and later involving the entire campus in spring 2021. The working group developed three definitions of shared governance which were sent to the campus for feedback. The Shared Governance

Working Group adopted a definition through a majority vote and established the makeup and charge of the Governance Council. This inclusive process involved all constituency groups and the Board of Trustees.

In May 2021, the College adopted a definition of shared governance, which was revised in November 2025:

Definition

Shared governance is a system of consistent, transparent, and collaborative processes, structures, and joint accountabilities through which faculty, staff, administrators, and students participate in addressing college-wide policies and decisions. This system is informed by the experience, perspectives, and expertise of campus community members, particularly those impacted by the decisions. The College is dedicated to creating and preserving a shared governance process grounded in supporting the College's Mission, Vision, and Values.

Guiding Principles

Any individual or group may submit a proposal to the Shared Governance Council. Proposals involving the creation of or change to a widespread college policy or practice are potentially within the purview of the Shared Governance Council. All proposals should be carefully prepared and researched. Refer to the "Guiding Questions for Shared Governance" and "Non-Shared Governance Decisions" when considering whether or not to submit a proposal to the Shared Governance Council. Proposals submitted will be reviewed by the Shared Governance Council co-facilitators, who will determine if the proposal is an appropriate matter for shared governance. If the matter is determined to be better aligned with the work of a standing committee or the creation of a task force is appropriate, the co-facilitators will advise that the proposal be addressed by such bodies.

The following principles of shared governance directly support BCC's vision as a dynamic learning community, transforming lives and preparing students to succeed in an increasingly complex, diverse, and changing world.

Student success focused
- Equitable participation in shared governance serves as a model for engagement of our students in the College community.
- Clear and effective processes for shared governance are grounded in a commitment to student success and enable members of the College to fulfill our mission of providing access, academic excellence, student success, and leadership in the community.
- The establishment of clear and effective policies guides the College's operations in fulfillment of our mission for student success.

Inclusive, data-informed decision-making

- The shared governance process is advisory in nature and relies on an inclusive process of deliberation with equitable representation from all College constituencies to form well-reasoned recommendations regarding College policies, processes, and decision-making.
- Shared governance values diverse voices and perspectives and honors the knowledge, expertise, and experience of all members of the College community for the purpose of establishing a clear understanding of the full spectrum of student and community needs.
- Shared governance relies on understanding and using sound data to further the mission, values, vision, and strategic priorities of the College.

Transparency and communication

- Clear, consistent, and process-driven communication is an essential element of shared governance, including agendas and minutes posted for viewing; standards and protocols for constituency input; communication between the Governance Council and campus; and follow-through by decision makers when decisions are made.
- Records of shared governance planning, activities, and decisions, including a calendar of all meetings, agendas, minutes, and recommendations will be archived and made available to the campus community through the College's website. The responsibility of maintaining and updating records lies with Assistant to the President.

Mutual stewardship and accountability

- Ensuring an effective system of shared governance relies on shared responsibility and active participation of all members of the College community with clearly defined roles and responsibilities.
- All participants share the responsibility for cultivating an atmosphere of collegiality, respect, civility, and encouraging diverse opinions through active listening, thoughtful deliberation, constructive dialogue, and the practice of respectfully challenging ideas rather than the individuals presenting them.

Dynamic process

- The guidelines established by this living document honor and preserve institutional memory, respond to the changing needs of our College, and depend on an embedded review process of regular reflection, assessment, and revision to fully serve the needs of the College community.

How Shared Governance Works

This document outlines the structure, scope, and processes of shared governance at Berkshire Community College (BCC) and acknowledges that not all decisions made at the College are a part of shared governance. Shared governance recommendations and non-shared governance decisions must coexist and work in harmony with built-in communication and information-sharing as appropriate to the scope and type of decisions. All decisions at the College are subject to federal, state, and local legislation or policies.

To achieve the fullest understanding of shared governance at BCC, the following guiding questions and non-shared governance decisions are intended to be considered together. These lists are not intended to be comprehensive, but rather to guide members of the College in determining which issues should be considered through BCC's shared governance process.

Guiding Questions for Shared Governance

As we work towards establishing and maintaining clear and consistent shared governance processes, the following questions are intended to guide decision makers in determining (1) if a proposal should go through the shared governance process and (2) how best to balance transparency, communication, and efficiency to promote equity, inclusion, and accountability in both shared and non-shared decision-making processes.

- How will this decision impact members of our campus community?

  Decisions impacting a significant number of College community members or multiple campus constituency groups are usually a matter of shared governance.
- Will this decision impact future policies, processes, or procedures at BCC?

  Decisions impacting institutional policies, processes, and procedures are usually matters of shared governance.
- Will this decision require a change in allocation of campus resources?

  Decisions related to significant allocation of campus resources are usually matters of shared governance.

Non-shared Governance Decisions

The following decisions are the responsibility of specific divisions, departments, or individuals and would typically not go through the shared governance process.

- Curriculum development and review are established by the faculty and staff of Academic Affairs; such decisions are made in accordance with Massachusetts Department of Higher Education standards, program specific regulations, and accreditation requirements (i.e., institutional or professional).

- Decisions related to the respective employee bargaining units which deal with matters such as hours, wages, and working conditions are made in accordance with the collective bargaining agreements.
- Personnel matters, such as hiring and appointment decisions, performance appraisals, disciplinary issues, and matters concerning confidential employee information are made by those in supervisory positions in accordance with the policies established by Human Resources.
- Day-to-day administrative and operational decisions are made by individuals, departments, and divisions in accordance with established College policies, procedures, and position-specific responsibilities.
- Decisions related to the duties and responsibilities of the Board of Trustees are made in accordance with the bylaws of the College.

BCC Shared Governance Decision Recommendation Process

Recommendations to introduce new, rescind existing, or make substantive modifications to existing policies or procedures, or to present new ideas for consideration within the realm of BCC shared governance may be made by any employee of the College or an organization representing employees. Students may submit recommendations through the Student Government Association (SGA).

Proposals received at least twelve (12) business days prior to a scheduled meeting will be placed on the agenda. Proposals submitted in the last month of a semester or during the summer will be reviewed the following semester.

Proposers must complete Part One of the [BCC Shared Governance Proposal Form](#) and submit it to the facilitators of the Shared Governance Council.

Shared Governance Council co-facilitators receiving the proposal will review and place the item on the agenda for review and post it to the website, along with any supporting materials, no fewer than nine (9) business days prior to the next scheduled meeting.

Elected representatives of the Shared Governance Council notify members of their constituency groups via regularly updated email lists requesting feedback on agenda items under consideration.

At the next scheduled meeting, elected representatives share feedback from constituents, discuss items under review, and determine if proposals should continue through the shared governance process. If consultation is required, the committee consults the appropriate administrator or standing committee for guidance, and if necessary, a task force may be formed.

Shared Governance Council representatives notify members of their constituency groups via regularly updated email lists requesting feedback on agenda items under consideration.

Shared Governance Council representatives share feedback from constituents, discuss items under review, and attempt to reach consensus on any recommendations to the President. If consultation is required, the committee consults the appropriate administrator for guidance.

The Shared Governance Council co-facilitators complete Part One of the [BCC Shared Governance Recommendation Form](#), and submits it to the President.

Following the Governance Council's recommendation, the President makes a final decision and completes Part Two of the [BCC Shared Governance Recommendation Form](#), returning it to the Governance Council facilitator within thirty (30) days of receipt. If an extension is required, the president will notify the Governance Council facilitator.

When applicable, the President will refer the decision to the appropriate college office for implementation.

Related Appendices:
VI. [BCC Shared Governance Proposal Form](#)
VII. [BCC Shared Governance Recommendation Form](#)

Shared Governance Council

This section includes a descriptive list of the charge, membership, and responsibilities of the Council.

Purpose and Charge

The Berkshire Community College Shared Governance Council provides recommendations to the president regarding institutional policies, planning, and processes in support of the college mission. When deemed appropriate, the Shared Governance Council will create and delegate work to ad hoc taskforce committees and review work that comes from committees. The Governance Council is charged with being the central clearinghouse for reviewing and suggesting revisions to proposed policies and procedures. In addition, it is the place to ensure campus-wide feedback on other decisions that impact a broad array of all internal stakeholders. The Council will receive recommendations from other governance bodies, and individuals and groups from within the community, and redistribute work that needs broader feedback. Once all relevant governance bodies have fully vetted a policy, procedure, or decision, it will be advanced to the Council, where it will be further reviewed and then the Council will deliver their recommendations, including dissenting opinions, to the Office of the President.

Responsibilities

1. Deliver recommendations, including dissenting opinions, to the Office of the President, on new policies and procedures, edits to existing policies and procedures, and other decisions that affect many campus stakeholders.
2. Maintain a calendar of scheduled reports.
3. Review, edit, and come to consensus (or modified consensus) on proposals submitted to Shared Governance Council.
4. Create and delegate work to ad hoc task force committees when deemed appropriate; review work that comes from these committees.
5. Administer the Governance evaluation survey with IE, analyze results, make recommendations, and implement approved changes.
6. Receive input and make recommendations on planning and other documents requiring input from all constituencies.
7. Ensure campus-wide feedback on other decisions that affect a broad array of all internal stakeholders.
8. Receive recommendations from other governance bodies, individuals and groups from within the community, and redistribute work that needs broader feedback.
9. Ensure alignment with the Strategic Plan and its short- and long-term goals and priorities.
10. Extend the college's commitment to equitable and inclusive practices and outcomes as they pertain to matters of shared governance.
11. Establish and encourage processes for student-focused, institution-wide continuous improvement, as codified in the NECHE accreditation standards.

Membership

The Governance Council should represent all internal constituents as follows:
- Students (2)
- Non-Unit Professional (not members of President's Cabinet) (2)
- Unit Professional (2)
- AFSCME (2)
- Full-Time Faculty (2)
- Adjunct Faculty (1)
- Part-Time (03) (1)
- Member of the President's Cabinet (1)

Task Force and Subcommittees

The Governance Council serves as the hub of the shared governance process. While it does not typically create additional subcommittees, the Council may make recommendations to standing committees and may create ad hoc committees or specific task forces for the purpose of gathering research, providing input, or resolving any potential issues regarding proposals before the Council. These ad hoc committees or task forces should be composed of representatives on the Council or and/or members of the campus community with relevant experience or expertise. If the need arises for a new subcommittee, the Council will use the "Template for Shared Governance Task Force Committee" (Appendix VI) to develop its description.

Elections and Representation

Shared Governance Council will have representation of all constituency groups to the best of their ability. Elected representatives from each constituency group must be elected by the members of that constituency. The leadership or administrative supervisor of each constituency group is responsible for organizing a free and fair election for all elected representatives. Administrative support for elections may be delegated by constituency groups to the Office of the President.

The Shared Governance Council will be coordinated by two co-facilitators. The co-facilitators should be elected by the committee members. Co-Facilitators will be supported administratively by the Assistant to the President.
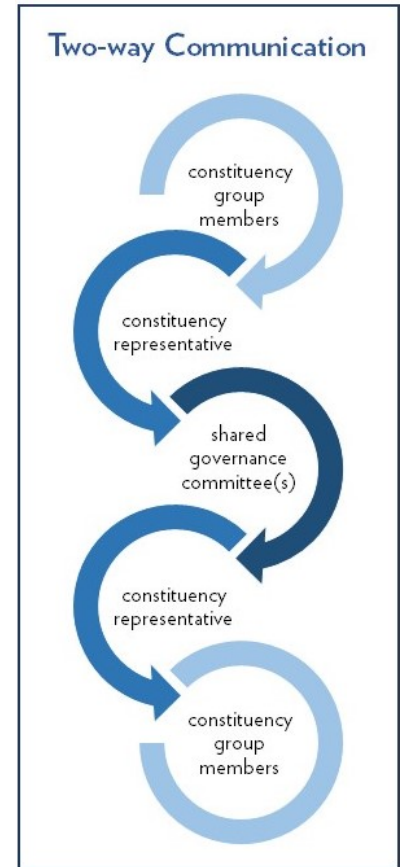
Expectations for Shared Governance Council Members

Council members will prepare for and attend all meetings as scheduled.

Attendance of stated members is expected, and the facilitators should be notified of anticipated absences in advance of the meeting. If a member misses two (2) consecutive regular meetings, or three (3) meetings in an academic year, the member may be removed and replaced according to their constituency group processes. Any exceptions must be approved by the facilitators.

Constituency representatives will maintain consistent two-way communication with the members of the group they represent, seek input on all relevant matters with constituents in a timely manner, and make every effort to bring constituency concerns, questions, and feedback to shared governance discussions.

All Shared Governance Council members shall serve a two-year term. Terms should be staggered to create continuous membership overlap. If a vacancy occurs, the co-facilitators will look to replace this seat with the appropriate constituency group.

Duties of Shared Governance Council Facilitators

The following duties are the responsibility of co-facilitators, and it is expected that the Office of President will provide logistical support. Committee co-facilitators shall follow Robert's Rules of Order to run meetings and ensure operational needs are met.

- Review proposals to determine if they fall within the scope of the shared governance and whether they should be reviewed by additional standing subcommittees or college offices, and if necessary, a task force may be formed.
- Place items on and post and distribute the agenda along with any relevant supporting materials no fewer than nine (9) business days in advance of a scheduled meeting.
- Facilitate meetings to ensure that all voices are heard, and that every effort is made to reach consensus on recommendations, balancing thoughtful deliberation with efficiency in an equitable and inclusive manner.
- Track attendance at meetings to uphold members' expectations and ensure equitable and consistent representation for all constituencies.
- Ensure that minutes are taken and made available to the campus, in accordance with the principles laid out in this BCC Shared Governance Guide.
- Governance Council Co-Facilitator to develop the calendar of meetings.
- The outgoing elected co-facilitator shall orient the newly elected co-facilitator on the responsibilities within the role and current matters addressed by the committee.

Agendas

Agenda requests must be submitted, along with supporting documents, at least twelve (12) business days prior to a meeting.

The Shared Governance Council facilitators will review requests and determine if they fall within the scope of shared governance.

Should it be determined that a request is not suitable for inclusion on a meeting agenda, the request will be returned to the originator with an explanation of why the request is not appropriate. The decision not to recommend an item for inclusion on a meeting agenda may be appealed to the Governance Council.

Agendas and meeting materials should be posted to the College website and distributed to committee members at least nine (9) business days in advance of any shared governance committee meeting.

Meetings

The Shared Governance Council will meet regularly throughout the academic year. A master calendar will be developed, posted to the designated location for all shared governance documents and information, and distributed to facilitators at the beginning of each academic year. The responsibility for developing this calendar lies with the Shared Governance Council facilitators with input from administrative support from the Office of the President.

Meetings will follow the agenda, be facilitated by the facilitators, and include pertinent materials to aid in their decision-making.

Meetings will be open to the College community and allow for open forum time to hear the thoughts of others present.

Consensus/Voting Model

An effective system of shared governance requires working toward a common solution, despite differences. This comes through collaboratively shaping a proposal until it meets as many of the participants' concerns as possible. Shared governance requires that groups spend time discussing issues and reaching consensus whenever possible.

Consensus is a process by which a group of individuals come together to reach a conclusion that is best for the entire group. It involves open dialogue, active listening, compromise, and ultimately, an agreement on a decision. For consensus to work, all members of the process must work together cooperatively and be committed to finding common ground that places the good of the organization at the center of the process.

Within BCC's shared governance model, we strive to come to a collective conclusion on which all parties agree. It is critical that within our committees every effort is made to listen to all members and the constituents they represent with a common goal of reaching a conclusion that leads to decisions benefitting the entire College. The Shared Governance Council will review proposals from members of

the community and begin by discussing the proposal in its entirety. This discussion is open to all members of the Shared Governance Council, and members are encouraged to share their thoughts, opinions, and ideas about the proposal. The committee can work together to make changes to the proposal, and if there aren't any objections to the proposal after discussion and editing, consensus is reached, and the proposal can be advanced. Straw votes may be taken during this process, to clearly ascertain all Shared Governance Council members' views.

If one or more members disagree with the decision, consensus has not been reached. If consensus cannot be reached the Council can reach a decision with modified consensus; at that point, a formal vote is taken, and the proposal will pass or fail by simple majority. In this case, the minutes should reflect the conversation and pass forward both the majority and minority opinions to the next group. It is critical that the reasoning for both the majority and minority opinions are moved forward so decision makers have a rich understanding of the issue.

Prior to taking any action on recommendations, Shared Governance Council must have enough members present to constitute a quorum.

Once consensus is reached or a vote is taken and a proposal has been approved, it is moved on within the shared governance structure, as a recommendation to the President.

Quorum

A simple majority of committee members shall constitute a quorum for the Governance Council.

Evaluation and Revision of BCC's Shared Governance Process

BCC assesses its governance processes in alignment with the New England Commission of Higher Education (NECHE) accreditation standards through a process of self-reflection.

Employees of the College, and students who have served in leadership capacities and/or as members of shared governance council, are asked to complete a Governance Evaluation Survey. The questions include confirmation that scheduled meetings occurred, committee members regularly attended, and guiding principles were followed.

These surveys are submitted to the Institutional Effectiveness (IE) Office for compilation and analysis by April 30. IE provides Shared Governance Council with a report of its survey results for review, further analysis, and recommendations for changes to resolve identified issues. The Governance Council reviews these reports, as well as the recommended revisions to BCC's overall decision-making processes, to create a Year-end Governance Report. This report is posted to the College website for college-wide information and is included in the President's annual shared governance information report to the Board of Trustees.

If the recommended changes are approved by the President, BCC's Shared Governance Guide will be revised to reflect these changes.

Appendices

Appendix I: Template for Meeting Agendas

BERSHIRE COMMUNITY COLLEGE
MEETING AGENDA – SHARED GOVERNANCE

Committee Name	**Shared Governance Council**	
Location		
Date of Meeting		Time of Meeting	**2pm**
Name of Co-Facilitators		

Topics	Presenter	Documents
Welcome and Call to Order		
Review of Minutes		
Proposals / Items for Agenda		
Old Business / New Business		
Adjournment		

Appendix II: Sample Meeting Agenda

Committee Name	Governance Council			
Location	Teams -			
Date of Meeting	Thu, November 6		Time of Meeting	2pm
Name of Co-Facilitators	Ellen Kennedy		Anne Erickson	

Topics	Presenter	Documents
Welcome and Call to Order	E. Kennedy / A. Erickson	
New Business • Shared Governance Guide Revisions, Meetings and Elections	E. Kennedy / A. Erickson	Materials for Nov 6 2025 Meeting Proposal: BCC Shared Governance Proposal Form - REVISIONS 11-2025.docx Supporting Material: BCC SG Guide - proposed edits 10-2025 redline.pdf Shared Governance Guide Updates Overview.pdf
Old Business / New Business	E. Kennedy / A. Erickson	
Adjournment	E. Kennedy / A. Erickson	

Appendix III: Template for Meeting Minutes

Date of Meeting: October 2, 2025

Time of Meeting: 2pm   **Location of Meeting**: Teams

Governance Council Meeting Minutes

Members Present:

Castegnaro, D; Norcross, C; Fletcher; Golden J; Carreras-Hubbard, K; Kennedy, E; Mercado, A; Golden, J; Erickson, A; Smith, A

Members Absent:

Sacchetti, S; Newberry, K

Recorder/Facilitator: Seely, H

Guest:

Item	Topic	Discussion	Action(s)	Responsible
1.	Welcome, Call to Order, and Introductions		Call to order at 2:01	
2.	Proposal – Proposed Structural Changes to Shared Governance	Anne led a review of the proposed structural changes; Jim and Nicole addressed questions asked based on constituent feedback. Concerns noted consensus modeling, participation with reduction of subcommittees, and academic freedom. Clarifications would be addressed in the updates to Guide	A straw poll was conducted, followed by discussion and a formal vote, with all in favor and Ellen abstaining from voting to move forward with restructuring of Shared Governance. **Elimination of the five subcommittees**: Diversity, Equity, and Inclusion (DEI); Student Affairs; Academic; Security, Infrastructure, Finance, and Technology (SIFT); Planning, Innovation, and Effectiveness (PIE) **Retention of a single committee**: the current Governance Council, which will review all proposals directly. Some proposals may still be referred to standing committees or taskforces as needed. **Membership:** The College President will no longer serve on the Council. Instead, co-facilitators will be elected from among Council members and supported by the Assistant to the College President. Membership guidelines remain the same, excluding the President.	
4	Old Business	Meeting Schedule Calendar 2025-2026	Agreement on the AY 2025-2026 meeting schedule, noting will be updated with just Governance Council for Spring Semester	
9.	Adjourn		Dylan motion to adjourn, second from Alzie, all in favor to adjourn	

Appendix V: Template for Shared Governance Subcommittees

I. **Committee Name**

[NAME] Governance Subcommittee

II. **Purpose/Charge**

An advisory committee charged with exploring, reviewing, and communicating campus-wide policies, procedures, concerns, and opportunities that support […..].

This group will also serve as a liaison between [….] to ensure efficient communication pathways between […..] and the College.

[Add additional language as needed.]

III. **Responsibilities/Function**

- [Each individual committee responsibilities.]
- Make recommendations to the central governance group for advancement of policy or decisions on [relevant area]-related matters that are presented to this committee.
- To create task forces and standing committees to address issues related to shared governance on an as-needed basis.
- Extend the college's commitment to equitable and inclusive practices and outcomes as they pertain to [sub-comm's] charge.
- Review current data and reports and solicit input from the College community to facilitate alignment of new programs, policies, and priorities with the Strategic Plan.

IV. **Membership:**

At minimum, each committee must include one member from the following constituency groups, and each committee may also designate standing members with ex-officio status.

1. Adjunct Faculty
2. AFSCME
3. Full-time Faculty
4. Non-Unit Professionals (2: one from President's Cabinet (PC)/dean, one not from PC)
5. Part-time Employee (when possible)
6. Unit Professional
7. Student
8. Additional (if any)
   Ex-Officio:
9. *Administrator whose work area most closely aligns with the purview of the committee (co-facilitator)*
10. *Others, as applicable*

[End of template.]

Appendix VI: BCC Shared Governance Proposal Form

This form is to be used for presenting an idea or proposal for shared governance consideration which also includes revising or presenting new policies or procedures.

For an overview of topics to be considered by the Shared Governance Council see the How Shared Governance Works section.

Part 1: Proposer

The following section is to be completed by the recommender and submitted to cofacilitators for consideration.

1. Name of Person(s)/Group Making Recommendation:

2. Category of Proposal (choose one)
   _____Academics
   _____Budget and Finance
   _____Facilities
   _____Safety/Security
   _____Enrollment Management
   _____Technology
   _____Other:

3. Type of Proposal (choose one)
   _____New policy/procedure
   _____Revision of current policy/procedure
   _____Idea for implementation

4. Proposal Description:

5. Background and Rationale:

6. Date submitted:

Appendix VII: BCC Shared Governance Recommendation Form

Part 1: Governance Council Facilitator

All recommendations submitted to the college president for consideration after deliberations of the Shared Governance Council should be described in detail using this form. The relevant BCC Shared Governance Proposal Form and any supporting documentation should be attached.

1. Check appropriate box: _____ Proposal recommended _____ Proposal not recommended

2. Shared Governance Council summary of recommendation:

3. Rationale:

4. Dissenting Opinions (if applicable):

5. Date:

6. Governance Council facilitator's name:

7. Governance Council facilitator's signature:

Part 2: College President

This part of the form is to be completed by the President within thirty (30) working days of receipt of a recommendation and returned to the Governance Council facilitator.

If an extension is required due to extenuating circumstances, the President will notify the Governance Council facilitator.

1. President's decision:

2. Rationale:

3. Date:

4. President's signature:

Appendix VIII: Glossary of Terms

Consensus
: [Consensus](#) is a process by which a group of individuals come together to reach a conclusion that is best for the entire group. It involves open dialogue, active listening, compromise, and ultimately, an agreement on a decision.

Constituency Group
: A group of individuals with similar roles on campus who elect individuals to serve as their representatives on the Shared Governance Council. The constituency groups represented in BCC's shared governance are listed in the [Elections and Representation](#) section of this document.

Shared Governance
: Shared governance is a system of consistent, transparent, and collaborative decision-making processes, structures, and joint accountabilities through which faculty, staff, administrators, and students participate in developing equitable policies and making decisions that affect the institution, informed by the experience, perspectives, and expertise of members of our campus community, particularly those impacted by the decisions.