

Monthly Updates

December 2, 2025

Dear Colleagues,

This month, our focus turns to **shared governance**, how decisions are shaped, informed, and communicated within the Network. As we move from design toward implementation, inclusive input and transparency are key to building a structure that lasts.

University decision makers are crafting implementation decisions based on a process that intentionally includes perspectives from staff, faculty, and administrators who bring vital experience from across our campuses. The process balances accountability with collaboration, ensuring decisions are made efficiently while reflecting the realities of those who carry out the work.

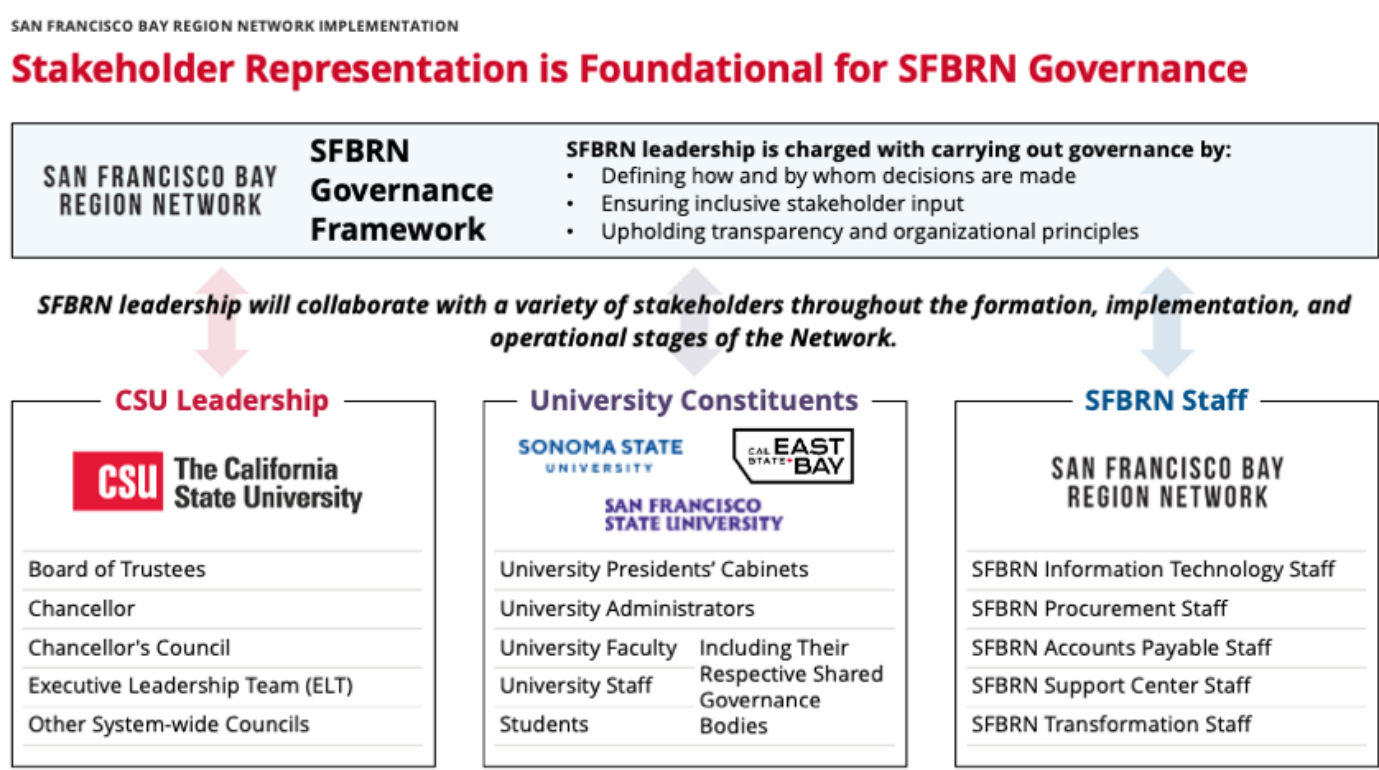
Current Highlights

Shared Governance in Practice

Over the past month, we have been refining a governance model that clearly defines how decisions are made, who is involved, and how feedback is incorporated at every stage of the Network's formation, implementation, and operations. The framework emphasizes three principles that anchor effective governance:

- Defined Decision-Making:** Establishing clear accountability for decisions, ensuring they are made efficiently and transparently.
- Inclusive Input:** Creating space for students, faculty, and staff to share their perspectives and inform decisions that affect their work and experience.
- Transparency:** Maintaining open communication about what is decided, why, and how it supports the Network's mission.

See the *SFBRN Governance Framework* visual below.



Leadership and Team Alignment

Interviews for the **Senior Director of Learning and Development** have concluded, and we expect the new leader to be in place by early to mid-December. In early December, Network leadership will meet with managers in Information Technology and Procurement and Accounts Payable to announce MPP (management) reassignments and finalize team structures for January 30, 2026.

Technology and Transition Readiness

Technology transition efforts remain *on track*. This includes development of the Network Support Center, which will serve as a single front door for service requests, and shared platforms that enhance reliability and streamline processes.

Listening and Learning

Since the work began this summer, your feedback has guided how we communicate and deliver updates. For the Network, shared governance means more than sharing information; it means taking the time to hear diverse perspectives, sincerely consider them, and close the loop by explaining outcomes, even when a suggestion cannot be adopted. This is how we build trust and ensure the process remains both transparent and meaningful.

Over the past several months, we've seen that approach in action. In earlier polls, you told us you wanted **clear written summaries**, so we began providing them each month. Later, you asked for **organizational models**, and a high-level chart was shared in October. Each step reflects the same principle at the heart of shared governance: listening, responding, and following through.

Conversations with University Stakeholders

In recent weeks, Network leaders have met with **Academic Senates, Associated Students (ASI)** organizations, **staff councils, and MPP and staff groups** across IT, Procurement, and Accounts Payable. These conversations have provided valuable insight into how the Network is perceived and where clarity matters most.

Across campuses, we heard recurring questions about **job stability, workload, transparency, and campus identity**—concerns that reflect both the scale of the transition and the care people have for their teams. Staff also raised thoughtful questions about **reporting lines, service coverage, and how success will be measured**. Others emphasized the importance of maintaining strong campus relationships even as services become shared.

Many expressed both support for the Network's goals and understandable apprehension about the transition. These discussions reinforce that shared governance is about staying engaged, responding directly to concerns, and ensuring voices across every level of the organization inform how we move forward.

Pulse Survey Highlights

The November Pulse Survey showed growing awareness and cautious optimism about the Network's goals. Many respondents agreed the Network will improve administrative functions and long-term stability, but clarity and transparency remain top concerns.

Several staff shared concern about job security and the need for clear timelines on reassignments, reflecting the uncertainty that often accompanies major change. Others expressed appreciation for recent progress and the direction of the work, noting the Network's importance for sustaining our campuses over time.

Quick Poll Results

Last month's quick poll drew **145 responses**, with nearly half (45%) wanting to know **how daily work will be coordinated across campuses**. The SFBRN team, in collaboration with university Human Resources leaders and the Chancellor's Office, is working with MPP employees on intercampus supervision, and processes and protocols are being developed in alignment with labor contracts and standard practices.

Where applicable, staff travel between campuses is expected to be minimal. MPP employees may occasionally travel to other sites as part of their responsibilities. While the details are still being finalized, we will share more as the Network structure and Support Center come into focus.

Looking Ahead Together

Quick Poll: As the Network prepares for launch, what will help you feel most confident about the transition?

- Knowing where to go for help and support
- Understanding how my work connects to the bigger picture
- Hearing directly from peers who are part of the transition
- Seeing examples of early wins or improvements

[Click here to vote](#) — it takes less than 10 seconds.

As the year comes to a close, we want to thank all of you for your continued engagement and support of the Network. The team has been working tirelessly in anticipation of our January 30 go-live, and we're excited for what's ahead. Your contributions have been instrumental in our progress. Wishing you a joyful holiday season and a bright start to the New Year.

Note: Our next monthly update will be posted on **January 5, 2026**.

In partnership,

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