

**REPORT TO THE LOUISIANA BOARD OF REGENTS
REVIEW OF PROPOSED ENDOWED CHAIRS
FOR EMINENT SCHOLARS**

**BOARD OF REGENTS SUPPORT FUND
FISCAL YEAR 2019-20**

March 2020

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Report of the Review Panel for the Endowed Chairs for Eminent Scholars Program

FY 2019-20 Competition for Board of Regents Support Fund Matching Funds

March 20, 2020

The three-member Endowed Chairs for Eminent Scholars Program external review panel received and reviewed the following documents:

- i. The current Board of Regents Endowed Chairs for Eminent Scholars Program Policy (revised July 2017);
- ii. Guidelines for the Submission of Proposals to the Competitive and Restricted Bequests Endowed Chairs Subprograms for fiscal year (FY) 2019-20; and
- iii. Eleven (11) proposals for Chairs submitted in the Competitive Subprogram under the FY 2019-20 Guidelines.

On March 12, 2020, the panel met by teleconference to discuss, rate, and rank the eleven (11) proposals submitted in the Competitive Subprogram and develop funding recommendations. Based on the submitted proposals, prospective chairs were rated according to evaluation criteria defined in the RFP, including: (1) alignment with role, scope, mission, and strategic priorities (30 points); contribution to academic training in priority areas (25 points); potential to contribute to economic development in Louisiana (20 points); long-term campus investment & appropriateness of the chair (15 points); and appropriateness of available resources (10 points). The burden of proof was on each submitting institution to demonstrate the manner and extent to which the proposal satisfactorily addressed these criteria.

Attachment A contains the rank-order prioritization of the eleven (11) proposed Endowed Chairs submitted in the Competitive Subprogram resulting from the rating of each proposal according to evaluation criteria set forth in the RFP. **Attachment B** contains a summary evaluation of each chair proposed in FY 2019-20.

Following are comments about the proposal submission and review process and suggestions for maximizing the impact of the Board of Regents Support Fund Endowed Chairs Program:

- (1) The external review panel members strongly affirm that the Program continues to effectively coordinate public and non-State resources for the purpose of improving the quality of higher education and its role in advancing Louisiana's economy, society, and culture. The overall merit of proposals continues to dictate funding decisions for the Endowed Chairs Program, which is increasingly important as monies available for matching decline. The review panel urges that every effort be made to provide additional resources to fund, in rank order according to merit, as many of this year's excellent proposals as possible, to help attract scholars who are the hallmark of a superior higher education system.

- (2) The panel reminds applicants that for Endowed Chairs to be truly transformational in priority academic areas the campus must provide sufficient resources separate from the endowment to support not just recruitment, but retention of superior scholars. This must include a salary line sufficient to draw a senior, tenured faculty member with an outstanding record of scholarly/educational/professional accomplishments, as well as access to appropriate facilities, colleagues, and resources to pursue his/her professional work at the level of quality and impact that led to the chairholder's selection.
- (3) The panel again reinforces a key recommendation from earlier comprehensive reviews of the Endowed Chairs Program that Board of Regents staff work with all stakeholders to establish an active website with managed content for a variety of audiences, including chairholders, administrators, the Board, legislators, and the public. Subsequent to and evolving from the successful implementation of this website, the Board should sponsor further 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. Universities with sizable numbers of chairs should be encouraged to form internal advisory panels and engage chairholders as much as possible in institutional planning and assessment. The Board could also encourage the Society of Eminent Scholars, once operational, to provide advice, as appropriate, related to statewide and national research and development opportunities.

The careful coordination of the review process provided by the Board's Sponsored Programs staff is acknowledged and appreciated. Further, the review panel commends the Regents for their insistence on the independence of the external review process.

ATTACHMENT A

Rank	Proposal #	Chair Title	Institution Name	BoRSF Match Requested	Alignment with Role, Scope, Mission, & Strategic Priorities (30 points)	Contribution to Academics/Training in Priority Areas (25 points)	Potential to Contribute to Economic Development in LA (20 points)	Long-term Campus Investment & Appropriateness of Chair (15 points)	Appropriateness of Available Resources (10 points)	Total Score (100 points)	BoRSF Match Recommended
1	007EC-20	Henry A. Gremillion, DDS Chair in Oral and Maxillofacial Pain	LSUHSC-New Orleans	\$400,000	29	24	18	14	7	92	\$400,000
2	005EC-20	Douglas L. Manship, Sr. - Dori J. Maynard Chair in Race, Media & Cultural Literacy	LSU A&M	\$1,200,000	29	23	17	14	8	91	\$800,000
3	006EC-20	Marjorie B. Ourso Distinguished Chair of Accounting Systems	LSU A&M	\$800,000	28	23	17	13	7	88	
4	008EC-20	The David Drez, Jr., MD Chair in Orthopaedic Sports Medicine	LSUHSC-New Orleans	\$400,000	28	23	17	12	7	87	
5	010EC-20	Susan D. and William S. Banowsky, Jr. Endowed Chair of Accounting	UL Monroe	\$400,000	27	20	18	14	7	86	
6	009EC-20	Kim Sledge Endowed Chair in Risk Management and Insurance	UL Monroe	\$400,000	27	22	17	12	7	85	
7	003EC-20	Louisiana Farm Bureau Chair in Agricultural Policy	LSU Ag Center	\$400,000	27	20	17	12	8	84	
8	011EC-20	ULM Endowed Chair in Agribusiness	UL Monroe	\$400,000	26	21	16	12	7	82	
9	004EC-20	Ava & Cordell Haymon Chair in Music Therapy	LSU A&M	\$800,000	25	20	16	12	8	81	
10	002EC-20	American Sugar Cane League Chair in Sugarcane Production	LSU Ag Center	\$400,000	23	19	15	13	8	78	
11	001EC-20	Ray and Dorothy Young Chair in Accounting	Louisiana College	\$400,000	23	19	12	9	6	69	

ATTACHMENT B

RANKED #1: Henry A. Gremillion, DDS Chair in Oral and Maxillofacial Pain – LSU Health Sciences Center-New Orleans (007EC-20)

The LSU Health Sciences Center-New Orleans's School of Dentistry (SOD) is the sole training institution in Louisiana for dental practitioners. Approximately three out of four dentists practicing in the State are graduates of the school. The Henry A. Gremillion Chair for Oral and Maxillofacial Pain directly complements the degree and specialty programs offered by the SOD and will help to support a senior faculty member to strengthen orofacial pain education, research and patient care.

The Endowed Chair is named for Henry A. Gremillion, DDS, MAGD, and Dean of LSUHSC-NO's SOD, who has a national reputation in the field of orofacial pain as a clinician, educator and researcher. Since joining the SOD in 2008, Dr. Gremillion has built its foundation for orofacial pain education, recruiting four nationally recognized faculty members in the field and integrating orofacial pain education into the curriculum for pre- and post-doctoral scientists. He has also worked with the faculty to develop a comprehensive 74-hour orofacial pain continuing education program for dentists and specialists, who travel from around the world to attend.

Future goals for the program include establishing a Master of Science in Dentistry degree with a focus in orofacial pain at the SOD; strengthening student and faculty research in the field; and expanding clinical care for patients in Louisiana and throughout the southern region who suffer with orofacial pain.

The SOD has the necessary resources to position itself as one of the leading dental schools in addressing the significant access-to-care problem for patients who suffer from orofacial pain. Nearly 10,000 new orofacial pain dentists will be required to meet the minimal access-to-care demand according to the American Academy of Orofacial Pain, but only 110 are expected to graduate from advanced education programs in the field nationwide within the next five years.

The chairholder will lead the faculty team to develop and implement the orofacial pain advanced education program curriculum, including both classroom and clinical instruction, ensuring that it is comprehensive and up-to-date. The chairholder will ensure that a Master of Science in Dentistry research requirement has a strong foundation, engaging faculty members in the Department of Oral and Craniofacial Biology to contribute to the scientific discoveries that improve outcomes for patients who suffer with orofacial pain disorders. The chairholder will also take a leadership role in expanding and strengthening orofacial pain continuing education for health practitioners. This is a very strong proposal and the \$400,000 requested match is highly recommended for funding.

RANKED #2: Douglas L. Manship, Sr. – Dori J. Maynard Chair in Race, Media & Cultural Literacy – Louisiana State University and A&M College (005EC-20)

Louisiana State University and A&M College is requesting \$1,200,000 in matching funds to establish the \$3,000,000 Douglas L. Manship, Sr. – Dori J. Maynard Chair in Race, Media & Cultural Literacy within the Manship School of Mass Communication. This Chair is meant to serve the full range of American news and information consumers in an increasingly diverse public. The Chair is named for Douglas L. Manship, Sr., who for more than fifty years of journalistic management and leadership in Louisiana was known as a forceful and articulate advocate of American press freedom, as well as for Dori J. Maynard, who as president of the Robert C. Maynard Institute for Journalism Education, located in Oakland, California, was dedicated to helping the nation's news media accurately and fairly portray all segments of society. Dori Maynard's father was the first African American to own and operate a mainstream newspaper and her family is legendary in journalism communities across the United States.

The Manship School is an ideal location for the focal area of the Manship-Maynard Chair: diversity and the media. Accredited by the American Council on Education in Journalism and Mass Communication, the Manship School has been described in a major institutional review as "in the ranks of the country's strongest programs within this field." With a central theme of research and teaching focusing on the intersection of media and public affairs, the Manship School offers undergraduate, master's, and doctoral degree programs in media and public affairs and is well known for its social media laboratory. Now active for more than 100 years, the Manship School has reported directly to the Provost since 1994 and has a \$30 million endowment.

The critical issue of race in the newsroom has been a tacit and explicit focus of the Manship School over the past several years, and the faculty recently voted to require a course in media and diversity for all students. This Chair is described in the proposal as "shining a light on media diversity," which seems appropriate in a State with a 41% minority citizenry. The unit received the first Equity and Diversity Award from the Association for Education in Journalism and Mass Communication in 2009. These factors underscore the unique qualities of the Manship School to host the Manship-Maynard Chair, the first endowed faculty position of its kind. In fact, the Manship School reports that it began the search for a chairholder prior to receiving the match and has been successful in filling it after recruiting a strong applicant pool. Dr. Tina M. Harris joined the faculty of the Manship School in August 2019 as the inaugural holder of the Manship-Maynard Chair.

The proposed Chair clearly aligns with the University's and School's missions. LSU A&M's Office of Academic Affairs authorized State funding for the faculty position associated with the Chair in July 2018 and, as noted above, the position has been filled. The proposal now documents some of the economic development benefits of the position. Given the extremely limited available monies for the Endowed Chairs program, the panel highly recommends awarding \$800,000 of the requested \$1,200,000 in matching funds. LSU A&M is encouraged to apply for the remaining match increment in the next funding cycle.

RANKED #3: Marjorie B. Ourso Distinguished Chair of Accounting Systems – Louisiana State University and A&M College (006EC-20)

The Marjorie B. Ourso Distinguished Chair in Accounting Systems is a proposed \$2,000,000 Chair in the E. J. Ourso College of Business at Louisiana State University and A&M College, to be established with \$1,200,000 in donations from the estate of E. J. Ourso and his wife, Marjorie B. Ourso. The chairholder would strive to make the accounting program at LSU A&M one of the top 25 programs in the United States. The primary purpose of the Chair is to enhance undergraduate, graduate, and professional accounting education in all areas of accounting studies, including financial accounting, cost accounting, accounting information systems, auditing, and taxation. Also, it seeks to position the Department of Accounting and the E. J. Ourso College of Business as leaders in accounting education, and to promote research in areas of importance to the academic discipline of accounting.

In addition to stimulating and expediting an understanding of the impact of accounting changes on the corporate environment, the endowment will allow LSU A&M to keep pace with many other institutions that are competing for senior-level eminent scholars. The Ourso Chair would also have a significant positive benefit to the academic development of the Department of Accounting and its students. A distinguished scholar in accounting systems will help develop ultramodern educational programs at the baccalaureate, master's, and doctoral levels, as well as institute processes to ensure professional growth and renewal of senior faculty, and mechanisms for effective recruitment and mentoring of junior faculty. Particularly given that LSU A&M's doctoral program in Accounting is the only such program at a Louisiana public university, this proposal is worthy of support, though funds are not sufficient to match in the current cycle.

RANKED #4: The David Drez, Jr., MD Chair in Orthopaedic Sports Medicine – LSU Health Sciences Center-New Orleans (008EC-20)

LSU Health Sciences Center-New Orleans Department of Orthopaedics requests \$400,000 in matching funds to complete funding for the David Drez, Jr., MD Chair in honor of Dr. David Drez, who completed his orthopaedic training at Tulane University in the 1970s. Along with a colleague, Dr. Drez established the first sports medicine society in orthopaedics and coauthored the first textbook in orthopaedic sports medicine, now in its third edition and still the most comprehensive orthopaedic sports medicine textbook in use.

It is estimated that 2.6 million children and adolescents are treated in U.S. emergency rooms for sports-related injuries each year. The Centers for Disease Control (CDC) estimates that more than half of all sports injuries in children are preventable. LSUHSC-NO is developing comprehensive training and awareness initiatives in this area incorporating Family Medicine, Physical Medicine and Rehabilitation, Neurosurgery, Athletic Training, Kinesiology, Physical Therapy and Physician Assistant programs. The goal is to establish a broad, interactive, team approach to education and treatment associated with sports-related injuries, including medical caregivers and athletes, parents, coaches and sports organizations. The sports medicine scholar recruited for the Drez Chair would coordinate the mission of the injury prevention program and research being conducted by the programs listed above and by the Musculoskeletal Scientific Research Consortium. The presence of a prominent sports medicine researcher, educator and surgeon should advance LSUHSC-NO to be competitive in the sports medicine marketplace in the State and the region.

One of the impacts of the recruited scholar would be the expansion of collaborative opportunities available to researchers and faculty. This will advance LSUHSC-NO's long-term goal to establish a Sports Science Center similar to one at Duke University. The chairholder would also have the opportunity for broader collaboration with other endowed chairs, including four in Orthopaedic Surgery–Sports Medicine. Cross-university partnerships would be encouraged, particularly with the Department of Kinesiology and Athletic Training at LSU A&M. This emphasis on collaborative work will provide a diverse academic, research and clinical environment to support the Chair, Department and campus in reaching their goals.

The economic impact of the Drez Chair will be measured by the increased financial resources generated through research and clinical care provided to those suffering from sports injuries. A senior scholar in the Chair would help build research capacity and external funding. In addition, development of a "Sports Science Center" would not only enhance the image and profile of LSUHSC-NO but also provide services across the State. The academic and educational impacts could be substantial, offering better training and education for medical students, physicians and the public in general.

The search process for the Drez Chair is well defined and the goals and expectations for the recruited scholar are clearly outlined in the proposal. LSUHSC-NO has provided a full professor salary of \$350,000. The chairholder would have discretion to expend from endowment revenues approximately \$40,000 to \$50,000 annually. Similar to previous proposals, it is not clear that the resources available for recruitment would be sufficient to secure and retain a faculty member of the quality and prominence

needed to accomplish the goals outlined for Chair. The expectations of the chairholder are so extensive and diffuse that it will be extremely difficult to accomplish them without significant additional resources. Neither of these concerns, mentioned in previous reviews, have been addressed in the current proposal.

Nevertheless, this is a very strong proposal and is worthy of support, though funds are not sufficient to match in the current cycle.

RANKED #5: Susan D. and William S. Banowsky, Jr. Endowed Chair of Accounting – University of Louisiana at Monroe (010EC-20)

The University of Louisiana at Monroe (ULM) is requesting \$400,000 in matching funds to create the \$1,000,000 Banowsky Endowed Chair in Accounting in the College of Business and Social Sciences. This proposal is a modified version of those submitted in previous cycles. There has been an increase in the emphasis on research with a change of focus from education-based to applied research and an increase in salary line for the prospective chairholder. The Banowsky Chair would help ULM recruit and retain a prominent accounting faculty member with national and/or international recognition who would enhance the reputation, visibility, and prestige of the accounting program, and presumably replace the faculty member lost since last year. It is stated that, consistent with the mission of the university and college, the chairholder would focus attention on research, transformative education, and community engagement, with a research/scholarly focus preeminent over teaching/education. The Chair as described could have a significant impact on the community and the region.

The campus plans to identify the chairholder through a national search and provide a nine-month base salary of up to \$160,000 for a tenured associate or full professor. As in last year's review, the panel notes that accounting is a very competitive field with high salary rates, particularly for senior-level faculty with records of research productivity. This salary amount is not likely to be sufficient to attract the type of candidates described in the proposal. Although the salary would be supplemented by \$20,000 annually from endowment earnings, the institution is required to provide base salary "at a level commensurate with the chairholder's experience and qualifications." If the campus feels this base salary is sufficient, the proposal should include an explanation or assessment of this determination. It is a positive feature that the chairholder would be provided with a full-time graduate assistant from the MBA program and a reduced teaching load of four courses per year.

Despite these concerns, it is evident that this Chair would provide real benefit to the College and to ULM. The proposal is worthy of support, though funds are not sufficient to match in the current cycle.

RANKED #6: Kim Sledge Endowed Chair in Risk Management and Insurance – University of Louisiana at Monroe (009EC-20)

The University of Louisiana at Monroe (ULM) requests \$400,000 in BoRSF matching funds to create the \$1,000,000 Kim Sledge Endowed Chair in Risk Management and Insurance (RMI) in the College of Business and Social Sciences. The Sledge Chair position will help the College recruit and retain a prominent RMI faculty member with national and/or international recognition who will continue to maintain the reputation, visibility, and prestige of the RMI program at ULM. Consistent with the mission of the University and College, the chairholder will focus attention on research, transformative education, and industry engagement, activities that have a significant impact on the community, region, and country.

Because of the nature of the RMI program and industry, the holder will have a teaching/education focus preeminent over research/scholarly activity and service, to support industry and workforce needs. The RMI industry provides ways in which individuals and organizations can manage their risks, by transferring the risk (insurance), retaining the risk (self-insuring), controlling the risk (reducing the frequency and severity of the loss) or avoiding the risk altogether (risk management techniques). Like many industries, RMI is facing a workforce shortage, with an estimated 50% of its industry expected to retire within the next five years. At the same time, unemployment in RMI is only 1.7%, making the recruitment of a faculty member challenging. Therefore, the holder of the Chair could be a nationally recognized teacher/professional and innovator in the field of RMI who can work with industry partners to address the increasing talent gap through strong RMI academic programs.

The holder of the Chair will also be expected to offer high-quality academic and experiential opportunities in RMI to meet the academic, cultural, vocational, social, and personal needs of undergraduate students seeking a degree in RMI. The holder will be preparing students for in-demand jobs that are urgently needed in the RMI industry due to the current and predicted vacancies and expected growth rates. Through interactions with industry leaders and partners, the chairholder would develop innovative solutions to industry programs and incorporate those solutions into the curriculum. The primary contribution of the Sledge Chair will be to maintain and improve the profile and success of the RMI program at ULM. Overall this is a good proposal that could be funded if more resources were available.

RANKED #7: Louisiana Farm Bureau Chair in Agricultural Policy – LSU Ag Center (003EC-20)

The LSU Ag Center is seeking matching funds of \$400,000 to match \$640,000 from the Louisiana Farm Bureau Federation to establish an Endowed Chair in Agricultural Policy. This is a slightly modified and improved version of the proposals submitted in the last two cycles. The section on alignment has been shortened, a paragraph on investment has been added, a new section on long-term contributions emphasizes a continuing relationship with the U.S. Congress, and the section on donor-approved plans has been strengthened. A very strong letter of support from the Farm Bureau accompanies the proposal. The proposal well presents the growing role of the Farm Bureau and an expanding national role for the Chair.

The chairholder would have a twelve-month, tenure-track faculty position in the Department of Agricultural Economics and Agribusiness and would be responsible for a combination of research, extension/outreach and teaching, with approximate position splits of 40 percent extension, 40 percent research and 20 percent teaching. It should be noted that the BoR's Endowed Chairs policy requires that chairholders be tenured except under exceptional circumstances and only with BoR approval. It should be confirmed, then, that the campus plans to provide a tenured position in accordance with program requirements. The chairholder will be expected to develop a nationally recognized program of research, extension and teaching in the areas of agricultural commodity, food and natural resource policy, and analysis of national agricultural policy issues, including Farm Bill commodity policy. The chairholder would also be responsible for evaluating the program's impacts on and implications for agricultural production operations in the State, region and nation.

The chairholder would hold a joint appointment at both the LSU Ag Center and the LSU College of Agriculture. Potential courses that the chairholder could teach in areas such as production economics and agricultural policy would directly contribute to the graduate education program of the College, filling the current void within this area of instruction. As the primary faculty member working in the area of national agricultural policy, the chairholder's research results and education outreach activities would provide a substantial base of information to be utilized by other researchers, extension agents, commodity organizations, and governmental agencies. This proposal is certainly more specific than the previous submissions with respect to longer-term campus involvement with agricultural policy and the appropriateness of the Chair, but still not detailed as to the research commitment of the chairholder. There is continued concern as well about the continuing influence of the Farm Bureau on the Chair activities, and particularly on the chairholder's role and responsibilities, as described in the proposal.

The LSU Agricultural Center plans to hire the chairholder through a national search and commits to provide "a base salary commensurate with the qualifications and experience" as well as other support for the chairholder's research and education/outreach efforts. Without specific information, it is not clear that the package would be sufficient to attract the type and level of candidate sought. Despite these concerns, the proposal is strong and the Chair would certainly have an impact. The panel notes that this proposal scored in the fundable range and is worthy of funding, particularly if outstanding questions about levels of support for the faculty member and the Farm Bureau's role in the work of the Chair are fully addressed. LSU Ag Center is encouraged to more thoroughly address these issues in a future proposal submission.

RANKED #8: ULM Endowed Chair in Agribusiness – University of Louisiana at Monroe (011EC-20)

The University of Louisiana at Monroe (ULM) is requesting \$400,000 in matching funds to create a \$1,000,000 Endowed Chair in Agribusiness within the College of Business and Social Sciences – School of Management. This proposal has improved upon previous submissions. Agribusiness at ULM presents a curriculum that supports career opportunities in the production, commercial processing, and marketing of food, fiber, and oil-based agricultural products. The College of Business and Social Sciences houses centers that provide economic and community development support, including small business development, economic research, and risk management, all of which would be applicable to the agribusiness focus of the proposed Chair.

The proposal states that the recruitment and retention of a prominent senior faculty member in agricultural business would enhance the visibility and prestige of ULM's agribusiness program, consistent with the focus of the College on teaching, research, service, and community engagement. The Chair is designed to have a significant impact on students, the community, the region, and the country. The initial goals and objectives of the proposed position include enhancing extramural funding, publishing research in the area of precision agriculture, collaborating with faculty in other disciplines, and developing an industrial advisory board to provide guidance and support to the agribusiness program. The institution would identify the chairholder through a national search and provide a nine-month base salary of at least \$115,000 for a tenured associate or full professor. This salary would be supplemented by \$20,000 annually from endowment earnings. Also provided would be support for a full-time graduate assistant from the MBA program and a reduced teaching load of four courses per year.

As noted in previous reviews, an important question is whether or not an endowed faculty position at the highest level is the appropriate mechanism to help support and expand the current program, which is averaging a small number of graduates per year. While an eminent scholar/teacher, supported with supplementary endowed funds, could provide significant benefits to a growing program, the resources in place to recruit a nationally recognized agribusiness expert to Monroe and retain him/her over the long term, particularly in the absence of other agriculture programs at the campus, appear to be very limited. A revised proposal should more fully explain the thinking behind the choice to invest these funds in a permanent endowment and what other resources are being considered to support an eminent scholar in this area, to ensure the Chair has the intended impact. The panel notes that this proposal scored in the fundable range and is worthy of support, particularly if outstanding questions about resources and chairholder support, as well as the competitiveness of the hiring package in a national market, are sufficiently addressed. ULM is encouraged to consider these issues and resubmit the proposal in a future funding cycle.

RANKED #9: Ava & Cordell Haymon Chair in Music Therapy – Louisiana State University and A&M College (004EC-20)

The Ava and Cordell Haymon Chair in Music Therapy is intended to be the cornerstone of a new comprehensive, degree-granting undergraduate program in Music Therapy in the College of Music and Dramatic Arts at LSU A&M, growing out of the substantial existing program in music. The degree program would prepare undergraduate students to become clinical music therapists and researchers in music therapy. The chairholder, as the central figure in program development and implementation, would primarily fill an educational role. A secondary research role would be relevant insofar as it serves the education focus. In addition to the confirmation of support from the Emerge Center, the School of Music has presented enthusiastic letters of support from the Baton Rouge General Medical Center and Magnolia Brook, a new assisted living community.

The chairholder, having previously demonstrated exceptional teaching, research, and clinical skills in an academic setting, would function as the catalyst for program establishment and growth, a process that will have two large components: curriculum development and relationship-building. For the latter, the chairholder would serve as a collaborative leader among the 48 full-time faculty members of the School of Music and work to establish respectful collaborative relationships with community partners for program-required clinical training including as practicums and internships. In addition, the holder would act as an effective and passionate advocate for music therapy and LSU A&M in local, state, and regional contexts, and a leader nationally and internationally in music therapy research and professional service.

The institutional commitment seems appropriate with respect to salary and particularly the willingness to commit to a second tenure-track position, although it does seem likely that other support needs will be more substantial than estimated. In general, this has the potential to be an outstanding program, is clearly needed, and could have significant educational and community impact. There are, however, some concerns that suggest that the request may be premature. The current status of the program is unclear, and its proposed start date of fall 2021 may be unrealistic. It is also surprising that there is not a more defined interaction with the College of Medicine, a regional hospital, and/or a rehabilitation facility. The institution is encouraged to consider these issues and submit a revised and updated proposal in the next funding cycle.

RANKED #10: American Sugar Cane League Chair in Sugarcane Production – LSU Ag Center (002EC-20)

The American Sugar Cane League has committed \$600,000 to establish an Endowed Chair at the LSU Ag Center to support agricultural research programs that would develop new technologies associated with sugarcane production. The proposal makes a convincing case for the importance of sugarcane production in Louisiana. The endowment would be used to provide a salary supplement and additional support of the professional activities, including instruction and research related to sugarcane, for the faculty holder. The expected role of the chairholder as presented in the proposal is very general, the scope of the position is not entirely clear, and even the location of the position within structure of the Ag Center is not specified.

In a very general way, the mission of the Center is to strengthen productivity, profitability and competitiveness of Louisiana's agriculture, including sugarcane production. The chairholder would reside in one of several academic departments or one of the research stations within the Ag Center and be involved in research programs focusing on sugarcane production. Discipline areas of potential research would include crop breeding, agronomy, economics, entomology, and/or plant pathology. The expected qualifications of the candidates for the chair position are not well defined, but do include a Ph.D. in a discipline closely related to sugarcane production and a record of achievement to qualify for the rank of Associate Professor. One would expect that the implied duties of a senior-level chairholder require a higher threshold and the proposal should justify why this approach has been taken.

Equally unclear are the specific performance expectations of the chairholder. Based on the description in the proposal, this Chair appears to be associated with a position that the LSU Vice President for Agriculture will fill without a formal search process. More specificity is needed to determine the scope, impact, and practical management of this Chair.

RANKED #11: Ray and Dorothy Young Chair in Accounting – Louisiana College (001EC-20)

The holder of the Ray and Dorothy Young Chair in Accounting at Louisiana College would teach undergraduates and direct a new Center for Personal Financial Management on the campus. The Center is a partnership between Louisiana College and the Ron Blue Institute for Financial Management at Indiana Wesleyan University. The purpose of the new Chair is to bring to campus a nationally known scholar-educator who has outstanding academic credentials. This faculty member would enhance the campus with knowledge gained from producing peer-reviewed publications and years of teaching experience, as well as a proven record of advancing students from college into business, industry, non-profit and religious charitable organizations, and high-demand accounting positions. The Chair would enhance the College's ability to prepare a greater number of students to be accountants and auditors for what the U.S. government predicts will be a healthy job market. These graduates will help build businesses and spur economic growth in Louisiana.

The Chair would serve as a vital part of the knowledge platforms needed to expand existing businesses and attract new businesses in central Louisiana and it is appropriate that the Central Louisiana Economic Development Alliance supports this approach at Louisiana College. The establishment of the Young Chair would likely provide a significant boost to regional strategies in place for building a well-trained accounting labor force. Rapides Parish, where Louisiana College is located, is below the national average in several indicators of economic advantage including income, poverty levels, high school and college graduation rates, and broadband connections to computers in the home. An accounting chair and the Ron Blue Center for Personal Financial Management would help reverse these negative indicators.

On a more local level, individuals who do not know how to make prudent financial decisions maintain the cycle of poverty. Having the new Center to supply training opportunities to the community, including those from impoverished backgrounds, will help to combat this trend as individuals and families learn to manage their finances responsibly. In addition, the Chair would bring a high-caliber faculty member with research interests into the classroom to teach junior- and senior-level students in preparation for the national CPA examination.

Overall, the proposal strongly argues for the need to establish the Young Chair in Accounting, but does not outline how the practices of the Ron Blue Institute, which inform the Center that will be the core of the Chair's responsibilities, support the clear needs for training and service outlined elsewhere in the proposal. In addition, it is not evident that the academic environment is adequately supported to enable recruitment of an high-profile scholar consistent with the requirements of the BoRSF Endowed Chairs program. A future proposal should clearly indicate plans for recruitment of a superior senior faculty member and the marketplace from Louisiana College's perspective.