



TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER™

School of Nursing

An Academic Shared Governance Model for Leadership in an Academic Setting

Presenter Names: Patricia G. Francis-Johnson, DNP, RN

Carol Boswell, EdD, RN, CNE, ANEF, FAAN

Ruth Ann Bridges, PhD, RN-BC

Date: November 9, 2015

Authors:

Patricia G. Francis-Johnson, DNP, RN

Carol Boswell, EdD, RN, CNE, ANEF, FAAN

Ruth Ann Bridges, PhD, RN-BC

Objectives:

1. By the conclusion of the presentation, the learner will be able to describe the process of transforming faculty governance to a shared faculty-staff governance model.
2. By the conclusion of the presentation, the learner will be able to explain the development activities necessary for faculty and staff to prepare for the transformation to a shared faculty-staff governance model.

Conflict of interest:

None of the authors have identified any conflict of interest with the presentation being provided.

Employer for all authors:

Texas Tech University Health Sciences Center School of Nursing

Sponsorship or Commercial support:

No sponsorship or commercial support was used for this project.



Background

TTUHSC School of Nursing has experienced tremendous growth over the past 14 years in three strategic areas:

- *Student enrollment*
- *Geographic locations*
- *Program offerings*

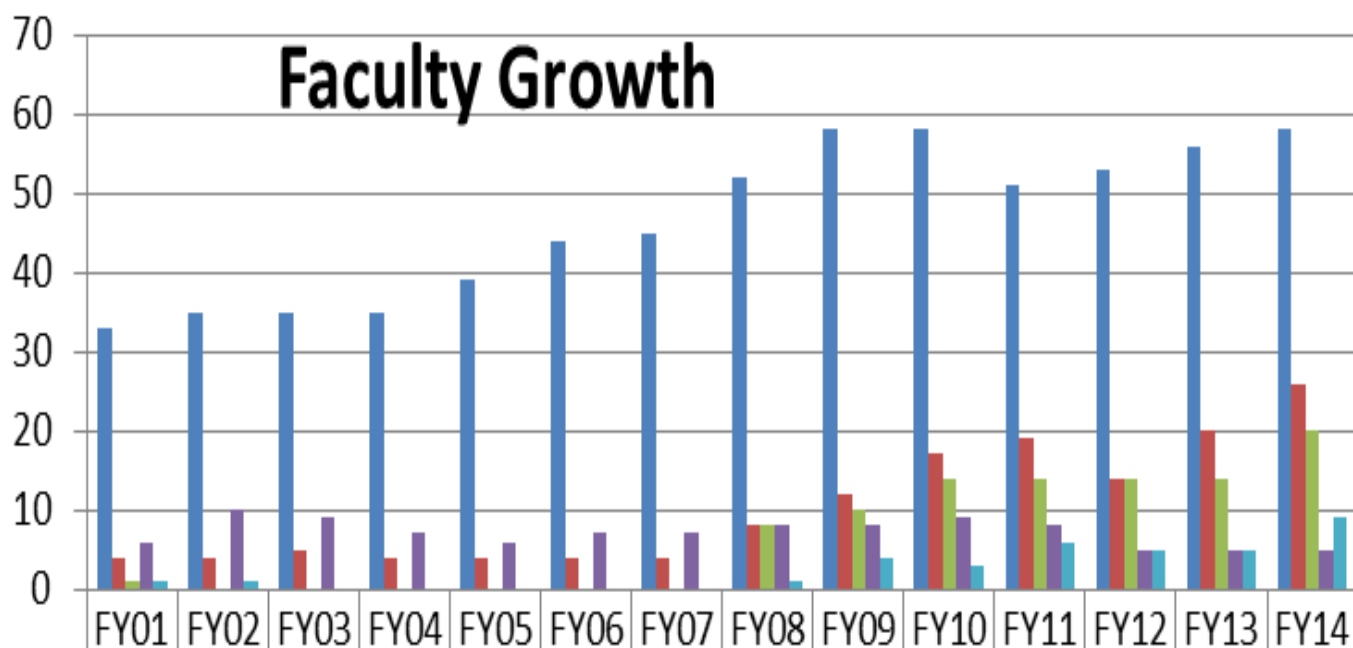


Driving Forces

- Organizational complexity
- Challenges in communication and engagement related to committee work
- Faculty and staff thrive in an organization where core values are agreed upon
- Meaningful structure for communication to recommend direction to the Dean

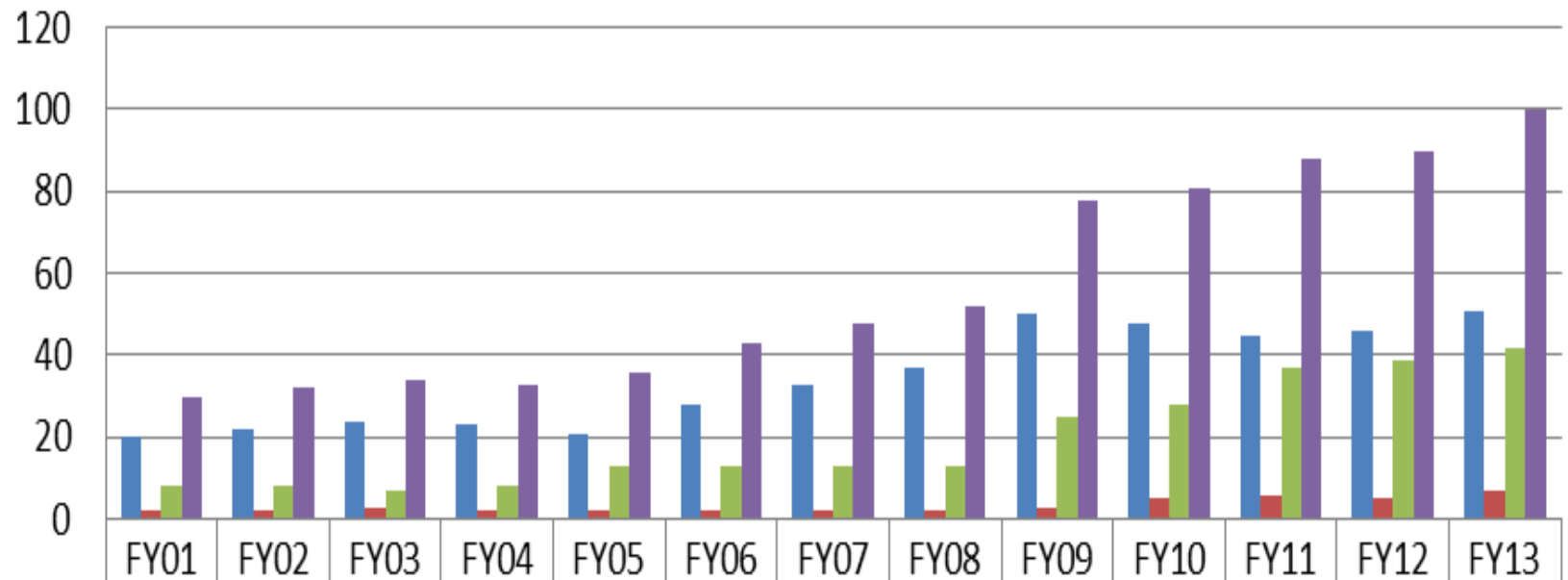


Faculty Growth



■ Faculty-Lubbock	33	35	35	35	39	44	45	52	58	58	51	53	56	58
■ Faculty-Regional	4	4	5	4	4	4	4	8	12	17	19	14	20	26
■ Telecommuters	1	0	0	0	0	0	0	8	10	14	14	14	14	20
■ Fac Associates-LBB	6	10	9	7	6	7	7	8	8	9	8	5	5	5
■ Fac Associates-Regional	1	1	0	0	0	0	0	1	4	3	6	5	5	9

Staff Growth



Lubbock	20	22	24	23	21	28	33	37	50	48	45	46	51
Regional	2	2	3	2	2	2	2	2	3	5	6	5	7
Clinic	8	8	7	8	13	13	13	13	25	28	37	39	42
Full time	30	32	34	33	36	43	48	52	78	81	88	90	100

Charge to Taskforce

- ❖ *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.*
- ❖ *Recommend mission and vision statements as well as core values for the proposed new structure*
- ❖ *Recommend a process to measure faculty and staff job satisfaction and turnover as well as how to improve these measures*



TTUHSC SCHOOL OF NURSING FACULTY STAFF SHARED GOVERNANCE TASKFORCE

Patricia Francis-Johnson, Chair of Faculty Assembly and Chair of Taskforce, Faculty
Cindy Acton, Associate Director of QEP, Faculty
Carol Boswell, James A. "Buddy" Davidson Charitable Foundation Endowed Chair, Faculty
Barbara Cherry, Department Chair, Faculty
Lori Franco, Director of Faculty Support, Staff
Cindy Shumard-Kager, Coordinator, Staff
Linda Lane, Assistant Dean for Finance and Administration, Staff
Christy Meriwether, Senior Director, Education Support Services, Facilitator
Laura Opton, Director for 2nd Degree Program, Faculty
Donna Owen, Chair of Faculty Affairs, Faculty
Meghan Reid, Assistant to the Dean, Staff
Jana Saunders, Faculty



Investigating and Learning

Engagement Survey Development

- Early adoption of governance requires faculty and staff input during development
- Faculty and staff surveyed regarding current and future shared governance issues/concerns
- Four open-ended questions/statements developed and delivered via survey monkey



Mission Vision and Value 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.*



Definitions from Literature

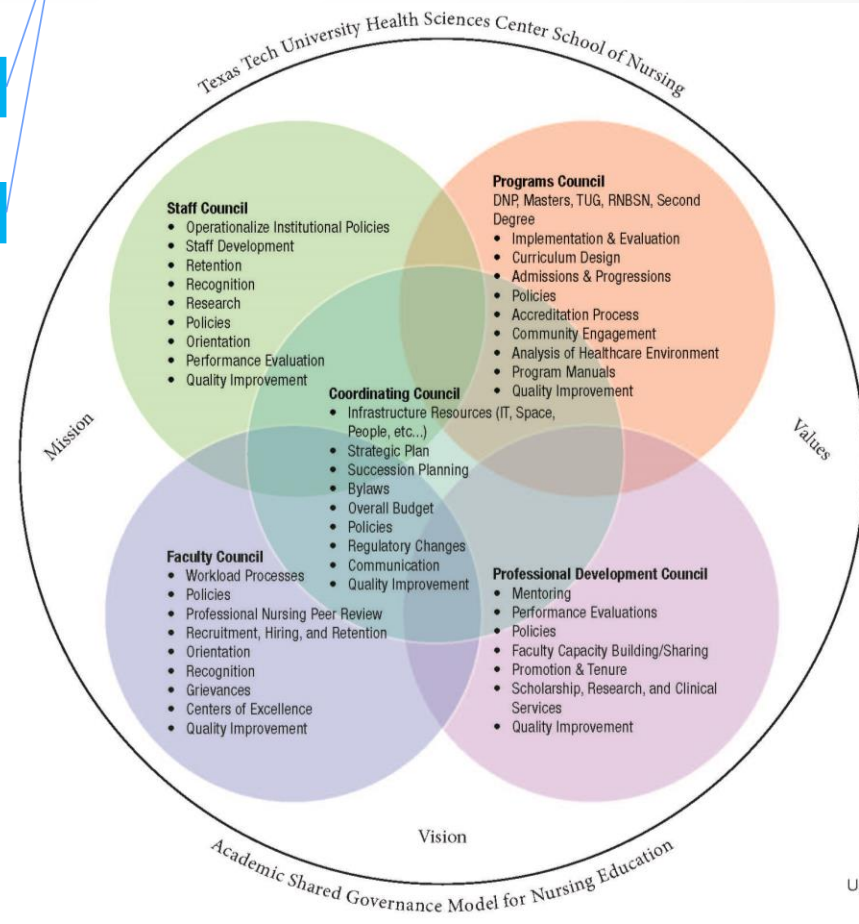
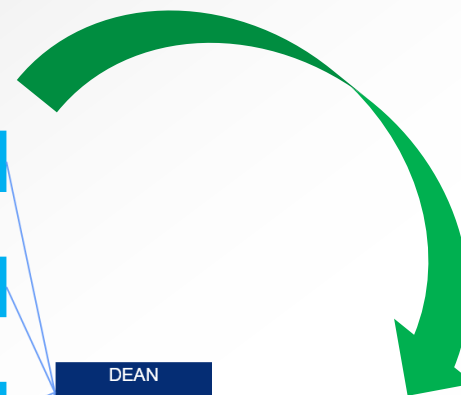
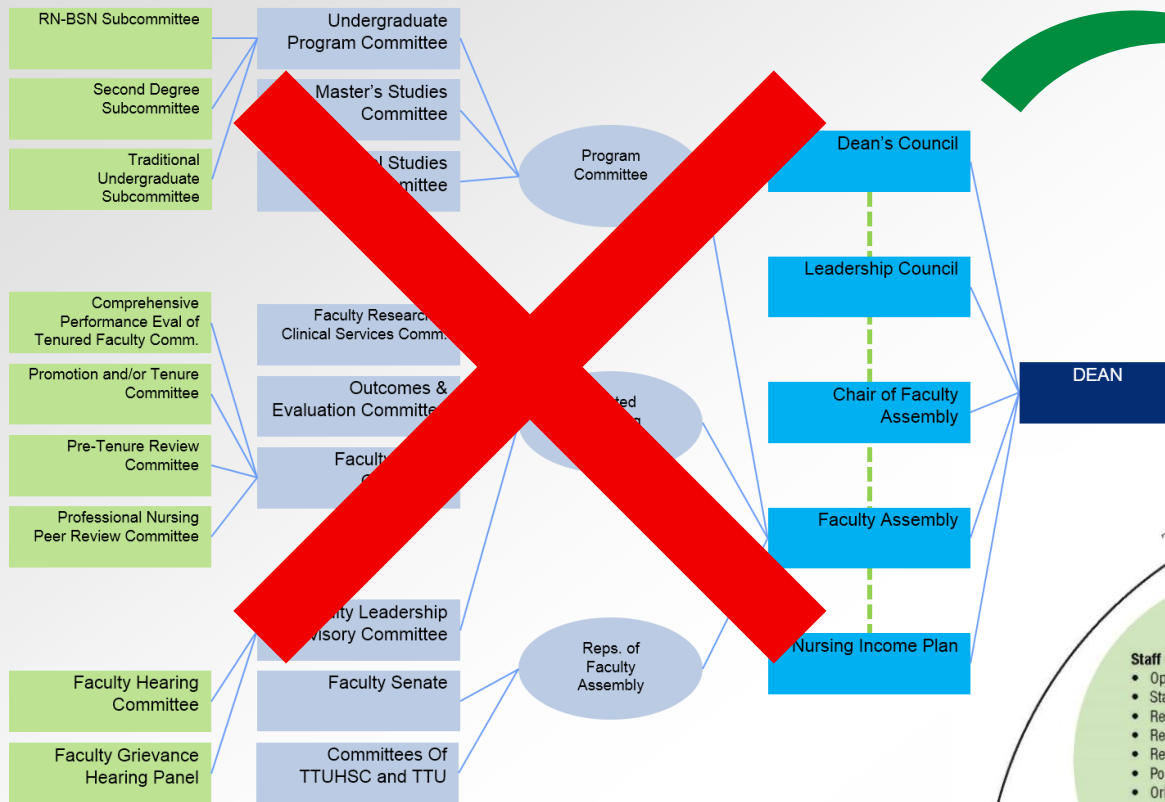
Shared Governance –

“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”.

“A dynamic staff-leader partnership that promotes collaboration, shared decision making and accountability for improving quality of care, safety, and enhancing work life”.

(Vanderbilt University Medical Center, n.d. , para 2)





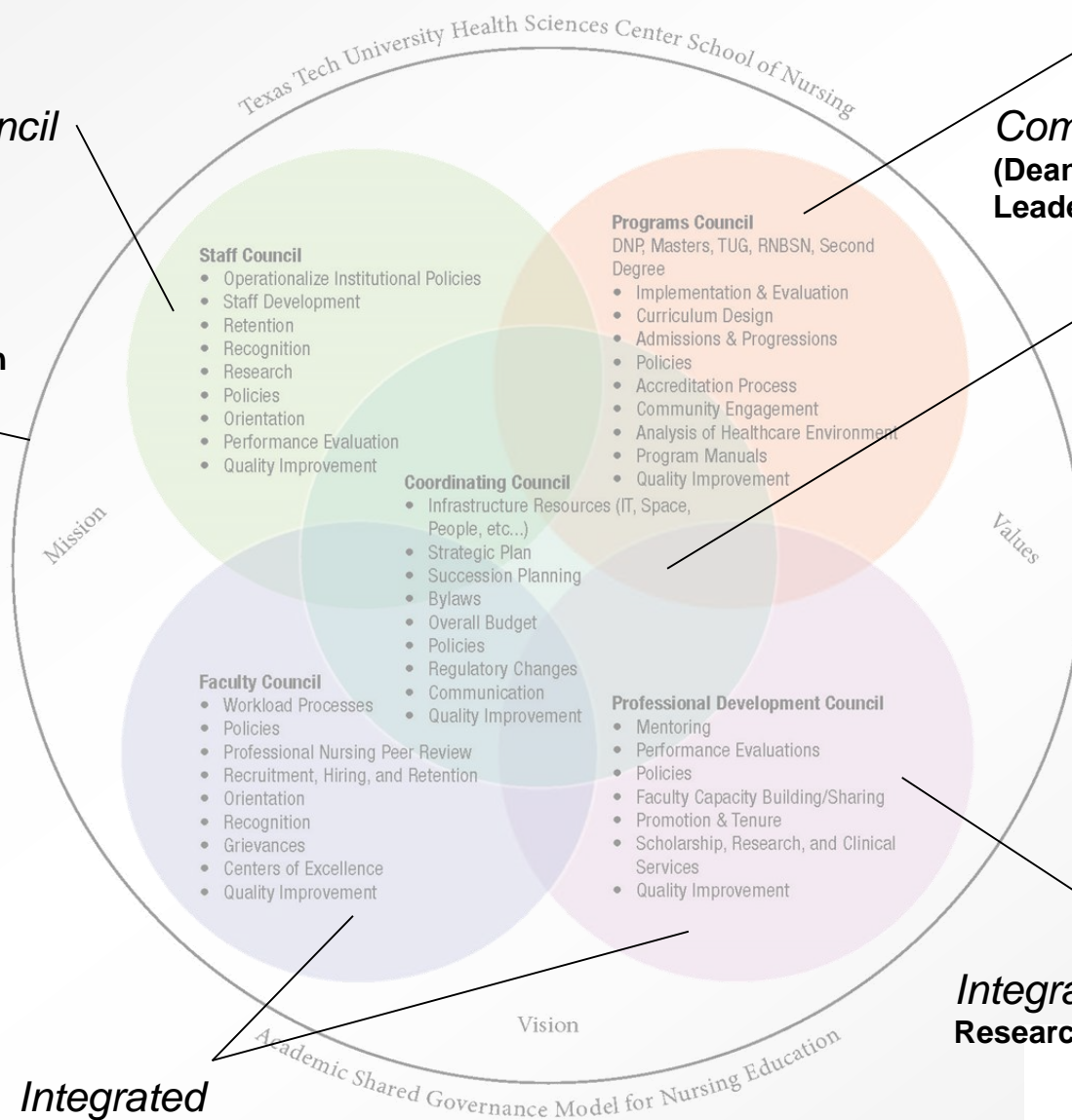
Texas Tech University Health Sciences Center School of Nursing

Minor/no changes
Programmatic Committees

Combined 3 committees
(Dean's Council, FLAC, and Leadership Council)

New council

Integrated
Outcomes & Evaluation Committee
(every council)



Integrated
Faculty Affairs Committee

Integrated
Research & Clinical Services

Coordinating Council

Purpose: To ensure coordination, collaboration, and communication among all council to support the school of nursing strategic plan

Members:

➤ 31 Members

- *Liaison or representatives from each of the four councils listed below(16)*
- *Representative from Faculty Council (4)*
- *Representative from Programs Council (4)*
- *Representative from Professional Development Council (4)*
- *Representative from Staff Council (4)*
- *Designated representatives from administrative positions or offices*
- *Dean*
- *Regional Deans (2)*
- *Department Chairs (4)*
- *IT (1)*
- *Student Affairs (1)*
- *Research (1)*
- *Outcomes Management and Evaluation (1)*
- *Clinical Services and Community Engagement (Practice) (1)*
- *Simulation Centers (1)*
- *Combest Center (1)*
- *Assistant Dean for Finance and Administration*

Criteria:

- *Members must be at least 50% FTE*

Officers:

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

Responsibilities:

- *Infrastructure Resources (IT, Space, People, etc...)*
- *Strategic Plan*
- *Succession Planning*
- *Bylaws*
- *Overall Budget*
- *Policies*
- *Regulatory Changes*
- *Communication*
- *Quality Improvement*





SON Shared Governance Development

Phase 1- Design (vision, charge) year 1

Phase II – Plan, train, and implement (Bylaws)
year 2

Phase III – Execute, put in practice year 3

Phase IV- Fully functional Shared Governance
(culture change) continuous evaluation and
ongoing improvements years 4 and 5



Strategies and Outcomes

- Orientation of new people
- Training of officers
 - *Increased transparency of council activities*
 - *Increased awareness and participation of team members*
 - *Standardized communication with training related to agenda/minutes*
- Parliamentary training
 - *More efficient and effective meetings*
- Allows for succession planning



Challenges

- ✓ Accountability
- ✓ Technology – Use of appropriate resources for communication
- ✓ Hierarchy still present
- ✓ Meeting Etiquette
- ✓ Co-Chair roles still developing
- ✓ Consistency of agenda development
- ✓ Councils at varying levels of functioning
- ✓ Can't please everyone!



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HSC Home > SON Home > Faculty and Shared Governance >

Faculty and Staff Shared Governance

Welcome to the TTUHSC School of Nursing Faculty and Staff Shared Governance Website

This website will be the location of any information, upcoming events, listings of current officers, voting pages, and more.

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

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Core Values

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- Advance a work ethic of excellence, accountability, and integrity; and
- Promote a spirit of teamwork, trust, and compassion

TTUHSC School of Nursing Strategic Plan Goals:

- **Goal I: (Students)** Foster the development of competent nursing professionals through academic programs that address critical needs of the profession.
- **Goal II: (Faculty and Staff)** Foster a rich and supportive environment for team who are committed to the successful achievement of its mission.
- **Goal III: (Research and Scholarship)** Advance knowledge, practice and pedagogy through innovative research and scholarship.
- **Goal IV: (Outreach/Engagement)** Promote improved community health through the provision of patient care services and healthcare education.
- **Goal V: (Operations)** Maintain effective and efficient operation in the accomplishment of its mission.

SHARED GOVERNANCE QUICKLINKS

- [Home Page](#)
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- [Professional Development](#)
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- [Bylaws and Policies](#)
- [Council Minutes](#)
- [Committee Minutes - Archived as of 9/1/2014](#)
- [Meeting Tools](#)
- [Election Page](#)
- [Basic Parliamentary Information](#)



School of Nursing, 3601 4th Street, Lubbock, TX 79430
T: 806.743.2730 | F: 806.743.1622
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Easy to access,
centralized location
of useful resources





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Program Councils

Programs Council

DNP, Masters, TUG, RNBSN, Second Degree

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

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

Traditional Undergraduate Council

Council Officers

Chair: Dawn Kineman
Chair-Elect: Hollis Franco
Secretary: Patti White
Parliamentarian: Marnette Winner

Coordinating Council Representatives

Belinda Gallegos
Debra Winckler
Ann Hagstrom

SCHEDULED MEETINGS

The Traditional Undergraduate Council Meets the 2nd Monday of each month, 9:00 am - 12:00 pm.

- 2/9/2015
- 3/9/2015
- 4/13/2015
- 5/11/2015
- 6/8/2015
- 7/13/2015
- 8/10/2015

[Council Documents](#)

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[Home Page](#)[Shared Governance](#)[Professional](#)[Councils](#)[Bylaws and](#)[Council Minutes](#)[Committee](#)[9/1/2014](#)[Meeting Times](#)[Election Process](#)[Basic Policies](#)

Second Degree Council

Council Officers

Chair: Carrie Edwards
Chair-Elect: Tiffani Wise
Secretary: Diana Goodwin
Parliamentarian: Rachel Chapman

Coordinating Council Representatives

Molly Lee
Laura Opton
Christy Weaver

The Second Degree Council meets the 1st Monday of each month, 9:00 am - 11:00 am.

SCHEDULED MEETINGS

- 2/2/2015
- 3/2/2015
- 4/8/2015
- 5/4/2015
- 6/1/2015
- 7/6/2015
- 8/3/2015

[Council Documents](#)

Masters of Science in Nursing (MSN) Council

Council Officers

Chair: Wendy Thal
Chair-Elect: Rosalinda Jimenez
Secretary: Jen Collins
Parliamentarian: Karen Esquibel

Coordinating Council Representatives

Kellie Bruce
Donna Owen
Laura Thomas

The MSN Council meets the 2nd Monday of each month, 1:00 pm - 3:00 pm.

SCHEDULED MEETINGS

- 2/9/2015
- 3/9/2015
- 4/13/2015
- 5/11/2015
- 6/8/2015
- 7/13/2015
- 8/10/2015

[Council Documents](#)

Council overview
pages with quick
facts at a glance

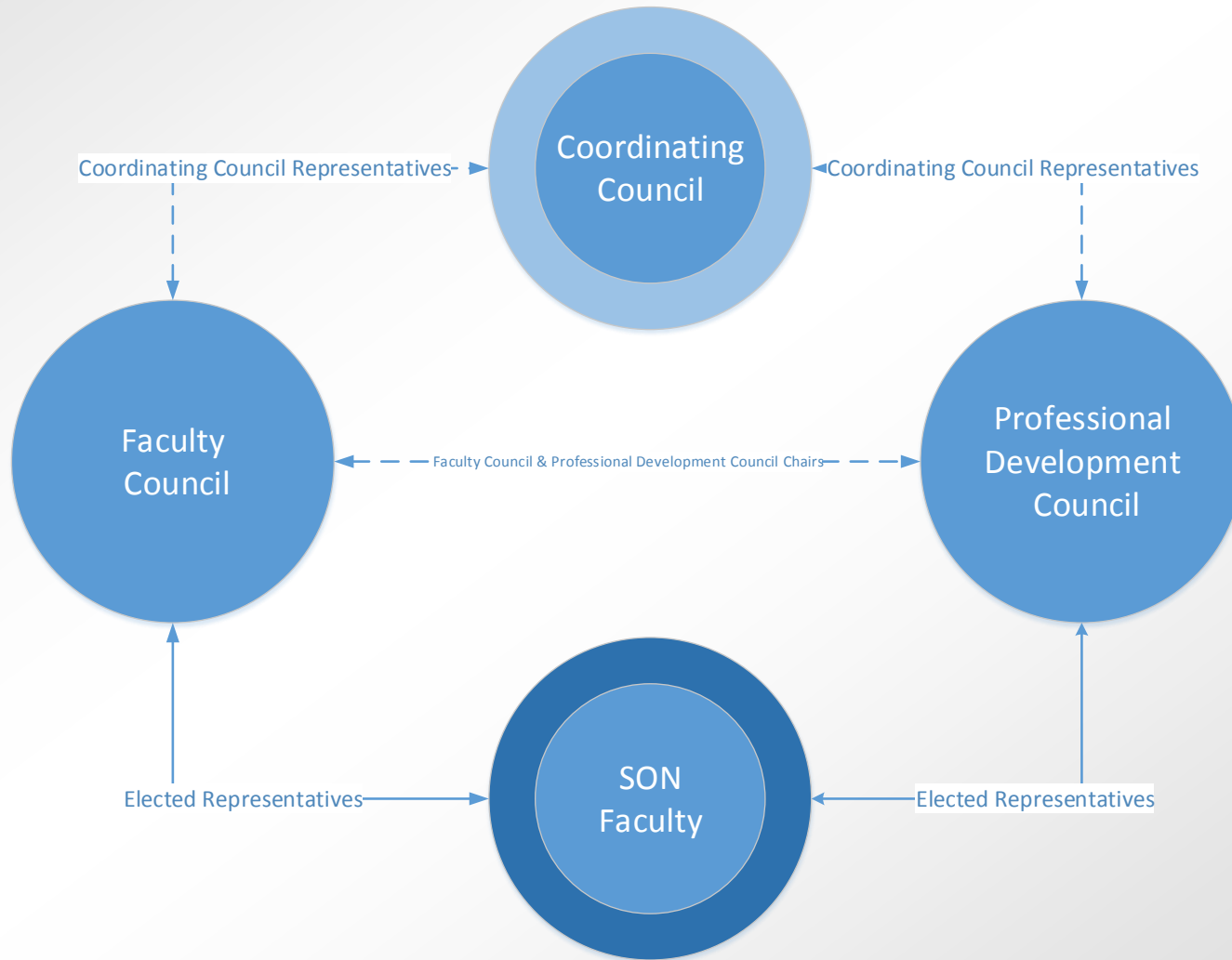


Future Directions of Shared Governance

- Research Study – “Engagement, empowerment, and job satisfaction following shared governance implementation in a school of nursing”- Investigators, (Owen, Boswell, and Opton)
- Publications - proposed “Shared Governance in Academic Settings: Literature Review”- (Owen, Boswell, and Opton)



Faculty and Professional Development Council Communication



Lessons Learned

- ❖ Faculty and staff learning to work as peers
- ❖ Utilize knowledge and expertise of team members
- ❖ Drives change in other areas (outcomes evaluation, policy review, and increased participation and engagement of faculty and staff)
- ❖ Discovering better methods of communication



Questions?





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