

TTU College of Education Leadership Team (LT) Shared Governance Codification Document

Approved and Adopted by the LT Voting Membership
During a Regular Meeting of the LT on April 6, 2022

Preamble:

Texas Tech University College of Education faculty, staff and administrators recognize the importance of embracing a model of shared governance that fully empowers stakeholders throughout our college community to participate openly and actively in decision-making processes affecting the institutional well-being and culture of our college. As defined by the Higher Education Program and Policy Council [American Federation of Teachers (AFT) Higher Education], *“Shared governance is the set of practices under which college faculty and staff participate in significant decisions concerning the operation of their institutions...It is widely understood that broad participation in decision-making increases the level of employee investment in the institution’s success. As a result, organizational theorists for many years have recommended shared decision-making as a key strategy to improve productivity in all kinds of organizations. In higher education, due to the high turnover rate of top administrators, the faculty and staff are often in the best position to provide the institutional history so valuable to institutional planning. Without that institutional history, institutions are apt to repeat past failures.”* (Shared Governance in Colleges and Universities: A Statement by the Higher Education Program and Policy Council, AFT Higher Education, p. 4)¹ The Leadership Team (LT) as a shared governance structure in the TTU College of Education is a collaborative body that recognizes and builds upon this conception of shared governance for empowering college faculty and staff to participate actively in collegial decision-making processes. A defining feature of our TTU College of Education Leadership Team (LT) model is that the LT seeks to be an inclusive representative body that fully recognizes the significant *value-added* governance dimension that diverse stakeholders’ perspectives and voices can contribute in terms of enhancing the overall quality and effectiveness of shared decision-making in the college.

1. Shared Governance in Colleges and Universities: A Statement by the Higher Education Program and Policy Council, AFT Higher Education, p. 4. Available at: <https://docplayer.net/1821378-Shared-governance-in-colleges-and-universities.html>

College of Education Leadership Team

Leadership Team (LT) Vision and Purpose

The TTU College of Education *Leadership Team (LT) shared governance model* was implemented in the fall of 2019 and is constituted as a formal shared governing body to provide space and opportunities for multiple stakeholders and stakeholder groups in the College of Education community to voice their perspectives and play integral roles in informing organizational decision-making in the college. Employing a “senate representation” structural framework, the College of Education’s Leadership Team is comprised of both: 1) *non-voting members* consisting of members of the College’s administrative team; and 2) *voting members* (tenured, tenure-track, and instructional focus faculty and staff) elected by faculty from each College of Education Department and by the staff of the College. LT faculty and staff voting members are tasked with representing the multiple views and perspectives of their constituents in regularly scheduled LT meetings during the fall and spring semesters of each academic year and casting votes on issues brought before the LT with the best interests of their constituents and the college in mind. It is recognized that the Dean of the College of Education, because of the responsibilities of this administrative role, must bear ultimate responsibility for decision-making in the College. Thus, voting activities undertaken by LT voting members on multiple issues considered by the LT (e.g., budget and personnel, policy matters affecting college academic life and culture) constitute decision-making recommendations to the Dean of the College.

Rather than being “set in stone” from the outset, the Leadership Team (LT) as a policy and decision-making recommending body is an *evolving* organizational structure in the college. As such, the LT continually seeks to realize and optimize its potential for providing a *college-wide framework for inclusive shared governance* that actively solicits the perspectives and input of multiple diverse stakeholders throughout the college regarding important issues affecting organizational governance and policy making. Consistent with this guiding framework of inclusive shared governance, the Leadership Team moving forward remains open to consideration of proposed expansions to its LT voting and non-voting membership configuration as warranted and recommended by the College of Education’s Faculty Council, Staff Council, and Dean’s Office. This openness to LT membership expansion reflects the central overarching spirit of inclusive shared governance that undergirds the *Leadership Team shared governance model* in the College of Education, which is to be as fully inclusive as possible of the representative voices of important stakeholder constituencies in the College (e.g., tenured and tenure-track faculty, full-time professional staff, non-tenure-track full-time instructional focus faculty, part-time/adjunct faculty, graduate student employees such as teaching and research assistants, professional and technical personnel).

- Roles
- Composition
 - In order to maintain a culture of transparent shared governance, the composition of the COE Leadership Team shall constitute the following voting and non-voting members:

Non-voting members

- Members of the Dean’s administrative team will be non-voting members of the COE Leadership Team. They include, but are not limited to Associate Deans, Department Chairs, Associate Chairs, and staff who work under the Dean’s office. Their purpose on the COE Leadership Team is to provide counsel, context, information and updates, but also foster communication throughout the college community.

Voting members (i.e., LT Representatives)

- Faculty within each academic department of the COE shall elect three representatives each: i.e., one tenured faculty representative, one tenure-track faculty representative, and one “equity” faculty representative. [Note: This third “equity faculty representative” LT voting member position is designed to enable faculty within each COE academic department to elect a third LT voting representative who can represent an additional constituent group of faculty existing within the department (such as: instructional focus faculty – faculty holding non-tenure-track “professor of practice, research rank, clinical, or lecturer appointments”; faculty engaged in extensive community-engaged scholarship and/or significant educator preparation work that is directly related to the mission of individual programs and the department; etc.) to ensure faculty interests throughout the department are fully and equitably represented. The faculty and chair of each COE department are empowered to determine the specific focus of their department’s third “equity faculty representative” LT voting member position based on department-specific considerations (such as: the unique mission and focus of the individual department and its programs; the kinds of students and community stakeholders the department serves; etc.).]

- Three staff members will represent the interests of the staff of the college appointed by the COE Staff Council.
- COE Leadership Team (LT) voting members include tenured faculty and tenure-track faculty representatives, equity faculty representatives, and staff representatives because of the recognition that all these employees of the College of Education have a vital stake in the success of the college. All these employees have relationships, precarities, and future work possibilities that are dependent upon the success of the college.

Leadership Team (LT) Representative (Voting Member) Roles and Responsibilities:

The roles of LT representatives (voting members) include: 1) soliciting the views and perspectives and representing the interests of the LT representative's department/staff constituents at LT meetings; and 2) casting votes on LT issues and motions that reflect the interests of the LT representative's department/staff constituents as well as the overall best interests of the College.

Responsibilities of LT representatives (voting members) include:

- Completing LT Representative Orientation Training for newly elected LT representatives as required by the LT shared governance body and the Dean's Office;
- Providing context and background information regarding your constituent group's unit activities, resource needs, and organizational performance challenges to LT colleagues during LT meetings to inform LT shared governance discussions;
- Keeping your department/staff constituents informed on a regular basis (e.g., through email, focus group and department meetings, townhalls, surveys) regarding topics and issues discussed during LT meetings that may impact your constituents as well as the broader College Community;

- Soliciting your department/staff constituents' views/perspectives (e.g., through email, focus group and department meetings, townhalls, surveys) regarding LT topics and issues currently under consideration by the LT shared governance body and representing your constituents' views/perspectives at LT meetings;
- Participating actively in LT meetings in a manner that ensures the stakeholder interests and resource needs of your constituent group are heard and clearly understood by the LT shared governance body; and
- Encouraging your department/staff constituents to participate actively in the shared governance culture of the College through attending regularly scheduled LT meetings, as well as Faculty Council, Staff Council, and Dean's Office ad hoc townhalls on issues of importance to the College Community.

Term

- Faculty members shall be elected for a term of two years, each staggered, and such terms shall commence at the conclusion of the last meeting of the academic year. Each department should have an alternate representative in case one of their two representatives is unable to attend a meeting or fulfill their duties in their role. If one or both department faculty representatives are unable to continue to fulfill their duties in their role as an elected LT representative, the department chair can appoint a temporary faculty representative until the department faculty formally elect a new representative or representatives. In appointing a temporary faculty representative, the department chair must seek to maintain the diversity and representativeness of the faculty within their department.
- Staff members shall be elected for a term of two years, each staggered, and such terms shall commence at the conclusion of the last meeting of the academic year.

- Eligibility of Faculty Members: Only Faculty holding tenured, tenure-probationary, professor of practice, research rank, clinical, or lecturer appointments in the College of Education are eligible for election as a faculty representative on the COE Leadership Team. Members of the Dean's administrative team (i.e., Associate Deans, Assistant Deans, Department Chairs, Associate Department Chairs) are not eligible for election to membership on the COE Leadership Team as an LT faculty representative (voting member).
- Eligibility of Staff Members: Staff members eligible for election as a staff representative on the COE Leadership Team shall include all persons holding staff positions in the College of Education.
- Voting
 - The eligible voting members of Faculty elected as faculty representatives to the COE Leadership Team shall include all persons holding tenured, tenure-track, and non-tenure track (i.e., professor of practice, research rank, clinical, or lecturer) appointments in the College of Education.
 - The eligible voting members of Staff elected as staff representatives to the COE Leadership Team shall include all persons holding staff positions in the College of Education.