



# TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER™

School of Nursing

## ***ORGANIZATION BYLAWS***

**ACADEMIC YEAR**

**2024**

*Effective: September 1, 2018*

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**TEXAS TECH UNIVERSITY HEALTH SCIENCES  
CENTER SCHOOL OF NURSING**

Bylaws of the Organization

*Effective: 01 September 2018*

**PREAMBLE**

In 2013, a shared governance structure and process was adopted to encompass faculty and staff. Shared governance is the transparent process by which the School of Nursing community (i.e., faculty, staff, executive leadership, and administrators) influence decisions on matters of policy and procedure, shared interest, and shared responsibility. This governance structure allows for all to have a voice and promotes transparency, accountability, inclusivity, collaboration, collegiality, and interdependence in an advisory capacity. New Bylaws were created to provide structure and processes for the business of the School of Nursing (SON).

These Bylaws:

- Prescribe the governance composition, duties, powers, delegations of authority and reserved powers as permitted by state laws, accrediting agencies, and governing bodies (Texas Tech University System's Board of Regents, Texas Tech University Health Sciences Center [TTUHSC] Operating Policies and SON Operating Policies).
- Establish procedures that apply to SON's governing conduct including the identification of members, officer and member elections and appointments, terms, quorums, voting procedures, frequency of meetings, standing councils and councils' functions, council standing committees, ad hoc committees, SON's representation to external work groups associated with TTUHSC and the Texas Tech University System, and other matters that affect the orderly transaction of the business of the SON.

**ARTICLE I. NAME AND PURPOSE**

**1.1 NAME**

The name of this organization shall be: The TTUHSC SON Organization

**1.2 PURPOSE**

The overall objective of the SON'S governance is to ensure the SON fulfills its mission, operates in a manner consistent with its values, moves towards its vision and executes its accountabilities. The purpose of the Organization shall be to actively engage in and jointly oversee the planning, implementation, and evaluation of the business of the SON.

**ARTICLE II. MEMBERSHIP AND MEETINGS**

**2.1 MEMBERS**

Organization refers to SON as a whole and members of the Organization include all faculty and staff employed by the SON.

A. Members with voice and vote include:

1. Full-time and part-time (50% or more FTE) tenure and non-tenure track faculty members
2. Full-time and part-time (50% or more FTE) staffmembers (exempt and non-exempt)
3. Faculty and staff holding executive/administrative positions

B. Members with voice but without vote are:

1. Emeritus faculty of the SON
2. Adjunct faculty appointees
3. Less than 50% FTE faculty or staff

## **2.2 MEETINGS OF THE ORGANIZATION**

- A. The regular meetings of the entire Organization are held annually. The Coordinating Council oversees publication of the dates and times of the Organization meetings.
- B. All documentation for the meetings will follow the standards set in Article V. Special meetings of the Organization may be called by the Coordinating Council or upon written request of four (4) or more Organization members.
- C. The purpose of the Organization's meetings is to
  1. Inform the members of the SON's state of affairs,
  2. Present and evaluate SON's business goals, and
  3. Approve Bylaws

## **ARTICLE III. GOVERNANCE**

### **3.1 AUTHORITY, ACCOUNTABILITY, DELEGATED GOVERNANCE, DUTIES, AND GOVERNANCE APPROACH**

- A. Pursuant of TTUHSC Operating Policy 10.11, Delegation of Authority of the President, the TTUHSC President, who holds the ultimate accountability and responsibility of the TTUHSC as vested by the Chancellor and Texas Tech University System's Board of Regents, delegates the oversight and authority over the academic functions of the TTUHSC to the Provost and Chief Academic Officer. The Provost and Chief Academic Office, being given authority by the President, has delegated the management of the SON to the Dean of the SON. The Dean appoints executive/administrative personnel to assist in managing the day-to-day operations of the SON. The Dean (and the executive/administrative personnel through the Dean) have direct management authority over the SON. To promote efficient and effective governance, the Dean executes the SON's administrative affairs through the Coordinating Council acting in an advisory role. All Councils will routinely communicate to and with the Coordinating Council and each other as often as necessary to ensure timely, quality outcomes are achieved.
- B. The SON utilizes a Shared Governance Model which is defined as an academic shared governance model for nursing education that provides structure for faculty and staff to influence decision on matters of policy and procedure and to participate in collaboration to present alternatives on said matters. Shared governance expects those who will be affected by a decision on policy or procedure can be informed and can influence governance decision by their voice. This is all grounded in supporting the SON's vision, mission, and core values; thus, improving the quality of the academic learning environment.
- C. Shared Governance Definitions:

*Collaboration:* Shared objectives, a similar value system, communication that is honest, respectful, and purposeful, effective relationships, a mutual respect for everyone's contributions, a key role in fulfilling the vision, mission and purpose of the organization, and contributions that are critical to the organization's effectiveness.

*Shared Decision Making:* Voicing concerns regarding issues that affect work, taking an active role in processes, making recommendations, and sharing power to promote interdependence and cooperation within the organization.

*Equity:* The best method for integrating member's roles and relationships into structures and processes to achieve positive outcomes. The foundation and measure of value indicate no one role is more important than any other.

*Ownership:* The recognition and acceptance of the importance of everyone's contribution and that the organization's success is bound to how well individual members perform their role. Conditions which enable members to participate, designate where work is done and by whom, and require all members to commit to contributing something, to own what they contribute, and to participate in devising purposes for the work.

*Accountability:* A willingness to invest in decision-making and express ownership in those decisions. The core of shared governance allows for evaluation of role performance and supports collaboration.

*Vision:* To improve healthcare through innovation and collaboration in nursing.

*Mission:* To prepare students for collaborative practice in evolving healthcare systems and to transform practice through innovative research, education, service, and community engagement.

The TTUHSC SON team members are committed to the [TTUHSC Values Based Culture](#).

### **3.2 BUSINESS OF THE SON**

The business of the SON, through its councils, oversees matters to include the following but not limited to:

- A. Governance - responsible for its own governance and must ensure that there are structures and processes to facilitate effective governance;
- B. Mission, Vision, and Values - participates in the formulation of, and adoption of the SON's mission, vision, and values;
- C. Strategic planning – contributes to the development and implementation of the strategic plan;
- D. Quality, performance, and risk measures – responsible for the quality and risk management of its education practices. In addition, oversees and is responsible for the overall organizational effectiveness in all areas of business;
- E. Financial accountability – act as stewards of the fiscal affairs of the school;
- F. Community of Interest – identifies stakeholders and ensures appropriate reporting and communication mechanisms are put in place to facilitate accountability; and
- G. Organization development – members have a duty to be knowledgeable about not only their individual job role, but also about the affairs of the SON and the governance processes.

### **3.3 CONDUCT OF BUSINESS**

In the deployment of its responsibilities, the business of the SON is conducted through councils and committees as defined in these bylaws and with the approval of the Dean. The accountabilities of these councils shall lie within the purview of the Coordinating Council. The councils will be responsible to the Coordinating Council and, through it, to the Dean and or the Dean's appointed executive/administrative personnel. The Coordinating Council shall create new councils and committees as needed or shall dissolve existing councils and committees whose tasks have been completed. This privilege in no way limits or amends the power of each council to create its own committees and ad hoc committees. Additionally, the Coordinating Council may appoint members to certain councils and committees of the SON, TTUHSC, and Texas Tech University System as defined in these bylaws as well as make recommendations to the Dean and or the TTUHSC Provost and Chief Academic Officer relative to the members of committees they appoint.

### **3.4 TRANSPARENCY AND COMMUNICATION**

The SON business operates utilizing a transparent open communication framework.

- A. The SON utilizes multiple communication venues to inform and educate the Organization. These venues include internal mass emails, the SON's Governance website, web-based council management software, open council meetings, ad hoc committees, town-hall meetings, brown bag meetings, phone calls, web-based video conferencing, Lync, Techlink, small group discussions, one-on-one meetings. Each Council is responsible for implementing best practices when utilizing these communication venues.
- B. Each member of a Council is positioned to act as an ambassador for the council and represent the Organization as a whole. With this position comes the responsibility to promote and implement a consistent, two-way communication plan to foster conversations for feedback loops and deliberate engagement of the Organization members who are not directly serving on a council. Shared governance relies upon consistent, trustworthy communication that is multidirectional, reciprocal, and focused on mutual goals of student success and institutional effectiveness.
- C. Councils may seek advisement from SON departments and internal/external experts as appropriate to promote best practices and adherence to policies and accreditation standards ([SON OP 10.045](#)).
- D. Councils are to continuously evaluate communication strategies to ensure prompt responses to the Organization members' concerns.

### **3.5 QUALITY IMPROVEMENT (QI)**

SON utilizes a data driven continuous quality improvement process. The councils, in respect to their functions, are responsible for developing and implementing an annual quality improvement plan in collaboration with the Department of Outcomes and Evaluation. Progression of the QI plan is reported to the Coordinating Council. The councils establish the structure in which the QI processes occur within their councils, which could include the utilization of a QI Coordinator or council standing committee.

## **ARTICLE IV. CONDUCT OF COUNCIL BUSINESS**

### **4.1 ELECTION AND APPOINTMENT OF COUNCIL MEMBERS**

- A. Elections are coordinated through the Office of the Dean as delegated by the Dean.
- B. Selection of council members is through election by the Organization or as specified by council membership composition. Nominations will be sought during the Spring semester prior to election. Candidates can self-nominate or be nominated by their peers. Candidates' names will not be placed on the ballot without the expressed written consent either by hard copy or electronic transmission of the proposed candidate.
- C. Any council position not filled by election or vacancies occurring after elections will be filled by appointment of a faculty or staff member to a one-year term by the Coordinating Council in collaboration with the Dean and the Coordinating Council Co-Chairs. The member appointed to fill the vacancy is not eligible to serve as Chair or Chair-Elect except in extenuating circumstances as determined by Organization vote. If the Chair or Chair-Elect of a council becomes vacant, the specified council shall elect a member of the remaining council members to fill that position.

### **4.2 COMPOSITION, TERMS, AND DUTIES**

- A. Members - All Councils
  - 1. Members of the Organization are eligible to serve on councils according to the composition of each council.

2. Officers of councils will be elected by the council members.
3. Resource people may be asked to advise any council or committee.
4. Underperforming members (i.e., three or more absences in a year or lack of contribution) will be peer reviewed by the council and may result in termination of council membership or other actions.
5. Terms of service follow the academic calendar, September 1<sup>st</sup> through August 31<sup>st</sup>.

B. Elected Councils

1. A member shall be eligible for no more than two (2) consecutive terms on the same council except when holding the position of Chair and Chair-Elect or when extenuating circumstances warrant, as determined by Organization vote or Coordinating Council.
2. Members will serve a (2) two-year term and will serve no more than two (2) consecutive terms
3. Membership of all councils shall be staggered to provide for carry-over representation

C. Program Councils

Student members and/or alternates of any program councils are selected by the councils as designated and may have voting privileges only when specified and never for issues related to admissions and/or progressions or in matters related to faculty or staff status.

#### 4.3 OFFICERS – ALL COUNCILS

A. Chair of a Council

- 1a. Chairs of elected councils serve four (4) year council terms (Chair-Elect and Chair).
- 1b. Chairs of program councils serve two (2) year council terms (Chair-Elect and Chair).
- 2a. The Chair of an elected council serves for two (2) years from September 1<sup>st</sup> through August 31<sup>st</sup> - of a two-year period, assuming office at the close of one year as Chair-Elect.
- 2b. The Chair of a program council serves for one (1) year from September 1<sup>st</sup> through August 31<sup>st</sup> of a one-year period, assuming office at the close of one year as Chair-Elect.
- 2c. Dean, Executive Associate Dean, Regional Deans, Associate Deans and Assistant Deans are not eligible to serve as Chair or Co-chair. Acting or Interim Regional Deans, Associate Deans and Assistant Deans may serve as Chair or Co-chair at the discretion of the Dean.
3. The duties of the Chair are:
  - a. Publish dates, times, create agendas (no later than ten [10] working days prior to the meeting), and chair all meetings of the council.
  - b. Prepare the Annual Report of the council's activities and submit to the Coordinating Council.
  - c. Plan for the presentation, discussion and voting of council motions.
  - d. Represent the council in the Strategic Planning Process.
  - e. Mentor the Chair-Elect to assume Chair duties.

B. Chair-Elect of a Council

- 1a. The Chair-elect is elected from among those eligible to serve for four (4) years on the council. The Chair-elect serves a term of two (2) years, at the end of which the Chair-elect becomes chair.



- 1b. The Chair-elect of a program council is elected from among those eligible, to serve two (2) years on the council. The Chair-elect serves a term of one (1) year, at the end of which the Chair-elect becomes Chair.
  2. The Chair-elect is to assume the duties of the Chair whenever necessary or in the event the Chair is no longer able to serve.
- C. Past Chair of a Council
1. Immediate past chair may voluntarily serve on the Council for one year on an as needed basis.
  2. Past Chair of Council shall have a voice and novote.
- D. Secretary of a Council
1. The Secretary is elected annually from among the members of the council.
  2. The duties of the Secretary are to record, review, and oversee that minutes are distributed to all members of the council within ten (10) working days after each meeting and to confirm that a permanent copy is filed electronically.
- E. Parliamentarian of a Council
1. The parliamentarian is elected annually from among the members of the council.
  2. The Parliamentarian's duties are to attend all council meetings; to advise the Chair of the council and members on procedure, when indicated; maintain a current record of bylaws and have them available at meetings; and interpret bylaws.
  3. Ensure that council meetings follow most current SON Bylaws with guidance from *Robert's Rules of Order*.

## **ARTICLE V. MEETINGS**

### **5.1 REGULAR MEETINGS OF THE COUNCILS**

Regular meetings are held at least quarterly. Councils may determine a different meeting schedule as needed to best facilitate the efficient Conduct of Business of the School of Nursing. Council standing committees meet regularly and ad hoc committees meet as needed.

### **5.2 SPECIAL MEETINGS OF THE COUNCILS**

Special council meetings may be called by the Chair or at the request of four or more Council members.

### **5.3 COUNCIL VOTING**

- A. All decisions except changes to the Bylaws and the Operating Policies shall be by majority vote of those who cast a vote if a quorum is present. For voting on Bylaws changes, see Article IX; for voting related to Operating Policies, see Article VI, Section 6.3.D.11 and 6.4.D.9.
- B. Voting may occur via in-person, virtual, or electronic processes.
- C. All voting systems will follow the SON Bylaws with guidance from *Roberts Rules of Order*.

### **5.4 QUORUMS**

- A. A quorum for in-person or virtual meetings is a number greater than one-half of the total voting members and will be established by the Parliamentarian or designee before each issue is voted upon.
- B. Before convening a meeting, the Chair should announce that there is a quorum present at the beginning and throughout the meeting, as needed. If a quorum is not met the Chair, along with discussion from the council members present, will decide if the meeting should be cancelled or rescheduled.

## **ARTICLE VI. COUNCILS**

## 6.1 COORDINATING COUNCIL

### A. Purpose

The purpose of the Coordinating Council is to engage in planning, decision-making, and evaluation to ensure coordination, collaboration, and communication among all councils to enact the School of Nursing strategic plan.

### B. Composition

1. The membership of the Coordinating Council is comprised of at least 51% non-administrative members to allow for broad representation across the school and campuses. Members must be at least 50% FTE.
2. Membership is comprised of a maximum of three faculty representatives from each of the following Program Councils -MSN, RN/BSN, ABSN, and Traditional BSN; one faculty representative from each of the following Program Councils- Post-Masters DNP, BSN-DNP, Graduate; two representatives from the Faculty Council, two representatives from the Professional Development Council; one representative from Process Improvement and Evaluation Council; and nine representatives from the Staff Council; and the following administrative positions: Dean, Executive Associate Dean, Regional Deans, Associate Deans, Assistant Deans, Executive Director of the Combest Center.

### C. Officers

1. Co-Chairs (one faculty, one staff)

Immediate past chairs may voluntarily serve on the Coordinating Council for one year per needed. They shall have a voice and no vote.

2. Co-Chairs-Elect (one faculty, one staff)
3. Secretary
4. Parliamentarian

### D. Functions

1. Oversee and coordinate the use of the SON infrastructure and resources (Education Technology, Space, People, etc.) by the Faculty and Staff of the SON to meet the SON Mission and Strategic Plan.
2. Optimize communication among Councils and Administrative Departments and Offices to meet the SON Mission and Strategic Plan.
3. Engage in the development and operationalization of the Strategic Plan in concert with the Councils and the SON Administrative Departments.
4. Develop and implement a coordinated plan for succession to optimize the SON Mission and Strategic Plan.
5. Oversee the operationalization of the bylaws and the SON Bylaws Committee in accordance with [SON OP 10.007](#).
6. Provide the leadership and coordination for enacting changes in the bylaws.
7. Engages in annual quality improvement projects including review and revision of policies as defined by SON OP 10.045.
8. Facilitate effective communication among Organization members.
9. Organize and conduct Organization's annual meetings.
10. Maintain a standing Process Improvement and Evaluation Council with purpose, functions and composition approved by the Coordinating Council.

11. Facilitate voting by SON Organization when required.

#### **6.1.1 Executive Council**

##### **A. Purpose**

The purpose of the Executive Council is to allow designated academic administrators of the School of Nursing and the Co-Chairs of the Coordinating Council to meet to provide continuous attention to school operations between quarterly meetings of the Coordinating Council and to discuss relevant issues related to the operations of the School of Nursing. The council will meet for two consecutive months with a break on the third month which is the quarterly meeting of the Coordinating Council and/or at the Dean's discretion.

##### **B. Composition**

The Executive Council is comprised of the Dean, Executive Associate Dean, Regional Deans, Associate Deans, Assistant Deans, Executive Assistant to the Dean and the current Co-Chairs of the Coordinating Council.

##### **C. Officers**

The Dean will be the Chair of the Executive Council and the Secretary will be the Executive Assistant to the Dean.

##### **D. Functions**

1. Facilitate the operations of the School of Nursing in areas delineated by the Dean. These areas are defined as Academic Advising, Student and Faculty Recruitment and Hiring, Financial Update, End of Budget Funds, Program Growth, Enrollment Target and Growth, Open Positions and Needs, Policy Updates and Discussion, HSC Performance Update (benchmarking reports, IPE.), Space Planning, Simulation resources and programming, Strategic Planning outcomes, Institutional Advancements, Alumni Engagement.
2. Optimize communication among the administrative leadership of the School of Nursing.

#### **6.1.2 Process Improvement and Evaluation Council**

##### **A. Purpose**

The purpose of the Process Improvement and Evaluation Council is to provide oversight of the Master Evaluation Plan (MEP) and corresponding improvement action plans. This Council reports to the Coordinating Council.

##### **B. Composition**

The Process Improvement and Evaluation Council is composed of nine voting members with expertise and/or interest in evaluation and quality improvement appointed by the Coordinating Council (these representatives do not have to be members of the Coordinating Council):

1. Three faculty representatives teaching in the undergraduate department\* (one from each program: Traditional BSN, RN to BSN, and ABSN Programs )
2. Three faculty representatives teaching in the graduate department\* (preferably, one from MSN Program and one from DNP Program)
3. Three staff representatives\*
4. Administrative liaisons (non-voting): Associate Dean for Outcomes Management and Evaluation, Associate Dean for Clinical Services and Community Engagement, Executive Associate Dean, Associate Dean for Research, and Regional Deans or appointed designee. The Associate Dean for Outcomes Management and Evaluation serves as the representative to the Coordinating Council.

5. Staff liaisons (non-voting): Director for Outcomes Management and Evaluation and Senior Analyst for Outcomes Management and Evaluation.
  6. Associate Dean/Department Chair liaisons (non-voting): Associate Deans/Department Chairs will rotate two representatives in attendance (one representing the undergraduate programs and one representing the graduate programs). In addition, Associate Deans/Department Chairs would be invited to attend the Process Improvement and Evaluation Council meetings during which their specific departments are on the agenda.
  7. Appropriate program directors and staff directors will be invited to meetings involving their respective areas of responsibility.
  8. The Process Improvement and Evaluation Council reserves the right to invite to meetings internal or external experts who can assist the Council to conduct its work.
  9. A quorum consists of a simple majority of those voting members of the Council who attend a meeting.
- \* Of the total 9 members, at least one representative must be a remote employee and at least one representative must be from a regional campus.

#### C. Officers

1. Members are appointed by the Coordinating Council from among the membership of the School of Nursing.
2. Members shall serve a 2-year term with ½ of members rotating off each year.
3. The initial Chair will be appointed by the Coordinating Council to serve a two-year term; the Chair should have strong knowledge and interest in evaluation and quality improvement.
4. Members shall elect a Chair-Elect in the even years from among the appointed members to serve one year and then assume the role of Chair in the second year of service on the committee.
5. Members shall elect a Secretary annually from among the appointed members to serve one year.
6. Members may choose to elect a Parliamentarian annually from among the appointed members to serve for one year.

#### D. Functions

1. Oversee the academic, practice and scholarship components of the School of Nursing Master Evaluation Plan (MEP) annually:
2. Collaborate with Office of Outcomes Management and Evaluation and Coordinating Council to develop, review and revise the MEP.
  - i. Provide guidance to councils and programs in interpretation of data and establishment of MEP measures.
  - ii. Determine alignment of MEP content and targets based on programmatic goals, HSC/SON mission and vision, SON strategic plan, CCNE Key Elements, and other relevant guidelines or regulations.
  - iii. Collaborate with councils and committees to incorporate data-driven decision-making.
  - iv. Ensure data and outcomes are effectively and efficiently collected through collaboration with Dean for Outcomes Management and Evaluation. (*Responsibility for collection, dissemination, and storage of data lies with the Outcomes Management and Evaluation Office.*)
  - v. Collaborate with Associate Dean for Clinical Services and Community Engagement to include the Larry Combest Community Health and Wellness Center (Combest) performance measures and community engagement measures.
  - vi. Collaborate with Associate Dean for Research for inclusion of measures related to research and scholarship.
3. Oversee the academic, practice and scholarship components of the School of Nursing quality improvement action plans annually, which includes non-academic student support services:
  - i. Promote consistency in the QI process, i.e., utilization of appropriate forms for improvement action plans, data-driven decision-making, closing the loop.

- ii. Verify improvement action plans are in place for councils and committees, as appropriate. Councils and committees select focus for action plans.
  - iii. Provide recommendations to councils and committees, i.e., continuation with same plan, revision of plan, collection of additional data, ongoing monitoring, or development of new plan.
  - iv. Maintain a database of quality improvement action plans conducted by Councils, which is centrally located for transparency and includes outcomes and findings, revisions, evaluation of data, interventions, etc.
4. Ensure MEP and improvement action plan data and outcomes are transparent and readily available to members of the School of Nursing.
  5. Other functions may be assigned by the Coordinating Council.

#### E. Meetings

The Process Improvement and Evaluation Council will hold regular quarterly meetings prior to each Coordinating Council meeting. Each meeting will be scheduled for about three to four hours depending on the agenda. At each meeting, portions of the MEP will be designated for review, along with related improvement action plans.

Special meetings may be called by any member of the Process Improvement and Evaluation Council. Special meetings are reserved for urgent matters of importance to the Council that may arise between regular meetings.

### 6.2 STAFF COUNCIL

#### A. Purpose

The purpose of the Staff Council is to serve as the represented voice for all SON staff fostering efficient, effective, and equitable operations.

#### B. Composition

The Staff Council is comprised of 18 voting members elected from and representing each of the SON administrative areas and distant remote staff. Members must have worked for the SON for at least one year and be at least 50% FTE before becoming a member. Representations will consist of:

1. Two representatives from each of the following areas:
  - Education Technology
  - Admissions and Enrollment
  - Wellness and Retention
  - Faculty/Administrative Support
  - Abilene Combest Center
2. Four representatives from each of the following areas:
  - Lubbock Combest Center
  - Distance/Remote Staff (including one Nurse Educator Associate)
3. Administrative Liaisons (non-voting):
  - Assistant Dean for Wellness and Retention
  - Assistant Dean for Admissions and Enrollment
  - Assistant Dean Online Education Support
  - Associate Dean, Finance and Administration

- Associate Dean for Clinical Services and Community Engagement
- Executive Director, Larry Combest Health and Wellness Center

C. Officers

1. The composition of the Staff Council shall consist of a representative(s) from each School of Nursing staff areas.
2. Members will serve a 2-year term and may serve no more than two consecutive terms. Officers outside of the Chair and Chair-Elect of the Staff Council shall be elected by a simple majority (50% plus one) of those present and voting.
3. Chair-2-year term (elected by council members)
4. Immediate past chair may voluntarily serve on Staff Council for one year as a non-voting member on an as needed basis.
5. Chair-Elect (2-year term and then will take over as Chair).
6. Secretary
7. Parliamentarian
8. Quality Improvement Coordinator
  - i. Coordinates with Council Members to set annual goals based on council-specific data, determines a plan of action, implements the plan, and evaluates the outcomes.
  - ii. Provides reports to the Coordinating Council on progress towards goals.
  - iii. Serves as the liaison with the Office of Outcomes and Evaluation.

D. Functions

1. Effectively communicate staff concerns and interests regarding operational issues within the SON.
2. Foster opportunities for staff development.
3. Monitor, evaluate, and optimize retention of staff.
4. Promote and evaluate opportunities for recognition of staff.
5. Create opportunities for staff to create and participate in research.
6. Review and revise policies related to staff in accordance with SON mission, strategic plan, and HSC operating policies.
7. Oversee and operationalize new SON staff orientation.
8. Optimize the staff performance evaluation process.
9. Collaborates with the Associate Dean for Office of Outcomes Management and Evaluation in implementing a comprehensive quality improvement program.
10. Engages in annual quality improvement projects including evaluation of policies, procedures, and processes directly relevant to the conduct of Staff Council operations.
11. Facilitate effective communication among members.

### 6.3 FACULTY COUNCIL

A. Purpose

The purpose of the Faculty Council is to be the represented voice for faculty to ensure efficient, effective, and equitable operations related to faculty within the School of Nursing.

B. Composition

The Faculty Council is comprised of (13) members representing faculty and administrative entities charged with providing oversight, support, and quality improvement in matters affecting faculty. Members must be at least 50% FTE. Faculty representation is designed to encompass a full spectrum of faculty rank and campus affiliation, with a total of 10 faculty-at-large members. There must be representation for each rank and representatives for each program including the Undergraduate and Graduate Departments. Regional representation includes a minimum of 2 faculty representing the Lubbock campus, a minimum of 5 faculty representing regional campuses combined, and a minimum of 2 faculty representing remote faculty. Administrative representation is designed to reflect the broad array of offices and departments that support and contribute to the faculty's professional development. Administrative liaisons (non-voting members) include the Hiring Manager Faculty Support and Processes and rotating biannually, an Associate Dean/Department Chair and Regional Dean. The Executive Associate Dean will serve in an advisory role.

C. Officers

Officers of the Faculty Council are elected by members of the Council and include: 1. Chair, Chair-Elect, Secretary, and Parliamentarian.

D. Functions

1. Create, review, and revise workload processes in concert with Department Chairs.
2. Initiate, review, and revise policies relevant to SON operations relevant to faculty.
3. Provide oversight, monitor, and evaluate process for Professional Nursing Peer Review as needed.
4. Provide oversight, monitor, participate in, and evaluate recruitment, hiring, and retention of faculty.
5. Monitor, review, participate in, and evaluate the process for faculty orientation.
6. Provide, monitor, review and evaluate processes for the recognition of faculty achievement.
7. Provide oversight for faculty grievances, and review and evaluation of the grievance process as needed.
8. Initiate, review, and evaluate the process for the Center of Excellence in Evidence-Based Practice and the Center for Nursing Research.
9. Collaborates with the Associate Dean for Office of Outcomes Management and Evaluation in implementing a comprehensive quality improvement program.
10. Engages in annual quality improvement projects including evaluation of policies, procedures, and processes directly relevant to the conduct of Council operations.
11. Implement a voting system inclusive of the following:
  - i. All changes to the Faculty Operating Policy and Procedures must be posted for a minimum of seven business days for review and feedback. Repeat process as necessary.
  - ii. Voting will be open for a minimum of seven business days to all eligible faculty, with 2/3 majority required for approval of those who cast a vote.
12. Facilitate effective communication among members.

#### 6.4 PROFESSIONAL DEVELOPMENT COUNCIL

A. Purpose

The purpose of the professional development council is to ensure the ongoing education and advancement of the faculty.

**B. Composition**

The Professional Development Council is comprised of (13) members representing faculty and administrative entities charged with providing support for the professional development of faculty. Members must be at least 50% FTE. Faculty representation is designed to encompass a full spectrum of faculty rank and campus affiliation, with 10 faculty-at-large members. There must be representation for each rank and representatives for each program including the Undergraduate and Graduate Departments. Regional representation includes a minimum of 2 faculty representing the Lubbock campus, a minimum of 5 faculty representing regional campuses combined, and a minimum of 2 faculty representing remote faculty. Administrative representation is designed to reflect the broad array of offices and departments that support and contribute to the professional development of faculty. Administrative liaisons (non-voting members) include the Associate Dean for Research, Associate Dean for Clinical Service and Community Engagement, a representative from the Office of the Dean, and rotating biannually, an elected Associate Dean/Department Chair and Regional Dean The Executive Associate Dean will serve in an advisory role.

**C. Officers**

Officers of the Professional Development Council are elected by members of the Council and include the Chair, Chair-Elect, Secretary, and Parliamentarian.

**D. Functions**

1. Develop, oversee, and evaluate the mentoring of faculty in their academic roles.
2. Develop, monitor, and evaluate the process and implementation of Performance Evaluation of faculty as needed.
3. Develop, monitor, and evaluate policies pertaining to the professional development of faculty.
4. Engage in the development and evaluation of faculty capacity building/sharing.
5. Develop, monitor, and evaluate the criteria and processes for Promotion & Tenure, to include Pre-tenure and Comprehensive Peer Review of the faculty as needed.
6. Develop, monitor, and evaluate a process for engaging with the Associate Dean for Research, and Associate Dean for Clinical Service and Community Engagement in the enhancement of faculty opportunities for research, scholarship, and practice (includes Nursing Income Plan) (NIP).
7. Collaborates with the Associate Dean for Office of Outcomes Management and Evaluation to implement a comprehensive quality improvement program.
8. Engages in annual quality improvement projects including evaluation of policies, procedures, and processes directly relevant to the conduct of Council operations.
9. All changes to the Faculty Operating Policy and Procedures must be posted for an Implement a voting system inclusive of the following:
  - i. Minimum of seven business days for review and feedback. Repeat process as necessary.
  - ii. Voting will be open for a minimum of seven business days to all eligible faculty, with a 2/3 majority required for approval of those who cast a vote.
10. Facilitate effective communication among members.

**6.5 PROGRAM COUNCILS**

**A. Purpose**

The purpose of the Program Councils is to ensure excellence in the quality and continued improvement of the School of Nursing Educational programs and delivery of services.



B. Composition

The Program Councils are comprised of all faculty members assigned to teaching within the educational programs of the SON. The Program Councils are divided into seven Councils with the intent to drive the work of each educational Program Council by the faculty teaching most of their time in one of the educational programs. Faculty who divides their time equally between programs will negotiate with Department Chairs for assignment to only one Council. Program Council representatives are elected from each of the academic programs to-serve on Coordinating Council including a maximum of three representatives from MSN, RN/BSN, ABSN, and Traditional BSN; one faculty representative from each of the following Program Councils- Post-Masters DNP, BSN-DNP, Graduate. The Associate Dean/Department Chairs and the Coordinating Council representatives will communicate as needed to ensure clear, transparent, discussion of curricular issues across educational programs. All faculty members are members of one educational Program Council and take full responsibility for curriculum, admissions, progressions, graduation, and approval of policies pertaining to that educational program.

C. Functions

1. Engage in the ongoing implementation & evaluation of curriculum.
2. Initiate, implement, review, evaluate, and revise curriculum design.
3. Develop, implement, review, evaluate, and revise the process for admissions and progressions.
4. Develop, implement, review, evaluate, and revise policies relevant to educational programs.
5. Provide oversight, participation in, and the evaluation of the accreditation process.
6. Provide oversight, participation in, and the evaluation of community engagement.
7. Provide oversight, participation in, and the analysis of the healthcare environment.
8. Provide oversight, review, and revision of Program Manuals.
9. Engages in annual quality improvement projects including evaluation of policies, procedures, and processes directly relevant to the conduct of Council operations.
10. Facilitate effective communication among members.

## **UNDERGRADUATE PROGRAMS COUNCILS**

### **6.5.1 TRADITIONAL BSN UNDERGRADUATE PROGRAM COUNCIL**

A. Purpose

The Traditional BSN Undergraduate Program Council develops, implements, and evaluates policies of the traditional undergraduate curriculum to assure attainment of the SON Strategic Plan Goals and facilitates all areas of student services related to the Traditional BSN Undergraduate Program.

B. Composition

The Traditional BSN Undergraduate Program Council is composed of all faculty who teach in the Traditional BSN Undergraduate Program. The Chair, Chair-Elect, Secretary, Parliamentarian, and Coordinating Council Faculty representatives are elected from the members of the Traditional BSN Undergraduate Program Council. The Chair serves for one (1) year from September 1<sup>st</sup> through August 31<sup>st</sup> of the following year, assuming office at the close of one year as Chair-Elect. The Chair-Elect is elected annually from among those eligible to serve three (2) years on the Traditional BSN Undergraduate Council. The Chair-Elect serves a term of one (1) year, at the end of which they become Chair. The Secretary, Parliamentarian and Coordinating Council Faculty representatives are elected annually from among the faculty members of the council. The Associate Dean/Department Chair serves

as administrative liaison (non-voting member). Regional Deans serve as ex-officio members (if not assigned teaching responsibilities on the council). The Executive Associate Dean serves as an ex-officio member of the council.

A representative from -Admissions and Enrollment and -Wellness and Retention shall serve as ex officio members with voice and no vote. Student representatives, serves as members with privilege of voice and vote except for discussions related to student admissions, progressions, or faculty status.

C. Officers

Officers of the Traditional BSN Undergraduate Program Council are elected by members of the Council and include the Chair, Chair-Elect, Secretary, and Parliamentarian.

D. Functions

1. Provides a forum for discussion of issues related to the Traditional BSN Undergraduate Program.
2. Develops, implements, reviews, evaluates, and revises, as appropriate, educational policy and standards for implementation of the Traditional BSN Undergraduate Program.
3. Makes decisions and recommendations based upon input from appointed ad hoc committees and/or task forces.
4. Develops, implements, reviews, evaluates, and revises, as appropriate, the curriculum for the Traditional BSN Undergraduate Program.
5. Develops, implements, reviews, evaluates, and revises policies and processes for student recruitment, selection, admission, progression, and graduation of Traditional BSN Undergraduate Program students.
6. Participates in enrollment management decisions for the Traditional BSN Undergraduate Program.
7. Facilitates and supports quality of life for Traditional BSN Undergraduate students and faculty.
8. Develops, implements, reviews, evaluates, revises, as appropriate, and recommends, new course offerings, major changes in nursing course objectives, titles, credits, descriptions, and student learning outcomes; and evaluates all courses regularly.
9. Conducts other business related to the implementation and conduct of the Traditional BSN Undergraduate Program.
10. Collaborates with the Associate Dean for Office of Outcomes Management and Evaluation to implement a comprehensive curriculum evaluation program.
11. Engages in annual quality improvement projects including evaluation of policies, procedures, and processes directly relevant to the conduct of Council operations.
12. Participates in strategic planning activities.

### **6.5.2 RN-BSN PROGRAM COUNCIL**

A. Purpose

The RN-BSN Program Council develops, implements, and evaluates policies of the RN-BSN undergraduate curriculum to ensure attainment of the SON Strategic Plan Goals, and facilitates all

areas of student services related to the RN-BSN Undergraduate Program.

B. Composition

The RN-BSN Program Council is composed of all faculty who teach in the RN-BSN Program. The Chair, Chair-Elect, Secretary, Parliamentarian, and Coordinating Council Faculty representatives are elected from the members of the RN-BSN Council. The Chair serves for one (1) year from September 1st through August 31st of the following year, assuming office at the close of one year as Chair-Elect. The Chair-Elect is elected annually from among those eligible to serve two (2) years on the RN-BSN Program Council. The Chair-Elect serves a term of one (1) year, at the end of which they become Chair. The Secretary, Parliamentarian and Coordinating Council representatives are elected annually from among the faculty members of the council. The Associate Dean/Department Chair serves as administrative liaison (non-voting member). Regional Deans serve as ex-officio members (if not assigned teaching responsibilities on the council). The Executive Associate Dean serves as an ex-officio member of the council.

A representative from -Admissions and Enrollment and -Wellness and Retention shall serve as ex officio members with voice and no vote. A student representative serves as a member with privilege of voice and vote except for discussions related to student admissions, progressions, or faculty status.

C. Officers

Officers of the RN-BSN Program Council are elected by members of the Council and include Chair, Chair- Elect, Secretary, and parliamentarian.

D. Functions

1. Provides a forum for discussion of issues related to the RN-BSN Program.
2. Develops, implements, reviews, evaluates, and revises, as appropriate, educational policy and standards for implementation of the RN-BSN Program curriculum.
3. Makes decisions and recommendations based on input from appointed ad hoc committees and/or task forces.
4. Plans, implements, and evaluates the RN-BSN Program.
5. Develops, implements, reviews, evaluates, and revises policies and processes for student recruitment, selection, admission, progression, and graduation of RN-BSN Program students.
6. Participates in enrollment management decisions for the RN-BSN Program.
7. Facilitates and supports quality of life for RN-BSN students and faculty.
8. Develops, implements, reviews, evaluates, revises, as appropriate, and recommends new course offerings, major changes in nursing course objectives, titles, credits, and descriptions, and student learning outcomes; and evaluates all courses regularly.
9. Collaborates with the Associate Dean for Office of Outcomes Management and Evaluation to implement a comprehensive curriculum evaluation program.
10. Engages in annual quality improvement projects including evaluation of policies, procedures, and processes directly relevant to the conduct of Council operations.
11. Participates in strategic planning activities.

**6.5.3 ACCELERATED BSN PROGRAM COUNCIL- SECOND DEGREE BSN AND VETERAN TO BSN TRACKS**

A. Purpose

The Accelerated BSN Program Council develops, implements, and evaluates policies of the Second Degree BSN and Veteran to BSN Tracks to ensure attainment of the SON Plan Goals, and facilitates all areas of student services related to the Second Degree BSN and Veteran to BSN Tracks.

B. Composition

The Accelerated BSN Program Council is composed of all faculty who teach in the Second Degree BSN and Veteran to BSN Tracks. The Chair, Chair-Elect, Secretary, Parliamentarian, and Coordinating Council Faculty representatives are elected from the members of the BSN Program Council. The Chair serves for one (1) year from September 1<sup>st</sup> through August 31<sup>st</sup> of the following year, assuming office at the close of one year as Chair-Elect. The Chair-Elect is elected annually from among those eligible to serve two (2) years on the council. The Chair-Elect serves a term of one (1) year, at the end of which they become Chair. The Secretary, Parliamentarian and Coordinating Council representatives are elected annually from among the faculty members of the council. The Associate Dean/Department Chair serves as administrative liaison (non-voting member). Regional Deans serve as ex-officio members (if not assigned teaching responsibilities on the council). The Executive Associate Dean serves as an ex-officio member of the council.

A representative from -Admissions and Enrollment and -Wellness and Retention shall serve as ex officio members with voice and no vote. A student representative from both the Second Degree BSN and Veteran to BSN Tracks will be selected to serve as a member with privilege of voice and vote expect for discussions related to student admissions, progressions, or faculty status. Student representatives will be selected from a different campus each year.

C. Officers

Officers of the Accelerated BSN Program Council are elected by members of the Council and include Chair, Chair-Elect, Secretary, and Parliamentarian.

D. Functions

1. Provides a forum for discussion of issues related to the Second Degree BSN and Veteran to BSN Tracks.
2. Develops, implements, reviews, evaluates, and revises, as appropriate, educational policy and standards for implementation of the Second Degree BSN and Veteran to BSN Tracks.
3. Makes decisions and recommendations based on input from appointed ad hoc committees and/or task forces.
4. Develops, implements, reviews, evaluates, and revises, as appropriate, the Second Degree BSN and Veteran to BSN Tracks curriculum.
5. Develops, implements, reviews, evaluates, and revises policies and processes for student recruitment, selection, admission, progression and graduation of Second Degree BSN and Veteran to BSN tracks Students.
6. Participates in enrollment management decisions for the Second Degree BSN and Veteran to BSN Tracks.
7. Facilitates and supports quality of life for Second Degree BSN and Veteran to BSN Tracks students and faculty.
8. Develops, implements, reviews, evaluates, revises, as appropriate, and recommends new course offerings, major changes in nursing course objectives, titles, credits, and descriptions, and student learning outcomes; and evaluates all courses regularly.
9. Conducts other business related to the implementation and conduct of the Second Degree BSN and Veteran to BSN Tracks curriculum.

10. Collaborates with the Associate Dean for the Office of Outcomes Management and Evaluation in implementing a comprehensive curriculum evaluation program.
11. Engages in annual quality improvement projects including evaluation of policies, procedures, and processes directly relevant to the conduct of Council operations.
12. Participates in strategic planning activities.

## **GRADUATE PROGRAM COUNCILS**

### **6.5.4 MASTER OF SCIENCE IN NURSING (MSN) PROGRAM COUNCIL**

#### **A. Purpose**

The MSN Program Council provides oversight and serves as the decision-making body for the MSN Program tracks. The MSN Program Council reviews and evaluates programmatic data, develops, and implements policies and procedures, and facilitates the attainment of the goals of the MSN Program of the Texas Tech University Health Sciences Center School of Nursing.

#### **B. Composition**

The MSN Program Council is composed of all faculty who are 50% FTE or more and teach in the MSN tracks. The Chair, Chair-Elect, Past Chair, Secretary, Parliamentarian, and Coordinating Council Faculty representatives are elected from the members of the MSN Program Council. The Chair serves for one (1) year from September 1<sup>st</sup> through August 31<sup>st</sup> of the following year, assuming office at the close of one year as Chair-Elect. The Chair-Elect is elected annually from among those eligible to serve three (3) years on the MSN Program Council. The Chair-Elect serves a term of one (1) year, at the end of which he/she becomes Chair. The Secretary, Parliamentarian and Coordinating Council Faculty representatives are elected annually from among the faculty members of the council. The Associate Dean/Department Chair serves as administrative liaison (non-voting member). Regional Deans serve as ex-officio members (if not assigned teaching responsibilities on the council). The Executive Associate Dean serves as an ex-officio member of the council.

A representative from -Admissions and Enrollment and -Wellness and Retention shall serve as ex officio members with voice and no vote. Two (2) student representatives, one (1) from the Leadership Track and one (1) from the APRN Tracks shall serve as members with privilege of voice and vote except for discussions related to student admissions, progressions, or faculty status.

#### **C. Officers**

Officers of the MSN Program Council are elected by members of the Council and include Chair, Chair- Elect, Secretary, and Parliamentarian.

#### **D. Functions**

1. Develops, implements, reviews, evaluates, and revises, as appropriate, the purpose, and student learning outcomes of the MSN Program and individual tracks.
2. Initiates measures to strengthen the MSN Program tracks to consider the changing health care environment and trends, technological advances, and societal changes.
3. Develops, implements, reviews, evaluates, and revises policies and processes for student recruitment, applicant review, admission of qualified applicants, and progression and graduation of students in the MSN Program.

4. Develops, implements, reviews, evaluates, and revises educational policies and standards for implementation of the MSN curricula.
5. Collaborates with Associate Deans/Department Chairs and other appropriate administrative personnel to develop and recommend policies and procedures related to MSN Student Services.
6. Develops, implements, reviews, evaluates, and revises MSN curriculum, including course titles, descriptions, and objectives, credit hour allocations, and student learning outcomes.
7. Participates in strategic planning activities.
8. Collaborates with the Associate Dean for Office of Outcomes Management and Evaluation in the implementation of a comprehensive program of curriculum evaluation.
9. Engages in annual quality improvement projects including evaluation of policies, procedures, and process directly relevant to the conduct of Council operations.

#### **6.5.5 BACHELOR OF SCIENCE (BSN) TO DOCTOR OF NURSING PRACTICE (DNP) PROGRAM COUNCIL**

##### **A. Purpose**

The BSN-DNP Program Council provides oversight and serves as the decision-making body for the BSN-DNP Program tracks. The BSN-DNP Program Council reviews and evaluates programmatic data, develops, and implements policies and procedures, and facilitates the attainment of the goals of the BSN-DNP Program of the Texas Tech University Health Sciences Center School of Nursing.

##### **B. Composition**

The BSN-DNP Program Council is composed of all faculty who are 50% FTE or more and teach in the BSN-DNP tracks. The Chair, Chair-Elect, Past Chair, Secretary, Parliamentarian, and Coordinating Council Faculty representatives are elected from the members of the BSN-DNP Program Council. The Chair serves for one (1) year from September 1<sup>st</sup> through August 31<sup>st</sup> of the following year, assuming office at the close of one year as Chair-Elect. The Chair-Elect is elected annually from among those eligible to serve three (3) years on the MSN Program Council. The Chair-Elect serves a term of one (1) year, at the end of which they become Chair. The Secretary, Parliamentarian and Coordinating Council Faculty representatives are elected annually from among the faculty members of the council. The Associate Dean/ Department Chair serves as administrative liaison (non-voting member). Regional Deans serve as ex-officio members (if not assigned teaching responsibilities on the council). The Executive Associate Dean serves as an ex-officio member of the council.

A representative from -Admissions and Enrollment and -Wellness and Retention shall serve as ex officio members with voice and no vote. One (1) student representative from the APRN Tracks shall serve as a member with privilege of voice and vote except for discussions related to student admissions, progressions, or faculty status.

##### **C. Officers**

Officers of the BSN-DNP Program Council are elected by members of the Council and include Chair, Chair-Elect, Secretary, and Parliamentarian.

##### **D. Functions**

1. Develops, implements, reviews, evaluates, and revises, as appropriate, the purpose, and student learning outcomes of the BSN-DNP Program and Individual tracks.
2. Initiates measures to strengthen the BSN-DNP Program tracks to consider the changing health care environment and trends, technological advances, and societal changes.

3. Develops, implements, reviews, evaluates, and revises policies and processes for student recruitment, applicant review, admission of qualified applicants, and progression and graduation of students in the BSN-DNP Program.
4. Develops, implements, reviews, evaluates, and revises educational policies and standards for implementation of the BSN-DNP curricula.
5. Collaborates with the Associate Deans/ Department Chairs and other appropriate administrative personnel to develop and recommend policies and procedures related to BSN-DNP Student Services.
6. Develops, implements, reviews, evaluates, and revises BSN-DNP curriculum, including course titles, descriptions, and objectives, credit hour allocations, and student learning outcomes.
7. Participates in strategic planning activities.
8. Collaborates with the Associate Dean for Office of Outcomes Management and Evaluation to implement a comprehensive curriculum evaluation program.
9. Engages in annual quality improvement projects including evaluation of policies, procedures, and processes directly relevant to the conduct of Council operations.

#### **6.5.6 POST MASTER'S DOCTOR OF NURSING PRACTICE (DNP) PROGRAM COUNCIL**

##### **A. Purpose**

The Post Master's DNP Program Council provides oversight and serves as the decision-making body for the Post Master's DNP Program. The Post Master's DNP Program Council reviews and evaluates programmatic data, develops, and implements policies and procedures, and facilitates the attainment of goals of the Texas Tech University Health Sciences Center SON Post Master's DNP Program.

##### **B. Composition**

The Post Master's DNP Council is composed of all faculty (50% FTE or more) who teach in the Post Master's DNP program. The Chair, Chair-Elect, Past Chair, Secretary, Parliamentarian, and Coordinating Council Faculty representatives are elected from the members of the Post Master's DNP council. The Chair serves for one (1) year from September 1<sup>st</sup> through August 31<sup>st</sup> of the following year, assuming office at the close of one year as Chair-Elect. The Chair-Elect is elected annually from among those eligible to serve three (3) years on the council. The Chair-Elect serves a term of one (1) year, at the end of which they become Chair. The Secretary, Parliamentarian and Coordinating Council Faculty representatives are elected annually from among the faculty members of the Post Master's DNP council. The graduate program Associate Dean/ Department Chair serves as an administrative liaison (non-voting member). Regional Deans serve as ex-officio members (if not assigned teaching responsibilities on the council). The Executive Associate Dean serves as an ex-officio member of the council.

A representative from -Admissions and Enrollment and -Wellness and Retention shall serve as ex officio members with voice and no vote. Two Post Master's DNP student representatives shall serve as members with privilege of voice and vote except for discussions related to student admissions, progressions, or faculty status discussions.

##### **C. Officers**

Officers of Post Master's DNP Program Council are elected by members of the Council and include Chair, Chair-Elect, Secretary, and Parliamentarian.

D. Functions

1. Develops, implements, reviews, evaluates, and revises, as appropriate, the purpose, and student learning outcomes of the Post Master's DNP Program.
2. Initiates measures to strengthen the Post Master's DNP Program, considering the changing health care environment and trends, technological advances, and societal changes.
3. Develops, implements, reviews, evaluates, and revises policies and processes for student recruitment, applicant review, admission of qualified applicants, and progression and graduation of students in the Post Master's DNP Program.
4. Develops, implements, reviews, evaluates, and revises educational policies and standards for implementation of doctoral curricula.
5. Collaborates with Associate Deans/ Department Chairs and other appropriate administrative personnel to develop and recommend policies and procedures related to Post Master's DNP Student Services.
6. Develops, implements, reviews, evaluates, and revises doctoral curriculum, including course titles, descriptions, and objectives, credit hour allocations, and student learning outcomes.
7. Participates in Strategic Planning activities.
8. Collaborates with the Associate Dean for office of Outcomes Management and Evaluation in implementing a comprehensive curriculum evaluation program.
9. Engages in annual quality improvement projects including evaluation of policies, procedures, and processes directly relevant to the conduct of Council operations.

**6.5.7 GRADUATE PROGRAM COUNCIL**

A. Purpose

The Graduate Program Council is to facilitate collaboration between master's and doctoral level faculty in the transition of the nurse practitioner degree from master's to doctoral level studies. The Graduate Program Council functions as a forum for collaboration and discussion while maintaining the integrity of curriculum and course oversight at the program level. The Graduate Program Council facilitates the attainment of the goals of the MSN, BSN-DNP and DNP Programs of the Texas Tech University Health Sciences Center School of Nursing.

B. Composition

The Graduate Program Council is composed of all faculty who are 50% FTE or more and teach in the MSN, BSN-DNP, and DNP programs. The Chair, Chair-Elect, Past Chair, Secretary, Parliamentarian, and Coordinating Council Faculty representatives are elected from the members of the Graduate Program Council. The Chair serves for one (1) year from September 1<sup>st</sup> through August 31<sup>st</sup> of the following year, assuming office at the close of one year as Chair-Elect. The Chair-Elect is elected annually from among those eligible to serve three (3) years on the Graduate Program Council. The Chair-Elect serves a term of one (1) year, at the end of which they become Chair. The Secretary, Parliamentarian and Coordinating Council Faculty representatives are elected annually from among the faculty members of the council. The Associate Dean/Department Chair serves as administrative liaison (non-voting member). Regional Deans serve as ex-officio members (if not assigned teaching responsibilities on the council). The Executive Associate Dean serves as an ex-officio member of the council.



A representative from -Admissions and Enrollment and -Wellness and Retention shall serve as ex officio members with voice and no vote.

C. Officers

Officers of the Graduate Program Council are elected by members of the Council and include Chair, Chair-Elect, Secretary, and Parliamentarian.

D. Functions

1. Provide a forum for discussion of issues for graduate programs
2. Facilitate decision-making affecting multiple graduate programs
3. Facilitate alignment of academic standards across multiple graduate programs
4. Look for opportunities to strengthen graduate programs that consider the changing healthcare environment and trends, technological advances, and societal changes.
5. Develop, implement, and review educational policies and standards related to graduate education.
6. Collaborate with the Associate Dean for Outcomes and Evaluation Management and the Evaluation Committee to implement a comprehensive program of curriculum evaluation and curriculum metrics for graduate studies.
7. Engage in quality improvement projects including evaluation of policies, procedures, and conduct of council functions
8. Engage in strategic planning related to new programs or significant changes of existing programs with impact across graduate programs
9. Convene workgroups as needed to conduct the efficient operation of the council
10. Approval of other standing council decisions is not required by the Graduate Program Council, though it may advise and propose amendments.

## ARTICE VII. REPRESENTATIVES OF THE ORGANIZATION

### 7.1 FACULTY SENATE

A. Purpose

The mission of the Texas Tech University Health Sciences Center Faculty Senate is to represent the faculty in the shared governance of TTUHSC (see [TTUHSC Faculty Senate Bylaws](#)).

B. Composition and Terms

The candidates shall be elected with the following guidelines: The faculty of the SON shall select three (3) FTE faculty members of which two (2) are at the rank of Associate Professor or above and preferable tenured or tenure-track, and one (1) Faculty-at-large at the rank of Assistant Professor or above. Administrative faculty are ineligible to serve. (Administrative faculty are defined as all faculty included in the line of structure of the SON from the Dean, Executive Associate Dean, Associate Deans/Department Chairs, Regional Deans, Directors, and Assistant Deans.) Each Faculty Senator will serve a staggered three-year term.

Nominations will be sought prior to the election. Candidates can self-nominate or be nominated by their peers. Candidates' names will not be placed on the ballot without the expressed written consent of the proposed candidate. Senators shall be by majority vote of the faculty annually installed at the academic year's start.

Should a Senator resign, a special election shall be held within 30 calendar days after receiving the written notice of the recognition. This newly elected Senator shall complete the term of the resigning senator. The Dean in collaboration with the Co-Chairs of the Coordinating Council and the Faculty Council will appoint an interim Senator to serve prior to the installation of the newly elected senator as needed based upon the TTUHSC Faculty Senate calendar.

If a Faculty Senator is elected as President-Elect on Faculty Senate, their term of service will extend through the end of their term in serving as President.

C. Functions

Senators are responsible for staying apprised of pertinent events and opinions of faculty members. Senators shall keep faculty apprised of developments in the TTUHSC Faculty Senate by regularly providing a report to SON faculty.

**7.2 STAFF SENATE**

A. Purpose

The mission of the Texas Tech University Health Sciences Center Staff Senate is to represent the staff in the shared governance of TTUHSC. (see [TTUHSC Staff Bylaws](#))

B. Composition and Terms

The candidates shall be elected with the following guidelines of the Staff Senate. Staff elected to the Staff Senate represent the staff across the TTUHSC and not individual schools.

C. Functions

1. Senators are responsible for staying apprised of pertinent events and opinions of the members of the Organization.
2. Senators shall keep staff apprised of developments in the TTUHSC Staff Senate by regularly providing a report to SON staff.

**COMMITTEES OF TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER AND TEXAS TECH UNIVERSITY SYSTEM**

A. Representatives for Texas Tech University and Texas Tech University Health Sciences Center committees requiring official representation of the SON faculty or staff are selected by the Dean in collaboration with the Co-Chairs of the Coordinating Council in accordance with established procedures.

B. The representative has the responsibility to:

1. Actively participate as a member of the Committee.
2. Obtain and express faculty and/or staff opinions on issues.
3. Report activities, as appropriate, to the Organization.

**ARTICLE VIII. PARLIAMENTARY AUTHORITY**

In all cases not provided for in these Bylaws, Robert's Rules shall govern the proceedings of the Organization, Programmatic and Elected Councils, council standing committees, and ad hoc committees.

**ARTICLE IX. REVISION OF BYLAWS**

These Bylaws may be amended as follows:

- A. Meeting - By a two-thirds (2/3) vote of those who cast a vote at any regular meeting provided there has been seven (7) days previous notice to the meeting at which it is to be voted.
- B. Electronic – By a two-thirds (2/3) electronic vote of those who cast a vote via the SON distribution list provided ballots have been returned within seven (7) days of the mailing date.
- C. Review - At an annual regular Organization meeting and as needed.
- D. The SON Bylaws Committee shall review, revise, and propose amendments to these Bylaws according to [SON OP 10.007 SON Bylaws Committee](#) functions.

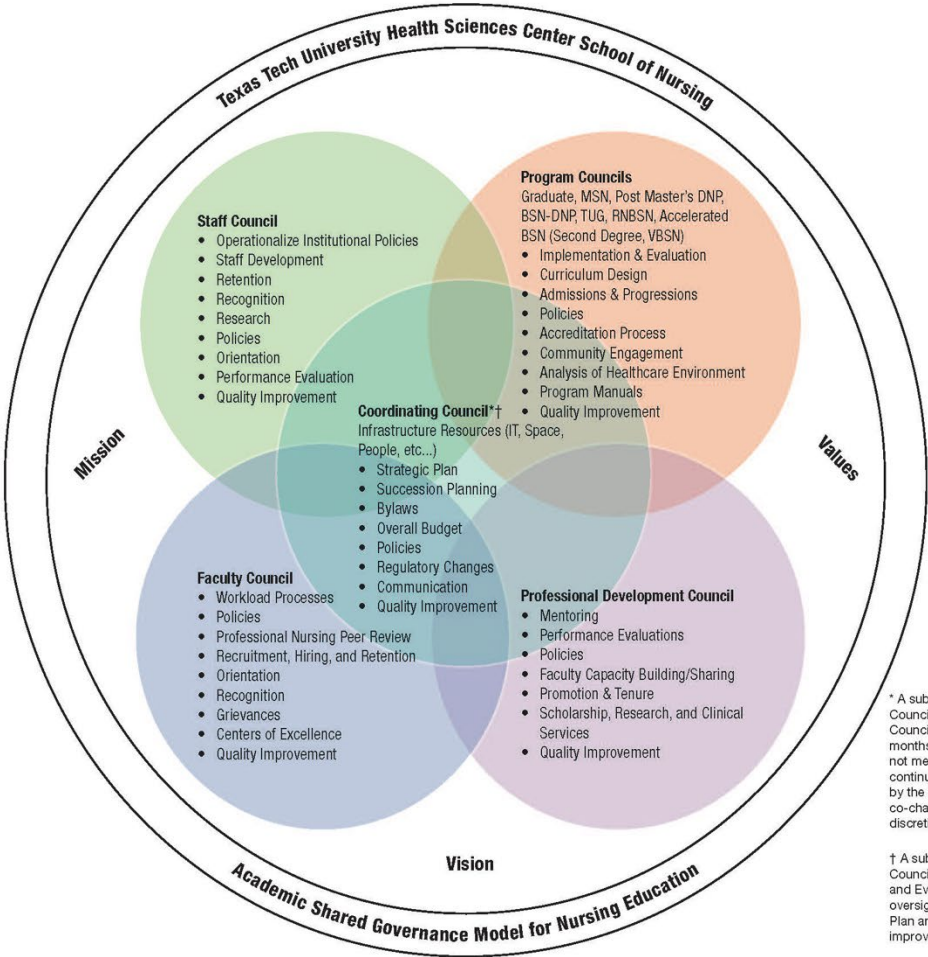
#### **ARTICLE X. MODEL OF FACULTY GOVERNANCE**

A SON Shared Governance Model is attached depicting the SON Organization governance structure and relationship among the councils, SON Organization, and the School of Nursing administrative leadership. See *Attachment A*.

#### **Document History:**

Action of General Faculty – 9-81  
Revised: Action of the Faculty Assembly: sh 03-12-08  
Editorial Revision: sh 08-22-08  
Revised: Action of Faculty Assembly: sh 01-25-10  
Revised: Action of Faculty Assembly: ca 5/16/2011  
Revised: Action of Faculty Assembly: lf 5/13/2013  
Proposed Revised: Action of Shared Governance Taskforce: pfj 5/8/14  
Proposed Revised: Action of Shared Governance Taskforce with Edits: lrf 5/14/14  
Proposed Revised: Action of SON Organization with edits: pfj 5/18/15  
Revised 6/4/15 Action of SON Organization: pfj  
Proposed Revised: Coordinating Council:1/25/16:pfj:7/14/17:pfj  
Proposed Revised: Action of SON Organization with edits: pfj 9/21/17  
Revised: Action of SON Organization:10/23/17:pfj,06/12/18:pfj  
Proposed Revised: Coordinating Council: 1/22/18:pfj, 08/03/2018:pfj  
Approved: SON Organization: 06/12/18:pfj, 08/16/2018  
Revised: SON Bylaws Committee: 09/23; 6/24/24; 08/16/2024  
Approved: SON Organization: 10/09/2023; 7/15/2024; 9/5/2024

*ATTACHMENT A*  
SHARED GOVERNANCE MODEL



\* A subset of the Coordinating Council (CC) called the Executive Council (EC) meets on the months in which the CC does not meet in order to provide continuity of operational oversight by the School's leaders and CC co-chairs and/or at the Dean's discretion.

† A subset of the Coordinating Council, the Process Improvement and Evaluation Council provides oversight of the Master Evaluation Plan and corresponding improvement action plans.