

Chapter I

GOVERNANCE OF THE UNIVERSITY

Lawrence University is governed by its Board of Trustees, the officers of its administration, its faculty, and its students. Shared governance, cooperation, and collegiality among these groups are hallmarks of the University's style and spirit. However, there are areas of responsibility that fall exclusively within each group. This chapter of the Handbook outlines those responsibilities in general and delineates those of the Faculty in particular.

The Board of Trustees

According to the *Lawrence University Bylaws* the affairs of the University shall be governed by the Board of Trustees ("the Board"). As the governing body of the University the Board has final responsibility for the direction and welfare of the University. In fulfilling that responsibility, the Board recognizes that the integrity of the University is best served by granting administrators, faculty and students the freedom necessary to act upon the privileges and obligations pertaining to each group. Leadership from the Board supports the administration of the University by regularly reviewing the University's financial and strategic plans and priorities as well as offering guidance to the President in these regards.

The Board is a self-perpetuating body consisting of between twenty-five and thirty-five elected Term Trustees, sixty percent of whom must be alumni of the University, up to three Recent Graduate Trustees, and the President of the University serving *ex officio*. Each Term Trustee serves a three-year term and is eligible for reelection for four consecutive full terms. Trustees who have reached a term limit may not be reelected to renew service before taking at least a one year hiatus. Recent Graduate Trustees are eligible for a single three-year term and may not be elected to Term Trustee status until completion of at least a one year hiatus. The Trustees approve the University budget; set the tuition and fees; approve all appointments to the Faculty and senior administration; act on recommendations for reappointment, tenure, and promotion; approve honorary degrees; and give guidance to the administration on major issues of academic and financial policy. Formal Meetings of the Board are held three times during the academic year; in the Fall, Winter, and Spring. The chair of the Faculty Governance Committee and the presidents of the Lawrence University Community Council and the Lawrence University Alumni Association Board observe meetings of the Board.

The Board of Trustees retains responsibility and authority for all University affairs not otherwise specifically delegated to other constituent bodies of the University or assigned to the administration. Much of the Board's work is accomplished through committees and subcommittees. Current board committees and subcommittees include:

1. The ***Executive Committee***, which serves as the agent of the Board in helping the President to further the business of the University.

2. The ***Compensation Subcommittee***, a subcommittee of the Executive Committee, which assists with matters concerning compensation of the President, other 'disqualified persons,' and Cabinet officers, and monitors compensation philosophies for University faculty and staff.
3. ***Trustee Governance Committee***, which nominates persons to serve on the Board and for emeritus status, sets expectations of trusteeship, provides orientation and continuing education for board members, and reviews the performance of individual board members and the Board itself.
4. The ***Investment Committee***, which has charge of the investment of the endowment and all other trust funds of the University.
5. The ***Finance Committee***, which is responsible for oversight of the overall financial and physical condition of the University. The committee works with Financial Services throughout the fiscal year to recommend to the Board the establishment and changes to the overall budget assumptions for the University and the University's operating budget.
6. The ***Buildings and Grounds Subcommittee***, a subcommittee of the Finance Committee, which assists in reviewing the University's physical facilities planning program and reviews all building and capital projects before they are approved by the Finance Committee.
7. The ***Audit Committee***, which recommends the appointment of an independent public accounting firm to audit the University's financial affairs, oversees the audit, and reports on the results of the annual audit to the Board.
8. The ***Recruitment & Retention Committee***, which provides oversight and support to the recruitment and retention efforts of the University and suggests strategies for enhancement or redirection of enrollment management efforts based upon data.
9. The ***Academic and Student Life Committee***, which works to review policies that support academic and student life program development for effectiveness and forwards names of candidates for honorary degrees.
10. The ***Development Committee***, which provides leadership in maximizing gift income in the areas of endowment, physical plant, and operations.

Officers of Administration

The ***President*** is the University's chief executive officer. The President shall be the liaison of the Board to the Faculty and of the Faculty to the Board. The President shall be a member

of all standing committees of the Board other than the Audit Committee, the Compensation Subcommittee, and all standing committees of the Faculty. The President presides, or designates the Chief Academic Officer to preside, at meetings of the Faculty and is empowered by the *By-Laws* “to veto any action taken by the Faculty, which veto shall stand as the act of the Faculty unless overruled by a two-thirds vote of all its members.” The President’s enumerated duties include, with the assistance of the Chief Academic Officer, recommending to the Board of Trustees, through the appropriate committees, the appointment of administrative officers, the librarian, and teachers; salary adjustments; and promotion in academic rank. The President also prepares the annual operating budget with the assistance of the Chief Financial Officer and provides reports on the condition of the University to the Board of Trustees. The President may appoint other members of the administration and delegate such authority to them as may be deemed appropriate.

The ***Provost and Dean of the Faculty*** is the University’s Chief Academic Officer. The Provost is responsible for guiding and coordinating all activities relating to academic programs as well as those regarding faculty standing and status. The Provost chairs the Faculty Curriculum Committee and is an ex officio member of the Tenure, Reappointment, Promotion, and Equal Opportunity Committee and the Faculty Governance Committee. The Provost is responsible for coordinating the recruiting and hiring procedures of the academic departments; for supervising the reviews of faculty for reappointment, tenure and promotion; for reviewing faculty performance; for recommending faculty salary adjustments; for coordinating department external reviews; and for working with individual faculty members, committees, and departments on matters pertaining to the curriculum. The Provost may authorize the teaching of courses in the College or the Conservatory by persons holding administrative appointments. The Provost disburses research and curricular development grants, travel funds, funds to purchase instructional equipment, and departmental speakers’ funds. The Provost participates in the preparation and supervision of the instructional budget. The Provost also has responsibility for the University’s commitments to equal employment opportunity as they pertain to members of the faculty. The Dean of the Conservatory, the Associate Dean of the Faculty, the Vice President for Diversity and Inclusion and Associate Dean of the Faculty (in the latter role), the Director of the Library, the Registrar, the Dean of Academic Success, the Director of Instructional Technology, and the Director and Curator of the Wriston Art Gallery report to the Provost and Dean of the Faculty.

The ***Dean of the Conservatory*** coordinates and oversees the academic programs leading to the Bachelor of Music and Bachelor of Arts in music degrees. The Dean presides at meetings of the Conservatory faculty, chairs the Conservatory Planning Committee, and coordinates, in conjunction with the Provost and Dean of the Faculty, hiring, evaluation, and promotion procedures for members of the Conservatory Faculty. The Dean of the Conservatory also serves on the Faculty Curriculum Committee, works with the Provost and Dean of the Faculty in preparing and administering the Conservatory budget, and supervises the Preparatory Program. The Dean of the Conservatory is Lawrence’s formal voting representative at the annual meeting of the National Association of Schools of Music and assures that Conservatory degree programs comport with NASM standards.

The ***Associate Dean of the Faculty*** assists the Provost and Dean of the Faculty in the coordination and oversight of the academic programs leading to the Bachelor's degrees. The Associate Dean chairs the Faculty Instruction Committee and the President's Committee on Accreditation and Assessment and is responsible for administering institutional grants, promoting faculty mentoring and development, and facilitating initiatives in instructional technology, undergraduate research, and excellence in teaching. The Associate Dean administers the West and Wriston scholarships for outstanding undergraduates and the Richard A. Harrison Award and William Schutte Grant for summer research. The Associate Dean also directs the Chandler Senior Experience Program and chairs December Term and University Courses. The Director of Off-Campus Programs and the Coordinator for Pre-Professional Advising and Major Fellowships report to the Associate Dean of the Faculty.

The ***Registrar*** is generally responsible for administering the official registration of students, recording grades, and maintaining academic records. The Registrar prepares enrollment data to support students with federal and other student aid and provides transcript evaluations for new and current students. The Registrar maintains attendance and biographical data on students as well as annotations of academic records. The Registrar also certifies completion requirements for degree candidates. The Registrar's office maintains course and class records in the university's database, prepares the class schedule and assignment of classrooms, and provides information regarding class change notices, class tallies, grade distribution reports, advisee records, and lists of student majors.

The ***Dean of Academic Success*** leads the Center for Academic Success, which provides support and services to help students maximize their academic achievement. Services of the center include tutoring, accessibility services, academic counseling, ESL services, academic skills development, and help with academic procedures. The Dean works with colleagues to anticipate and respond to the changing academic needs of incoming students, helps current students navigate academic procedures, and coordinates efforts to help students experiencing academic difficulty be successful in their time at Lawrence. The Dean of Academic Success also serves on the Faculty Instruction Committee and its Subcommittee on Administration, which rules on academic petitions and takes academic action on students who are not making satisfactory progress.

The ***Vice President for Diversity and Inclusion and Associate Dean of the Faculty*** provides leadership for fostering a more inclusive campus that supports the academic and personal success of all students, faculty, and staff. The Vice President is responsible for facilitating and assessing campus initiatives and community partnerships related to diversity and inclusion as well as assisting the Provost and Dean of the Faculty in enhancing the diversity of faculty through effective search procedures and faculty development programs. The Vice President for Diversity and Inclusion and Associate Dean of the Faculty also works collaboratively with various university offices to establish diversity and inclusion goals associated with staff and student recruitment, retention and success. The University Title IX Coordinator reports to the Vice President for Diversity and Inclusion and Associate Dean of the Faculty.

The ***Vice President for Student Life*** works to enrich the student experience by enhancing the connection between curricular and co-curricular experiences and building a more inclusive and equitable campus. The Vice President serves as the primary liaison to all campus constituents on student and campus life matters. The Vice President for Student life collaborates with offices across campus to lead the University's efforts in enriching the student experience from the first steps on campus to graduation and advises the faculty and senior staff on changing social and academic needs within the campus climate. The Vice President for Student Life oversees the offices of Campus Life, Career Services, the Dean of Students, Health and Wellness, Spiritual and Religious Life, International Student Services, the Volunteer Center, the Diversity Center, and the Warch Campus Center.

The ***Dean of Admissions and Financial Aid*** serves as the senior enrollment officer of the institution, overseeing and coordinating student recruitment and selection, financial aid strategy and disbursement, enrollment planning, internal and external communication, and marketing. The Director of Admissions, the Director of Financial Aid, the Director of Enrollment Planning, and the Associate Vice President of Communications report to the Dean of Admissions and Financial Aid.

The ***Vice President for Alumni and Development*** is responsible for coordinating and conducting the fundraising activities of the University and for supervising relations with the University's external constituencies. The Associate Vice President of Alumni and Constituency Engagement, the Associate Vice President for Development, the Associate Vice President for Major and Planned Giving, and the Executive Director of Björklunden report to the Vice President for Alumni and Development.

The ***Vice President for Finance and Administration*** is the University's Chief Financial Officer and Treasurer and is responsible for the financial management of the University and for the operation and maintenance of the physical plant. The Vice President also works closely with the Board of Trustees and is a senior staff liaison to the Audit Committee, the Buildings and Grounds subcommittee, the Executive Committee, the Finance Committee, and the Investment Committee. The Executive Director of Planning and Budgeting, the Controller, the General Counsel, the Director of Facility Services, the Director of Campus Services, the Director of Human Resources, and the Director of Technology Services report to the Vice President for Finance and Administration.

The President's Cabinet

The President's Cabinet consists of the President, the Assistant to the President and Secretary to the Board of Trustees, the Executive Assistant to the President, and the following senior officers of administration: the Provost and Dean of the Faculty, the Dean of the Conservatory, the Vice President for Finance and Administration, the Vice President for Alumni and Development, the Vice President for Diversity and Inclusion and Associate Dean of the Faculty, the Dean of Admissions and Financial Aid, the Vice President for Student Life, the Director of Athletics, and the Special Assistant to the President. The President's Cabinet meets regularly to review policies and operations of the various parts of the

University, to identify and manage strategic initiatives, and to assist the President in the preparation of the University's operating budget.

The Faculty

Article VIII of the University *By-Laws* states the Faculty of the University shall consist of the President of the University, who shall be presiding officer of the Faculty; the Chief Academic Officer; all full-time teachers with academic rank of Lecturer, Instructor, Assistant Professor, Associate Professor, or Professor, who are appointed by the Board; and such other officers of administration or holders of academic rank as are recommended by the Faculty and approved by the President.

Pursuant to the powers granted it by Article VIII of the *By-Laws* to "prescribe regulations not inconsistent with the Articles of Incorporation or *By-Laws* of the University for the administration of the curriculum and for the government of its own body," the Faculty of the University approved, on September 28, 2015, regulations for the governance of its constituent parts. The following excerpts from those regulations (modified to reflect subsequent changes in administrative organization and titles) define the composition and responsibilities of the University Faculty, the Faculty of Lawrence and Downer Colleges, and the Faculty of the Conservatory of Music.

Section I. The ***Faculty of the University*** shall be comprised of all full-time teachers and librarians with the academic rank of Lecturer, Instructor, Assistant Professor, Associate Professor, or Professor; all part-time tenured teachers; all part-time Professors *emeriti*; all faculty of Lawrence and Downer Colleges and the Conservatory of Music currently employed in the Phased Employment Option; and officers of the administration or holders of academic rank who have responsibility for the exercise of duties assigned to the faculty under Article VIII of the *By-Laws* or who preside over administrative divisions of the University such that in the exercise of their responsibilities they can have an obvious and direct effect on the way the Faculty must exercise responsibilities assigned to it under Article VIII of the *By-Laws*. These officers of administration and/or holders of academic rank are the President of the University, the Provost and Dean of the Faculty, the Vice President for Finance and Administration, the Vice President for Alumni and Development, the Dean of Admissions and Financial Aid, the Vice President for Student Life, the Dean of the Conservatory, the Vice President for Diversity and Inclusion and Associate Dean of the Faculty, the Associate Dean of the Faculty, the Associate Deans of the Conservatory, the Dean of Academic Success, the Registrar, and the Director of the Library. Any two faculty members who share a full-time appointment are members of the Faculty of the University, but they have one vote in meetings of the Faculty.

The Faculty of the University shall:

1. establish the regulations and principles involved in the counseling and discipline of students, subject to the approval of the Board of Trustees;
2. prescribe regulations not inconsistent with the Articles of Incorporation or *By-Laws* of the University for the administration of the curriculum and for the government of its own body.

Section 2. The ***Faculty of Lawrence and Downer Colleges*** shall include only members of the Faculty of the University and is comprised of the President; all full-time teachers in Lawrence and Downer Colleges with the academic rank of Lecturer, Instructor, Assistant Professor, Associate Professor, or Professor; all part-time tenured teachers in Lawrence and Downer Colleges; all part-time Professors *emeriti* of Lawrence and Downer Colleges; the Dean of the Conservatory; and all faculty of Lawrence and Downer Colleges and of the Conservatory of Music currently employed or in the Phased Employment Option; all Faculty of the Conservatory of Music who are members of the Faculty of the University and who serve on its standing committees; and officers of administration or holders of academic rank who have responsibility for the exercise of duties assigned to the Faculty of Lawrence and Downer Colleges. The Provost and Dean of the Faculty, the Associate Deans of the Faculty, the Associate Deans of the Conservatory, the Registrar, and the Dean of Admissions and Financial Aid are members of the Faculty of Lawrence and Downer Colleges. Any two faculty members who share a full-time teaching appointment to Lawrence and Downer Colleges have one vote at its meetings. The Faculty of Lawrence and Downer Colleges exercises only duties assigned to it by the Faculty of the University.

The Faculty of Lawrence and Downer Colleges shall:

1. prescribe conditions for the admission of students to the Bachelor of Arts program;
2. determine the courses of study for the Bachelor of Arts program;
3. recommend candidates for the Bachelor of Arts degree.

Section 3. The ***Faculty of the Conservatory of Music*** shall include only members of the Faculty of the University and is comprised of the President; all full-time teachers in the Conservatory of Music with the academic rank of Lecturer, Instructor, Assistant Professor, Associate Professor, or Professor; all part-time tenured teachers in the Conservatory of Music; all part-time Professors *emeriti* of the Conservatory of Music; all faculty of the Conservatory of Music currently employed in the Phased Employment Option; all Faculty of Lawrence and Downer Colleges who are members of the Faculty of the University and who serve on standing committees of the Faculty of the

Conservatory; and all administrators or holders of academic rank who have responsibility for the exercise of duties assigned to the Faculty of the Conservatory. The Provost and Dean of the Faculty, the Dean of the Conservatory, the Associate Deans of the Faculty, the Associate Deans of the Conservatory, the Registrar, and the Dean of Admissions and Financial Aid are members of the Faculty of the Conservatory.

Any two faculty members who share a full-time appointment to the Conservatory of Music have one vote at its meetings. The Faculty of the Conservatory of Music exercises only duties assigned to it by the Faculty of the University.

The Faculty of the Conservatory of Music shall:

1. prescribe conditions for the admission of students to the Bachelor of Music program;
2. determine the course of study for the Bachelor of Music program;
3. recommend to the Board of Trustees candidates for the Bachelor of Music degree.