



SSM
Swiss School of Management

The Faculty Handbook

Swiss School of Management (SSM)

Swiss School of Management
Piazza del Biscione 95, 00186 Rome, Italy

THE FACULTY HANDBOOK

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PART 1: INTRODUCTION/PREFACE AND BACKGROUND

This is the Swiss School of Management Faculty Handbook. This handbook is distributed to new faculty and Representative Institutions.

The Handbook incorporates policies and procedures that apply to Professors, Associate Professors, Assistant Professors Senior Lecturers, Lecturers, Assistant Lecturers and Instructors (the Academic Staff-Teaching ranks) and to those holding other teaching titles, such as Visiting Professor.

Readers of this Handbook should be aware that there are additional policies and procedures applicable to specific Representative Institutions approved by SSM as consistent with overall School's policy.

Similarly, as change in organization, so is in the policies and procedures to which the faculty and academic staff is subject is an ongoing process. The Handbook will be updated as need be to reflect current policies.

CHAPTER 1: THE SCHOOL AND THE FACULTY 3/19

I. HISTORICAL BACKGROUND

A. A Brief Profile of SSM

The Swiss School of Management, previously SMAI Swiss Management Academy International is a private Swiss institution of higher education. It was founded in the last century under the laws of Canton Zurich, Switzerland.

SMAI has always aimed at providing a Swiss quality education to students from all over the world. Unfortunately, the conservatism of Switzerland restricted its global pursuit. Despite its excellent location and security, Switzerland remains small. With its 6 million inhabitants, the country does not offer many job opportunities for international students. In addition, the high living costs are prohibitive and the conservative nature of the current government limits visas granted to international students.

Therefore, SMAI moved its headquarters to Rome, Italy where the living costs are favourable and student visa issuance most probable. Similarly, the move was to offer our international students the possibility to work and undertake internship within the enlarged European Union of which Switzerland is not a member.

With the move to Rome, SMAI changed its name to SSM Swiss School of Management due the misleading meaning of the word "Academy".

It's hard to say what you'll find most breathtaking about the eternal city of Rome - the arrogant opulence of the Vatican, the timelessness of the Forum, the top speed of a Fiat Bambino, the millions of cats in the Colosseum, trying to cross a major intersection, or the bill for your latte. However, the Swiss School of Management has chosen this city with its strong historical background to carry out its global expansion, without losing its Swiss routes.

Today, the school offers both undergraduate and postgraduate programs in business administration and hospitality management. Placing participants at the centre of our attention, the Swiss School of Management prepares students for the career challenges and opportunities that lie ahead. Resolutely turned towards the future of the global market place, SSM continually seeks to be innovative in its approach to education.

Our Vision:

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To be recognized as the Swiss International Business and Hospitality School, nurturing talent and teaching the typical Swiss – way of behaviour and attitude in a multi-national, multicultural learning environment. It will be a place of opportunity for those who seek knowledge, strive towards excellence and seek a better life for themselves and their fellow citizens.

Our Mission

The mission of SSM is to provide the highest quality Swiss education in an environment characterized by close interaction among students, faculty, staff and the global business community. We will provide our students with practical knowledge, skills and attributes- the global business competencies required for leadership and success in demanding careers in the global economy.

D. The Students

The Swiss School of Management provides Swiss education around the globe. It welcomes students from diverse backgrounds regardless of sex, race, religion, nationality or disability.

This open admission allows a multinational and multicultural learning environment, which provides an enriching learning experience.

Majority of our students are from the Asian continent.

II. THE SCHOOL GOVERNANCE

A. The President

The President shall exercise the following powers:

- Recruit both the Managing Director and Dean and give assent to recommended faculty.
- To prescribe the duties of the professors and teachers;
- To prescribe and enforce the course of study and the mode and manner of teaching;
- Append signature to articulation agreement with other learning institutions
- Such other powers as will enable the President to control of the educational part of the school to such an extent that the President may justly be held responsible for the course of study therein and for the good conduct and capacity of the professors and teachers.

Additionally, the President is responsible for the management of financial and business affairs of the school, and strategic planning.

In the inability or absence of the President, the Managing Director shall be Acting President.

B. The Managing Director

The Director is responsible for the management of financial and business affairs of the school, including overseeing daily operations.

In the absence of the Managing Director, the Dean shall act on his/her behalf.

C. The Dean

The Dean, as the chief academic officer, administers the academic program (instruction and research in schools and other unaffiliated units), and school services in support of the academic program (student affairs, libraries and information resources, and institutional planning). The Dean shares with the Managing Director conduct of the school's relations with other educational institutions, groups, and associations.

D. Other Administrative and Academic Officers

Whenever possible and as situation demands, other administrative and academic officers may be appointed to enhance academic delivery. Such appointments will be communicated to all.

E. The Role of The Faculty at Swiss School of Management

The Swiss School of Management is dedicated to the philosophy of providing quality education. The realization of this philosophy depends, to a great extent, on the faculty, their academic and professional qualifications and their commitment to both the vision and mission of the School.

The Dean of a Representative School will coordinate all aspects of the academic program for the School and is, in particular, responsible for matters related to faculty, textbooks, syllabi and student academic standards. Faculty members are invited to communicate directly with the Dean, who will make every effort to bring any concerns before the appropriate body.

The faculty at the Swiss School of Management shall undertake the following duties and responsibilities.

i). Teaching

The primary responsibility of a faculty member at the Swiss School of Management is to teach. Teaching excellence is given primacy over all other criteria in evaluation for promotion and for tenure status.

a) Teaching Schedules

The standard teaching schedule at SSM is the modular approach of stand alone courses taken at a time with supportive units as per the situation. There may be some variation in this standard; however, according to special arrangements and uniqueness of Representative Institutions. In either case, the standard SSM teaching methodology should apply.

b) Policy on Procedural Flexibility

The number of credits a course receives at SSM is not tied to the number of hours per week that the class meets. This arrangement permits variation in frequency and length of class meetings, depending upon the nature of the course and the level of the students in the course, and provisions for reading periods during which times

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classes may have irregular or no meetings, as well as flexibility in the use of texts and examinations. It does not mean, however, that the faculty member is not accessible to students in the course who may wish consultations on their reading and research projects for the course. Further, the minimum contact hours **MUST** be maintained whenever a special irregular class meeting arrangement is agreed upon.

A faculty member should report to the Dean of the school any intention to be away for any period which shall exceed two class days during a module session. The Dean has the right to refuse such leave when in the Dean's opinion, teaching will be unwarrantedly disrupted.

c) Class Attendance

The individual faculty member is required to put emphasis on the importance of student attending class on a regular basis and its contribution to overall evaluation.

d) Reporting of Grades

Among the accepted responsibilities and obligations of each member of the faculty is that of reporting to the Dean, at the appointed times, grades in accordance with the grading system and with the grading regulations which the faculty shall from time to time adopt. Further, faculty members are expected to make timely evaluations of students throughout the year.

Inherent in the responsibility of reporting grades is the further understanding that all such grades reported shall have been determined, in the final analysis, on the basis of the faculty member's own professional evaluation of each individual student's work.

This above indicated responsibility is considered to be part of the contractual relationship between the individual faculty member and the school, and the failure to fulfil this obligation will be considered a breach of contract.

All faculty members are expected to report grades for all students in their classes taking the course for credit by the date specified by the Dean's Office. It is also the responsibility of the faculty member to report any student who is not doing his/her assignments and getting poor grades to the Dean or Office of Academic Advising (where applicable) at any time during the course of the school term.

For the grading system currently in use, see the Student Handbook.

e) **Course Syllabi**

Whereas each faculty will be provided with an initially prepared course curriculum of the courses assigned to teach, the faculty member will be expected to revise/update the curriculum as necessary. Any revision/update should be brought to the attention of the Dean for approval.

f) **Familiarity with Requirements**

Every faculty member should be familiar with the curriculum and graduation requirements for the school. The current catalog should be consulted for information on curricular policies and requirements.

g) **Academic Honesty**

Honesty is fundamental to the academic enterprise, and it is important that faculty make this expectation clear. Students should be reminded of the need for appropriate documentation in all academic work. Faculty members should take reasonable precautions to ensure that work presented by a student in soft copies, papers, examinations, and take-home examinations is the student's own or is acceptably documented. When a faculty member has reason to believe that a breach of academic honesty has occurred, the faculty member must report the breach to the Dean. Academic dishonesty is viewed as a grave offence that will incur a serious penalty. Representative Institutions are advised to form a Committee on Academic Standing responsible for equitable review as well as for maintaining the standards of intellectual integrity in the school.

ii). **Academic Advising**

The academic advising of students is considered at SSM to be one of the essential components of sound teaching. Faculty members will be expected to continuously offer advice to students.

This assignment creates the possibility of lasting contact between instructor and student and of better understanding of a particular student's strengths and weaknesses.

Advising is not limited to assuring that a student excels academically, important as that is. Intellectual curiosity, critical analysis, self-reliance, and trust should be encouraged. Since college is for many students their first real venture into independence, the adviser must foster that spirit while at the same time diplomatically helping the student to avoid unnecessary problems.

In cases where the student has not decided upon a major, especially in the first year, the adviser should discuss various alternatives and suggest colleagues who may be able to give more specific information about

given majors. In advising majors, one should ascertain the student's plan for a career and, where appropriate, direct the student for further advice to the relevant office.

Many questions raised by students can be answered from the Student Handbook. The Director and or Dean of the school may provide additional sources of information.

PART 2: POLICIES AND PROCEDURES APPLICABLE TO THE FACULTY

CHAPTER 2: APPOINTMENTS

SECTION 1. STATEMENT OF POLICY ON APPOINTMENT

This policy statement addresses the terms and conditions of appointment applicable to members of the Academic Council (i.e., Professor, Associate Professor, Assistant Professor, Lecturer, Instructor/adjunct and Visiting faculty).

I. Terms of Academic Appointment

1. The precise terms and conditions of every academic appointment shall be stated in writing and be in the possession of both the School and the appointee before the appointment is consummated. All appointments at Representative Institutions shall be brought to the notice of SSM to ensure that qualified faculty are employed. The Statement of Policy, or any modification thereof, will be made available to all administrative and teaching personnel.

2. Except as provided in this paragraph, all academic appointments shall be made either (a) for a stipulated number of years, (b) for a continuing term of appointment, or (c) without limit of time. An academic appointment without limit of time shall be considered as a permanent appointment - i.e. the term shall be understood to extend from the effective date of the appointment to the date of academic retirement of the appointee. Conditions of an academic appointment made for a continuing term/module may apply for visiting faculty or part-part lecturers.

An academic appointment made for the duration of either (a) an administrative appointment or (b) a specific project, which appointment or project is indefinite as to time, shall, unless otherwise expressly stipulated, be construed as terminating on the expiration of the appointment or the project.

II. Selection Process

All faculty members at the Swiss School of Management and her Representative Institutions must be approved by the appropriate Dean.

The Dean's selection of core and adjunct faculty will be based on verification of information provided by the applicant; i.e., application, transcripts,

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letters of recommendation, resume and other supporting documentation available. An applicant's file must be complete prior to review by the Dean. All faculty members are required to possess earned masters or doctoral degree from recognized institutions.

Once approval has been given by the Dean, a letter of appointment will be issued and eligibility for assignment will be noted in the faculty member's file.

Faculty files must be complete and should be updated periodically by submission of a current resume, transcripts showing further graduate study etc.

It is the intent of the Swiss School of Management to ensure that our students will be exposed to professional faculty of the highest caliber.

III.Appointments

The receipt of a letter of appointment does not constitute a contract, on the part of Swiss School of Management, to hire you to teach. It is merely the culmination of the screening process and provides you with written notification that you have been approved as a faculty member when and if the need arises. When you are needed, you will be contacted with details of course/module schedule/time-table.

The following shall apply in regard to the appointments:

A. General Provisions for Appointments, Promotions, and Tenure.

The ranks of the faculty and their order in rank shall be Professor, Associate Professor, Assistant Professor, and Instructor. The title Lecturer may from time to time be used to designate individuals employed either full- or part-time in teaching positions. Lecturers may include:-

- a person or persons on full-time contract with the school who are teaching and have other regular school duties, or
- a person or persons who are teaching part-time and are suitably qualified, or
- visiting persons teaching full- or part-time

The title lecturer is unrelated to the ranks of professor, associate professor, assistant professor, instructor, and any order within these ranks, and carries no implication of eligibility for tenure. These provisions apply to both members of the faculty in a shared position.

1. Concerning Lecturers:

- a) That the title of Lecturer has no reference to rank.

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b) That part-time members of the faculty normally carry the title of Lecturer.

c) That both part-time and full-time members of the faculty who work in the various industries normally carry the title of Lecturer and has a master degree.

d) That Lecturers may be appointed for a period of one (1) term or longer provided that the initial contractual period shall not exceed two (2) years.

2. Concerning Instructors:

a) That initial appointments at this rank be made for persons who have completed all requirements for the bachelor's degree in their field.

b) That appointments at this rank be for two years or as per agreed term.

c) That Instructors be promoted to the rank of Assistant Professor immediately upon completing all requirements for the master's degree. The length of time specified in the current appointment as Instructor shall remain unchanged, however.

3. Concerning Assistant Professors:

a) That initial appointments at this rank be made for persons who have attained a master's degree in the field with minimum of 2 years teaching experience.

b) That the initial appointment for regularly appointed (not temporary) Assistant Professors be for two years; the second appointment, normally for two years, and the third, for three years, except that probationary, one-year appointments may be made at any time after the original appointment, should the individual's performance warrant doing so.

c) That in reckoning the "period of service" for this and higher ranks, not more than two years of full-time service at SSM or Representative Institution prior to appointment as Assistant Professor be counted; that normally not more than two years of full-time service at any level at another college or university be counted; but that the Dean of the school in exceptional cases may accept up to four years of full-time service as Assistant Professor elsewhere. That the Dean of the school and the member of the faculty, no later than the time of the first reappointment, sign an agreement which specifies how much time shall be counted as prior service for the member of the faculty. That the Dean and the newly appointed Assistant Professor with prior service may mutually agree to waive any part of the prior service.

d) That Assistant Professors be considered for promotion and for tenure (see 4. a.) in the sixth year in rank at SSM, or the eighth year in service, whichever comes first. Under normal circumstances, consideration for promotion and for tenure may not be delayed. However, at the request of the individual and the department, and with the assent of the Dean of the school, consideration may be deferred, for no more than two years, to compensate the individual for medical or family circumstances that have impeded professional progress during the probationary period of service.

4. Concerning Associate Professors:

- a) That initial appointments at this rank be made for persons who have enrolled but not completed all requirements for the terminal degree in their field (PhD candidate).
- b) That initial appointments at this rank be for three years and not automatically confer tenure.
- c) That reappointment at this rank confers tenure in all cases on completion of terminal degree.
- d) That Associate Professors may remain in rank indefinitely: that promotion to the rank of Professor not be automatic by virtue of time of service; and that only those persons who have demonstrated continuing excellence in teaching and in scholarly productivity, and have otherwise served the school will be promoted to the rank of Professor after due completion of their terminal degree.

5. Concerning Professors:

- a) That promotion to Professor confers tenure in all cases.
- b) That initial appointment at this rank, unless the appointment be a visiting or an adjunct one, be for a probationary term of no more than three years, and that tenure may be conferred upon the Professor at any time before the expiry of that term. That in case tenure is not so conferred, the Professor not be reappointed.
- c) That visiting professorships may be conferred upon persons of professorial qualifications whom the school invites to teach for a limited period of time.
- d) That adjunct professorships may be conferred upon persons of professorial qualifications teaching part-time in regular positions, normally for one-year renewable terms.

B. Procedures on Part-time, Temporary, and Term Positions

When it is proposed that a part-time, temporary faculty member be appointed, the Dean shall undertake whatever search and interview procedures are appropriate and shall make a recommendation to the Managing Director who shall make the final discussion. The Dean at a Representative Institution shall inform the SSM Headquarters annually of the nature and status of such appointments. Those that are continued or reappointed will normally be converted to term positions within four years.

IV. Prior Notice of Non-Renewal

A faculty member holding a renewable appointment for one year shall be notified three months before end of contract if the appointment is not to be renewed. Failure to give timely notice of non-renewal shall entitle the individual to a special reappointment for an additional terminal year.

V. Dismissal

1. Where the school proposes to dismiss an academic appointee or to penalize the faculty member by a discriminatory reduction of salary for reasons of substantial and manifest incompetence, the individual shall first be notified (confidentially, if possible) of the charges and given an opportunity to reply.
2. Disciplining of faculty members pursuant to the Statement on Faculty Discipline shall be governed by the procedures provided therein.
3. Dismissals by reason of disability, or protracted absence without leave, shall be made by the Dean only after consultation with the Managing Director and after appropriate advance notice to the faculty member concerned, but no formal hearings shall be required.

SECTION 2. ADDITIONAL POLICIES AND PROCEDURES APPLICABLE TO THE FACULTY

The topics in this section provide additional policies and procedures applicable to academic faculty in their assignments.

I. Conducting a Course

In conducting an assigned course/module, you are provided with a copy of the latest syllabus and teaching aids. Syllabi are very straight-forward and specific in listing performance requirements for each course.

At the graduate level, it is assumed that students will be engaged in advanced purposeful study and that course content will build upon undergraduate learning. It is imperative that a graduate level learning experience provides;

- Study that will encourage analyzing, exploring, questioning, reconsidering and synthesizing old and new knowledge and skills;
- A challenge which demands inquiry and application and which is sufficiently stimulating so as to meet the School's educational objectives;
- Close and frequent contact with experienced scholar-teachers;
- Sufficient time for reflection, absorption and the emergence of scholarly independence and self-confidence;
- Evaluation of student performance to and extent that students and faculty are confident of the worth of their accomplishments.

It is assumed that you will assign written and oral work commensurate with the academic rigor associated with graduate level study. Students will be expected to do library research and reading in scholarly journals, maximize use of provided student research area and web research.

II. Grading Policy

All students of Swiss School of Management shall have their course -work evaluated and reported by the faculty using letter grades or administrative symbols. The Grade Point Average (GPA) of 4 shall apply.

Symbol Definition

- A** is an **exceptional grade** reserved for excellent students, **indicating distinctly superior work**. The student who receives this grade has thoroughly mastered the subject, displayed marked initiative and intellectual curiosity and produced creative / evaluative work of a **superior quality**.
- B** is an **above average grade** for general achievement of a high order. The student who receives this grade has intelligently fulfilled the requirements of the course **has achieved excellence in some aspects of the work**, such as completeness and accuracy of knowledge, independence of work, creativity and critical thought.
- C** is a **basic grade for satisfactory performance** of work required, as may fairly be expected of any student of normal college ability who gives to the course a reasonable amount of time, effort and attention. The student who receives this grade, application and analysis of the content and methods of the course, growth in the use of same, full participation in the work of the class and an open active and discriminating mind.
- D** is a **grade indicating inferior work** which in one or more important respects falls below the minimum acceptable standard for graduation but are of sufficient quantity and quality to count for credits required for graduation, if balanced by superior work in other courses.
- F** is a **failing grade for definitely unsatisfactory work**, which carries no credit. *The course must be repeated.*

All graduate students of the School will have course-work evaluated and reported by the faculty using “**CR**” or “**NC**” CODES. Letter grades are optional by special arrangements.

CR is for credit, a grade given for satisfactory completion of a course. At Swiss School of Management, as with most colleges and universities, a **CR is considered to be the equivalent of a “B”, or better**. At the graduate level a grade less than a “B”, (B-) would be unacceptable.

NC is for No Credit, a grade given when the requirements for in the course have not been satisfied

III. Grading Procedures

As stated earlier in this manual, the faculty shall assume full responsibility for student grading. The faculty shall submit the grade report to the Dean at a Representative Institution or head of program where applicable not more than two weeks after the exams have been written. The grades shall then be posted on the student private area as soon as the same has been forwarded to SSM Headquarters.

Faculty members may recommend an Honor Certificate be given to the student who has **excelled** in a specific course. This request must be sent to the Dean' office and be accompanied by the student's coursework as well as the required forms.

IV. Evaluation of Instruction

It is the policy of the Swiss School of Management to encourage students to give candid, anonymous appraisals of their courses and the instruction they receive. After completion of a course, a faculty shall be required to avail an Evaluation of Instruction Form to the students. The faculty shall request the students to complete the form and return it (anonymously) to the School Administration Office. Evaluation of the faculty member is based on: knowledge of the subject; sensitivity to the student; level of interest; clarity, audibility et cetera.

Faculty members will receive feedback from the Dean after the evaluations have been submitted. *(See appendix for a sample of the Evaluation of Instruction Form)*

PART 3: PRINCIPLES OF ACADEMIC FREEDOM AND FACULTY RESPONSIBILITY

I. Conflict Of Interest

Faculty members shall at all time act in a manner that is consistent with their fiduciary responsibilities and shall take particular care that no damages be incurred as a result of a conflict of interest between the individual and the school. A faculty member perceiving such a conflict in the faculty member's interest shall report such concerns in writing to the appropriate senior administrator and refrain from further participation until such time as the conflict can be reviewed and resolved.

For the purposes of this statement, an individual shall be considered to have a possible conflict if either

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(1) the individual, his or her family, or associates has, or appears to have any material, financial or other interest which may impair the individual's judgment in carrying out the responsibilities delegated by the school, or (2) may gain a personal benefit from the knowledge of information confidential to the school.

Family is defined as spouse or domestic partner, parents, siblings, children, and, if living in the same household, other relatives. An associate includes all persons, organizations, enterprises or trusts in which the individual or members of his or her family (1) is a director, officer, employee, partner or trustee, or (2) has any material association.

II. Academic Freedom

The Swiss School of Management encourages students and faculty to discuss their positions or concepts, which may be controversial in nature, without fear of retribution or reprisal. The School feels it is the responsibility of the institution to help develop the student's analytical and critical thinking abilities and clear self-expression. An open academic environment is encouraged in order to permit self-expression in the interactions between student and faculty. Thus, allowing growth and development of knowledge and communication skills required in a society that demands a more responsible citizen.

The School believes that the existence and progress of a democratic society demands that there be freedom of instructing the curriculum, as approved by the School, and the freedom of learning in educational institutions. The Swiss School of Management accepts as one of its major responsibilities the protection of these freedoms for learners and faculty.