

PROMOTION RECOMMENDATION
The University of Michigan
School of Education

Janet H. Lawrence, associate professor of education, with tenure, School of Education, is recommended, for promotion to professor of education, with tenure, School of Education.

Academic Degrees:

Ph.D.	1972	University of Michigan, Education
M.S.	1969	Smith College, Education, Northampton, MA
B.S.	1966	Tufts University, Education, Medford, MA

Professional Record:

1978 – present	Associate Professor, Center for the Study of Higher and Postsecondary Education, School of Education, University of Michigan
1996 – 2000	Director, Center for the Study of Higher and Postsecondary Education, School of Education, University of Michigan
1990 – 1995	Associate Dean, School of Education, University of Michigan
1981 – 1985	Associate Director, Center for Research on Learning and Teaching, University of Michigan
1975 – 1977	Assistant Professor, Center for the Study of Higher and Postsecondary Education, School of Education, University of Michigan
1975 – 2012	Assistant Research Scientist, Center for Research on Learning and Teaching, University of Michigan
1973 – 1974	Lecturer, University of California, San Diego
1972 – 1973	Lecturer, School of Education, University of Michigan
1972 – 1975	Program Associate, Institute of Gerontology, University of Michigan

Summary of Evaluation:

Teaching: Professor Lawrence is a committed and skillful teacher. Her syllabi provide extensive reading lists of required and optional readings, scaffolded with questions to guide class discussions. Her courses involve multiple brief assignments or team projects as well as major individual projects with opportunities for feedback on drafts or, in one case, a take home essay exam.

Professor Lawrence's course evaluations are consistently strong. Students' median responses to the statement, "Overall, this instructor is an excellent teacher" (on a five point Likert scale) were consistently at or above 4.5; and students' median responses to the statement, "Overall, this is an excellent course" were at or above 4.0 (except for one median of 3.92 in winter term of 2012, for "Academic Affairs and Student Development in Postsecondary Education," EDUC 690, which her chair describes as a gateway course).

In addition to this traditional teaching, Professor Lawrence has also obtained funding for and coordinated executive education programs for higher education administrators in Kyrgyzstan (four short-term programs between 1999 and 2002) and in Tianjin and Liaoning Provinces in China (thirteen 3–12 week programs between 2000 and 2012). She has also coordinated multiple international trips that provided learning opportunities for students in the Center for the Study of Higher and Postsecondary Education. Since 1999, she has received nine grants totaling \$550,500 from the Provincial Governments of Tianjin and Liaoning, China, and two grants totaling \$8,000 from the University of Michigan to support her international work.

A strong point of Professor Lawrence's teaching is at the individual level, through her work advising dissertations and mentoring students. She currently has nine advisees, chairs one dissertation committee, and serves on nine additional dissertation committees. Between 2000 and 2011, she had 17 advisees, chaired 17 dissertation committees, and was a member of 20 additional committees. Her students report having multiple opportunities to work on research projects and participate as co-authors on publications and conference presentations. Professor Lawrence is a dedicated advisor who works closely with her students to help them make connections to support their careers (both before and after they graduate). She attends skillfully to the social, emotional, and intellectual growth of her students.

Impressively, alumni who worked with Professor Lawrence have been successful in obtaining competitive positions in universities as faculty members and administrators, in government agencies, and in research organizations in the U.S. and abroad. Because of their strong preparation, a number of her students have secured tenure-track faculty positions in research-intensive universities and administrative positions in a variety of universities and organizations relevant to higher education.

Professor Lawrence is a skilled and dedicated teacher and advisor, one whose students experience success in obtaining competitive positions after they graduate. Her contributions to the formal and informal curriculum in the Center for the Study of Higher and Postsecondary Education have been generative and remunerative and have expanded the quality and breadth of learning opportunities offered to students.

Research: Professor Lawrence's research has focused largely on faculty performance and motivation in work contexts. In her later work, she has examined intercollegiate athletics, decision making, and, most recently, international higher education.

Professor Lawrence's early research drew on "life course perspectives" to examine (differences in) aging, cohort, and period influences on faculty performance. This work evolved from her study of cross-generational relationships during graduate school. In a related line of work, she studied how faculty members' interactions with key environments (e.g., campus and disciplinary) impact their views of the workplace, themselves as professors, and their behavior. A major outcome of this work was the development and evaluation of a framework to explain the psychosocial processes that lead to different types and levels of faculty engagement in teaching, research, and service. Her empirical work involved a range of methodologies, including interviews and analysis of administrative and instructional artifacts, multi-site surveys, and secondary data analysis. Much of this work was completed in collaboration with Robert

Blackburn, with original research funded by the national center she and Blackburn led. Research grants during this period totaled \$1,578,000, including \$558,000 she obtained as sole investigator.

During this time, Professor Lawrence published seven peer-reviewed journal articles (four in the top journals in higher education and one in a top journal in education research), six chapters or encyclopedia entries, and one book. The book, *Faculty at Work*, published in 1995 by Johns Hopkins, was the culmination of her work with Blackburn. It is often cited as her most important piece of work and described variously as a classic, widely studied, and seminal within the field.

In 2000, Professor Lawrence left her administrative duties—duties which often accounted for more than 50% of her appointment from 1990 to 2000—and focused her efforts on her ongoing research on faculty performance and the factors that influence it, albeit in different activity domains. During this more recent part of her career, she has focused on service or “citizenship behavior” as it relates to organizational commitment, on faculty perceptions of collective influence in institutional decision making within the context of intercollegiate sports, and on apprehensions about the fairness of the tenure process by pre-tenure faculty. This has entailed new data collection, including a large-scale survey focused on faculty perceptions of intercollegiate athletics and a survey of faculty in a state university system, sometimes supplemented with interview and document analysis. She also engaged in secondary data analyses from other data sources.

During this period, she has published three articles (one in press) in peer-reviewed journals (two of which appear in top journals in higher education), four chapters or encyclopedia entries, and three research reports. She also has one manuscript under review. She has been a regular presenter at academic conferences, including the Association for the Study of Higher Education (ASHE) and the American Educational Research Association (AERA), and she has given numerous invited presentations in conjunction with her research and service. Her research has been funded by grants from the U.S. Department of State for \$185,000; the European Commission (with Michael Bastedo) for \$60,000; a state university system for \$12,000; the Knight Foundation for \$67,000; and by five internal University of Michigan grants totaling \$79,200.

Professor Lawrence’s work is recognized as meaningful and useful to the field, with particular emphasis given to the contributions her scholarship has made to practice in higher education. She demonstrates great care in her approach to individual publications and her contributions are valued within the field of higher education. Her publication record must to be evaluated in light of the quality of her service, including her extensive administrative responsibilities.

Recent and Significant Publications:

- Lawrence, J. & Ott, M. (in press). Faculty perceptions of organizational politics. *The Review of Higher Education*. Accepted September 2011.
- Lawrence, J., Ott, M. & Bell, A. (2012). Faculty organizational commitment and citizenship. *Research in Higher Education*. 53(3), 325-352.

- Lawrence, J. (2009). Faculty perceptions of intercollegiate athletics. In Hoffman, J., Anthony, J. & Alfaro, D. (Eds.), *Data-Driven Decision Making in Intercollegiate Athletics. New Directions for Institutional Research*, Issue 144, 103-112. San Francisco: Jossey-Bass. (Invited)
- Lawrence, J., Ott, M. & Hendricks, L. (2009). Athletics reform and faculty perceptions. In Toma, D. (Ed.), *The uses of intercollegiate athletics: Opportunities and challenges in positioning the university. New Directions for Higher Education*, Issue 148, 73-81. San Francisco: Jossey-Bass. (Invited)
- Blackburn, R., & Lawrence, J. (1995). Faculty at work: Motivation, expectation, satisfaction. Baltimore: Johns Hopkins University Press.

Service: Professor Lawrence's service within the university has been extensive and central to the mission of the School of Education and Center for the Study of Higher and Postsecondary Education. Over the course of her career, she has held various leadership positions, including associate dean, director of the Center for the Study of Higher and Postsecondary Education, member of the school's Executive Committee, chair of the Promotion and Tenure Committee, member of numerous faculty search committees, and member of numerous other review, awards, and planning committees at the school and university level. She is currently serving as a faculty associate in the International Institute and the Center for Russian and Eastern European Studies; she is also serving as special advisor to the School of Education dean on international activities. In addition to her formal administrative roles, she has obtained resources for and coordinated many international efforts during the past decade.

Beyond the school, she has carried out service-oriented research with particular constituencies (e.g., the research for the Knight Commission on Intercollegiate Athletics and her work with a state level university system). Moreover, the executive education that she has provided to administrators at international institutions of higher education represents important service to the field. Her election to the Board of Directors of ASHE (1999–2001) and vice-presidency of Division J (Post-secondary) of AERA (2002–2004) are further evidence of the regard in which her work is held.

Professor Lawrence's service within the university has been consistently outstanding. It has contributed important resources to the School of Education and the Center for the Study of Higher and Postsecondary Education and has enhanced the school's outreach internationally. These are major contributions to our mission. Her work outside the university consistently demonstrates her commitment to improving practice and her contributions are highly valued by those she serves.

External Reviewers:

Reviewer A: "Dr. Lawrence's scholarship has enlisted illuminating theoretical perspectives, enhanced understanding, informed practitioners, and provided a foundation for improving educational policy and practice. ... Dr. Lawrence has an impressive record of what Boyer would term the scholarship of application in the work she has done internationally with educators from other countries, nationally with the Knight Commission on Intercollegiate Athletics, and even locally with U of M's Department of Chemistry. ... She has built a record of valuable scholarly contributions integrated with service to the university and the larger educational community in a

time of major transition. ... Her most recent scholarly interests and achievements continue to address important issues that concern educators and policy makers in the U.S. and across the globe.”

Reviewer B: “I have uncompromising respect for the quality of Professor Jan Lawrence’s scholarship. I judge her scholarship, without qualification, to meet the threshold expected of a full professor at the University of Michigan. ... Professor Lawrence has pursued seven highly meaningful lines of inquiry and, in turn, inquiry which clearly reflects a focused research agenda, scholarly productivity, and a substantial contribution to the field of higher education. ... I have long been inspired by the fact that Jan Lawrence has been one of the leading scholars in our field in advancing cross-disciplinary connection, namely, in innovative, interdisciplinary connections between gerontology and higher education. That work continues to serve as a model for how we need to advance our scholarship in the field of education. ... It is my judgment that Professor Lawrence is an accomplished scholar—a person who is at once committed to scholarship that advances knowledge and understanding and, at the same time, to producing work that is illuminating and useful for administrators and faculty in higher education. In doing so, she continues to have an exceptional impact on her field.”

Reviewer C: “Dr. Lawrence is in my opinion best noted for her service to the professional both within the U of M (in several key administrative roles) and in the major national associations in the field. ... She also has made significant contributions to international work primarily through her administrative positions at the University of Michigan.”

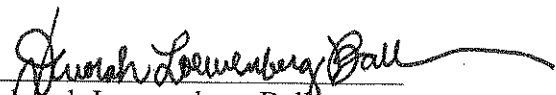
Reviewer D: “In the 2010 article coauthored with Ott and Bell, Lawrence writes a clear and compelling study on Faculty Organizational Commitment and Citizenship. She appropriately applies a conceptual framework that has been synthesized from the extant research. The article outlines the full research project including an original survey, data collection, and logistic regression analysis. The implications of the research are also clearly established and stated. Without doubt this study was done with care and professionalism and is of a quality expected of a senior researcher at a top institution. ... In terms of quality, I would say that Lawrence has achieved a level of quality likely higher than that of those setting to cross the associate to full bridge.”

Reviewer E: “The publications you sent me to read represent exemplars of first-rank work in these areas [faculty as a professional group or culture and on the motivational processes that underlie faculty activities and work]. Jan’s work is characterized by a strong and innovative use of theory to guide the questions she asks, a thorough and critical understanding of relevant literature, and the use of important data bases, competent analytical techniques, and judicious conclusions about the theoretical and policy implications of her findings. It is clearly excellent social science brought to bear on an important topic in postsecondary education. ... In short I would assess the quality of the work that ... has published to be easily consistent with what we might expect from a full-professor in a major national research university.”

Reviewer F: “Her 2009 publications dealing with systematic analysis of faculty national wide on issues of intercollegiate athletics policies have been exemplary and influential. ... Her

scholarship and then her related involvement in planning has helped make the study of intercollegiate athletics legitimate and integral in the study of higher education and faculty.”

Summary of Recommendation: Professor Lawrence has dedicated her professional life to the benefit of the university and its students. She is an outstanding teacher and mentor and her students value her teaching and advising highly. Moreover, the placement of her graduates in well-respected positions shows how successful she is in preparing her advisees. Professor Lawrence’s service to the university is not only exemplary, but also has generated resources for the school and enhanced learning opportunities for its students. Her scholarship represents a cohesive line of work and is clearly valued by the field of higher education. It is with the support of the School of Education Executive Committee that I recommend Janet H. Lawrence for promotion to professor of education, with tenure, School of Education.


Deborah Loewenberg Ball
William H. Payne Collegiate Professor of Education
Arthur F. Thurnau Professor, and Dean
School of Education

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