

Improving Shared Governance: An Analysis of Public Sector Models to Identify Strategies for Advancing Equitable Outcomes

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AGENDA

1. Project Overview
2. Methodology
3. Problem Identification
4. Policy Options
5. Criteria
6. Evaluation
7. Policy Recommendations
8. Q&A



Project Overview

- We have collaborated with the California Racial Equity Commission since October 2025 on our graduate capstone project.
- Our project examines the concept of **shared governance** and is informed by the Commission's **Racial Equity Framework**.

Project Overview – Policy Question

How can **state agencies enhance** or **improve** their implementation of **shared governance** to help advance **equitable policy outcomes**?

Methodology

1

Document Analysis

Charters, bylaws,
minutes, annual
reports,
strategic plans

2

Literature Review

Peer-reviewed
articles, case
studies and
conceptual
frameworks

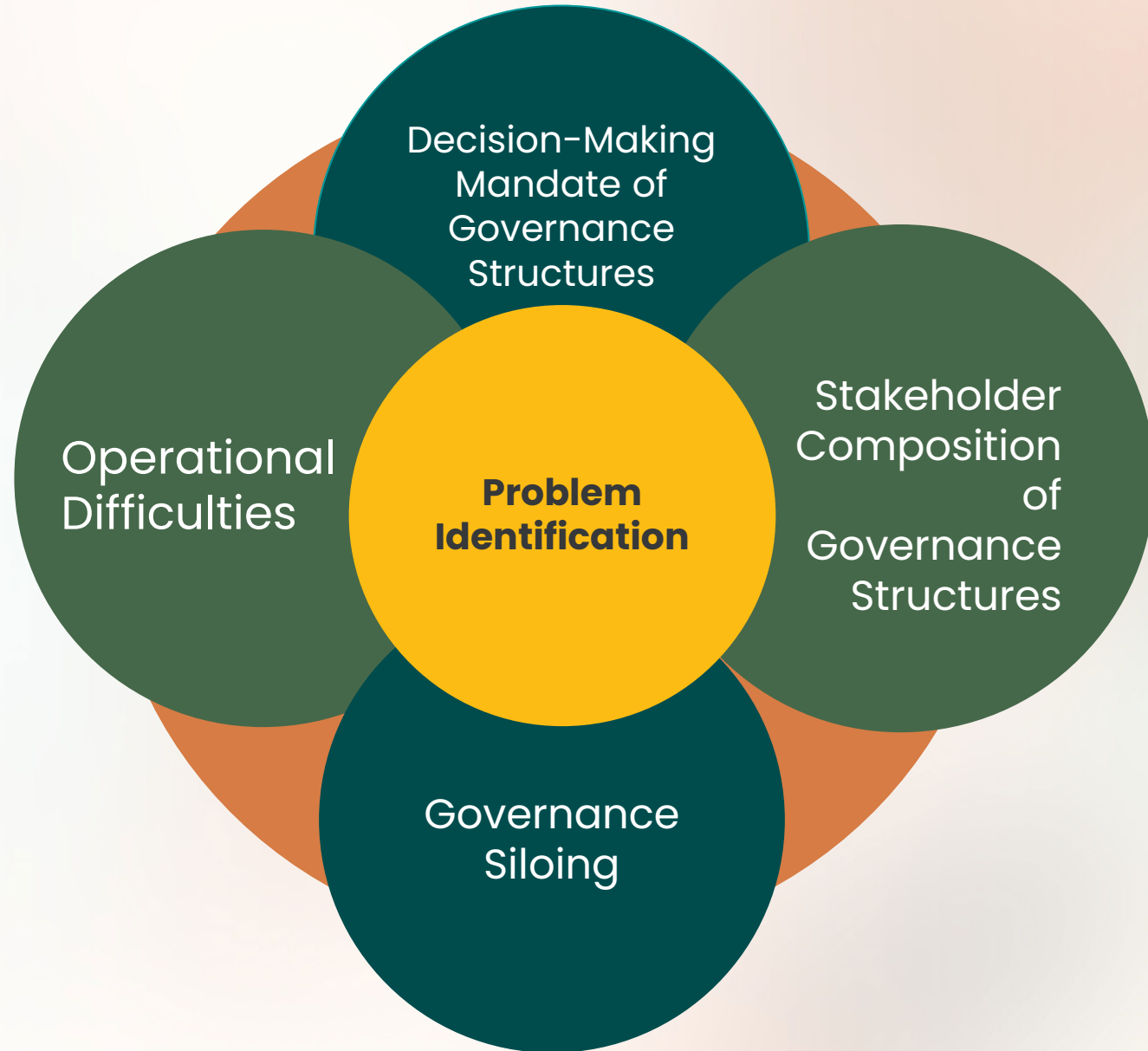
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Stakeholder Interviews

Practitioners and
experts across
government,
nonprofit, and
academic settings

Agencies in Document Analysis

- To support our analysis, we reviewed documents from **two** California state agencies.
- Additionally, we researched a shared governance model in the **State of Washington** through its Department of Social and Health Services' (DSHS) Poverty Reduction Work Group.





Decision-Making Mandate

- Emerging tension that governance bodies solicit stakeholder input but **lack a mechanism** to ensure that **input** translates into **action** and **equitable outcomes**
- Governance bodies are **limited** in their **decision-making** and **enforcement authority**
- **Perceived role** of the shared governance bodies versus the legal and **statutory role** is a recurring challenge



Operational Difficulties

- Governance participants must juggle **multiple meetings** and **expected deliverables**
- **Resource constraints** with agency staff providing **support** to shared governance groups



Governance Siloing

- Committees/subcommittees are **siloed**
- Concerns around **duplicated efforts** and poor **relationship building/collaboration** amongst groups



Stakeholder Composition

- **Quorum** and **attendance** challenges
- **Barriers to participation** (i.e., lack of stipends; meetings held during work days)
- Challenges with **recruitment** and **retention**, particularly of those with lived experiences and subject-matter expertise

Policy Options

1

Process & Outcome Evaluation

- Track recommendation lifecycle
- Require evaluation reports

2

Specificity in Statute Language

- Define power-sharing levels & response timelines in law

3

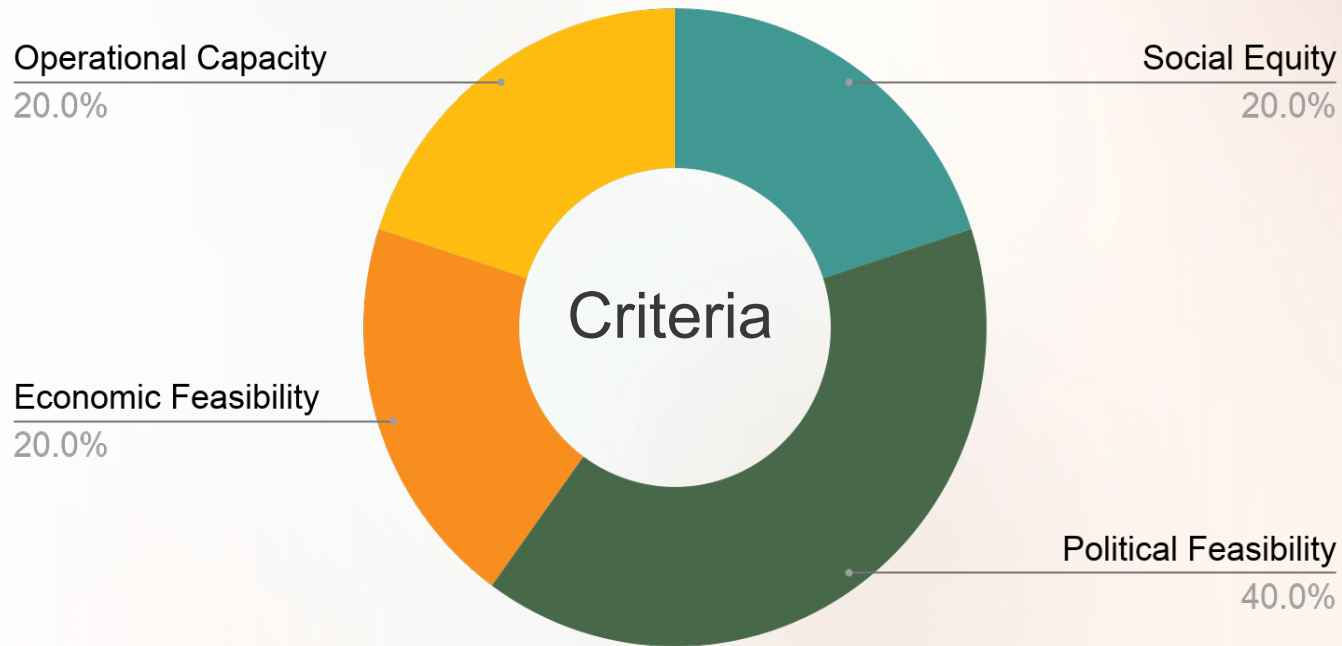
Develop Participation Incentives

- Stipends, reimbursements
flexible meeting times

4

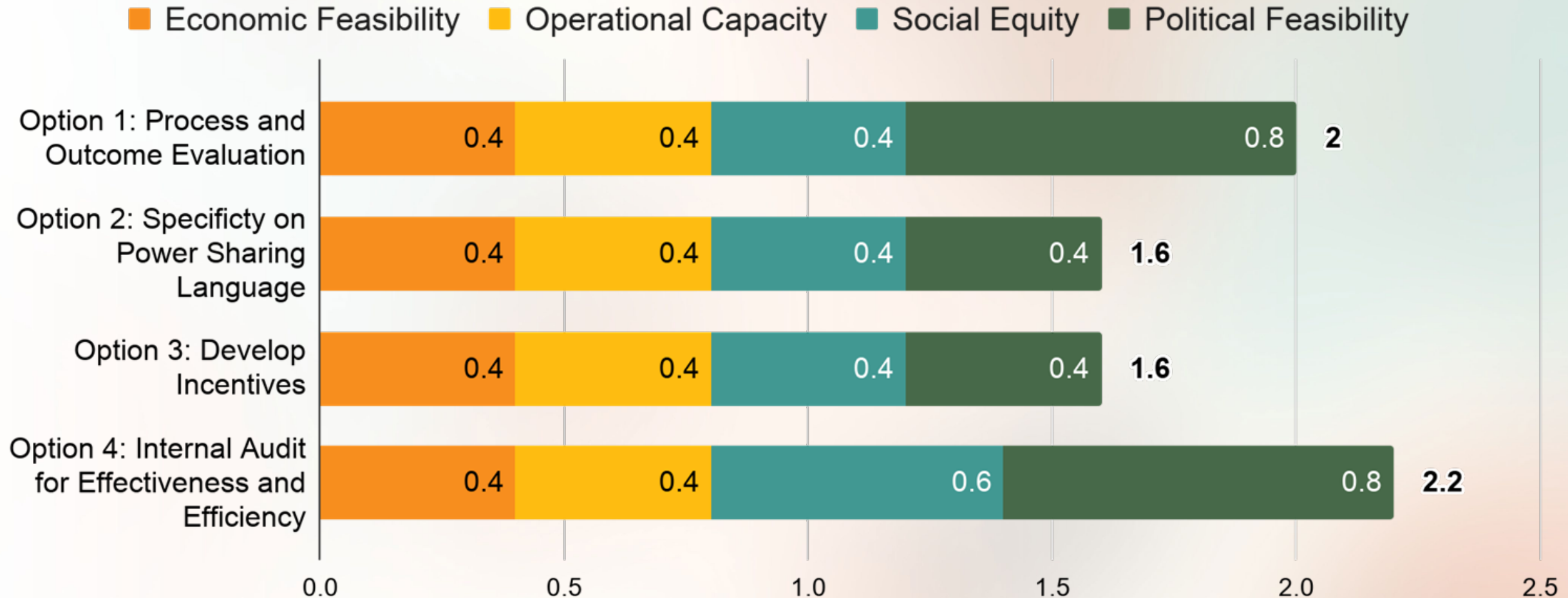
Internal Audit For Effectiveness

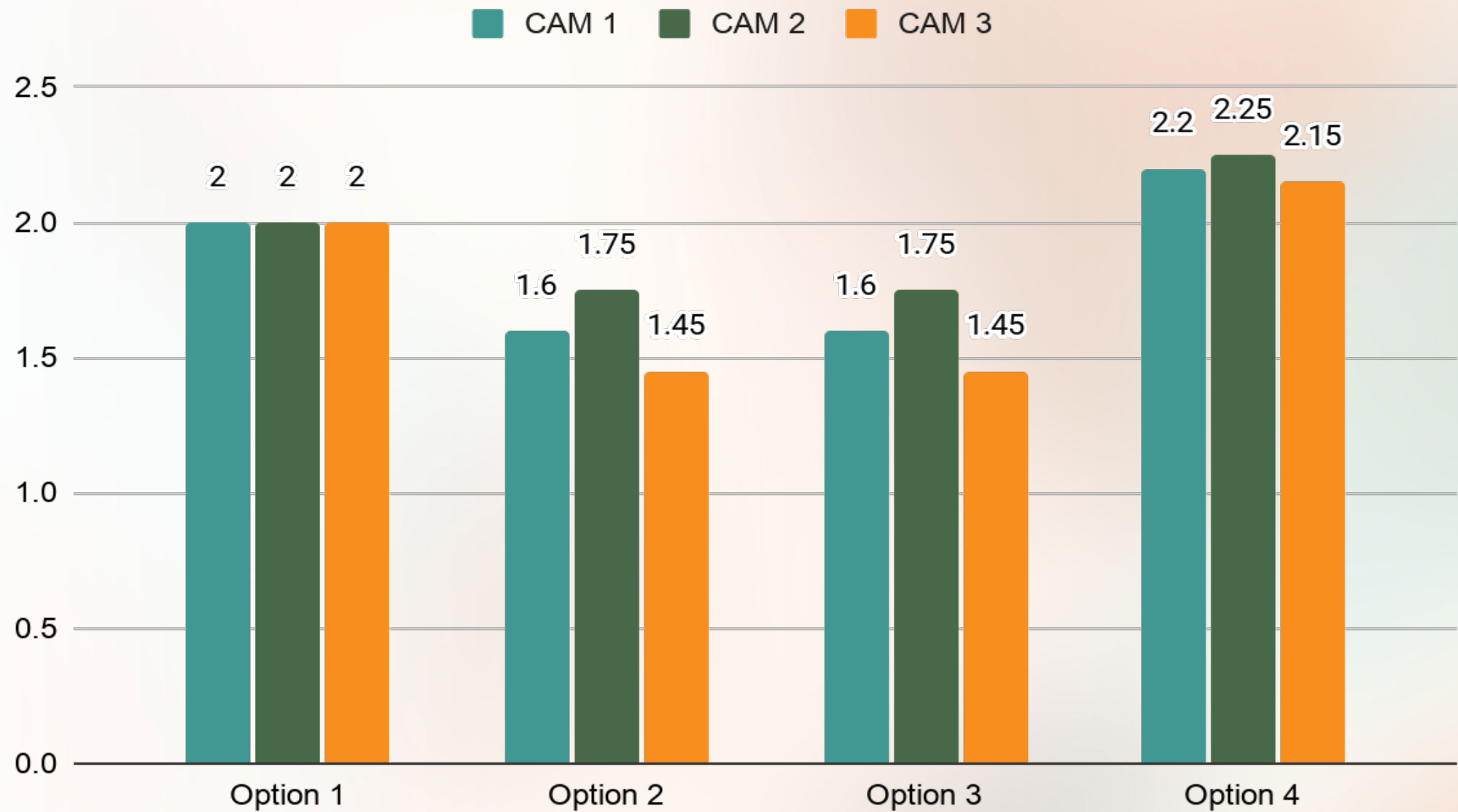
- Document operations, lifecycle, equity, coordination



- **Political Feasibility:** Interest/will from legislative or agency leadership
- **Economic Feasibility:** Fiscal impact on agency operating budget
- **Operational Capacity:** Administrative burden of implementation
- **Social Equity:** Capacity to improve access to services/resources

Evaluation





CAM #2 = Increases Political Feasibility Weight to 55%

CAM #3 = Equal Weight for Each Criteria



Questions? Reflections?

Thank you!

Public Comment

In Person

1. Complete and submit a public comment card.
2. Separate public comment cards for each agenda item.
3. Listen for your name and line up by the podium.
4. Staff will call your name to the podium.
5. Please adhere to the time limit determined by the Chair (2 minutes).

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2. Listen for your name.
3. When you hear your name, click “Raise Hand” under the “Participants” menu in your Zoom platform, or press *9 if you are joining by phone.
4. We will ask you to unmute your microphone.
5. Please adhere to the time limit determined by the Chair (2 minutes).