

Executive Summary: Decision-Making Processes in Participatory Governance Survey Results

Participatory Governance Task Force, 4/18/25

ABOUT

A survey was administered to all SBVC employees from 12/12/24 to 2/9/25, to engage the campus community in informing participatory governance. The goal of the survey was to understand the experiences of managers, faculty, and classified professionals in participatory governance to identify areas for improvement. This report focuses specifically on perceptions of decision-making processes in participatory governance.

RESULTS: RECURRING THEMES

Clarity of Process	Respondents, particularly faculty and classified professionals, indicated a lack of understanding about the pathways through which decisions are made within the participatory governance structure. This includes uncertainty about who is involved, when input is needed, and how final decisions are reached.
Inclusivity and Voice	Although some respondents indicated satisfaction with diverse voices being included in participatory governance, many raised concerns about the extent to which voices are heard and incorporated. This includes inadequate representation, feeling unvalued or unheard, and perceptions that decisions are finalized without broad input.
Transparency and Communication	Respondents indicated a lack of transparency in decision-making rationales and lack of effective communication, such as how decisions are made and how those decisions are shared out.
Role-Based Differences	Managers were more likely to express a positive view of decision-making processes, compared to faculty and classified professionals, who were more likely to identify a need for improvement, particularly in communication and inclusion practices.

RESULTS: DECISION-MAKING PROCESSES WITHIN COMMITTEES

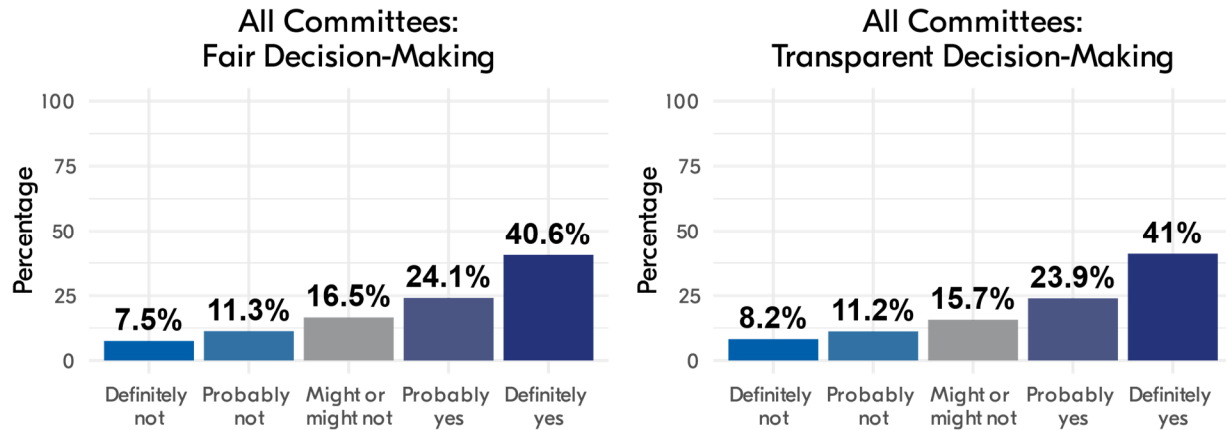
Respondents were asked about the extent to which they believe decision-making processes in the committees they serve on is fair and transparent. For their specific committees only (and not other committees or participatory governance in general), about 65% of respondents indicated that



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these processes were definitely or probably fair or transparent, about 16% indicated uncertainty, and about 19% expressed that these processes were definitely or probably *not* fair or *not* transparent.

This suggests that although about two-thirds of respondents were satisfied with the fairness and transparency of decision-making processes for the committee(s) they serve on, there remains a dissatisfied one-third of respondents.



RESPONDENT RECOMMENDATIONS

- Improve transparency through documentation and sharing of decision-making processes, timelines, responsible parties, and decision rationales.
- Increase inclusive practices by incorporating feedback from all constituency groups early in the decision-making process.
- Provide more professional development on participatory governance processes.