An Academic Shared Governance Model for Leadership in an Academic Setting

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Date: November 9, 2015
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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.
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
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.
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
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)
New council

Integrated Outcomes & Evaluation Committee (every council)

Integrated Faculty Affairs Committee

Minor/no changes Programmatic Committees

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

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!
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 offices, voting pages, and more.

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• Promote a spirit of teamwork, trust, and compassion.

TTUHSC School of Nursing Strategic Plan Goals:

- Goal 1: (Students) Foster the development of competent nursing professionals through academic programs that address critical needs of the profession.
- Goal 2: (Faculty and Staff) Foster a rich and supportive environment for team who are committed to the successful achievement of its mission.
- Goal 3: (Research and Scholarship) Advance knowledge, practice and pedagogy through innovative research and scholarship.
- Goal 4: (Outreach/Engagement) Promote improved community health through the provision of patient care services and healthcare education.
- Goal 5: (Operations) Maintain effective and efficient operations in the accomplishment of its mission.

Easy to access, centralized location of useful resources
Program Councils

Program Councils
- 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

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

Coordinating Council Representatives:
- Belinda Galegos
- Debra Winkler
- Ann Hagstrom

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

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

Council Documents →

Second Degree Council

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

Coordinating Council Representatives:
- Molly Lee
- Laura Oton
- Christy Weaver

SCHEDULED MEETINGS:
- 2/2/2015
- 3/2/2015
- 4/6/2015
- 5/4/2015
- 6/1/2015
- 7/6/2015
- 8/3/2015

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

Council Documents →

Masters of Science in Nursing (MSN) Council

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

Coordinating Council Representatives:
- Kelle Bruce
- Donna Owen
- Laura Thomas

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

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

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)
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?