

Chapter V

EXPECTATIONS, OBLIGATIONS, AND GUIDELINES

The expectations and obligations that inform a faculty member's role at Lawrence are not easily embodied in the formal writ of regulation. To a significant degree, the University assumes that the ethos and ambiance of the professoriate provide the best guide to an individual's fulfillment of his or her responsibilities as a faculty member. These are invoked in the first part of this chapter. There are, at the same time, certain features and functions of teaching at Lawrence that are matters of policy. These are described in the second part. The third part includes some guidelines that may also be helpful in developing a faculty member's role at Lawrence.

EXPECTATIONS

Teaching

Excellence in teaching is the paramount objective of Lawrence faculty members, and its development is the responsibility of every member of the faculty. Members of the faculty are expected to be attentive to the quality of their own teaching and be interested in and supportive of the efforts of colleagues to maintain the highest possible level of achievement as teachers. Lawrence's faculty view excellence in teaching as a continuously evolving and dynamic process that unfolds in different ways for different faculty members, in different disciplines, and under different pedagogical circumstances. Lawrence faculty are encouraged to collaborate on the enhancement of teaching excellence through the sharing of ideas and constructive suggestions for continued development.

Scholarship and Creative Work

Lawrence values scholarly and creative achievement and expects it of its faculty. The University believes that scholarship/creative activity enriches a faculty member's teaching both directly and indirectly, that it broadens an individual's range of expertise, and that it has intrinsic value by contributing to our knowledge of various fields and disciplines or to artistic expression of various kinds.

At the same time, the University does not define scholarly and creative achievement rigidly. It recognizes that differences among disciplines, a variety of talents, and institutional priorities influence and direct the intellectual activity of its faculty. The teaching load at Lawrence is designed to afford time for such endeavors, and all faculty members should engage in them.

Service

Lawrence faculty are expected to provide service to the various communities in which they participate: their department, the University as a whole, and their discipline. Service allows faculty additional ways of shaping the education of Lawrence students; it

contributes to the general welfare and development of the faculty as teachers, scholars, and people with real lives; it allows faculty to share in the governance of Lawrence and to help formulate university policies; and it gives faculty an opportunity to exercise leadership in safeguarding the future of the institution and to strengthening its mission.

Though service to the institution is clearly an expectation for all faculty members, no matter their rank, they should:

- Have the satisfaction that their time and effort will be well spent: that initiatives undertaken will be feasible and will have an impact, will have appropriate support, will have clear deadlines even when carried over beyond the term of the individual faculty member, will be communicated to the appropriate constituents, and will be archived such that future entities can use or build on that work.
- Serve in a role that corresponds to their strengths or their expressed interests.
- Have the opportunity for collegial interaction and reasonable exchange, and understand and acknowledge the difference between representing the interests of a (small) constituency of the LU community and representing those of the institution more broadly, both kinds of advocacy being important.
- (Especially for pre-tenure colleagues) have the opportunity to develop an understanding of the particularities and the purposes of this institution, to meet and work with colleagues in other areas, and to develop leadership potential.
- (Especially for post-tenure colleagues) have the opportunity to serve as faculty leaders; to strengthen shared governance; to promote institutional change or, as the case may be, to uphold institutional core values; and to give Lawrence a stronger presence among other academic institutions or organizations.

OBLIGATIONS

Teaching

Lawrence operates on a calendar of three eleven-week terms; ten weeks are devoted to formal instruction and one week to a reading and examination period. Faculty members should plan to remain at the University for the eleven-week period and should not seek to arrange their courses in an effort to foreshorten that period for themselves or their students.

As a rule, faculty members should be on campus and available no later than ten days before the first day of classes in the fall, and certainly during the period of freshman orientation, fall registration, and Commencement.

For the faculty of Lawrence and Downer Colleges, the normal teaching load is two regular courses per term. Faculty members whose courses include laboratories may receive credit for one-half of a course for each laboratory section up to a maximum credit of one course per term. This allowance will be granted only if the course associated with the laboratory meets for the full seventy-minute sessions per week in addition to the laboratory; the faculty member may receive credit for one-half of a teaching unit only if the laboratory itself meets for three hours or more per week.

Normally, faculty members may not accumulate teaching load credits toward a reduced load by offering in excess of two courses per term. Faculty members whose courses fail to attract adequate enrollments will normally be asked to offer such courses as tutorials and to assume a regular course assignment. While Lawrence does not have a formal cut-off point to define adequate course enrollment, a class with three or four students would usually qualify as a tutorial. Usually, the Provost and Dean of the Faculty, after reviewing pre-registration data, will consult with the individual instructor and the department chair about a revised teaching assignment. Whenever possible, the instructor should seek a substitute course assignment in the same term, although in some cases it may be necessary for a faculty member to assume a third course in a subsequent term.

In addition to teaching regular courses, faculty members are expected to offer tutorials and independent studies to individuals or small groups of students. These opportunities are among Lawrence's strengths, and every faculty member should consider it his or her duty to foster and offer them.

The general University policy is that a faculty member's teaching load is a function of the credit granted for a course; that is, a full-credit course yields a single unit of a teaching load, a half-credit course yields a half unit of a teaching load. These arrangements, while fully applicable to academic courses, do not apply to all teaching assignments in the Conservatory. Ten hours of applied teaching per week for ten weeks is the equivalent of one course. Appropriate combinations of applied teaching and regular course loads are worked out by the Dean of the Conservatory.

Faculty members in the Conservatory assume the standard expectations with regard to tutorials and independent studies.

Faculty members coaching or coordinating intramural activities are not covered by these regulations. For those individuals, appropriate combinations of teaching loads and other obligations are determined by the Director of Athletics and Recreation and the Provost and Dean of the Faculty.

Non-Departmental Teaching

Lawrence offers as part of its regular curriculum several programs that fall beyond the limits of established academic departments — Freshman Studies, University Courses, and courses in the several interdisciplinary areas, for example. For the most part, the staffing of these programs and the teaching of particular courses are achieved voluntarily. But all

faculty members are expected to contribute to such courses, some more frequently than others. The Provost and Dean of the Faculty normally assists the faculty coordinators of these programs in soliciting teachers for the various courses.

Participation in Off-Campus Programs

Faculty members may be asked, or may volunteer to be selected, to teach in and/or direct various off-campus programs in which Lawrence participates or that Lawrence sponsors. Applications to direct one of the programs offered by the Associated Colleges of the Midwest must receive the endorsement of the Provost and Dean of the Faculty. In all cases, the faculty member's salary will be administered by the University.

Scheduling of Classes

The determination of meeting times for most classes lies with each department. Available class periods and scheduling rules are those established by faculty legislation of June 2005. The chair of each department is responsible for assembling the schedule of meeting times for all departmental courses and for communicating this information to the Registrar. In the case of courses designated "arranged," the instructor schedules the course to accommodate the students' convenience and then informs the Registrar of the meeting time.

The Registrar has the responsibility to assign all classrooms, except laboratories and other special rooms. Instructors may request specific classrooms, but final assignments are based principally on class enrollments and on the suitability of classrooms to the nature of the courses (lectures, seminars, use of audio-visual equipment, etc.). Freshman Studies sections receive priority when classrooms are assigned for the 11:10 Monday-Wednesday-Friday time period.

Monday-Wednesday-Friday classes: The normal recitation period for Monday-Wednesday-Friday classes is seventy minutes in length. Intervals of ten minutes separate recitation periods. Laboratories normally meet for three hours per week, although some courses require longer sessions. Applied instruction in music is offered in half-hour and hour-long segments.

Tuesday-Thursday classes: The weekly calendar reserves the 11:10 a.m. hour on Tuesdays and Thursdays for University convocations, special lectures, and other public occasions. Tuesday and Thursday classes provide one hundred and ten minutes of instruction unless the class is an extra meeting period for a Monday-Wednesday-Friday class, in which case the class period will be seventy minutes in length. Morning classes must be scheduled between 8:00 a.m. and 11:00 a.m. and afternoon classes between 12:30 p.m. and 4:30 p.m. Tuesday-Thursday classes typically begin at either 9:00 a.m., 12:30 p.m., or 2:30 p.m.

In addition, the faculty has determined that the hours from 4:30 p.m. to 6:00 p.m. Monday through Friday shall be free of regularly scheduled classes, with the exception of music ensembles, to provide time for extracurricular activities. Faculty members should conform

to these schedules and avoid any curricular intrusions on the hours reserved for other functions.

Student Attendance at Classes

Lawrence does not have a uniform policy on class attendance. Instructors may, at their discretion, require attendance and/or take attendance into account in determining grades. It is important that these expectations be made clearly known to students at the beginning of the course, preferably in a written syllabus, if they are to be used in evaluating and grading students' work in the course. Whatever the attendance expectations may be for a course, students are responsible for all course obligations. If attendance is not taken into account in determining grades, instructors may nevertheless wish to track attendance to prepare class performance reports and to respond to inquiries about student progress or difficulties.

Auditing

All degree candidates at the University are eligible to audit courses with the permission of the instructor; a student's transcript does not record courses audited, and a student may not change a course from audit to credit after the first three weeks of the term. Faculty members and their spouses are also eligible to audit courses; permission to audit for these persons also requires the prior approval of the instructor.

Persons not affiliated with Lawrence may audit courses after paying a fee. Such persons must obtain the prior permission of the instructor and then pay the fee; the Registrar will notify instructors of such persons thereby eligible to audit. In all cases, permission to audit will not apply to off-campus programs, practice teaching, private lessons in the Conservatory of Music, or any courses involving direct outlay of money on the part of the University for each student. Questions about auditing should be addressed to the Provost and Dean of the Faculty.

Examinations

Each faculty member may determine the number and form of examinations and written assignments for his or her courses. Normally and preferably, these matters and other academic expectations should be set down for students at the beginning of each course, usually in a syllabus. The faculty member should also determine—and announce to each class—the conditions under which students may make up missed assignments, quizzes, and examinations. Students whose excuses are valid in terms of the expectations laid down by the instructor have a right to make up missed work. In some cases, the faculty member may wish to refer a student's excuse to the Dean of Academic Success. If the Dean declares the excuse to be valid, the student has a right to complete the missed work.

Periodic tests and quizzes should be scheduled for the assigned class period of the particular course. Faculty members who schedule tests for other times may not do so if the

test time conflicts with the regular meeting time of any other course, unless the instructor offers enough options to preclude all conflicts for his or her students.

The Faculty has determined that during the last week of classes of each term, no examinations or tests may be given either in class or as take-home exercises. Courses that employ weekly quizzes or end-of-term laboratory practical examinations as part of the normal pattern of teaching and learning may offer those in the tenth week. This policy applies to all courses, including tutorials, and to all tests or examinations. Take-home final examinations, normally distributed at the conclusion of the last class of the term, should be due at the regularly assigned examination hour. Otherwise, final examinations must be given at the time established by the Registrar.

The time of an examination for a course may be changed within the examination period upon unanimous consent of the students enrolled in the course and with the approval of the Provost and Dean of the Faculty.

Petitions to change final exams for travel purposes will not be approved. An exam time for the whole class may be changed only with the unanimous consent of the class members and with the permission of the Provost and Dean of the Faculty. During the last week of classes, no examinations or tests may be given in class or as take home exercises.

Individual students who wish to change the examination time for single courses must petition the Subcommittee on Administration. Students who have three examinations on the same day may request a change of time of one of them by such a petition. The Subcommittee on Administration also entertains petitions for change of examination times for reasons of health, family considerations, religious observance, summer academic programs, etc.

Grading and Grade Reports

The Lawrence University policy on grades is spelled out in the Course Catalog. In reporting final grades to the Registrar, faculty members must adhere to those fixed categories of grades detailed in the Catalog. Instructors may record the grades A through D-, with plus and minus intervals, F, S, U, I, and IP, the last four of which must conform to established regulations governing their use.

Departments may request the S/U grade option be eliminated for a particular course if S/U enrollment exceeds 20% or negatively impacts the educational quality of the course for other students (ex. courses in which group projects, skill building or discussion are used as major pedagogical approaches). To request the S/U option be designated as unavailable for a course, department chairs should submit a request that includes a rationale and supporting information to the Instruction Committee. Once approved, the text "May not be taken on an S/U basis" will be added to the course description as it appears in the course catalog and the class schedule.

Prior to September 1, 2017, a student may withdraw passing from a course through the Friday of the seventh week of the term with the certification from the instructor that the student is passing at the time of withdrawal and with confirmation from the advisor that the advisor has been notified by the student. In such cases, a grade of WP (withdraw passing) is recorded. A grade of WF (withdraw failing) may be requested by a student at any time during the term and will be granted upon approval by the Dean of Academic Success. Effective September 1, 2017, a student may withdraw from a course through the Friday of the eighth week of the term. In such cases, a grade of W (withdraw) is recorded with no notation of whether the student was passing or failing at the time of withdrawal except where expressly required for reporting to an external agency. A student who wishes to withdraw after the deadline must petition the Subcommittee on Administration for an exception.

Grades are due, according to faculty legislation, no later than 72 hours after the end of the last published final examination period. If the deadline falls on a non-business day, grades will be due by noon on the next Lawrence University business day. Extensions beyond the deadline must be requested from and granted by the Provost and Dean of the Faculty.

At the end of spring term, all grades for graduating seniors are due in the Registrar's Office no later than 8:00 p.m. on the Thursday before Commencement. Graduating seniors are identified on Voyager class lists and on the Voyager grade submission form.

A term grade submitted to the Registrar can be changed only by vote of the Faculty. A faculty member who wishes to change a student's grade submits the recommended change to the Faculty Secretary, who records changes of grade in the minutes of each Faculty meeting. Approval of the minutes at the following Faculty meeting constitutes approval of grade changes listed in the minutes of the preceding meeting. Changes of grade may be requested by an instructor if an error in computing the grade has occurred or if a re-evaluation of work already completed leads to a revised judgment. After all coursework has been completed, faculty may not permit students to undertake additional work or to re-do existing work in order to improve a grade.

Honor System

Lawrence University has an honor system designed to maintain an atmosphere of mutual trust and confidence among students and faculty and to insure that each student is judged solely according to his or her own merits and performance. The Honor Code states that "No Lawrence student will unfairly advance his or her own academic performance nor will he or she in any way intentionally limit or impede the academic performance or intellectual pursuits of his or her fellow students." Upon matriculating at Lawrence, each student writes and signs the following statement: "I do hereby affirm that I understand and accept the responsibility of the provisions and stipulations of the Lawrence University Honor System." At the end of all written work (papers, tests, laboratory reports, and the like) each student is required to write and sign "I reaffirm the Honor Pledge."

Faculty members must report all violations of the Honor System to the Honor Council and abide by the procedures that the Honor System prescribes in handling such cases. Details about the Honor System and its administration are published annually by the Honor Council and are described in the Course Catalog. Faculty members should be familiar with the provisions and procedures of the system and conduct their courses in accordance with them. It is particularly important that faculty members specify to their students behavior not normally covered by the system that might jeopardize a student's adherence to the code, e.g., leaving an assigned room during an examination or sharing the conduct and reporting of research projects. Instructors are urged to remind students to reaffirm the honor pledge on all written work.

Advising

After their first year of teaching, all members of the faculty serve as academic advisors to students and guide them in developing their programs of study. Insofar as possible, an attempt is made to equalize the advising load among faculty members. The Faculty Director of Advising assigns faculty advisors to freshmen and other new students. Upon the declaration of a major, students normally select advisors in their major departments. Students may at any time, and at their own initiative, change advisors.

Advising students on their academic programs is a key element of the curricular structure at Lawrence. It is a serious responsibility of every faculty member, and faculty are evaluated in part upon the skill and diligence they bring to the task. It is the responsibility of all faculty members to know the Lawrence curriculum in some detail, to understand the degree requirements and monitor an advisee's progress toward fulfilling them, to be familiar with the catalog offerings of each department, and to consult with their colleagues in other departments so that they can advise students carefully and accurately. Such advising may also involve meshing the student's academic program with post-graduate interests, whether they be employment or further academic work. Advisors should therefore consult with the Career Center to seek information on recent graduates and to learn of the opportunities for career and post-graduate study that do not fall within the information conventionally available to each individual faculty member.

Types of Service

Lawrence faculty members engage in a wide variety of meaningful service activities, and it is only reasonable to expect that these activities will be noted and valued by the Lawrence community, both in order to share equally the burden of necessary tasks, as well as to recognize exceptional and non-routine contributions. This institution would be seriously diminished without the type of service that most often emerges from individual faculty members' interests and talents, from the efforts to strengthen a department or program, or from the work to forge crucial relationships with the local community. However, certain committee assignments require considerable investments of time; extraordinary efforts in the form of research, consultation, writing, and communication; and, most importantly, a broad institutional perspective as distinct from the more focused perspectives required to implement, sustain, or enhance a program or project.

Heavy service roles of this kind constitute the category of “core service.” Ideally, core service assignments are spread equitably among the faculty over long time-spans. That is, a given faculty member might spend several years on a core committee, but then be relieved of core service for a few years. Core service is not an expectation of untenured faculty, and will not be assigned to untenured faculty prior to reappointment. The following service activities are designated as core:

- Financial Planning Committee
- Physical Planning Committee
- Tenure, Promotion, Reappointment and Equal Employment Opportunity Committee
- Chair of Assessment Committee
- Curriculum Committee
- Faculty Governance Committee
- Ad-hoc task forces and special assignments designated as core at the time of their creation.

As a general principle, service assignments compensated by either additional pay or teaching release do not count as core. Nevertheless, the Provost (in consultation with the Faculty Governance Committee) may designate such an assignment as core on a case-by-case basis (depending on the nature of the service and the compensation). Likewise, ad-hoc task forces are explicitly designated as core or non-core at the time of their creation.

Requests for Service Exemptions

There might very well be times in an individual faculty member’s career when that person’s service load is so heavy as to make core service, or chairing a committee, or even serving on a regular committee not feasible. In such circumstances it is the responsibility of the faculty member to make the case to the Provost or to the Dean of the Conservatory for a short-term exemption from service assigned or recommended by the Faculty Governance Committee (FGC).

Applied faculty in the Conservatory provide “built-in” admissions- and recruitment-related service, including auditions and lessons to prospective students, as well as performances. This service, which involves substantial time and effort, is clearly vital to the institution and its mission. That said, it is also crucial that Conservatory faculty participate, when possible, in core service activities in an effort to maintain a broad and inclusive institutional scope.

Individual Conservatory faculty members seeking a waiver from service assigned by FGC should communicate their requests directly to the Dean of the Conservatory in the early spring preceding the academic year in which they seek the waiver. In consultation with the Conservatory Advisory Committee, the Dean of the Conservatory will provide FGC with a list of faculty exemptions in time for its spring-term assignment of committee service for the following year. In this way, the Conservatory will play a role in determining how much and what kind of service warrants an exemption from FGC-assigned roles.

Fellowships and Grants from External Sources

Lawrence encourages faculty members to apply to external agencies and foundations for fellowships and grants for sabbatical and other leaves, research support, equipment purchases, and other professional development opportunities. The Office for Corporate and Foundation Relations in the Development Office receives information about grants and supports faculty efforts in identifying appropriate funding opportunities as well as writing and submitting grant proposals. Additional information is in the *Register of Grants* in the Seeley G. Mudd Library and in posters and brochures in the various academic buildings.

Faculty members interested in applying for grants from external agencies or foundations should discuss their plans with the Provost or Associate Dean of Faculty for Academic Affairs. Before filing an application on which the Provost's or another university officer's signature is required, a faculty member must complete an "Intent to Seek External Grants or Fellowships." This form provides information needed by the university to support the implementation of grants that are received, and so enables the University to plan how best to provide such support. The intent form should be submitted with a copy of the grant proposal to the Provost and Dean of the Faculty at least one week in advance of the application deadline to allow for the possibility that the proposal will have to be revised before the application is submitted. Applicants should consult with the Business Office in preparing budgets for all grant applications.

In response to the requirements of several external funding agencies, Lawrence has adopted policies on "Grants Administration" and "Investigator Financial Disclosure/Conflict of Interest." These policies are included in Chapter VIII of this Handbook.

Outside Employment

Faculty members at Lawrence are normally employed on a full-time basis, and employment involves, in addition to teaching specific courses, conducting tutorials, advising students, assigning and grading written or creative work, carrying on scholarly and creative pursuits and projects and serving the institution on standing committees or in other capacities. Decisions about outside employment must, therefore, be made in light of a faculty member's primary responsibilities to Lawrence.

Faculty members may engage in outside consulting work or serve on examining boards for remuneration. Within limits, the University encourages such activity, particularly where it contributes to the faculty member's breadth of commitment and professional development. For faculty of Lawrence and Downer colleges, all outside employment pursued during the academic year must be approved by the Provost and Dean of the Faculty; for faculty of the Conservatory, such employment must be approved by the Dean of the Conservatory. As a rule, the outside demands may not exceed two or three days per month during any academic term, except in extraordinary circumstances. Longer commitments during the Christmas break, the short spring vacation, or the summer, are, of course, permitted.

Faculty members invited to teach for a term or a semester at a neighboring institution during the academic year must seek the prior approval of the Provost and Dean of the Faculty. Normally, such requests for assistance should come from an appropriate officer at the other institution. Lawrence wishes to assist neighboring colleges that need part-time teachers to fulfill their curricular programs. But the University prohibits any continuing arrangements of this sort and will approve occasional ones only if it is clear that the work will not limit the individual's ability to fulfill his or her complete responsibilities to Lawrence.

These same presumptions and guidelines apply to outside obligations without pay that will make unusual demands on a faculty member's time. Managing the campaign of a political candidate or running for political office are examples of this genre. In all cases, the University will grant permission for outside employment or service only when it is assured that the obligation does not affect adversely the availability of the teacher to students and the capacity to carry out University duties. In granting permission the University will first determine whether that obligation is consistent with the faculty member's expertise and may contribute to his or her professional growth. Requests for permission to engage in outside employment to meet emergency financial needs will receive appropriate consideration.

Absences from Campus

Faculty members who plan to be away from campus for brief absences are asked to notify the Provost and Dean of the Faculty. Such notification enables the University to respond knowledgeably to inquiries from students, parents, and other members of the University community who wish to contact faculty. Faculty who plan to be absent from campus for an extended period of time that would cause them to miss scheduled classes or be unavailable for other regular duties must request permission from the Provost and Dean of the Faculty. For permission to be granted the faculty member must make suitable arrangements for his or her classes and other obligations.

Guidelines

Convocations

Lawrence holds three formal convocations during the academic year: Matriculation, Honors Day, and Commencement. All faculty members are expected to participate in these occasions and to take part in the formal procession. The Faculty Marshal and the Deputy Faculty Marshals are responsible for coordinating and leading the procession. Faculty members who do not have their own robes may rent them from the University; the Faculty Marshal provides information on this procedure before each convocation. Requests to be absent from a formal convocation should be addressed to the Provost and Dean of the Faculty.

From time to time throughout the academic year, the University holds convocations featuring distinguished guests and speakers. Faculty members should attend as many of these convocations as possible and encourage their students to attend as well.

Dining with Students in the Commons or at Home

To foster contact beyond the classroom, laboratory, and studio, many faculty members enjoy meeting students in the Commons to share a meal. Consistent with its collegial style, the University also encourages faculty members to entertain students in their homes. Funds to assist in meeting the costs of such gatherings are administered by individual departments. Requests for financial assistance should be addressed to the department chair.