Deborah Ward, Department Chair  
Nursing Science and Health-Care Leadership Graduate Program 

RE: Nursing Science and Health-Care Leadership Bylaws 

Dear Professor Ward: 

Enclosed is a copy of the Nursing Science and Health-Care Leadership Program Bylaws as approved by Graduate Council on October 21, 2016. These bylaws are now the revised, official document for the Nursing Science and Health-Care Leadership Graduate Program and will be posted on the Office of Graduate Studies webpage: 

https://gradstudies.ucdavis.edu/programs/gnme  
https://gradstudies.ucdavis.edu/programs/gnrs  
https://gradstudies.ucdavis.edu/programs/gnsl  
https://gradstudies.ucdavis.edu/programs/gnpa  

Thank you for your efforts on behalf of Graduate Education. 

Sincerely, 

Nicole Baumgarth, Chair  
Graduate Council 

c: Amanda Kimball, Project Analyst, Graduate Studies  
Lisa Badovinac, Education Director, School of Nursing 

Enclosure
Graduate Group in Nursing Science and Health-Care Leadership

Bylaws

Administrative Home: Betty Irene Moore School of Nursing
Approved by Graduate Council: October 21, 2016

ARTICLE I. OBJECTIVE

Degrees offered by the program: The Nursing Science and Health-Care Leadership (NSHL) Graduate Group (hereafter referred to as the Group) will offer graduate studies leading to the Master of Science in NSHL (M.S.) degree, Master of Health Services (M.H.S.) degree, Master of Science in Nursing (M.S.N.) degree and Doctor of Philosophy (Ph.D.) degree, in conformance with the rules and procedures of the Graduate Council and the Office of Graduate Studies of the Davis Campus of the University of California.

Discipline: The Group provides the academic and administrative structure for delivery of advanced research and education in Nursing Science and Health-Care Leadership. The NSHL curriculum will be interdisciplinary and interprofessional, focused on advanced education in population health and health systems. The research goals of the NSHL programs focus on two elements critical to advancing health: 1) population and community health, with an emphasis on aging, rural and diverse populations and 2) system-level analysis and improvement. Graduates of the NSHL programs will be prepared to assume positions in academia as faculty, researchers or educators, or as leaders in health systems.

Mission: The organization and operational characteristics of the Group are construed broadly to support the educational purpose of the NSHL degree programs and administer the graduate group. The Group functions as a mechanism for curricular structure in educating and mentoring students in nursing science and health-care leadership at UC Davis and fosters interactions and collaborations among faculty pursuing research in population health and health systems through a number of different academic departments. The educational mission of the NSHL Graduate Group will be delivered by faculty with expertise not only in the field of nursing science, but also with strength in informatics, medicine, nutrition, sociology, and other related fields. The NSHL program is intended to produce doctoral graduates that will be prepared as researchers in nursing science and health care systems and educators competent to assume full academic roles as faculty. The NSHL program Ph.D. graduates will have the expertise to transform health-care delivery and policy through research and education. The M.S. degree level graduates of the NSHL program will have enhanced capability in the delivery of health-care and system change, as well as preparation to be leaders in nursing practice or faculty for community college nursing programs.

ARTICLE II. MEMBERSHIP

A. Criteria for Membership in the Graduate Group
1. Members must hold an appropriate academic title as outlined in Graduate Council Policy, GC1998-02, “Policy on Membership in Graduate Programs”.

2. Membership is independent and separate from academic department appointments.
Membership is based upon disciplinary expertise and active research, so members throughout campus are eligible for consideration to membership in the group.
The membership is expected to draw from existing campus faculty with health system, population health and/or nursing expertise, existing faculty with expertise in other relevant areas (e.g., statistics, informatics, business) and nursing faculty who will be hired in the Betty Irene Moore School of Nursing. The Graduate Group consists of those faculty members of the Davis campus qualified to advise candidates for the degrees offered by the Nursing Science and Health-Care Leadership Graduate Group: Master of Science in NSHL (M.S.) degree, Master of Health Services (M.H.S.) degree, Master of Science in Nursing (M.S.N.) degree and Doctor of Philosophy (Ph.D.) degree.

3. Members must state a willingness to actively participate in the administration of the NSHL graduate degree programs. Voting rights, per Graduate Council policy and Academic Senate Rule 55.
   All members are eligible to vote on graduate matters and have the full rights and privileges accorded to other members, with the exception of Emeritus faculty members. Emeritus/emerita faculty members can participate in the NSHL Graduate Group by serving on committees, attending meetings and participating in other Group activities, but may not vote on policy or bylaws issues.

B. Application Process
Potential NSHL faculty may self-nominate or be nominated by an existing member of the Group. After approval of a membership application by the Executive Committee, the names and qualifications of applicants shall be made available to the entire membership of the Group for comment.

Applicants for NSHL Graduate Group membership must prepare an application that includes:
1) A current Curriculum Vitae or biosketch which includes academic title, departmental affiliation, email contact, publication list, research funding record, and relevant teaching experience 2) A Statement of research interests 3) A Statement of willingness to participate in Group functions, including, but not limited to:
   - Taking an active role in the administration of the graduate program by serving on graduate program administrative committees; as a graduate adviser (not to be confused with being a major professor); or as an administrative officer of the program.
   - Providing graduate-level instruction, as appropriate, in addition to research instruction.
   - Service on dissertation/thesis and qualifying examination/master’s comprehensive examination committees.

C. Emeriti/Emeritae
Faculty who wish to serve the Graduate Group as emeritus faculty must reapply for membership upon retirement from the University. Emeritus/emerita faculty who are no longer active members of the Group may attend and participate in Group activities, including meetings, but may not vote on policy or Bylaw issues related to the Group.

D. Continued Membership
Membership in the Graduate Group must be renewed every three years. Each faculty member’s contributions to the NSHL shall be reviewed once every three years for the purpose of identifying faculty members who are not providing an appropriate level of service to the Group. This review will be conducted by the NSHL Executive Committee, who will provide members written notification of
renewal or non-renewal, including a justification for non-renewal. Continued membership requires that the member contribute significantly to Graduate Group functions, as listed in section B above. Membership will be renewed after consideration of the member’s contributions as defined in section B.

These contributions include, but are not limited to:
- Qualifying exam or thesis/dissertation committee participation.
- Delivery of group curriculum that is taken by masters’ degree and Ph.D. candidates in completion of their NSHL degree requirements.
- Committee service in the Group, service as a graduate program adviser, or related service that furthers the goals of the Graduate Group.

A member will be considered to have resigned from the NSHL under the following circumstances:
- Submission of a written letter of resignation to the Chair of the Program.
- Failure to submit renewal notification.
- Resignation from the University.

E. Membership Appeal Process
Indians denied membership or renewal of membership may appeal directly to the Executive Committee by contacting the Group chair. A written rebuttal to the reasons for denial must accompany the appeal within 30 days of written notice of denial and submitted to the Group Chair. The Chair will review all appeals and present them to the Executive Committee for resolution. The Group chair will respond for the Group and notify all applicants who have filed an appeal. Applicants denied membership or renewal of membership may make a final appeal to the Dean of Graduate Studies.

ARTICLE III. ADMINISTRATION
The academic leadership and management of the Graduate Group shall be vested in the group Chair, the Executive Committee and the Dean of the School of Nursing. The academic leadership and management of the Graduate Group shall be open and democratic.

ARTICLE IV. GRADUATE GROUP CHAIR
A. Appointment of the Chair.
The NSHL Chair will be appointed in accordance with the Academic Personnel Manual policy UCD-245.B (http://manuals.ucdavis.edu/apm/245b.htm) and the policies and procedures of the Graduate Council and the Office of Graduate Studies. A "Chair Nominating Committee" shall be named by the Executive Committee to solicit from the faculty members of the group, names of nominees for Graduate Group Chair. Nominees will be asked if they are willing to serve. To ensure confidentiality and objectivity, willing nominees, if members of the nominating committee, must withdraw from subsequent participation in the nomination process.

The names of all nominees who have indicated a willingness to serve will then be submitted to the Group’s members and graduate students for comments. Comments will be collected in a manner that ensures 1) that the nominee is a graduate group member, and 2) the nominator’s identity is separated from the comments, to ensure confidentiality. An “envelope within an envelope” approach, as used in faculty senate voting, is an example of this mechanism. The nominating committee is charged with ensuring the confidentiality of the comments.
The Nominating Committee will forward at least two names to the Dean of Graduate Studies along with all comments received on the nominees. All comments solicited from faculty of the group and students will be treated as confidential information by the Office of Graduate Studies. If two or more names are forwarded, the Nominating Committee may express a preference and, if it does, should indicate the basis for determining that preference. After interviewing the nominees the Dean of Graduate Studies will forward his/her recommendation to the Chancellor. The normal term of the Chair’s appointment is three years, however the recommended term of service will be based on each nominee’s willingness to serve.

B. Duties of the Chair.
The Chair will provide overall academic leadership for the NSHL program, in conjunction with assistance from the Executive Committee. The Chair will be the spokesperson for the program and represent the interests of the program to the campus and University administrators. The chair will be responsible for oversight of program publications and the coordination of administrative matters with the Office of Graduate Studies. The Chair shall be the chief officer for the Group and for the Executive Committee.

The Chair shall:
- Call and preside over meetings of the standing and special committees.
- Appoint, with approval of the Executive Committee, standing committees and special committees.
- Nominate the graduate program advisers for appointment.
- Maintain a liaison relationship with related groups on the Davis campus.

C. Vice Chair
The Vice Chair will be nominated by the Group Chair from the Executive Committee and will be approved by a majority vote of the Executive Committee for a three year term. The name of the nominee indicating a willingness to serve will be submitted to a vote of the entire Group.

The duties of the Vice Chair includes;
- Serving as an ex officio member of the Executive Committee.
- Assisting the NSHL Chair in activities, and in Chair’s absence preside over meetings.
- Serving as chief officer of the Group in the absence of the Chair, for absences less than a quarter (APM UCD-245B). If the Chair is absent from campus for more than a quarter, the Chair appointment procedures will have to be followed.

ARTICLE V. COMMITTEES
There shall be three standing committees:
- Executive Committee
- Recruitment, Admissions and Fellowship Committee
- Education Policy and Curriculum Development Committee

1. Executive Committee
The Executive Committee shall consist of five voting members that include
a. Graduate Group Chair (Nominate by Graduate Group and then appointed by Provost)
b. Graduate Group Vice Chair (Appointed by Chair)
c. Chair of the Recruitment, Admissions & Fellowship Committee (Appointed by Chair)
d. Chair of the Educational Policy and Curriculum Development Committee (Appointed by Chair)
e. One additional faculty member, as needed (Appointed by Chair)
f. One non-voting student representative appointed by the Group Chair for a one-year term. (Appointed by Chair)

The Chair of the Graduate Group will serve as Chair of the Executive Committee. The other faculty members of the Executive Committee shall be nominated by the Group membership: Elections shall be completed two weeks prior to the end of Spring Quarter as needed.

Early in Spring Quarter of alternating years, the Graduate Group Chair will issue an email call for nominations for the Executive Committee, as needed. Faculty candidates for membership to the Executive Committee may be self-nominated, or nominated by Graduate Group members. The Chair will contact eligible nominees to ensure a willingness to serve. A ballot of all willing and eligible nominees will be prepared by the Chair, and sent by email to all Group members at least three weeks prior to the end of Spring Quarter. Each member of the Graduate Group shall vote for not more than the number of positions to be filled, without providing a ranking. Those receiving the most votes will be declared elected. Ties will be resolved by a decision by the Graduate Group Chair. The Chair will ensure that election results are e-mailed to group members.

The Student Representative will be appointed by the Group Chair, upon recommendation from the graduate students as a whole, and the term will be for one year. Reappointment of a Student representative is possible for up to two years.

Elected and appointed members shall assume their duties on July 1, except in the case of special elections held to fill unexpected vacancies.

The term of appointment for all committee members will normally be for three years. However, because continuity in function will be better achieved by having Executive Committee membership terms staggered, the first election will have two seats elected to two year terms, and two seats elected to three years terms.

All faculty members on the committee are eligible to vote.
No member may serve more than three consecutive three year terms on the Executive Committee. A special election will be held to fill unexpectedly vacated seats on the Executive Committee. The election should be completed within one month of the seat being vacated, using the same election protocol described for regular elections.

Duties of the Executive Committee will include the following:
• Act as the Membership Committee: Approval of new members and review of continuing members for retention in the group.
• Upon recommendation from the Educational Policy and Curriculum Development Committee will submit curriculum changes to Graduate Council for review and approval.
• Determine and implement policy for the good of the Programs and to represent the interests of the Program generally to various University and other constituencies.
• Address other Graduate Group issues as needed.
The Executive Committee will meet at least twice per year. Additional meetings and executive sessions may be held as deemed necessary, or upon petition by five members of the Graduate Group. The Executive Committee may call for a vote of the Graduate Group faculty when consultation with the Graduate Group as a whole is deemed necessary. A quorum of the Executive Committee will consist of three voting members.

2. Recruitment, Admissions and Fellowship Committee
The Recruitment, Admissions and Fellowship Committee shall consist of at least three faculty members appointed by the Graduate Group Chair in consultation with the Executive Committee. The Admissions Officer is Chair of the Recruitment, Admissions and Fellowship Committee.

The term of appointment for all committee members will be three years. However, because continuity in function will be better achieved by having Recruitment, Admissions and Fellowship Committee membership terms staggered, the first election will have one or two seats elected to two-year terms, and one or two seats elected to three-year terms. A member may not serve for more than two consecutive terms. All faculty members are eligible to vote. The functions of this committee shall include:

- Recommending applicants to the Office of Graduate Studies for admission to the program and for Recommending financial assistance for students within the programs.
- The committee shall also be responsible for recruiting graduate students, and shall enlist the services of an ad hoc recruitment committee for this task.
- Other activities including student mentorship, making recommendations regarding the mentored research component of the program (such as pairing students with mentors), development of the Mentorship Handbook, and mentor/mentee orientation.

3. Education Policy and Curriculum Development Committee
Education Policy and Curriculum Development Committee shall consist of at least three faculty members appointed by the Graduate Group Chair in consultation with the Executive Committee.

The term of appointment for all committee members will be three years. However, because continuity in function will be better achieved by having Education Policy and Curriculum Development Committee membership terms staggered, the first election will have one or two seats elected to two year terms, and one or two seats elected to three year terms. A member may not serve for more than two consecutive terms. All members are eligible to vote. One student representative will be appointed by the Group Chair for a one-year term, and will be not eligible to vote.

This Committee is charged with making recommendations regarding the educational policy and curriculum development of the group. The committee will forward suggested programmatic changes to the Executive Committee for review, before sending out to the NSHL membership for vote. If the Group members vote by email to adopt changes, the Executive Committee will submit them to the Graduate Council for final approval. All members will be notified when changes have been approved by Graduate Council.

Other Educational Policy and Curriculum Development committee member’s activities include:
- Developing, coordinating, and facilitating additional graduate program offerings such as integrated
workshops and seminars.

- Monitoring the quality of courses offered under the auspices of the Graduate Group in Nursing Science and Health-Care Leadership, supervision of teaching evaluation feedback and teaching experience of graduate students, and overseeing the qualifying examination process.

The Education Policy and Curriculum Development Committee has jurisdiction over all five graduate programs; however, due to the growth in programs, there will be a Sub-Committee for each program. Each sub-committee will have oversight for a particular program and will be accountable to the Education Policy and Curriculum Development Committee. The five sub-committees will be:

- Ph.D. Sub-Committee
- Master of Science in Leadership Sub-Committee
- Nurse Practitioner Sub-Committee
- Physician Assistant Sub-Committee
- Master’s Entry Program in Nursing Sub-Committee

All Curriculum Sub-Committees should have at least three members with the same appointment terms as the Education Policy and Curriculum Committee. Each Sub-Committee will nominate a chair for a two-year term, and the final decisions will be made by the Education Policy and Curriculum Development Committee.

Each sub-committee will have oversight for a particular program and will be accountable to the Education Policy and Curriculum Development Committee. The sub-committee will provide proposals and reports to the larger faculty group for discussion. Any faculty member is welcome to join any sub-committee meeting as a visitor. Topics addressed are then reported back to the faculty as a whole at subsequent meetings. Areas of oversight and review may include, but are not limited to:

- Continuous quality improvement for the Program
- Curriculum review
- Student progressions
- Program-specific topics

ARTICLE VI. STUDENT REPRESENTATIVES

The Chair will appoint, upon recommendation from the graduate students as a whole, a representative to serve as a non-voting member of the Graduate Group the for a term of not more than two years. The Student Representatives will be nominated and elected by the students via email. The student representative will attend the bi-annual Graduate Group meetings.

The chair of any committee with a student member in attendance must excuse the student representatives from meetings during discussion about personnel actions or disciplinary issues relating to faculty, during rankings of existing students for funding, for disciplinary issues related to students, or for any other discussion in which student presence creates a conflict of interest or violation of personnel/privacy rights.
ARTICLE VII. GRADUATE ADVISERS
Graduate Advisers are appointed, in compliance with the policies and procedures of the Graduate Council and the Office of Graduate Studies. The Executive Committee will provide nominations of NSHL Graduate Advisers to the Office of Graduate Studies. Advisers will be appointed to a two-year term, which can be renewed. The ratio of Graduate Advisor to NSHL graduate students shall be at least 1:10. The Graduate Advisers represent the Group in its dealings with graduate students, with the following specific duties:

- Keeping track of the progress of each graduate student in the Program.
- Providing advice on how the student may best complete the requirements of the Program.
- Determining whether and how graduate student work satisfies the Program requirements.
- Nominating the Chair of an Examination Committee.
- Advising the Group concerning scheduling of courses relevant to the NSHL Graduate Group
- Communicating to students their standing in the Program.

ARTICLE VIII. MEETINGS
A bi-annual meeting of the full membership shall be held during the spring and fall quarters. The Group Chair will call the meeting. This meeting should include an annual report from each Committee chair. The Chair will ensure that minutes are recorded. The minutes shall include a written record of subcommittee reports, for the purpose of historical record of group decisions, and subsequent reference. Other meetings may be called as frequently and for such purposes as deemed desirable by the Executive Committee or at the request of five members of the program. To call a meeting by petition, five members of the Group must submit a written request to the Group Chair. The Chair will notify the Executive Committee and follow the procedure for notifying Group members.

Group members will be notified via email at least 15 days prior to any meeting. Members who cannot be present onsite may participate via telephone, if available. Faculty members of the Group who are away from campus may participate in meetings by submitting in advance written comments, and by casting proxy votes. Minutes of the meetings shall be distributed upon request and made available at the next annual meeting.

ARTICLE IX. QUORUM
All issues that require a vote must be:

- Voted on by 50+% of the membership
- On graduate program matters other than amendment/revision of bylaws: passage requires a 50+% supporting vote of the members voting.
- On amendments and revision of bylaws: passage requires a 2/3rds supporting vote of the members voting.

Balloting to establish/revise bylaws or graduate program policy can be done either in a meeting of the program, via e-mail, or other web-based balloting technology. The balloting may be done either publicly (such as a voice vote or show of hands), or anonymously. Any member can make a public or confidential request to the program chair for anonymous balloting at any time.

If via e-mail or web-based technology: a) the bylaws must state how motion may be introduced (e.g. by an executive committee, a percentage of membership, etc.), b) the bylaws must clarify how an anonymous vote will be administered, and c) 7 days must be provided for expression of opinions about the proposal.
prior to the acceptance of votes, and the program must allow 7 days for votes to be returned or before the "polls are closed.

**ARTICLE X. ORDER OF BUSINESS**
At all regular meetings, the normal order of business shall be:
1. Call to Order
2. Approval of Minutes
3. Reports of Officers
4. Reports of Standing Committees
5. Reports of Special Committees
6. Unfinished Business
7. New Business
8. Adjournment

In the event of adjournment before all business is complete, another regular meeting shall be held on the next available date.

**ARTICLE XI. AMENDMENTS**

Program members may propose amendments by petition to the program Chair. The program Chair, or relevant program committee, may ask for revisions from the faculty who submitted proposed amendments before forwarding the revisions to the membership for review and voting. Quorum, voting and passage is prescribed in Article IX. All amendments and revisions must be submitted to the Graduate Council for review and approval; changes in the bylaws will become effective upon approval by the Graduate Council.