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February 13, 2009

MEMORANDUM

TO: Affected System and Campus Heads

FROM: Kerry Davidson, Deputy Commissioner for Sponsored Programs
Kerry Davidson

RE: Endowed Chairs for Eminent Scholars Program Comprehensive
Evaluation: Final Report of the Review Panel

The final report of the external panel for the Endowed Chairs for Eminent Scholars review is attached and also posted on the Board's Sponsored Programs website (<http://laregents.org>). We invite and encourage comments and suggestions which should be e-mailed to me, kerry.davidson@la.gov, by Friday, March 20, 2009. The staff will consider responses to the draft in developing recommendations for submission to the Board in April.

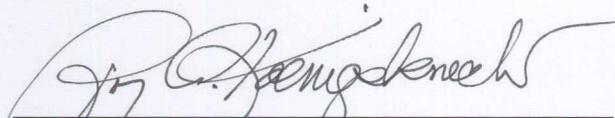
The review could not have been successfully planned or implemented without widespread and meaningful campus and system participation. We appreciate your contributions to this process and look forward to receiving responses to the final report.

cc: Affected Provosts and Vice Presidents for Academic Affairs
Affected Institutional Research Officers
Affected Chairholders
Affected Department Chairs
Commissioner of Higher Education
Members, Board of Regents

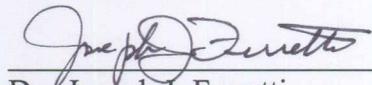
REPORT TO THE LOUISIANA BOARD OF REGENTS
REVIEW OF
THE ENDOWED CHAIRS FOR EMINENT SCHOLARS PROGRAM
BOARD OF REGENTS SUPPORT FUND

January 12-13, 2009

Prepared by:



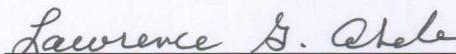
Dr. Roy A. Koenigsknecht (Chair)
University Professor
Former Dean of the Graduate School
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Dr. Joseph J. Ferretti
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University of Oklahoma
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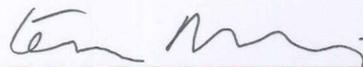
Dr. Lesley Lovett-Doust
Provost and Vice President for Academic
Affairs
Michigan Technological University



Dr. Lawrence G. Abele
Provost and Executive Vice President for
Academic Affairs
Florida State University



Dr. Patricia Greene
F. W. Olin Distinguished Chair in
Entrepreneurship
Former Provost
Babson College



Dr. Terrence Millar
Associate Dean of the Graduate School
University of Wisconsin - Madison and
Director, Wisconsin Institute of Discovery

**FY 2008-09 Comprehensive Review of the Endowed Chairs for
Eminent Scholars Program
Report of the External Review Panel**

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FY 2008-09 Comprehensive Review of the Louisiana Board of Regents Endowed Chairs for Eminent Scholars Program

I. Structure and History of the Endowed Chairs for Eminent Scholars Program

The Endowed Chairs for Eminent Scholars Program began operation during the 1986-87 academic year. For the first five years the program operated on a “first-come, first-served” basis, with a \$600,000 private contribution matched by \$400,000 from the Board of Regents Support Fund to establish a \$1 million endowment. A total of thirty (30) \$1 million chairs were funded in this manner through 1990-91. As increased donor interest resulted in requests which consistently exceeded the amount of available State matching funds and it became evident that the scholarly impact of chairs varied widely depending on their discipline and focus, the Regents acted to make the program competitive in nature.

The program grew rapidly, resulting in the establishment of fifty-eight (58) \$1 million endowments between 1991-92 and 1995-96. A partnership between the Board and the Legislature, supported by several successive gubernatorial administrations, spurred a period of even more dramatic growth over the next several years. The annual availability of significant supplemental funds allowed the establishment of sixty-three (63) new chairs between 1996-97 and 1998-99, as well as enabling the funding for the first time of chairs at the \$2 million level. Some 277 chairs, including thirty (30) at the \$2 million level, have now been funded.

To maximize potential effects of the Eminent Scholars Program the Board undertook a comprehensive review during summer and fall 1998. This review resulted in some programmatic changes which greatly strengthened the program and led to closer alignment with State and university priorities. The 2009 review builds upon and extends insights from the 1998 review.

The current comprehensive Eminent Scholars Program review closely complements efforts to target research dollars more strategically as outlined in the Board of Regents’ projected 2009 Master Plan for Higher Education. The panel’s assessment of and recommendations for the Eminent Scholars Program should, therefore, be carefully weighed in context of the developing Master Plan.

II. Charge to the Panel

The review panel was charged with evaluating the programmatic aspects of the Endowed Chairs for Eminent Scholars Program, to determine the success and continued viability of the program, and to provide recommendations to stakeholders, including the Board, institutions, administrators, and chairholders related to ongoing program operation.

III. Context and Structure of the Review

The programmatic review of the Endowed Chairs for Eminent Scholars Program reflects the Board of Regents' commitment to regular, comprehensive reviews of all Board of Regents Support Fund (BoRSF) programs and subprograms. A six-person review panel comprised of out-of-state experts was assembled to assess all aspects of the program.

The Board of Regents approved for the review a sample of Endowed Chairs awarded that included all chairs matched by the State from FY 1996-97 through FY 2002-03. A total of 126 chairs from 20 institutions were included in the sample (see Appendix A for a list of chairs and current chairholders). Board staff, in consultation with all affected universities, developed questionnaires for chairholders, department/center chairs, and chief academic officers, to measure the success of the program and identify current and potential challenges. These questionnaires were distributed and responses gathered through an online submission system and forwarded to the panel for assessment. A summary of data received is included as Appendix B.

Prior to convening in New Orleans and Baton Rouge, the panel reviewed these individual campus-based responses. Though information was presented on an individual basis, the panel focused principally on the overall programmatic implications of the data provided. These written responses provided a foundation and context for the interviews held on January 12, 2009 in New Orleans and January 13, 2009 in Baton Rouge.

Over the two-day interview period, the panel held discussion sessions with the chief academic officers/system administrators, department/center chairs, and current chairholders. Based on the traditional uses of chairs in different disciplines, chairholders and department chairs were grouped into four broad disciplinary categories: engineering, basic and applied sciences; business, law, communications and journalism; arts, education, humanities and social sciences; and medicine and allied health sciences. Appendix C provides a schedule of interview sessions and a list of attendees.

Following the interview sessions, the panel met to discuss the key points emerging from the discussions and developed an inclusive set of findings and recommendations intended to integrate the panel's assessments with the array of perspectives, concerns and models encountered during the review, and to distinguish between issues that are common to all disciplines and types of institution, and those that are discipline-specific, or dependent on the type of institution.

IV. Observations

Onsite discussions with chairholders, department chairs, chief academic officers, and other institutional representatives, as well as a careful review of written materials, yielded numerous valuable observations about program implementation, operation, and possible directions for the future. These observations form the basis for the panel's recommendations, presented in Section V of this report. Appendix D contains detailed, discipline-based summaries of the interview sessions.

A. General Observations

- The panel was highly impressed by the State of Louisiana's unique partnership with private donors and public and private universities.
- Since its foundation 22 years ago, the program has developed a substantial record of success in attracting and retaining faculty scholars of the highest caliber.
- It is clear that the State's political leaders and professional administrators recognize that education and research are critical investments for the future. The people of Louisiana are making an excellent investment in supporting this program, which continues to help foster a highly educated citizenry, and lead in the discovery and innovation necessary to support a 21st-century economy.
- Current chairholders have embraced their roles as scholar-leaders and are fully active in their universities, professional organizations, and communities while maintaining an impressive level of academic productivity.
- The panel recognizes the remarkable commitment and effort made by many chairholders and university administrators during the tragedies of Hurricanes Katrina and Rita. They and many of their colleagues remained with their institutions and have undertaken numerous additional duties to help their universities and communities survive, restabilize, recover and grow in the wake of the storms.

B. Programmatic Observations

- Chairholders, department chairs and university administrators agree that in many disciplines, particularly basic sciences, medical and allied health sciences, business, and engineering, \$1 million endowments are no longer sufficient to attract top-quality scholars. The option should be considered, therefore, to endow chairs at the level of \$2 million and higher.
- There was uncertainty regarding financial arrangements related to the chairs. Discussants cited concerns about insufficient funds for adequate startup and operating costs, below-market base salaries, and minimal or non-existent interest earnings from existing endowed chairs. While discussants recognized role of the current economic downturn in earnings reductions, many indicated that poor investment performance and inconsistent earnings have long been problems for some chairs.
- Discretionary funds available through these chairs to support research and scholarly activities are critically important to foster productivity and academic excellence. Nevertheless, it is evident that a significant portion of endowment earnings are frequently used to supplement base salaries, which are often provided at the associate professor level. It is important to consider mechanisms for discouraging the use of funds for salary support, and increasing chairholder awareness of discretionary earnings available for their use.
- The panel noted a 40% vacancy rate among chairs included in the sample as considerably higher than would normally be expected. Discussants provided several reasons for this high rate, including: the devastation of Hurricanes Katrina and Rita and resulting instability on a number of campuses; the number of faculty who left the State following the hurricanes; and the inadequacy of supplemental resources for competitive startup funds and base salaries. Some discussants emphasized the need

for additional support for faculty retention and the potential to use Eminent Scholars chairs for this purpose.

- Transparency and awareness, on both financial and programmatic matters, are major issues for the Eminent Scholars Program. Discussions revealed wide-ranging uncertainties among many stakeholders about program requirements and guidelines. In addition, numerous chairholders were unaware of financial arrangements regarding their chairs or the specific performance measures by which they are to be evaluated. The Board of Regents does not receive regular reporting on the status and performance of awarded chairs.
- A wide variety of discussants indicated a need for improved communication and clarity regarding the Eminent Scholars Program for administrators, development officers, and chairholders.
- It is apparent that chairholders have contributed significantly to the State's research capacity, as well as student and faculty mentoring, community outreach, professional service, and economic development. It is vital to build awareness of these accomplishments among national academic audiences, government officials, and the public.
- Many chairholders, department chairs and deans expressed concern about possible narrow interpretations of economic development in relation to program objectives, suggesting that failure to recognize the multiple dimensions of economic development could effectively bar some disciplines from competing successfully for chairs. Board guidelines should reflect and emphasize the reality that chairs in all disciplines are making strong contributions to Louisiana's economic development.
- Though interviews made clear that tremendous opportunities exist for synergy among individual chairholders, this potential is, as yet, largely untapped.
- The impressive number of endowed chairs established through this program demonstrates the strength of development efforts on participating campuses and the donor enthusiasm prompted by the State's 40% match. Interactions of donors with academic faculty, however, appeared to be uneven. Occasionally the lack of faculty involvement in donor negotiations has led to the establishment of chairs that are overly narrow in focus or outside a unit's strategic focus.

V. Recommendations of the Review Panel

Context for Recommendations

The Louisiana Board of Regents Endowed Chairs for Eminent Scholars Program, instituted in 1986, has proven to be a national pace-setter. Combining private and public funds, endowed chairs are available to all four-year institutions of higher education in Louisiana and allow recruitment and retention of scholars at the highest level of academic accomplishment. Through FY 2008-09, 277 endowed chairs have been funded and provide unique educational, economic and cultural enhancement opportunities for the citizens of Louisiana.

Programmatic Recommendation

Endowed Chairs, used to attract and retain preeminent national scholars, are the hallmark of an ascendant higher education system. The citizens of Louisiana should be

congratulated for establishing the Louisiana Education Quality Trust Fund, from which the BoRSF and this Eminent Scholars Program is derived. Contributions from these eminent scholars add to the prestige of Louisiana's higher education enterprise and offer important economic and cultural benefits to the State. *The panel recommends with enthusiasm that the Endowed Chairs for Eminent Scholars Program be retained and enhanced with high priority.*

Recommendations Related to Implementation, Performance, Monitoring, and Program Awareness

The recommendations below reflect insights and findings from both the 2009 and previous 1998 comprehensive reviews of the Endowed Chairs for Eminent Scholars Program.

1. Recognizing that the academic marketplace requires enhanced funding to make strategic investments in some disciplines, Board guidelines should be revised to permit the endowment of new chairs at levels up to \$3 million, while retaining the 40% State match for private-sector donations.
2. Conditional on consistency with campus priorities and appropriate arrangements with donors, Board guidelines should encourage efficient consolidation of two or more extant chairs and modifications of the disciplinary foci of previously awarded chairs. Further, the Board should allow institutions to augment, when possible, the endowments of existing chairs through additional donations. Universities should be made aware of these options and, when appropriate, actively seek to implement them with the approval of the private donor(s) and the Board of Regents. Combinations of two or more extant chairs should be permitted to exceed \$3 million.
3. To protect interest generation and ensure a consistent stream of funds to chairholders, the Board of Regents and universities should give consideration to more strategic investments of endowment funds, possibly as part of larger, diverse investment pools.
4. The priority of the Eminent Scholars Program should continue to be on recruitment of new eminent scholars, rather than retention of existing faculty, except cases in which a national search reveals a current faculty member to be the best candidate for the chair. 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.
5. The Board should strongly encourage that funds generated by endowed chairs be used to support the research and scholarly expenses of the chairholder, and limit as much as possible dedication of these funds for supplemental academic-year salary. To reduce the use of endowment funds for academic-year salary, the Board should require that the base salary line for each chair be provided from sources other than the endowment and 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 is housed.

6. Greater transparency is needed regarding the relationships between universities and chairholders. To ensure financial transparency, the university should clearly indicate in writing supporting commitments made for the chair, including the level of the required funded faculty line, level of startup costs, and the anticipated chairholder use of revenue from the endowment. A copy of these commitments should be furnished to the chairholder and available to the Board upon request. In addition, acknowledging that chairholder responsibilities and expectations are often different from other faculty, universities should establish and inform chairholders of evaluation criteria in addition to those established for all faculty on which individual performance is to be measured and academic, research and service contributions appropriately recognized.

7. To keep the Board of Regents and donors informed on a timely basis, the Board should require a single annual report from each participating university related to the professional accomplishments of chairholders (publications, presentations, exhibits, patents, etc.), external funding generated, use of endowed funds for salary support, and vacancies in existing chairs, including the reasons chairs are unfilled. The required annual reports should be brief, but sufficient to monitor compliance with Board policies and procedures.

8. Board of Regents staff, working with all stakeholders, should establish an active website with managed content for a variety of audiences, including chairholders, administrators, the Board, legislators, and the public. Additional panel recommendations for the content and format of this site are included as Appendix E.

9. Subsequent to and evolving from the successful implementation of the Eminent Scholars website, the Board of Regents should sponsor the development of a statewide Society of Eminent Scholars to promote synergies among chairholders, encourage chairholder participation in statewide strategic planning, and publicize individual and programmatic successes. Individual universities with sizable numbers of chairs should form similar internal groups and engage chairholders as much as possible in institutional planning and assessment. In addition, the Board of Regents should encourage the Society to provide advice, as appropriate, related to statewide and national research and development opportunities and possibilities for interdisciplinary and inter-institutional collaboration.

The panel notes with special interest efforts promoted by the Board of Regents' developing Master Plan to encourage campuses and the State to invest more strategically in research. Insights from chairholders should be invaluable at both campus and state levels in helping to arrive at these strategic judgments.

10. To increase national and international awareness of the program, the Board should require that chairholders include an acknowledgement of the program's support as part of any professional publication (e.g., "This research was supported by the Louisiana Board of Regents Endowed Chairs for Eminent Scholars Program, www.esp.laregents.org").

11. To ensure better communication with donors and the utility of the chairs, development officers should be well informed of the opportunities and challenges of chairs in respective academic departments and units. As appropriate, development officers should collaborate with academic administrators in donor cultivation, to align wishes of donors with institutional, departmental and possibly State needs and priorities.

12. For the purposes of this program, the Board of Regents should clarify the rubric related to economic development to recognize the important contributions emanating from chairholders in all academic disciplines.

VI. ACKNOWLEDGEMENTS

The members of the panel wish to acknowledge the careful coordination and support provided for the review process by Dr. Kerry Davidson, Deputy Commissioner for Sponsored Programs, Mr. John Wallin, Associate Commissioner for Sponsored Programs Administration, and the assistance and support provided by members of their staff. The representatives of the participating institutions should be complimented for their complete responsiveness and genuine openness during the sessions with the panel.

We also thank both the LSU Health Sciences Center in New Orleans and the Pennington Biomedical Research Center in Baton Rouge for hosting interview sessions and panel meetings on January 12-13, 2009. In particular, Dr. Joseph Moerschbaeher at LSUHSC and Dr. Claude Bouchard at Pennington, and several members of their staff, provided essential support in making the atmosphere productive and comfortable for the numerous participants. Also, Mr. Donald Vandal, Deputy Commissioner for Finance and Administration, met with a member of the panel to discuss the Board of Regents' investment policies for the Eminent Scholars Program.

Lastly, the Chairman of the panel feels that the review was further strengthened by a meeting with Dr. Sally Clausen, Commissioner of Higher Education, that took place after the conclusion of the interviews with campus officials.

Appendix A

Endowed Chairs for Eminent Scholars Chairs Established 1996/97 – 2002/03

Institution	Chair Name	Current Chairholder
Centenary	The Mary Amelia Douglas-Whited Chair in Neurobiology	Beth Leuck
Centenary	R. Z. Biedenharn Eminent Scholar Chair in Communication	Greg VanHoosier-Carey
Centenary	Albert Sklar Eminent Scholars Chair in Chemistry	Ernest Blakeney
Centenary	Bill and Sarah James Eminent Scholars Chair in Psychology	David Stafford
Dillard	Rosamary Eminent Scholars Chair in Humanities and Fine Art	Not currently filled
Dillard	Revius O. Ortique, Jr. Eminent Scholar Chair in Political Science	Not currently filled
LSU-BR	Hearne Research Chair in Theoretical Physics #1, Basic Sciences	Jorge Pullin
LSU-BR	Hearne Research Chair in Theoretical Physics #2, Basic Sciences	Jonathan Dowling
LSU-BR	Dow Chemical Endowed Chair in Rotating Machinery	Michael Khonsari
LSU-BR	E. J. Ourso Professor and Dean Endowed Chair, E. J. Ourso College of Business Administration (superchair)	Eli Jones
LSU-BR	Manship Chair in Journalism, Manship School of Mass Communication	Robert Mann
LSU-BR	Kevin P. Reilly, Sr., Endowed Chair in Political Communication, Manship School of Mass Communication	Regina Lawrence
LSU-BR	William H. Wright, Jr. Endowed Chair for Financial Services, Business Administration	Don Chance
LSU-BR	Cherrie H. Flores Endowed Chair of MBA Studies, E. J. Ourso College of Business Administration	Not currently filled
LSU-BR	Robert S. Greer, Sr. Alumni Endowed Chair of Business Administration	Not currently filled
LSU-BR	Ourso Distinguished Chair in Accounting	Agnes Cheng
LSU-BR	Nadine Carter Russell Endowed Chair College of Design	Not currently filled
LSU-BR	Ourso Distinguished Professorship in Information Systems	Helmut Schneider
LSU-BR	Ourso Family Distinguished Professor and Director of the Center for Virtual Organization and Commerce (superchair)	Rudolph Hirschheim
LSU-BR	James C. Flores Endowed Chair of MBA Studies	Not currently filled
LSU-BR	Gordon A. and Mary Cain Chair #1 in Advanced Materials	Jose Romagnoli
LSU-BR	Charles Phelps Manship Chair in History	Andrew Burstein
LSU-BR	William W. Rucks, IV Endowed Chair and Professor of Management	Jean McGuire
LSU-BR	Ourso Distinguished Chair in Marketing	Alvin C. Burns
LSU-BR	Ocean Energy Chair in Petroleum Engineering	Not currently filled
LSU-BR	Gordon A. and Mary Cain Chair in Chemical Engineering	Not currently filled
LSU-BR	Lemuel Heidel Brown Endowed Chair	Not currently filled
LSU-BR	Gordon A. Cain Chair in the Center for Scientific, Technological, Engineering, and Mathematical Literacy	Not currently filled
LSU-BR	The Chair of the Gordon A. Cain Center in Scientific, Technological, Engineering & Math Literacy #2	Not currently filled
LSU-BR	Distinguished Chair in Finance in the E. J. Ourso College of Business Administration	Gary Sanger
LSU-S	The Ruth Herring Noel Endowed Chair for the Curatorship of the James Smith Noel Collection @ LSU-S	Robert C. Leitz
LSUHSC-NO	Abe Mickal, M.D. Endowed Chair in Obstetrics and Gynecology	Tom Nolan
LSUHSC-NO	Prince Abdulaziz Bin Ahmad Abdulasis Al-Saud Endowed Chair for the Study of Retinal Disease	Not currently filled
LSUHSC-NO	Carl Baldrige Endowed Chair in Dentistry	Paul Fidel
LSUHSC-NO	Carl Baldrige Endowed Chair in Neuroscience	Not currently filled
LSUHSC-NO	G. Dean MacEwen Endowed Chair in Orthopedics	Not currently filled
LSUHSC-NO	Jack and Perry Strong Endowed Chair in Pathology	Not currently filled

LSUHSC-NO	Edgar Hull, M.D. Endowed Chair in Medicine	Charles Sanders
LSUHSC-NO	Lloyd J. Rockhold Chair for Studies in the Prevention of Developmental Disabilities	Not currently filled
LSUHSC-NO	Kathleen and John Bricker Endowed Chair of Psychiatry	Howard J. Osofsky
LSUHSC-NO	Ernest N. Morial Asthma, Allergy Respirator Disease Center Endowed Chair	Not currently filled
LSUHSC-NO	Elaine A Dore' Chair in Orthopedics	Not currently filled
LSUHSC-NO	George D. Lyons, Jr. M.D. 1954 Chair in Otolaryngology, Head & Neck Injury	Daniel Nuss
LSUHSC-NO	Jim Finks Chair for Health Promotion	Leonard Jack, Jr.
LSUHSC-NO	Kenneth A. Ardoin/Pfizer Foundation Superchair Basic Cardiovascular (superchair)	Not currently filled
LSUHSC-NO	Herbert E. Kaufmann, M.D. Chair of Ophthalmology	Donald Bergsma
LSUHSC-NO	The William H. Gauthier Chair of Cancer Research	Elizabeth Fontham
LSUHSC-NO	Paul J. Ramsay Endowed Chair of Psychiatry	Not currently filled
LSUHSC-NO	T. G. & Doris Solomon Family Endowed Chair for the Study of Crohn's Disease & Related Disorders	Not currently filled
LSUHSC-S	Jack W. Gamble Endowed Chair in Oral and Maxillofacial Surgery	Ghali E. Ghali
LSUHSC-S	Malcolm W. Feist Chair in Medicine	Not currently filled
LSUHSC-S	Carroll Feist Chair for the Study of Cancer at the LSU Health Sciences Center - Shreveport (superchair)	Jonathan Glass
LSUHSC-S	E. Earle Dilworth Chair in Obstetrics and Gynecology (Bequest)	Lynn Groome
Pennington	George A. Bray, Jr. Super Chair in Nutrition (superchair)	Claude Bouchard
Pennington	Douglas L. Gordon Chair in Diabetes and Metabolism	Eric Ravussin
Pennington	Louisiana Public Facilities Authority in Nutrition	Peter Katzmarzyk
LA Tech	George Edward Pankey Eminent Scholar Chair in English	Donald P. Kaczvinsky
LA Tech	The Mike McCallister Eminent Scholar Chair in Computer Information Systems and Analysis	James F. Courtney
Loyola	The Conrad N. Hilton Chair in Music Industry Studies	John Snyder
Loyola	Harold E. Wirth Eminent Scholar Chair in Economics (Bequest)	Walter Block
Loyola	Hilton/Baldrige Chair in Music Industry Studies	Jerry Goolsby
Loyola	The Reverend John H. Mullahy, S.J., Eminent Scholar Chair in Environmental Biology	Paul W. Barnes
Loyola	Gerald N. Gaston Eminent Scholar Chair in International Business	Not currently filled
Loyola	The Wendell H. Gauthier - Michael X. St. Martin Eminent Scholar Chair in Environmental Law	Robert Verchick
McNeese	Juliet Hardtner Women in Science Endowed Chair	Not currently filled
McNeese	Juliet Hardtner Women in Arts and Humanities Endowed Chair	Not currently filled
Nicholls	NSU Belle and Leonard Toups Endowed Chair in English	Not currently filled
Nicholls	NSU Bollinger Family Endowed Chair in Business Administration	Not currently filled
Nicholls	NSF Terrebonne General Medical Center Endowed Chair for Nursing and Allied Health Sciences	Not currently filled
Nicholls	John A. Brady, Sr. Endowed Chair in Computer Science	Not currently filled
Nicholls	Otto Candies Endowed Chair in Business Information Systems	Neset Hikmet
Nicholls	Arlen B. Cenac, Jr. Endowed Chair in Accounting Information Systems	Not currently filled
Northwestern	The Erbon and Marie Wise Endowed Chair in Journalism (inverse ratio)	Raymond D. Strother
Southeastern	Edward G. Schlieder Foundation Endowed Chair	Paul Keddy (on indefinite leave)
Southeastern	The Leon Ford Family Endowed Chair in Regional Studies	Samuel C. Hyde, Jr.
Southern-BR	James A. Joseph/United Companies Financial Corp. Chair in Small and Minority Business Enterprise in the College of Business Administration	Richard McCline
Tulane	Earl P. and Ethel B. Koener Chair in Strategy and Entrepreneurship	Albert A. Cannella, Jr.
Tulane	The Yahoo! Foundation Chair in Engineering	Ulrike Diebold
Tulane	Catherine and Hunter Pierson Chair in Neuroscience 99-00	Jeffrey G. Tasker
Tulane	Catherine and Hunter Pierson Chair in Neuroscience 00-01	Jeffrey G. Tasker
Tulane	The Jayne Ritchey Cohen Chair of Business Administration (superchair)	C. Jevons Lee
Tulane	Albert Harry Cohen Chair of Business Administration	Angelo S. DeNisi
Tulane	The Sizeler Family Chair in Judaic Studies	Brian Horowitz

Tulane	The John L. and Mary Wright Ebaugh Chair in Mechanical Engineering	Ken Muneoka
TUHSC	Aaron Family Chair in Gene Therapy and Human Genetics	Not currently filled
TUHSC	Skip Kaufman Chair in Pediatric Pulmonology	Robert Hopkins
TUHSC	Edmond and Lily Safra Chair for Breast Cancer Research	Steven Hill
TUHSC	Constance S. Kaufman Chair in Pediatric Pulmonary Research	Not currently filled
TUHSC	Charles B. Wilson Chair in Neurosurgery	Not currently filled
TUHSC	The Edward G. Schlieder Education Foundation Chair in Pediatric Cardiology	Not currently filled
TUHSC	Joe W. and Dorothy Dorsett Brown Foundation Chair in Molecular Cancer Pharmacology (superchair)	Not currently filled
TUHSC	Conrad G. Collins Chair in Gynecologic Surgery	Not currently filled
TUHSC	John W. Deming, M.D. Regents Chair in Aging	S. Michal Jazwinski
TUHSC	Joseph B. Chasten, M.D. Chair in Dermatology	Erin Boh
TUHSC	Aaron Family Chair in Gene Therapy	Not currently filled
ULL	G. Frank Purvis, Jr. Endowed Chair in Insurance and Risk Management	William Ferguson
ULL	The Stuller Family Board of Regents Eminent Scholar Endowed Chair in Metallurgy	Devesh Misra
ULL	Dwight W. Andrus, Jr. Board of Regents Eminent Scholar Endowed Chair in Finance	Not currently filled
ULL	Dr. J. Robert Rivert/BORSF Eminent Scholar Endowed Chair in Health Informatics	Phillip Caillouet
ULL	Dr. Ray Authement/BORSF Eminent Scholar Endowed Chair in Computational Mathematics	Azmy Ackleh
ULL	Lafayette General Medical Center - Our Lady of Lourdes Regional Medical Center BORSF Endowed Chair in Nursing	Not currently filled
ULL	Frem F. Boustany, Sr. BORSF Eminent Scholar Endowed Chair in Business Administration	Not currently filled
ULL	The Jeanne Brauns-Oudenhoven and Board of Regents Support Fund Endowed Chair in Entrepreneurship	Not currently filled
ULL	Judge Kaliste J. Saloom, Jr. BORSF Eminent Scholar Endowed Chair in Political Science	Not currently filled
ULL	The W. Hansen Hall & Mary Officer Hall BORSF Eminent Scholar Endowed Chair in Computer Engineering (Bequest)	Not currently filled
ULL	The W. Hansen Hall & Mary Officer Hall BORSF Eminent Scholar Endowed Chair in Telecommunications (Bequest)	Renuka P. Jindal
ULL	The W. Hansen Hall & Mary Officer Hall BORSF Eminent Scholar Endowed Super Chair in Telecommunications (Bequest) (superchair)	Carolina Cruz-Niera
ULL	Acadian Ambulance Service BORSF Eminent Scholar Endowed Chair in Telehealth	Not currently filled
ULM	Tom and Mayme Scott Chair in Clinical Pharmacy	Roy Parish
ULM	Mary E. and Darrell L. Calhoun Endowed Chair in Pharmacology	Girish Shah
ULM	Emmy-Lou Biedenharn Endowed Chair in Music	Huei-En Hsu
UNO	Freeport-McMoran Chair in Conservation Biology	Not currently filled
UNO	Virginia Kock/Audubon Institute Chair in Species Preservation	Betsy Dresser
UNO	Doris Zemurray Stone Chair in Reproductive Biology and Species Preservation	Not currently filled
UNO	Freeport-McMoran Chair in Human Resources Management	Not currently filled
UNO	Freeport-McMoran Chair in Strategic Marketing and Logistics	Not currently filled
UNO	Greater New Orleans Foundation Chair in Aquatic Research Conservation	Not currently filled
UNO	Herman and Ethel Midlo Endowed Chair in New Orleans Studies	Arnold Hirsch
UNO	Jerome L. Goldman Endowed Chair in Naval Architecture and Marine Engineering	William Vorus
UNO	Avondale Industries Inc. Chair in Engineering and Shipbuilding	Not currently filled
UNO	Avondale Engineering Management Chair in Shipbuilding	Not currently filled
UNO	The James R. Moffett Chair in World Resource	Tarun Mukherjee
UNO	Robert Nims Endowed Chair in Entertainment, Amusement, and Multi-Media Industries	Not currently filled
UNO	Marshall Plan Anniversary Chair in Austrian Studies	Elisabeth Springler
Xavier	The Rosa and Charles Keller, Jr. Chair in the Arts and Humanities	Michael White
Xavier	Conrad N. Hilton Endowed Chair in Computer Science	Not currently filled

Appendix B

Endowed Chairs for Eminent Scholars 2008-09 Programmatic Review Data Submission Summary

i. Summary of Written Materials Submitted

	Number Solicited	Number Submitted
Chief Academic Officer Questionnaires	20	18
Department Chair Questionnaires	126	120
Chairholder Questionnaires	71	68

ii. Chief Academic Officer Responses

Institution	Chief Academic Officer Report Status
Centenary College of Louisiana	Submitted
Dillard University	Submitted
LSU-Baton Rouge	Submitted
LSU-Shreveport	Submitted
LSU Health Sciences Center – New Orleans	Submitted
LSU Health Sciences Center – Shreveport	Submitted
Louisiana Tech University	Submitted
Loyola University New Orleans	Submitted
McNeese State University	Submitted
Nicholls State University	Submitted
Northwestern State University	Submitted
Pennington Biomedical Research Center	Submitted
Southeastern Louisiana University	Submitted
Southern University – Baton Rouge	Submitted
Tulane University	Submitted
Tulane University Health Sciences Center	Submitted
University of Louisiana at Lafayette	Submitted
University of Louisiana at Monroe	Not Submitted
University of New Orleans	Submitted
Xavier University of Louisiana	Not Submitted

iii. Chairholder and Department Chair Responses

Institution	Endowed Chair Name	Chairholder	Chairholder Report Status	Dept Chair	Dept Chair Report Status
Centenary	The Mary Amelia Douglas-Whited Chair in Neurobiology	Beth Leuck	Submitted	Ed Leuck	Submitted
Centenary	R. Z. Biedenharn Eminent Scholar Chair in Communication	Greg VanHoosier-Carey	Submitted	Lisa Nicoletti	Submitted
Centenary	Albert Sklar Eminent Scholars Chair in Chemistry	Ernest Blakeney	Submitted	Thomas Ticich	Submitted
Centenary	Bill and Sarah James Eminent Scholars Chair in Psychology	David Stafford	Submitted	David Stafford	Submitted
Dillard	Rosamary Eminent Scholars Chair in Humanities and Fine Art	Not currently filled	Not Required	Danille Taylor	Submitted
Dillard	Revius O. Ortique, Jr. Eminent Scholar Chair in Political Science	Not currently filled	Not Required	Marshall Stevenson	Submitted
LSU-BR	Hearne Research Chair in Theoretical Physics #1, Basic Sciences	Jorge Pullin	Submitted	Michael Cherry	Submitted
LSU-BR	Hearne Research Chair in Theoretical Physics #2, Basic Sciences	Jonathan Dowling	Submitted	Michael Cherry	Submitted
LSU-BR	Dow Chemical Endowed Chair in Rotating Machinery	Michael Khonsari	Submitted	Dimitris Nikitopoulos	Submitted
LSU-BR	E. J. Ourso Professor and Dean Endowed Chair, E. J. Ourso College of Business Administration (superchair)	Eli Jones	Submitted	Al Burns	Submitted
LSU-BR	Manship Chair in Journalism, Manship School of Mass Communication	Robert Mann	Submitted	John Hamilton	Submitted

LSU-BR	Kevin P. Reilly, Sr., Endowed Chair in Political Communication, Manship School of Mass Communication	Regina Lawrence	Submitted	James Stoner	Submitted
LSU-BR	William H. Wright, Jr. Endowed Chair for Financial Services, Business Administration	Don Chance	Submitted	Carlos Slawson	Submitted
LSU-BR	Cherrie H. Flores Endowed Chair of MBA Studies, E. J. Ourso College of Business Administration	Not currently filled	Submitted	Carlos Slawson	Submitted
LSU-BR	Robert S. Greer, Sr. Alumni Endowed Chair of Business Administration	Not currently filled	Submitted	David Crary	Submitted
LSU-BR	Ourso Distinguished Chair in Accounting	Agnes Cheng	Submitted	Sam Tiras	Submitted
LSU-BR	Nadine Carter Russell Endowed Chair College of Design	Not currently filled	Submitted	David Cronrath	Submitted
LSU-BR	Ourso Distinguished Professorship in Information Systems	Helmut Schneider	Submitted	Helmut Schneider	Submitted
LSU-BR	Ourso Family Distinguished Professor and Director of the Center for Virtual Organization and Commerce (superchair)	Rudolph Hirschheim	Submitted	Helmut Schneider	Submitted
LSU-BR	James C. Flores Endowed Chair of MBA Studies	Not currently filled	Submitted	David Crary	Submitted
LSU-BR	Gordon A. and Mary Cain Chair #1 in Advanced Materials	Jose Romagnoli	Submitted	Kalliat Valsaraj	Submitted
LSU-BR	Charles Phelps Manship Chair in History	Andrew Burstein	Submitted	Gaines Foster	Submitted

LSU-BR	William W. Rucks, IV Endowed Chair and Professor of Management	Jean McGuire	Submitted	Timothy Chandler	Submitted
LSU-BR	Ourso Distinguished Chair in Marketing	Alvin C. Burns	Submitted	Alvin C. Burns	Submitted
LSU-BR	Ocean Energy Chair in Petroleum Engineering	Not currently filled	Submitted	Stephen Sears	Submitted
LSU-BR	Gordon A. and Mary Cain Chair in Chemical Engineering	Not currently filled	Submitted	Kalliat Valsaraj	Submitted
LSU-BR	Lemuel Heidel Brown Endowed Chair	Not currently filled	Submitted	John Hamilton	Submitted
LSU-BR	Gordon A. Cain Chair in the Center for Scientific, Technological, Engineering, and Mathematical Literacy	Not currently filled	Submitted	Frank Neubrandner	Submitted
LSU-BR	The Chair of the Gordon A. Cain Center in Scientific, Technological, Engineering & Math Literacy #2	Not currently filled	Submitted	Frank Neubrandner	Submitted
LSU-BR	Distinguished Chair in Finance in the E. J. Ourso College of Business Administration	Gary Sanger	Submitted	Carlos Slawson	Submitted
LSU-S	The Ruth Herring Noel Endowed Chair for the Curatorship of the James Smith Noel Collection @ LSU-S	Robert C. Leitz	Submitted	Alan Gabehart	Submitted
LSUHSC-NO	Abe Mickal, M.D. Endowed Chair in Obstetrics and Gynecology	Tom Nolan	Submitted	Tom Nolan	Submitted
LSUHSC-NO	Prince Abdulaziz Bin Ahmad Abdulasis Al- Saud Endowed Chair	Not currently filled	Submitted	Donald R. Bergsma	Submitted

	for the Study of Retinal Disease				
LSUHSC-NO	Carl Baldrige Endowed Chair in Dentistry	Paul Fidel	Submitted	Paul Fidel	Submitted
LSUHSC-NO	Carl Baldrige Endowed Chair in Neuroscience	Not currently filled	Submitted	John D. England	Submitted
LSUHSC-NO	G. Dean MacEwen Endowed Chair in Orthopedics	Not currently filled	Submitted	Andy King	Submitted
LSUHSC-NO	Jack and Perry Strong Endowed Chair in Pathology	Not currently filled	Submitted	Jack P. Strong	Submitted
LSUHSC-NO	Edgar Hull, M.D. Endowed Chair in Medicine	Charles Sanders	Submitted	Charles Sanders	Submitted
LSUHSC-NO	Lloyd J. Rockhold Chair for Studies in the Prevention of Developmental Disabilities	Not currently filled	Submitted	Howard J. Osofsky	Submitted
LSUHSC-NO	Kathleen and John Bricker Endowed Chair of Psychiatry	Howard J. Osofsky	Submitted	Howard J. Osofsky	Submitted
LSUHSC-NO	Ernest N. Morial Asthma, Allergy Respirator Disease Center Endowed Chair	Not currently filled	Submitted	Charles V. Sanders	Submitted
LSUHSC-NO	Elaine A Dore' Chair in Orthopedics	Not currently filled	Submitted	Andy King	Submitted
LSUHSC-NO	George D. Lyons, Jr. M.D. 1954 Chair in Otolaryngology, Head & Neck Injury	Daniel Nuss	Submitted	Daniel Nuss	Submitted
LSUHSC-NO	Jim Finks Chair for Health Promotion	Leonard Jack Jr.	Submitted	Sarah Moody-Thomas	Submitted
LSUHSC-NO	Kenneth A. Ardoin/Pfizer Foundation Superchair Basic Cardiovascular	Not currently filled	Submitted	Patricia Molina	Submitted

	(superchair)				
LSUHSC-NO	Herbert E. Kaufmann, M.D. Chair of Ophthalmology	Donald Bergsma	Submitted	Donald R. Bergsma	Submitted
LSUHSC-NO	The William H. Gauthier Chair of Cancer Research	Elizabeth Fontham	Submitted	Elizabeth Fontham	Submitted
LSUHSC-NO	Paul J. Ramsay Endowed Chair of Psychiatry	Not currently filled	Submitted	Howard J. Osofsky	Submitted
LSUHSC-NO	T. G. & Doris Solomon Family Endowed Chair for the Study of Crohn's Disease & Related Disorders	Not currently filled	Submitted	Ricardo U. Sorensen	Submitted
LSUHSC-S	Jack W. Gamble Endowed Chair in Oral and Maxillofacial Surgery	Ghali E. Ghali	Submitted	Ghali E. Ghali	Submitted
LSUHSC-S	Malcolm W. Feist Chair in Medicine	Not currently filled	Submitted	John C. McDonald	Submitted
LSUHSC-S	Carroll Feist Chair for the Study of Cancer at the LSU Health Sciences Center - Shreveport (superchair)	Jonathan Glass	Submitted	Daniel E. Banks	Submitted
LSUHSC-S	E. Earle Dilworth Chair in Obstetrics and Gynecology (Bequest)	Lynn Groome	Submitted	Lynn Groome	Submitted
LSU- Pennington	George A. Bray, Jr. Super Chair in Nutrition (superchair)	Claude Bouchard	Submitted	Carolyn Hargrave	Submitted
LSU- Pennington	Douglas L. Gordon Chair in Diabetes and Metabolism	Eric Ravussin	Submitted	Donna Ryan	Submitted
LSU- Pennington	Louisiana Public Facilities Authority in Nutrition	Peter Katzmarzyk	Submitted	Claude Bouchard	Submitted
LaTECH	George Edward Pankey Eminent Scholar Chair in English	Donald P. Kaczvinsky	Submitted	Donald P. Kaczvinsky	Submitted
LaTECH	The Mike McCallister	James F.	Submitted	Mark Kroll	Submitted

	Eminent Scholar Chair in Computer Information Systems and Analysis	Courtney			
Loyola	The Conrad N. Hilton Chair in Music Industry Studies	John Snyder	Submitted	Anthony Decuir	Submitted
Loyola	Harold E. Wirth Eminent Scholar Chair in Economics (Bequest)	Walter Block	Submitted	William Locander	Submitted
Loyola	Hilton/Baldrige Chair in Music Industry Studies	Jerry Goolsby	Submitted	William Locander	Submitted
Loyola	The Reverend John H. Mullahy, S.J., Eminent Scholar Chair in Environmental Biology	Paul W. Barnes	Submitted	Craig S. Hood	Submitted
Loyola	Gerald N. Gaston Eminent Scholar Chair in International Business	Not currently filled	Submitted	William Locander	Submitted
Loyola	The Wendell H. Gauthier - Michael X. St. Martin Eminent Scholar Chair in Environmental Law	Robert Verchick	Submitted	Brian Bromberger	Submitted
McNeese	Juliet Hardtner Women in Science Endowed Chair	Not currently filled	Not Required	Jonathan Sullivan	Submitted
McNeese	Juliet Hardtner Women in Arts and Humanities Endowed Chair	Not currently filled	Not Required	Philippe Gerard	Submitted
Nicholls	NSU Belle and Leonard Toups Endowed Chair in English	Ellen Barker (appointed after data requested)	Not Required	David Middleton	Submitted
Nicholls	NSU Bollinger Family Endowed Chair in Business Administration	Not currently filled	Not Required	Ken Chadwick	Submitted
Nicholls	NSF Terrebonne General Medical Center Endowed Chair for	Not currently filled	Not Required	Rebecca Lyons	Submitted

	Nursing and Allied Health Sciences				
Nicholls	John A. Brady, Sr. Endowed Chair in Computer Science	Not currently filled	Not Required	Scott Beslin	Not Submitted
Nicholls	Otto Candies Endowed Chair in Business Information Systems	Neset Hikmet (appointed after data requested)	Not Required	Michael Chiasson	Not Submitted
Nicholls	Arlen B. Cenac, Jr. Endowed Chair in Accounting Information Systems	Shawn Mauldin (appointed after data requested)	Not Required	Michael Chiasson	Not Submitted
NSU	The Erbon and Marie Wise Endowed Chair in Journalism (inverse ratio)	Raymond D. Strother	Submitted	Paula F. Furr	Submitted
SLU	Edward G. Schlieder Foundation Endowed Chair	Paul Keddy (on indefinite leave)	Submitted	David Sever	Submitted
SLU	The Leon Ford Family Endowed Chair in Regional Studies	Samuel C. Hyde, Jr.	Submitted	Bryan Depoy	Submitted
SUBR	James A. Joseph/United Companies Financial Corp. Chair in Small and Minority Business Enterprise in the College of Business Administration	Richard McCline	Submitted	George Neely	Submitted
Tulane	Earl P. and Ethel B. Koener Chair in Strategy and Entrepreneurship	Albert A. Cannella, Jr.	Submitted	Angelo S. DeNisi	Submitted
Tulane	The Yahoo! Foundation Chair in Engineering	Ulrike Diebold	Submitted	James McGuire	Submitted
Tulane	Catherine and Hunter Pierson Chair in Neuroscience 99-00	Jeffrey G. Tasker	Submitted	YiPing Chen	Submitted
Tulane	Catherine and Hunter	Jeffrey G.	Submitted	Jeffrey G.	Submitted

	Pierson Chair in Neuroscience 00-01	Tasker		Tasker	
Tulane	The Jayne Ritchey Cohen Chair of Business Administration (superchair)	C. Jevons Lee	Submitted	Angelo S. DeNisi	Submitted
Tulane	Albert Harry Cohen Chair of Business Administration	Angelo S. DeNisi	Submitted	Angelo S. DeNisi	Submitted
Tulane	The Sizeler Family Chair in Judaic Studies	Brian Horowitz	Submitted	Brian Horowitz	Submitted
Tulane	The John L. and Mary Wright Ebaugh Chair in Mechanical Engineering	Ken Muneoka	Submitted	YiPing Chen	Submitted
TUHSC	Aaron Family Chair in Gene Therapy and Human Genetics	Not currently filled	Not Required	Darwin Prockop	Submitted
TUHSC	Skip Kaufman Chair in Pediatric Pulmonology	Robert Hopkins	Submitted	Samir S. El-Dahr	Submitted
TUHSC	Edmond and Lily Safra Chair for Breast Cancer Research	Steven Hill	Submitted	Prescott Deininger	Submitted
TUHSC	Constance S. Kaufman Chair in Pediatric Pulmonary Research	Not currently filled	Not Required	Samir S. El-Dahr	Submitted
TUHSC	Charles B. Wilson Chair in Neurosurgery	Not currently filled	Not Required	Miguel Melgar	Submitted
TUHSC	The Edward G. Schlieder Education Foundation Chair in Pediatric Cardiology	Not currently filled	Not Required	Samir S. El-Dahr	Submitted
TUHSC	Joe W. and Dorothy Dorsett Brown Foundation Chair in Molecular Cancer Pharmacology (superchair)	Not currently filled	Not Required	Prescott Deininger	Submitted
TUHSC	Conrad G. Collins Chair in Gynecologic Surgery	Not currently filled	Not Required	Gabriella Pridjian	Submitted

TUHSC	John W. Deming, M.D. Regents Chair in Aging	S. Michal Jazwinski	Submitted	L. Lee Hamm	Submitted
TUHSC	Joseph B. Chasten, M.D. Chair in Dermatology	Erin Boh	Submitted	L. Lee Hamm	Submitted
TUHSC	Aaron Family Chair in Gene Therapy	Not currently filled	Not Required	Lee Hamm	Submitted
ULL	G. Frank Purvis, Jr. Endowed Chair in Insurance and Risk Management	William Ferguson	Submitted	Rand Ressler	Submitted
ULL	The Stuller Family Board of Regents Eminent Scholar Endowed Chair in Metallurgy	Devesh Misra	Submitted	James Garber	Submitted
ULL	Dwight W. Andrus, Jr. Board of Regents Eminent Scholar Endowed Chair in Finance	Not currently filled	Not Required	Rand Ressler	Submitted
ULL	Dr. J. Robert Rivert/BORSF Eminent Scholar Endowed Chair in Health Informatics	Phillip Caillouet	Submitted	Carol Venable	Submitted
ULL	Dr. Ray Authement/BORSF Eminent Scholar Endowed Chair in Computational Mathematics	Azmy Ackleh	Submitted	Roger Waggoner	Submitted
ULL	Lafayette General Medical Center - Our Lady of Lourdes Regional Medical Center BORSF Endowed Chair in Nursing	Not currently filled	Not Required	Gail Poirrier	Submitted
ULL	Frem F. Boustany, Sr. BORSF Eminent Scholar Endowed Chair in Business Administration	Not currently filled	Not Required	Joby John	Submitted

ULL	The Jeanne Brauns-Oudenhoven and Board of Regents Support Fund Endowed Chair in Entrepreneurship	Not currently filled	Not Required	Joby John	Submitted
ULL	Judge Kaliste J. Saloom, Jr. BORSF Eminent Scholar Endowed Chair in Political Science	Not currently filled	Not Required	Pearson Cross	Submitted
ULL	The W. Hansen Hall & Mary Officer Hall BORSF Eminent Scholar Endowed Chair in Computer Engineering (Bequest)	Not currently filled	Not Required	George Thomas	Submitted
ULL	The W. Hansen Hall & Mary Officer Hall BORSF Eminent Scholar Endowed Chair in Telecommunications (Bequest)	Renuka P. Jindal	Submitted	George Thomas	Submitted
ULL	The W. Hansen Hall & Mary Officer Hall BORSF Eminent Scholar Endowed Super Chair in Telecommunications (Bequest) (superchair)	Carolina Cruz-Niera	Submitted	George Thomas	Submitted
ULL	Acadian Ambulance Service BORSF Eminent Scholar Endowed Chair in Telehealth	Not currently filled	Not Required	Carol Venable	Submitted
ULM	Tom and Mayme Scott Chair in Clinical Pharmacy	Roy Parish	Not Submitted	Charles Jastram	Not Submitted
ULM	Mary E. and Darrell L. Calhoun Endowed Chair in Pharmacology	Girish Shah	Not Submitted	Karen Briski	Not Submitted
ULM	Emmy-Lou Biedenharn Endowed Chair in Music	Huei-En Hsu	Not Submitted	Mark Clark	Not Submitted
UNO	Freeport-McMoran	Not	Submitted	Steven	Submitted

	Chair in Conservation Biology	currently filled		Johnson	
UNO	Virginia Kock/Audubon Institute Chair in Species Preservation	Betsy Dresser	Submitted	Steven Johnson	Submitted
UNO	Doris Zemurray Stone Chair in Reproductive Biology and Species Preservation	Not currently filled	Submitted	Steven Johnson	Submitted
UNO	Freeport-McMoran Chair in Human Resources Management	Not currently filled	Submitted	Olof Lundberg	Submitted
UNO	Freeport-McMoran Chair in Strategic Marketing and Logistics	Not currently filled	Submitted	Thomas O'Connor	Submitted
UNO	Greater New Orleans Foundation Chair in Aquatic Research Conservation	Not currently filled	Submitted	Steven Johnson	Submitted
UNO	Herman and Ethel Midlo Endowed Chair in New Orleans Studies	Arnold Hirsch	Submitted	Madelon Powers	Submitted
UNO	Jerome L. Goldman Endowed Chair in Naval Architecture and Marine Engineering	William Vorus	Submitted	William Vorus	Submitted
UNO	Avondale Industries Inc. Chair in Engineering and Shipbuilding	Not currently filled	Submitted	William Vorus	Submitted
UNO	Avondale Engineering Management Chair in Shipbuilding	Not currently filled	Submitted	William Vorus	Submitted
UNO	The James R. Moffett Chair in World Resource	Tarun Mukherjee	Submitted	Walter Lane	Submitted
UNO	Robert Nims Endowed Chair in Entertainment, Amusement, and Multi-Media Industries	Not currently filled	Submitted	Susan E. Krantz	Submitted
UNO	Marshall Plan Anniversary Chair in	Elisabeth Springler	Submitted	Walter Lane/Gunter	Submitted

	Austrian Studies			Bischof	
Xavier	The Rosa and Charles Keller, Jr. Chair in the Arts and Humanities	Michael White	Submitted	Dr. Marguerite Giguette	Submitted
Xavier	Conrad N. Hilton Endowed Chair in Computer Science	Not currently filled	Not Required	Andrea Edwards	Submitted

Appendix C

Interview Schedules and List of Attendees

i. Interview Schedules

<p>January 12, 2009 – Louisiana State University Health Sciences Center, Center for Advanced Practice, 5th Floor, Lions Eye Center Building, 2020 Gravier Street, New Orleans, LA</p> <p>Participating Institutions: Dillard, LSUHSC-NO, Loyola, Nicholls, Tulane, TUHSC, UNO, and Xavier</p>	
8:00 a.m. – 9:30 a.m.	<p>Interview Session – Chief Academic Officers, Institutional and System Administrators</p> <p>SESSION GOAL: Garnering supplementary information from Chief Academic Officers pertaining to the strategic role(s) of the Endowed Chairs program at participating institutions, the program’s functionality, potential programmatic changes, and reasons for/consequences of high vacancy rates.</p>
9:30 a.m. – 12:00 p.m.	<p>Chairholder Interviews – Two concurrent sessions led by three panel members each (see session assignments, Attachment B)</p> <p>SESSION GOAL: Gathering clarifications and additional insights from chairholders regarding their achievements in the context of the Endowed Chairs program, their role(s) in the institution and community, possible changes to the program, and the overall function of the research enterprise in Louisiana institutions.</p>
1:30 p.m. – 3:00 p.m.	<p>Chairholder Interviews – Two concurrent sessions led by three panel members each (see session assignments, Attachment B)</p> <p>SESSION GOAL: Gathering clarifications and additional insights from chairholders regarding their achievements in the context of the Endowed Chairs program, their role(s) in the institution and community, possible changes to the program, and the overall function of the research enterprise in Louisiana institutions.</p>
3:00 p.m. – 4:30 p.m.	<p>All Department Chairs – Three concurrent sessions led by two panel members each (see session assignments, Attachment B)</p> <p>SESSION GOAL: Collecting additional information related to the history of chairholder appointments, challenges of recruitment and retention, the function of chairholders within their departments, and reasons for/consequences of high vacancy rates.</p>
4:30 p.m. – 5:00 p.m.	Closed Panel Session
5:00 p.m. – 6:00 p.m.	<p>Briefing on day’s activities, preliminary impressions and general discussion – Chief Academic Officers, Institutional and System Administrators</p> <p>SESSION GOAL: Briefing for participants on the day’s activities, providing preliminary impressions, and seeking initial reactions from an administrative perspective.</p>

January 13, 2009 – Pennington Biomedical Research Center, 6400 Perkins Road, Baton Rouge, LA

Participating Institutions: Centenary, LSU-BR, LSU-S, LSUHSC-S, LA Tech, Pennington, McNeese, Northwestern, Southeastern, SUBR, UL Lafayette, and UL Monroe

8:00 a.m. – 9:30 a.m. Room 322	Interview Session – Chief Academic Officers, Institutional and System Administrators SESSION GOAL: Garnering supplementary information from Chief Academic Officers pertaining to the strategic role(s) of the Endowed Chairs program at participating institutions, the program’s functionality, potential programmatic changes, and reasons for/consequences of high vacancy rates.
9:30 a.m. – 12:00 p.m. Session A: Room 322 Session B: Room 326	Chairholder Interviews – Two concurrent sessions led by three panel members each (see session assignments, Attachment B) SESSION GOAL: Gathering clarifications and additional insights from chairholders regarding their achievements in the context of the Endowed Chairs program, their role(s) in the institution and community, possible changes to the program, and the overall function of the research enterprise in Louisiana institutions.
1:30 p.m. – 3:00 p.m. Session A: Room 322 Session B: Room 326	Chairholder Interviews – Two concurrent sessions led by three panel members each (see session assignments, Attachment B) SESSION GOAL: Gathering clarifications and additional insights from chairholders regarding their achievements in the context of the Endowed Chairs program, their role(s) in the institution and community, possible changes to the program, and the research enterprise in Louisiana institutions.
3:00 p.m. – 4:30 p.m. Session A: Room 322 Session B: Room 324 Session C: Room 326	All Department Chairs – Three concurrent sessions led by two panel members each (see session assignments, Attachment B) SESSION GOAL: Collecting additional information related to the history of chairholder appointments, challenges of recruitment and retention, the function of chairholders within their departments, and reasons for/consequences of high vacancy rates.
4:30 p.m. – 5:00 p.m.	Closed Panel Session
5:00 p.m. – 6:00 p.m. Room 322	Briefing on day’s activities, preliminary impressions and general discussion – Chief Academic Officers, Institutional and System Administrators SESSION GOAL: Briefing for participants on the day’s activities, providing preliminary impressions, and seeking initial reactions from an administrative perspective.

ii. Session Attendance

January 12, 2009 – LSU Health Sciences Center – New Orleans			
Chairholders			
Ellen Barker	Jerry Goolsby	S. Michal Jazwinski	Charles Sanders
Paul W. Barnes	Neset Hikmet	Shawn Mauldin	Elisabeth Springler
Erin Boh	Steven Hill	Ken Muneoka	John Snyder
Albert A. Cannela, Jr.	Arnold Hirsch	Tom Nolan	Jeffrey G. Tasker
Ulrike Diebold	Robert Hopkins	Daniel Nuss	Robert Verchick
Betsy Dresser	Brian Horowitz	Howard J. Osofsky	William Vorus
Elizabeth Fontham	Leonard Jack, Jr.	Jorge Pullin	Michael White
Department Chairs			
Gunter Bischof Brian Bromberger Ken Chadwick YiPing Chen Michael Chiasson Anthony Decuir Prescott Deininger Samir S. El-Dahr John D. England	Paul Fidel Marguerite Giguette Ray Giguette (representing Scott Beslin) L. Lee Hamm Craig S. Hood David Hoover Brian Horowitz Steven Johnson Andy King	Walter Lane William Locander Olof Lundberg Rebecca Lyons James MacFarland (representing Angelo DeNisi) James McGuire David Middleton Patricia Molina Tom Nolan	Howard J. Osofsky Madelon Powers Gabriella Pridjian Charles Sanders Ricardo U. Sorensen Marshall Stevenson Danille Taylor Sarah M. Thomas William Vorus
Chief Academic Officers and University Administrators			
Loren Blanchard, Xavier University of Louisiana Theodore Callier, Dillard University Carroll Falcon, Nicholls State University Michael Gargano, LSU System Marguerite Guigette, Xavier University of Louisiana Carolyn Hargrave, LSU System Joe King, University of New Orleans Edward Kvet, Loyola University New Orleans Joseph Moershbaeher, LSU Health Sciences Center – New Orleans Steve Nelson, LSU Health Sciences Center – New Orleans David V. Taylor, Dillard University			
January 13, 2009 – Pennington Biomedical Research Center			
Chairholders			
Azmy Ackleh Donald R. Bergsma Ernest Blakeney Claude Bouchard Alvin C. Burns Andrew Burstein Phillip Caillouet Don Chance Agnes Cheng	James F. Courtney Carolina Cruz-Niera Jonathan Dowling William Ferguson Jonathan Glass Lynn Groome Rudolph Hirschheim Samuel C. Hyde Renuka P. Jindal	Eli Jones Donald P. Kaczvinsky Michael Khonsari Regina Lawrence Robert C. Leitz Robert Mann Richard McCline Jean McGuire Devesh Misra	Roy Parish Eric Ravussin Jose Romagnoli Gary Sanger Girish Shah David Stafford Raymond D. Strother

Department Chairs			
Daniel E. Banks Donald R. Bergsma Claude Bouchard Alvin C. Burns David Crary David Cronrath Pearson Cross Bryan Depoy Gaines Foster Paula F. Furr	Alan Gabehart James Garber Lynn Groome John Hamilton Carolyn Hargrave Rudolph Hirschheim (representing Helmut Schneider) Charles Jastram Joby John Donald P. Kaczvinsky	James Lumpkin (representing Mark Kroll) George Neely Frank Neubrandner Dimitris Nikitopoulos Gail Poirrier Rand Ressler Hettie Richardson Donna Ryan Stephen Sears	David Sever Carlos Slawson James Stoner George Thomas Thomas Ticich Kalliat Valsaraj Carol Venable Roger Waggoner
Chief Academic Officers and University Administrators			
Margaret Ambrose, Southern University-Baton Rouge Claude Bouchard, Pennington Biomedical Research Center Tammy Bourg, Southeastern Louisiana University Carolyn Bruder, University of Louisiana at Lafayette Andrew Chesson, LSU Health Sciences Center – Shreveport Darrel Colson, Centenary College of Louisiana Jeanne Daboval, McNeese State University Kassie Freeman, Southern University System Tom Hanson, Northwestern State University Carolyn Hargrave, LSU System Stacia Haynie, LSU-Baton Rouge Nicole Honoree, LSU System Brooks Keel, LSU-Baton Rouge Steve Landry, University of Louisiana at Lafayette Kenneth Rea, Louisiana Tech University Walter T. Tillman, Jr., Southern University System			

Appendix D

Summaries of Interview Discussions

The discussions in Baton Rouge and New Orleans yielded many valuable insights into the current workings of the Eminent Scholars Program, as well as useful suggestions to maximize the potential of this valuable State investment. These sessions are summarized here. Because the functions, achievements and problems related to Endowed Chairs differ according to the discipline in which the endowment is established, department chair and chairholder comments are loosely grouped according to the discipline in which each chair was established. In this report, the panel has endeavored to avoid specific attribution to individuals, since most issues were raised by more than one participant.

i. Discussions with Chief Academic Officers, Institutional and System Administrators

Through both written submissions and interview sessions, panel members received significant direct input from chief academic officers and other institutional and system administrators regarding the value and effectiveness of the program, its accomplishments and best practices, and ideas for possible revisions and improvements. Chief Academic Officers from eighteen institutions completed a detailed questionnaire about the Eminent Scholars Program, and twenty-seven academic officers and other institutional and system administrators met with the panel. Only two institutions failed to reply to the questionnaire, and a representative of one of these two institutions participated in an interview session.

On each interview day, two sessions were held with administrative representatives from the affected campuses. The initial session's goal was to garner supplementary information from chief academic officers pertaining to the role(s) of the Eminent Scholars Program at participating institutions, including the program's functionality, potential programmatic changes and reasons for vacancies in the chairs. The final briefing reviewed the day's interviews and presented the panel's preliminary impressions and possible recommendations to elicit initial reactions from their perspective.

The universal pronouncement of the chief academic officers of all participating institutions, public and private, was that the Eminent Scholars Program is yielding immense rewards for the individual institutions and for Louisiana. Their full endorsement of and commitment to this powerful, high quality program was absolutely clear to the external review panel. Citing multiple specific examples, these academic leaders demonstrated how Eminent Scholars have comprised a nucleus of academic excellence that is directly enhancing the quality of their institutions and the economic health and cultural vitality of the region through meaningful and productive outreach activities related to their scholarship.

The academic officers presented explanations for the nearly forty percent vacancy rate among the Endowed Chair positions sampled in this review. Panel members familiar with the annual turnover in comparable programs advised that it is reasonable to expect an annual twenty percent rate of transition vacancies. Discussions focused on the possible reasons for the additional twenty percent of openings in this sample. The officers presented cogent arguments that, to the present time, post-Katrina/Rita turmoil has been a significant factor in the increased number of departures among senior faculty as well as the loss of immediate resources to conduct searches for new chairholders and replace essential facilities and networks of key supporting personnel for senior researchers. Currently there are a significant number of Eminent Scholars searches underway.

An additional perspective arose from the discussions about issues related to filling these vacancies. It was suggested by several deans and academic officers that it may be wise to promote integrated efforts by department chairs, academic officers and development officers to ensure that the academic specialty parameters for proposed chairs be suitably broad, to allow departments flexibility to use chairs to address needs in their research portfolio and align the chairs with evolving issues in research and opportunities in regional economic development.

Academic officers also acknowledged a need for improved communication about the Eminent Scholars Program for new academic administrators, development officers and even chairholders. There was considerable agreement, especially at the level of the department/center chairs, that all parties, from donors to academic officers to candidates for these endowed chairs, would value greater transparency concerning the base faculty salary levels, provision of startup costs, and the chairholder's options for use of the endowment revenue.

The panel also discussed with academic officers the considerable confusion expressed by many chairholders about mechanisms used to review their work and accomplishments. The panel described the widespread lack of understanding of what is perceived as expected, what should be reported as accomplished, and what constitutes the schedule of internal institutional reviews. The academic leaders seemed open to sharing across institutions the means by which the productivity and impact of the Eminent Scholars Program are documented.

The interviews demonstrated that awareness of the positive influences and accomplishments of the Eminent Scholars Program is dramatically uneven among the original donors, current institutional leaders, government officials, and the people of Louisiana. There was general agreement that accomplishments of the Program should be better publicized, both in Louisiana and nationally. Representatives of the various institutions showed great interest in learning about how other institutions in the State recognize the creation of an endowed chair position, the recruitment of a prominent national scholar to the campus, and the chairholder's subsequent contributions to the institution and the State. There was almost uniform agreement that the eminent scholars attracted to Louisiana through the Program might be better utilized to advise their institutions, the Board of Regents, and other public agencies across the State.

ii. Endowed Chairs in Engineering, Basic and Applied Sciences

Achievements

It is evident that chairholders in the sciences and engineering are significantly enhancing the research and educational capacity of the State. In these disciplines there are, of course, particular opportunities to contribute to the economy through research commercialization and technology transfer, on which these chairholders are certainly capitalizing. In addition, there are other ways in which this group has enhanced teaching and learning, as well as the research profiles of their home institutions. Endowed chairholders often bring significant funding and prestige, accruing benefits to their colleagues, their institutions, and Louisiana. In some cases, moreover, the existence of an endowed chair has initiated or accelerated the redesign of academic programs, as occurred with the creation of an innovative materials science and engineering program at one of the participating institutions.

In particular, endowed chairs in engineering and basic sciences create special opportunities to increase external funding for the university, thereby bolstering the research enterprise, the stature of the university, technology transfer opportunities, and the leveraged impact of the Eminent Scholars Program. External funding also provides additional overhead funds to the university, which may significantly affect the national ranking and reputation of the institution, the department, and/or the faculty. The ripple effect of this increase in stature stretches well beyond the campus, to the community, the State and the region. The improved institution is able to recruit stronger faculty and draw high-quality graduate and undergraduate students. Over the long term, statistics have shown, individuals who come to a region for study are more likely to stay in the area, and become a supply of well-educated highly skilled employees, enhancing Louisiana's capacity to house a truly 21st-century economy. The data are not available to reliably calculate the "return on investment" for the Eminent Scholars Program, but based on a review of written reports submitted by chairholders and department chairs it is clear that the ratio in these disciplines is high in monetary terms as well as in social and cultural terms.

Roles in the Institution and Community

Many of the chairholders are mentors for colleagues within their departments, and actively endeavor to engage faculty in new collaborations and research proposals. They contribute resources that are shared with colleagues to increase effectiveness and productivity in the department or the institution. There are some cases, especially in smaller institutions, in which chairholders meet regularly with the Provost and have a formal or informal advisory role. In other institutions, however, Eminent Scholars chairholders are unaware of each others' existence; some met colleagues, even in related disciplines, for the first time when they came to the panel's interview sessions. This group, which includes some of the best and brightest minds in the State, could be used more actively and collectively to contribute to institutional strategic planning and brainstorming, as well as scholarly "think tanks" within and across Louisiana institutions. Different disciplinary or interdisciplinary groupings might be appropriate to address

different topics. It is important to remember, though, that these productive individuals should be used sparingly, in a targeted manner, to avoid becoming overburdened with routine committee work.

These chairholders have done more than contribute to scholarly research productivity and industrial linkages; they have also provided outstanding service to their institutions and communities by fostering attractive learning environments for citizens and visitors alike. For example, one chairholder has brought her technical skills in the field of virtual reality to develop an exciting planetarium environment and engaged with visual and performing artists interested by this new medium. This complements, in an exciting way, the chairholder's technical scholarship and contributes directly to the State's economic future. Similarly, a cluster of endowed chairs in New Orleans brings outstanding, internationally recognized expertise in the reproduction of endangered species and has developed numerous public learning opportunities. These tap the local emphasis on tourism, providing visitors, particularly families, with a chance to learn while having fun.

Possible Changes to the Program

This program is highly appreciated by the chairholders and department/center chairs, and many chairholders stated that they would not or could not have come to Louisiana without the additional resources and, in some cases, the professional recognition that the chairs bear.

Despite their praise of the program, however, many felt that to continue attracting new chairs in science and engineering disciplines it will be necessary to consolidate the State support to form fewer chairs with an individual value of at least \$2 million. Some chairholders in smaller institutions felt the \$1 million endowments are still suitable. There were also concerns about the limited levels of funding accompanying the chairs, particularly given the competitive recruiting market in engineering and basic science and an economic environment in which other sources, such as unrestricted endowed funds, are seriously depleted. Chairholders at smaller institutions noted that summer salaries for undergraduate research students (from sources other than the endowment) are less available than in the past, impacting their capacity to work with these students who are an important segment of the domestic students recruited to graduate programs at the larger institutions. This is an important aspect of the engineering and science pipeline. It was therefore suggested that programmatic support for undergraduate researchers, especially in engineering and the sciences, should be considered.

There is substantial and widespread anxiety about the ability of institutions to provide startup funds for new faculty, which is an essential element in the recruitment of faculty in the sciences and engineering. Most recruited faculty need funding to establish their laboratories and begin their research in a new location. Though most chairholders are established researchers, they are usually unable to bring laboratory equipment with them when they are recruited, and some of their current research awards may also remain with their former institution. For these disciplines, therefore, it would be helpful to tie enhanced startup funds to the award of the chair, to allow institutions to compete nationally for productive researchers who are achieving at a superior level.

The Board's requirement that the institution provide a faculty line at a minimum associate professor level for each endowed chair needs to be clarified and possibly strengthened. This salary support, along with related startup funding, represents the university's contribution to the partnership between the State, the donor and itself, and the implementation of the requirement seems, based on the interviews, to be uneven. Given the nature of this program, it may be appropriate to require that the institution contribute, at a minimum, the average full professor salary in the department, before using endowed funds to supplement academic-year salary. In addition, engineering and science chairholders should be expected to secure summer funding from grants and contracts, making the endowment earnings (estimated at about \$45,000 per annum for a \$1 million endowment) available to enhance and enrich the chair's ongoing activities. Given the variety of uses to which these chairs are put, it may be necessary to develop guidelines to allow exceptions to the salary requirement in particular cases.

The Research Enterprise in Louisiana Institutions

The Eminent Scholars Program has built a significant record, and it draws and sustains great talent. To continue to build the impact of the program, its achievements could be directed in a number of ways. In particular, chairholders suggested a mechanism to gather researchers around the "big questions" of today; in the sciences and engineering, for example, this could include such themes as sustainability, energy, biofuels, nanotechnology, new materials, cyberinfrastructure, open-source middleware, food supply, health care, transportation, communication science and technology, and sustainable systems. Across the disciplinary boundaries, there are also great needs in such areas as science and engineering education, dialogue between technology and the arts, and the impact of technology on the characteristics and distinctive cultures of the region.

Throughout academic and industrial settings, collaborative science and engineering research is replacing the old framework of solitary discovery. The ability to attract energetic individuals to join the existing talented and committed faculty at the universities in Louisiana has brought some vital energy to the academic endeavor and new perspectives on opportunities for interdisciplinary, inter-institutional, inter-state and international collaboration. The State and universities must build on this. One approach might include making efforts to identify the Eminent Scholars chairholders as a community of scholars, and use their achievements as a magnet to recruit other new faculty, graduate and undergraduate students, and the technical support staff on which a vital research effort relies. Depending on the inclination, priorities and commitment of the chairholders, this could be a more or less formal organization; at a minimum there should be a website that identifies and briefly describes the Eminent Scholars chairholders and links to the individuals' existing research sites. All job advertisements could include this site's web address to make potential applicants aware of the vast community of scholars already in place across Louisiana.

iii. Endowed Chairs in Business, Law, Communications and Journalism

Achievements

Taken as a whole, the Eminent Scholars in the disciplines of business, law, communications, and journalism, are making a difference to Louisiana through research, teaching, and service programs. The panel consistently heard strong statements from the chairholders and department chairs declaring the value of the chairs, and many chairholders maintained they would not be at their current institution were it not for the chair. The program is seen as providing an enormous benefit, enabling the hiring of excellent faculty who make a major difference. This difference is evident in the self-reviews provided by the individual chairholders as well as feedback from their department/center chairs and chief academic officers.

Roles in the Institution and the Community

Most of the chairholders seemed to be actively engaged in teaching and research, as well as providing significant leadership within their institutions and externally, through academic service, interaction with regional business and industry, community service, and other avenues. These faculty members take seriously the charge to endowed chairholders to perform at a higher level than is expected from 'regular' faculty.

Almost uniformly, chairholders reported that they were not aware of the extent, structure, and related processes for the program, and several expressed surprise that their chairs were part of a larger group of scholars. Upon learning the extent of the Eminent Scholars Program, most chairholders expressed a strong interest in learning more about the other eminent scholars and finding ways to promote interaction. There was enthusiasm about development of an Eminent Scholars website as a continuous way to interact, network, and highlight achievements. Many also felt such a site could be a powerful tool for recruiting new faculty, students, and scholars. One chairholder indicated a need for statewide recognition of the cumulative accomplishments of program participants. Thus the program would benefit from an enhanced identity within and across participating institutions, in the national academic marketplace, and among the general public in Louisiana. A higher-profile Eminent Scholars programmatic identity would also greatly enhance the overall national reputation of Louisiana's higher education enterprise.

While some of the chairholders were familiar with or in contact with donors of the chairs, for a variety of reasons many were not. The potential exists to enhance the philanthropic connection through a more consistent interaction of chairholders with their donors, which will further build the identity of the program. One chairholder described the potential of the program as being an "elite place to put your money." Several suggestions focused upon education of the development officers in each of the participating school, including both regular updates of individual accomplishments of chairholders on their campuses and the collective impact of the program on the academic, economic, and cultural development of Louisiana. This type of information would provide development officers with the information they need to solicit donations for additional chairs. It would also be

an important place to discuss potential augmentation of existing chairs, giving both motivation and new information to request enhanced funding from existing donors.

Overall, participants in the interviews considered the review process itself to be positive, providing an opportunity to reflect on and learn about the program, and leading to opportunities to strengthen it. In particular, most chairholders were delighted to realize they were part of a community and expressed interest in helping to build the program identity. They are eager to hear about next steps.

Possible Changes to the Program

With regard to recruitment of new faculty, startup costs were not raised as an issue for these disciplines. By far the greatest concern in these fields was the current below-market levels of starting salaries and the ongoing need for supplemental salary support for summer work. The academic market is highly competitive in these disciplines and starting salaries have increased significantly over the past five years while Louisiana's have remained stagnant. Department chairs and deans emphasized that they often do not have the funds to provide a competitive base salary and that even using 100% of the endowment proceeds is insufficient to supplement the base pay and build a competitive salary package.

Department chairs and deans also cited the continued difficulties of recruiting to Louisiana in the aftermath of the 2005 hurricanes. For some institutions, this aftermath effect has meant that all unrestricted dollars have been dedicated to restoring infrastructure, reducing discretionary funds for faculty recruitment efforts. In addition, in several institutions academic leadership, particularly department chairs and deans, has been very fluid, causing uncertainty particularly with regard to hiring. The ability to recruit to New Orleans in the aftermath of Katrina was described by one chief academic officer as discipline-dependent: potential chairs with an interest in issues particular to the region actively seek open faculty positions, while those in disciplines not specifically linked to local and regional issues avoid Louisiana institutions.

The final challenge to recruitment and retention is presented by the current fiscal environment in which small endowment accounts generally are not producing adequate expendable funds. This raises the question of how these funds might be invested more strategically, possibly as part of a larger, diverse investment pool, in order to protect interest generation.

Many department chairs discussed the possibility of using chairs for faculty retention versus recruitment. Though most recognized that the program's intent is to support recruiting new scholars for these positions, several department chairs indicated a significant need for tools to support retention efforts and felt the Eminent Scholars Program would be useful as an explicit option. Most administrators agreed that a national search was necessary even when the chair is used for retention; several department chairs commented that they had not known that an internal appointment as a result of a fair and thorough national search was allowed under program guidelines.

Several department chairs and administrators raised questions as to whether economic development should continue to be such a major component of proposal evaluation (36/100 points possible). Overall, chairholders and administrators support the economic development aspects of the program, especially in light of the mission and source of the funds, but requested additional clarification and guidance in how to describe, deliver, and assess the economic development contribution. Some chairholders and department chairs felt that this requirement put certain disciplines, particularly those in the arts, humanities and social sciences, at a disadvantage in seeking State matching funds and that this perceived disadvantage might become more burdensome as competition for chairs grows. Administrators suggested that while the business disciplines have a more natural connection with economic development, it may sometimes be “dysfunctional” to emphasize economic development in a search for a research or teaching scholar. Several of the chairholders in these disciplines expressed a willingness to help design measures of economic success for the program, suggesting that, for the purposes of the Eminent Scholars Program, the definition of economic development be clarified to recognize the significant contributions of all disciplines to Louisiana’s economic base.

Programmatic criteria also include a recruitment plan (8 points) to “recruit minority and women scholars in areas historically underrepresented at the applicant institution.” No evidence was heard that any particular actions had been taken in this area, as is evident in the demographics of the chairholders. Department chairs and deans indicated that in recruitment for these chairs they use whatever protocols are used in a regular faculty search. Some department chairs suggested that such a recruitment plan is unnecessary since a department chair is often aware of which top scholars are available in a given field, he/she will be able to determine without a specific plan whether a woman or minority applicant is a viable candidate. If this criterion is to be included in any serious manner, additional training, tools, and possibly incentives should be provided to encourage institutions to address this programmatic goal.

Chairholders expressed confusion about the schedules and content of performance evaluations. While the policy requires that “regular peer reviews of the chairholder shall be based on the Board of Regents Standards of Performance”, in practice performance reviews are extremely variable across disciplines and institutions. Some chairholders reported going through a three-year, committee-based review as described in the policy. Some chairholders, though they had held their chairs for more than three years, had not experienced such a review, and others had noted no difference between the criteria included in their formal review and those used for a ‘regular’ faculty member. The overarching request was for clarity on expectations for performance evaluations and consistency at the institutional level in undertaking evaluations consistent with Board policy.

Several chairholders reported that they were not certain of programmatic expectations associated with their chairs, although all had a general impression that they were expected to meet a higher standard in their academic performance and service. The Board of Regents Endowed Chair Program Policy states that the Letter of Appointment should describe expectations for the individual chair. Chairholders are concerned that

everyone, but particularly their department chair and other evaluators, understand the difference between their position and a “regular” faculty position, and that the evaluation be designed to measure the performance of the chair based on the higher expectations associated with the position. For example, one chairholder was disappointed that the criteria for an upcoming three-year review did not include institution-building and public outreach activities and felt that work in these areas would go unrecognized.

There appear to be different understandings of the resources to be committed to a chair by the institution, and commitments varied greatly by institution and even department. While the program requires an institution to provide a designated faculty line at a minimum associate professor level, it is apparent that some institutions do not designate a line, using funds as they are available, or provide the minimum base salary with the expectation of using endowment funds as a supplement. This use of funds for salary limits and in some cases eliminates funds to support a chairholder’s scholarly activities.

Some chairholders expressed frustration with the limited level of administrative support and suggested that in units with clusters of chairs, two or more chairholders could combine portions of endowment revenue to pay for shared administrative support.

There was also uncertainty about the control of endowment funds, with widely differing assumptions among chairholders, department chairs, and administrators as to where the control of funds lies. Despite Board policy requiring that chairholders be informed and in control of the chair’s earnings, most chairholders were unaware of the financing arrangements related to their endowed chair and many seemed to have little or no direct control of the funds. Some department chairs and deans questioned the reasons and need for sharing this type of knowledge and a case was made to control at the departmental/unit level expenditure of endowment earnings to keep the funds aligned with the mission of the unit. A balance must be struck to provide chairholders with the flexibility and discretion to use funds to promote their scholarly pursuits while ensuring that their effectiveness is linked to the success of their program, unit and institution. There are already indications that many chairholders already expend their funding strategically without departmental control, as some chairholders provide support for resources such as databases, equipment, and supplies to be shared with colleagues.

It was clear in the interviews that, while most administrators felt they had complete knowledge of the program, several were mistaken in their understanding of policies and procedures. These assumptions generally were rooted in the belief that there were more programmatic constraints than actually exist. Education, training, and communication are needed to ensure administrators, department chairs and chairholders understand the requirements and flexibility of the program and comply fully with its policies.

The Research Enterprise in Louisiana Institutions

It is clear that the chairholders in these disciplines are highly productive and contribute measurably to both the research enterprise and economic base in Louisiana. There is a strong need, however, to address meaningful challenges to recruitment of excellent faculty. The level of endowment for individual chairs is a significant issue for the

business disciplines in particular. The academic market for business school faculty has seen an ever-increasing number of much larger chairs and both chairholders and department chairs urged the Board of Regents to keep pace with this trend both through higher, \$2+ million, endowment levels for new chairs and mechanisms to combine existing chairs into larger superchairs. In addition, department chairs urged the Board to consider enhancements, either through private donation with State match or State supplement of endowment funding, as a way of retaining effective and successful chairholders. All participants recognized the need to work closely with donors in pursuing options to combine or supplement existing chairs.

Better data are needed on the individual chairs and the chairholders. Institutional memory is seriously lacking in many institutions, particularly those that have experienced turnover in the leadership positions. Data related to chairholder performance and institutional/departmental actions related to the chair, such as hiring procedures, chairholder history, and other issues, should be accessible and transparent to fully document the history and accomplishments of the program. One chairholder described the need for a “people-proof structure” that would protect this information from personnel changes. This comprehensive evaluation presents an opportunity for institutions, chairholders, and the Board of Regents to work together to establish data collection and maintenance procedures acceptable to all parties.

iv. Endowed Chairs in Arts, Humanities, Social Sciences and Education

Achievements

The educational and intellectual experiences of Louisiana’s students are greatly enriched by the commitment and dedication of Eminent Scholars in so many areas of the arts, humanities, education and related fields. The chairholders provided detailed summaries of their activities and contributions, and it is clear they are exceeding expectations. In every sense, these individuals are exemplars of the success of the Eminent Scholars Program. Not only are they educating and guiding students and colleagues, but they are also active in the life of their universities, communities, the State and the nation. They improve the quality of all programs by serving on hiring committees as well as promotion and tenure committees. Moreover, they enrich their communities through performances, public speaking, newspaper articles and general activities.

Roles in the Institution and Community

The effort and commitment made by many of these chairholders during the tragedy of Hurricane Katrina is worth acknowledging. They and many of their colleagues remained with their institutions and did double and triple duty in a myriad of ways to assist the institutions to restabilize, recover and grow in the wake of the storm.

The major functions of the chairholders are teaching and scholarship, in which the sampled chairs are excelling. The individuals who attended the interviews were energetic and articulate, and are clearly excellent teachers, faculty mentors and student mentors. Several recent activities demonstrate the quality and impact of these chairholders: one has

produced more than half a dozen films while another has produced recordings of local and national music artists. Another has contributed to solutions to reduce school violence and improve rural health. Among them, these scholars have published several books and numerous articles appropriate to their fields

Though these disciplines generally do not yield significant grants and contracts, several chairholders have secured external funding for their programs and students, including one chairholder who brought in approximately \$500,000 in a field that usually does not generate external funds. Even more important and valuable is the direct economic impact of their activities. Using part of the endowment income, one chairholder organizes music festivals which attract hundreds of out-of-state visitors. This has been a particularly important activity for the New Orleans area during the hurricane recovery. Another chairholder publicizes the historical importance of regional Louisiana through films, books, speaking engagements and popular articles that increase tourist activity in the area. Still another has assembled one of the finest library collections in the world of 18th-century works, using endowment earnings to enhance the collection and undertake outreach to scholars and the public.

These examples illustrate the extraordinary power of the endowed chairs and particularly the flexible funds derived from interest earnings, providing the primary argument for a recommendation that everything possible be done to maximize the annual return on investment provided to chairholders. In arts, social sciences, humanities and education, disciplines in which external research funding opportunities are severely limited, flexible funds are critically important.

Possible Changes to the Program

The meetings with chairholders and department/center chairs yielded some consistent themes. There is no clear and consistent understanding of the overall program; all stakeholders would benefit from a one-stop website summarizing aspects of the program, presenting policies and procedures, and providing managed content for the various audiences interested in the program.

The Board-issued Request for Proposals would benefit from several revisions and clarifications. The first should be an explicit statement that the university commits to any new endowed chair a salary line equivalent to the average full professor salary in the department. This would clarify the financial obligations of the institutions. The second recommendation is to clarify what limits apply to the use of the interest earnings and who makes the decision regarding use of the funds. Discretionary funds should be maximized in all fields to retain the program's impact and attractiveness for high-quality faculty. The guidelines might be revised to require that no more than half of the earnings be devoted to salary with a preference that, wherever possible, no earnings be assigned to supplement a regular nine-month salary. In the small number of cases where funds are used to support external visiting scholars, of course, this would not be expected.

A template offer letter provided by the Board of Regents as part of the official program documents would clarify much of the confusion. Perhaps a portion of the letter could

state: “This position is supported in part by a private gift plus a State match that yields an endowment of \$1 million, the earnings from which are to be used to support your scholarship. Funds may be used to support research students, professional travel and supplies as well as a summer salary supplement subject to standard approvals.”

Another area of discussion centered on the possible use of endowed chairs to retain existing excellent faculty. While most department chairs recognized that the goal of the program is to attract new faculty, there was uncertainty about whether a chair may ever be awarded to an existing faculty member and whether it is desirable to use these funds for retention. Department chairs and deans generally agreed that Eminent Scholars chairs should only rarely, and only after a national search, be awarded to an existing faculty member, and other institutional funds should be found for retention.

Written materials and discussions made apparent that approximately 40% of the chairs sampled by the Board are vacant at this time. Several department chairs supported the creation of a complete database to allow institutions to readily and analyze track patterns and causes for turnover and vacancies. Recognizing that senior hires are difficult and time consuming, discussants agreed that an equilibrium vacancy rate might be around 20%. The current high rate is not surprising in light of several issues, many related to the devastation of the 2005 hurricanes. The State and coastal areas were negatively portrayed in the news for an extended period of time, which has clearly had an effect on recruiting. In addition, some chairs and administrators left their institutions following the storms, leading to instability of leadership and loss of institutional memory. Current global economic problems have affected the State budget and the value of endowments. On a local level, some endowed chairs are highly restrictive in terms of the required specialty of the chairholder, making it difficult to find an appropriate scholar. A database would allow assessment of chair vacancies in relation to these issues as well as development of a comprehensive understanding of what to expect when a chair is formed.

The Research Enterprise in Louisiana Institutions

As a general conclusion, it is clear that the Eminent Scholars Program greatly enriches scholarship and generates many positive economic and cultural impacts for the State. It is important to ensure that the yield of these endowed funds is maximized, perhaps by pooling funds to allow diversification of investments and reductions in fees for fund management. It is also important that the funds generated from the endowment be used to greatest advantage in support of the research enterprise and remain a distinct resource targeted for this goal.

v. Endowed Chairs in Medicine and Allied Health Sciences

Achievements

The panel was impressed with the positive and enthusiastic response of the individuals interviewed in medicine and allied health disciplines. Several chairholders and department chairs acknowledged the important foresight of Louisiana education and legislative leaders in creating the Eminent Scholars Program, which provides unique opportunities to the academic community for recruitment and retention of world-class faculty with expertise in highly competitive medical research and development areas.

The Eminent Scholars Program has generated significant positive impact on the institution and the State, academically, economically and culturally. In particular, in medicine and allied health disciplines the program has made faculty more productive by providing resources to promote teaching, research and service and build programs that might otherwise languish. It has assisted institutions in recruiting world-class scientists and clinicians in a highly competitive market, which has increased institutional research portfolios and reputations. These chairs also enable universities to provide tangible recognition of scholarly activity and productivity, honoring excellence at the highest level among newly recruited faculty and existing star faculty who might otherwise be targets for recruitment by other institutions. These excellent faculty members serve as important role models for faculty, trainees, post-doctoral fellows, and students, and encourage excellence across the institution and the active medical research community in the region.

Roles in the Institution and Community

The chairholders in Medicine and Allied Health Sciences are an impressive group of individuals who exude confidence and energy. They were most appreciative of the honor of the Eminent Scholars chairs and by all indications have been a very productive group. Since most of the chairholders were in the Louisiana Gulf Coast area, many had been affected, some dramatically, by the recent hurricanes. It was impressive to see the loyalty, commitment, and dedication of these individuals in carrying out their academic responsibilities under extremely challenging circumstances. It is difficult for individuals from outside of the region to comprehend all that happened to both the institutional and private lives of these individuals as a result of Hurricanes Katrina and Rita. Nevertheless, these faculty members have endured with a renewed spirit to continue their work in productive, meaningful ways.

In discussion sessions, department chairs and chairholders indicated that several factors have contributed to problems in recruitment in health and medical disciplines. In many cases, the overwhelming damage to facilities caused by the 2005 hurricanes has not yet been repaired and infrastructure has not fully recovered. In addition, universities, particularly those in New Orleans, have experienced a high turnover of faculty and administrators since 2005, leaving several Endowed Chairs vacant and complicating hiring processes. Moreover, the negative public image of the Louisiana Gulf Coast following Hurricanes Katrina and Rita has made it uniformly difficult to recruit faculty, particularly at the senior level.

Several issues with recruitment are not related to the hurricanes. As is generally true across the nation, the economic downturn has dramatically affected institutional investment portfolios. Even before the downturn, the program had fiscal challenges. The standard endowment level of \$1 million is no longer competitive for these disciplines, given the proliferation nationally of much higher endowments. In addition, the investment policies of the Board and the institutions have not been designed to optimize returns, leaving several chairs struggling to maintain their corpus and in some years unable to provide funds. Finally, the funding for startup costs appears to be limited and

must be increased, particularly in medical disciplines, to attract truly excellent senior researchers.

For some individual chairs, institutions noted a problem related to donor development and interaction. Some chairs are highly restrictive in disciplinary focus and/or purpose, complicating recruitment and the use of the chair at the institution. In narrow specialties, the pool of qualified individuals is often small, making recruitment almost impossible. Establishing chairs with broader parameters provides some flexibility to the institution both in the recruitment process, and in deploying chairs in strategic, synergetic ways to meet institutional needs and coalesce research strengths.

Possible Changes to the Program

Eminent scholars, academic leaders and institutional representatives in the medical and allied health fields were particularly concerned with the current level of the endowments, which is insufficient to attract new faculty in these disciplines. Department chairs and chairholders strongly recommended increasing the size of new chairs to at least \$2 million. In addition, it was recommended that the Board allow institutions, with the permission of donors, to combine existing chairs to create larger endowments to retain current chairholders.

In addition to boosting endowment levels, department chairs expressed the need to ensure that an adequate base salary is provided by the university to each chairholder to guarantee the chair is competitive in the academic market. In addition, various campus representatives recommended that investment strategies be adopted which will allow funding from interest earnings each year during the tenure of a chairholder. Currently chairholders are uncertain from year to year whether they will receive any endowment earnings, and are unable to plan for expenditure of any potential earnings.

The Research Enterprise in Louisiana Institutions

The Eminent Scholars Program has provided significant benefits to medical and allied health sciences faculty, and clearly has attracted several top-quality scientists to Louisiana. It is important that the program evolve with the academic market, however, to recognize the need for larger endowments and a higher programmatic profile, even in difficult economic times.

Appendix E

Proposed Endowed Chairs for Eminent Scholars Website

As a first step to increase the visibility of the Eminent Scholars Program, the Board of Regents, working with the scholars and participating universities and colleges, should establish an active website with managed content for a variety of audiences/stakeholders, including chairholders, administrators, the Board of Regents, legislators, and the public. Although the design of a useful, dynamic website will require careful thought and additional input from the chairholders and others, initial content might include:

- 1 Home page with an introduction to the program and program objectives
- 2 Program page, with an overview and brief history as well as policy documents
- 3 Profile page with short profiles of each chairholder, including
 - o Photo
 - o Institution and Department
 - o Area(s) of expertise in research and pedagogy
 - o Contact information
 - o A link to chairholder's individual website
- 4 Feature page presenting recent achievements, external awards, prizes, funding, and other news related to chairholder accomplishments
- 5 Citation page of recent chairholder publications

This brief list represents a starting point for the website, and many other ideas were discussed in the interview sessions. The panel believes it would be best for the details of design and implementation be worked out in collaborative discussions among the relevant stakeholders.