

**BOARD OF REGENTS**

**ENDOWED CHAIRS FOR EMINENT SCHOLARS**  
**PROGRAM POLICY**

(revised September, 2009)

# TABLE OF CONTENTS

	<i>Page</i>
I. Introduction .....	1
II. Application of Policy .....	2
III. Eligible Institutions .....	2
IV. Types and Funding of Endowed Chairs .....	2
A. Consolidation of Two or More Extant Chairs.....	3
B. Changing Disciplines of Previously Awarded Chairs .....	3
V. Restricted Bequests: Irrevocable Estate Gifts.....	3
VI. Limitations Per Fiscal Year: Per Public Campus and the LAICU System .....	4
VII. Selection and Expectations of the Eminent Scholar .....	5
A. National Search.....	5
B. Standards of Appointment.....	6
C. Letter of Appointment.....	6
D. Standards of Performance .....	7
VIII. The Society of Eminent Scholars .....	7
IX. Administrative Requirements for Participation in Endowed Chair Program .....	7
X. Eligible Matching Funds .....	9
XI. Applications of Proceeds .....	9
XII. Reporting Requirements .....	9
XIII. Periodic Board of Regents Reviews.....	10
A. Annual Review .....	10
B. Comprehensive Review .....	10
XIV. Publicity and Acknowledgement .....	10

## **I. INTRODUCTION**

Modeled after the Louisiana Endowment Trust Fund for Eminent Scholars which was created by statute during the 1983 regular session of the Louisiana Legislature and repealed during the 2001 regular session of the Louisiana Legislature, the Board of Regents Support Fund Endowed Chair Program first awarded chairs under the aegis of the Support Fund in the spring of 1987. All chairs were endowed at \$1 million: \$600,000 in private funds, with a \$400,000 match from the Support Fund. Between FY 1986-87 and FY 1990-91 the amount of Support Fund money devoted to the program was increased commensurate with rising demand. During FY 1990-91, the Regents acted to eliminate all but restricted bequests from the "first-come, first-served" basis upon which the program had previously been conducted. The "Guidelines for the Submission of Proposals for the Competitive Program for Matching Funds to Endow Chairs" were first issued in the fall of 1990, and have governed administration of the Competitive Program since that time.

In 1993 the Regents engaged the services of a distinguished team of out-of-state consultants to conduct a comprehensive review of the overall Endowed Chair Program, focusing upon the 42 chairs which had been endowed as of June, 1992. The ensuing consultants' report contained recommendations which the Board ultimately adopted, including: the conduct of a national search prior to the filling of subsequent chairs, as well as on occasions when previously-funded chairs become vacant; inclusion on the said national search committee of at least one scholar external to the campus, in the field of the prospective chair, with no affiliation to the Board of Regents or the donor; permission for universities to submit proposals for chairs to be endowed at the \$2 million level, with the 40:60 ratio of Support Fund to private donations maintained; and assignment of rating points for proposals based on a plan in the application to recruit minority and women scholars in areas historically underrepresented at the applicant institution.

After a brief period in which applications for endowed chairs leveled off and even declined somewhat, the success of universities in procuring private donations fueled a dramatic increase in applications for chairs in FY 1996-97 and FY 1997-98. The increased demand was met in whole or part by supplemental appropriations from the Legislature during each of these years.

A second comprehensive review of the Endowed Chairs Program was conducted during the summer and fall of 1998. The report provided summary assessments of each of the 82 Endowed Chairs then occupied, in addition to recommending several systematic changes, including a requirement that universities allocate a salaried faculty line for requested chairs and provide at least minimum support for associated start-up costs. The Review Panel also recommended that the Society of Eminent

Scholars be formed to help broaden the impact of the Eminent Scholars both within and without their respective universities.

The third and most recent comprehensive review of the Endowed Chairs Program took place in January, 2009 and resulted in a set of recommendations that the Board unanimously adopted, including revisions to allow endowment of new chairs up to \$3 million, enhanced reporting and communication between the universities, chairholders, donors, and the Board, and creation of a website that will help build awareness of the program's accomplishments among national academic audiences, government officials, and the public. This review has been the catalyst for the most recent revision of the Endowed Chair Program Policy.

The policy document which follows represents an effort to combine the most promising features of the "Guidelines," the "Regulations for the Louisiana Endowment Trust Fund for Eminent Scholars," and the recommendations emanating from the three programmatic reviews. In this way, the program can make even more noteworthy contributions to academic and economic enhancement within Louisiana.

## **II. APPLICATION OF POLICY**

For each chair the institution shall abide by the rules and guidelines established in the program policy in force during the year in which the most recent chairholder was appointed.

## **III. ELIGIBLE INSTITUTIONS**

Public institutions under the management of the Louisiana State University Board of Supervisors, the Southern University Board of Supervisors, the University of Louisiana System, and the community colleges and technical community colleges within the Louisiana Community and Technical College System, as well as regionally accredited independent institutions of higher education which hold membership in the Louisiana Association of Independent Colleges and Universities are eligible to participate in the Endowed Chair Program.

## **IV. TYPES AND FUNDING OF ENDOWED CHAIRS**

Effective beginning FY 1999-2000, all campuses may apply for two kinds of endowed chairs: (1) one which combines research/scholarly and teaching/educational foci, in which the research /scholarly focus is pre-eminent; or (2) one which combines teaching/educational and research/scholarly foci, in which the teaching/educational focus is pre-eminent. Campuses are requested to place all previously funded chairs in one of these two categories.

While the minimum level of funding for an Endowed Chair will remain at \$1 million, the Board of Regents permits and encourages submissions requesting chairs of up to \$3 million at the same 40:60 ratio of Support Fund money to private donations. Campuses may choose to request \$400,000, \$800,000, or \$1,200,000 in Board of Regents Support Fund matching monies to endow chairs at the \$1 million, \$2 million, and \$3 million levels, respectively. As in the past, when the demand exceeds Support Fund money budgeted, the Board will seek supplemental funding from the Legislature for the Endowed Chair Program.

Development officers should plan and collaborate with academic administrators during donor negotiations to ensure the alignment of the donor's intent with institutional and departmental needs, thus avoiding the establishment of chairs that are overly narrow in focus or outside a particular unit's strategic focus.

**A. Consolidation of Two or More Extant Chairs**

An institution may petition the Board of Regents for permission to consolidate two or more extant chairs. The petition must document clearly the reasons for the request and must include, at a minimum, a strong rationale for the consolidation of the chairs and the written concurrence of the original donors or the donors' legal representatives. Consolidation of two or more extant chairs may exceed \$3 million.

**B. Changing Disciplines of Previously Awarded Chairs**

An institution may petition the Board of Regents for permission to change the academic discipline(s) for a particular chair. The petition must document clearly the reasons for the requested change. The documentation must contain the written concurrence of the original donor or his/her legal representative.

**V. RESTRICTED BEQUESTS: IRREVOCABLE ESTATE GIFTS**

Effective beginning FY 1999-2000, the submission of a proposal is required for a restricted bequest to be considered. Proposals submitted under the bequests program must adhere to all format and documentation requirements that apply to other Endowed Chair Program proposals, and chairs funded under this program are subject to the same post-award reporting requirements and accountability measures as other chairs. Additionally:

1. A cover letter must accompany the proposal notifying the Board of the bequest and identifying the receiving institution, department, etc., as well as the benefactor and the official name of the proposed chair;
2. The bequest program shall be limited to restricted bequests which specifically indicate that the intention of the donation of the private matching funds is to endow a chair under the Board of Regents Support Fund Endowed Chairs Program;
3. When required documentation is submitted for restricted bequests, included among that documentation must be an affidavit signed by the Executor of the Estate, stating that the bequest was made with the intention that such funds would be matched with Support Fund money to establish an endowed chair;
4. Once a request for matching funds to endow a chair has been submitted under the Restricted Bequests Program, its category of submission may not be changed to the Competitive Program; and,
5. Proposals must receive a "satisfactory" rating (i.e., a score of at least 70) by consultants in order to establish eligibility for funding. Proposals deemed ineligible in one cycle may be revised and resubmitted in a future funding cycle.

The Board of Regents shall continue to encourage private donors to contribute \$600,000 or more to fund eminent scholar chairs through various irrevocable estate planning instruments. These chairs may be funded in any academic discipline. Eligible restricted bequests with rating scores of at least 70 will be funded at the rate of two per year (or \$800,000 total in Support Fund matching monies) on a "first-come, first-served" basis. Eligible restricted bequests that are unfunded in any given fiscal year because of lack of funds shall be placed in the queue for funding in a subsequent fiscal year, again in rank order based on a "first-come, first-served" basis. Chairs awarded to institutions of higher education as the result of bequests shall not count toward the monetary limitations set forth in the following section of this policy.

**VI. LIMITATIONS PER FISCAL YEAR: PER PUBLIC CAMPUS AND THE LOUISIANA ASSOCIATION FOR INDEPENDENT COLLEGES AND UNIVERSITIES (LAICU) SYSTEM**

When requests exceed funds available, the following limitations apply relative to the amount of money that will be awarded per campus under the competitive program: (a) each public campus will be limited to \$1.2 million per fiscal year; and (b) all LAICU campuses combined will be limited to a total of \$1.2 million per fiscal year. Excluded from this total are chairs funded at the \$2 million level or above that are designed to further the State's targeted economic development and diversification

initiative. In the external evaluation process, reviewers will be instructed that requests for \$2 million chairs shall be viewed neither more nor less favorably than those for \$1 million.

Thus a single public university, or all LAICU campuses combined, with restricted bequests and the specially targeted chairs excepted, would be able to receive as much as \$1.2 million under the Competitive Program to endow either: (a) one \$2 million chair and one \$1 million chair; or (b) three \$1 million chairs. Since the LAICU campuses and each public campus must operate, respectively, as a unit, this new factor is taken into consideration when funding decisions are made by the Board. If, for example, a LAICU campus submitted a \$2 million proposed chair and that chair is recommended by the consultants, no other \$2 million chair from a LAICU campus can be considered under the Competitive Program; rather, the next highest ranked request for a \$1 million chair at a LAICU campus will be the next proposal that can be considered for funding.

## **VII. SELECTION AND EXPECTATIONS OF THE EMINENT SCHOLAR**

Universities shall, in the proposal requesting State matching funds, thoroughly delineate the expectations of and qualities sought in the person to fill the prospective chair. Additionally, the proposal must explain the environment within which the chairholder will interact. Said explanation must be sufficiently detailed to allow consultants to make informed judgments regarding critical mass, interdepartmental relationships, and other relevant matters. A plan to recruit women and minority scholars in those fields at the applicant institution in which there has been historical underrepresentation must be included.

### **A. National Search**

The proposal must make clear the plan to conduct a truly national search for the candidate. A national search must be conducted both for new chairs and for refilling chairs that have been vacated. Search committees must include at least one individual external to the campus who is a recognized expert/scholar in the general field of the prospective chair, but who is not affiliated with either the private donor or the Board of Regents. A description of the types of individuals who would serve on the search committee must be included in the proposal. A priority of the Endowed Chairs Program is to recruit new eminent scholars, rather than the retention of existing faculty. Therefore, while the holder of an endowed chair may already be an employee of the institution, such a situation should occur infrequently and only under circumstances where the current employee emerges as the selection of the national search committee. Furthermore, institutions should plan to budget other

funds strategically to retain current faculty. Combined or augmented chairs may, however, be filled by existing chairholders with Board permission.

## **B. Standards of Appointment**

Institutions will ensure that appointments are made only to those individuals who meet the following standards of national or international eminence, adapted to the type of Endowed Chair requested (see p. 2):

1. a national/international reputation as an eminent scholar and/or teacher within his/her discipline;
2. a record of prominent leadership roles on such entities as editorial boards, advisory boards, and professional associations;
3. an outstanding publication record;
4. a record of external research or recognition for innovation in teaching and development of grants and awards; and
5. an acclaimed performance and creative portfolio.

Except under unusual circumstances, chairholders, upon assuming the chair, will be full-time faculty members at their respective institutions. The Board of Regents will consider granting exceptions to this rule by special request, with explanation, either when or after the proposal is submitted.

## **C. Letter of Appointment**

At the time the appointment is made, the institution shall send a Letter of Appointment to the chairholder which underscores and emphasizes mutual commitments and expectations. The Letter will stipulate both resources available to the chairholder and the degree of control over same he/she will have to accomplish specified goals. Additionally, the Letter of Appointment will inform the chairholder of the high standards expected of the position; the attainment of these will be evaluated through periodic reviews. An institution's pattern of holding chairholders to the highest standards reflected in the Letter of Appointment shall be a pivotal factor as the Board of Regents grants awards during the competitive review for subsequent chairs.

The letter shall also make the chairholders aware of the standards of performance set forth in Section VII.D below and other responsibilities of the chairholder, including the acknowledgement of support requirement set forth in Section XIV of this policy.



A copy of the Letter of Appointment, including signatures of the chairholder, the appropriate department chair(s), and the chief executive officer of the higher educational institution, must be forwarded to the Commissioner of Higher Education no later than ninety (90) days following the appointment of the holder. Regular peer reviews of the chairholder shall be based on the Board of Regents' Standards of Performance as explicated in the Letter of Appointment.

**D. Standards of Performance**

The following standards of performance shall be expected of all chairholders, adapted to the type of endowed chair requested (see p. 2):

1. a continuing record of scholarly and creative endeavors;
2. leadership in academic units and collaborations with scholars and the private sector;
3. pursuit of activities that enhance the reputation of the university;
4. exceptional/innovative teaching, student advisement, mentoring, and leadership in curriculum development;
5. attraction of high quality students; and
6. contributions to the State's economic enhancement and to solutions for community/health/business/education problems.

**VIII. THE SOCIETY OF EMINENT SCHOLARS**

The Society of Eminent Scholars, established by the Board in May of 1998, has the potential to foster new collaborations and generate new initiatives to enrich research and instruction, and enhancement of infrastructure, as well as to encourage collaboration among scholars across university boundaries. The Society should also serve in an advisory capacity for the Board of Regents and its staff. Members of the Society who have made laudatory achievements and contributions will be recognized on a periodic basis. The Society, and particularly those members who have been identified as "laudatory," may provide counsel and assistance in the recruitment and evaluation of candidates for Eminent Scholar appointments.

**IX. ADMINISTRATIVE REQUIREMENTS FOR PARTICIPATION IN ENDOWED CHAIR PROGRAM**

Each university, as a condition of participation in the State matching funds provided herein, shall provide with its proposal the following:

1. An affidavit from the financial institution in which the institutional matching funds are held verifying that the participating institution has received and deposited institutional matching funds in the amount of \$600,000 for each \$400,000 requested in matching funds and that the funds received and deposited meet all eligibility requirements pursuant to the Endowed Chair Program Policy;
2. An assurance that the institution will provide, from sources other than the endowment, a base salary line for the proposed chair at a level commensurate with the chairholder's experience and qualifications, but at a minimum equivalent to the average full professor salary for the department or unit in which the chair will be housed.
3. An authenticated statement (notarized in the presence of two witnesses) which shall indicate that the institution will in good faith comply with the requirements of the Endowed Chair Program Policy. Such compliance statement, moreover, shall be signed by the highest administrative official or other head of the participating institution; and
4. A recommendation to the Board of Regents from the management or governing board of the participating institution stating its approval of the establishment of an endowed chair to be supported by the proceeds of the requested chair.

Each university, under the supervision and management of its management or governing board shall have the responsibility for the maintenance and investment of its endowed chairs program assets in a manner consistent with its duties as fiduciary for such funds and in accordance with the Board of Regents Endowed Chair, Endowed Professorship, and Endowed Scholarship Programs Statement of Investment Policy and Objectives. Each participating institution's endowed chair program assets shall be administered and maintained as restricted endowments.

Each participating institution shall enter into an Agreement with the Board of Regents that incorporates specific responsibilities of the participating institution regarding reporting and adherence to the rules and guidelines established by this and previous policy documents. The Agreement shall remain in effect for a specified number of years and renewed periodically. If the Institution fails to comply with the terms of this Agreement, the Deputy Commissioner for Sponsored Programs will notify the Institution in writing of the deficiencies and acceptable remedies. The Institution will have ninety (90) days from the date of the notification to correct the deficiencies or provide adequate explanations to the Commissioner of Higher Education and the Board indicating why such correction is inappropriate or unnecessary. Failure to address deficiencies in a manner

satisfactory to the Board will render the Institution ineligible to compete in the Endowed Chairs for Eminent Scholars Program until compliance is reestablished.

#### **X. ELIGIBLE MATCHING FUNDS**

Funds raised by a university from non-state sources (hereinafter referred to as "institutional matching funds") and eligible for State matching funds shall consist solely of funds derived from contributions made after July 1, 1984, and contributed and dedicated for the purposes of the Board's Endowed Chair Program. For purposes herein, the term "contributions" shall mean only such funds that are actually collected for the Board match after July 1, 1984, and verified by the respective institution in a manner deemed satisfactory to the Board of Regents.

#### **XI. APPLICATIONS OF PROCEEDS**

The sum of the State matching funds of \$400,000 or more and the institutional matching -funds of \$600,000 or more shall constitute the original principal of the institution's Endowed Chair ~~-(the "original principal")~~. Once established, the Endowed Chair shall be invested pursuant to the Louisiana Board of Regents Endowed Chair, Endowed Professorship, and Endowed Scholarship Programs Statement of Investment Policy and Objectives. In no event shall any amount of the original principal be expended, consumed, or invaded, and it shall only be used for prudent investments on behalf of the endowed chair. The Board strongly encourages that each participating institution (a) allow the use of at least one-half of the trust income of the Endowed Chair at the discretion of the chairholder to support expenses directly associated with the chairholder's scholarly work, and (b) use no more than one-half of the trust income as a supplement to the salary of the chairholder.

#### **XII. REPORTING REQUIREMENTS**

On an annual basis, each institution shall submit to the Board of Regents a single report that relates the professional accomplishments of chairholders (publications, presentations, exhibits, patents, etc.), external funding generated, the use of endowed funds, and vacancies in existing chairs, including the reasons chairs are unfilled.

On an annual basis, each institution shall report to the Board of Regents as enumerated in the Louisiana Board of Regents Endowed Chair, Endowed Professorship, and Endowed Scholarship Program Statement of Investment Policy and Objectives. The Board of Regents reserves the right,

at its discretion, to audit the books and records of account of any institution's endowment fund and any segregated account thereof.

### **XIII. PERIODIC BOARD OF REGENTS REVIEWS**

#### **A. Annual Review**

The Board of Regents will engage a single team of out-of-state consultants to review all proposals submitted for matching funds each fiscal year. Since expectations concerning chairs specially targeted to focus on economic development and diversification may vary from the goals and expectations of chairs not targeted, different rating sheets and criteria will be used for "targeted" as contrasted with "non-targeted" chairs. In the annual Plan and Budget separate budgetary amounts will be available for each of the above categories. In all cases, however, proposals will be ranked and prioritized in accordance with a merit-based peer review process. An institution's pattern of holding chairholders to the high standards reflected in the Letter of Appointment (see p. 7) shall be a pivotal factor in the granting of awards during the competitive review for subsequent chairs.

#### **B. Comprehensive Program Review**

With assistance from out-of-state experts, the Board of Regents will review the overall Endowed Chairs-Program periodically.

### **XIV. PUBLICITY AND ACKNOWLEDGEMENT**

The Board of Regents shall publicize accomplishments of the Endowed Chairs Program through the broad dissemination of brochures, newsletters, and news releases to the media and other appropriate outlets.

Institutions and chairholders shall include an acknowledgement of support from the Endowed Chairs Program as part of any professional publication. A suggested wording is: "This research was supported in whole or in part by the Louisiana Board of Regents Endowed Chairs for Eminent Scholars Program."