



**PARTICIPATORY
GOVERNANCE TASK FORCE
2024-2026**

Voting Members

Chairs:

- ☐ Gabriel Martinez Lazaro, Acting Dean
- ☐ Tatiana Vásquez, Faculty

Members:

Classified Professionals (3)

- ☐ Ernie Guillén
- ☐ Aida Gil
- ☐ Vacant

Faculty (3)

- ☐ Erica Begg
- ☐ Anthony Blacksher
- ☐ Jeremiah Gilbert

Students (1)

- ☐ Jazmyn Tonumaipca

Administration (3)

- ☐ Marwin Luminarias
- ☐ Dan Mayo
- ☐ Vacant

Note-taker/Resource member:
Shyla Cobbett

TASK FORCE RECOMMENDATIONS

October 10, 2025 [Revised October 24 2025]

BACKGROUND

A comprehensive review of San Bernardino Valley College's committee structure has revealed critical gaps that limit the college's ability to fully advance student success and uphold the participatory governance principles established under Title 5, ACCJC, and Board Policy 2510.

For the past few years, unclear committee roles, uneven expectations, and ambiguous decision-making pathways have contributed to governance fatigue and reduced institutional effectiveness. Many committees operate without clear deliverables, timelines, or evaluation cycles. In some cases, service commitments are inequitable, or recognition of governance work is inconsistent.

Several committees function primarily as update or information-sharing bodies, while others assume administrative duties that fall outside the intended scope of collegial consultation. These inconsistencies have blurred the distinction between governance and operations, and diluted the impact of committee work, and weakened accountability.

The absence of a consistent process for evaluating committee effectiveness has further hindered transparency and alignment. Decision-making flow is often unclear, limiting awareness of how committee recommendations advance through the institutional structure. As a result, connections among governance, planning, and budgeting have weakened, contributing to resource inequities and a perceived disconnect between college spending and mission-driven goals.

To address these issues, the proposed governance model establishes a more integrated, data-informed, and accountable framework that directly connects planning, program review, budgeting, and institutional decision-making. Committees reporting to College Council will submit annual reports summarizing actions, outcomes, and accountability measures.

The new structure introduces cyclical committee evaluations, standardized charters, and professional development on participatory governance, equity-minded leadership, and data-driven decision-making. These reforms are designed to ensure that every committee maintains a clear purpose, defined scope, and meaningful connection to institutional priorities.



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Through this restructure, San Bernardino Valley College reaffirms its commitment to inclusive, transparent, and effective governance that values the collective expertise of all constituencies (i.e., faculty, classified professionals, students, and management). By strengthening shared stewardship, the college can ensure that decisions are transparent, equitable, and aligned with its mission to serve students and the community through continuous improvement.

The Participatory Governance Task Force, representing all college constituencies, presents the following recommendations for consideration and adoption:

RECOMMENDATION 1:

Creation of a **Planning and Resource Allocation Committee** (PRAC)

Rationale:

PRAC will serve as the central coordinating body to ensure that college planning is strategic, forward-looking, and resource-informed. It will anticipate institutional needs and establish measurable priorities and outcomes in advance of implementation. The committee will operate under guiding principles that promote equity, transparency, and alignment with the college mission and goals.

Expected Tasks/Outcomes:

This committee will integrate planning across all divisions (instructional, student services, and administrative) to ensure that decisions about resources, staffing, and initiatives are mission-driven, data-informed, and sustainable.

- Establish collegewide priorities and measurable outcomes.
- Align institutional goals, planning processes, and resource decisions through an integrated planning framework and centralized budget model.
- Develop and regularly update the Educational Master Plan (EMP) and Facilities Master Plan (FMP).
- Analyze and synthesize non-academic program review to guide planning and resource allocation.
- Collaborate closely with the Institutional Effectiveness Committee to ensure data and assessment results inform planning cycles.



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RECOMMENDATION 2:

Creation of an **Institutional Effectiveness Committee (IEC)**

Rationale:

The IEC will lead a systematic, collegewide process of evidence-based evaluation to assess progress toward institutional goals. The IEC ensures accountability by evaluating the effectiveness of college plans, resource allocation, and participatory governance. Findings will be analyzed and shared to directly inform strategic planning, budgeting, and continuous improvement in student success and equity.

Expected Tasks/Outcomes:

- Maintain a unified framework for assessing institutional effectiveness and progress toward strategic goals.
- Evaluate governance and processes, including committee performance and alignment with the college mission.
- Analyze and report institutional performance metrics on student achievement, learning outcomes (SLOs, PLOs, ILOs), equity, and overall effectiveness.
- Collaborate with the Planning and Resource Allocation Committee to ensure data and evaluation results inform institutional planning and resource decisions.
- Foster a culture of assessment, transparency, and continuous improvement across the college.

RECOMMENDATION 3:

Creation of an **Educational Policies & Procedures Committee (EPPC)**

Rationale:

The EPPC will serve as the collegewide body responsible for reviewing, initiating, and recommending revisions to Board Policies (BPs) and Administrative Procedures (APs) that impact the college. The committee will ensure that all policies are aligned with Title 5, Education Code, and statewide guidance and that institutional practices remain current, equitable, and compliant.



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Expected Tasks/Outcomes:

- Initiate local policy review cycles in response to internal needs, accreditation findings, or regulatory changes.
- Collaborate with District governance bodies to ensure consistency and alignment across all policy levels.
- Provide consultation and recommendations to the Academic Senate and College Council on emerging policy issues.
- Facilitate campus-wide communication and implementation of approved policy and procedure changes.
- Maintain a transparent policy review process that supports participatory governance and timely communication to all constituencies.

RECOMMENDATION 4:

Reaffirmation of the **Accreditation Committee** (AC)

Rationale:

The Accreditation Committee will coordinate and support the college's ongoing compliance with ACCJC standards and promote a culture of continuous institutional improvement. The committee will ensure that accreditation activities are integrated with the college's planning, evaluation, and governance processes, maintaining readiness for all reporting cycles and site visits.

Expected Tasks/Outcomes:

- Monitor and maintain ongoing compliance with ACCJC standards across all institutional areas.
- Coordinate the development, review, and submission of Accreditation Institutional Self-Evaluation Reports (ISERs), Midterm Reports, and Follow-Up Reports.
- Ensure that evidence collection and documentation are continuous, organized, and integrated with planning and program review.
- Provide guidance and communication on accreditation-related requirements and timelines to the college community.
- Collaborate with the PRA and IE committees to ensure that accreditation findings inform institutional planning and improvement.



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RECOMMENDATION 5:

Creation of a **Facilities, Safety, and Technology Committee** (FSTC)

Rationale:

FSTC will coordinate planning and evaluation of the college's physical environment, campus safety, and technology infrastructure to ensure that facilities and systems effectively support instruction, student services, and institutional operations. The committee will promote safe, sustainable, and accessible environments that advance student learning, employee well-being, and the college mission.

Expected Tasks/Outcomes:

- Develop and recommend priorities for facilities improvements, technology initiatives, and safety enhancements in alignment with the EMP, FMP, and Technology Plan.
- Promote accessibility, safety, and sustainability in all facilities and technology decisions through inclusive and transparent consultation.
- Review and assess the effectiveness of campus safety, emergency preparedness, and environmental sustainability practices.
- Evaluate and recommend technology resources and systems that enhance teaching, learning, communication, and operational efficiency.
- Coordinate with the Planning and Resource Allocation Committee to ensure facilities and technology planning align with institutional goals and resource availability.

RECOMMENDATION 6:

Each participatory governance committee shall adopt an annual timetable aligned with the academic calendar.

Rationale:

This practice will ensure the timely planning and execution of committee work and enhance overall institutional alignment.



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RECOMMENDATION 7:

Adopt a quad-chair leadership model for all participatory governance committees.

Rationale:

The quad-chair group will be jointly responsible for facilitating committee goals, setting agendas, guiding discussions, and ensuring accountability to all constituency groups. Each chair will be appointed by their respective representative body. This model promotes transparency, equity, and collaboration, ensuring that governance reflects the collective voice of the entire campus community.

*IMPLEMENTATION AND NEXT STEPS

Following adoption of these recommendations by the governance groups and College Council, implementation will proceed through a multi-phased process. College Council and college leadership will develop detailed charters, membership compositions, and guidelines for each committee (PRAC, IEC, EPPC, FSTC, and AC) to ensure equitable representation and alignment with institutional priorities.

Simultaneously, a Participatory Governance Academy will be launched to provide the knowledge, skills, and resources needed for effective participation in the new structure, while the Participatory Governance Task Force continues developing a comprehensive Participatory Governance Handbook that will document decision-making pathways, committee relationships, and operational procedures for ongoing reference.

The Task Force envisions that both the Academy and ongoing evaluation of the new governance structure will be essential to remain responsive to needed improvements and sustain effective shared governance.

**Added October 24, 2025 to clarify implementation process and next steps.*



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Summary of Recommended College Council Governance Committees

Committee	Key Function
Planning and Resource Allocation (PRAC)	Strategic and resource-aligned planning
Institutional Effectiveness (IEC)	Evaluation and accountability for institutional goals
Educational Policies and Procedures (EPPC)	Policy and procedure review and alignment
Accreditation Committee	Accreditation oversight and continuous improvement
Facilities, Safety, & Technology (FSTC)	Infrastructure, safety, and technology planning

Tentative Timetable for Recommendation Approval Process

Date	Agenda Item	Governance Groups
Week of October 13	1st Read	Academic Senate Classified Senate Student Senate
Week of November 3	2nd Read	Academic Senate Classified Senate Student Senate
November 12	1st Read	College Council
December 10	2nd Read	College Council

Respectfully submitted,

Tatiana Vásquez and Gabriel Martinez Lazaro, Chairs
On Behalf of the Participatory Governance Task Force

Attachments:

- 1) Sharepoint Form *Feedback Committee Governance Recommendations*



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Participatory Governance Task Force Charge

The SBVC Participatory Governance Task Force is charged with reviewing and refining San Bernardino Valley College's governance processes to improve decision-making processes in support of enhancing student success, improving the student experience, and ensuring equitable access and outcomes through an effective, inclusive governance system. Over the course of the next year, the task force will:

1. Review and refine SBVC's current committee structure to increase efficiencies and effectiveness in accordance with AB 1725, ACCJC standards, CA Education Code, Title 5 regulations, and relevant district policies;
 2. Engage representatives from all campus constituencies to create a transparent recommendation- and decision-making process;
 3. Develop a Participatory Governance Handbook outlining governance philosophies, committee structures, and decision-making processes;
 4. Present final recommendations to College Council, Academic Senate, and Classified Senate for support and adoption.
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Feedback on Recommendations for Participatory Governance Committee Structure (F26-S28)

<https://forms.office.com/r/A8dZpzwKGL>

