



TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER™

School of Nursing

ORGANIZATION BYLAWS

ACADEMIC YEAR

2026

Effective: January 21, 2026

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TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

SCHOOL OF NURSING

Bylaws of the Organization

Effective: January 21, 2026

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) faculty members
 2. Full-time and part-time (50% or more FTE) staff members

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 Executive Council oversees publication of the dates and times of the Organization meetings.
- B. All documentation for the meetings will follow the standards outlined in Article V. Special meetings of the Organization may be called by the Executive Council or upon the 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 to [TTUHSC Operating Policy 10.11, Delegation of Authority by the President](#), the TTUHSC President, who holds the authority for management, supervision and direction of areas and activities within the administrative area for which he/she is responsible, and the authority to approve transactions within the administrative area for which the President is responsible, in accordance with established TTUHSC policies and procedures, policies of the Board of Regents (Regents' Rules), the General Appropriations Act, and State and Federal statutes. The President delegates to the Provost and Executive Vice President of Academics the authority over the academic functions of the TTUHSC. The Provost and the Executive Vice President of Academics, 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 Executive Council acting in an advisory role. All Councils will routinely communicate to and with the Executive 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 decisions 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:
 1. *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.

2. *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.
3. *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.
4. *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.
5. *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.
6. *Vision*: To improve healthcare through innovation and collaboration in nursing.
7. *Mission*: To prepare students for collaborative practice in evolving healthcare systems and to transform practice through innovative research, education, service, and community engagement.
8. 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 Executive Council. The councils will be responsible to the Executive Council and, through it, to the Dean and or the Dean's appointed executive/administrative personnel. The Executive 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 Executive 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 Executive Vice President of Academics 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 software like Zoom, 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 Management and Evaluation. Progression of the QI plan is reported to the Executive 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 Executive Council in collaboration with the Dean. 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 through August 31.

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 ExecutiveCouncil.
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
4. Members may only serve on one elected SON council at a time.

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. The Chair of an elected council serves for two (2) years from September 1 through August 31 of a two-year period, assuming office at the close of one year as Chair-Elect.

Example: The Chair-Elect of Staff Council starts their term September 1, 2025 and assumes the role of Chair on September 1, 2026 through August 31, 2027.

- 1b. The Chair of a program council serves for one (1) year from September 1 through August 31 of a one-year period, assuming office at the close of one year as Chair-Elect.
- 1c. 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.

2. 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 Executive 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. Voting may occur via in-person, virtual, or electronic processes.
- B. All voting systems will follow the SON Bylaws with guidance from *Robert's Rules of Order*.
 1. Non-editorial changes to Staff and Faculty Operating Policy and Procedures must be posted for a minimum of seven business days for review and feedback.
 2. Voting to approve recommendations of policy changes to the Dean will be open to all eligible staff

and/or faculty on the council, with 2/3 majority required for approval of those who cast a vote.

3. Non-policy recommendations shall be by majority vote of those who cast a vote if a quorum is present. For voting on Bylaws changes, see Article IX.
4. Before a policy/issue comes before the Faculty Council or the Professional Development Council for a vote, it must be sponsored by one undergraduate and one graduate faculty member, demonstrating support and collaboration across departments.

5.4 QUORUMS

- A. A quorum for in-person or virtual meetings is a number greater than one-half of the total voting members (excluding those with excused absences) and will be established by the Parliamentarian or designee before each issue is voted upon.
- B. Before convening a meeting, the Chair should announce the presence of a quorum 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 whether to cancel or reschedule the meeting.

ARTICLE VI. COUNCILS

6.1 EXECUTIVE COUNCIL

A. Purpose

The purpose of the Executive Council is to allow designated academic administrators and elected staff and faculty leaders to discuss relevant issues related to the operations of the School of Nursing. The council will engage in planning, decision-making, and evaluation to ensure coordination, collaboration, and communication among all councils to enact the School of Nursing strategic plan.

The council will meet monthly and/or at the Dean's discretion. The Dean will have discretion to call for a closed session.

B. Composition

Executive Council: comprised of the Dean, Executive Associate Dean, Department Chairs, Regional Deans, Associate Deans, and Assistant Deans.

Extended Executive Council: comprised of program directors and the Chair or an elected representative from the Faculty, Staff, and Professional Development Councils.

C. Officers

The Dean will be the Chair of the Executive Council, and the Secretary will be the Executive Associate 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.
3. 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.

4. Engage in the development and operationalization of the Strategic Plan in concert with the Councils and the SON Administrative Departments
5. Optimize communication among Councils and Administrative Departments and Offices to meet the SON Mission and Strategic Plan.
6. Develop and implement a coordinated plan for succession to optimize the SON Mission and Strategic Plan.
7. Oversee the operationalization of the bylaws and the SON Bylaws Committee in accordance with [SON OP 10.007](#).
8. Provide the leadership and coordination for enacting changes in the bylaws.
9. Facilitate effective communication among Organization members.
10. Organize and conduct Organization's annual meetings.
11. Maintain a standing Process Improvement and Evaluation Council with purpose, functions and composition approved by the Executive Council.

6.2 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 Executive 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 Executive Council (these representatives do not have to be members of the Executive 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* (at least one from MSN Program and one from DNP Program)
3. Three staff representatives*
4. Administrative liaisons (non-voting): Assistant Dean for Outcomes Management and Evaluation, Executive Associate Dean, Associate Dean for Research, and Regional Deans or appointed designee. The Assistant Dean for Outcomes Management and Evaluation will serve as the representative to the Executive 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 or appointed designee.
7. 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 recommended by the Associate Dean/Department Chairs from among the membership of the School of Nursing, with approval from the Executive Council.
2. Members shall serve a 2-year term with $\frac{1}{2}$ of members rotating off each year.
3. 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.
4. Members shall elect a Secretary annually from among the appointed members to serve one year.
5. 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) with quarterly discussion and annual review.
2. Collaborate with Office of Outcomes Management and Evaluation and Executive Council (if needed) to develop, review and revise the MEP.
 - a. Provide guidance to councils and programs in interpretation of data and establishment of MEP measures.
 - b. 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.
 - c. Collaborate with councils and committees to incorporate data-driven decision-making.
 - d. Ensure data and outcomes are effectively and efficiently collected through collaboration with the Assistant Dean for Outcomes Management and Evaluation. (*Responsibility for collection, dissemination, and storage of data lies with the Outcomes Management and Evaluation Office.*)
 - e. 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 continuous quality improvement action plans annually, including institutional reports (i.e., WEAVE), which include non-academic student support services:
 - a. Promote consistency in the continuous quality improvement (CQI) process, i.e., utilization of appropriate forms for improvement action plans, data-driven decision-making, closing the loop.
 - b. Verify improvement action plans are in place for programs and departments, as appropriate. Programs and departments select focus for action plans.
 - c. 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.
 - d. Maintain a repository of continuous quality improvement action plans conducted by programs and departments, which is centrally located as attachments in the Process Improvement Council minutes within Meeting Mill
4. Ensure MEP and improvement action plan data and outcomes are transparent and readily available to members of the School of Nursing.

5. Engage in annual quality improvement projects such as evaluation of policies, procedures, and processes directly relevant to the conduct of Council operations.
6. Other functions may be assigned by the Executive Council.

E. Meetings

The Process Improvement and Evaluation Council will hold regular quarterly meetings. 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.

6.3 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:

B. Two representatives from each of the following areas:

1. Education Technology
2. Admissions and Enrollment
3. Wellness and Retention
4. Program, Outcomes & Evaluation, Finance and Administration
5. Abilene Combest Center

C. Four representatives from each of the following areas:

1. Lubbock Combest Center
2. Distance/Remote Staff

D. Administrative Liaisons (non-voting):

1. Assistant Dean for Wellness and Retention
2. Assistant Dean for Admissions and Enrollment
3. Assistant Dean Online Education Support
4. Associate Dean, Finance and Administration
5. Associate Dean for Clinical Services and Community Engagement/Executive Director, Larry Combest Health and Wellness Center
6. Executive Associate Dean

C. Officers

1. 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.
2. Chair-2-year term (elected by council members)
3. Immediate past Chair may voluntarily serve on Staff Council for one year as a non-voting member on an as needed basis.
4. Chair-Elect (2-year term and then will take over as Chair)
5. Secretary (annual)
6. Parliamentarian (annual)

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 the SON mission, strategic plan, and TTU System, TTUHSC, and SON operating policies and regulations.
7. Oversee and operationalize new SON staff orientation.
8. Engages in annual quality improvement projects, such as evaluation of policies, procedures, and processes directly relevant to the conduct of Staff Council operations.
9. Facilitate effective communication among members.
10. The SON Staff Council Chair will lead the annual SON Organization meeting along with the Chair of the SON Faculty Council

6.4 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 regional affiliation, with a total of 10 faculty-at-large members. Membership should reflect overall percentage of faculty employed in both Undergraduate and Graduate Departments at the time of elections. There must be representation for each region, including remote faculty. Regional representation includes a minimum of 5 faculty representing each regional campus, and a minimum of 3 faculty representing remote positions. The remaining 2 representatives will be elected at-large. 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 or the Dean's designee 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. Provide input into workload processes in concert with Department Chairs.
2. Review and recommend changes to the Dean related to SON operational policies relevant to faculty.
3. Provide oversight, monitor, and evaluate the process for Professional Nursing Peer Review as needed.
4. Provide recommendations of rank to the Department Chair for faculty candidates.
5. Provide guidance, review, and evaluate processes for the recognition of faculty achievement and awards at the school, institutional, and system levels.
6. Engages in annual quality improvement projects, such as the evaluation of policies, procedures, and processes directly relevant to the conduct of Council operations.
7. Facilitate effective communication among members.
8. The SON Faculty Council Chair will lead the annual SON Organization meeting along with the Chair of the SON Staff Council.

6.5 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 (14) 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 regional affiliation, with 10 faculty-at-large members. Membership should reflect overall percentage of faculty employed in both Undergraduate and Graduate Departments at the time of elections. There must be representation for each region, including remote faculty. Regional representation includes a minimum of 5 faculty representing each regional campus, and a minimum of 3 faculty representing remote positions. The remaining 2 representatives will be elected at-large. 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 and Scholarship, 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. Collaborate with Executive Council regarding the orientation and mentoring of faculty in their

academic roles.

2. Develop, monitor, and evaluate policies pertaining to the professional development, promotion, and tenure of faculty.
3. Provide input into the criteria and evaluate dossiers for Promotion & Tenure
4. Engages in annual quality improvement projects such as evaluation of policies, procedures, and processes directly relevant to the conduct of Council operations.
5. Facilitate effective communication among members.

6.6 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 four 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 divide their time equally between programs will negotiate with Department Chairs for assignment to only one Council. The Associate Dean/Department Chairs 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. Officers

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

D. Functions

1. Develop, implement, evaluate, and revise, as appropriate, the purpose, and student learning outcomes of each respective program.
2. Provide a forum for discussion of issues for each respective program.
3. Facilitate decision-making affecting each respective program.
4. Develop, implement, evaluate, and revise educational policies and standards for implementation of curricula. Facilitate alignment of academic standards across multiple programs, as appropriate.
5. Look for opportunities to strengthen academic programs that consider the changing healthcare environment and trends, technological advances, and societal changes.
6. Develop, implement, and review educational policies and standards related to nursing education.
7. Recommend policies and processes for student recruitment, applicant review, admission of qualified applicants, and progression and graduation of students.
8. Collaborate with the Assistant Dean for Outcomes and Evaluation Management and the Process Improvement and Evaluation Council to implement a comprehensive program of curriculum evaluation and curriculum metrics.
9. Engage in quality improvement projects including evaluation of policies, procedures, and conduct of council functions.

10. Engage in strategic planning related to new programs or significant changes of existing programs with impact across programs.
11. Convene workgroups and/or committees as needed to conduct the efficient operation of the council.
12. Approval of other standing council decisions is not required by the Graduate Program Council, though it may advise and propose amendments.

UNDERGRADUATE PROGRAMS COUNCILS

6.6.1 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, and Parliamentarian are elected from the members of the Traditional BSN Undergraduate Program Council. The Chair serves for one (1) year from September 1 through August 31 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 Traditional BSN Undergraduate Council. The Chair-Elect serves a term of one (1) year, at the end of which they become Chair. The Secretary and Parliamentarian are elected annually from among the faculty members of the council. The Associate Dean/Department Chair serves as administrative liaison (non-voting member). 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 serve as members with privilege of voice and vote except for discussions related to student admissions, progressions, or faculty status.

6.6.2 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, and Parliamentarian are elected from the members of the RN-BSN Council. The Chair serves for one (1) year from September 1 through August 31 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 and Parliamentarian are elected annually from among the faculty members of the council. The Associate Dean/Department Chair serves as administrative liaison (non-voting member). 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.

6.6.3 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, and Parliamentarian are elected from the members of the Accelerated BSN Program Council. The Chair serves for one (1) year from September 1 through August 31 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 and Parliamentarian are elected annually from among the faculty members of the council. The Associate Dean/Department Chair serves as administrative liaison (non-voting member). 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 note. 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 except for discussions related to student admissions, progressions, or faculty status. Student representatives will be selected from a different campus each year.

GRADUATE PROGRAM COUNCIL

6.6.4 GRADUATE PROGRAM COUNCIL

A. Purpose

The Graduate Program Council (GPC) provides a unified forum to facilitate the attainment of the goals of the MSN, Post-Graduate Certificate, BSN-DNP and Post-Master's DNP Programs of the Texas Tech University Health Sciences Center School of Nursing. The GPC provides curriculum oversight for all masters, post-graduate, and doctoral programs; reviews and evaluates programmatic data; and develops and makes recommendations to the Dean for policies and procedures relevant to the efficient and quality operations of the Graduate Program.

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 Post-Master's DNP programs. The Chair, Chair-Elect, Past Chair, Secretary and Parliamentarian are elected from the members of the Graduate Program Council. The Chair serves for one (1) year from September 1 through August 31 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 and Parliamentarian are elected annually from among the faculty members of the council. The Associate Dean/Department Chair serves as administrative liaison (non-voting member). 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.

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](#)). The Faculty Senate shall represent the entire faculty of TTUHSC and advise the institution's administration and any system administration regarding matters related to the general welfare of TTUHSC.

B. Composition and Terms

The SON shall have three (3) faculty members as Senators representing the school. One representative will be identified and appointed by the TTUHSC President through an evaluation process. A member appointed by the TTUHSC President may serve up to six consecutive one-year terms and then may only be reappointed after the second anniversary of the last day of the member's most recent term. The faculty of the SON shall then elect two (2) faculty members of which are at the rank of Assistant Professor or above, have a minimum of 75% full-time equivalency (FTE) faculty appointment, and less than 50% administrative appointment. The two members elected by a vote of the faculty shall serve a two-year staggered term, and may only be reelected after the second anniversary of the last day of the member's most recent 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 be unable to complete his/her term of office, the Faculty Senate presiding officer shall request the TTUHSC President select and appoint a replacement to complete the unexpired term within one month.

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 collective 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, the Texas Tech University System, 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 Executive 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.](#)

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ATTACHMENT A
SHARED GOVERNANCE MODEL

