

Advisory Board Governance

As of March 2021

- A. Policies & Procedures**

- B. Gabelli School & Advisory Board Goals & Metrics**

- C. Current Board Councils**

A. GABELLI ADVISORY BOARD POLICIES AND PROCEDURE

The Gabelli School Advisory Board, including its various councils, will serve all aspects of business education at Fordham University with the explicit purpose of providing their time, expertise and insights on advisory board matters, and to the Dean, faculty and students of the Gabelli School.

I. Objectives/Goals of the Board

The Advisory Board has multi-faceted objectives and goals:

- ❑ To advise the Dean on issues that have the most significant impact in advancing the school's mission and strategy.
- ❑ To represent the school to the outside world and to help to raise its profile as a leading global institution for business education with a higher purpose.
- ❑ To advance the career objectives of undergraduate and graduate business students and Fordham business alumni.
- ❑ To help faculty by providing industry relevant visibility, consulting, networking and directorships that contribute to curriculum development and research.
- ❑ To assist the school in meeting its financial development objectives, through both direct individual contributions and identification of other forms of support.
- ❑ Board Members recognize and are encouraged to, as appropriate, network with their fellow Board Members for the benefit of professional development and the strengthening of the effectiveness of the overall Board.
- ❑ At the start of each academic year – the Dean and the Board Chair will review the goals and target outcomes / metrics for the Advisory Board which shall be derived from the Gabelli School's current year and long term goals.

II. Guiding Principles of the Board

The Board will provide the most effective support to the business school when its members:

1. Are visionary in their thinking.
2. Remain focused on the overarching goal of moving Fordham into the national top 25 for undergraduate and graduate business education and helping the Gabelli School achieve its vision of becoming an international hub for business education (business with a higher purpose)
3. Provide guidance based on the needs of students, alumni and faculty; on best practices; and on the school's mission.
4. Understand the issues affecting the overall business education landscape and the activities and trajectories of Fordham's peer and aspirant schools.

A. GABELLI ADVISORY BOARD POLICIES AND PROCEDURE

5. Participate actively to advance school initiatives.
6. Encourage thoughtful, collegial deliberation, incorporating a diversity of viewpoints.

III. Board Procedures

- ❑ The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and professional decorum when acting as board members.
- ❑ Members will respect the confidentiality appropriate to issues of a sensitive nature.
- ❑ Board members should attempt to attend every meeting required by their role as stipulated in the Board Structure section of this document.
- ❑ Active Board member participation is critical to the success of the Board – beyond general meeting attendance – board member effectiveness will be gauged according to their performance on individual councils, a three (3) year financial contribution commitment, and their contribution of time and expertise outside of Board meetings that advance the Gabelli School's goals. Impactful contributions include:
 1. Student interaction (class speaker, arranging speakers, supper clubs, etc.,)
 2. Student recruitment (new student identification, cultivation, etc., at undergraduate or graduate level)
 3. Student job placement (internships, undergraduate, graduate)
 4. Support for faculty with industry relevant advice regarding curriculum development and research

IV. Board Structure

- ❑ The Board is chaired by a designate of the Dean. The Chair has the responsibility for helping oversee the work of the Board including development of agendas, guidance of the councils and overall effectiveness of the Board.
- ❑ The Board is divided into a flexible number of councils (*see Section V. Current Board Councils*) that are formed and disbanded at the discretion of the Dean based on the current strategic priorities of the school. Each council is led by a chair. All of the council chairs together comprise the Executive Committee (see appendix 1 for a list of current committees).
- ❑ Each Board member will belong to one Functional Council, either as chair or as a participating member. Council assignments are at the discretion of the Dean but will take individual preferences into account when possible. In addition, all council members will participate in the Industry Council aligned with their profession. Please see section C for additional details.
- ❑ Council chairs, as members of the Executive Committee, make a commitment to attend three (3) mandatory in-person meetings with the Dean each year. (In summary – three (3) Executive Committee Meetings, two Full Advisory Board Meetings, Council meetings as required)

A. GABELLI ADVISORY BOARD POLICIES AND PROCEDURE

- ❑ Councils will hold meetings or conference calls once per quarter or as needed to discuss current issues and/or initiatives in their areas. Council meeting/call agendas will be set by the council chair.
- ❑ Each council, led by its chair, identifies/highlights at least three (3) specific goals for each academic year and implements actions, with the approval of the Dean, to meet those goals.
- ❑ Each council chair will report at Executive Committee meetings about his or her council's goals, actions that have been taken, and progress that has been made.

V. Nomination and Terms of Service

- ❑ The Board seeks to recruit individuals who are committed to the principles of business education at Fordham and the success of the business school. The Nominating and Governance Committee is key to this process.
- ❑ The Board seeks candidates who possess the following characteristics:
 - a) Demonstrated passion for the school's mission.
 - b) Willingness to employ their knowledge, insight, skills and other resources toward the advancement of the school.
 - c) Commitment to take an active role in school life.
 - d) A reflection of the school's diversity, including but not limited to cultures, abilities, family structure, race, socio-economic status and geography.
 - e) A deliberative and collegial spirit.
 - f) A familiarity with subjects such as strategic planning, organizational growth and development, change management, legal issues and/or other topics that will support the school and the work of the Dean.
- ❑ In the process of recruiting and nominating candidates, all candidates should provide the following to the Nominating Committee:
 - a) Letter of interest
 - b) Résumé or summary of experience
 - c) Personal interview
 - d) References to verify demonstrated competencies
- ❑ Selection of Board members is via presentation by the Nominating Committee, at the discretion of the Dean, and in coordination with the Executive Committee.
- ❑ The Chair will serve a term of 3 years. In the 3rd year of their term, the Dean will appoint a vice chair who will be the Chair designee and assume their term at the end of the year – hence providing for a one year overlap in Chairs and thus facilitating continuity.
- ❑ Board members will serve terms of three (3) years and commit to an annual contribution of \$5,000 minimum. At the start of their term, the member will sign a commitment letter for this contribution. At the conclusion of each member's term, the Dean, in conjunction with a nominating committee, will review his or her service and may choose to extend the offer of a renewed three-year term. In cases where a Council Lead's term is renewed, the Dean will consider Council Lead rotations.

B. GOALS & BOARD METRICS

Gabelli School & Advisory Board Goals

(aligning to the four strategic goals)

Gabelli School	Advisory Board Goals	Advisory Board Action/Target*
<i>(from the Strategic Plan)</i>		
<p>1. PRODUCING ORIGINAL INSIGHTS THROUGH RESEARCH</p> <ul style="list-style-type: none"> • Foster faculty excellence by facilitating research productivity, recognizing high achievement, enhancing visibility and creating an environment that attracts and retains outstanding faculty with a global mindset. • Promote faculty research that brings together scholars and practitioners and provides research findings that have an impact on practice, curriculum and society. • Establish and cultivate an academic infrastructure that promotes research activity among students and fosters student/faculty research collaboration. 	<ul style="list-style-type: none"> • Connect faculty to relevant industry practitioners • Promote Gabelli School research capabilities to relevant industry and business leaders • Assist faculty in procuring data sets to support their research 	<ul style="list-style-type: none"> •
<p>2. LEADING GLOBALLY IN CURRICULUM THROUGH INDUSTRY</p>	<ul style="list-style-type: none"> • Connect faculty to relevant industry practitioners 	<ul style="list-style-type: none"> •

B. GOALS & BOARD METRICS

<p>RELEVANCE AND INDUSTRY CONNECTIVITY</p> <ul style="list-style-type: none"> • Refine the academic experience – leveraging applied learning, technology, Jesuit identity, and other resources – in ways that will broaden students’ thinking, develop their ethical perspective, provide them with the skills for professional success now and in the future, and position them as high-quality scholars and practitioners. • Increase the industry connectivity of the student experience at all levels by drawing on the business, cultural, and historical resources of New York City and Fordham resources that interface with the city. • Refine the global strategy, using the themes of “sending Fordham out into the world” and “bringing the world to Fordham” to enhance the global relevance of a Gabelli School education. • Continue to recruit and retain a talented, highly diverse student population and renew the commitment to cohesion and 	<ul style="list-style-type: none"> • Contribute as guest lecturer, adjunct faculty or similar roles • Support internships and endeavor to connect students to additional opportunities • Host information sessions or other activities at appropriate business forums / offices • Assist in the recruitment of students 	
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B. GOALS & BOARD METRICS

<p>engagement across the school community.</p>		
<p>3. PRODUCING OUTSTANDING POST-GRADUATE OUTCOMES</p> <ul style="list-style-type: none"> • Provide personal and professional development programming and individualized services to help students identify their career goals and pursue them successfully. • Maintain and expand the strong network of connections between the school and the professional community, especially among Fordham alumni. • Investigate strategic approaches to non-degree executive education that will serve the needs of the New York professional community while increasing revenue. 	<ul style="list-style-type: none"> • Contribute as guest lecturer, adjunct faculty or similar roles • Support internships and endeavor to connect students to additional opportunities • Host information sessions or other activities at appropriate business forums / offices • Conduct mock interviews and other placement activities • Assist in the job placement of students 	<ul style="list-style-type: none"> •
<p>INCREASING IMPACT</p> <ul style="list-style-type: none"> • Develop curricular and co-curricular experiences that support the school’s philosophy of business as a positive force for social change. • Contribute actively to the University’s goal of interdisciplinary collaboration. 	<ul style="list-style-type: none"> • Promote the Gabelli School as an ambassador • Assist in the identification and facilitation of corporate partnerships and events 	<ul style="list-style-type: none"> •

B. GOALS & BOARD METRICS

<ul style="list-style-type: none">• Enhance visibility, engagement, and satisfaction• Generate the resources needed for the school's programs to have the desired impact and allocate those resources effectively.		
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- ***The tactics to implement the Advisory Board goals will be updated at a later date. They are to include actions and resources (time, talent and investment).***

B. GOALS & BOARD METRICS

Individual Commitment Plan (Coming Fiscal Year)

Board Objective & Role	Potential Contribution
To advise the Dean on issues that have the most significant impact in advancing the school's mission and strategy	<ul style="list-style-type: none"> • # Advisory Board meetings attended • # council calls / meetings • Hours of service on council work
To represent the school to the outside world and to help to raise its profile as a leading global institution for business education with a higher purpose.	<ul style="list-style-type: none"> • # information sessions hosted • #introductions made
To advance the career objectives of undergraduate and graduate business students and Fordham business alumni.	<ul style="list-style-type: none"> • # student discussions / meetings • # mock interviews • # internships provided • # job offers supported
To help faculty by providing industry relevant visibility, consulting, networking and directorships that contribute to curriculum development and research.	<ul style="list-style-type: none"> • # guest lectures • # projects supported • \$ contributed to research
To assist the school in meeting its financial development objectives, through both direct individual contributions and identification of other forms of support	<ul style="list-style-type: none"> • \$ contributed • # donors / programs introduced
Board Members recognize and are encouraged to, as appropriate, network with their fellow Board Members for the benefit of professional development and the strengthening of the effectiveness of the overall Board.	<ul style="list-style-type: none"> • # calls / meetings

Note: Each board member will complete a forward looking personal plan regarding their individual commitments they wish to make to the Gabelli School.

C. CURRENT BOARD COUNCILS

FUNCTIONAL COUNCILS

Admissions and Student Recruitment – To Be Named

This council is devoted to continually increasing the academic caliber, diversity and future promise of undergraduate and graduate students.

Partnerships & Guest Speakers - Brendan Albee

This council will help with outreach and nourishing of corporate partnerships that can accelerate The Gabelli School's vision. The council will also support the development and engagement of guest speakers who can add real world expertise and/.: corporate experience to courses, lectures and student engagement.

Globalization - Andrea Mennillo

Ideally possessing a roster of Fordham alumni and friends from the United States and all over the world, this council is responsible for maintaining and strengthening the global character of the academic program, roster of corporate partners, and alumni community.

Career Placement / Personal and Professional Development – To Be Named

This council will expand career opportunities for students and alumni, endeavoring to constantly widen the hiring pipeline for internships and jobs. It also will focus on ways to develop strong internal Fordham alumni groups at targeted employers.

Alumni Development - Sihien Goh

Focused on the collaborative, community-oriented spirit of Fordham, this council will foster alumni engagement and identify new ways for alumni to contribute in all ways. There will also be a subcommittee for nominations of new members for the Board.

Nominations & Governance – Lou Romeo

Focused on securing a diverse advisory board membership and assisting in the development of effective governance procedures.

Centennial – James Viceconte & Christopher Fitzmaurice

Focused on connecting with alumni and the business community on the topic of the Gabelli School Centennial celebration. Focus will include promoting the anniversary to improve school visibility, fund raising and general alumni networking.

INDUSTRY COUNCILS (5)

These councils provide an additional method for Board Members to engage with the Gabelli School's mission, faculty and students. The general purpose of these councils is to build a bi-directional connection between alumni in this industry and current students and faculty. Some of the areas for focus might include: providing internships and job offers to students, helping secure speakers and guests, input on relevant topic for curriculum development, etc., These include:.

- Finance – **Laura Roche**
- Technology – **Donna Morris**
- Healthcare & Education – **To be Named**
- Professional Services (Accounting, Tax, Consulting, Legal) – **Zacharias Spero**
- Marketing, Media & Entertainment – **Bill Sickles**

C. CURRENT BOARD COUNCILS

Council Operations

Each of the Functional Councils has been established and given a specific scope of service that allows the council to have a substantive impact on a particular element of the Gabelli School's success and is aligned to the Strategic Plan. The Centennial Council has a predefined term given the focus on this upcoming event, the other Functional Councils are envisioned to be of longer duration.

The Functional Council lead will set the agenda, target outcomes and action plans for that council and it is expected that each semester, these councils will have a specific and well-defined role for all their members. These plans will also drive the activity of the overall Advisory Board by setting out the requirements for the Industry Councils.

- For example, The Partnerships & Guest Speakers Council will work with faculty and administration to identify the types of speakers that would be beneficial to arrange for a given priority topic and then will take responsibility to identify, engage and supervise their conduct.
- The Industry Councils then provide a natural aggregation point of contacts and an extended network to fulfill the needs / requests of the Functional Councils. Therefore, based on the above example request, each Industry Council would examine whether their members or extended network could fulfill the aforementioned speaker request.

In summary, the Functional Councils are helping the Board set day-to-day action plans and the Industry Councils are an execution arm that allows efficient distribution of those actions.

The Fordham Liaisons are providing an additional connection point from the Advisory Board to the Gabelli School. Much of this is in place from earlier board activities. In each case, the Liaison has been filled with a Gabelli School individual who is naturally aligned to the Individual Council's mandate. It is envisioned that this role provides a "light touch". That is to say – it is a coordinating role rather than a staff role for the councils. It is expected that the Liaison will help the Councils understand what materials are readily available, what communications channels are most effective and other matters of navigation.

C. CURRENT BOARD COUNCILS

Gabelli Advisory Executive Board		
Functional	Council Lead	Fordham Liaisons
Admissions & Student Recruitment	To be named	Marisa Villani, Father Vin, Dylan Mosenthal
Partnerships & Guest Speakers	Brendan Albee	Annelice, Greer
Globalization	Andrea Mennillo	Francis, Lerzan
Career Placement	Renee Neri	Dennis, Cynthia Bush
Alumni Development	Sihien Goh	Rose, Hope, Maricel Piriz
Nominations & Governance	Lou Romeo	Donna
Centennial Committee	Christopher Fitzmaurice, Jamie Viceconte	Rose, Mike Benigno
Industry	Council Lead	Fordham Liaison
Finance	Laura Roche	Cynthia Bush, Ellen Herman, Kevin Mirabile
Technology	Donna Morris	Jeff Haynes, Ken Cavanagh, Mark Silver
Healthcare	To be named	Sarah Wu, Falguni Sen
Professional Services	Zacharias Spero	Robin Freedman, Meghann Drury Grogan, Iris Schneider
Marketing, Media, Entertainment	Bill Sickles	Kim Lewis-Collins, Bozena Mierzejewska