

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

March 2023

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

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## **Vision & Mission Statements of the Charles F. Dolan School of Business**

The Charles F. Dolan School of Business (Fairfield Dolan) aspires to be an innovative leader in Jesuit business education, enriched by a liberal arts core that engages students in a vibrant and caring learning community. We seek to cultivate ethical business leaders to ensure a successful global future.

We are committed to the Jesuit Catholic tradition of educating the whole person (*cura personalis*) by fostering an engaging and diverse learning community of educational excellence and relevancy. We do this with nationally recognized programs and innovative curricula, informed by the balanced teaching, research, and service contributions of outstanding faculty and staff, and supported by local and global partnerships. Fairfield Dolan strives to develop socially responsible, intellectually curious, ethical, compassionate global business leaders who excel in their careers and lead meaningful lives.

### **Preamble**

We, the Faculty of Fairfield Dolan, 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 teaching, scholarship, and service.

Fairfield Dolan 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**

**Departments:** A Department is a group of faculty members with similar and/or related teaching and research interests and expertise. There shall be a Department Chair for each department elected pursuant to Part 2 of these Governance Procedures. Six departments exist in the Dolan School: Accounting, Business Analytics, Economics, Finance, Management, and Marketing. In addition, an interdisciplinary major in International Business is offered in conjunction with the International Studies Program in the College of Arts and Sciences.

**Programs:** A Program is an organized segment of the curriculum both inside and 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 to hold faculty rank. Presently, Assistant Deans serve as the administrators of the undergraduate and graduate programs working with the respective Program Directors, and an Associate Dean serves as a vice-dean. Program Directors, Assistant and Associate Deans report to the Dean.

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

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**

### **Dean**

The Dean is the administrative head of the Dolan School of Business and is appointed by the Provost of the University. The Dean reports to the Provost and is responsible to him/her for properly carrying out the School's mission as well as all University's priorities, policies and regulations adopted by the General Faculty, the Dolan faculty and the Board of Trustees. The Dean has the primary responsibility for maintaining the general quality and efficiency of the instructional programs of Fairfield Dolan, 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. *S/he*, as well her/his appointed designees (e.g., Associate, Assistant Deans) shall foster an environment of mutual respect and dignity for all members of the University. All other administrators described in this section shall report to the Dean. The Dean appoints Associate Dean(s), Assistant Dean(s), department chairs and program directors with the consultation of the Provost.

### **Associate Dean(s)**

The Associate Dean(s) carry out specific tasks and duties requested by the Dean or required in the Dean's absence. The Associate Dean(s) have primary responsibility for: 1) overseeing accreditation, rankings, and other external evaluations of the school, 2) overseeing assessment, and 3) coordinating the various school of business committees and internal operations. Additionally, the Associate Dean(s) assist planning growth and solving complex issues involving faculty, staff, and students.

### **Assistant Deans**

The Assistant Deans carry out specific tasks and duties requested by the Dean or required in the Dean's absence. The Assistant Deans have primary responsibilities for directing the undergraduate and graduate programs respectively, as well as other operational aspects. This responsibility includes, but not limited to: 1) coordinating advising and registration efforts, and 2) counseling students about academic matters. In addition, the Assistant Dean of Graduate Programs is also responsible for graduate recruiting efforts, including coordinating with admissions.

### **Assistant/Associate Director of Undergraduate/Graduate Programs**

The assistant/associate directors carry specific duties relating to undergraduate/graduate students

respectively. These directors are part of the Dean's Office staff and report to the respective Assistant Deans.

### **Special Assistant to the Dean**

The Dean appoints a Special Assistant to the Dean to oversee and coordinate activities and projects that support the mission of the School.

### **Department Chairs/Co-Director of International Business Programs**

Each academic department within Fairfield Dolan in which a major is offered shall be directed by a Department Chair, who shall be responsible for the administrative functions of that department. Appointed by the Dean with the approval of the Provost, the Co-Director of International Business Programs oversees the operations of International Business Major and coordinates with College of Arts & Science regarding international study program

Eligibility for the position of Department Chair and Co-Director of International Business Program shall be restricted to full-time tenured faculty.

#### *Appointment*

The Department Chair shall be elected by majority vote of the full-time faculty of the department with the approval of the Dean. The Co-Director of International Business Programs shall be appointed by the Dean with consultation of relevant faculty and ~~with the approval~~ of the Provost.

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

Normally, a Department Chair and Co-Director of International Business Programs shall not serve more than two consecutive terms.

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. In case the Co-Director is unable to serve, the Dean will appoint an Acting Co-Director in consultation with the relevant faculty. The Acting Department Chair/Co-Director shall serve, with full responsibilities and authority, during the period when the original Department Chair/-Co-Director is unable to fulfill his/her duties.

#### *Duties and Responsibilities: The Department Chair/Co-Director of International Business shall*

- actively participate in the strategic planning of the school;
- conduct department meetings as needed each semester, distributing a written agenda with reasonable advance notice and making provision for selection of a secretary and distribution of minutes in accordance with University and School policy;

- communicate department resource needs to the Dean and other appropriate administrators and, in general, serve as advocate for the department;
- review department programs and courses with the department faculty;
- prepare teaching assignments and class schedules in consultation with department faculty, Program Directors, and the appropriate Associate and Assistant Deans;
- review syllabi of courses offered by the department to make sure that the content of those courses is consistent with those approved by the faculty and described in the *University Catalog*;
- advise and counsel students regarding academic major and minor requirements and course selection;
- ensure department supervision of relevant student clubs and/ or student chapters of professional associations relevant to the department's program (s);
- collaborate with the Director of the Dolan Career and Development Center to create events and experiences that provide students with professional and career-ready competencies;
- make recommendations to the Dean regarding financial support of faculty to participate in, or attend meetings of learned societies, professional associations and business organizations, and/or professional development workshops/seminars;
- cooperate in and support the search for outside funding by the faculty, School, and University;
- prepare the department's Annual Report;
- participate in meetings of the School's Dean's Council;
- communicate to the department faculty messages and decisions from appropriate administrative offices and/ or committees; and
- be responsible for summer duties that are required to carry out the normal functions of the department during that period.

*Personnel: The Department Chair/Co-Director of International Business shall*

- in cooperation with the Dean and department faculty designate a search committee with appropriate expertise and experience to recruit competent personnel for new or vacated positions conducting the search in conformity with University and affirmative action guidelines;
- in cooperation with the Dean and department faculty, recruit as necessary

temporary and/or adjunct faculty to meet the teaching needs of the department, by reviewing applications for adjunct positions and conducting in-person interviews of qualified candidates;

- make recommendations regarding promotion and tenure in accordance with University guidelines;
- encourage and support continued professional growth and development of department faculty in areas of teaching, research, and University service;
- observe in the classroom all untenured full-time department faculty at least once each year and: 1) prepare a report of the observation, 2) review it with the faculty member, and 3) forward it on to the Dean's office;
- make recommendations to the Dean regarding faculty merit pay, as necessitated by policy, and communicate those recommendations to each faculty member; and
- foster an environment of mutual respect and dignity for all members of the University.

#### *Resources*

The Dean's Office shall provide resources sufficient to carry out the duties of the Department Chair/Co-Director of International Business

#### **Director of the Dolan Career Development Center (DCDC)**

The Dean shall appoint a Director of the Dolan Career Development Center. Reporting to the Dean, the Director shall be responsible for maintaining the internship-for-academic-credit program, including overseeing the internship approval process, student registration for internship credit, as well as coordinating the work of faculty to evaluate student experiences for academic credit. In addition, the Director will develop, maintain and enhance the professional development series, with an emphasis on creating events and experiences that provide students with professional and career-ready competencies while also aligning with students' academic obligations. The Director will also work with the Assistant Dean of Graduate Programs and the graduate program directors on an as-needed basis to assist with coordinating the graduate practicum experiences. The Director will also work with the University's Career Development Office as well as the graduate program directors to have an understanding of Dolan students' career outcomes post-graduation as reported to the university and program directors by the students.

#### **Associate Director of the Dolan Career Development Center**

The Dean shall appoint an Associate Director of the Dolan Career Development Center. The Associate Director shall be responsible for assisting with relevant events and practicum experiences.

## **Faculty Program Directors**

The Faculty Program Directors are appointed by the Dean in consultation with the Chair of the relevant department(s). Working in concert with the relevant Assistant Dean, the primary purpose of Program Director is to oversee the designated programs (e.g., specialized master's, minors). The Program Director shall represent the department in all program level matters. Specific duties include: 1) providing academic advisement to students, 2) reviewing curriculum and recommending changes/updates, 3) reviewing applications and coordinating with admissions to recruit students to the program, 4) keeping abreast of changes in industry-specific professional skills, 5) providing career coaching to students, 6) serving as a liaison for the School and its students to firms in the industry, 7) working with the Dolan Career Development Center on tracking career outcomes of students in their programs, 8) collaborating with the Department Chair(s) on long-range plans, department schedules, staffing needs, etc., and 9) preparing an annual report for the program and sending it to the relevant Department Chair for inclusion in the department's annual report. The need for a Program Director will be determined based on the following: 1) sustained number of students enrolled in a particular program, 2) demands on the department and its chair in running other areas (e.g., undergraduate major size, interdisciplinary programs, etc.), and 3) the nature and complexity of the discipline (e.g., existence of professional licensure requirements; level of technology or specific skills needed within the program, etc.). The Program Director shall serve for a three-year renewable term.

### *Removal Procedures*

A serious breach of the duties enumerated above shall be grounds for removal of a Department Chair/Co-Director of International Business. The Dean shall have the power to remove a Department Chair, in consultation with the faculty of the department and with the approval of the Provost.

### **3. Faculty**

A full-time faculty member is defined as any faculty member under a full-time faculty contract with the University. This includes both tenured and tenure-track individuals. In addition, professors of the practice at rank and visiting professor positions constitute full-time faculty in the Dolan School of Business; however, privileges and responsibilities of these positions differ from tenured/tenure-track positions. Like tenured/tenure-track faculty, Professors of Practice and Visiting professors maintain currency in their fields. However, they are not required to produce scholarly output to do so. A part-time faculty member (e.g., adjunct) is defined as a faculty member under part-time faculty contract with the University.

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*.

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.

All full-time and part-time faculty members shall be responsible for teaching all courses



assigned to them by the department chair/Co-Director of International Business. This responsibility shall include participation in the planning of curriculum and course materials, discussion of adoption of books (following the guidelines of the University Faculty Handbook), 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.

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

### **Curriculum Development**

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

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

Once a proposed change in the curriculum is approved by a department, the proposal will be sent to the appropriate School curriculum committee for review and for recommendation to the Fairfield Dolan faculty meeting as a committee of the whole. For new degree program proposals, the department must follow the procedure outlined in the University's Journal of Record.

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

### **Scheduling**

At the appropriate time, the Associate/Assistant Deans and Program Directors will communicate scheduling needs to the Department Chairs/Co-Director of International Business;

The Department Chairs/Co-Director of International Business shall consult with their faculty in determining course scheduling in light of scheduling needs, constraints (e.g., as to allotted time codes, faculty sabbaticals, etc.), and faculty preferences;

The Department Chair/Co-Director of International Business will take into consideration the preferences of each faculty member, where possible, in determining the final schedule of courses and time codes assigned;

At the request of the Department Chair/Co-Director of International Business and/or a faculty member, the Dean shall meet with the Chair/Co-Director and/or faculty member to discuss alternatives to the faculty member's schedule;

### **Support Requirements**

The School of Business shall provide sufficient support staff, including administrative 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.

### **Research Support**

Support shall be provided within the limits of the School's resources to the full-time tenured and tenure track members of the faculty of the School 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, student research assistants, office supplies and software and databases. Temporary and/ or specialized clerical personnel as well as graduate assistants may be utilized, if necessary, subject to the Dean's approval.

### **Hiring**

Prospective candidates for full-time tenure track positions in the Dolan School of Business shall upload application materials to the University's job posting site. The search committee consisting of faculty in each relevant department or program, as well as a member external to the department, will review the vitae and supporting materials of qualified candidates and recommend to the Department Chair the candidates they believe should be interviewed.

Following the University's and Dolan School's faculty search protocols and policies, the search committee shall select candidates to be interviewed on campus. Each candidate invited to campus will be interviewed by the Dean and the relevant Department Chair. The Faculty of the School shall have an opportunity to meet with and interview each candidate.

Each candidate will be asked to offer a colloquium on his/her research, which will be attended by all faculty who wish to participate. Normally, each candidate may also be required to lecture in a class.

In consultation with the faculty of the department and with other faculty of the School who have met with the candidates, the Department Chair/Co-Director of International Business shall recommend a decision to the Dean. The Dean shall then make the final decision on which candidate to recommend for appointment.

The Dean will then send a letter of recommendation to the Provost describing the conditions of appointment.

### **Procedure for Rank and Tenure**

Procedures for decisions on the granting 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**

### **Dean's Student Advisory Board (DSAB)**

The Dean's Student Advisory Committee shall meet with the Dean and Assistant Dean of Undergraduate Programs at least twice each semester to discuss matters of mutual concern. The committee shall be appointed by the Dean in consultation with the Assistant Dean and

Department Chairs. These appointments shall consider the students' class years and major areas of study.

## **5. Governance**

### **Meetings**

The Faculty of Fairfield Dolan 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.

Those entitled to participate at such meetings are all full-time faculty and administrative members- i.e., the Dean, the Associate/ Assistant Deans and the Director of DCDC. The Dean may invite other persons to participate in faculty meetings from time to time.

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.

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*. All full-time faculty, including administrators with faculty status, shall be entitled to vote.

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

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.

### **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. 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. Typically, membership on Dolan School of Business committees is limited to full-time faculty.

## **Committees**

### Dean's Council

The membership of Dean's Council consists of the Dean, the Associate/ Assistant Deans, Department Chairs, Director of DCDC and the Director of International Studies and Special Assistant to the Dean. Members of the faculty who hold specialized administrative posts may be asked by the Dean to attend as needed. The purpose of the Dean's Council 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.

### Research Committee

Guided by the vision, mission and strategic priorities of Fairfield Dolan, a committee of six faculty members, one from each department, shall be elected by the School to promote research productivity and quality of the tenured and tenure-track faculty. The Committee can recommend to the general faculty and Dean's Office initiatives and resource requests (e.g., workshops, software, databases) that aim to boost research productivity and quality, with the understanding that the approvals of the initiatives and resource requests are subject to budgetary constraints.

The Committee is responsible for reviewing and suggesting revisions of the Dolan School's AACSB faculty qualification definitions to ensure that AACSB Accreditation Standards are adhered to. The Committee is also responsible for reviewing and suggesting revisions of the guidelines for applications for summer research stipends and for the Dolan Research Award. Each year, the Committee reviews applications for summer research stipends and the research award and recommends the recipients to the Dean.

The Committee forwards all revisions approved by it to the Dolan faculty for its consideration and action.

The Associate Dean, as a non-voting member, serve as the administrative liaison of this committee. The term of service for faculty members shall be three years. At the first meeting of the academic year, the Committee shall elect a chair from among the voting members.

### **Committee for Continuous Improvement and Assessment (CIAC)**

A committee of six faculty members, one from each department, shall be elected by the School to participate in strategic management, review assessment data for degree programs, and make recommendations to improve the quality of education at the School. The Associate Dean shall serve as the administrative liaison 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, MBA, MSA, MSBA, MSF, MAS, MSBA, MSM) 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.

### **Graduate Curriculum Committee (GCC)**

A committee of six faculty members, one from each academic department, shall be elected by the School to provide faculty oversight of the graduate programs within the School. The Associate Dean shall chair (non-voting) and serve as the administrative liaison of this committee. The Committee shall review changes to program requirements, including areas of concentrations, and consider proposals for new or changed courses. The Committee forwards all such changes approved by it to the Dolan faculty for its consideration and action. The term of service shall be three years.

### **Undergraduate Curriculum Committee (UCC)**

A committee of seven faculty members, one from each department and one from the International Studies Program, shall be elected by the School to keep under continual review the current curriculum patterns, to assess proposals from any Department, and to make recommendations to the faculty. The Dean, Associate Dean and Assistant Dean of Undergraduate Programs (non-voting) shall serve as the administrative liaisons 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.

### **Teaching Innovation Committee**

A committee of six faculty members, one from each department, shall be elected by the School to develop and promote activities focused on improving teaching/pedagogical effectiveness. This committee shall recommend to the Dean projects for any special funding or support. The Associate Dean (non-voting) shall serve as the administrative liaison of this committee. 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.

### **Diversity and Inclusion Committee**

A committee of six faculty members, one from each department, and two staff members leads the Dolan School in initiatives and actions that advance faculty, students and staff diversity and inclusion consistent with the Dolan School's mission and vision. Special Assistant to the Dean serves as the liaison for this committee with the Dean's Office. Together with the Dean and Associate Dean(s), the Special Assistant to the Dean is a non-voting member of the Committee.

### **Dolan School of Business Advisory Board**

This board is established primarily as an outside advisory board to the School. The membership should be representative of a broad range of the business sector, the community and other stakeholder groups served by the School. The board's function will be to serve in an advisory role to the Dean and the School's faculty and to 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. When appropriate, advisory councils may be formed (e.g., Accounting, Finance sub boards), to serve in an additional advisory capacity. Advisory Council members do not have to be members of the Advisory Board.

### **Discipline Advisory Council(s)**

These advisory councils are established as outside advisory groups in a particular discipline (e.g., finance, analytics). The membership should be representative of the particular business discipline with members of the business sector and the community. The advisory councils' function will be to serve in an advisory role to the Dean, Department Chair/Program Director and faculty in that discipline and act as a resource for guiding and assessing the curriculum and programs of the School in that discipline.

#### *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. 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.

#### *Dolan Governance Document- Amended Month/Date/Year*

#### *Dolan Governance Document- Amended December 17, 2008*

Section 2.3.4 (Amended December 17, 2008)

Removal Procedures (Department Chairs)

A serious breach of the duties enumerated in Section XXX shall be grounds for removal of a Department Chair. The Dean shall have the power to remove a Department Chair in such circumstances after written consent of at least two-thirds of the faculty in the department and with the approval of the Senior Academic Vice President or upon the petition in writing of two thirds of the faculty of the department and with the approval of the Senior Academic Vice President.

#### *Dolan Governance Document- Amended June 2018*

Updating of entire document, to properly reflect current practices (e.g., revised vision and mission statements; additional duties for administrative roles; addition of committees; change from a Senior Academic Vice President to Provost; inclusion of economics as a DSB department).