Governance Document of the
Charles F. Dolan School of Business
Fairfield University

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Mission Statement of the Charles F. Dolan School of Business

In keeping with the mission of Fairfield University, the Dolan School of Business is committed to preparing students for leadership success in their personal and professional lives in the Jesuit tradition of educating the “whole” person who is socially responsible and prepared to serve others.

The programs and curricula of the Dolan School of Business are directed at a diverse population of students. Through innovation and the integration of the many disciplines of the arts and sciences with the areas of commerce, our programs encourage the acquisition of interdisciplinary knowledge, personal skills and awareness, and technical competencies necessary in our increasingly complex, diverse, and sophisticated world.

The Dolan School of Business emphasizes excellence in the classroom, scholarly research, and the application of concepts to the world of business and the School:

- strives to develop, each student to his/her fullest potential in accord with his/her needs, talents and goals. This requires a commitment to teaching the “whole” person and recognition that excellence in teaching is our number one priority.

- strives, through its graduate and undergraduate programs to be recognized by the business and education communities as one of the best, if not the best, school of business of any Catholic university in the nation, serving students in both programs that have been selected for their high intellectual and leadership capacities, and who are likely to make outstanding contributions to the world of business, within the philosophy of the Jesuit tradition.

- fosters excellence in its faculty, curricula, staff; and its facilities and programs through the devotion of resources to instructional development.

- strives to create within our students and community an understanding and appreciation of the interrelationships of our business, legal, social, and cultural systems through teaching, internships, faculty and student exchange programs, and resource networks so that they are prepared to meet the challenges of the global village in a socially reasonable manner.

- seeks to create a community of scholars, faculty and students, dedicated to understanding, and responding to, the needs of organizations and institutions; to create outstanding academic programs that foster the development of humane and ethical organizations; while concomitantly adding to the intellectual capital of the academy through the application of basic and applied research.

- strives to maintain an appropriate balance of faculty in each department within the School to serve the programs offered to satisfy stakeholder needs; maintain a balance of teaching, intellectual contribution and service within each department consistent with the excellence articulated in our mission; and create a faculty development system consistent with achieving excellence in instructional development and intellectual contribution.
Preamble

We, the Faculty of the Dolan School of Business, have adopted this document to set forth governance procedures for the School. We value our collegial relationship with one another and are committed to fostering a climate of openness, trust, respect and communication. We also value our relationship with all other segments of the University, and we are committed to participating in a constructive and responsible way in all University activities. With our colleagues throughout the University, we espouse the values of academic excellence in research, teaching and scholarship.

The Dolan School of Business Faculty is subject to the provisions of the Fairfield University Faculty Handbook that governs all University faculty. We specifically adopt and incorporate herein the University Mission Statement that sets forth the principles and values by which the University is governed, and the statement on Academic Freedom that appears in the Faculty Handbook.

1. Departments and Programs

1.1 Departments: A Department is a group of faculty offering an organized segment of the curriculum in which the Dolan School of Business provides a unified course of study leading to a Bachelor of Science degree with a major concentration in that field. There shall be a Department Chair for each department elected pursuant to Part 2 of these Governance Procedures.

1.2 Programs: A Program is an organized segment of the curriculum outside any department. The Dean shall appoint Program Directors to administer programs and shall assign to each those duties necessary and appropriate for the operation of the program. Program Directors need not hold faculty rank. Program Directors shall report to the Dean or Associate Dean.

1.3 Each full-time and part-time member of the faculty shall be a member of one or more departments or programs.

1.4 Departments and programs shall determine the content of courses and methods of instruction, with the approval of the Faculty of the School and the University, and subject to any other relevant provisions of these Governance Procedures or the Faculty Handbook.

2. Administration

2.1 Dean: The Dean is the administrative head of the Dolan School of Business and is appointed by the President of the University. The Dean reports to the Academic Vice President and is responsible to him/her for properly carrying out the School's mission as well as all University policies and regulations adopted by the General Faculty, the Dolan School of Business faculty and the Board of Trustees. The Dean has the primary responsibility for maintaining the general quality and efficiency of the instructional programs of the Dolan School of Business, as well as for providing support for faculty activities and curriculum development. In addition s/he is responsible for providing leadership in the planning, implementation, and evaluation of the School's academic programs. The Dean shall provide leadership in the development of relationships with the general and business communities as well as other stakeholder groups.
2.2 Associate and/or Assistant Dean(s): Associate and/or Assistant Deans are appointed by the Dean with the approval of the Academic Vice President of the University. They report to the Dean of the School and assist the Dean in areas of responsibilities prescribed by the Dean.

2.3 Department Chairs

2.3.1 Each academic department within the Dolan School of Business in which a major is offered shall be directed by a Department Chair, who shall be responsible for the administrative functions of that department.

A. Eligibility for the position of Department Chair shall be restricted to full-time tenured faculty.

B. Appointment

1. The Department Chair shall be elected by majority vote of the full-time faculty of the department with the approval of the Dean of the Dolan School of Business.

2. The term of election shall be three years and shall normally begin on July 1.

3. Normally, a Department Chair shall not serve more than two consecutive terms.

4. Should a Department Chair be unable to serve, an Acting Department Chair shall be elected by majority vote of the full-time faculty of the Department with the approval of the Dean of the School of Business. The Acting Department Chair shall serve, with full responsibilities and authority, during the period when the original Department Chair is unable to fulfill his/her duties.

2.3.2 Duties and Responsibilities

A. Department Administration: The Department Chair shall

1. develop and implement long-range department programs, plans and goals, consistent with those of the School, in consultation and cooperation with department faculty;

2. conduct department meetings as needed each semester, distributing a written agenda at least five days in advance and making provision for selection of a secretary and distribution of minutes in accordance with University and School policy;

3. communicate department needs to the Dean and other appropriate administrators and, in general, serve as advocate for the department;

4. review department programs and courses with the department faculty;

5. prepare teaching assignments and class schedules in consultation with department faculty, the Dean and the University Registrar;
6. review syllabi of courses offered by the department to make sure that the content of those courses are consistent with those approved by the faculty and described in the *University Catalog*;

7. advise and counsel students regarding academic major requirements and course selection;

8. ensure department supervision of relevant student clubs and/or student chapters of professional associations relevant to the department's program(s);

9. maintain liaison with appropriate learned societies, professional associations and business organizations;

10. make recommendations to the Dean regarding financial support of faculty to participate in, or attend meetings of learned societies, professional associations and business organizations;

11. cooperate in the search for outside funding and encourage faculty to prepare proposals and seek external funding from government agencies, private foundations and business organizations;

12. recommend and monitor library holdings pertinent to the department;

13. assist (as appropriate) in preparing the School's Annual Report;

14. participate in meetings of the School's Executive Committee;

15. communicate to the department faculty messages and decisions from appropriate administrative officers and/or committees; and

16. be responsible for minimal summer duties that are required to carry out the normal functions of the department during that period.

B. Personnel: The Department Chair shall

1. in cooperation with the Dean and Department Faculty recruit competent personnel for new or vacated positions conducting the search in conformity with University and affirmative action guidelines;

2. make recommendations regarding promotion and tenure in accordance with University guidelines;

3. encourage and support continued professional growth and development of department faculty in areas of teaching, research, and University service; and review with department faculty their professional development and goals and resource needs;

4. observe in the classroom all untenured fulltime department faculty at least once each year. The Department Chairs shall prepare a report of the observation, review it with the faculty member, and place it in the faculty member's personnel file maintained in the
Dean's office. Once a year, the Department Chairs also shall prepare a report reviewing the research record of all untenured department faculty and review it with the faculty member, and place it in the faculty member's personnel file maintained in the Dean's office;

5. make recommendations regarding merit pay in accordance with department, school, and university policy, and communicate those recommendations to each faculty member.

2.3.3 Resources: The School shall provide resources sufficient to carry out the duties of the Department Chair including: secretarial assistance to carry out the functions specified in Section 2.3.2, and monies for travel by each Department Chair to the major annual meeting of the appropriate professional society.

2.3.4 Removal Procedures: A serious breach of the duties enumerated in Section 2.3.2 shall be grounds for removal of a Department Chair. The Dean shall have the power to remove a Department Chair only upon the petition in writing of two thirds of the faculty of the department and with the approval of the Academic Vice President.

2.4 Director of Internship Programs

The Dean shall appoint a Director of Internship Programs. The Director of Internship Programs shall be responsible for selecting internships for students in the Dolan School of Business who meet the academic criteria for this program, contacting members of the business community to create new internship opportunities, and ensuring that internships are properly supervised by appropriate faculty.

2.5 Director of Research

The Director of Research shall be selected by the Dean for a three-year renewable term. Only tenured faculty members may be considered for the position. The Director of Research shall facilitate research activities and shall serve as an ex officio member of the Research Committee.

2.6 Director of Graduate Accounting Programs

The Director of Graduate Academic Accounting Programs shall be selected by the Dean in consultation with the Accounting Department for a three year renewable term. Only tenured faculty members shall be selected for the position. The Director shall be responsible for all Accounting Graduate programs and shall serve ex officio as a member of the Graduate Program Committee.

3. Faculty

3.1 A full-time faculty member is defined as any faculty member under a full-time faculty contract with the University. A part-time faculty member is defined as a faculty member under part-time faculty contract with the University.

3.2 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 Dolan School of Business and the Academic Freedom section of the Faculty Handbook.
3.3 Full-time faculty members only shall have full voting rights at all meetings of the Dolan School of Business faculty and in meetings of faculty in each department of which s/he is a member.

3.4 All full-time and part-time faculty members shall be responsible for teaching all courses assigned to them. This responsibility shall include the planning of curriculum and course materials, adoption of books, development and administration of all instruments measuring student performance, including exams, papers, and other activities, and computing and reporting all grades as required by the University.

3.5 Faculty members shall serve as advisors to students in the School of Business. Faculty members are required to hold adequate office-hours during which students can discuss academic matters.

3.6 Curriculum Development

3.6.1 Faculty members shall participate in curriculum development for their department or programs as well as for their individual classes.

3.6.2 Members of each department shall meet annually to review the present curriculum and recommend changes in course descriptions, and initiate ideas for new courses and programs.

3.6.3 Once a proposed change in the curriculum is approved by a department, the proposal will be sent to the School of Business Curriculum Committee or the School of Business Graduate Committee, as appropriate, for review and for recommendation to the Dolan School of Business faculty meeting as a committee of the whole.

3.6.4 The Dolan School of Business faculty, meeting as a committee of the whole, shall vote to approve or disapprove of any course or program changes.

3.7 Scheduling

3.7.1 At the appropriate time, Department Chairs shall consult with their faculty and determine course scheduling for the next semester.

3.7.2 The Department Chair will request from each faculty member a course and scheduling preference for the following semester.

3.7.3 The Department Chair will take into consideration the preferences of each faculty member where possible in determining the courses and time codes assigned.

3.7.4 The Dean shall meet with the Department Chair and/or faculty member at the Chair and/or faculty member's request to discuss alternatives to the schedule.

3.7.5 Once the schedule of courses is complete, the Department Chair shall provide each faculty member with a copy of his/her schedule for the following semester.

3.8 Support Requirements: The School of Business shall provide sufficient support staff, including secretarial and research assistance for the development and maintenance of quality in all teaching, research, professional and community activities subject to the constraints of the resources allocated by the University.
3.9 Research Support: Support shall be provided within the limits of the School's resources to the members of the faculty of the School of Business 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, typing and office supplies. Temporary and/or specialized clerical personnel may be utilized, if necessary, subject to the Dean's approval.

3.10 Hiring of Faculty

3.10.1 Prospective candidates for positions in the Dolan School of Business shall send application materials to the Department Chairs. Faculty in each relevant department or program will be given opportunity to review the vitae of qualified candidates and recommend to the Department Chair the candidates they believe should be interviewed.

3.10.2 The Dean, the Department Chair and Department Faculty shall select candidates to be interviewed. Each candidate will be interviewed by the Dean, the Associate/Assistant Dean and the Department Chair. The Faculty of the School shall have an opportunity to meet with and interview each candidate.

3.10.3 Each candidate will be asked to offer a colloquium on his/her research, which will be attended by all faculty who wish to participate, and normally will be asked to teach a class in his/her area of expertise.

3.10.4 After consultation with the faculty of the department and with other faculty of the School who have met with the candidates, the Department Chair shall recommend a decision to the Dean. The Dean shall then make the final decision on which candidate to recommend for appointment.

3.10.5 The Dean will then send a letter of recommendation to the Academic Vice President describing the conditions of appointment.

3.11 Procedures Regarding Rank and Tenure - Procedures for decisions on the grant or denial of tenure and/or promotions are governed by University policies as described in the Faculty Handbook and in accordance with the Guidelines for Rank and Tenure.

4. Students

4.1 Undergraduate Student Advisory Committee:

The Undergraduate Student Advisory Committee shall meet with the Dean of the School at least twice each semester to discuss matters of mutual concern. The committee shall be appointed by the Dean in consultation with the Department chairs. These appointments shall take into account the students' class Year and major area of study. The size of the Committee shall be no greater than twelve.

4.2 Graduate Student Advisory Committee:

The Graduate Student Advisory Committee shall meet with the Dean of the School at least twice each semester to discuss matters of mutual concern. The committee shall be appointed by the Dean in consultation with the Department chairs. These appointments shall take into account the students' class Year and major area of study. The size of the Committee shall be no greater than twelve.
5. Governance

5.1 Meetings

5.1.1 The Faculty of the Dolan School of Business shall meet at least twice each semester and at other times upon call of the Dean of the School or by petition of one-fifth of the faculty. The Dean shall preside at such meetings.

5.1.2 Those entitled to participate and vote at such meetings are all full-time faculty members, including the Dean, and the Associate/Assistant Deans with faculty appointments. The Dean may invite other persons to participate in faculty meetings from time to time.

5.1.3 Notice of faculty meetings and/or changes in meeting dates shall be given to all faculty members at least ten days prior to each meeting. The agenda shall be distributed at least three days prior to each meeting. These time limits shall not apply to emergency meetings.

5.1.4 One-half of the members of the full-time faculty shall constitute a quorum thereof. The affirmative vote of a majority of those present at a meeting shall control, unless otherwise required by these Governance Procedures or the University Faculty Handbook.

5.1.5 Meetings shall be conducted in accordance with Robert's Rules of Orders Revised.

5.1.6 A faculty member who is prevented from attending a meeting may designate another voting member as a proxy to vote on his/her behalf at that specific meeting. Proxies shall be submitted in writing prior to any vote. Proxy votes shall be counted separately. A record of those who designate and those who are designated as proxies shall be included in the minutes of the meeting in question. No voting member shall hold more than two proxies.

5.2 Elections: Whenever the faculty is required to elect individuals to a standing committee, or ad hoc committee, or whenever an election by the Dolan School of Business 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 shall be by secret ballot. Other methods of election shall be employed only when the election must take place before the next scheduled faculty meeting. Elections require a majority of votes cast to win. Membership on Dolan School of Business committees is limited to full-time tenure-track faculty.

5.3 Committees

5.3.1 The Executive Committee: The membership of the Executive Committee consists of the Dean, the Associate/Assistant Dean(s), Department Chairs, and Program Directors. Members of the faculty who hold specialized administrative posts may be asked by the Dean to attend as needed. The purpose of the Executive Committee shall be to address administrative issues relating to departments and programs, to anticipate problems and to serve as a liaison between the Dean and the general faculty.
5.3.2 Research Committee: A committee of five faculty members, one from each department, shall be elected by the Dolan School of Business to develop and promote research activities in the School. This Committee shall recommend to the Dean research projects for any special funding or support programs. The term of service shall be three years. At the first meeting of the academic year, the Committee shall elect a chair from among the voting members. Only tenured faculty members shall serve on the Research Committee.

5.3.3 Committee for Continuous Improvement and Assessment: A committee of five faculty members, one from each department, shall be elected by the Dolan School of Business to participate in strategic management, review assessment data for degree programs, and make recommendations to improve the quality of education at the School. The Dean and the Associate/Assistant Dean shall be ex-officio members of this Committee. In light of the standards for maintenance of accreditation from AACSB International, this committee will be concerned with the School's strategic management and assurance of learning. This includes ongoing review of the mission statement and specification of high priority action items related to mission. Also, the committee will periodically review the learning goals of each of the School's degree programs (e.g., BS in Business, MBA, and MS in Finance) to ensure consistency with mission. The committee also will review collected evidence of learning outcomes for each degree program, and, when necessary, highlight areas where improvements are needed to ensure the achievement of learning goals. Recommended actions will be presented to the faculty for review. The term of service shall be three years. At the first meeting of the academic year, the Committee shall elect a chair from among the voting members.

5.3.4 Committee on Graduate Programs: A committee of six faculty members, one from each academic department and one representing international studies, shall be elected by the Dolan School of Business to provide faculty oversight of the graduate programs within the School. The Dean, the Associate/Assistant Dean, and the Director of Graduate Academic Accounting Programs shall be ex-officio members of this Committee. The Committee shall review changes to program requirements, including areas of concentrations, and make proposals for new or changed courses. The Committee forwards all such changes approved by it to the DSB faculty for its consideration and action. The term of service shall be three years. At the first meeting of the academic year, the Committee shall elect a chair from among the voting members.

5.3.5 Undergraduate Curriculum Committee: A committee of six faculty members, one from each department and one from the International Studies Program, shall be elected by the School of Business to keep under continual review the current curriculum patterns, to assess proposals from any Department, and to make recommendations to the faculty. The Dean and the Associate/Assistant Dean shall be ex-officio members of this Committee. The Committee shall review and evaluate undergraduate curriculum: (a) the structure and content; (b) special programs; (c) summer school and continuing education programs; and (d) academic requirements for, and quality of, undergraduate degrees. The term of service shall be three years. At the first meeting of the academic year, the Committee shall elect a chair from among the voting members.

5.4 School of Business Executive Advisory Council - This Council is established primarily as an outside advisory board to the School of Business. The membership should be representative of a broad range of the business sector, the community and other stakeholder groups served by the School. The Committee's function will be advisory to
the Dean and the School's faculty and act as a resource base for surveying and assessing the programs and activities of the School. The outside membership shall be between ten and thirty persons selected by the Dean.

5.5 Ad Hoc Committees: Ad hoc committees may be created by the faculty to deal with specialized issues relating to the Dolan School of Business.

6. Amendment Procedure

All amendments to this document must be approved by the Dolan School of Business Faculty and the Board of Trustees. Any amendment to this document shall require an affirmative vote of two-thirds of those faculty present and voting at a scheduled meeting of the School of Business faculty.