

**Final Report of the Faculty Senate
Committee to Examine the Non-academic Council Appointment Process (CENCAP)**

September 28, 2009

I. CENCAP Membership and Charge

- Committee was formed on May 19, 2008
- **Committee Members:** **David Brady** (Business), **Gordon Brown** (Chair, Earth Sciences and SLAC), **Pamela Karlan** (Law), **Milbrey McLaughlin** (Education), **Londa Schiebinger** (Humanities and Sciences), **David Spiegel** (Medicine), **James Sweeney** (Engineering)
- **Supporting Staff:** **Rex Jamison** (Academic Secretary), **Trish Del-Pozzo** (Assistant Academic Secretary)
- **Charge to Committee from Faculty Senate:** *An ad hoc committee will be convened to examine nonacademic council appointment processes, including the use of honorific titles, at Stanford, and will report results and recommendations to the Faculty Senate.*

The following are not within the domain of the charge (as stated in the minutes of the June 11, 2008 CENCAP meeting): Academic Council Appointments, Medical Center Line Appointments, Senior Fellows at the Hoover Institution.

II. Summary of Meetings and Activities of CENCAP

1. June 11, 2008 Meeting – (All present except Spiegel and Sweeney) (1) Discussed the scope and nature of the committee’s assignment; (2) Discussed current processes used in making Non-academic Council appointments; (3) Discussed principles that should be considered in the appointment process (*a written, standardized procedure is needed; the procedure should be transparent and public; the proposed appointment should be approved by a group of faculty in the unit and not just one faculty member*); (4) Discussed next steps needed to develop recommended guidelines (*obtain names of all Stanford centers, institutes, programs, laboratories, etc. that have the power to make Non-academic Council appointments; contact Deans of the Schools in which these entities reside for information about Non-academic Council appointment procedures; to find out which Schools have “consulting faculty” and how many*)

Responses from Stanford Schools, SLAC, and the Hoover Institution (All Deans and Directors responded by October 15, 2008)

Graduate School of Business (Robert Joss) 0 Academic Departments, 104 faculty: Non-academic Council Titles Currently Used (number of people holding positions, if known, in parentheses) – *Senior Lecturer (2), Lecturer (45), Acting Instructor (?), Acting Assistant/Associate/Full Professor (?), Visiting Assistant/Associate/Full Professor (5), Consulting Assistant/Associate/Full Professor (3) (those designated as Consulting Assistant/Associate/Full Professor would qualify for normal tenure line appointments), Visiting*

Scholar (?), *Denning Distinguished Fellow* (2) **(Formal procedures in place for such appointments)**

School of Earth Sciences (Pamela Matson) 4 Academic Departments and 3 Interdisciplinary Programs, 52 faculty: Non-academic Council Titles Currently Used – *Senior Lecturer* (1), *Lecturer* (2), *Acting Assistant Professor* (2), *Consulting Assistant/Associate/Full Professor* (23), *Visiting Assistant/Associate/Full Professor* (16), *Cox Visiting Professor* (4), *Blaustein Visiting Professor* (8) **(Formal procedure in place for such appointments in Departments and in Dean’s Office)**

School of Education (Deborah Stipek) 0 Academic Departments, 5 Programs, 48 faculty: Non-academic Council Titles Currently Used – *Senior Lecturer* (0), *Lecturer* (3), *Acting Assistant/Associate/Full Professor* (0), *Consulting Assistant/Associate/Full Professor* (3), *Visiting Assistant/Associate/Full Professor* (0), *Visiting Scholar* (?) **(Formal procedures in place for such appointments)**

School of Engineering (James Plummer) 9 Academic Departments and 2 Interdisciplinary Programs, 239 faculty: Non-academic Council Titles Currently Used – *Lecturer* (34 paid, 68 unpaid), *Consulting Professor* (128 paid, 90 unpaid), *Visiting Professor* (48 paid, 15 unpaid) **(Formal procedures are being put in place for such appointments)**

School of Humanities and Sciences (Richard Saller) 22 Academic Departments, one Academic Division, and 17 Interdisciplinary Degree Programs, 527 faculty: Non-academic Council Titles Currently Used – *Senior Lecturer* (18), *Lecturer* (201), *Acting Assistant Professor* (9), *Acting Instructor* (1), *Consulting Assistant/Associate/Full Professor* (44), *Visiting Assistant/Associate/Full Professor* (43), *Distinguished Visiting Professor* (1), *Visiting Lecturer* (4), *Visiting Scholar* (1), *Guest Lecturer* (1), *Senior Research Fellow* (4), *Fellow* (5), *Curator* (4), *Visiting Artist* (2), *Artist in Residence* (6), *Samelson Fellow* (3) **(Formal procedures in place for such appointments)**

School of Law (Larry Kramer) 0 Academic Departments, 49 faculty: Non-academic Council Titles Currently Used – *Senior Lecturer* (5), *Lecturer* (64), *Visiting Assistant/Associate/Full Professor* (11), *Legal Research and Writing Instructors* (5), *Fellow* (?), *Visiting Fellow* (?) **(Formal procedures in place for such appointments)**

School of Medicine (Philip Pizzo) 26 Academic and Clinical Departments and Interdisciplinary Degree Programs, 805 faculty: Non-academic Council Titles Currently Used – *Adjunct Clinical Faculty* (?), *Clinician/Educator* (?), *Consulting Faculty* (?), *Visiting Faculty* (?), *Visiting Scholar* (?) **(Formal procedures in place for such appointments)**

SLAC (Persis Drell) 2 Departments, 60 faculty: Non-academic Council Titles Currently Used – *Acting Assistant/Associate/Full Professor* (0), *Consulting Assistant/Associate/Full Professor* (0), *Visiting Assistant/Associate/Full Professor* (3), *Visiting Physicist* (16), *Visiting Scientist* (0), *Distinguished Staff Scientist* (1), *Senior Staff Scientist* (8) **(Formal procedures in place for such appointments)**

Hoover Institution (John Raisian) 0 Academic Departments: Academic and Non-Academic Council Titles Currently Used – *Senior Fellow* (74, 22 of whom hold joint appointments and 12 of whom hold courtesy appointments), *Senior Fellow (adjunct)* (12), *Senior Research Fellow* (5 currently grandfathered in, but title was phased out 15 years ago), *Research Fellow* (59), *Distinguished Fellow* (1 – “there are no current plans to use this title again”), *Honorary Fellow* (1), *Distinguished Visiting Fellow* (12), *National Fellow* (7), *National Security Affairs Fellow* (5), *Media Fellow* (0), *Visiting Fellow* (8) **(Formal procedures in place for such appointments)**

2. January 21, 2009 Meeting – (All present) (a) Discussion of main issues, (b) Action Items: (i) thank Deans and Director of SLAC for responses, (ii) commend Dean of Engineering for careful evaluation of non-academic council appointments in School of Engineering, (iii) complete survey of data from centers, labs, institutes, etc., (iv) assemble list of names whose titles include “Distinguished”, (v) establish a set of guidelines for Non-academic Council Appointments including the following: (1) only the titles for Non-academic Council appointments at the faculty level stated in the Stanford Faculty Handbook, Chapter 9, can be used, (2) use of the adjective “distinguished” (or other honorific adjectives such as “honorary”, “national” or “international”) in the titles of Non-academic Council appointments must be approved in advance by the Provost or the Provost’s designee, (3) all Non-academic Council appointments must be approved by at least three members of the faculty in the relevant entity, and (4) instructions should be given to each person appointed to a Non-academic Council position instructing them how the title may be used and how long it is valid. It was decided that persons currently holding Non-academic Council positions with titles that include the adjectives “Distinguished”, “Honorary”, “National”, or “International” would not be affected by these recommended guidelines. (vi) Professor Karlan volunteered to draft the guidelines

Gordon Brown compiled a list of Stanford Laboratories, Centers, Institutes, etc. on January 21, 2009 (over 110 were identified) and distributed the list to CENCAP members, Academic Secretary Rex Jamison, and Assistant Academic Secretary Trish Del-Pozzo on January 22, 2009. Brown asked Trish Del-Pozzo to contact the various centers, etc. for information on their Non-academic Council appointments, particularly those that included the adjective “Distinguished”.

Information on Non-academic Council Appointments in Stanford Centers, Institutes, Labs, etc. was compiled and distributed by Trish Del-Pozzo on April 22, 2009. This information was discussed at the April 29, 2009 CENCAP meeting.

Results of the April 2009 Survey – Non-academic Council titles currently being used by Stanford Centers, Institutes, Laboratories, and other non-Departmental entities include the following (based on the April 2009 survey):

Internal Faculty Fellow, External Faculty Fellow, Endowed Faculty Fellow, CASBS Fellow, SIEPR Senior Fellow, Center Fellow, Visiting Senior Fellow, Visiting Faculty, Consulting Faculty, Payne Distinguished Visiting Lecturer, Shorenstein Distinguished Fellow, CEAS Distinguished Practitioner, HJIS Fellow, Core Faculty and Scholars, Fellow, Associate, Adjunct Fellow, Adjunct Associate, Visiting Scholar, Distinguished Practitioner, Practitioner in Residence, Visiting Scholar-Practitioner, Senior Research Scholar, Research Associate, Senior Research Associate, Senior Research Scholar, Post-Doctoral Fellow, Postdoctoral Scholar

3. April 29, 2009 Meeting (All present except Schiebinger; Guests: John Etchemendy and Megan Pierson)

- **3:30-4:00pm - Meeting with Provost** to discuss new Non-academic Council title of “*Professor of the Practice*”

Provost Etchemendy presented a proposal for a new Non-academic Council title, “*Professor of the Practice*” (of discipline, *e.g.*, Business). A confidential draft of a handout describing the position was distributed.

The purpose of the new position is to provide an appropriate title for exceptional practitioners in business or other professions with whom the University wishes to build closer ties and a longer term commitment than implied by the title of *Consulting Professor*. After careful assessment by faculty members of the relevant entity, the proposed appointment would be submitted to the Provost’s office for approval. The position would benefit in particular the GSB, but other schools would find it useful.

Discussion ensued about the distinction between *Professor of the Practice* and *Consulting Professor*. The ties of the new position to the department would be closer than a normal *Consulting Professor* position. An example of such a person who might hold such a position is Joe Nation, a former three-term member of the California Assembly, who teaches at Stanford.

CENCAP provided positive feedback to the Provost on the proposed title *Professor of the Practice*.

- **4:00-5:00pm - Regular CENCAP Meeting**

The following issues were discussed: (1) approval of minutes of the January 21, 2009 CENCAP meeting, and (2) discussion of the summary of CENCAP activities passed out by Gordon Brown and detailed discussion of recommended guidelines for Non-academic Council appointments.

Gordon Brown will send a draft of the Final Report of CENCAP to CENCAP members for their review prior to his meeting with the Steering Committee of the 41st Senate on May 19, 2009 and his presentation of the CENCAP Final Report to the Stanford Faculty Senate on May 28, 2009.

III. Final CENCAP Report review by CENCAP Members, Approval, and Unresolved Issues

The CENCAP Final Report, including Recommended Guidelines for Non-academic Council Appointments, was sent to all members on May 12, 2009, and all members of CENCAP had the opportunity to submit revisions via e-mail by May 19, 2009. There are two unresolved issues among CENCAP members, one involving lack of a clear distinction between faculty-level Non-academic Council positions and non-faculty-level Non-academic Council positions and a second involving a lack of consensus concerning honorific adjectives.

Some Non-academic Council titles are a bit ambiguous vis-à-vis faculty status (*e.g.*, *Fellow*, *Center Fellow*) and may depend on the Stanford entity making the appointment. Should all Non-academic Council appointments, including *Postdoctoral Scholar* and *Research Associate*, require

the same level of faculty approval as faculty-level Non-academic Council appointments (approval by three faculty members is required)?

Concerning honorific adjectives applied to Non-academic Council titles, everyone on CENCAP considers “*distinguished*” to be honorific. However, some don’t think “*honorary*”, “*national*”, and “*international*” are necessarily honorific and depend on the particular title (e.g., *National Fellow* vs. *National Security Affairs Fellow in the Hoover Institution*).

IV. Recommended Guidelines for Non-academic Council Appointments

(1) The titles to be used for Non-academic Council faculty appointments are limited to the following: *Visiting Professor*, *Acting Professor*, *Consulting Professor* (each of which can be modified with the adjective “Assistant” or “Associate”), *Lecturer*, *Visiting Lecturer*, *Senior Lecturer*, *Instructor*, *Visiting Instructor*, *Visiting Scholar*, or *Professor of the Practice* (under criteria to be articulated by the Provost).

(2) Whenever a department, center, or other entity entitled to make appointments either (a) seeks to create a title containing an honorific adjective, such as “*distinguished*”, “*honorary*”, “*national*”, and “*international*” or (b) seeks to fill an existing position containing an honorific adjective with a new occupant, it must first obtain the approval of the Provost or the Provost’s designee.

(3) For non-faculty, Non-academic Council appointments, departments, centers, and other entities entitled to make such appointments may use a title containing any appropriate non-honorific noun (e.g., *Fellow*) but may not use any honorific adjective except in compliance with paragraph (2).

(4) Appointments to Non-academic Council positions, other than post-doctoral scholar or post-doctoral fellow, must be approved by at least three faculty members in a relevant Stanford department, school, institute, center, laboratory, or other entity with which the holder will be affiliated and filed with the relevant office.

(5) Any person who receives appointment to a Non-academic Council position, faculty or non-faculty, shall be given written instructions as to how and for what period of time the title may be used.

Appendix 1:

List of Stanford Centers, Collaboratories, Consortia, Forums, Institutes, Laboratories, Programs, and Projects

(Compiled from 2009 Stanford Directory Blue Pages and 2009 Stanford Facts)

1. African Studies Program, School of H&S
2. African and American Studies Program, School of H&S (3-3969; aaas@stanford.edu)
3. American Studies Program, School of H&S (3-3413; jhafner@stanford.edu)
4. Archaeology Center (3-5731; ihodder@stanford.edu)
5. Asian American Studies Program, School of H&S
6. Bechtel International Center (3-1831; JOHN.PEARSON@stanford.edu)
7. Bio-X Center (<http://biox.stanford.edu>)
8. Blume Earthquake Engineering Center (3-4150; racquelh@stanford.edu)
9. Bowen H. McCoy Family Center for Ethics in Society (6-2629; ethics.center@stanford.edu)
10. California Foreign Languages Project (6-9036; julieqm@stanford.edu)
11. California International Studies Project (3-6875; safford@stanford.edu)
12. Cantor Arts Center (3-4177)
13. Center for Democracy, Development, and the Rule of the Law (4-7197)
14. Center for Advanced Study in the Behavioral Sciences (321-2052)
15. Center for African Studies (3-0295; africanstudies@stanford.edu)
16. Center for Biomedical Ethics, School of Medicine (3-5760; bioethics-info@med.edu)
17. Center for Buddhist Studies (6-1301; ihl@stanford.edu)
18. Center for Comparative Studies of Race and Ethnicity (3-8449; ccsreinfor@stanford.edu)
19. Center for Computer Research in Music and Acoustics (info@ccrma.edu)
20. Center for Conservation Biology (3-3171; pvasdias@stanford.edu)
21. Center for East Asian Studies (3-3363; communications@stanford.edu)
22. Center for Environmental Science and Policy (5-6851; Lori.McVay@stanford.edu)
23. Center for Health Policy (3-1020)
24. Center for Integrated Facility Engineering (3-4945; cife-email@stanford.edu)
25. Center for Integrated Systems (5-3600)
26. Center for International Security and Cooperation (3-9626; mgeilner@stanford.edu)
27. Center for Latin American Studies (3-4444)
28. Center for Russian, East European, and Eurasian Studies (3-3562, creeesinfo@stanford.edu)
29. Center for South Asia (5-9732; lionda@stanford.edu)
30. Center for Teaching and Learning (3-1326; TeachingCenter@stanford.edu)
31. Center for Turbulence Research (3-9064)
32. Center for Polymer Interfaces and Macromolecular Assemblies (3-8591)
33. Center on Nanostructuring for Efficient Energy Conversion
34. Chicano Studies Program, School of H&S
35. Collaboratory for Research on Global Projects (387-6415; rjorr@stanford.edu)
36. Comparative Studies in Race and Ethnicity, School of H&S
37. Creative Writing Program (5-1208; mpopek@stanford.edu)
38. Cross-Area Specialization Program, School of Education

39. Curriculum Studies and Teacher Education Program, School of Education
40. Earth Systems Program, School of Earth Sciences (5-7427)
41. East Asian Studies Program, School of H&S
42. Education Program for Gifted Youth (614-2400; epgy-admin@epgy.edu)
43. El Centro Chicano (3-2089)
44. Feminist Studies Program, School of H&S (3-2412)
45. Financial Mathematics Program, School of H&S
46. Ford Dorsey International Policy Studies Program, School of H&S
47. Forum on Contemporary Europe (3-9656)
48. France-Stanford Center for Interdisciplinary Studies (5-3029; isabelle@stanford.edu)
49. Freeman Spogli Institute for International Studies (3-4581)
50. Gardner Center for Youth and their Communities (3-1137; gardnercenter@lists.edu)
51. Geballe Laboratory for Advanced Materials (3-0400)
52. Ginzton Laboratory (3-0107)
53. Global Climate and Energy Project (4-6740; gcep@stanford.edu)
54. Graduate Program in Earth, Energy, and Environmental Sciences. School of Earth Sciences (5-3183; deana@stanford.edu)
55. H-STAR Institute (3-8223)
56. Haas Center for Public Service (3-0992)
57. Hansen Experimental Physics Laboratory (3-0100)
58. Hasso Plattner Institute of Design, School of Engineering (6-1025; ebasu@stanford.edu)
59. Human Biology Program, School of H&S (5-0336)
60. Program in History and Philosophy of Science and Technology (50714; rogers@stanford.edu)
61. Hoover Institution (3-1754; horaney@hoover.edu)
62. Institute for Computational and Mathematical Engineering, School of Engineering (6-9038)
63. Institute for Research in the Social Sciences (4-5221; iriss-info@stanford.edu)
64. Interdisciplinary Graduate Program in Environment and Resources (5-3183; deana@stanford.edu)
65. Interdisciplinary Program in Environment and Resources, School of Earth Sciences (3-6117; nelsondn@stanford.edu)
66. Interdisciplinary Studies in Humanities, School of H&S (3-3413; monica.moore@stanford.edu)
67. International Comparative and Area Studies, School of H&S (6-1321)
68. International Relations Program, School of H&S (5-0715; ipshitas@stanford.edu)
69. Introduction to the Humanities Program (3-0944; ihum@vpue.edu)
70. Kozmetsky Global Collaboratory (5-7358)
71. Latin American Studies Program, School of H&S
72. Martin Luther King, Jr. Research and Education Institute (3-2092)
73. Mathematical and Computational Sciences Program, School of H&S
74. Medieval Studies (3-3413; monica.moore@stanford.edu)
75. Mediterranean Studies Forum (736-1128)
76. Michelle R. Clayman Institute for Gender Research (3-1994; gender-email@stanford.edu)

77. Modern Thought and Literature Program, School of H&S (3-3413; monica.moore@stanford.edu)
78. Morrison Institute for Population & Resource Studies (3-7518; morrisoninstitute@stanford.edu)
79. National Bureau of Economic Research (326-7160)
80. National Performance of Dams Program (3-9323; npdp@ce.stanford.edu)
81. Native American Cultural Center/American Indian, Alaska Native and Native Hawaiian Program (5-6944)
82. Native American Studies Program, School of H&S
83. North American Forum (3-9184)
84. North American West (5-11320; westcenter@stanford.edu)
85. Overseas Studies Program (3-3558; bospsstudy@lists.edu)
86. Program for Global Justice (3-9656)
87. Program in Writing and Rhetoric (3-2631)
88. Program on Energy and Sustainable Development (4-1714)
89. Psychological Studies in Education Program, School of Education
90. Public Policy Program, School of H&S
91. Russian, East European and Eurasian Studies Program, School of H&S
92. Scandinavian Consortium for Organizational Research (3-7267)
93. Science, Technology and Society Program, School of H&S
94. Stanford Institute for Materials and Energy Science (3-3458; cjpeng@stanford.edu)
95. Social Sciences, Policy, and Educational Practice Program, School of Education
96. Social Science History Institute (3-1466)
97. Stanford Center for Computational Earth and Environmental Science (3-5002)
98. Stanford Center for Professional Development (5-3000)
99. Stanford Center for Adolescence (5-8205; stanfordcoa@stanford.edu)
100. Stanford Center for Conflict and Negotiation (3-2574)
101. Stanford Humanities Laboratory (3-6130)
102. Stanford Institute for Creativity and the Arts (6-4087; sica@stanford.edu)
103. Stanford Institute for Economic Policy Research (5-1874)
104. Stanford Institute for the Quantitative Study of Society (3-7353)
105. Stanford Institute for Theoretical Economics (3-2218; rafal54@stanford.edu)
106. Stanford Magnetic Resonance Laboratory (3-9151; manolia@stanford.edu)
107. Stanford Program on International and Cross-Cultural Education (3-1114; SPICE-sales@stanford.edu)
108. Stanford Teacher Education Program, School of Education
109. Symbolic Systems Program, School of H&S (3-4284; ssp@stanford.edu)
110. Taube Center for Jewish Studies (5-2789)
111. Urban Studies Program, School of H&S (3-1731; urbanstudies@stanford.edu)
112. Walter H. Shorenstein Asia-Pacific Research Center (3-9741)
113. Woods Institute for the Environment (6-8668; environment@stanford.edu)