



**TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER™**

School of Nursing

**FACULTY / STAFF SHARED GOVERNANCE :
A PROPOSED PROCESS**

TTUHSC SCHOOL OF NURSING FACULTY STAFF SHARED GOVERNANCE

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Final Report

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**FACULTY / STAFF SHARED GOVERNANCE :
A PROPOSED PROCESS
Executive Summary**

The TTUHSC School of Nursing (SON) has experienced tremendous growth over the past 14 years in three strategic areas – student enrollment, geographic locations, and program offerings. The SON currently has students and program offerings in multiple locations in central and west Texas. The SON leadership team is committed to continued growth to meet the need for a highly educated and well-trained nursing workforce. This high level of organizational complexity has created challenges in communication and engagement of the faculty and staff especially related to committee work. Additionally, the belief that faculty and staff thrive in an organization where core values are agreed upon and a meaningful structure for communication to recommend direction to the Dean exists.

As a result of these driving forces, a Faculty and Staff Shared Governance Taskforce was appointed to investigate, analyze and make recommendations for a proposed faculty and staff shared governance process. Taskforce members conducted an extensive investigation of shared governance, including a review of the current state and ideal state of governance at the SON. The taskforce also spent considerable time analyzing the work of the faculty and staff in order to recommend a well-organized, efficient, and effective governance process to support the SON's ongoing activities and continued growth.

Based on their investigation, the Faculty and Staff Shared Governance Taskforce developed 1) a process of shared governance to include faculty and staff; 2) a values statement from an engagement survey; 3) a professional practice model for nursing education, depicted by a Five Circle Diagram; and 4) a seven- step implementation plan and timeline to operationalize the faculty and staff shared governance process. This report details the work of the Faculty and Staff Shared Governance Task Force, its recommendations, and next steps required for the proposed shared governance process.

Background and Driving Forces

The TTUHSC School of Nursing (SON) has experienced tremendous growth over the past 14 years in three strategic areas – student enrollment, geographic locations, and program offerings. Student enrollment has grown, programs have been expanded to regional campuses, and new degree programs have been instituted. The SON currently has students and program offerings located on 4 campuses (Lubbock, Permian Basin, Abilene, and Amarillo), and additionally with a presence in Dallas and Austin (See Figure 1: Faculty growth and Figure 2: Staff growth). The SON Leadership Team –comprised of the Dean, Associate Deans, Regional Deans, Department Chairs, and Directors – is committed to the school’s growth to meet the need for a highly educated and well-trained nursing workforce in sufficient numbers to help alleviate the very serious current and anticipated shortage of nurses and primary care providers in Texas and the nation. The high level of organizational complexity created by growth, new program offerings and geographic expansion offers challenges in communication and engagement of faculty and staff especially related to committee work.

Additionally, the belief is that faculty and staff thrive in an organization with key attributes that allow for:

- Core values to be agreed upon. These core values should be reflected in the mission and vision of the SON administration, faculty and staff.
- A meaningful structure for communication about important topics and to be able to recommend direction to the Dean
- Placing a high value on job satisfaction.

These driving forces compelled the Dean to evaluate the school’s process of faculty and staff governance, and to ensure efficient and effective operations designed to support principles of partnership, equity, accountability, ownership and self-regulation across a multi-campus system. A well-organized, efficient, and effective governance process is key to support the SON’s ongoing activities and continued growth.

Figure 1: Faculty Growth

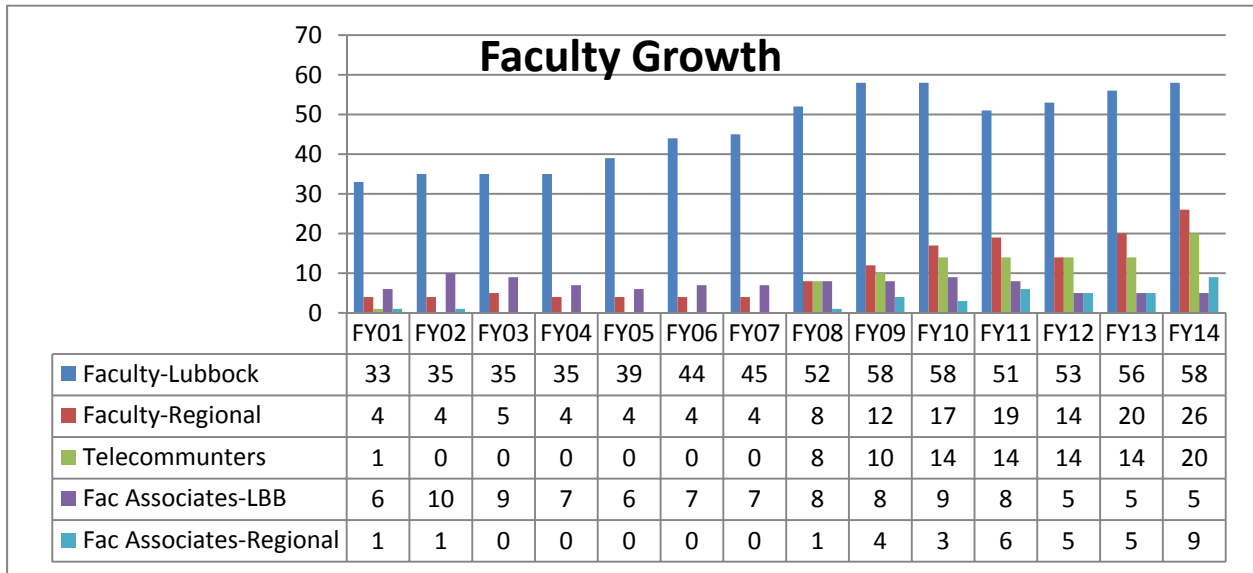
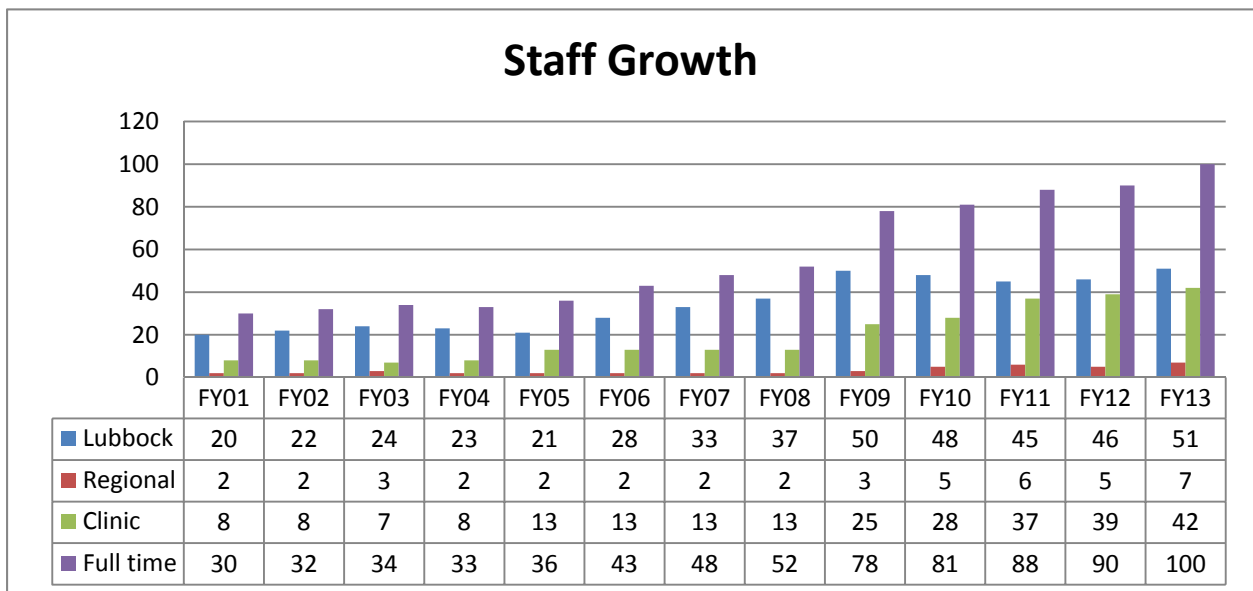


Figure 2: Staff Growth



Initially, to plan for a new faculty/staff shared governance structure, a group of faculty met three times in the summer of 2012 to discuss the current state of governance at the SON and to review options for consideration of implementing a professional practice model for faculty. As a result of these meetings, the Dean decided to broaden the focus of shared governance to include staff as well. As a result, a task force was established by the Dean comprised of faculty and staff. The task force members and their specific roles are noted on the first page of this report.

Charge to the Taskforce

- (1) Recommend a meaningful faculty and staff governance structure that allows for decisions about important topics and for being able to recommend direction to the Dean.
- (2) Recommend mission and vision statements as well as core values for the proposed new structure.
- (3) Recommend a process to measure faculty and staff job satisfaction and turnover as well as how to improve these measures.

Timeline and meetings

The task force met seven times over the course of AY2012-2013, from August 2012 to July 2013 at a neutral location to facilitate communication and engagement of taskforce members. After the initial meeting, the taskforce elected to have longer less frequent meetings. An agenda and minutes were provided at each meeting. Initial deadline for completion of the taskforce work was June 2013. The taskforce chair provided monthly briefings to the Dean.

Investigating and Learning

Professional Practice Model for Nursing Education- (Academic Shared Governance Model for Nursing Education)

Engagement Survey Development

The committee's approach to the redesign of SON's governing structure was thoughtfully and carefully considered. The group began by focusing on the current state of SON's governance, brainstormed about what SON's ideal governance could be, and reviewed the current literature related to governance models in both practice and education i.e. Dana Faebbar Model, Boyer's Model and Norton's Model. The committee *processed* the issues through listing, discussing, reading and then revisiting the items. This processing allowed the group to collectively understand what SON's shared governing model was to include. For the new design of the Academic Shared Governance Model for Nursing Education to be meaningful and successful, the committee determined the model

must have clear identification of what faculty and staff are to govern, how governance is to be implemented, well-defined roles of faculty and staff and metrics to measure success. The committee further determined early adoption by faculty and staff required input during the development phase.

The committee elected to survey faculty and staff regarding current and future shared governance issues/concerns. Four open-ended questions/statements were developed and delivered via survey monkey. The question/statements were:

1. What values guide your work as a faculty or staff at the School of Nursing?
2. What are the positive “things” you get out of SON’s committee work/meetings?
3. What are the barriers to participation and/or being productive in SON’s committees/meetings? What changes would address the barriers or increase productivity?
4. Please comment about anything else you would like the taskforce to know in regard to SON’s committee work/meetings?

Engagement Survey Results Summary

To encourage faculty and staff completion of the survey, prior to sending out the survey, committee members personally contacted members. Results of the survey revealed 69 faculty and staff completed the survey. Each question was then reviewed and categorized by themes. The first question (What values guide your work as a faculty or staff at the School of Nursing?) had 69 responses and centered on four main themes: Students, Integrity (honesty, pride, commitment, and fairness), Teamwork, and Work Ethic (responsibility, accountability, high standards, excellence, caring, and service). The second question (What are the positive “things” you get out of SON’s committee work/meetings?) had 65 responses and three major themes emerged: Information sharing, Team building, and Being listened to. The third question (What are the barriers to participation and/or being productive in SON’s committees/meetings? What changes would address the barriers or increase productivity?) had 64 responses and two major themes were

noted: High Workload and Not included in work/activities. The last open ended statement (Please comment about anything else you would like the taskforce to know in regard to SON's committee work/meetings) had 37 responses with most of the comments being similar to earlier questions' comments. The themes identified were used to develop the values statement (Appendix A).

The survey along with SON's mission and strategic plan, and previous research provided the necessary information for the committee to develop the mission, vision, and values for the shared governance model. The development of the vision, mission, and values were presented to the Dean's Strategic Planning Taskforce. Feedback from The Dean's Strategic Planning Taskforce was positive, with no revisions required. The committee recommends the following vision, mission and value statements as the foundation for the Academic Shared Governance Model for Nursing Education.

Mission, Vision, and Values Statement Development

Vision

TTUHSC School of Nursing will shape healthcare of the future by advancing the profession, improving the health of others, and inspiring exceptional care.

Mission

The mission of TTUHSC School of Nursing is to educate students for practice in evolving healthcare systems and to advance knowledge and practice through research, service, and community engagement.

Core Values

As a TTUHSC School of Nursing team member, I commit to:

- Seek transparency through open communication, respect, and clarity;
- Advance a work ethic of excellence, accountability, and integrity; and
- Promote a spirit of teamwork, trust, and compassion.

Shared Governance

Current Governance Structure

The TTUHSC School of Nursing Bylaws (2011) define the roles and responsibilities of faculty in relation to faculty governance. Three functions related to governance are delineated within the bylaws: (a) collaboration with administration, (b) development of curriculum, and (c) identification of criteria and recommendation for appointment, promotion, and tenure. Elected standing committees and programmatic committees carry out these three functions. The School of Nursing faculty members convene for Faculty Assembly three times annually. Voting members of Faculty Assembly include full-time and part-time tenure and non-tenure faculty, as well as full-time visiting faculty members. Three representatives of Faculty Assembly are also elected to the TTUHSC Faculty Senate. Elected standing committees include (a) Faculty Research and Clinical Services Committee, (b) Outcomes and Evaluation Committee, (c) Faculty Affairs Committee, (d) and Faculty Leadership Advisory Committee. Subcommittees of the Faculty Affairs Committee and the Faculty Leadership Advisory Committee have also been designated in the Bylaws and may be formed as appropriate. Programmatic committees include (a) Undergraduate Studies Committee, which also has the following subcommittees: Traditional, RN to BSN, and Second Degree; (b) Master's Studies Committee; and (c) Doctoral Studies Committee (Appendix B).

Definitions from the Literature

The Task Force found many different definitions and levels of shared governance. Much discussion took place concerning the components of shared governance at a variety of hospitals and universities, as well as the Norton Healthcare Nursing Professional Practice Model and how it might be adapted for higher education. Boyer's Model of Scholarship was also reviewed because it was applied to practice at one educational institution, the University of Texas – Houston Health Science Center. Vanderbilt University Medical Center uses a definition of shared governance developed by Tim Porter-O'Grady: "a professional practice model, founded on the cornerstone principles of partnership, equity, accountability, & ownership that form a culturally sensitive & empowering

framework, enabling sustainable & accountability-based decisions to support an interdisciplinary design for excellent patient care” (VUMC, n.d., para. 1). VUMC’s Shared Governance Task Force developed a simpler definition that may be easier to relate to: “a dynamic staff-leader partnership that promotes collaboration, shared decision making and accountability for improving quality of care, safety, and enhancing work life” (VUMC, n.d., para. 2).

Expert Consultations (Lively, Batcheller, and Tiner)

- *Dr. Jason Lively* – The Faculty Council at Lindenwood University functions similarly to the current TTUHSC Faculty Senate. The organization employs 300 full-time faculty and 700-800 adjunct faculty. A shared drive is used to communicate agendas and minutes, so faculty can access them at any time. Voting takes place via e-voting with a quorum defined as 50% of the total membership, which is 18 total members. Accountability for participation in the e-voting process has not been an issue. A “recorder” summarizes meetings (different from taking minutes) and sends an email summary, usually about 5 paragraphs. The summary is reviewed by one faculty member at each school who then distributes the information to the rest of the faculty members. Staff are not a component of the governance structure at this institution.
- *Dr. Joyce Batcheller* – All nursing congress meetings at Seton Healthcare are open with a focus on inclusiveness and transparency. The congress consists of 55-60 individuals representing each specialty who meet monthly. There are 3600 total nurses in the system, and care is given to monitor membership numbers of staff versus administrators within the congress. All meetings are currently face-to-face. Paid time off is provided for employees who participate in the nursing congress meetings. A website is used to communicate among the hospitals, as well as electronic and paper versions of “nursing news.”
- *Dr. Kathy Tiner* – Fielding Graduate University employs 100 faculty members, and enrolls approximately 1,000 students. Shared governance was addressed at the institution as a result of findings from a self-study, consultant recommendation, and Western Association of Schools and

Colleges recommendation. The stated purpose of shared governance at Fielding is to allow faculty and academic leadership to serve as principle policy makers for academic functions and to employ best practices related to higher education. The Senate Leadership Committee was created to serve as the executive committee of the Academic Senate and is comprised of three faculty representatives from each school. Faculty meetings are not mandatory. Ad hoc committees were used instead of specific committees during the initial planning phase of developing a governance structure, and these ad hoc committees eventually became institutional committees to address responsibilities defined in their charter as well as to address current issues. One member is responsible for orienting committee members to their role. Information is disseminated primarily using an electronic forum. Staff are not involved in the governance structure.

Current State to Ideal State

The committee first identified characteristics of the current SON governance structure, followed by characteristics of an ideal state of shared governance within the SON (Table 1).

Table 1: Current State to Ideal State of Governance

Current State of Governance	Ideal State of Governance
Opportunity to change	Good job
Lack of engagement of committees	Fewer committees
Lacking skills of engagement	Functional committees
Do not value committee structure	Good data to make decisions
Lack of commitment to school	Data Available
Just there for promotion	All on same page
Staff not engaged	Outside silos work
Staff not at table	Committees held accountable to making decisions
Faculty aren't at the table	Streamlined
Work of certain committees is not understood	Decision making processes
Lack of understanding of what committees do	Strong communication
5 Committees deal with overall SON	Repository for information
6 are programmatic	Need to use technology and have access
3 elected committee	Committee work is outlined clearly
Good curriculum, students	People are held accountable within the structure
Telecommuting faculty can't access data	Succession planning
Limited by technology use	True orientation & mentorship
Limit ourselves with cost	Culture current faculty
Terminology creates barriers	Value faculty expertise
Allows us to fail	Committee work, roles & responsibilities are clearly outlined
Doesn't value faculty associates and part-time employees	Governance is included in our values
	Dynamic process, not one way
	Personal/program management
	Way to measure/be held accountable in governance
	Fundamental expectation to be engaged
	Reward system
	Effective structure
	Everyone given the opportunity to be engaged

Matching the Work of the Faculty and Staff to a Council Structure

The committee identified the business components of the faculty and staff and placed them under different councils forming the basis of the Faculty Governance structure. Further refinement of the business and the councils resulted in the development of the Five-Circle Diagram (Table 2).

Table 2: Work of Faculty and Staff to a Council Structure

<u>Business of the Faculty and Staff:</u>	<u>Councils and the Business of Faculty and Staff</u>
<p>What should faculty and/or staff govern?</p> <ul style="list-style-type: none"> • Faculty workload • Who determines what you teach (must have appropriate certifications) <ul style="list-style-type: none"> – currently department chairs decide and they try to make it a collaborative effort • Faculty transitions to other programs • Bylaws • Curriculum, implementation and evaluations • Progressions • Students • Outcomes and Evaluations • Faculty development • Staff development • Strategic hiring plans • Infrastructure • Rules around scholarship • Promotion and tenure • Strategic planning process • Tracks – research, education, practice (patient care and delivery) • Recognition • Peer review • Faculty related policies • Internal grant process • Committee leadership process • Evaluation process – data needed • Analysis of healthcare environment • Accreditation process • Community engagement • Continuous quality improvement 	<p>Management Council: Faculty Workload Faculty transition to other programs Faculty Related Policies Policies related to grants</p> <p>Education Council: Faculty and Staff Development Recognition Strategic hiring plan Mentor succession planning</p> <p>Process Improvement Council: Outcomes & Evaluation Peer Review Evaluation Process – Data Analysis of Healthcare Environment Continuous quality improvement</p> <p>Scholarship Council: Rules around scholarship Promotion and Tenure and Tracks: Research, Education, and Practice</p> <p>Coordinating Council: Bylaws Infrastructure Strategic Planning Process</p> <p>Programmatic Council: Curriculum/implementation/Evaluation Progressions Students' policies Accreditation process Community engagement</p>

Final Recommendations

Values Statement

As a committee our charge was to develop a Mission Statement, values and vision for Self-Governance to fit within the School of Nursing's Mission Statement. Since the current School of Nursing's Mission Statement was being revised and wasn't in the final draft, we worked within the constraints of the School of Nursing's draft Mission Statement. The values for self-governance as a TTUHSC SON team member were identified as: commitment to: Seek transparency through open communication, respect and clarity, Advance a work ethic of excellence, accountability and integrity, Promote a spirit of teamwork, trust and compassion. The self-governance vision and mission cannot be finalized until the School of Nursing's vision and mission are finalized.

Academic Shared Governance Model for Nursing Education (Five Circle Diagram)

Final Model: Five Circle Diagram

As the committee embraced the idea of the shared governance, an Academic Shared Governance Model for Nursing Education was developed. The model reflects the five council groupings encased by the School of Nursing's mission, vision, and values. The council groupings are: Staff Council, Program Councils (DNP, Masters, TUG, RNBSN, and Second Degree), Coordinating Council, Faculty Council, and Professional Development Council. The current responsibilities and activities managed by the elected and appointed committees under the current bylaws were carefully and thoroughly considered and included within the new councils. The positioning of the different activities was determined by common activities. All of the current work done by the standing and programmatic committees was maintained within the new shared governance process (Appendix C).

Purpose, Functions and Membership for each Council

A purpose statement was prepared for each of the councils. Coordinating Council – to ensure coordination, collaboration, and communication among all councils to support the school of nursing strategic plan. Faculty Council – to ensure efficient, effective and equitable operations within the School of Nursing. Program Council – to ensure excellence in the quality and continued improvement of the School of Nursing Educational program. Staff Council - the recognized voice of SON staff that fosters efficient, effective, and equitable operations.

Within the model, the activities for each of the councils are listed. While several activities are listed, the list is not all inclusive. The focus for the councils is the primary ideas and thoughts listed. For the program councils, the membership remains the same. All of the faculty (recurrent and full time) will receive the minutes. The quorum for the council is based upon full time faculty (50% or greater FTE) members only. Officers for each council will include a chair (2 years), chair elect, secretary, and parliamentarian. Membership of the Coordinating Council is comprised of designated representatives from each council (16 total), designated representatives for each of the following administrative positions or offices: Regional Deans, department Chairs IT, Student Affairs, Research,, Outcomes Management and Evaluation, Clinical Services and Community Engagement, Simulation Center, Combest Center, and the Assistant Dean for Finance and Administration and the Dean of the SON. The membership for the Faculty and Professional Development Councils is 10 to 15 members with a minimum of 2 individuals from Lubbock, 2 individuals from regional campuses and 2 individuals listed as telecommuters (benefit eligible). The membership of each Program Council is the permanent faculty at 50% or greater FTE are required to attend the council in which they teach the majority of the time and have voting privileges. Faculty can attend other Program Councils in which they teach but are required to participate in the major program that they teach in. Staff Council membership requires representation from each area – regional representation is included in these groups (one from each area: IT, career services, SAO, business finance/faculty

support, administration support, simlife). Chair elected by group. Worked at school at least 1 yr. Initial group is appointed by Dean. The idea for membership on the Staff, Faculty, Coordinating, and Professional Development Councils is for rotating membership with staggered times – 1/3 rotate off the first year, 1/3 rotate off the second year, with a 3 year maximum of membership on any one council for faculty and staff (Appendix D).

Implementation Plan and Timeline

Effective implementation of the new shared governance process will be key to ensure full engagement of faculty and staff to achieve an effective and efficient governance process that will support faculty and staff in their efforts to achieve high quality educational, research and practice programs. The Shared Governance Task Force members developed the following steps and timeline to ensure successful implementation of the new governance model.

Step 1: Maintain current committee structure through AY2014 **September 2013 – August 2014**

1. To ensure ongoing committee business and to allow time for a successful transition, the current governance structure will remain in place for AY2014 with the current faculty governance committees as detailed in the 2012-2013 list (Appendix E).
2. Committees will continue with the current membership as elected in 2012; no elections will be held for new members.
3. Committees may elect to have the vice-chair move into the chair position or, if the committee so chooses, the current chair may remain in that position. Committees will need to have all leadership positions in place to conduct business such as the vice-chair and secretary.
4. Vacancies to any position on standing committees will be appointed by the Faculty Assembly Chair in consultation with the Dean according to the bylaws.

Step 2: Begin faculty and staff education and feedback sessions **September – November 2013**

1. The new model will be introduced to the faculty at the September 2013 Faculty Assembly. Staff will be introduced to the new model at their September meeting.
2. During the fall semester, Task Force members will host brown bag lunches for faculty and staff to provide information and receive feedback. Announcements regarding brown bag dates and locations will be made by email.
3. At completion of the brown bag series, the Task Force will meet to review feedback from faculty and staff and make adjustments to the new governance model as indicated.

Step 3: Convert the Shared Governance Task Force to the Implementation Task Force **January 2014**

1. In January 2014, a subset of the Shared Governance Task Force will be appointed to serve as the Shared Governance Implementation Task Force. This new task force will be comprised of 5 – 6 members with 25% of the members representing staff and 75% representing faculty.
2. The purpose of the Shared Governance Implementation Task Force will be to ensure that all Council members have a deep understanding of their new roles and are provided the support and resources necessary to be successful.
3. The Shared Governance Implementation Task Force will be responsible to:
 - Work with Lori Franco to coordinate elections for the new Council Membership; elections will be completed by the end of February 2014.
 - Coordinate monthly meetings with the membership of individual Councils after elections are completed. The purpose of these meetings is to ensure that new Council members develop a strong understanding about the purpose and functions of the new Council and how it fits with the overall new governance structure.
 - Identify training needs for staff and faculty Council members and coordinate educational programs during spring and summer 2014. Examples of training needs include running effective meetings, parliamentary procedure, and managing conflict/conflict resolution.
 - Coordinate at least one workshop in spring or summer 2014 with all Council members present to promote communication among the Councils, provide an overall view of the Council structure along with each individual's role in the structure, conduct educational initiatives as needed, and identify goals for AY2015.

Step 4: Revise Bylaws to align with new shared governance structure January – April 2014

1. The current Faculty Affairs Committee will appoint a Task Force charged to revise the School of Nursing Bylaws to reflect the new shared governance structure.
2. Bylaws revisions will be completed by April 2014 and be submitted to the Faculty Assembly for review and approval at the May 2014 meeting.

Step 5: Elect membership for Governance Councils **February – March 2014**

1. Elections will be held in February 2014 for the members of the new Faculty and Staff Governance Councils, which will become operational in September 2014 (AY2015).
2. Holding elections several months prior to operationalizing the new model in September 2014 will allow sufficient time for the new Council members to develop a strong understanding of their role in the overall governance structure.
3. Elections for AY2016 will return to a schedule of summer elections to be completed by July 2015.

Step 6: Prepare Council members for new roles**April – July 2014**

1. Members from each individual Council along with representatives from the Implementation Task Force will meet monthly from April to July 2014 to:
 - Review and develop a clear understanding of the Council functions and members' roles.
 - Coordinate activities of current committees with the new Council purposes and functions to ensure ongoing activities are directed to the appropriate Council.
 - Develop goals for the upcoming academic year when the new governance structure becomes operational.
 - Identify educational and resource needs for Council members to be effective in conducting the business of the Council.
2. All new Council members and the Implementation Task Force will hold at least one workshop in spring or summer 2014 to promote communication among the Councils, provide an overall view of the Council structure along with each individual's role in the structure, conduct educational initiatives as needed, and identify goals for AY2015.

Step 7: New Shared Governance structure becomes operational**September 1, 2014**

1. New Councils are in place and operational as the School of Nursing's governance structure

Recommendations for Future Actions

As the Shared Governance Task Force moves forward to ensure a smooth transition to the new model of governance, the following recommendations are suggested for consideration by the Dean and faculty and staff:

- Even though the Faculty Staff Shared Governance Taskforce has recommended that the current governance structure remain in place for AY2014, the Staff Council could be created in AY2014. The Taskforce has recommended that the initial membership of the Staff Council be appointed by the Dean. Once the appointments are in place, the Staff Council can meet, elect officers, discuss purpose, determine needed training and then be ready to fit into the proposed model in FY15.
- Develop a process for feedback and suggestions for improvement. Decide how and when to implement or make changes. The new Model is a starting point to get us to where we want to be.
- Develop a survey for March of 2015 to "take our temperature". Is the new structure helping to spark engagement, tear down silos, and improve processes? Are problems being addressed and by the correct group? Has the structure made a difference for staff?

- The taskforce discussed some issues, concerns, and problems that were left on the table to be handled by the various Councils. At what point in time do we try to determine if these have been addressed? Issues included equitable workload, faculty mentoring, electronic voting, accountability, and succession planning.

Appendix A: Value Statement Themes from Engagement Survey

What values guide your work as a faculty or staff at the School of Nursing? 69 Answered

Integrity (Doing what is right when nobody is looking)

Teamwork

Work Ethic

Students (promoting excellence in support of learning and achievement, commitment to students)

Fairness

Honesty

Kindness/caring

Respectfulness

Excellence

Authenticity

Fairness

Success

Contribution to Others

Transparency with students and coworkers

Compassion

Accountability

Student Advocate

Trustworthy

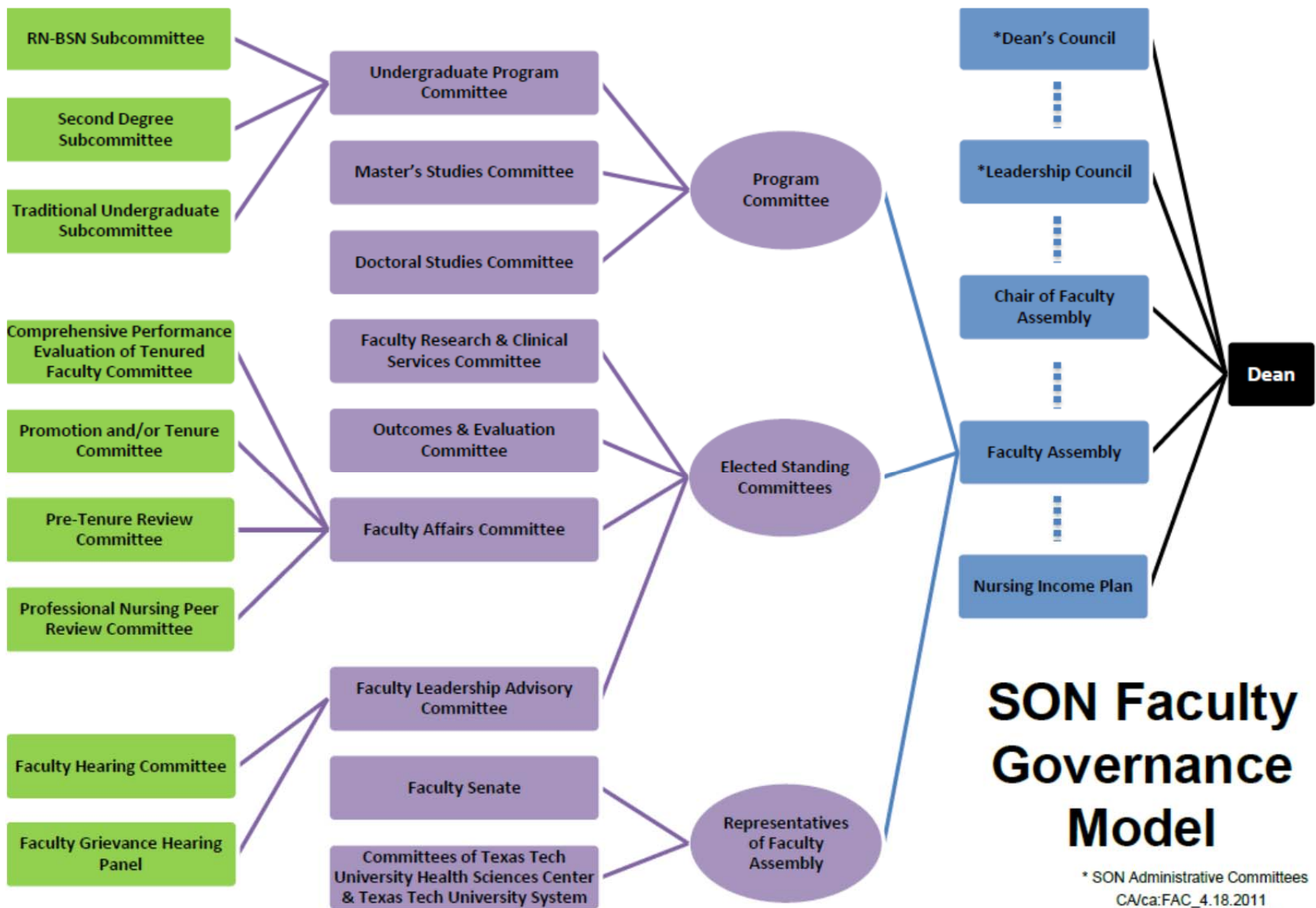
Honest

Sincere

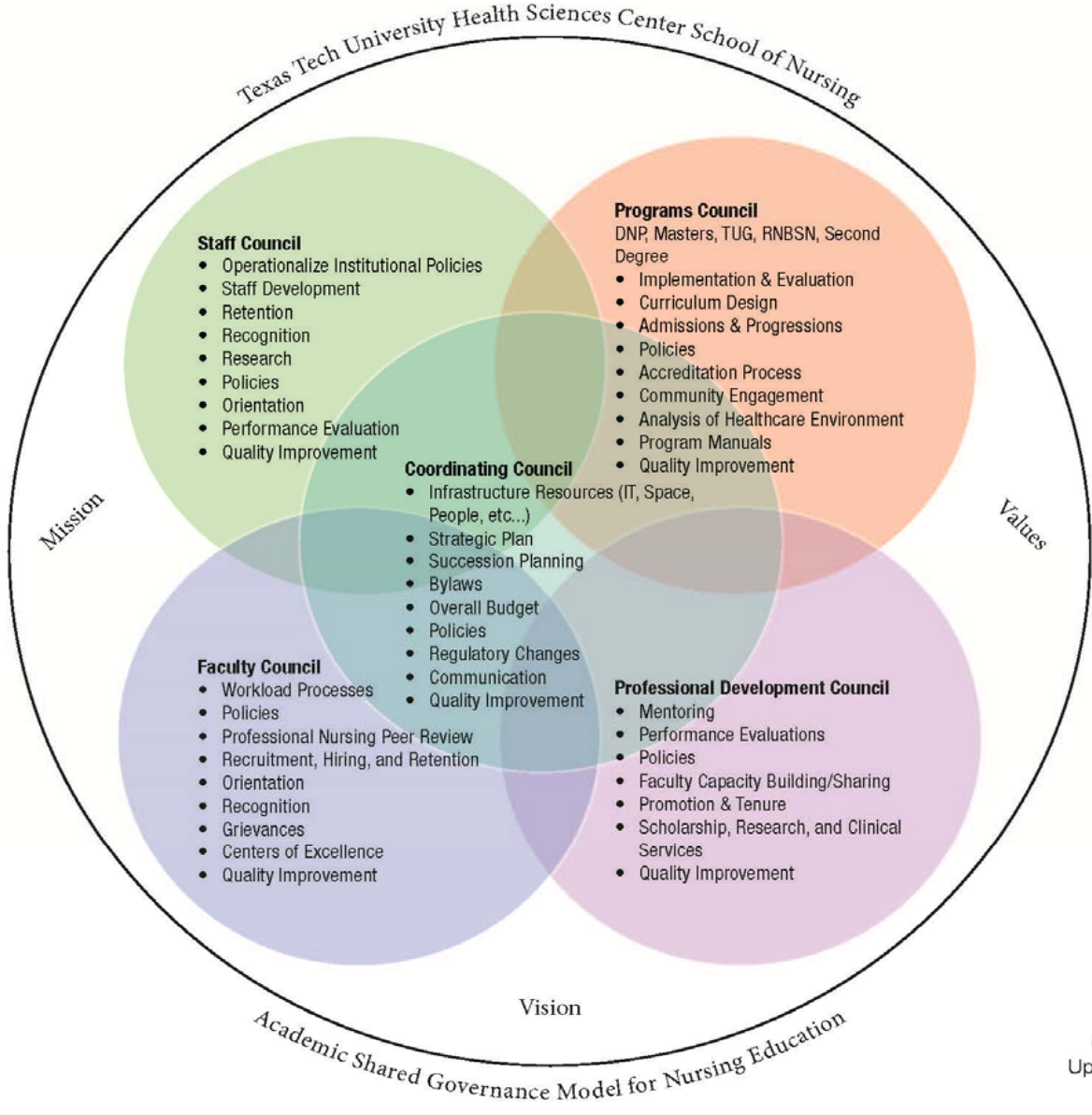
Commitment

Service

Appendix B: Current Governance Process



Appendix C: Five Circle Diagram



Created May 7, 2013
Updated June 19, 2013

Appendix D: AY2014 Council Template
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 School of Nursing
 Shared Governance Councils 2014-15

Core Values

As a TTUHSC School of Nursing team member, I commit to:

- *Seek transparency through open communication, respect, and clarity;*
- *Advance a work ethic of excellence, accountability, and integrity; and*
- *Promote a spirit of teamwork, trust, and compassion.*

Coordinating Council Purpose: To ensure coordination, collaboration, and communication among all council to support the school of nursing strategic plan
Members: <ul style="list-style-type: none"> ➤ 31 Members <ul style="list-style-type: none"> ○ <i>Liaison or representatives from each of the four councils listed below(16)</i> <ul style="list-style-type: none"> • <i>Representative from Faculty Council (4)</i> • <i>Representative from Programs Council (4)</i> • <i>Representative from Professional Development Council (4)</i> • <i>Representative from Staff Council (4)</i> ○ <i>Designated representatives from administrative positions or offices</i> <ul style="list-style-type: none"> • <i>Dean</i> • <i>Regional Deans (2)</i> • <i>Department Chairs (4)</i> • <i>IT (1)</i> • <i>Student Affairs (1)</i> • <i>Research (1)</i> • <i>Outcomes Management and Evaluation (1)</i> • <i>Clinical Services and Community Engagement (Practice) (1)</i> • <i>Simulation Centers (1)</i> • <i>Combest Center (1)</i> • <i>Assistant Dean for Finance and Administration</i>
Criteria: <ul style="list-style-type: none"> • <i>Members must be at least 50% FTE</i>
Officers: <ul style="list-style-type: none"> • <i>Chair – 2 year term</i> • <i>Chair Elect</i> • <i>Secretary – staff take minutes – faculty review and edit</i> • <i>Parliamentarian</i>
Responsibilities: <ul style="list-style-type: none"> • <i>Infrastructure Resources (IT, Space, People, etc...)</i> • <i>Strategic Plan</i> • <i>Succession Planning</i> • <i>Bylaws</i> • <i>Overall Budget</i> • <i>Policies</i> • <i>Regulatory Changes</i> • <i>Communication</i>

- *Quality Improvement*

Faculty Council

Purpose: To ensure efficient, effective and equitable operations within the School of Nursing.

Members:

- *12 – 15 Members*
 - *Department Chair (1)*
 - *Regional Dean (1)*
 - *At-large faculty (7)*
 - *Director of Faculty Support*
 - *Sr. Business Assistant for Faculty Support*
 - *Sr. Business Assistants for Undergraduate Studies*
 - *Sr. Business Assistants for Graduate Studies*

Criteria:

- *Members must be at least 50% FTE*
- *There must be representation for each rank and representatives for each program.*
- *Regional Representation is as listed:*
 - *Lubbock – minimum of 2*
 - *Regional Campuses combined – minimum of 2*
 - *Telecommuters – minimum of 2*

Officers:

- *Chair – 2 year term*
- *Chair Elect*
- *Secretary – staff take minutes – faculty review and edit*
- *Parliamentarian*

Responsibilities:

- *Workload Processes*
- *Policies*
- *Professional Nursing Peer Review*
- *Recruitment, Hiring, and Retention*
- *Orientation*
- *Recognition*
- *Grievances*
- *Centers of Excellence*
- *Quality Improvement*

Program Councils

Purpose: To ensure excellence in the quality and continued improvement of the School of Nursing Educational programs

Councils:

- *Doctoral Studies*
- *Masters' Studies*
- *Undergraduate Program Studies (Traditional, RN-BSN, and Second Degree)*
- *Simulation Center*

Members:

- *All permanent 50% or greater FTE program faculty are required to attend the council of the majority program they teach*

Criteria:

- *Members must be at least 50% FTE*

Officers:

- *Chair – 2 year term*
- *Chair Elect*
- *Secretary – staff take minutes – faculty review and edit*
- *Parliamentarian*

Student Representatives:

Responsibilities:

- *Implementation & Evaluation*
- *Curriculum Design*
- *Admissions & Progressions*
- *Policies*
- *Accreditation Process*
- *Community Engagement*
- *Analysis of Healthcare Environment*
- *Program Manuals*
- *Quality Improvement*

Professional Development Council

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

Members:

- *12 – 15 Members*
 - *Department Chair (1)*
 - *Regional Dean (1)*
 - *At-large faculty (7)*
 - *Director of Faculty Support*
 - *Sr. Business Assistant for Faculty Support*
 - *Sr. Business Assistant for Undergraduate Studies*
 - *Sr. Business Assistant for Graduate Studies*

Criteria:

- *Members must be at least 50% FTE*
- *There must be representation for each rank and representatives for each program*
 - *Traditional Studies*
 - *Non-Traditional Studies*
 - *Graduate Studies*
- *Regional Representation is as listed:*
 - *Lubbock – minimum of 2*
 - *Regional Campuses combined – minimum of 2*
 - *Telecommuters – minimum of 2*

Officers:

- *Chair – 2 year term*
- *Chair Elect*
- *Secretary – staff take minutes – faculty review and edit*
- *Parliamentarian*

Responsibilities:

- **Mentoring**
- **Performance Evaluations**
- **Policies**
- **Faculty Capacity Building/Sharing**
- **Promotion & Tenure**
- **Scholarship, Research, and Clinical Services**
- **Quality Improvement**

Staff Council

Purpose: The recognized voice of School of Nursing staff that fosters efficient, effective, and equitable operations.

Members:

- **Representative from each SON administrative area**
 - **IT**
 - **Career Services**
 - **Student Affairs**
 - **Business/Finance**
 - **Faculty Support**
 - **Administrative Support**
 - **Simulation Center**
 - **Combest Center**

Criteria:

- **Regional representation is included in these groups**
- **Rotate membership with staggered times.**
- **Members must have worked for School of Nursing for 1 year prior to becoming a member.**
- **Members must be at least 50% FTE**

Officers:

- **Chair – 2 year term (elected by council members)**
- **Chair Elect**
- **Secretary**
- **Parliamentarian**

Responsibilities:

- **Operationalize Institutional Policies**
- **Staff Development**
- **Retention**
- **Recognition**
- **Research**
- **Policies**
- **Orientation**
- **Performance Evaluation**
- **Quality Improvement**

Appendix E: AY2013-2014 Committee List
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 School of Nursing
Faculty Governance Committees 2013-2014

SON Dean Committees
<p>Dean's Council - meets 1st Wednesday every month - 1:00 to 2:00 P.M.</p> <p>Members: Dr. Michael Evans, Dr. Pat Allen, Dr. Alyce Ashcraft, Dr. Sharon Cannon, Ms. Karla Chapman, Dr. Barbara Cherry, Dr. Chris Esperat, Dr. Pat Francis-Johnson, Mr. Joe Ferrer, Ms. Linda Lane, Dr. Yondell Masten, Dr. Linda McMurry, Ms. Christy Meriwether, Dr. Emily Merrill, Dr. Pearl Merritt, Dr. Melinda Mitchell – Jones, Ms. Kathy Sridaromont</p>
<p>Academic Council - meets 2nd Wednesday every month – 1:00 to 2:00 P.M.</p> <p>Members: Dr. Michael Evans, Dr. Alyce Ashcraft, Dr. Sharon Cannon, Dr. Barbara Cherry, Dr. Chris Esperat, Dr. Yondell Masten, Dr. Emily Merrill, Dr. Pearl Merritt, Dr. Melinda Mitchell-Jones, Ms. Kathy Sridaromont</p>
Faculty Assembly Committees
<p>Faculty Assembly - meets second Monday of the month, three times a year – September, January, May</p> <p>Past Chair: Patricia Francis-Johnson 2013-14 Chair: Patricia Francis-Johnson 2013-14 Chair Elect: Jana Saunders 2013-2014 Parliamentarian: Tom Bright 2013-2014 Secretary: Lori Franco</p> <p>Members: 1. Full-time and part-time (50% or more FTE) tenure and non-tenure track faculty members including the Dean, Regional Dean(s), Associate Dean(s), Directors, Coordinators, and Department Chairs. 2. Full-time visiting faculty members.</p> <p>Oversight of: Committees of TTUHSC and TTU – designated as needed</p> <p>Faculty Senators - Mary Madeline Rogge (<i>Associate Professor/Tenure Track</i>) 2013-2014 Ruth Ann Bridges (<i>Associate Professor/Non-Tenure Track</i>) 2013-2014 Elaine Hillin –Faculty at Large(<i>Assistant Professor/Non-Tenure</i>) 2013-2014</p>
Program Committees
<p>Undergraduate Program Committee – 4th Monday every month – 9:00 A.M. – 10:50 A.M</p> <p>Past Chair: Thomas Bright Chair: Charlotte Silvers Vice Chair: LaNeigh Harkness Secretary: Ann Hagstrom</p> <p>Members: <u>2nd Degree:</u> Crystal Wilkinson (<i>Regional Campus</i>) 2013-2014</p>

Carrie Edwards - 2013-2014

Kelly Moseley – 2013-2014

RN-BSN:

Irene Durst – 2013-2014

LaNeigh Harkness – 2013-2014

Charlotte Silvers (*Regional Campus*) - 2013-2014

Traditional:

Ann Hagstrom 2013-14

Thomas Bright – 2013-2014

Elaine Hillin – 2013-2014

Student Representatives: Students will be elected after September.

Administrative Liaison: Departmental Chairs of the Traditional (Kathryn Sridaromont, Interim Chair) and Non-Traditional Studies (Melinda Mitchell Jones)

Member at Large: Representative of the Simulation Center – Sharon Decker

Traditional Subcommittee – 2nd Monday of every month - 9:00–11:50 A.M.

Past Chair: Ann Hagstrom 2013-2014

Chair: Elaine Hillin 2013-2014

Vice Chair: Becky Geist 2013-2014

Secretary: Elisa Perez 2013-2014

Members: All Traditional Faculty

Student Representative:

RN-BSN Subcommittee – 2nd Monday of every month – 10:00 – 11:50 A.M.

Past Chair: LaNeigh Harkness 2013-2014

Chair: Amy Moore 2013-2014

Vice Chair: Charlotte Silvers 2013-2014

Secretary:

Members: All RN-BSN Studies Faculty

2nd Degree Subcommittee - 3rd Monday of every month – 1:00–2:50 P.M.

Past Chair: Crystal Wilkinson 2013-2014

Chair: Kelly Moseley 2013-2014

Vice Chair: Tiffani Wise 2013-2014

Secretary: Rebecca Curtis 2013-2014

Members: All 2nd Degree Studies Faculty

Masters Studies Committee – 2nd Monday of every month from 1:00 – 2:50 P.M.

Past Chair: Grace Sun 2013-2014

Chair: Grace Sun 2013-2014

Vice Chair: Wendy Thal 2013-2014

Secretary: Donna Owen 2013-2014

Members: All Masters Studies Track Faculty

DNP Studies Committee – 1st 4th Monday of every month from 12:00 to 1:50 P.M.

Past Chair: Mary Madeline Rogge 2013-2014

Chair: Susan McBride 2013-2014

Vice Chair: Jeannette Crenshaw 2013-2014

Secretary: Lisa Campbell 2013-2014

Members: All Doctoral Studies Track Faculty

Student Representatives: Roberta Mercer

Elected Standing Committees

Faculty Research and Clinical Services Committee - 4th Monday of every month from 9:00 to 10:50 A.M.

Past Chair: Joanna Guenther – 2013-2014

Chair: Mary Madeline Rogge – 2013-2014

Vice Chair: Rosalinda Jimenez – 2013-2014

Secretary: Joanna Guenther – 2013-2014

Members:

Rosalinda Jimenez (*Active Clinical Service*) 2013-2014

Grace Sun (*Active Clinical Service*) 2013-2014

Joanna Guenther (*Active Clinical Service; Regional Campus*) – 2013-2014

Ruth Ann Bridges (*Active Research*) – 2013-2014

Mary Madeline Rogge (*Active Research; appointed – 2008-09*); (*Active Research – appointed - 2009-10*); (*Active Research*) – 2013-2014

Student Representatives (2):

Administrative Liaison: Associate Dean for Clinical Services & Community Engagement – Chris Esperat
Associate Dean for Research & Faculty Scholarship – Alyce Ashcraft

Faculty Affairs Committee - 3rd Monday of every month from 9:00am – 11:50am

Past Chair: Donna Owen 2013-2014

Chair: Ruth Ann Bridges 2013-2014

Vice Chair:

Secretary:

***Voting Members:**

1. Ruth Ann Bridges, PhD, RN-BC 2013-2014

2. Donna Owen, PhD, RN, CNE 2013-2014

3. Charlotte Silvers, RN, MSN, CPHQ 2013-2014
 4. Amanda Veasart, RN, MSN 2013-2014
 5. Joyce Miller (*Regional campus and Distance Sites*) – 2013-2014
 6. Carrie Edwards, RN, PhD, CA/CP SANE – 2013-2014
- *Correlates with SON *ByLaws* (effective September, 2011) – committee composition and service terms, not actual rank of member.
Composition = (4 – Associate Professor or above) + (2 – Regional Campus and Distance Sites)

Administrative Liaison(s): Dean – Michael Evans

Support Staff: Lori Franco

Outcomes and Evaluation Committee - 1st Monday each month – 10:00 – 11:50

Past Chair: Tara Hilliard 2013-2014

Chair:

Vice Chair:

Secretary:

Members:

Patricia Allen – 2013-2014

Laura Opton (*Traditional*) – 2013-2014

Tara Hilliard (*Graduate Program*) – 2013-2014

Charlotte Silvers (*Traditional; Regional Campus*) – 2013-2014

Kellie Bruce (*Graduate Program*) 2013-2014

Student Representatives:

Administrative Liaison: Associate Dean for Outcomes Management - Yondell Masten

Faculty Leadership Advisory Committee – meets 1st Monday every month – 3:00 to 4:00 P.M.

Past Chair: Patricia Francis-Johnson 2013-2014

Chair: Patricia Francis-Johnson 2013-2014

Chair – Elect: Jana Saunders 2013-2014

Secretary:

Members (Includes all the Immediate Past Chairs of the Elected Standing and Program Committees):

Undergraduate Program Committee – Thomas Bright 2013-2014

Traditional Subcommittee – Ann Hagstrom 2013-2014

RN-BSN Subcommittee – LaNeigh Harkness 2013-2014

2nd Degree Subcommittee – Crystal Wilkinson 2013-2014

Masters Studies Committee – Grace Sun 2013-2014

DNP Studies Committee – Mary Madeline Rogge 2013-2014

Faculty Research and Clinical Services Committee – Joanna Guenther 2013-2014

Faculty Affairs Committee – Donna Owen 2013-2014

Outcomes and Evaluation Committee – Tara Hilliard 2013-2014

Administrative Liaison: Dean – Michael Evans

Support Staff: Lori Franco