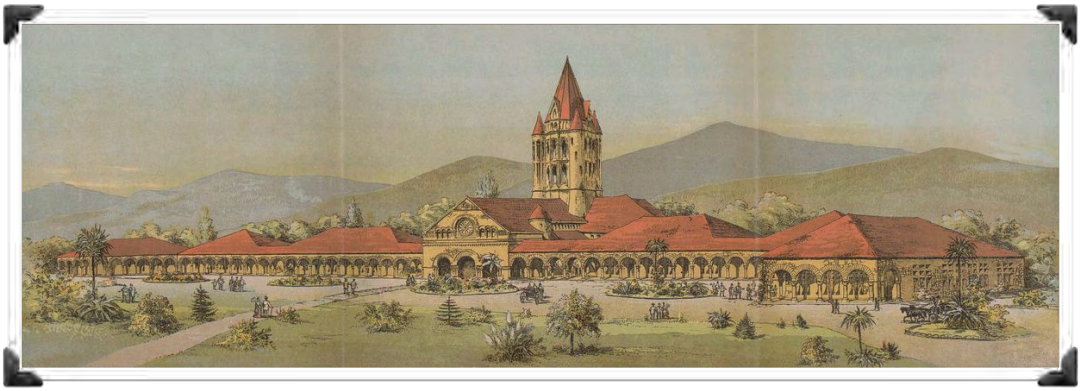
The Academic Enterprise at Stanford

Governance Models

- Dictatorship
- Democracy
- Corporate Governance
- Shared Governance

Outline

- The Founding Grant
- Academic Organization
- Articles of Organization of the Academic Council
- Processes



The Founding Grant

Land
Powers of the Board of Trustees
Powers of the President
Faculty Roles and Responsibilities

The Founding Grant

Stanford Land

- 8,180 acres
- Land from original grant can never be sold
- Straddles two counties: Santa Clara County and San Mateo County
- Abuts five municipalities
- Med Center, Research Park, Shopping Center in Palo Alto (rest unincorporated county)

The Founding Grant

Board of Trustees

- Legal custodian of all University assets
- Approves:
  - Tuition, Room & Board fees
  - Budget
  - Construction of new buildings
  - Borrowing money
  - Investing endowments
- Hires the President
- *"Transact all business...and exercise all powers that could otherwise be legally transacted or exercised...and...authorize its officers to [act] on its behalf"*

Stanford's home in San Francisco
Site of first board meeting

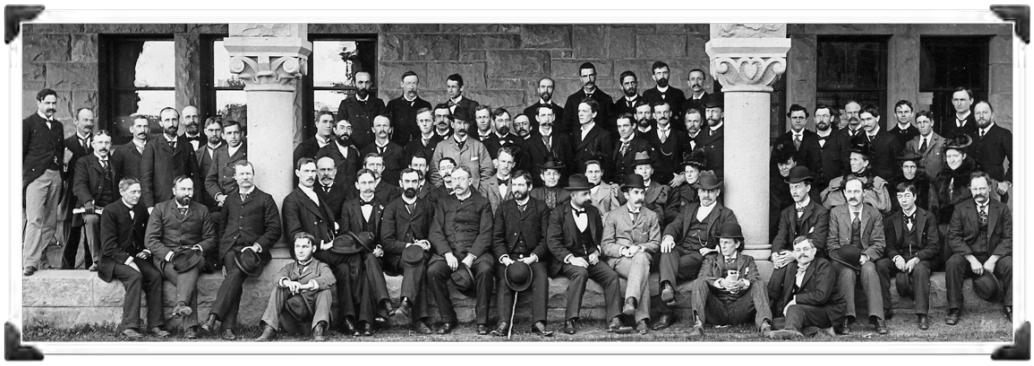
Board of Trustees
1934

The Founding Grant

The President's Role in the Founding Grant

Pioneer Faculty
1891-92

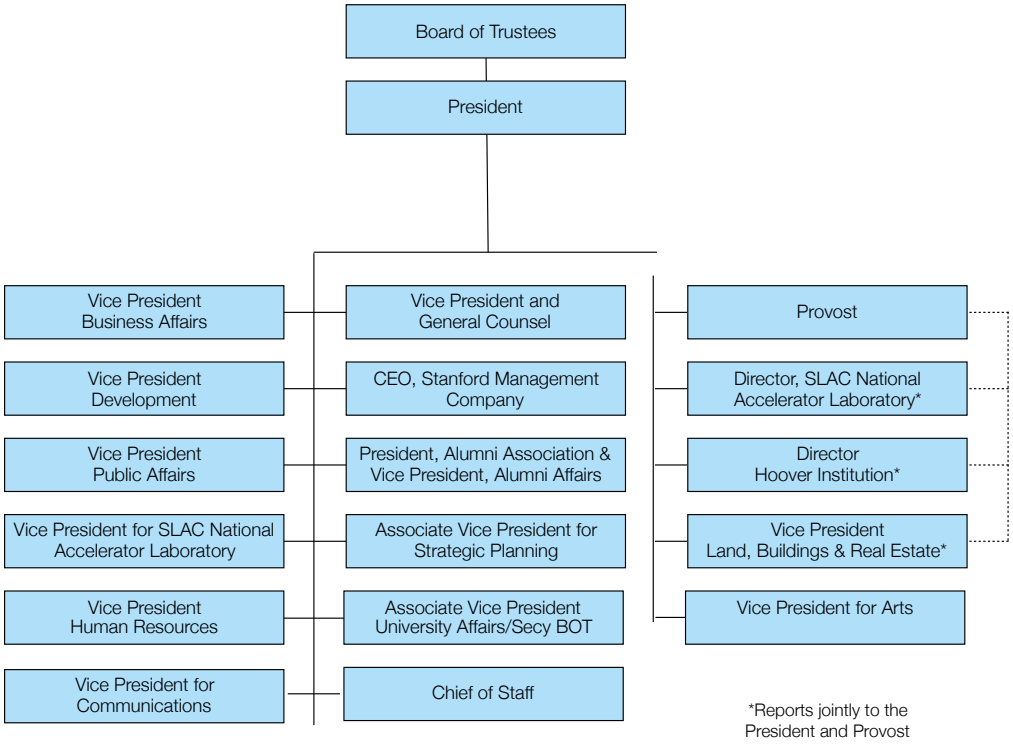
- To prescribe duties of professors and teachers
- To remove professors and teachers at will (1891-1904)
- To prescribe and enforce the course of study and the mode and manner of teaching
- *"Such other powers as will enable him to control the educational part of the University to such an extent that he may be held responsible for the course of study therein and for the good conduct and capacity of the professors and teachers."*



Stanford Faculty
1896

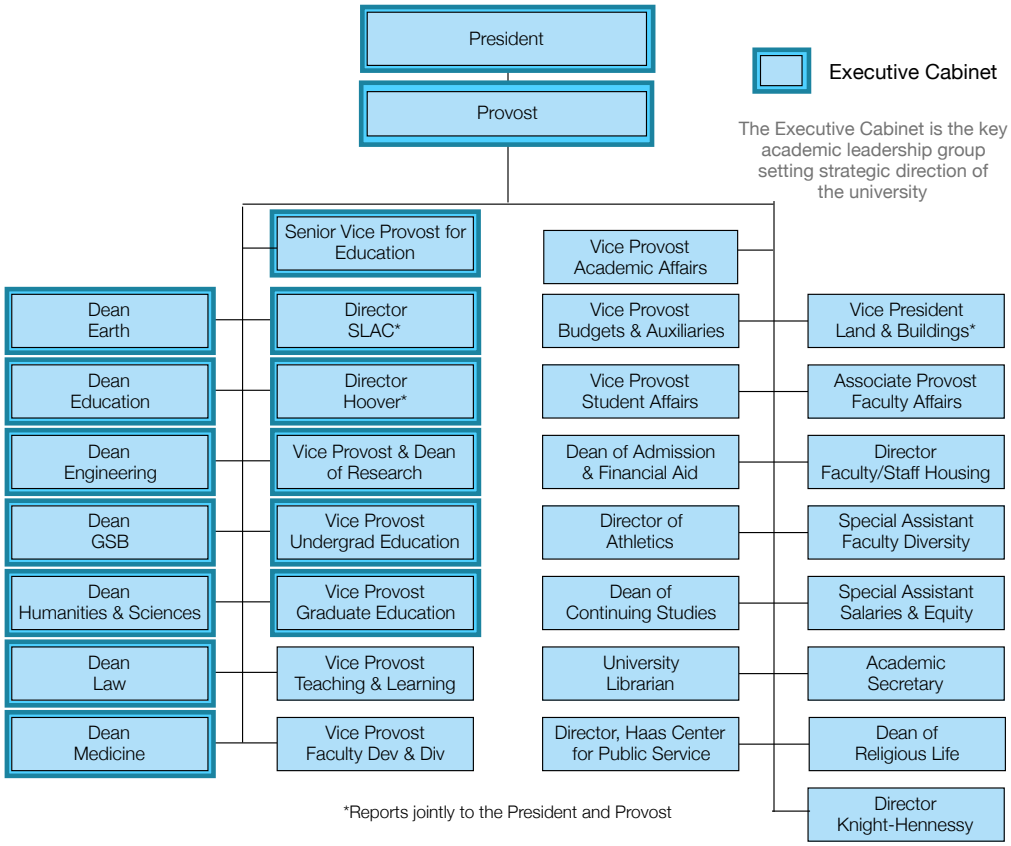
Academic Organization

President
Provost, Executive Cabinet
Advisory Board
Senate of the Academic Council

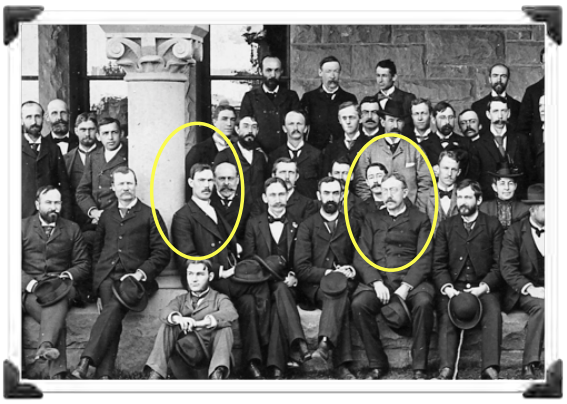


The Provost

- Chief Academic and Budget Officer
- Administers the academic program
- Administers university services in support of the academic program
- Oversees planning for the university:
  - Budget
  - Capital Plan
  - Billet allocations
- *All duties delegated from President, not Founding Grant*



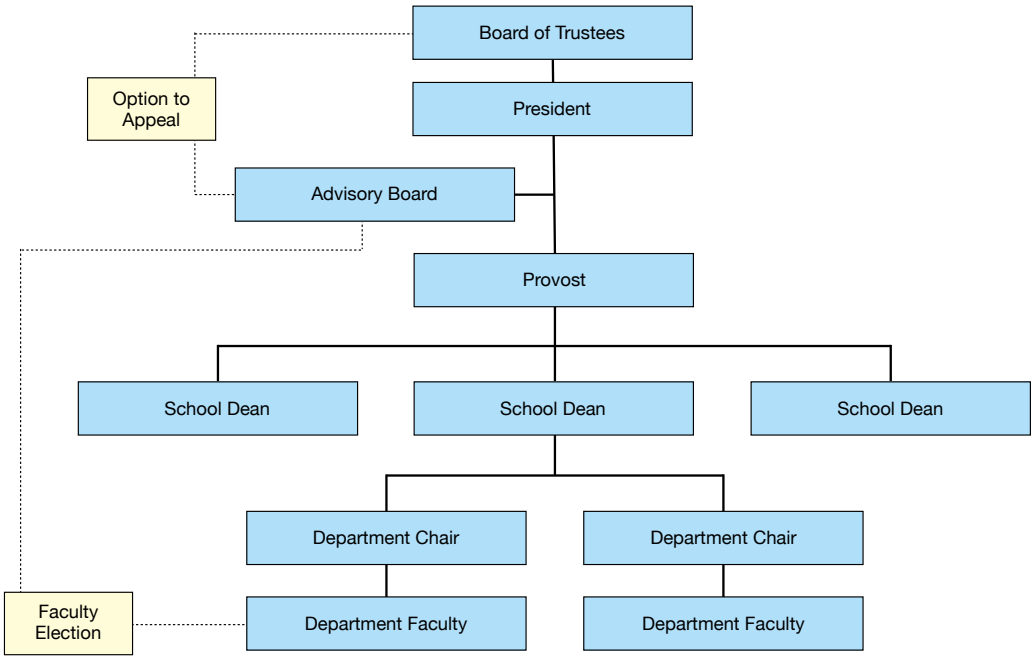
Advisory Board



Edward Ross & David Starr Jordan

Advisory Board was established after firing of Edward Ross by David Starr Jordan. Several faculty resigned in protest & founded American Association of University Professors.

- Established by Board in 1904 in Articles of Organization of Faculty
- Seven members, elected by faculty
- Established as check to power of President
- Advise on:
  - Appointments, promotions
  - Faculty Appeals
  - Faculty Discipline
  - Creation/elimination of departments
- Advisory, but can appeal to Trustees



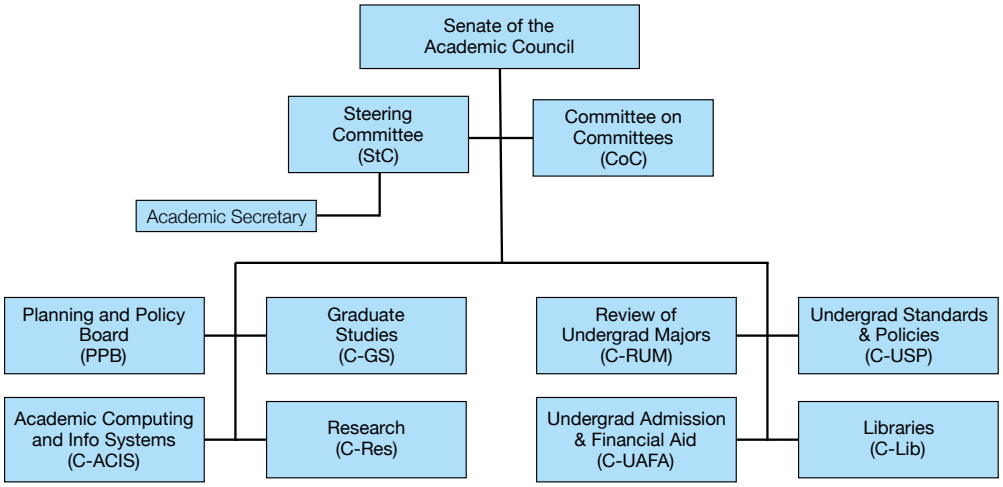
Academic Council

- Also established in Articles of Organization of Faculty
- Current membership:
  - Tenure line faculty (assistant, associate, and “full” professors)
  - Non-tenure line faculty:
    - Professor (Teaching)
    - Professor (Research)
    - Professor (Performance)
  - Senior Fellows in specified policy institutes (FSI, SIEPR, Woods, Precourt)
  - Does *not* include Medical Center Line (MCL) faculty; Hoover Senior Fellows; consulting or visiting professors
- Authority over academic requirements, degree programs, academic policy

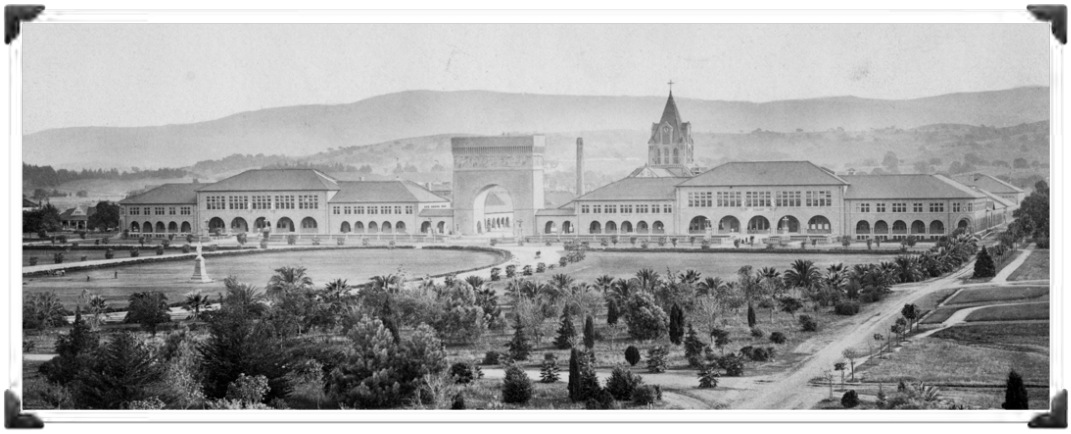
Senate of the Academic Council

- First Senate convened September 12, 1968
- 55 members distributed by faculty electoral unit
- Governing body for legislation concerning scholarly and teaching work of University
  - Approves degree programs
  - Grants degrees
  - Sets academic/research policy

Faculty Senate
1969



Like the Trustees, the Faculty Senate conducts most of its business through committee actions that come as recommendations for approval by full body



Processes

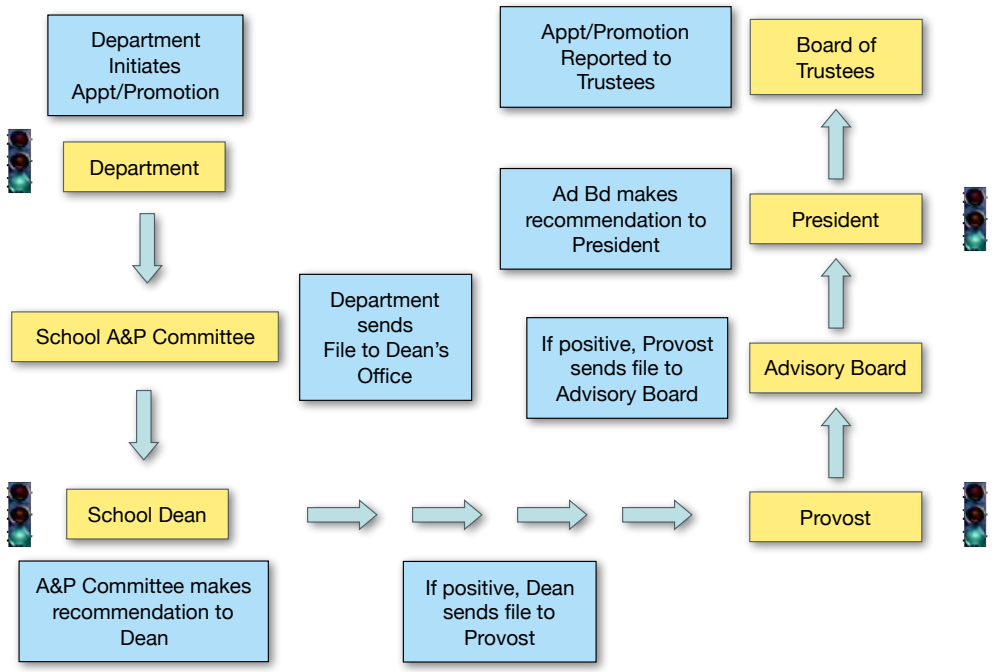
- Choosing a Dean
- Hiring/tenuring faculty member
- Creating a degree program
- Creating a department
- Spending money

Choosing a Dean

Smoke emerging from Mem Sis Chap

- Search committee, co-chaired by provost
- Assessing the School
- Internal vs. external searches
- Talking with ... everyone!
  - Faculty, staff, students
  - University colleagues
  - Trustees
  - Alumni
- Committee presents unranked short list; president and provost make final decision

Hiring/Tenuring Faculty (A&P process)



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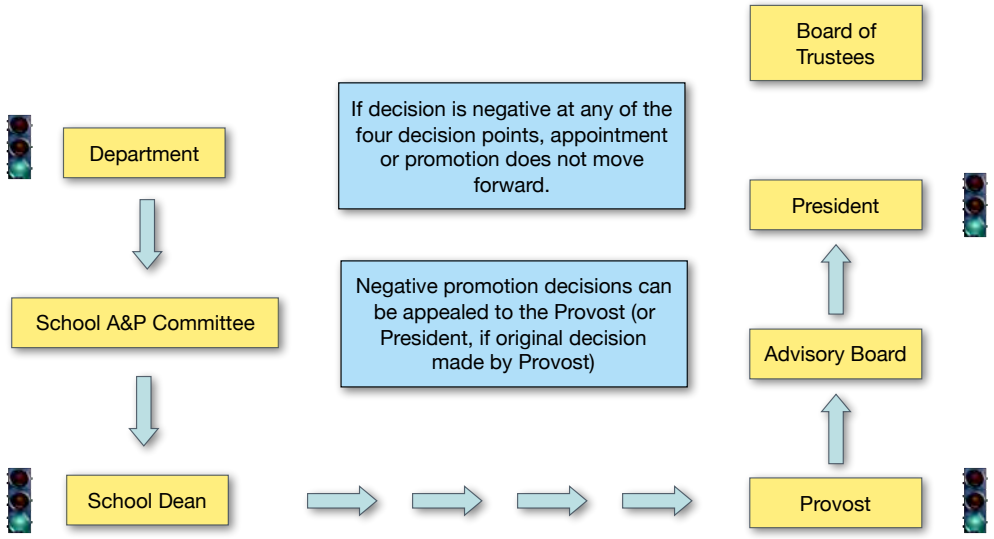
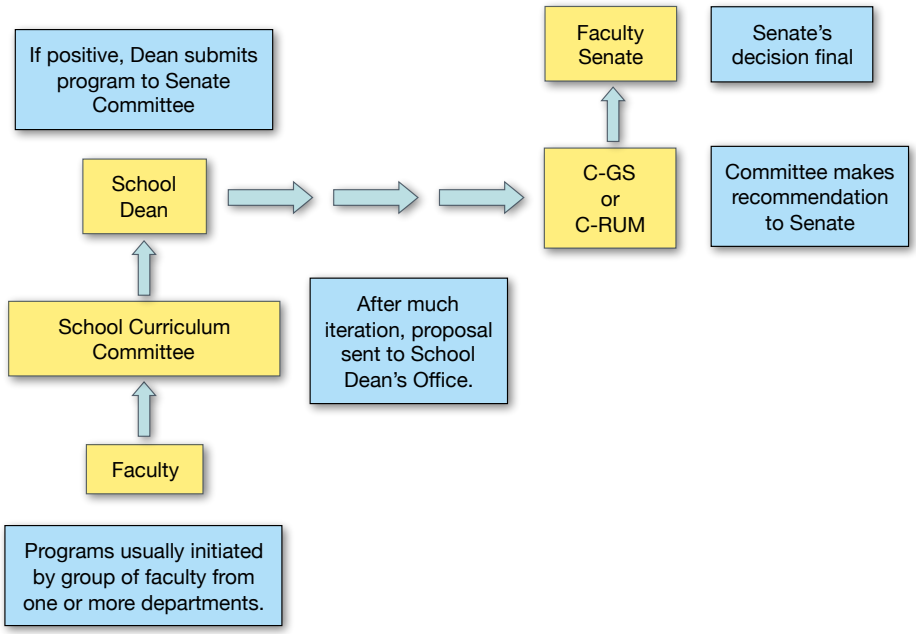
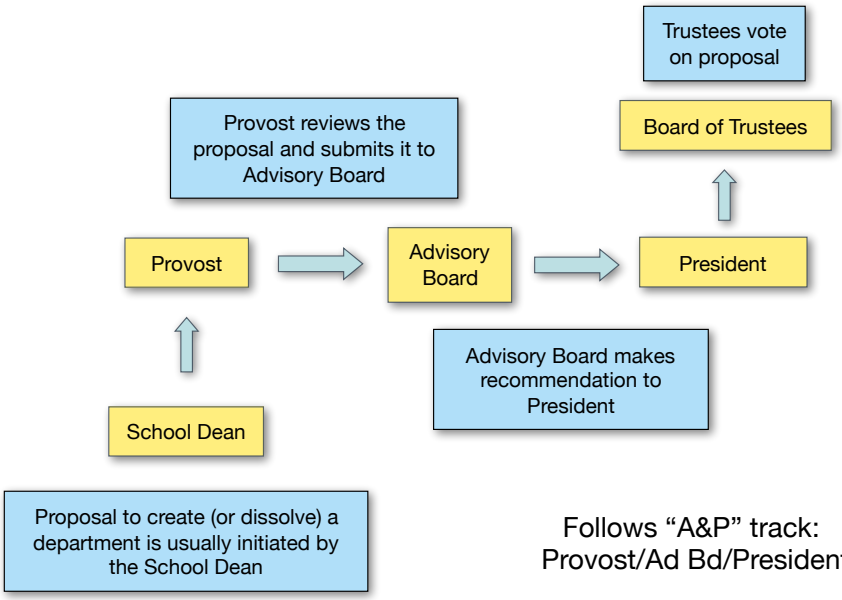


Creating a Degree Program



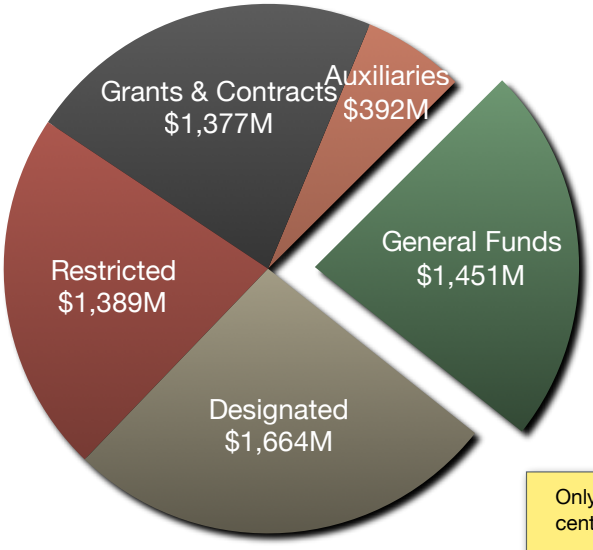
Starting a Department



Follows "A&P" track:
Provost/Ad Bd/President

Spending Money (the budget process)

Most money is raised by, and spent by, the faculty, departments and schools that raise it.



Only General Funds are centrally controlled and budgeted.

$6.2B

Spending Money (General Funds Budget)

Departments, Schools and Administrative Units prepare annual budget requests.

School Dean → Provost's Budget Group → Provost

Budget Group hears all requests, makes recommendation to Provost.

Provost ↑ Board of Trustees

Provost requests approval of budget from Trustees

Provost ↓ Faculty Senate

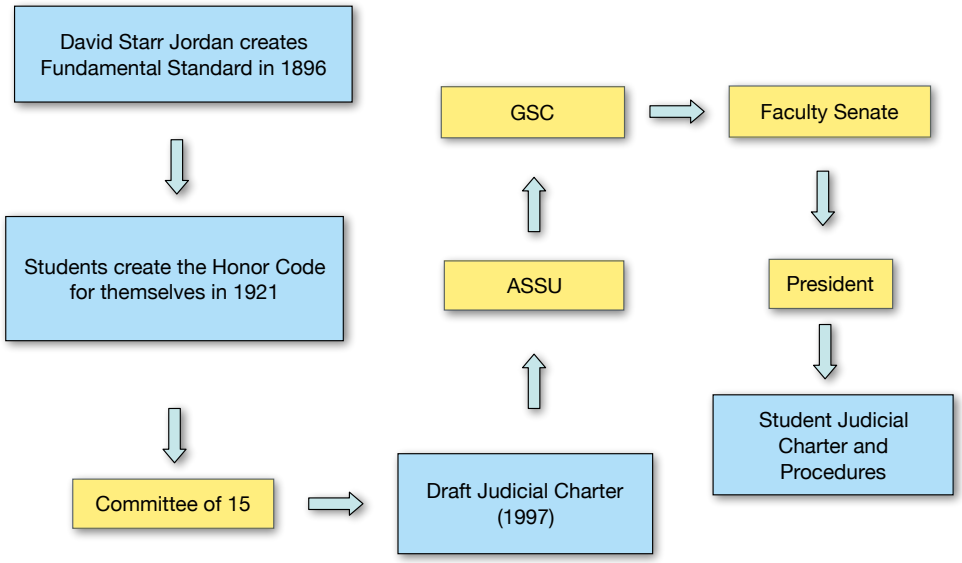
Provost reports final General Funds budget to Senate

What about Students?

Graduates June 2016

- Students ARE an integral part of our mission of teaching and research
- Consultation and Feedback
  - University Committees
  - Evaluation of faculty for tenure and promotion
- Student Judicial Process is a contract between the students and the University

Student Judicial Charter



Conclusion

- Virtually all initiatives at Stanford begin at the level of faculty/students
- Virtually all funds raised and spent at the level of faculty/departments/ research labs
- Role of the administration is to facilitate, provide support, strategic direction, and quality control

Sand Hill Road
c. 1890

The End