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**BOARD OF REGENTS**

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**AGENDA**

**SPONSORED PROGRAMS COMMITTEE**

Monday, January 12, 2015

9:40 a.m.

The Claiborne Building  
Louisiana Purchase Room 1-100  
Baton Rouge, Louisiana

- I. Call to Order
- II. Endowed Chairs for Eminent Scholars: Responses from Public Campuses Regarding FY 2014-15 Waiver of Vacancy Rate Policy
- III. Revised Endowed Chairs Policy Applicable to All Campuses
- IV. Update: Rationales for Endowed Professorship Vacancy Rates from Ineligible Campuses
- V. Combined Chair/Professorship Endowment Program, Effective FY 2016-17
- VI. Other Business
- VII. Adjournment

**Committee Members:** Roy Martin III, Chair; William Fenstermaker, Vice Chair; Maggie Brakeville; Raymond Brandt; Chris Gorman; Edward Markle; Albert Sam II

## AGENDA ITEM II

### Endowed Chairs for Eminent Scholars: Responses from Public Campuses Regarding FY 2014-15 Waiver of Vacancy Rate Policy\*

#### Staff Summary

During September 2013, in response to data showing long-term vacancy rates for Chairs and Professorships above 30% statewide, the Board of Regents approved policy revisions to render ineligible for new matches any campus whose “percentage of vacancies of greater than two years’ duration in the Endowed Professorships subprogram [or Endowed Chairs subprogram] exceeds 20%.” Vacancy rates are calculated annually to determine eligibility.

At its December 11, 2014 meeting, the Board of Regents concluded that application of this policy provision makes the following campuses ineligible to submit requests for new Endowed Chairs during FY 2014-15, due to the vacancy rates noted:

LSU Baton Rouge (34%)**	Southeastern (50%)**
LSUHSC New Orleans (55%)**	Southern-Baton Rouge (100%)
LSUHSC Shreveport (27%)**	Southern-New Orleans (50%)**
LSU Law (33%)**	UL Lafayette (52%)**
Louisiana Tech (31%)**	UNO (48%)**
Northwestern (33%)**	

In actions taken at the meeting, the Board invited the president/chancellor of each affected campus to request a waiver of the vacancy rate policy for FY 2014-15. To do so, the communication to the Commissioner of Higher Education, due January 5, 2015, was to address the following: (1) steps to achieve campus-wide, unified coordination relative to alignment of new Endowed Chair requests with institutional priorities and donor intent; (2) effective internal strategies to fill Chairs previously matched, while maintaining vacancy rates of two years or longer below 20% for the future; and (3) plans to explore with donors alternative ways to flexibly use Endowed Chair funds to achieve current institutional, college, or departmental priorities (e.g., combine for larger Chairs, convert to Endowed Professorships, or convert to Endowed Graduate Student Scholarships).

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\* Under Board policy, an RFP for the FY 2014-15 Endowed Chairs competition has been disseminated and campuses are preparing proposals due for submittal on February 2, 2015.

\*\* Responses received. The LSU Law Center indicated that no new Endowed Chairs proposal will be submitted in FY 2014-15, so a waiver is not needed.

### **Senior Staff Conclusion**

The campus responses received directly addressed the Board's directives in an appropriate manner, reflective of each campus' distinctive circumstances and needs. The presidents/chancellors are commended for the nuanced perspectives they present (see attachment).

### **Senior Staff Recommendation**

**Based on responses received, the following campuses, previously deemed ineligible, are now eligible to submit proposals in the FY 2014-15 Endowed Chairs competition: Louisiana State University and A&M College, LSU Health Sciences Center – New Orleans, LSU Health Sciences Center – Shreveport, Louisiana Tech University, Northwestern State University, Southeastern Louisiana University, Southern University at New Orleans, the University of Louisiana at Lafayette, and the University of New Orleans. During the fall 2015 assessment of eligibility for the FY 2015-16 Endowed Chairs competition, the staff will report to the Board on the progress of each campus in achieving the goals which have been set.**


# **ATTACHMENT**





**Office of the President**

To: Joseph C. Rallo  
Commissioner of Higher Education

From: F. King Alexander   
President and Chancellor, LSU

Re: Board of Regents Endowed Chairs Action

Date: January 5, 2015

At the December 11, 2014 Board of Regents meeting, it was disclosed that all of the public research institutions of higher education exceeded a two-year vacancy rate of 20% in Endowed Chairs and therefore were ineligible to compete for new matching funds in the 2014-15 cycle. The Regents expressed willingness to consider a limited exception for campuses that could exhibit concerted effort to coordinate new Endowed Chairs requests with institutional priorities and donor intent, determine strategies to reduce and maintain the two-year vacancy to less than 20%, and to explore with donors opportunities for flexible use of Endowed Chair funds to achieve strategic campus priorities. Through this memo, LSU requests consideration for an exemption this year to the eligibility restriction for matching funds.

In September, LSU submitted data through the LSU Foundation to the Board of Regents indicating that as of August 2014, 23 of our 67 matched chairs had been vacant for more than two years, resulting in a vacancy rate of 34%. As of January 2015, we will have reduced the number of chairs that have been vacant two or more years to 17, yielding a vacancy rate of 25%. Over the past 18 months, we have filled 16 endowed chair positions. Although not all of these chairs had been vacant for more than two years, this has been a strategic and focused investment to recruit and retain exceptional faculty, and demonstrates LSU's commitment to being good stewards of the funding provided by our donors and the State of Louisiana.

Of the 17 chairs that will still be vacant in January, four have ongoing searches this year and there is a high probability that all of them will be filled by August 2015. In addition, college hiring plans for 2015-16 indicate that searches to fill six endowed chairs will be initiated next fall. Of the seven remaining matched chairs, the donor of one is being consulted about splitting the endowed chair into two super professorships (which would be immediately assigned), another donor is being consulted about expanding the

discipline focus to better align with college priorities, and five chairs will remain vacant while colleges work to fill the other chairs. Using these strategies, our expectation is that as of August 2015 our two-year vacancy rate will be 19% (13 of 67 still vacant), which is in line with policy expectations. Should all six of the 2015-16 searches be successful, as of August 2016 our two-year vacancy rate will be 10% (7 of 67).

LSU has six new chairs that are eligible for competitive match by the Board of Regents by virtue of having 60% donor funding. On the basis of our aggressive approach to filling currently vacant chairs, we are requesting an exception to the policy so that we can apply for matching funds. We will do an internal prioritization to select those we will move forward, and will require a search be initiated in fall of 2015 (should matching be awarded) as a condition for being allowed to compete.

We appreciate the opportunity the Board of Regents has provided for us to request an exemption to the Endowed Chairs policy. Our commitment to aligning donor development and stewardship to our strategic priorities along with our success in filling vacant chairs over the past 18 months indicate our strong effort to adhere to the tenets of the policy. Thank you for your consideration.



January 5, 2015

To: Commissioner Joseph Rallo, PhD  
Louisiana Board of Regents

 FROM: Chancellor Larry Hollier, MD  
LSU Health Sciences Center at New Orleans

RE: Request for Limited Exemption to Compete for 2014-15 Endowed Chairs

At its meeting of December 11, 2014, the Board of Regents indicated that the LSU Health Sciences Center at New Orleans, along with almost all other public research institutions in Louisiana, would be ineligible to compete in the 2014-15 funding cycle for Endowed Chairs due to vacancy rates of more than two years exceeding 20%. However, the Regents also indicated a willingness to consider limited exemptions to this restriction upon written request and plan of action to address the individual campus vacancies in Endowed Chairs. I respectfully submit this request for an exemption on behalf of the LSU Health Sciences Center at New Orleans for your consideration.

As you know, the recruitment of highly productive faculty in the medical fields is a challenge even in a positive budgetary environment, and our difficult budgets of the past few years have made this recruiting even more difficult. Further, the cost of hiring an eminent scholar in the medical research fields now typically exceeds \$5 million, making the Endowed Chairs a necessary but not sufficient component of the financial package needed to recruit someone here. Despite these challenges, we are actively pursuing a plan to fill the vacancies and address the issues of concern identified by the Regents.

LSU Health Sciences Center at New Orleans currently has sixteen vacant chairs, producing an actual vacancy rate of 33% rather than the 55% that was reported to the Regents at the last meeting. It appears that there may have been discrepancies in the vacancy data submitted by the LSU Health Foundation last October as part of annual endowment reporting to the Regents which produced the miscount. The Foundation listed as vacant the three Chairs which LSUHSC-NO filled in April as a result of the Board of Regents waiver, as well as the two rotating Chairs (Copping Chair in Teaching Excellence and Stewart Chair in Pediatrics), resulting in five now-filled Chairs being counted as vacant and significantly skewing our vacancy rate much higher than it actually is.

Of the sixteen vacant Endowed Chairs, five currently have active searches underway, primarily for chairs of various clinical departments. We expect to fill at least four of these by August of 2016. Once those five are filled, the next seven will be addressed in accord with our institutional strategic plan and consistent with our donors' intent. Unfortunately, four of the vacant endowed chairs have not been fillable due to specific and narrow donor restrictions; we are committed to consulting with these donors (or their estates) by March 1, 2015, to assess their interest in either amending their current restrictions or exploring possible combination with other matched endowed chairs to create "super chairs" with a higher level of investment. Given the very high start-up cost associated with hiring clinical faculty, as indicated above, having such 'super chairs' available could significantly enhance the capacity of the LSUHSC-NO to address donor intent in alignment with our institutional priorities and more easily recruit and fill these pre-eminent faculty positions.

The LSU Health Sciences Center at New Orleans is committed to ensuring that the Endowed Chairs will be filled as quickly as possible while remaining consistent with both donor intent and institutional priorities and budgets, and appreciated your consideration of approval for an exemption to allow us to continue to compete for matching funds for the 2014-15 round of Endowed Chairs.

January 5, 2015

Joseph C. Rallo, PhD  
Commissioner of Higher Education  
Louisiana Board of Regents  
P.O. Box 3677  
Baton Rouge, LA 70821-3677

Re: Board of Regents Endowed Chairs Action

Dear Dr. Rallo,

At its December 11, 2014 meeting, the Board of Regents announced its decision to make all of the public research institutions of higher education having a two-year Endowed Chairs vacancy rate of greater than 20% ineligible to compete for new matching funds in the 2014-15 cycle. The Regents also provided that consideration would be given for limited exception for campuses demonstrating notable effort to coordinate new Endowed Chairs requests with institutional priorities and donor intent, determine strategies to reduce and maintain the two-year vacancy to less than 20%, and explore options with donors for more flexible utilization of Endowed Chair funds to accomplish strategic campus priorities. Through this memo, LSU Health Sciences Center at Shreveport (LSUHSC-S) requests consideration for an exemption this year to the eligibility restriction for matching funds.

In the memo generated from the December 11, 2014 Board of Regents meeting, LSUHSC-S was noted to have a 27% vacancy rate for Endowed Chairs. To reduce the number of unfilled Endowed Chairs, LSUHSC-S has adopted a number of strategies. Of the three Endowed Chairs that have been vacant for greater than 2 years, the Schumpert Medical Center Endowed Chair in Neurobiology will be awarded to a faculty member in the Department of Neurosurgery by August 2015. The search committee has determined an outstanding internal candidate who is an excellent and highly productive researcher worthy of the honor and support provided by this Endowed Chair.

Regarding the second vacant Endowed Chair, options for flexibility in assignment and application of the Ike Muslow Endowed Chair in Internal Medicine were discussed with former LSUHSC-S Vice-Chancellor and Dean, Dr. Ike Muslow. Following those conversations, it was determined that the intent of the Ike Muslow Endowed Chair will not be modified and that it will be incorporated into the seed package offered to the future Chair of the Department of Internal Medicine. The third vacant Endowed Chair, the Donald and Kathryn R. Smith Endowed Chair in Spinal Treatment, has an active, ongoing search and a high probability of being filled in the next academic year.

LSUHSC-S is grateful to the Board of Regents for its provision of the Endowed Chairs program and appreciates the opportunity to request an exemption to the Endowed Chair policy. LSUHSC-S is actively committed to working with donors to develop clear, useful, and innovative strategies that align bequeathed funds with institutional priorities to further advance LSUHSC-S as an educational and research institution.

If you should have any questions or require any additional information, please do not hesitate to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Robert Barish".

Robert. A. Barish, MD MBA  
Chancellor



## Carrie Roider

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**From:** Kerry Davidson  
**Sent:** Wednesday, January 07, 2015 7:58 AM  
**To:** Carrie Roider  
**Subject:** FW: LSU Law Center - Endowed Chairs

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**From:** Diamond, Raymond [Raymond.Diamond@law.lsu.edu]  
**Sent:** Tuesday, January 06, 2015 5:02 PM  
**To:** Kerry Davidson  
**Cc:** Soniat, Karen; Hood, Christina; Joseph, Cheney; Smith, Greg; Wendy C Simoneaux ([wendys@lsu.edu](mailto:wendys@lsu.edu))  
**Subject:** RE: LSU Law Center - Endowed Chairs

Dr. Davidson –

This is further confirmation of that the Paul M. Hebert Law Center has no plans to compete FY 2014-15 Endowed Chairs.

With that said, the Law Center is the beneficiary of three endowed chairs. The Russell B. Long Eminent Scholars Academic Chair supports the appointment of an eminent scholar in the field of comparative law, a field that has been a longtime subject of interest and emphasis at the Law Center. The incumbent is Professor Olivier Moréteau. He is the Associate Vice Chancellor for International Programs Director of the Center of Civil Law Studies, is Editor-in-Chief of the Journal of Civil Law Studies, and continues as an active scholar in the field of comparative law.

Two other chairs, however, are unfilled. The Nesser Family Distinguished Endowed Chair in Energy Law was established in 2011, and was the subject of a search that did not achieve the appointment of a candidate. A new search has been instituted this academic year, along with another for the John P. Laborde Chair in Energy Law that was established in 2013. These chairs support the work of the John P. Laborde Energy Law Center, created in August 2012 to prepare lawyers to address the full range of 21st century energy law in all of its manifestations. These include traditional oil and gas law, alternative sources of energy, the operation of energy markets, federal and state energy regulation, energy transactions, international energy ventures, energy finance and taxation, and environmental law. The Energy Law Center is intended to unite legal studies with the deep assets of the LSU main campus and the State of Louisiana itself in engineering, geology, coastal and environmental studies, economics, finance, and other related disciplines.

The Law Center is working with a search firm to identify candidates for the Nesser Family Distinguished Endowed Chair in Energy Law and the John P. Laborde Chair in Energy Law and is employing the assistance of the human resources department of LSU A&M. A search committee, with a broad array of practitioners and academics in the field of energy, Law Center faculty, Dean of LSU A&M School of the Coast and the Environment Christopher F. D'Elia, and Law Center Chancellor Jack M. Weiss. The search committee membership includes: Jonathan Hunter, Liskow & Lewis, New Orleans, Chair; Caroline Blitzer, Vinson & Elkins, New York; Christopher F. D'Elia, Dean, LSU School of the Coast and the Environment; Thomas F. Getten, W&T Offshore, Inc., Houston; Hon. J. Bennett Johnston, U.S. Senate (ret.), Washington, D.C.; Cliffe Laborde, Laborde Marine LLC, New Orleans; Patrick H. Martin, Professor Emeritus of Law, LSU Law Center; Glenn G. Morris, Gasquet Professor of Law, LSU Law Center; Robert R. Rabalais, Simpson Thacher & Bartlett, Houston; James

Rasband, Dean and Hugh W. Colton Professor of Law, Brigham Young University Law School; Robert K. Reeves, Sr., Anadarko Petroleum Corp., Houston; Kimberly L. Robinson, Jones Walker, Baton Rouge; Robert Sloan, Entergy Corporation; Jack M. Weiss, Chancellor, LSU Law Center; and J. Lanier Yeates, Gordon Arata McCollam, Houston.

Appointing a single person as the incumbent of both chairs is under active consideration, and should it be necessary, donors will be consulted on this subject.

– Ray Diamond

Raymond T. Diamond  
James Carville Alumni Professor of Law  
Jules F. & Frances L. Landry Distinguished Professor of Law and  
Vice Chancellor for Institutional Assessment and Faculty Development  
Paul M. Hebert Law Center, Louisiana State University  
One East Campus Drive Baton Rouge, Louisiana 70803-1000  
(225) 578-8846 (phone)  
(225) 252-4753 (cell)  
(225)578-5935 (fax)  
[rdiamond@law.lsu.edu](mailto:rdiamond@law.lsu.edu)

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**From:** Smith, Greg  
**Sent:** Tuesday, January 06, 2015 9:27 AM  
**To:** [kerry.davidson@regents.la.gov](mailto:kerry.davidson@regents.la.gov)  
**Cc:** Soniat, Karen; Hood, Christina; Joseph, Cheney  
**Subject:** LSU Law Center - Endowed Chairs

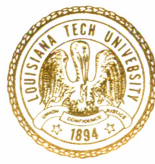
Dear Dr. Davidson,

Jill Holton asked me to confirm to you, via email, something that I had told her a few minutes ago. So I will confirm that the LSU Law Center does not currently have any new endowed chair proposals in the “pipeline”. We are, however, engaged in search activities to fill two vacant chairs.

I hope that information is helpful. If you need additional information, please let me know.

Greg Smith  
Vice Chancellor for Business and Financial Affairs





# LOUISIANA TECH UNIVERSITY

## OFFICE OF THE PRESIDENT

Dr. Joseph C. Rallo  
Commissioner of Higher Education  
Board of Regents  
1201 N. Third St., Suite 6-200  
Baton Rouge, LA 70802

### Re: Eligibility in FY 2014-15 for Endowed Chairs

Dear Dr. Rallo:

In response to Dr. Kerry Davidson's memo dated December 11, 2014, indicating that the Board of Regents will consider a limited exemption for public research campuses to compete for FY 2014-15 Endowed Chairs, I submit the following proposal outlining strategies Louisiana Tech University will take to address the current vacancies in our Endowed Chairs program.

### Current Vacancies (greater than two years- duration)

#### College of Business

John E. Barnes Eminent Scholar Chair in Finance  
Virginia S. Thompson Endowed Chair in Finance

#### College of Liberal Arts

Eunice C. Williamson Endowed Chair in Language & Literature

#### College of Applied & Natural Sciences

Elva J. Mann Eminent Scholar Chair in Human Ecology

Louisiana Tech has fourteen funded and approved Endowed Chairs, with four Chairs vacant for longer than two years. The Lucius D. McGehee Endowed Chair was approved by the Board of Regents in Spring 2014. If the McGehee Chair is included in the calculation, the Louisiana Tech vacancy rate (> 2 years) is 28.6% over 14 approved Chairs. Removing the McGehee Chair from the calculations, the Louisiana Tech vacancy rate (> 2 years) over 13 approved Chairs is 30.7%.

### Proposed Initiatives for Vacant Chairs

I have discussed the Endowed Chair program with the affected Academic Deans to identify strategies to fill vacancies that will have the most significant, immediate, and meaningful impact on Louisiana Tech's mission, particularly focused on economic development, our WISE program, and interdisciplinary initiatives. The Board's recent approval of the Lucius D. McGehee Endowed Chair in Entrepreneurship underscore's Louisiana Tech's commitment to these missions, as noted by the panel reviewers who noted that the McGehee proposal's focus on entrepreneurship allows "added depth of focus while

retaining a broad view of all business degrees. The new degree structure will also allow greater interaction with other disciplines such as engineering and enhance economic development in the region.”

We have been successful in filling our Endowed Chairs, especially in the College of Engineering and Science, and we believe that successful candidates bring stature, significance, recognition, and enhanced potential to our academic, research, and economic development enterprises. Our goal is to ensure that investments in Endowed Professorships and Chairs continue to reflect Louisiana Tech’s mission and vision to be a top public research university with an unparalleled integrated educational experience.

## 1. College of Business

The market for skilled professionals in Finance continues to be one of the most competitive in the country. Individuals with post-secondary training in Finance are in short supply, and they command excellent salaries in jobs with the potential for significant career advancement. As such, Finance is one area designated as crucial to economic development in the state of Louisiana, as is demonstrated by its inclusion in the WISE plan. Of course, this market is not only competitive at the baccalaureate level, but is also so for job candidates with advanced degrees. Private sector career opportunities are indeed strong for those with the bachelor’s, master’s, or doctorate degree in Finance. As such, ensuring an ample supply of quality Finance graduates at all levels is crucial to the state of Louisiana.

We are proposing an alternate method to recruit for the two existing vacant Endowed Chairs in Finance. We propose that the John E. Barnes Eminent Scholar Chair in Finance and the Virginia S. Thompson Endowed Chair in Finance be combined, allowing proceeds from both endowments to support a single position. Combining these two Chairs will significantly improve the feasibility of filling the positions, while fully utilizing the prestige and prominence of the awards to attract highly qualified candidates to our doctoral program, one of only two doctoral programs in the State, and a Center of Excellence at the University.

The College will seek permission from the donors to combine the two endowments for use in filling one Eminent Scholar Chair in Finance. Upon approval from the donors, the College will launch a national search to fill the Chair.

## 2. College of Liberal Arts

The English Department in the School of Language and Literature has a long, successful history of teaching and research in Technical Writing for over thirty years. The first online course taught at Louisiana Tech was developed by Dr. Dennis Minor in the early 1990s. Louisiana Tech offers an undergraduate minor in Technical Writing, a master’s level concentration in the MA in English, and a Graduate Certificate in Technical Writing and Communication.

The Dean of the College of Liberal Arts and the Dean of the College of Engineering propose to realign this Chair as a joint appointment in the two colleges. In order to foster and enhance interdisciplinary studies and activities between the colleges and link the Chair to Louisiana Tech’s Enterprise Center, the realignment of the Chair will support and operationalize participation in broad-based grant-seeking, in enhanced communication skills and training, and in membership on selected thesis and dissertation committees in both colleges.



The joint Chair position will attract a significantly larger pool of qualified applicants by accessing the academic and research strengths of both colleges, providing unique and challenging opportunities for high-level research, and increasing mentorship roles across disciplines and over to the University's economic development initiatives and collaborations.

### 3. College of Applied & Natural Sciences

The Elva J. Mann Eminent Scholar Chair in Human Ecology has been vacant since the recent retirement of one of our top dietetics researchers and faculty members in the School of Human Ecology. While the College and the School have been reviewing the possibilities of realigning the Chair in order to fill the position in a productive and consequential way, we believe that it will be most beneficial to the College and School to split the Chair into 4 or 5 Professorships for awarding to other faculty throughout the School of Human Ecology and the Health Informatics & Information Management program. This will serve to advance the research programs in those disciplines.

The actions recommended above would immediately reduce the University's Chairs that have been unfilled for greater than 2 years by two of a total of eleven which would result in a vacancy rate of 18.2%. We will continue active searches in all remaining Chairs with the intent to fill at the earliest possible date.

Louisiana Tech is also seeking to compete for FY 2014-15 Endowed Chairs matching funding for the Daniel D. and Linda D. Reneau Endowed Chair in Biomedical Engineering, a Chair that highlights an interdisciplinary program that Dr. Reneau began at Louisiana Tech over 35 years ago and which has been central to the University's national and international recognition in research and economic development.

Should the Board of Regents grant a limited exemption for Louisiana Tech University to enable us to proceed with our strategies to address vacancies in our Endowed Chair program, our vacancy rate should be reduced below the 20% benchmark required by Policy.

Louisiana Tech will continue to monitor and review our Endowed Professorship and Chair Programs to ensure that the investments in our academic, research, and economic development initiatives sustain and enhance the superior contributions made by Professorship and Chair holders to excellence at the University and beyond. We are grateful for the Board's support in this important program, and we recognize the significant benefits and successes attributable to the program daily in our students, graduates, and collaborators.

Sincerely,



Leslie K. Guice  
President

C: Dr. Kerry Davidson

## Carrie Roider

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**From:** Kerry Davidson  
**Sent:** Thursday, December 18, 2014 10:03 AM  
**To:** Carrie Roider  
**Subject:** FW: Northwestern State University Endowed Chairs and Professorships  
**Attachments:** Northwestern State University Endowed Chairs and Professorships.xlsx

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**From:** Lisa Abney [abney@nsula.edu]  
**Sent:** Thursday, December 18, 2014 9:59 AM  
**To:** Kerry Davidson  
**Cc:** Chris Maggio; Dr. Randall Webb; Jerry Pierce; Jim Henderson; Steven Horton  
**Subject:** Northwestern State University Endowed Chairs and Professorships

Dear Kerry,

Please find attached the spreadsheet from Northwestern which indicates the status of all our chairs and professorships. As you will see, the Ragus Chair is in the process of being filled; Theodore Roberts EP is the only vacant professorship we have. Please let me know if you need any additional information prior to January 5, 2015 deadline to enable us to be eligible for funding.

Best regards and Happy Holidays,  
Lisa

Lisa Abney, Ph.D.  
Provost and Vice President of Academic and Student Affairs  
Northwestern State University  
Natchitoches, LA 71497  
318.357.5361 voice



January 5, 2015

Dr. Joseph C. Rallo, Commissioner  
Louisiana Board of Regents  
P. O. Box 3677  
Baton Rouge, LA 70821-3677

Re: Board of Regents Endowed Chairs Action

Dear Dr. Rallo:

We are in receipt of the December 11, 2014, memorandum from Dr. Kerry Davidson indicating that Southeastern's percentage of vacancies of greater than two years' duration in the Endowed Chairs program exceeds 20%, thus failing to conform to Regents policy.

Southeastern has two endowed chairs, the Ford Family Endowed Chair in Regional Studies and the Edward G. Schlieder Endowed Chair in Environmental Studies. The Ford Chair is currently occupied, as it has been for many years. The Schlieder Chair has been vacant for several years.

Our institution determined a number of years ago that the mission of the university is better supported through endowed professorships than endowed chairs. Accordingly, in recent years we have emphasized and had greater success raising funds for endowments to support faculty professorships.

Likewise, when the Schlieder Chair became vacant, we began investigating the possibility of dividing the endowment to create multiple "super" professorships. As you know, several Louisiana institutions have successfully pursued this strategy, and we are confident it would be an appropriate strategy for Southeastern.

For more than a year, we have diligently pursued concurrence by the Edward G. Schlieder Educational Foundation to divide the endowment associated with the Edward G. Schlieder Endowed Chair in Environmental Studies at Southeastern in order to create multiple "super" endowed professorships.

I am pleased to report that in mid December we received word from the Executive Consultant of the Edward G. Schlieder Educational Foundation that he will place our proposal before the Foundation Board for its approval early in 2015. Once we have the Foundation's approval we will submit a request for approval by the University of Louisiana System Board of Supervisors, which in turn will generate a request for approval by the Louisiana Board of Regents.



Dr. Joseph C. Rallo

January 5, 2015

Page 2

Please let me know if any additional information is required at this time.

Sincerely,

A handwritten signature in black ink, appearing to read "John L. Crain". The signature is fluid and cursive, with a large initial "J" and "C".

John L. Crain  
President

c: Dr. Kerry Davidson,  
Deputy Commissioner for Sponsored Programs



**SOUTHERN UNIVERSITY AT NEW ORLEANS**  
**6400 Press Drive**  
**New Orleans, LA 70126-0002**  
**(504) 286-5325 or 286-5381**  
**Fax (504) 284-5400**

**Office of Academic Affairs**

Southern University at New Orleans' rationale for Endowed Chair Vacancies

Southern University at New Orleans (SUNO) currently has two (2) Endowed Chair positions available. The Millie M. Charles Endowed Chair in Human Rights and Social Justice has been filled. The following rationale and internal strategies and plans for the high vacancy rate are being provided for consideration by the Board:

The Emmett W. Bashful Endowed Chair in Leadership and Public Policy has been vacant from June 2005 through December 2014. SUNO has made concerted efforts to fill the position both internally and through announcement in the Chronicle of Higher Education between 2008 and 2014. The response rate has been poor; the only applicant, to date, was interviewed and deemed ineligible by the campus search committee. SUNO will once again announce and conduct a search in an attempt to fill the position by Spring 2015.

Should we fail to identify a suitable candidate for the chair position, we plan to explore, with the donor, the possibility of converting the endowment to an "Endowed Graduate Student Scholarship." SUNO currently has four (4) Masters Programs and is planning to start offering Doctoral Programs (in Social Work and other programs) in the future. A Graduate Student Scholarship scheme will be highly valuable in attracting graduate students to SUNO and thereby boosting overall enrollment.



January 6, 2015

*Université des Acadiens*

Dr. Kerry Davidson  
Deputy Commissioner for Sponsored Programs  
Board of Regents  
P. O. Box 3677  
Baton Rouge, LA 70821-3677

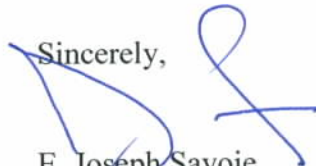
Dear Dr. Davidson:

The University of Louisiana at Lafayette is implementing several strategies to address the vacancy of the Board of Regents Endowed Chairs. Beginning in the spring of 2014, each Dean was charged with developing a hiring strategy to fill vacant faculty lines within their college through searches to be conducted during the 2014-2015 academic year. The top priority is to fill vacant endowed chairs.

As a result, ten faculty lines were identified to conduct searches for endowed chairs during the 2014-2015 academic year with anticipated start dates of August 2015. Another strategy in process is combining two chairs, one from the Picard Center for Child Development and Lifelong Learning, and one from the College of Nursing and Allied Health Professions to create a \$2,000,000 endowed single chair that supports both units and will enhance our ability to attract a new director for the Picard Center. These efforts should result in filling twelve endowed chairs.

Of the remaining six chairs, the plan is to conduct searches for four chairs during the 2015-2016 academic year for an appointment to start with the 2016-2017 academic year. Discussions are under way with two donors to redefine the criteria for the remaining two chairs to better meet the existing mission of the departments and the University.

Please let me know if there are any additional questions regarding the University's strategies for filling vacant endowed chairs.

Sincerely,  
  
E. Joseph Savoie  
President

svc

C: Dr. Joseph Rallo  
Dr. Sandra Woodley  
Dr. James Henderson  
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THE UNIVERSITY of  
**NEW ORLEANS**  
OFFICE OF THE PRESIDENT

January 5, 2015

Dr. Joseph C. Rallo  
Commissioner of Higher Education  
Board of Regents  
P.O. Box 3677  
Baton Rouge, LA 70821-3677

Re: Limited Exemption for Public Research Campus to Compete for Endowed Chairs

Dear Dr. Rallo:

The University of New Orleans (“UNO” or “University”) respectfully submits the following responses in support of its request for a limited exemption to the eligibility requirement, as set forth in Endowed Chairs Policy, Section V) for additional Endowed Chairs during FY 2014-15.

*1. Steps to achieve, campus-wide, unified coordination relative to alignment of new Endowed Chair requests with institutional priorities and donor intent.*

Goal One in the University’s recently announced strategic plan, *UNO 2020*, is to “Ensure high-quality academic programs which will prepare students for success in a globally competitive, multicultural, and changing environment.” Strategy #1 under this Goal is to “Strengthen and support current academic programs”. Three action steps under this strategy are:

1. Comprehensive planning and review process that incorporates annual reports from all academic units, institutional effectiveness plans, academic program reviews, and program accreditation reviews.
2. Realignment of budgets along with transparency in the budget process within a responsibility-centered management approach.
3. Collaboration and coordination between academic programs and the Offices of Academic Affairs and Enrollment Management, and the Registrar to improve student learning, persistence, and graduation rates.

In addition, the Office of University Advancement, in conjunction with University of New Orleans Foundation (“UNO Foundation”), has recently updated its gift policy and has regularly provided Endowed Chair Donors annual stewardship reports and ad hoc reporting as requested.

These stewardship reports contain the status of the Endowed Chair and the action steps that are to be undertaken to resolve the vacancy.

The University Advancement staff has also developed a tactical plan to achieve more effective alignment of new Endowed Chairs with institutional priorities and donor intent. The steps include:

1. Outline priorities in each College and identify Endowed Chair needs all within the framework of *UNO 2020*.
2. President will evaluate these priorities against the above stated Strategic Plan and approve or revise as needed.
3. The University Advancement staff will work with the Colleges to provide needs statements for donor visits.
4. Staff will work with Deans, Chairs and Faculty to identify potential donors to share needs and solicit funding.
5. University Advancement will communicate gifts received to fund Chairs with Dean, Chairs, Faculty, President and Provost and work to secure the appropriate paperwork and proposals for Board of Regents' match.

*2. Effective internal strategies to fill Chairs previously matched, while maintaining vacancy rates of two years or longer below 20% for the future.*

Goal Three in the strategic plan is to "Maintain a high-quality faculty and staff that support a student-centered, urban research university.

Strategy #1 under this Goal is to "Retain high-performing faculty and Staff. The four action steps under this strategy are:

1. Integrate annual faculty performance evaluation with promotion and tenure that are aligned with discipline norms and resource base.
2. Develop and implement an equity adjustment plan to address salary compression based on long term performance.
3. Institute a system of merit-based raises tied to annual faculty and staff performance evaluation.
4. Enhance recognition of outstanding faculty and staff performance in advancing UNO's mission in teaching, research, and service.

Strategy #2 under this Goal is to "Recruit high-quality, diverse faculty and staff. There are five action steps under this strategy:

1. Implement a transparent and timely budget process for hiring authorization aligned with the recruitment cycles across disciplines.
2. Enhance the recruitment of faculty and staff by providing comprehensive salary and start-up funds aligned with peer institutions.



3. Assess the current allocation of faculty and staff resources in light of academic programs enrollment trends, workforce and societal needs, quality of the academic unit, and minimum number of faculty to meet the teaching and research mission of the University.
4. Explore strategies and support spousal hiring.
5. Enhance recruitment efforts of underrepresented faculty and staff.

Strategy #3 under this Goal is to “Increase faculty and staff involvement in University-wide decision making. There are three action steps under this strategy:

1. Ensure adequate faculty and staff representation on major university policy committees.
2. Increase transparency in University decision making through open forums and town hall meetings.
3. Provide more autonomy to Colleges and Departments in the budget process and resource allocation decisions via a responsibility-centered management approach.

As discussed in more detail in #3, it will be necessary to combine certain Endowed chairs in order to provide the resources to attract the qualified candidate for certain positions. However, Strategy #1 is designed to not only attract but retain quality faculty in Endowed Chairs.

*3. Plans to explore with donors alternative ways to flexibly use Endowed Chair funds to achieve current institutional, college or departmental priorities (e.g., combine for larger Chairs, convert to Endowed Professorships, or convert to Endowed Graduate Student Scholarships).*

UNO and its University Advancement Staff, in conjunction with the University of New Orleans Foundation, has been working together to develop alternative ways to add flexibility to the Endowed Chairs. This team is currently developing plan to effectuate the following actions:

1. Audubon Institute Chair in Species Preservation and the Doris Zemurray Stone Chair in Reproductive Biology and Species Preservation: Work with respective donors to combine these two Endowed Chairs into a Super Chair.
2. Freeport-McMoRan Chair in Conservation Biology and Greater New Orleans Foundation Chair in Aquatic Research Conservation: Work with respective donors to combine these two Endowed Chairs into a Super Chair.
3. Initiate discussions at College level to review the following possible combination of Chairs into Super Chairs:
  - a. Engineering: Avondale Engineering Management Chair in Shipbuilding and Avondale Industries, Inc. Chair in Engineering and Shipbuilding.
  - b. Business: Freeport-McMoRan Chair in Human Resources Management and Freeport-McMoRan Chair in Strategic Marketing and Logistics.

4. Additional Items:

- a. Robert Nims Endowed Chair in Entertainment, Amusement & Multi-Media Industries (Super Chair): Not occupied as current endowment is below corpus.
- b. Ernest and Yvette C. Villere Chair for the Study of Neuroscience: transferred to LSU Health Sciences Center in December 2014. No longer an Endowed Chair of UNO.
- c. Whitney Bank Chair in Banking: Fully funded Chair awaiting consideration for match in FY2014-2015 if waiver granted.
- d. Partially funded chairs will be converted to professorships

Based upon the above discussion and the current holding of an unmatched Endowed Chair proposal, the University of New Orleans respectfully requests it be granted limited exception for the FY 2014-15 so it can submit its pending Endowed Chair request, for which the University of New Orleans has received full funding. Without the waiver, the University of New Orleans will be unable to submit a proposal to match these funds.

Sincerely,



Peter J. Fos, Ph.D., M.P.H.  
President

## AGENDA ITEM III

### Revised Endowed Chairs Policy Applicable to All Campuses

#### Staff Summary

The purpose of the Regents' Endowed Chairs program is to help campuses attract and retain nationally and internationally recognized eminent scholars; as researchers, educators, and intellectuals, eminent scholars are catalysts, magnets, and stars at major universities nationwide. For this reason, the Board's long-standing Endowed Chairs for Eminent Scholars policy requires that **"a national search must be conducted both for new chairs and for refilling chairs that have been vacated."**

To assure that pressures to fill vacancies do not result in lowering the high standards expected of eminent scholars, it is critical that all campuses rigorously adhere to the Board's requirement of a national search before these positions are filled. The Endowed Chairs external review panel, which annually evaluates proposals, always reaffirms the importance of this essential Board policy. Any campus request to waive this requirement, therefore, should be made formally in writing to the Commissioner and considered by the Board. No chairholder should be appointed without either a national search as required by Board policy, or a formally approved Board waiver of the policy.

#### Senior Staff Recommendation

**Effective immediately, all campuses shall provide documentation to the Commissioner of Higher Education that each Chair vacancy is being filled – whether externally or internally – following a national search. Any request for waiver of this policy shall be made in writing to the Commissioner of Higher Education, reviewed by external consultants, and formally approved by the Board of Regents prior to appointment of the chairholder. The Board reserves the right to render a campus not in compliance with this policy to be ineligible for new Endowed Chairs funds.**

## AGENDA ITEM IV

### **Update: Rationales for Endowed Professorship Vacancy Rates from Ineligible Campuses**

#### **Staff Summary**

In September 2013, the Board of Regents revised the Endowed Professorships policy to include the following provision: “If a campus’s percentage of vacancies of greater than two years’ duration in the Endowed Professorships program exceeds 20%, that campus shall not be eligible to submit proposals for additional Endowed Professorships matches during that year” (Endowed Professorships Policy, Section V.A.3).

At its December 11, 2014 meeting, the Board of Regents concluded that application of this policy provision makes the following campuses ineligible to submit requests for new Endowed Professorships during FY 2014-15, due to vacancy rates noted:

Centenary (57%)*	Nicholls (27%)*
Dillard (24%)*	Southern-Baton Rouge (38%)
Fletcher TCC (100%)*	Southern-New Orleans (40%)*
LA Delta CC (100%)*	Southern-Shreveport (86%)*

Mr. Roy Martin, Chairman, Sponsored Programs Committee, requested at the meeting that the president/chancellor of each ineligible campus provide the Board of Regents with the campus’s respective rationale(s) for these high vacancy rates. Responses to the Commissioner of Higher Education were due by January 5, 2015.

#### **Senior Staff Conclusion**

Most campuses report they are now in compliance with vacancy rate provisions, having filled Professorship slots during fall 2014; one campus (Fletcher) plans to fill its two vacancies during January. Two campuses (SUNO and Southern-Shreveport) are committed to fill vacancies as soon as possible and have begun the selection process. Only Southern University and A&M College has not yet provided the requested rationale(s).

#### **Senior Staff Recommendation**

**No action required.**

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\* Responses received.

## AGENDA ITEM V

### Combined Chair/Professorship Endowment Program, Effective FY 2016-17

#### Staff Summary

Since 1990-91, the Endowed Professorships and Endowed Chairs subprograms have operated separately in establishing permanent endowments to help recruit and retain strong faculty. In September 2014, the Board of Regents charged the staff to recommend a tiered and competitive Endowed Professorships subprogram which: (1) reflects the varying roles, scopes, and missions of campuses; and 2) elevates the corpus of the top tier to a level more closely aligned with the SREB average of \$500,000.

The Commissioner of Higher Education, Dr. Joseph Rallo, considered this direction of the Board within the context both of existing funding limitations and ongoing statewide vacancies for Chairs and Professorships. In discussions with the staff, the Commissioner suggested broadening the Endowed Professorships study to encompass development of a combined, competitive Chair/Professorship Endowment program. The unified program would have a tiered structure, to include Chairs and Professorships, that recognizes the missions, priorities, and goals of campuses, while establishing a minimum corpus for each tier at a level more competitive with peer institutions.

#### Senior Staff Recommendation

**The Senior Staff recommends that a study be undertaken during 2015 to develop a tiered, and competitive Chair/Professorship Endowment program, to be implemented during FY 2016-17, which combines the existing Endowed Chairs for Eminent Scholars and Endowed Professorships subprograms. The minimum corpus level of each tier will ensure that endowments, when combined with campus resources, are sufficient to achieve the goals of recruiting and retaining superior faculty.**

**The staff, with advice from the Planning Committee, along with campuses and systems statewide, will submit recommendations to the Board during the fall of 2015.**