

University of Cincinnati  
College of Nursing

## **COLLEGE OF NURSING GOVERNANCE MODEL**

### **VISION**

“Transforming health care through innovative education and research”

### **MISSION**

"Develop nurse leaders who are empowered to generate, explore, and apply nursing knowledge for evolving healthcare environments"

### **PHILOSOPHY OF GOVERNANCE**

A shared governance model supports the actualization of the vision of the College "for transforming health care through innovative education and research" through the College's mission to develop "leaders who are empowered to generate, explore, and apply nursing knowledge for evolving health care environments". Faculty research/scholarship, teaching, practice, and service are the underpinnings of the vision and mission.

The College's shared governance originates from an in depth study of the literature supporting shared governance. The College views shared governance not as a particular design or format but rather as a dynamic that is centered on operationalizing the four (4) critical principles of fully empowered organizations: Partnership, Accountability, Equity, Ownership

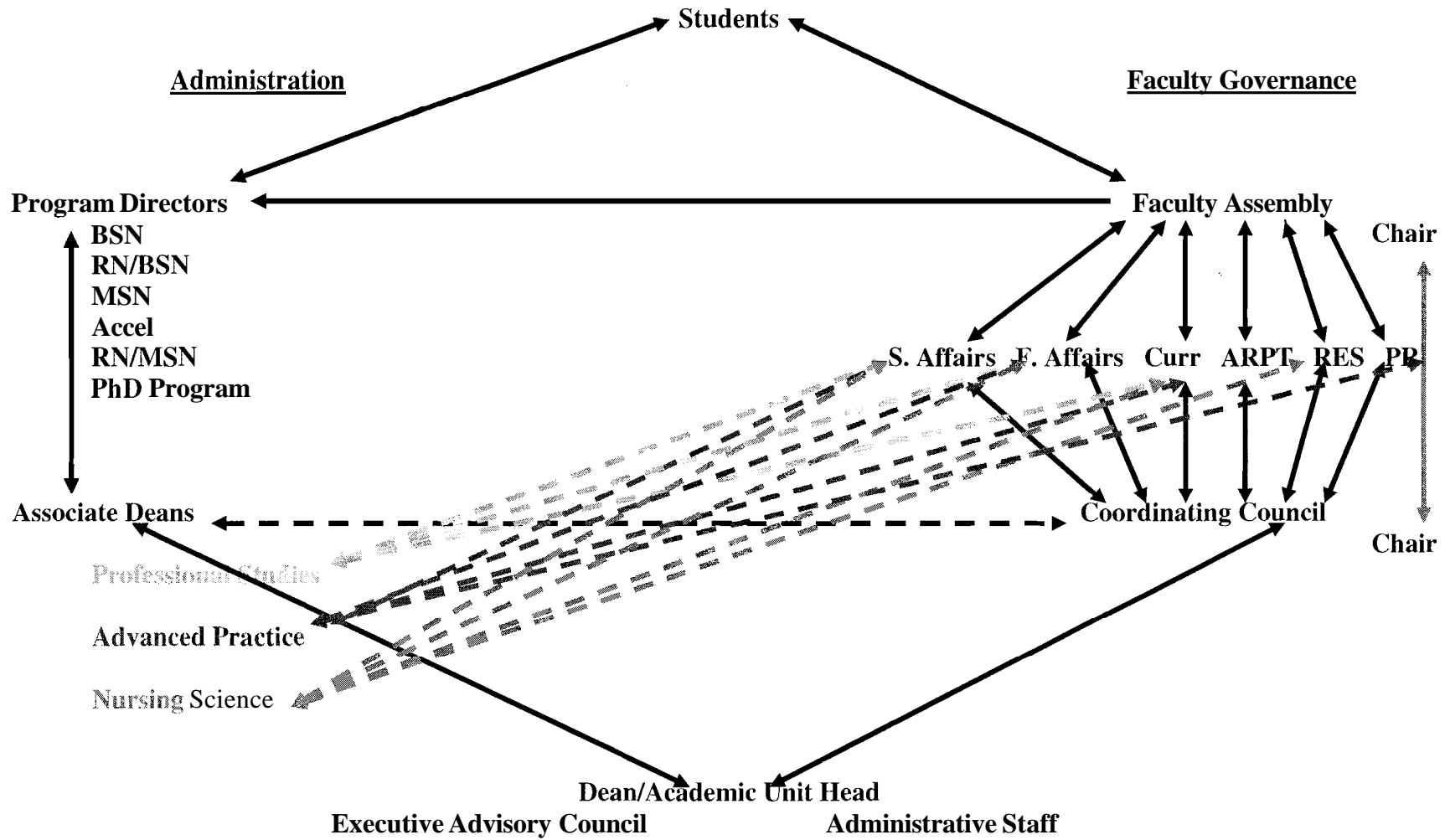
Partnership implies faculty, students, staff, administration and the Dean work together to achieve the goals of the College. Accountability stems from commitment to a College of the whole and to the outcomes to be achieved through the proposed model of shared governance. Equity derives from the vital and important contributions that each individual member of the College community brings to the work of the College. Ownership arises from each member of the College community also having a stake in the development of nurse leaders. Shared governance fully involves faculty in actualizing the College's vision and mission thus enhancing the quality of academic life within the College. (Porter O’Grady, 2001)

## **FACULTY GOVERNANCE STRUCTURE AND PROCESSES**

### **Customary: Managing Shared Governance**

1. Faculty Behaviors:
  - a. Faculty will arrive on time for meetings prepared to discuss agenda items in a collegial manner.
  - b. Faculty will speak only once to an item unless a different comment is offered.
  - c. Faculty who have already spoken to an item will not be recognized again until others have completed their comments.
  
2. Agendas:
  - a. Agendas will be distributed one week prior to all meetings.
  - b. Agendas will include specific assignments for faculty with the expectation the assigned faculty will come prepared with their assignment to the meeting.
  - c. Agendas will include times for specific agenda items (faculty may move to have discussion extended on an item for a period of 15 to 30 minutes)
  - d. Items requiring decision making by councils or the Faculty Assembly will come to the agenda with prepared rationale.
  
3. Minutes:
  - a. Will be distributed one week prior to the next meeting in conjunction with the agenda.
  - b. Clerical support staff will draft minutes
  - c. Chairs will review and revise minutes as necessary prior to distribution of the minutes
  
4. Timelines:
  - a. Meetings of all councils and task forces will exceed one hour in only exceptional circumstances.
  - b. Through Faculty Assembly membership faculty will hold councils to established timelines.
  - c. Councils will establish reasonable timelines for task forces appointed by the council.

### Governance Structure



## **Faculty Governance Bylaws**

### **Preamble**

The authority to conduct the affairs of the College of Nursing (hereafter referred to as the College) shall be held by its administrative and instructional staff in accordance with the regulations of the Board of Trustees of the University of Cincinnati (hereafter referred to as University).

Executive leadership is provided by the Dean, of the College of Nursing who is accountable to the Provost and Vice President of the Medical Center for coordination, integration, and administration of the College. In this role the Dean, along with Faculty Assembly, assures that the bylaws promulgated by the Faculty Governance Structure and Processes are upheld. The Dean also facilitates the function of shared governance through integration between the College faculty governance and administration. The faculty shall have the right to advise, aid, and counsel the Dean on matters affecting the College and the University, and shall be given sufficient time to do so. (Article 27.2.2 UC/AAUP contract).

### **1. Faculty Assembly:**

#### **1.1. Name**

1.1.1 The name shall be the Faculty Assembly of the College of Nursing of the University of Cincinnati.

#### **1.2. Purpose**

1.2.1 The Faculty Assembly shall define the College's educational goals, objectives, and policies related to curriculum; admission and progress of students; appointment, reappointment, promotion and tenure of faculty.

1.2.2 The Faculty Assembly shall identify the support needed for research, practice, and service endeavors and shall provide advice to the Administration.

1.3. Membership

- 1.3.1 All faculty who have academic appointments in the College of Nursing
- 1.3.2 Five student representatives - 2 graduate program students and 3 undergraduate program students.
- 1.3.3 Chair, Chair-elect, and Secretary shall be elected by members of the Faculty Assembly.
- 1.3.4 Chair shall serve for one year; Chair elect shall serve for one year followed by one year as Chair.
- 1.3.5 Chair and Chair-elect shall be tenured faculty.
- 1.3.6 Secretary shall serve for two years.
- 1.3.7 Vacancies which occur during the year shall be filled by election to complete the term of vacating person.

1.4 Voting privileges

- 1.4.1 Full time faculty members and part-time faculty with at least .50 FTE status shall have full voting privileges.
- 1.4.2 College administrators with faculty appointments.
- 1.4.3 Faculty with joint appointments upon acceptance of their request by the Faculty Assembly.
- 1.4.4 Student representatives.
- 1.4.5 Only doctoral prepared faculty can vote on curriculum matters pertaining to the doctoral program.
- 1.4.6 Faculty with less than .50 FTE status, visiting professors, and ex officio members may attend Faculty Assembly meetings but do not have voting privileges.

1.5 Quorum

- 1.5.6 Fifty percent (50%) plus one (1). A majority vote of those present and voting shall be necessary to adopt any motion or resolution.

1.6. Functions:

- 1.6.1 Exercise the scope of Assembly rights and responsibilities through direction to an appropriate Council(s).
- 1.6.2 Establish an effective communication process and interactions among faculty, as well as between faculty and all levels of administration of the College of Nursing, and the University of Cincinnati.
- 1.6.3 Assume ultimate responsibility and authority for action necessary to fulfill Assembly functions, while delegating to the Faculty Assembly standing Councils the implementation of policies and procedures.
- 1.6.4 Act upon recommendations from the Coordinating Council and standing Councils that require ratification by the Assembly.
- 1.6.5 Amend the bylaws of the Assembly.

- 1.6.6 Execute an annual election of Faculty Assembly officers and members of Faculty Assembly Councils.
- 1.6.7 Encourage professional growth of faculty.
- 1.6.8 Provide input to and oversight of College strategic and systematic evaluation plans.
- 1.6.9 Provide input into mutual concerns about Medical Center policies and procedures.
- 1.6.10 Election Committee
  - 1.6.10.1 Purpose: An Election Committee, sub-committee of Faculty Assembly, shall be elected to conduct elections as necessary in accordance with the bylaws of the College and/or University rules.
  - 1.6.10.2 Membership:
    - 1.6.10.2.1 This committee shall be composed of three (3) members elected by the faculty. Two (2) members shall be elected in the spring of the odd years and one (1) member shall be elected in the spring of the even years.
    - 1.6.10.2.2 No member shall serve more than two (2) consecutive terms.
    - 1.6.10.2.3 Vacancies shall which occur during the year shall be filled by election under the direction of the remaining committee members.
  - 1.6.10.3 Functions: The committee will call for nominations from Faculty Assembly members, seek nominations, prepare ballots; circulate ballots to all voting faculty at least 10 working days prior to an election; tally ballots; and announce those elected.
  - 1.6.10.4 Meetings: Meetings shall be called by the chair as deemed necessary.

## 1.7 Officers

- 1.7.1 Duties of Chair of the Assembly:
  - 1.7.1.1 Preside over all meetings of the Assembly.
  - 1.7.1.2 Develop and distribute the agenda for the Assembly meetings.
  - 1.7.1.3 Serve as Chair the Coordinating Council
  - 1.7.1.4 Disseminate minutes of the Assembly meeting.
- 1.7.2 The Chair role shall **have workload considered in teaching assignment.**
- 1.7.3 Duties of the Chair-elect:
  - 1.7.2.1 Preside over the Assembly meetings in the absence of the Chair.
  - 1.7.2.2 Serve as a member of the Coordinating Council.
  - 1.7.2.3 Assume functions allocated to the Chair in her/his absence.
  - 1.7.2.4 Assume position of Chair after tenure as Chair-elect.

- 1.7.4 Duties of the Secretary:
  - 1.7.4.1 Take minutes of meetings concurrent with clerical support staff.
  - 1.7.4.2 Review and revise as needed minutes transcribed by clerical support staff.
  - 1.7.4.3 Oversee electronic distribution of minutes to faculty.
- 1.7.5 Meetings:
  - 1.7.5.1 Meetings shall be held at least quarterly during the academic year.
  - 1.7.5.2 Any member of the Assembly or the Dean may request a special meeting.

### **Coordinating Council:**

- 2.1 Purpose:
  - 2.1.1 Coordinate, monitor and evaluate activities of the Governance Councils.
- 2.2 Membership:
  - 2.2.1 Dean.
  - 2.2.2 Chair and Chair-elect of the Faculty Assembly serve as Chair and Chair-elect of the Coordinating Council.
  - 2.2.3 Chair serves for one year term; Chair-elect serves for one year term followed by one year term as Chair.
  - 2.2.4 Chairpersons of Governance Councils.
  - 2.2.5 Secretary of the Faculty Assembly.
  - 2.2.6 Associate deans as ex officio members.
- 2.3 Voting privileges:
  - 2.3.1 All members with the exception of associate deans who are ex officio members without voting privileges.
- 2.4 Quorum
  - 2.4.1 Majority of committee members – 50% plus 1.
- 2.5 Functions:

- 2.5.1 Ensure that the actions of the Governance Councils are directed toward carrying out the mission, vision, and strategic plan of the College and University.
- 2.5.2 Monitor performance and determine the success of the Governance Councils.
- 2.5.3 Facilitate work among the Faculty Assembly Councils.
- 2.5.4 Develop, monitor and evaluate College systematic evaluation plan.
- 2.5.5 Act for the faculty during summer and extended holiday periods.
- 2.5.6 Submit annual report to the Coordinating Council and the Dean
- 2.5.7 Receive and review all proposed amendments submitted by councils and/or members of the Faculty Assembly; present proposed amendments of the bylaws to members of the Assembly.

2.6 Officers:

2.6.1 Duties of the Chair of the Coordinating Council:

2.6.1.1 Convene meetings and manage the functions of the Coordinating Council

2.6.1.2 Between regularly scheduled meetings, or in emergency situations, the Chair may act for the Council for immediately needed operational decisions and such actions must be reported to the Council membership at its next regularly meeting for review and ratification.

2.6.2 Duties of the Chair-Elect of the Faculty Assembly:

2.6.2.1 In the absence of the Chair the Chair-elect will carry out the Chair's duties.

2.6.3 Duties of the Secretary:

2.6.3.1 Take minutes of the meetings.

2.6.3.2 Distribute minutes electronically to the members of the Council

2.6.3.3 Have approved minutes posted electronically for faculty access.

2.7 Meetings:

2.7.1 Meetings shall be held monthly during the academic year.

2.7.2 Any member of the Coordinating Council or the Dean may request a special meeting.

## Governance Councils

### 3 Students Affairs Council

#### 3.1 Purpose:

3.1.1 Coordinate, monitor, evaluate and make decisions about activities involving both faculty and students.

#### 3.2. Membership:

3.2.1. Five (5) faculty members including at least two (2) representing the graduate program and two (2) representing the undergraduate program.

3.2.2. Two (2) student representatives - one graduate program and one undergraduate program student.

3.2.3. Ex-officio members: Associate Dean(s), Director Student Affairs and Graduate and Undergraduate Program Advisors.

3.2.4 Members shall serve for two (2) years with eligibility for one additional sequential 2-year term.

3.2.5 Two (2) faculty shall be elected on the even years and three (3) elected on the odd years.

3.2.6 Vacancies which occur during the year shall be filled by election to complete the term of the vacating member.

3.2.7 Chair elected yearly by the Council at its first meeting after elections during Spring Quarter.

#### 3.3. Voting Privileges:

3.3.1 Elected faculty may vote on all motions and resolutions.

3.3.1.1 Only doctorally prepared faculty can vote on student matters pertaining to the doctoral program.

3.3.2 Students may not vote or be present for deliberations on matters involving admission and progression of students.

3.3.3 Ex-officio members do not have voting privileges.

#### 3.4 Quorum:

3.4.1 Majority of elected faculty members – 3 elected faculty members.

#### 3.5 Functions:

3.5.1 Establish admission, progression, and graduation policies.

- 3.5.2 Make admission and progression decisions for individual students and act on exceptions to admissions and progress.
- 3.5.3 Recommend students to the Dean for honors and awards.
- 3.5.4 Review and recommend changes to policy and procedures for: affirmative action, scholarships and awards, and academic and clinical admission and progression.
- 3.5.5 Review annual and long-range plans that pertain to student admission and progression and make recommendations to Coordinating Council and/or Faculty Assembly.
- 3.5.6 Review enrollment trends and recommend recruitment strategies.
- 3.5.7 Make recommendations for public relation activities that showcase nursing students outstanding achievements.
- 3.5.8 Recruit, nominate, and develop students to serve on Governance Councils.
- 3.5.9 Provide advice to students and faculty regarding University academic misconduct processes.
- 3.5.10 Submit annual report to the Coordinating Council and to the Dean.

3.6 Meetings:

- 3.6.1 Meetings shall be held monthly during the academic year.
- 3.6.2 Any member of the Student Affairs Council or the Dean may request a special meeting.
- 3.6.3 Approved minutes of meetings will be made available electronically to all faculty, Director of Student Affairs, Graduate and Undergraduate Program Advisors, Associate Deans, and Dean.

7 **Student Affairs Council / Student Committees**

3.7.1 Purpose:

- 3.7.1.1 Act as liaison between Student Affairs Council and nursing students.

3.7.2 Membership:

- 3.7.2.1 One student from each of the three College student groups (Nursing Tribunal, Nursing Student Association, and Graduate Student Organization) will be elected per student group policy.
- 3.7.2.2 A designated member of the Student Affairs Council will serve as liaison to the SNC Subcommittee

3.7.3 Functions:

- 3.7.3.1 Work with graduate and undergraduate student groups in the College and advise and counsel the Student Affairs Council.
- 3.7.3.2 Provide counsel to students regarding University processes.
- 3.7.3.3 Participate in planning for convocations.

3.7.4 Meetings:

3.7.4.1 At least once quarterly and as needed

**4 Curriculum Council**

4.1. Purpose:

4.1.1. Monitor, evaluate and make recommendations to Faculty Assembly about College level programs, curricula and required courses.

4.2 Membership:

4.2.1 Eight (8) faculty members and two (2) student members:

4.2.1.1 Five (5) from undergraduate program – at least 1 teaching in traditional undergraduate program and at least 1 teaching in the RN/BSN

4.2.1.2 Three (3) from graduate program – at least one teaching in the accelerated program and at least one teaching in the doctoral program.

4.2.1.3 Five (5) faculty must be in tenure track.

4.2.1.4 Two (2) faculty must be in clinical track – 1 teaching in undergraduate program and 1 teaching in the graduate program.

4.2.1.5 Chair and Chair-elect must be in the tenure track.

4.2.1.6 Two (2) students – one in the undergraduate program and one in the graduate program.

4.2.1.7 Associate Deans and Dean as ex-officio members.

4.2.1.8 Members shall serve for two (2) years with eligibility for one additional sequential 2-year term.

4.2.1.9 Chair shall be elected yearly by the Council at its first meeting after elections Spring Quarter.

4.2.1.10 Four faculty will be elected on the even years and four (4) faculty will be elected on the odd years.

4.2.1.11 Vacancies which occur during the year shall be filled by election to complete the term of the vacating member.

4.3 Voting Privileges :

4.3.1 Elected faculty and students may vote on all matters.

4.3.1.1 Only doctorally prepared faculty can vote on student matters pertaining to the doctoral program.

4.3.2 Ex-officio members do not have voting privileges.

4.4 Quorum

- 4.4.1 Five elected faculty

4.5 Functions:

- 4.5.1 Maintain a curriculum that is logically organized and internally consistent across all programs and congruent with the College mission, vision and philosophy.
- 4.5.2 Approve the philosophy, purposes, objectives, curricula, and courses for all programs with ratification by the Faculty Assembly.
- 4.5.3 Lead ongoing program evaluations of all curricula (BSN, MSN, & PhD) in accordance with the College evaluation plan, excluding writing of program reviews/reports.
- 4.5.4 Recommend changes in curricula based on analysis of program evaluation, external healthcare trends and input from program directors, faculty and students..
- 4.5.5 Annually review and make recommendations for revision of College and University policies and procedures related to curriculum.
- 4.5.6 Work with administration to ensure adequate resources.
- 4.5.7 Annually review and/or revise plans and goals for the curricula.
- 4.5.8 Provide recommendations to the associate deans and program directors regarding reports for accreditation and approval bodies.
- 4.5.9 Submit annual report to the Coordinating Council and to the Dean.

4.6 Meetings:

- 4.6.1 Meetings shall be held monthly during the academic year.
- 4.6.2 Any member of the Curriculum Council or the Dean may request a special meeting.

## **5 Faculty Affairs Council**

### 5.1 Purpose:

5.1.1 Coordinate, monitor and evaluate activities involving faculty mentoring, development, support, workload, and recognition.

### 5.2 Membership

5.2.1 Seven faculty (7) members:

5.2.1.1 Five (5) faculty must be in the tenure track, at least three (3) of whom are tenured.

5.2.1.2 Two (2) clinical track faculty.

5.2.1.3 Associate deans and Dean as ex officio members.

5.2.1.4 Chair & Chair-elect to be elected by the Council at its first meeting after elections Spring Quarter.

5.2.1.5 Members shall serve for two (2) years with eligibility for one additional sequential 2 year term.

5.2.1.6 Three (3) faculty will be elected on the even years and four (4) faculty will be elected on the odd years.

5.2.1.7 Vacancies which occur during the year shall be filled by election to complete the term of the vacating person.

### 5.3 Voting Privileges:

5.3.1 All members have one vote each.

5.3.2 Ex-officio members do not have voting privileges.

### 5.4 Quorum:

5.4.1 Four (4) elected faculty

### 5.5 Functions:

5.5.1 Work with associate deans to maintain/revise College Faculty Handbook.

5.5.2 Formulate, implement, and evaluate overall orientation plan for new faculty members, work with related program directors and associate dean(s).

5.5.3 Develop and oversee process for mentoring faculty in their application for promotion and tenure.

5.5.4 Develop annual and long-range plan for faculty development/programs with program directors and associate deans based on projected faculty and program needs and make recommendations to Coordinating Council and Faculty Assembly for implementation.

- 5.5.5 Review requests for faculty development opportunities, academic leaves and professional leaves based on UC/AAUP contract terms and make recommendations to the Dean.
  - 5.5.6 Ensure consistency of application of UC policies and procedures related to faculty intellectual property.
  - 5.5.7 Adopt faculty travel policies and make recommendations to the Dean in allocating travel budget based on curriculum, research and faculty development needs.
  - 5.5.8 Develop plan for faculty awards and honors and implement and evaluate plan.
  - 5.5.9 Using input from faculty recommend workload policies to the Faculty Assembly and to the Dean.
  - 5.5.10 Make recommendations for annual faculty assignment process in collaboration with program directors and associate deans, to the Dean as Academic Department Head. Posting of assignments should be handled through the Dean's Office.
  - 5.5.11 Review and recommend educational/instructional and research capital items with input from faculty, program directors, associate deans, Dean and Research/ Scholarly Activities Council.
  - 5.5.12 Evaluate space needs relative to educational/instructional and/ research needs within the College and make recommendations to the Dean and Faculty Assembly.
  - 5.5.13 Implement plan for nomination and recruitment of faculty to serve on College, Medical Center and University governance committees and on other external groups.
  - 5.5.14 Review and recommend applicants for volunteer faculty status.
  - 5.5.15 Submit annual report to the Coordinating Council and to the Dean.
  - 5.5.16 Create faculty search committees in consultation with the Dean for recruitment, review and recommendations for open faculty positions.
- 5.6 Meetings:
- 5.6.1 Regular meetings shall be held monthly during the academic year.
  - 5.6.2 Any member of the Faculty Affairs Council or the Dean may request a special meeting.

## 6 Faculty Practice Council

### 6.1 Purpose:

- 6.1.1 Coordinate, monitor and evaluate faculty practice development including consultation, education, and clinical practice and its accompanying revenues.

### 6.2

### 6.3 Membership:

- 6.3.1 Five (5) faculty members.
- 6.3.2 Two (2) students.
- 6.3.3 Associate deans and Dean as ex-officio members.
- 6.3.4 Members shall serve for two (2) years with eligibility for one additional sequential 2-year term.
- 6.3.5 Three (3) faculty shall be elected on the even years and two (2) faculty on the odd years.
- 6.3.6 Vacancies which occur during the year shall be filled by election to complete the term of the vacating member.
- 6.3.7 Chair shall be elected yearly by Council at its first meeting after elections in Spring Quarter.

### 6.4 Voting Privileges:

- 6.4.1 Elected faculty and students may vote on all matters.
- 6.4.2 Ex-officio members do not have voting privileges.

### 6.4 Quorum:

- 6.4.1 Four elected faculty.

### 6.5 Functions:

- 6.5.1 Provide counsel and recommendations pertaining to faculty practice issues to the Dean
- 6.5.2 Act as a resource for faculty practice development, implementation and evaluation.
- 6.5.3 Suggest methods for marketing and increasing the visibility of faculty practice
- 6.5.4 Assist faculty in negotiation of sites for faculty practice.
- 6.5.5 Develop criteria for faculty practice and submit recommendations to ARPT and Faculty Assembly.
- 6.5.6 Ensure peer review of educational/ clinical practice as required by certification processes.
- 6.5.7 Develop and monitor annual and long-term plan for faculty practice and make recommendations to Coordinating Council and Faculty Assembly.
- 6.5.8 Submit annual report to the Coordinating Council and to the Dean.

6.6. Meetings:

6.6.1 Meetings shall be held monthly during the academic year.

6.6.2 Any member of the Practice Council or the Dean may request a special meeting

**7 Appointment, Reappointment, Promotion and Tenure (ARPT) Council**

7.1. Purpose:

7.1.1 Evaluate peers for ARPT according to criterion approved by the Faculty Assembly.

7.2 Membership:

7.2.1 Seven (7) faculty members including five (5) who are tenured at the rank of associate professor or professor with at least two (2) at the professor level and two (2) who are at the rank of clinical associate professor or clinical professor.

7.2.2 Members shall serve for two (2) years with eligibility for one additional sequential 2-year term.

7.2.3 Four (4) faculty will be elected on the even years and three (3) faculty will be elected on the odd years.

7.2.4 Faculty seeking reappointment, promotion, or tenure shall not serve on the ARPT Council in that academic year.

7.2.5 Vacancies which occur during the year shall be filled by election to complete the term of the vacating member.

7.2.6 Chair is elected yearly by the Council at its first meeting after elections Spring Quarter.

7.3 Voting Privileges:

7.3.1 All members have one vote.

7.4 Quorum

7.4.1 All members must be present for a vote on promotion or tenure.

7.4.2 Majority of faculty (3) must be present for votes on appointment, reappointment, or other matters.

7.5 Functions

7.5.1 Review and recommend revisions of criteria and policies for appointment.

7.5.2 Execute procedure for appointment, reappointment, promotion and tenure based on UC/AAUP contract.

7.5.3 Serve as a resource to faculty in clarifying process for promotion and/or tenure.

- 7.5.4 At the request of the Dean and Faculty Affairs Council: review and recommend new faculty candidates for initial rank appointment to the qualified or unqualified track, review and recommend candidates for the awarding of tenure at the time of the initial appointment. These decisions are to be done in a timely manner.
- 7.5.5 Monitor ratio of qualified to unqualified faculty and numbers of open positions and make recommendations to the Dean regarding faculty needs.
- 7.5.6 Monitor annual and long-term plan for ARPT and make recommendations to Coordinating Council and Faculty Assembly.
- 7.5.7 Submit annual report to the Coordinating Council and to the Dean.

7.6 Meetings:

- 7.6.1 Meetings shall be held monthly during the academic year.
- 7.6.2 Any member of the ARPT Council or the Dean may request a special mtg.

## **8 Research/Scholarly Activities Council**

8.1 Purpose:

- 8.1.1.1 Coordinate, monitor, and evaluate faculty activities related to intramural funding and support for faculty in the research and scholarship roles.

8.2 Membership:

- 8.2.1 Three (3) faculty with doctorates, who are funded or who have received funding - at least one (1) of whom is currently funded..
- 8.2.2 Associate Dean for Research.
- 8.2.3 One (1) student who is a PhD Candidate
- 8.2.4 One community member who is doctorally prepared and engaged in a program of research.
- 8.2.5 Chair shall be elected by the Council at its first meeting after elections Spring Quarter.

8.3 Voting privileges:

- 8.3.1 Elected members may vote on all matters.
- 8.3.2 Associate Dean for Research may vote on all matters.

shall be presented to the members of the Faculty Assembly for voting one (1) month prior to the regular meeting of the Faculty Assembly or a special meeting called for this purpose.

**June 9, 2004**

These Faculty Governance Bylaws have been approved with the understanding that as the new structure and bylaws are operationalized during the 2004 – 2005 academic year, this document will require further work related to grammar, consistency, format and clarity and further specification of the roles and responsibilities of the Councils and Chairs.

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