



# GOVERNANCE DOCUMENT

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## **PREAMBLE**

The School of Engineering of Fairfield University is the continuation of the Bridgeport Engineering Institute founded in 1924 and, in uninterrupted operation, remained active as an accredited independent college until 1994.

The School of Engineering subscribes to the Mission of Fairfield University. In addition, the mission of the School of Engineering continues those objectives of the Bridgeport Engineering Institute that are appropriate as a unit of Fairfield University. Specifically, the School continues to provide opportunities to students from Connecticut and nearby New York, to pursue their engineering degree on a part-time basis in an evening/weekend format of instruction at the Associate, Baccalaureate, and Graduate level in Engineering.

## **Mission <sup>1</sup>**

Fairfield University is committed to the needs of society for liberally educated professionals. Primary objectives of the University are to develop the creative intellectual potential of its students and to foster in them ethical values and a sense of social responsibility.

The University has a further obligation to the wider community of which it is a part to share its resources and its special expertise for the betterment of the community as a whole. Engineering faculty and students already participate in the larger community as active workers, professionals, many as parents and in service activities. In addition, the University strives to educate its students to be socially aware and morally responsible citizens.

In support of this mission and to meet the needs of its students, their employers, and the wider community, the school is committed to:

- Continually improve the quality and currency of the instructional programs.
- Provide the support services needed by non-traditional students who are fully employed individuals.
- Maintain a close working relationship with industry in order to better understand their needs and identify new opportunities to serve them.
- Maintain a close working relationship with practitioners of the engineering profession for assistance in program assessment and guidance in program development.
- Provide special non credit courses in engineering and related fields, particularly in emerging technologies, to graduate engineers, engineering managers and others who wish to advance their professional development.
- Foster excellence in the teaching staff by employing engineers and scientists who combine academic credentials with the stimuli of the innovative, dynamic environment of industrial professional practice in local industry, and a long time commitment to the school.

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<sup>1</sup> As the School of Engineering evolved to include full time and graduate programs, its mission evolved as well. It is attached to this Governance Document as Appendix E.

## I. CONSTITUENCIES, DEPARTMENTS AND PROGRAMS

The School of Engineering of Fairfield University has four major constituencies, namely, students, faculty, administration, and the Advisory Board.

In addition to full time students, the student body includes fully employed individuals seeking to complete, through part time study at night, an engineering education that in some cases has been started at other institutions of higher learning.

In addition to full time faculty who are subject to the provisions of the Fairfield University Faculty Handbook, the School benefits from the services of practicing engineering professionals who typically teach one subject in their specialty and provide a link between the classroom and engineering practice and contribute to curriculum development and design. They are subject to the provisions of the School's *Adjunct Faculty Handbook*.

The School's administration serves to meet and fulfill the needs of students and faculty within the framework of Fairfield University, and to benefit from advice and consent from the Advisory Board.

The Advisory Board provides a major channel of communication and a close working relationship with industry and business.

The School of Engineering is committed to a constructive and responsible role within the University, to foster collegial relationships of trust, respect, and open communication lines within the school and the University.

### I.1. Department Definition

A department of instruction is a body of faculty responsible for a curriculum leading to a degree. A department may encompass one or more programs. All faculty members who teach courses offered by a department shall be members of that department upon appointment.

Departments and their degree curricula:

#### **Pre-1995**

##### Electrical Engineering

B.S. in Electrical Engineering and A.S. in Electrical Engineering

##### Information Systems Engineering and Computer Science

B.S. in Information Systems Engineering<sup>2</sup>

##### Manufacturing Engineering

B.S. in Manufacturing Engineering (option under Mechanical Engineering)

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<sup>2</sup> In 1997, the Department of Information Systems Engineering was separated into two programs, Computer Engineering and Software Engineering

Mechanical Engineering

B.S. in Mechanical Engineering and A.S. in Mechanical Engineering

**Post-1995, Following the Merger of BEI into Fairfield University**Electrical and Computer Engineering (ECE)

- B.S. in Electrical and Computer Engineering
- A.S. in Electrical Engineering
- M.S. degree in Electrical and Computer Engineering

Manufacturing Engineering

- B.S. in Automated Manufacturing Engineering

Mechanical Engineering

- B.S. in Mechanical Engineering
- A.S. in Mechanical Engineering
- M.S. in Mechanical Engineering

Software Engineering

- B.S. in Software Engineering
- M.S. in Software Engineering
- Combined 5-year B.S./M.S. degree in Software Engineering

Management of Technology

- M.S. in the Management of Technology

Minor Program in EngineeringCertificate Programs

- Automated Manufacturing
- Information Security
- Web Applications Development
- Network Technology

**I.2. Program Definition**

Programs are organized areas of study. A program consists of a body of faculty teaching courses in the area of study. Programs exist within Departments where they contribute to the fulfillment of Departmental objectives. All faculty who teach courses offered by a program shall be members of that program.

In addition, students in the School of Engineering are serviced by programs in

Mathematics

Physics and Chemistry

Computer Science

Faculty in these programs are associated with the respective University departments. Approval for teaching assignments in these programs will be the responsibility of the School of Engineering and the appropriate University departments.

### I.3. Educational Policies

Departments and programs shall determine their own educational policy, including the conduct of courses and methods of instruction within the general framework of principles adopted by the School of Engineering and administered by the Dean of the School.

Matters of concern to specific departments and programs shall be acted upon only after members of the department or program in question shall have had reasonable opportunity to discuss them and to make recommendations.

An individual faculty member shall be the implementer of instruction for the courses assigned and shall have freedom of instruction within the course scope as determined by the department or program.

## II. ADMINISTRATION

The administration of the school includes the Dean, Associate Dean, Director of Laboratories, and Departmental Chairpersons.

The objective of the Administration is to see that the Mission of the School is carried out in cooperation with the Faculty of the school.

### II.1. Dean

The Dean is the administrative and academic leader of the School. The Dean is appointed by the president and reports to the Academic Vice President. The Dean has the primary responsibility for the general quality and efficiency of the instructional programs and departmental structures. The Dean is responsible for providing leadership in the planning, development, implementation and evaluation of the school's academic programs. The Dean provides support for faculty development. (Refer to Appendix A for Dean's duties and responsibilities)

### II.2. Associate Dean

The Associate Dean is appointed by the Academic Vice President upon the recommendation of the Dean. The Associate Dean reports to the Dean, provides leadership for faculty development, has responsibility for student support services such as the Advisor/Mentor programs and Tutoring, and the Internship program. The Associate Dean coordinates the preparation of materials for publications related to the school of Engineering, and undertakes other administrative tasks assigned by the Dean. (Refer to Appendix B for Associate Dean's duties and responsibilities.)

### II.3. Director of Laboratories

The Director of Laboratories is appointed by the Dean and reports to the Dean. The Director will have responsibility for the laboratories in the School of Engineering, the equipment and functions of these facilities in support of the education mission and goals of the School. (Refer to Appendix C for the Laboratory Director's duties and responsibilities)

### II.4. Department Chairpersons and Program Coordinators

The leadership of departments and programs shall be appointed by the Dean upon recommendation of the respective faculty. The term of office shall be three years, renewable. (Refer to Appendix D for the Chairperson's duties and responsibilities.)

## III. FACULTY

### III.1. Definitions

A *full time faculty* member is any faculty member under full time contract with the University.

A *part time faculty* member can be regular or adjunct. The regular part time faculty member has served a probationary period of no more than 3 semesters teaching and has been reviewed and recommended for re-appointment by the school Faculty. An adjunct faculty is either within the probationary period or has elected to remain in adjunct status. All part time and adjunct faculty are engaged, by contract, on a term by term basis for teaching assignments.

### III.2. Academic Freedom

All full time and part time faculty members shall have freedom of course instruction within the scope of the courses assigned, and consistent with the interests of the School and the Academic Freedom section of the Fairfield University Faculty Handbook.

### III.3. Voting Rights

Full time and part time faculty members shall have full voting rights at all meetings of the School of Engineering General Faculty and in meetings of faculty in the department or program of which she/he is a member.

### III.4. Teaching Responsibilities

All full time and part time faculty members shall be responsible for teaching all courses assigned to them. This responsibility shall include, with the guidance of the Chairperson or program coordinator, the planning of syllabi and course materials, development and administration of all instruments measuring student performance, including exams, papers and other activities, computing and reporting all grades as required by the School of Engineering and the University, and participating fully in the implementation of the School's Assessment program.

### III.5. Student Advising and Mentoring

Faculty members serve as advisors to students in the School, as they are assigned by the Dean and chair/director of programs. Faculty Advisors shall be present to advise students as needed and shall be available for the same purpose at regularly scheduled times throughout the semester, as well as during registration periods. Faculty Advisors will receive lists of their advisees at the start of the school year and are expected to retain files on their advisees until the student graduates or changes advisor.

### III.6. Curriculum Development

Faculty members participate, under the Chair's direction, in curriculum development for their area or program, as well as for their individual classes. Syllabi for individual courses are prepared according to standards developed in the School in the framework of the Assessment program of the School.

### III.7. Support Requirements

The School shall provide sufficient and adequate support staff, including secretarial, clerical and research assistance, for the development and maintenance of quality in all teaching, research, professional and community activities, subject to the constraints of the resource allocation process of the School of Engineering and the University.

### III.8. Research support

Support shall be provided, within the limits of the school's resources, to members of the faculty to pursue their research interests. This research support shall include, but not be limited to, expenses for participation at approved conferences, publication expenses as needed, and student research assistants.

## IV. STUDENTS

### IV.1. Organization

To encourage students of the School of Engineering to play a role in governance decisions, one student from each major area of study will be elected to represent that area at faculty meetings.

### IV.2. Elections and Representatives

Student representatives will be elected at the beginning of the fall semester for a period of one year. Student representatives are expected to attend all regular meetings of the faculty. Students in each area of study will vote for the representative in that area only. The students will be given an equal vote and will have an equal opportunity to participate in faculty meetings at the School and Department level. The students will be eligible to join faculty committee when deemed necessary by the faculty.

### IV.3. Engineering Student Society

To further educational objectives of the School, students shall have the opportunity to join the Engineers Club (Engineering Student Society, ESS, since 2004), or to create a new engineering



club, as the need arises, under the School's guidance. These organizations foster interactions among students, and guides possible career development in a given field of study. Students serve as officers of these organizations. Advisors are appointed by the Dean in consultation with the student membership. ESS will be the umbrella organization for student sections of professional societies IEEE, ASME, AMS, SWE, etc.

#### IV.4 Communications with Students

The Dean will communicate with the student body on a regular basis each semester. New students will be met by school administrators and faculty before the beginning of each semester for the purpose of orientation.

### **V. ADVISORY BOARD, COMMITTEES AND COUNCILS**

#### V.1. Advisory Board

The Advisory Board of the School of Engineering assists in carrying out the mission of the School as it pertains to maintaining a close working relationship with industry and the engineering profession. As part of this relationship the Board assists the University President, Academic Vice President and the Dean of the School in periodic assessment of the School's programs, its operation, and its leadership. The Board may also advise the President in appointing the School leadership.

In addition, the Advisory Board assists the University administration, particularly the University Advancement Division, in the development of scholarship and equipment funds, restricted and unrestricted. The Board may recommend appropriate allocation of these funds in support of the School's mission.

The membership of the Board should be no less than fifteen, appointed by the President upon the Dean's recommendation for renewable terms of 3 years. The Board members shall be selected from industry, the engineering profession, and the community at large, on the basis of their promise of contribution to the success of the School. The Board elects its own chair, vice chair and other officers as necessary for renewable annual terms. The Board meets a minimum of two times a year, and shall invite periodically the Academic Vice President to attend a meeting. The Board appoints committees as needed to carry out its responsibilities.

#### V.2. Advisory Committees

Each Department Chair shall appoint an Advisory Committee of no more than 6 members who shall be senior or management engineering professionals in the department's specialty and active in local industry. The Department Chairperson chairs the Advisory Committee and calls regular meetings at least once a year. The purpose of the Advisory Committee shall be to assist in assessment of the curriculum, advise on employment trends and opportunities, advise on technical developments and their relationship to courses and the curriculum. The Associate Dean serves as a member of the departmental Advisory Committee as representative of the administration of the School of Engineering.

### V.3. The Council of Fellows (BEICF)

The BEICF consists of members of the School of Engineering faculty, staff, and administration, who have been honored for long-term and honorable service to the School and its vision, and to the community at large. The Dean of the School of Engineering is a member Ex-Officio of the BEICF. The Council of Fellows provides support on an ad hoc basis, as requested by the Dean of the School. The Council meets a minimum of once a year in order to discuss areas where the Council could be of service to the School of Engineering.

## VI. ENGINEERING COUNSELORS

The typical part time engineering student is a transfer from another college, as well as fully employed. The fair evaluation of transfer credits is a major requirement for a "student-friendly" program that, at the same time, must maintain high academic standards.

The task of evaluating transfer credits and recommending the most advantageous study plan for the new students falls on the Engineering Counselors. They are professionals in engineering practice who provide part time service to the School.

The Engineering Counselors are assigned new applicants for admission as part time students, and arrange counseling conferences as needed. They consult with Department Chairs as needed, and seek approval for evaluations not covered by standard procedures.

A Senior Engineering Counselor coordinates the activities of the Counselors and reports to the Dean.

## VII. GOVERNANCE STRUCTURES

### VII.1. The SOE General Faculty

#### a. Meetings

- There will be at least one meeting of the SOE General Faculty once each semester and at other times upon call of the Dean of the School or by petition of one-fifth of the faculty. A chairperson elected in the beginning of the meeting presides over the proceedings.
- Those entitled to participate and vote at such meetings are all full time and part time faculty members of the school with at least a one year teaching affiliation. The Dean, Associate Dean, and Department Chairpersons are ex-officio members. The student representatives elected pursuant to this document are members without voting rights. The Dean may invite other persons to participate in faculty meetings from time to time, and such persons shall participate in such meetings, subject to a vote of approval by those faculty present.
- Written notice of School faculty meetings shall be given to all faculty members at least ten business days prior to each meeting. This time limit shall not apply to meetings called on an emergency basis.

- At least fifteen members of the faculty shall constitute a quorum thereof. The affirmative vote of a plurality of those present at a meeting shall control, unless otherwise required by these Governance Procedures.
- Faculty members, full time and part time, have a contractual obligation to attend meetings of the School General Faculty, as well as all departmental meetings.

#### b. Elections

Whenever the Faculty is required to elect individuals to an office or committee, or whenever an election by the School is required for any other purpose, including election to a University committee, nominations shall be made and/or volunteers announced at a meeting of the faculty. Election shall take place at that meeting and may be by secret ballot. Ballots shall be counted and the results announced by a member of the faculty designated by the chairperson of the meeting. Other methods of election must take place before the next scheduled faculty meeting. Student representatives may be invited to serve as members of committees as needed.

#### c. Ad Hoc Committees

Ad Hoc committees may be created by the faculty or the Dean to deal with specialized issues relating to the School.

### VII.2. The Dean's Council

The membership of the Dean's Council consists of the Dean, Associate Dean (serves as a Council Secretary) the Chairs, and the Director of Laboratories. Members of the faculty and others may also be asked by the Dean to participate in Council meetings as the need arises. The purpose of the Dean's Council shall be to deal with administrative issues relating to the major areas and programs, to anticipate problems, and to serve as a mechanism for communication of administrative issues from the Dean to the school faculty. Student issues, faculty allocation decisions, Academic Calendar, and curriculum issues may be discussed at these meetings as administrative needs dictate. Members of the faculty who hold specialized administrative posts may be called upon during these meetings to issue reports on their areas of responsibility.

### VIII. AMENDMENT PROCEDURE

All amendments to this document must be approved by the Dean of the School and by the Faculty present and voting at a scheduled meeting of the School General Faculty.

## APPENDIX A

## DESCRIPTION OF DUTIES AND RESPONSIBILITIES

## DEAN OF THE SCHOOL

## I. SPECIFIC AREAS OF RESPONSIBILITY AND FUNCTION

## A. Academic Administration

1. Initiate and supervise the educational activity of the School, including the structure of departments and programs, their curricula, courses, and methods of instruction.
2. Initiate and supervise the necessary coordination of course syllabi, scheduling, and faculty assignments, with appropriate University departments providing service courses for the engineering curricula.
3. Prepare and administer the budget of the School. This involves review of proposed budgets submitted by departments/programs, evaluation of requests and submission of recommendations to the Academic Vice President.
4. Formulate with school faculty, department heads, and program coordinators the policies and procedures specific to the School. The Dean meets and directs the Dean's Council of the School.
5. Participate in general faculty meetings and specified faculty committees as appropriate. The Dean attends the Undergraduate Curriculum Committee and the Academic Council meetings.
6. Participate on University committees (for example, Search Committees, University Planning, etc.) as appointed.
7. Oversee selection and scheduling of courses in conjunction with the department chairs and program coordinators. The Dean also reviews student enrollment patterns during the registration process and, in consultation with chairs and coordinators, opens or closes course selections.
8. Take action annually for data concerning the work and activities of the School, its faculty and its students, to be collected, recorded and distributed in appropriate ways, and prepare statistical, annual and other reports.
9. Allocate the utilization of space within the School and among departments and programs.
10. Make public and professional contacts on behalf of the School as appropriate.
11. Seek support for the School through foundations and federal agencies in cooperation with the Advancement and Grants Office. The Dean actively works with the

departments/programs to identify sources of outside support, help prepare and submit grant applications and is available to meet with or visit with foundation officials.

12. Oversee preparation of School materials for the University catalogue and other University publications.

13. Coordinate the programs of the School with other administrative divisions of the University. The Dean works actively with the Academic Vice President's office, the Advancement Office, Grants Office, Alumni Office, and Student Affairs, to coordinate efforts of the School with these areas.

14. Recommend, in conjunction with departments/programs, candidates for degrees to the President and the Board of Trustees.

15. Collaborate with the Deans and program area coordinators of the other Schools of the University and attend regularly meetings of the Academic Deans.

#### B. Faculty and Staff

1. Supervise faculty and staff within the School. This involves working with department chairs and program directors on faculty and staff appointments and development.

2. Reviews proposed course offerings submitted by departments each semester; reviews demand for various courses, plans with chairs and program directors for additional or alternative courses/sections.

3. Sends proposals for new curricula to the University Curriculum Committee, and new program proposals to the Educational Planning Committee and the Academic Council.

4. Recommend staff appointments, salary increments and discharge. Supervises secretarial staff service for school departments and offices.

5. Analyze and assign staff functions and responsibilities.

### II. OTHER DUTIES AND FUNCTIONS

As appropriate to the School and as assigned by the Academic Vice President and the University President.

### III. QUALIFICATIONS

The Dean must have an earned doctorate in an appropriate discipline; responsible professional experience in industry of at least 10 years is important and preferred. Qualifications include demonstrated administrative experience in academic program development, and ability to provide quality leadership in a collegial style.

## APPENDIX B

### DESCRIPTION OF DUTIES AND RESPONSIBILITIES

#### ASSOCIATE DEAN OF THE SCHOOL

##### I. SPECIFIC AREAS OF RESPONSIBILITY AND FUNCTION

###### A. Academic Administration

1. Administer the School faculty development needs in conjunction with the degree program curricula and instructional requirements.
2. Administer the School of Engineering program for professional development of practicing engineers.
3. Develop professional and public contacts in support of faculty professional development.
4. Assist with grant proposals, as needed, for equipment required in support of the engineering programs.
5. Facilitate enhancements to the under-graduate engineering curricula.
6. Assist the Dean and the Dean's Council in preparing the short and long term plans for the School, and act on the Dean's behalf where required.
7. Coordinate special technical projects for the enhancement of the engineering programs at off site locations.
8. Develop and coordinate enhancements of the advisory/mentor programs. Coordinate the tutorial program and the internship program and monitor their effectiveness.
9. Coordinate the preparation of materials for publications of the catalogs, bulletins and brochures.
10. Collaborate with the Director of Laboratories in preparing and maintaining the three-year plan for laboratory instrumentation.

###### B. Faculty and Staff

1. Coordinate School activities at off-site locations.
2. Supervise the Evening Office Staff.
3. Oversee the Advisor/Mentor program and assigned staff and the Tutorial Center.

## II. OTHER DUTIES AND FUNCTIONS

As appropriate to the School and as assigned by the Dean of the School of Engineering.

## III. QUALIFICATIONS

The Associate Dean must have an earned doctorate in an appropriate discipline. Responsible professional experience in industry of at least 10 years is important and preferred. Qualifications include demonstrated administrative experience in academic program development, and ability to provide quality leadership in a collegial style.

## APPENDIX C

### DESCRIPTION OF DUTIES AND RESPONSIBILITIES

#### DIRECTOR OF LABORATORIES

##### I. SPECIFIC AREAS OF RESPONSIBILITY AND FUNCTION

###### A. Laboratories

1. Collaborate with the Dean and Associate Dean in preparing and maintaining the three-year plan for laboratory assets.
2. Prepare the annual budget for the Engineering laboratories and submit to the Dean and the Dean's Council.
3. Expedite equipment and software purchases and laboratory space allocation.

###### B. Faculty and Staff

1. Collaborate with department chairpersons to identify equipment needs.
2. Supervise the Engineering Laboratory Staff , assign tasks as needed and submit reports on staff effectiveness.

##### II. OTHER DUTIES AND FUNCTIONS

As appropriate to the School and as assigned by the Dean of the School of Engineering.



## APPENDIX D.

## DESCRIPTION OF DUTIES AND RESPONSIBILITIES

## DEPARTMENT CHAIRPERSON RESPONSIBILITY AND AUTHORITY

## A. FACULTY RELATIONSHIPS

1. Course Selection and Assignment- Assign courses and select and recommend the appointment of faculty required for courses assigned. Approval of the Dean is required.
2. Training and Development- Provide formal and informal opportunities for training the faculty in matters of School policy, syllabi planning, class leadership and faculty responsibilities.
3. Supervision - Provide close supervision of faculty classroom performance through classroom visitations, informal and formal conversations with individual faculty members.
4. Examinations and tests - Oversee faculty responsibility for preparation of examinations and tests to meet the standards established in the School

## B. STUDENT RELATIONSHIPS

1. Evaluation of transfer credits - Provides information and guidance for admissions officers, counselors, and other members of the faculty to assure uniform procedure in the granting of transfer credits for subjects within the scope of authority.
2. Personnel - Actively participates in matters of student performance, reviews student complaints or conduct within the scope of authority.
3. Conditional examinations - Approve and arrange for the presentation of any conditional examinations offered within the department.

## C. CURRICULA AND PLANNING

1. Content - Is responsible for the content of all curricula within the assigned departmental programs and course areas. Must secure general approval of the faculty for any major changes in the curricula, and report to the Dean.
2. Laboratories- Is responsible for identifying laboratory needs and, in coordination with the Director of Laboratories submit to the Dean requests for equipment acquisition.
3. Planning - With the assistance of the assigned faculty, continuously studies and updates the long-term departmental and program development, and initiates curricula to provide the best possible academic experience for the students.

#### D. SYLLABI

1. Course Content - Review the content of all syllabi of courses offered in the Department and report to the Dean confirming compliance with the standards established in the School.
2. Textbooks – Review all texts and supplementary materials chosen by faculty for use in the courses within the department.

#### E. BUDGETS

1. Study the needs of the department and prepare an annual budget request for approval of the Dean.
2. Supervise the expenditures within the department to assure proper control of the approved budget appropriations.

#### F. EQUIPMENT

1. Is responsible for the effective use of all laboratory demonstration materials and equipment within the department, in coordination with the Director of Laboratories.
2. Advises the Administration, in cooperation with the Director of Laboratories, of any change in status of equipment or materials including procurement, transfer, or retirement to assure proper inventory records.
3. Identifies opportunities for external funding and assists in the writing of grant proposals.

#### G. MEETINGS AND COMMUNICATIONS

1. Conducts formal and informal department meetings as required. Formal meetings are required twice annually. The Department Chairman presides at such meetings.
2. Attends all regular and special Dean's Council Meetings
3. Attends all School faculty meetings and participates as required in presenting information, or securing information from the school faculty.

## APPENDIX E.

**The Mission of the School of Engineering of Fairfield University****(CURRENT VERSION)**

*The School of Engineering of Fairfield University will serve the interests of its constituencies in accord with the mission of Fairfield University to maintain the highest level of institutional integrity, and remain committed to the Ignatian ideals of education, namely intellectual rigor, service to others and service to faith, with the promotion of justice for all as an absolute requirement. In pursuit of this mission, the School of Engineering will commit its resources to the nurturing of the intellectual capital and skills of its students across disciplines. The School will strive to assemble and maintain the material resources needed to support a robust working and learning environment where engineering faculty and students can give expression to their creative potential. The School's graduates will have mastered theoretical and practical knowledge of engineering skills and will have acquired additional competencies in communications, critical judgment, social responsibility and a sense of economic and ethical values. To fulfill this mission, the School will adhere to the following tenets of effective student learning and pedagogy:*

- *The School will maintain close relationships and open lines of communication with its students. Faculty will be encouraged and guided to understand patterns of student learning, and to constantly employ methods that best support student learning and personal growth. They will use proven principles, and/or create and experiment with new ones, in support of effective student learning.*
- *Engineering faculty will be profoundly knowledgeable in their respective fields so that they may assist in programmatic, curricular, and pedagogical change; they will strive for awareness of the current frontiers in their discipline through regular review of professional journals, attendance of conferences, and interactions with visiting academic and industrial practitioners.*
- *Faculty will be able to identify opportunities for exciting new programs, and will initiate and influence strategic change.*
- *Faculty will integrate laboratory experiences into class presentations, promote their students' observational and reasoning skills, and involve them in inductive learning via "learning through doing".*
- *The School will sustain a commitment to the promotion of excellence in engineering practice, and will therefore maintain a continuous engagement with the professional engineering community in order to serve the manpower and professional needs of industry and business. The School will provide options for lifelong education and professional renewal to practicing engineers and technologists in Connecticut.*
- *The School will maintain an active outreach to other academic communities, at the secondary and post-secondary level, and share its resources with them in order to facilitate and expedite degree completion and a robust collaborative academic enterprise.*

The School of Engineering is a community of individuals, students, faculty, and administrators, with mutual respect and shared ideals, dedicated to the betterment of society.

