
LSU BOARD OF SUPERVISORS MEETING

University Administration Building Board Room

Louisiana State University

3810 W. Lakeshore Drive, Baton Rouge, LA 70808

Friday, March 6, 2020 | Time: 10:00 a.m. CT

- I. Call to Order and Roll Call
- II. Invocation and Pledge of Allegiance
- III. Public Comment
- IV. Presentation by Association of Governing Boards on Leadership Structure Study
- V. Committee Meetings
 - A. Academic & Research Committee
 1. Recommendation to Approve Conferral Dates at the 2020 Spring Commencement Exercises
 2. Request from LSU Alexandria to Establish the College of Business and Rename the College of Professional Studies
 3. Request from LSU Alexandria to Establish a Post-Baccalaureate Certificate in Accounting
 4. Request from LSU Shreveport to Establish a Bachelor of Science in Mass Communication
 5. Request from LSU Shreveport to Establish an Undergraduate Certificate in Business Law
 6. Request from LSU Shreveport to Establish an Undergraduate Certificate in Small Business Management
 7. Request from LSU Shreveport to Establish an Undergraduate Certificate in Business Fundamentals
 8. Consent Agenda
 - a. Request from LSU Shreveport to Establish the Yancey Strain Endowed Professorship for the Spring St. Museum
 - b. Request from LSU Shreveport to Establish the Louisiana State University Shreveport Alumni Association First Generation Endowed Scholarship
 - c. Request from LSU Health Sciences Center - Shreveport to Establish the Max. M. Morelock Professorship in Otolaryngology/Head and Neck Surgery
 - d. Request from LSU Health Sciences Center - Shreveport to Establish the David N. Cole Endowed Professorship for Community Health Initiatives in the School of Allied Health Professions
 - e. Request Request from LSU Health Sciences Center - Shreveport to Establish the Tommy Brown, M.D. Memorial Scholarship for Medical Students
 - f. Request from LSU Health Sciences Center - Shreveport to Establish the Sandra and Jerry Martin Endowed Scholarship for Medical Students - 2
 - g. Request from LSU Health Sciences Center - Shreveport to Establish the Lester Wayne Johnson Family Scholarship for Medical Students
 - h. Request from LSU Health Sciences Center - New Orleans to Establish the Isfana Ali, MD & Juzar Ali, MD Endowed Professorship
 - i. Request from LSU Health Sciences Center - New Orleans to Establish the Henry A. Gremillion, DDS Endowed Chair in Oral and Maxillofacial Pain

The Board or its Committees may enter into Executive Session in accordance with the provisions of LA R.S. 42:17

- j. Request from LSU A&M to Establish the Ava & Cordell Haymon Chair in Music Therapy
 - k. Request from LSU Agricultural Center to Approve the Establishment of the American Sugar Cane League Chair in Sugarcane Production
 - l. Request from LSU A&M to Establish 11 Endowed Superior Graduate Student Scholarships and Augment One Endowed Superior Graduate Student Scholarship
 - m. Request from LSU A&M to Establish Two, Annual City Year Scholarships and to Provide a One-Time Tuition Waiver
 - n. Request from LSU A&M to Name the Munn Family Active Learning Classroom
 - o. Request from LSU A&M to Establish Two Professional Ethics Endowed Professorships
 - p. Request from the LSU Agricultural Center to Establish the Benjamin L. Legendre, Sr. Sugar Heritage ASSCT Endowed Professorship
 - q. Request from the LSU Agricultural Center to Establish the Andrew Price Gay, Jr. and John Fleming Gay Endowed Professorship in Sugarcane Variety Development
- B. Legal Affairs Committee
- 1. Request to Amend the Duties of the Secretary of the Board to Include Serving as Agent for Service of Process
- C. Finance Committee
- 1. Supplier Diversity Program Update
- D. Property & Facilities Committee
- 1. KPMG Engagement Update
 - 2. Authorization of the President to Execute Documents Related to Acquisition of On-Campus Housing at LSU-Shreveport
 - 3. Request by Pennington Biomedical Research Center to Approve a Cooperative Endeavor Agreement and Related Documents Related to the Bariatric Metabolic Initiative
- E. Athletics Committee
- 1. Request to Amend the LSU Athletics Ticket, Parking and Tradition Fund Policy
 - 2. Request from LSU A&M to Approve Employment Contract for Sian Hudson, Head Coach Women's Soccer
 - 3. Request from LSU Athletics to Approve the Term Sheet for LSU Football Head Coach Edward J. Orgeron, Jr.
 - 4. Request from LSU Athletics to Approve the Term Sheet for LSU Football Coordinator Mark "Bo" Pelini
- F. Affiliated Organization Oversight Committee
- 1. Request to Approve the Amended Uniform Affiliation Agreement Form
 - 2. Request from the LSU Research Foundation to Approve Appointments to the Board of Directors and Officers
- G. Healthcare & Medical Education Committee
- 1. Request to Approve Response to the Board of Regents Regarding a Study to Establish a School of Dentistry and Authorize Action for Provision of Dental Services
- H. Audit Committee
- 1. FY 2020 2nd Quarter Audit Summary
The Audit Committee will meet at 9:15 a.m. in Room 104A. The Committee may enter into Executive Session in accordance with the provisions of LA R.S. 42:17
- VI. Reconvene Board Meeting

The Board or its Committees may enter into Executive Session in accordance with the provisions of LA R.S. 42:17

- VII. Approval of Meeting Minutes
- VIII. Personnel Actions Requiring Board Approval
- IX. Reports from Council of Staff Advisors and Council of Faculty Advisors
- X. President's Report
- XI. Reports to the Board
 - A. FY 2020 1st Quarter Audit Summary
 - B. Revised FY2020 Audit Plan
 - C. 2nd Quarter Informational Report
 - D. LSU FY 2019-2020 Semi-Annual Financial Report for Period Ending December 31, 2019
 - E. LSU FY 2019-2020 Quarterly Investment Report for Quarter Ending December 31, 2019
 - F. LSU FY 2019-2020 Metric Data
 - G. Capital Improvement Projects Above \$175,000
 - H. Design Contracts
 - I. Foundation Construction Related Agreements
 - J. Grants of Mineral Rights
 - K. Other Agreements and Approval Requests
 - L. Property Leases
 - M. Schematic Design
 - N. Servitudes
 - O. Timber Sales
 - P. Transfers of Title of Immovable Property
- XII. Committee Reports
- XIII. Chair's Report
- XIV. Adjournment

The Board or its Committees may enter into Executive Session in accordance with the provisions of LA R.S. 42:17

LSU BOARD OF SUPERVISORS AUDIT COMMITTEE MEETING
University Administration Building Board Conference Room
Louisiana State University
3810 W. Lakeshore Drive, Baton Rouge, LA 70808
Friday, March 6, 2020 | Time: 9:15 a.m. CT

I. FY 2020 2nd Quarter Audit Summary



Board of Supervisors

SECTION A

ACADEMIC & RESEARCH COMMITTEE

BOARD OF SUPERVISORS MEETING | MARCH 6, 2020



Recommendation to Approve Conferral of Degrees at the 2020 Spring Commencement Exercises

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Summary of Matter

The campuses of LSU are seeking approval of degrees to be conferred on candidates meeting degree requirements for graduation commencement exercises:

LSU A&M	May 15-16, 2020 No Main Ceremony; Diploma Ceremonies held throughout campus
LSU Alexandria	May 14, 2020 10:00 a.m. Rapides Parish Coliseum
LSU Eunice	May 16, 2020 10:00 a.m. HPE Building
LSU Health Sciences Center New Orleans	May 14, 2020 10:00 a.m. UNO Lakefront Arena
LSU Health Sciences Center Shreveport	May 30, 2020 10:00 a.m. Shreveport Convention Center
LSU Shreveport	May 17, 2020 2:00 p.m. CenturyLink Center

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors does hereby approve the degrees to be conferred on candidates meeting degree requirements for graduation from the campuses of the University at 2020 spring commencement exercises (May 14, 15, 16, 17, and 30).



Request from LSU Alexandria to Establish the College of Business and Rename the College of Professional Studies

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of Matter

LSU Alexandria requests approval to establish the College of Business and to subsequently rename the College of Professional Studies to the College Health and Human Services.

The academic umbrella of the university is currently comprised of two colleges, made up of a combined ten departments; six within the College of Arts and Sciences, and four within the College of Professional Studies. Within these departments, the Department of Business has realized an increase in enrolled students of 172.5% since fall of 2013. Fall 2019 total enrollment in the Department of Business stands at 684. Along with this influx of students, the department has added several concentrations as well as degree offerings, the most recent being the Bachelor of Science in Accounting. Current offerings are the Bachelor of Science in Accounting and Bachelor of Science in Business Administration (with concentrations in Finance, Management Information Systems, International Business, Marketing, Entrepreneurship, and Management). The Department earned ACBSP (Accreditation Council for Business Schools and Programs) Accreditation in the spring of 2019.

With board approval, LSU Alexandria will rename the Department of Business to the College of Business effective fall 2020. The current department head will receive a title change and will become the Dean of the College of Business. No other immediate changes will be made. With the Department of Business structured independently, the College of Professional Studies will be left with the Department of Nursing, Department of Allied Health, and Department of Education. In an attempt to better categorize these departments, the second request is to rename the College of Professional Studies to the College of Health and Human Services. Under current operating procedures, the two existing colleges are in place in name only and are not fully developed with deans and related staffing.

3. Review of Business Plan

The fiscal impact of the two proposed changes will be minimal at this time, as only names and titles will be changed. These changes are being put in place to set the foundation for future growth. There will be minor costs associated with stationary, business cards, departmental brochures, etc. These changes will, however, be put in place over time so as to minimize the fiscal impact on the college.

4. Review of Documents Related to Referenced Matter

A formal memo from Provost and Vice Chancellor for Academic Affairs John Rowan is on file in the Office of Academic Affairs with supporting material.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors does hereby approve the requests to establish the College of Business and rename the College of Professional Studies to the College of Health and Human Services at LSU Alexandria, subject to approval by the Louisiana Board of Regents.



Request from LSU Alexandria to Establish a Post-baccalaureate Certificate in Accounting

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph I of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- I. Any new academic degree program

2. Summary of Matter

Description and Need

LSU Alexandria is requesting approval to establish a Post-Baccalaureate Certificate in Accounting. The purpose of the certificate is to equip students in Central Louisiana and beyond who already have a bachelor's degree in a business discipline (other than accounting) with the knowledge and competencies necessary for managing a company or an organization's financial information and tax documents. Essentially, the objective of this certificate is to provide the skills and training necessary for successful completion of the CPA examination and, thus, entry into a field of public accounting.

The post-baccalaureate certificate requires a total of 30 credit hours: 24 hours of upper-level accounting courses and six hours of business law courses. The program will be delivered online; however, more than half of the courses are also currently offered in the traditional format on-campus.

Accountants and auditors are five-star occupational fields. According to recent data from the Department of Labor, individuals employed in these fields enjoy among the best employment outlooks and wages in the Region 6 Labor Market (the parishes that LSUA serves). The 2018 Occupational Employment Statistics survey indicates, however, that the location quotient for accountants and auditors in Region 6 is only 0.65. For its population size, Region 6 should have nearly twice as many accountants and auditors. The fall 2019 launch of LSUA's new Bachelor of Science in Accounting will do much to ameliorate this situation as students who were previously unable to earn a degree in Accounting at a university in their region can now do so and, as a result, will be more likely to pursue employment in the field closer to home. LSUA's ability to offer a post-baccalaureate certificate in Accounting would only increase the pool of eligible candidates available for accounting positions in Central Louisiana.

Students

LSU Alexandria successfully launched the Bachelor of Science in Accounting in fall 2019. There are already over 60 students enrolled in the new program. However, many students who have

already earned a bachelor's degree in a business discipline from either LSUA or other universities have expressed their desire to complete the coursework required of candidates for the CPA exam. Projected enrollment starts at ten students in the first year and doubles to 20 students by year 5. These are very modest projections based on the interest expressed in this program.

3. Review of Business Plan

No additional facilities, equipment, or library resources would be required as the courses are offered both online and in a traditional format for the BS in Accounting. Existing full-time and part-time faculty will teach courses in the certificate program. The certificate would be offered through the Department of Business Administration, the academic "home" of the current BS in Accounting. The Coordinator of Accounting and Chair of the Department of Business Administration would oversee the program.

4. Review of Documents Related to Referenced Matter

The following documents are on file with the LSU Office of Academic Affairs:

1. Board of Regents Certificate Proposal and budget form

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors does hereby approve the request to establish the Post-baccalaureate Certificate in Accounting at LSU Alexandria, subject to approval by the Louisiana Board of Regents.



Request from LSU Shreveport to Establish a Bachelor of Science in Mass Communication

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph I of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- I. Any new academic degree program

2. Summary of Matter

Description and Need

LSU Shreveport is seeking approval to reconfigure the current BA in Mass Communication into a Bachelor of Science (B.S.) in Mass Communication, divided into two concentrations of instruction: (Journalism/Public Relations and Digital/Broadcast Production). Currently, LSU-S seeks to create a professional path for Mass Communication graduates that is more relevant to the field than the degree program under the existing Bachelor of Arts rubric. The BS in Mass Communication will instead provide re-entry, transfer, and professional-track students the opportunity to expediently complete a degree and be prepared to utilize such skills in the workforce. In effect, the BA in Mass Communication is a more broad-based liberal arts curriculum, whereas the BS program allows for flexibility with opportunities to create unique niches with 45 credit hours in fields such as marketing, advertising, oral communication, graphic design, animation, nonprofit leadership, etc. The BS in Mass Communication will provide much needed skills for the 21st century media profession. The LSUS Media Advisory Council, a group of media professionals from Northwest Louisiana, has provided the faculty with workforce requirements that can be accommodated by the BS degree and will lead to employment in the media throughout the region.

Northwest Louisiana is a robust media market with constant demands for media professionals in broadcasting, public relations, and digital journalism per job advertisements and social media postings indicating available positions. Additionally, students are planning to enter markets not only in Shreveport and Northwest Louisiana, but in Baton Rouge, New Orleans, and in media outlets throughout the nation. The Bureau of Labor Statistics projects employment through 2026 for reporters/correspondents will increase by 2.5% with wages increasing by 11.6%, public relations specialists by 8.8%, and writers and editors by 4.5%. For media and communication workers overall, the BLS projects a 5.6% increase over 8 years. Media outlets in the Shreveport-Bossier area include seven television stations, over 30 radio stations, one daily print newspaper, five non-daily print publications, and five alternative publications. Additionally, media outlets and professional organizations contact LSUS regularly looking for graduates to either fill or apply for openings.

Students

Enrollment in the existing BA program has doubled in the areas of journalism and public relations over the past five years. Over 85% of overall enrollment is from "completer" students who wish to finish degrees with a flexible course schedule. Many of these are external students, enrolling at LSUS for the first time or returning to complete a degree, who wish to shift to a media field from their current areas of employment or to finish a degree in an area where they have some familiarity in order to move into media management. The major also attracts students already at LSUS who wish to move into media from other fields of study. Current and future students will be attracted to a BS degree program that is more flexible and tailored to the professional demands of the field in addition to the rigorous academic curriculum. With the startling growth of interest and enrollment in the current major - primarily journalism and public relations concentrations - over the past two years in particular, projections are as follows: A growth rate of 15% over the first two years; 20% over the third and fourth years; and a stabilizing growth rate of approximately 10% at year five and beyond. The projections are based on the five-year rates through the spring of 2019.

3. Review of Business Plan

Dr. Linda Webster, Chair of the Department of Arts & Media, will oversee the development, implementation, and continuance of the program. No additional costs are required to offer the Bachelor of Science degree program as this request is just a reconfiguration of current resources. LSUS has the faculty, facilities, and the curriculum/coursework to begin immediately.

4. Review of Documents Related to Referenced Matter

A complete Board of Regents Request for Authority to Offer a New Degree Program form and budget are on file with the LSU Office of Academic Affairs

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors does hereby approve the request to establish a Bachelor of Science in Mass Communication at LSU Shreveport, subject to approval by the Louisiana Board of Regents.



Request from LSU Shreveport to Establish an Undergraduate Certificate in Business Law

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph I of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- I. Any new academic degree program

2. Summary of Matter

Description and Need

LSU Shreveport is requesting approval to establish an Undergraduate Certificate in Business Law. The purpose of the certificate is to provide a solid introductory exposure to the legal and regulatory conditions that may affect personal and business decisions and actions.

The Board of Regents recently approved the undergraduate certificate designation. The certificate must be at least 18 credit hours and at least half must be at the upper level.

Undergraduate Certificates must fall under either: (a) A series of courses related to a specific topic or skill, particularly in technology or data fields in high market demand or (b) A series of courses published in the institution's General Catalog as a concentration or minor in a major or discipline. The proposed program falls in line with each criteria and is related to a topic in high market demand.

An understanding of the legal and regulatory environment is important for business professionals and students alike. This certificate helps the state in reaching the goal established by the Regents that 60 percent of the state's population will achieve a credential beyond high school. Currently, only 45.7% of the state's population has made that achievement. Offering undergraduate certificates provides a vital service to Northwest Louisiana and to the state in working toward reaching this goal. Certificates will attract nontraditional students and working adults, as well as allowing our current students to gain additional credentials.

Given that the undergraduate certificate initiative is very new, there is little competition in this area. Several universities have minors in Business Law, including ULL at Monroe; however most certificates and concentrations are at the graduate level and out of state. This certificate will be available as a traditional, face-to-face program.

Students

Based on current undergraduate enrollment at LSU Shreveport, the projected enrollment in the certificate is 10-20 students in the first year, growing by five students per year over the next five years to 50 students.

3. Review of Business Plan

The certificate will be housed in the Department of Management and Marketing. There are no new courses in this certificate. The curriculum consists of six currently offered traditional courses in the College of Business. The instructional needs will be fulfilled using existing faculty and resources. Currently, traditional, face-to-face classes are undersubscribed and the certificate students will utilize unfilled seats. This certificate will be grandfathered as an AACSB accredited business program. The certificate will be reviewed at the next AACSB visit scheduled 2022.

4. Review of Documents Related to Referenced Matter

The following documents are on file with the LSU Office of Academic Affairs:

1. Board of Regents Certificate Proposal and budget form

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors does hereby approve the request to establish the Undergraduate Certificate in Business Law at LSU Shreveport, subject to approval by the Louisiana Board of Regents.



Request from LSU Shreveport to Establish an Undergraduate Certificate in Small Business Management

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph I of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- I. Any new academic degree program

2. Summary of Matter

Description and Need

LSU Shreveport is requesting approval to establish an Undergraduate Certificate in Small Business Management. The purpose of the certificate is to provide a foundation for those interested in managing a small business, exposing students to a wide variety of key business concepts and disciplines.

The Board of Regents recently approved the undergraduate certificate designation. The certificate must be at least 18 credit hours and at least half must be at the upper level. Undergraduate Certificates must fall under either: (a) A series of courses related to a specific topic or skill, particularly in technology or data fields in high market demand or (b) A series of courses published in the institution's General Catalog as a concentration or minor in a major or discipline. The proposed program falls in line with each criteria and is related to a topic in high market demand.

Foundational skills in business are important for small business owners, students planning to enter the business world upon graduation, and individuals with professional degrees hoping to manage their own practice. This certificate helps the state in reaching the goal established by the Regents that 60 percent of the state's population will achieve a credential beyond high school. Currently, only 45.7% of the state's population has made that achievement. Offering undergraduate certificates provides a vital service to Northwest Louisiana and to the state in working toward reaching this goal. Certificates will attract nontraditional students and working adults, as well as allowing our current students to gain additional credentials.

Given that the undergraduate certificate initiative is very new, there is little competition in this area. Some universities in Louisiana have development centers to help small business owners, but these are not expected to be direct competition. Some Louisiana universities offer post-baccalaureate certificates such as at ULL and Xavier offers a certificate in entrepreneurship; however, these are not directly comparable. This certificate will be available as a traditional, face-to-face program.

Students

Based on current undergraduate enrollment at LSU Shreveport, the projected enrollment in the certificate is 15-30 students in the first year, growing by five students per year over the next five years to 60 students.

3. Review of Business Plan

The certificate will be housed in the Department of Management and Marketing. There are no new courses in this certificate. The curriculum consists of six currently offered traditional courses in the College of Business. The instructional needs will be fulfilled using existing faculty and resources. Currently, traditional, face-to-face classes are undersubscribed and the certificate students will utilize unfilled seats. This certificate will be grandfathered as an AACSB accredited business program. The certificate will be reviewed at the next AACSB visit scheduled 2022.

4. Review of Documents Related to Referenced Matter

The following documents are on file with the LSU Office of Academic Affairs:

1. Board of Regents Certificate Proposal and budget form

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors does hereby approve the request to establish the Undergraduate Certificate in Small Business Management at LSU Shreveport, subject to approval by the Louisiana Board of Regents.



Request from LSU Shreveport to Establish an Undergraduate Certificate in Business Fundamentals

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph I of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- I. Any new academic degree program

2. Summary of Matter

Description and Need

LSU Shreveport is requesting approval to establish an Undergraduate Certificate in Business Fundamentals. The purpose of the certificate is to provide a solid introductory exposure to a wide variety of key business concepts and disciplines.

The Board of Regents recently approved the undergraduate certificate designation. The certificate must be at least 18 credit hours and at least half must be at the upper level. Undergraduate Certificates must fall under either: (a) A series of courses related to a specific topic or skill, particularly in technology or data fields in high market demand or (b) A series of courses published in the institution's General Catalog as a concentration or minor in a major or discipline. The proposed program falls in line with each criteria and is related to a topic in high market demand.

Foundational skills in business are important for small business owners, students planning to enter the business world upon graduation, and individuals with professional degrees hoping to manage their own practice. This certificate helps the state in reaching the goal established by the Regents that 60 percent of the state's population will achieve a credential beyond high school. Currently, only 45.7% of the state's population has made that achievement. Offering undergraduate certificates provides a vital service to Northwest Louisiana and to the state in working toward reaching this goal. Certificates will attract nontraditional students and working adults, as well as allowing our current students to gain additional credentials.

Given that the undergraduate certificate initiative is very new, there is little competition in this area. A search indicated that only out of state universities are competing in this area. Louisiana Tech has a similar certificate, but it is only offered post baccalaureate. This certificate will be available as a traditional face-to-face program.

Students

Based on current undergraduate enrollment at LSU Shreveport, the projected enrollment in the certificate is 20-40 students in the first year, growing by five students per year over the next five years to 70 students.

3. Review of Business Plan

The certificate will be housed in the Department of Management and Marketing. There are no new courses in this certificate. The curriculum consists of six currently offered traditional courses in the College of Business across a wide range of topic areas. The instructional needs will be fulfilled using existing faculty and resources. Currently, traditional, face-to-face classes are undersubscribed and the certificate students will utilize unfilled seats. This certificate will be grandfathered as an AACSB accredited business program. The certificate will be reviewed at the next AACSB visit scheduled 2022.

4. Review of Documents Related to Referenced Matter

The following documents are on file with the LSU Office of Academic Affairs:

1. Board of Regents Certificate Proposal and budget form

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors does hereby approve the request to establish the Undergraduate Certificate in Business Fundamentals at LSU Shreveport, subject to approval by the Louisiana Board of Regents.



Request from LSU Shreveport to Establish the Yancey Strain Endowed Professorship for the Spring St. Museum

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of the Matter

The Board of Regents Support Fund (BoRSF) for Endowed Professorships Program provides matching dollars to campuses to create endowed professorships that provide academic and mission enhancement of the respective campus, as well as contribute to the economic development of Louisiana. Non-State contributions combined with a BoRSF match produce permanent endowments.

A contribution has been made to establish the Yancey Strain Endowed Professorship for the Spring St. Museum at LSU Shreveport, subject to available matching funds from the Board of Regents. The Yancey Strain Endowed Professorship for the Spring St. Museum will provide critically needed funds to support the academic operations and course offerings for students at the museum.

3. Review of Documents Related to Referenced Matter

A memo from the campus head requesting the establishment of the endowed professorship is on file at the LSU Office of Academic Affairs, and the gift agreement is on file at the appropriate foundation.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request from LSU Shreveport to establish the Yancey Strain Endowed Professorship for the Spring St. Museum.

BE IT FURTHER RESOLVED that the President, as may be appropriate, is hereby authorized and directed to execute any documents required to obtain the matching gifts and otherwise

complete the establishment of the Yancey Strain Endowed Professorship for the Spring St. Museum.



Request from LSU Shreveport to Establish the Louisiana State University Shreveport Alumni Association First Generation Endowed Scholarship

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of the Matter

The Board of Regents Support Fund (BoRSF) Endowed Superior Graduate Student Scholarships Subprogram matches non-State contributions of at least \$60,000 with \$40,000 from the BoRSF to create endowed scholarships to support graduate and first professional degree students as well as post-doctoral fellows. Income above corpus may be used to benefit the student recipient in the form of scholarships, fellowships, and experiential opportunities, including internships, externships, conference travel, and field work.

A contribution has been made to establish the Louisiana State University Shreveport Alumni Association First Generation Endowed Scholarship at LSU Shreveport, subject to available matching funds from the Board of Regents..

3. Review of Documents Related to Referenced Matter

A memo from the campus head requesting the establishment of the endowed scholarship is on file at the LSU Office of Academic Affairs, and the gift agreements are on file at the appropriate foundation.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request from LSU Shreveport to establish the Louisiana State University Shreveport Alumni Association First Generation Endowed Scholarship.

BE IT FURTHER RESOLVED that the President, as may be appropriate, is hereby authorized and directed to execute any documents required to obtain the matching gifts and otherwise

complete the establishment of the Louisiana State University Shreveport Alumni Association
First Generation Endowed Scholarship.



**Request from LSU Health Sciences Center – Shreveport to
Establish the Max M. Morelock Professorship in
Otolaryngology/Head and Neck Surgery**

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of the Matter

The LSU Health Sciences Foundation in Shreveport has received a \$100,000 gift from Jasmine L. Morelock-Field and Maurice M. Morelock, PhD to create an Endowed Professorship. No Board of Regents matching funds are requested

Building a competitive research program by investing in talented faculty educators is a priority of the Department of Otolaryngology/Head and Neck Surgery. In support of this vision, the endowed professorship will facilitate the recruitment, research productivity, and professional development of a faculty member in the department. This faculty member will pursue initiatives that promote excellence in patient care, the latest advances in otolaryngology/head and neck surgery, and cutting-edge research. Faculty members who possess a well-defined academic history of service and scholarship strengthen the reputation of LSUHSC-Shreveport and attract other successful faculty and qualified students. This endowment will augment the research program and professional development of an Otolaryngology/Head and Neck Surgery faculty member, creating synergism between the department, the institution, and those we serve.

3. Review of Documents Related to Referenced Matter

A memo from the campus head requesting the establishment of the endowed professorship is on file at the LSU Office of Academic Affairs, and the gift agreement is on file at the appropriate foundation.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request from LSU Health Sciences Center - Shreveport to establish the Max M. Morelock Professorship in Otolaryngology/Head and Neck Surgery.



**Request from LSU Health Sciences Center – Shreveport to
Establish the David N. Cole Endowed Professorship for Community
Health Initiatives in the School of Allied Health Professions**

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of the Matter

The Board of Regents Support Fund (BoRSF) for Endowed Professorships Program provides matching dollars to campuses to create endowed professorships that provide academic and mission enhancement of the respective campus, as well as contribute to the economic development of Louisiana. Non-State contributions combined with a BoRSF match produce permanent endowments.

A contribution has been made to establish the David N. Cole Endowed Professorship for Community Health Initiatives in the School of Allied Health Professions at the LSU Health Sciences Center in Shreveport, subject to available matching funds from the Board of Regents..

3. Review of Documents Related to Referenced Matter

A memo from the campus head requesting the establishment of the endowed professorship is on file at the LSU Office of Academic Affairs, and the gift agreement is on file at the appropriate foundation.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request from LSU Health Sciences Center - Shreveport to establish the David N. Cole Endowed Professorship for Community Health Initiatives in the School of Allied Health Professions.

BE IT FURTHER RESOLVED that the President, as may be appropriate, is hereby authorized and directed to execute any documents required to obtain the matching gifts and otherwise complete the establishment of the David N. Cole Endowed Professorship for Community Health Initiatives in the School of Allied Health Professions.



**Request from LSU Health Sciences Center – Shreveport to
Establish the Tommy Brown M.D. Memorial Scholarship for
Medical Students**

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of the Matter

The Board of Regents Support Fund (BoRSF) Endowed Superior Graduate Student Scholarships Subprogram matches non-State contributions of at least \$60,000 with \$40,000 from the BoRSF to create endowed scholarships to support graduate and first professional degree students as well as post-doctoral fellows. Income above corpus may be used to benefit the student recipient in the form of scholarships, fellowships, and experiential opportunities, including internships, externships, conference travel, and field work.

A contribution has been made to establish the Tommy Brown M.D. Memorial Scholarship for Medical Students at the LSU Health Sciences Center in Shreveport, subject to available matching funds from the Board of Regents..

3. Review of Documents Related to Referenced Matter

A memo from the campus head requesting the establishment of the endowed scholarship is on file at the LSU Office of Academic Affairs, and the gift agreements are on file at the appropriate foundation.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request from LSU Health Sciences Center - Shreveport to establish the Tommy Brown M.D. Memorial Scholarship for Medical Students.

BE IT FURTHER RESOLVED that the President, as may be appropriate, is hereby authorized and directed to execute any documents required to obtain the matching gifts and otherwise

complete the establishment of the Tommy Brown M.D. Memorial Scholarship for Medical Students.



**Request from LSU Health Sciences Center – Shreveport to
Establish the Sandra and Jerry Martin Endowed Scholarship
for Medical Students-2**

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of the Matter

The Board of Regents Support Fund (BoRSF) Endowed Superior Graduate Student Scholarships Subprogram matches non-State contributions of at least \$60,000 with \$40,000 from the BoRSF to create endowed scholarships to support graduate and first professional degree students as well as post-doctoral fellows. Income above corpus may be used to benefit the student recipient in the form of scholarships, fellowships, and experiential opportunities, including internships, externships, conference travel, and field work.

A contribution has been made to establish the Sandra and Jerry Martin Endowed Scholarship for Medical Students-2 at the LSU Health Sciences Center in Shreveport, subject to available matching funds from the Board of Regents..

3. Review of Documents Related to Referenced Matter

A memo from the campus head requesting the establishment of the endowed scholarship is on file at the LSU Office of Academic Affairs, and the gift agreements are on file at the appropriate foundation.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request from LSU Health Sciences Center - Shreveport to establish the Sandra and Jerry Martin Endowed Scholarship for Medical Students-2.

BE IT FURTHER RESOLVED that the President, as may be appropriate, is hereby authorized and directed to execute any documents required to obtain the matching gifts and otherwise

complete the establishment of the Sandra and Jerry Martin Endowed Scholarship for Medical Students-2.



**Request from LSU Health Sciences Center – Shreveport to
Establish the Lester Wayne Johnson Family Scholarship for
Medical Students**

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of the Matter

The Board of Regents Support Fund (BoRSF) Endowed Superior Graduate Student Scholarships Subprogram matches non-State contributions of at least \$60,000 with \$40,000 from the BoRSF to create endowed scholarships to support graduate and first professional degree students as well as post-doctoral fellows. Income above corpus may be used to benefit the student recipient in the form of scholarships, fellowships, and experiential opportunities, including internships, externships, conference travel, and field work.

A contribution has been made to establish the Lester Wayne Johnson Family Scholarship for Medical Students at the LSU Health Sciences Center in Shreveport, subject to available matching funds from the Board of Regents..

3. Review of Documents Related to Referenced Matter

A memo from the campus head requesting the establishment of the endowed scholarship is on file at the LSU Office of Academic Affairs, and the gift agreements are on file at the appropriate foundation.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request from LSU Health Sciences Center - Shreveport to establish the Lester Wayne Johnson Family Scholarship for Medical Students.

BE IT FURTHER RESOLVED that the President, as may be appropriate, is hereby authorized and directed to execute any documents required to obtain the matching gifts and otherwise complete the establishment of the Lester Wayne Johnson Family Scholarship for Medical Students.



**Request from LSU Health Sciences Center – New Orleans to Establish
the Isfana Ali, MD & Juzar Ali, MD Endowed Professorship**

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of Matter

The Board of Regents Support Fund (BoRSF) for Endowed Professorships Program provides matching dollars to campuses to create endowed professorships that provide academic and mission enhancement of the respective campus, as well as contribute to the economic development of Louisiana. Non-State contributions combined with a BoRSF match produce permanent endowments. Significant donations have been made to the LSU Health Foundation, New Orleans to establish an Endowed Professorship that qualifies for BoRSF matching funds.

- a) Isfana Ali, MD & Juzar Ali, MD Endowed Professorship - \$80,000. This professorship will benefit the work of an LSU Health Sciences Center New Orleans faculty member with a commitment to support education, patient care, and research for respiratory disease.

3. Review of Documents Related to Referenced Matter

A memo from the campus head requesting the establishment of the endowed professorship is on file at the LSU Office of Academic Affairs, and the gift agreements are on file at the appropriate foundation.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request from LSU Health Sciences Center – New Orleans to establish the Isfana Ali, MD & Juzar Ali, MD Endowed Professorship.

BE IT FURTHER RESOLVED that the President, as may be appropriate, is hereby authorized and directed to execute any documents required to obtain the matching gifts and otherwise complete the establishment of the Isfana Ali, MD & Juzar Ali, MD Endowed Professorship.



**Request from LSU Health Sciences Center – New Orleans to Establish
the Henry A. Gremillion, DDS Endowed Chair in Oral and
Maxillofacial Pain**

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of Matter

The Board of Regents Support Fund (BoRSF) Endowed Chair Program matches non-State contributions of at least \$600,000 with \$400,000 from the BoRSF to create endowed chairs to support faculty.

Significant donations have been made to the LSU Health Foundation, New Orleans to establish an Endowed Chair that qualifies for BoRSF matching funds. LSU Health Sciences Center New Orleans requests approval to establish the following Endowed Chair, based on the donations listed:

- a) Henry A. Gremillion, DDS Chair in Oral and Maxillofacial Pain - \$600,000. This chair will benefit the work of an LSU Health, New Orleans School of Dentistry faculty member with a commitment to support education, patient care, and research for orofacial pain.

3. Review of Documents Related to Referenced Matter

A memo from the campus head requesting the establishment of the endowed chair is on file at the LSU Office of Academic Affairs, and the gift agreements are on file at the appropriate foundation

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request from LSU Health Sciences Center – New Orleans to establish the Henry A. Gremillion, DDS Chair in Oral and Maxillofacial Pain; and

BE IT FURTHER RESOLVED that the President, as may be appropriate, is hereby authorized and directed to execute any documents required to obtain the matching gift and otherwise complete the establishment of the Henry A. Gremillion, DDS Chair in Oral and Maxillofacial Pain.



Request from LSU to Approve the Establishment of the Ava & Cordell Haymon Chair in Music Therapy

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of the Matter

The Louisiana Board of Regents approved Endowed Chairs Program matches non-State contributions of at least \$600,000 with \$400,000 increments from the Board of Regents Support Fund (BoRSF) to create endowed chairs to recruit outstanding faculty.

Significant donations have been made to the LSU Foundation to establish an endowed chair, which qualifies for BoRSF matching funds.

a) Ava and Cordell Haymon Chair in Music Therapy - \$1,200,000

The Ava and Cordell Haymon Chair in Music Therapy, to be established in the College of Music and Dramatic Arts, may be used for salary supplements and other support of the academic, scholarly and professional activities related to the Chair, including but not limited to instruction, research, travel, equipment, materials, faculty improvement, and graduate student support. The recipient of the Chair must have demonstrated excellence in the research areas of music education and therapy.

3. Review of Documents Related to Referenced Matter

A memo requesting establishment of the Ava and Cordell Haymon Chair in Music Therapy from the Executive Vice President, the delegated authority, is on file at the LSU Office of Academic Affairs, and the gift agreement is on file at the appropriate foundation.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request from LSU to establish the Ava and Cordell Haymon Chair in Music Therapy; and

BE IT FURTHER RESOLVED that the President, as may be appropriate, is hereby authorized and directed to execute any documents required to obtain the matching gift and otherwise complete the establishment of the Ava and Cordell Haymon Chair in Music Therapy.



**Request from LSU Agricultural Center to Approve the
Establishment of the American Sugar Cane League Chair in
Sugarcane Production**

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of the Matter

The Louisiana Board of Regents approved Endowed Chairs Program matches non-State contributions of at least \$600,000 with \$400,000 increments from the Board of Regents Support Fund (BoRSF) to create endowed chairs to recruit outstanding faculty.

Significant donations have been made to the LSU Agricultural Center to establish an endowed chair, which qualifies for BoRSF matching funds.

- a) The American Sugar Cane League Chair in Sugarcane Production - \$600,000**
This chair, supporting agricultural research programs to develop new and/or improved technologies associated with sugarcane production, may be used for salary supplements and other support of the sugarcane research activities of the Chair position, including instruction and research, equipment, materials, faculty improvement, graduate student support and travel.

3. Review of Documents Related to Referenced Matter

A memo requesting establishment of the American Sugar Cane League Chair in Sugarcane Production from the Executive Vice President, the delegated authority, is on file at the LSU Office of Academic Affairs, and the gift agreement is on file at the appropriate foundation.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request from the LSU Agricultural Center to establish the American Sugar Cane League Chair in Sugarcane Production; and

BE IT FURTHER RESOLVED that the President, as may be appropriate, is hereby authorized and directed to execute any documents required to obtain the matching gift and otherwise complete the establishment of the American Sugar Cane League Chair in Sugarcane Production.



Request from LSU A&M to Establish 11 Endowed Superior Graduate Student Scholarships and Augment One Endowed Superior Graduate Student Scholarship

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of Matter

The Board of Regents Support Fund (BoRSF) Endowed Superior Graduate Student Scholarships Subprogram matches non-State contributions of at least \$60,000 with \$40,000 from the BoRSF to create endowed scholarships to support graduate and first professional degree students as well as post-doctoral fellows. Income above corpus may be used to benefit the student recipient in the form of scholarships, fellowships, and experiential opportunities, including internships, externships, conference travel, and field work.

Significant donations have been made to the LSU Foundation to establish Endowed Superior Graduate Student Scholarships that qualify for BoRSF matching funds. LSU A&M is requesting approval to establish 11 and augment one Endowed Superior Graduate Student Scholarship based on the donations listed:

- a) Robert R. and Melissa B. Rabalais Energy Law Endowment Fund - \$360,000
The Board of Supervisors previously approved the establishment of the Robert R. and Melissa B. Rabalais Energy Law Endowment Fund based on donations totaling \$300,000. Formal establishment is now being sought for the augmented Robert R. and Melissa B. Rabalais Energy Law Endowment Fund based on additional donations of \$60,000, for combined total donations of \$360,000.
- b) Class of 1978 Scholarship - \$180,000
The Class of 1978 Scholarship shall benefit full-time students enrolled in the Law Center. Financial need may be a consideration.
- c) Jeff and Ashley Raborn Scholarship - \$60,000
The Jeff and Ashley Raborn Scholarship shall benefit full-time students enrolled in the Law Center, pursuing a Juris Doctor degree and in good academic standing as defined by the Law Center Dean, with preference given to residents of the parishes of Iberia, St. Helena, St.

Tammany or Tangipahoa. The recipient may be a current or entering full-time law student who demonstrates strong academic performance as determined by the Dean or Dean's designee. If the recipient is an entering student, the recipient must be among the top 50% of his/her admissions class.

- d) William and Karen Guenther Brack Superior Graduate Scholarship - \$60,000
The William and Karen Guenther Brack Superior Graduate Scholarship shall benefit full-time graduate students, not on disciplinary probation, enrolled in the College of Engineering and pursuing a degree in a field of study in the School of Electrical and Computer Engineering. Financial need is not a consideration in selecting recipients.
- e) Carrigan Graduate Student Scholarship in History - \$900,000
The Carrigan Graduate Student Scholarship in History shall benefit full-time graduate students at LSU enrolled in the College of Humanities and Social Sciences and majoring in History, with a grade point average of 3.0 or higher. Preference shall be given to students studying American History. Financial need may be a consideration.
- f) Jake L. Netterville Superior Graduate Scholarship in Accounting - \$60,000
The Jake L. Netterville Superior Graduate Scholarship in Accounting shall benefit full-time graduate students enrolled in the E. J. Ourso College of Business, majoring in Accounting, who have and maintain a minimum cumulative grade point average of 3.0. Financial need may be a consideration in selecting recipients. It is the donor's preference that recipients intend to pursue a career in public accounting.
- g) Bev and Ray Mentzer Endowed Superior Graduate Student Scholarship - \$60,000
The Bev and Ray Mentzer Endowed Superior Graduate Student Scholarship in the College of Engineering, Cain Department of Chemical Engineering, shall benefit student recipients enrolled on a full-time basis, and post-doctoral recipients who are fully-employed and affiliated with LSU.
- h) Janice Silver Endowed Opera Scholarship - \$60,000
The Janice Silver Endowed Opera Scholarship shall benefit full-time students enrolled in the College of Music and Dramatic Arts, School of Music, majoring in voice, and participating in the opera productions.
- i) Edwards Superior Graduate Scholarship in French Studies #2 - \$60,000
The Edwards Superior Graduate Scholarship in French Studies #2 shall benefit full-time graduate students in the College of Humanities and Social Sciences, pursuing a degree in French Studies, with a minimum cumulative grade point average of 3.5. Financial need may be a consideration.
- j) Richard P. Sivicek Graduate Scholarship - \$60,000
The Richard P. Sivicek Graduate Scholarship shall benefit full-time graduate students enrolled in the College of Agriculture, majoring in a fisheries and aquaculture curriculum in the School of Renewable Resources ("School"), who exhibit academic excellence and financial need as determined by the School's Director, with preferential consideration to students pursuing a master's degree.
- k) Pendley-Baudin Family Scholarship - \$60,000
The Pendley-Baudin Family Scholarship shall benefit full-time students enrolled in the Law Center, with preferential consideration for students from the parishes of Pointe Coupee, West Baton Rouge and Iberville. Financial need may be a consideration in selecting recipients.

- l) Debra and James Anderson Superior Graduate Scholarship in Geology and Geophysics - \$60,000
The Debra and James Anderson Superior Graduate Scholarship in Geology and Geophysics shall benefit full-time graduate students enrolled in the College of Science and pursuing a degree in the Department of Geology and Geophysics.

3. Review of Documents Related to Referenced Matter

A memo requesting the establishment and augmentation of these endowed scholarships from the Executive Vice President, the delegated authority, is on file at the LSU Office of Academic Affairs, and the donor agreements are on file at the appropriate foundation.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request to establish each of the following 11 endowed superior graduate student scholarships and augment the following one endowed superior graduate student scholarship at LSU; and

- a) Robert R. and Melissa B. Rabalais Energy Law Endowment Fund (augmented)
- b) Class of 1978 Scholarship
- c) Jeff and Ashley Raborn Scholarship
- d) William and Karen Guenther Brack Superior Graduate Scholarship
- e) Carrigan Graduate Student Scholarship in History
- f) Jake L. Netterville Superior Graduate Scholarship in Accounting
- g) Bev and Ray Mentzer Endowed Superior Graduate Student Scholarship
- h) Janice Silver Endowed Opera Scholarship
- i) Edwards Superior Graduate Scholarship in French Studies #2
- j) Richard P. Sivicek Graduate Scholarship
- k) Pendley-Baudin Family Scholarship
- l) Debra and James Anderson Superior Graduate Scholarship in Geology and Geophysics

BE IT FURTHER RESOLVED that the President, as may be appropriate, is hereby authorized and directed to execute any documents required to obtain the matching gift and otherwise complete the establishment of each of the following 11 endowed superior graduate student scholarships and augment the following one endowed superior graduate student scholarship at LSU:

- a) Robert R. and Melissa B. Rabalais Energy Law Endowment Fund (augmented)
- b) Class of 1978 Scholarship
- c) Jeff and Ashley Raborn Scholarship
- d) William and Karen Guenther Brack Superior Graduate Scholarship
- e) Carrigan Graduate Student Scholarship in History
- f) Jake L. Netterville Superior Graduate Scholarship in Accounting
- g) Bev and Ray Mentzer Endowed Superior Graduate Student Scholarship
- h) Janice Silver Endowed Opera Scholarship
- i) Edwards Superior Graduate Scholarship in French Studies #2
- j) Richard P. Sivicek Graduate Scholarship
- k) Pendley-Baudin Family Scholarship
- l) Debra and James Anderson Superior Graduate Scholarship in Geology and Geophysics



Request from LSU to Establish Two, Annual City Year Scholarships and to Provide a One-Time Tuition Waiver

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of the Matter

LSU requests both the establishment of two City Year tuition waivers and a one-time tuition waiver for a graduate student in her final year of graduate school.

City Year is an education-focused nonprofit organization operating in more than 25 U.S. cities and is affiliated with AmeriCorps. City Year partners with public schools in high-need communities across the U.S., connecting AmeriCorps peer mentors with high school students to address and alleviate high drop-out rates.

The establishment of annual scholarships for City Year will show LSU's commitment to the Baton Rouge and surrounding area for students who wish to make an impact in high-need areas. However, these scholarships are only given to entering graduate students. Because of this caveat, LSU is also requesting a one-time tuition waiver for a graduate student in her final year of graduate study. She received a City Year scholarship when she entered graduate school; however, she utilized a graduate assistantship made available to her in first year of study. Upon improper advisement to forego the scholarship in pursuit of the assistantship and the student's wish to utilize the scholarship in her final year, this one-time waiver is needed to grant the student's request. This request is also backed by the Dean of the Graduate School and the leadership in the Office of Academic Affairs.

3. Review of Documents Related to Referenced Matter

A memo from the Dean of the Graduate School is on file at the LSU Office of Academic Affairs.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve both requests to establish two, annual City Year scholarships and a one-time tuition waiver.



Request from LSU A&M to Name the Munn Family Active Learning Classroom

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of Matter

LSU A&M is requesting approval to name a classroom in Room 109 on the first floor of the Middleton Library.

Facilities is one of the pillars of LSU Libraries' development roadmap. Middleton Library has the highest foot-traffic of any academic building on campus, with more than one million visits every year. Investing in upgrades to Middleton Library's furniture and technology is thus a top fundraising priority of the LSU Libraries Dean's Advisory Council, Libraries leadership, and LSU administrators.

The Munn Family gift of \$50,000 will subsidize the active learning classroom. The Libraries intends to use the gift to purchase new furnishings that will transform Room 109 into a modern teaching space that allows librarians to shift easily between presentation-style and interactive learning modes. The Munn gift will compliment a recent \$30,000 student technology fee grant that will supply the room with new computers, monitors, a screen and projector, as well as a new audio/visual system.

In honor of Brandon and Ashley Munn's philanthropic efforts, we request to name Room 109 of the Middleton Library the Munn Family Active Learning Classroom.

3. Review of Documents Related to Referenced Matter

The following documents are on file with the LSU Office of Academic Affairs:

- A letter of request from the LSU Libraries Dean Stanley Wilder with supporting materials
- A letter of approval from Dr. Ann Sumner Holmes, Chair of the Naming University Facilities and Academic Unit Committee

- A letter of support from Dr. Stacia Haynie, Executive Vice President and Provost and approval by Interim President Thomas C. Galligan.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the LSU Board of Supervisors does hereby approve the request from LSU A&M to name Room 109 of Middleton Library the “Munn Family Active Learning Classroom”.



Request from LSU A&M to Establish Two Professional Ethics Endowed Professorships

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of the Matter

Approved by the Louisiana Board of Regents in the 1990-91 academic year, the Endowed Professorships Subprogram matches non-State contributions of at least \$80,000 with \$20,000 from the Board of Regents Support Fund ("BoRSF") to create endowed professorships to recruit and retain superior faculty. The Endowed Professorships Subprogram also matches non-State contributions of at least \$60,000 with \$40,000 from the BoRSF provided an agreement was in place on or before November 2, 2016, when the Board approved a new matching level for professorships.

A contribution has been made to the LSU Foundation to establish two endowed professorships that qualify for BoRSF matching funds:

- a) Professional Ethics Professorship #5 - \$60,000
- b) Professional Ethics Professorship #6 - \$60,000

3. Review of Documents Related to Referenced Matter

A memo from the campus head requesting the establishment of the endowed professorships are on file at the LSU Office of Academic Affairs, and the gift agreement is on file at the appropriate foundation.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request from LSU A&M to establish two endowed professorships: Professional Ethics Professorship #5 and Professional Ethics Professorship #6.

BE IT FURTHER RESOLVED that the President, as may be appropriate, is hereby authorized and directed to execute any documents required to obtain the matching gifts and otherwise complete the establishment of two endowed professorships: Professional Ethics Professorship #5 and Professional Ethics Professorship #6.



Request from the LSU Agricultural Center to Establish the Benjamin L. Legendre, Sr. Sugar Heritage ASSCT Endowed Professorship

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of the Matter

Approved by the Louisiana Board of Regents in the 1990-91 academic year, the Endowed Professorships Subprogram matches non-State contributions of at least \$80,000 with \$20,000 from the Board of Regents Support Fund ("BoRSF") to create endowed professorships to recruit and retain superior faculty.

A contribution has been made to the LSU Foundation to establish an endowed professorship that qualifies for BoRSF matching funds:

- a) Benjamin L. Legendre, Sr. Sugar Heritage ASSCT Professorship - \$80,000

3. Review of Documents Related to Referenced Matter

A memo from the campus head requesting the establishment of the endowed professorships are on file at the LSU Office of Academic Affairs, and the gift agreement is on file at the appropriate foundation.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request from the LSU Agricultural Center to establish the Benjamin L. Legendre, Sr. Sugar Heritage ASSCT Professorship.

BE IT FURTHER RESOLVED that the President, as may be appropriate, is hereby authorized and directed to execute any documents required to obtain the matching gifts and otherwise

complete the establishment of the Benjamin L. Legendre, Sr. Sugar Heritage ASSCT Professorship.



**Request from the LSU Agricultural Center to Establish the
Andrew Price Gay, Jr. and John Fleming Gay Endowed
Professorship in Sugarcane Variety Development**

To: Members of the Board of Supervisors

Date: March 6, 2020

1. Significant Board Matter

Pursuant to Article VII, Section 1, Paragraph L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

- L. Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

2. Summary of the Matter

Approved by the Louisiana Board of Regents in the 1990-91 academic year, the Endowed Professorships Subprogram matches non-State contributions of at least \$80,000 with \$20,000 from the Board of Regents Support Fund ("BoRSF") to create endowed professorships to recruit and retain superior faculty.

A contribution has been made to the LSU Foundation to establish an endowed professorship that qualifies for BoRSF matching funds:

- a) Andrew Price Gay, Jr. and John Fleming Gay Professorship in Sugarcane Variety Development – \$80,000

3. Review of Documents Related to Referenced Matter

A memo from the campus head requesting the establishment of the endowed professorships are on file at the LSU Office of Academic Affairs, and the gift agreement is on file at the appropriate foundation.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby approve the request from the LSU Agricultural Center to establish the Andrew Price Gay, Jr. and John Fleming Gay Professorship in Sugarcane Variety Development.

BE IT FURTHER RESOLVED that the President, as may be appropriate, is hereby authorized and directed to execute any documents required to obtain the matching gifts and otherwise

complete the establishment of the Andrew Price Gay, Jr. and John Fleming Gay Professorship in Sugarcane Variety Development.



Board of Supervisors

SECTION B

LEGAL AFFAIRS COMMITTEE

BOARD OF SUPERVISORS MEETING | MARCH 6, 2020



**Request to Amend the Duties of the Secretary of the Board to Include
Serving as Agent for Service of Process**

To: Members of the Board of Supervisors

Date: March 6, 2020

Pursuant to Article VII, Section 1L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant Board matter.

L. Other Significant Matters Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

1. Summary of the Matter

In accordance with La. R.S. 17:3219, the LSU Board of Supervisors is required to appoint an agent for service of process. The proposal recommends the permanent designation of the Secretary of the Board as the agent for service of process. Under the current Bylaws, the LSU President also serves as the Secretary of the Board. The process service would ensure official receipt of legal documents and proper routing for action.

2. Review of Business Plan

N/A

3. Fiscal Impact

None

4. Review of Legal Documents

R.S. 17:3219

B. Each board shall designate the physical location of its domicile and appoint an agent for service of process and shall file all such information with the secretary of state.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED, the duties of the Secretary of the Board shall include the duty of being the agent for service of process in accordance with R.S. 17:3219.

BE IT FURTHER RESOLVED, the Secretary of the Board shall transmit a certified copy to the Secretary of State in accordance with the law.



Board of Supervisors

SECTION C

FINANCE COMMITTEE

*There are no supplemental documents.
Presentation of Supplier Diversity during Board of Supervisors Meeting.*



Board of Supervisors

SECTION

PROPERTY & FACILITIES COMMITTEE

BOARD OF SUPERVISORS MEETING | MARCH 6, 2020



Authorization of the President to Execute Documents Related to Acquisition of On-Campus Housing at LSU Shreveport

To: Members of the Board of Supervisors

Date: March 6, 2020

Pursuant to Article VII, Section 1 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant Board matter.

C. Lease of Immovable Property

Approval is also required by the Uniform Affiliation Agreement

1. Summary of the Matter

On September 13, 2019, the LSU Board of Supervisors authorized President F. King Alexander to take action on the acquisition of on-campus housing at LSU Shreveport. Our lenders have requested that a new authorization be granted to Interim President Thomas C. Galligan, Jr., for legal purposes.

2. Review of Business Plan

N/A

3. Fiscal Impact

N/A

4. Review of Legal Documents

N/A

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College (the "Board") authorizes Thomas C. Galligan, Jr., in his capacity as Interim President of LSU, to authorize, approve, and consent to the transfer of the LSU-Shreveport student housing complex known as University Court Apartments (the "Facilities") from Campus Living Villages to LSU Real Estate and Facilities Foundation ("REFF") or a special purpose entity created by it, and to include in such authorizations, approvals, and consents such terms and conditions as he deems to be in the best interests of LSU; and

BE IT FURTHER RESOLVED that the Board authorizes Thomas C. Galligan, Jr., in his capacity as Interim President of LSU, to execute and deliver a new ground lease, facilities lease, operating agreements, and other related agreements with REFF as necessary or appropriate for the operation and maintenance of the Facilities, with the understanding that such agreements will result in LSU-Shreveport becoming liable to make lease payments which will be used for the outstanding debt service payments on

the existing loans related to the Facilities, and a new loan to be obtained by REFF for necessary capital repairs and improvements, and to include in such leases, loans, and other agreements such terms and conditions as he deems to be in the best interests of LSU; and

BE IT FURTHER RESOLVED that the Board authorizes counsel to the Board to make application to the Louisiana State Bond Commission on behalf of the Board for the approval of the facilities lease;

BE IT FURTHER RESOLVED that the Board, pursuant to the Uniform Affiliation Agreement between it and REFF, finds an acceptable University purpose for REFF to: (1) acquire the Facilities, (2) to enter into a new or amended ground lease, facilities lease, operating agreements, and any related or ancillary contracts and agreements reasonably necessary, and (3) to borrow additional sums to provide for renovations to the Facilities and legal, due diligence, and other costs associated with the acquisition; provided that the total amount borrowed by REFF to accomplish the transactions described herein shall not exceed \$5.5 million; and

BE IT FURTHER RESOLVED that any reference herein to REFF shall include any special purpose entity formed and controlled by REFF for the purpose of furthering this transaction.



Request by Pennington Biomedical Research Center to Approve a Cooperative Endeavor Agreement and Related Documents Related to the Bariatric Metabolic Initiative

To: Members of the Board of Supervisors

Date: March 6, 2020

Pursuant to Article VII, Section 1 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant Board matter.

Paragraph H. Major Contracts

2. Cooperative Endeavor Agreement

Paragraph C. Lease of Immovable Property

Paragraph E. Capital Improvements

Any contract or series of contracts for the construction, renovations or other capital improvement of buildings or other immovable property of the Board where either:

1. The construction cost is projected to be greater than \$1 million;
2. The building or other structure being constructed will exceed 10,000 gross square feet of space.

1. Summary of the Matter

Pennington Biomedical has a unique opportunity to establish a center for Bariatric/Metabolic Surgery in Louisiana. Within four years, the Program is expected to generate \$100.7M in state revenues through a combination of wealth importation, reduced healthcare burden, research, technology development and medical tourism. The opportunity has arisen because one of the world's leading bariatric surgeons is now on the faculty of Pennington Biomedical. Under this initiative, Dr. Schauer can combine his surgical and research interests in obesity. Pennington Biomedical will establish the Center in partnership with Our Lady of the Lake Hospital (LOL) and the LSU Health Sciences Center – New Orleans.

In order to take advantage of the opportunity presented, Pennington Biomedical was awarded from Louisiana Economic Development (LED) funds in the amount of \$5,898,000 to supplement its existing resources to support the establishment of a new bariatric surgery program to be led by Dr. Schauer, and sustain the program for 3 years as it ramps up to its full potential. The funds will be used to renovate space to accommodate an outpatient clinic; secure equipment to furnish a pre-clinical laboratory that will be used to develop new surgical procedures and train surgical fellows; personnel and relocation; and strategic marketing,

The proposed infrastructure improvements of \$3.5M will be used to renovate a portion of the Pennington Biomedical Clinical Building 2 to include a waiting area, phlebotomy area, a nursing station, 7 exam rooms, filing and storage area, doctor's offices and conference rooms. Our previous constructions have shown that approximately 60% of the total cost will be materials, with 80% of those materials being purchased in the state. With the remaining 40% being for labor, a total of \$1.64M represent direct expenditures in the state for materials and labor.

2. Review of Business Plan

CEA and Development Agreements

The immediate and ongoing economic impact of this new program will be substantial, growing significantly. Dr. Schauer and his team of surgeons will quickly increase the quantity, the quality of outcomes, and the level of case complexity in the state. In the value-based health care model that exists today, these metrics drive margin. With the addition of Dr. Schauer's team, the number of surgeries at OLOL is expected to increase 3-fold from ~120 cases to ~450+ cases/year by year 3. Based on his standing and reputation, we fully expect that his program will become a referral center for national and international cases. Dr. Schauer will also lead a pre-clinical research program at Pennington Biomedical in which he will further develop pre-clinical bariatric surgery models and train surgical fellows. On average, Pennington Biomedical faculty members each create 5 or more jobs in their laboratories. It is projected that Dr. Schauer, together with two additional academic surgeons and the four clinician/scientists, will create research labs that will expand our workforce in the research sector by creating 35 additional professional, highly skilled, biomedical science based jobs which, by year 3, will add ~\$3.5M annually to the local economy (\$1.1M for year one, and \$2.5M for year 2, estimated). About half of these jobs are expected to be filled with recruits from out-of-state, increasing the importation of wealth into Louisiana.

The impact on the Louisiana economy from spending related to destination medical treatments is expected to be substantial. Weight loss surgery typically costs \$20,000-\$25,000 per person depending on the type of bariatric surgery performed (NIH data). According to the *American Journal of Medicine*, the number of US medical tourists and the number of medical tourists in the world is expected to increase by 25% per year, from current estimates of \$45-\$72 billion. The financial implications of medical tourism for the state from this project are profound. The average cost for each medical visitor is estimated to be ~\$4,200 per visit. The average patient spends 3-6 months preparing for surgery because they are evaluated by many specialists in preparation for the surgery, which will result in an average of 6 visits. Spending on food and hotels by the patients' families at \$280 per visit during these 6 visits, brings the medical tourism impact to \$1.76M over the first 3 years of the program. Dr. Schauer's patient mix at the Cleveland Clinic was 5-10% international, 20-25% out-of-state, and the remainder are in-state.

Lease

Pennington Biomedical will lease 5,094 SF of interim clinic space at an annual rate of \$25/SF for a total of \$127,350 per year to Our Lady of the Lake Physicians Group, our partner in the new bariatric clinic. The \$25/sf rent amount proposed is within fair market value for similar clinical facilities. Using funds provided by LED, another space on the Pennington Biomedical campus, in our existing Biomedical Imaging Building, will be renovated to create a permanent clinic facility containing approximately 10,000 SF. At that time, a new lease will be executed with Our Lady of the Lake Physician's Group for the newly renovated space, the clinic will move to the new location, and the interim lease will be cancelled.

Pennington Biomedical will also execute a professional services agreement (PSA) to lease faculty and other clinic personnel to Our Lady of the Lake Physicians Group to support the bariatric clinic. The PSA will recover payroll expenses, including fringe benefits, for the time and effort provided by Pennington Biomedical personnel, in addition to an 18% program tax to provide a revenue stream for this new program.

As noted above, the annual lease revenue for this space will be \$127,350. The immediate and ongoing economic impact of this new program will be substantial. We expect that this new program will become a referral center for national and international bariatric cases, which will have a significant impact on the Louisiana economy from spending related to destination medical treatments.

3. Parties of Interest

- Louisiana Department of Economic Development
- Pennington Biomedical Research Foundation
- Our Lady of the Lake Physicians Group and OLOL Hospital
- LSU Health New Orleans

4. Fiscal Impact

The proposal would make more than \$3 million in renovations and more than \$2 million in operations for a bariatric surgery center. Our Lady of the Lake will assist Pennington Biomedical with clinical services which will generate revenue for the center.

5. Review of Legal Documents

General Counsel has reviewed.

Attachments:

- I. Cooperative Endeavor Agreement
- II. Right of Use Agreement
- III. Development Agreement

IV. Lease Agreement

RESOLUTION

NOW THEREFORE BE IT RESOLVED, The Board of Supervisors of Louisiana State University and Agricultural & Mechanical College (“Board”) authorizes the President, or his designee, to execute agreements related to the renovations and operations of the Bariatric Metabolic Initiative.

COOPERATIVE ENDEAVOR AGREEMENT
between
LOUISIANA DEPARTMENT OF ECONOMIC DEVELOPMENT (LED)
and
PENNINGTON BIOMEDICAL RESEARCH FOUNDATION
and
BOARD OF SUPERVISORS OF LOUISIANA STATE UNIVERSITY AND
AGRICULTURAL AND MECHANICAL COLLEGE

This Cooperative Endeavor Agreement (“**Agreement**”), effective as of the 9th day of March, 2020 (“**Effective Date**”), is made by and between:

LOUISIANA DEPARTMENT OF ECONOMIC DEVELOPMENT, an Agency of the State of Louisiana, also known as **LOUISIANA ECONOMIC DEVELOPMENT (“LED”)**, created and operating under the laws of the State of Louisiana, with offices at LaSalle Building, 11th Floor, 617 North 3rd Street, Baton Rouge, LA. 70802, and a mailing address of P. O. Box 94185, Baton Rouge, LA. 70804-9185; appearing herein through its duly authorized and undersigned Secretary; and

PENNINGTON BIOMEDICAL RESEARCH FOUNDATION (“Foundation”), a Louisiana nonprofit corporation exempt from federal income tax under Section 501(a) of the Internal Revenue Code of 1986, as amended (“**Code**”), as an organization described in Section 501(c)(3) of the Code, organized and existing under the laws of the State, with offices at 6400 Perkins Road, Baton Rouge, Louisiana 70808, appearing herein through its duly authorized and undersigned Chairperson; and

BOARD OF SUPERVISORS OF LOUISIANA STATE UNIVERSITY AND AGRICULTURAL AND MECHANICAL COLLEGE (“LSU”), a public constitutional corporation organized and existing under the laws of the State, with offices at 3810 West Lakeshore Drive, Baton Rouge, Louisiana 70808, appearing herein through its duly authorized and undersigned President on behalf of the Pennington Biomedical Research Center (“**PBRC**”), a public institution under the supervision and management of LSU located in Baton Rouge, Louisiana.

LED, the Foundation, and LSU, each, individually, a “**Party**” and, collectively, the “**Parties**,” each having been duly sworn, did state, declare, and agree as follows:

WITNESSETH

WHEREAS, the Foundation is a PBRC-affiliated organization, the charitable purposes of which include improving, supporting, and promoting the resources, services, development, and operation of PBRC and undertaking and facilitating endeavors to aid, assist, supplement, and otherwise support the surgical, medical, educational, research, and community mission of PBRC;

WHEREAS, PBRC, working with Our Lady of the Lake Regional Medical Center (“**OLOL**”) and Louisiana State University Health Sciences Center – New Orleans (“**LSUHSC-NO**”), desires to establish a Center of Excellence in Bariatric/Metabolic Surgery and Research, commonly referred to as the Bariatric Metabolic Initiative (“**BMI**”), for the purpose of, among other things, providing bariatric surgeries, treating obesity and metabolic related diseases, conducting bariatric and metabolic clinical research trials, and establishing obesity and nutrition-related research labs, thereby creating a world-renowned hub for obesity-related treatment and research and solidifying PBRC’s reputation as a global leader in the field;

WHEREAS, in order to support the mission of PBRC and to be included as a component of the BMI, the Foundation will undertake or cause to be undertaken the interior construction and renovation and partial equipping of an approximately 12,000 square foot space located on the first floor of the building owned by LSU on PBRC’s Baton Rouge campus designated as the “Imaging Center – Building ‘N’” (“**Foundation Premises**”), to provide pre-operative and post-operative clinical services for bariatric surgery patients pursuant to a Right of Use granted to the Foundation by LSU (“**Foundation Right of Use**”);

WHEREAS, to be included as a component of the BMI, OLOL desires to renovate, equip, and operate an existing inpatient facility on its campus located in Baton Rouge, Louisiana, to more than triple the annual number of bariatric surgeries performed at OLOL and to thereby provide surgical support to the BMI for a period of five (5) years (collectively, the “**OLOL Inpatient Facility**”), the obligations of which shall be more specifically set forth in an agreement to be entered into by and between OLOL, PBRC, and LSU (“**OLOL Professional Services Agreement**”);

WHEREAS, LSUHSC-NO is a public institution of higher education under the supervision and management of LSU located in New Orleans, Louisiana, and desires to include the BMI as part of its training program for medical students enrolled at LSUHSC-NO;

WHEREAS, PBRC has named and hired Dr. Philip Schauer, MD, a world-renowned surgeon and researcher for severe obesity-related conditions as director of the BMI (“**Director**”), and PBRC will work with the Director, LSU, the Foundation, LED, OLOL, and LSUHSC-NO to develop programming and other requirements with respect to the BMI;

WHEREAS, the acquisition, design, development, interior construction and renovation, and partial equipping of the Foundation Premises by the Foundation and the operation thereof by PBRC, all as a component of the BMI, is collectively referred to herein as the “**BMI Project**;”

WHEREAS, the BMI is anticipated to, among other things:

(1) generate more than \$20 million a year in additional funding for obesity research through a combination of bariatric treatment and surgery; contracts; research grants; fellowships; philanthropy; and other scholarly activities;

- (2) mitigate the condition of unemployment and underemployment through the creation of 55 new permanent direct jobs with an average annual salary of \$125,000 per year plus benefits, 38 new permanent indirect jobs, and temporary construction jobs;
- (3) encourage technological development;
- (4) provide significant economic, public health, safety, welfare, educational and tourism benefits for the State and local economy;
- (5) increase the sales and use tax and property tax base for the State and local economy;
- (6) stimulate public and economic development;
- (7) enhance quality of life generally;
- (8) reduce the burdens of State and local government;
- (9) improve the health of citizens of the State, thereby reducing the collective healthcare burden on the State, and
- (10) provide other ancillary financial, public, and economic development benefits, all of which LSU economists estimate will contribute more than \$100,700,000 in economic return to the State within four (4) years after the BMI is established (collectively “**Economic Benefits**”);

WHEREAS, LED has examined the projected Economic Benefits and determined that the BMI Project will further LED’s mission of enhancing economic development in the State and desires to invest \$5,898,000, payable over a three-year term, for the BMI Project;

WHEREAS, of the \$5,898,000, LED will grant \$3,500,000 to the Foundation for the acquisition, design, development, interior construction and renovation, and partial equipping of the Foundation Premises, and LED will grant the remaining \$2,398,000 to PBRC for the programmatic, operating, and marketing needs of the Foundation Premises;

WHEREAS, Article VII, Section 14(C) of the Louisiana Constitution of 1974, as amended, provides that the state and its political subdivisions or political corporations may engage in cooperative endeavors with each other, with the United States or its agencies, or with any public or private association, corporation, or individual;

WHEREAS, Article VI, Section 20 of the Louisiana Constitution of 1974, as amended, provides that a political subdivision may exercise and perform any authorized power and function, including financing, jointly or in cooperation with one or more political subdivisions;

WHEREAS, the Economic Benefits to the State and its citizens resulting from the acquisition, construction, renovation, development, and operation of the BMI is projected to exceed the costs to LED, the Foundation, PBRC, OLOL, LSUHSC-NO, and LSU, including the obligations of the Parties set forth herein, and the establishment, development, construction, renovation, and operation of the BMI will further the surgical, medical, educational, charitable,

and community missions of the Foundation, LSU, LSUHSC-NO, PBRC, and OLOL as well as the economic development mission of LED; and

WHEREAS, the Parties now desire to enter into this Agreement pursuant to the foregoing constitutional authority to outline their respective obligations with respect to the BMI Project, all as more fully set forth herein.

NOW, THEREFORE, in consideration of the mutual commitments made herein and the mutual benefits to be received by each Party to this Agreement, **IT IS MUTUALLY AGREED** as follows:

ARTICLE I DEFINED TERMS

Section 1.01 Use of Defined Terms. Unless the context otherwise requires, capitalized terms defined in this Agreement shall have their defined meanings when used herein and in any document, certificate, report or agreement furnished from time to time in connection with this Agreement. Except where the context otherwise requires, words indicating the singular number shall include the plural number and vice versa, words of the masculine gender shall be deemed and construed to include the correlative word of the feminine and neuter genders, and the words “hereof” and “herein” should be construed to refer to the entirety of this Agreement and shall not be restricted to the particular Article, Section, subsection or paragraph in which they appear.

ARTICLE II AUTHORITY AND VALUE OF AGREEMENT

Section 2.01 Authority and Scope.

(A) The Parties are granted the authority, pursuant to applicable laws, to enter into agreements with public and private associations or corporations for a public purpose, including agreements which may require the use of state funds, personnel or other resources. This Agreement is entered into pursuant to those laws.

(B) The Parties anticipate that the value of the economic development and the increased research/educational, surgical and medical opportunities benefiting the State and its citizens arising from this Agreement will exceed the costs of the obligations of LED, LSU, and the Foundation.

**ARTICLE III
REPRESENTATIONS**

Section 3.01 Representations of the Foundation, LSU, and LED; Purposes, Goals, and Objectives.

(A) **Purposes**. The obligations of the Foundation, LSU, individually and acting through PBRC, and LED under this Agreement are made for the public purposes of generating the economic, medical and educational benefits to be derived from the establishment, development, construction and operation of the BMI Project described herein and for the public purpose of furthering the research, surgical, medical and educational missions of the Foundation, PBRC, OLOL, LSUHSC-NO, and LSU, as well as the economic development mission of LED.

(B) **Goals and Objectives**. The Foundation, LSU, individually and acting through PBRC, and LED acknowledge that the BMI Project, together with the BMI as a whole, is expected to provide significant economic, research, surgical, medical and educational benefits, as well as the Economic Benefits, and that the State of Louisiana (“**State**”) and its citizens will be the recipients of such benefits.

Section 3.02 Obligations of the Foundation; Scope of Services; Use and Distribution of Funds.

(A) **Foundation Definitive Documents**.

(i) The Foundation shall enter into the Foundation Right of Use and the Development Agreement (as hereinafter defined) for purposes of performing its obligations hereunder with respect to the BMI Project.

(ii) LSU and the Foundation shall enter into a Development Agreement (“**Development Agreement**”) within one hundred and eighty (180) days of the Effective Date to set forth all of the terms and conditions related to the design, development, interior construction and renovation, and partial equipping of the Foundation Premises. The Development Agreement shall constitute an ancillary agreement of this Agreement.

(iii) The Development Agreement will generally control the following related to the design and interior construction and renovation of the Foundation Premises:

- a. Preparation and approval of the BMI Programming and Requirements related to the Foundation Premises;
- b. Selection of the architect (“**Architect**”);
- c. Selection of principal engineers;
- d. Selection of other consultants, including project manager;

- e. Formation of a Project Operating Committee;
- f. Approval of the initial conceptual plan prepared by the Architect and other consultants implementing the BMI Programming and Requirements related to the Foundation Premises;
- g. Initial approval of the plans and specifications prepared by the Architect;
- h. Approval of final plans and specifications prepared by the Architect;
- i. Review of due diligence items, environmental, permitting, and zoning requirements;
- j. Approval of the insurance requirements;
- k. Approval of initial budget for the BMI Project;
- l. Selection and approval of the general contractor utilizing a competitive process (“**General Contractor**”);
- m. Approval of General Contractor’s bid;
- n. Approval of interior construction and renovation timeline;
- o. Supervision and inspection of interior construction and renovation; and
- p. Approval of substantial completion.

(B) **Interior Construction and Renovation Obligations.**

(i) The Foundation shall undertake or cause to be undertaken the acquisition, design, development, interior construction and renovation, and partial equipping of the Foundation Premises pursuant to the Foundation Right of Use and the Development Agreement. The Foundation Premises shall include clinical, administrative, and support spaces to include, but not limited to, reception and waiting areas, patient consult areas, exam rooms, phlebotomy suite, medical workroom, nurses’ stations, supplies storage, offices, conference rooms, and separate restrooms for patients and staff.

(ii) The costs of the BMI Project shall be paid for with the Foundation-Allocated LED Funds (as herein defined). Requests for Subsequent Advances (as herein defined) of LED Funds for costs to be incurred by the Foundation, including, without limitation, the costs, fees and expenses of all consultants, financial advisors, CPA’s, attorneys, project advisors and planners, in connection with the Foundation’s obligations undertaken in connection with this Agreement shall be made in accordance with the

procedures set forth in Section 3.04(B) hereof and shall be subject to the limitations described in Section 3.06(A)(i) hereof. The budget for the BMI Project is attached hereto as Attachment B and is made a part hereof by this reference.

(iii) All acquisition, design, development, interior construction and renovation, and partial equipping of the Foundation Premises shall be undertaken in accordance with any and all applicable laws.

(iv) For its role in undertaking and overseeing the acquisition, design, development, interior construction and renovation, and partial equipping of the Foundation Premises, the Foundation shall charge an administrative fee to offset time and resources necessary in connection therewith (“**Administrative Fee**”). The Administrative Fee shall equal the aggregate amount of \$198,113. The Administrative Fee shall be paid in installments, which installments shall be included as a line item on each Initial Advance (as herein defined) and each Subsequent Advance (as herein defined) made by the Foundation. Each installment of the Administrative Fee shall be equal to six percent (6%) of the underlying aggregate amount included in the Initial Advance or Subsequent Advance, as applicable.

(C) **Foundation Funding Obligations.** The Foundation intends to invest approximately TWO MILLION FIVE HUNDRED THOUSAND & NO/100 DOLLARS (\$2,500,000.00) (“**Foundation Investment Funds**”) towards the BMI Project over a five-year period. The Foundation shall use its best efforts to raise and invest the Foundation Investment Funds, however, it shall not constitute an Event of Default under this Agreement in the event the Foundation is unable to achieve fundraising in the full amount of the Foundation Investment Funds.

Section 3.03 Obligations of LSU; Scope of Services; Use and Distribution of Funds.

(A) **LSU Definitive Documents.** LSU, acting on behalf of PBRC, shall enter into the Definitive Documents to which it is required to be a party for purposes of performing its obligations hereunder in connection with the BMI Project. For purposes of this Agreement, “**Definitive Documents**” shall mean and include this Agreement, the Foundation Right of Use, the Development Agreement, the BMI Programming and Requirements related to the BMI Project, the design and construction documents and plans and specifications developed in connection with the BMI Project, all approvals and resolutions of the parties related to any of the Definitive Documents, and all such other certificates, agreements, contracts, and other documents related to the BMI Project.

(B) **BMI Programming and Requirements.** LSU, acting through PBRC, shall work with OLOL, LSUHSC-NO, the Foundation, LED, LSU, and the Director to establish the BMI Programming and Requirements. The BMI Programming and Requirements shall establish the specific components of the BMI generally and the BMI Project specifically and shall more fully describe the structure, guidelines, goals, initiatives, marketing and operational components of the BMI and the BMI Project. The BMI Programming and Requirements applicable to the BMI

Project shall be achieved through the Definitive Documents. For purposes of this Agreement, “**BMI Programming and Requirements**” means the specific components of the BMI and the BMI Project to be achieved through the Definitive Documents, including, but not limited to, the structure, guidelines, goals, initiatives, marketing and operational components of the BMI and the BMI Project, developed by PBRC working cooperatively with OLOL, LSUHSC-NO, the Foundation, LED, LSU, and the Director.

(C) **PBRC Programmatic and Operating Obligations.**

(i) LSU, acting through PBRC, shall support and operate the Foundation Premises through the contribution of salaries for the Director and staff, supplies, and relocation costs in an aggregate amount not to exceed \$1,800,000. PBRC shall also contribute to the marketing efforts in connection with the Foundation Premises in an aggregate amount not to exceed \$600,000. The costs of PBRC shall be paid for with the PBRC-Allocated LED Funds. Requests for disbursement of the PBRC-Allocated LED Funds for costs incurred by PBRC in connection with its obligations undertaken in connection with this Agreement shall be made in accordance with the procedures set forth in Section 3.04(B) hereof and shall be subject to the limitations described in Section 3.06 hereof. The budget for the PBRC programmatic and operating obligations described in this Agreement is attached hereto as Attachment B and is made a part hereof by this reference.

(ii) LSU, through PBRC, shall be responsible for any costs related to the BMI Project that exceed the amounts set forth in the budget for the BMI Project attached hereto as Attachment B. Additionally, PBRC shall be responsible for all costs and obligations in connection with the future operation, maintenance, and insuring of the Foundation Premises, including, but not limited to, the equipment.

Section 3.04 Deliverables.

(A) **Reporting Requirements.**

(i) The Foundation and LSU, through PBRC, shall each designate a representative from their respective administrative personnel to discharge their respective obligations under this Agreement (with respect to the Foundation, a “**Foundation Contract Monitor**” and with respect to LSU, a “**PBRC Contract Monitor**”).

(ii) For the acquisition, design, development, interior construction and renovation, and partial equipping costs of the Foundation Premises, the Foundation shall submit to the LED Contract Monitor its Semi-Annual Progress Reports, substantially in the form attached hereto as Attachment A, the first of which shall be due beginning on the last day of the first full calendar month immediately following the Effective Date, and semi-annually thereafter on June 30, and December 31 of each year during the term of this Agreement, with the final Semi-Annual Progress Report being due on June 30, 2025), signed by an officer of the Foundation or the Foundation Contract Monitor, describing the Foundation’s

services, activities and extent of the achievement of the goals and objectives of this project during the previous quarter or semi-annual period, as appropriate.

(iii) The Foundation shall also submit to LED copies of all contracts with outside consultants and service providers relative to performance of services under this Agreement, if any, upon the final execution thereof.

(iv) For the programmatic, marketing, and operating costs of the Foundation Premises funded by LED Funds, LSU, through PBRC, shall submit to the LED Contract Monitor its Semi-Annual Progress Reports, substantially in the form attached hereto as Attachment A, the first of which shall be due beginning on the last day of the first full calendar month immediately following the Effective Date, and semi-annually thereafter on June 30, and December 31 of each year during the term of this Agreement, with the final Semi-Annual Progress Report being due on June 30, 2025), signed by an officer of LSU, PBRC or the PBRC Contract Monitor, describing PBRC's services, activities and extent of the achievement of the goals and objectives of this project during the previous quarter or semi-annual period, as appropriate.

(v) LSU, through PBRC, shall also submit to LED copies of all contracts with outside consultants and service providers relative to performance of services under this Agreement, if any, upon the final execution thereof.

(B) **Requests for Disbursement.**

(i) *Foundation Requests for Disbursement.*

a. Upon execution of this Agreement, LED shall advance to the Foundation the Foundation-Allocated LED Funds (as defined herein) in an amount equal to the monetary obligations to be owed by the Foundation under any and all contracts that the Foundation has entered into in connection with the BMI Project ("**Initial Advance**"), subject to the limitations set forth in Section 3.06 hereof. With the request for the Initial Advance, the Foundation shall submit copies of contracts for which the Initial Advance is being made and a brief description detailing the Foundation's monetary obligations thereunder.

b. Following expenditure by the Foundation of the Foundation-Allocated LED Funds in the amount of the Initial Advance, the Foundation may request a subsequent advance(s) ("**Subsequent Advance**") during any Fiscal Year in the amount equal to the monetary obligations to be owed by the Foundation under any and all contracts that the Foundation has entered into in connection with the BMI Project that were not satisfied by any prior advances of Foundation-Allocated LED Funds ("**Prior Advance**"), subject to the limitations set forth in Section 3.06 hereof.

c. With each request for a Subsequent Advance, the Foundation shall submit the following:

- i. Copies of the contracts for which the Subsequent Advance is being made and a brief description detailing the Foundation's monetary obligations thereunder;
- ii. A description of the BMI Project costs paid by the immediate Prior Advance along with copies of any and all invoices, receipts, and other supporting documentation;
- iii. A brief description of performance objectives achieved by the Foundation during the period subject to the immediate Prior Advance, to be consistent with the provisions, goals and objectives of this Agreement; and
- iv. Any other information as may be reasonably requested by LED.

d. The Foundation's submission of each such invoice shall constitute a certification from the Foundation that all services required in connection with this Agreement for the time period subject to the immediate Prior Advance have been fully performed and completed. The Foundation shall determine the frequency that such requests for Subsequent Advances are to be submitted to LED, but such frequency shall not exceed one (1) request per calendar month.

e. For purposes of this Agreement, "**Fiscal Year**" shall mean the fiscal year of the State.

(ii) *LSU Requests for Disbursement.* When payments or reimbursements are due for costs incurred by LSU, through PBRC, in connection with its obligations with respect to the BMI Project as provided herein, PBRC shall submit to the LED Contract Monitor its periodic invoices (with a copy of appropriate corresponding invoices, receipts, and other supporting documentation submitted to PBRC by other entities attached, that has/have been reviewed and approved by the PBRC Contract Monitor for costs in connection with the marketing and operation of the Foundation Premises, briefly describing the services provided). The PBRC invoice shall include a brief description of performance objectives achieved by PBRC during the previous period included in each invoice, to be consistent with the provisions, goals and objectives of this Agreement; and after their receipt and approval by the LED Contract Monitor, payment(s) may be made to PBRC by LED. PBRC's submission of each such invoice shall constitute a certification from PBRC that all services required in connection with this Agreement for the time period reflected in the invoice have been fully performed

and completed justifying the requested payment. PBRC shall determine the frequency that such invoices are to be submitted to LED, but such frequency shall not exceed one (1) invoice per calendar month.

Section 3.05 Performance Measures. Performance Measures for this Agreement shall include the Foundation and LSU's timely and successful completion, performance and furnishing of the following:

(A) The Foundation's and LSU's, through PBRC, respective activities and performance of services and obligations in the achievement of the objectives, consistent with the provisions, purposes, goals and objectives of this contract, which include the approved scope of services and budget provided herein.

(B) The Foundation's and LSU's, through PBRC, periodic Invoices and Semi-Annual Progress Reports, consistent with the provisions, purposes, goals and objectives of this Agreement.

Section 3.06 Obligations of LED.

(A) **Maximum Cost; Budget.** LED has agreed to pay to the Foundation and PBRC a maximum amount for expenditures and obligations actually incurred in connection with the BMI Project in an amount not to exceed FIVE MILLION EIGHT HUNDRED NINETY-EIGHT THOUSAND & NO/100 (\$5,898,000.00) DOLLARS ("**LED Funds**"). \$3,500,000 of the LED Funds shall be disbursed by LED to the Foundation and shall only be used to pay the costs of acquisition, design, development, interior construction and renovation, and partial equipping of the Foundation Premises ("**Foundation-Allocated LED Funds**"). \$2,398,000 of the LED Funds shall be disbursed by LED to PBRC and shall only be used for the programmatic, operating, and marketing needs of the Foundation Premises ("**PBRC-Allocated LED Funds**"). LED will pay the funds to the Foundation and PBRC over a three (3) year term, for cash flow purposes, as follows:

(i) *Annual Restrictions on Disbursements for Foundation-Allocated LED Funds.*

a. During Fiscal Year 2020, the maximum amount of the Foundation-Allocated LED Funds that may be drawn by the Foundation is \$1,400,000;

b. During Fiscal Year 2021, the maximum amount the Foundation-Allocated LED Funds that may be advanced to the Foundation is \$1,400,000, plus any unused balance from the prior year; and

c. During Fiscal Year 2022, the maximum amount the Foundation-Allocated LED Funds that may be advanced to the Foundation is \$700,000, plus any unused balance from the prior years.

(ii) Annual Restrictions on Disbursements for PBRC-Allocated LED Funds.

a. During Fiscal Year 2020, the maximum amount of the PBRC-Allocated LED Funds that may be advanced to PBRC is \$1,100,000;

b. During Fiscal Year 2021, the maximum amount of the PBRC-Allocated LED Funds that may be advanced to PBRC is \$400,000, plus any unused balance from the prior year; and

c. During Fiscal Year 2022, the maximum amount of the PBRC-Allocated LED Funds that may be advanced to PBRC is \$898,000, plus any unused balance from the prior years.

(iii) Notwithstanding the forgoing, in the event there is any indication that the legislature may fail to appropriate any portion of the LED Funds in any fiscal year, any available PBRC-Allocated LED Funds will be re-classified as Foundation-Allocated LED Funds hereunder to the extent necessary to make any payments required under any and all contracts that the Foundation has entered into in connection with the BMI Project that were not satisfied by any prior advances of Foundation-Allocated LED Funds.

(B) **Contract Monitor.** The Secretary of LED, or his designee, will designate and may change from time to time, without any need for LSU or Foundation approval, one or more persons on his staff to act as the LED's project representative or as the "**LED Contract Monitor**" for the BMI Project, to provide liaison between the Foundation, LSU, PBRC, and LED, and to perform various duties which are specifically provided for in this Agreement. Any changes in the LED Contract Monitor shall not require any amendment to this Agreement. The initial LED Contract Monitor for this contract is: Arthur R. Cooper, Senior Director, Special Projects. The Foundation, LSU, and PBRC each agree to the State's monitoring through the LED Contract Monitor, including monitoring of documentation and Foundation Facility inspections, if needed. Any approval by the LED Contract Monitor required by this Agreement may also be provided by the LED Secretary or his designee. The Secretary reserves the right to deny approval or countermand any approval by the LED Contract Monitor.

(C) **Restrictions.** The LED Funds may only be used to make payments for expenses incurred in connection with the BMI Project and for no other purpose. Any funds previously distributed to the Foundation or PBRC that are not used for the BMI Project pursuant to this Agreement are to be returned to LED for use by LED at its sole discretion.

ARTICLE IV OTHER OBLIGATIONS OF THE PARTIES

Section 4.01 Mutual Obligations.

(A) Except as otherwise set forth in this Agreement, the Parties each agree to fully release, indemnify and defend the other Party from and against, and hold each other free and harmless from, all claims, causes of action, disputes, demands, threats of litigation or arbitration, costs, expenses, damages, injuries, obligations, liabilities, losses, liens, encumbrances, judgments,

settlements, interests, awards, reasonable attorney's fees and costs of litigation or arbitration of every kind and character without limitation, whether created by law, contract, strict liability, tort, judgment, voluntary settlement or in equity, all to the extent attributable to the negligence or misconduct of the indemnifying Party (the "**Claims**").

(B) Notwithstanding anything in this Agreement to the contrary, no Party shall be liable to any other Party for, and each Party hereby waives and releases all claims against the other Party for, any special, indirect, punitive, exemplary or consequential damages resulting from or arising out of this Agreement (other than those comprising a claim by a third party not a Party hereto for which a Party is entitled to indemnification hereunder), including loss of profit, loss of use, or business interruptions, however the same may be caused.

(C) Each Party agrees that in connection with this Agreement and the scope of services contemplated by this Agreement, it will comply with all applicable laws. No Party is in any way authorized to take any action in connection with this Agreement and/or any transactions contemplated hereunder on behalf of the other Party that would place such Party in violation of any applicable laws.

(D) Each Party warrants and agrees that: (a) it has not received, requested, made or will make, directly or indirectly, any offer, payment, promise to pay or authorization of the payment of any money, or any offer, gift, reward, promise to give or authorization of the giving of anything of value or other advantage, directly or indirectly, to or for the use or benefit of any official or employee of the government or of a public international organization or to or for the use or benefit of any political party, official, or candidate for the purpose of influencing any discretionary act or decision by such person or organization or of gaining an undue advantage in connection with the matters which are the subject of this Agreement, and that (b) it has not made or will make any such offer, payment, gift, reward, promise or authorization to or for the use or benefit of any other person if the Party, has a firm belief, or is aware that there is a high probability that the other person would use such offer, payment, gift, promise or authorization for any improper purpose.

ARTICLE V

AUDIT MATTERS, REPORTING, AND MONITORING

Section 5.01 Audit. As a term of its Agreement, LSU, through PBRC, and the Foundation shall each arrange for an annual financial audit, conducted in accordance with applicable auditing standards generally accepted in the United States, of the LED Funds that PBRC and the Foundation receive, respectively, pursuant to this Agreement by an independent certified public accountant of all books and records of PBRC and the Foundation, as applicable, related to this Agreement and shall make such audit, books and records available to LED and/or the Legislative Auditor of the State of Louisiana during reasonable business hours as required by LA. R.S. 24:513, and shall retain any books and records related to this Agreement for three (3) years after the close of the year in which the books and records were created or generated. LED shall have the right to receive and shall be provided by LSU, through PBRC, and the Foundation, annually within thirty (30) days of its completion and receipt, a copy of the aforementioned annual audit reports.

Section 5.02 Foundation and LSU Reporting.

(A) Within fifteen (15) days after LED’s submission of each advance of Foundation-Allocated LED Funds to the Foundation, the Foundation Contract Monitor shall furnish to the LED Contract Monitor a written acknowledgement of the receipt by the Foundation of such Foundation-Allocated LED Funds.

(B) Within fifteen (15) days after LED’s submission of each advance of PBRC-Allocated LED Funds to PBRC, the LSU Contract Monitor shall furnish to the LED Contract Monitor a written acknowledgement of the receipt by PBRC of such PBRC-Allocated LED Funds.

Section 5.03 Contract Monitoring. As an additional term of this Agreement, the Foundation and LSU shall each monitor the performance of their respective personnel as well as the other contractors and subcontractors who will be performing services connected to the BMI Project and this Agreement and include the results of their performance in the Semi-Annual Progress Reports.

**ARTICLE VI
ASSIGNMENT**

Section 6.01 Assignment. No Party hereto shall transfer or assign its rights or obligations in this Agreement or delegate any or all of its duties hereunder without the written consent of the other Party to this Agreement.

**ARTICLE VII
TERM AND TERMINATION**

Section 7.01 Term. The term of this Agreement shall begin on March 9, 2020, and shall extend until all of the LED Funds have been advanced to LSU or the Foundation, as applicable, but not to extend beyond the date of June 30, 2022, except that the auditing and accounting requirements and obligations will survive for one (1) year following distribution

Section 7.02 Termination. Any Party may terminate this Agreement for cause based upon the failure of any other Party to comply with the terms and/or conditions of this Agreement, provided that the Party seeking termination shall give written notice specifying the other Party’s failure. If, within sixty (60) days after receipt of such notice, the other Party shall not have either corrected such failure or commenced efforts to correct such failure and thereafter proceeded diligently to complete such correction, then the Party seeking termination may, at its option, place the other Party in default and this Agreement shall terminate, at the option of the Party seeking termination, on the date specified in such notice. Either Party may exercise any rights available to it under State law to terminate for cause upon the failure of the other Party hereto to comply with the terms and conditions of this Agreement; provided the Party shall give the other Party hereto written notice specifying the failure and a reasonable opportunity to cure the failure. In the event of termination under this section, LED shall be relieved of any remaining obligations under this Agreement and reimbursed for any monies paid and any interest earned on the funds advanced by it to date, less the amount of any monies which have been expended on the facilities pursuant to this Agreement.

Section 7.03 Fiscal Funding; Non-Appropriation. The continuation of this Agreement is contingent upon the appropriation of funds to fulfill the requirements of this Agreement by the Louisiana legislature. If the legislature fails to appropriate sufficient monies to provide for the continuation of this Agreement, or if such appropriation is reduced by the veto of the Governor or by any means provided in such the appropriations act to prevent the total appropriation for the year from exceeding revenues for that year, or for any other lawful purpose, and the effect of such reduction is to provide insufficient monies for the continuation of this Agreement, this Agreement shall terminate on the date of the beginning of the first fiscal year for which funds are not appropriated.

ARTICLE VIII MISCELLANEOUS

Section 8.01 Severance. To the fullest extent possible, each provision of this Agreement shall be interpreted in such manner as to be effective and valid under applicable law, but if any provisions of this Agreement shall be prohibited or invalid under such law, such provision shall be ineffective to the extent of such prohibition or invalidity without invalidating the remainder of such provision or the remaining provisions of this Agreement.

Section 8.02 Amendments. This Agreement may be amended only upon the written consent of both Parties, and with the approval of the State's Office of State Procurement.

Section 8.03 No Personal Liability. No covenant or agreement contained in this Agreement shall be deemed to be the covenant or agreement of any official, trustee, officer, agent or employee of any Party hereto in his or her individual capacity, and neither the officers of any Party hereto nor any official executing this Agreement shall be liable personally with respect to this Agreement or be subject to any personal liability or accountability by reason of the execution and delivery of this Agreement except to the extent required.

Section 8.04 Approvals. Should approval be necessary for any purpose as required by this Agreement, such approval shall be considered effective when received from the Foundation by its President, LSU, or from LED by its Secretary.

Section 8.05 Captions. The captions or headings in this Agreement are for convenience only and in no way define, limit or describe the scope or extent of any of the provisions of this Agreement.

Section 8.06 Counterparts. This Agreement may be executed in one or more separate counterparts, each of which shall be deemed to be an original, and all of which together shall constitute one and the same instrument. A copy of a signed Agreement delivered by facsimile transmission to the other Party shall have the same effect as the delivery of an original of this Agreement containing the original signature of such Party.

Section 8.07 Ambiguous Terms. Any rule of construction of contracts that provides that ambiguous terms are construed against the drafter of the contract are not applicable to this Agreement or any amendment to this Agreement.

Section 8.08 Governing Law. This Agreement shall be construed in accordance with and governed by the laws of the State of Louisiana without regard to its conflicts of laws.

Section 8.09 Further Assurances. From time to time hereafter, the Parties shall execute and deliver such additional instruments, certificates or documents, and take all such actions as any other Party may reasonably request for the purpose of fulfilling its obligations hereunder.

Section 8.10 Addresses for Notices. Any notice required or permitted to be given under or in connection with this Agreement shall be in writing and shall be either hand-delivered or mailed, postage prepaid by first-class mail, registered or certified, return receipt requested, or by private, commercial carrier, express mail, such as Federal Express, or sent by telex, telegram, telecopy, electronic mail (e-mail) or other similar form of rapid transmission confirmed by written confirmation mailed (postage prepaid by first-class mail, registered or certified, return receipt requested or private, commercial carrier, express mail, such as Federal Express) at substantially the same time as such rapid transmission, or personally delivered to an officer of the receiving party. All such communications shall be mailed, sent or delivered to the address or numbers set forth in the beginning paragraphs of this Agreement, or as to each party at such other address or numbers as shall be designated by such party in written notice to the other party.

Section 8.11 Delay or Omission. No delay or omission in the exercise of any right or remedy accruing to any Party upon any breach by any other Party under this Agreement shall impair such right or remedy or be construed as a waiver of any breach theretofore or thereafter occurring. The waiver of any condition or the breach of any term, covenant, or condition herein or therein contained shall not be deemed to be a waiver of any other condition or of any subsequent breach of the same or any other term, covenant or condition herein or therein contained.

Section 8.12 Jurisdiction and Venue. The 19th Judicial District Court, in East Baton Rouge Parish, State of Louisiana, shall be deemed to be the exclusive Court of jurisdiction and venue for any litigation, special proceeding or other proceeding as between the parties that may be brought, or arise out of, in connection with, or by reason of this Agreement. The Parties hereto hereby specifically waive any and all objections based on lack of personal jurisdiction, improper venue or inconvenient forum.

Section 8.13 Tax Liability. The Foundation, LSU, and PBRC each agree that the responsibility for the payment of any taxes due from the funds received under this Agreement (if any) shall be their respective obligations and identified under their respective Federal Tax ID Numbers which have been provided to LED.

In accordance with R.S. 39:1624(A)(10), the Louisiana Department of Revenue must determine that the Foundation and PBRC are current in the filing of all applicable tax returns and reports and in payment of all taxes, interest, penalties, and fees owed to the State and collected by the Department of Revenue prior to the approval of this Agreement by the Office of State Procurement.

Section 8.14 Public Liability. Each Party hereto agrees to protect, defend, indemnify, save and hold harmless the other Party hereto and all other State departments, agencies, boards

and commissions, their officers, agents, servants and employees, including volunteers, from and against any and all claims, demands, expenses and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur or in any way grow out of any negligent act or omission of the Party, its agents, servants, and employees or any and all costs, expenses, and/or attorney fees incurred by the Party as a result of any claims, demands and/or causes of action except for those claims, demands, and/or causes of action arising out of the negligence of the other Party, the State, all other State departments, agencies, boards, commissions, and/or their respective agents, representatives, and/or employees. Each Party agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, or suit at its sole expense and agrees to bear all other costs and expenses related thereto, even if such claims are groundless, false or fraudulent.

Section 8.15 Non-Discrimination Clause. Each Party hereto agrees to abide by the requirements of the following, as amended and as applicable: Title VI and VII of the Civil Rights Act of 1964; the Equal Opportunity Act of 1972; Federal Executive Order 11146; the Federal Rehabilitation Act of 1973; the Vietnam Era Veteran's Readjustment Assistance Act of 1974; Title IX of the Education Amendments of 1972; the Age Discrimination Act of 1975; Fair Housing Act of 1968; the Uniformed Services Employment and Reemployment Rights Act of 1994; and the Americans with Disabilities Act of 1990. Each Party agrees not to discriminate in its employment practices and will render services under this Agreement without discrimination on the basis of race, color, religion, sex, sexual orientation, national origin, veteran status, political affiliation, disability or age in any matter relating to employment. Any act of discrimination committed by either Party, or failure to comply with these obligations when applicable, shall be grounds for the termination of this Agreement.

Section 8.16 Survival. Except as expressly otherwise provided in this Agreement, all covenants, indemnities, representations, warranties, acknowledgments, agreements, rights and obligations of the Parties under this Agreement, that are capable of having effect after the termination of this Agreement for any reason, shall survive and remain in full force and effect beyond, and not be affected by, the termination of this Agreement.

Section 8.17 Prohibition of Discriminatory Boycotts of Israel. In accordance with LA. R.S. 39:1602.1, for any contract for \$100,000 or more and for any contractor with five or more employees, Contractor, or any Subcontractor, shall certify it is not engaging in a boycott of Israel, and shall, for the duration of this contract, refrain from a boycott of Israel. The State reserves the right to terminate this contract if the Contractor, or any Subcontractor, engages in a boycott of Israel during the term of the contract.

Section 8.18 Entire Agreement. This Agreement constitutes the entire agreement between the Parties regarding the subject matter hereof, and supersedes and replaces any prior and contemporaneous communications, understandings and agreements between the Parties related to such subject matter, whether written or verbal, express or implied, and this Agreement cannot be supplemented, augmented, amended or in any manner changed or altered, except by written instrument approved and signed by duly authorized representatives of the Parties, and if required, approved by the State's Office of State Procurement.

IN WITNESS WHEREOF, this Cooperative Endeavor Agreement has been signed by the undersigned duly authorize representative of the PENNINGTON BIOMEDICAL RESEARCH FOUNDATION, for the uses, purposes, benefits and considerations herein expressed, in the presence of the undersigned competent witnesses, at Baton Rouge, Louisiana, on the date shown below, to be effective as of the effective date first stated above, after a due reading of the whole.

WITNESSES:

PENNINGTON BIOMEDICAL RESEARCH
FOUNDATION

Name: _____

Name: _____

By: _____

Name: Janet Olson

Title: Chairperson

Date: _____

IN WITNESS WHEREOF, this Cooperative Endeavor Agreement has been signed by the undersigned duly authorize representative of the LOUISIANA DEPARTMENT OF ECONOMIC DEVELOPMENT, for the uses, purposes, benefits and considerations herein expressed, in the presence of the undersigned competent witnesses, at Baton Rouge, Louisiana, on the date shown below, to be effective as of the effective date first stated above, after a due reading of the whole.

WITNESSES:

LOUISIANA DEPARTMENT OF
ECONOMIC DEVELOPMENT

Name: _____

By: _____
Name: Donald M. Pierson, Jr.
Title: Secretary

Name: _____

Date: _____

ACKNOWLEDGED:

LED CONTRACT MONITOR:

Arthur R. Cooper,
Senior Director, Special Projects

IN WITNESS WHEREOF, this Cooperative Endeavor Agreement has been signed by the undersigned duly authorize representative of the BOARD OF SUPERVISORS OF LOUISIANA STATE UNIVERSITY AND AGRICULTURAL AND MECHANICAL COLLEGE, for the uses, purposes, benefits and considerations herein expressed, in the presence of the undersigned competent witnesses, at Baton Rouge, Louisiana, on the date shown below, to be effective as of the effective date first stated above, after a due reading of the whole.

WITNESSES:

BOARD OF SUPERVISORS OF
LOUISIANA STATE UNIVERSITY AND
AGRICULTURAL AND MECHANICAL
COLLEGE

Name: _____

By: _____

Name: Tom C. Galligan, Jr.

Name: _____

Title: LSU Interim President

Date: _____

ATTACHMENT A
PROGRESS REPORT

Filer

Check () **PBRF: Pennington BioMedical Research Foundation**

Check () **PBRC: Pennington Biomedical Research Center**

LOCATION (Address): 6400 Perkins Road, Baton Rouge, LA. 70808

Progress Report for period ending: _____
(Attach additional sheets if needed)

If applicable:

1. What progress has been made on the establishment, development, interior construction and renovation, equipping and/or operation of the Center of Excellence in Bariatric/Metabolic Surgery and Research, During this period? _____. To date? _____
2. What percentage of above project has been completed to date? _____%.
3. Are facilities on schedule for completion? YES / NO If not, provide explanation.
_____.

(Attach separate sheet if needed)

4. Estimated completion date? _____
5. Capital Expenditures for the BMI during this period? \$ _____.
6. Total Capital Expenditures to date? \$ _____.
7. Operations has not commenced / commenced on _____.
8. Provide total number of Louisiana employees and dollar amount of associated payroll during this period for the operation of the new BMI.
Number of Employees: _____ Payroll \$ _____
9. Provide total number of Louisiana employees and dollar amount of associated payroll to date for the operation of the new BMI.
Number of Employees: _____ Payroll \$ _____

I hereby certify that the information herein provided is true and correct and is in compliance with the terms of the Cooperative Endeavor Agreement in connection with the new BMI, and applicable federal and Louisiana State law.

Pennington Biomedical Research Foundation

By: _____

Date: _____

Printed Name: _____

Title: _____

Pennington Biomedical Research Center

By: _____

Date: _____

Printed Name: _____

Title: _____

**ATTACHMENT B
BUDGETS**

FOUNDATION PREMISES BUDGET

Pennington Biomedical Research Foundation (“PBRF”)

Project Budget (2019-2022)

<u>Sources:</u>	<u>Anticipated Funding</u>	<u>Amounts</u>
LED		\$3,500,000.00
	Total Anticipated Funding	\$3,500,000.00

<u>Expense Categories</u>	<u>Anticipated Expenses</u>	<u>Amounts</u>
Project Expenses:		
Renovation and Equipment		\$3,301,887.00
Administrative Fee		198,113.00
	Total Project Expenses	\$3,500,000.00

BMI OPERATIONS BUDGET

Pennington Biomedical Research Center (“PBRC”)

Project Budget (2019-2022)

<u>Sources:</u>	<u>Anticipated Funding</u>	<u>Amounts</u>
LED		\$2,398,000.00
	Total Anticipated Funding	\$2,398,000.00

<u>Expense Categories</u>	<u>Anticipated Expenses</u>	<u>Amounts</u>
Project Expenses:		
Marketing the Center		\$600,000.00
Recruitment & Program Costs of the Center (Salaries, Relocation Expenses & Supplies)		\$1,798,000.00
	Total BMI Operations Expenses	\$5,898,000.00

LICENSE FOR USE OF FACILITIES AND PREMISES

This **LICENSE FOR USE OF FACILITIES AND PREMISES** (“**Agreement**”) is made and entered into at Baton Rouge, Louisiana, by and between the **BOARD OF SUPERVISORS OF LOUISIANA STATE UNIVERSITY AND AGRICULTURAL AND MECHANICAL COLLEGE** or any successor organization (“**LSU**”), herein represented by its Executive Vice President for Finance and Administration and CFO, and **PENNINGTON BIOMEDICAL RESEARCH FOUNDATION** or any successor organization (“**Licensee**”), herein represented by its Chairperson.

WITNESSETH

WHEREAS, the Pennington Biomedical Research Center (“**PBRC**”) is a public institution under the supervision and management of LSU located in Baton Rouge, Louisiana;

WHEREAS, the Licensee is an LSU-affiliated organization, the charitable purposes of which include improving, supporting, and promoting the resources, services, development, and operation of PBRC and undertaking and facilitating endeavors to aid, assist, supplement, and otherwise support the surgical, medical, educational, research, and community mission of PBRC;

WHEREAS, PBRC, working with Our Lady of the Lake Regional Medical Center (“**OLOL**”) and Louisiana State University Health Sciences Center – New Orleans (“**LSUHSC-NO**”), desires to establish a Center of Excellence in Bariatric/Metabolic Surgery and Research (“**BMI**”) for the purpose of, among other things, providing bariatric surgeries, treating obesity and metabolic related diseases, conducting bariatric and metabolic clinical research trials, and establishing obesity and nutrition-related research labs, thereby creating a world-renowned hub for obesity-related treatment and research and solidifying PBRC’s reputation as a global leader in the field;

WHEREAS, in order to support the mission of PBRC and to be included as a component of the BMI, the Licensee desires to undertake or cause to be undertaken the interior renovation and partial equipping of an approximately 12,000 square foot space located on the first floor of the building owned by LSU on PBRC’s Baton Rouge campus designated as the “Imaging Center – Building ‘N’” and designated on Exhibit A hereto (“**Licensed Premises**”), for the purpose of providing pre-operative and post-operative clinical services for bariatric surgery patients as a component of the BMI pursuant to this Agreement;

WHEREAS, LSU, LED, and the Licensee have entered into that certain Cooperative Endeavor Agreement dated as of February __, 2020 (“**Cooperative Endeavor Agreement**”) whereby LSU, LED, PBRC, and the Licensee undertook certain obligations with respect to the acquisition, design, development, interior renovation, and equipping of the Licensed Premises, to be included as a component of the BMI; and

WHEREAS, LSU and the Licensee mutually agree that LSU shall grant a right of use of the Licensed Premises to the Licensee for the purposes of allowing the Licensee to renovate and partially equip the Licensed Premises to serve as a component of the BMI.

NOW, THEREFORE, LSU and the Licensee, for the consideration hereinafter named, agree as follows:

A. Recitals Incorporated.

LSU and the Licensee agree that the Recitals constitute an important and integral part of this Agreement and hereby incorporate said Recitals into this Agreement by reference as though fully set forth herein.

B. Defined Terms:

Capitalized terms used herein and not otherwise defined herein shall have the meaning given such terms in the Cooperative Endeavor Agreement. In addition, the following capitalized terms shall have the meaning given such terms below:

“Estimated Costs of the Equipment and Improvements” shall mean the sum of \$3,500,000.

“Improvements” means the interior renovation of the Licensed Premises and installation of a portion of the equipment as a component of the BMI.

“Plans and Specifications” refers to one or more sets of final plans and specifications, including any amendments thereto, for design of the Improvements, or any other Work, materials selection and method of construction for the renovation of the Improvements and for all other Work related thereto, which have been approved, in writing, by LSU.

“Work” refers to all work and activities required to be undertaken by Licensee in order to design and renovate the Improvements and any future renovation on the Licensed Premises including, without limitation, the transportation and storage of materials, the securing of work sites and staging areas, the design, planning and renovation of the Improvements and any future renovation and all necessary utility placements, relocations, tie-ins and upgrades.

C. LSU agrees:

To permit Licensee and its consultants and contractors and subcontractors to have exclusive use of the Licensed Premises in accordance with the terms of this Agreement (which term, as used herein, includes this Agreement and any and all exhibits, attachments, or addenda hereto) for the purpose of allowing Licensee to undertake or cause to be undertaken the Work in connection with the Improvements on the Licensed Premises, in accordance with Plans and Specifications approved

by LSU, and for no other purpose(s) whatsoever. The renovation and equipping cost of the Work is currently estimated at the Estimated Costs of the Improvements.

D. Licensee agrees:

1. To design, perform and obtain necessary approvals for the Work in accordance with the terms of Exhibit B to this Agreement. No portion of the Work shall proceed without the written approval of the LSU Office of Facility & Property Oversight, and all change orders and modifications to the plans and specifications shall also require such approval.
2. To provide to LSU's Office of Facility & Property Oversight a complete copy of all plans, specifications and other materials reasonably requested in connection with the equipment, the site and any authorized activity on the Licensed Premises.
3. To pay LSU for all and any damage (normal wear and tear excepted) to the Leased Premises caused or contributed to by Licensee, its officers, employees, agents, contractors, members, guests, or invitees.
4. To maintain insurance coverages in the amounts required pursuant to the terms of Exhibit C to this Agreement and to cause any contractors or subcontractors engaged in the Work to maintain, insurance with Louisiana authorized insurers with at least the minimum amounts and limits specified in Exhibit C hereunder.
5. That copies of all correspondence between Licensee and LSU relating to this License Agreement will be provided promptly by Licensee to the Office of the Executive Vice President for Finance and Administration so that it may be fully informed of arrangements contemplated by this Agreement.
6. To donate the Work to LSU upon the earlier of (a) completion and acceptance of all Work in accordance with the terms of Section 11 of Exhibit B or (b) the expenditure of all of the LED Funds made available to Licensee for the Improvements and Work in accordance with the terms of Section 11 of Exhibit B.

E. LSU and the Licensee both agree:

1. This Agreement shall be effective as of the date on which a "Notice to Proceed" is delivered by the Contractor (as defined in Exhibit B hereto) and, unless extended by mutual written agreement, shall terminate upon donation of the Improvements by Licensee to LSU as provided by D.6.
2. That the term of this Agreement shall become effective only upon signing by LSU in accordance with E.11 hereof and shall terminate as provided in section E.1; however, paragraphs D.2., D.4., E.2., E.3., E.4., E.5., E.6., E.7., E.9., E.11.,

E.12., and any other unenumerated provisions governing payment and indemnification shall not be extinguished by termination.

3. Only the following Licensee representatives may authorize the performance of work by LSU for which charges will be made by LSU to the Licensee:

Chairman

Such authorization may be written or oral. Any one of the above named may designate in writing to the Office of the Executive Vice President for Finance and Administration the names of additional Licensee representatives so authorized.

4. That nothing in this Agreement shall be construed to place the parties in the relationship of partners or joint venturers or agents and no party shall have the power to bind the other in any manner whatsoever.
5. In addition to any other indemnity obligation provided herein and notwithstanding any provision herein to the contrary, to the extent allowed by law, each party hereto agrees to indemnify, defend, and hold the other, its officers, directors, agents, and employees harmless from and against any and all losses, liabilities, and claims, including reasonable attorney's fees arising out of or resulting from the willful act, fault, omission, or negligence of the indemnifying party or of its employees, contractors, or agents in performing its obligations under this Agreement provided, however, that neither party hereto shall be liable to the other for any consequential damages arising out of its willful act, fault, omission, or negligence.
6. Neither party shall be liable for failure of performance by reason of act of God, labor disputes, electronic or mechanical failure, power outage, fire, flood, earthquakes, or other natural disaster, legal or government order, statutes, rule, regulation or standard, or any other cause beyond reasonable control of the parties.
7. Without prejudice to any other rights, LSU shall have the right to terminate this Agreement upon written notice by certified mail to the Licensee under the following conditions:
 - a. If proceedings in bankruptcy, receivership, or insolvency whether voluntary or involuntary are initiated by or against the Licensee.
 - b. If the Licensee ceases to do business, becomes insolvent, makes an assignment for the benefit of creditors, or is legally dissolved.
 - c. If Licensee, in LSU's sole opinion, shall fail to perform any material term, or condition of this Agreement and such failure is not cured by the

Licensee within twenty (20) days after having received written notice from LSU to do so.

8. Should LSU and the Licensee terminate this Agreement by mutual written agreement, the conditions of termination shall be as mutually agreed.
9. Every provision of this Agreement is severable if held to be illegal or invalid for any reason whatsoever. Such illegality or invalidity shall not affect the validity of the remainder of this Agreement or any other provision.
10. Notices or communication required to be sent or which may be sent by either party to the other will be sent as follows, unless a specific section requires or states otherwise:

If to LSU:	Board of Supervisors of Louisiana State University and Agricultural and Mechanical College Attention: Executive Vice President 3810 West Lakeshore Drive Baton Rouge, LA 70808
with copy to:	Office of the General Counsel at the above address
with copy to:	Pennington Biomedical Research Center Attention: Associate Executive Director for Operations 6400 Perkins Road Baton Rouge, LA 70808
If to the Licensee:	Pennington Biomedical Research Foundation Attention: Chairperson 6400 Perkins Road Baton Rouge, LA 70808 Phone: (225) 763-2511 Direct: (225) 763-3152 Email:
with a copy to:	Charles A. Landry Fishman Haygood, LLP 100 North Street, Suite 800 Baton Rouge, LA 70802 Phone: (225) 706-4040 Direct: (225) 706-4080 Email: clandry@fishmanhaygood.com

11. That this Agreement and any rights herein granted are personal to Licensee and shall not be assigned, sublicensed or encumbered without LSU's written consent. This Agreement constitutes the entire agreement and understanding between the parties hereto and cancels, terminates and supersedes any prior Agreement or understanding relating to the subject matter hereof between the Licensee and LSU. There are no representations, promises, licenses, warranties, covenants or undertakings other than those contained or referenced herein. None of the provisions of this Agreement may be waived or modified except expressly in writing signed by both parties. However, failure of either party to require the performance of any term in this Agreement or the waiver by either party of any breach thereof shall not prevent subsequent enforcement of such term nor be deemed a waiver of any subsequent breach. The proper venue for any lawsuit arising from this Agreement is the 19th Judicial District Court of East Baton Rouge Parish. This Agreement shall be construed in accordance with the laws of the State and shall not be binding upon LSU until signed on its behalf by its President or an officer of LSU designated by the President to sign the same.
12. That any Addenda shall be attached to this Agreement as provided for herein. The Addenda shall be designated as amendments to this Agreement, executed by the parties hereto and read as part of this Agreement. All provisions of this Agreement apply equally to any Addenda.

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK]

IN WITNESS WHEREOF, the parties have executed this Agreement as of this _____ day of March, 2020.

Recommended: _____
LSU Facility Representative

WITNESSES:

BOARD OF SUPERVISORS OF
LOUISIANA STATE UNIVERSITY
AND AGRICULTURAL AND
MECHANICAL COLLEGE

Name:

By:

_____, President

Name:

Date: _____

WITNESSES:

PENNINGTON BIOMEDICAL
RESEARCH FOUNDATION

Name:

By:

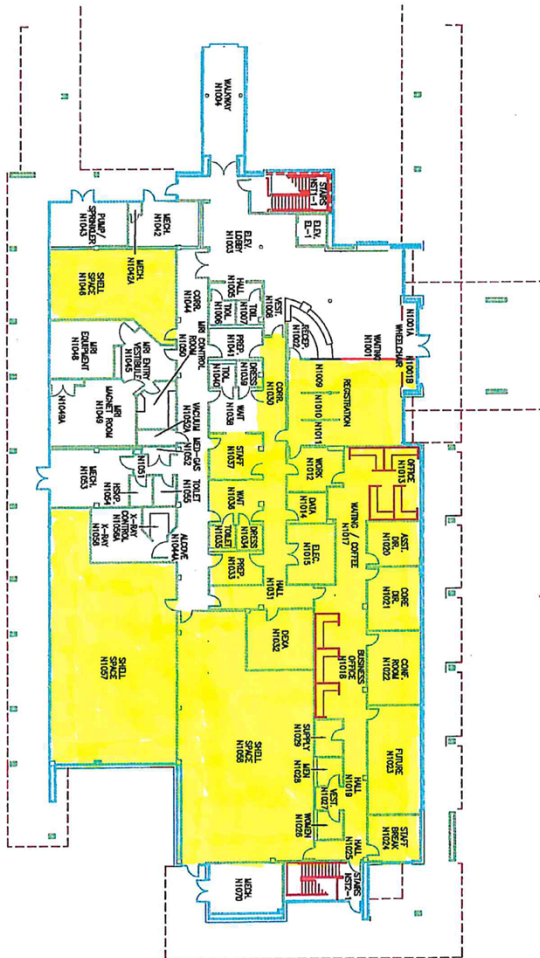
Janet Olson, Chairperson

Name:

Date: _____

EXHIBIT A
 TO LICENSE FOR USE OF FACILITIES AND PREMISES
 FOR RENOVATION

DESCRIPTION OF LICENSED PREMISES



SHADED AREA = 10,753 SF.

IMAGING CENTER - BUILDING "N" - FIRST FLOOR

BLDG. AREA: 17,147 SQ. FT.
 SCALE: 1/8" = APPROX. 2.7 FT. (FOR 11" X 17" PAPER)
 (NOT FOR DIMENSIONAL USE)
 REVISED: NOVEMBER 2, 2016
 File: Acad\drawings\bdg--n--n-1.dwg

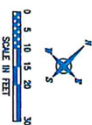


EXHIBIT B
TO LICENSE FOR USE OF FACILITIES AND PREMISES
FOR RENOVATION

TERMS AND CONDITIONS FOR RENOVATION

1. *Additional Terms Defined*

“**Applicable Laws**” refers to all laws, statutes, rules, regulations, ordinances, zoning ordinances, building codes, resolutions and orders of any Governmental Authority, including but not limited to applicable rules, regulations and architectural standards of LSU, applicable to the parties and substantially affecting the ability of the parties to meet their obligations hereunder; provided, however, that this definition shall not be interpreted as waiving protections granted to any party against future laws impairing the obligations of contracts between the parties and/or any third parties.

“**Architect**” refers to any architect or other design professional, including their permitted successors and assigns, engaged by Licensee to perform architectural or design services with respect to any phase of the design and/or renovation of the Improvements or any other Work or any substitute or successor architect or other design professional engaged by Licensee.

“**Business Day**” refers to any day other than a Saturday, Sunday, State or Federal holiday, or a day on which LSU’s business and most administrative offices are closed because of holiday, security, or weather or other events of force majeure.

“**Construction Contract**” refers to one or more agreements for the renovation of the Improvements or any other Work entered into by and between the Licensee and the Contractor, including all amendments, modifications, exhibits, schedules, supplements and change orders to all such agreements.

“**Contractor**” refers to the contractor or contractors selected by the Licensee to renovate the Improvements or any other Work and their permitted successors and assigns. “**Governmental Authority**” refers to any and all jurisdictions, entities, courts, boards, agencies, commissions, offices, divisions, subdivisions, departments, bodies or authorities of any nature whatsoever of any governmental unit (federal, state, parish, district, municipality, city or otherwise) whether now or hereafter in existence.

“**Licensee**” refers to the Licensee identified on the License for Use of Facilities and Premises to which this Exhibit B is attached.

“**License Agreement**” refers to the executed License Agreement for Use of Facilities and Licensed Premises and exhibits to which this Exhibit B is attached.

“**LSU**” refers to the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College, including the campus of LSU at which the Work is to be performed.

“**LSU Rules and Regulations**” refers to all current and future rules, regulations, procedures and directives promulgated by or pursuant to authority granted to LSU.

“**LSU Representative**” refers to the President of LSU or the Executive Vice President for Finance and Administration and CFO of LSU acting as the President’s designees. With respect to matters involving renovation and design, including, without limitation, approvals of Plans and Specifications, Construction Contracts, Change Orders, Notices to Proceed, Punch Lists, and Substantial Completion, the term LSU Representative shall refer to the LSU Associate Vice President for Facility and Property Oversight.

“**Punch List**” refers to a list prepared by the Architect and approved by the LSU Construction Monitor and the LSU Representative, which sets forth those items of Work to be completed following Substantial Completion, prior to final acceptance.

“**Substantial Completion**” refers to the date or dates on which (a) the Architect has certified to Licensee that Work (or, if approved by the LSU Construction Monitor and the LSU Representative, any portion of Work) has been completed substantially in accordance with the Plans and Specifications, subject to customary punch list items remaining to be completed, (b) the LSU Construction Monitor and the LSU Representative have given written approval of the Architect’s certificate, which approval shall not be unreasonably delayed, withheld or conditioned, and (c) governmental certificates and approvals required to allow beneficial use and occupancy of the Improvements by LSU have been obtained, including, but not limited to, a Certificate of Occupancy (whether temporary or final) and State Fire Marshal approval.

“**LSU Construction Monitor**” one or more persons designated and authorized from time to time by the Associate Vice President for Facility and Property Oversight to monitor Licensee’s renovation progress during the renovation phase of the Improvements or any other Work who shall be either a licensed architect or a licensed engineer. The initial LSU Construction Monitor shall be LSU’s Assistant Vice President for Planning, Design, and Construction.

2. ***Renovation***

At its sole cost and expense, the Licensee shall renovate or cause the renovation of the Improvements and perform or cause to be performed any related Work in a good and workmanlike manner, in accordance with the following provisions.

3. ***Plans and Specifications/Change Orders***

At least thirty (30) days prior to commencement of any renovation, proposed final Plans and Specifications approved by the LSU Construction Monitor shall be delivered to

the LSU Representative for his review. The LSU Representative shall approve or disapprove such proposed final Plans and Specifications in writing within thirty (30) days of receipt thereof. Any request for change orders to the Plans and Specifications or to the Construction Contract shall be made to the LSU Representative, who shall approve or disapprove such request in writing within ten (10) Business Days of having received such request from the Licensee. Any change in work and materials relating to renovation of the Improvements or any Work which either (1) materially alters the exterior appearance of the Improvements, or (2) materially alters the quality of materials or the interior appearance of any buildings forming part of the Improvements or Work and costs more than One Hundred Thousand and 00/100 Dollars (\$100,000.00), is subject to the prior review and approval of the LSU Representative, which approval shall not be unreasonably withheld, delayed or conditioned. The Licensee shall notify the LSU Representative in writing of any such proposed changes in work or materials and provide to the LSU Representative copies of the proposed changes, and the LSU Representative shall either approve or disapprove any such changes within seven (7) Business Days after receipt of such notice from the Licensee. If the LSU Representative fails to respond within such seven (7) Business Day period, it shall be deemed that LSU approves such changes. Notification to the LSU Representative shall include copies of proposed change orders approved by the Contractor, the Architect, the Licensee and the LSU Construction Monitor, and shall further include sufficient information for the LSU Representative to make a determination whether to approve or disapprove such changes in the Work or materials. Complete copies of all final change orders shall be provided to the LSU Representative no later than the commencement of the Work represented by the change order, even if LSU Representative approval is not required. Changes in work or materials relating to renovation of the Improvements or Work not required to be submitted to the LSU Representative by this section shall be submitted in writing (unless written submission is waived by the LSU Construction Monitor) to and received by the LSU Construction Monitor who shall either approve or disapprove any such changes within four (4) Business Days after receipt of such request and copies of the proposed changes from the Licensee. If the LSU Construction Monitor fails to respond within such four (4) Business Day period, it shall be deemed that he approves such changes. Notwithstanding anything to the contrary set forth herein, no change order to the Construction Contract which materially and substantially deviates from the Construction Contract as originally approved shall be implemented without the prior written consent of the LSU Representative. LSU acknowledges that the approval process set forth in the Development Agreement with respect to the submission and approval of the Plans and Specifications and change orders satisfies the requirements of this section.

4. *Commencement of Work*

No Work on the Improvements or otherwise shall commence until the LSU Representative has given written consent to the notice to proceed and written approval to the final proposed Plans and Specifications. LSU acknowledges that the approval process set forth in the Development Agreement with respect to the final proposed Plans and Specifications satisfies the requirements of this section.

5. *Construction Contract*

The renovation of the Improvements and all other Work shall be performed on behalf of the Licensee pursuant to the terms of a Construction Contract. The Licensee shall not enter into a proposed Construction Contract without the prior written approval of the LSU Representative. The LSU Representative shall approve or disapprove the proposed final contract within ten (10) days of receipt from the Licensee. Notwithstanding the foregoing, LSU acknowledges that the approval process with respect to the Construction Contract set forth in the Development Agreement satisfies the foregoing requirements. Where appropriate, the Construction Contract shall be recorded properly with the Clerk of Court of East Baton Rouge Parish prior to commencement of the renovation of the Improvements and any other Work. The Licensee shall include a liquidated damages clause acceptable to the LSU Representative in every proposed Construction Contract. LSU and the Licensee hereby acknowledge the following, and, to the extent practically and legally possible, the Construction Contract and all subcontracts entered into by the Contractor shall acknowledge expressly that they have been informed of the following:

- The Work will be performed solely and exclusively for the Licensee.
- The Licensee is a separate legal entity from LSU. It is not acting as agent for LSU, and the Licensee has no authority to obligate LSU to any extent whatsoever.
- Neither LSU nor the State shall be liable, directly or indirectly, for the payment of any sums whatsoever or for the performance of any other obligation whatsoever arising out of Work performed or to be performed pursuant to this License Agreement. Notwithstanding the foregoing, LSU acknowledges that the LED Funds made available to the Licensee pursuant to the Cooperative Endeavor Agreement for the Improvements and the Work are the sole funds available to the Licensee for the Improvements and the Work. In the event such funds are fully expended on the Work and are insufficient to complete the Work or are insufficient to satisfy any of the other requirements of this Agreement, LSU shall be responsible for any costs required to complete the BMI Project.
- The Licensee has no ownership interest in the Licensed Premises on which the Work will be performed. The Work shall not give rise to any rights against the Licensed Premises or LSU.
- It is understood and agreed that LSU, its members, employees and agents including but not limited to the LSU Representative and the LSU Construction Monitor, shall owe no legal duty to or assume any liability or responsibility to any party as a result of or in connection with any consent, approval or review given or undertaken in connection with the Work. No party shall infer, based on any consent, approval or review given or undertaken by LSU, its members, employees or agents or LSU including but not limited to the LSU Representative and the LSU Construction Monitor, agreement with or endorsement of the particular matter at issue; rather,

such consent, approval or review shall only be deemed to indicate “no objection” to the particular matter at issue.

6. *Payment and Performance Bonds*

Payment and performance bonds shall not be required in connection with the Improvements and the Work.

7. *Rights Concerning the Licensed Premises During Renovation*

To the extent necessary, the Licensee and the Contractor shall have the right to occupy and use the Licensed Premises, with reasonable ingress to and egress from the Licensed Premises, during the term of this License Agreement and, with the prior written consent of the LSU Construction Monitor, shall fence or block off that area of the Licensed Premises necessary to perform the Work in a safe and secure manner. Except for unknown or unforeseen and unforeseeable defects, the Licensee assumes all responsibility for the condition of the Licensed Premises during the term of this License Agreement. LSU shall not be responsible for any maintenance or repairs to the Licensed Premises or the Work during the term of this License Agreement. The LSU Construction Monitor and the LSU Representative and any other individuals authorized by the LSU Representative shall at all times have access to the Licensed Premises and the exercise of all rights as owner except as otherwise provided herein, even those not specifically acknowledged herein. The Licensee accepts the Licensed Premises for the purposes herein outlined without any warranty of title or recourse whatsoever against LSU.

8. *Access over Adjoining Property During Renovation*

LSU hereby grants to the Licensee a non-exclusive temporary right of access over and across such other property owned by LSU only in so far as such is reasonably necessary in order for the Licensee to fulfill its obligations hereunder, provided, however, that (a) such access routes are approved in writing by the LSU Construction Monitor; and (b) the Licensee shall not unreasonably interfere with LSU’s (or LSU’s licensee’s) use of such other property

9. *LSU Rules and Regulations; Access During Renovation*

The Licensee agrees that it will comply with all LSU Rules and Regulations with regard to all contractors and personnel entering the Licensed Premises for purposes of renovation, which rules and regulations will be addressed at the pre-renovation conference, and that it will secure, at its own expense, all necessary permits and licenses from all regulatory agencies or bodies. The Licensee shall make these same requirements of the Contractor. At all times during renovation, the LSU Construction Monitor, the LSU Representative and any individuals authorized by the LSU Representative shall have the right but not the obligation to enter the Licensed Premises and review the Work to determine that it is being performed in compliance with the Plans and Specifications and in a good and workmanlike manner.

10. *Signage*

Before erecting or placing any sign upon the Licensed Premises or the Improvements, the Licensee shall submit the design specifications of such sign to the LSU Construction Monitor for approval. Licensee may only erect or place signage hereunder if it has obtained the prior written approval of the LSU Construction Monitor.

11. *Acceptance of Construction and Donation to LSU*

The Licensee and LSU agree to work together to identify and facilitate completion of all warranty and punch list items within the first year following acceptance of each phase of any Work. The Licensee will not accept any portion of the Work without the written approval of the LSU Representative. LSU reserves the right to refuse to approve the acceptance of any phase of the Work unless monies equal to the value of the punch list deficiencies are withheld by the Licensee and designated for payment to the Contractor only upon completion of the punch list items. Final payment shall not be made to the Contractor until the LSU Representative agrees in writing that the Punch List items have been completed.

The Licensee agrees to donate the Work to LSU upon the earlier of (a) expenditure in full by the Licensee of the LED Funds made available to the Licensee pursuant to the Cooperative Endeavor Agreement for the Improvements and the Work; or (b)(i) final acceptance of all Work by the Licensee and written approval by the LSU Representative of said final acceptance, and (ii) the delivery to the LSU Representative of either (A) a clear lien certificate as to the Work, which certificate has been obtained from the proper parish clerk's office or (B) evidence that any liens against the Improvements have been adequately bonded. With respect to the events in (b)(i) and (ii) of this paragraph only, unless otherwise agreed to in writing by the LSU Representative and the Licensee, the Work shall not be donated to LSU until the events in both (b)(i) and (ii) of this paragraph have occurred; however, for good cause as determined by the LSU Representative in his sole discretion, the Work may be donated to LSU following Substantial Completion subject to the Licensee's obligation to satisfactorily complete any outstanding punch list items and satisfy any outstanding liens and payment obligations relating to the Work, subject to . If the Architect for the Work recommends final acceptance of the Work or phase of the Work by the Licensee, the LSU Representative shall not unreasonably refuse to approve final acceptance by the Licensee. Unless otherwise agreed to in writing by the LSU Representative and the Licensee, use and/or occupancy of the Work shall be prohibited until the Work has been donated by the Licensee to LSU.

Upon donation of the Work to LSU, the Licensee shall have no further responsibilities, obligations or liabilities with regard to the Work except as otherwise specifically set forth in this License Agreement. The Licensee shall bear the risk of loss with respect to the Work until acceptance of the donation by the LSU Representative; provided, however, the Licensee's risk shall be limited to available insurance proceeds. Furthermore, prior to such donation, the Licensee shall obtain guarantees and warranties

from the contractor or contractors and suppliers of equipment, which guarantees and warranties shall be assigned to and shall run in favor of the Licensee upon the donation of the Work, provided, however, the Licensee itself shall make no warranty as to the condition of the Work.

Notwithstanding anything in this paragraph or this Agreement to the contrary, LSU acknowledges that the LED Funds made available to the Licensee pursuant to the Cooperative Endeavor Agreement for the Improvements and the Work are the sole funds available to the Licensee for the Improvements and the Work. In the event such funds are fully expended on the Work and are insufficient to complete the Work or are insufficient to satisfy any of the other requirements of this paragraph or Agreement, LSU agrees to accept such portion of the Work.

12. Funds for Construction

At the LSU Representative's request, prior to the commencement of any phase of the Work, the Licensee shall satisfy the LSU Representative that the total amount of money needed to complete the Work, or phase of the Work being undertaken, has been collected or acquired by the Licensee and is dedicated to that use. At the LSU Representative's sole option, the Licensee may be required to provide a letter of credit, a performance bond, or a dedicated escrow account to guarantee its performance. Notwithstanding the foregoing, LSU acknowledges that the LED Funds made available to the Licensee pursuant to the Cooperative Endeavor Agreement for the Improvements and the Work are the sole funds available to the Licensee for the Improvements and the Work and that the provisions of and obligations undertaken pursuant to the Cooperative Endeavor Agreement shall be deemed to satisfy the requirement of this paragraph.

13. On Site Construction Inspector

If in the LSU Representative's sole discretion it is deemed necessary, the Licensee at the Licensee's expense shall hire an on-site construction inspector or clerk of the works for full time supervision of the Work.

14. Inspection and Survey

The Licensee shall inspect the Licensed Premises, and arrange for any necessary boundary surveys, topographical surveys, soil borings and other site investigations at its expense. The Licensee accepts the Licensed Premises in its present condition.

15. No Liens; Release of Recorded Liens

The Licensee shall not suffer or permit any liens to be enforced against the Licensed Premises or LSU by reason of a failure to pay for any work, labor, services or materials supplied or claimed to have been supplied to the Licensee or to anyone through or under the Licensee. If any such liens shall be recorded against the Licensed Premises, the Licensee shall cause the same to be released of record, or in the alternative, if the Licensee in good faith desires to contest the same, the Licensee shall be privileged to do so, but in

such case, the Licensee shall promptly deposit with the Recorder of Mortgages of East Baton Rouge Parish a bond guaranteeing payment of any such liens and hereby agrees to indemnify, defend with an attorney of the LSU Representative's choice, and save LSU harmless from all liability for damages occasioned thereby and shall, in the event of a judgment of foreclosure on said lien, cause the same to be discharged and released prior to the execution of such judgment.

EXHIBIT C
TO LICENSE FOR USE OF FACILITIES AND PREMISES
FOR RENOVATION

GENERAL INSURANCE REQUIREMENTS

Unless otherwise approved in writing by LSU Representative, the Licensee shall maintain or cause to be maintained the following during the term of this Agreement:

Insurance Minimum Limits and Requirements for Standard Contractor/Vendor Agreements

INSURANCE

The Board of Supervisors of Louisiana State University and Agricultural and Mechanical College (henceforth referred to as "University") requires contractors/vendors to procure the below minimum limits. The insurance must be maintained for the duration of work performed for or on behalf of the University, and for the length of any agreement with the University. Failure to maintain the required insurance throughout the term of the Agreement shall be a material breach, and shall entitle University to all remedies provided for in the Agreement, or by operation of law. The minimum insurance requirements described herein do not in any way limit the contractor /vendors' financial responsibilities as outlined in the agreement's Indemnification requirements. Therefore, the contractor/vendor may opt to have broader coverage and limits to satisfy its financial obligations.

Workers' Compensation

Workers' Compensation insurance shall be in compliance with the laws of the state in which the company is domiciled. Employer's Liability shall be included with a minimum limit of \$1,000,000 per accident/per disease/per employee. If Contractor/vendor is exempt from workers' compensation or fails to provide appropriate coverage, then the Contractor /vendor is or agrees to be solely responsible and hold harmless the University for the injuries of any owners, agents, volunteers, or employees during the course of the agreement.

Commercial General Liability (CGL)

Commercial General Liability insurance shall be maintained on an "occurrence" basis, including property damage, bodily injury, products & completed operations, and personal & advertising injury with limits not less than \$1,000,000 per occurrence and \$2,000,000 aggregate on Insurance Services Office Form CG 00 01, ISO 2007 edition or equivalent.

Automobile Liability

Automobile Liability Insurance shall have a minimum combined single limit per accident of \$1,000,000 on ISO form number CA 00 01 or equivalent. This insurance shall include third-party bodily injury and property damage liability for owned, hired and non-owned vehicles.

Excess Insurance

Umbrella or Excess insurance may be used to meet the minimum limit requirements for liability insurance.

Other Insurance Requirements

Additional Insured Status

The University is to be listed as an Additional Insured on the Commercial General Liability (must use an endorsement at least as broad as ISO Form CG 20 10 11 85 or both CG 20 10 and CG 20 37 forms with edition date 2004 if later revisions used). See *Verification of Coverage* section on how the University should be listed as an Additional Insured.

Waiver of Subrogation/Recovery

All insurances shall include a waiver of subrogation/recovery in favor of the University.

Primary Coverage and Limits of Insurance

For any claims related to work performed for or on behalf of the University or related to an agreement/purchase order, the contractor /vendor' s insurance coverage shall be primary insurance as respects to the University. Any applicable insurance or self-insurance maintained by the University shall be excess of the Contractor /vendor's insurance and shall not contribute with it.

Subcontractors

Subcontractors of the Contractor/vendor shall be subject to all of the requirements stated herein. Contractor/vendor shall include all subcontractors as insureds under its policies or shall be responsible for verifying insurance coverages and limits and maintaining Certificates of Insurance for each subcontractor. The University reserves the right to receive from the Contractor /vendor copies of subcontractors' certificates.

Deductibles and Self-Insured Retentions

Any deductibles or self-insured retentions above \$25,000 must be approved by the University or reduced prior to the commencement of work. The University may require the Contractor/vendor to provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention.

Acceptability of Insurers

Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A- VII, unless otherwise approved by the University.

Verification of Coverage

The University shall be listed as Additional Insured and Certificate Holder as follows:

**The Board of Supervisors of Louisiana State University and Agricultural & Mechanical College
213 Thomas Boyd Hall
Baton Rouge, LA 70803**

Certificates of Insurance shall be furnished to the University evidencing the insurance required herein including amendatory endorsements. The University's failure to obtain the required documents prior to the work beginning or acceptance of a non-compliant certificate shall not waive the Contractor/vendor's obligation to have in place the required insurances or to provide the certificate. The University reserves the right to require certified copies of all the insurance policies, including endorsements.

Special Risks or Circumstances

LSU reserves the right to consider alternate coverage or limits and to modify these requirements, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

**DEVELOPMENT AGREEMENT
FOR RENOVATION AND PARTIAL EQUIPPING OF
PENNINGTON BIOMEDICAL RESEARCH CENTER**

by and between

PENNINGTON BIOMEDICAL RESEARCH FOUNDATION

and

**BOARD OF SUPERVISORS OF LOUISIANA STATE UNIVERSITY AND
AGRICULTURAL AND MECHANICAL COLLEGE**

Dated as of March __, 2020

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**DEVELOPMENT AGREEMENT
FOR RENOVATION AND PARTIAL EQUIPPING OF
PENNINGTON BIOMEDICAL RESEARCH CENTER**

BE IT KNOWN, that on the dates hereinafter set forth, before us, effective **March**, 2020 (“**Effective Date**”), the undersigned authorities, notaries public, in and for the aforesaid Parish and State, duly commissioned and qualified as such, and in the presence of the undersigned competent witnesses, personally came and appeared:

PENNINGTON BIOMEDICAL RESEARCH FOUNDATION (“**Foundation**”), a Louisiana nonprofit corporation exempt from federal income tax under Section 501(a) of the Internal Revenue Code of 1986, as amended (“**Code**”), as an organization described in Section 501(c)(3) of the Code, organized and existing under the laws of the State of Louisiana (“**State**”), with offices at 6400 Perkins Road, Baton Rouge, Louisiana 70808, appearing herein through its duly authorized and undersigned Chairman; and

BOARD OF SUPERVISORS OF LOUISIANA STATE UNIVERSITY AND AGRICULTURAL AND MECHANICAL COLLEGE (“**LSU**”), a public constitutional corporation organized and existing under the laws of the State, with offices at 3810 West Lakeshore Drive, Baton Rouge, Louisiana 70808, appearing herein through its duly authorized and undersigned President.

The Foundation and LSU, each, individually, a “**Party**” and, collectively, the “**Parties**,” each having been duly sworn, did state, declare, and agree as follows:

WITNESSETH

WHEREAS, the Pennington Biomedical Research Center (“**PBRC**”) is a public institution under the supervision and management of LSU located in Baton Rouge, Louisiana;

WHEREAS, the Foundation is an LSU-affiliated organization, the charitable purposes of which include improving, supporting, and promoting the resources, services, development, and operation of PBRC and undertaking and facilitating endeavors to aid, assist, supplement, and otherwise support the surgical, medical, educational, research, and community mission of PBRC;

WHEREAS, PBRC, working with Our Lady of the Lake Regional Medical Center (“**OLOL**”) and Louisiana State University Health Sciences Center – New Orleans (“**LSUHSC-NO**”), desires to establish a Center of Excellence in Bariatric/Metabolic Surgery and Research (“**BMI**”) for the purpose of, among other things, providing bariatric surgeries, treating obesity and metabolic related diseases, conducting bariatric and metabolic clinical research trials, and establishing obesity and nutrition-related research labs, thereby creating a world-renowned hub for obesity-related treatment and research and solidifying PBRC’s reputation as a global leader in the field;

WHEREAS, in order to support the mission of PBRC and to be included as a component of the BMI, the Foundation will undertake or cause to be undertaken the interior construction and renovation and partial equipping of an approximately 12,000 square foot space located on the first

floor of the building owned by LSU on PBRC's Baton Rouge campus designated as the "Imaging Center – Building 'N'" ("**Foundation Premises**"), depicted on Exhibit B hereto, to provide pre-operative and post-operative clinical services for bariatric surgery patients pursuant to a Right of Use granted to the Foundation by LSU ("**Foundation Right of Use**");

WHEREAS, to be included as a component of the BMI, OLOL desires to renovate, equip, and operate an existing inpatient facility on its campus located in Baton Rouge, Louisiana, to more than triple the annual number of bariatric surgeries performed at OLOL and to thereby provide surgical support to the BMI for a period of five (5) years (collectively, the "**OLOL Inpatient Facility**"), the obligations of which shall be more specifically set forth in an agreement to be entered into by and between OLOL, PBRC, and LSU ("**OLOL Professional Services Agreement**");

WHEREAS, LSUHSC-NO is a public institution of higher education under the supervision and management of LSU located in New Orleans, Louisiana, and desires to include the BMI as part of its training program for medical students enrolled at LSUHSC-NO;

WHEREAS, PBRC has named and hired Dr. Philip Schauer, MD, a world-renowned surgeon and researcher for severe obesity-related conditions as director of the BMI ("**Director**"), and PBRC will work with the Director, the Foundation, LED, OLOL, LSU, and LSUHSC-NO to develop programming and other requirements with respect to the BMI;

WHEREAS, the acquisition, design, development, interior construction and renovation, and partial equipping of the Foundation Premises by the Foundation and the operation thereof by PBRC, all as a component of the BMI, is collectively referred to herein as the "**BMI Project**;"

WHEREAS, the Parties have entered into a Cooperative Endeavor Agreement dated as of [March __, 2020] ("**Cooperative Endeavor Agreement**") whereby the Louisiana Department of Economic Development ("**LED**"), the Foundation, and LSU outlined their respective obligations with respect to the BMI Project, including the contribution of the LED Funds (as defined therein) to the BMI Project; and

WHEREAS, the Parties wish to enter into this Agreement to set forth their respective rights and obligations concerning the planning, designing, interior construction and renovation, and partial equipping of the Foundation Premises.

NOW, THEREFORE, in consideration of the mutual commitments made herein and the mutual benefits to be received by each Party to this Agreement, the Parties mutually agree as follows:

ARTICLE 1 DEFINITIONS

SECTION 1.1. Defined Terms. Capitalized terms not otherwise defined on Exhibit A hereto shall have the meaning given such terms in the Cooperative Endeavor Agreement, unless context requires otherwise.

SECTION 1.2. Terminology. Unless the context of this Agreement clearly requires otherwise, (a) pronouns, wherever used herein, and of whatever gender, shall include natural persons and corporations and associations of every kind and character; (b) the singular shall include the plural wherever and as often as may be appropriate; (c) the word “includes” or “including” shall mean “including without limitation”; (d) the word “or” shall have the inclusive meaning represented by the phrase “and/or”; (e) the words “hereof” “herein,” “hereunder,” and similar terms in this Agreement shall refer to this Agreement as a whole and not to any particular section or article in which such words appear. The section, article and other headings in this Agreement are for reference purposes and shall not control or affect the construction of this Agreement or the interpretation hereof in any respect. Article, section, subsection and exhibit references are to this Agreement unless otherwise specified. All exhibits attached to this Agreement constitute a part of this Agreement and are incorporated herein. All references to a specific time of day in this Agreement shall be based upon Central Time.

**ARTICLE 2
DEVELOPMENT AGREEMENT PRIMARY TERMS**

SECTION 2.1. Term. The term of this Agreement begins on the date of execution of this Agreement by both Parties and ends upon the earlier of (i) Substantial Completion of the Foundation Premises, (ii) expenditure of all of the Foundation-Allocated LED Funds by the Foundation, or (iii) as otherwise as provided in this Agreement (“**Term**”).

SECTION 2.2. The Foundation’s Services.

(a) Subject to the terms and conditions of this Agreement, the Foundation will provide pre-Development, Development, and interior construction and renovation management services, performed in such a manner using commercially reasonable efforts necessary to complete the interior construction and renovation and partial equipping of the Foundation Premises.

(b) The Foundation shall cause the Foundation Premises to be Developed and completed in a good and workmanlike manner, all in accordance with the Approved Components and the terms of this Agreement.

(c) The Foundation will contract with qualified consultants and professionals to perform any one or more of the services for the Foundation Premises and the BMI Project, including the Architect, General Contractor, and such professionals as are necessary for the provision of on-site supervision of the interior construction and renovation and partial equipping of the Foundation Premises, subject to the terms and conditions of this Agreement, including Section 2.3 hereof.

(d) LSU acknowledges that the Foundation is not licensed or qualified as an architect, engineer or contractor, and the Foundation will be contracting with such professionals to perform such services by and through one or more members of the Approved Team.

(e) The Foundation, represented by the Project Manager, will make periodic visits to the Foundation Premises to review the work and progress of the interior construction and renovation with the General Contractor and related consultants.

(f) The Foundation will respond to any questions from the Project Operating Committee regarding the work or progress of the interior construction and renovation, construction methods, scheduling, and the like.

(g) The Foundation will obtain or cause the Architect or General Contractor to obtain, on behalf of LSU, a temporary, if applicable, and permanent Certificate of Occupancy (or other appropriate and necessary governmental permission to occupy) with respect to the Foundation Premises.

(h) The Foundation hereby warrants, or shall cause to be warranted by the General Contractor, to LSU that the completed Foundation Premises will be in conformity with the Approved Plans at the time of Substantial Completion, subject to adjustment based on change orders and as otherwise provided herein, and the Foundation shall, or shall cause the General Contractor to, as applicable, repair or replace any warranty item in the Foundation Premises pursuant to the terms of the applicable warranty, all without cost or expense to LSU.

(i) The Foundation shall select and retain a professional to serve as the Project Manager, which will serve as the single point-of-contact for LSU in connection with the Development of the Foundation Premises subject to the Foundation's supervision and approval.

(j) It is understood and agreed that the Project Manager will devote such time and attention throughout the Term of this Agreement for the Foundation to carry out and perform the Foundation's duties as required in this Agreement.

(k) The Foundation, through the Project Manager, shall prepare and submit to the Project Operating Committee monthly progress reports in writing and reasonable detail as to the actual progress of the Foundation Premises, which shall include a comparison of the Approved Budget to actual Foundation Premises Costs incurred through the period referenced in such monthly progress report.

(l) The Foundation shall maintain business and accounting records relating to (i) the Foundation Premises with regard to services performed by or on behalf of the Foundation and (ii) Foundation Premises Costs, logs, correspondence and other business and accounting records necessary for the proper business and financial management of the Foundation Premises, in accordance with sound business practices and generally accepted accounting principles ("**Foundation Premises Books and Records**"). Such Foundation Premises Books and Records shall be available to Project Operating Committee at mutually convenient times for examination, inspection and/or audit. Business and financial records shall be maintained by the Foundation and available to LSU for three (3) years from Substantial Completion; provided, however, records regarding any Dispute involving the Foundation Premises shall be retained for at least three (3) years following the resolution of such Dispute pursuant to Article 13 hereof. Notwithstanding the foregoing, any and all books and records of the Foundation not pertaining to the BMI Project are private and not subject to inspection and/or audit by the Project Operating Committee.

(m) Prior to Substantial Completion, the Foundation will obtain and submit to LSU all certifications and other documents required to be submitted by the Foundation, the Architect and the General Contractor required hereunder.

(n) The Foundation shall perform the services in accordance with the standard of care and expertise normally employed by development firms performing similar services, and all duties under this Agreement shall be measured and interpreted in accordance with such standard of performance.

SECTION 2.3. Approval of the Foundation Team. The Foundation shall retain such consultants and professionals as may be necessary to cause the interior construction and renovation and partial equipping of the Foundation Premises in accordance with the Approved Components, which consultants and professionals shall be subject to the approval of the Project Operating Committee and shall be a part of the Approved Team. The Foundation shall select the members of the Approved Team in accordance with the Foundation Managed Project Process Documents. All interior construction and renovation of the Foundation Premises and hiring of the Approved Team shall be undertaken in accordance with Applicable Laws.

SECTION 2.4. Project Operating Committee.

(a) The Parties hereby establish the Project Operating Committee for the purpose of reviewing the Proposed Components and providing advice and consultation to the Parties with respect to the BMI Project. The Project Operating Committee shall be comprised of the following members:

- (i) the four (4) members of the sub-committee created by the Foundation in connection with the administration of the BMI Project (“**Foundation Committee**”);
- (ii) one (1) representative of LSU; and
- (iii) one (1) representative appointed by the Executive Director of PBRC.

(b) Decisions of the Project Operating Committee shall be made by super-majority vote. The supermajority must include at least one member of LSU or one representative appointed by the Executive Director of PBRC.

(c) The Parties each agree to cause their respective members of the Project Operating Committee to actively participate in the Project Operating Committee meetings and to carry out the duties imposed on members of the Project Operating Committee.

(d) The Project Operating Committee shall have full authority to act on behalf of the organizations represented on the Project Operating Committee without further assurance or Consent of other representatives of such organizations. All Consents required of the Project Operating Committee shall be subject to the provisions of Article 10 hereof.

SECTION 2.5. PBRC Programming and Requirements Obligations.

(a) PBRC shall work with OLOL, LSU, and the Director (collectively, “**Project Group**”) to establish the BMI Programming and Requirements.

(b) As part of its obligations with respect to the BMI Programming and Requirements, PBRC shall prepare and submit to the Project Group for its review and Consent the Proposed

Programming, the Proposed Floor Plans, and the Proposed Equipment Schedule not later than March 31, 2020.

(c) Upon Consent of the Project Group of each of the foregoing Proposed Components, the Proposed Components shall constitute the Approved Components for the BMI Project. The Project Group may amend the Approved Components from time to time as they deem necessary.

(d) Notwithstanding the foregoing, the Foundation shall have no responsibility for approving the BMI Programming and Requirements, except as a member of the Project Operating Committee.

SECTION 2.6. Equipment Schedule.

(a) The Project Group shall work to establish the Proposed Equipment Schedule. The Proposed Equipment Schedule shall set forth specifically that portion of the furniture, fixtures and equipment that the Foundation shall be responsible for installing in the Foundation Premises as part of the BMI Project. The Proposed Equipment Schedule shall also designate which items shall be purchased by PBRC or LSU and reimbursed by the Foundation from the Foundation-Allocated LED Funds and which items shall be purchased by the Foundation and paid for from the Foundation-Allocated LED Funds.

(b) The Proposed Equipment Schedule shall be provided by the Director for the BMI and subject to the approval of the Project Group. Upon Consent of the Project Group to the Proposed Equipment Schedule, the Proposed Equipment Schedule shall constitute the Approved Equipment Schedule. The Project Group may amend the Approved Equipment Schedule from time to time as they deem necessary.

(c) Notwithstanding the foregoing, the Foundation shall have no responsibility for approving the Approved Equipment Schedule, except as a member of the Project Operating Committee.

ARTICLE 3 FOUNDATION PREMISES FUNDING; BUDGETS; AND CHANGE ORDERS

SECTION 3.1. Foundation Premises Funding.

(a) Notwithstanding anything in the Definitive Documents to the contrary, except in the Event of Default of the Foundation, the Foundation shall not have any responsibility for the cost of renovating or equipping the Foundation Premises beyond the Foundation-Allocated LED Funds, including, without limitation, the payment of any gap renovation financing which may be required. In the event the Foundation-Allocated LED Funds are insufficient to cause Substantial Completion of the BMI Project, failure to achieve Substantial Completion shall not constitute an Event of Default hereunder.

(b) The Foundation-Allocated LED Funds shall be available to the Foundation to pay for any and all of the Foundation Premises Costs as set forth on the Approved Budget and further subject to the provisions and limitations set forth in Article 3 of the Cooperative Endeavor Agreement.

(c) Notwithstanding anything to the contrary herein or in the Cooperative Endeavor Agreement, PBRC shall be responsible for any costs related to the BMI Project that exceed the amounts set forth in the Proposed Budget for the BMI Project. Additionally, PBRC shall be responsible for all costs and obligations in connection with the future operation, maintenance, and insuring of the Foundation Premises, including, but not limited to, the equipment.

SECTION 3.2. Budget. PBRC shall work with the Foundation, LSU, and the Director to revise the Proposed Budget as may be necessary to set forth in more detail the anticipated costs associated with the BMI Project. The revised Proposed Budget shall be subject to approval of the Project Operating Committee, and following Consent of the Project Operating Committee, the Proposed Budget shall constitute the Approved Budget.

SECTION 3.3. Change Orders. Any request for change orders to the Approved Components shall be made to the Project Operating Committee, which shall approve or disapprove such request in writing within ten (10) business days of having received such request from the party requesting such change order. Any change in work and materials relating to the BMI project which either (1) materially alters the exterior appearance of the Foundation Premises, or (2) materially alters the quality of materials or the interior appearance of the Foundation Premises and costs more than One Hundred Thousand and 00/100 Dollars (\$100,000.00), is subject to the prior review and approval of the Project Operating Committee, which approval shall not be unreasonably withheld, delayed or conditioned. The Foundation shall notify the Project Operating Committee in writing of any such proposed changes in work or materials and provide to the Project Operating Committee copies of the proposed changes, and the Project Operating Committee shall either approve or disapprove any such changes within ten (10) business days after receipt of such notice from the Foundation. If the Project Operating Committee fails to respond within such ten (10) business day period, it shall be deemed that the Project Operating Committee approves such changes. Notification to the Project Operating Committee shall include copies of proposed change orders approved by the General Contractor, the Architect, the Foundation and the Project Manager, and shall further include sufficient information for the Project Operating Committee to make a determination whether to approve or disapprove such changes in the work or materials. Complete copies of all final change orders shall be provided to the Project Operating Committee no later than the commencement of the work represented by the change order, even if Project Operating Committee approval is not required. Changes in work or materials relating to interior construction and renovation of the Foundation Premises or work not required to be submitted to the Project Operating Committee by this Section 3.3 shall be submitted in writing (unless written submission is waived by the LSU Construction Monitor) to and received by the LSU Construction Monitor who shall either approve or disapprove any such changes within four (4) business days after receipt of such request and copies of the proposed changes from the Foundation. If the LSU Construction Monitor fails to respond within such four (4) business day period, it shall be deemed that he approves such changes. Notwithstanding anything to the contrary set forth herein, no change order to the Construction Contract which materially and substantially deviates from the Construction Contract as originally approved shall be implemented without the prior written consent of the Project Operating Committee.

ARTICLE 4
RIGHT OF USE CONDITIONS AND ACTIVITIES

SECTION 4.1. Post-Right of Use Agreement Activities.

(a) After the execution of the Foundation Right of Use, the Foundation shall be required satisfy the Post- Right of Use Agreement Conditions (“**Post-Right of Use Agreement Conditions**”) set forth below within the timeframe specified by the Approved Programming.

(b) The Foundation shall use commercially reasonable efforts to achieve the Post-Right of Use Agreement Conditions, the costs shall be paid from the Foundation-Allocated LED Funds:

- (i) approval of any zoning and/or land use regulatory approval, if required;
- (ii) issuance of all Permits;
- (iii) delivery of insurance certificates to LSU;

(iv) all governmental authorities whose Consent is required, shall have reviewed and/or Consented to, as required by applicable law, the Foundation Premises schematics, drawings and/or Plans such that the Foundation shall be able to commence interior construction and renovation and partial equipping of the Foundation Premises immediately after execution of the Definitive Documents without the necessity of any further action on the part of a Party or any third Person;

(v) interior construction and renovation and partial equipping of the Foundation Premises substantially in conformity with the Approved Components; and

(vi) transfer of improvements and equipment by the Foundation to LSU, with a release of the Foundation from all obligations related to the Foundation Premises as required by the Foundation Right of Use.

ARTICLE 5
RENOVATION AND EQUIPPING OF THE FOUNDATION PREMISES

SECTION 5.1. Selection of Architect.

(a) The Foundation shall contract the design of the interior construction and renovation of the Foundation Premises to Architect pursuant to the Approved Architect Agreement between the Foundation and the Architect.

(b) The Foundation shall cause the Architect to complete the design of the Foundation Premises in accordance with Approved Components, subject to any future change orders/amendments as may be requested by LSU and consented to by the Project Operating Committee.

(c) The Approved Architect Agreement shall provide a “paid when paid” provision that acknowledges payment is contingent on the receipt of Foundation-Allocated LED Funds as well as a State appropriation risk provision. The Foundation shall not have any responsibility to pay the Architect if the Foundation has not received sufficient funds from the Project Group, including the Foundation-Allocated LED Funds, to pay obligations under the Approved Architect Agreement.

SECTION 5.2. Selection of General Contractor.

(a) The Foundation shall contract the interior construction and renovation of the Foundation Premises to General Contractor pursuant to the Approved Construction Contract between the Foundation and General Contractor.

(b) The General Contractor shall engage in a competitive bid process which shall be identified in the Construction Contract for the major non-specialty subcontractors including, as may be applicable and without limitation:

- (i) Foundation;
- (ii) Concrete;
- (iii) Framing;
- (iv) Drywall;
- (v) Masonry;
- (vi) Mechanical and HVAC;
- (vii) Electrical;
- (viii) Plumbing; and
- (ix) Painting.

Recognizing the unique nature of the Foundation Premises, there are numerous specialty subcontractors that will be selected by the Foundation and the General Contractor without a competitive bid process but with pricing contained in the Approved Budget.

(c) The Foundation shall cause General Contractor to complete the interior construction and renovation of the Foundation Premises in accordance with Approved Components, subject to any future change orders/amendments as may be requested by LED and LSU and consented to by the Project Operating Committee.

(d) The Foundation shall install or cause to be installed in the Foundation Premises the furniture, fixtures, and equipment described on the Approved Equipment Schedule.

(e) The Approved Construction Contract shall provide a “paid when paid” provision that acknowledges payment is contingent on the receipt of Foundation-Allocated LED Funds as

well as a State appropriation risk provision. The Foundation shall not have any responsibility to pay the General Contractor if the Foundation has not received sufficient funds from the Project Group, including the Foundation-Allocated LED Funds, to pay the obligations under the Approved Construction Contract.

SECTION 5.3. Permits. General Contractor shall be responsible for applying for and receiving any and all Permits related to the interior construction and renovation of the Foundation Premises. General Contractor shall use commercially reasonable efforts in applying for and receiving Permits. The Foundation shall use commercially reasonable efforts to assist General Contractor in obtaining any necessary Permits if requested to do so by General Contractor.

SECTION 5.4. Certificates of Insurance. General Contractor shall deliver to the Foundation, and the Foundation shall make available to the Project Operating Committee, any certificates of insurance required by this Agreement.

SECTION 5.5. Reserved.

SECTION 5.6. Failure to Commence. Subject to Force Majeure, if the interior construction and renovation of the Foundation Premises has not commenced within thirty (30) days of obtaining all Permits, LSU may terminate this Agreement upon ninety (90) days' Notice. Should LSU terminate this Agreement pursuant to this subsection, the Foundation shall be obligated to return the remaining Foundation-Allocated LED Funds less the amount actually expended or obligated by the Foundation and General Contractor.

SECTION 5.7. Substantial Completion. Subject to Force Majeure, General Contractor shall Substantially Complete the interior construction and renovation and partial equipping of the Foundation Premises within twelve (12) months from commencement of the interior construction and renovation of the Foundation Premises. "**Substantial Completion**" refers to the date or dates on which (a) the Architect has certified to Foundation that the BMI Project has been completed substantially in accordance with the Proposed Programming, subject to customary punch list items remaining to be completed, (b) the LSU Construction Monitor and LSU Representative have given written approval of the Architect's certificate, which approval shall not be unreasonably delayed, withheld or conditioned, and (c) governmental certificates and approvals required to allow beneficial use and occupancy of the Foundation Premises have been obtained, including but not limited to a permanent Certificate of Occupancy (or other appropriate and necessary governmental permission to occupy) with respect to the Foundation Premises.

SECTION 5.8. Post-Renovation. Upon Substantial Completion, the Foundation shall provide LSU with the following:

(a) A copy of the final Certificate of Occupancy (or other appropriate and necessary evidence of governmental permission to occupy) for the Foundation Premises from the appropriate governmental officials;

(b) A long form release of mechanics' liens executed by the General Contractor applicable to the Foundation Premises;

(c) A certification from the Architect that the Foundation Premises has been substantially completed in accordance with the Approved Plans;

(d) An “as-built” survey of all Improvements for the Foundation Premises prepared by a registered surveyor or engineer; and

(e) A full and complete set of “as-built” Plans for the Foundation Premises and any accessory structure(s).

ARTICLE 6 ENVIRONMENTAL MATTERS

SECTION 6.1. The Foundation’s Environmental Responsibilities. The Foundation shall not:

(a) Knowingly direct, suffer (to the extent within the Foundation’s control), or contractually permit any of its employees to handle or dispose of any Hazardous Materials in or about the Foundation Premises; or

(b) Knowingly or negligently suffer or permit:

(i) Any Hazardous Materials to be used by any third-party in any manner on or about the Foundation Premises; or

(ii) The Foundation Premises to become contaminated with any Hazardous Materials in connection with the work on the Foundation Premises; or

(iii) The escape, disposal or release of any Hazardous Materials on or about the Foundation Premises in connection with the work on the Foundation Premises.

(c) To the extent the Foundation “has knowledge” of any Hazardous Materials at the Foundation Premises, the Foundation shall promptly notify LSU of the existence of such Hazardous Materials in writing of (1) any presence or release of such Hazardous Materials in, on, above, under, from or migrating towards the Foundation Premises; (2) any non-compliance with any Environmental Regulations related in any way to the Foundation Premises which would have a material adverse effect on LSU; (3) any actual environmental lien; (4) any remediation of environmental conditions relating to the Foundation Premises; and (5) any written or oral notice or other communication of which the Foundation obtains knowledge from any source whatsoever (including but not limited to a governmental entity) relating in any way to Hazardous Materials in violation of applicable Environmental Regulations or remediation thereof, or the possible liability of any person or entity pursuant to violation of any Environmental Regulations in connection with the Foundation Premises.

(d) Notwithstanding the foregoing, the Foundation may handle or dispose of (or permit or allow others to handle or dispose of) Hazardous Materials to the extent customary and necessary for the performance of the Foundation’s duties under this Agreement; provided same does not violate Environmental Regulations and all disposals occur offsite. The Foundation shall always handle, store, use, and dispose of those Hazardous Materials in a safe and lawful manner and shall

ensure that same does not violate Environmental Regulations which would have a material adverse effect LSU, and that all disposals of Hazardous Materials and any other waste shall occur offsite. The Foundation warrants and represents to LSU that all work on the Foundation Premises and activities of contractors, sub-contractors, consultants, or any other agent of the Foundation will also be in full compliance with all federal and State and local Environmental Regulations, regulations, and ordinances as cited above, and further warrants and represents that neither the Foundation nor its agents will engage in any management of solid or hazardous wastes at the Foundation Premises other than in the ordinary course of the Development and the interior construction and renovation thereof. Foundation agreements with contractors shall include a provision that acknowledges the Environmental Responsibilities and the contracting party shall be responsible their failure to maintain any Environmental Responsibilities and for any remediation or other necessary steps to bring the work back into compliance.

ARTICLE 7 INSURANCE

SECTION 7.1. Insurance. Throughout the Term, the Foundation shall acquire and maintain or cause to be acquired and maintained in force the insurance as provided in Exhibit D.

ARTICLE 8 DEFENSE AND INDEMNIFICATION PROCEDURES

SECTION 8.1. Indemnity. The Foundation, for itself and its successors, assigns, agents and contractors, employees, invitees, customers, and licensees, agrees to indemnify, defend and hold LSU harmless against any loss for damages or injuries that may be suffered by LSU or by any person including Foundation's agents, contractors, employees, invitees, and licensees, to the extent such loss arises out of or is related to the BMI Project, except with respect to acts or omissions by LSU's members, officers or employees unless said members are acting at the direction or request of the Foundation, and Foundation agrees to defend LSU with an attorney of LSU's choice in any legal action against it and pay in full and satisfy any claims, demands or judgments made or rendered against LSU and to reimburse LSU for any legal expenses, including attorney's fees and court costs, which may be incurred by it in the defense of any claim or legal action arising thereunder, but Foundation's costs and expenses incurred in fulfilling this indemnify and defense shall to the extent allowed by Applicable Laws, be limited to insurance proceeds which are available for this purpose.

To the extent allowed by Applicable Laws, LSU agrees to indemnify, defend and hold Foundation harmless against any loss for damages or injuries that may be suffered by Foundation or by any person including LSU's agents, contractors, employees, invitees, and licensees, to the extent such loss arises out of or is related to the BMI Project, except with respect to acts or omissions by Foundation's members, officers or employees unless said members are acting at the direction or request of the LSU, and LSU agrees to defend Foundation against it and pay in full and satisfy any claims, demands or judgments made or rendered against LSU and to reimburse LSU for any legal expenses, including attorney's fees and court costs, which may be incurred by it in the defense of any claim or legal action arising thereunder, but LSU's costs and expenses incurred in fulfilling this indemnify and defense shall be limited to proceeds from the Office of Risk Management which are available for this purpose.

**ARTICLE 9
PAYMENT OF FOUNDATION PREMISES COSTS**

SECTION 9.1. Payment of Foundation Premises Costs. Payment of the Foundation Premises Costs shall be made by the Foundation from the Foundation-Allocated LED Funds, all in accordance with the procedures set forth in Section 3.04 of the Cooperative Endeavor Agreement.

SECTION 9.2. Foundation Right to Terminate Work.

(a) If the Foundation determines in its reasonable judgment that there is inadequate funding to complete the work, it has the absolute right within its sole discretion to provide written Notice to the Project Group of the projected deficiency.

(b) If the projected deficiency is not cured within fifteen (15) days, the Foundation may terminate work, in which event the Foundation shall have no further responsibility with respect to its obligations under this Agreement.

**ARTICLE 10
CONSENT**

SECTION 10.1. Consent.

(a) Unless and to the extent otherwise provided herein, any Consent required to be given hereunder by any Party hereto or the Project Operating Committee, whether are not identified as “Consent”, shall not be unreasonably withheld, delayed or conditioned. Consent shall not be considered unreasonably delayed if given within ten (10) business days’ of the receipt of any item requiring Consent hereunder.

(b) The Party who has withheld Consent must provide to the other Party the specific basis for withholding and what must be specifically modified in the performance, behavior or in the submittal to obtain Consent. It is the intention of the Parties to help facilitate any curative or corrective effects to work in good faith to obtain a Consent.

(c) In the event that a Party does not timely respond to a request for Consent, Consent shall be deemed given and/or Consented to, except in the case of Consent required by agreement.

(d) In regard to any specific matters which a Non-Consenting Party reasonably withholds Consent, the Requesting Party shall, within thirty (30) days from Notice of the decision of the Non-Consenting Party to withhold Consent as provided in Section 10.1(b), resubmit an altered request in an effort to remove the basis for such disapproval. All resubmissions and subsequent Consents or disapprovals thereof shall be made and given in accordance with the procedure hereinabove provided for the original submission, until the submission shall be Consented to or shall be treated as having been Consented to by a Party as set forth above. If Consent is not obtained from the Non-Consenting Party after three (3) good faith reasonable attempts from the Requesting Party to remove the basis for such disapproval, the Consent shall be deemed denied and the same or a similar amended request for Consent shall not be resubmitted.

(e) If any period is extended for multiple reasons under this Agreement, the extensions will be deemed to accrue concurrently and shall not be treated cumulatively.

ARTICLE 11 DEFAULT

SECTION 11.1. Default. A Party shall be in default of this Agreement if (i) a Party defaults under this Agreement in any material respect, and fails to cure within thirty (30) days' after written Notice of that default from a non-defaulting Party or such longer period of time not to exceed ninety (90) days so long as the Party has commenced to cure such default and is diligently pursuing same, subject to Force Majeure, and provided, however, a Party will not be entitled to such Notice of default more than twice for the same type of default; or (ii) with respect to the Foundation only, the Foundation files a petition under any of the provisions of the Federal Bankruptcy Code, as amended, or any other Federal or State insolvency or similar law, or such petition shall have been filed against it, or a receiver shall have been appointed in a debtor's proceeding for the Foundation, or any part of its property or assets, and such petition or receivership shall continue un-stayed and in effect for a period of ninety (90) days, or the Foundation shall have made an assignment for the benefit of its creditors (any of the foregoing being referred to herein as an "**Event of Default**").

SECTION 11.2. Remedies.

(a) Generally. In addition to all other rights, options and remedies granted or available to the Parties under this Agreement, or otherwise available at law or in equity, upon or at any time after the occurrence and during the continuance of an Event of Default (and after the applicable cure periods have run), the non-defaulting Party may terminate this Agreement and seek restitution against the defaulting Party for all losses suffered by the non-defaulting Party and/or otherwise exercise all rights and remedies granted or available to the non-defaulting Party under this Agreement or at law or in equity.

(b) Termination. The termination or expiration of this Agreement will not relieve a Party of its obligation to pay or reimburse the other Party for amounts owed under this Agreement as of the date of such termination or expiration. In the Event of Default, the non-defaulting Party shall be entitled to exercise any and all remedies at law or in equity. Notwithstanding anything contained in this Agreement to the contrary no Party will be liable under this Agreement for any loss of profit or value, or any consequential, special, indirect, punitive or similar damages.

(c) Exclusive Remedies. The remedies available upon default expressly set forth in this Agreement shall be exclusive. Notwithstanding any other provision of this Agreement, no Party shall be liable to compensate or indemnify the other Party for any indirect, incidental, consequential or punitive losses or damages including loss of use, down time, business interruption, loss of revenue, loss of profits or any incidental loss of any kind that may be suffered or incurred by any of such persons arising by reason of any act or omission of a Party, whether based upon breach of contract, tort (including negligence and breach of statutory duty), statutory offences and quasi-offences, strict liability or any other theory of law.

(d) Delay or Omission; Waiver. No delay or omission in the exercise of any right or remedy accruing to any Party upon any breach of this Agreement by another Party shall impair

such right or remedy or be construed as a waiver of any breach theretofore or thereafter occurring. No provision of this Agreement will be considered waived unless the waiver is in writing and signed by an authorized representative of the Party granting the waiver. The waiver of any condition or the breach of any term, covenant, or condition herein or therein contained shall not be deemed to be a waiver of any other condition or of any subsequent breach of the same or any other term, covenant or condition herein or therein contained.

SECTION 11.3. Force Majeure. Upon occurrence of an event of Force Majeure, either Party shall have the right, but not the obligation, to declare a Force Majeure period, by giving Notice of such event and declaration to the Parties within thirty (30) days of such occurrence. Time being of the essence, the Party invoking Force Majeure shall make every reasonable effort to give such Notice as soon as possible, but in any event, Notice must be given within thirty (30) days of the occurrence.

The Force Majeure period shall continue from the date of such Notice until the effects of such Force Majeure are removed, remedied or repaired, or otherwise no longer prevent performance of the obligations hereunder. During the Force Majeure period, the Foundation's obligations under this Agreement shall be suspended, except any Foundation obligation (i) arising prior to the event of Force Majeure or (ii) unaffected by the Force Majeure, and all deadlines that have not already accrued shall be extended by the number of days that the Force Majeure exists. No Force Majeure period arising from a single event of Force Majeure shall be deemed to exist for longer than one (1) year from the date of such Notice, and the aggregate Force Majeure period during the Term of this Agreement shall not exceed two (2) years.

The Foundation must proceed with due diligence to effect repairs or undertake efforts to remedy or mitigate the effects of a Force Majeure, and within sixty (60) days of the occurrence of the event of Force Majeure shall provide LSU with a report showing the efforts made and to be made to remedy or mitigate the effects, and a timetable to return to full performance.

SECTION 11.4. Dispute Resolution.

(a) *Generally.* Any Dispute under the provisions of this Agreement that does not involve a Party's application for immediate injunctive, or similar relief shall be resolved in accordance with the "Dispute Resolution Procedure" set forth in this Article.

(b) *Notice.* The Claimant having a claim against or Dispute with the Respondent shall provide Notice to the Respondent, stating plainly and concisely (i) the nature of the Dispute, including everyone involved and Respondent's role in the Dispute, (ii) the basis of the Dispute (i.e., the specific authority of which the Dispute arises), (iii) Claimant's proposed remedy, and (iv) an offer by Claimant to meet with Respondent to discuss in good faith ways to resolve the Dispute.

(c) *Negotiation.* The Parties shall make every reasonable effort to meet "in person" and confer for resolving the Dispute by good faith negotiation for a period of not less than fifteen (15) days.

(d) *Termination of Negotiations.* In the event of a Termination of Negotiations, the Claimant shall have sixty (60) days following the Termination of Negotiation to:

(i) submit the Dispute to the Dispute Resolution Engineer, providing Notice thereof to the parties to the Dispute and the Dispute Resolution Engineer Notice, if the Dispute will reasonably result in a resolution that is less than the Dispute Amount in accordance with the process below; or

(e) Dispute Resolution Engineer. The Parties will select the initial Dispute Resolution Engineer (“**Dispute Resolution Engineer**”) by mutual agreement, which Dispute Resolution Engineer shall have not less than twenty (20) years of development experience and expertise. Any needed successor Dispute Resolution Engineer shall also be selected by the Parties with the same requirement.

(f) Dispute Resolution Process. The Dispute Resolution Engineer shall use the following process to resolve Disputes:

(i) Within three (3) Business Days of receiving Dispute Resolution Engineer Notice, each side will prepare and distribute to the representatives of the parties to the Dispute and the Dispute Resolution Engineer a written summary of its position, which may not exceed ten (10) double-spaced pages.

(ii) The Dispute Resolution Engineer will meet with each party to the Dispute.

(iii) To the extent allowed by law, the unsuccessful Party shall be responsible for the reasonable fees of the Dispute Resolution Engineer.

(g) Any Party shall be free to reject the non-binding decision and sue in court of competent jurisdiction or initiate proceedings before any appropriate administrative tribunal.

(h) Allocation of Costs of Resolving Claims Prior to Litigation. Each Party shall bear all of its own costs incurred prior to and during the proceedings described above, including the fees of its attorney or other representative. Each Party shall share equally all charges rendered by the Dispute Resolution Engineer.

ARTICLE 12 NOTICE

SECTION 12.1. Notice. Any Notice required or permitted to be given under or in connection with this Agreement shall be in writing and shall be delivered by (1) hand-delivered by courier, with signed receipt; (2) mailed through the United States Postal Service, postage prepaid, first-class, with return receipt requested; (3) delivered by private, commercial carrier, such as Federal Express, with signature for delivery; or (4) sent by telegram, electronic facsimile transmission or other similar form of rapid transmission confirmed by notice sent (by one of the first three methods described above) at substantially the same time as such transmission. All such communications shall be delivered to the officer, agent or representative (or their respective successor) identified in this Section at the address set forth below, or to such other Person and address as may be subsequently designated by such Party upon five (5) days’ Notice to the other Parties.

If to the Foundation:

Pennington Biomedical Research Foundation

Attention: President
6400 Perkins Road
Baton Rouge, LA 70808
Phone: (225) 763-2511
Direct: (225) 763-3152

with a copy to: Charles A. Landry
Fishman Haygood, LLP
100 North Street, Suite 800
Baton Rouge, LA 70802
Phone: (225) 706-4040
Direct: (225) 706-4080
Email: clandry@fishmanhaygood.com

If to LSU: Board of Supervisors of Louisiana State University
and Agricultural and Mechanical College
Attention: Executive Vice President
3810 West Lakeshore Drive
Baton Rouge, LA 70808

with copy to: Office of the General Counsel at the above address

with copy to: Pennington Biomedical Research Center;
Attention: Associate Executive Director for Operations
6400 Perkins Road
Baton Rouge, LA 70808

ARTICLE 13 MISCELLANEOUS PROVISIONS

SECTION 13.1. Amendments, Supplements, and Modifications. This Agreement may not be amended, supplemented or modified, except in writing and with the unanimous Consent of both Parties affected by such amendment, supplement or modification.

SECTION 13.2. Calculation of Time Periods. Unless otherwise specified, in computing any period of time described herein, the day of the act or event after which the designated period of time begins to run is not to be included and the last day of the period so computed is to be included at, unless such last day is a Saturday, Sunday or legal holiday for national banks in the location where the Foundation Premises is located, in which event the period shall run until the end of the next day which is neither a Saturday, Sunday, or legal holiday. The last day of any period of time described herein shall be deemed to end at 5:00 p.m., Central Time.

SECTION 13.3. Certificates. Any Party shall, without charge, at any time and from time to time hereafter within thirty (30) days after written request of another Party, certify by written instrument duly executed and acknowledged to any Person or entity specified in such request: (a) as to whether this Agreement has been supplemented or amended, and if so, the substance and manner of such supplement or amendment; (b) as to the validity and force and effect of this

Agreement, in accordance with its tenor as then constituted; (c) as to the existence of any default thereunder; (d) as to the existence of any offsets, counterclaims or defenses thereto on the part of such other Party; (e) as to the commencement and expiration dates of the Term of this Agreement and the Right of Use; and (f) as to any other matters as may reasonably be so requested. Any such certificate may be relied upon by the requesting Party requesting it and any other Person, firm or corporation to whom the same may be exhibited or delivered, and the contents of such certificate shall be binding on the Party executing same.

SECTION 13.4. Commercially Reasonable Efforts. The Parties agree to use commercially reasonable efforts to take or cause to be taken all actions and to do or cause to be done all things necessary or appropriate to consummate and make effective the transaction contemplated by this Agreement. The Parties acknowledge that commercially reasonable efforts will not be interpreted as requiring the initiation or settlement of litigation or the payment of money (other than usual and customary expenses associated with negotiating and closing transactions of the nature set forth herein, including, without limitation, fees and expenses required to be paid under existing contractual obligations and processing or review fees and Payment for legal fees and other out-of-pocket expenses customarily required).

SECTION 13.5. Counterparts. This Agreement may be executed in several counterparts, each which shall be an original and all of which when taken together shall be deemed one and the same Agreement.

SECTION 13.6. Drafts Not an Offer to Enter into a Legally Binding Agreement. The Parties hereto agree that the submission of a draft of this Agreement by one Party to the other is not intended by either Party to be an offer to enter into a legally binding contract with respect to the Foundation Right of Use. The Parties shall be legally bound with respect to the Foundation Right of Use only if and when the Parties have negotiated all of the terms and provisions of this Agreement and the Foundation Right of Use in a manner acceptable to each of them and each of the Parties shall have fully executed and delivered to the other at least one original counterpart of each of this Agreement and the Foundation Right of Use.

SECTION 13.7. Exhibits. The annexed Exhibits shall be construed as an integral part of this Agreement to the same extent as if the same had been set forth verbatim herein. Any fact disclosed on one Exhibit hereto shall be deemed to be disclosed on each other applicable Exhibit

SECTION 13.8. Entire Agreement. This Agreement constitutes the entire agreement between the Parties regarding the subject matter hereof, and supersedes and replaces any prior and contemporaneous communications, understandings and agreements between the Parties related to such subject matter, whether written or verbal, express or implied, and this Agreement cannot be supplemented, augmented, amended or in any manner changed or altered, except by written instrument approved and signed by duly authorized representatives of the Parties, and if required, approved by the State's Office of State Procurement.

SECTION 13.9. Further Assurances. From time to time hereafter, the Parties shall execute and deliver such additional instruments, certificates or documents, and take all such actions as the other Party hereto may reasonably request for the purpose of fulfilling its obligations hereunder.

SECTION 13.10. Governing Law. This Agreement shall be construed in accordance with and governed by the laws of the State of Louisiana without regard for conflict of laws principles.

SECTION 13.11. Independent Contractor. The Foundation shall enter into this Agreement as an independent contractor and at arms' length. Each Party shall be solely responsible for hiring, firing, promoting, demoting, rates of pay, benefits, and other terms and conditions in regard to its own employees.

SECTION 13.12. Independent Counsel; Interpretation. The Parties each acknowledge that: (a) they have been represented by independent counsel in connection with this Agreement; (b) they have executed this Agreement with the advice of such counsel; and (c) this Agreement is the result of arm's length negotiations between the Parties hereto and the advice and assistance of their respective counsel.

SECTION 13.13. Jurisdiction; Venue. The 19th Judicial District Court in the Parish of East Baton Rouge, State of Louisiana, shall be deemed to be the exclusive court of jurisdiction and venue for any litigation, special proceeding or other proceeding between the Parties that may be brought, or arise out of, in connection with, or by reason of this Agreement; and the Parties hereto submit themselves to the jurisdiction of said court in the event of any legal proceedings in connection with this Agreement.

SECTION 13.14. Invalidity. If for any reason any portion or section of this Agreement shall be declared void and unenforceable by any court of law or equity, it shall only affect such particular portion or section of this Agreement and the balance of this Agreement shall remain in full force and effect and shall be binding upon the Parties hereto.

SECTION 13.15. No Partnership. This Agreement does not create any obligation or relationship such as a partnership, joint venture or other similar legal relationship between the Parties. Any correspondence or other reference to "partners", "members" or other similar terms will not be deemed to alter, amend or change the independent contractor relationship between the Parties unless there is a formal written agreement specifically detailing the rights, liabilities, and obligations of the Parties as to a new, specifically defined legal relationship.

SECTION 13.16. No Third-Party Beneficiaries. This Agreement is not intended to give or confer any benefits, rights, privileges, claims, actions, or remedies to any Person as a third-party beneficiary, decree or otherwise. Except as expressly stated herein, no Person not a Party to this Agreement, including but not limited to, other tenants of the BMI Project and any lenders to any Party, shall be entitled to rely on or enforce any provision of this Agreement.

SECTION 13.17. Ratification of Actions. Without limiting the validity, enforceability and effectiveness of any action, representation and/or obligation created in this Agreement, the Parties agree to ratify and reaffirm, if necessary, any action, representation, and/or obligation created in this Agreement.

SECTION 13.18. Signatures. This Agreement and any amendments hereto shall contain original signatures. In order to expedite the transaction contemplated herein, electronically scanned signatures or email approvals may be used in place of original signatures.

SECTION 13.19. Successors and Assigns. The rights and obligations set forth herein shall inure to the benefit of the Parties hereto and to their respective successors, assigns and Affiliates.

SECTION 13.20. Time of the Essence. Time is of the essence in the performance of all covenants and conditions of this Agreement.

[SIGNATURE PAGE TO FOLLOW]

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK]

IN WITNESS WHEREOF, this DEVELOPMENT AGREEMENT has been signed by the undersigned duly authorize representative of the PENNINGTON BIOMEDICAL RESEARCH FOUNDATION, for the uses, purposes, benefits and considerations herein expressed, in the presence of the undersigned competent witnesses, at Baton Rouge, Louisiana, on the date shown below, to be effective as of the effective date first stated above, after a due reading of the whole.

WITNESSES:

PENNINGTON BIOMEDICAL RESEARCH
FOUNDATION

Name: _____

By: _____

Name:

Title: Chairman

Name: _____

Date: _____

IN WITNESS WHEREOF, this DEVELOPMENT AGREEMENT has been signed by the undersigned duly authorize representative of the BOARD OF SUPERVISORS OF LOUISIANA STATE UNIVERSITY AND AGRICULTURAL AND MECHANICAL COLLEGE, for the uses, purposes, benefits and considerations herein expressed, in the presence of the undersigned competent witnesses, at Baton Rouge, Louisiana, on the date shown below, to be effective as of the effective date first stated above, after a due reading of the whole.

WITNESSES:

BOARD OF SUPERVISORS OF
LOUISIANA STATE UNIVERSITY AND
AGRICULTURAL AND MECHANICAL
COLLEGE

Name: _____

By: _____

Name: _____

Name: _____

Title: President

Date: _____

EXHIBIT A

DEFINITIONS

In addition to the defined terms included in the Cooperative Endeavor Agreement, the following terms shall have the meanings given below:

“**Agreement**” shall mean this Development Agreement for the Renovation and Partial Equipping of the Pennington Biomedical Research Center dated as of [March ____, 2020], by and between LSU and the Foundation, as the same may be supplemented or amended from time to time in accordance with the terms hereof.

“**Applicable Laws**” refers to all laws, statutes, rules, regulations, ordinances, building codes, resolutions, and orders of any governmental authority, including but not limited to applicable rules, regulations and architectural standards of LSU and PBRC, applicable to the parties and substantially affecting the ability of the parties to meet their obligations hereunder; provided, however, that this definition shall not be interpreted as waiving protections granted to any party against future laws impairing the obligations of contracts between the parties and/or any third parties.

“**Approved Architect Agreement**” means the final Architect Agreement Consented to by the Project Operating Committee.

“**Approved Budget**” means the final Foundation Premises budget Consented to by the Project Operating Committee.

“**Approved Components**” means the following, individually and collectively:

- (i) Approved Budget;
- (ii) Approved Construction Contract;
- (iii) Approved Architect Agreement;
- (iv) Approved Floor Plans;
- (v) Approved Programming;
- (vi) Approved Equipment Schedule; and
- (vii) Approved Renovation Timeline.

“**Approved Construction Contract**” means the final Construction Contract Consented to by the Project Operating Committee.

“**Approved Equipment Schedule**” means the final Equipment Schedule Consented to by the Project Operating Committee.

“**Approved Floor Plans**” means the final Floor Plans Consented to by the Project Operating Committee.

“**Approved Renovation Timeline**” means the final interior construction and renovation timeline Consented to by the Project Operating Committee.

“Approved Programming” means the final BMI Programming and Requirements related to the BMI Project provided by PBRC and Consented to by the Project Operating Committee.

“Approved Plans” means the final Plans Consented to by the Project Operating Committee.

“Approved Team” means, collectively, the Architect, General Contractor, Project Manager, and other professionals required in connection with the interior construction and renovation and partial equipping of the Foundation Premises, all as Consented to by the Project Operating Committee.

“Architect” means the architect and design professional to be selected by the Foundation pursuant to the terms hereof and Consented to by the Project Operating Committee.

“Architect Agreement” means the agreement between the Architect and the Foundation providing for the design of the Foundation Premises in accordance with the Approved Components.

“Construction Contract” means the contract between the General Contractor and the Foundation providing for the interior construction and renovation of the Foundation Premises in accordance with the Approved Components.

“Cooperative Endeavor Agreement” means the Cooperative Endeavor Agreement dated as of [March __, 2020] by and among LED, LSU, and the Foundation, as the same may be supplemented or amended from time to time in accordance with the terms thereof.

“Develop” or **“Development”** means, collectively and as separate activities, the design, interior construction and renovation, and partial equipping the Foundation Premises and obtaining required public approvals and Permits in connection therewith, all pursuant to the Approved Components.

“Environmental Regulations” means any federal, State or local law, statute, code, ordinance, regulation, requirement or rule relating to dangerous, toxic or hazardous pollutants, contaminants, chemical waste, materials or substances, including without limitation, the Comprehensive Environmental Response, Compensation and Liability Act of 1980 (“CERCLA”), Public Law No. 96-510, 94 Stat. 1613, the Resource Conservation and Recovery Act (“RCRA”), the Clean Air Act, as amended (42 U.S.C. §§7401 et seq.), the Clean Water Act, as amended (33 U.S.C. §§1251 et seq.) including all amendments to such Acts, or any other federal or State statute, law, ordinance, code, rule, regulation, order, or decree, regulating, relating to or imposing liability or standards of conduct concerning any petroleum, petroleum byproduct (including but not limited to, crude oil, diesel oil, fuel oil, gasoline, lubrication oil, oil refuse, oil mixed with other waste, oil sludge, and all other liquid hydrocarbons, regardless of specific gravity) natural or synthetic gas, products, and/or hazardous substance or material, toxic or dangerous waste, substance or material, pollutant, or contaminant, as may now or at any time hereafter be in effect.

“Event of Default” shall have the meaning given such term in Section 11.1 hereof.

“**Force Majeure**” refers to any (a) act of God, lightning, hurricane, tornado, and other extraordinarily adverse and inclement weather, fire, explosion, flood, act of a public enemy, war, insurrection, riot or civil disturbance; (b) labor dispute, strike, work slowdown or work stopped; and (c) any other similar cause or similar event beyond the reasonable control of the Parties.

“**Foundation Committee**” means the four (4) members of the sub-committee created by the Foundation in connection with the administration of the BMI Project.

“**Foundation Premises Books and Records**” has the meaning set forth in Section 2.2(m) hereof.

“**Foundation Premises Costs**” means any and all direct and indirect hard and soft cost of Development of the Foundation Premises, including without limitation the payment of the Administrative Fee.

“**Foundation Managed Project Process Documents**” shall mean the documents and process outlined on Exhibit C hereto.

“**General Contractor**” means the contractor to be selected by the Foundation pursuant to the terms hereof and Consented to by the Project Operating Committee.

“**Hazardous Materials**” shall include, but not be limited to, flammable substances, explosives, munitions, radioactive materials, asbestos, polychlorinated biphenyls, chemicals, reproductive toxicity, pollutants, contaminants, hazardous wastes, medical wastes, toxic substances or related materials, petroleum and petroleum products, and substances declared to be hazardous or toxic by any Environmental Regulations.

“**Improvements**” shall have the meaning given such term in the Foundation Right of Use.

“**LSU Construction Monitor**” means the one or more persons designated and authorized from time to time by the Associate Vice President for Facility and Property Oversight to monitor the Foundation’s interior construction and renovation progress during the term of the Foundation Right of Use. The initial LSU Construction Monitor shall be LSU’s Assistant Vice President for Planning, Design, and Construction.

“**Permits**” means any and all permits or approvals required under Applicable Law.

“**Plans**” means the plans and specifications and ancillary Plans for the BMI Project which will comply with Applicable Law.

“**Post-Right of Use Agreement Activities**” has the meaning given such term in Section 4.1(a) hereof.

“**Preliminary Equipment Schedule**” means the initial schedule of furniture, fixtures, and equipment, which shall be replaced with the Approved Equipment Schedule.

“**Project Group**” means, collectively, PBRC, OLOL, LSU, and the Director.

“Project Manager” means the project manager to be selected by the Foundation pursuant to the terms hereof and Consented to by the Project Operating Committee.

“Project Operating Committee” means representatives of each of the following parties: (i) the Foundation, (ii) LSU, and (iii) PBRC, as outlined in Section 2.4 hereof.

“Proposed Budget” means the proposed budget for the BMI Project provided by PBRC.

“Proposed Components” means the following, individually and collectively:

- (i) Proposed Budget;
- (ii) Proposed Construction Contract;
- (iii) Proposed Floor Plans;
- (iv) Proposed Programming;
- (v) Proposed Equipment Schedule; and
- (vi) Proposed Renovation Timeline.

“Proposed Construction Contract” means the proposed Construction Contract for the BMI Project to be provided by the General Contractor and the Foundation.

“Proposed Equipment Schedule” means the proposed list of equipment provided by PBRC to be installed by the Foundation with the LED Funds subject to the provisions and limitations set forth in Article 3 of the Cooperative Endeavor Agreement.

“Proposed Floor Plans” means the proposed floor plans for the BMI Project provided by PBRC as part of the Proposed Programming.

“Proposed Renovation Timeline” means the proposed interior construction and renovation timeline for the BMI Project to be prepared by the Approved Team with input and guidance from PBRC.

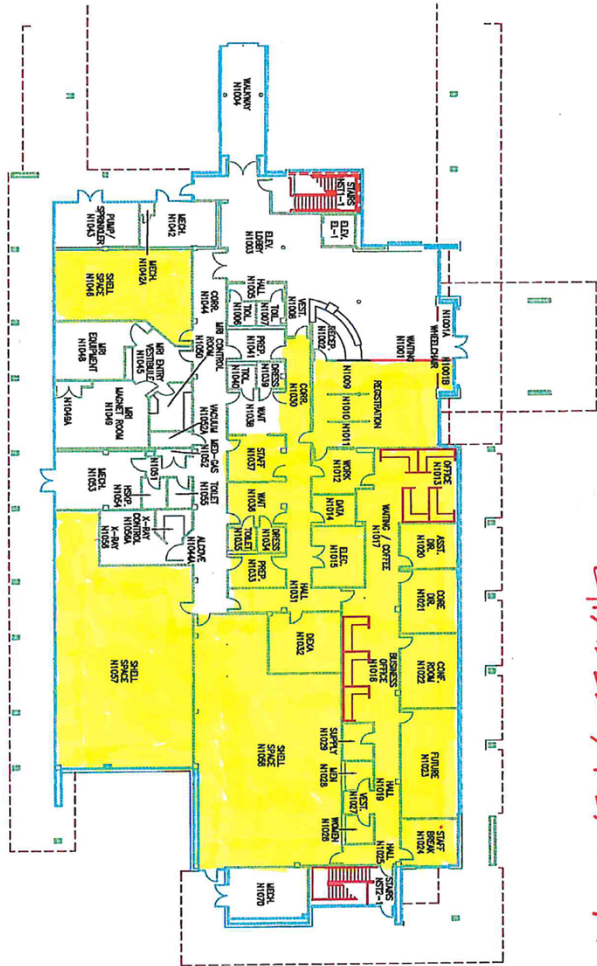
“Proposed Programming” means the proposed BMI Programming and Requirements related to the BMI Project provided by PBRC.

“Proposed Plans” means the proposed Plans for the BMI Project provided by the Approved Team.

“Substantial Completion” has the meaning given such term in Section 5.6 hereof.

“Term” has the meaning given such term in Section 2.1 hereof.

EXHIBIT B
 FOUNDATION PREMISES DESCRIPTION



SHADED AREA = 10,753 SF.

IMAGING CENTER - BUILDING "N" - FIRST FLOOR

BLDG. AREA: 17,147 SQ. FT.
 SCALE: 1/8" = APPROX. 2.7 FT. (FOR 11" X 17" PAPER)
 (NOT FOR DIMENSIONAL USE)
 REVISED: NOVEMBER 2, 2016
 File: Acad\drawings\bdg-n\n-1.dwg

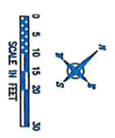


EXHIBIT C

Foundation Managed Project Process Documents

Documents:

1. Architect/Engineer Selection Process Outline
2. Architect Selection Criteria
3. Example RFQ
4. Contractor Selection Process Outline
5. Contractor/CMAR Selection Criteria
6. Example RFQ

ARCHITECT/ENGINEER SELECTION PROCESS OUTLINE:

Purpose:

To establish a process to select an Architect or Engineer to design a facility or infrastructure that is being financed by a LSU affiliated Foundation or Not for Profit entity. This process is not bound by State laws for public entities but is required to follow ethical standards established by the Board of Supervisors in the Uniform Affiliation Agreement. This is for small to medium sized projects. The Foundation may develop a process for larger or unique projects.

Process:

1. An Advisory Committee consisting of a minimum of the following will recommend a pool of potential Architectural/Engineering Firms for the project.
 - a. Facility and Property Oversight Assistant Vice President and University Architect (Chairman)
 - b. Foundation Representative
 - c. Campus Project Administrator
 - d. Campus Project Manager
 - e. User Group Representatives (Dean, Department Representative, or Equivalent)
2. The Campus Project Manager will develop an RFQ specific to the project, to be reviewed and approved by the Committee, and request qualifications from the potential designers with a prescribed due date.
3. The Committee will meet to review the responses and use the pre-established scoring criteria to shorten the list to the most qualified Designers based on the pre-established minimum score or number to be short listed.
4. Additional information and/or presentations may be requested from the short-listed designers. The Committee will use this information to make a selection of the Designer based on the scoring criteria.
5. The Campus Project Manager will negotiate contract terms and fee with the selected designer. The University Architect will make a recommendation to the Foundation to issue a contract. In the event that terms cannot be reached, the Campus Project Manager will notify the selected designer that negotiations have been terminated and negotiations will begin with the second highest scoring designer based on the scoring criteria.



FACILITY & PROPERTY OVERSIGHT

FINANCE & ADMINISTRATION

Date

Architect Selection Criteria Form for

insert CAMPUS NAME PROJECT NAME

Applicant Names

A	
B	
C	
D	
E	
F	

#	CRITERIA	MAX PTS	A	B	C	D	E	F
1	Organization structure, ownership, general experience, and experience with similar projects of the firm.	15						
2	Similar project experience of the firm. Similar project experience of the staff assigned to the project.	25						
3	Similar project experience of the consultants.	20						
4	Quality Control process	10						
5	Cost estimating experience and processes	10						
6	Diverse supplier initiative (Emerging Business, Minority owned Business, Small Business, Woman Owned Business, Veterran Initiative, Small Entrepreneurship, Disadvantage Business Enterprise)	5						
7	Sustainability design experiecnwe	5						
8	Fee proposal	10						
TOTAL		100						

**REQUEST FOR QUALIFICATIONS
FOR
ARCHITECTURAL DESIGNER**

FOR

Issued By:

Pennington Biomedical Research Foundation

SECTION I PROJECT DEFINITION

1. INVITATION

Pennington Biomedical Research Foundation (“PBRF”) is issuing this Request for Qualifications (“RFQ”) to architectural design firms for the design and construction administration of the Project, as described and set forth in Schedule A, which is attached to and made a part of this RFQ, on property owned by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College (“LSU”). **PBRF** will be contracting for the construction of the Project which will ultimately be donated by **PBRF** to **LSU** after completion of construction. **PBRF** is a supporting entity of LSU. **PBRF** seeks to receive Requests for Qualifications (RFQ) from qualified respondents (“Proposers”) as described below.

2. PROJECT SCOPE

The Project Scope is set forth in the attached Schedule A.

It is anticipated that the budget for construction shall not exceed *the Project Estimated Construction Cost* as set forth in Schedule A. However, PBRF and LSU reserve the right to increase or decrease the Project Estimated Construction Cost at any time.

3. CONDITIONS

- A. PBRF shall have final approval of the designer selection.
- B. Proposer shall not unlawfully discriminate against any employee or applicant for employment because of race, color, age, religion, ancestry, sex, national origin, local custom, or sexual orientation.
- C. PBRF is an Equal Opportunity Employer and is in full support of LSU’s Diverse Supplier Initiative. Proposers are encouraged to utilize local small business participation to the extent possible through the pursuit of Certified Diverse Suppliers (Minority-Owned, Women-Owned, Veteran-Owned, Small, Emerging, or Disadvantaged Business) when selecting subcontractors, consultants, and other team members for the Project.
- D. All contracts involving PBRF and Proposer and/or third persons shall incorporate by reference and shall be in accordance with all Federal, State and Local laws, ordinances, rules, regulations and orders. Proposer shall be responsible for compliance with all Federal, State and Local laws, ordinances, rules, regulations and orders in the design and construction of the Project.

- E. The Architect shall maintain the following insurance, issued by a company or companies admitted to do business in the State of Louisiana, for the duration of this Agreement. Architect shall provide PBRF and LSU's Office of Facility & Property Oversight (FP&O) with certificates of insurance evidencing compliance with this section, including evidence of renewal or replacement of insurance policies within 10 days after expiration or cancellation, and 30 days advance written notice of cancellation or reduction in limits of any policy of insurance required by this Agreement.
- a. General Liability: \$1,000,000 per occurrence with a general aggregate limit of \$2,000,000, on an occurrence basis, with Owner and the Board of Supervisors of LSU as additional named insureds
 - b. Automobile Liability: \$1,000,000 combined single limit, on an occurrence basis
 - c. Workers' Compensation and Employer's Liability: Workers' Compensation in amounts required by applicable law; Employer's Liability of \$1,000,000 for Bodily Injury by Accident and \$1,000,000 for Bodily Injury by Disease, on an occurrence basis
 - d. Professional Liability: \$1,000,000 per occurrence with a general aggregate limit of \$2,000,000, on a claims made basis
- F. All designers in the Proposal must be licensed in accordance with Louisiana Law.
- G. To avoid any conflict of interest or the appearance of any conflict of interest in its connection with this RFQ, Proposer must disclose any relationship that the Proposer, its parent or subsidiary, its current or former owners, officers, directors or employees or others affiliated with Proposer including anyone identified in the Proposal to perform any of the work or services, have or in the past have had with: (1) current or former PBRF, University or Board members or employees or relatives of Board members or employees; or (2) anyone who has a contract or other relationship with a current or former PBRF, University or Board member or employee or relative of a Board member or employee who is or was significantly involved in the organization, preparation, or administration of this RFQ or otherwise was in a position to significantly affect the RFQ either through a decision-making capacity or through a review process.
- H. The provisions of Schedule A shall control if there is a conflict with any other provision of this RFQ.

SECTION II RULES FOR PROCESS

1. PROPOSERS' QUESTIONS/CONTACT FOR INFORMATION

*Proposers' questions regarding this RFQ shall be submitted by email. The deadline to submit Requests for Clarifications is no later than **2:00 PM CDT on the date shown on Schedule A**. Questions shall be directed to:*

*Attention: Senior Vice President/CFO & COO
 Pennington Biomedical Research Foundation*

No communications by or with LSU, PBRF, or any employee, board member, director, or other agent of either of them, other than by written addenda to the RFQ, shall have any effect or be binding on PBRF or LSU.

Oral communications with LSU, PBRF, or any employee, board member, director, or other agent of either of them regarding the Project are expressly prohibited and may be grounds for disqualification.

2. SCHEDULE FOR REQUEST FOR QUALIFICATIONS

PBRF expects to adhere to the dates shown on Schedule A for undertaking the selection process. However, this timeline is subject to modification at the sole and absolute discretion of PBRF.

3. ADDENDA

PBRF may modify the RFQ, prior to the date fixed for submission of the responses, by issuance of an addendum to all parties who have been invited to respond to the RFQ or have otherwise formally expressed an interest in responding to this RFQ.

Any supplemental instructions, answers to written questions, or interpretations of the meaning of the RFQ will be made in the form of a written addendum to the RFQ which, if issued, will be emailed to all prospective Proposers who have been invited to respond to the RFQ or have otherwise formally expressed an interest in responding to this RFQ within a reasonable period prior to the Response Due Date, excluding Saturdays, Sundays, and any other legal holidays.

4. DELIVERY OF QUALIFICATIONS

One (1) original, four (4) copies and one (1) digital copy of all Proposer responses must be received no later than 2:00 PM CDT on the **Response Due Date** set forth in Schedule A at:

ADDRESS: *Senior* *Vice* *President/CFO* & *COO*
Pennington Biomedical Research Foundation
6400 Perkins Road, Baton Rouge, LA 70808

The date fixed for submission of responses may be extended if, in the sole judgment of PBRF, it is in the best interests of PBRF and LSU.

Timely receipt of responses by PBRF is the sole responsibility of the Proposer.

The entire response shall be sealed.

Preparation of responses shall be at Proposer's expense. Responses must be complete in all respects as required by the preceding and following sections. To assure consideration, all responses must be signed by an individual who is authorized to bind the Proposer contractually. The name and title of the individual signing the response shall be typed immediately below the signature. An unsigned response will be rejected. All exhibits to the response to the RFQ must be signed and returned with the response.

5. RESPONSE CONTENT

Proposer shall provide documentation of the following topics in sufficient breadth and depth for LSU to make an informed comparison among the applicants. Proposers should provide information about its:

1. Organizational structure, ownership, general experience, and experience with similar projects of the firm(s)
2. Design team and consultants assigned to the Project. Include resumes, education, training, technical experience, relevant experience, past and present projects with dates and responsibilities and any applicable certifications that demonstrate that the assigned personnel have the qualifications and experience needed. Customer references should be provided for cited projects in the individual resumes.
3. Quality control process and general ability to minimize errors and change orders
4. Ability to accurately estimate construction costs
5. Ability to perform construction administration services in a fair and equitable manner
6. Fee proposal with identified reimbursable expenses
7. Status as a certified small entrepreneurship or a Certified Diverse Supplier
8. Plan to make good faith efforts to subcontract with Certified Diverse Suppliers

6. EVALUATION AND PRESENTATIONS

An evaluation team composed of PBRF employees and consultants and LSU staff will review and evaluate the responses, making a recommendation to PBRF for the selection. The evaluation team may either: (1) recommend a contract award based

solely on the written responses, (2) request additional written information from one or more Proposers, or (3) request in-person presentations from an identified short-list of Proposers. In the case of (2) or (3), the evaluation team will base its final recommendation to PBRF on the entirety of the written responses including any supplemental responses requested and any in-person presentations conducted.

7. REJECTION

It is the policy of PBRF not to issue RFQs unless there is a bona fide intention to develop a shortlist of qualified firms. However, PBRF does reserve the right to reject any and all responses for any reason or no reason whatsoever and to waive informalities.

8. DISPOSITION OF RESPONSES

All materials submitted in response to this RFQ: (1) will become the property of PBRF, (2) may, subsequent to the selection of a Proposer and the execution of a contract, be reviewed by any person, and (3) may be returned only at PBRF's option and at Proposer's expense. One copy of each response shall be retained for PBRF files.

9. PROPRIETARY DATA

A response may include data that the Proposer does not want disclosed to the public or used by PBRF for any purpose other than response evaluation. Proprietary data must be specifically identified as such on every page where it appears. It will be used by PBRF or LSU or its designated representatives, including staff and consultants, solely for the purpose of evaluating the response. Reasonable care will be exercised so that identified data will not be disclosed or used without Proposer's permission except to the extent provided in any resulting contract or the extent required by law. This restriction does not limit PBRF's right to use or disclose any data that are obtainable from another source without restriction.

LSU and PBRF will not be liable for the accidental disclosure of any proprietary data.

End of Request for Qualifications

SCHEDULE A to PBRF RFQ for Architectural Designer

Project Name:

Project Scope:

Project Estimated Cost:

Special Provisions:

Designer Selection Schedule:

Issuance of RFQ:

Deadline for Requests for Clarification:

Response to Requests for Clarification:

Response Due Date:

Anticipated Award:

CONTRACTOR SELECTION PROCESS OUTLINE

Purpose:

To establish a process to select a Contractor or a Construction Manager at Risk to build a facility that is being financed by an LSU affiliated Foundation or Not for Profit entity. This process is not bound by State laws for public entities but is required to follow ethical standards established by the Board of Supervisors in the Uniform Affiliation Agreement. This is for small to medium sized projects. The Foundation may develop a process for larger or unique projects.

Process:

1. An Advisory Committee consisting of a minimum of the following will recommend a pool of potential contractors for the project. For projects to be bid, this will become the list of bidders and there is no need to go to step 2. For CM at Risk projects, proceed to step 2. The Architect/Engineer will be consulted on the list of potential contractors.
 - a. Facility and Property Oversight Assistant Vice President and University Architect (Chairman)
 - b. Foundation Representative
 - c. Campus Project Administrator
Campus Project Manager
 - d. User Group Representatives (Dean, Department Representative, or Equivalent)
2. Campus Project Manager will develop a RFP/RFQ specific to the project, to be reviewed and approved by the Committee, and request proposals/qualifications from the potential contractors with a prescribed due date.
3. The Committee will meet to review responses and use the pre-established scoring criteria to shorten the list to the most qualified contractors based on the pre-established minimum score or number to be short listed.
4. Additional information and/or presentations may be requested from the short-listed contractors. The Committee will use this information to make a selection of the General Contractor based on the scoring criteria.

The Campus Project Manager will negotiate contract terms and cost with the selected contractor. The University Architect will give the recommendation to the Foundation to issue a contract. In the event that terms cannot be reached, the Campus Project Manager will notify the selected contractor that negotiations have been terminated and negotiations will begin with the second highest scoring contractor based on the scoring criteria



FACILITY & PROPERTY OVERSIGHT

Date _____

FINANCE & ADMINISTRATION

Contractor/CMAR Selection Criteria form

for

Insert CAMPUS NAME PROJECT NAME

Proposer Names	
A	
B	
C	
D	
E	
F	

#	CRITERIA	MAX PTS	A	B	C	D	E	F
1	Company Qualifications and Experience	25						
	a General Project Experience							
	b Performance history for past public and private projects							
	c Company management organization and experience							
	d Professional license(S) to provide the required General Contractor services							
	e Past/Current Litigation							
	Specific Construction Team	25						
	a Qualifications and experience of personnel assigned to the Project, including resumes and the lists of projects they							
	b Workload or GC, including number of current projects, value, and available staff							
	c Location of GC's office and distance to the project							
2	Methodology and Approach	20						
	a Construction Management Plan							
	b Cost, Schedule and Quality Controls Plan							
	c Safety Management Plan							
	d Design assist methods							
3	Financial Capabilities	5						
	a Ability of the Proposer to secure labor and material payments bonds in the amount of 100% required by this RFQ							
	b Ability of the Proposer to provide the types and limits of insurance required by this RFQ							
	c CPA Statement of financial soundness of the Proposer							
	d Design assistance methods							
4	Disadvantaged Business Enterprise (DBE) firms and Hudson Initiative Small Entrepreneurship (SE) firms Participation	5						
	a Proposer's demonstration of a diversified staff							
	b Ability of the Proposer to provide the types and limits of insurance required by this RFQ							
	c CPA Statement of financial soundness of the Proposer							
5	Project Management Fee Structure	20						
	a Proposer's demonstration of their project management fee							
	TOTAL	100						

**REQUEST FOR QUALIFICATIONS
FOR
GENERAL CONTRACTOR**

FOR

Issued By:

Pennington Biomedical Research Foundation

SECTION I PROJECT DEFINITION

1. INVITATION

The Pennington Biomedical Research Foundation (“PBRF”) is issuing this Request for Qualifications (“RFQ”) to General Contractor firms for the construction of the Project, as described and set forth in Schedule A, which is attached to and made a part of this RFQ, on property owned by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College (“LSU”). **PBRF** will be contracting for the construction of the Project which will ultimately be donated by **PBRF** to **LSU** after completion of construction. **PBRF** is a supporting entity of LSU. **PBRF** seeks to receive Requests for Qualifications (RFQ) from qualified respondents (“Proposers”) as described below.

2. PROJECT SCOPE

The Project Scope is set forth in the attached Schedule A.

It is anticipated that the budget for construction shall not exceed *the Project Estimated Available for Construction (AFC) Cost* as set forth in Schedule A. However, PBRF and LSU reserve the right to increase or decrease the Project Estimated Construction Cost at any time.

3. CONDITIONS

A. PBRF shall have final approval of the General Contactor selection.

B. Proposer shall not unlawfully discriminate against any employee or applicant for employment because of race, color, age, religion, ancestry, sex, national origin, local custom, or sexual orientation.

C. PBRF is an Equal Opportunity Employer and is in full support of LSU’s Diverse Supplier Initiative. Proposers are encouraged to utilize local small business participation to the extent possible through the pursuit of Certified Diverse Suppliers (Minority-Owned, Women-Owned, Veteran-Owned, Small, Emerging, or Disadvantaged Business) when selecting subcontractors, consultants, and other team members for the Project.

D. All contracts involving PBRF and Proposer and/or third persons shall incorporate by reference and shall be in accordance with all Federal, State and Local laws, ordinances, rules, regulations and orders. Proposer shall be responsible for compliance with all Federal, State and Local laws, ordinances, rules, regulations and orders in the construction of the Project.

E. Proposer shall comply with La. R.S. 9: 4801 through 9:4855 and shall obtain payment and performance bonds from an approved surety. Bonds shall name the PBRF (or its designated affiliate) as an obligee. The performance bond and the payment bond shall each be in an amount equal to 100% of the contract amount and shall serve as security for the payment of all labor, materials, equipment and supplies as well as the full and complete performance of the entire work and services to be performed by the Proposer. Proposer shall include in the Proposal information on its surety including the name, address, telephone number, contact person, available bonding capacity of Proposer and duration of relationship.

F. Proposer shall include in the Proposal evidence of insurance coverage on the part of Proposer. The PBRF (or its designated affiliate) shall be named as an additional insured, without restriction to cross claims, on all policies of insurance except for professional liability. Proposer shall be required to carry Builders Risk insurance at all times during construction until final acceptance and permanent occupancy of the completed facility.

G. Proposer shall in addition provide evidence of insurance coverage for all insurance required by the Procedures Manual for Insurance Requirements in Contracts and Indemnification Agreement (Hold Harmless) for the State of Louisiana, latest edition. (Reference: <http://doa.louisiana.gov/orm/word/uwcontr.doc>)

H. All contractors and subcontractors identified in the Proposal must be licensed in accordance with Louisiana Law. Proposer must have a current Louisiana contractor's license in the major classification of building construction.

I. Contractors must be licensed in accordance with Louisiana Law.

J. To avoid any conflict of interest or the appearance of any conflict of interest in its connection with this RFQ, Proposer must disclose any relationship that the Proposer, its parent or subsidiary, its current or former owners, officers, directors or employees or others affiliated with Proposer including anyone identified in the Proposal to perform any of the work or services, have or in the past have had with: (1) current or former PBRF, University or Board members or employees or relatives of Board members or employees; or (2) anyone who has a contract or other relationship with a current or former PBRF, University or Board member or employee or relative of a Board member or employee who is or was significantly involved in the organization, preparation, or administration of this RFQ or otherwise was in a position to significantly affect the RFQ either through a decision-making capacity or through a review process.

K. The provisions of Schedule A shall control if there is a conflict with any other provision of this RFQ.

SECTION II RULES FOR PROCESS

1. PROPOSERS' QUESTIONS/CONTACT FOR INFORMATION

Proposers' questions regarding this RFQ shall be submitted by email. The deadline to submit Requests for Clarifications is no later than 2:00 PM Central Time on the date shown on Schedule A. Questions shall be directed to:

*Attention: Senior Vice President/CFO &
COO
Pennington Biomedical Research
Foundation*

No communications by or with LSU, PBRF, or any employee, board member, director, or other agent of either of them, other than by written addenda to the RFQ, shall have any effect or be binding on PBRF or LSU.

Oral communications with LSU, PBRF, or any employee, board member, director, or other agent of either of them regarding the Project are expressly prohibited and may be grounds for disqualification.

2. SCHEDULE FOR REQUEST FOR QUALIFICATIONS

PBRF expects to adhere to the dates shown on Schedule A for undertaking the selection process. However, this timeline is subject to modification at the sole and absolute discretion of PBRF.

3. ADDENDA

PBRF may modify the RFQ, prior to the date fixed for submission of the responses, by issuance of an addendum to all parties who have been invited to respond to the RFQ or have otherwise formally expressed an interest in responding to this RFQ.

Any supplemental instructions, answers to written questions, or interpretations of the meaning of the RFQ will be made in the form of a written addendum to the RFQ which, if issued, will be emailed to all prospective Proposers who have been invited to respond to the RFQ or have otherwise formally expressed an interest in responding to this RFQ within a reasonable period prior to the Response Due Date, excluding Saturdays, Sundays, and any other legal holidays.

4. DELIVERY OF QUALIFICATIONS

One (1) digital copy of all Proposer responses must be received no later than 2:00 PM Central Time on the ***Response Due Date*** set forth in Schedule A at:

ADDRESS: ***Senior Vice President/CFO &***
COO

 Pennington Biomedical Research
Foundation

The date fixed for submission of responses may be extended if, in the sole judgment of PBRF, it is in the best interests of PBRF and LSU.

Timely receipt of responses by PBRF is the sole responsibility of the Proposer.

Preparation of responses shall be at Proposer's expense. Responses must be complete in all respects as required by the preceding and following sections. To assure consideration, all responses must be signed by an individual who is authorized to bind the Proposer contractually. The name and title of the individual signing the response shall be typed immediately below the signature. An unsigned response will be rejected. All exhibits to the response to the RFQ must be signed and returned with the response.

5. RESPONSE CONTENT

Proposer shall provide documentation of the following topics in sufficient breadth and depth for LSU to make an informed comparison among the applicants. Proposers should provide information about its:

1. Organizational structure, ownership, general experience, and experience with similar projects of the firm(s)
2. Construction team assigned to the Project. Include resumes, education, training, technical experience, relevant and related experience, past and present projects with dates and responsibilities and any applicable certifications that demonstrate that the assigned personnel have the qualifications and experience needed. Customer references should be provided for cited projects in the individual resumes.
3. Experience with LSU campus construction projects
4. Construction Manager at Risk experience
5. Quality control process and general ability to minimize errors and change orders
6. Ability to accurately estimate construction costs
7. Fee proposal shall clearly delineate costs associated with general conditions. Fees shall not include franchising tax or other forms of fees associated with parent corporations. General Conditions shall not include project manager cost or other industry related overhead and profit costs.
8. Status as a certified small entrepreneurship or a Certified Diverse Supplier
9. Plan to make good faith efforts to subcontract with Certified Diverse Suppliers

6. EVALUATION AND PRESENTATIONS

An evaluation team composed of PBRF employees and consultants and LSU staff will review and evaluate the responses, making a recommendation to PBRF for the selection. The evaluation team may either: (1) recommend a contract award based solely on the written responses, (2) request additional written information from one or more Proposers, or (3) request in-person presentations from an identified short-list of Proposers. In the case of (2) or (3), the evaluation team will base its final recommendation to PBRF on the entirety of the written responses including any supplemental responses requested and any in-person presentations conducted.

7. REJECTION

It is the policy of PBRF not to issue RFQs unless there is a bona fide intention to develop a shortlist of qualified firms. However, PBRF does reserve the right to reject any and all responses for any reason or no reason whatsoever and to waive informalities.

8. DISPOSITION OF RESPONSES

All materials submitted in response to this RFQ: (1) will become the property of PBRF, (2) may, subsequent to the selection of a Proposer and the execution of a contract, be reviewed by any person, and (3) may be returned only at PBRF's option and at Proposer's expense. One copy of each response shall be retained for PBRF files.

End of Request for Qualifications

SCHEDULE A

Project Name:

PDC ID #:

Project Scope:

Project Estimated Construction Cost:

Special Provisions:

1

General Contractor Selection Schedule:

Issuance of RFQ:

Pre-Proposal Site Visit:

Pre-Proposal Site Visit (Alternate):

Deadline for Clarification Request:

Response for Clarification Req

Response Due Date:

Presentations, if applicable:

Anticipated Award:

EXHIBIT D

INSURANCE REQUIREMENTS

Insurance Minimum Limits and Requirements for Standard Contractor/Vendor Agreements

INSURANCE

The Board of Supervisors of Louisiana State University and Agricultural and Mechanical College (henceforth referred to as "University") requires contractors/vendors to procure the below minimum limits. The insurance must be maintained for the duration of work performed for or on behalf of the University, and for the length of any agreement with the University. Failure to maintain the required insurance throughout the term of the Agreement shall be a material breach, and shall entitle University to all remedies provided for in the Agreement, or by operation of law. The minimum insurance requirements described herein do not in any way limit the contractor /vendors' financial responsibilities as outlined in the agreement's Indemnification requirements. Therefore, the contractor/vendor may opt to have broader coverage and limits to satisfy its financial obligations.

Workers' Compensation

Workers' Compensation insurance shall be in compliance with the laws of the state in which the company is domiciled. Employer's Liability shall be included with a minimum limit of \$1,000,000 per accident/per disease/per employee. If Contractor/vendor is exempt from workers' compensation or fails to provide appropriate coverage, then the Contractor /vendor is or agrees to be solely responsible and hold harmless the University for the injuries of any owners, agents, volunteers, or employees during the course of the agreement.

Commercial General Liability (CGL)

Commercial General Liability insurance shall be maintained on an "occurrence" basis, including property damage, bodily injury, products & completed operations, and personal & advertising injury with limits not less than \$1,000,000 per occurrence and \$2,000,000 aggregate on Insurance Services Office Form CG 00 01, ISO 2007 edition or equivalent.

Automobile Liability

Automobile Liability Insurance shall have a minimum combined single limit per accident of \$1,000,000 on ISO form number CA 00 01 or equivalent. This insurance shall include third-party bodily injury and property damage liability for owned, hired and non-owned vehicles.

Excess Insurance

Umbrella or Excess insurance may be used to meet the minimum limit requirements for liability insurance.

Other Insurance Requirements

Additional Insured Status

The University is to be listed as an Additional Insured on the Commercial General Liability (must use an endorsement at least as broad as ISO Form CG 20 10 11 85 or both CG 20 10 and CG 20 37 forms with edition date 2004 if later revisions used). See *Verification of Coverage* section on how the University should be listed as an Additional Insured.

Waiver of Subrogation/Recovery

All insurances shall include a waiver of subrogation/recovery in favor of the University.

Primary Coverage and Limits of Insurance

For any claims related to work performed for or on behalf of the University or related to an agreement/purchase order, the contractor /vendor' s insurance coverage shall be primary insurance as respects to the University. Any applicable insurance or self-insurance maintained by the University shall be excess of the Contractor /vendor's insurance and shall not contribute with it.

Subcontractors

Subcontractors of the Contractor/vendor shall be subject to all of the requirements stated herein. Contractor/vendor shall include all subcontractors as insureds under its policies or shall be responsible for verifying insurance coverages and limits and maintaining Certificates of Insurance for each subcontractor. The University reserves the right to receive from the Contractor /vendor copies of subcontractors' certificates.

Deductibles and Self-Insured Retentions

Any deductibles or self-insured retentions above \$25,000 must be approved by the University or reduced prior to the commencement of work. The University may require the Contractor/vendor to provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention.

Acceptability of Insurers

Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A- VII, unless otherwise approved by the University.

Verification of Coverage

The University shall be listed as Additional Insured and Certificate Holder as follows:

**The Board of Supervisors of Louisiana State University and Agricultural & Mechanical College 213
Thomas Boyd Hall
Baton Rouge, LA 70803**

Certificates of Insurance shall be furnished to the University evidencing the insurance required herein including amendatory endorsements. The University's failure to obtain the required documents prior to the work beginning or acceptance of a non-compliant certificate shall not waive the Contractor/vendor's obligation to have in place the required insurances or to provide the certificate. The University reserves the right to require certified copies of all the insurance policies, including endorsements.

Special Risks or Circumstances

LSU reserves the right to consider alternate coverage or limits and to modify these requirements, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.



LEASE AGREEMENT

*The Board of Supervisors of Louisiana State University and Agricultural and Mechanical College represented by its Pennington Biomedical Research Center
and
Our Lady of the Lake Physician Group, L.L.C*

1. PARTIES:

This Lease Agreement ("Lease") is made by and between the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College represented by its **Pennington Biomedical Research Center** (the "Landlord") and **Our Lady of the Lake Physician Group, L.L.C** ("Tenant") (collectively referred to herein as "Parties" and individually as a "Party") and is effective _____, 2020, ("Effective Date").

2. LEASED PREMISES AND FURNITURE, FIXTURES AND EQUIPMENT:

Landlord hereby leases to Tenant and Tenant hereby leases from Landlord that property, identified on **Exhibit A, including all furniture, fixtures and equipment identified on Exhibit A-1**, and the Floor Plan on **Exhibit C**, attached hereto and incorporated herein (the "Leased Premises"), as is, where is.

3. TERM AND TERMINATION:

- 3.1. The term of this Lease shall begin on the Effective Date and shall terminate (a) **twenty four (24) months** thereafter or (b) such earlier date that Tenant occupies space known as suite #XXX ("Relocation Suite"). Each consecutive twelve (12) month period beginning on the Effective Date shall be referred to as a "Lease Year."
- 3.2. Unless (a) either Party gives written notice to the other of the intent to terminate this Lease at least ninety (90) days prior to the expiration of its term or (b) this Lease terminates pursuant to Section 3.1(b), this Lease shall automatically be renewed for successive one year periods (the "Renewal Term"). The Initial Term and any Renewal Term are referred to herein as the "Term." If the Lease is renewed, it shall be subject to the same covenants, terms and conditions contained in this Lease Agreement, except that Landlord, at its discretion, may adjust the fixed rental rate prior to any Renewal Term to reflect the fair market value of the Leased Premises using generally accepted

valuation and appraisal practices in the locale where the Leased Premises is located and will provide Tenant with the adjusted Rent at least one hundred twenty (120) days prior to any Renewal Term.

- 3.3. In the event of legislation, safe harbor regulations, government rule or regulation, policy or governmental interpretation thereof that applies to this Lease and prohibits or invalidates this Lease or any of its provisions or causes Landlord or Tenant not to qualify under or otherwise be in violation (actual or potential) of any Medicare, Medicaid, or reimbursement regulations or other law or if Landlord's continuing ability to qualify as a tax exempt Section 501(c)(3) corporation is in jeopardy (actual or potential) at any time, as determined by Landlord, then the Parties hereto shall either amend this Lease as reasonably required to bring its terms back into compliance within fifteen (15) days or Landlord or Tenant may immediately terminate this Lease without penalty.

4. RENTAL PAYMENTS:

- 4.1. Tenant agrees to pay base rent annually as set forth on **Exhibit B**, attached hereto and incorporated herein (collectively the "Rent"). Said Rent is payable in advance on or before the first day of each month, during the term of the Lease. Rent for any partial month shall be prorated for that month.
- 4.2. In addition to all other rights of Landlord, where rent is paid later than the tenth (10th) day of the month, the rent for that month shall be increased by 5% as late fee. Rent for less than one full month will be prorated accordingly.
- 4.3. Except as otherwise provided herein, the Rent detailed in Section 4.1 and **Exhibit B** includes full payment by Tenant for all services provided to the Leased Premises, including utilities, building operational expenses and common area maintenance charges (the "Operational Expenses"). Except as otherwise provided herein, Landlord is responsible

for the payment of all utilities and other Operational Expenses as such bills are received by Landlord.

5. SECURITY DEPOSIT:

Tenant is responsible for a security deposit of \$0.00 subject to the terms of the security deposit agreement.

6. USE OF PREMISES:

- 6.1. The Leased Premises will be used for **medical office and/or clinical space purposes** only.
- 6.2. Tenant shall comply, at Tenant's own cost and expense, with all applicable laws, ordinances, rules and regulations of any governmental authority pertaining to the use and occupancy of the Leased Premises.

7. CONDITION AND MAINTENANCE:

- 7.1. Landlord shall maintain, in good condition and repair, at Landlord's expense, the structural systems, including the roof, load bearing and exterior walls and windows (including plate glass), openings and doors therein and floor slabs and masonry walls and furnishings and the exterior paint for the building.
- 7.2. Landlord shall be responsible for maintaining and making ordinary repairs to the interior of building and improvements, for the Leased Premises which are Landlord's responsibility for all those construction and improvement costs incurred prior to occupancy of the Leased Premises.
- 7.3. Landlord is responsible for all plumbing associated within the Leased Premises, except where such problems are due to the activities of Tenant.
- 7.4. Landlord shall have responsibility for janitorial services and for trash removal, provided that Tenant deposits trash in a location in the Leased Premises as may be designated by Landlord. Biohazard services may be address by separate agreement.
- 7.5. At the termination of this Lease, by expiration of its term or otherwise, Tenant shall return the Leased Premises clean and in good order, the usual wear and tear excepted. Tenant shall make actual delivery of the keys to Landlord.
- 7.6. Tenant shall maintain the Leased Premises (including Tenant's equipment, personal property, and trade fixtures located in the Leased Premises) in their condition at the time they were delivered to Tenant, reasonable wear and tear excluded.

7.7. Tenant shall repair and replace special equipment or decorative treatments which are above Building Standard installed by or at Tenant's request and that serve the Leased Premises only.

7.8. Tenant acknowledges that Landlord has made no representation or warranty with respect to systems and/or procedures for the security of the Building, any persons occupying, using or entering the Building, or any equipment, furnishings, or contents of the Building. It is the sole responsibility of Tenant to provide for its security of person and/or property.

7.9. If Landlord fails to make any required repairs under this Lease after ten (10) days notice from Tenant, Tenant may repair or maintain the item, with Landlord's approval of contractor, without liability for any damage or loss to Landlord, and Landlord must immediately reimburse Tenant for such cost or Tenant may offset such costs against the Rent. Any such offset of such cost against the Rent shall not be an Event of Default under this Lease

8. ALTERATIONS:

- 8.1. Omitted
- 8.2. Except as otherwise set forth herein, Tenant will not make or allow to be made any alterations to or of the Leased Premises or any part of the Leased Premises or attach any fixtures or equipment to the Leased Premises without first obtaining Landlord's written consent. Tenant shall insure that all permitted additions and alterations are done in a workmanlike manner. Tenant agrees to indemnify, defend and hold Landlord free and harmless from any construction liens that may be filed in connection with the work.
- 8.3. All additions, alterations or improvements made by Tenant, except furniture, furnishings, equipment and other movables belonging to Tenant that can be removed without doing any damage to the Leased Premises, shall become the property of Landlord, without charge, on the termination of the Lease.

9. RESPONSIBILITY FOR DAMAGES:

9.1. Tenant will indemnify Landlord and hold Landlord harmless from and against any and all claims, actions, damages, liability and expenses, including attorney's fees as outlined below in Section 19, in connection with loss of life, personal injury and/or damage to property and or any other damage claims arising from or out of occupancy or use by Tenant of the Lease Premises or any occurrence in, upon or at the Leased Premises, or any part thereof, or occasioned wholly or in part by any act or omission

of Tenant, its agents, employees, representatives, contractors, servants, guests, and invitees, unless the same is occasioned wholly or in part by the willful misconduct or negligence of Landlord, its agents, employees representatives or other tenants.

9.2. To the extent allowed by law, Landlord will indemnify Tenant and hold Tenant harmless from and against any and all claims, actions, damages, liability and expenses, including attorney's fees as outlined below in Section 19, in connection with loss of life, personal injury and/or damage to property arising from or out of any occurrence in, upon or at the Leased Premises, or any part thereof, if occasioned wholly by any act or omission of Landlord, its agents, employees, representatives, contractors, servants, guests and invitees, unless the same is occasioned wholly or in part by the willful misconduct or negligence of Tenant, its agents, employees, representatives or other tenants.

10. DESTRUCTION OF LEASED PREMISES:

If the Leased Premises are totally destroyed, or so substantially damaged as to be untenable, this Lease shall terminate as of the date of such destruction or damage and rental shall be accounted for as between Landlord and Tenant as of that date. If the Leased Premises are damaged but not rendered wholly untenable and the damage can be fully repaired in ninety (90) days, the rental shall abate in proportion to the damage to the premises and Landlord shall, at Landlord's option, restore the Leased Premises within said time limit, whereupon rent in full shall recommence. Should Landlord fail or refuse to fully repair the Leased Premises within ninety (90) days, Landlord or Tenant may terminate this Lease agreement and no further compensation shall be due Tenant except abatement of Rent as stated herein.

11. EMINENT DOMAIN:

11.1. If the whole of the Leased Premises shall be acquired or condemned by eminent domain for any public or quasi-public use or purpose, then the Term of this Lease shall cease and terminate as of the date of title vesting in such transfer or proceeding and all rentals shall be paid up to that date. Any recovery associated with Eminent Domain shall belong to Landlord.

11.2. If any part of the Leased Premises shall be acquired or condemned as aforesaid, and in the event that such partial taking or condemnation shall render the Leased Premises unsuitable for Tenant's use, then the Term of this Lease shall cease and terminate as of the date when Tenant has knowledge of said fact and gives Landlord notice that Tenant desires to terminate the Lease. Rent shall be adjusted to the date of such termination.

12. INSURANCE:

12.1. Landlord, at Landlord's expense, shall secure and maintain during the duration of this Lease the following insurance with a sound and reputable insurance company licensed to do business in this state:

12.1.1. Fire and Extended Coverage Policy covering the building(s) and other insurable improvements on the Leased Premises and Landlord owned furnishings, furniture, equipment, supplies and other contents of the building(s) insuring Landlord, Landlord's mortgagee and Tenant, as their interests may appear.

12.1.2. Comprehensive General Liability Policy, with contractual liability endorsement, against liability for injuries to persons and damage to property occurring in or about the Leased Premises, in amounts of not less than One Million and No/100 (\$1,000,000) Dollars for any single accident, which insurance shall be in the name of the Landlord.

12.2. Tenant covenants to provide and keep in full force and effect at Tenant's sole cost and expense, during the entire term of this Lease or any extension or renewal hereof, a comprehensive policy of public liability and property damage insurance protecting Landlord and Tenant against any liability for injury or death to any persons and or property occurring in, on or about the Leased Premises, or any appurtenances thereto, with respect to the business operated by Tenant, Tenant agrees to carry insurance with an insurance carrier licensed to do business in the State of Louisiana, in an amount of not less than \$1,000,000 in respect to any one incident and \$3,000,000 in the aggregate for Bodily Injury and Property Damage including Products and Completed Operations, Personal Injury and Advertising Injury, and contractual liability. Tenant shall provide Landlord with a copy of all such insurance policies above referred to, or with an appropriate certificate of insurance indicating that all required insurance coverage is in full force and effect. It is understood that the limits of the insurance coverage above mentioned shall not be considered a limitation of the Tenant's indemnification in favor of the Landlord, the Tenant remaining responsible for any liabilities which exceed the amount of such insurance coverage provide for herein.

13. SIGNS OR DECORATIONS:

Tenant shall not place or display any signs on the inside or outside of the Leased Premises or the Building, or make any changes to the appearance of the exterior of the

Leased Premises including sidewalk without prior written approval of Landlord. Landlord is to approve or reject by written notice, within fifteen (15) days, after submission of changes by Tenant. If no written approval is received, no changes can be made.

14. RIGHT OF ENTRY AND POSTING OF SIGNS:

14.1. Landlord reserves the right to enter the Leased Premises with or without others as necessary at reasonable times, outside of regular business hours, with reasonable notice to Tenant, in order to inspect the Leased Premises, and/or to undertake such repairs, and maintenance for which Tenant is responsible and has failed to perform, but which Landlord may deem necessary for the protection and preservation of the Leased Premises, but nothing contained in this paragraph shall be construed to require Landlord to make any repairs whatsoever. Notwithstanding, Landlord shall have the right to enter the Leased Premises at any time, without prior notice to Tenant, in the case of an emergency. However, Landlord shall give Tenant notice of such entry and the purpose thereof, as expeditiously as reasonably possible under the circumstances. Tenant shall provide Landlord with current contact information, including telephone number, for said immediate notification. Landlord shall retain at all times a set of keys to the premises for his own use for the above purpose and Tenant shall not change the locks on any exterior or interior doors. Should Tenant elect not to exercise its option to renew this Lease after the expiration of the primary term or any option term thereafter, within ninety (90) days prior to the expiration of such Term, Landlord shall have the right to show the Leased Premises to prospective tenants of the Leased Premises and shall have the right to post "For Rent" signs during such period; provided, however, that Landlord (i) shall show the Leased Premises only during non-business hours and (ii) shall not interfere with or interrupt Tenant's care of patients or compromise patient privacy during such showings.

14.2. Notwithstanding anything contained in this paragraph to the contrary, Landlord shall use its best efforts to coordinate with Tenant so that such repairs, additions or alterations to be made to the Leased Premises do not interfere with Tenant's use of the Leased Premises. To the extent reasonably possible, all entry by Landlord shall be in the presence of a representative of Tenant and because of the nature of Tenant's business, Tenant reserves the right to keep certain rooms where confidential records are stored under lock and key. Entry to these rooms by Landlord shall be made only with permission from Tenant and in the presence of Tenant's representative.

15. ASSIGNMENT:

Landlord shall not assign this Lease without the written consent of Tenant. Tenant may not sublet all or any portion of the Leased Premises.

16. DEFAULT OF TENANT:

16.1. Any one or more of the following events shall constitute a breach of this Lease and, upon occurrence thereof, Tenant shall be in default hereunder:

16.1.1. Whenever Tenant shall fail to pay any installment of rent or any other sum payable by Tenant to Landlord or any third party under this Lease on the date upon which the same is due to be paid and such failure shall continue for fifteen (15) days after Tenant shall have been given written notice thereof.

16.1.2. Whenever Tenant shall fail to keep, perform, or observe any of the covenants, conditions, terms, or provisions contained in this Lease that are to be kept or performed by Tenant other than with respect to payment of rent or other liquidated sums of money, and Tenant shall fail to commence and take such steps as are necessary to remedy the same within thirty (30) days after Tenant shall have been given a written notice specifying the same, or having so commenced, shall thereafter fail to proceed diligently and with continuity to remedy the same;

16.1.3. Whenever an involuntary petition shall be filed against Tenant under any bankruptcy or insolvency law or under the reorganization provisions of any law of like import or a receiver of Tenant or for all or substantially all of the property of Tenant party shall be appointed without acquiescence, and such petition or appointment is not discharged within sixty (60) days after the happening of such event; or

16.1.4. Whenever Tenant shall be dissolved or liquidated, or whenever Tenant shall file a voluntary petition under any bankruptcy or insolvency law or under the reorganization provisions of any law of like import, or whenever Tenant shall fail within ninety (90) days to lift any execution, garnishment, or attachment of such consequence as will impair Tenant's ability to carry on its operations at the Leased Premises, or whenever Tenant shall make a general assignment for the benefit of Tenant's creditors, or shall enter into a release or composition with Tenant's creditors or

whenever an Order for Relief shall be granted with respect to Tenant pursuant to Title 11 of the United States Code or whenever Tenant shall seek relief under any other law for the benefit of debtors.

16.2. If Tenant is in default under this Lease, Landlord, at its option, may, exercise any one or more of the rights and remedies granted by law.

16.2.1. Termination of this Lease by Landlord's notice, summary proceedings, or otherwise, shall not relieve Tenant of any liability hereunder and Tenant shall remain obligated to pay Landlord all rent and other sums required to be paid including interest at the maximum legal rate allowable under Louisiana law at the time of a default by Tenant hereunder.

16.2.2. Landlord may declare the entire unpaid rent for the unexpired Term of this Lease immediately due and payable, reserving unto Landlord the right to collect any additional rent accruing under this Lease from time to time. Landlord shall make a good faith effort to relet the Premises after Tenant vacates the Leased Premises. Upon the reletting of the Leased Premises, Landlord shall not collect rent from Tenant for the months remaining on Tenant's Lease.

16.2.3. If this Lease is terminated according to law, whether or not the Leased Premises are relet, Landlord shall be entitled to recover from Tenant in addition to all other damages, an amount equal to all other expenses, including attorney's fees, as outlined in Section 19, incurred by Landlord in recovering possession of the Leased Premises and all costs and legal expenses thereof, together with all expenses incurred for the care and protection of the Leased Premises while vacant. All such damages to become due and payable by Tenant within fifteen (15) days after presentation of an invoice therefor.

16.3. If Tenant fails or refuses to permit Landlord to lawfully reenter the Leased Premises in the event of a default, Landlord shall have the right to eject Tenant in accordance with the provisions of Louisiana Code of Civil Procedure, Articles 4701-4735, without forfeiting any of Landlord's rights under this paragraph or under the other terms of this Lease, and Landlord may at the same time or subsequently sue for any money due or to enforce any other rights which Landlord may have.

16.4. In the event of any default, Tenant shall remain responsible for all damages or losses suffered by

Landlord for which Tenant is responsible. Tenant waives any requirement of "putting in default" for any such breach, except as expressly required by this Lease.

16.5. Failure strictly and promptly to enforce the conditions set forth above shall not operate as a waiver of Landlord's rights. Landlord expressly reserves the right always to enforce prompt payment of rent or to cancel this Lease regardless of any indulgences or extensions previously granted, except for the grace periods set out herein. Landlord's accepting any rent in arrears, or after notice of institution of any suit for possession, or for cancellation of this Lease, will not be considered as a waiver of rights under any suit or of any of the other rights of Landlord.

17. DEFAULT BY LANDLORD:

If Landlord fails to perform any of its obligations under this Lease Agreement, Tenant (except in the case of an emergency) shall take no action without having first given Landlord fifteen (15) days written notice describing with specificity any such failure; provided, however, that if the nature of Landlord's failure is such that it cannot reasonably be cured within such fifteen (15) day period, the time for curing such failure shall be extended for such period of time as may be necessary to complete such cure, so long as Landlord shall proceed promptly to cure same and shall prosecute such cure continuously, in good faith and with due diligence. Following such notice and failure by Landlord to cure within such period, Tenant shall have all rights available to it at law or in equity, shall have the option to terminate this Lease, and shall have the further right to take the necessary actions to perform Landlord's uncured obligations hereunder and invoice Landlord for the reasonable cost and reasonable expenses thereof, unless Landlord has diligently commenced to perform its uncured obligations hereunder within said thirty (30) day period. If Tenant has obtained an invoice or other documentation setting forth the costs it incurred in curing any such default by Landlord which has not been cured within the applicable cure period provided above and has paid such costs, then Tenant shall have the right to offset and deduct said sum from its next payment of Rental at which time Tenant shall provide Landlord with copies of such paid invoices or other documentation. Such Rental payment offset against the Rent shall not be an Event of Default under the Lease.

18. SURRENDER OF PREMISES:

At the expiration of this Lease, or its termination for other causes, Tenant shall immediately surrender possession. Should Tenant fail to do so, Tenant shall pay any and all damages suffered by Landlord, but in no case less than two times the rent per day, plus attorney's fees and costs, as outlined in Section 19. Notwithstanding any provision to the contrary in this Lease, Tenant also expressly waives any notice to vacate at the expiration or termination of this Lease.

19. ATTORNEY'S FEES:

Should either Party employ an attorney or attorneys to enforce any of the provisions hereof, or to protect their interest in any matter arising under this Lease, or to recover damages for the breach of this Lease, the Party prevailing in any final judgment shall be entitled to recover from the other Party, to the extent allowed by law, all reasonable costs, charges, expenses, including attorney's fees, expended or incurred in connection therewith. In the event that any claim is made for rental amounts owed, Landlord may elect to utilize the services of a collection agency or agent and Tenant shall also be responsible for charges of said collection agency or agent.

20. SPECIAL PROVISIONS:

20.1 If this Lease is not renewed as provided in Section 3.2, then this Lease is considered month to month and the same terms and conditions continue to apply.

20.2 In the event any activities are conducted in any part of the Leased Premises or on the real property on which the Leased Premises is constructed that violates the *Ethical and Religious Directives for Catholic Health Care Services* and Catholic Social Teachings, Tenant may terminate this Lease without notice and without penalty on five (5) days written notice. Landlord acknowledges receipt of a copy of said Directives.

21. AMERICANS WITH DISABILITY ACT:

In addition to operating its business in a legal manner that conforms to all applicable City, Parish, State and National governmental laws and codes, Landlord shall deliver the Premises to Tenant already in Compliance with the Americans With Disability Act Public law 101-336, Titles I-V and Tenant agrees that after Tenant takes possession of the Leased Premises the responsibility to comply with the Americans With Disability Act Public law 101-336, Titles I-V rests with the Tenant.

22. NOTICES:

Legal Notices to be given under this Lease by Landlord to Tenant, or by Tenant to Landlord, shall either be in writing and shall be delivered by hand or sent by United States Mail, postage prepaid, certified or registered mail, return receipt requested with written evidence of delivery to the addresses set forth below. Non-legal Notices may also be delivered by facsimile or electronic transmission (including portable document format (i.e. pdf)).

To Landlord: Pennington Biomedical Research Center
Attn: Guy LaVergne

6400 Perkins Road
Baton Rouge, LA 70808
Email: guy.lavergne@pbrc.edu

with a copy to: Director of Legal and Regulatory Compliance
Attn: Leigh Lamonica
6400 Perkins Road
Baton Rouge, LA 70808
Email: Leigh.Lamonica@pbrc.edu
Phone: 225-763-2515

To Tenant: Our Lady of the Lake Physician Group, L.L.C.
Attn: James E. Craven, M.D.
5000 Hennessy Blvd.
Baton Rouge, LA 70808

with a copy to: Franciscan Missionaries of Our Lady Health System, Inc.
Attn: General Counsel
4200 Essen Lane
Baton Rouge, LA 70809

23. APPLICABLE LAW AND VENUE:

23.1. The provisions of this Lease have the effect of law between the Parties, but in reference to matters not covered by it, this Lease shall be governed by applicable ordinances of the City of Baton Rouge, East Baton Rouge Parish and the laws of Louisiana.

23.2. It is agreed by the Parties any action based on, relating to or arising out of this Lease will be brought only in Baton Rouge, Louisiana at the 19th Judicial District Court.

24. MODIFICATIONS TO LEASE:

This Lease may not be modified except by an instrument in writing signed by the Parties hereto, their heirs, legal representatives, successors, assigns.

25. BINDING EFFECT:

This Lease binds each of the Parties and their respective heirs, successors and assigns. All of the terms of this Lease, including the provisions against sublease, apply to any persons claiming by or through either Party.

26. MUTUAL WAIVER OF SUBROGATION RIGHT:

Whenever any loss, cost, damage or expense resulting from fire, explosion, or any other insurable casualty or occurrence is incurred by either Landlord or Tenant and such Party is then required to be covered in whole or in part by insurance with respect to such loss, cost, damage, or expense, then the Party so insured, or required to be insured, hereby releases the other Party from any and all liability it may have

on account of such loss, costs, damage, or expense, to the extent of any amount recovered, or which would have been recovered if so insured, by reason of such insurance, and waives any right of subrogation which might otherwise exist in, or accrue to, any person on account thereof, to the full extent of such losses, costs, damages, or expenses, notwithstanding any deductible in such policy.

27. CONSTRUCTION OF LEASE:

The language in all parts of this Lease shall in all cases be construed as a whole according to its fair meaning and not strictly for nor against either Landlord or Tenant. Paragraph headings in this Lease are for convenience only and are not to be construed as a part of this Lease or in any way defining, limiting or amplifying the provisions thereof. Landlord and Tenant agree that in the event any term, covenant or condition herein contained is held to be invalid or void by any court of competent jurisdiction, the invalidity of such term, covenant or condition shall in no way affect any other term, covenant or condition herein contained.

28. NON RECORDATION/SHORT FORM LEASE:

28.1. Landlord and Tenant agree not to record this Lease in the public records.

28.2. Either Landlord or Tenant may record an extract of this Lease in the conveyance records of Baton Rouge, Louisiana

29. QUIET ENJOYMENT:

Tenant shall peacefully have, hold and enjoy the Leased Premises subject to the other terms hereof and provided Tenant shall pay the rentals herein recited and perform all of its covenants and agreements herein contained.

30. EXCLUDED PROVIDER:

Landlord and Tenant represent and warrant that neither it or any of its owners are not now listed by a federal agency as excluded, debarred, suspended, or otherwise ineligible to participate in federal programs, including Medicare and Medicaid, and are not now listed, nor has any current reason to believe that during the Term of this Lease will be so listed, on the HHS-OIG Cumulative Sanctions Report or the General Services Administration List of Parties Excluded from Federal Procurement and Non-Procurement Programs.

31. PARKING:

Landlord will provide parking spaces which shall be unassigned, nonreserved, nondesignated, and in compliance with local ordinances.

32. ESTOPPEL CERTIFICATES:

At any time and from time to time but within fifteen (15) days after prior written request by Landlord, Tenant will execute, acknowledge, and deliver to Landlord, promptly upon request, a certificate certifying (a) that this Lease is unmodified and in full force and effect or, if there have been modifications, that this Lease is in full force and effect, as modified, and stating the date and nature of each modification; (b) the date, if any, to which Rent and other sums payable under this Lease have been paid; (c) that no Notice of any default has been delivered to Landlord which default has not been cured, except as to defaults specified in said certificate; (d) that there is no Event of Default under this Lease or an event which, with Notice or the passage of time, or both, would result in an Event of Default under this Lease, except for defaults specified in said certificate; and (e) such other matters as may be reasonably requested by Landlord. Any such certificate may be relied upon by any prospective purchaser or existing or prospective mortgagee of the Building or the Project. Tenant's failure to deliver such a certificate within such time will be conclusive evidence of the matters set forth in it.

33. SUBORDINATION:

This Lease and Tenant's rights under this Lease are subject and subordinate to any ground or underlying lease, mortgage, or other lien encumbrance (each a "Superior Lien"), now or hereafter affecting or placed, charged, or enforced against the Land, the Building, or all or any portion of the Project, provided that Tenant's possession of the Leased Premises will not be disturbed by any mortgagee so long as Tenant is not in default and in the event mortgagee becomes the owner of the Building, Tenant attorns to mortgagee as Landlord.

34. EXECUTION:

By their signature below, each of the following represent that they have authority to execute this agreement and to bind the Party on whose behalf their execution is made. This Lease may be executed in counterparts, each of which when so executed and delivered shall be deemed an original, and all of which will constitute one and the same instrument. Counterparts may be delivered by facsimile or electronic transmission (including portable document format (i.e. pdf)) and such signatures shall be effective as originals hereto.


IN WITNESS WHEREOF, each Party has signed this Agreement on the date set forth under their respective signatures.

LANDLORD:
Pennington Biomedical Research Center

By: _____
Print Name: _____
Its: _____
6400 Perkins Road
Baton Rouge, LA 70808

Date: _____

TENANT:
Our Lady of the Lake Physician Group, L.L.C.

By: 
James E. Craven, M.D.
Its: President
5000 Hennessy Blvd.
Baton Rouge, LA 70808

Date: 2-19-2020

EXHIBIT A

LEASED PREMISES

Approximately 5,094 square feet of rentable space (“Rentable Area”) known as Building D Interim Bariatric Clinic, located at the municipal address of 6400 Perkins Road, Baton Rouge, Louisiana 70808. Rentable Area is described on **Exhibit C Floor Plan**.

EXHIBIT A-1

FURNITURE, FIXTURES AND EQUIPMENT

The following items of Furniture, Fixtures and Equipment are included in the Lease as items leased by Tenant from Landlord and included in the Rent:

1) Patient Lobby/Waiting Area:

- 21 Waiting room chairs/seats
 - Single with arm rests (x1)
 - Single w/o arm rests (x1)
 - Two-seater with center arm (x5)
 - Two-seater w/o center arm (x3)
 - Three-seater with center arms (x2)
- 3 Side tables
- 1 Wall-mounted television

2) Reception Area:

- 3 Office chairs
- 1 Single chair no arm rests

3) Nurse's Station:

- 1 Office chair
- 5 Waiting room chairs/seats
 - Single with arm rests (x3)
 - Two-seater w/o center arm (x1)

4) Patient Waiting Area 2:

- 5 Waiting room chairs/seats
 - Two-seater with center arm (x2)
 - Two-seater w/o center arm (x1)
- 1 Side table

5) Patient Waiting Area 3:

- 6 Waiting room chairs/seats
 - Two-seater with center arm (x2)
 - Two-seater w/o center arm (x2)
- 1 Side table

6) Hallway Desk Area:

- 2 Desk chairs
 - Single with arm rests (x1)
 - Single w/o arm rests (x1)

7) Exam Room 1:

- 1 Exam table
- 5 Chairs/seats
 - Two-seater w/o center arm (x2)
 - Single w/o arm rests (x2)
 - Single with arm rests (x1)
 - Rolling exam stool (x1)

8) Exam Room 2:

- 1 Exam table
- 3 Chairs/seats
 - Two-seater w/o center arm (x1)
 - Single with arm rests (x1)
 - Rolling exam stool (x1)

9) Exam Room 3:

- 1 Exam table
- 3 Chairs/seats
 - Two-seater w/o center arm (x1)
 - Single with arm rests (x1)
 - Rolling exam stool (x1)

10) Exam Room 4:

- 1 Exam table
- 4 Chairs/seats
 - Two-seater w/o center arm (x1)
 - Single with arm rests (x2)
 - Rolling exam stool (x1)

11) Exam Room 5:

- 1 Exam table
- 2 Chairs/seats
 - Two-seater w/o center arm (x1)
 - Single with arm rests (x1)

12) Exam Room 6:

- 4 Chairs/seats
 - Two-seater w/o center arm (x2)
 - Single with arm rests (x1)
 - Rolling exam stool (x1)

13) Supply/Break Room:

- 1 Fridge
- 1 Office chair

14) Office D-1020:

- 3 Chairs/seats
 - Two-seater w/o center arm (x1)
 - Office chairs (x2)
- 2 desks
- 1 Three level file cart

15) Office D-1021:

- 3 Office chairs
- 3 Desks

16) Office D-1024:

- 1 Executive U-shaped desk with hutch, filing cabinets and right peninsula extension
- 1 Right corner desk with filing cabinets (L-shape)
- 1 Left corner desk with filing cabinets (L-shape)
- 5 Chairs/seats
 - Single w/o arm rests (x1)
 - Single with arm rests (x1)
 - Office chairs (x3)
- 1 Full size filing cabinet
- 1 Full size bookshelf

17) Office D-1027:

- 3 Chairs/seats
 - Single w/o arm rests (x1)
 - Single with arm rests (x1)
 - Office chairs (x1)
- 1 Desk
- 1 Left corner workstation desk with hutch and filing cabinet (L-shape)

18) Open Administration/Clerical Support:

- 3 Right corner workstation desks with hutch and filing cabinets (L-shape)
- 1 Left corner workstation desk with hutch and filing cabinet (L-shape)
- 1 Right corner workstation desk with hutch (L-shape)
- 2 Full size filing cabinets
- 10 Chairs
 - Office chairs (x5)
 - Single with arm rests (x4)
 - Single w/o arm rests (x1)

19) File Room:

- 3 Built-in file shelving units – 5 level
- 3 File shelving units – 6 level

20) Wall Fixtures:

- 6 Wall mounted file holders

21) Medical Equipment:

- 5 Wall mount pressure cuffs
- 2 Wall mount thermometers
- 4 Scope sets

EXHIBIT B

RENT

A. Tenant shall pay base rent under this Lease from the Effective Date at an annual rate of \$127,350.00 (\$25.00 per square foot), payable in equal monthly installments of \$10,612.50 ("Rent"), in advance, on the first day of each month.

As provided in Section 3.2, if the Lease is renewed, Landlord at its discretion may adjust the Rent rate prior to any Renewal Term to reflect the fair market value of the Leased Premises using generally accepted valuation and appraisal practices in the locale where the Leased Premises is located. Landlord shall provide Tenant with the adjusted Rent for each Renewal Term of the Lease at least one hundred fifty (150) days prior to any Renewal Term.

B. Rental payments shall be made to Landlord by sending a **monthly** check made payable to Pennington Biomedical Research Center via US Postal Service. The mailing address for checks is: 6400 Perkins Road Baton Rouge, LA 70808.

C. Landlord may provide, but will not be obligated to provide, any services on Holidays or non-Business Days, except for access and elevator services.

(a) Tenant will have the right to purchase for use during Business Hours and non-Business Hours the services described in this Lease in excess of the amounts Landlord has agreed to furnish so long as (1) Tenant gives Landlord reasonable prior Notice of its desire to do so; (2) the excess services are reasonable available to Landlord and to the Leased Premises; and (3) Tenant pays as an adjustment to the Rent (at the time the next payment of Rent is due) the cost of such excess service from time to time for providing such additional or excess services.

(b) Whenever equipment or lighting (other than Building Standard lighting) is used in the Leased Premises by Tenant and such equipment or lighting affects the temperature otherwise normally maintained by the design of the Building's air conditioning system, Landlord will have the right, after prior Notice to Tenant, to install supplementary air condition facilities in the Leased Premises or otherwise modify the ventilation and air conditioning system serving the Leased Premises; and the cost of such facilities, modification, and additional service will be paid by the Tenant as an adjustment to the Rent. If Landlord reasonably believes that Tenant is using more than Landlord furnishes pursuant to the Lease, Landlord may install separate meters of Tenant's power usage, and Tenant will pay for the cost of such excess power as an adjustment to the Rent, together with the cost of installing any risers, meters, or other facilities that may be necessary to furnish or measure such excess power to the Leased Premises. If Tenant's excess power use should exceed reasonably safe capacity of the Building, or any portion thereof in which the Leased Premises is located, Landlord may require Tenant to cease to use excess power.

D. "**Business Hours**" means 7:00 am to 6:00 pm on Monday through Friday and 8:00 am to 12:00 noon on Saturdays, except Holidays.



Board of Supervisors

SECTION E

ATHLETICS COMMITTEE

BOARD OF SUPERVISORS MEETING | MARCH 6, 2020



Request to the Board of Supervisors to Amend the LSU Athletics Ticket, Parking, and Tradition Fund Policy

To: Members of the Board of Supervisors

Date: March 6, 2020

Pursuant to Article VII, Section 1 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

L. Other Significant Matters

Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

1. Summary of the Matter

The University seeks to amend the Schedule B to the current LSU Athletics Ticket, Parking, and Tradition Fund Policy to include the following changes:

- 1) Gymnastics – Adjust season ticket prices to reflect the market value of tickets in various parts of the arena; and
- 2) Men’s Basketball – Adjust season ticket prices to reflect the market value of tickets in various parts of the arena.

2. Review of Business Plan

Not Applicable.

3. Fiscal Impact

The Athletic Department analyzed the prices of season tickets for the sports of Gymnastics and Men’s Basketball to adjust prices in the venue to market values based on ticket sale data from the past few seasons. The adjustments include 1) increasing gymnastics season tickets and 2) both increases and decreases of season tickets for men’s basketball games. Overall the adjustments for both men’s basketball and gymnastics are expected to increase revenue for the Athletic Department. It is the goal of the Athletic Department to maximize attendance at sporting events.

4. Description of Competitive Process

Not applicable.

5. Review of Legal Documents

Not applicable.

6. Parties of Interest

Not applicable.

7. Related Transactions

Not applicable.

8. Conflicts of Interest

None.

ATTACHMENTS

- I. Schedule B of Athletics Ticket, Parking, and Tradition Fund Policy

RESOLUTION

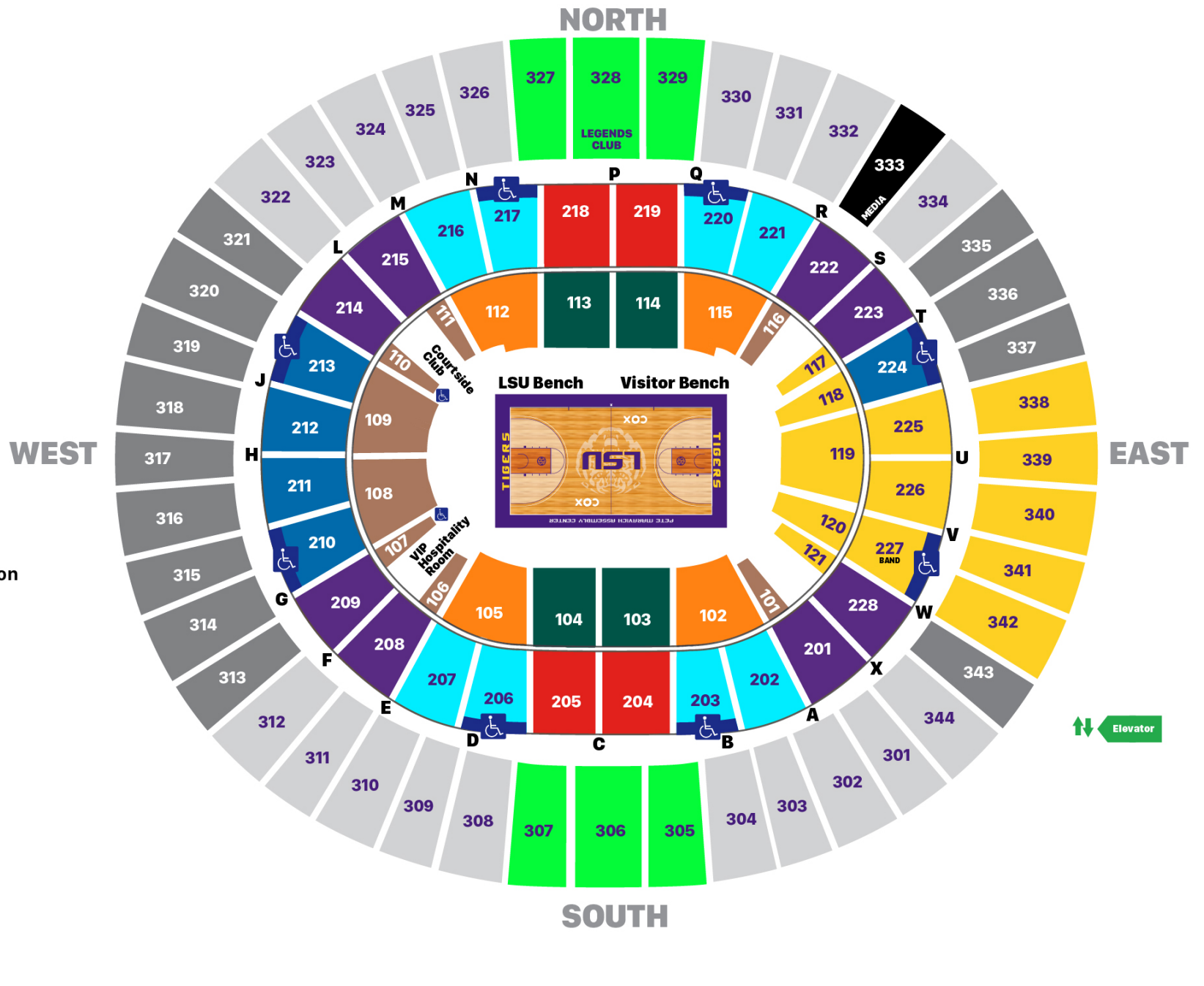
NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College approves the proposed revisions to Schedule B of the Athletics Ticket, Parking, and Tradition Fund Policy as presented and made publicly available on March 6, 2020.

Schedule B- Gymnastics

2021 Proposed Pricing

100 Level	\$80 Adults • \$45 Youth
200 Level Prime	\$65 Adults • \$35 Youth
200 Level End	\$55 Adults • \$25 Youth
300 Level Reserved	\$36 Adults • \$18 Youth
General Admission	
Student Section	
⇅ Elevator	





Ticket Price Contribution

Dark Green	\$450	\$650
Orange	\$400	\$400
Brown	\$400	\$100
Red	\$400	\$325
Cyan	\$350	\$175
Purple	\$350	\$100
Blue	\$350	\$50
Bright Green	\$250	\$50
Light Gray	\$175	
Dark Gray	\$100	
Yellow	Student Section	

↕ Elevator



Request from LSU A&M to Approve Employment Contract with Sian Hudson, Head Women’s Soccer Coach

To: Members of the Board of Supervisors

Date: March 6, 2020

Pursuant to Article II, Section 5 of the Regulations of the Louisiana State University Board of Supervisors, this matter is a significant board matter.

A.1. Appointments and all other personnel actions relating to the President, Head Coaches and Athletic Directors.

1. Summary of the Matter

This resolution seeks approval of the proposed employment contract for Sian Hudson. The key terms of the proposed contract are summarized below:

<u>Contract Action</u>	<u>Term</u>		<u>Total Certain Compensation^a</u>		<u>Overall Increase</u>
	<u>Current</u>	<u>Proposed</u>	<u>Current</u>	<u>Proposed</u>	
New Hire	N/A	12/31/2024	\$100,000	\$165,000	65%

Notes:

- (a) Total Certain Compensation includes all compensation which the coach is contractually guaranteed to receive annually. It does not include the value of any fringe benefits, such as car and cell phone allowances, nor any one-time amounts, such as contract buy-outs or relocation allowances.

2. Review of Business Plan

Not applicable.

3. Fiscal Impact

The Athletic Department currently expects that all funds relating to this employment contract will be paid from revenues generated by the Athletic Department. While authorized by the contract, it is not expected that any foundation dollars will be needed to provide for any of the supplemental compensation. No state general fund or tuition dollars are used.

4. Review of Documents Related to Referenced Matter

The Office of General Counsel has reviewed the proposed contract.

ATTACHMENTS

- I. Memorandum of Agreement: Sian Hudson, Head Women’s Soccer Coach

RECOMMENDATION:

Based on the recommendation of the Athletic Director, it is recommended that the Board authorize the President to sign the proposed contract with the listed coach.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural & Mechanical College authorizes Thomas Galligan, Jr., Interim President, or his designee, to sign the contract with Sian Hudson as described in this item, and to include in such amendments any terms and conditions as he, in consultation with the General Counsel, deems to be in the best interests of LSU.



Summary of Athletic Coaching Contract Sian Hudson, Head Women's Soccer Coach

		Current	Proposed	Change	%	Notes
<i>Basic</i>	Term Ends	N/A	12/31/2024	5 years		a
	Base Salary	\$ 100,000	\$ 160,000	\$ 60,000	60%	a
	Supplemental Media Comp.		\$ 5,000	\$ 5,000		
<i>Incentive</i>	Post-Season (max)	\$ 37,000	\$ 80,000	\$ 43,000	116%	b
	Academic (max)	\$ -	\$ 5,000	\$ 5,000		
<i>Benefits</i>	Automobile	\$ -	\$ 11,988	\$ 11,988		a
	Other					c
Total Certain Compensation		\$ 100,000	\$ 165,000	\$ 65,000	65%	d

Notes


Coach. The "proposed" amounts are those contained in the proposed contract for Coach Hudson. Base salary for calendar year 2021, increases to \$165,000, calendar year 2022 increases to \$170,000, calendar year 2023 increases to \$175,000, and calendar year 2024 increases to \$180,000. Automobile payment is up to \$999/month.

(b) As per Schedule A of Coach Hudson's contract, she will receive set amounts for team achievements in SEC and for post season competition and coaching recognition awards.

(c) Reimbursement of moving expenses in accordance with LSU policy and a one-time payment of \$10,000 to be used for miscellaneous relocation expenses not otherwise reimbursed, and temporary housing for up to 90 days.

(d) Total Certain Compensation includes all compensation which the coach is contractually guaranteed to receive annually. It does not include the value of any fringe benefits, such as car and cell phone allowances, nor any one-time amounts, such as contract buy-outs or relocation allowances.

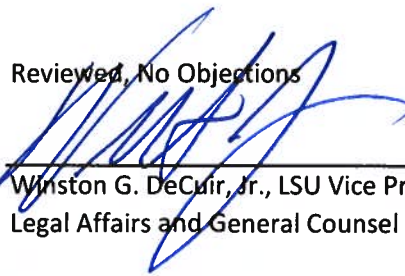
Recommended


Scott Woodward
Athletic Director

Reviewed, No Objections


Daniel T. Layzell, Executive Vice President for Finance
and Administration/CFO

Reviewed, No Objections


Winston G. DeCuir, Jr., LSU Vice President of
Legal Affairs and General Counsel

STATE OF LOUISIANA

PARISH OF EAST BATON ROUGE

EMPLOYMENT AGREEMENT

This Employment Agreement (“Agreement”) is made and entered into as of this 10th day of January 2020, by and between BOARD OF SUPERVISORS OF LOUISIANA STATE UNIVERSITY AND AGRICULTURAL AND MECHANICAL COLLEGE (“LSU”), a body corporate existing under the Constitution and laws of the State of Louisiana, herein represented by Thomas Galligan, its duly authorized Interim President, and Sian E. Hudson (“COACH”):

1. **Definitions.** For purposes of this Agreement, the following terms shall have the meaning shown:

A. “LSU”: The campus of LSU which is located in Baton Rouge, Louisiana.

B. “President”: The President of LSU.

C. “Athletic Director”: The Director of Athletics at LSU.

D. “Base Salary Amount”: The annual sum of:

One Hundred Sixty Thousand and No/100 dollars (\$160,000) – Effective December 11, 2019 through December 31, 2019 (pro-rated).

One Hundred Sixty Thousand and No/100 dollars (\$160,000) – Effective January 1, 2020 through December 31, 2020.

One Hundred Sixty Five thousand and No/100 dollars (\$165,000) – Effective January 1, 2021 through December 31, 2021.

One Hundred Seventy Thousand and No/100 dollars (\$170,000) – Effective January 1, 2022 through December 31, 2022.

One Hundred Seventy Five Thousand and No/100 dollars (\$175,000) – Effective January 1, 2023 through December 31, 2023.

One Hundred Eighty Thousand and No/100 dollars (\$180,000) – Effective January 1, 2024 through December 31, 2024.

E. “Start Date”: December 11, 2019.

F. “End Date”: December 31, 2024.

G. “Program”: The intercollegiate Women’s Soccer program at LSU A&M.

H. "Team": The intercollegiate athletic team which is a part of the Program.

2. **Employment.** LSU does hereby employ COACH as Head Coach of the Team. COACH will report directly to the Athletic Director and through the Athletic Director to the President. COACH will be responsible for the Program at LSU. COACH hereby agrees to accept such employment and to devote full-time attention to the performance of the duties herein. COACH hereby agrees and promises that COACH shall, within thirty days of employment by LSU, provide proof to LSU that COACH has been issued a Louisiana driver's license and that all vehicles registered in COACH's name are registered in Louisiana, all pursuant to the requirements of La. R.S. 42:31.
3. **Duties and Responsibilities.** As Head Coach of Team, COACH's duties and responsibilities shall include the following, all subject to law, LSU policy, and the directives, input, and advice of the President and the Athletic Director:
 - A. Administering, managing, and leading the Program in a professionally appropriate and competent manner;
 - B. Administering, managing, and leading the Program in an effort to effectively compete in National Collegiate Athletic Association (NCAA) play;
 - C. Hiring and managing the assistant coaches and other athletic staff necessary and appropriate to assist COACH in meeting the responsibilities herein;
 - D. Directing the Program, including management of staff, budget, and other resources;
 - E. Being reasonably knowledgeable, with reasonable assistance of LSU, of: (i) applicable federal and state laws governing intercollegiate athletics; and (ii) all governing constitutions, by-laws, rules, policies, interpretations, and regulations of the NCAA, the Southeastern Conference (SEC), LSU, and any other conference or organization of which LSU is or becomes a member during the term of this Agreement; all hereinafter collectively referred to as "**Governing Athletics Regulations**";
 - F. Assuring and monitoring compliance with Governing Athletics Regulations by COACH and all student athlete members of the Team, assistant coaches, other Program staff members, and other individuals under or subject to COACH's direct control, authority, or supervision;
 - G. Promptly reporting any violation of Governing Athletics Regulations to the Associate Athletic Director for Compliance;
 - H. Cooperating fully in any investigation of possible NCAA violations conducted or authorized by LSU or the NCAA at any time;
 - I. Reasonably observing, respecting, and promoting the principles of institutional control in the Program;

- J. Reasonably understanding, observing, and upholding LSU's reasonable, written academic standards, requirements, and policies, and reasonably promoting an environment in which admissions, financial aid, academic services for student athletes, and recruiting can be conducted consistently with LSU's mission (provided said mission is reasonable and communicated to COACH in writing);
 - K. Using reasonable and good faith personal efforts to cultivate and maintain effective relations with the Board of Supervisors, affiliated foundations, conferences, institutional alumni, the media, the public, students, faculty, staff, and friends of LSU;
 - L. Using reasonable efforts to exercise due care and supervision to provide that all student athletes, assistant coaches, other program staff members, and other individuals under or subject to COACH's control, authority, or supervision comply with all Governing Athletics Regulations and act in accordance with the high moral, ethical, and academic standards of the Program and LSU;
 - M. Using reasonable efforts to promote the goal of LSU, that every student athlete obtain a baccalaureate degree, and reasonably cooperating with academic counselors or similar persons designated by LSU to assist student athletes and the faculty and administrators of LSU in connection with the academic pursuits of student athletes;
 - N. Performing these duties at all times in a manner consistent with good sportsmanship and in accordance with the high moral, ethical, and academic standards of the Department of Athletics and LSU;
 - O. Understanding and complying with NCAA Bylaw 11.1.1.1 ("Responsibility of Head Coach"), with the assistance of compliance office and staff, which provides: "An institution's head coach is presumed to be responsible for the actions of all institutional staff members who report, directly or indirectly, to the head coach. An institution's head coach shall promote an atmosphere of compliance within his or her program and shall monitor the activities of all institutional staff members involved with the program who report, directly or indirectly, to the coach;"
 - P. Understanding and complying with Title IX of the Education Amendments of 1972 and LSU policies on Title IX and sexual misconduct, including but not limited to PM-73. Coach will be a Responsible Person as defined by PM-73 and, as such, shall report incidents of sexual misconduct (including sexual harassment and sexual violence) and other inappropriate sexual conduct of which he has knowledge or receives notice to LSU's Title IX Coordinator or other appropriate designee as required by PM-73; and
 - Q. Performing all other reasonable duties customarily performed by head coaches in Team's sport of commensurate rank serving other NCAA member institutions.
4. **Term.** The term ("Term") of this AGREEMENT shall be for a definite term, commencing on the Start Date and ending on the End Date unless terminated sooner in accordance with

Section 12 of this Agreement. This Agreement will automatically renew on a monthly basis effective the day after the End Date unless the Agreement has been terminated pursuant to Section 12 or written notice of non-renewal has been given by either party to the other at least 30 days before the End Date.

5. **Base Salary.** LSU agrees to pay COACH the Base Salary Amount annually, in twelve (12) equal monthly installments.

6. **Supplemental Compensation.**

A. In addition to the salary described above, COACH each contract year will receive Supplemental Compensation in an amount of Five Thousand and No/100ths dollars (\$5,000.00) for COACH appearing on, participating in and being available for, as requested, University sanctioned television, radio and internet programs concerning LSU and the Team. Any amount earned by COACH pursuant to this provision shall be paid within 30 days of the last game played by Team in its season, including any post-season play.

B. COACH shall not appear without the prior written approval of the President and the Athletic Director on, or in, any radio, television, or internet programs or other electronic medium other than those produced or sponsored by LSU, except routine news media interviews for which no compensation is received. COACH shall not appear in or make any commercial or commercial endorsement without the prior written approval of the President and the Athletic Director. Such approval shall not be unreasonably withheld. For the avoidance of doubt, such restriction shall not include COACH's appearance or commercial endorsement of soccer camps offered by LSU.

7. **Incentive Compensation.**

A. **Post-Season Incentive Compensation.** In the event the Team participates in post-season games, LSU agrees to pay COACH Post-Season Incentive Compensation as additional compensation for the extra services required of COACH in the preparation for and participation in post-season play as follows in accordance with LSU's policies and procedures. The additional sum or sums, if payable, shall be considered earned on the date(s) services are provided for each game at which a post-season goal is attained (or, for SEC Regular Season Champion, the date of the last SEC game in Team's sport played by any SEC team during the regular season) and shall be paid within sixty (60) days following the final post-season game in which Team participates. This Post-Season Incentive Compensation shall be in the amounts and for meeting the goals set forth in Schedule A, which is attached to and made a part of this Agreement. Post-Season Incentive Compensation may be payable from affiliated foundation funds, subject to approval of LSU and the foundation. To be eligible for such compensation, COACH must provide additional services required in the preparation for and participation in post-season play and must be employed by LSU as of the date on which the incentives are earned.

B. Academic Incentive Compensation. In the event the multi-year Academic Performance Rate “APR” [as defined by the NCAA] for the Program is the minimum APR multi-year score established by the NCAA (current minimum score is 930) in any one contract year, LSU agrees to pay COACH additional compensation in the amount of Five Thousand and No/100 dollars (\$5,000) per contract year. The additional compensation, if payable, shall be considered earned on the date on which the APR for LSU is released while COACH is employed at LSU and shall be paid within sixty (60) days of such date. Academic Incentive Compensation may be payable from affiliated foundation funds, subject to approval of LSU and the foundation. To be eligible for such compensation, COACH must be employed by LSU as of the date on which the incentives are earned. In the event that the NCAA no longer establishes a minimum APR multi-year score, the compensation shall be earned for an APR score of at least 930.

8. Retirement and Fringe Benefits. COACH shall be entitled to participate in the retirement and fringe benefit programs available to all unclassified professional LSU employees, with contributions and benefit amounts (including state retirement benefits) based only upon the Base Salary Amount and any Post-Season Incentive Compensation. During the term of this Agreement and in accordance with applicable LSU policy and applicable law, COACH will also receive the following benefits, part or all of which may be payable from affiliated foundation funds, subject to approval of LSU and the foundation:

A. Membership(s) in a country club, such as the University Club of Baton Rouge, provided that: (i) the initiation fees, if any, and monthly dues shall be payable from affiliated foundation funds, subject to approval of such foundation; (ii) business-related (non-personal) expenses incurred in accordance with LSU and foundation policy will be reimbursed from affiliated foundation funds; and (iii) COACH shall be responsible for payment of all non-business charges and expenses.

B. Mobile communications device and service;

C. An annual automobile allowance in the amount not to exceed \$999 per month or, to the extent consistent with state ethics law, use of courtesy vehicle provided by dealership and related insurance reimbursed from affiliated foundation funds;

D. COACH will be allowed to invite guest(s) for travel to athletic events as per the LSU Travel Handbook. Any guest(s) must be approved for travel on chartered or commercial transportation by the Athletic Director or his/her designee; and

E. Other customary, reasonable and related employee benefits to be provided by foundations affiliated with LSU, as authorized by the President after a review by the LSU System General Counsel and a determination that such benefits are in compliance with LSU policy and the Louisiana Code of Ethics.

9. Additional Revenue. Subject to compliance with Governing Athletics Regulations, including but not limited to current NCAA Bylaw 11.2 and 11.3, *et seq.*, and LSU’s PM-11, COACH may earn or receive other revenue (“Additional Revenue”) while employed

by LSU, including working with sports camps or clinics, provided, however, that COACH shall obtain prior written approval, which approval shall not be unreasonably withheld, from the President before engaging in any commercial or private venture, including the use of COACH's name by any commercial, public or private entity. COACH shall report annually to the President and the Athletic Director, in writing, in compliance with NCAA Bylaws 11.2.2, 11.3.2.1, and 11.3.2.1.1, and any applicable LSU policy, all athletically-related income or benefits received by COACH from sources outside LSU, and LSU shall have reasonable access to all records of COACH to verify this report. LSU does not guarantee any amount of Additional Revenue.

COACH shall not, without written approval of the President and the Athletic Director, arrange for or agree to the receipt by any assistant coach of any supplemental pay, bonus, or other form of payment from any outside source, except for income earned by assistant coaches from COACH's operation of sports camps, or as otherwise authorized by LSU in accordance with PM-11.

10. Sports Camps. COACH, subject to Governing Athletics Regulations and Athletic Department guidelines, rules and regulations, may operate or work at sports camps/clinics at LSU. LSU does not guarantee or provide any supplemental compensation or additional revenue from operation of sports camps/clinics. COACH shall not be permitted to sell, assign, lease, donate or otherwise transfer any ownership, assets or interests in such a camp or clinic to any other person or entity, without the prior written approval of the President.

11. Assignment and Retirement Benefits.

A. **Assignment.** To the extent permitted by law, COACH may require LSU to contract with a separate legal entity, whether under the control of COACH or not, for the performance of any services by COACH required or authorized under Sections 6 (Supplemental Compensation, if any) and 10 (Sports Camps). The form of the contract shall be subject to the approval of LSU, which approval shall not be unreasonably withheld.

B. **Retirement Benefits.** Regardless of whether the services are performed directly for LSU or through contract with a separate legal entity, whether such other entity is under the control of COACH or not, sums paid or authorized under Section 6 (Supplemental Compensation, if any), 7.B (Academic Incentive Compensation), 8 (Fringe Benefits), 9 (Additional Revenue), and 10 (Sports Camps) of this Agreement shall not be considered "base pay," "earned compensation," or "earnable compensation" as such terms are defined in Louisiana Revised Statutes 11:403 and 11:701, or other applicable Louisiana retirement laws, and shall not be included as compensation for the purpose of computation of retirement benefits. Only the Base Salary Amount and any Post Season Incentive Compensation earned pursuant to Section 7.A shall be considered for the purpose of computation of retirement benefits.

12. **Termination.** This Agreement may be terminated by the parties as follows:

- A. **Termination by LSU for Cause.** This Agreement may be terminated for "cause" by LSU, acting through the President, at any time prior to its expiration, upon written notice to COACH. In the event of termination for cause, COACH's Base Salary Amount, Supplemental Compensation (if any), and all other compensation and benefits provided for in this Agreement shall terminate on the termination date, and LSU shall not thereafter be liable to COACH for any sums or damages other than compensation earned prior to the termination date. The termination date shall be the date on which notice of termination is given, or on such later date as may be set forth by LSU in the notice of termination.

For purposes of this Section, "cause" for termination shall be defined as:

- (1) Committing a material and substantial violation (including repeated secondary violations) of Governing Athletics Regulations, or failing promptly to report any such violation by another person to the President and the Associate Athletic Director for Compliance;
- (2) Commission of a material and substantial violation of Governing Athletics Regulations involving any aspect of the Program by any other person if either: (i) the violation occurs or continues to occur after COACH knew or had constructive knowledge that it was about to occur or was occurring, or (ii) COACH failed to establish and maintain reasonable policies and procedures, or to follow reasonable policies and procedures established in writing by the Athletic Department for the Program to prevent violations of Governing Athletics Regulations from occurring and to detect promptly any such violations which may occur;
- (3) Committing or being convicted of either: (i) any felony; or (ii) any misdemeanor involving gambling, drugs, or alcohol;
- (4) Engaging in serious misconduct which either: (i) displays a continual, serious disrespect or continual, serious disregard for the mission of LSU; (ii) brings COACH into substantial public disrepute sufficient to materially impair COACH's ability to perform the obligations contained herein without material adverse impact on the Team or Program; or (iii) constitutes moral turpitude or breaches the high moral and ethical standards applicable to COACH as a visible representative of LSU;
- (5) Unreasonably refusing or repeatedly failing to perform any duties imposed upon COACH herein (including, but not limited to, those duties and responsibilities set forth in Section 3 of this Agreement), or failing to perform the same to the best of COACH's reasonable ability, after written notice to COACH of LSU's reasonable expectation;
- (6) Knowingly committing material or repeated significant violations of any provision of this Agreement, provided said initial violations are not cured within ten (10) days of COACH's receipt of written notice of the same;

- (7) Prolonged absence from LSU without its consent, which will not unreasonably be withheld;
- (8) (i) Intentionally or with reckless disregard for the truth committing fraud in the performance of any duties and responsibilities herein, including, but not limited to, fraud in the preparation, falsification, or alteration of documents or records of LSU, the NCAA, or the SEC, or documents or records pertaining to any recruit or student athlete, including without limitation transcripts, eligibility forms, and compliance reports; or (ii) counseling, instructing, encouraging, or knowingly permitting any other person to commit such fraud;
- (9) (i) Failing to respond reasonably accurately and fully within a reasonable time to any reasonable requests or inquiry relating to the performance of any duties herein or at any prior employment at any other institution of higher learning propounded by LSU, the NCAA, the SEC or any other governing body having supervision over the athletic programs of LSU or such other institution of higher education, or required by law or Governing Athletics Regulations; or (ii) counseling, instructing, encouraging, or knowingly and intentionally permitting any other person to fail to so respond;
- (10) (i) Participating in any gambling, bookmaking, wagering, or betting involving any athletic contest whether by soliciting, placing, or accepting a bet or wager or through a bookmaker, a pool, or any other method of gambling; or (ii) counseling, instructing, encouraging, or knowingly and intentionally permitting any student athlete, assistant coach, or other individual under or subject to COACH's control, authority, or supervision to participate in such activity;
- (11) (i) Furnishing any information or data, other than information or data provided to the general public through press conferences, news releases, and the like, relating in any manner to any intercollegiate sport or to any student athlete to any individual whom COACH knows (or has constructive knowledge) to be a gambler, better, or bookmaker, or an agent of any such person; or (ii) counseling, instructing, or encouraging any student athlete, assistant coach, or other individual under COACH's control, authority, or supervision to furnish such information or data;
- (12) Using or consuming alcoholic beverages or controlled substances, steroids, or other drugs or chemicals to such degree and for such appreciable period as to substantially impair COACH's ability to perform the duties herein;
- (13) Selling, purchasing, using, or possessing any controlled substances, steroids, or other drugs or chemicals, the sale, purchase, use, or possession of which by COACH is prohibited by law or Governing Athletics Rules. The provisions of this subsection do not prohibit the use or possession of substances or drugs lawfully prescribed by a healthcare provider, and used in accordance therewith.
- (14) Knowingly encouraging or permitting the sale, purchase, use, or possession by any student athlete, assistant coach, or other individual under COACH's control,

authority, or supervision of any controlled substances, steroids, or other drugs or chemicals, the sale, purchase, use, or possession of which by such person is prohibited by law or Governing Athletics Rules;

- (15) (i) Failing reasonably to cooperate in the investigation and enforcement of Governing Athletics Regulations; or (ii) counseling, instructing, or encouraging any other person to fail to cooperate in such investigation and enforcement;
- (16) Subject to any right of administrative appeal permitted or granted to COACH by the NCAA or SEC, the making or rendition of a finding or determination by the NCAA, SEC, or any commission, committee, council, or tribunal of the same, of any major or repetitive violations by COACH of NCAA or SEC rules, or of any such major or repetitive violations by others under the direct supervision of COACH which were knowingly and intentionally permitted, encouraged, or condoned by COACH, or about which violations COACH knew or should have known (constructive knowledge), and should have acted reasonably to prevent, limit, or mitigate (it is recognized that this sub-section includes findings or determinations of violations during employment of COACH at any other institution of higher education); or
- (17) Failing to report promptly to the Associate Athletic Director for Compliance any violations of Governing Athletics Regulations involving the Team of which COACH has actual knowledge.

Any judgment as to whether the criteria contained in this section have been met shall not be made arbitrarily or capriciously by LSU. Prior to termination for cause, COACH: (i) shall be provided with written notice of contemplated termination and a statement of the grounds and facts in support thereof; and (ii) shall have five calendar days from receipt of such notice to make a written request for a hearing on the contemplated action. A hearing will be held by the President or the President's designee(s), and at the hearing COACH shall have the right to counsel and to present the testimony of witnesses and other reliable evidence. The procedures shall conform to, and evidence may be considered, consistent with federal and state due process standards for such hearings.

All compensation, including salary, benefits, and other remuneration set forth in this Agreement incidental to COACH's employment, cease upon termination, other than compensation owed COACH for services performed by COACH prior to termination.

B. Termination by LSU Without Cause.

- (1) LSU shall have the right to terminate this Agreement without cause upon written notice to COACH. In such event, LSU will pay COACH liquidated damages, in lieu of any and all other legal remedies or equitable relief as detailed below. In the event of termination by LSU without cause, COACH's Base Salary, Supplemental Compensation (if any), Fringe Benefits, and all other compensation and benefits

provided for in this Agreement shall terminate on the termination date, and LSU shall not thereafter be liable to COACH for any sums or damages other than the liquidated damages provided for herein and any compensation earned pursuant to this Agreement prior to the termination date. The termination date shall be the date on which notice of termination is given, or on such later date as may be set forth by LSU in the notice of termination.

- (2) Liquidated damages under this Section 12.B will be the Base Salary per year for the remaining term of this Agreement, including any extended term. A partial year shall be pro-rated.
- (3) Liquidated damages under this Section 12.B will be paid in equal monthly installments over a period of time equal to the amount of time then remaining in the term of this Agreement, including any extended term.
- (4) In the event of termination by LSU without cause, the amount of liquidated damages owed by LSU under this Section 12.B shall be reduced and extinguished by and to the extent of any compensation COACH earns, receives, or is entitled to receive from the termination date until LSU's obligation pursuant to this Section 12.B to COACH terminates or ceases to exist. COACH shall exercise due diligence and good faith in seeking other athletically-related employment. In the event COACH obtains such other employment, COACH will notify LSU and provide any and all documentation requested by LSU to determine the amount of compensation received by COACH and the amount of offset due to LSU.
- (5) The parties have bargained for this liquidated damages provision, giving consideration to the following. This is a contract for personal services. The parties recognize that termination of this Agreement by LSU prior to its expiration by lapse of term would cause COACH to lose the salary, supplemental compensation, fringe benefits, certain other LSU-provided benefits, and possibly other income and benefits provided by third parties, which damages are impossible to determine with certainty. As such, the damages to be suffered by COACH in the event of a termination of this Agreement by LSU without cause are difficult to presently and accurately estimate. In addition, the parties expressly agree that all liquidated damages herein are not in any way a penalty.

C. Termination by COACH Without Cause.

- (1) COACH shall have the right to terminate this Agreement without cause upon thirty days written notice to LSU. In the event COACH terminates this Agreement without cause, COACH will pay LSU liquidated damages, in lieu of any and all other legal remedies or equitable relief. In the event of termination by COACH without cause, COACH's Base Salary, Supplemental Compensation (if any), Fringe Benefits, and all other compensation and benefits provided for in this Agreement shall terminate on the termination date, which shall be no later than thirty days after the written notice is provided to LSU (unless otherwise mutually agreed by LSU and COACH), and LSU shall not thereafter be liable to COACH

for any sums or damages other than any compensation earned pursuant to this Agreement prior to the termination date.

- (2) Liquidated damages under this Section 12.C will be 15% of the Base Salary per year for the remaining term of this Agreement, including any extended term. COACH shall have the option to pay such amount in a lump sum or in equal monthly installments over a period of time equal to the amount of time then remaining in the Agreement, including any extended term.
- (3) Liquidated damages under this Section 12.C may be waived, in the sole discretion of the President, if COACH is not in breach of any provision of this Agreement and LSU determines that such a waiver would serve the best interests of LSU, considering factors such as, but not limited to, COACH's length of service with LSU, whether COACH is taking another athletically-related job, the impact the timing of COACH's notice has on the Team (whether it is given before, during, or after the Team's season and recruiting period), COACH's ability and willingness to assist LSU if requested during any transition period (such as during post-season play after giving notice at the end of the regular season), ease of recruiting a replacement for COACH, and the impact requiring the payment of liquidated damages would have on recruiting and retaining other similarly-situated coaches.
- (4) The parties have bargained for this liquidated damages provision, giving consideration to the following. This is a contract for personal services. The parties recognize that termination of this Agreement by COACH prior to its expiration by lapse of term would cause LSU to incur administrative, recruiting, and resettlement costs in obtaining a replacement head coach for Team, in addition to potentially increased compensation costs and loss of ticket revenues, which damages are impossible to determine with any certainty.
- (5) Unless notice of termination under this Section 12 has been given by either party, neither COACH nor COACH's agent shall, under any circumstances, discuss or negotiate directly or indirectly prospective employment for COACH with any other institution of higher education, professional athletic team, or other athletically-related (including media and sports marketing) prospective employer without giving at least 24 hours prior written notice to the President and the Athletic Director.

D. Suspension or Other Disciplinary Action.

- (1) In lieu of termination for cause, and apart from any rights it may have under Section 12.A, LSU may impose disciplinary sanctions less severe than termination upon COACH, up to and including suspension or leave without pay for a period no longer than ninety (90) days for any act or omission which would be grounds for termination for cause. Imposition of such sanctions shall be at the discretion of LSU, which shall not be exercised arbitrarily or capriciously.

- (2) LSU may suspend COACH for an indefinite period during any investigation by LSU, another governmental entity, or the NCAA or SEC to determine whether COACH has violated any laws or Governing Athletics Regulations. During such suspension, COACH shall receive only the Base Salary, and shall not be entitled to receive any other benefits, compensation or remuneration set forth in this Agreement for the period of such suspension. If the matter giving rise to the suspension is finally resolved completely in favor of COACH, and does not otherwise represent an independent basis for termination herein for cause, LSU shall pay or make available to COACH the benefits and other compensation herein otherwise payable to COACH during the period of suspension. Any such benefits which are payable pursuant to this Agreement by an affiliated foundation shall only be paid by such foundation, subject to its approval. Suspension under this subsection shall not limit any rights of LSU to terminate COACH for cause.
 - (3) COACH shall be subject to disciplinary or corrective action by the NCAA or SEC for any violation of NCAA and SEC regulations, respectively. Such action by the NCAA or the SEC shall not preclude or in any manner affect LSU's right to take such other corrective or disciplinary action as it deems necessary or proper, including termination for cause.
- E. **Termination by Death or Disability.** In the event of the death of COACH or the inability of COACH to perform the obligations described in this Agreement by reason of illness or some other occurrence beyond the control of either party, and such inability to perform has continued or will continue beyond a reasonable period of time, but not less than one hundred twenty (120) days, this Agreement shall terminate as a termination with cause and all future obligations between the parties shall cease upon the termination date reasonably established by LSU, unless otherwise required by law.
- F. **Waiver of Claims.** The financial consequences of termination of this Agreement or suspension herein are exclusively set forth herein. Therefore, with the sole exception of payments required by this Agreement, in any instance of termination for cause or without cause, or suspension or other disciplinary sanction effected in accordance with the procedures established in this Agreement, neither COACH nor LSU shall be entitled to receive, and each hereby waives any claim against the other, and their respective board members, officers, directors, agents, employees, successors, and personal representatives for consequential damages by reason of any alleged economic loss, including without limitation loss of collateral income, deferred income, loss of earning capacity, loss of business opportunity, loss of perquisites, loss of fees from speaking, camps or other outside activity, or expectation income, or damages allegedly sustained by reason of alleged humiliation or defamation or other non-compensatory and compensatory damages and attorney's fees resulting from the fact of termination, the public announcement thereof, or the release by LSU or COACH of information or documents required by law. COACH acknowledges that in the event of either termination of this Agreement for cause, without cause, or otherwise, or suspension or other disciplinary sanction effected in accordance with the procedures established in this

Agreement, COACH shall have no right to occupy the position of head coach of Team and that COACH's sole remedies are provided herein and shall not extend to injunctive relief. COACH further acknowledges and agrees that COACH is not eligible for will not be considered for or granted tenure by LSU.

13. **Retention and Return of all Materials, Records, and Other Items.** All documents, records, or materials, including without limitation personnel records, recruiting records, team information, films, statistics, or any other material or data furnished to COACH by LSU or developed by COACH on behalf of or at the expense of LSU or otherwise in connection with the employment of COACH are and shall remain the sole and confidential property of LSU. Within ten (10) days of the expiration or termination of this Agreement, COACH shall cause any such materials in COACH's possession or control to be delivered to LSU. At the same time, COACH shall return to LSU all credit cards, keys, computers, mobile communication devices and other items belonging to LSU which were issued to or are in the possession of COACH.

14. **Annual Leave and Overtime.** Because of the specific nature of COACH's job duties and the irregular times during which COACH will be required to perform those job duties (for example, working in excess of 40 hours per week during Team's season, post-season, and recruiting period, while having fewer responsibilities in the off-season), COACH will not earn or accrue annual leave, nor will COACH be entitled to any overtime pay or compensatory leave for work in excess of 40 hours in any one week. COACH's Base Salary has been mutually negotiated with this understanding, and both COACH and LSU agree that the Base Salary Amount would be less if COACH were entitled to earn annual leave.
 - A. If any administrative tribunal, statewide elected official, or state board or commission with jurisdiction over such matters, or any court of competent jurisdiction, rules or publishes a formal written opinion or decision that Louisiana law requires COACH to earn annual leave, and such rule or opinion is binding on LSU or LSU otherwise determines to comply with the opinion or ruling, then COACH's Base Salary shall be reduced by the dollar value of the annual leave for which COACH is credited (using the dollar value of such annual leave as of the date on which the opinion or ruling is published). This reduction shall be retroactive to the date on which COACH's earning of annual leave is calculated to begin, and COACH shall repay to LSU the amount of the reduction. COACH shall pay LSU any amount owed as a result of this retroactive reduction in equal monthly installments for a period of 12 months (or such longer or shorter period as may be mutually agreed in writing by COACH and LSU) from the date on which the COACH is given notice that he will be credited with annual leave pursuant to this Section 14. In the alternative, if not prohibited by the ruling or otherwise disallowed by law, COACH may waive his right to annual leave (both retroactively and/or prospectively) in lieu of making the payments that would otherwise be required under this Section 14.

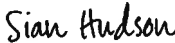
 - B. COACH will accrue and use sick leave in accordance with LSU policy.

- C. COACH is required to receive authorization from the Athletic Director (or the Athletic Director's designee) prior to being absent from COACH's usual duties and responsibilities, not to be unreasonably withheld.
15. **Non-Assignment.** Neither party may assign, transfer, alienate, or encumber any of its rights or obligations hereunder without the express written consent of the other party, except as otherwise specifically set forth in this Agreement.
16. **Entire Contract.** This Agreement constitutes and expresses the entire agreement and understanding of the parties concerning the employment of COACH by LSU and shall, upon the effective date hereof, supersede any other oral and written agreements between the parties. There are no oral or other agreements, understandings, promises, or representations between the parties affecting this Agreement. Both parties have relied solely on their own respective judgments in entering into this agreement, with full opportunity to seek advice of competent counsel. It shall be construed, if necessary, without reference to the party that was the principal drafter of the agreement
17. **Amendments to Contract.** This Agreement may be amended only by a written instrument duly approved by LSU through its designated representatives and accepted by COACH, such approval and acceptance to be acknowledged in writing.
18. **Severability.** If any provision of this Agreement shall be deemed invalid or unenforceable, either in whole or in part, this Agreement shall be deemed amended to delete or modify, as necessary, the offending provision or to alter the bounds thereof in order to render it valid and enforceable.
19. **No Waiver of Default.** No waiver by the parties hereto of any default or breach of any covenant, term or condition of this Agreement shall be deemed to be a waiver of any other default or breach of the same or any other covenant, term or condition contained herein.
20. **Sovereign Immunity Not Waived.** It is expressly agreed and understood between the parties that nothing contained herein shall be construed to constitute a waiver or relinquishment by LSU of any rights to claim such exemptions, privileges and immunities as may be provided by law.
21. **"Force Majeure" Clause.** Neither party shall be considered in default of performance of any obligations under this Agreement if such performance is prevented or delayed by Force Majeure. "Force Majeure" shall be understood to be any cause which is beyond the reasonable control of the party affected and which is forthwith, by notice from the party affected, brought to the attention of the other party, including but not limited to war, hostilities, revolution, civil commotion, strike, lockout, epidemic, accident, fire, wind or flood or any requirements of law, or an act of God.
22. **Governing Law and Venue.** This Agreement shall be enforced and construed in accordance with the laws of Louisiana. Any civil action to enforce this Agreement shall be brought in a state or federal court having jurisdiction and domiciled in East Baton Rouge Parish, Louisiana.

THE PARTIES hereto, acknowledging that this Agreement is subject to approval of the Board of Supervisors, have executed this Agreement on the day, month and year first above written.


BOARD OF SUPERVISORS OF LOUISIANA
STATE UNIVERSITY AND AGRICULTURAL
AND MECHANICAL COLLEGE

By: _____
Thomas C. Galligan, Jr., Interim President Date
Louisiana State University and
Agricultural and Mechanical College

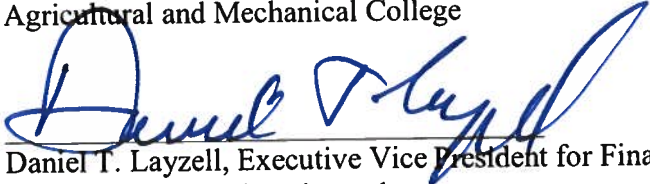
DocuSigned by:


Sian E. Hudson Date

RECOMMENDED:

DocuSigned by:


A498576E9901427
Scott Woodward, Director of Athletics
Louisiana State University and
Agricultural and Mechanical College



Daniel T. Layzell, Executive Vice President for Finance and Administration/CFO
Louisiana State University and
Agricultural and Mechanical College

Schedule A – Supplemental Terms for Sian E. Hudson

This Schedule A supplements and further defines the provisions of the Employment Agreement dated January 10, 2019, entered into between LSU and Sian E. Hudson to which it is attached (the “Agreement”). In the event of a direct and clear conflict between the other provisions of the Agreement and this Schedule A, the provisions of this Schedule A shall control.

1. Subject to the terms and conditions set forth in section 7.A of the Agreement, COACH shall receive Incentive Compensation in the amounts, based on attaining the goals, shown below. The maximum amount of Incentive Compensation for achievements a) through i) shall be \$65,000 per contract year:

- a) SEC Regular Season or Tournament Champion \$ 10,000 OR
- b) Both SEC Regular Season and Tournament Champion \$ 15,000

and one of the following:

- c) NCAA Tournament Selection \$ 5,000 OR
- d) NCAA Top 32 Competition \$ 10,000 OR
- e) NCAA Top 16 Competition \$ 15,000 OR
- f) NCAA Top 8 Competition \$ 20,000 OR
- g) NCAA Final 4 Competition \$ 25,000 OR
- h) National Championship Game Competition \$ 30,000 OR
- i) NCAA National Champions \$ 50,000

and the following based on recognition (maximum amount \$15,000):

- h) SEC Coach of the Year \$ 10,000 OR
- i) National Coach of the Year (as named by the NACWGC) \$ 10,000 OR
- j) Both SEC Coach of the Year and National Coach of the Year (as named by the NSCAA) \$ 15,000

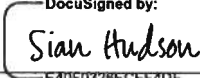
2. Section 8 of the Agreement is supplemented to add the following subsections after the end of subsection E:

- F. One-time reimbursement of household moving expenses in accordance with LSU policy and state law;

- G. One-time payment of \$10,000 to be used for miscellaneous relocation expenses not reimbursed in accordance with the provisions of subsection D above; and
 - H. Temporary housing at a site chosen by the Athletic Director for a period not to exceed 90 days.
3. Please note that Louisiana Revised Statute 42:31 requires that all unclassified employees earning \$100,000 or more annually must provide proof of a valid Louisiana driver's license and that all vehicles titled in their name have been registered in the state of Louisiana within 30 days of hire or upon reaching that salary threshold.
4. All other provisions of the Agreement remain unchanged.

Approved:

By: _____
Thomas C. Galligan, Jr., Interim President
Louisiana State University and
Agricultural and Mechanical College

By:  _____
DocuSigned by:
Sian E. Hudson
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Request from LSU Athletics to Approve the Term Sheet for LSU Football Head Coach Edward J. Orgeron, Jr.

To: Members of the Board of Supervisors

Date: March 6, 2020

Pursuant to Article VII, Section K of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant Board matter.

Section K. Matters related to personnel

3. Appointments and all other personnel actions relating to Head Coaches and Athletic Directors.

1. Summary of the Matter

The LSU Athletics Department is seeking approval of a term sheet as a step to identify the major concepts of the contract and ensure Board agreement. The action does not constitute approval of the contract which will be submitted for approval at a subsequent Board Meeting.

The term sheets includes an increase in proposed compensation from \$4 million to \$6 million. The Tiger Athletic Foundation has agreed to provide a supplemental benefit plan will now include a life insurance policy for the coach, amounting to \$5 million paid in two installments in FY2020 and FY2021. Incentive compensation is amended to allow award in a single year, and an additional \$187,500 for personal travel and up to \$20,000 in legal expenses.

If the coach agrees to terminate contract, the term sheet indicates a declining percentage of the certain compensation to terminate at the end of five years, with an exception in the event of certain other employment. If LSU terminates the agreement, there is a 70% buyout provision.

2. Review of Business Plan

N/a

3. Fiscal Impact

The agreement will increase the obligations of the LSU Athletics Department.

4. Review of Legal Documents

The General Counsel has reviewed the term sheet.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED, the Board of Supervisors for Louisiana State University and Agricultural & Mechanical College approve the term sheet for Edward J. Orgeron, Jr., Head Coach of LSU Football, and authorize the President to continue negotiations toward a final contract to be approved by the Board of Supervisors.

BINDING TERM SHEET BETWEEN
LOUISIANA STATE UNIVERSITY AND ED ORGERON

Position: Head Football Coach at Louisiana State University ("LSU")

Reporting: Coach shall report directly to the Director of Athletics

Term: Effective as of January 14, 2020 and ending December 31, 2025

Compensation: For purposes of this Term Sheet, compensation will be as follows and may be payable in part from affiliated foundation funds:

- **Salary** (annual rate; pro-rated for partial years): \$6,000,000 (consisting of base salary and supplemental compensation), some of which may be payable to an entity controlled by Coach
- **Supplemental Benefit Plans:** LSU and Tiger Athletic Foundation (collectively referred to as "University" for purposes of this provision) will finance premiums for a life insurance policy for Coach in the amount(s) and in accordance with the schedule below:

2020:	\$2,500,000	Payable promptly following execution of the Supplemental Death Benefits Documents (defined below)
2021:	\$2,500,000	Payable on or before January 15, 2021 (each, a "Premium Loan", collectively "Premium Loans")

Subject to and in accordance with a separate agreement, and collateral assignment to be entered into between the Parties ("the Supplemental Death Benefit Plan Documents"), Coach will select the life insurance policy, subject to University approval not to be unreasonably withheld or delayed, whereas Coach will be the owner of the life insurance policies utilized in the arrangement, and University shall be entitled to repayment of all Premium Loans, plus accrued interest at the lowest applicable federal rate, from the policy death benefit due upon his death.

Pursuant to the Supplemental Death Benefit Plan Documents, Coach shall agree to limit his withdrawals from the life insurance policy in such a manner and to such amounts that the Premium Loan amounts shall be repaid to the University, including applicable interest, upon Coach's death. The terms and conditions of the Supplemental Death Benefit Plan Documents shall control unless inconsistent with the Employment Agreement, in which case the Employment Agreement will control.

The University's obligation to make the Premium Loans shall survive termination of the Employment Agreement for any reason except a final determination that Cause (as that term is defined in the current Employment Agreement) exists for terminating the Employment Agreement; provided, however, that the obligations of the University and the Coach under the Supplemental Death Benefit Plan Documents shall survive the termination of the Employment Agreement. It is intended by the Parties that the Supplemental Death Benefit Plan Documents will satisfy the requirements of federal tax law and all reporting of income, benefits, or other amounts shall be made by University in a manner that is in accordance with applicable Internal Revenue Service rules and regulations and acceptable to University.

- **Incentive Compensation:** Consistent with current Employment Agreement dated March 17, 2017, as amended March 1, 2019. Except Section 7.D.i-iii. where GPA incentive is eliminated and complete amount (\$200,000) can be achieved with a single year APR of 960 or higher.
- **Additional Compensation:** \$187,500 per year provided to coach to use for personal air travel and compensation for legal fees not to exceed \$20,000 related to split dollar life insurance policy

Termination by Coach: If Coach terminates the employment at any time, Coach will pay to LSU as liquidated damages an amount as follows, payable either in a lump sum or in equal installments over the remaining Term:

- Year 1 of contract 100% of one-year Salary
- Year 2 of contract 75% of one-year Salary
- Year 3 of contract 50% of one-year Salary
- Year 4 of contract 25% of one-year Salary
- Year 5 of contract 10% of one-year Salary
- Year 6 of contract no payment due
- Or, for the first four years of the new Term, 100% of amount equal to of one-year base salary for any SEC coaching position.

Termination by LSU: LSU may terminate the employment at any time for convenience, and in such event will pay to the Coach as liquidated damages an amount equal to 70% of Salary remaining in the Term at the time of termination and expressly waive any offset or mitigation obligation of Coach and related contracting entity regarding this sum. LSU may also terminate the employment for cause without further payment obligation pursuant to a mutually-agreed clause (as that term is defined in the current Employment Agreement) in the long-form Employment Agreement. Any payments due to Coach will be paid in equal monthly installments over the course of the remaining Term.

Miscellaneous: This is a legally binding Term Sheet and shall be enforced and construed in accordance with the laws of Louisiana, subject to approval by the LSU Board of Supervisors. Any civil action to enforce this Term Sheet shall be brought in a state or federal court having subject matter and personal jurisdiction over the parties in East Baton Rouge Parish, Louisiana. The parties agree and acknowledge that they will negotiate in good faith and to finalize a formal long-form Employment Agreement that includes the terms set forth above, all non-conflicting terms of Coach's existing Employment Agreement, and other terms which are customary in Division I-A head coach contracts within 90 days of this Term Sheet unless such period is extended by mutual agreement of the Parties, and that the successful negotiation and execution of such long-form Employment Agreement is a condition of this Term Sheet and continued employment. Upon execution and approval by the LSU Board of Supervisors, the long-form Employment Agreement will supersede the terms of this Term Sheet, but until that occurs, this Term Sheet remains in full force and effect.

ACCEPTED AND AGREED:



Scott Woodward, Athletic Director
Louisiana State University

1.23.20

Date



Ed Orgeron, Head Football Coach
Louisiana State University

1/23/20

Date

BINDING TERM SHEET BETWEEN
LOUISIANA STATE UNIVERSITY AND COREY J. RAYMOND

Position: Assistant Football Coach and Defensive Backs Coach at Louisiana State University ("LSU")

Reporting: Coach shall report directly to the Head Football Coach

Term: Effective April 1, 2020 and ending March 31, 2022

Compensation:

- Base Salary (annual rate; pro-rated for partial years): \$500,000
- Supplemental Compensation (annual rate, pro-rated for partial years):

2020:	\$75,000
2021:	\$100,000
2022:	\$125,000

Incentive Compensation:

- Consistent with existing contract

Termination by Coach: If Coach terminates the employment at any time, Coach will pay to LSU as liquidated damages an amount as follows, payable either in a lump sum or in equal installments over the remaining Term:

- 50 percent of all remaining Base Salary and Supplemental Compensation for non-head coach or defensive coordinator position in an SEC program or Division I-A program within 500 miles of LSU
- 20 percent of all remaining Base Salary and Supplemental Compensation for non-head coach position other than described above
- No liquidated damages are owed if Coach terminates employment to accept an NFL coaching position or collegiate head coach position

Termination by LSU: LSU may terminate the employment at any time for convenience, and in such event will pay to the Coach as liquidated damages an amount equal to the total salary remaining in the Term at the time of termination. LSU may also terminate the employment for cause without further payment obligation pursuant to a mutually-agreed clause in the long-form contract. Coach will have a duty to mitigate. Any payments due to coach will be paid in equal monthly installments over the course of the remaining Term.

Miscellaneous: This is a legally binding Term Sheet and shall be enforced and construed in accordance with the laws of Louisiana, subject to approval by the LSU Board of Supervisors. Any civil action to enforce this Term Sheet shall be brought in a state or federal court having subject matter and personal jurisdiction over the parties in East Baton Rouge Parish, Louisiana. The parties agree and acknowledge that they will negotiate in good faith and to finalize a formal long-form contract that includes the terms set forth above and all non-conflicting terms of Coach's existing contract **within 60 days** of this Term Sheet and that the successful negotiation and execution of such long-form contract is a condition of this Term Sheet and continued employment. Upon execution and approval by the LSU Board of Supervisors, the long-form contract will supersede the terms of this Term Sheet, but until that occurs, this Term Sheet remains in full force and effect.

ACCEPTED AND AGREED:

Scott Woodward, Athletic Director
Louisiana State University

Corey J. Raymond

Date

Date

**BINDING TERM SHEET BETWEEN
LOUISIANA STATE UNIVERSITY AND MARK "BO" PELINI**

Position: Defensive Coordinator at Louisiana State University ("LSU")

Reporting: Coach shall report directly to the Head Football Coach

Term: Effective January 23, 2020 and ending March 31, 2023

Compensation:

- Base Salary (annual rate; pro-rated for partial years): \$500,000
- Supplemental Compensation (annual rate, pro-rated for partial years):

2020:	\$1,800,000
2021:	\$1,800,000
2022:	\$1,800,000

Incentive Compensation:

- Consistent with current LSU coordinators

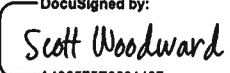
Termination by Coach: If Coach terminates the employment at any time, Coach will pay to LSU as liquidated damages an amount as follows, payable either in a lump sum or in equal installments over the remaining Term:

- 100% of amount equal to total compensation remaining at time of termination for any SEC coaching position other than head coach.
- 50% of one-year total compensation for any non-head coaching position at an NCAA Division I institution.
- No amount due for any head coaching position in NCAA Division I or any position in the National Football League.

Termination by LSU: LSU may terminate the employment at any time for convenience, and in such event will pay to the Coach as liquidated damages an amount equal to the total compensation remaining in the Term at the time of termination. LSU may also terminate the employment for cause without further payment obligation pursuant to a mutually-agreed clause in the long-form contract. Coach will have a duty to mitigate. Any payments due to coach will be paid in equal monthly installments over the course of the remaining Term.


Miscellaneous: This is a legally binding Term Sheet and shall be enforced and construed in accordance with the laws of Louisiana, subject to approval by the LSU Board of Supervisors. Any civil action to enforce this Term Sheet shall be brought in a state or federal court having subject matter and personal jurisdiction over the parties in East Baton Rouge Parish, Louisiana. The parties agree and acknowledge that they will negotiate in good faith and to finalize a formal long-form Employment Agreement that includes the terms set forth above and other terms which are customary in similarly-situated coach contracts **within 60 days** of this Term Sheet and that the successful negotiation and execution of such long-form Employment Agreement is a condition of this Term Sheet and continued employment. Upon execution and approval by the LSU Board of Supervisors, the long-form contract will supersede the terms of this Term Sheet, but until that occurs, this Term Sheet remains in full force and effect.

ACCEPTED AND AGREED:

DocuSigned by:

 Scott Woodward, Athletic Director
 Louisiana State University

1/24/2020

 Date

DocuSigned by:

 Mark "Bo" Pelini

1/27/2020

 Date



Request from LSU Athletics to Approve the Term Sheet for LSU Football Coordinator Mark “Bo” Pelini

To: Members of the Board of Supervisors

Date: March 6, 2020

Pursuant to Article VII, Section 1 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant Board matter.

Section K. Matters related to personnel

4. Appointments and all other personnel actions relating to Coaches other than Head Coaches with a salary of \$250,000 or above

1. Summary of the Matter

The LSU Athletics Department is seeking approval of a term sheet as a step to identify the major concepts of the contract and ensure Board agreement. The action does not constitute approval of the contract which will be submitted for approval at a subsequent Board Meeting.

	Term	Base Salary	Supplemental Compensation
Contract	Jan. 23, 2020 to March 31, 2023	\$500,000	\$1,800,000

There are also provisions for termination of contract by coach, liquidated damages are conditional based on reason for termination. If LSU terminates, the Athletic Department’s obligations are indicated.

2. Review of Business Plan

N/A

3. Fiscal Impact

There is a cost to the LSU Athletics Department specified above.

4. Review of Legal Documents

General Counsel has reviewed the term sheet.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED the Board of Supervisors for Louisiana State University and Agricultural & Mechanical College approve the term sheet for Mark “Bo” Pelini, and authorize the President to continue negotiations toward a final contract to be approved by the Board of Supervisors.

**BINDING TERM SHEET BETWEEN
LOUISIANA STATE UNIVERSITY AND MARK "BO" PELINI**

Position: Defensive Coordinator at Louisiana State University ("LSU")

Reporting: Coach shall report directly to the Head Football Coach

Term: Effective January 23, 2020 and ending March 31, 2023

Compensation:

- Base Salary (annual rate; pro-rated for partial years): \$500,000
- Supplemental Compensation (annual rate, pro-rated for partial years):

2020:	\$1,800,000
2021:	\$1,800,000
2022:	\$1,800,000

Incentive Compensation:

- Consistent with current LSU coordinators

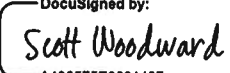
Termination by Coach: If Coach terminates the employment at any time, Coach will pay to LSU as liquidated damages an amount as follows, payable either in a lump sum or in equal installments over the remaining Term:

- 100% of amount equal to total compensation remaining at time of termination for any SEC coaching position other than head coach.
- 50% of one-year total compensation for any non-head coaching position at an NCAA Division I institution.
- No amount due for any head coaching position in NCAA Division I or any position in the National Football League.

Termination by LSU: LSU may terminate the employment at any time for convenience, and in such event will pay to the Coach as liquidated damages an amount equal to the total compensation remaining in the Term at the time of termination. LSU may also terminate the employment for cause without further payment obligation pursuant to a mutually-agreed clause in the long-form contract. Coach will have a duty to mitigate. Any payments due to coach will be paid in equal monthly installments over the course of the remaining Term.


Miscellaneous: This is a legally binding Term Sheet and shall be enforced and construed in accordance with the laws of Louisiana, subject to approval by the LSU Board of Supervisors. Any civil action to enforce this Term Sheet shall be brought in a state or federal court having subject matter and personal jurisdiction over the parties in East Baton Rouge Parish, Louisiana. The parties agree and acknowledge that they will negotiate in good faith and to finalize a formal long-form Employment Agreement that includes the terms set forth above and other terms which are customary in similarly-situated coach contracts **within 60 days** of this Term Sheet and that the successful negotiation and execution of such long-form Employment Agreement is a condition of this Term Sheet and continued employment. Upon execution and approval by the LSU Board of Supervisors, the long-form contract will supersede the terms of this Term Sheet, but until that occurs, this Term Sheet remains in full force and effect.

ACCEPTED AND AGREED:

DocuSigned by:

 Scott Woodward, Athletic Director
 Louisiana State University

1/24/2020

 Date

DocuSigned by:

 Mark "Bo" Pelini

1/27/2020

 Date



Board of Supervisors

SECTION F

AFFILIATED ORGANIZATION OVERSIGHT COMMITTEE



Request to Approve the Amended Uniform Affiliation Agreement Form

To: Members of the Board of Supervisors

Date: February 27, 2020

This is a significant board matter pursuant to the Board's Bylaws, Art. VII, Sec. 1:

J. Non-Academic Affiliation Agreements

Any affiliation agreement with a private non-profit foundation formed to support the programs, facilities, and research and educational opportunities offered by one or more campuses of the University, or the University as a whole.

1. Summary of the Matter

The Board of Supervisors has recognized many foundations and alumni associations as University "Affiliates." These Affiliates provide critical support to LSU and its programs. Because of the close association of the Affiliates and the University, Uniform Affiliation Agreements were established between the Board of Supervisors and these Affiliates. These agreements outline the general duties and responsibilities of both the University and the Affiliate in these relationships. The Uniform Affiliation Agreement form was last updated in 2009.

One of the primary objectives of the proposed revisions to the Uniform Affiliation Agreement is to establish a more transparent and straightforward procedure to monitor compliance with the terms of the agreement. The proposed amended Uniform Affiliation Agreement (Attachment I) includes the addition of an Annual Affiliate Compliance Certificate which would be submitted annually along with the necessary documentation to verify continued compliance with the Uniform Affiliation Agreement. A summary of the key changes incorporated in the proposed amended Uniform Affiliation Agreement is included in Attachment II.

If approved, LSU Administration will send the amended form to the current Affiliates for their approval and signature. A list of current Affiliates is included in Attachment III. Once signed by the Affiliate, the new Agreement would be brought back to the Board of Supervisors at a subsequent meeting for final consideration for approval.

2. Review of Business Plan

Not Applicable.

3. Fiscal Impact

There is no fiscal impact related to the amended Uniform Affiliation Agreement.

4. Description of Competitive Process

Not applicable.

5. Review of Legal Documents

Not applicable.

6. Parties of Interest

LSU and Affiliated Organizations.

7. Related Transactions

Not applicable.

8. Conflicts of Interest

None.

ATTACHMENTS

- I. Uniform Affiliation Agreement Form (2020)
- II. Summary of Key Changes to the Uniform Affiliation Agreement
- III. List of Current Affiliations with Uniform Affiliation Agreements

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College approves the proposed revisions to the Uniform Affiliation Agreement.

Uniform Affiliation Agreement

This Agreement is made and entered into on the ___ day of _____, 20___, between the Board of Supervisors of Louisiana State University Agricultural and Mechanical College (“University”) and _____ (“Affiliate”).

WHEREAS, as stated in La. R.S. 17:3390(A), the Legislature has found and University recognizes that private, nonprofit organizations under the direction and control of private individuals who support institutions of higher education are effective in obtaining private support for those institutions;

WHEREAS, as further stated in La. R.S. 17:3390(A), the Legislature encourages higher education management boards and institutions to promote the activities of alumni associations, foundations, and other private, nonprofit organizations that raise private funds for the support of public institutions of higher education;

WHEREAS, after considering the proposed mission and purpose of Affiliate, University has determined that Affiliate’s activities will support or enhance one or more of the programs, facilities, research and educational opportunities offered by University;

WHEREAS, because of the close association of Affiliate with the University, it is prudent and beneficial to have a clear statement, agreed upon by the parties, of the respective responsibilities, requirements, authority, and relationship of the University and Affiliate while preserving the private and independent legal status of the Affiliate:

1. Affiliate Purpose and Status

- 1.1 Affiliate’s purpose(s) shall be as defined in the Affiliate’s Articles of Incorporation. All actions taken by Affiliate shall be consistent with and in furtherance of its stated purpose(s), and such actions shall likewise be consistent with the institutional mission and activities of University as defined by the University. In order to prevent the unnecessary duplication of activities among University affiliates, any proposed material change in Affiliate’s authorized purpose(s) must be approved in advance and in writing by the President of LSU. Requests for approval of such changes in purpose shall be submitted to LSU’s Executive Vice President for Finance and Administration and CFO (“LSU Executive Vice President”) with a copy delivered to the Chair of the Board of Supervisors.
- 1.2 Unless waived in writing, Affiliate shall provide at least 30 days advance written notice to the LSU Executive Vice President of any proposed material change in Affiliate’s Articles of Incorporation or Bylaws.
- 1.3 Affiliate has been formed as a private non-profit Louisiana organization, and has been recognized as and shall maintain its status as an organization exempt from taxation under Section 501(c) of the Internal Revenue Code.
- 1.4 Affiliate is a separate legal entity from University. Nothing in this Agreement shall be construed as to invalidate or restrict Affiliate’s private and independent legal status.

2. Governance

- 2.1 To ensure that Affiliate's status as a private entity is recognized and maintained in accordance with La. R.S. 17:3390(B), Affiliate shall meet the following criteria:
- 2.1.1 Affiliate shall be under the management and control of a board of directors ("Affiliate's Board") elected by the members or shareholders of Affiliate.
 - 2.1.2 A majority of the voting members of Affiliate's Board shall consist of individuals who are not members or employees of a Louisiana higher education management board; and,
 - 2.1.3 Affiliate shall reimburse, either directly or in-kind, the cost of housing, personnel, and other support furnished to Affiliate by any institution of higher education.
- 2.2 Members of Affiliate Boards
- 2.2.1 The President of LSU, or his designee, shall be a non-voting *ex officio* member of Affiliate's Board and of the Executive Committee of such Board (or equivalent). To promote compliance with Affiliate's policy on conflicts of interest, and ensure that appropriate disclosures are made and facilitate an understanding of Affiliate's business, the President of LSU will provide Affiliate with reasonable advance notice identifying individuals designated to attend meetings in his place and will endeavor to utilize a single individual as his designee.
 - 2.2.2 The Chairman of the Board of Supervisors, in consultation with members of the Board of Supervisors and Chairman of the Affiliate Board, shall have the right to recommend a list of members of the Board of Supervisors as potential candidates to Affiliate for election to Affiliate's Board as non-voting members. Affiliate agrees that at all times, excluding instances associated with temporary vacancies created by death, resignation or similar causes, at least one member of its Board, shall be elected from the recommended candidates.
 - 2.2.3 Designation of the President of LSU (or his designee) and Affiliate's election of an individual nominated by the Chairman of the Board of Supervisors to serve as a member of Affiliate's Board and/or Executive Committee is not intended to and shall not be deemed a waiver of the privileges and immunities granted Affiliate pursuant to La. R.S. 17:3390.
- 2.3 If the Affiliate is in primary support of a single campus or institution, the Chancellor or equivalent shall, at a minimum, be given notice of and the ability to attend and participate as a non-voting, *ex officio* member in meetings of the Affiliate's Board and Executive Committee.
- 2.4 Members of the Board of Directors and the Executive Committee shall have reasonable access to all books and records of Affiliate in accordance with its generally applicable confidentiality and non-disclosure policies, provided that members who are or may be deemed "public servants," as defined in La. R.S. 42:1102(19), shall not have legal custody of Affiliate's books and records. Requests for access to books and records shall be made via written request directed to Affiliate's Chief Executive Officer.

3. General Duties and Responsibilities of Affiliate

- 3.1 Operate Affiliate for primary benefit of University in accordance with Affiliate’s Articles of Incorporation and tax exempt purpose.
- 3.2 Support and promote the mission and activities of the University.
- 3.3 Affiliate shall establish and enforce policies to identify and manage potential conflicts of interest and ensure that Affiliate’s assets do not directly or indirectly unduly benefit any individual or other person.
- 3.4 Solicit and accept things of value of all kinds consistent with applicable law.
- 3.5 Receive, hold, invest, administer, manage, distribute and provide good stewardship of gifts and bequests in accordance with donor intent, applicable law and applicable University and Affiliate policies and procedures.
- 3.6 Expend funds for the establishment and operation of Affiliate and for any reasonable expenses incidental to the conduct of the affairs of Affiliate.
- 3.7 Within 120 days following the close of Affiliate’s fiscal year, unless an extension is granted by the LSU Executive Vice President, submit the annual Affiliate Compliance Certificate (Exhibit A) and materials referenced therein, to the LSU Executive Vice President.
- 3.8 Subject to any limitations imposed by contracts among the University and third-parties and applicable University policies, the Affiliate may be granted the right by University to utilize its “licensed marks” on a royalty free basis for its activities in support of LSU. Affiliate must adhere to the Louisiana State University Brand Identity.
- 3.9 University is an equal opportunity/access institution committed to diversity and inclusiveness in procurement. Affiliate is encouraged to reflect the spirit of this commitment in its business practices by: (a) participating in and encouraging major suppliers to participate in LSU sponsored outreach programs for small businesses as well as minority, women and veteran owned businesses (“DBEs”); (b) creating awareness among its suppliers that University and Affiliate encourage suppliers to make reasonable and prudent efforts to identify and provide competitive opportunities for participation by DBEs; and, (c) making reasonable and prudent efforts consistent with its unique needs as well as its fiduciary and good stewardship obligations, to identify and provide competitive opportunities for DBEs to participate in Affiliate’s procurement opportunities. To assist Affiliate in its efforts, the University will make the resources of its Supplier Diversity program, including but not limited to lists of registered DBE’s, personnel and information on best practices, available to Affiliate..

4. General Duties and Responsibilities of University

- 4.1 Support and promote the purpose and activities of Affiliate and encourage the donation of private funds to Affiliate;
- 4.2 Avoid action that would undermine Affiliate’s status as a private entity, maintain the confidentiality of donor records and the private nature of Affiliate’s books and records to the extent allowed by law;

- 4.3 Accept funds made available by Affiliate, provide good stewardship of gifts once received by University and utilize funds received from Affiliate in a manner consistent with University's mission, terms and conditions imposed by testators and donors, applicable law, this Agreement and University policy; and,
- 4.4 Make available to Affiliate, at University's sole discretion, appropriate facilities, personnel, or other support pursuant to the provisions of La. R.S. 17:3390(B)(3) and as otherwise permitted by law.

5. Records, Internal Controls and Funds Management

- 5.1 Recognizing the need to preserve the public trust and guard against the appearance of impropriety in its activities, Affiliate shall adopt, maintain, and enforce necessary and appropriate policies, procedures and internal controls, including policies on conflicts of interest, required for the conduct of its business in accordance with applicable law, the terms of this Agreement, applicable University policies and procedures and best practices for similar nonprofit organizations.
- 5.2 The books and records of Affiliate shall be kept in accordance with customary and current accounting standards. For the preparation of reports required by this section of this Agreement, an external accountant and/or auditor engaged to conduct such reports shall be selected from among the most recent list of certified public accountants maintained by the Louisiana Legislative Auditor.
- 5.3 In connection with its annual financial audit, Affiliate shall: (a) provide its auditors with a copy of this Agreement including all exhibits, schedules, and other attachments; (b) provide its auditors with access to all documents and other information relevant to this Agreement; (c) require Affiliate's chief executive officer to represent to its auditors that except to the extent disclosed in writing, to the best of Affiliate's knowledge, information and belief, Affiliate has complied with all applicable provisions of this Agreement; and, (d) rotate audit partners or firms at least every five years.
- 5.4 On a biennial basis, to commence in an Affiliate's fiscal year (commencing on or following execution of this Agreement by Affiliate) designated by the Executive Vice President, or on an annual basis if requested in writing by the LSU Executive Vice President for good cause shown, Affiliate shall separately engage an Independent Accountant (which may be the same firm conducting its financial statement audit) to perform various procedures necessary to issue an Agreed Upon Procedures report concerning items included in the Schedule of Agreed - Upon Procedures for Verification of Affiliate Compliance (Exhibit D).
- 5.5 Affiliate shall provide to the LSU Executive Vice President within 120 days of the close of Affiliate's fiscal year: (a) its audited financial statements; and, (b) its Agreed Upon Procedures report. At the request of the LSU Office of Internal Audit, Affiliate and its independent auditors shall arrange to meet with representatives from the LSU Office of Internal Audit to review written findings and/or the Agreed Upon Procedures report.
- 5.6 Affiliate shall evaluate and, where appropriate, take corrective action to remedy material and substantial audit findings. Material and substantial audit findings which have not either been (a)

resolved by management or, where appropriate, through corrective action within ninety (90) days following issuance of the annual audit, or (b) in cases where corrective action is appropriate, corrective action reasonably designed to resolve the issue has not been taken within ninety (90) days following issuance of the annual audit, shall be reported to the Audit Committee of the Board of Supervisors in writing.

- 5.7 Pursuant to a separate written Funds Management Agreement authorized and executed by University and Affiliate, University may in its discretion agree to deliver and Affiliate may agree to accept for deposit with Affiliate funds which have been donated to the University by private individuals or entities or which have been provided from the state to the University pursuant to the Board of Regents Support Fund or other programs.

6. Certain Disbursements and Other Transactions

- 6.1 All disbursements by Affiliate for administrative and operating expenses shall be in accordance with policies adopted by Affiliate's Board and in accordance with its annual budget, as modified by policies and procedures adopted by Affiliate's Board. Such policies shall provide for sound and prudent business practices, the payment or reimbursement of ordinary, necessary and reasonable business expenses, and shall address the content of this Agreement.
- 6.2 Affiliate shall not undertake the disbursements and transactions described on Exhibit B, other than transactions and disbursements involving operational and business management matters of Affiliate itself, without first obtaining a determination of acceptable University purpose from the appropriate University authority.
- 6.3 No donation requiring a determination of acceptable University purpose shall be publicized or otherwise disclosed by Affiliate prior to acceptance of any conditions or obligations by the University's Board or President of LSU in accordance with University policies and procedures.
- 6.4 Requests for a determination of acceptable University purpose shall be submitted to the President of LSU or to the Board through the President as may be appropriate by the Chancellor (or equivalent) of the campus or institution for whose benefit the action is proposed, in accordance with the procedures set forth in University procedures. Any submission shall include a specific recommendation from the Chancellor or equivalent demonstrating that the proposed transaction is in support of the University and its mission.
- 6.5 Absent exceptional circumstances and written approval by the Chancellor (or equivalent) and President (or designee), supplemental compensation or benefits to a University employee shall be paid through the University, not directly by Affiliate to the employee. For purposes of this section, supplemental compensation or benefits shall mean all compensation or benefits in addition to the base university compensation and benefits approved by the Board of Supervisors for duties performed by the employee for the University.
- 6.6 To ensure compliance with La. R.S. 17:3390(F), payments of over one thousand (\$1,000) dollars for any single transaction to, or on behalf of, or to reimburse the expense of a public employee of a public higher education institution or a public employee or officer of a management board of a public higher education institution shall be periodically reviewed and approved by the Board of Supervisors in accordance with applicable policies and procedures.

Affiliate may pay or reimburse such transactions pending approval by the Board, provided that any such payments or reimbursements subsequently disapproved by the Board shall be reimbursed to the Affiliate by the public employee or officer within ninety (90) days of such disapproval.

7. Prohibited Expenditures, Advisory Opinions

- 7.1 University, its employees and administrators shall not request the expenditure of funds and Affiliate shall not expend funds for any of the purposes described in section 2 of Exhibit C either directly or through reimbursement.
- 7.2 Where there is doubt about the reasonableness or validity of a proposed expenditure or transaction, or the procedure by which such expenditure or transaction should be reviewed, the Chancellor or equivalent, or legal counsel for Affiliate, shall seek an advisory opinion from the President, through the LSU Executive Vice President. Where appropriate, the President may refer the question to the Board of Supervisors for a decision. The President may adopt guidelines to facilitate the provisions of this sub-section.

8. Funds Management Agreements/Commitment of University Funds

- 8.1 With the written consent of the LSU Executive Vice President, Affiliate may enter into one or more agreements (“Funds Management Agreements”) with other affiliates of University (that is, other non-profit organizations which are recognized pursuant to University policy) so that one affiliate will manage the funds of another affiliate. In such event, the affiliate which is agreeing to manage the funds of the other affiliate shall be known as the “Funds Owner” while the affiliate transferring the funds shall be known as the “Funds Manager.”
- 8.2 Unless otherwise specifically provided for in the Funds Management Agreement, the Funds Manager shall have no internal control or audit responsibilities with respect to the Funds Owner; provided, however, that the Funds Manager shall cooperate with the Funds Owner’s management and auditors with respect to such matters.
- 8.3 Where Affiliate enters into a Funds Management Agreement with an organization that has not executed an Affiliation Agreement with University, such Funds Management Agreements shall:
 - 8.3.1 Require that the funds of the Funds Owner be included in either (a) –the Funds Manager’s annual audit conducted pursuant to La. R.S. 17:3390 or, (b) if the Funds Manager is exempt from annual audit requirements pursuant to R.S. 17:3390, an exemption certificate and a sworn financial statement in accordance with La. R.S. 17:3390D(3)(a)-(c).
 - 8.3.2 Notify the Funds Owner of the requirements of La. R.S. 17:3390(D).
- 8.4 In connection with transactions requiring the commitment of material University resources (including the transfer of University funds), the Affiliate will enter into a written agreement outlining the structure or details of each specific transaction, excluding routine transactions; the obligations of Affiliate, University, and any other parties; the public purpose to be achieved

from such transaction; and, either a reasonable expectation that benefits to the University resulting from the transaction will equal or exceed the value of funds provided by the University or an affirmation that the value of the University funds committed to the transaction will be reimbursed, either directly or through in-kind services in accordance with the requirements of La. R.S. 17:3390(B)(3).

- 8.5 Upon written request from the LSU Executive Vice President, Affiliates that are exempt from annual audit requirements pursuant to La. R.S. 17:3390, may be required to submit a financial audit or agreed to procedures report acceptable to the University conducted in accordance with generally accepted auditing standards by an independent professional auditor or, at Affiliate's option, LSU Internal Audit personnel. In connection with any audit or agreed to procedures conducted pursuant to this section, Affiliate shall: (a) provide its auditors with a copy of this Agreement; (b) provide its auditors with access to all documents and other information relevant to this Agreement; and, (c) represent to its auditors that except to the extent disclosed in writing, to the best of Affiliate's knowledge, information and belief, Affiliate has complied with all applicable provisions of this Agreement.

9. Term and Termination

- 9.1 This Agreement revises and replaces previous Affiliation Agreements between University and Affiliate. It shall take effect on the date first written above, and shall continue for a period of one year. Thereafter, it shall be automatically renewed and extended for additional one year periods unless Affiliate gives notice to terminate pursuant to the provisions of section 9.2, or University gives notice to terminate pursuant to the provisions of section 9.3. The provisions of this section shall survive any such termination.
- 9.2 Except to the extent modified by this Agreement or a separate written Agreement between Affiliate and University, Affiliate may terminate this Agreement without cause by providing written notice to the University no less than six (6) months prior to the effective date of the termination.
- 9.3 Except to the extent modified by this Agreement or a separate written Agreement between Affiliate and University, University may terminate this Agreement for cause in the event of:
- 9.3.1 Affiliate commits a material and substantial violation of the terms of this Agreement and fails to cure such violation after being provided with at least 30 days' notice of such violation,
 - 9.3.2 Affiliate engages in or negligently allows: (a) any material and substantial misuse of Affiliate's funds, or (b) any fraudulent or other illegal activity,
 - 9.3.3 the commencement of a voluntary bankruptcy proceeding by Affiliate or the commencement of an involuntary bankruptcy proceeding against Affiliate that is not dismissed within 120 days,
 - 9.3.4 the commencement of a voluntary dissolution proceeding by Affiliate or an involuntary dissolution proceeding against Affiliate that is not dismissed within 120 days,

- 9.3.5 a transfer of the campus, institution or program supported by Affiliate to another higher education management board should occur,
 - 9.3.6 elimination or modification of programs offered by University such that Affiliate is no longer deemed necessary to the University's mission or the Affiliate is no longer able to achieve its purpose(s), or
 - 9.3.7 the occurrence of any other material event or circumstance similar in nature to those described in subsections 9.3.1-9.3.6 which, in the reasonable judgment of the University, constitutes cause and remains uncured following thirty (30) days notice to Affiliate.
- 9.4. Upon termination of this Agreement, Affiliate shall:
- 9.4.1 Cease to use the University's name, marks or other indicia to solicit donations or for any other purpose and shall not in any way represent to alumni, contributors, and the general public that said Affiliate is affiliated with the University or authorized to raise funds for any of the colleges, schools, departments, and divisions comprising it; and,
 - 9.4.2 Unless otherwise directed in writing by the University or unless otherwise required pursuant to the terms of applicable law, immediately transfer to University or another affiliate designated by University, all public funds which Affiliate holds as a depository pursuant to the provisions of section 8.0; and,
 - 9.4.3 Terminate any Management Agreements entered into with other University affiliates in accordance with the terms of Section 8 of this Agreement and immediately return any managed funds to the appropriate Managed Affiliate(s); and,
 - 9.4.4 Provide an accounting to University of all funds, public or private, held by Affiliate within 120 days of notice of termination unless extended in writing by mutual agreement; and,
 - 9.4.5 If the Affiliate's purpose is in primary support of a single campus or institution, and the necessity for termination of this Agreement results from the transfer of the supported campus or institution to another public higher education management board ("Transferee Institution"), to the extent consistent with applicable law and prudent financial management practices, the applicable provisions of any legislation authorizing transfer of the supported campus or institution and compliance with sections 9.4.1 – 9.4.4 of this Agreement, Affiliate may effect the termination of this agreement to the extent it enters into an affiliation agreement with the Transferee Institution providing for Affiliate's ability to continue its mission of supporting the same campus or institution subject to oversight by the Transferee Institution. Preceding the transfer, there shall be a review to determine whether there is any adverse impact on the University. In the event that Affiliate enters into an affiliation agreement with a Transferee Institution pursuant to the terms of this Section, the Transferee Institution and Affiliate shall agree to indemnify, defend and hold harmless University, its members, employees and agents from and against any and all claims and liabilities associated with or in any way arising out of University's association with Affiliate and Affiliate's actions or inactions (whether past, present or future).

9.5 Upon dissolution of Affiliate, whether dissolution is voluntary or involuntary, subject to compliance with sections 9.4 – 9.5 of this Agreement, applicable laws and Affiliate’s Articles of Incorporation and other governing documents, Affiliate shall provide for its net assets to be distributed to another nonprofit affiliated with the University as designated by the President of LSU, unless otherwise agreed by the University and Affiliate or directed by a court of competent jurisdiction and venue, to be used as nearly as practicable in accordance with the express terms of written acts of donation, testaments, pledges and similar instruments, donor intent, Affiliate’s governing documents, purposes and applicable law. This paragraph shall not prejudice the rights of creditors including, without limitation, any properly approved, valid, and enforceable financing agreements executed by Affiliate.

10. Notices, Entire Agreement, Venue

- 10.1 Unless otherwise provided herein, whenever any notice or demand is required or permitted under this agreement, such notice or demand shall be given in writing and delivered in person or by certified mail to the University, addressed to its President at 3810 West Lakeshore Drive, Baton Rouge, LA, and to Affiliate at the address shown above. Unless otherwise provided herein, such advance notice requirements and time periods designated for the performance of specific acts may be extended or waived, in writing, by the LSU Executive Vice President.
- 10.2 This Agreement, including Exhibits A, B, and C to this Agreement, constitutes the entire agreement between the parties and shall not be amended except in writing signed by the President of University and a duly authorized officer of Affiliate. This Agreement is not intended to and does not create any rights in third parties.
- 10.3 The parties anticipate that they will enter into separate agreements for specific projects. Where there is a conflict between the terms of this Agreement and the terms of any separate agreement, the terms of the separate agreement shall control.
- 10.4 This Agreement is entered into, and any action arising from this Agreement shall be brought in, East Baton Rouge Parish, Louisiana.

THUS DONE AND SIGNED this ___ day of _____, 20___, by the undersigned duly authorized representatives.

For Affiliate:

For University:

By: _____

By: _____

Name:

Name:

Title:

Title:

EXHIBIT A TO UNIFORM AFFILIATION AGREEMENT
ANNUAL AFFILIATE COMPLIANCE CERTIFICATE

Date _____

LSU Board of Supervisors

Attn: _____

Baton Rouge, Louisiana

Re: _____ (“Organization”)
Annual Compliance Certificate

Members of the LSU Board of Supervisors:

In my capacity as the Chief Executive Officer (or other authorized officer) of _____, I am writing to confirm that *after making reasonable and appropriate inquiries, to the best of my knowledge, information and belief*, the following information is true and correct as of the date of this letter:

1. The Organization is required to obtain an annual financial audit in accordance with La. R.S. 17:3390. The annual financial audit for the fiscal year ending _____, conducted by an independent auditor, has been completed and a copy was provided to the Legislative Auditor with a copy to your office by letter dated _____;

OR

The Organization is exempt from the annual audit requirements of La. R.S. 17:3390, and copies of the Organization’s exemption certificate and sworn financial statement prepared in accordance with La. R.S. 17:3390D(3)(a)-(c), were provided to the Legislative Auditor with a copy to your office by letter dated _____;

2. The Organization’s annual tax return for the _____ tax year was completed and filed with IRS on _____ and a copy was delivered to your office by letter dated _____;

OR IF APPLICABLE

The Organization has requested an extension through _____ within which to file its annual tax return for the _____ tax year, and a copy of the return will be provided to your office upon filing;

3. A complete list of all active corporate affiliates and subsidiaries of the Organization as of this date and the purpose for which such entities have been formed is attached to this certificate as Schedule “1”;

4. A complete list of all “managed organizations” as defined in the Uniform Affiliation Agreement, managed by the Organization is attached to this certificate as Schedule “2”;
5. A current list of the Organization’s officers and directors is attached to this certificate as Schedule “3”;
6. A copy of the Organization’s Articles of Incorporation and Bylaws are on file with and copies of any proposed amendments have been provided to the Executive Vice President;
7. The Organization is registered as a Louisiana nonprofit entity and it remains exempt from taxation in accordance with Sections _____ of the Internal Revenue Code;
8. The Organization has taken all necessary action, including any filings required by the Louisiana Secretary of State and other authorities, to maintain its corporate existence and its tax exempt status;
9. A preliminary list, which is subject to confirmation by your office, showing the type of any housing, personnel, and other support provided to Affiliate by University during the previous fiscal year pursuant to the provisions of La. R.S. 17:3390(B)(3), including (i) amount and location of any space or facilities provided, (ii) number of personnel provided, and (iii) a listing of the type of any other services provided to Affiliate by University is attached to this certificate as Schedule “4”;
10. As detailed in Schedule “5” to this certificate, during the previous fiscal year, (i) subject to confirmation by your office, our records indicate that the total amount paid in cash to University as direct reimbursement for housing, personnel and other support was \$_____, and (ii) subject to confirmation by your office, our records indicate that the total dollar value of all property provided to the University together with all expenditures made in support of the University (exclusive of costs for personnel employed solely by and for the benefit of Affiliate, facilities occupied solely by Affiliate and other Affiliate overhead and administrative costs), which amount shall be considered “in-kind” reimbursement for purposes of La. R.S. 17:3390(b)(3), was \$_____;
11. The Organization maintains and enforces a policy on conflicts of interest as well as other policies procedures and internal controls required for the conduct of its business in accordance with applicable law, the terms of the Affiliation Agreement, applicable University policies and procedures and best practices for similar nonprofit organizations;
12. Except as specifically provided for under the circumstances described in Sections 6 and 7 of the Uniform Affiliation Agreement or previously disclosed in writing to the Executive Vice President, the Organization has not engaged in any prohibited transactions or made any prohibited expenditures over the last fiscal year;
13. Except as previously disclosed in writing to the Audit Committee of the Board of Supervisors, the Organization resolved or will resolve any material and substantial audit findings within

90 days of the issuance of its annual audit in accordance with Uniform Affiliation Agreement Section 5.4;

14. The Organization has provided a copy of its current Affiliation Agreement and access to all documents and other information relevant to the Affiliation Agreement to its independent auditors, if applicable, for use in the evaluation of our internal controls and determining compliance with the Affiliation Agreement in connection with transactions reviewed by the auditors in the course of their work. The Organization has represented to its auditors that except to the extent disclosed in writing, to the best of Affiliate's knowledge, information and belief, Affiliate has complied with all applicable provisions of the Affiliation Agreement; and,
15. A copy of the Agreed Upon Procedures report described in Section 5.4 and Exhibit D was provided to your office by letter dated _____.

Sincerely,

Name:

Title:

Schedule 1 to Annual Affiliate Compliance Certificate
List of Corporate Affiliates and Subsidiaries and Purposes of Such Entities

<u>Name of Entity</u>	<u>Type of Entity and Purpose</u>
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Schedule 2 to Annual Affiliate Compliance Certificate
List of “Managed Organizations”

<u>Name of Entity</u>	<u>Type of Entity and Purpose</u>
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Schedule 3 to Annual Affiliate Compliance Certificate
List of “Affiliate’s Officers and Directors”

Schedule 4 to Annual Affiliate Compliance Certificate
List of Housing, Personnel, and Other Support Provided to Affiliate by University

Schedule 5 to Annual Affiliate Compliance Certificate
List of Support Provided by Affiliate to the University

EXHIBIT B TO UNIFORM AFFILIATION AGREEMENT
TRANSACTIONS REQUIRING A DETERMINATION OF APPROPRIATE UNIVERSITY PURPOSE

1. Unless involving operational and business management matters of Affiliate itself, Affiliate shall not undertake the following transactions and disbursements without first obtaining a determination of acceptable University purpose by the President or his designee unless (i) approval by the University's Board is required by the Board's by-laws or applicable law, or (ii) the President, in the exercise of his discretion determines that consideration of the matter at issue by the University's Board is appropriate:
 - A. Knowingly accepting any donation which either: contains a condition or imposes or purports to impose an obligation on the University, the fulfillment of which would require the University to undertake actions not previously taken or approvals not previously granted by the University in accordance with applicable policies and procedures without an express written provision indicating that the acceptance by Affiliate is conditioned on the acceptance of the conditions or obligations by the University's Board or President in accordance with University policies and procedures and the terms of this Agreement;
 - B. Accepting any donation of immovable property intended to be (a) retained by the Affiliate, rather than liquidated within a reasonable period of time, or (b) leased or otherwise occupied by a component of the University;
 - C. Purchasing any immovable property with a fair market value of \$500,000 or more, except property which will serve as the primary location of Affiliate's administrative offices; provided that this shall not prohibit decisions by Affiliate's Board relating to reasonable and prudent investments for the Affiliate's benefit;
 - D. Selling, donating, or otherwise transferring any immovable property which was acquired for use by the University, without providing at least thirty (30) days advance written notice to the LSU Executive Vice President;
 - E. Leasing any immovable property, facility, or portion of a facility which is expected to be occupied by the University for a period of one year or longer without providing at least thirty (30) days advance written notice to the LSU Executive Vice President;
 - F. Entering into any cooperative endeavor or similar agreement with any public or quasi-public entity; and,
 - G. Creating a legal entity as a subsidiary or component of Affiliate without providing at least thirty (30) days advance written notice (unless a shorter period for the notice is approved in writing by the Executive Vice President) to the LSU Executive Vice President. If any such legal entities are created, affiliate shall either: (i) if available, present the financial activities of each such subsidiary in discrete schedules attached to Affiliate's financial statements, or (ii) if such discrete schedules are not available, provide University with copies of the tax returns of each such subsidiary.

2. The following disbursements and transactions require approval in accordance with policies and procedures mutually agreed to by University and Affiliate:

- A. Reasonable moving expenses and reasonable relocation expenses of a University employee covered by PM 13; and,
- B. Reasonable travel, moving, relocation, entertainment, educational benefits or reimbursements may be paid to a University employee (or authorized traveler). Such payments may be made for such expenses within and above state limits when specifically approved by appropriate University administrators in accordance with University policy. Pending further specification of University policy, such expenses require approval of the employee's dean, vice chancellor or other equivalent administrative official, or their designee.

3. Contracts (or other agreements, including employment agreements) and subsequent amendments between Affiliate and a University employee should be recommended by the Chancellor (or equivalent) and approved in accordance with University policy, including approval by the Board of Supervisors, where applicable. Justification for such contracts should be in writing and demonstrate that the employee's duties are not those which the employee should perform directly for the University. These requirements shall be in addition to those of University's PM-11.

EXHIBIT C TO UNIFORM AFFILIATION AGREEMENT
PROHIBITED EXPENDITURES

1. Submission of a written request for reimbursement or direct payment of an expense by or on behalf of a University employee shall constitute a **good faith** representation by University employees and administrators whose signatures appear on such request that (a) the Affiliate's expenditure of funds as requested is consistent with applicable University policies, applicable law and the terms of this Agreement, and (b) where expenditures involve the disbursement of donor restricted funds, that the **purpose for which the expenditure has been requested** is consistent with donor intent. For purposes of evaluating Affiliate's compliance with the terms of this Agreement, Affiliate may **reasonably** rely upon such representations.¹

2. University, its employees and administrators shall not request the expenditure of funds, and Affiliate shall not expend funds for any of the following purposes, either directly or through reimbursement:
 - A. Solely for the private benefit of a University employee (or the family or spouse of a University employee or other non-employee who is on University business), unless approved in accordance with section 2 of Exhibit B and section 6.3 of the Agreement;
 - B. For any fines, penalties, or forfeitures of a University employee;
 - C. For any gift which is represented to be personally from a University employee in his or her personal capacity;
 - D. For political contributions, including payments to political action committees;
 - E. For any expense or reimbursement which would create, under all the circumstances, a reasonable conclusion that the expenditure is either (i) lavish or extravagant, or (ii) the benefit to the individual University employee outweighs the benefit to the University;
 - F. Where payment of the expenditure would violate the Louisiana Code of Ethics;
 - G. For any purpose other than as authorized in the Agreement or through written amendment or clarification of this Agreement signed by both Affiliate and the President of University, except on the specific written recommendation of the Chancellor or equivalent (for himself/herself and those under his/her supervision) and specific written approval of the President;
 - H. For any purpose which is not consistent with Affiliate's tax exempt mission and the purpose(s) stated in section 1.1 of the Agreement.
 - I. Any purpose that would result in a finding that either (i) Affiliate is being operated for the benefit of private interests, or (ii) Affiliate has permitted its net earnings to inure to the

¹ The concept of "reasonable reliance" as applied to Affiliate's review of requests for expenditures submitted by the University or University personnel permits Affiliate to rely on an implied representation that such requests are consistent with University policies and procedures and the terms of this Agreement, except where, for example: (a) Affiliate has knowledge of facts indicating that representations implied in the request are not accurate, or (b) necessary documentation has not been submitted to support the request, or (c) documentation submitted in connection with the request is incomplete, inconsistent or inaccurate on its face.

benefit of any private shareholder or individual, in violation of applicable provisions of the Internal Revenue Code as amended.

EXHIBIT D TO UNIFORM AFFILIATION AGREEMENT
SCHEDULE OF AGREED-UPON PROCEDURES
For
AFFILIATE VERIFICATION OF COMPLIANCE
WITH UNIFORM AFFILIATION AGREEMENT

Independent Accountants retained by Affiliates will issue an Agreed Upon Procedures report regarding findings based on the following:

1. Confirm that Affiliate maintains a written policy regarding the handling and resolution of audit findings, audit exceptions, and any misuse of funds by observing a copy of such policy. The policy shall require that any unresolved issues be reported to the Audit Committee of the LSU Board of Supervisors consistent with Sub-section 5.6.
2. Confirm that Affiliate's governing board has established and implemented policies governing conflicts of interest by observing a copy of such policy.
3. Obtain an understanding of the internal controls in place over cash disbursements and expenditures for the period in question. On a sample of items, inspect written evidence of the internal controls and support for each transaction to determine if Affiliate has designed and implemented procedures related to the following UAA provisions:
 - Supplemental compensation or benefits, as defined in section 6.5 of the UAA paid directly to a University employee has written approval by the Chancellor or equivalent and the President of LSU.
 - Payments made to or on behalf of University employees for travel, moving, relocation, entertainment, educational benefits, and other reimbursements have been approved by the employee's dean, vice chancellor, or other equivalent administrative official approval in accordance with policies and procedures mutually agreed to by University and Affiliate.
 - Payments for moving and relocation expenses of University employees covered by PM 13 have been approved in accordance with policies and procedures mutually agreed to by University and Affiliate.
 - Payments have not been made for expenses that are solely for the private benefit of a University employee (or the family or spouse of a University employee or other non-employee who is on University business) unless approved in accordance with Section 2 of Exhibit B and Section 6.3 of the UAA.
 - Fines, forfeitures or penalties of University employees have not been paid by the Affiliate.

- Gifts represented to be personally from a University employee in his or her personal capacity have not been made by the Affiliate nor has any University employee been reimbursed for the purchase of such a gift.
- Political contributions which are prohibited by applicable Internal Revenue Service Regulations or state law have not been made or reimbursed.
- Funds have not been disbursed in connection with contracts (or other agreements including employment agreements) between the Affiliate and a University employee unless recommended by the Chancellor (or equivalent) and approved by the LSU President or the Board of Supervisors.
- Funds have been not disbursed for any purpose which is not consistent with Affiliate's tax-exempt mission and the purpose(s) stated in section 1.1 of the UAA.
- Funds have not been disbursed for any purpose that would result in a finding that either (i) Affiliate is being operated for the benefit of private interests, or (ii) Affiliate has permitted its net earnings to inure to the benefit of any private shareholder or individual, in violation of applicable provisions of the Internal Revenue Code as amended.

The proposed sample size will be provided to the LSU Executive Vice President for review and comment at least 15 days prior to the engagement. Unless otherwise mutually agreed to by Affiliate and the Executive Vice President for good cause shown, the sample size shall not exceed the fewer of 10% of Affiliate's annual transactions or 50 transactions.

4. Obtain a written representation from the Affiliate that, in accordance with Section 5.3 of the UAA, Affiliate has (a) provided the Auditor with a copy of its current UAA including any amendments thereto; (b) provided the Auditor with access to all documents and other information relevant to the UAA; and, (c) represented to its auditors that except to the extent disclosed in writing, to the best of Affiliate's knowledge, information and belief, Affiliate has complied with all applicable provisions of the UAA.

ATTACHMENT II
SUMMARY OF KEY CHANGES TO THE UNIFORM AFFILIATION AGREEMENT

SUBSTANTIVE CHANGES BY SECTION

Article 1 - Purpose and Status

The primary changes to this Article are found in 1.1:

- A specific statement as to each Affiliate's purpose(s) is now required. This change is intended to assist in evaluating whether proposed or newly-formed nonprofit organizations seeking affiliation with the University are needed by making it easier to determine whether proposed new affiliates (a) perform services provided by existing affiliates, or (b) perform services for the benefit of specific programs or institutions that are not served by existing affiliates.
- Reference to 501(c)(3) organizations has been eliminated to accommodate other types of 501(c) organizations.

Article 2 - Governance

Section 2.2.2 was amended to include language providing that the Affiliate's board will elect a member from a panel of individuals recommended by the Chairman of the BOS in consultation with the BOS and Foundation Board, as non-voting members. At least one member of Affiliate's board shall be selected from the BOS Chairman's list at all times.

Language was also added in section 2.2.3 to strengthen arguments that permitting the President of LSU (in his/her capacity as an ex-officio board member) access to Affiliate books and records does not operate as a waiver of the public records exception granted to affiliated organizations in La. R.S. 17:3390.

Article 9 – Term and Termination

Proposed changes to this Article includes revisions intended to satisfy concerns about the how funds held by an Affiliate would be handled in the event that a campus is transferred to another higher education management board. Under this scenario, and with the consent of the LSU Board of Supervisors, the Affiliate may enter into an affiliation agreement with the transferee institution for the purpose of enabling the Affiliate to continue its mission of supporting the same campus or institution subject to oversight by the transferee institution.

Section 9.5 provides that in the case of dissolution of the Affiliate, the Affiliate shall transfer its net assets to another University affiliate, as designated by the President of LSU unless otherwise agreed by the University and Affiliate, subject to applicable law, donor agreements, or court orders.

ATTACHMENT III

LIST OF CURRENT AFFILIATES WITH UNIFORM AFFILIATION AGREEMENTS

- LSU Alumni Association
- LSU Alexandria Foundation
- LSU Eunice Foundation
- LSU Foundation
- LSU Property Foundation
- LSU Marine Property Foundation
- LSU Real Estate and Facilities Foundation
- LSU Health Foundation, New Orleans
- LSU School of Medicine in New Orleans Faculty Group Practice
- LSU HSC Foundation in Shreveport
- LSU HSC Shreveport Faculty Group Practice
- LSU in Shreveport Foundation
- LSU Shreveport Alumni Association
- LSU School of Medicine – New Orleans Alumni Association, Inc.
- LSU Research Foundation
- Medical Center of LA Foundation
- Pennington Biomedical Research Foundation
- Pennington Medical Foundation (no longer active)
- Tiger Athletic Foundation
- University Medical Center Foundation



**Request from the LSU Research Foundation to Approve Appointments
to the Board of Directors and Officers**

To: Members of the Board of Supervisors

Date: March 6, 2020

Pursuant to Article VII, Section 1L of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant Board matter.

L. Other Significant Matters

Such other matters that are not expressly delegated herein or hereafter by the Board to the President or a Chancellor and which reasonably should be considered to require Board approval as generally defined above, or which the Board hereafter determines to require Board approval.

1. Summary of the Matter

In January 2020, the LSU Board of Supervisors approved LSU A&M to enter into a Cooperative Endeavor Agreement with the LSU Research Foundation for the management of facilities and support in research and economic development activities. The agreement, codified in the Research Foundation's bylaws, requires the LSU RF to submit for Board of Supervisors approval the names of nominees for positions on the board of directors and the chairmanship. Under those bylaws, approval by the Board of Supervisors constitutes an election of board members under the provisions of La. R.S. 17:3390.

2. Review of Business Plan

N/A

3. Fiscal Impact

N/A

4. Review of Legal Documents

N/A

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED, the Board of Supervisors for Louisiana State University and Agricultural & Mechanical College accepts and approves the names nominated on February 20, 2020, for positions on the LSU Research Foundation's board of directors.

R. Kyle Ardoin
SECRETARY OF STATE

State of Louisiana
Secretary of State



04/05/2019

ONLINE FILING
GEORGE@KSWB.COM

COMMERCIAL DIVISION
225.925.4704

Administrative Services

225.932.5317 Fax

Corporations

225.932.5314 Fax

Uniform Commercial Code

225.932.5318 Fax

LSU RESEARCH FOUNDATION

It has been a pleasure to approve and place on file your Restated Articles. The appropriate evidence is attached for your files.

Payment of the filing fee is acknowledged by this letter.

In addition to email and text notifications, business owners now have the option to enroll in our secured business filings (SBF) service. This service is available online, at no charge, by filing a notarized affidavit. Upon enrollment, an amendment cannot be made to your entity without approval using your personal identification number. This is another way to protect your business from fraud and identity theft.

Please note that as of January 1, 2018, business owners in the following parishes will be required to file all available business documents online through **geauxBIZ**: Ascension, Bossier, Caddo, Calcasieu, East Baton Rouge, Jefferson, Lafayette, Livingston, Orleans, Ouachita, Rapides, St. Tammany, Tangipahoa and Terrebonne.

Online filing options are available if changes are necessary to your registration or if you need to file an annual report. Please visit our website at **GeauxBiz.com** for your future business needs.

Sincerely,

The Commercial Division
AP



R. Kyle Ardoin

SECRETARY OF STATE

As Secretary of State of the State of Louisiana I do hereby Certify that

a copy of Restated Articles of Incorporation of

LSU RESEARCH AND TECHNOLOGY FOUNDATION

Domiciled at BATON ROUGE, LOUISIANA, changing the corporate name to

LSU RESEARCH FOUNDATION

Was filed and recorded in this Office on April 05, 2019.

In testimony whereof, I have hereunto set my hand and caused the Seal of my Office to be affixed at the City of Baton Rouge on,

April 5, 2019

Secretary of State

AP35298623N



Certificate ID: 11063440#8QK73

To validate this certificate, visit the following web site, go to **Business Services, Search for Louisiana Business Filings, Validate a Certificate**, then follow the instructions displayed.
www.sos.la.gov



R. Kyle Ardoin
SECRETARY OF STATE

As Secretary of State of the State of Louisiana, I do hereby Certify that

the attached document(s) of

LSU RESEARCH FOUNDATION

are true and correct and are filed in the Louisiana Secretary of State's Office.

43422747

RESTA

04/05/2019 7 pages

In testimony whereof, I have hereunto set my hand and caused the Seal of my Office to be affixed at the City of Baton Rouge on,

April 5, 2019

Secretary of State

AP 35298623N



Certificate ID: 11063441#G6D52

To validate this certificate, visit the following web site, go to **Business Services**, Search for **Louisiana Business Filings**, Validate a **Certificate**, then follow the instructions displayed.

www.sos.la.gov

SECOND AMENDMENT TO AND RESTATEMENT OF
ARTICLES OF INCORPORATION
of
LSU RESEARCH AND TECHNOLOGY FOUNDATION
changing its name to
LSU RESEARCH FOUNDATION

In accordance with the provisions of Section 237 of the Louisiana Nonprofit Corporation Law, LSU Research and Technology Foundation, a Louisiana nonprofit corporation (the "**Corporation**"), pursuant to a unanimous written consent of all of the members of the Board of Directors of the Corporation (the "**Board of Directors**" and each, a "**Director**"), effective as of March 15, 2019, hereby amends its Articles of Incorporation, as previously amended on April 17, 2013, and April 22, 2014, as follows: Articles I through XII have been amended and restated in their entirety, as set forth below.

Further, in accordance with the provisions of Section 241 of the Louisiana Nonprofit Corporation Law, the Corporation, pursuant to a unanimous written consent of all of the members of the Board of Directors, effective as of March 15, 2019, has authorized the restatement of the Articles of Incorporation of the Corporation, as amended herein and as previously amended on April 17, 2013, and April 22, 2014, and the execution and filing thereof.

The Corporation was incorporated on July 3, 2002. This restatement (the "**Restatement**"), dated March 15, 2019, accurately copies the Articles of Incorporation of the Corporation and all amendments thereto in effect as of the date of this Restatement, without substantive change except as made by the amendments contained in this Restatement as described herein, and each amendment has been effected in conformity with law, all as set forth hereinafter.

ARTICLE I
NAME AND POWERS

The name of the Corporation shall be LSU Research Foundation. The Corporation generally shall possess all of the powers, rights, privileges, capacities, and immunities which nonprofit corporations are authorized, and may hereafter be authorized, to possess under the Constitution and laws of the State of Louisiana, and particularly under Title 12, Section 201 et seq. of the Louisiana Revised Statutes (the "**Act**"), including those necessary to carry out its purposes as set forth in Article IV hereof. As further described herein, one of its purposes shall be to serve as a major affiliate of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College in accordance with La. R.S. 17:3390.

ARTICLE II
BASIS OF ORGANIZATION

The Corporation shall be (a) organized on a non-stock, membership basis as a nonprofit corporation, as provided for by the Act, dedicated to the purposes stated in Article IV hereof and (b) a support organization affiliated with the Board of Supervisors of Louisiana State University

and Agricultural and Mechanical College in accordance with La. R.S. 17:3390. All references in these Articles, and the Bylaws of the Corporation (the "Bylaws"), to La. R.S. 17:3390 are to the provisions thereof existing as of the date of execution of this Restatement, but not including any subsequent amendments to such statute.

ARTICLE III DURATION

The Corporation shall exist and continue and have perpetual existence in its corporate name unless sooner dissolved in accordance with law.

ARTICLE IV PURPOSES

Section 1. Purposes. The Corporation (a) is organized exclusively for charitable, educational and scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code"), or successor provisions thereto and (b) shall be affiliated with the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College as defined in La. R.S. 17:3390, with a principal purpose of supporting the programs, facilities and research and educational opportunities offered by Louisiana State University and Agricultural and Mechanical College (Main Campus) ("LSU A&M"). In furtherance of these purposes, the Corporation, solely on behalf of LSU A&M, shall:

(a) Enhance economic growth by encouraging, supporting, facilitating, fostering, marketing and/or managing (A) research emanating from LSU A&M, (B) start up research, life sciences and digital media businesses emanating from LSU A&M, (C) private life sciences and digital media companies, and (D) facilities housing and/or supporting the research, businesses and companies identified in this Subsection (a)(1); and

(b) Engage in any and all other lawful activities and actions incidental to the foregoing purposes, except as otherwise restricted herein.

Section 2. Restriction. The Corporation shall not be organized or operated in a manner so as to be classified as a private foundation under Section 509(a) of the Code.

ARTICLE V SOLE MEMBER

The Corporation's sole member shall be the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College on behalf of LSU A&M.

ARTICLE VI DIRECTORS

Section 1. **Management.** The management and business affairs of the Corporation shall be vested in, and exercised by, the Board of Directors subject to the provisions of these Articles, the Bylaws and the Act.

Section 2. **Limitation.** In accordance with La. R.S. 17:3390, at all times a majority of the members of the Board of Directors shall be composed of persons who are not members or employees of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board or any entity, organization, department, division or affiliate that is under the control or direction of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board.

Section 3. **Composition.** The Board of Directors shall consist of no fewer than five (5) and no more than thirteen (13) individuals, composed of the following:

(a) One (1) Director shall be elected by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of, and be a representative of, LSU A&M; and

(b) At least four (4) and no more than twelve (12) Directors, shall be elected by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M; provided that a majority of the Board of Directors shall not be members or employees of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board or any entity, organization, department, division or affiliate that is under the control or direction of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board.

Section 4. **Elected.** The Directors described in Section 3 of this Article VI shall each be deemed elected by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College for purposes of La. R.S. 17:3390.

Section 5. **Classes.** Directors shall be divided into two (2) classes approximately equal in size, such classes having staggered three (3) year terms of office. Directors shall hold office until the expiration of their respective terms, unless renewed, or until their respective successors are elected and qualified or until they die, resign, are removed or become disqualified.

Section 6. **Removal.** Any Director described in Section 3 of this Article VI may be removed at any time, with or without cause, by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M.

Section 7. **Vacancy.** With respect to any vacancy of a Director described in Section 3 of this Article VI, the Board of Supervisors of Louisiana State University and Agricultural and

Mechanical College acting on behalf of LSU A&M shall fill any such vacancy with a representative of LSU A&M. The person filling the vacancy of any Director shall hold office until the expiration of the term of the vacant Director.

Section 8. Authority. The Board of Directors shall carry out, as far as practicable, the objectives of the Corporation, and shall have authority to make suitable rules and regulations for the conduct of the affairs thereof to meet the requirements of applicable State, local, and Federal laws.

Section 9. Bylaws. The Bylaws may be amended only by the affirmative vote of no less than two-thirds (2/3) of the Directors entitled to vote thereon at any regular or special meeting thereof, provided that (a) notice of such meeting and such proposed amendment shall have been personally delivered or transmitted by facsimile or email or transmitted by mail or overnight delivery service to the Directors at least ten (10) days prior to the meeting at the last known facsimile number, email address or mailing address of each Director as shown on the records of the Corporation and (b) the Director described in Section 3, Subsection (a) of Article VI of these Articles affirmatively votes in favor of the amendment. Notwithstanding the foregoing, the Board of Directors shall not make or alter any Bylaw fixing the qualifications, classifications, or term of office of any then-existing Director, the effect of which change would shorten the term of any then-existing Director.

Section 10. Proxy Voting. Any Director absent from a meeting of the Board of Directors or any committee thereof may be represented by any other Director who may cast the vote of the absent Director according to the written instructions, general or special, of the absent Director.

Section 11. Board Action. The Board of Directors may not delegate authority to approve or authorize any of the following actions with respect to itself or any subordinate corporation or entity controlled by the Corporation:

(a) Approval of annual operating and capital budgets for the Corporation. The Chief Executive Officer of the Corporation shall consult with the Board of Directors in connection with the development of such budgets. The Board of Directors shall direct and operate the Corporation consistently with the approved budgets.

(b) Approval of all capital or other expenditures in excess of \$100,000 not reflected in a capital budget previously approved by the Board of Directors.

(c) Selection of the independent auditor of the financial accounts of the Corporation, who shall be a certified public accountant.

(d) Adoption of amendments to the Bylaws or these Articles of the Corporation, provided that all amendments to the Bylaws shall be in accordance with Article XII of the Bylaws and Article VI, Section 9 of these Articles and all amendments to these Articles shall be in accordance with Article XII of these Articles.

(e) Execution of any contracts which bind the Corporation or any subordinate subsidiary or affiliated corporation or entity to incur expenditures aggregating \$100,000 or more over the term thereof, including without limitation, contracts for management services, service contracts, purchase agreements or capital leases, in each case that meet or exceed this monetary threshold.

(f) Borrowing or incurrence of debt in any amount by the Corporation or any subordinate subsidiary or affiliated corporation or entity, other than debt incurred in the ordinary course of business which is anticipated in and consistent with the annual operating budget or capital budget for the fiscal year in which it is incurred.

(g) Sale, lease, encumbrance or alienation of any of the Corporation's immovable property or sale, lease, encumbrance or alienation of any of the Corporation's personal property with an aggregate value equal to or in excess of \$50,000.

ARTICLE VII OFFICERS

The Corporation shall have a Chair, Chief Executive Officer, Secretary and Treasurer and such other officers as shall be set forth in the Bylaws or determined by the Board of Directors from time to time. The number, title, term of office, rights and responsibilities of officers of the Corporation shall be as set forth in the Bylaws or as determined by the Board of Directors from time to time, consistent with Louisiana law and laws applicable to tax-exempt organizations. All officers shall be elected or appointed as set forth in the Bylaws or as determined by the Board of Directors from time to time.

ARTICLE VIII REGISTERED OFFICE AND REGISTERED AGENT

Section 1. Registered Office. Until changed in accordance with the Act, the registered office of the Corporation is in the Parish of East Baton Rouge, State of Louisiana at 340 East Parker Boulevard, Baton Rouge, Louisiana 70803.

Section 2. Registered Agent. Until changed in accordance with the Act, the full name and address of the Corporation's registered agent is Arthur R. Cooper, 304 East Parker Boulevard, Baton Rouge, Louisiana 70803. Arthur R. Cooper herewith accepts his appointment as registered agent of the Corporation.

ARTICLE IX DISSOLUTION

Upon dissolution of the Corporation, its property and assets shall be applied and distributed as set forth in the Bylaws.

**ARTICLE X
LIMITATION OF LIABILITY**

Section 1. No Personal Liability. The Board of Supervisors of Louisiana State University and Agricultural and Mechanical College and Directors and Officers of the Corporation shall not be personally liable or responsible for any contract, debt, liability, default or obligation of the Corporation except to the extent required by Louisiana law. No mere informality in organization shall have the effect of rendering these Articles null and void or of exposing the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College and Directors and Officers of the Corporation to any liability.

Section 2. Indemnification. The Directors of the Corporation shall be indemnified for claims against them to the fullest extent permitted by law.

**ARTICLE XI
RESTRICTIONS**

Section 1. Earnings. No part of the net earnings of the Corporation shall inure to the benefit of or be distributed to its members, directors, officers, or any private individual or person, except that the Corporation shall be authorized and empowered to pay reasonable compensation for necessary services rendered to it, to reimburse persons incurring reasonable expenses on its behalf, and to make payments and distributions in furtherance of the purposes set forth in Article IV of these Articles.

Section 2. Propaganda. No substantial part of the activities of the Corporation shall be carrying on of propaganda or otherwise attempting to influence legislation, and the Corporation shall not participate in or intervene in (including the publishing or distributing of statements) any political campaign on behalf of (or in opposition to) any candidate for public office.

Section 3. Other Activities. Notwithstanding any other provision of these Articles, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Code or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

Section 4. Section 509. At any time during which this Corporation is classified as a "private foundation" as that term is defined by Section 509 of the Code:

- (a) The Corporation shall not engage in any act of self-dealing as defined in Section 4941(d) of the Code or the corresponding provisions of any subsequent federal tax laws;
- (b) The Corporation shall make distributions of such amounts for each taxable year at any time and in such manner as not to become subject to the tax imposed by Section 4942 of the Code or the corresponding provisions of any subsequent federal tax laws;

SECOND AMENDED AND RESTATED BYLAWS (“Bylaws”)
of
LSU RESEARCH FOUNDATION
(FORMERLY KNOWN AS LSU RESEARCH
AND TECHNOLOGY FOUNDATION
FORMERLY KNOWN AS LOUISIANA STATE UNIVERSITY SYSTEM
RESEARCH AND TECHNOLOGY FOUNDATION)

Effective March 15, 2019

ARTICLE I
NAME; LOCATION; NONDISCRIMINATION;
CONDUCT OF CORPORATION; DEFINED TERMS

Section 1. Name. The name of this corporation shall be LSU Research Foundation (the “Corporation”).

Section 2. Location. The principal office of the Corporation shall be located at 340 East Parker Boulevard, Baton Rouge, Louisiana 70803.

Section 3. Nondiscrimination. The Corporation shall not discriminate on account of race, color, creed, sex, age, or national origin (a) in the appointment, employment and treatment of personnel or (b) in the selection of Directors or Officers, or the assignment of their duties and responsibilities. The Corporation shall conduct its operations in accordance with all applicable legal requirements.

Section 4. Conduct of the Corporation. The Corporation is organized exclusively for charitable, scientific and educational purposes as a nonprofit corporation within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the “Code”), or successor provisions thereto and shall be affiliated with the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College as defined in La. R.S. 17:3390. The Corporation’s activities shall be conducted for the aforesaid purposes in such a manner that no part of its net earnings shall be divided among or inure to the benefit of any Member, Officer or Director of the Corporation or any private individual or be appropriated for any purposes other than the purposes of the Corporation; and no substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of any candidate for public office. It is intended that the Corporation shall conduct its operations so as to be entitled to exemption from federal income tax under Section 501(c)(3) of the Code or successor provisions thereto and shall not be a private foundation under Section 509(a) of the Code.

ARTICLE II
PURPOSES AND EXERCISE OF POWERS

Section 1. Purposes. The Corporation has been formed for the purposes set forth in its Articles of Incorporation, as amended and restated (the “Articles of Incorporation”), and in

accordance with the provisions of the Nonprofit Corporation Law of the State of Louisiana (La. R.S. 12:201 et seq.) (the “Act”). As set forth in the Articles of Incorporation, the Corporation is organized exclusively for charitable, educational and scientific purposes within the meaning of Section 501(c)(3) of the Code, as amended, and has, as a principal purpose, the support of programs, facilities and research and educational opportunities offered by Louisiana State University and Agricultural and Mechanical College (Main Campus) (“LSU A&M”), which purposes include, without limitation, enhancing economic growth by encouraging, supporting, facilitating, fostering, marketing and/or managing (A) research emanating from LSU A&M, (B) start up research, life sciences and digital media businesses emanating from LSU A&M, (C) private life sciences and digital media companies, and (D) facilities housing and/or supporting the research, businesses and companies identified in this Subsection (a)(1).

Section 2. Exercise of Powers. Subject to the limitations set forth in the Articles of Incorporation and these Bylaws, the Corporation shall be governed, and its corporate powers and privileges shall be exercised, by a Board of Directors (the “Board of Directors” and each, a “Director”) which shall have the authority to take such actions as may be necessary or useful for the conduct, governance and maintenance of the Corporation and the management of its affairs in order to meet all applicable statutory or other legal requirements.

ARTICLE III MEMBERSHIP

Section 1. The Corporation’s sole member shall be the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College on behalf of LSU A&M, and shall have all membership rights conferred by law, the Articles of Incorporation and these Bylaws.

Section 2. Action by Member. The Board of Supervisors of Louisiana State University and Agricultural and Mechanical College on behalf of LSU A&M may authorize or take any action permitted or required of it by law, the Articles of Incorporation, or these Bylaws and shall have the sole power and authority to take those actions described in Section 3 of this Article III. Any authorization provided, or action taken, by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College on behalf of LSU A&M shall be documented and filed with the Secretary of the Corporation.

Section 3. Exclusive Member Actions.

Notwithstanding any other provision of these Bylaws, the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College on behalf of LSU A&M shall have the sole power and authority to (a) admit any additional members to the Corporation, (b) approve and authorize any merger or consolidation of the Corporation, or any sale or transfer of all or substantially all of the Corporation’s assets, or the creation, acquisition or disposal of any subordinated or affiliated corporation or entity, or the entry by the Corporation into any joint venture, (c) initiate any bankruptcy or insolvency action on behalf of the Corporation; or (d) dissolve the Corporation to the extent permitted by law. Upon dissolution of the Corporation, its property and assets shall be applied and distributed as follows:

- 3.1 All liabilities and obligations of the Corporation shall be paid, satisfied, and discharged or adequate provisions made therefor.
- 3.2 Any remaining assets shall be distributed exclusively to one or more charitable, scientific or educational organizations which would then qualify under the provisions of Section 501(c)(3) of the Code or successor provisions thereto and the contributions to any such organization(s) are deductible under the provisions of Sections 170, 2055, 2106 or 2422 of the Code; provided, however, such remaining assets shall be distributed with preference and priority to such organization(s) which are recognized support organizations of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College in accordance with La. R.S. 17:3390.

ARTICLE IV BOARD OF DIRECTORS

Section 1. Management. Except as set forth in Article III, Section 3 of these Bylaws, the management and business affairs of the Corporation shall be vested in, and exercised by, the Board of Directors of the Corporation and each Director shall have all directorship rights conferred by law, the Articles of Incorporation and these Bylaws. Each Director is entitled to one vote upon each matter properly submitted to the vote of the Directors.

Section 2. Limitation. In accordance with La. R.S. 17:3390, at all times a majority of the members of the Board of Directors shall be composed of persons who are not members or employees of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board or any entity, organization, department, division or affiliate that is under the control or direction of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College on behalf of LSU A&M or any other higher education management board.

Section 3. Composition. The Board of Directors shall consist of no fewer than five (5) and no more than thirteen (13) individuals, composed of the following:

- 3.1 One (1) Director shall be elected by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of, and be a representative of, LSU A&M; and
- 3.2 At least four (4) and no more than twelve (12) Directors, shall be elected by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M; provided that a majority of the Board of Directors shall not be members or employees of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board or any entity, organization, department, division or affiliate that is under the control or direction of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board.

Section 4. Elected. The Directors described in Section 3 of this Article IV shall be deemed elected by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College for purposes of La. R.S. 17:3390.

Section 5. Class and Tenure. Directors shall be divided into two (2) classes approximately equal in size, such classes having staggered three (3) year terms of office. Directors shall hold office until the expiration of their respective terms, unless renewed, or until their respective successors are elected and qualified or until they die, resign, are removed or become disqualified.

Section 6. Removal. Any Director described in Section 3 of this Article IV may be removed at any time, with or without cause, by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M.

Section 7. Vacancy. With respect to any vacancy of a Director described in Section 3 of this Article IV, the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M shall fill any such vacancy with a representative of LSU A&M. The person filling the vacancy of any Director shall hold office until the expiration of the term of the related vacant Director. The Board of Directors shall have and may exercise all of its powers notwithstanding the existence of one (1) or more vacancies in its number.

Section 8. Responsibilities of the Board of Directors.

- 8.1. The Board of Directors shall carry out, as far as practicable, the objectives of the Corporation and shall have authority to make suitable rules and regulations to meet the requirements of applicable law or for the conduct of the affairs of the Board of Directors provided they are not inconsistent with applicable law, the Articles of Incorporation or these Bylaws.
- 8.2. The Board of Directors shall exercise the powers of the Corporation as a member or shareholder of any other corporation, provided that the rights and powers of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M as set forth in these Bylaws, the Articles of Incorporation or under applicable law shall apply equally to any such subordinate or affiliated corporations and the actions so taken or rights so exercised by the Corporation with respect thereto.
- 8.3. Subject to the approval of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M, the Board of Directors shall appoint a qualified Chief Executive Officer who shall be its representative in the management of the affairs of the Corporation and who shall have such authority as is delegated to him or her in these Bylaws or in resolutions duly adopted by the Board of Directors.

Section 9. Meetings of the Board of Directors. The Board of Directors shall meet quarterly to consider all such matters of new and/or old business as may come before it. Special

meetings of the Board of Directors shall be held whenever called by the Chair of the Board of Directors, or by no fewer than two (2) Directors. Meetings of the Board of Directors shall take place at the offices of the Corporation or at such other place as the person who calls the meeting shall direct.

Section 10. Notice of Meetings. Subject to Article VII of these Bylaws, written or printed notice, stating the place and time of any meeting, and, if a special meeting, the general nature of the business to be considered, shall be given to each Director entitled to vote thereat, at least five (5) days before the meeting in the case of a regular meeting and (2) days before the meeting in the case of a special meeting. No notice need be given for any regular meeting of the Board of Directors held on a date set forth in a schedule of meetings, notice of which has been previously given in accordance with these Bylaws.

Section 11. Proxy Voting. Any Director absent from a meeting of the Board of Directors or any committee thereof may be represented by any other Director who may cast the vote of the absent Director according to the written instructions, general or special, of the absent Director.

Section 12. Electronic Communication. The Board of Directors, or any committee of the Board of Directors, may hold a meeting by means of conference telephone or similar communications equipment provided all persons participating in the meeting can communicate with each other. Participation in a meeting pursuant to this provision shall constitute presence in person at such meeting, except where a person participates in the meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called or convened.

Section 13. Quorum/Voting. A quorum of the Board of Directors shall consist of a majority of the Directors who are present in person or represented by proxy. Except as otherwise provided in the Act, the Articles of Incorporation or these Bylaws, when a quorum is present or represented by proxy at any meeting, the affirmative vote of a majority of such a quorum shall be required to effect action by the Board of Directors. If less than a quorum is present or represented by proxy at a meeting, a majority of the Directors present may adjourn the meeting from time to time without further notice.

Section 14. Actions Without a Meeting. Any action which may be taken at a meeting of the Board of Directors, or any committee thereof, may be taken by a consent in writing signed by all of the Directors then serving on the Board of Directors or by all members of the committee, as the case may be, and filed with the records of proceedings of the Board of Directors or such committee.

Section 15. Resignation. Any Director may resign by delivering his or her written resignation to the Corporation at its principal office or to the Chair of the Board of Directors, the Chief Executive Officer or the Secretary of the Corporation. Such resignation shall be effective upon receipt unless it is specified to be effective at some other time or upon the happening of some other event.

Section 16. Fiduciary Duties. While the Corporation supports the programs, facilities and research and educational opportunities afforded by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College pursuant to La. R.S. 17:3390, including, without limitation, enhancing economic growth by encouraging, supporting, facilitating, fostering, marketing and/or managing (A) research emanating from LSU A&M, (B) start up research, life sciences and digital media businesses emanating from LSU A&M, (C) private life sciences and digital media companies, and (D) facilities housing and/or supporting the research, businesses and companies identified in this Section 16, it is nonetheless required to be an effective, efficient organization acting, at all times, in a responsible manner and operated in a manner consistent with the best practices of private, non-profit institutions. It is the obligation of each Director to act as a fiduciary to the Corporation and to ensure, first and foremost, the financial integrity of the Corporation, and each Director shall attest that he or she will, at all times, notwithstanding any other provision to the contrary, adhere to his or her fiduciary obligation to the Corporation to ensure proper and efficient stewardship of the Corporation and its assets, subject only to the right of recusal described in Section 6 of Article IX of these Bylaws.

Section 17. Reserved Board Powers. The Board of Directors may not delegate authority to approve or authorize any of the following actions with respect to itself or any subordinate corporation or entity controlled by the Corporation:

- 17.1 Approval of annual operating and capital budgets for the Corporation. The Chief Executive Officer of the Corporation shall consult with the Board of Directors in connection with the development of such budgets. The Board of Directors shall direct and operate the Corporation consistently with the approved budgets.
- 17.2 Approval of all capital or other expenditures in excess of \$100,000 not reflected in a capital budget previously approved by the Board of Directors.
- 17.3 Selection of the independent auditor of the financial accounts of the Corporation, who shall be a certified public accountant.
- 17.4 Adoption of amendments to the Bylaws or the Articles of Incorporation of the Corporation, provided that all amendments to the Bylaws shall be in accordance with Article XII of these Bylaws and Article VI, Section 9 of the Articles of Incorporation and all amendments to the Articles of Incorporation shall be in accordance with Article XII of the Articles of Incorporation.
- 17.5 Execution of any contracts which bind the Corporation or any subordinate subsidiary or affiliated corporation or entity to incur expenditures aggregating \$100,000 or more over the term thereof, including without limitation, contracts for management services, service contracts, purchase agreements or capital leases, in each case that meet or exceed this monetary threshold.
- 17.6 Borrowing or incurrence of debt in any amount by the Corporation or any subordinate subsidiary or affiliated corporation or entity, other than debt incurred in the ordinary course of business which is anticipated in and consistent with the

annual operating budget or capital budget for the fiscal year in which it is incurred.

- 17.7 Sale, lease, encumbrance or alienation of any of the Corporation's immovable property or sale, lease, encumbrance or alienation of any of the Corporation's personal property with an aggregate value equal to or in excess of \$50,000.

ARTICLE V OFFICERS

Section 1. Principal Officers. The principal officers of the Corporation shall be a Chair, Chief Executive Officer, Treasurer and Secretary (the "Principal Officers"), who shall have the following powers and duties.

- 1.1 Chair. The Chair of the Board of Directors shall preside over all meetings of the Board of Directors, regular or special and shall be selected by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M. The Chair of the Board of Directors shall have and perform all other such powers and duties as are usual and customary to that office.
- 1.2 Chief Executive Officer. The Chief Executive Officer shall have such authority and responsibility necessary to operate the Corporation in all of its day-to-day activities and departments, similar to such an officer in a business corporation, subject to such policies as may be issued by the Board of Directors and the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M.
- 1.3 Treasurer. The Treasurer shall have supervisory authority over all funds, securities, title deeds, and other properties belonging to the Corporation. The Treasurer shall oversee the deposit of the funds of the Corporation in such bank or banks as shall be approved by the Board of Directors. He or she shall oversee the receipt and disbursement of all monies of the Corporation in accordance with the instruction and direction of the Board of Directors. The Treasurer shall oversee the maintenance of such accounts as the Board of Directors shall direct and shall oversee the production of such annual reports as the Board of Directors shall request showing all receipts and disbursements of Corporation monies.
- 1.4 Secretary. The Secretary shall keep or cause minutes to be kept of all meetings of the Board of Directors and of the membership of this Corporation and shall cause such minutes to be recorded in a Corporation book kept for that purpose. The Secretary shall issue, or cause to be issued, notices of all meetings, stating the time and place at which such meetings are to be held, and the purpose thereof.

Section 2. Appointment. Subject to the approval of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M, the Board of Directors shall appoint the Principal Officers, who shall have the powers and

duties described in this Article V of these Bylaws as well as such powers and duties as are hereafter delegated to them by the Board of Directors, and may appoint such other officers (collectively, the “Officers”) as it deems necessary and delegate such authority to such other officers as it deems appropriate. Officers shall serve at the pleasure of the Board of Directors.

Section 3. Tenure. Each Officer of the Corporation shall hold office for a term of one (1) year, unless renewed, and until his or her successor is appointed and qualified or until he or she sooner dies, resigns, is removed or becomes disqualified. Any Officer may resign by delivering his or her written resignation to the Chair of the Board of Directors or the Secretary of the Corporation, and his or her resignation shall be effective upon acceptance unless it is specified to become effective at a later date.

Section 4. Removal. The Board of Directors may remove any Officer with or without cause by a vote of a majority of the Directors at a meeting called at least in part for that purpose, but such removal shall not impair the contract rights of the Officer under any employment agreement between the Officer and the Corporation, if applicable.

Section 5. Vacancies. Vacancies among the Officers of the Corporation due to death, resignation or other causes shall be filled by appointment by the Board of Directors in accordance with Section 2 of this Article V.

Section 6. Voting. Other than the Chair of the Board of Directors in his or her capacity as a member of the Board of Directors, no other Principal Officers and no other Officers shall have the right to vote on any matters affecting the Corporation.

ARTICLE VI COMMITTEES

Section 1. Standing Audit Committee. The Corporation has created a standing Audit Committee which is responsible for supervising the financial affairs of the Corporation and for providing oversight for the audit process and the annual audit.

Section 2. Ad Hoc Committees. The Board of Directors may create such ad hoc committees as it deems reasonable and necessary to carry out its responsibilities.

Section 3. Appointment. Except as otherwise provided in these Bylaws, the Board of Directors shall appoint the members and chairs of any committee formed pursuant to these Bylaws. Chairs of committees shall be recommended by the Chair of the Board and appointed by the Board of Directors. All committee chairs shall be chosen from among the Directors.

Section 4. Tenure. Each appointed member of a committee, including its chair, shall serve for a term of one (1) year, unless renewed, and until his or her successor is appointed and qualified or until he or she sooner dies, resigns, is removed or becomes disqualified.

Section 5. Authority. Except as expressly provided otherwise in these Bylaws, or in the action of the Board of Directors establishing the committee, all Board of Directors

committees shall serve in an advisory capacity to the Board of Directors, without Board-delegated powers, and shall not be authorized to act on behalf of the Board of Directors.

Section 6. Committee Chairs. The chair of a committee shall preside at meetings of such committee. In the event of the absence of the chair from a committee meeting, the vice-chair, if any, shall preside or, if the vice-chair is unavailable, the committee shall elect a chair pro-tem to preside.

Section 7. Removal and Vacancies. The Board of Directors shall have the power and authority to remove any committee chair, vice-chair or any committee member, with or without cause, by a majority of the Directors and to fill all vacancies in the office of the chair, and in the membership of all committees, howsoever such vacancies shall have occurred.

Section 8. Meetings of Committees. Each committee shall meet at such times as its chair shall direct, in conformity with these Bylaws. Meetings of a committee shall also be called and held whenever so directed by the Chair of the Board of Directors or the Board of Directors, or requested in writing by no less than one-third of the members of the committee. The minutes and records of the meetings of each committee shall be kept by a secretary appointed therefor by the committee chair, and complete copies of such minutes and records shall be filed promptly with the Chair of the Board of Directors and the Chief Executive Officer.

Section 9. Notice of Meetings. The chair of each committee shall give reasonable notice to each committee member of the time and place of each meeting.

Section 10. Electronic Communication. The members of any committee may, if approved by the chair of the committee, participate in a meeting of such committee by means of a conference telephone, video conference, web conference, or similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time, and participation by such means shall constitute presence in person at a meeting.

Section 11. Quorum and Voting. A quorum for meetings of any committee shall be a majority of its members or such other percentage of committee members as shall be expressly specified by the Board of Directors or the Chairman of the Board of Directors, as applicable. Each member of a committee shall have one (1) vote with respect to matters before the committee, except where otherwise stated in these Bylaws. When a quorum is present, action may be taken by vote of a majority of the committee members present or represented by proxy. If less than a quorum is present at a meeting, a majority of the committee members present may adjourn the meeting from time to time without further notice.

Section 12. Actions Without a Meeting. Any action by a committee may be taken without a meeting if a written consent thereto is signed by all members of the committee and filed with the records of the committee's meetings. Such consent shall be treated as a vote of the committee for all purposes.

Section 13. Committee Policies. A committee may adopt rules and regulations concerning the conduct of its affairs as it may from time to time determine to be desirable and which are not inconsistent with the Articles of Incorporation, these Bylaws or applicable law, and which are subject to disapproval by the Board of Directors.

**ARTICLE VII
NOTICE**

Section 1. Effective Date of Notice. Any notice required or permitted to be given pursuant to the provisions of the Articles of Incorporation, these Bylaws or applicable law, shall be in writing, facsimile or email, shall be sufficient and effective as of the date personally delivered or transmitted by facsimile or email or, if sent by mail or overnight delivery service, on the date deposited with the United States Postal Service or overnight delivery service, prepaid and, in each case, addressed to the intended receiver at such receiver's last known facsimile number, email address or mailing address as shown in the records of the Corporation.

Section 2. Waiver of Notice. Whenever any notice is required to be given under the provisions of the Act or under the provisions of the Articles of Incorporation, these Bylaws or other applicable law, a waiver thereof in writing signed by the persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice. The attendance of a member at any meeting shall constitute a waiver of notice of such meeting, except where a member attends a meeting for the express purpose of objecting to the transaction of any business on the ground that the meeting is not lawfully called or convened.

**ARTICLE VIII
FISCAL YEAR; SEAL**

Section 1. Fiscal Year. The Fiscal Year of the Corporation shall be the 12-month period ending with and including the last day of December 31st of each calendar year.

Section 2. Seal. The official seal of the Corporation, if any, shall be in such form and shall bear such inscription as the Board of Directors shall specify or approve. The authenticity or genuineness of the Corporation's official seal shall be attested by the Secretary whenever need or occasion therefor arises, and such attestations shall be sufficient and conclusive for all purposes.

**ARTICLE IX
CONFLICT OF INTEREST;
RELATED PARTY TRANSACTIONS**

Section 1. Prohibition; Exceptions. Any contract or other transaction between the Corporation or any of its affiliated entities and one or more of the Directors or Officers or any related party to such Directors or Officers, may be rejected or declared void or voidable by the Board of Directors unless all of the following conditions are met:

- 1.1 The relevant and material facts as to such Directors or Officer's interest (or the interest of any related party to such Director or Officer) in such contract or transaction were disclosed in good faith in advance, by such Director or Officer to the Board of Directors, and such facts are reflected in the minutes of the meeting of the Board of Directors; and

- 1.2 The relevant and material facts, if any, known to such interested Director or Officer with respect to such contract or transaction which might reasonably be construed to be adverse to the Corporation's interest were disclosed in good faith in advance by such Director or Officer to the Board of Directors, and such facts are reflected in the minutes of the meeting of the Board of Directors; and
- 1.3 Such interested Director or Officer has, as determined by the judgment of the Board of Directors: (a) made the disclosures and fully responded to questions concerning the matters referred to in Section 1, Subsections 1.1 and 1.2 of this Article X; (b) in the case of a contract or transaction, established that the contract or transaction is fair and reasonable to the Corporation at the time such contract or transaction is authorized; and (c) in the case of a contract or transaction, not otherwise significantly influenced the action of the Board of Directors with respect to the contract or transaction; and all such determinations by the Board of Directors are reflected in the minutes of the meeting of the Board of Directors; and
- 1.4 The Board of Directors authorized such contract or transaction by a vote of at least two-thirds (2/3rds) of the Directors present at a meeting at which a quorum was present, and such interested Director or Officer was not counted in determining the presence of a quorum or in determining the two-thirds (2/3rds) vote; and
- 1.5 Such interested member, Director or Officer was not present at such time as the vote was taken.

Section 2. Gifts. No Director or Officer of the Corporation shall, directly or indirectly, accept any gift in violation of applicable law or, in accordance with Section 5 of Article X of these Bylaws, in violation of the Louisiana Code of Governmental Ethics, from any person or from any officer, director, agent or employee of such person, if such Director, Officer, employee, or other agent of the Corporation knows or reasonably should know that such person has or is seeking to obtain contractual or other business or financial relationships with the Corporation.

Section 3. Disclosure. On an annual basis, the Directors and Officers shall complete and execute a written statement in which each shall disclose all financial transactions and other relationships between such Director and Officer, and any related party to such Director and Officer, and the Corporation or any of its affiliated entities or any of its competitors and all other matters in which there is a conflict of interest between such Director and the Corporation or any of its affiliated entities or any of its competitors. The Directors shall update such statements periodically to disclose matters which may arise during a year and which would be required to be disclosed on an annual basis. Such written statements shall be reviewed by the Audit Committee which shall thereafter report its findings and recommendations, if any, to the Board of Directors.

Section 4. Policies. The Board of Directors shall adopt conflict of interest policies for the Corporation including, without limitation, requirements and procedures with respect to:

(a) regular annual statements disclosing any existing and potential conflicts of interest; (b) limitations on the solicitation and acceptance of gifts from persons having or seeking to obtain contractual or other business or financial relationships with the Corporation, and (c) corrective action with respect to transgressions of such policies.

Section 5. Definitions. As used in this Article IX, “person” shall mean an individual or legal entity and “any related party to such Director or Officer” shall mean: (a) any member of the immediate family of such Director or Officer, specifically his or her children, spouses of his or her children, his or her brothers and their spouses, his or her sisters and their spouses, his or her parents, his or her spouse and the parents of his or her spouse, (b) any person of which such Director or Officer is an owner, officer, director, trustee, partner, or employee, (c) any person in which such Director or Officer has a substantial economic interest of which he may reasonably be expected to know, (d) any person with whom such Director or Officer is negotiating or has an arrangement concerning prospective employment, and (e) any person who is a party to an existing contract with such Director or Officer, or with any legal entity in which the Director or Officer exercises control or owns an interest in excess of twenty-five percent (25%), and who by reason thereof is in a position to affect directly the economic interest of such Director or Officer.

Section 6. Board Membership. Notwithstanding the foregoing, it is acknowledged and accepted and shall not be a violation of this provision for a Director to be a member of the Board of Directors of the Corporation and a member of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or a member or employee of any other higher education management board or any entity, organization, department, division or affiliate that is under the control or direction of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board. Such a Director, however, in voting on matters affecting the Corporation, must vote in the best interests and as a fiduciary of the Corporation, unless the interests of the Corporation and the interests of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board or any entity, organization, department, division or affiliate that is under the control or direction of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board diverge on a matter, in which case the Director shall recuse himself or herself from voting on any such matter by complying with all of the following:

- 6.1 The Director shall disclose to the Board of Directors in advance the relevant and material facts as to such divergent interests, and such facts shall be reflected in the minutes of the meeting of the Board of Directors; and
- 6.2 The Director shall not participate in discussion and debate concerning the matter, either during the meeting or at any other time; and
- 6.3 The Director shall not be counted in determining the presence of a quorum and shall not vote on the matter.

**ARTICLE X
COMPENSATION; NO PERSONAL LIABILITY;
STANDARD OF CARE**

Section 1. Compensation. Directors shall not be entitled to receive compensation for their services as Directors. Subject to the terms of Article IX, Directors shall not be precluded from serving the Corporation in any other capacity and receiving compensation for any such services.

Section 2. No Personal Liability. The Board of Supervisors of Louisiana State University and Agricultural and Mechanical College and Directors and Officers of the Corporation shall not be personally liable or responsible for any contract, debt, liability, default or obligation of the Corporation except to the extent required by Louisiana law. For example, a Director shall not be held personally liable to the Corporation or its Members for monetary damages for breach of fiduciary duty as a Director, except to the extent required by Louisiana law for liability (a) for breach of the Director's duty of loyalty to the Corporation or its Members, (b) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law, (c) under Section 226(D) of the Louisiana Nonprofit Corporation Law, or (d) for any transaction from which the Director derived an improper personal benefit. All persons, corporations or other entities extending credit to, contracting with, or having any claim against, the Corporation, may look only to the funds and property of the Corporation for the payment of any such contract or claim, or any debt, damages, judgment or decree, or any money that may otherwise become due or payable to them from the Corporation.

Section 3. Further Limitation on Personal Liability. If the Act is hereafter amended to authorized corporate action further limiting or eliminating the personal liability of Members, Directors or Officers, then the liability of each Member, Director or Officer shall be limited or eliminated to the full extent permitted by the Act as so amended from time to time. Neither the amendment nor repeal of this Article X, nor the adoption of any provision of the Articles of Incorporation or these Bylaws inconsistent with this Article X shall eliminate or reduce the effect of this Article X, in respect to any matter occurring, or any cause of action, suit or claim that, but for this Article X, would accrue or arise, prior to such amendment, repeal or adoption of any inconsistent provision.

Section 4. Standard of Care. A Director or Officer of the Corporation shall perform such person's duties as such including, in the case of a Director, duties as a member of a committee of the Board of Directors upon which the Director may serve, in good faith and in a manner such person reasonably believes to be in the best interests of the Corporation, and with such care as an ordinarily prudent person in a like position with respect to a similar corporation organized under the Act would use under similar circumstances. In performing such person's duties, a Director or Officer shall be entitled to rely on information, opinions, reports or records, including financial statements, books of account and other financial records, in each case presented by or prepared by or under the supervision of (a) one or more Officers or employees of the Corporation whom the Director or Officer reasonably believes to be reliable and competent in the matters presented, or (b) counsel, public accountants or other persons as to matters which the Director or Officer reasonably believes to be within such person's professional or expert competence, or (c) in case of a Director, a duly constituted committee of the Board of Directors

upon which the Director does not serve, as to matters within its delegated authority, which committee the Director reasonably believes to merit confidence, but the Director shall not be considered to be acting in good faith if the Director has knowledge concerning the matter in question that would cause such reliance to be unwarranted. A Director or Officer of the Corporation shall not be liable for the performance of such person's duties if such person acts in compliance with this Section 4. The standard of care for Directors described in this Section 4 is in addition to the fiduciary duties of Directors described in Section 16 of Article IV of these Bylaws.

Section 5. Ethical Standards. The Corporation and its Members, Directors and Officers will endeavor to comply with the spirit of the standards set forth in the Louisiana Code of Governmental Ethics. Except as set forth in Article IX, Section 2, the Louisiana Code of Governmental Ethics, including its reporting requirements, is not applicable to the Corporation and neither the Corporation nor its Members, Directors and Officers are bound thereby or are required to file any reports in connection therewith.

ARTICLE XI INDEMNIFICATION

Section 1. Indemnification. Indemnity will be provided in the following circumstances.

- 1.1. The Corporation agrees, to the fullest extent legally permissible under the Act, as amended from time to time, and only to the extent that the status of the Corporation as an organization exempt under Section 501(c)(3) of the Code is not affected thereby, to indemnify each of the Directors and Officers of the Corporation against all liabilities or expenses, including amounts paid in satisfaction of judgments, in compromise or as fines and penalties, and counsel fees, reasonably incurred by such Director or Officer in connection with the defense or disposition of any action, suit or other proceeding, whether civil or criminal, in which such individual may be involved or with which such individual may be threatened, while in office or thereafter, by reason of such individual being or having been such a Director or Officer of the Corporation, or by reason of such individual serving or having served at the request of the Corporation as a director, officer, employee or other agent of another organization, except with respect to any matter as to which such Director or Officer shall have been adjudicated in any proceeding not to have acted in good faith in the reasonable belief that his or her action was in the best interest of the Corporation or of such other organization; provided, however, that as to any matter disposed of by a compromise payment by such Director or Officer pursuant to a consent decree or otherwise, no indemnification either for said payment or for any other expenses shall be provided unless such indemnification shall be ordered by a court or unless such compromise shall be approved as in the best interest of the Corporation, after notice that it involves such indemnification: (a) by a disinterested majority of the Board of Directors then in office; or (b) provided that there has been obtained an opinion in writing of independent legal counsel to the

effect that such person appears to have acted in good faith in reasonable belief that his or her action was in the best interest of the Corporation.

- 1.2. Expenses, including counsel fees, reasonably incurred by any Director or Officer of the Corporation in connection with the defense or disposition of any such action, suit or other proceeding may be paid from time to time by the Corporation in advance of the final disposition thereof if authorized by the Board of Directors in the manner indicated in Section 1, Subsection 1.1 of this Article XI, upon receipt of an undertaking by such individual to reimburse the Corporation any such sums so advanced in the event the Director or Officer shall be adjudicated to be not entitled to indemnification under this Article. As used in this Article XI, the terms “Director” and “Officer” include the individual’s heirs, executors and administrators, an “interested” individual is one against whom in such capacity the proceeding in question or another proceeding on the same or similar grounds is then pending, a “disinterested” individual is an individual who is not “interested”, and “subsidiary or affiliate of the Corporation” means any corporation, business trust, trust, partnership, limited partnership, limited liability company, limited liability partnership or other entity of which the Corporation controls, directly or indirectly or through another entity, the election or appointment of a majority of its directors, managers or partners. The indemnification by the Corporation provided for in this Article XI shall not be exclusive of or affect any other rights to which any Director, Officer or other person may be entitled. Nothing contained in this Article XI shall either limit the power of the Corporation to indemnify corporate personnel other than Directors and Officers or affect any rights to indemnification by the Corporation to which corporate personnel other than such Directors or Officers of the Corporation and persons who serve at the request of the Corporation as officers or directors of subsidiaries or affiliates of the Corporation may be entitled by contract or otherwise under law. The Corporation may purchase and maintain insurance on behalf of any person who may be indemnified under this Article XI against such liability hereunder.
- 1.3. Any right of indemnification provided under the applicable Bylaws of the Members shall be secondary to any right of indemnification provided hereunder and such secondary right of indemnification shall be exercised only to the extent that indemnification authorized by this Article XI is not paid by the Corporation after proper request therefor.

Section 2. Statutory Indemnification. To the extent that a Director, Officer, employee or agent of the Corporation has been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in Section 1, Subsection 1.1 of this Article XI, or in defense of any claim, issue or matter arising in such action, suit or proceeding, then such individual shall be indemnified against expenses (including but not limited to attorneys fees) actually and reasonably incurred by such individual in connection therewith.

Section 3. Indemnity Preference. Notwithstanding anything in this Article to the contrary, in the event that (a) a person is or was serving at the written request of the Corporation

as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other legal entity, including, without limitation, an entity owned by or affiliated with the Corporation, with or without compensation; (b) such person was or is a party or is threatened to be made a party to an action, suit or proceeding (including but not limited to an action by or in the right of such other entity) by reason of the fact of such person's service to or on behalf of such other entity; and (c) such person has a right to receive indemnification or insurance coverage against expenses, judgments, fines and amounts actually and reasonably incurred by such person in connection with the defense or settlement of such action, suit or proceeding from such other entity, then the provisions of Section 1, Subsection 1.1 of this Article XI shall not apply to such person with respect to an action, suit or proceeding as described in this Section 3 to the extent of any such insurance or indemnification coverage.

ARTICLE XII AMENDMENTS

These Bylaws may be amended only by the affirmative vote of no less than two-thirds (2/3) of the Directors entitled to vote thereon at any regular or special meeting thereof, provided that (a) notice of such meeting and such proposed amendment shall have been personally delivered or transmitted by facsimile or email or transmitted by mail or overnight delivery service to the Directors at least ten (10) days prior to the meeting at the last known facsimile number, email address or mailing address of each Director as shown on the records of the Corporation and (b) the Director described in Section 3, Subsection 3.1 of Article IV of these Bylaws affirmatively votes in favor of the amendment. Notwithstanding the foregoing, the Board of Directors shall not make or alter any Bylaw fixing the qualifications, classifications, or term of office of any then existing Director, the effect of which change would shorten the term of any then existing Director.

**UNANIMOUS WRITTEN CONSENT OF ALL
MEMBERS OF THE BOARD OF DIRECTORS OF
LSU RESEARCH AND TECHNOLOGY FOUNDATION,
A LOUISIANA NONPROFIT CORPORATION**

The undersigned members of the Board of Directors (the "Directors") of LSU Research and Technology Foundation (the "LSU RTF"), a Louisiana nonprofit corporation, constituting all of the Directors of the LSU RTF, hereby unanimously adopt the following resolutions by Unanimous Written Consent as authorized by La. R.S. 12:224, to wit:

BE IT RESOLVED, that the Directors of the LSU RTF, pursuant to (i) Article XII of the Articles of Incorporation of the LSU RTF, as previously amended on April 17, 2013, and April 22, 2014, and (ii) La. R.S. 12:237 and La. R.S. 12:241, do hereby approve and adopt the amendments to the Articles of Incorporation of the LSU RTF as reflected in the Second Amendment to and Restatement of Articles of Incorporation of LSU Research Foundation attached hereto as Attachment 1, which amend and restate the Articles of Incorporation of the LSU RTF, as previously amended on April 17, 2013, and April 22, 2014.

BE IT FURTHER RESOLVED, that the Directors of the LSU RTF, pursuant to (i) Article VI, Section 9 of the Articles of Incorporation of the LSU RTF, as previously amended on April 17, 2013, and amended and restated on April 22, 2014, (ii) Article XII of the Bylaws of the LSU RTF, as previously amended on November 11, 2011, and April 22, 2014, and (iii) La. R.S. 12:222, do hereby approve and adopt the amendments to the Bylaws of the LSU RTF as reflected in the Second Amended and Restated Bylaws of LSU Research Foundation attached hereto as Attachment 2, which amend and restate the LSU RTF's Bylaws, as previously amended on November 11, 2011, and April 22, 2014.

BE IT FURTHER RESOLVED, that this Unanimous Written Consent may be executed in any number of counterparts, each of which shall be an original, but all of which shall together constitute one and the same instrument, and facsimile and electronically scanned copies of this Unanimous Written Consent and facsimile and electronically scanned signatures by the Directors and/or the Secretary of the LSU RTF thereon shall be authorized and deemed effective.

BE IT FURTHER RESOLVED, that this Unanimous Written Consent shall be effective as of March 15, 2019, upon execution by all of the Directors.

This Unanimous Written Consent has been signed by all of the Directors of the LSU RTF, is effective as of March 15, 2019, and shall be filed with or otherwise entered on the minutes or other appropriate records of the LSU RTF.

[Signature Page Follows]

DIRECTORS:

Elaine Durbin Abell
Elaine Durbin Abell

F. King Alexander

Teri G. Fontenot

G.E. Ghali

Larry H. Hollier

John Kirwan

George Nelson

William B. Richardson

Paige Sensenbrenner

Caroll W. Suggs

DIRECTORS:

Elaine Durbin Abell

F. King Alexander

F. King Alexander

Teri G. Fontenot

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Larry H. Hollier



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George Nelson

William B. Richardson

Paige Sensenbrenner

Caroll W. Suggs

DIRECTORS:

Elaine Durbin Abell

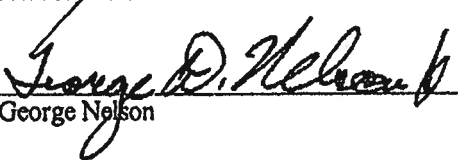
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George Nelson

William B. Richardson

Paige Sensenbrenner




Carroll W. Suggs

CERTIFICATE

The undersigned, being the duly authorized Secretary of the LSU RTF, does hereby certify that the subscribers to this Unanimous Written Consent constitute all of the Directors of the LSU RTF as of the date hereof, and thus constitute all of the Directors of the LSU RTF entitled to take the actions set forth herein.

Executed as of the 2nd day of April, 2019.



Jim Buras, Secretary

SECOND AMENDMENT TO AND RESTATEMENT OF
ARTICLES OF INCORPORATION
of
LSU RESEARCH AND TECHNOLOGY FOUNDATION
changing its name to
LSU RESEARCH FOUNDATION

In accordance with the provisions of Section 237 of the Louisiana Nonprofit Corporation Law, LSU Research and Technology Foundation, a Louisiana nonprofit corporation (the "Corporation"), pursuant to a unanimous written consent of all of the members of the Board of Directors of the Corporation (the "Board of Directors" and each, a "Director"), effective as of March 15, 2019, hereby amends its Articles of Incorporation, as previously amended on April 17, 2013, and April 22, 2014, as follows: Articles I through XII have been amended and restated in their entirety, as set forth below.

Further, in accordance with the provisions of Section 241 of the Louisiana Nonprofit Corporation Law, the Corporation, pursuant to a unanimous written consent of all of the members of the Board of Directors, effective as of March 15, 2019, has authorized the restatement of the Articles of Incorporation of the Corporation, as amended herein and as previously amended on April 17, 2013, and April 22, 2014, and the execution and filing thereof.

The Corporation was incorporated on July 3, 2002. This restatement (the "Restatement"), dated March 15, 2019, accurately copies the Articles of Incorporation of the Corporation and all amendments thereto in effect as of the date of this Restatement, without substantive change except as made by the amendments contained in this Restatement as described herein, and each amendment has been effected in conformity with law, all as set forth hereinafter.

ARTICLE I
NAME AND POWERS

The name of the Corporation shall be LSU Research Foundation. The Corporation generally shall possess all of the powers, rights, privileges, capacities, and immunities which nonprofit corporations are authorized, and may hereafter be authorized, to possess under the Constitution and laws of the State of Louisiana, and particularly under Title 12, Section 201 et seq. of the Louisiana Revised Statutes (the "Act"), including those necessary to carry out its purposes as set forth in Article IV hereof. As further described herein, one of its purposes shall be to serve as a major affiliate of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College in accordance with La. R.S. 17:3390.

ARTICLE II
BASIS OF ORGANIZATION

The Corporation shall be (a) organized on a non-stock, membership basis as a nonprofit corporation, as provided for by the Act, dedicated to the purposes stated in Article IV hereof and (b) a support organization affiliated with the Board of Supervisors of Louisiana State University

and Agricultural and Mechanical College in accordance with La. R.S. 17:3390. All references in these Articles, and the Bylaws of the Corporation (the "Bylaws"), to La. R.S. 17:3390 are to the provisions thereof existing as of the date of execution of this Restatement, but not including any subsequent amendments to such statute.

ARTICLE III DURATION

The Corporation shall exist and continue and have perpetual existence in its corporate name unless sooner dissolved in accordance with law.

ARTICLE IV PURPOSES

Section 1. Purposes. The Corporation (a) is organized exclusively for charitable, educational and scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code"), or successor provisions thereto and (b) shall be affiliated with the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College as defined in La. R.S. 17:3390, with a principal purpose of supporting the programs, facilities and research and educational opportunities offered by Louisiana State University and Agricultural and Mechanical College (Main Campus) ("LSU A&M"). In furtherance of these purposes, the Corporation, solely on behalf of LSU A&M, shall:

(a) Enhance economic growth by encouraging, supporting, facilitating, fostering, marketing and/or managing (A) research emanating from LSU A&M, (B) start up research, life sciences and digital media businesses emanating from LSU A&M, (C) private life sciences and digital media companies, and (D) facilities housing and/or supporting the research, businesses and companies identified in this Subsection (a)(1); and

(b) Engage in any and all other lawful activities and actions incidental to the foregoing purposes, except as otherwise restricted herein.

Section 2. Restriction. The Corporation shall not be organized or operated in a manner so as to be classified as a private foundation under Section 509(a) of the Code.

ARTICLE V SOLE MEMBER

The Corporation's sole member shall be the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College on behalf of LSU A&M.

**ARTICLE VI
DIRECTORS**

Section 1. Management. The management and business affairs of the Corporation shall be vested in, and exercised by, the Board of Directors subject to the provisions of these Articles, the Bylaws and the Act.

Section 2. Limitation. In accordance with La. R.S. 17:3390, at all times a majority of the members of the Board of Directors shall be composed of persons who are not members or employees of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board or any entity, organization, department, division or affiliate that is under the control or direction of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board.

Section 3. Composition. The Board of Directors shall consist of no fewer than five (5) and no more than thirteen (13) individuals, composed of the following:

(a) One (1) Director shall be elected by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of, and be a representative of, LSU A&M; and

(b) At least four (4) and no more than twelve (12) Directors, shall be elected by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M; provided that a majority of the Board of Directors shall not be members or employees of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board or any entity, organization, department, division or affiliate that is under the control or direction of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board.

Section 4. Elected. The Directors described in Section 3 of this Article VI shall each be deemed elected by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College for purposes of La. R.S. 17:3390.

Section 5. Classes. Directors shall be divided into two (2) classes approximately equal in size, such classes having staggered three (3) year terms of office. Directors shall hold office until the expiration of their respective terms, unless renewed, or until their respective successors are elected and qualified or until they die, resign, are removed or become disqualified.

Section 6. Removal. Any Director described in Section 3 of this Article VI may be removed at any time, with or without cause, by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M.

Section 7. Vacancy. With respect to any vacancy of a Director described in Section 3 of this Article VI, the Board of Supervisors of Louisiana State University and Agricultural and

Mechanical College acting on behalf of LSU A&M shall fill any such vacancy with a representative of LSU A&M. The person filling the vacancy of any Director shall hold office until the expiration of the term of the vacant Director.

Section 8. Authority. The Board of Directors shall carry out, as far as practicable, the objectives of the Corporation, and shall have authority to make suitable rules and regulations for the conduct of the affairs thereof to meet the requirements of applicable State, local, and Federal laws.

Section 9. Bylaws. The Bylaws may be amended only by the affirmative vote of no less than two-thirds (2/3) of the Directors entitled to vote thereon at any regular or special meeting thereof, provided that (a) notice of such meeting and such proposed amendment shall have been personally delivered or transmitted by facsimile or email or transmitted by mail or overnight delivery service to the Directors at least ten (10) days prior to the meeting at the last known facsimile number, email address or mailing address of each Director as shown on the records of the Corporation and (b) the Director described in Section 3, Subsection (a) of Article VI of these Articles affirmatively votes in favor of the amendment. Notwithstanding the foregoing, the Board of Directors shall not make or alter any Bylaw fixing the qualifications, classifications, or term of office of any then-existing Director, the effect of which change would shorten the term of any then-existing Director.

Section 10. Proxy Voting. Any Director absent from a meeting of the Board of Directors or any committee thereof may be represented by any other Director who may cast the vote of the absent Director according to the written instructions, general or special, of the absent Director.

Section 11. Board Action. The Board of Directors may not delegate authority to approve or authorize any of the following actions with respect to itself or any subordinate corporation or entity controlled by the Corporation:

(a) Approval of annual operating and capital budgets for the Corporation. The Chief Executive Officer of the Corporation shall consult with the Board of Directors in connection with the development of such budgets. The Board of Directors shall direct and operate the Corporation consistently with the approved budgets.

(b) Approval of all capital or other expenditures in excess of \$100,000 not reflected in a capital budget previously approved by the Board of Directors.

(c) Selection of the independent auditor of the financial accounts of the Corporation, who shall be a certified public accountant.

(d) Adoption of amendments to the Bylaws or these Articles of the Corporation, provided that all amendments to the Bylaws shall be in accordance with Article XII of the Bylaws and Article VI, Section 9 of these Articles and all amendments to these Articles shall be in accordance with Article XII of these Articles.

(e) Execution of any contracts which bind the Corporation or any subordinate subsidiary or affiliated corporation or entity to incur expenditures aggregating \$100,000 or more over the term thereof, including without limitation, contracts for management services, service contracts, purchase agreements or capital leases, in each case that meet or exceed this monetary threshold.

(f) Borrowing or incurrence of debt in any amount by the Corporation or any subordinate subsidiary or affiliated corporation or entity, other than debt incurred in the ordinary course of business which is anticipated in and consistent with the annual operating budget or capital budget for the fiscal year in which it is incurred.

(g) Sale, lease, encumbrance or alienation of any of the Corporation's immovable property or sale, lease, encumbrance or alienation of any of the Corporation's personal property with an aggregate value equal to or in excess of \$50,000.

ARTICLE VII OFFICERS

The Corporation shall have a Chair, Chief Executive Officer, Secretary and Treasurer and such other officers as shall be set forth in the Bylaws or determined by the Board of Directors from time to time. The number, title, term of office, rights and responsibilities of officers of the Corporation shall be as set forth in the Bylaws or as determined by the Board of Directors from time to time, consistent with Louisiana law and laws applicable to tax-exempt organizations. All officers shall be elected or appointed as set forth in the Bylaws or as determined by the Board of Directors from time to time.

ARTICLE VIII REGISTERED OFFICE AND REGISTERED AGENT

Section 1. Registered Office. Until changed in accordance with the Act, the registered office of the Corporation is in the Parish of East Baton Rouge, State of Louisiana at 340 East Parker Boulevard, Baton Rouge, Louisiana 70803.

Section 2. Registered Agent. Until changed in accordance with the Act, the full name and address of the Corporation's registered agent is Arthur R. Cooper, 304 East Parker Boulevard, Baton Rouge, Louisiana 70803. Arthur R. Cooper herewith accepts his appointment as registered agent of the Corporation.

ARTICLE IX DISSOLUTION

Upon dissolution of the Corporation, its property and assets shall be applied and distributed as set forth in the Bylaws.

**ARTICLE X
LIMITATION OF LIABILITY**

Section 1. No Personal Liability. The Board of Supervisors of Louisiana State University and Agricultural and Mechanical College and Directors and Officers of the Corporation shall not be personally liable or responsible for any contract, debt, liability, default or obligation of the Corporation except to the extent required by Louisiana law. No mere informality in organization shall have the effect of rendering these Articles null and void or of exposing the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College and Directors and Officers of the Corporation to any liability.

Section 2. Indemnification. The Directors of the Corporation shall be indemnified for claims against them to the fullest extent permitted by law.

**ARTICLE XI
RESTRICTIONS**

Section 1. Earnings. No part of the net earnings of the Corporation shall inure to the benefit of or be distributed to its members, directors, officers, or any private individual or person, except that the Corporation shall be authorized and empowered to pay reasonable compensation for necessary services rendered to it, to reimburse persons incurring reasonable expenses on its behalf, and to make payments and distributions in furtherance of the purposes set forth in Article IV of these Articles.

Section 2. Propaganda. No substantial part of the activities of the Corporation shall be carrying on of propaganda or otherwise attempting to influence legislation, and the Corporation shall not participate in or intervene in (including the publishing or distributing of statements) any political campaign on behalf of (or in opposition to) any candidate for public office.

Section 3. Other Activities. Notwithstanding any other provision of these Articles, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Code or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

Section 4. Section 509. At any time during which this Corporation is classified as a "private foundation" as that term is defined by Section 509 of the Code:

- (a) The Corporation shall not engage in any act of self-dealing as defined in Section 4941(d) of the Code or the corresponding provisions of any subsequent federal tax laws;
- (b) The Corporation shall make distributions of such amounts for each taxable year at any time and in such manner as not to become subject to the tax imposed by Section 4942 of the Code or the corresponding provisions of any subsequent federal tax laws;

- (c) The Corporation shall not retain any excess business holdings as defined in Section 4943(c) of the Code or the corresponding provisions of any subsequent federal tax laws;
- (d) The Corporation shall not make any investments in such manner as to subject it to tax under Section 4944 of the Code or the corresponding provisions of any subsequent federal tax laws; and
- (e) The Corporation shall not make any taxable expenditure defined in Section 4945 of the Code or the corresponding provisions of any subsequent federal tax laws.

**ARTICLE XII
AMENDMENTS**

These Articles may be amended only by the affirmative vote of no less than two-thirds (2/3) of the Directors entitled to vote thereon at any regular or special meeting thereof, provided that (a) notice of such meeting and such proposed amendment shall have been personally delivered or transmitted by facsimile or email or transmitted by mail or overnight delivery service to the Directors at least ten (10) days prior to the meeting at the last known facsimile number, email address or mailing address of each Director as shown on the records of the Corporation and (b) the Director described in Section 3, Subsection (a) of Article VI of these Articles affirmatively votes in favor of the amendment.

THUS DONE AND PASSED in multiple originals in Baton Rouge, Louisiana, on the date of this Restatement as hereinabove set forth, in the presence of the undersigned competent witnesses and me, Notary, after due reading of the whole.

WITNESSES:

Printed name: _____

Name: Arthur R. Cooper
Title: Chief Executive Officer

Printed name: _____

Notary Public
W. Scott Keaty, La. Bar Roll No. 23151
My Commission is for Life.

SECOND AMENDED AND RESTATED BYLAWS ("Bylaws")
of
LSU RESEARCH FOUNDATION
(FORMERLY KNOWN AS LSU RESEARCH
AND TECHNOLOGY FOUNDATION
FORMERLY KNOWN AS LOUISIANA STATE UNIVERSITY SYSTEM
RESEARCH AND TECHNOLOGY FOUNDATION)

Effective March 15, 2019

ARTICLE I
NAME; LOCATION; NONDISCRIMINATION;
CONDUCT OF CORPORATION; DEFINED TERMS

Section 1. **Name.** The name of this corporation shall be LSU Research Foundation (the "**Corporation**").

Section 2. **Location.** The principal office of the Corporation shall be located at 340 East Parker Boulevard, Baton Rouge, Louisiana 70803.

Section 3. **Nondiscrimination.** The Corporation shall not discriminate on account of race, color, creed, sex, age, or national origin (a) in the appointment, employment and treatment of personnel or (b) in the selection of Directors or Officers, or the assignment of their duties and responsibilities. The Corporation shall conduct its operations in accordance with all applicable legal requirements.

Section 4. **Conduct of the Corporation.** The Corporation is organized exclusively for charitable, scientific and educational purposes as a nonprofit corporation within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "**Code**"), or successor provisions thereto and shall be affiliated with the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College as defined in La. R.S. 17:3390. The Corporation's activities shall be conducted for the aforesaid purposes in such a manner that no part of its net earnings shall be divided among or inure to the benefit of any Member, Officer or Director of the Corporation or any private individual or be appropriated for any purposes other than the purposes of the Corporation; and no substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of any candidate for public office. It is intended that the Corporation shall conduct its operations so as to be entitled to exemption from federal income tax under Section 501(c)(3) of the Code or successor provisions thereto and shall not be a private foundation under Section 509(a) of the Code.

ARTICLE II
PURPOSES AND EXERCISE OF POWERS

Section 1. **Purposes.** The Corporation has been formed for the purposes set forth in its Articles of Incorporation, as amended and restated (the "**Articles of Incorporation**"), and in

accordance with the provisions of the Nonprofit Corporation Law of the State of Louisiana (La. R.S. 12:201 et seq.) (the "Act"). As set forth in the Articles of Incorporation, the Corporation is organized exclusively for charitable, educational and scientific purposes within the meaning of Section 501(c)(3) of the Code, as amended, and has, as a principal purpose, the support of programs, facilities and research and educational opportunities offered by Louisiana State University and Agricultural and Mechanical College (Main Campus) ("LSU A&M"), which purposes include, without limitation, enhancing economic growth by encouraging, supporting, facilitating, fostering, marketing and/or managing (A) research emanating from LSU A&M, (B) start up research, life sciences and digital media businesses emanating from LSU A&M, (C) private life sciences and digital media companies, and (D) facilities housing and/or supporting the research, businesses and companies identified in this Subsection (a)(1).

Section 2. Exercise of Powers. Subject to the limitations set forth in the Articles of Incorporation and these Bylaws, the Corporation shall be governed, and its corporate powers and privileges shall be exercised, by a Board of Directors (the "Board of Directors" and each, a "Director") which shall have the authority to take such actions as may be necessary or useful for the conduct, governance and maintenance of the Corporation and the management of its affairs in order to meet all applicable statutory or other legal requirements.

ARTICLE III MEMBERSHIP

Section 1. The Corporation's sole member shall be the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College on behalf of LSU A&M, and shall have all membership rights conferred by law, the Articles of Incorporation and these Bylaws.

Section 2. Action by Member. The Board of Supervisors of Louisiana State University and Agricultural and Mechanical College on behalf of LSU A&M may authorize or take any action permitted or required of it by law, the Articles of Incorporation, or these Bylaws and shall have the sole power and authority to take those actions described in Section 3 of this Article III. Any authorization provided, or action taken, by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College on behalf of LSU A&M shall be documented and filed with the Secretary of the Corporation.

Section 3. Exclusive Member Actions.

Notwithstanding any other provision of these Bylaws, the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College on behalf of LSU A&M shall have the sole power and authority to (a) admit any additional members to the Corporation, (b) approve and authorize any merger or consolidation of the Corporation, or any sale or transfer of all or substantially all of the Corporation's assets, or the creation, acquisition or disposal of any subordinated or affiliated corporation or entity, or the entry by the Corporation into any joint venture, (c) initiate any bankruptcy or insolvency action on behalf of the Corporation; or (d) dissolve the Corporation to the extent permitted by law. Upon dissolution of the Corporation, its property and assets shall be applied and distributed as follows:

- 3.1 All liabilities and obligations of the Corporation shall be paid, satisfied, and discharged or adequate provisions made therefor.
- 3.2 Any remaining assets shall be distributed exclusively to one or more charitable, scientific or educational organizations which would then qualify under the provisions of Section 501(c)(3) of the Code or successor provisions thereto and the contributions to any such organization(s) are deductible under the provisions of Sections 170, 2055, 2106 or 2422 of the Code; provided, however, such remaining assets shall be distributed with preference and priority to such organization(s) which are recognized support organizations of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College in accordance with La. R.S. 17:3390.

ARTICLE IV BOARD OF DIRECTORS

Section 1. Management. Except as set forth in Article III, Section 3 of these Bylaws, the management and business affairs of the Corporation shall be vested in, and exercised by, the Board of Directors of the Corporation and each Director shall have all directorship rights conferred by law, the Articles of Incorporation and these Bylaws. Each Director is entitled to one vote upon each matter properly submitted to the vote of the Directors.

Section 2. Limitation. In accordance with La. R.S. 17:3390, at all times a majority of the members of the Board of Directors shall be composed of persons who are not members or employees of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board or any entity, organization, department, division or affiliate that is under the control or direction of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College on behalf of LSU A&M or any other higher education management board.

Section 3. Composition. The Board of Directors shall consist of no fewer than five (5) and no more than thirteen (13) individuals, composed of the following:

- 3.1 One (1) Director shall be elected by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of, and be a representative of, LSU A&M; and
- 3.2 At least four (4) and no more than twelve (12) Directors, shall be elected by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M; provided that a majority of the Board of Directors shall not be members or employees of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board or any entity, organization, department, division or affiliate that is under the control or direction of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board.

Section 4. Elected. The Directors described in Section 3 of this Article IV shall be deemed elected by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College for purposes of La. R.S. 17:3390.

Section 5. Class and Tenure. Directors shall be divided into two (2) classes approximately equal in size, such classes having staggered three (3) year terms of office. Directors shall hold office until the expiration of their respective terms, unless renewed, or until their respective successors are elected and qualified or until they die, resign, are removed or become disqualified.

Section 6. Removal. Any Director described in Section 3 of this Article IV may be removed at any time, with or without cause, by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M.

Section 7. Vacancy. With respect to any vacancy of a Director described in Section 3 of this Article IV, the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M shall fill any such vacancy with a representative of LSU A&M. The person filling the vacancy of any Director shall hold office until the expiration of the term of the related vacant Director. The Board of Directors shall have and may exercise all of its powers notwithstanding the existence of one (1) or more vacancies in its number.

Section 8. Responsibilities of the Board of Directors.

- 8.1. The Board of Directors shall carry out, as far as practicable, the objectives of the Corporation and shall have authority to make suitable rules and regulations to meet the requirements of applicable law or for the conduct of the affairs of the Board of Directors provided they are not inconsistent with applicable law, the Articles of Incorporation or these Bylaws.
- 8.2. The Board of Directors shall exercise the powers of the Corporation as a member or shareholder of any other corporation, provided that the rights and powers of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M as set forth in these Bylaws, the Articles of Incorporation or under applicable law shall apply equally to any such subordinate or affiliated corporations and the actions so taken or rights so exercised by the Corporation with respect thereto.
- 8.3. Subject to the approval of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M, the Board of Directors shall appoint a qualified Chief Executive Officer who shall be its representative in the management of the affairs of the Corporation and who shall have such authority as is delegated to him or her in these Bylaws or in resolutions duly adopted by the Board of Directors.

Section 9. Meetings of the Board of Directors. The Board of Directors shall meet quarterly to consider all such matters of new and/or old business as may come before it. Special

meetings of the Board of Directors shall be held whenever called by the Chair of the Board of Directors, or by no fewer than two (2) Directors. Meetings of the Board of Directors shall take place at the offices of the Corporation or at such other place as the person who calls the meeting shall direct.

Section 10. Notice of Meetings. Subject to Article VII of these Bylaws, written or printed notice, stating the place and time of any meeting, and, if a special meeting, the general nature of the business to be considered, shall be given to each Director entitled to vote thereat, at least five (5) days before the meeting in the case of a regular meeting and (2) days before the meeting in the case of a special meeting. No notice need be given for any regular meeting of the Board of Directors held on a date set forth in a schedule of meetings, notice of which has been previously given in accordance with these Bylaws.

Section 11. Proxy Voting. Any Director absent from a meeting of the Board of Directors or any committee thereof may be represented by any other Director who may cast the vote of the absent Director according to the written instructions, general or special, of the absent Director.

Section 12. Electronic Communication. The Board of Directors, or any committee of the Board of Directors, may hold a meeting by means of conference telephone or similar communications equipment provided all persons participating in the meeting can communicate with each other. Participation in a meeting pursuant to this provision shall constitute presence in person at such meeting, except where a person participates in the meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called or convened.

Section 13. Quorum/Voting. A quorum of the Board of Directors shall consist of a majority of the Directors who are present in person or represented by proxy. Except as otherwise provided in the Act, the Articles of Incorporation or these Bylaws, when a quorum is present or represented by proxy at any meeting, the affirmative vote of a majority of such a quorum shall be required to effect action by the Board of Directors. If less than a quorum is present or represented by proxy at a meeting, a majority of the Directors present may adjourn the meeting from time to time without further notice.

Section 14. Actions Without a Meeting. Any action which may be taken at a meeting of the Board of Directors, or any committee thereof, may be taken by a consent in writing signed by all of the Directors then serving on the Board of Directors or by all members of the committee, as the case may be, and filed with the records of proceedings of the Board of Directors or such committee.

Section 15. Resignation. Any Director may resign by delivering his or her written resignation to the Corporation at its principal office or to the Chair of the Board of Directors, the Chief Executive Officer or the Secretary of the Corporation. Such resignation shall be effective upon receipt unless it is specified to be effective at some other time or upon the happening of some other event.

Section 16. Fiduciary Duties. While the Corporation supports the programs, facilities and research and educational opportunities afforded by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College pursuant to La. R.S. 17:3390, including, without limitation, enhancing economic growth by encouraging, supporting, facilitating, fostering, marketing and/or managing (A) research emanating from LSU A&M, (B) start up research, life sciences and digital media businesses emanating from LSU A&M, (C) private life sciences and digital media companies, and (D) facilities housing and/or supporting the research, businesses and companies identified in this Section 16, it is nonetheless required to be an effective, efficient organization acting, at all times, in a responsible manner and operated in a manner consistent with the best practices of private, non-profit institutions. It is the obligation of each Director to act as a fiduciary to the Corporation and to ensure, first and foremost, the financial integrity of the Corporation, and each Director shall attest that he or she will, at all times, notwithstanding any other provision to the contrary, adhere to his or her fiduciary obligation to the Corporation to ensure proper and efficient stewardship of the Corporation and its assets, subject only to the right of recusal described in Section 6 of Article IX of these Bylaws.

Section 17. Reserved Board Powers. The Board of Directors may not delegate authority to approve or authorize any of the following actions with respect to itself or any subordinate corporation or entity controlled by the Corporation:

- 17.1 Approval of annual operating and capital budgets for the Corporation. The Chief Executive Officer of the Corporation shall consult with the Board of Directors in connection with the development of such budgets. The Board of Directors shall direct and operate the Corporation consistently with the approved budgets.
- 17.2 Approval of all capital or other expenditures in excess of \$100,000 not reflected in a capital budget previously approved by the Board of Directors.
- 17.3 Selection of the independent auditor of the financial accounts of the Corporation, who shall be a certified public accountant.
- 17.4 Adoption of amendments to the Bylaws or the Articles of Incorporation of the Corporation, provided that all amendments to the Bylaws shall be in accordance with Article XII of these Bylaws and Article VI, Section 9 of the Articles of Incorporation and all amendments to the Articles of Incorporation shall be in accordance with Article XII of the Articles of Incorporation.
- 17.5 Execution of any contracts which bind the Corporation or any subordinate subsidiary or affiliated corporation or entity to incur expenditures aggregating \$100,000 or more over the term thereof, including without limitation, contracts for management services, service contracts, purchase agreements or capital leases, in each case that meet or exceed this monetary threshold.
- 17.6 Borrowing or incurrence of debt in any amount by the Corporation or any subordinate subsidiary or affiliated corporation or entity, other than debt incurred in the ordinary course of business which is anticipated in and consistent with the

annual operating budget or capital budget for the fiscal year in which it is incurred.

- 17.7 Sale, lease, encumbrance or alienation of any of the Corporation's immovable property or sale, lease, encumbrance or alienation of any of the Corporation's personal property with an aggregate value equal to or in excess of \$50,000.

ARTICLE V OFFICERS

Section 1. Principal Officers. The principal officers of the Corporation shall be a Chair, Chief Executive Officer, Treasurer and Secretary (the "Principal Officers"), who shall have the following powers and duties.

- 1.1 Chair. The Chair of the Board of Directors shall preside over all meetings of the Board of Directors, regular or special and shall be selected by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M. The Chair of the Board of Directors shall have and perform all other such powers and duties as are usual and customary to that office.
- 1.2 Chief Executive Officer. The Chief Executive Officer shall have such authority and responsibility necessary to operate the Corporation in all of its day-to-day activities and departments, similar to such an officer in a business corporation, subject to such policies as may be issued by the Board of Directors and the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M.
- 1.3 Treasurer. The Treasurer shall have supervisory authority over all funds, securities, title deeds, and other properties belonging to the Corporation. The Treasurer shall oversee the deposit of the funds of the Corporation in such bank or banks as shall be approved by the Board of Directors. He or she shall oversee the receipt and disbursement of all monies of the Corporation in accordance with the instruction and direction of the Board of Directors. The Treasurer shall oversee the maintenance of such accounts as the Board of Directors shall direct and shall oversee the production of such annual reports as the Board of Directors shall request showing all receipts and disbursements of Corporation monies.
- 1.4 Secretary. The Secretary shall keep or cause minutes to be kept of all meetings of the Board of Directors and of the membership of this Corporation and shall cause such minutes to be recorded in a Corporation book kept for that purpose. The Secretary shall issue, or cause to be issued, notices of all meetings, stating the time and place at which such meetings are to be held, and the purpose thereof.

Section 2. Appointment. Subject to the approval of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College acting on behalf of LSU A&M, the Board of Directors shall appoint the Principal Officers, who shall have the powers and

duties described in this Article V of these Bylaws as well as such powers and duties as are hereafter delegated to them by the Board of Directors, and may appoint such other officers (collectively, the "Officers") as it deems necessary and delegate such authority to such other officers as it deems appropriate. Officers shall serve at the pleasure of the Board of Directors.

Section 3. Tenure. Each Officer of the Corporation shall hold office for a term of one (1) year, unless renewed, and until his or her successor is appointed and qualified or until he or she sooner dies, resigns, is removed or becomes disqualified. Any Officer may resign by delivering his or her written resignation to the Chair of the Board of Directors or the Secretary of the Corporation, and his or her resignation shall be effective upon acceptance unless it is specified to become effective at a later date.

Section 4. Removal. The Board of Directors may remove any Officer with or without cause by a vote of a majority of the Directors at a meeting called at least in part for that purpose, but such removal shall not impair the contract rights of the Officer under any employment agreement between the Officer and the Corporation, if applicable.

Section 5. Vacancies. Vacancies among the Officers of the Corporation due to death, resignation or other causes shall be filled by appointment by the Board of Directors in accordance with Section 2 of this Article V.

Section 6. Voting. Other than the Chair of the Board of Directors in his or her capacity as a member of the Board of Directors, no other Principal Officers and no other Officers shall have the right to vote on any matters affecting the Corporation.

ARTICLE VI COMMITTEES

Section 1. Standing Audit Committee. The Corporation has created a standing Audit Committee which is responsible for supervising the financial affairs of the Corporation and for providing oversight for the audit process and the annual audit.

Section 2. Ad Hoc Committees. The Board of Directors may create such ad hoc committees as it deems reasonable and necessary to carry out its responsibilities.

Section 3. Appointment. Except as otherwise provided in these Bylaws, the Board of Directors shall appoint the members and chairs of any committee formed pursuant to these Bylaws. Chairs of committees shall be recommended by the Chair of the Board and appointed by the Board of Directors. All committee chairs shall be chosen from among the Directors.

Section 4. Tenure. Each appointed member of a committee, including its chair, shall serve for a term of one (1) year, unless renewed, and until his or her successor is appointed and qualified or until he or she sooner dies, resigns, is removed or becomes disqualified.

Section 5. Authority. Except as expressly provided otherwise in these Bylaws, or in the action of the Board of Directors establishing the committee, all Board of Directors

committees shall serve in an advisory capacity to the Board of Directors, without Board-delegated powers, and shall not be authorized to act on behalf of the Board of Directors.

Section 6. Committee Chairs. The chair of a committee shall preside at meetings of such committee. In the event of the absence of the chair from a committee meeting, the vice-chair, if any, shall preside or, if the vice-chair is unavailable, the committee shall elect a chair pro-tem to preside.

Section 7. Removal and Vacancies. The Board of Directors shall have the power and authority to remove any committee chair, vice-chair or any committee member, with or without cause, by a majority of the Directors and to fill all vacancies in the office of the chair, and in the membership of all committees, howsoever such vacancies shall have occurred.

Section 8. Meetings of Committees. Each committee shall meet at such times as its chair shall direct, in conformity with these Bylaws. Meetings of a committee shall also be called and held whenever so directed by the Chair of the Board of Directors or the Board of Directors, or requested in writing by no less than one-third of the members of the committee. The minutes and records of the meetings of each committee shall be kept by a secretary appointed therefor by the committee chair, and complete copies of such minutes and records shall be filed promptly with the Chair of the Board of Directors and the Chief Executive Officer.

Section 9. Notice of Meetings. The chair of each committee shall give reasonable notice to each committee member of the time and place of each meeting.

Section 10. Electronic Communication. The members of any committee may, if approved by the chair of the committee, participate in a meeting of such committee by means of a conference telephone, video conference, web conference, or similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time, and participation by such means shall constitute presence in person at a meeting.

Section 11. Quorum and Voting. A quorum for meetings of any committee shall be a majority of its members or such other percentage of committee members as shall be expressly specified by the Board of Directors or the Chairman of the Board of Directors, as applicable. Each member of a committee shall have one (1) vote with respect to matters before the committee, except where otherwise stated in these Bylaws. When a quorum is present, action may be taken by vote of a majority of the committee members present or represented by proxy. If less than a quorum is present at a meeting, a majority of the committee members present may adjourn the meeting from time to time without further notice.

Section 12. Actions Without a Meeting. Any action by a committee may be taken without a meeting if a written consent thereto is signed by all members of the committee and filed with the records of the committee's meetings. Such consent shall be treated as a vote of the committee for all purposes.

Section 13. Committee Policies. A committee may adopt rules and regulations concerning the conduct of its affairs as it may from time to time determine to be desirable and which are not inconsistent with the Articles of Incorporation, these Bylaws or applicable law, and which are subject to disapproval by the Board of Directors.

**ARTICLE VII
NOTICE**

Section 1. Effective Date of Notice. Any notice required or permitted to be given pursuant to the provisions of the Articles of Incorporation, these Bylaws or applicable law, shall be in writing, facsimile or email, shall be sufficient and effective as of the date personally delivered or transmitted by facsimile or email or, if sent by mail or overnight delivery service, on the date deposited with the United States Postal Service or overnight delivery service, prepaid and, in each case, addressed to the intended receiver at such receiver's last known facsimile number, email address or mailing address as shown in the records of the Corporation.

Section 2. Waiver of Notice. Whenever any notice is required to be given under the provisions of the Act or under the provisions of the Articles of Incorporation, these Bylaws or other applicable law, a waiver thereof in writing signed by the persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice. The attendance of a member at any meeting shall constitute a waiver of notice of such meeting, except where a member attends a meeting for the express purpose of objecting to the transaction of any business on the ground that the meeting is not lawfully called or convened.

**ARTICLE VIII
FISCAL YEAR; SEAL**

Section 1. Fiscal Year. The Fiscal Year of the Corporation shall be the 12-month period ending with and including the last day of December 31st of each calendar year.

Section 2. Seal. The official seal of the Corporation, if any, shall be in such form and shall bear such inscription as the Board of Directors shall specify or approve. The authenticity or genuineness of the Corporation's official seal shall be attested by the Secretary whenever need or occasion therefor arises, and such attestations shall be sufficient and conclusive for all purposes.

**ARTICLE IX
CONFLICT OF INTEREST;
RELATED PARTY TRANSACTIONS**

Section 1. Prohibition: Exceptions. Any contract or other transaction between the Corporation or any of its affiliated entities and one or more of the Directors or Officers or any related party to such Directors or Officers, may be rejected or declared void or voidable by the Board of Directors unless all of the following conditions are met:

- 1.1 The relevant and material facts as to such Directors or Officer's interest (or the interest of any related party to such Director or Officer) in such contract or transaction were disclosed in good faith in advance, by such Director or Officer to the Board of Directors, and such facts are reflected in the minutes of the meeting of the Board of Directors; and

- 1.2 The relevant and material facts, if any, known to such interested Director or Officer with respect to such contract or transaction which might reasonably be construed to be adverse to the Corporation's interest were disclosed in good faith in advance by such Director or Officer to the Board of Directors, and such facts are reflected in the minutes of the meeting of the Board of Directors; and
- 1.3 Such interested Director or Officer has, as determined by the judgment of the Board of Directors: (a) made the disclosures and fully responded to questions concerning the matters referred to in Section 1, Subsections 1.1 and 1.2 of this Article X; (b) in the case of a contract or transaction, established that the contract or transaction is fair and reasonable to the Corporation at the time such contract or transaction is authorized; and (c) in the case of a contract or transaction, not otherwise significantly influenced the action of the Board of Directors with respect to the contract or transaction; and all such determinations by the Board of Directors are reflected in the minutes of the meeting of the Board of Directors; and
- 1.4 The Board of Directors authorized such contract or transaction by a vote of at least two-thirds (2/3rds) of the Directors present at a meeting at which a quorum was present, and such interested Director or Officer was not counted in determining the presence of a quorum or in determining the two-thirds (2/3rds) vote; and
- 1.5 Such interested member, Director or Officer was not present at such time as the vote was taken.

Section 2. Gifts. No Director or Officer of the Corporation shall, directly or indirectly, accept any gift in violation of applicable law or, in accordance with Section 5 of Article X of these Bylaws, in violation of the Louisiana Code of Governmental Ethics, from any person or from any officer, director, agent or employee of such person, if such Director, Officer, employee, or other agent of the Corporation knows or reasonably should know that such person has or is seeking to obtain contractual or other business or financial relationships with the Corporation.

Section 3. Disclosure. On an annual basis, the Directors and Officers shall complete and execute a written statement in which each shall disclose all financial transactions and other relationships between such Director and Officer, and any related party to such Director and Officer, and the Corporation or any of its affiliated entities or any of its competitors and all other matters in which there is a conflict of interest between such Director and the Corporation or any of its affiliated entities or any of its competitors. The Directors shall update such statements periodically to disclose matters which may arise during a year and which would be required to be disclosed on an annual basis. Such written statements shall be reviewed by the Audit Committee which shall thereafter report its findings and recommendations, if any, to the Board of Directors.

Section 4. Policies. The Board of Directors shall adopt conflict of interest policies for the Corporation including, without limitation, requirements and procedures with respect to:

(a) regular annual statements disclosing any existing and potential conflicts of interest; (b) limitations on the solicitation and acceptance of gifts from persons having or seeking to obtain contractual or other business or financial relationships with the Corporation, and (c) corrective action with respect to transgressions of such policies.

Section 5. Definitions. As used in this Article IX, "person" shall mean an individual or legal entity and "any related party to such Director or Officer" shall mean: (a) any member of the immediate family of such Director or Officer, specifically his or her children, spouses of his or her children, his or her brothers and their spouses, his or her sisters and their spouses, his or her parents, his or her spouse and the parents of his or her spouse, (b) any person of which such Director or Officer is an owner, officer, director, trustee, partner, or employee, (c) any person in which such Director or Officer has a substantial economic interest of which he may reasonably be expected to know, (d) any person with whom such Director or Officer is negotiating or has an arrangement concerning prospective employment, and (e) any person who is a party to an existing contract with such Director or Officer, or with any legal entity in which the Director or Officer exercises control or owns an interest in excess of twenty-five percent (25%), and who by reason thereof is in a position to affect directly the economic interest of such Director or Officer.

Section 6. Board Membership. Notwithstanding the foregoing, it is acknowledged and accepted and shall not be a violation of this provision for a Director to be a member of the Board of Directors of the Corporation and a member of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or a member or employee of any other higher education management board or any entity, organization, department, division or affiliate that is under the control or direction of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board. Such a Director, however, in voting on matters affecting the Corporation, must vote in the best interests and as a fiduciary of the Corporation, unless the interests of the Corporation and the interests of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board or any entity, organization, department, division or affiliate that is under the control or direction of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College or any other higher education management board diverge on a matter, in which case the Director shall recuse himself or herself from voting on any such matter by complying with all of the following:

- 6.1 The Director shall disclose to the Board of Directors in advance the relevant and material facts as to such divergent interests, and such facts shall be reflected in the minutes of the meeting of the Board of Directors; and
- 6.2 The Director shall not participate in discussion and debate concerning the matter, either during the meeting or at any other time; and
- 6.3 The Director shall not be counted in determining the presence of a quorum and shall not vote on the matter.

**ARTICLE X
COMPENSATION; NO PERSONAL LIABILITY;
STANDARD OF CARE**

Section 1. Compensation. Directors shall not be entitled to receive compensation for their services as Directors. Subject to the terms of Article IX, Directors shall not be precluded from serving the Corporation in any other capacity and receiving compensation for any such services.

Section 2. No Personal Liability. The Board of Supervisors of Louisiana State University and Agricultural and Mechanical College and Directors and Officers of the Corporation shall not be personally liable or responsible for any contract, debt, liability, default or obligation of the Corporation except to the extent required by Louisiana law. For example, a Director shall not be held personally liable to the Corporation or its Members for monetary damages for breach of fiduciary duty as a Director, except to the extent required by Louisiana law for liability (a) for breach of the Director's duty of loyalty to the Corporation or its Members, (b) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law, (c) under Section 226(D) of the Louisiana Nonprofit Corporation Law, or (d) for any transaction from which the Director derived an improper personal benefit. All persons, corporations or other entities extending credit to, contracting with, or having any claim against, the Corporation, may look only to the funds and property of the Corporation for the payment of any such contract or claim, or any debt, damages, judgment or decree, or any money that may otherwise become due or payable to them from the Corporation.

Section 3. Further Limitation on Personal Liability. If the Act is hereafter amended to authorized corporate action further limiting or eliminating the personal liability of Members, Directors or Officers, then the liability of each Member, Director or Officer shall be limited or eliminated to the full extent permitted by the Act as so amended from time to time. Neither the amendment nor repeal of this Article X, nor the adoption of any provision of the Articles of Incorporation or these Bylaws inconsistent with this Article X shall eliminate or reduce the effect of this Article X, in respect to any matter occurring, or any cause of action, suit or claim that, but for this Article X, would accrue or arise, prior to such amendment, repeal or adoption of any inconsistent provision.

Section 4. Standard of Care. A Director or Officer of the Corporation shall perform such person's duties as such including, in the case of a Director, duties as a member of a committee of the Board of Directors upon which the Director may serve, in good faith and in a manner such person reasonably believes to be in the best interests of the Corporation, and with such care as an ordinarily prudent person in a like position with respect to a similar corporation organized under the Act would use under similar circumstances. In performing such person's duties, a Director or Officer shall be entitled to rely on information, opinions, reports or records, including financial statements, books of account and other financial records, in each case presented by or prepared by or under the supervision of (a) one or more Officers or employees of the Corporation whom the Director or Officer reasonably believes to be reliable and competent in the matters presented, or (b) counsel, public accountants or other persons as to matters which the Director or Officer reasonably believes to be within such person's professional or expert competence, or (c) in case of a Director, a duly constituted committee of the Board of Directors

upon which the Director does not serve, as to matters within its delegated authority, which committee the Director reasonably believes to merit confidence, but the Director shall not be considered to be acting in good faith if the Director has knowledge concerning the matter in question that would cause such reliance to be unwarranted. A Director or Officer of the Corporation shall not be liable for the performance of such person's duties if such person acts in compliance with this Section 4. The standard of care for Directors described in this Section 4 is in addition to the fiduciary duties of Directors described in Section 16 of Article IV of these Bylaws.

Section 5. Ethical Standards. The Corporation and its Members, Directors and Officers will endeavor to comply with the spirit of the standards set forth in the Louisiana Code of Governmental Ethics. Except as set forth in Article IX, Section 2, the Louisiana Code of Governmental Ethics, including its reporting requirements, is not applicable to the Corporation and neither the Corporation nor its Members, Directors and Officers are bound thereby or are required to file any reports in connection therewith.

ARTICLE XI INDEMNIFICATION

Section 1. Indemnification. Indemnity will be provided in the following circumstances.

- 1.1. The Corporation agrees, to the fullest extent legally permissible under the Act, as amended from time to time, and only to the extent that the status of the Corporation as an organization exempt under Section 501(c)(3) of the Code is not affected thereby, to indemnify each of the Directors and Officers of the Corporation against all liabilities or expenses, including amounts paid in satisfaction of judgments, in compromise or as fines and penalties, and counsel fees, reasonably incurred by such Director or Officer in connection with the defense or disposition of any action, suit or other proceeding, whether civil or criminal, in which such individual may be involved or with which such individual may be threatened, while in office or thereafter, by reason of such individual being or having been such a Director or Officer of the Corporation, or by reason of such individual serving or having served at the request of the Corporation as a director, officer, employee or other agent of another organization, except with respect to any matter as to which such Director or Officer shall have been adjudicated in any proceeding not to have acted in good faith in the reasonable belief that his or her action was in the best interest of the Corporation or of such other organization; provided, however, that as to any matter disposed of by a compromise payment by such Director or Officer pursuant to a consent decree or otherwise, no indemnification either for said payment or for any other expenses shall be provided unless such indemnification shall be ordered by a court or unless such compromise shall be approved as in the best interest of the Corporation, after notice that it involves such indemnification: (a) by a disinterested majority of the Board of Directors then in office; or (b) provided that there has been obtained an opinion in writing of independent legal counsel to the

effect that such person appears to have acted in good faith in reasonable belief that his or her action was in the best interest of the Corporation.

- 1.2. Expenses, including counsel fees, reasonably incurred by any Director or Officer of the Corporation in connection with the defense or disposition of any such action, suit or other proceeding may be paid from time to time by the Corporation in advance of the final disposition thereof if authorized by the Board of Directors in the manner indicated in Section 1, Subsection 1.1 of this Article XI, upon receipt of an undertaking by such individual to reimburse the Corporation any such sums so advanced in the event the Director or Officer shall be adjudicated to be not entitled to indemnification under this Article. As used in this Article XI, the terms "Director" and "Officer" include the individual's heirs, executors and administrators, an "interested" individual is one against whom in such capacity the proceeding in question or another proceeding on the same or similar grounds is then pending, a "disinterested" individual is an individual who is not "interested", and "subsidiary or affiliate of the Corporation" means any corporation, business trust, trust, partnership, limited partnership, limited liability company, limited liability partnership or other entity of which the Corporation controls, directly or indirectly or through another entity, the election or appointment of a majority of its directors, managers or partners. The indemnification by the Corporation provided for in this Article XI shall not be exclusive of or affect any other rights to which any Director, Officer or other person may be entitled. Nothing contained in this Article XI shall either limit the power of the Corporation to indemnify corporate personnel other than Directors and Officers or affect any rights to indemnification by the Corporation to which corporate personnel other than such Directors or Officers of the Corporation and persons who serve at the request of the Corporation as officers or directors of subsidiaries or affiliates of the Corporation may be entitled by contract or otherwise under law. The Corporation may purchase and maintain insurance on behalf of any person who may be indemnified under this Article XI against such liability hereunder.
- 1.3. Any right of indemnification provided under the applicable Bylaws of the Members shall be secondary to any right of indemnification provided hereunder and such secondary right of indemnification shall be exercised only to the extent that indemnification authorized by this Article XI is not paid by the Corporation after proper request therefor.

Section 2. Statutory Indemnification. To the extent that a Director, Officer, employee or agent of the Corporation has been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in Section 1, Subsection 1.1 of this Article XI, or in defense of any claim, issue or matter arising in such action, suit or proceeding, then such individual shall be indemnified against expenses (including but not limited to attorneys fees) actually and reasonably incurred by such individual in connection therewith.

Section 3. Indemnity Preference. Notwithstanding anything in this Article to the contrary, in the event that (a) a person is or was serving at the written request of the Corporation

as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other legal entity, including, without limitation, an entity owned by or affiliated with the Corporation, with or without compensation; (b) such person was or is a party or is threatened to be made a party to an action, suit or proceeding (including but not limited to an action by or in the right of such other entity) by reason of the fact of such person's service to or on behalf of such other entity; and (c) such person has a right to receive indemnification or insurance coverage against expenses, judgments, fines and amounts actually and reasonably incurred by such person in connection with the defense or settlement of such action, suit or proceeding from such other entity, then the provisions of Section 1, Subsection 1.1 of this Article XI shall not apply to such person with respect to an action, suit or proceeding as described in this Section 3 to the extent of any such insurance or indemnification coverage.

ARTICLE XII AMENDMENTS

These Bylaws may be amended only by the affirmative vote of no less than two-thirds (2/3) of the Directors entitled to vote thereon at any regular or special meeting thereof, provided that (a) notice of such meeting and such proposed amendment shall have been personally delivered or transmitted by facsimile or email or transmitted by mail or overnight delivery service to the Directors at least ten (10) days prior to the meeting at the last known facsimile number, email address or mailing address of each Director as shown on the records of the Corporation and (b) the Director described in Section 3, Subsection 3.1 of Article IV of these Bylaws affirmatively votes in favor of the amendment. Notwithstanding the foregoing, the Board of Directors shall not make or alter any Bylaw fixing the qualifications, classifications, or term of office of any then existing Director, the effect of which change would shorten the term of any then existing Director.



Finance & Administration

February 20, 2020

Ms. Mary L. Werner
Chair, LSU Board of Supervisors
3810 West Lakeshore Drive
Baton Rouge, LA 70808

RE: LSU Research Foundation

Dear Ms. Werner:

On March 15, 2019 the LSU Research and Technology Foundation transitioned to the LSU Research Foundation, converting from a multi-campus to a single-campus affiliated foundation to support the flagship university. Accordingly, the membership of the new LSU Research Foundation Board of Directors will also need to change.

The following LSU Research Foundation board appointments are recommended:
Mr. Tony Lombardo, LSU Associate Vice President for Facility & Property Oversight
Mr. Tyler Kearney, LSU Associate Vice President for Finance & Administration
Ms. Donna K Torres, LSU Associate Vice President for Accounting Services
Mr. Lee Griffin
Mr. Charles Landry
Mr. Bill Firesheets
Mr. Rob Stuart

In addition, it is recommended that Mr. Lee Griffin is appointed as the LSU Research Foundation board chair.

Please let me know if I can provide any additional information to aid in your consideration and approval.

Sincerely,

A handwritten signature in blue ink, reading "Daniel T. Layzell".

Daniel T. Layzell
Executive Vice President of Finance
And Administration/CFO

C: Dr. Thomas C. Galligan, Jr.
Interim President



Board of Supervisors

SECTION

HEALTHCARE & MEDICAL OVERSIGHT COMMITTEE



Request to Approve Response to the Board of Regents Regarding a Study to Establish a School of Dentistry and Authorize Action for Provision of Dental Services

To: Members of the Board of Supervisors

Date: March 6, 2020

Pursuant to Article VII, Section 1 of the Bylaws of the Louisiana State University Board of Supervisors, this matter is a significant Board matter.

I. Academic Programs

Any new academic degree program.

1. Summary of the Matter

In accordance with Senate Resolution 190 of the 2019 Regular Session of the Legislature, the Board of Regents commissioned a feasibility study of placing a school of dentistry at the LSU Health Sciences Center-Shreveport as a way to alleviate shortages in dental services in Northwest Louisiana and rural areas. Concomitantly, the LSUHSC-Shreveport (facilitated by the Academy for Advancing Leadership) conducted a study of the financial, academic, and accreditation requirements to establish a school of dentistry. The Board of Regents formally asked that the University review the material and make a recommendation on the issue.

The proposed letter from President Galligan (attached) outlines the position he is suggesting the Board should take on the matter. He is also proposing an immediate action to provide dental services to the area regardless of the establishment of a dental school.

2. Review of Business Plan

The LSUHSC-S study included financial feasibility. While a school could be financially feasible, the costs of set-up, operations, and facilities are significant, and are, at present time, inconceivable considering the lack of sufficient resources to operate the state's current School of Dentistry. The AAL report includes financial scenarios showing that a dental school would have problems reaching a minimum revenue-neutral position. However, if the financial obstacles could be overcome, it would be possible to create a sustainable program.

3. Fiscal Impact

This response has no known impact. The fiscal impact of providing dental services to the area is unknown until the full scope and breadth of services are outlined by the proposed working group, but they will be asked to include an assessment of the overall financial impact for operating such an outreach initiative as part of the proposal.

4. Review of Legal Documents

n/a

RESOLUTION

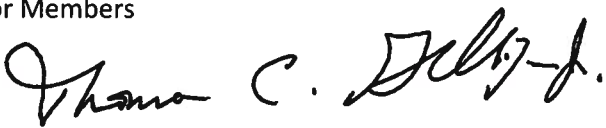
NOW, THEREFORE, BE IT RESOLVED, the Board of Supervisors for Louisiana State University and Agricultural & Mechanical College approve the response to the Board of Regents as presented by the Interim President and request he transmit the response;

BE IT FURTHER RESOLVED, the LSU Board authorizes the President to commission a working group to expeditiously assess and develop the most efficient and effective delivery method for providing dental services for the underserved in Northwest Louisiana, or any part of the state, and an associated implementation plan and timeline.



February 19, 2020

TO: LSU Board of Supervisor Members

FROM: Thomas C. Galligan, 
Interim LSU President

RE: Response to LA Board of Regents on Need for Dental Services and Feasibility of a Dental School in Northern LA

Dear Members, for some time as I understand there has been ongoing discussion about the great need for dental services in the northern part of the state, specifically in the rural areas and amongst the uninsured and underserved. This issue presented itself to me in my early days as Interim President. In response to this need for services and as a way to potentially address a shortage of dentists in many areas of our state, two dental studies, one completed by the Board of Regents (as per the passage of SR190 of the 2019 Legislative Session – which charged the Louisiana Board of Regents (BOR) to “study how the state can optimally meet the oral health needs of our citizens through the establishment of a school of dentistry in northern Louisiana”), and one completed through the LSU Health Sciences Foundation in Shreveport on the “feasibility of developing a College of Dental Medicine for LSU Health Sciences Center Shreveport” were conducted and viewed as a potential option for ultimately addressing the need for more dentists and expanded dental care in northern LA.

In early January, after initial review of the Board of Regents Dental Study by their Board, I received a request for LSU to provide a systems response to their study to be brought back before the Board once completed, including a LSU systems response on moving forward to address the issues identified therein the study. I then requested each of the two Health Sciences Centers to review the Board of Regents study and provide their most pertinent feedback from the experience of their institutions and populations served, on the recommendations brought forth in the January 2020 study. The LSU Health Sciences Foundation study was also provided in order to ensure that the information presented therein was also incorporated as appropriate into the system’s response.

Upon careful review of both Health Sciences Centers’ response, from the systems perspective and taking into consideration all relevant factors, including but not limited to finances, human resources, and timeliness of taking action, at this point I cannot recommend the opening of a second LSU dental school in northern LA. It is clear that the need for dental services in the northern part of the state amongst both children and adults in rural and underserved areas will not be solved by the building of a new dental school. It would take years for a new dental school to be in operation as well as graduate its first cohort of dentists, and there is no guarantee that these dentists would choose to practice in the

identified areas of need. However, I am not in any way closing the door on the consideration of a dental school in Shreveport in the future, but do not feel that the time is right for LSU to pursue a school at this time. I do see the current LSU School of Dentistry as a vehicle to move forward for what I propose are our next steps to solve a great service need of our citizens, though the coordination of activities amongst our own relevant institutions. Again at this time this approach seems to be the most cost effective and efficient to pursue from an overall LSU perspective.

It is imperative that we do our part to ensure that dental treatment and services are provided to those in need and my intent and directive is that LSU will undertake a targeted approach to get services in the communities. I support both LSU Health Sciences Centers in New Orleans and Shreveport, along with the Shreveport clinical partner Ochsner coming together to develop a plan that will solve the pressing need for dental services in northern Louisiana, with an emphasis on rural areas and the underserved and Medicaid populations.

Specifically, I have requested that Dr. Henry Gremillion, Dean of the LSU School of Dentistry, along with Dr. Ghali Ghali Chancellor of LSU Health Sciences Center Shreveport put together and lead a working team whose charge will be to develop a plan, timeline and budget for getting clinical dentistry services in needed areas, identifying not only the strategic placement of the services but the personnel and resources required. It is critical that LSU Health Shreveport's clinical partner be engaged in this planning process in order to be successful. I am requesting that a plan be developed and provided to me no later than March 31, 2020. At that time, I will meet with the relevant parties to go over the plan and set the timeline in motion. I will also schedule time to present the plan and thus LSU's response to the Board of Regents, for their review and acceptance.

I feel confident that the expertise the two Health Sciences Centers will bring to the table will result in a solution that will expand services to those in need in existing facilities as well as stand up clinics as needed.

If any of you have any questions, please do not hesitate to ask.

Study to Determine the Feasibility of Developing a College of Dental Medicine and a Graduate School of Nursing for Louisiana State University Health Sciences Center Shreveport

Executive Summary

In June 2019, the Louisiana State University (LSU) Health Sciences Foundation in Shreveport contracted with the Academy for Advancing Leadership (AAL), an Atlanta-based health professions education consultancy, to conduct a feasibility study for developing a College of Dental Medicine (CDM) and a Graduate School of Nursing (GSN) in Shreveport, Louisiana. The feasibility study was comprised of two components. The first was a comprehensive assessment of data sets including national and state information related to the dental and nursing workforces, as well as the health care needs of Louisiana. The second was a series of meetings AAL conducted during a site visit to Shreveport on August 19-21, 2019. These meetings included members of LSU Health Shreveport (LSUH-S), LSU Board of Supervisors, Louisiana Board of Regents, Ochsner LSU Health, and representatives from the local dental community.

The outcome of this feasibility study is not to determine whether LSUH-S *should* establish a dental school and/or a nursing school, but rather whether there are sound reasons for establishing these schools, and if LSUH-S has the capacity to establish and maintain them. Among the primary considerations in this study were the following:

1. Is there a need to increase the dental and nursing workforce in the community, state, and region?
2. Is a CDM and a GSN consistent with LSUH-S's mission, vision, and values?
3. What human and physical resources currently exist to support a CDM and a GSN?
4. What financial resources does LSUH-S currently have, or have access to, in order to support the initiation and ongoing maintenance of a CDM and GSN?

Feasibility of a College of Dental Medicine

Based on observations and evaluations of available data, **AAL finds evidence to support the need for a CDM at LSUH-S**, and that a CDM is clearly within the scope of LSUH-S's mission, vision, and values. AAL's assessment is that if LSUH-S is capable of using existing resources and securing the required resources necessary to provide start-up costs and capital investment to initiate a CDM, it would be possible to create a sustainable College.

AAL's conclusion is that creating a LSUH-S CDM is feasible. If LSUH-S decides to move forward and create a CDM, **CODA will expect proof of feasibility as a condition for initial accreditation.** Further financial assessment will need to be done among key stakeholders (e.g., the State of Louisiana, the Shreveport region, etc.), to identify the requisite financial resources for start-up and capital investment necessary should LSUH-S establish a CDM.

Should LSUH-S move forward to initiate a CDM, a reasonable expectation is to have the inaugural class matriculate in the fall of 2024. To meet this goal, the Initial Application (IA) for

accreditation must be submitted to CODA no later than September 2020. Once the completed application is received by CODA, it will be reviewed to determine if the proposed program appears to have the *potential* to meet CODA's minimum requirements. It is anticipated that by the fall of 2023, LSUH-S could receive official notification of its IA status. **At that time, pending a successful IA submission, LSUH-S could begin accepting applications for its inaugural class in 2024.**

The report details two models and supplemental options for the proposed CDM. The models are based on 32 students/year for the first three years of the program, and then expanding to 48 students/year once the program reaches maturity (for a total of 192 students for the four-year curriculum). The overall projections of full-time faculty and staff required for these models ranges from 75 to 95, with additional part-time clinicians supporting the program. **The total operating expenditures for these educational models at maturity are estimated to range from \$15M to \$19M per year. Total capital expenditure projections needed range from approximately \$4.5M to \$6M (not including facilities).**

Feasibility of a Graduate School of Nursing

Based on observations and evaluations of available data, **AAL finds evidence to support the need for a Graduate School of Nursing (GSN) at LSUH-S.** A GSN would respond to the state needs for a graduate prepared nursing workforce for the future. A GSN is within the scope of LSUH-S's mission, vision, and values. The study outlines resource requirements for LSUH-S's capacity to establish and maintain a GSN. AAL's assessment is that if LSUH-S is capable of using existing resources, securing the required resources necessary to provide start-up costs and ongoing state support, it would be possible to create a sustainable GSN.

AAL's conclusion is that creating a LSUH-S GSN is feasible. If LSUH-S decides to move forward and create a GSN, **the Louisiana State Board of Nursing (LSBN) three step approval process will need to be initiated.** The LSBN will expect (1) a letter of intent, (2) a complete needs assessment feasibility study, and (3) request for final approval once first graduates have taken licensure/certification examinations. Further financial assessment will need to be done among key stakeholders (e.g. Ochsner Partners, State of Louisiana, the Shreveport region) to identify the required financial resources for start-up and if any capital investment is necessary.

Should LSUH-S move forward to initiate a GSN, a reasonable expectation is to have the inaugural class matriculate in the fall of 2023. To meet this goal, the Initial Letter of Intent should be sent to the LSBN no later than September 2021. Notification of a substantive change for the new Ph.D. program by the School of Graduate Studies to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) will need to occur by Fall 2022. Accreditation by the Collegiate Commission on Nursing Education (CCNE) and the Council on Accreditation (COA) would occur after the first class has graduated.

The report includes recommendations for developing three graduate nursing degree programs: a Ph.D. program, a Master's Entry Clinical Nurse Leader (CNL) program, and a Doctor of Nursing Practice program. When students are fully matriculated, the GSN will have an anticipated total enrollment of 208 students. The overall projections of full-time faculty and staff required is approximately 50-60 with additional part-time clinicians. **The total operating expenditures for these educational programs at maturity are estimated to be \$14-15M per year.**

Study to Determine the Feasibility of Developing a College of Dental Medicine and a Graduate School of Nursing for Louisiana State University Health Sciences Center Shreveport

Final Report

Submitted to:

**Dr. G.E. Ghali, Chancellor
Mr. Jeff Reynolds, Vice Chancellor of Administration and Finance
LSU Health Shreveport**

October 31, 2019

Contact:

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A. Executive Summary

In June 2019, the Louisiana State University (LSU) Health Sciences Foundation in Shreveport contracted with the Academy for Advancing Leadership (AAL), an Atlanta-based health professions education consultancy, to conduct a feasibility study for developing a College of Dental Medicine (CDM) and a Graduate School of Nursing (GSN) in Shreveport, Louisiana. The feasibility study was comprised of two components. The first was a comprehensive assessment of data sets including national and state information related to the dental and nursing workforces, as well as the health care needs of Louisiana. Secondly, AAL conducted a site visit on August 19-21, 2019 to Shreveport to meet with key stakeholders, including members of LSU Health Shreveport (LSUH-S), LSU Board of Supervisors, Louisiana Board of Regents, Ochsner LSU Health, and representatives from the local dental community. **This report details AAL's assessment of the need and ability for LSUH-S to support dental and nursing programs.**

The outcome of this feasibility study is not to determine whether LSUH-S *should* establish a dental school and/or a nursing school, but rather whether there are sound reasons for establishing these schools, and if LSUH-S has the capacity to establish and maintain them. Among the primary considerations in this study are the following:

1. Is there a need to increase the dental and nursing workforce in the community, state, and region?
2. Is a CDM and a GSN consistent with LSUH-S's mission, vision, and values?
3. What human and physical resources currently exist to support a CDM and a GSN?
4. What financial resources does LSUH-S currently have, or have access to, in order to support the initiation and ongoing maintenance of a CDM and GSN?

College of Dental Medicine

Currently, there are 66 public and private dental schools in the United States accredited by the Commission on Dental Accreditation (CODA). Between 2008 and 2018, the number of examined dental school applications in the United States increased from 48,256 to 65,642. During the same time period, first-year enrollment increased from 5,918 to 6,250. **Currently, LSUHSC School of Dentistry in New Orleans is the only dental school in the state of Louisiana.** In 2018, LSUHSC School of Dentistry enrolled 75 first-year dental students, its largest class to date.

Based on observations and evaluations of available data, **AAL finds evidence to support the need for a CDM at LSUH-S**, and that a CDM is clearly within the scope of LSUH-S's mission, vision, and values. The remainder of the study relates to the various resource requirements and capacity for LSUH-S to establish and maintain a CDM. AAL's assessment is that if LSUH-S is capable of using existing resources and securing the required resources necessary to provide start-up costs and capital investment to initiate a CDM, it would be possible to create a sustainable College.

AAL's conclusion is that a LSUH-S CDM is feasible. If LSUH-S decides to move forward and create a CDM, **CODA will expect proof of feasibility as a condition for initial accreditation (as delineated below in Section 6).** Further financial assessment will need to be done among key stakeholders (e.g., the State of Louisiana, the Shreveport region, etc.), to identify the requisite financial resources for start-up and capital investment necessary should LSUH-S establish a CDM.

Should LSUH-S move forward to initiate the CDM, a reasonable expectation is to have the inaugural class matriculate in the fall of 2024. To meet this goal, the Initial Application (IA) for accreditation must be submitted to CODA no later than September 2020. Once the completed application is received by CODA, it will be reviewed to determine if the proposed program appears to have the *potential* to meet CODA's minimum requirements. If it does, CODA will schedule an IA site visit with a Visiting Committee to evaluate the program. CODA will then notify LSUH-S of its decision regarding the IA accreditation. It is anticipated that by the fall of 2023, LSUH-S could receive official notification of its IA status. **At that time, pending a successful IA submission, LSUH-S could begin accepting applications for its inaugural class in 2024.**

Included within this report are two models and supplemental options for what the proposed CDM may look like. The models described in this report are based on 32 students/year for the first three years of the program, and then expanding to 48 students/year once the program reaches maturity (for a total of 192 students for the four-year curriculum). The overall projections of full-time faculty and staff required for these models ranges from 75 to 95, with additional part-time clinicians supporting the program. **The total operating expenditures for these educational models at maturity are estimated to range from \$15M to \$19M per year. Total capital expenditure projections needed range from approximately \$4.5M to \$6M (not including facilities).**

Graduate School of Nursing

In 2017-2018, there were a **total of 28 nursing programs that prepare students to become candidates for initial registered nurse (RN) licensure in Louisiana.** From 2014 to 2018 there was a six percent increase in the number of students who applied for admission to Louisiana's pre-RN licensure programs. In 2017-2018, approximately 74% (1,817) of the 2,469 qualified applicants who applied to baccalaureate in nursing (BSN) programs were admitted; 66% (1,351) of the 2,036 qualified applicants who applied to associate degree (AD) programs were admitted; and 35% (30) of the 86 qualified applicants who applied to diploma programs were admitted.

Based on observations and evaluations of available data, **AAL finds evidence to support the need for a Graduate School of Nursing (GSN) at LSUH-S.** A GSN would respond to the state needs for a graduate prepared nursing workforce for the future. A GSN is within the scope of LSUH-S' mission, vision, and values. The remainder of the study relates to resource requirements for LSUH-S's capacity to establish and maintain a GSN. AAL's assessment is that if LSUH-S is capable of using existing resources, securing the required resources necessary to provide start-up costs and ongoing state support, it would be possible to create a sustainable GSN.

AAL's conclusion is that a LSUH-S GSN is feasible. If LSUH-S decides to move forward and create a GSN, **the Louisiana State Board of Nursing (LSBN) three step approval process will need to be initiated. LSBN will expect (1) a letter of intent, (2) a complete needs assessment feasibility study, and (3) request for final approval once first graduates have taken licensure/certification examinations (as delineated below in Chapter F).** Further financial assessment will need to be done among key stakeholders (e.g. Ochsner Partners, State of Louisiana, the Shreveport region) to identify the required financial resources for start-up and if any capital investment is necessary.

Should LSUH-S move forward to initiate the GSN, a reasonable expectation is to have the inaugural class matriculate in the fall of 2023. To meet this goal, the Initial Letter of Intent should be sent to LSBN no later than September 2021. Notification of a substantive change for the new Ph.D. program by the School of Graduate Studies to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) will need to occur by Fall 2022

before Ph.D. students are admitted by Fall 2023. Accreditation by the Collegiate Commission on Nursing Education (CCNE) and the Council on Accreditation (COA) occurs after the first class has graduated.

Included within this report are recommendations for developing three graduate nursing degree programs with four different tracks: (1) A Ph.D. program starting in FY 23 with six students; (2) a Master's Entry Clinical Nurse Leader (CNL) program starting in FY 23 with 24 students; and (3) a Doctor of Nursing Practice program (with Nurse Anesthesia and Nurse Executive Leader) starting in FY 24 with 24 students. When students are fully matriculated, the GSN will have an anticipated total enrollment of 208 graduate students. The overall projections of full-time faculty and staff required is approximately 50-60 with additional part-time clinicians. **The total operating expenditures for these educational programs at maturity are estimated to be \$14-15M per year.**

B. Project Description and Background

The investigation of LSUH-S initiating a CDM and GSN is congruent with the health care workforce needs of the future, the mission of LSUH-S, and the strategic initiatives in LSUH-S's strategic plan, per its four goals.¹

1. Increase opportunities for student access and success.
2. Promote disease prevention and health awareness for LSUH-S patients and the greater Louisiana community.
3. Become a local, national, and international leader in research at LSUH-S.
4. Educate a diverse student body that will provide excellent patient care and contribute meaningful research in the quest for a healthier Louisiana and world.

Dental and nursing programs are essential components of a comprehensive and vibrant academic health center. For dental education, **a predoctoral dental education program (commonly referred to as a school or college of dentistry or dental medicine) denotes the training of a D.D.S. (Doctor of Dental Surgery) or D.M.D. (Doctor of Dental Medicine) degree.** Programmatic requirements include that the school or college must be a component of a higher education institution accredited by a recognized regional accrediting agency; that the curriculum must include four years of academic study or the equivalent; approximately two years of study devoted to intense clinical training; and that graduates of a predoctoral dental education program are considered general dentists. Only after graduates of these programs complete national and state licensure requirements are they permitted to practice dentistry.²

For nursing education, there are many different educational pathways to enter into the field. **A student may prepare for a career as a registered nurse in educational programs leading to a master's degree, a baccalaureate degree, an associate degree, or a diploma in nursing.** Some nurses who graduate with an associate degree or diploma go on to enroll in baccalaureate completion programs, either before or after licensure. And increasingly, some nurses with baccalaureate degrees in other fields begin their nursing education in so-called direct entry master's degree programs, in which the first phase of their education prepares them for the licensure examination. **Regardless of the pathway taken, students must pass the National Council Licensure Examination for Registered Nurses (NCLEX-RN) before entering the field.**³

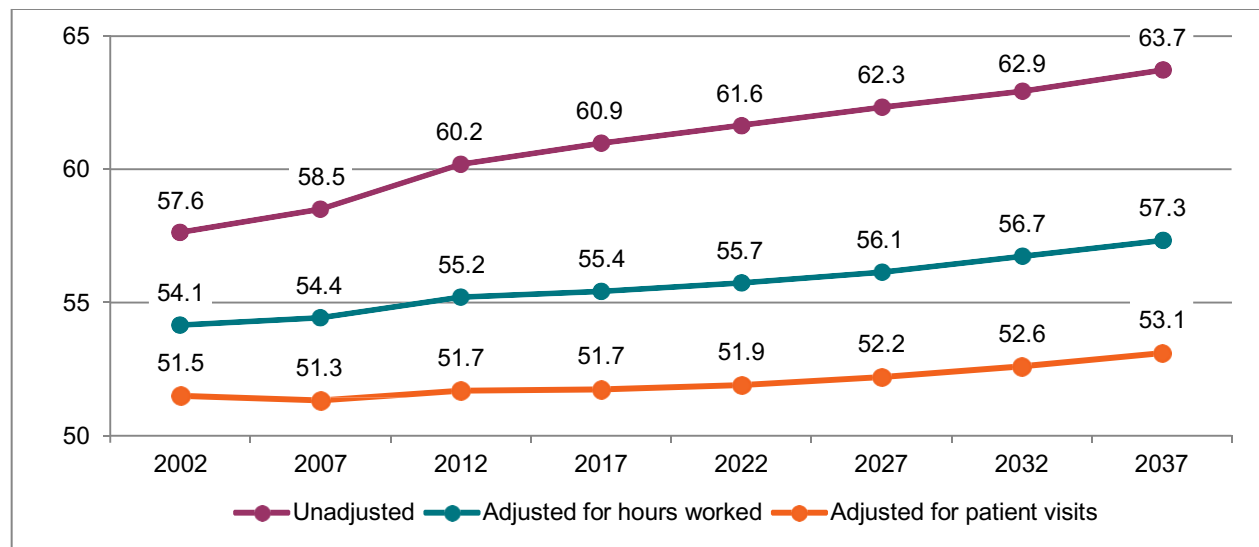
LSUH-S sought assistance from AAL to conduct a feasibility study for developing a CDM and a GSN in Shreveport, LA. For the project, AAL analyzed workforce and health care data, and conducted a site visit in Shreveport. **The site visit was comprised of two AAL Senior Consultants, Drs. Ken Kalkwarf and Eileen Breslin, who visited LSUH-S on August 19-21, 2019.** This document reports the findings of AAL's assessment.

C. Overview of Dentistry and Dental Education

C.1 Dental Workforce

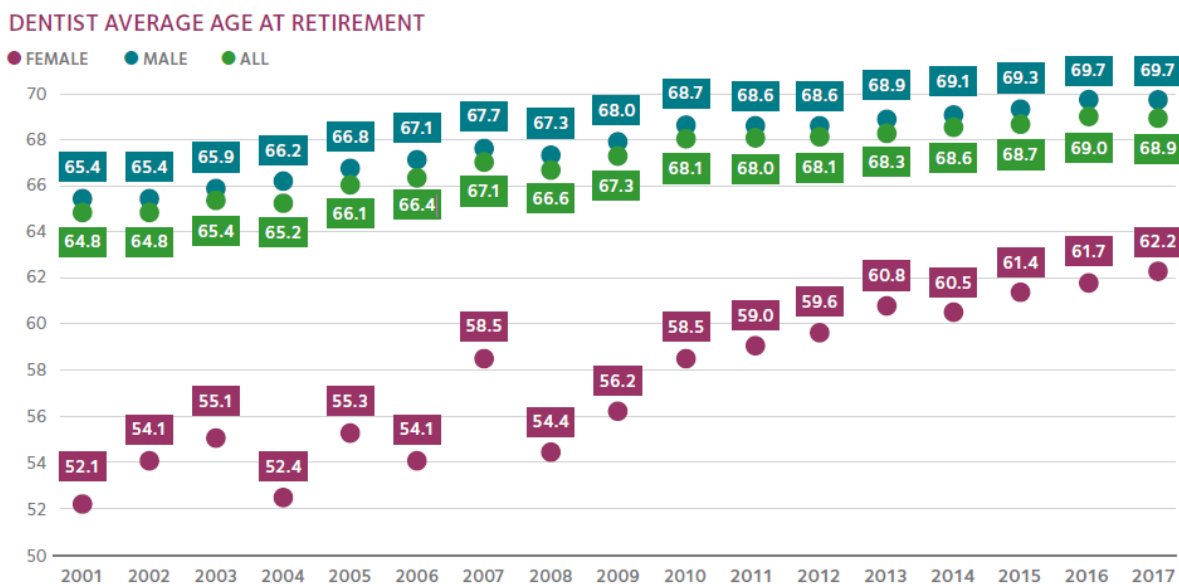
Dentistry is currently ranked 4th in the top 100 jobs in the United States.⁴ According to the most recent American Dental Association’s (ADA) dental workforce projection model, the per capita supply of dentists in the United States is projected to increase through 2037 (see Figure 1).⁵

Fig. 1: Historical and Projected Dentists per 100,000 Population in the U.S.



Source: American Dental Association (ADA) Health Policy Institute

Fig. 2: Average Retirement Age of American Dentists



Source: Sources: ADA Health Policy Institute

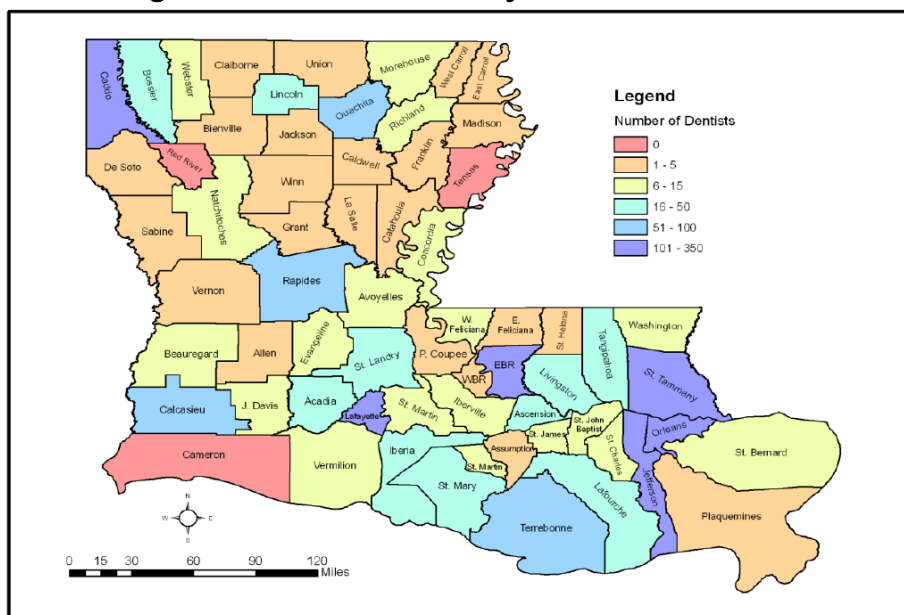
As of 2018, there are 199,486 dentists working in dentistry in the U.S., which translates to roughly 61 dentists per 100,000 population.⁶ Of all the active dentists, 79% are general practice dentists; 32.3% are female, 4.3% are Black/African American, 15.8% were Asian, and 5.3% were Hispanic or Latino.⁶ The age distributions of American dentists are fairly even: 16.9% are under the age of 35, 23.4% are between 35 - 44, 21.1% are between 45 - 54, 22.8% are between 55 - 64, and 15.8% are age 65 and older.⁶ It is worth noting that the average retirement age among dentists was 68.9 in 2017, making the average career span of a dentist 42 years. Moreover, the trend has been going upward in the past two decades as more and more dentists choose to retire later (see Figure 2).⁴

A state’s population is a major determinant of the number of dentists residing in that state.⁷ **A total of 2,228 professionally active dentists were reported Louisiana in 2018, which only accounted for 1.1% of all dentists in the U.S.**⁶ In 2018, the population in Louisiana was estimated at 4,659,978, and **the dentists per 100,000 people number was 47.81, far below the national average of 60.97, and one of the lowest ratios in the country.**⁶

Based on data from 2016, the average age of dentists in Louisiana was 49.2. Of this group, 27.5% were female, 8.3% were Black/African American, 6.0% were Asian, and 2.6% were Hispanic.⁸ In terms of practice structure, 64.2% of the dentists in Louisiana worked in non-Dental Service Organization (DSO) affiliated group practices, 30.9% in non-DSO affiliated solo practices, and 4.9% in DSO-affiliated solo or group practices. These values are mostly in line with the national average.⁸

According to the last government study, *2010 Louisiana Burden of Oral Disease*, Louisiana suffers from an unevenly distributed oral health workforce between predominately urban and predominately rural parishes.⁹ The metropolitan areas of Lafayette, New Orleans, Baton Rouge and Shreveport boast ample numbers of dentists; smaller urban cities such as Alexandria, Lake Charles, Houma/Thibodaux, and Monroe have an acceptable ratio of dentists to population; and three parishes, Red River, Cameron and Tensas, do not have any dentists (Figure 3).

Fig 3: Number of Dentists by Louisiana Parish



Source: Louisiana State Board of Dentistry, 2009

C.2 Oral Health Status in Louisiana

The *Oral Health in America: A Report of the Surgeon General* (NIH 2000)¹⁰ and the *National Call to Action to Promote Oral Health* (NIH 2003)¹¹ revealed the need to address oral health disparities. **The lack of progress in supplying dental professional shortage areas with an adequate dental workforce underscores the “maldistribution of dentists” across the nation and in the states.**¹² While numerous factors impact the need for dentists in a state, the major influences are:

- **The state population and its growth rate.** The workforce size must be considered in relation to all other indices.
- **The economic level of living in a state and its distribution among its population.** Lower economic status is a key indicator of oral health need.
- **Distribution of dentists in the nation and in a state.** The size of the workforce should be considered in conjunction with distribution. As described later in this report, Dental Health Professional Shortage Areas are designated by the Health Resources and Services Administration (HRSA) to indicate where there is an inadequate number of health care providers for the population.
- **Dental education in a state and region.** Consideration must be given to number of dental schools first in the state and then in the region. In many cases, particularly where public institutions are concerned, these institutions are the primary source of the dental workforce in the state. Consideration must focus on the adequacy of graduates to meet the needs of the state and region.

Louisiana Demographics

Louisiana’s population growth is fueled by natural increase. Population loss through out-migration has slowed during the decade. Between 2010 and 2018, Louisiana’s population increased by 2.8% to approximately 4,659,978 residents in July of 2018.¹³ Within the state, the population growths and losses were not evenly distributed among the parishes (Figure 4). Bossier Parish where the Shreveport-Bossier City metropolitan area is located, had a significant population growth of 8.7%.

According to the 2010 U.S. Census, 51.2% of the Louisiana population were women; 23.5% were under the age of 18, and 15.4% were over the age of 65; 32.7% were Black/African American, and 5.2% were Hispanic.¹⁴

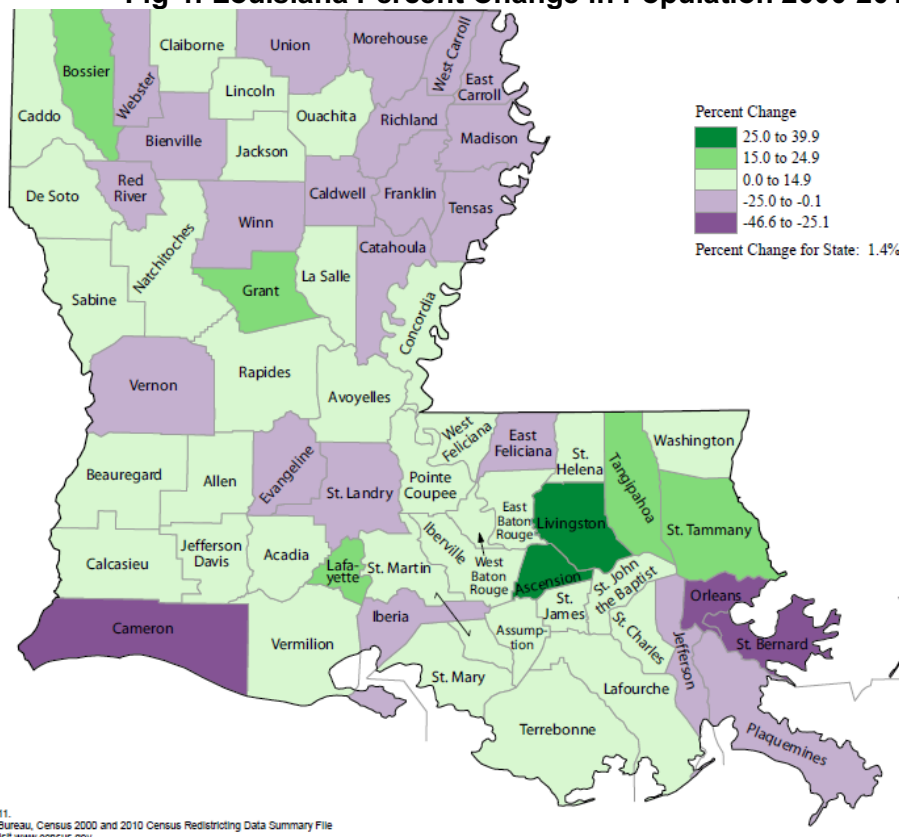
People living in low-income environments bear a disproportionate burden of oral diseases. The medium household income in the state of Louisiana (2013-2017) was \$46,710 (the national average \$57,652). **Nearly 20% of the state’s population lives in poverty** (the national average is 12.3%), and 9.7% of the persons under the age of 65 did not have health insurance (the national average 10.2%).¹⁴ Furthermore, there is a high percentage of children ages 0 to 17 who live in poverty (28.0%), and there is a high prevalence of low birthrate among the population (10.6%).¹⁵

Utilization of Dental Services

According to the Centers for Medicare & Medicaid Services (CMS), data indicate a clear record of improvement nationally in children’s access to dental care through Medicaid and the Children’s Health Insurance Program (CHIP). In 2013, among individuals aged 1 to 20 enrolled in Medicaid and CHIP Medicaid Expansion programs in 49 states, a median of 47.5% received at least one preventive dental service, and a median of 22.8% received at least one dental treatment service.¹⁶

Following the national trend, access to dental care and utilization among children in Louisiana also improved significantly. Over 90% of publicly insured children in Louisiana live within 15 minutes of a Medicaid dentist, and 81% of publicly insured children live in areas where there is at least one Medicaid dentist per 2,000 publicly insured children.¹⁷ 10% of Louisiana Medicaid children 6 through 14 years old received a sealant on a permanent molar in 2013, compared to 14% nationally.¹⁸

Fig 4: Louisiana Percent Change in Population 2000-2010



Map revised on 2/4/2011. Source: U.S. Census Bureau, Census 2000 and 2010 Census Redistricting Data Summary File or more information visit www.census.gov.

Source: U.S. Census Bureau, 2010

The percentage of children with Medicaid coverage who had a dental visit in the past 12 months increased from 28% in 2000, to 51% in 2013. In comparison, children with private dental benefits coverage only increased from 54% to 55% during the same time.¹⁸ **In contrast, utilization among adults with private dental benefits coverage decreased slightly over the same timeframe, from 52% to 47% (Fig. 4).**

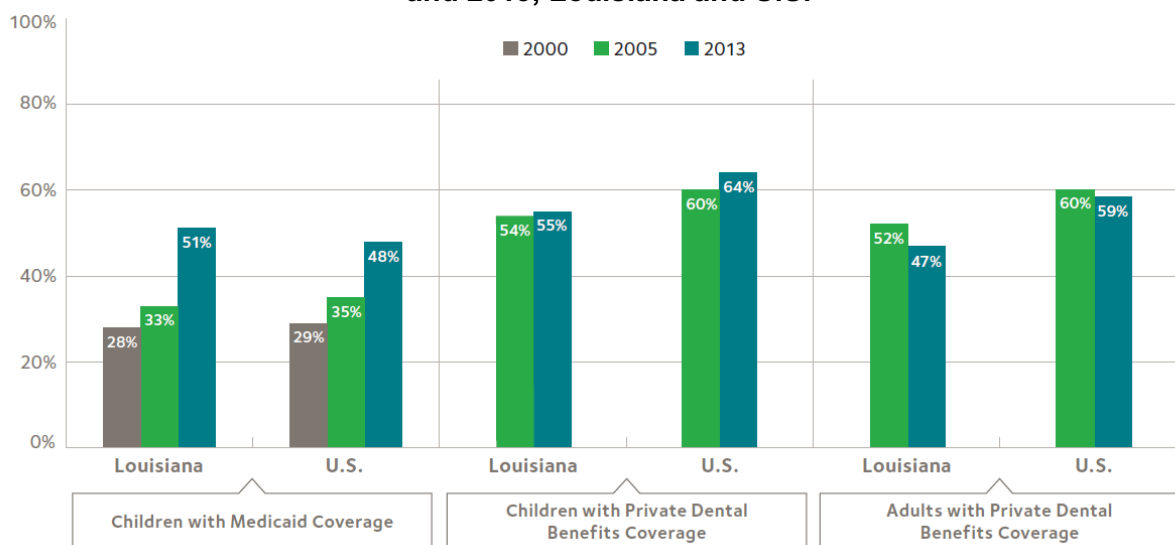
In 2013, the ADA reported that the percent of the low-income population who see a dentist in a given year has been increasing among children, yet declining among adults since the early 2000s.¹⁹ In Louisiana, the top oral health problems for low-income adults are anxiety and oral pain. Additionally, 27% of low-income adults say their mouth and teeth are in poor condition, 43% admit they avoid smiling due to condition of their mouth and teeth, and 31% say the appearance of their mouth and teeth affects their ability to interview for a job.²⁰

A number of barriers exist for low-income adults to access oral health care. Medicaid coverage for adult dental services is optional and most states provide limited or no coverage. Many adults do not appreciate the importance of oral health, and others cannot afford care or cannot access a dentist. Spending for dental services increased 3.2% in 2017 to \$129.1 billion; private health

insurance accounted for 45% of total spending for dental service in the U.S., with an additional 41% paid out-of-pocket by patients.²¹ In Louisiana, among those without a dental visit in the last 12 months, 69% cited cost as the reason for not visiting the dentist more frequently. When low-income adults are asked the same question, 86% cite cost as the reason for not attending the dentist.²⁰

The ADA Health Health Policy Institute developed a measure of oral health status based on various self-reported measures on an index of zero (frequent oral health problems) to ten (no oral health problems). In Louisiana, the average oral health status rating was 7.7 for high-income adults and 6.4 for low-income adults in 2015. This is lower than the national average of 8.2 for high-income adults and 7.2 for low-income adults. In 2012, 43% of Louisiana’s population utilized community water systems with fluoridated water, compared to the national average of 75%.

Fig. 5: Percentage of Population with a Dental Visit in the Past 12 Months in 2000, 2005 and 2013, Louisiana and U.S.



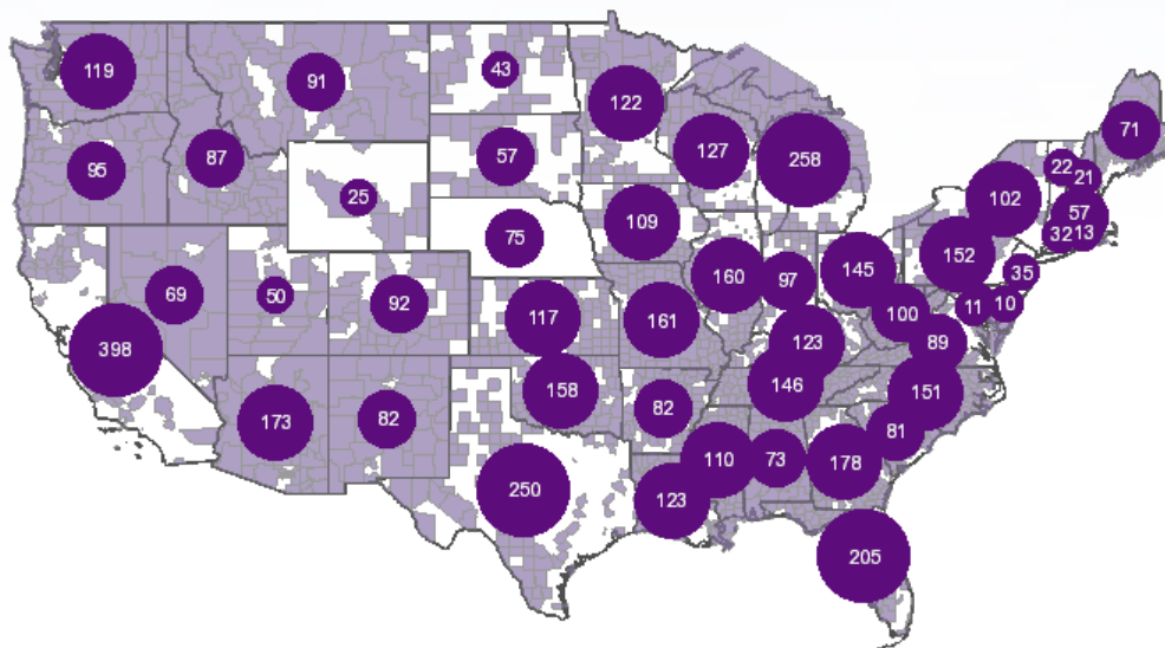
Source: American Dental Association, 2015

C.3 Dental Health Professional Shortages

The dental professional shortage in rural and underserved communities continues to grow.²² Health Professional Shortage Areas (HPSAs) are geographic areas, population groups, or health care facilities that have been designated by HRSA as having a shortage of health professionals. As of June 30, 2019, HRSA reported **a total of 5,304 Dental Health Professional Shortage Areas (DHPSA) nationally (Figure 6)**, which impact a population of 53,913,560 people.²³ It is predicted that an additional 9,527 dental practitioners are needed to achieve a population-to-practitioner ratio below the minimum threshold of 5000:1.²³ **In Louisiana, there are a total of 123 DHPSA designations, affecting 2,117,048 of the state’s population.** Overall, only 54% of dental needs were met in the state, while 249 practitioners are needed to remove DHPSA designations.²³

Each HPSA is assigned a score developed by the National Health Service Corps (NHSC) to determine priorities for assigning clinicians. The scores range from 0 to 26, where the higher the score equates to a greater priority for health care. **In Louisiana, parishes with HPSA scores of 22 and higher in dental health include East Carroll (23), Franklin (22), Tensas (22), and Lincoln (22).**²⁴

Fig. 6: U.S. Health Professional Shortage Areas (HPSA) Dental Health



Source: HRSA, Data Warehouse, 2019

C.4 Dental Education Trends in the United States

During the period of 1982 to 2000, seven U.S. private, or private and state related dental schools closed, and numerous other programs reduced their class sizes. However, since that time, driven by access to care, a growing applicant pool, and the attractiveness of dental careers, a number of new dental schools have opened and enrolled students (Table 1).

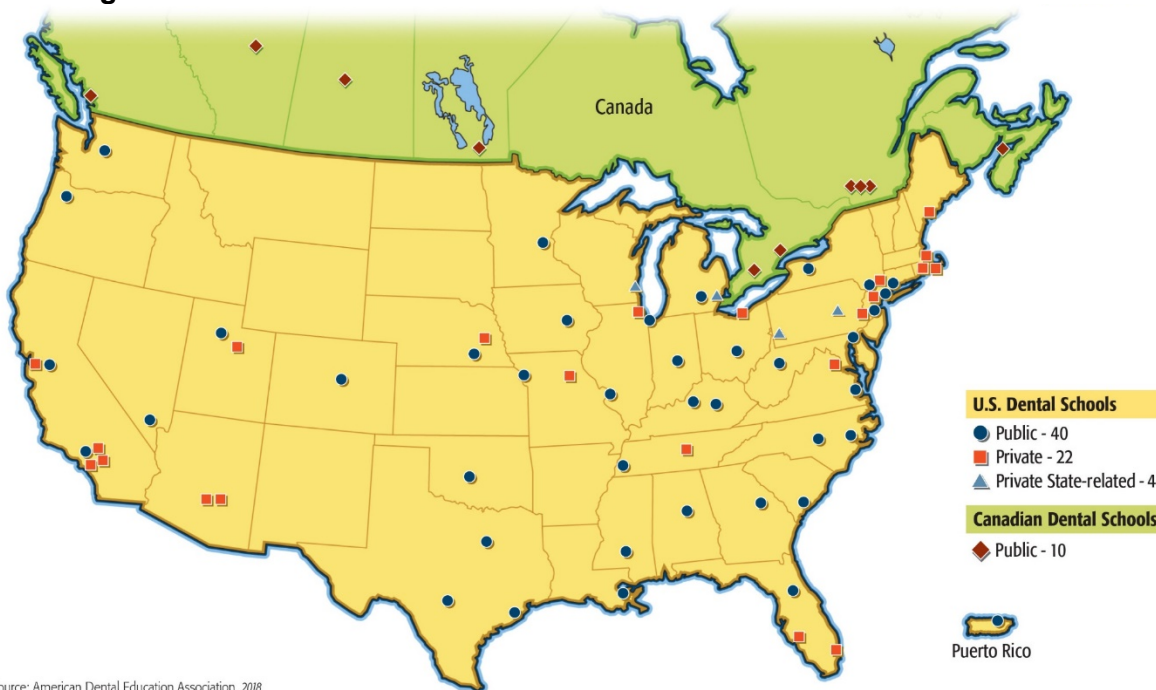
Table 1: New U.S. dental schools enrolling students, 2002-2019

Opening	University	Location
2002	University of Nevada, Las Vegas, School of Dental Medicine	Las Vegas, NV
2003	Arizona School of Dentistry and Oral Health	Mesa, AZ
2008	Midwestern University College of Dental Medicine—Arizona	Glendale, AZ
2009	Western University of Health Sciences College of Dental Medicine	Pomona, CA
2011	Midwestern University College of Dental Medicine—Illinois	Downers Grove, IL
2011	East Carolina University School of Dental Medicine	Greenville, NC
2011	Roseman University of Health Sciences College of Dental Medicine	South Jordan, UT
2012	Lake Erie College of Osteopathic Medicine School of Dental Medicine	Bradenton, FL
2013	University of New England College of Dental Medicine	Biddeford, ME
2013	Missouri School of Dentistry and Oral Health	Kirksville, MO

2013	University of Utah School of Dentistry	Salt Lake City, UT
2015	Touro College of Dental Medicine at New York Medical College	Hawthorne, NY

Currently, there are 66 public and private dental schools in the United States accredited by CODA. All 66 schools will have at least one class of dental students enrolled in 2018-19. As reflected in Figure 7, sixteen states have more than one dental school, and 12 states do not currently have a dental school.²⁵ **LSUHSC School of Dentistry in New Orleans is the only dental school in the state of Louisiana.**

Fig. 7: Distribution of Public and Private Dental Schools in North America



Source: American Dental Education Association, 2018

Source: American Dental Education Association, 2018

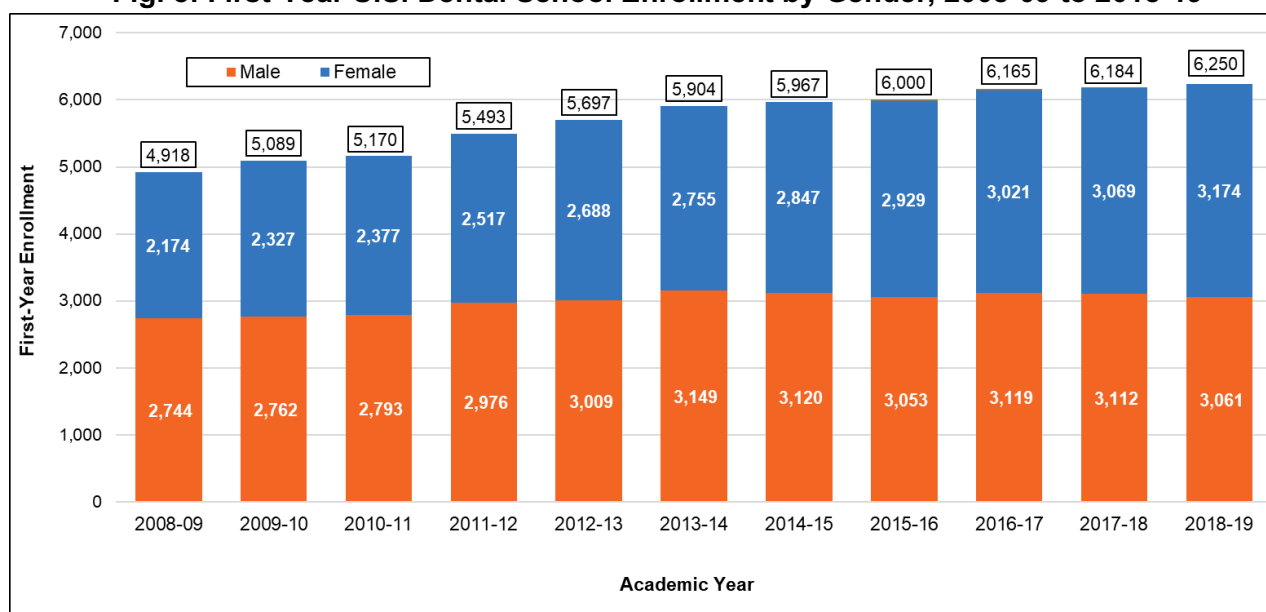
Between 2008 and 2018, the number of examined applications received by U.S. dental schools increased from 48,256 to 65,624 (Table 2), although the number of applicants decreased slightly 12,178 to 11,298. During the same time period, first-year enrollment increased from 4,918 to 6,250, with the number of male first-year students increasing by 317 (11.6%) and female first-year students increasing by 1000 (46%) (Fig. 8).²⁶ It is worth noting that **2018-19 was the first year in history that more women enrolled in first-year dental schools than men in the U.S.** There was also an overall rise in diversity in dental school enrollment, with observable increases in Asian, Hispanic or Latino, nonresident alien, two or more races, and Native Hawaiian or Other Pacific Islanders enrollees (Fig. 9).

Table 2: Number of U.S. Dental School Examined Applications, Applicants, and First-Year Enrollment, 2008-09 to 2018-19

YEAR	NUMBER OF DENTAL SCHOOLS	NUMBER OF EXAMINED APPLICATIONS	NUMBER OF APPLICANTS	AVERAGE NUMBER OF APPLICATIONS PER SCHOOL	RATIO OF EXAMINED APPLICATIONS TO APPLICANTS	FIRST-YEAR ENROLLMENT	RATIO OF APPLICANTS TO FIRST-YEAR ENROLLMENT
2008-09	57	48,256	12,178	846.6	3.96	4,918	2.48
2009-10	58	57,634	12,210	993.7	4.72	5,089	2.40
2010-11	58	58,225	12,001	1,004.0	4.85	5,170	2.32
2011-12	61	65,274	12,039	1,070.0	5.42	5,493	2.19
2012-13	62	66,086	12,077	1,066.0	5.47	5,697	2.12
2013-14	65	66,649	12,162	1,025.0	5.48	5,904	2.06
2014-15	65	62,320	11,745	958.8	5.31	5,967	1.97
2015-16	65	72,997	11,789	1,123.0	6.19	6,000	1.96
2016-17	66	79,953	12,058	1,211.0	6.63	6,165	1.96
2017-18	66	70,667	11,873	1,071.0	5.95	6,184	1.92
2018-19	66	65,642	11,298	994.6	5.81	6,250	1.81

Source: American Dental Association, 2019

Fig. 8: First-Year U.S. Dental School Enrollment by Gender, 2008-09 to 2018-19

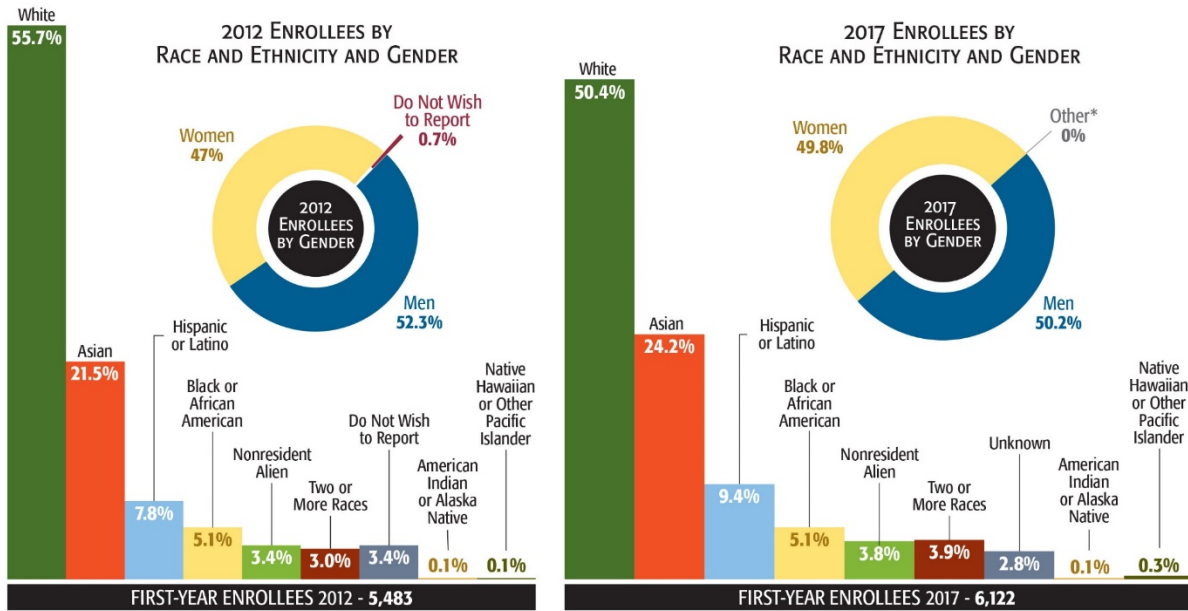


Source: American Dental Association, 2019

In year 2018-19, 10.2% (640) of the first-year dental students in the country were residents of the West South Central region, which includes Texas, Oklahoma, Arkansas, and Louisiana (Figure 10).²⁵ According to the ADEA Survey of Dental School Seniors, 47.9% of the seniors planned to go to private practice after graduation and 35.9% planned to pursue residency or advanced training.²⁷ The average debt of the 2018 dental graduates was \$251,869 for public dental schools and \$326,133 for private dental schools. Only 16.6% of the 2018 dental school graduates had no educational debt.²⁶

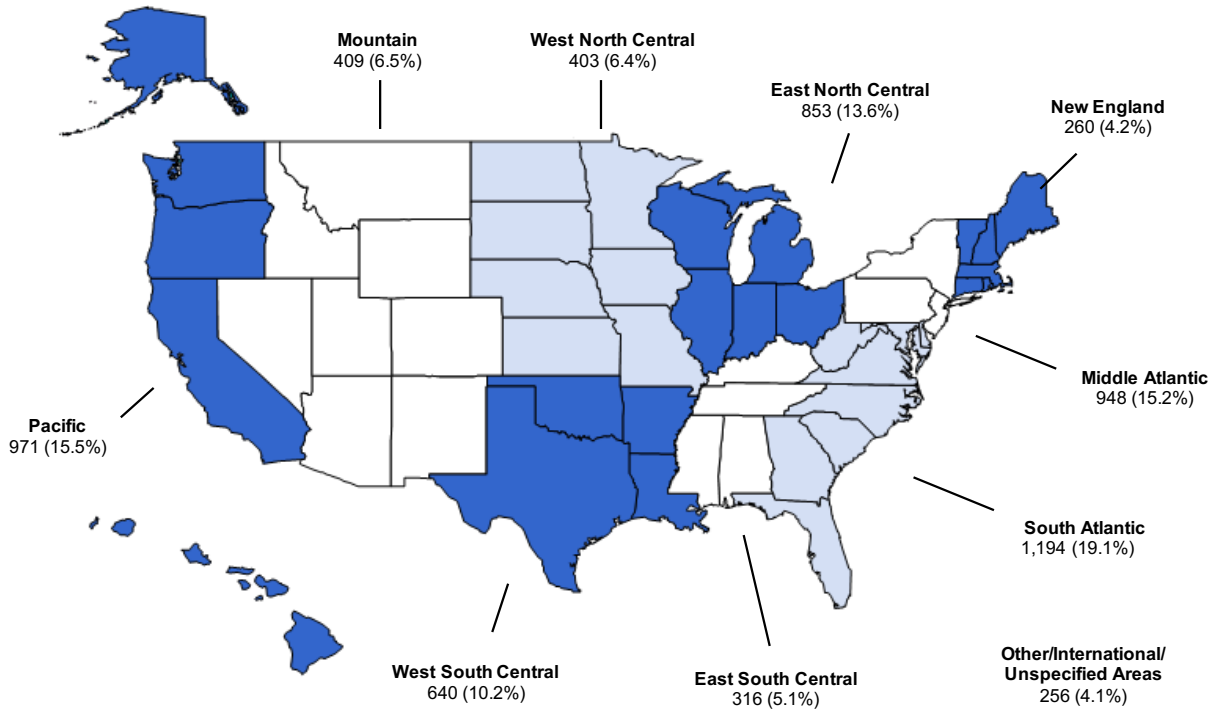
While the number of dental school graduates has experienced a steady growth over the past decade, there have been fluctuations in the number of graduates from other allied dental professions (Figure 11).²⁴ According to the most recent data from ADA, the 2017-18 first-year enrollment number of graduates in dental hygiene, dental assisting, and dental laboratory technology programs have all decreased compared to the previous year.²⁸

Fig. 9: Increased Diversity of U.S. Dental Student Population



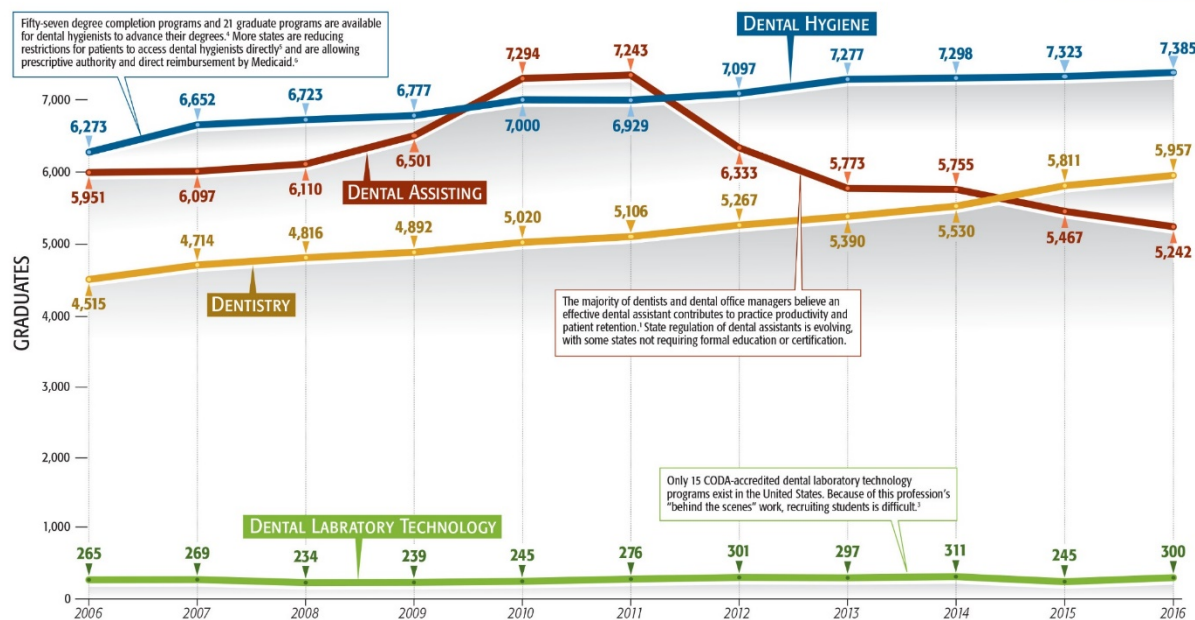
Note: ADEA adheres to the revised federal guidelines for collecting and reporting race and ethnicity. Percentages may add up to more than 100% due to rounding.
 *The "Other" gender category includes students who prefer not to report gender, do not identify as either male or female or whose gender is not available.
 Source: American Dental Education Association, U.S. Dental School Applicants and Enrollees, 2012 and 2017 Entering Classes

Fig. 10: Region of Residence of First-Year United States Dental Students, 2018-19



Source: American Dental Association, 2019

Fig 11. Number of Dental Program Graduates, 2006-2016



Source: American Dental Association, Health Policy Institute, Surveys of Dental Hygiene Education Programs, Surveys of Dental Assisting Education Programs, Surveys of Dental Laboratory Technology Education Programs, and Surveys of Dental Education. ¹The DALE Foundation, The Value of Dental Assistants to the Dental Practice, November 2016; ²Dental Assisting National Board, 2018 State Fact Booklet; ³ada.org/en/coda/find-a-program; ⁴ada.org/dental-hygiene-programs; ⁵adha.org/resources-docs/75118_Facts_About_the_Dental_Hygiene_Workforce.pdf; ⁶Oral Health Workforce Research Center, Dental Hygiene Scope of Practice, 2016.

C.5 Dental Education in Louisiana

Louisiana is located in the middle of the South Central region of the country, sharing a direct border with, or in close proximity to, four states: Texas, Oklahoma, Arkansas, and Mississippi. Arkansas does not have a dental program, and there are six dental schools in the remaining adjacent states (Table 3).^{25, 29} In 2018-19, these six schools received a total of 1,980 applications and enrolled 483 first-year dental students.²⁵

The majority (79% in 2018) of the dental students who are residents of Louisiana chose to go to LSU Health New Orleans School of Dentistry (LSUH-NO SD), followed by a sizable minority that chose Howard University and Meharry Medical College (12% in 2018).²⁵ Of the 63 LSUH-NO SD graduates in 2018, only three are Black/African American and six are Hispanic.²⁵ Furthermore, only 42.1% of the 2018 dental seniors from Louisiana planned to practice in the state after graduation.²⁶

There are currently three accredited dental hygiene programs, two dental laboratory technology programs, and eleven advanced dental education programs in Louisiana.³⁰ The majority of these programs are affiliated with LSUH-NO SD. Table 3 indicates the name, institution, location, and accreditation status of the remaining dental programs not affiliated with the dental school.

Table 3: Dental Schools in South Central United States

School Name	State & Year Opened	Distance to Shreveport, LA	Class Size (2018-19)	First-year Tuition Resident/Non-resident (2018-19)
LSUH-NO SD	LA, 1968	322 miles	75	\$28,418 / \$57,884
Texas A&M University College	TX, 1905	185 miles	105	\$18,288 / \$29,088

of Dentistry				
University of Texas School of Dentistry at Houston	TX, 1905	243 miles	105	\$27,211/ \$40,486
UT Health San Antonio School of Dentistry	TX, 1970	391 miles	104	\$24,150 / \$34,950
University of Oklahoma College of Dentistry	OK, 1972	375 miles	54	\$26,228 / \$62,253
University of Mississippi Medical Center School of Dentistry	MS, 1975	224 miles	40	\$29,523 / \$29,523

Source: American Dental Association, 2019

Table 4: Dental Programs in Louisiana Not Affiliated with LSUH-NO SD (2019)

Program	Institution	Location	Accreditation
Advanced Education in General Dentistry	2nd Medical Group/Barksdale AFB - Dental Squadron	Bossier City, LA	Approved Last visit: 2011
Dental Hygiene	University of Louisiana at Monroe	Monroe, LA	Approved Last visit: 2013
Oral and Maxillofacial Surgery Clinical Fellowships Craniofacial	Louisiana State University School of Medicine	Shreveport, LA	Approved Last visit: 2017
Dental Hygiene	Southern University	Shreveport, LA	Approved Last visit: 2015
Oral and Maxillofacial Surgery Clinical Fellowships Oncology	Louisiana State University School of Medicine	Shreveport, LA	Approved Last visit: 2015

Source: American Dental Association, Commission on Dental Accreditation, 2019

D. Overview of Nursing Workforce and Education

D.1 Nursing Workforce Supply and Demand in the United States

With declining birth rates, reduced immigration, and the large baby-boomer cohort growing older, the U.S. population's age distribution is changing. Nearly 54 million Americans will be over the age of 65 by 2020, of whom more than 6 million will be 85 plus.³¹ By 2030, all baby boomers will be older than age 65. This will expand the size of the older population so that one in every five residents will be retirement age. The median age of the U.S. population is expected to grow from age 38 today to age 43 by 2060.³²

As people age, their life transitions will affect their living arrangements, especially among the older population. In the 2016 American Community Survey, the majority of the total population (81%) and people 65 and older (68%) lived in family households. The proportion living in family households shrunk from almost three-quarters among those aged 65 to 74, to less than half for those 85 and older, perhaps due to widowhood and a lower rate of remarriage. The steady decrease in the proportion living in family households among the older population was accompanied by an increase in the proportion living alone. About one out of five adults 65 to 74 years old lived alone, but that figure doubled to around four out of ten among those 85 and older. People 85 and older were also more likely to live in group quarters, such as nursing facilities, and less likely to live in nonfamily households than other older adults.³³

The U.S. is projected to experience a shortage of Registered Nurses (RNs) that is expected to intensify as Baby Boomers age and the need for health care grows. According to the American Association of Colleges of Nursing (AACN):³⁴

- Nursing is the largest health care profession in the U.S., with more than 3.8 million registered nurses (RNs) nationwide. Of all licensed RNs, 84.5% are employed in nursing.
- According to a 2018 survey conducted by the National Council of State Boards of Nursing and The Forum of State Nursing Workforce Centers, 50.9% of the RN workforce is age 50 or older. HRSA projects that more than 1 million registered nurses will reach retirement age within the next 10 to 15 years.
- In the July 2017 *Journal of Nursing Regulation*, Dr. Peter Buerhaus and colleagues examine the "Four Challenges Facing the Nursing Workforce in the United States," which include the accelerating rate of RN retirements. The researchers project that one million RNs will retire by 2030 and that "the departure of such a large cohort of experienced RNs means that patient care settings and other organizations that depend on RNs will face a significant loss of nursing knowledge and expertise that will be felt for years to come."
- According to the "United States Registered Nurse Workforce Report Card and Shortage Forecast" published in the January 2012 issue of the *American Journal of Medical Quality*, a shortage of registered nurses is projected to spread across the country between 2009 and 2030. **In this state-by-state analysis, the authors forecast the RN shortage to be most intense in the South and in the West.**

With more than three times as many RNs in the United States as physicians, nursing delivers an extended array of health care services, including primary and preventive care by nurse practitioners (NPs) with specialized education in such areas as pediatrics, family health, women's health, and gerontological care. Nursing's scope also includes services by certified nurse-midwives and nurse anesthetists, as well as care in cardiac, oncology, neonatal, neurological,

and obstetric/gynecological nursing and other advanced clinical specialties. Furthermore, many scientific studies point to the connection between adequate levels of registered nurse staffing and safe patient care.³⁴

Data from the 2017 National Nursing Workforce Survey showed that while the nursing workforce continues to be predominately female (90.9%), the proportion of respondents who were male increased 2.5 percentage points from 2013 to 2017 (Table 5).³⁵ Nearly 81% of responding RNs were White/Caucasian. An additional 7.5% identified as Asian, 6.2% identified as Black/African American, 2.9% identified as other, and 1.7% identified as two or more races. Moreover, RNs indicating they were of Hispanic or Latino origin increased from 3.4% in 2013 to 5.3% in 2017.³⁵

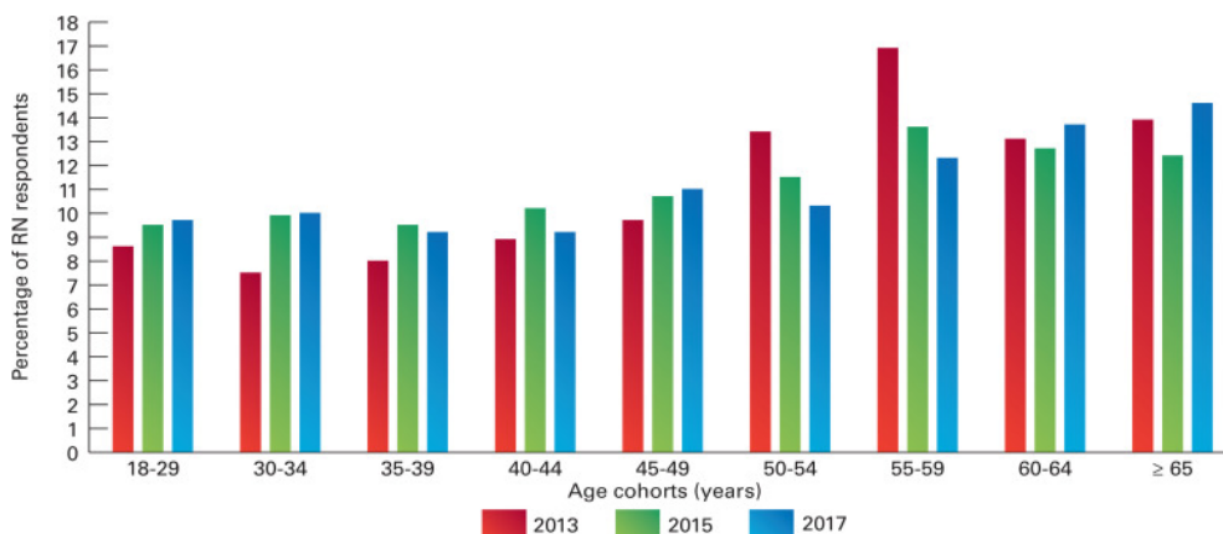
Table 5. Gender Distribution of Nurses

	Weighted Sample Values					
	2013 (n = 40,364.5)		2015 (n = 43,330.9)		2017 (n = 48,084.9)	
	2013		2015		2017	
Male	2,678.9	6.6%	3,459.6	8.0%	4,369.3	9.1%
Female	37,685.6	93.4%	39,871.4	92.0%	43,715.5	90.9%

Source: 2017 National Nursing Workforce Survey

In 2017, the median age of RN respondents was 53 years. This is unchanged from the median age of RN respondents in 2015, which was also 53 years, and only a year older than the median age of 52 from 2013. In terms of age distribution, in 2017, 14.6% of responding RNs reported to be 65-year and older, more than any other age groups and a 2.2% increase from 2015 (Fig. 12). Also, among older age-groups (ages 50+), women comprise a much higher proportion of the population than younger age-groups (ages 30-49).³⁵

Fig.12 Age Distribution of Nurses



Source: 2017 National Nursing Workforce Survey

In the same 2017 survey, the median length an RN had been licensed was 21 years. Nearly one-third of respondents (32.9%) were licensed for 10 years or less. An additional 19.7% were licensed between 11 and 20 years. 95.1% of respondents were initially licensed in the United States, and 8.5% reported being credentialed as a nurse practitioner.³⁵

Registered nurses comprise one of the largest segments of the U.S. workforce as a whole and are among the highest paying large occupations. According to the most recent Bureau of Labor Statistics,³⁶ registered nurses held about 3.0 million jobs in 2016 and 61% of RNs worked in state, local, and private hospitals; the median annual wage for RNs was \$71,730 in May 2018. Employment of registered nurses is projected to grow 15 percent from 2016 to 2026, much faster than the average for all occupations. Growth will occur for a number of reasons.

- Demand for health care services will increase because of the aging population, given that older people typically have more medical problems than younger people. Nurses also will be needed to educate and care for patients with various chronic conditions, such as arthritis, dementia, diabetes, and obesity.
- The financial pressure on hospitals to discharge patients as soon as possible may result in more people being admitted to long-term care facilities and outpatient care centers, and greater need for health care at home. Job growth is expected in facilities that provide long-term rehabilitation for stroke and head injury patients, and in facilities that treat people with Alzheimer's disease. In addition, because many older people prefer to be treated at home or in residential care facilities, registered nurses will be in demand in those settings.
- Growth is also expected to be faster than average in outpatient care centers, where patients do not stay overnight, such as those which provide same-day chemotherapy, rehabilitation, and surgery. In addition, an increased number of procedures, as well as more sophisticated procedures previously done only in hospitals, are being performed in ambulatory care settings and physician's offices.

Employment of registered nurses is more concentrated in states and metropolitan areas with higher population density. In 2018, the state of Louisiana had 43,110 RN employments and a location quotient of 1.10, which means a slightly higher share of employment than the national average. Median earnings rose in most states from 2015 to 2017. The highest median earnings were for RNs practicing in California (\$88,000), Hawaii (\$85,000), New York (\$80,000), and Oregon (\$80,000). The lowest median earnings were for RNs practicing in South Dakota (\$54,000) and Iowa (\$58,000). The median earnings for RNs practicing in Louisiana was \$65,000.³⁴

D.2 Trends in Nursing Education

Nursing is a unique profession in that there are many different educational pathways to entry. A student may prepare for a career as a registered nurse in educational programs leading to a master's degree, a baccalaureate degree, an associate degree, or a diploma in nursing. Some nurses who graduate with an associate degree or diploma go on to enroll in baccalaureate completion programs, either before or after licensure. And increasingly, some nurses with baccalaureate degrees in other fields begin their nursing education in so-called direct entry master's degree programs, in which the first phase of their education prepares them for the licensure examination. Regardless of the pathway taken, students must pass the National Council Licensure Examination for Registered Nurses (NCLEX-RN) before entering the field.³

The Institute of Medicine (IOM) published *The Future of Nursing* report in 2019, which suggested that the transformation in the health care system and practice environments required a corresponding transformation in nursing education. In 2010, approximately half of the nation's 3 million nurses held a baccalaureate or higher degree. **The Future of Nursing recommends that this proportion be increased, setting an ambitious goal of 80 percent by 2020.**³⁷

Employers are expressing a strong preference for new nurses with baccalaureate preparation. Findings from AACN latest survey on the Employment of New Nurse Graduates show that 46% of employers require new hires to have a bachelor’s degree, while 88% strongly prefer baccalaureate-prepared nurses.³⁴ In 2018, 17.1% of the nation’s registered nurses held a master’s degree and 1.9% a doctoral degree as their highest educational preparation. The current demand for master’s- and doctorally-prepared nurses for advanced practice, clinical specialties, teaching, and research roles far outstrips the supply.³⁴

Evidence on the progress towards the IOM recommendation of increasing the proportion of nurses with a baccalaureate degree to 80% by the year 2020 has been steadily accumulating over the past 8 years. **In 2017, 64.1% of the RNs obtained a baccalaureate or higher degree.** The trend toward a higher percentage of respondents pursuing a BSN degree as their initial nursing education continued, with 41.8% of the RNs reporting the BSN as the degree that qualified them for their first U.S. nursing license, which reflects a 2.8% increase from 2015 (39.0%) and a 6.3% increase from 2013 (35.5%) (Table 6).³⁵

Table 6. Type of Nursing Degree or Credential for First U.S. Nursing License

	2013 (n = 41,792.7)		2015 (n = 45,818.9)		2017 (n = 47,650.0)	
	n	Percent	n	Percent	n	Percent
Vocational/practical certificate	1,993.8	4.7%	2,442.1	5.3%	2,850.6	6.0%
Diploma	7,364.6	17.4%	6,539.3	14.3%	5,708.1	12.0%
Associate degree	16,152.0	38.2%	17,625.9	38.5%	17,332.5	36.4%
Baccalaureate degree	15,019.5	35.5%	17,853.4	39.0%	19,922.7	41.8%
Master’s degree	1,218.0	2.9%	1,297.9	2.8%	1,836.0	3.9%

Source: 2017 National Nursing Workforce Survey

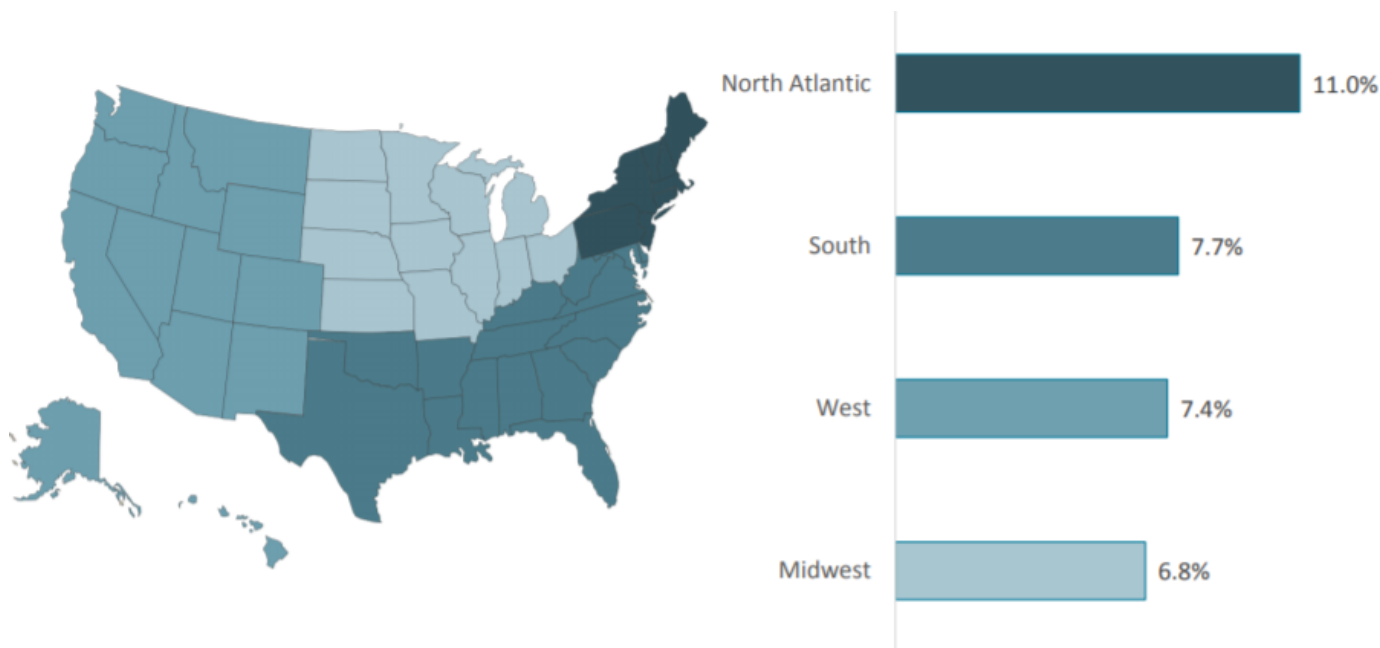
Nursing schools have made achieving the IOM goal a priority and are working to expand capacity in their baccalaureate programs to meet the growing demand. Current pathways for nurses to obtain a baccalaureate degree include the traditional four-year program, which offers entry as a freshman, sophomore, or junior depending on the individual school of nursing. Accelerated BSN programs are now available in 49 states and are designed to efficiently transition individuals with baccalaureate and graduate degrees in other disciplines into nursing. Since the 2011 release of the IOM report, 88 new entry-level BSN programs have opened nationwide, and enrollment in RN to baccalaureate degree completion programs has increased 76%. Despite this expansion, the capacity of university-based BSN programs to educate more nurses is challenged by the growing shortage of nursing faculty.³⁴

According to AACN’s report on 2018-2019 Enrollment and Graduations in Baccalaureate and Graduate Programs in Nursing, U.S. nursing schools turned away 75,029 qualified applicants from baccalaureate and graduate nursing programs in 2018 due to an insufficient number of faculty, clinical sites, classroom space, clinical preceptors, and budget constraints. Most nursing schools responding to the survey pointed to faculty shortages as a reason for not accepting all qualified applicants into baccalaureate programs.³⁴

AACN conducted a Special Survey on Vacant Faculty Positions in Academic Year 2018-19, in which 872 nursing schools with baccalaureate and/or graduate programs across the country responded (85.8% response rate). Of the 872 schools, 488 had vacant full-time positions; a total

of 1,715 full-time faculty positions, or 7.9% of all budgeted full-time positions, were unfilled. Besides the vacancies, schools cited the need to create an additional 138 faculty positions to accommodate student demand. The data showed a national nurse faculty vacancy rate of 7.9%, and a vacancy rate of 7.7% in the South quadrant of the country (Fig.13). Most of the vacancies (90.7%) were faculty positions requiring or preferring a doctoral degree.³⁸

Fig.13 Full-time Faculty Vacancy Rates by Region in Nursing Schools Reporting Vacancies in 2018-19



Source: ANA, 2018

The average ages of doctorally-prepared nurse faculty holding the ranks of professor, associate professor, and assistant professor were 62.4, 57.2, and 51.2 years, respectively. For master's degree-prepared nurse faculty, the average ages for professors, associate professors, and assistant professors were 55.5, 56.4, and 50.6 years, respectively.³⁴ The percentage of full-time nursing faculty aged 60 and older increased from 17.9% in 2006 to 30.7% in 2015. It is estimated that one third of the current nursing faculty workforce in baccalaureate and graduate programs are expected to retire by 2025. The impact of the retiring faculty on the faculty workforce will be huge given their overrepresentation in doctoral attainment, senior rank, and ability for graduate-level teaching. Younger faculty who are likely to replace the retiring faculty possess fewer doctoral degrees, lower senior faculty ranks, and are more limited in ability for graduate-level teaching.³⁹

In 2018, the major barriers to hiring additional full-time faculty at nursing schools included: insufficient funds to hire new faculty, unwillingness of administration to commit to additional full-time positions, inability to recruit qualified faculty because of competition for jobs with other marketplaces, and qualified applicants for faculty positions are unavailable in our geographic area. And the top issues schools reported related to faculty recruitment were noncompetitive salaries, finding faculty with the right specialty mix, and limited pool of doctorally-prepared faculty.³⁹

Higher compensation in clinical and private-sector settings is luring current and potential nurse educators away from teaching. According to the American Association for Nurse Practitioners (AANP), the average salary of a full-time nurse practitioner in 2018, across settings and

specialties, was \$105,903.⁴⁰ By contrast, AACN reported in March 2017 that the average salary for a master's-prepared Assistant Professor in schools of nursing was \$78,575.³⁴

Efforts to expand the nurse educator population are frustrated by the fact that thousands of qualified applicants to graduate nursing programs are turned away each year. In 2018, AACN found that 10,788 qualified applicants were turned away from master's programs, and 2,909 qualified applicants were turned away from doctoral programs. The primary reasons for not accepting all qualified students were a shortage of faculty and clinical education sites.³⁴

Individuals with one or both doctoral degrees play complementary roles in educating the next generation of nurses. From 2008-2017, the number of faculty with a DNP degree increased by 2,022 (123%) and the number of faculty with a Ph.D. in nursing increased by 921 (19%), while faculty with other credentials decreased by 236 (12%). Within the past 10 years, nationally there has been an exponential growth in enrollment in DNP programs. In 2008, there were 3,415 students enrolled with 361 graduates; and in 2017, there were 29,093 and 6,090 graduates.⁴¹

In 2018, AACN convened a dialogue to address the decline in Ph.D. nursing students with the National Institute of Nursing Research and the National Institute of Health. Nursing is not alone with this problem. The National Academies also report the prevailing challenges in growing the pipeline of scientists. The National Institutes of Health and Congress addressed this challenge head on with the 21st Century Cures Act, which passed into law 2016 and provided resources for young scientists. Currently there are 135 Ph.D. nursing programs in the United States enrolling 4,598 Ph.D. nursing students.⁴²

In 2017, 802 nursing Ph.D. students graduated. However, it should be noted many students serve concurrently as faculty in nursing schools so it is difficult to discern any net gain of new faculty members. In the same year, there were 2,356 completed Ph.D. applications, in which 1,648 candidates met application requirements and 144 were turned away. Hence, there is capacity for more Ph.D. nursing programs.⁴¹

D.3 Nursing Supply, Education, and Demand in Louisiana

The proportion of Louisiana's population that is over 60 is growing while the proportion that is under 60 is shrinking. The U.S. Census Bureau estimates that nearly 25 percent of Louisiana's population will be over age 60 by the year 2030, an increase of more than 25 percent from 2012.⁴³ To meet the needs of an aging population both regionally and nationally, the demand for the nursing workforce in the state of Louisiana is expected to grow substantially in the coming years.

According to the most recent data of the Louisiana State Board of Nursing (LSBN), there were approximately 64,950 registered nurses who held an active license to practice in Louisiana in 2016, and **53,699 RNs renewed their license in 2016 and reported home addresses inside the state, which reflected Louisiana's available nursing workforce.**⁴⁴ Of these 53,699 RNs:

- Twenty-six percent were between 30 and 39 years old, 25% were between 40 and 49, and 38% were over 50;
- Males represented 12% of the RN workforce and females represented 88%;
- **In 2016, approximately 33% of Louisiana's population was Black/African American and 5% was Hispanic/Latino compared to 16% and 1%, respectively, of the RN workforce in the state;**
- Seventy-four percent reported full-time employment (compared to 63% full-time employment rate nationally), 8% employed part-time, and 6% per diem;

- Hospitals employed 61% of the RNs in Louisiana, 10% of RNs were employed in ambulatory care settings, and 6% were employed in home health;
- The majority of RNs (79%) reported that they provided direct patient care; 11% worked in acute care/critical care and another 11% worked in medical-surgical areas;
- Ten percent of RNs held Advanced Practice Registered Nurse (APRN) licenses;
- The biggest proportion (45%) of full-time RNs in Louisiana reported annual salaries between \$50,001 and \$75,000, 21% reported salaries between \$75,001 and \$100,000, and 17% reported salaries between \$35,001 and \$50,000;
- Regarding education, 56% of RNs reported the baccalaureate degree as their highest degree in nursing, 31% reported the Associate degree in Nursing as their highest level of education, and 5% reported the Diploma;
- Thirteen percent (13%) of RNs reported the Masters in Nursing and/or Doctorate (including doctorates in related fields) as their highest level of education. Of those doctorally-prepared RNs, 45% held a Doctoral of Nursing Practice (DNP) compared to 14% that held a Ph.D. in Nursing;
- In addition, 3,885 RNs indicated they were currently enrolled in school, of which 30% were enrolled in a baccalaureate degree, 44% were enrolled in a Master’s in Nursing program, and 17% were enrolled in a doctoral program.

LSBN also conducted a survey of newly licensed RNs in 2017, in which 92% of the respondents passed the NCLEX-RN exam on the first take and 97% were able to find a position as RN in less than three months. Sixty-four percent of the respondents reported a starting salary of \$22-\$24 dollars an hour, which represented a 25% increase since 2013. In addition, 92% completed their education in Louisiana, and 85% indicated that they plan to advance their education.⁴⁵

The LSBN closely monitors all nursing programs in the state that prepare nursing students for initial licensure as a registered nurse, as well as those graduate programs that prepare RNs as advanced practice registered nurses. It is the responsibility of LSBN to ensure that these programs are preparing safe and effective practitioners to care for the citizens of Louisiana. Deans and Directors of pre-RN licensure programs in Louisiana must submit an annual report to LSBN in the fall of each year to demonstrate ongoing compliance with all rules and regulations relative to nursing education. Information such as the number of applicants accepted into the programs each year, the number of students enrolled in clinical nursing courses, the number of graduates, and the qualifications of faculty teaching in the programs is used to determine nursing education capacity. An analysis of the data obtained from the 2017-2018 annual reports submitted by undergraduate and graduate nursing programs in Louisiana was used to develop the 2018 Nursing Education Capacity Report.⁴⁶

In 2017-2018, there were **a total of 28 pre-RN licensure programs that prepare students to become candidates for initial RN licensure in Louisiana**, which included one diploma program, 12 AD programs, and 15 BSN programs (Table 7). New pre-RN BSN programs receiving initial approval during the 2017-2018 report year included Chamberlain University, Dillard University, Grambling State University, and William Carey University.⁴⁵ Located in Shreveport-Bossier, Northwestern State University and Southern University Shreveport both have a comprehensive nursing school that offers baccalaureate and higher degree programs.

Table 7. Pre-RN Licensure Programs in LA (2017-2018)

Program Type	Number of Programs
Diploma <input type="checkbox"/> Baton Rouge General Medical Center	1

<p>Associate Degree</p> <ul style="list-style-type: none"> □ Baton Rouge Community College □ Bossier Parish Community College □ Delgado Community College / Charity School of Nursing □ Fletcher Technical Community College □ Louisiana Delta Community College □ LSU Alexandria □ LSU Eunice □ Louisiana Tech University □ Northwestern State University □ South Louisiana Community College □ Southern University in Shreveport □ SOWELA Technical Community College 	12
<p>Baccalaureate Degree</p> <ul style="list-style-type: none"> □ Chamberlain University* □ Dillard University* □ Franciscan Missionaries of Our Lady University (Formerly Our Lady of the Lake) □ Grambling State University* □ Louisiana College □ LSU Health Sciences Center □ McNeese State University □ Nicholls State University □ Northwestern State University □ Southeastern Louisiana University □ Southern University □ University of Holy Cross □ University of LA at Lafayette □ University of LA at Monroe □ William Carey University* 	15
<p>Total No. of Pre-RN Programs</p>	28

**New programs receiving initial approval during the 2017-2018 report year.*

Source: LSBN, 2018

Over the last five years (2014 to 2018) there has been a six percent increase in the number of students applying for admission to Louisiana’s pre-RN licensure programs. Approximately 74% (1,817) of the 2,469 qualified applicants applying to BSN programs were admitted, 66% (1,351) of the 2,036 qualified applicants applying to AD programs, and 35% (30) of the 86 applying to the diploma program, were admitted in 2017-2018. When compared to the previous report year, the number of students admitted to AD and BSN programs continued to increase (6% and 9% increase respectively), but not at the same rate as the previous report year (21% and 16% increase respectively). There was a 32% reduction in the number of students admitted to the state’s only diploma program, which is most likely attributable to the closing of the program with an expected teach out date of December 31, 2019 (Table 8).⁴⁵

Table 8. Admissions to Pre-RN Licensure Programs in LA (2014-2018)

Report Year	Diploma	Associate	Baccalaureate
2018	30	1,351	1,817
2017	44	1,278	1,673
2016	37	1,058	1,446
2015	39	1,073	1,600
2014	40	1,139	1,777
1- & 5-Year Variance	↓32% / ↓25%	↑6% / ↑19%	↑9% / ↑2%

Source: LSBN, 2018

Females represented 88% of students enrolled in pre-RN licensure programs in Louisiana in 2017-2018, in line with the gender distribution of the current nursing workforce in the state. Thirty-four percent of the students enrolled in pre-RN licensure programs in Louisiana were minorities: 23% Black/African American, 4% Hispanic/Latino, 2% Asian, and 5% Other. Although the number of Hispanic nursing students had increased in the past five years, **the number of Black/African American and Asian nursing students have declined by 11% and 2%, respectively, since 2014.** There was a 41% increase in the number of Licensed Practical Nurses (LPN) enrolled in pre-RN program in Louisiana in the past five years, together with a 53% increase in the number of students from other health related fields. Approximately 19% (1,141) of the students enrolled in clinical nursing courses in 2017-2018 had a degree in another field (553), were LPNs (422), or had prior education in another health field.⁴⁵

According to AACN’s report, *2018-2019 Enrollment and Graduations in Baccalaureate and Graduate Programs in Nursing*, **U.S. nursing schools turned away more than 75,000 qualified applicants from BSN and graduate nursing programs in 2018 due to an insufficient number of faculty, clinical sites, classroom space, clinical preceptors, and budget constraints.** Most nursing schools responding to AACN’s survey pointed to faculty shortages as the reason for not accepting all qualified applicants into baccalaureate programs.⁴⁷ In the same vein, in 2017-18, a lack of qualified faculty tied for first place with a lack of budgeted faculty positions as to why qualified applicants were not admitted to Louisiana’s nursing programs. Other factors included salaries that are not competitive with those available in clinical practice, insufficient classroom space, lack of clinical space, clinical specialty not available, and skills lab space not available.⁴⁵

There was a total of 462 budgeted full-time nurse faculty positions reported by Louisiana’s pre-RN licensure programs as of October 2018, which reflects a two percent decrease in number from the previous year. In the same year, there were 241 part-time/adjunct faculty positions filled, and 18 faculty positions were funded from grants, capitation funds, additional appointments, and/or other funding sources. The number of reported vacant nursing faculty positions was 28 and a total of 144 new faculty appointments, full-time and part-time, were reported for 2017-18.⁴⁴

Preceptors are valuable resources in nursing education. Preceptors are used only during the last two academic semesters of a baccalaureate program and during one of the last two semesters of a diploma or associate degree program. In 2017-2018, there were a total of 1,235 preceptors used by pre-RN licensure programs, compared to 923 in 2016-2017 which reflects a 34% increase over the last year.

The higher compensation in clinical and private-sector settings is luring current and potential nurse educators away from teaching. Mean salaries for all levels of nursing faculty in Louisiana were not only notably lower than average nurse practitioners (\$107,030 in 2019), they were also below the mean salaries for nursing faculty in institutions with an academic health center on a national level, as well as the mean salaries for full-time faculty in four-year colleges or universities in Louisiana (with the exception for Instructor) (Table 9).^{46,48,49}

Table 9. Faculty Mean Salaries Comparisons

	Professor	Associate Professor	Assistant Professor	Instructor
Nursing Faculty in Louisiana	\$83,314	\$68,372	\$61,087	\$55,520
Nursing Faculty in Institutions with and Academic Health Center	\$172,599	\$127,090	\$105,382	\$95,478
Faculty in Public Four-Year Colleges of Universities in Louisiana	\$97,487	\$72,267	\$66,312	\$47,575

Source: LSBN, 2018; AACN, 2019

Graduate Nursing Programs across the state afford RNs in Louisiana the opportunity to become an advanced practice registered nurse (APRN) in three of four roles: Nurse Practitioner, Clinical Nurse Specialist, and Certified Registered Nurse Anesthetist (CRNA). There are currently no programs offering the Certified Nurse Midwife (CNM) role in Louisiana. Table 9 provides a listing of the type of role and specialty areas offered by graduate nursing programs in Louisiana.⁴⁵

A total of 1,366 students enrolled in Louisiana’s APRN programs in 2018, an overall 13% increase from the previous year. Thirty percent of the APRN enrollees were minorities, and there has been a 74% increase in number of Hispanic/Latino students enrolled in Louisiana’s APRN programs and a 46% increase in the number of Asian students since 2014. In 2017-2018, 354 APRN candidates sat for their respective certification exams, and 339 (96%) successfully passed their certification exams.⁴⁵

Table 10. Advanced Practice Registered Nurse Programs in Louisiana (2018)

Master’s Program	Specialties	Roles*
Franciscan Missionaries of Our Lady University (Formally our Lady of the Lake)	Nurse Anesthesia Family	CRNA
Grambling State University	Family Pediatrics	NP
Intercollegiate Consortium for a Master of Science in Nursing (ICMSN) <ul style="list-style-type: none"> o McNeese State University o Nicholls State University o Southeastern Louisiana University o University of Louisiana at Lafayette 	Psychiatric / Mental Health Family Post Master's Certificate Family Post Master's Certificate Psych Mental Health	NP NP NP NP
Loyola University	Family – Primary Care	NP
LSU Health Science Center	Anesthesia Adult Gerontology Adult Gerontology - Acute Care Adult Gerontology - Primary Care Neonatal Pediatric - Acute Care Pediatric - Primary Care Primary Care Family - Across the Life Span Psychiatric Mental Health	CRNA CNS NP NP NP NP NP
Northwestern State University	Family Women’s Health Primary Care Pediatric Adult Gerontology Acute Care Adult Gerontology Primary Care Psych Mental Health	NP NP NP NP NP
Southeastern Louisiana University	Family (BSN-DNP)	NP
Southern University	Family	NP
University of Louisiana Lafayette	Family (BSN-DNP)	NP
University of Louisiana Monroe	Adult Gerontology – Primary Care Family	NP

Note: Advanced Practice Registered Nurse Roles: Nurse Practitioner (NP), Clinical Nurse Specialist (CNS), Certified Registered Nurse Anesthetist (CRNA).

Source: LSBN, 2018

Many of the graduates from nursing programs choose to pursue non-licensure graduate degrees such as nursing education, nursing administration, executive nurse leader, and clinical nurse leader. In the 2017-2018 report year, a total of 329 RNs were enrolled in Louisiana’s non-licensure graduate programs (Table 11). Forty-seven percent (156) of the students were enrolled in nurse administrator/nurse executive programs, 22% (72) were enrolled in nurse educator programs, 24% (80) were enrolled in postmaster’s DNP programs, and 6% (20) were enrolled in clinical nurse leader programs.⁴⁵

Table 11. Non-Licensure Graduate Nursing Programs in Louisiana (2018)

Master’s Program	Specialties	Roles
Grambling State University	Nursing Education	Nursing Educator
Intercollegiate Consortium for a Master of Science in Nursing (ICMSN) <ul style="list-style-type: none"> o McNeese State University o Nicholls State University o Southeastern Louisiana University o University of Louisiana at Lafayette 	Nursing Education Nursing Administration/ Nurse Executive	Nurse Educator Nurse Administrator /Executive
Loyola University	Nursing Education Nursing Leadership Executive Nurse Leadership	Nurse Educator Nursing Leadership Nurse Executive
LSU Health Science Center	Nursing Education Executive Nurse Leader Clinical Nurse Leader Public/Community Health Nursing	Nurse Educator Nurse Administrator /Executive Clinical Nurse Leader
Northwestern State University	Nursing Education Nursing Administration Organizational Systems Leadership	Nurse Educator Nurse Administrator /Leadership
Southern University	Nursing Education Nursing Administration	Nurse Educator Nursing Administrator
University of Louisiana Lafayette	Aggregate Systems Focus	Nursing Administration /Leadership
University of Louisiana Monroe	Gerontology	Clinical Nurse Leader

Source: LSBN, 2018

E. Institutional Readiness for Dentistry

The Louisiana State University Health Science Center in Shreveport's origin dates back to 1876, when Charity Hospital was established in Shreveport. It was renamed Confederate Memorial Medical Center and moved to the hospital's current location on Kings Highway in 1953. Confederate Memorial became part of the LSU System in 1976. EA Conway Medical Center joined the Health Sciences Center in 2003. In 2013, the hospitals in Shreveport and Monroe transitioned to management under the Biomedical Research Foundation of Northwest Louisiana. **The Health Science Center was recently branded as LSUHealth–Shreveport (LSUH-S) and created at joint venture with Ochsner Health System to manage the health care facilities and care network.**

The LSU School of Medicine in Shreveport was officially authorized by the Louisiana Legislature in 1965. The first class of 32 students began in 1969. The medical building used today was completed in 1975. The School of Graduate Studies was established in 1965, with degrees offered in Anatomy, Biochemistry and Molecular Biology, Microbiology and Immunology, Pharmacology & Therapeutics and Physiology and Biophysics. In 1977, the School of Allied Health Professions was established with the offerings of cardiopulmonary science, speech language pathology and medical technology.

The first chancellor for the Shreveport campus was appointed in 2000. Four years later, the Shreveport Schools of Allied Health Professions & Graduate Studies were administratively separated from the LSU Health Sciences Center in New Orleans. In 2005, LSU Health Sciences Center in Shreveport (LSUHSC-S) was legislatively authorized as a separate entity and received separate accreditation from the Southern Accreditation for Colleges and Schools in 2009.

Today, more than 800 students are enrolled in the degree programs and nearly 600 residents and fellows are trained each year. LSUH-S is the home of state-designated Centers of Excellence in cancer, cardiovascular disease and rheumatology. A faculty of more than 600 includes nationally and internationally-acclaimed physicians and scientists.

The University has strong community support, with the LSU Health Sciences Foundation raising funds for campus initiatives. Educational partnerships include an M.D./Ph.D. program with Louisiana Tech University in Ruston, a Master of Public Health program with LSU Shreveport and joint Respiratory Therapy program with Bossier Parish Community College and two community colleges.

LSUH-S has supported Oral and Maxillofacial Surgery training for many years. The program currently trains OMFS residents and fellows in Head/Neck Oncologic/Microvascular Reconstruction and Cleft/Craniofacial Surgery. In addition, the institution provides oral health care for children.

Currently, LSUH-S is involved in a multitude of important strategic initiatives:

- Beginning a new Strategic Planning cycle
- Planning the creation of a new building for health care education, which is planned to break ground in 2020
- Participating in the LSU Capital Campaign
- Moving Outpatient Care Services, Imaging and Ambulatory Surgery to a renovated facility on Margaret Place
- Assessing the feasibility of starting new health care education programs

E.1 Current Options for Louisiana Students to Obtain Dental Education and Potential Application Pool for a New College of Dental Medicine in the State

The state of Louisiana had 86 residents enrolled in the first year of an U.S. dental school in FY19:²⁶

- 68 – LSU Health New Orleans (Public)
- 7 – Meharry Medical College (Private)
- 3 – Howard University (Private)
- 2 – Missouri School of Dentistry and Oral Health (Private)
- 1 – Western University of the Health Sciences (Private)
- 1 – University of Maryland (Public)
- 1 – University of Missouri-Kansas City (Public)
- 1 – UTHealth Houston (Public)
- 1 – Roseman University of the Health Sciences (Private)
- 1 – Marquette University (Private)

In FY16, FY17 and FY18, 249 Louisiana residents enrolled in U.S. dental schools. Not considering possible attrition, these students join those above as enrollees during FY19 in the following schools:²⁶

- Boston University (Private)
- Case Western Reserve University (Private)
- Creighton University (Private)
- Howard University (Private)
- Lake Erie College of Osteopathic Medicine (Private)
- LSU Health New Orleans (Public)
- Medical University of South Carolina (Public)
- Meharry Medical College (Private)
- Midwestern University (AZ) (Private)
- Missouri School of Dentistry and Oral Health (Private)
- Ohio State University (Public)
- Texas A&M University (Public)
- Tufts University (Private)
- University of Alabama (Public)
- University of Colorado (Public)
- University of Detroit-Mercy (Private)
- University of Louisville (Public)
- University of Missouri-Kansas City (Public)
- University of New England (Private)
- University of Nevada – Las Vegas (Public)
- University of Pennsylvania (Private)
- University of Pittsburgh (Private)
- University of Southern California (Private)
- University of Tennessee (Public)
- UTHealth Houston (Public)
- UTHealth – San Antonio (Public)
- West Virginia University (Public)
- Western University of the Health Sciences (Private)

The states in proximity to Louisiana had 710 residents accepted to a U.S. dental school in FY19:
26

- Mississippi: 58 (1 dental school with 40 first-year positions)
- Arkansas: 56 (0 dental schools)
- Texas: 440 (3 dental schools with 314 first-year positions)*
- Oklahoma: 58 (1 dental school with 54 first-year positions)
- Tennessee: 98 (1 dental school with 99 first-year positions)

**A new school has opened at Texas Tech Health Sciences Center – El Paso, but final CODA approval has not been received and they are not enrolling students as of FY19.*

In FY19, each U.S. dental school received a mean of 1,797 applications as applicants often apply to multiple programs. Of these applications, schools chose to review a mean of 995, offered acceptances to a mean of 184 applicants, and enrolled a mean of 95 students. The twelve smallest U.S. dental schools each had a mean of 780 applicants, chose to review a mean of 437, offered acceptances to a mean of 79 applicants, and enrolled a mean of 46 students. LSUH-NO received 446 applications, chose to review 116, offered acceptances to 101 applicants, and enrolled 75 students.

Available data shows that over the past seven years (FY13 – FY19) LSU Health-New Orleans School of Dentistry (LSUH-NO SD) has examined an average of 122 applications annually to fill their first-year class of approximately 75.²⁶

In FY19, LSUH-NO SD received 446 applications. They examined 116 of them, offered positions to 101 candidates, and enrolled 75 students that were residents of the following states:^{26, 29}

- Louisiana (68)
- Arizona (4)
- Florida (1)
- Georgia (1)
- Wisconsin (1)

The entering class at LSUH-NO SD in FY19 had the following academic credentials:

- Mean DAT Average
 - Academic: 20.2 (20.5)*
 - Perceptual: 20.0 (20.1)*
 - Total Science: 20.1 (20.3)*
- Pre-dental GPA
 - Total Science: 3.49 (3.49)*
 - Overall: 3.57 (3.57)*

**U.S. mean*

Most U.S. dental schools require a minimum of two years of college-based pre-dental education. Data from the enrollees in FY19 shows their education levels prior to starting dental school.

- 2 years of college: 1.2%
- 3 years of college: 1.5%
- 4 years of college: 1.4%
- Bachelor's degree: 84.7%
- Master's degree: 10.5%
- Ph.D.: 0.2%
- Other advanced degree: 0.4%

E.2 Educational, Clinical and Research Needs for a College of Dental Medicine

Dental education in the U.S. has been traditionally delivered in a “2+2” curriculum. The first two years of the four-year process are devoted to developing a knowledge base in the biomedical and behavioral sciences, coupled with an introduction to dentistry’s clinical disciplines and extensive time performing simulation exercises to develop the technical skills necessary to perform dental procedures. Students spend the second two years studying more advanced clinical subjects and as primary providers delivering dental care in outpatient settings under direct faculty supervision. Within the past decades several schools have dramatically modified the traditional curriculum, **primarily with clinical exposure much earlier in the curriculum, integration of biomedical, behavioral and clinical sciences throughout the curriculum, and more time in extramural clinical environments.**

Andragogy and curricular structure are not prescribed for dental education. U.S. dental schools currently use traditional discipline-based lecture/discussion courses (42%), system or organ-based approaches (58%), problem-based systems (64%), case-based methods (90%), flipped classrooms and other educational structures in dentistry-only and/or interprofessional models.^{1,26} U.S. schools also use web-based/online courses (42%), and telecourse/videoconference approaches (15%). While the biomedical science disciplines included in the curriculum are not standardized, **the Joint Commission on National Dental Examinations (JCNDE) has declared that the following Domain of Dentistry represents the “Clinical Content Areas and Foundation Knowledge Areas” required for the safe, independent, general practice of dentistry by entry-level practitioners**, and will be included in questions on the Integrated National Board Dental Examination (INBDE) that becomes a required part of the U.S. dental licensing process in 2020.⁵⁰

- Behavioral Sciences
- Biochemistry
- Biomaterials
- Biomedical Research and Applied Research
- Biophysics
- Cancer Biology
- Cell Biology
- Cellular and Molecular Pathology
- Communication Skills
- Community Health
- Craniofacial Biology
- Critical Evaluation of Scientific Literature
- Cultural Competence
- Dental and Medical Informatics
- Dental Materials Science
- Developmental Biology
- Embryology
- Ergonomics
- Epidemiology – Descriptive and Analytical
- Ethics
- Evidence-based Dentistry
- Genetics
- General and Systemic Pathology
- General Histology
- Genetics

- Geriatric Dentistry and Medicine
- Gross Anatomy
- Head and Neck Anatomy
- Health Promotion
- Hereditary Medicine
- Immunology
- Immunopathology & Biology
- Library Sciences
- Membrane Biology
- Microbiology
- Molecular Biology
- Molecular Pathology
- Mycology
- Neuroscience
- Nutrition and Applied Nutrition
- Occlusion / Gnathology
- Oral Biology
- Oral Histology
- Parasitology
- Patients with Special Needs
- Pharmacology – Basic and Applied
- Physiology
- Preventive Medicine and Dentistry
- Psychology – Child and Adult
- Public Health, Dental Public Health and Public Health Policy
- Pulp Biology
- Radiology – Basic and Applied
- Sociology
- Statistics
- Virology

Biomedical and Behavioral Sciences Education

The biomedical and behavioral sciences component of the predoctoral dental curriculum provides an extensive foundational knowledge base for health care, including diagnosis and therapy within the oral and maxillofacial complex.

CODA's Standards for Dental Education Programs include the following **standards related to biomedical sciences**:¹

- Biomedical, behavioral and clinical science instruction *must* be integrated and of sufficient depth, scope, timeliness, quality and emphasis to ensure achievement of the curriculum's defined competencies.
- Biomedical science instruction in dental education *must* ensure an in-depth understanding of basic biological principals, consisting of a core of information on the fundamental structures, functions and interrelationships of the body systems.
- The biomedical knowledge base *must* emphasize the oro-facial complex as an important anatomical area existing in a complex biological interrelationship with the entire body.
- In-depth information on abnormal biological conditions *must* be provided to support a high level of understanding of the etiology, epidemiology, differential diagnosis,

pathogenesis, prevention, treatment and prognosis of oral and oral-related disorders.

- Graduates *must* be competent in the application of biomedical science knowledge in the delivery of patient care.

Dental schools that have taught in a traditional discipline-based basic sciences approach have usually compiled the didactic materials into courses similar to these:

- Gross Anatomy/Neuroanatomy
- Histology
- Physiology
- Microbiology/Immunology
- General/Systemic Pathology
- Pharmacology
- Oral/Head & Neck Pathology
- Dental Anatomy and Occlusion
- Biochemistry/Nutrition*
- Biostatistics*

**Several schools include one (or both) as prerequisites for admission.*

Faculty members currently teaching the basic sciences in U.S. dental schools are: (1) dental school faculty members only (18.8%); (2) medical school faculty members only (4.6%); (3) faculty members shared by the dental school and the medical school (68.2%); or (4) faculty members from a basic science division of the university (9.1%).²⁶

CODA's Standards for Dental Education Programs include the following **standards related to behavioral sciences**:¹

- Graduates *must* be competent in the application of the fundamental principles of behavioral sciences as they pertain to patient-centered approaches for promoting, improving, and maintaining oral health.
- Graduates *must* be competent in managing a diverse patient population and have the interpersonal and communications skills to function successfully in a multicultural work environment.

CODA expects that the basic sciences, behavioral sciences, and professionalism/ethics will be linked to the clinical sciences throughout the entire curriculum. Graduates are expected to be competent critical thinkers, capable of using evidence to support problem solving and decision-making, and demonstrate the self-assessment skills necessary to be a health care professional.

Clinical Education, Preclinical Skills Development, and Clinical Care

CODA's standards related to clinical education state that each graduate must be competent "in providing oral health care within the scope of general dentistry to patients in all stages of life", including fifteen specific areas of oral health care, and patients with special needs.¹ To develop the knowledge, skill sets and health care values necessary to develop these competencies, dental students spend significant time in a simulation laboratory developing the skillsets to deliver oral health care. **They then function as primary providers in (a) clinic(s) with a large number of diverse patients having multiple and varied oral health conditions.** The clinical care delivered by students requires faculty supervision at all times, substantial oversight during the beginning stages and with new procedures, then tapering off in intensity as consistent competency is demonstrated.

National Board Examinations

Dental National Board Examinations (NBDEs), administered by the Joint Commission on National Dental Examinations (JCNDE), have been traditionally administered as a two-part exam. Part I, focused primarily on basic and behavioral sciences, was given at the end of the second year and Part II was given during the fourth year focused on clinical care.

Since 2009, the JCNDE has worked to develop an examination program that integrates content from the biomedical, behavioral, and clinical sciences, to replace National Board Dental Examination (NBDE) Parts I and II. The purpose of the Integrated National Board Dental Examination (INBDE)* mirrors that of the NBDE Program: to assist dental boards in determining the qualifications of individuals who seek licensure to practice dentistry (all states require candidates to pass the NBDEs to be eligible for licensure).

**Similar to Part I and Part II, INBDE results will be reported as "Pass/Fail." Additional information regarding the Integrated National Dental Board Examination is available at: <https://www.ada.org/en/jcnde/inbde/test-preparation>*

The JCNDE issued a formal notification in 2018 that the INBDE will be available for administration beginning August 1, 2020. The NBDE Part I will be discontinued as of July 31, 2020 and NBDE Part II will be discontinued two years later, on August 1, 2022. No further administrations of the NBDE will be provided after the aforementioned dates.

Research

The scope and magnitude of scholarly activity within a health profession school is the prerogative of the school's and university's administration. **CODA's Standards require three things related to the research mission of a dental school.**¹

- Research, the process of scientific inquiry involved in the development and dissemination of new knowledge, *must* be an integral component of the purpose/mission, goals and objectives of the dental school.
- The dental school faculty, as appropriate to meet the school's purpose/mission, goals and objectives, *must* engage in research or other forms of scholarly activity.
- Dental education programs *must* provide opportunities, encourage, and support student participation in research and other scholarly activities mentored by faculty.

E.3 Facilities and Location to Support a New College of Dental Medicine

There are several possibilities to consider when deciding where a new LSUH-S CDM should be sited. Separate considerations of options are presented for Didactic/Simulation Lab education options and for Clinical Care:

1. Didactic/Simulation Lab Options

- A. Within the Health Care Education facility currently being created on the Kings Highway campus
 - 1) Advantages:
 - a) New space that can be more easily configured
 - b) Facilitation of IPE education opportunities
 - c) Potential to use standardized patient and other health care simulations
 - 2) Disadvantages:
 - a) If Clinical Care activities are at another location, options for an integrated

basic/behavioral/clinical curriculum would be more difficult to create

- B. In another space on the Kings Highway campus that is being vacated as programs and/or services are relocated
 - 1) Advantages:
 - a) Potential of IPE education opportunities with other programs on the campus
 - b) Potential to use standardized patient and other health care simulations available on the campus
 - 2) Disadvantages:
 - a) Relative isolation from other health care education programs, which could impact IPE opportunities
 - b) Renovated space could provide challenges or restrict optimal physical arrangement

- C. In a space at the Margaret Place facility
 - 1) Advantages:
 - a) Adequate physical space to optimize renovation options
 - b) Easy access and parking for students and faculty members
 - c) If the Clinical Care activities are in this facility, many options for an integrated basic/behavioral/clinical curriculum could be explored
 - 2) Disadvantages:
 - a) Isolation from other health care education programs, probably eliminating IPE opportunities
 - b) Travel would be necessary for faculty members and/or students that have other assignments at the Kings Highway campus

- D. At another off-campus location in conjunction with Clinical Care activities
 - 1) Advantages:
 - a) Many options for an integrated basic/behavioral/clinical curriculum could be explored
 - b) Potential political advantages if the facility is located at a strategic location of need
 - 2) Disadvantages:
 - a) Isolation from other health care education programs, probably eliminating IPE opportunities
 - b) Travel could be a major problem if faculty members and/or students had other assignments at the Kings Highway campus

AAL suggests that Option A is the best overall option for Didactic/Simulation Activities.

2. Clinical Care Options

- A. Within the Health Care Education facility currently being created on the Kings Highway campus
 - 1) Advantages:
 - a) New space that can be more easily configured
 - b) Clinical Care in close proximity to other aspects of the educational program
 - c) Facilitates an integrated basic/behavioral/clinical curriculum
 - 2) Disadvantages:
 - a) Access and parking would be difficult for patients

- b) Relative isolation from other health care clinical programs that are not hospital-based
- B. In another space on the Kings Highway campus that is being vacated was programs and/or services are relocated
 - 1) Advantages:
 - a) Relatively close proximity to the other aspects of the educational program
 - 2) Disadvantages:
 - a) Renovated space could provide challenges or restrict optimal physical arrangement
 - b) Access and parking for patients could be an issue
 - c) Relative isolation from other health care clinical programs that are not hospital-based
- C. In a space at the Margaret Place facility
 - 1) Advantages:
 - a) Adequate physical space to optimize renovation options
 - b) Easy access and parking for students, faculty members and patients
 - c) Close proximity to an array of other dental activities and outpatient health care services
 - 2) Disadvantages
 - a) Travel would be necessary for faculty members and/or students that have other assignments at the Kings Highway campus
 - b) Distance could hinder adoption of an integrated basic/behavioral/clinic curriculum
- D. At another off-campus location in conjunction with Didactic/Simulation activities
 - 1) Advantages:
 - a) Many options for an integrated basic/behavioral/clinical curriculum could be explored
 - b) Potential political advantages if the facility was located at a strategic location of need
 - 2) Disadvantages:
 - a) Isolation from other health care activities would significantly hinder the program
 - b) Isolation from the other programs at LSUH-S could create issues

AAL suggests that Option C is the best overall option for Clinical Care.

E.4 National Data on Dental School Expenditures and Revenue

Dental education is uniquely different from medical education in several ways:

- 1. Each graduate of a dental school must be certified to be competent to independently practice general dentistry.** Approximately two-thirds of dental graduates nationwide go directly into a clinical care environment. The other one-third enter specialty or advanced general dentistry residency training following graduation but must be certified by their school to be eligible for general dentistry licensure exams before entering a residency program.
- 2. Because each dental student must be competent to practice upon graduation, all dental**

students must have appropriate clinical experience delivering all the procedures expected of a general dentist.

3. Because of the complexities of delivering technically challenging care within the oral cavity in a safe manner, **dental students spend significant time in a simulation laboratory during the first years of their educational program, and almost all their time directly delivering patient care in a supervised environment during the later years of the curriculum.**

These areas of uniqueness drive several areas of the finances (both expenditures and revenues) of a dental school.

The *American Dental Association 2017-18 Survey of Dental Education; Volume 3 - Finances* reports that the sources of revenue for dental education are as follows:

- Tuition and Fees: 40.4%
- Patient Care Services: 21.2%
- Local and State Support: 11%
- University Indirect Support: 10.1%

The rest of the revenue comes from sources such as fund-raising, sponsored research, graduate medical education revenue, other training programs and continuing education programs.⁵¹ The same survey notes that the mean total expenditures for dental schools are distributed as follows:

- Educational Expenses: 29%
- Patient Care Services: 27.1%
- Research and Sponsored Programs: 9.2%
- Financial Aid Expenses: 2.5%
- Major Capital Expenditures: 3.6%
- Other: 28.7%
 - Administration: 8.6%
 - General University Overhead: 7.9%
 - Physical Plant: 5.4%
 - Computer Services: 1.9%
 - Library and Learning Resources: 1.1%
 - Continuing Education: 0.9%

Dental schools may also allocate resources to sponsor advanced education programs and allied dental health programs. **The ADA Survey reports that full-time equivalent enrollment (FTE) is an appropriate measure of school size and is used to report dental school financial data.** FTE is calculated as the sum of D.D.S./D.M.D. predoctoral, advanced specialty, advanced non-specialty, allied enrollment, and Ph.D. and master's program enrollment.

Sixty-five U.S. dental schools were fully enrolled at the time the FY19 data were collected. The mean total enrollment of D.D.S./D.M.D. predoctoral students at those schools was 390. The reported total number of predoctoral students per school ranges from a low of 137 (~34/class) to a high of 1,535 (~384/class). The mean first year enrollment in U.S. dental schools was 96 students (range 36-380).

The mean total expenses for “basic sciences, clinical sciences and other educational” expenditures for all dental schools (FY17) were \$36,066 per FTE. Mean “basic sciences” expenditures accounted for \$6,575 of the total. The range of basic science expenditure per

FTE had a high of \$45,570 (19.1% of that institution’s total expenditures), to a low of \$216 (0.1% of total expenditures). The range of these data reflect the research-intensive versus non-research intensive programs and/or schools that share basic science faculty with another part of the university.

The “clinical science and other educational” expenditures ranged from \$61,550 per FTE (25.0% of total expenses) to \$9,067 per FTE (11.2% of total expenditures). The mean for fully-enrolled schools was \$29,598 (23.7% of total expenditures).

The mean “total research” expenditures (FY17) per FTE of fully-enrolled dental schools in FY17 was \$11,876 (range \$0 to \$56,575). This range reflects the differentiation between research-intensive and non-research-intensive dental schools. Total “research” expenditures accounted for a mean of 9.2% of total expenditures for fully-enrolled schools.

The mean “patient care” expenditures for fully-enrolled schools (FY17) was \$15,904,718 (27.1% of total expenditures) with a range of \$1,821,037 (8.2% of total expenditures) to \$41,668,823 (59.7% of total expenditures).

There is a wide range of capital expenditures for individual schools, depending on their size, age, expansion, modernization and growth. Mean capital expenditure (for the 59 schools reporting capital expenditures in FY17) was \$2,325,909 with the great majority of those expenditures (\$1,848,164) funded by the schools’ current operating budget.

Mean total expenditures of a dental school per FTE was \$124,478 (FY17). When research is excluded from the calculation, the total expenditure per FTE was \$113,070. **When research and faculty practice are excluded, the total expenditure per FTE was \$104,698 (range \$42,345 to \$204,516).**

The cost of a dental education is among the highest of all health professions. The national mean (FY19) for reported first year resident tuition/fees was over \$53,000 (range \$13K to \$117K) and mean reported non-resident first year tuition/fees (FY19) were almost \$70,000 (range \$25K to \$117K).

Average debt for dental students graduating in 2017 was \$242,761 (student debt incurred before and during dental school). Sixteen percent of graduates reported no student debt and 39% reported debt greater than \$300K.²⁵

Tuition and Fees

LSUH-NO SD reports their annual cost for dental education in at least three different locations:

- A. Tuition and fees for FY20 posted on LSUH-NO’s website (<https://www.lsuhs.edu/tuition/dentistry.aspx>)
 - a. Tuition - \$28,418
 - b. Fees – \$6,723
 - i. Operational Fee – (\$395)
 - ii. Academic Excellence Fee – (\$300)
 - iii. Safety and Security Fee – (\$250)
 - iv. Student Excellence Fee – (\$5,225)
 - v. Building Use Fee – (\$120)
 - vi. Technology Fee – (\$150)
 - vii. Student Housing Fee – (\$91)

- viii. Student Health Services Fee – (\$137.50)
- ix. General Activity Fee – (\$54.50)

An additional Annual Fee of \$28,878 is listed for Non-resident students.

- B. Estimated Tuition, Fees & Expenses for four years posted on LSUH-NO SD's website (<https://www.lsusd.lsuohsc.edu/DDSFfinancial.html>)
 - a. First Year Dental - \$55,190
 - b. Second Year Dental - \$55,212
 - c. Third Year Dental - \$48,116
 - d. Fourth Year Dental - \$46,011

- C. First-year dental student tuition and fees for FY19 that LSUH-NO SD reported in the FY19 ADA Annual Survey of Dental Education:²⁹
 - a. Tuition - \$28,418
 - b. Fees
 - i. Mandatory Fees - \$6,285
 - ii. Instrument Costs - \$9,695
 - iii. Instructional Materials - \$3,792
 - iv. Other - \$583
 - v. Health Services - \$3,792

Admission Fee

Almost all U.S. dental schools charge applicants an “admission fee” that is used to offset the expenses necessary to process application materials. LSUH-NO SD charges a \$200.00 admission fee in FY20.⁵²

Financial Aid for Dental Education

In FY18, LSUH-NO SD had 226 of their 253 dental students apply for “need-based” financial aid. Two hundred seventeen (96%) had “need” confirmed by analysis. The following was the breakdown of those receiving financial aid:²⁶

- Grants or Scholarships
 - Dental School – 89 (mean allocation - \$2,696)
 - Federal Government - 2 (mean allocation - \$67,055)
 - State Government – 18 (mean allocation - \$18,204)
 - Other – 3 (mean allocation - \$7,833)
- Loans
 - Federal Government - 207 (mean allocation - \$54,873)
 - Other – 2 (mean allocation - \$13,317)
- Grants and Scholarships (needs NOT determined)
 - Dental School – 7 (mean allocation - \$371)
 - Federal Government - 2 (mean allocation - \$42,930)
 - State Government – 1 (allocation - \$21,300)
 - Other – 1 (allocation - \$500)

Financial Aid information (FY18) from the twelve smallest dental schools in the U.S.:²⁶

- 87% of students applied for financial aid
- 98% of those that applied had their “need” confirmed by analysis
- All of the schools provided some “need-based” grants or scholarships

- 28% of the students received such assistance
- Mean amount - \$10,392
- A few students received a “needs-based” grant or scholarships from:
 - School - 28% (mean \$10,392)
 - Federal Government - 3% (mean \$41,566)
 - State Government – 4% (mean \$18,186)
 - Other – 5% (mean \$14,037)
- The majority of students received “needs-based” loans from:
 - Federal Government – 79% (mean \$57,416)
 - State Government – 9% (mean \$12,364)
 - Other – 3% (mean \$12,464)
- A few students received work-study program support and non-need-based grant, scholarship or loan support.

E.5 Considerations when Projecting Revenue and Expenditures for LSUH-S CDM

Clinical Education Concept Considerations

The following definitions are used for the clinical education concepts considered in the LSUH-S CDM Financial Models:

- Traditional Concept: essentially all clinical activities take place (except for some short external educational and clinical rotations) at a main clinic on the institution’s campus
- Distributed Clinical Concept: a large amount of students’ clinical care occurs at (a) site(s) off the main campus
- Single Student Concept: each CDM student works independently, or with help from an assigned assistant, to perform procedures in the simulation laboratory and deliver care in the clinic
- Paired Students Concept: students are paired and perform all simulation training and/or clinical care alternating as provider and assistant

General Dentistry Curriculum Concept Consideration

A General Dentistry Curriculum Concept is based on the perception that approximately 80% of oral health care can, and should, be delivered by general dentists. The primary objective is to graduate a well-trained general dentist capable of competently delivering that 80%, while recognizing the need for additional care and referring appropriately. Faculty members are primarily well-qualified general dentists who serve not only as instructors and counselors, but also role models.

Curriculum Structure

A Traditional (2+2) didactic curriculum is assumed in each Financial Model.*

** Alternative curricula options are discussed later in this report – some could have an impact on expenditures*

Revenue Considerations

Tuition/Fees

The American Dental Association *2018-19 Survey of Dental Education; Volume 2 -Tuition, Admission and Attrition* reports cost of education to the student in three categories: tuition, mandatory general fees, and other fees (instruments, textbooks, other fixed costs, health services).²⁹ Tuition and mandatory general fees are paid by the student and are available to the institution to support the academic program (some institutions bundle this cost into “tuition”

and others report it as two categories). Other fees generally pass through the institution to pay fixed costs associated with the program. For the purposes of this report, **tuition/general mandatory fees (Tuition/Fees)** refers to revenue available to the institution, and **tuition/general mandatory fees/other fees (Total Cost)** designate what the student pays for education.

Based upon this definition and the available information from LSUH-NO SD, their Tuition/Fees and Total Cost would be classified as:

- Annual Tuition/Fees (available for the institution's discretionary funding)
 - Tuition: \$28,418 (FY20 \$s)*
 - Mandatory Fees: \$6,723 (FY20 \$s)*
 - Non-resident only Fees: \$28,878 (FY20 \$s)*

- Total Cost (for the student)
 - Tuition: \$28,418 (FY20 \$s)*
 - Mandatory Fees: \$6,723 (FY20 \$s)*
 - Non-resident only Fees: \$28,878 (FY20 \$s)*
 - Annual Additional Fees: \$12,766 (FY18 \$s)**

*LSUH-NO SD Website

** ADA Survey

Patient Care

LSUH-S must be acutely aware of the nuances of dental school clinics and the resulting revenue model. Reinhardt describes it well:⁵³

Dental schools' educational clinics (predoctoral, postdoctoral, and dental hygiene) are different from private practice clinics in that their primary function is to educate students, not to generate a profit. Achieving a balance between teaching students and providing patient-centered care while generating maximum net revenue is not easy to accomplish. Students are novice learners who are making strides toward becoming competent entry-level providers, but speed and efficient delivery of care are not always possible as they advance toward competence. The financial dilemma faced by dental schools is how to maximize net revenue in their educational clinics while also providing patient-centered, high-quality education.

Patient care revenue from the predoctoral clinic is reported annually by all U.S. dental schools.⁴⁹ FY18 data shows **the range of revenue reported from pre-doctoral patient care services by the twelve smallest U.S. dental schools ranged from approximately \$11,000 to \$37,000/clinical student** (mean \$23,500, median \$26,500) [LSUH-NO SD reported a mean of \$15,500/clinical student].

Expenditure Considerations

Based upon discussions, an initial entering class size of 32 (with expansion to 48 in FY27) was selected to make financial projections. When fully enrolled, the projected total enrollment of the CDM would be 192 students.

LSUH-S has the final decision regarding the size of the entering class. Enrollment modifications would affect both revenue (tuition) and expenditures (capital investment and operating expenses). The smallest fully enrolled dental school in the U.S. (FY18) had a total predoctoral dental student

enrollment of 137 students. The next eleven smallest schools had total predoctoral enrollments ranging from 155 to 230. Annual Total Direct Expenditures (excluding Research and Faculty Practice) for those twelve schools ranged from \$65.0K to \$172.3K (mean \$118.8K) per FTE.⁴⁹

LSUH-S must be aware that U.S. dental schools with “smaller class sizes” require relatively more staff positions per FTE (or patient visit) and thus comparatively greater clinically-related expenditures (economies of scale in larger schools).⁵¹

Start-up

When starting a new academic health professions program, there is an initial need of adequate funding to recruit the dean, other administrators, administrative staff and a few core faculty members to complete the initial accreditation process, develop the curriculum and initiate processes for a new program. These expenditures will be ongoing without revenue offset until the school is operational.

Faculty

The size and qualifications of the faculty are crucial to the success of the academic program. The projected need for biomedical/behavioral faculty members is based upon the need for faculty who meet the qualifications to teach the subject matter mandated by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) *The Principles of Accreditation: Foundations for Quality⁵⁴ Enhancement* and CODA Standards¹ and are capable of appropriately covering all aspects of the curriculum.

The projected need for clinical faculty is based on an average faculty/student ratio of 1:8 for simulation activities, 1:4 for clinical activities during a student’s 3rd year, and 1:8 for clinical activities during a student’s fourth year. It is also assumed that clinical faculty members will be responsible for the didactic portion of the clinically-related curriculum. Clinical faculty members are programed for seven half-days of student contact (in classroom, simulation lab or clinic), leaving three half-days for administrative and assessment activities, faculty practice and/or scholarship. The number of projected clinical faculty is based on classroom, simulation and clinical activities taking place in relatively close proximity to each other.

It is important to note that in 2015-16 there were approximately 271 budgeted, but unfilled full-time, and 64 part-time budgeted, but unfilled, faculty positions in the 63 dental schools from which surveys were received.⁵⁵ Faculty recruitment issues, especially attractive salaries and fringe benefits, are major considerations early in a dental school’s development process. There are multiple reasons for the current faculty shortage, a major one being the disparity between income levels of private practitioners versus full-time faculty members.

A fringe benefit for faculty members (included in the operating budget projections) could be an annual \$2,500 professional development allowance. This allowance may be used for continuing education courses, conference attendance, payment of professional dues, etc. Many dental schools, especially public schools, have eliminated support of these activities for faculty members, so it could serve as a recruitment incentive.

It is reasonable to assume that faculty members for the new CDM may come from a variety of sources:

- Faculty roles at other academic institutions
- Completing residency programs
- Transitioning from:

- Federal Programs (military, USPHS, VA)
- Practice
- Employed positions

Recruitment of faculty members may take several months to a year to achieve, depending on individual circumstances. Recruitment of individuals from private practice may be especially lengthy, as they may have to sell their practices.

Faculty development will be critical to the successful recruitment, transition, and retention of new faculty to the CDM. Faculty development has the goal of enhancing the quality of faculty's interactions with students and the development of other skills that will facilitate confidence, job satisfaction, and professional growth in the academic environment. Faculty development programs for new CDM faculty members, including those transitioning from practice environments as well as those transitioning from other academic positions or at the start of their career, should include the following:

- Discovery and utilization of instructional principals to guide effective student learning
- Best practices for didactic, laboratory and clinical teaching
- Contemporary teaching and learning methodology
- Curriculum models in contemporary dental education
- Curriculum and instruction design
- Best practices for didactic, small group and clinical teaching
- Giving and receiving feedback
- Working with a generational mix of students
- Working with a mix of ethnic and cultural differences
- Working with students with challenges
- Assessment of learning and the achievement of competencies
- Working with different personality and learning styles
- Motivating and mentoring students

Faculty development programs for individuals transitioning from a dental practice should also include such issues as collaborative decision-making and calibration. Faculty mentoring will also be an important part of the development of all faculty members. Mentoring is essential to assist in recruitment and retention, as well as support in developing competence in teaching, service, and research.

Salaries

Administrative and faculty salaries are based on the American Dental Education Association's *U.S. Dental School Faculty Salary Summary Highlights and Tables: Guaranteed Annual Salary and Total Compensation: 2017-18* (Southern region section).⁵⁶ Mean Guaranteed Annual Salary* for full-time administrators (dean, associate dean, assistant dean, director) and full-time faculty appointments (assistant, associate, and full professor levels) were used. The LSUH-S benefit package is included in the financial models as specific calculations. The institution will need to factor in the effect of any bonus or incentive programs it may use.

**Guaranteed Annual Salary does NOT include compensation factors such as health care and retirement benefits, percentage of guaranteed salary added as a fringe benefit and diverse income (faculty practices, incentives, and bonuses)*

A dental school biomedical/behavioral sciences curriculum typically requires 11 to 15 biomedical/behavioral faculty members, depending upon the educational pedagogy employed

and the expertise of the faculty members. Based on available information, each financial model projects the need to be 11.0 FTE (including three with specific expertise related to unique dental areas (dental anatomy/occlusion, oral pathology, biomaterials)).

These estimates may not be accurate. LSUH-S needs to determine the pedagogy to be used by a CDM and the specific expertise, capacity and enthusiasm of existing LSUH-S faculty members before a more specific projection of biomedical/behavioral science faculty needs can be created.

By necessity, costs for recruitment of administrators and faculty members will be front-loaded until positions are filled and the program is fully staffed and enrolled. The first few years' projections include recruitment, relocation costs, and other one-time expenditures.

Special Expenditure Considerations

Two categories of expenditures are typically difficult for developing dental schools to manage because of high initial start-up costs and significant refreshment costs:

1) Textbooks and other academic learning materials

Textbooks and other learning materials have a high upfront cost, require frequent refreshment to remain current and depreciate rapidly, and many are of limited or no value for the student after their academic program is completed. Most new dental schools have managed this situation by contracting with an electronic textbook supplier. *VitalSource* is most commonly used.

Electronic textbooks have several advantages for the school and the student:

- a) The student has constantly updated academic support materials available at all times
- b) Finances are managed by an annual leasing fee to the student
- c) The student can choose how to extend access to materials following graduation if they desire
- d) Faculty members are given access to the electronic materials – and can use all contents (in any format) anywhere within the academic program without concern for copyright violations and/or fair use issues
- e) The institution is not burdened with extra costs for library facilities or staffing
- f) These materials, coupled with electronic access to professional journals through the university library system, provide a solid system of academic support

Most new schools couple an eTextbook program with a required purchase by the student of a specified laptop computer. This combination insures each student of quality access to academic materials. The laptop can also, if the school desires, serve as the student's "front end" to an electronic dental record. FY19 annual costs for an electronic textbook package range from \$750 to \$1650 per student.

2) Clinical Dental Instruments

Clinical dental instruments have a high upfront cost, require periodic refreshment, some are used infrequently and have limited or no use for most students after their academic program is completed. Decades ago, dental schools required students to purchase a personal supply of instruments upfront and be responsible for replacement

as necessary while in school. The student took the instruments with them when they graduated.

When infection control protocols tightened and it became obvious that most graduating students had no use for a small set of used instruments, new approaches were required. A few schools supply all instruments needed to support their clinical enterprise and support that approach with clinic revenue. Most new dental schools manage this situation by purchasing instruments in quantities calculated to support clinical activities and financing the initial purchase and an appropriate replacement program through a student lease fee. The school manages maintenance and sterilization of the instruments.

This arrangement has several advantages to the school and the student:

- a) The student has access to appropriate well-maintained instruments needed at each stage of the four-year curriculum for all simulation and clinical care procedures
- b) Finances to repay the initial start-up purchase and appropriate replacement are managed by an annual leasing fee to the student that spreads out the cost over four years
- c) The institution owns the instruments and infection control protocols are easily managed
- d) Instrument leasing fees may also be used to offset instrument management and sterilization expenses
- e) Students do not graduate owning instruments for which they have no use

A downside for the institution is that instruments must be purchased up front and be available before the students arrive for each stage of their education. This coupled with the fact that instruments have varying lifespans creates asynchrony of expenditures for instruments and revenue from leasing fees.

Capital Expenditures

The desired academic program will dictate, in part, the size and numbers of lecture halls, classrooms and conference rooms necessary to support the educational program. For example, if LSUH-S opts for a curricular model other than traditional lecture-based delivery of didactic materials, it will may require less large classroom space, but additional small conference rooms. Other considerations could be teaching in a block system, combining basic science courses to include both dental students and other health care students, or including other interprofessional activities. **An early but fundamental decision for LSUH-S is to determine the curricular model it will pursue for its CDM. This decision will drive the needs for space and affect the need for renovation and/or new facilities.**

In addition to teaching space, LSUH-S must provide space to support faculty and staff offices, teaching laboratories and appropriate space for research, library or learning support, information technology, and administrative functions.

The Financial Models do NOT include construction and/or renovation of facilities and expenses associated with the preceding paragraph.

The following Capital Expenditures are included in the Financial Models:

- The CDM must provide “simulation units” where students learn specific dental procedures on simulated patient-manikins to support 48 students at a time (during first and second years). A few additional units are required to allow flexibility for remediation, overflow, demonstrations, breakdown repairs, etc.
- It is necessary for dental students to deliver a substantial amount of supervised clinical care in (an) outpatient clinic(s). Space requirements include an adequate number of dental operatories for ultimately 96 students (third/fourth year) at a time, plus additional operatories to allow flexibility for overflow, demonstrations, breakdown repairs, etc.
- The necessary supportive infrastructure (air/vac services, sterilization equipment, imaging equipment, etc.) for clinical care delivery must also be considered.

E.6 LSUH-S CDM - Financial Models

To avoid underestimating the financial risks associated with developing a new academic health profession program, the philosophy behind AAL’s development of Financial Models is conservative: **expenditures are estimated on the high side of available ranges and revenues are estimated on the low side.*** Following the presentation of the Financial Models are discussions regarding possible approaches to enhance revenues and reduce expenditures.

**The exception to this philosophy is the projection of needed administrators, faculty members and staff members – these are calculated at the minimum necessary to support a functional program – additional numbers could possibly contribute to the quality of the program.*

Financial Model 1

Educational Concepts Incorporated in Model 1:

- General Practice Based - 2+2 Traditional Didactic Curriculum
- Traditional
- Single-Student

General Assumptions for Model 1:

1. First students matriculate at the beginning of FY24.
2. 500 applicants (FY23). The projected number of applicants is based upon the applicant pool reported by the twelve smallest U.S. dental schools and LSUH-NO SD over the past five years.
3. Initial Application Fee: \$200 (FY20 \$s)
4. Thirty-two (32) students admitted/year in FY24-FY26, 48 students admitted/year beginning in FY27.
5. All matriculating students are residents of Louisiana.
6. Initial Annual Tuition/Fees:
 - a. Tuition \$28,418 (FY20 \$s)*
 - b. Fees
 - i. Mandatory: \$6,723 (FY20 \$s)*
 - ii. Additional: \$12,766 (FY18 \$s)**

**Included as Revenue in Financial Models*

***Additional Fees are NOT included in the Financial Models, they are collected from enrolled students, and “passed through” to cover LSUH-S Educational/Clinical expenditures such as:*

- *Dental Instruments and technology support systems (EDR, inventory system, cameras, headlights, etc.) for use in the Simulation Laboratory and Predoctoral Clinic*
- *Textbooks, educational materials*
- *Laptop*
- *Uniforms*
- *Parking*
- *External Exams*
- *Organizational Memberships*
- *Health Services*

7. Expenditures covered by Additional Fees are NOT included.
8. Student attrition is NOT considered. U.S. dental schools have historically reported students repeating the first year is approximately 0.7%, and overall student attrition is ~4%.²⁹
9. Revenue from the State of Louisiana, or any other outside entity, is NOT included.
10. Philanthropic revenue is NOT included.
11. Revenue and expenditure projections include an annual inflation rate of 4%.
12. Non-Clinical Operating Expenditures include:
 - Accreditation Fees
 - Institutional Membership - ADEA
 - Professional Fees
 - General and Administrative Costs
 - Travel, Recruitment and Training
 - FT Faculty Professional Development Allowance of \$2,500/yr (FY20 \$s)
 - Dues and Subscriptions
 - Repair and Maintenance
 - Student Programs
 - Contingency
13. Simulation/Clinic Operating Expenditures include:
 - General and Administrative Costs
 - Materials for Dental Procedures
 - Repair and Maintenance
 - Other Costs (maintenance contracts, bad debt write off, contingency)
14. Third-year students will spend 8 half-days/week providing clinical care.
15. Fourth-year students will spend 9 half-days/week providing clinical care.
16. Clinical revenue is based on the mean reported by the 12 smallest dental schools.⁴⁹ Third-year students are projected at 80% and fourth year students are projected at 120% of that number.
17. Clinical activity is structured around student group practices consisting of 16 students. Two groups will share a staff consisting of one manager, one scheduler, and two dental

assistants.

18. A small number of part-time clinical faculty members are included to teach in portions of the CDM's clinical activities. Faculty compensation for part-time faculty members is calculated:
 - \$300/day - 1 day/week
 - 44 weeks/year
 - \$13,200/year (Annual Compensation)
19. Need for clinical faculty is based on an average faculty/student ratio of:
 - 1:8 for simulation activities
 - 1:4 for clinical activities during a student's 3rd year
 - 1:8 for clinical activities during a student's 4th year
20. Full-time clinical faculty members are programmed for seven half-days of student contact (classroom, simulation lab, or clinic), and three half-days for administrative and assessment activities, faculty practice and/or scholarship. The number of projected clinical faculty is based on didactic, simulation and clinical activities taking place in close proximity.
21. Need for basic and behavioral science faculty members is made based upon the use of a traditional 2+2 curriculum. It is anticipated that some behavioral curricular areas (ethics, communication skills, patient management, cultural competence, etc.) will be managed by clinical faculty members with special niche backgrounds and expertise.
22. Faculty salaries are projected using mean values from the *ADEA Faculty Salary Survey* (South Region),⁵⁴ assuming the following distribution: 10% Professors; 50% Associate Professors; 40% Assistant Professors.
23. Need for Administrators (Dean, Associate Deans, Assistant Deans, Directors) is based upon the mean administrator/FTE calculations from the twelve smallest U.S. dental schools.²⁶
24. Administrator (Associate Deans, Assistant Deans, Directors) salaries are projected using mean values from the *ADEA Faculty Salary Survey* (South Region),⁵² assuming the following distribution: 10% Associate Deans; 50% Assistant Deans; 40% Directors.
25. Departments (and department chairs) are NOT considered. It is assumed that faculty members will report to one of the Associate/Assistant Deans.
26. Educational/Administrative/Clinical Staff numbers were determined using the mean staff/student calculations from the twelve smallest dental schools in the U.S. and LSUH-NO SD.²⁶
27. Educational/Administrative/Clinical Staff salaries are projected using values provided by LSUH-S, assuming the following distribution: 10% high range; 50% mid-range; 40% low range.
28. Fringe benefits for all full-time positions are calculated at 46% (benefits are capped when salary reaches \$150,000/year).
29. Personnel hires are programmed to take place at the beginning of the year and

compensation paid throughout the year. Realistically, hires will take place throughout the year; thus, payroll estimates are inflated during the hiring year as a factor of unfilled positions.

30. Administrators, faculty and staff are phased in as needed to support the educational and clinical programs. See Appendix I for a breakdown of projected faculty and staff hires included in the financial projections.
31. Support of infrastructure, faculty members, and staff members that would be totally devoted to the research mission are NOT included.
32. The following items that may represent cost to the CDM are NOT included:
 - University overhead charges
 - Depreciation
 - Housekeeping and routine building maintenance
 - Academic (classroom) support costs - AV services, maintenance, etc.
 - IT services and support
 - Videoconferencing services
 - Faculty and/or staff performance bonus and/or incentive programs

Capital Expenditure Assumptions for Model 1:

1. Facilities construction and/or renovation are NOT included.
2. Furnishings, technology, and other infrastructure components for classrooms and teaching laboratories are NOT included.
3. Capital expenditures are funded by LSUH-S with cash (debt service is NOT included).
4. Capital Expenditures include:
 - Large Equipment* (clinical and simulation lab)
 - Fifty simulation units supporting 48 students (could be phased with 34 units installed for the 32-student classes, and the remainder installed when class size expands)
 - One hundred operatories supporting 96 students for patient care (could be phased with 66 units installed for the 32 student classes, and the remainder installed when class size expands)
 - Technology
 - Furniture

**A myriad of additional equipment items and instruments are necessary to support a functional CDM (sterilization, radiology, air/vac, CAD/CAM, etc.). These items have not been specifically discussed in this document, but they are projected in the financial models.*

Operating Budget for Model 1 (also see Appendix I):

matter which adaptation of the model is chosen, it creates advantageous outcomes:

- For the School
 - 50% fewer clinical faculty members are needed
 - 50% fewer treatment operatories are needed
 - 50% less simulation units are needed (if pairing is used in the simulation lab)
 - Greater clinic productivity (and resulting revenue)*
- For the Student
 - Become proficient in 4-handed dentistry
 - Become more productive*
 - Have the benefit of a full-time peer mentor/coach/assessor/counselor
- For the Faculty Members
 - Spend less time training students or answering questions regarding logistical institutional issues (these appear to be taken care of by peers), allowing more time for clinical instruction and assessment
 - Are assured that continuity of care will be preserved when a class graduates (if 3rd and 4th year students are paired)
- For the Patient
 - They receive more efficient care with less chair time needed for procedures
 - They have the assurance that two individuals, as well as the faculty members, are assessing process and outcomes of care
 - Continuity of care is assured as students graduate

LSUH-S must also consider the downsides of the PS concept:

- For the School
 - There are not a lot of faculty members currently in dental education that are familiar with the PS approach
 - Hiring of clinical faculty members must be done in a way to allow understanding of the concept – and new hires must be comfortable “buying in”
- For the Student
 - Conflict between paired students could arise
- For the Faculty Members
 - If paired student conflict arises, they must be capable of assisting with the resolution
- For the Patient
 - Conflict between paired students could negatively impact their care experience

** The school with several years of experience with Paired Students reported patient care revenue/student as 187% above the mean of all U.S. dental schools, and 17.7% of their total revenue (compared to the national mean of 5.9%).⁴⁹*

General Assumptions for Model 2

1. Students will function in a “Paired Student” Concept during all simulation and clinical care activities.
2. All assumptions from Model 1 apply in Model 2, EXCEPT:
 - Need for clinical faculty is based on an average **faculty/student pair*** ratio of:
 - 1:8 for simulation activities
 - 1:4 for clinical activities during a student’s 3rd year
 - 1:8 for clinical activities during a student’s 4th year

**If (a) student(s) withdraw or is (are) dismissed in, or after, the second year, it could have an impact on Model 4 (Paired Students). The CDM would have to re-pair students (if an even number remain), replace the student(s) with (an) advanced standing transfer student(s) or provide dental assisting*

support.

- Clinical activity is structured around student group practices consisting of 16 student pairs. Two groups will share a staff consisting of a manager, scheduler and a dental assistant.
- Capital Expenditures include:
 - Large Equipment (clinical and simulation lab)
 - Twenty-six simulation units supporting 24 pairs of students (could be phased with 18 units installed for the 32-student classes, and the remainder installed when class size expands)
 - Fifty operatories supporting 48 pairs students for patient care (could be phased with 34 units installed for the 32-student classes, and the remainder installed when class size expands)

Operating Budget for Model 2 (also see Appendix I):

Fig. 16 LSUH-S CDM Model 2 Summary Revenue and Expense Projections

	FY 20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
					First Entering Class					
REVENUE										
TUITION/FEES					\$ 1,315,520	\$ 2,736,282	\$ 4,268,599	\$ 6,659,015	\$ 7,694,862	\$ 8,802,922
APPLICATION FEES					\$ 121,665	\$ 131,593	\$ 142,331	\$ 153,945	\$ 166,507	\$ 180,094
DENTAL CLINIC					\$ -	\$ 16,000	\$ 857,489	\$ 2,203,513	\$ 2,300,652	\$ 2,865,598
TOTAL REVENUE	\$ -	\$ -	\$ -	\$ -	\$ 1,437,185	\$ 2,883,875	\$ 5,268,419	\$ 9,016,473	\$ 10,162,021	\$ 11,848,614
EXPENDITURES										
PAYROLL	\$ 589,946	\$ 980,736	\$ 1,362,961	\$ 2,562,521	\$ 4,322,638	\$ 5,866,037	\$ 6,831,592	\$ 7,464,575	\$ 8,233,310	\$ 9,296,078
BENEFITS PACKAGE	\$ 174,953	\$ 333,647	\$ 484,890	\$ 993,297	\$ 1,761,021	\$ 2,439,808	\$ 2,851,541	\$ 3,094,787	\$ 3,412,768	\$ 3,864,579
Non-Simulation/Clinical OPERATING	\$ 240,500	\$ 272,042	\$ 391,836	\$ 451,662	\$ 576,001	\$ 670,190	\$ 622,548	\$ 711,452	\$ 745,740	\$ 1,030,976
Simulation/Clinical OPERATING	\$ -	\$ -	\$ 7,500	\$ 50,000	\$ 210,100	\$ 319,480	\$ 334,259	\$ 365,550	\$ 380,172	\$ 395,378
TOTAL EXPENDITURES	\$ 1,005,399	\$ 1,586,426	\$ 2,247,188	\$ 4,057,480	\$ 6,869,759	\$ 9,295,515	\$ 10,639,940	\$ 11,636,364	\$ 12,771,990	\$ 14,587,012
REVENUE IN EXCESS OF EXPENDITURES	(\$1,005,399)	(\$1,586,426)	(\$2,247,188)	(\$4,057,480)	(\$5,432,574)	(\$6,411,641)	(\$5,371,521)	(\$2,619,891)	(\$2,609,969)	(\$2,738,397)
CUMULATIVE INCOME (Loss)	(\$1,005,399)	(\$2,591,825)	(\$4,839,013)	(\$8,896,493)	(\$14,329,067)	(\$20,740,708)	(\$26,112,228)	(\$28,732,119)	(\$31,342,088)	(\$34,080,486)

Approximately \$34.1M is needed to cover operating expenses during the first ten years of this model. Cumulative operating break-even never occurs.

Fig. 17 LSUH-S CDM Model 2 Projected Capital Expenditures

	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
					First Entering Class					
Large Equipment: Simulation Lab - Clinics	\$ -	\$ -	\$ -	\$ 840,872	\$ 60,000	\$ 3,035,700	\$ 30,816	\$ 61,249	\$ 21,699	\$ 12,167
Technology: Computers/Printers, Software	\$ 8,500	\$ 11,000	\$ 12,000	\$ 17,000	\$ 44,000	\$ 47,000	\$ 28,000	\$ 6,000	\$ 38,000	\$ 9,000
Furniture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,000	\$ 25,000	\$ -	\$ 10,000	\$ 10,000
TOTAL PROJECTED CAPITAL EXPENDITURES	\$ 8,500	\$ 11,000	\$ 12,000	\$ 857,872	\$ 104,000	\$ 3,139,700	\$ 83,816	\$ 67,249	\$ 69,699	\$ 31,167
GRAND TOTAL										\$ 4,385,002

Cash flow of this model will not allow LSUH-S to recoup capital investment.

E.7 Supporting the Development of a School of Dental Medicine

State Support

State assisted institutions typically receive budget dollars to support all academic programs, including those in the health professions. Forty-one of the forty-two public dental school received operating revenue from their state government in FY18. The range of that support was \$481/FTE to \$77,628/FTE (mean \$27,650/FTE). LSUH-NO SD reported that it received \$16,142 of “State and Local Governmental Appropriates per FTE” in FY18. Being funded at the same level as LSUH-NO SD creates the following financial projection for Model 2 with state support (inflation-adjusted \$s):*

Fig. 18 LSUH-S CDM Model 2 Financial Projection with State Support

	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
	First Entering Class									
Existing Revenue					\$ 1,437,185	\$ 2,883,875	\$ 5,268,419	\$ 9,016,473	\$ 10,162,021	\$ 11,848,614
STATE SUPPORT					\$ 604,283	\$ 1,256,910	\$ 1,960,779	\$ 3,058,815	\$ 3,534,631	\$ 4,043,617
TOTAL REVENUE					\$ 2,041,469	\$ 4,140,784	\$ 7,229,198	\$ 12,075,288	\$ 13,696,652	\$ 15,892,232
TOTAL EXPENDITURES	\$ 1,005,399	\$ 1,586,426	\$ 2,247,188	\$ 4,057,480	\$ 6,869,759	\$ 9,295,515	\$ 10,639,940	\$ 11,636,364	\$ 12,771,990	\$ 14,587,012
REVENUE IN EXCESS OF EXPENDITURES	(\$1,005,399)	(\$1,586,426)	(\$2,247,188)	(\$4,057,480)	(\$4,828,291)	(\$5,154,731)	(\$3,410,742)	\$438,924	\$924,662	\$1,305,220
CUMULATIVE INCOME (Loss)	(\$1,005,399)	(\$2,591,825)	(\$4,839,013)	(\$8,896,493)	(\$13,724,784)	(\$18,879,515)	(\$22,290,256)	(\$21,851,333)	(\$20,926,671)	(\$19,621,451)

* State Support in FY30 and beyond would be \$4.6M (FY30 \$s)

Approximately \$22.3M is needed in this model during the first 7 years to cover operating expenses; cumulative operating break-even is approximately at Year 15. Assuming no additional capital investment, cumulative operating and capital investment break-even is approximately at Year 16.

Most state-assisted dental schools admit non-resident students at increased levels of tuition/fees. **If 25% of each LSUH-S CDM entering class was designated for non-residents and LSUH-S charged the LSUH-NO SD a “Non-resident Fee” (i.e., \$28,878 [FY20\$]), no additional operating expenditures (excluding inflation) would occur and annual revenue would increase.**

The modified financial projection is shown in Figure 19:*

Fig. 19 LSUH-S CDM Model 2 Financial Projection with 25% Non-resident Students

	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
	First Entering Class									
Existing Revenue					\$ 1,437,185	\$ 2,883,875	\$ 5,268,419	\$ 9,016,473	\$ 10,162,021	\$ 11,848,614
Additional Non-Resident Fees					\$ 270,265	\$ 562,152	\$ 876,957	\$ 1,520,059	\$ 1,897,024	\$ 2,301,734
TOTAL REVENUE					\$ 1,707,451	\$ 3,446,027	\$ 6,145,376	\$ 10,536,532	\$ 12,059,055	\$ 14,150,349
TOTAL EXPENDITURES	\$ 1,005,399	\$ 1,586,426	\$ 2,247,188	\$ 4,057,480	\$ 6,869,759	\$ 9,295,515	\$ 10,639,940	\$ 11,636,364	\$ 12,771,990	\$ 14,587,012
REVENUE IN EXCESS OF EXPENDITURES	(\$1,005,399)	(\$1,586,426)	(\$2,247,188)	(\$4,057,480)	(\$5,162,309)	(\$5,849,489)	(\$4,494,563)	(\$1,099,832)	(\$712,935)	(\$436,663)
CUMULATIVE INCOME (Loss)	(\$1,005,399)	(\$2,591,825)	(\$4,839,013)	(\$8,896,493)	(\$14,058,802)	(\$19,908,290)	(\$24,402,854)	(\$25,502,686)	(\$26,215,621)	(\$26,652,284)

* Additional Non-Resident Fee income in FY30 and beyond would be \$2.7M (FY30 \$s)

Approximately \$26.6M is needed in this model during the first 10 years to cover operating expenses; cumulative operating break-even is approximately at Year 22. Assuming no additional capital investment, cumulative operating and capital investment break-even is approximately at Year 24.

If both State Support and additional revenue from 25% Non-Residents students are included in the financial projection, it looks like what is shown in Figure 20:*

Fig. 20 LSUH-S CDM Model 2 Financial Projection with State Support and 25% Non-resident Students

- Advanced education programs in Pediatric Dentistry (Ped Dent) (to expand and enhance existing pediatric dentistry services) and Orthodontics/Dentofacial Orthopedics (Ortho) should be first considered. Each has an abundance of applications*/available positions (FY18: Ortho - 9,825/392 - Ped Dent - 9,766/471) and are capable of generating significant clinical revenue.⁶⁰ Other programs could be added as they are identified to enhance an overall effort to enhance oral health in Louisiana.

**Total applications, not total applicants (most applicants apply to multiple programs).*

- Advanced Education in General Dentistry (AEGD) program. Immediate creation could be advantageous for LSUH-S as it is initiating a new CDM. However, the pros and cons of such a direction must be considered.
 1. Pros:
 - a. It can be created much quicker than a CDM.
 - b. There is a need for additional AEGD programs to meet existing demand
 - c. Two initial hires could be responsible for the creation of the Initial Accreditation documents for the AEGD and the CDM, as well as staff the AEGD as it comes online. These initial hires could potentially serve in administrative positions for the CDM when it starts.
 - d. The AEGD would begin attracting a cadre of patients to LSUH-S prior to the opening of the CDM's clinics.
 - e. First-year AEGD residents could serve in a limited capacity as part-time instructors in the simulation lab when the CDM opens. If a second AEGD year is offered, those residents could serve as part-time faculty members in the CDM simulation lab and/or clinic.
 2. Cons:
 - a. Initiating the documentation for IA of two programs simultaneously will require a great deal of effort.
 - b. There are significant start-up costs. Facilities would need to be created (temporary or permanent) to house the AEGD and appropriate equipment would need to be purchased.

An AEGD could provide assistance in patient management for the CDM, serving as a referral center for care that is beyond the scope of some dental students, but not at a level requiring care from a specialist.

According to the LSUH-NO website, its Advanced Education students are charged the following annual tuition and fees (FY20 \$s):

- LA Residents: \$9,142
- Non-Residents: \$20,346

GME Funding

New advanced education residencies sponsored by hospitals are eligible for Graduate Medical Education (GME) funding.^{61,62} Forty-one U.S. dental schools reported receiving GME revenue in FY17 (mean - \$1,845,150/school – range \$132K to \$1.845M [FY17 \$s]).⁴⁹

Grants

HRSA offers the following grant programs that could be used to assist the development of a CDM or other dental education programs:⁶³

- Dental Faculty Development and Loan Repayment Program. HRSA assists dental training programs to help attract, develop, and retain full-time dental faculty through both faculty development and loan repayment activities designed to increase the number and quality of the oral health workforce.
- Dental Faculty Loan Repayment Program. HRSA provides grant funding to increase the number of dental and dental hygiene faculty in the workforce. Through loan repayment, the grant assists training programs to attract and retain dental and dental hygiene faculty, particularly pediatric dentistry faculty supervising residents.
- Grants to States to Support Oral Health Workforce Activities. HRSA supports state efforts to develop and implement innovative programs to address oral health workforce needs in Dental Health Professional Shortage Areas. States match at least 40% of federal funds through cash or in-kind contributions. Allowable activities cover a variety of areas such as:
 - expanding oral health services and facilities,
 - community-based prevention services,
 - teledentistry,
 - pipeline program development,
 - workforce training,
 - recruitment and retention efforts, and
 - special areas such as opioid abuse and childhood obesity.
- Postdoctoral Training in General, Pediatric, and Public Health Dentistry. HRSA provides grant funding to plan, develop, operate, or participate in approved postdoctoral training programs in general dentistry, pediatric dentistry or public health dentistry.
- Predoctoral Pediatric Training in General Dentistry and Dental Hygiene. HRSA provides grant funding to plan, develop and operate predoctoral training programs in dentistry and dental hygiene for dental and dental hygiene students that address enhancing pediatric training to support improved access to oral health care for vulnerable, underserved, or rural communities.
- Predoctoral Training in General, Pediatric, and Public Health Dentistry and Dental Hygiene. HRSA provides grant funding to plan, develop, operate, or participate in, approved predoctoral training programs in the fields of general dentistry, pediatric dentistry, public health dentistry, and dental hygiene. Grant funds are also available to provide financial assistance to dental or dental hygiene students.
- Primary Care Medicine and Dentistry Career Development. HRSA provides grant funding to support the development of future clinician educator faculty and leaders in primary care medicine and dentistry while also supporting innovative projects that involve the transformation of health care delivery systems. HRSA awards academic institutions that support one junior faculty member who plans to teach in family medicine, general internal medicine, general pediatrics, physician assistant education programs, general dentistry, pediatric dentistry, dental public health or dental hygiene.

More information regarding these opportunities is available at:

<https://bhw.hrsa.gov/grants/oralhealth>

E.8 Potential Ways for LSUH-S to Decrease Expenditures Supporting the Development of a College of Dental Medicine

Increased Ratio of Part-Time Faculty Members

A Full-Time faculty position costs approximately eleven times that of a one day/week Part-Time position. The CDM could possibly increase the ratio of part-time faculty positions, but it would require careful monitoring to assure consistent educational experiences.

Volunteer Clinical Faculty

All part-time faculty positions programmed in the financial models are funded. Many practicing dentists volunteer part-time faculty support to dental schools. Some, or all, of the projected part-time positions may be able to be replaced with volunteer practitioners.

Instruments and Materials Supporting Clinical Care

The financial models predict that LSUH-S CDM will maintain an inventory of instruments and materials necessary to perform dental procedures. There is at least one large national supplier who has partnered with some dental schools to provide “just-in-time” access to instruments and materials, thus removing the financial burden of inventory and personnel to manage inventory.

Incorporated Clinics

At least two U.S. dental schools have reorganized all of their patient care clinics into federally qualified 501(c)(3) tax-exempt nonprofit corporations.⁶⁴ This approach allows them to manage staff and infrastructure issues in a more efficient manner, improve business operations, and present an enhanced marketing image. If LSU and State of Louisiana regulations allow this type of arrangement, it should be considered.

Clinical Rotations to FQHCs and other External Clinics

Significant rotations for students during the final year of their program can reduce the needed size for on-campus clinical facilities, decrease the number of needed on-campus clinical faculty members, expand the breath of the students’ clinical experiences, contribute significantly to competency in teledentistry competences and enhance political support from the communities in which the clinics reside. Such rotations also have downsides:

- Clinical production (and associated revenue) at the main clinic is reduced.
- CODA classifies an “off-campus site” as one that may or may not be owned/operated by the sponsoring institution but provides learning experiences that meet accreditation standards or program requirements. At off-campus clinical sites, CODA requires that the program ensures:
 - Standardization of student assessment at each site (evaluation of clinical competence must be an ongoing process that involves a variety of assessments that measure not only the consistently appropriate application of knowledge, skills, and professional values, but also reliable coordination of the processes and procedures necessary for the delivery of efficient and effective oral health care).
 - That each graduating student has had exposure to an equivalent breath and number of clinical experiences to have the opportunity to obtain clinical

competence as outlined in CODA Standard 2-23a-o.43. If LSUH-S chooses to use off-campus sites for clinical experiences, it must focus on patient mix during the selection of those sites and monitor clinical experiences closely to ensure equivalence. If equivalence of experiences at various sites cannot be obtained, rotations to more sites by students will need to be considered. A sophisticated tracking system for student clinical experiences and assessment of competence will be necessary.

- CODA policy states that a visiting committee may conduct a site visit to each off-campus site location where a significant portion of each student's educational experience is provided. This is to ensure the necessary education as defined by the standards is available, and appropriate resources are provided to all students (e.g., adequate faculty and staff, availability of patient experiences, and distance learning provisions). In addition, each clinical site must be compliant with CODA Standards (5-3,-5-9) for clinic management and quality assurance/improvement.¹ The Initial Application to CODA must also carefully document the plans for providing these appropriate resources at each off-campus site.

Delivery of Education

While creation of quality education should be the major focus when choosing the androgical approach for a program, some of the unique approaches to curriculum design presented in the next section ***Unique Curriculum Possibilities*** could result in efficiencies and reduction of expenditures.

E.9 Unique Curriculum Possibilities

New educational programs have opportunities to “break the mold” and introduce contemporary educational approaches that are many times impossible to implement in “established” programs with “entrenched” faculty members. AAL encourages LSUH-S to carefully consider educational options, including those described below, that may enhance students' learning and create graduates better prepared to meet the health care challenges of tomorrow.

1. Totally Integrated Basic/Behavioral/Clinical Sciences

With National Boards going to an integrated one-step examination in 2020, LSUH-S has an opportunity to create a curriculum that spreads basic/behavioral science education across its entire breath, and integrates basic, behavioral and clinical sciences throughout all four (4) years. A curriculum in the following basic design could be created:

- Year 1:
 - Aspects of basic/behavioral science related to the otherwise healthy individual with dental disease
 - Introduction to preventive and basic restorative dental therapy, combined with emersion into the simulation lab to develop skill sets for performing basic restorative care
- Year 2:
 - Aspects of basic/behavioral science related to the individual with dental disease and common systemic disease conditions (high blood pressure, hypercholesterolemia, diabetes, etc.)
 - Introduction to more advanced dental therapy combined with emersion into the simulation lab to develop skill sets for performing those procedures
 - Introduction into clinical care with preventive and basic restorative procedures,

transitioning over the year to more advanced therapy

- Year 3:
 - Aspects of basic/behavioral science related to the individual with dental disease and more advanced systemic disease conditions
 - Clinical care provided across the gamut of general dentistry, culminating in demonstration of competency in basic restorative/replacement and periodontal procedures
- Year 4:
 - Clinical care continuing across the gamut of general dentistry, including increasingly more difficult clinical scenarios
 - Aspects of basic/behavioral science related to the individual with dental disease and advanced systemic disease conditions reinforced through weekly “Grand Round” case presentations by the students

A curriculum design such as this would cost approximately the same as the models presented. It would, however, rearrange some capital and operating expenses (clinical space would need to be available sooner, development and faculty costs for some of the basic/behavioral science courses would be delayed for a year or two, etc.). The major advantage is that it allows presentation of basic/behavioral science background at times most synergistic with the clinical care skills being developed by the student.

2. Flipped Classroom Educational Programs

This approach to active learning intentionally shifts instruction to a learner-centered model in which students are initially introduced to new topics before their class is scheduled by assignment of text readings, videos, digital research, or online collaborative discussions. During the class, the faculty member is responsible for facilitating “active” processes by including approaches such as: in-depth discussion, laboratory exercises, literature analysis, debate, peer reviewing, project-based learning, and skill development or concept practice. A recent systematic review assessed the use of the concept in dental education.⁶² This approach would most likely replace some faculty members having a “discipline-specific” basic science background with individuals with backgrounds in facilitating and assessing the outcomes of active learning situations.

3. A Three (3) Calendar Year Curriculum Model

This model is currently used by one other U.S. dental school. The model condenses breaks in the academic schedule and creates the same number of didactic, laboratory and clinical experiences as a traditional four calendar-year program. CODA’s Standards require that a school’s curriculum *must include at least four academic years of instruction or its equivalent*.¹

Advantages of a 3-year model:

- a. While the total tuition/fees paid by the student remain essentially the same (to cover the cost of educational experiences), living costs and other student expenses are reduced by 25%
- b. The student progresses one year sooner to the next stage of their career

Disadvantages of a 3-year model:

- a. Students will be younger at the patient care stages of their education and some may need additional maturity to function comfortably and competently
- b. The compactness that is created may restrict opportunities for patient care beyond that required to develop basic competency – it is highly suggested that students

completing a 3-year curriculum seek those additional experiences through an Advanced General Dentistry program, GPR, specialty training or robust continuing education

4. Interprofessional Education (IPE) And Interprofessional Collaborative Care (IPCC) Programs

Developing programs have much more flexibility to align curricula and schedules to allow cooperation and collaboration necessary to create strong IPE and IPCC programs capable of creating health care providers for the future. LSUH-S has an excellent opportunity to bring its School of Medicine, School of Allied Health and School of Graduate Studies together with a new dental school and/or nursing school to develop and conduct effective and efficient IPE and IPCC programs.

5. Dual-Degree Options

Many young people are interested in an educational experience across disciplines, with intentions of having a career that transcends traditional boundaries or to better prepare themselves for evolutionary changes within health care. Because of its academic structure and existing affiliations, LSUH-S could explore the creation of programs leading to the following joint degrees:

- a) D.M.D./M.D.
- b) D.M.D./Ph.D.
- c) D.M.D./MBA
- d) D.M.D./MPH
- e) D.M.D./MHA

6. Online Didactic Instruction

Advances in non-synchronous online education allows health professions to consider this approach as an alternative method to allow students to learn didactic information. Start-up for such a system can be an issue if an institution decides to develop its own content and faculty members do not have appropriate experience or interest. However, sites such as *MedEdPortal* and others offer peer-reviewed quality content that can be used in a standalone or blended fashion. Online resources may also be used to support Integrated, Flipped Classroom or IPE educational approaches.

7. Dental Hygiene Program

A dental hygiene program could enhance the CDM by providing intraprofessional education and clinical care opportunities similar to those that occur in private practice. It would also provide additional oral health care providers for Louisiana and the surrounding region.

E.10 Accreditation Requirements and Timeline

Eligibility to practice dentistry in each of the fifty states is contingent upon graduating from a dental school accredited by CODA, along with passage of National Board exams and clinical licensure exams (approved by the states and typically administered by regional examining agencies). Most states also require passage of a written state jurisprudence exam.

CODA, the successor of the Council on Dental Education, which had conducted dental program accreditation program since 1937, began operating in 1975. The Commission uses a system of

Review Committees and Site Visitors to accredit educational programs in predoctoral dentistry, advanced education and residency programs, dental hygiene, dental assisting, and laboratory dental science. Additional information regarding CODA may be found in the current edition of its document "Evaluation & Operational Policies & Procedures" available on the CODA website <https://www.ada.org/en/coda>. CODA fees are also posted at that site.

Similar to most health care education accrediting agencies, CODA evaluates a predoctoral dentistry program using a set of Standards, also available on their website.

A program that has not enrolled and graduated at least one class of students and does not have students enrolled in each year of the program is defined by the Commission as "developing." The developing program must not enroll students until initial accreditation (IA) status has been obtained. An institution which has made the decision to initiate and seek accreditation for a program that falls within the Commission on Dental Accreditation's purview is required to submit an application for accreditation. IA status may then be granted to programs which are developing, according to the accreditation standards.

Because accreditation is voluntary, a program may withdraw its application for accreditation at any time prior to the Commission taking action regarding an accreditation status. The IA status is granted based upon one or more site evaluation visit(s) and until the program is fully operational. Once a program is granted IA status, a site visit will be conducted in the second year of program and again prior to the first class of students' graduation. When an accreditation status has been granted, the program has the right to ask that the status be discontinued at any time for any reason.

An application fee must be submitted with a program's application for initial accreditation. Programs should contact the Commission office for the current fee schedule.

Upon request, the Commission office will provide more specific information about types of programs, application forms, deadlines for submission and accreditation standards. Program administrators and faculty are encouraged to consult with Commission staff during this initial process.

The following steps apply:

1. An application for accreditation is completed by the program and submitted to the Commission on Dental Accreditation, along with appropriate documentation and application fee. The first opportunity for the Commission to consider the program, provided that the application is in order, could be 12 to 18 months following the application submission date.
2. The completed application for accreditation is reviewed to determine whether the program, as proposed, appears to have the potential to meet minimum requirements. The application is considered complete when the Criteria for Granting Accreditation have been addressed as part of the application process.
3. If it is determined that the Criteria for Granting Accreditation have been addressed, a site visit is scheduled four (4) to seven (7) months following completion of the application review.
4. If changes occur within the program between the date of submission of the application and scheduled site visit, the site visit may be delayed.
5. After the site visit has been conducted, the visiting committee submits a draft report to the Commission office.
6. Within four (4) to six (6) weeks following the site visit, the preliminary draft of the site visit report is transmitted to the institution for consideration and comment prior to review by the

discipline-specific Review Committee and the Commission.

7. The visiting committee's report and the institution's response to the preliminary report are transmitted to the discipline-specific Review Committee for consideration at its meeting prior to the Commission meeting.
8. The Commission then considers the Review Committee's report and takes action on the accreditation status.
9. The Commission's action regarding accreditation status and the final site visit report are transmitted to the institution within thirty (30) days of the Commission's meeting.

Time Limitation for Review of Applications

The review of an application will be terminated if an institution fails to respond to the Commission's requests for information for a period of six (6) months. In this case, the institution will be notified that the application process has been terminated. If the institution wishes to begin the process again, a new application and application fee must be submitted.

Time Limitation for Initial Accreditation:

The classification of IA granted to dental educational programs will be terminated at the end of two (2) years following the projected enrollment date if students/residents have not been enrolled. Enrollment of Students in a Developing Program Prior to Granting of Initial Accreditation Status:

- An additional purpose of accreditation recognized by the United States Department of Education (USDE) is the protection of the public through the identification of qualified personnel to staff the health care system. Therefore, the Commission on Dental Accreditation established accreditation classifications, which have proven to be acceptable to educational institutions. Published definitions are a widely recognized means for carrying out accreditation functions.
- "Initial accreditation" (IA) status is an accreditation classification that is applicable to developing programs. It is granted when a proposed or developing program demonstrates that it has the potential to meet the accreditation standards.
- For this reason, the Commission is firm in its policy that the developing program must not enroll students/residents until IA status has been obtained. If a program enrolls students/residents without first having been granted IA status, the Commission will not accept the application for accreditation until after the first enrolled class has graduated. In addition, the Commission expects that the program will notify all students enrolled of the possible ramifications of enrollment in a program operating without accreditation. The Commission will also notify the applicable state board of dentistry.

Initial accreditation is in essence proof of feasibility. If LSUH-S decides to go forward with creation of a CDM, CODA will expect evidence that LSUH-S has the financial resources required to develop and sustain the program on a continuing basis. The CDM should have the ability to employ an adequate number of full-time faculty, purchase and maintain equipment, and procure supplies, reference material, and teaching aids as reflected in annual operating budget. Financial resources should ensure that the program is in a position to recruit and retain qualified faculty. Annual appropriations should provide for innovations and changes necessary to reflect current concepts of education in the discipline. CODA will assess the adequacy of financial support on the basis of current appropriations and the stability of sources of funding for the program. LSUH-S will need to:

1. Describe/explain the process utilized to develop the budget, including the time frame,

- individuals involved, and final decision-making body/individual(s).
2. Describe the long-range plan, including a copy of the pro forma, developed to assist the CDM in achieving stable and adequate funding.
 3. Identify the projected sources of fiscal support for each developmental year until the program is fully operational.
 4. Provide information on the CDM's budget for the previous, current and ensuing fiscal years.
 5. Provide the actual expenditures for the developmental year(s).
 6. Show and assess the allocations for faculty salaries and professional development to ensure that the CDM is in a competitive position to recruit and retain qualified faculty. If the program's faculty salary schedule differs from that of the institution, explain the rationale for the difference.
 7. Describe the CDM and University policies, procedures, and safeguards that are in place to prevent conflict of interest related to the teaching, clinical and research components of the program.
 8. Provide a list of contract(s)/agreements(s) that are either currently in place or planned between the institution/program and sponsor(s) related to facilities, funding, and faculty financial support.
 9. Assure that other written agreements, including those with external training sites, are either currently in place or planned.

The items listed above provide LSUH-S with a checklist of expectations related to financial feasibility. Should LSUH-S move forward to establish a CDM, CODA views the following as key milestones as part of its complete IA application (Criteria for Granting Accreditation):

- A. Evidence that a dean has been employed **at the time the application is submitted and at least six (6) months prior to a projected accreditation site visit.**
- B. Evidence that the program is sponsored by an institution that, at the time of the application, complies with the discipline-specific accreditation standards related to institutional accreditation.
- C. Evidence of a strategic plan/outcomes assessment process, that will regularly evaluate the degree to which the program's stated goals and objectives are being met, is developed.
- D. Evidence of a long and short-term financial commitment of the institution to the program.
- E. Evidence of contractual agreements that are drafted and signed, providing assurance that a program dependent upon the resources from a variety of institutions and/or extramural clinics and/or other entities has adequate and ongoing support.
- F. Evidence that a defined student/resident admissions process and other due process procedures are developed.
- G. Evidence that a projection of the number, qualifications, assignments, and appointment dates of faculty is developed.
- H. Inclusion of an explanation of how the curriculum was developed, including who developed the curriculum and the philosophy underlying the curriculum. If curriculum materials are based on or are from an established educational program, documentation must be included that permission was granted to use these materials.
- I. Inclusion of the first year's curriculum, with course descriptions and specific instructional objectives, learning activities, evaluation instruments (including, as applicable, laboratory evaluation forms, sample tests, quizzes, and grading criteria).
- J. As applicable, inclusion of courses developed for the subsequent years of the curriculum, including general and specific course objectives.
- K. Evidence that, if the capacity of the facility does not allow all students to be in

laboratory, pre-clinical laboratory and/or clinic at the same time, a plan documenting how students/residents will spend laboratory, pre-clinical and/or clinical education sessions has been developed.

- L. As applicable, inclusion of evaluation instruments for laboratory, pre-clinical, clinical, and clinical enrichment experiences.
- M. As applicable, inclusion of policies and procedures such as a patient recruitment system, patient classification system, an ionizing radiation policy, an infection control policy, and a student tracking system.
- N. As applicable, inclusion of a description of the adequacy of the patient pool in terms of size, variety, and scope to support required clinical experiences and competencies.
- O. Inclusion of daily class schedule(s), noting how each class will utilize the facility.
- P. As applicable, inclusion of diagrams or blueprints of the didactic, laboratory, pre-clinical laboratory and clinical facilities, and equipment needs to support the anticipated enrollment date.

Central to the IA application is the description of the curriculum (items H, I, and J above). CODA will expect complete course descriptions—including full course syllabi, examples of assessments, and related information—for the first year and general course outlines and schedules for the other years of the program.

If significant clinical rotations are to occur away from the home campus, it is essential to include comprehensive plans for those clinical sites. CODA may want to visit some or all of the sites during the initial accreditation site visit. The site visit during the second year of student enrollment will most likely require a site visit to all clinical sites to ensure that items k, l, m, and n above, as well as other critical issues such as quality assurance and calibration of clinical faculty meet the accreditation standards.

Accreditation Timetable

Once the IA application has been submitted, CODA's accreditation process could take 26-45 months to complete. CODA has two annual meetings, one in January/February and the other one in July/August. There are two key dates to keep in mind, April 1 and October 1; these are the deadline dates for submitting materials to be considered at the next meeting. Proposals missing a deadline date are held over until the next deadline and the next meeting.

[NOTE: CODA may change deadlines at any time - the most recent IA instructions should be obtained and reviewed before initiating the IA process]

Should LSUH-S move forward to initiate the CDM, a reasonable goal is to have the first class start in 2024. To meet this target LSUH-S would submit an IA application to CODA no later than Fall 2020. Once the completed application is received by CODA, it is reviewed to determine if the proposed program appears to have the potential to meet CODA's minimum requirements (12-18 months). If it is deemed to meet minimum requirements, CODA will schedule an IA site visit four to seven months following approval of the application. CODA's Visiting Committee will conduct a site visit at LSUH-S and develop a report for CODA's consideration. The action of CODA regarding IA accreditation status for the proposed program would be transmitted to LSUH-S within 30 days following the CODA meeting. Thus, it is anticipated that in Fall 2023 LSUH-S would receive its IA status. At this that time, LSUH-S could officially begin accepting applications for its inaugural class beginning in 2024.

E.11 Concluding Observations

The intent of this feasibility study is not to determine whether or not LSUH-S should establish a

College of Dental Medicine (CDM), but rather, if there are sound reasons for establishing a CDM, and if LSUH-S has the capacity to establish and maintain a CDM. Among the primary considerations are the following:

1. Is there a need to increase the dental workforce in the community, state, and region?
2. Is a CDM consistent with LSUH-S's Mission, Vision, and Strategic Plan?
3. What human and physical resources currently exist to support a CDM?
4. What financial resources does LSUH-S currently have, or have access to, to support the initiation and ongoing maintenance of a CDM?

AAL's assessment is that there is strong evidence supporting the need for the additional dentists in North Louisiana and the surrounding regions that a new CDM would produce. However, one must consider that when gauging oral health needs, increasing access by increasing the number of dentists is only one factor in converting that need to demand. Economic factors, ability to pay, availability of dental insurance, Medicaid reimbursement rates, etc. will all impact how successful LSUH-S CDM graduates would be should they locate dental practices in the underserved areas of Louisiana and surrounding regions. These factors, while difficult to accurately predict and analyze must be considered by LSUH-S as they consider the initiation of a CDM.

The establishment of a CDM is clearly within the scope of LSUH-S's Mission, Vision, and Strategic Plan. LSUH-S's successes, stability, existing infrastructure and desired future, coupled with the needs of Louisiana, provide a supportive context within which to establish a new CDM.

AAL's assessment is that if LSUH-S uses an innovative approach to clinical education, leverages enrollment of non-resident students and is capable of securing the required additional resources necessary to provide start-up costs and capital investment, it would be possible to create a sustainable CDM.

AAL's conclusion is that a LSUH-S CDM is feasible.

If LSUH-S decides to move forward and create a CDM, CODA will expect proof of feasibility as a condition for initial accreditation. Further internal financial assessment, as well as engagement of the State of Louisiana, the LSUH-S community, external stakeholders and potential collaborators or partners, to identify the requisite support and financial resources for start-up and capital investment are the necessary next steps to determine if LSUH-S should establish a CDM.

There is no doubt that the state of Louisiana's oral health care workforce would benefit from an increase in the number of practicing dentists (proportional to determined demand for oral health care, forecasted retirement rate of practicing dentists and anticipated growth of the state's population) having loyalty to Louisiana, a clear understanding of the oral health needs across the state and manageable educational debt.

The following considerations should be at the forefront as LSUH-S considers development of a CDM:

Consideration 1 – LSUH-S Planning

Currently, LSUH-S is involved in a multitude of important strategic initiatives:

- Beginning a new Strategic Planning cycle
- Planning the creation of a new building for health care education
- Participating in the LSU Capital Campaign
- Moving Outpatient Care Services and Ambulatory Surgery to the Margaret Place facility
- Assessing the feasibility of starting new health care education programs

Many of these initiatives have overlapping, as well as synergistic, components. Careful coordinated planning, involving all stakeholders, will be a paramount consideration moving forward.

Consideration 2 – Founding Dean

As outlined within the report, if LSUH-S decides to move forward with the creation of a new CDM, identification and hiring of the founding dean must occur early in the planning phase. The dean and his/her team, working closely with LSUH-S and its schools, should accomplish the intense planning for the implementation of a CDM, scrutinize the CDM's projected operating budget and prepare for CODA's IA. CODA Standards require that the dean be in place at the time the IA application is submitted and at least six (6) months prior to the first site visit.

Consideration 3 – Curriculum Concept

It is commonly accepted that a general dentist and his/her clinical team can manage 80% of the oral health care needs within the U.S. (with the remaining 20% of care requiring specialist intervention). AAL recommends that, if LSUH-S decides to move forward with creation of a CDM, the curriculum should be created in a "general dentist" model, with the vast majority of clinical faculty members being well-trained general dentists focused on developing the student's competencies necessary to manage the "80%." All faculty members hired should be familiar with, and committed to supporting, the general dentistry model.

Consideration 4 – Clinical Education Concept

AAL suggests that LSUH-S carefully consider implementation of a "Paired Student" (PS) model at the inception of its new CDM that has the following characteristics:

- Students during the first three months of their dental education are asked to find a partner that they will work with in a PS model during pre-clinical simulation education.
- The paired students are extensively trained in a simulated environment on the principles and delivery of four-handed dentistry, with each student developing competency in functioning as the provider and as the assistant.
- Students enter pre-clinical simulation education and complete all aspects in a PS model (with each student developing competency in all the technical skills necessary to provide general dentistry care).
- When students enter the clinic, they remain in the PS model:
 - Faculty and staff members, after evaluating interactions, and interviewing the students, make a decision to leave the pair together, or rearrange pairing to allow better mating of personalities, skill sets, etc.).
 - For the first year the CDM operates a predoctoral dental clinic, all students will have to be paired with classmates.
 - In the second year of clinic operation, the CDM can decide to remain with intraclass pairing or go to a 3rd/4th year pairing model.
 - The 3rd/4th year model creates several advantages;
 - The 4th year student can truly function as a peer-mentor for logistical as well as clinical activities
 - The year can begin with the 4th year student providing more advanced treatment procedures and then evolve to the 3rd year student providing that type of care as the 4th year student begins preparation for graduation (this evolution may require faculty monitoring and counseling in some instances)

Consideration 5 – Advanced General Dentistry Program

Immediate creation of an advanced general dentistry residency program (AEGD) could be advantageous for LSUH-S as it is starting and running a new CDM. However, the pros and cons of such a direction must be considered:

1. Pros:
 - a. It can be created much quicker than a CDM.
 - b. There is a need for additional AEGD programs to meet existing demand
 - c. Two initial hires could be responsible for the creation of the Initial Accreditation documents for the AEGD and the CDM, as well as staff the AEGD as it comes online. These initial hires could potentially serve in administrative positions for the CDM when it starts.
 - d. The AEGD would begin attracting a cadre of patients to LSUH-S.
 - e. AEGD residents could serve as part-time faculty members in the simulation lab and/or clinic when the CDM opens.

2. Cons:
 - a. Initiating the documentation for IA of two programs simultaneously will require a great deal of effort.
 - b. There are significant start-up costs. Facilities would need to be created (temporary or permanent) to house the AEGD and appropriate equipment would need to be purchased.

Consideration 6 – Patient Care

Dental students develop competency and confidence by directly delivering oral health care in an outpatient clinical environment. The dental school must be capable of attracting an adequate number of patients with a diverse range of dental diseases to allow each student to gain appropriate experience in procedures typically performed by a general dentist. Clinical students in the twelve smallest U.S. dental schools had an average of 204 patient visits/year (FY18) as part of their clinical education (LSUH-NO SD reported 245 patient visits/clinical student). The same schools also reported that each clinical student screened an average of 19 new patients annually (LSUH-NO SD reported 17 annual screenings of new patents /clinical student). LSUH-S should carefully assess Shreveport and the surrounding region to evaluate unmet oral health care needs and ability (and desire) of potential dental patients to access care at a new CDM oral health care clinic.

Consideration 7 – Research

LSUHS-S will want a new CDM to be a scholarly addition to the campus and should recruit initial faculty members having the ability to initiate academic and clinical programs built on a scholarly foundation. As the program is initially designed, it should assure that CODA's Standards related to research are satisfied. As the educational and clinical programs mature and stabilize, recruitment of "research" faculty members should concentrate on individuals having background and skills that mesh with research programs currently functioning on the campus or potential research partnerships with nearby institutions (natural cooperation could occur in the areas of cancer, inflammatory diseases and tissue engineering).

Consideration 8 – Didactic Curriculum, Biomedical/Behavior Teaching

A dental school biomedical/behavioral sciences curriculum requires specific numbers and types of faculty members depending upon the educational pedagogy employed and the expertise of the faculty members. Estimates were made in the presented models that may NOT be totally accurate if a non-traditional approach to didactic education is used. The following needs to be determined before a more specific projection of biomedical/behavioral science faculty needs can be created:

- What educational pedagogy will be employed for the biomedical/behavioral education?
- Is expertise, capacity, and enthusiasm available among existing faculty members that could support that approach in a new CDM?
- What additional expertise is needed to support the curriculum?

Consideration 9 - Joint Appointments for Faculty

For current LSUH-S faculty members who may become involved in dental education, joint appointments should be considered. These joint appointments would designate faculty appointments to more than one department, college or institution, and those units could share financial support for the position. Joint appointments may be at different ranks reflecting different levels of competency and scholarly achievement in different fields. Joint appointments might also foster LSUH-S's commitment to IPE and IPCC.

Consideration 10 - Faculty Development and Mentoring

Faculty Development is critical to the success of all faculty members. Faculty development should focus on individual development plans to support career advancement in the areas of teaching, research and service. Additionally, faculty from other colleges who begin to teach in the dental education setting will benefit from mentoring by those familiar with dental education. Faculty development focused on the calibration of faculty involved in clinical teaching is an important issue, especially considering that some of the new faculty members may be coming from private practice and are new to the teaching and learning environment. Faculty development programs should be offered regularly to all clinical faculty members, including those at any regional sites, to ensure the calibration and consistency of instruction and evaluation in all clinical settings of the CDM.

Consideration 11 - Communications Strategies

If LSUH-S decides to move forward with the establishment of a new CDM, the importance of communicating the planning process with the various constituents must be emphasized. Communication tools should be designed to raise awareness, present facts, reduce concerns, and describe processes to minimize the potential negative impact of incorrect information and rumors.

Consideration 12 - Curriculum Design Expertise

LSUH-S should consider contracting with (a) curriculum design expert(s) to facilitate the design, implementation, and evaluation of a contemporary and innovative curriculum for the CDM and assist in ensuring that CODA Standards are met.

Consideration 13 - More Providers for Underserved Regions

The issue of oral health care distribution in Louisiana came up many times during interviews with various constituent groups. If LSUH-S decides to create a new CDM, it would appear to be in the

best interests of the state to coordinate recruitment, education, external experiences, and financial assistance efforts to identify and nurture individuals with the interest, knowledge, and sensitivities to return or go to the dentally underserved regions of Louisiana.

Consideration 14 – Specialty Care

If LSUH-S is established as a “general practice model”, there will be circumstances where a CDM patient’s needs may call for a clinical skill sets that are beyond the scope of a dental student or AEGD resident. If the needs are in the area of oral and maxillofacial surgery, the HSC will have no problem managing the care. If needs fall within the scope of another specialty area, arrangements for management must be in place. LSUH-S should consider establishing partnerships with appropriate dental specialists in the Shreveport region. If that is not feasible, or the patient would prefer to seek care in an academic setting, consider partnerships with LSUH-NO SD, or other dental schools with specialty programs in the region (University of Mississippi, University of Tennessee, University of Oklahoma, Texas A&M, UTHealth-Houston, UTHealth-San Antonio).

Consideration 15 - Career Counseling

The environment of health care is changing very rapidly and many opportunities to begin a career in health care present challenging and complex options. Students from each of LSUH-S’s educational programs would benefit from the creation of a centralized service to assist them in preparation for starting their career as a health care provider. Assistance with processes such as contact interpretation, understanding benefits options, and negotiation etiquette would greatly assist graduates-to-be and potentially make them more loyal alumni of LSUH-S. The service could also serve as a central area of contact for practitioners/groups/systems and others interested in hiring new graduates.

Consideration 16 - Facilities Planning

If any portion of dental education is determined to occur in the new Health care Education facility, AAL encourages LSUH-S to create spaces that allow maximal flexibility in the future. Curricular support areas need to be much different for contemporary curricular approaches that utilize technology instead of traditional laboratory space and equipment. Virtual three-dimensional simulation is replacing traditional anatomical dissection, digital microscopy is eliminating the need for an educational microscope, and CAD/CAM/Scanning technology is replacing many traditional dental laboratory procedures. LSUH-S should plan educational space to accommodate these recent innovations or create space that is easily convertible.

AAL also suggests that the facility be designed to accommodate continuing evolution of active-learning small group approaches to education and increase opportunities for interprofessional opportunities for all health education students.

Consideration 17 - Advisory Committee

If LSUH-S decides to move forward with initiation of a CDM, it is recommended that the LSUH-S leadership team consider a two- to three-day session with a national “blue ribbon” advisory committee, composed of leaders within oral health care education. During the session, the committee will explore other innovative options to create a quality educational program that runs as efficiently as possible, and to create graduates capable of maximizing the oral health of Louisiana.

F. Institutional Readiness for Nursing

F.1 Current Options for Louisiana Students to Obtain Nursing Education

Prospective Louisiana nursing students have multiple options to enter the nursing profession at the baccalaureate level. The 28 existing baccalaureate nursing programs in the state are geographically dispersed and take advantage of distance education options. The capacity for expansion of these existing baccalaureate nursing programs could occur if there were additional faculty prepared at the graduate level.

Review of existing graduate nursing programs in the state reveals that only one university in Louisiana - Southern University - offers a Ph.D. program in nursing science focusing on vulnerable women and children. LSU Health New Orleans offers a professional Doctor of Nursing Science (DNS) degree which is designed to make an original scholarly contribution to nursing. There are six Doctor of Nursing Practice (DNP) degree programs in the state that prepare nurses for advance practice roles, in which two are specifically for nurse anesthetists. In addition, there are four DNP programs that prepare nurses for the executive leadership.

On the master's degree level, there are five Master of Science in Nursing (MSN) degree programs to prepare advance practice nurses, six master's programs to prepare nurse educators, three master's programs to prepare nurse administrators, and one master's program for clinical nurse leaders. Moreover, there is currently no master's entry program in nursing in the state. Building a pipeline directly from undergraduate to graduate nursing education is necessary for Louisiana to address the faculty and subsequently, the nursing workforce shortage.

F.2 Educational, Clinical & Research Needs of a New Nursing School

As presented in Chapter D, there is both need and demand in Louisiana and in the nation as a whole for baccalaureate and graduate preparation in nursing. Nursing education has undergone a transformation within the past decade with a call to increase academic practice partnerships and to improve care and health care systems.⁶⁵ With the impending national faculty retirements, LSUH-S has a unique opportunity to address the nursing shortage by focusing its resources on graduate education to prepare the next generation of nursing faculty, leaders, and clinicians consistent with the mission of an academic health sciences center.

The Louisiana Center for Nursing has indicated a pressing need for nursing faculty to address not only current nursing faculty shortage, but the impending retirements of faculty. The most common reason cited for not increasing enrollment in nursing schools is the shortage of qualified faculty members. Additionally, the Center indicates there is a need to prepare more primary health providers for the state.⁶⁶

Graduate nursing education includes master's and doctoral level preparation. Graduates are equipped to respond with critical knowledge and actions for an evolving complex adaptive health care system, with a focus on improving health and health care systems.

Master's Degree Education

The master's degree prepared nurse is able to lead change to improve quality outcomes, advance a culture of excellence through lifelong learning, build and lead collaborative interprofessional teams, navigate and integrate care services across the health care system, design innovative nursing practice and translate evidence into practice. Nine essential elements are key to designing the master's curriculum and specify the expected competencies of the graduate.⁶⁷

The nine elements are:

1. Background for Practice from Sciences and Humanities
2. Organizational Systems Leadership
3. Quality Improvement and Safety
4. Translating and Integrating Scholarship into Practice
5. Informatics and Health Care Technologies
6. Health Policy and Advocacy
7. Interprofessional Collaboration for Improving Patient and Population Health Outcomes
8. Clinical Prevention and Population Health for Improving Health
9. Masters-Level Nursing Practice

Foundational knowledge is necessary in the following areas: bio-behavioral sciences, communication, change management, public health, epidemiology, ethics, evidence-based practice, health assessment, health promotion, disease prevention, informatics, pathophysiology, pharmacology, data analytics, leadership, organizational science, quality improvement, policy, care management, population health, and application of technology.

Doctoral Degree Education

Nursing is a practice discipline and requires both practice experts and nurse scientists to expand the science of care. The professional doctoral degree in nursing (DNP) is designed to prepare individuals for specialty advanced nursing practice for either direct patient care or for indirect roles such as public health, informatics, executive leadership and policy. The academic doctoral degree in nursing (Ph.D.) is designed to prepare scientists for the discovery of new knowledge to improve health and health care delivery.

Doctor of Nursing Practice program

The graduate of the DNP program is expected to:

- conduct comprehensive systematic assessments of health and illness parameters which take into account culturally appropriate measures;
- design, implement, and evaluate therapeutic interventions based on science; develop and sustain therapeutic relationships and partnerships;
- guide, support and mentor other nurses to achieve excellence in nursing practice;
- demonstrate advanced levels of judgment, systems thinking and accountability;
- educate and guide individuals and groups through transitions; and
- use conceptual and analytical skills in evaluating links between practice, organizational, population, fiscal, and policy issues.

The DNP has two components: 1) eight essentials which define curriculum content, and 2) competencies that are required of all DNP graduates, as well as integration of the specialty area and their inherent competencies, content and practice experiences related to the specialty area.⁶⁸

The core eight essentials of DNP curriculum are:

1. Scientific Underpinnings for Practice
2. Organizational and Systems leadership for Quality Improvement and Systems Thinking
3. Clinical Scholarship and Analytic Methods for Evidence Based Practice

4. Information Systems Technology and Patient Care Technology for the Improvement and Transformation of Care
5. Health Care Policy for Advocacy in Health Care
6. Interprofessional Collaboration for Improving Patient and Population Health Outcomes
7. Clinical Prevention and Population Health for Improving for Improving the Nation's Health
8. Advanced Nursing Practice

Foundational knowledge of DNP's include the following key areas: biopsychosocial, analytical, organizational, economic sciences, nursing theories and concepts, evaluation methods, population health, outcomes research, systematic reviews, informatics, change management, leadership, policy, clinical, prevention, interprofessional collaboration, intervention design, and health care technology applications.

Ph.D. in Nursing Science program

AACN's *Research-Focused Doctoral Program in Nursing: Pathways to Excellence* outlines the expected outcomes and curricular elements of Ph.D. programs in nursing. The Ph.D. graduate is expected to develop nursing science by conducting original research and communicating findings, steward the discipline by integrating the components of scholarship, teaching and service to the profession, lead the advancement of the profession, and educate the next generation of nurses.⁶⁹

Core curricular element include:

1. Formal and informal learning experiences to build scientific depth in area of identified study
2. History and philosophy of science
3. Scientific methods/data, information and knowledge management
4. Advanced research and statistical methods
6. Ethics
7. Theoretical/scientific underpinnings of nursing
8. Mentored research
9. Ways of knowing and habits of the mind

Foundational knowledge of Ph.D.s include; philosophy of science, ethics, theoretical underpinnings of nursing, practice knowledge, nursing specialty area knowledge, quantitative and qualitative research methods, omics, precision health, informatics, health policy, team science, grants writing and management, information curation, systematic reviews, team leading, and educational pedagogy.

F.3 Specific Educational Opportunities for LSUH-S

Master's Entry Clinical Nurse Leader (CNL) Program

As previously stated, currently there is not a master's entry program into the nursing profession in the state of Louisiana and only one clinical nurse leader program. An opportunity exists for LSUH-S to create a master's entry program for individuals who have a baccalaureate degree in another field. Students may be recruited from the entire LSU-Shreveport academic campus, other universities in the surrounding area as well as Arkansas and Texas. These graduates may be prepared as clinical nurse leaders.

A master's entry clinical nurse leader program is designed for those individuals who wish to improve patient outcomes and drive health care system changes. The two-year curriculum provides graduates with knowledge to impact care at the frontlines, improve patient outcomes by incorporating evidence-based practice and quality improvement strategies, integrate innovations and technology into care processes, and lead care teams. AACN (2007) White Paper on the Education and Role Preparation of the Clinical Nurse Leader (revised and approved by the AACN Board of Directors July 2007) Competencies and Curricular Expectations for the Clinical Nurse Leader Education and Practice (AACN 2013)

In general, the program has approximately 65 credit hours of classroom, laboratory, and clinical experiences. Coursework includes the master's essentials with a focus on health care system, information/data analytics, research and leadership. Upon completion of the program, graduates are eligible to sit for the National Council Licensure Examination (NCLEX) for Licensure as a registered nurse. Graduates would also be eligible to sit for the Clinical Nurse Leader Certification Examination offered by the AACN Commission on Nurse Certification. Furthermore, this program could also become a feeder for the DNP program Executive Leader track (see below).

Doctoral Education

Opportunity also exists for LSUH-S to create doctoral nursing programs designed to prepare advance practice nurses, executive leaders and scientists for the future. Targeted recruitment of students from the existing Louisiana BSN programs may be required. The key is to develop a pipeline through mentoring relationships.

Ph.D. Program

A Ph.D. program in Nursing Science may be developed through the existing School of Graduate Studies, which already offers Ph.D. degree in five areas and a combined M.D.-Ph.D. program. Research emphasis should build on existing areas of research strength such as neuroscience, cardiovascular sciences, and cancer. A substantive change proposal would need to be filed with the accreditation agency SACSCOC, demonstrating the compliance of the nursing Ph.D. with their standard requirements.

The Ph.D. in Nursing Science is a research degree that prepares students for careers as scholars, nurse scientists and academics, contributing to nursing science and responsible for developing knowledge for the discipline. The program instills in nurse scholars a body of knowledge of theory, processes and methods of inquiry to advance understanding and improve health and health care systems. The curriculum typically requires a minimum of 75 credit hours, which includes 51 hours of required coursework in foundations, knowledge development and research methods, 15 hours in dissertation, and 9-12 hours in cognates. The post BSN-Ph.D. program does require clinical areas of foci.

Coursework includes quantitative and qualitative methodologies, advanced research design, philosophy of science, ethics, statistics, data analytics, information management and curation, theoretical underpinnings of nursing, mentored research experience, structured clinical practice in area of interest, grant writing, policy, and leadership of teams.

DNP Program

A DNP program with tracks in Advance Practice and Executive Leadership could serve to meet unmet needs in the state. Other tracks may develop over time, as needs emerge and the core DNP curriculum becomes established and accredited.

BSN TO DNP Nurse Anesthesia

For the Advanced Practice track of DNP, the most feasible option is to start with a DNP in Anesthesia program. DNP in Anesthesia programs typically require three years of fulltime graduate study, or approximately 138 graduate credit hours. The curriculum is designed to integrate health and nursing sciences to prepare students as advanced practitioners in anesthesia. The Nurse Anesthesia track is informed by the Essentials of Doctoral Education for Advanced Practice Nursing and the Council on Accreditation (COA). Graduates can be certified as a Certified Registered Nurse Anesthetist (CRNA) and/or licensed as an Advanced Practice Registered Nurse (APRN). Graduates must take the National Board for Certification and Recertification of Nurse Anesthetists (NBCRNA) to be certified. Coursework for the Nurse Anesthesia track includes Advanced Health Assessment, Pathophysiology, Pharmacology, Anesthesia Sciences, theoretical foundations for nursing science, and all the core elements of the DNP core curriculum.

BSN TO DNP Nurse Executive

The Executive Leader track of DNP is informed by the Nurse Executive Competencies by American Organization of Nurse Executives,⁷⁰ the Nursing Administration Scope and Standards of Practice by American Nurses Association,⁷¹ and the Essentials of Doctoral Education for Advanced Nursing Practice by AACN.⁶⁶ The program will prepare the graduates with knowledge skills and abilities to provide executive leadership in complex adaptive health care systems, with a focus on creating or redesigning systems of care to meet demands of the population. Graduates can sit for the Nurse Executive Certification exam offered by the American Nurse Credentialing Center.

Another option for the Executive Leader track of DNP is to partner with the College of Business of LSU-Shreveport to offer a dual degree MBA/DNP program equipping the executive nurse leaders with new knowledge and skills necessary for the future. Given the faculty strengths identified with the College of Business in data analytics and human resource management, the dual degree program could create synergies that will strengthen both institutions.

Coursework of the Executive Leader track of DNP will include leadership, organizational behavior, health policy communication and relationship building, health care delivery system, human resource management, finance and economics, and incorporating data analytics and population health into clinical system design. A stand-alone DNP program is about 80 credit hours, and the MBA/DNP dual-degree program will add an additional 30 credit hours of coursework and can be completed in three years fulltime.

F.4 Facilities and Resources to Support a New GSN

As options are considered to create a new Graduate School of Nursing, LSUH-S may want to examine resources available to support the academic mission in these three main areas.

1. Teaching

The didactic and simulation space currently being planned in the new Health care Education Building on the Kings Highway campus would be an ideal location to host the GSN. The 33,700 sq ft. space in the Health Care Education Building appears to be adequate for both large and small classrooms. The 12,800 sq ft. clinical skills area and the 10,500 sq ft. for high fidelity simulation could be utilized as a focal point for interprofessional learning and faculty collaboration. The opportunities to use standardized patients would be easily facilitated.

It is assumed that there would be both high and low fidelity simulators, task trainers, computer software systems embedded in the new Health Education Building to support all students. Costs for the appropriate skilled staff to oversee and maintain such a simulation education center is assumed to be also in the centralized Health Science Center budget. The UTHSCSA experience of staffing and operating a 12,000 sq ft. Center for Simulation Innovation for the past 6 years runs approximately \$300,000. That does not include HER, computer software updates, and licensing fees.

Additionally, the following equipment needs should be considered for the DNP in Anesthesia program, with an ultimate class size of 36. If equipment is available, costs could be reduced. Here are costs if needed to purchase to accommodate class. Total costs approximate \$500,000 investment:

- GE Health care Aisys anesthesia machines (4) approximately \$38,000 each
- Ultrasound machines (4) approximately \$5,000-15,000 each
- High Fidelity Simulation simulators G-3 (2) approximately \$90,000
- Neuraxial task trainers (3) approximately \$4,000
- Central line task trainers with ultrasound capabilities (3) approximately \$1,000-5,000 each
- Arterial line task trainers (2) approximately \$1,500-3,000 each
- Femoral block task trainer (1) approximately \$3,500 each
- Intubation task trainers (10) approximately \$200 each
- Flexible fiberoptic scope (2) approximately \$1,500-7,000 each
- Ultrasound IV. Insertion trainers (2) approximately \$2,700 each
- McGrath enhanced direct laryngoscopes (2) approximately \$2,000-4,000 each

Clinical experiences may occur in a variety of inpatient, ambulatory, and out-patient settings. The surrounding environment is rich for opportunities to engaged in population health/community health activities at the Ochsner Academic Medical Center and Overton Brooks VA Medical Center.

2. Research

Research laboratory space for both faculty and students within the Graduate School appears to be adequate on for the proposed Ph.D. program. However, it is unclear if the space would be adequate for conducting clinical research and the cost of renovations to accommodate conducting of clinical research.

The core research facilities located on the 6th floor of the Biomedical Institute provides postdoctoral fellows and graduate students with a wide variety of research services, as well as education and training opportunities. It is available to both experienced and novice researcher.

The LSU Health Shreveport Library has access to more than 4,000 online scientific journals. The four existing research centers on LSUH-S campus, Excellence Center for Brain Health, Feist Weiller Cancer Center, Center of Excellence in Arthritis & Rheumatology, and Center for Cardiovascular Disease and Sciences, could provide research support infrastructure for the nursing Ph.D. program.

3. Clinical Practice

Faculty practice could be accommodated at Margaret Place and/or the adjacent university hospital. As the faculty number expands, interprofessional practices in primary care sites should be considered. Also given the rural nature, a focus on telehealth could give LSUH-S an area of

distinction. As the partnership with Ochsner evolves, there may be opportunities for practice in their urgent care sites as well as deliver home health care to the underserved populations.

LSUH-S is uniquely positioned with opportunities to integrate all three academic missions in focused areas of strength determined by the faculty. Given its size and the need for care in the surrounding area, the GSN could become a national leader in producing leaders, clinicians, and scientists. Graduates would be well prepared to address the social determinants of health, chronic disease management for all ages, and delivery of primary care models through telehealth in rural health care sites.

F.5 Considerations When Projecting Financials for the GSN

Nursing education is similar in some respects to dental education in the following ways:

1. Nursing students are expected to be clinically competent and pass the licensure and/or certification examinations upon graduation of their undergraduate or graduate nursing programs. Historically, nurses choose hospital settings for their first employment. It is uncommon that a graduate nurse enters a residency program for a specialty experience or a fellowship program.
2. Because of the expectation of clinic competence, clinical experiences are planned, guided and overseen by fulltime nursing faculty. Because clinical affiliation agreements with health care agencies are necessary to ensure the best clinical experiences, oversight of contractual arrangements for clinical placement becomes the responsibility of the nursing school. Prelicensure students usually have a minimum 850 clinical hours requirement and DNP students have a minimum of 1000 clinical hours requirement.
3. Within the past decade, simulation is increasingly used to demonstrate competency in nursing. State Boards of Nursing are evaluating the substitution of simulation for actual clinical practice, but no definitive recommendations have emerged nationally.

However, unlike dentistry, there is no repository of financial data readily available regarding nursing school finances. There are approximately 996 baccalaureate nursing programs in the nation. It has been a challenge for the AACN to collect any financial data due to the variety of ways nursing can be supported within an institutional structure.

Financial support traditionally comes from three sources: tuition and fees generated by students, local and state funding support, and philanthropic resources. Nursing has not capitalized on a faculty practice plan for a revenue stream like dental schools and medical schools.

Research requires additional investments. The academic investment in research is an additional \$0.53 for each dollar received by a sponsored program. (AAMC, 2015 Academic Investment in Medical Research)

Additionally, the cost of tuition and fees for nursing schools vary between private or public institutions and whether the institution is for profit or nonprofit. For the purpose of this report, the LSUH-New Orleans as an academic health science center is used as the benchmark.

Tuition and Fees

Below are the FY2020 tuition and fees for nursing programs at LSUH-NO:

Master Entry Clinical Nurse Leader Program (60 credit hours, fulltime)

- Resident: \$13,355
- Nonresident: \$24,982

DNP Nurse Executive Leader Program (80 credit hours, fulltime)

- Resident: \$20,526
- Nonresident: \$38,262

DNP Nurse Anesthesia Program (138 credit hours)

- Resident: \$26,408
- Nonresident: \$42,762

Ph.D. Nurse Science Program (75 credit hours)

- Resident: \$6,878
- Nonresident: \$16,283

Source: LSUH-NO School of Nursing website.

Expenditure Considerations

Based upon the initial discussions to have an undergraduate class size of 125 and a graduate class size of 75, the LSUH-S hopes to enroll a total of 200 nursing students at the new nursing school at the academic health science center within 10 years. Given the conversations during the onsite visit, complexities of establishing a traditional baccalaureate program and the need for faculty for the state, the current feasibility study focuses instead on establishing three graduate degrees with four specific graduate tracks. Once students are fully enrolled in these graduate degree programs, the programs will produce 208 graduates, in which 100 students will be matriculated in the Master's Entry CNL program and 108 graduate students will be matriculated in the Ph.D. and DNP programs.

In fiscal year 2021 (FY 21), the school will be hiring its founding dean and assembling a team to develop the programs, seeking appropriate approvals, and setting research mission. FY 22 will see continued hiring, developing courses, recruiting qualified students, marketing, and developing strategic partnerships. In FY 23, the school will enroll its initial entering class of the Master's Entry CNL program and Ph.D. program, with approximately 30 graduate students. In FY 24, the DNP program will enroll its initial class of 12 students in each track (Executive Nurse Leader and Nurse Anesthesia), 24 total. The staging enrollment strategy will allow time for recruitment of faculty and students and building a solid curriculum.

Recruitment

Adequate funding is necessary to recruit a dean, administrators, program directors, administrative staff, and core faculty. The initial recruits are responsible for the curriculum development and approval, as well as the accreditation process. The recruitment expenditures will be ongoing without the revenue offset in the initial two to three years.

A GSN typically has the following **Administrators**:

Dean

The role of the Dean provides strategic leadership and counsel to faculty members, staff and students. The Dean is responsible for monitoring national trends in nursing education, ensuring adherence to federal, state and university regulations, and

creating and engaging with strategic partnerships. Essential to the role is the facilitation of the search, recruitment, and hiring of talented faculty, staff, and students and stewardship of fiscal resources.

Associate Dean Graduate Programs

This position provides leadership and management for the school's educational mission. The position facilitates the faculty work of development, implementation, and evaluation of the curriculum to ensure a quality education for students. Major duties include strategic planning for development of academic programs, academic advisement and student progression issues, clinical site development and management of clinical contracts, development of a robust preceptor roster, coordination of regulatory and accreditation requirements, coordination of course schedules, repository of program plans, comprehensive examinations, DNP project and dissertation approvals, development and coordination of academic policies, and program evaluation oversight, including course and teaching evaluations.

Associate Dean Research & Ph.D. Program Director

This position provides leadership and management of the research mission, resources for faculty and guidance/resources for Ph.D. student success. Duties include oversight of an office to support faculty's research such as grants submission and post award management, statistical consultation, editing, coordination of peer review of grant applications, provision of resources such as pilot funding, faculty development, and mentoring programs. Interaction with the School of Graduate Studies will be essential for the Ph.D. program development, implementation, and evaluation.

Associate Dean for Admissions and Student Services

This position oversees the recruitment, application, admissions, and matriculation of nursing students into the school at the graduate level. The position facilitates the engagement of students, by creating academic support mechanisms to ensure their success. Duties include ensuring and providing accurate information to prospective applicants, representing the school at recruitment, career events, providing pre admission counseling, support for student organizations, schools ceremonial events, distribution of scholarships, maintenance of student records, facilitating access to other campus resources such as financial aid, and counseling all in support of achievement of student outcomes.

Associate Dean for Finance and Administration

This position provides fiscal leadership and management for the school's finances and oversight of all the administrative processes such as human resources, facilities, and information technology needs. Duties include supervision of staff, ensuring fiscal compliance with federal, state, and university regulations and compliance with hiring of faculty and staff policies and procedures, developing budgets for strategic priorities, and overseeing accounting and fiscal transactions.

The day to day operational function of the GSN would require the following **Administrative Staff** positions. Not all positions need to be hired immediately. The positions may be staggered as outlined in the financial modeling as programs are developed.

- Executive Assistant to Dean
- Admissions Coordinator
- Student Recruiter

- Communications/Marketing
- Staff Accountant
- Education Coordinator
- Educational Development Specialist
- Assessment and Compliance Specialist
- Administrative Assistant (3) for each associate dean
- Grants and Contracts Specialist
- Clinical Liaison

Qualified **Faculty** are essential for the success of any school of nursing and determine the unique foci of the school. The projected need for faculty takes into consideration the standards in the SACSCOC's the Principles of Accreditation: Foundations for Quality Enhancement,⁷² the Collegiate Commission for Nursing Education, the Council on Accreditation, the Quality Indicators for Doctoral Education, and AACN's Research-Focused Doctoral Program in Nursing.⁶⁷

For a total enrollment of 208 students, it is estimated that the number of faculty needed is approximately 35 full-time equivalents (FTEs) to ensure quality educational programming. Recommendations are made to hire faculty in stages, anticipating a minimum ratio of two-thirds full-time faculty and one-third part-time faculty to ensure quality and achieve mission outcomes.

Given the national shortage of nursing faculty, recruiting faculty will require creative strategies. Hiring a search firm to recruit senior faculty positions (e.g., Dean, Program Directors) and faculty for the Ph.D. program will be essential. Compensation for faculty will need to be at a minimum at the AACN 75th percentile as an incentive for experienced faculty to move. Funds for relocation costs are essential. At our site visit, it was conveyed by a member of the Louisiana Board of Nursing that new nursing programs starting in the state should avoid hiring faculty from existing state nursing programs for political reasons. Hence, AAL recommends LSUH-S GSN recruit faculty from neighboring states. It should be considered that it may take one to two years to recruit enough senior faculty.

Ph.D. Program Faculty

Targeted efforts to relocate funded researchers and spousal hiring practices may need to be considered in establishing a new Ph.D. program. Building on the existing strengths of the Graduate School research foci, using existing endowments/professorships and the extensive availability of research space will be helpful in recruitments of key faculty. A core of three to five senior faculty would be adequate to build a research agenda for the Ph.D. program and one of these faculty members could serve as Associate Dean of Research and Director of the Ph.D. Program.

Master's Entry CNL Program Faculty

The projected need for faculty in this program is based on the average faculty/student ratio of 1:6 for graduate clinical supervision. With an initial cohort of 24 students, 4 full-time faculty members and one full-time Program Director is needed initially. Given a projected total enrollment of 100 students, an ultimate goal of 10 full-time faculty members is projected. Part-time faculty can augment the needs for clinical supervision as necessary.

DNP Anesthesia Faculty

For the DNP program in Anesthesia, a minimum of three faculty members will be required, inclusive of one Program Director and one Assistant Program Director initially to enroll the first cohort of 12 students. The full enrollment of 36 students will require an additional four full-time faculty.

DNP Nurse Executive Leader Faculty

Given the similarity of the coursework with the Master’s Entry CNL program, it is conceivable that faculty could teach in both the CLN and DNP nurse executive leader track, ensuring cohesion of curriculum and economy of scale. Also, core DNP courses may be shared by students in the DNP anesthesia track with careful scheduling. Initially, the DNP nurse executive leader track would need a Program Director and two full-time faculty for curriculum development and implementation.

Additional faculty recruitment considerations

Offering a fringe benefit for faculty members such as \$2,500 professional development allowance would be an attractive recruitment measure. Payment of moving costs, competitive compensation packages, and inclusion of an incentive package for performance would also be attractive.

For research-focused faculty, competitive start-up packages for established nursing researchers are similar to other biomedical and physician recruits. They may range from \$500K to \$1.5M.

Last but not the least, developing faculty in their roles is critical to the recruitment, transition, and retention of faculty. A centralized faculty development program involving Allied Health, Nursing, Dentistry, and Medicine could also foster the development of interprofessional education, research, and practice.

Salaries

Recruitment costs for the necessary administrators and faculty will be front loaded until positions are filled and the programs fully staffed and enrolled.

The following tables show the salary data for full-time faculty from the AACN 2018-2019 *Salaries of Instructional and Administrative Nursing Faculty in Baccalaureate and Graduate Programs in Nursing* report.⁷³ Table 12 provides calendar year salaries for full-time nurse faculty by rank, type of institution, and degree level in institution with an Academic Health Center. Table 13 provides calendar year salaries for full-time administrative faculty who provide at least 50% of their time to administrative duties such as associate deans and program directors. Because of the competitive market, recruiting faculty members at the 75% of the median (at a minimum) is suggested.

Table 12. Calendar Year Salaries for Full-time Nurse Faculty in Institution with an Academic Health Center

CALENDAR SALARY	Min	Max	Mean	25th	50th	75th
Professor (Doctoral)	\$70,886	\$448,987	\$172,599	\$136,664	\$159,444	\$182,640
Associate Professor (Doctoral)	\$57,127	\$262,984	\$127,090	\$110,942	\$122,560	\$139,250
Associate Professor (Nondoctoral)	\$53,652	\$186,404	\$99,665	\$87,952	\$95,054	\$105,972
Assistant Professor	\$44,151	\$250,000	\$105,382	\$92,871	\$102,000	\$113,711

(Doctoral)						
Assistant Professor (Nondoctoral)	\$38,350	\$215,000	\$90,293	\$80,989	\$87,277	\$96,437
Instructor (Doctoral)	\$49,440	\$220,000	\$95,478	\$86,100	\$91,826	\$99,462
Instructor (Nondoctoral)	\$42,695	\$192,554	\$82,686	\$73,753	\$81,408	\$89,760

Source: AACN, 2019

Table 13. Calendar Year Salaries for Full-time Administrative Nurse Faculty

Calendar Salary		Professor			Associate Professor			Assistant Professor		
		25 th	50 th	75 th	25 th	50 th	75 th	25 th	50 th	75 th
Associate Dean	Doctoral	\$144,284	\$175,000	\$206,578	\$116,017	\$136,250	\$162,760	\$89,983	\$99,330	\$130,621
	Nondoctoral	-	-	-	-	-	-	91,008	94,500	100,222
Assistant Dean	Doctoral	\$115,350	\$138,724	\$171,625	\$115,310	\$129,378	\$145,000	\$101,720	\$120,961	\$135,477
	Nondoctoral	-	-	-	-	-	-	83,111	107,667	128,916
Acting Dean	Doctoral	\$100,344	\$145,762	\$190,000	\$100,840	\$115,852	\$148,622	\$95,810	\$119,200	\$144,840
	Nondoctoral	-	-	-	-	-	-	80,667	88,620	121,000
Chair	Doctoral	\$121,220	\$150,495	\$186,589	\$102,667	\$116,000	\$138,355	\$92,183	\$100,029	\$117,000
	Nondoctoral	-	-	-	77,919	89,731	95,000	76,696	83,001	91,506
Director	Doctoral	\$110,452	\$136,702	\$169,915	\$95,089	\$110,000	\$128,111	\$91,530	\$103,173	\$118,000
	Nondoctoral	67,320	84,730	103,889	70,621	88,898	105,221	78,131	88,108	99,387
Coordinator	Doctoral	\$99,200	\$118,388	\$133,803	\$89,784	\$100,792	\$114,800	\$86,700	\$95,000	\$103,889
	Nondoctoral	-	-	-	75,180	86,778	94,111	72,991	81,175	91,566

Source: AACN, 2019

Similarly, the table below shows the salary data for Deans and Associate Deans from the 2018-2019 Salaries of Deans in Baccalaureate and Graduate Programs in Nursing report by AACN.⁷⁴ Table 14 shows salaries of nursing deans by geographic region and Table 15 shows salaries of nursing deans by program type.

Table 14. Salaries of Deans of Nursing Programs by Region and AACN Membership

REGION	Min	Max	Mean	25 th	50 th	75 th
North Atlantic	\$80,000	\$525,000	\$168,090	\$114,385	\$136,444	\$200,000
Midwest	\$41,000	\$461,277	\$140,274	\$98,353	\$120,000	\$155,000
South	\$33,000	\$486,000	\$154,112	\$105,000	\$128,119	\$169,333
West	\$59,597	\$434,693	\$160,223	\$110,000	\$138,000	\$179,140

Source: AACN, 2019

Table 15. Salaries of Deans of Nursing Programs by Program Type

PROGRAM TYPE	Min	Max	Mean	25 th	50 th	75 th
Baccalaureate Only	\$33,000	\$292,000	\$110,814	\$90,000	\$106,498	\$122,437
Baccalaureate and Master's	\$52,000	\$323,424	\$133,667	\$104,000	\$126,088	\$150,932
Baccalaureate, Master's and Doctoral	\$60,000	\$525,000	\$200,122	\$130,538	\$172,326	\$250,000
Graduate Program Only	\$124,000	\$434,693	\$265,200	\$156,810	\$240,039	\$391,000

Source: AACN, 2019

Lastly, salaries for faculty in the nurse anesthesia program were informed by the Sullivan Cotter 2016-2018 Advanced Practice Provider Compensation and Pay Practices Survey Report.⁷⁵

Student Expenses

In addition to tuition and fees, students will incur other expenses during their nursing programs. Below is a list of potential expenses for nursing students.

- Books: \$2,000
- SPSS package: \$90 per year
- Castle branch immunization tracker & background check: \$119.75
- Random drug screening: \$46.00
- Malpractice insurance: \$80 per year
- TB skin test and flu vaccine: \$50.00 each year
- Titters for Varicella, Hepatitis B, Measles, Mumps, Rubella: \$150.00
- BLS: \$35 every other year
- Laptop: \$1,500
- Lab coats: \$200
- Graduation fee: \$100
- Graduation cap and gown: \$168.99
- Professional conferences and presentations: \$1,600

Program Specific Expenses

Master's Entry Clinical Nurse Leader Program

- Clinical Nurse Leaders Association membership: \$100 per year
- ANCC Clinical Nurse Leader Certification Examination review: \$300-600
- ANCC Clinical Nurse Leader Certification Examination: \$270-395

DNP Program Executive Leader Track

- AONL membership: \$95 per year
- Nurse Executive Advanced Certification review course: \$200-300

DNP Program in Anesthesia

- AANA Malpractice Insurance: \$250 year
- NBCRNA Self-Evaluation Examination: \$250
- AANA Association membership: \$200 per year

F.6 LSUH-S GSN – Financial Models

General Assumptions:

1. Ph.D. and Master's Entry CNL students matriculate beginning of FY23.
2. DNP Anesthesia students matriculate beginning of FY24.
3. DNP Nurse Executive Leader students matriculate beginning of FY24.
4. The projected number of applicants is based on the applicant pool previously discussed. Initial Application Fee: \$35 (FY20 \$s).

5. Thirty (30) students will be admitted in FY23: 6 Ph.D. and 24 Master's Entry CNL
6. Twenty four (24) students will be admitted in FY24: 12 DNP Nurse Executive Leader and 12 DNP Anesthesia.
7. Between 66.7% to 80% of matriculating students are residents of Louisiana who pay resident tuition. The remaining students pay non-resident tuition.
8. Initial Annual Tuition/Fees:
 - Master's Entry CNL Program
 - Resident: \$13,355
 - Nonresident: \$24,982
 - DNP Nurse Executive Leader Program
 - Resident: \$20,526
 - Nonresident: \$38,262
 - DNP Nurse Anesthesia Program
 - Resident: \$26,408
 - Nonresident: \$42,762
 - Ph.D. Nurse Science Program
 - Resident: \$6,878
 - Nonresident: \$16,283
9. Expenditures covered by Additional Fees are NOT included.
10. Student attrition is NOT considered.
11. Revenue from the State of Louisiana - or any other outside entity - is NOT included.
12. Philanthropic revenue is NOT included.
13. Revenue and expenditure projections include an annual inflation rate of 4%.
14. Non-Clinical Operating Expenditures include:
 - Accreditation Fees
 - Institutional Membership – AACN, CCNE, COA
 - Professional Fees
 - General and Administrative Costs
 - Travel, Recruitment and Training
 - Professional Development Allowance of \$2,500/year (FY20 \$s)
 - Dues and Subscriptions
 - Repair and Maintenance
 - Student Programs
 - Contingency
 - Start-up for Research Faculty
15. Need for faculty is based on an average faculty/student ratio of 1:6.
16. Full-time faculty members are programed primarily for research/scholarship and teaching needs. The number of projected number faculty is based on didactic, simulation, and

clinical activities.

17. Faculty salaries are projected using values from the AACN 2018-19 faculty salary data (see Table 11) at 75% of the median salaries assuming the following distribution: 20% Professors, 20% Associate Professors, and 60% Assistant Professors.
18. Need for administrators (Dean, Associate Deans, Program Directors) is based upon the mission of the school.
19. Salaries for Associate Deans, Program Directors are projected using the 75% of the median salaries from the AACN 2018-19 faculty salary data (see Table 12).
20. Departments and department chairs are NOT considered. It is assumed that faculty members will report to the Dean.
21. Educational/Administrative/Clinical Staff numbers are determined by essential work that needs to be accomplished for mission of school and accreditation requirements.
22. Educational/Administrative/Clinical Staff salaries are projected by using the UTHSCSA market survey.
23. Fringe benefits for all full-time positions are calculated at 46% (benefits are capped when salary reaches \$150,000/year).
24. Personnel hires are programmed to take place at the beginning of the year and compensation paid throughout the year. Realistically, hires will take place throughout the year; thus, payroll estimates are inflated during the hiring year as a factor of unfilled positions.
25. Administrators, faculty, and staff are phased in as needed to support the educational and clinical programs. See Appendix II for a breakdown of faculty and staff hires included in the financial projections.
26. Support of infrastructure devoted to the research mission is included.
27. The following items that may represent cost to the GSN are NOT included:
 - University overhead charges
 - Depreciation
 - Housekeeping and routine building maintenance
 - Academic (classroom) support costs - AV services, maintenance, etc.
 - IT Services and support
28. Clinical activity is structured around student group practices consisting of 6 students.
29. The model includes a 10 FTE equivalents for part-time clinical faculty hires to teach in clinical rotations which is phased as enrollment grows.

Capital Expenditures Assumptions

1. Facilities construction and/or renovation are NOT included.
2. Furnishings, technology and other infrastructure components for classrooms and teaching laboratories are NOT included.

3. Capital expenditures are funded by LSUH-S with cash (debt service is NOT included).

Revenue and Expense Projections

Based on the above mentioned assumptions and the available data, below is a summary of the Revenue and Expenses projections for the new GSN (Figure 21, also see Appendix II).

Fig. 21 LSUH-S GSN Summary Revenue and Expense Projections

	FY 20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
REVENUE										
TUITION/FEES	\$ -	\$ -	\$ -	\$ 506,594	\$ 2,025,407	\$ 3,320,063	\$ 4,474,424	\$ 5,068,488	\$ 5,702,918	\$ 6,156,811
APPLICATION FEES	\$ -	\$ -	\$ 1,622	\$ 10,967	\$ 11,862	\$ 12,830	\$ 13,877	\$ 15,010	\$ 16,234	\$ 17,559
TOTAL REVENUE	\$ -	\$ -	\$ 1,622	\$ 517,561	\$ 2,037,269	\$ 3,332,894	\$ 4,488,301	\$ 5,083,497	\$ 5,719,152	\$ 6,174,371
EXPENDITURES										
PAYROLL	\$ -	\$ 949,000	\$ 2,444,800	\$ 3,467,806	\$ 4,312,772	\$ 7,088,654	\$ 8,058,346	\$ 8,572,180	\$ 10,442,395	\$ 10,816,568
BENEFITS PACKAGE	\$ -	\$ 354,660	\$ 991,613	\$ 1,424,676	\$ 1,683,702	\$ 2,379,343	\$ 2,548,456	\$ 2,568,116	\$ 2,864,040	\$ 2,884,762
OPERATING	\$ 151,625	\$ 1,953,225	\$ 2,021,920	\$ 2,138,939	\$ 545,292	\$ 775,318	\$ 690,126	\$ 706,090	\$ 760,859	\$ 768,463
TOTAL EXPENDITURES	\$ 151,625	\$ 3,256,885	\$ 5,458,333	\$ 7,031,421	\$ 6,541,766	\$ 10,243,316	\$ 11,296,928	\$ 11,846,386	\$ 14,067,294	\$ 14,469,793
REVENUE IN EXCESS OF EXPENDITURES	(\$151,625)	(\$3,256,885)	(\$5,456,710)	(\$6,513,860)	(\$4,504,497)	(\$6,910,422)	(\$6,808,627)	(\$6,762,889)	(\$8,348,142)	(\$8,295,423)
CUMULATIVE INCOME (Loss)	(\$151,625)	(\$3,408,510)	(\$8,865,220)	(\$15,379,080)	(\$19,883,578)	(\$26,793,999)	(\$33,602,626)	(\$40,365,515)	(\$48,713,657)	(\$57,009,080)

Approximately \$57M is needed to cover operating expenses during the first ten years of this model. Cumulative operating break-even never occurs.

Other Potential Revenue Streams

Faculty Practice

As an Academic Health Science Center, LSUH-S offers multiple opportunities for the new GSN to develop a faculty practice plan and generate income. The *Advancing Health care Transformation: A New Era for Academic Nursing* report makes recommendations for how nursing schools can more fully engage as full partners in the transformation of care.⁶³ The new GSN could be responsible for delivery of student health, employee health, and wellness clinics. A mobile van supported by managed care contracts could be utilized to deliver care to outlying areas and provide superb clinical opportunities for students. Operating nurse led clinics for cancer survivorship, diabetes, and congestive heart failure may provide value added to existing service.

Although this feasibility report focuses on the research and education start-up needs of the GSN, it is conceivable with the right recruitment of the dean and faculty, the school could begin the practice component and LSUH-S would become a leader in integrating the practice component into the research and teaching missions.

Philanthropy

LSUH-S has an opportunity to engage with the community business leaders as a vibrant nursing workforce, an economic opportunity for the community. They may be approached to fund some of the major equipment needs for the Nurse Anesthesia program if necessary. There may be philanthropists interested in certain research agendas who may found endowments and/or start-up packages.

Grants

HRSA Title VIII Nursing Workforce Programs offers a number of programs to assist with the development of the nursing workforce. It is the primary source for federal support of nursing education programs. Included in the program are the following:

- The Nurse Corps offers loan repayment and scholarships to nurses who work in rural health clinics and health centers experiencing a critical shortage of nurses.
- The Advanced Nursing Education (ANE) program supports advanced nurse education programs for registered nurses to become nurse practitioners, nurse anesthetists, and nurse midwives.
- The Advanced Nurse Education-Sexual Assault Nurse Examiners support accredited programs to increase the number of registered nurses, advanced practice nurses, and forensic nurses to be trained and certified to conduct sexual assault examinations.
- Advanced Nurse Education-Nurse Practitioner Residency supports the development of clinical and academic focused 12 month Nurse Residency programs that prepare new nurse practitioners for primary care practice in community based settings with underserved populations.
- Nurse Anesthetist traineeships support increasing access to nurse anesthetist care for underserved populations who are underrepresented in the health care workforce.
- Nurse Education, Practice, Quality and Retention Program funds programs which enhance the quality of nursing programs. Emphasis now is on primary care in prelicensure programs and veterans' health.
- Nurse Faculty Loan repayment funds accredited programs who recruit and train faculty to address the faculty shortage.
- Nursing Workforce Diversity supports projects that increase nursing education opportunities to individuals from disadvantaged backgrounds, including racial and ethnic minorities.

More information is available at <https://bhw.hrsa.gov/nursing>

Unique Curriculum Opportunities

Starting a new GSN may allow a new approach for interprofessional and interdisciplinary teaching, research and practice to evolve. There may be opportunities for students early in their academic careers to learn together and solve clinical problems. Increasingly, curriculums are being planned with the learner in mind as an active participant and the faculty become "the guide on the side." Attention to faculty development with the new technological teaching tools will be essential as well as appropriate IT staffing support. Selection of a common learning platform for all the students could facilitate distance education and conference and meetings among and between faculty, and should be considered in planning.

F.7 Licensure and Accreditation

Licensure

Starting a graduate nursing program in nursing (MSN and DNP) requires approval of the Louisiana State Board of Nursing. It is a three-step process.

Step I - Letter of Intent and a Feasibility Study (LAC46:XLVII.3533).

The following elements should be included in the letter of intent and accompanying feasibility study:

- Approval of parent institution and the appropriate governing board of institution
- Board of Regents approval
- Regional accreditation documents
- Report of a feasibility including the evidence of:
 - nursing manpower studies which validate need for the program as it relates to total state resources and nursing education in the state;
 - documentation of communication with Louisiana nursing education degree programs on a form provided by the board regarding the potential impact on other undergraduate nursing education degree programs within a geographical area of 100 miles or the impact on other graduate nursing programs within the state;
 - availability of qualified nurse faculty and support faculty;
 - adequate academic and clinical facilities to meet the needs of the program;
 - adequate financial resources for planning, implementing, and continuing the program
 - commitment of administration to support the program;
 - community support;
 - a proposed time schedule for initiating and expanding the program; and
 - an available pool of potential students.

In addition, the following requirements must be met in Step I:

- Documentation of the governing body's legal authority to award graduate degrees, adopt general policies, and provide financial support is necessary.
- The graduate degree must be in a regionally accredited college; if a graduate degree is in nursing, the degree must show an advanced practice role with the population as defined by R.S. 37:913 (1).
- The parent institution must hold active regional accreditation from an accrediting body approved by the U.S. Department of Education.
- The nursing school should be accredited by a national accrediting body approved by the U.S. Department of Education.
- National nursing accreditation should be sought within one year post full approval.
- An organizational chart must describe full lines of responsibility and authority.
- If there is any change in institution control, chief nurse administrator or accreditation status, the board should be notified within five business days.
- The chief nurse administrator must have full authority and responsibility to administer the graduate program with respect to the instructional program, budget planning and management, and oversight of faculty, staff and students.
- The representative of the institution will meet with the board for the review of the feasibility study. If the Board provides initial approval based on review of feasibility study, planning may continue.

Step II – Initial Approval

If step I is accepted and if the parent institution is allowed by the board to proceed with the development of the program, a qualified chief nurse administrator shall be employed a

minimum of 12 months prior to the admission of the first class of students. He/she must have authority and responsibility to develop the following:

- organizational structure of program,
- organizational chart and bylaws,
- administrative policies and procedures,
- policies for selection,
- promotion and retention of faculty,
- a plan for clinical placements preceptors and cooperating agencies,
- affiliation agreements and use of facilities and resources.

The chief nurse administrator must have previous teaching experience in a registered nursing education degree program. He/she must appoint a sufficient number of full-time nurse faculty with a minimum of two years clinical nursing practice at least six months prior to admission of students. For graduate program faculty, it is preferred that they have teaching experience in the graduate program proposed. The faculty must develop the proposed program and plan implementation, which include writing:

- the mission/philosophy, goals, program and student learning outcomes,
- a curricular plan,
- course outcomes,
- course outlines,
- evaluation plan and methods,
- admission, progression and graduation criteria,
- policies for protecting student rights, safety and welfare, and for academic guidance and advising,
- utilization plan for clinical facilities, cooperating agencies, and clinical placements.

Once the above documentations are completed, the chief nurse administrator shall request an initial site visit by the Board of Nursing. The site visitors will present a report with recommendations to the board at a regularly scheduled meeting. If initial approval is granted, then a public announcement is issued, and students will be able to be admitted. Initial approval is given for a one-year period, for up to two consecutive years, following the graduate degree program eligibility to apply for full approval.

Step III – Full Approval

Full approval shall be requested after members of the first class of graduates write and receive the results of the first licensing or certification examination. Another onsite visit is required for the presentation of evidence that all Louisiana State Board required standards have been met. It is expected that the graduate nursing degree program achieve national nursing accreditation within one year of being granted full approval by the board.

Accreditation

The Collegiate Commission on Nursing Education (CCNE) is recognized by the U.S. Secretary of Education as a national accreditation agency for nursing education. It is the autonomous agency contributing to the improvement of public health by ensuring the quality and integrity of baccalaureate and graduate degree programs in nursing. Accreditation may be awarded for a period of 5-10 years for the master's and doctoral programs by CCNE. Initial accreditation is awarded for a maximum of 5 years.

A graduate program begins the accreditation process by requesting a new applicant status. The application must include the following:

1. A letter requesting new applicant status signed by the chief executive, the chief academic officer, and the chief nursing administrator. It should also indicate the graduate programs for which accreditation is being sought, when enrollment of students will begin and when the site visit will be hosted.
2. Evidence that the parent institution is accredited by a recognized agency approved by the U.S. Department of Education.
3. Evidence that the institution has received approval/authorization to offer the nursing programs (if applicable).
4. Evidence that the nursing is approved by the state board of nursing or otherwise authorized by the state board of nursing.
5. Payment of the fees for new applicant.
6. A Program Information form.
7. Catalog of the institution and program
8. Description of the educational setting, program mission with supporting goals and expected outcomes, the curriculum, and resource support.

The CCNE staff reviews the application request in order to determine completeness of application. Once accepted, a new applicant must submit a self-study document within two years of date of acceptance of application request. A degree program must have students enrolled for the equivalent of one academic year (two semesters). Onsite evaluations are generally scheduled a minimum of one year in advance.

Completion of the self-study involves assessing each of the four guiding CCNE standards.

- Standard I Program Quality: Mission and Governance
- Standard II Program Quality: Institutional Commitment and Resources
- Standard III Program Quality: Curriculum and Teaching Learning Practices
- Standard IV Program Effectiveness: Assessment and Achievements of Program Outcomes

Details are available at <https://www.aacnnursing.org/CCNE>.

The DNP in Anesthesia program must be accredited by the Council on Accreditation (COA) which specifies the scientific courses, clinical experiences, minimum number (450) of anesthetics a graduate must complete, and professional foundations to build sound clinical practice. The curriculum typically has coursework mindful of the DNP essentials such as organizational and systems leadership, theoretical foundations of nursing science, advanced health assessment, advanced pathophysiology, advanced pharmacology, principles of anesthesia, didactic and clinical anesthesia courses to provide content in induction, maintenance, and emergence from anesthesia, anesthesia pharmacology, and anesthesia for specific patient populations, biostatistics/epidemiology, health outcomes, and quality improvement. Students are expected to complete a scholarly inquiry project to improve health outcomes or health system improvements.

COA requires each CRNA program hire program director and assistant directors with graduate degrees, the curriculum include both theory and practice, policies and procedures developed on observable and measurable results, and the program continually evaluate its educational program.

Policies and procedures for COA accreditation are outlined in the Accreditation Policies and

Procedures Council on Accreditation of Nurse Anesthesia Educational Programs.⁷⁶ Additionally, programs must adhere to the Guidelines for Counting Clinical Experiences.⁷⁷

A new program must complete a self-study and host an onsite review visit five years after the admission of its first class. This self-study attests to the program's degree of success in attaining educational outcomes and complying with the Council's Standards for Accreditation of Nurse Anesthesia Education

Detail are available at <http://coacna.org>.

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) requires substantive changes be approved for initiation of new degree programs (i.e., MSN, DNP and PhD).⁷⁸ Procedure One requires approval of substantive changes prior to implementation. Required components of the prospectus include:

1. Abstract
2. Determination of need for the change/relationship to mission/planning and approvals for the change by legal authority.
3. New Program requirement such as program goals, learning outcomes of program, admission and graduation requirements, administrative oversight.
4. Faculty qualifications
5. Library and learning resources
6. Student support services
7. Physical resources
8. Financial support
 - a. Institutional evaluation and assessment processes.

Specific criteria are available at http://sascoscoc.org/pdf/081705/substantive_change.pdf.

If LSUH-S decides to partner with another institution in developing the MBA/DNP program, notification of the change must be made prior to initiation. Additionally, LSUH-S is currently classified as a Level V institution (i.e., offers three or fewer doctoral degrees as the highest degree) with its offerings of Ph.D., M.D., and DPT degrees. ***The initiation of the new DNP and D.D.S. degrees will require a written request to reclassify from Level V to Level VI (i.e., offers four or more doctoral degrees as highest degree).***

F.8 Concluding remarks

AAL concludes that there is strong evidence supporting the need for additional nurses in North Louisiana and the surrounding regions, and a new Graduate School of Nursing could help produce the needed workforce. However, one must also consider the needs of clinical partners, the volume of clinical cases (especially surgical) and the existing Baccalaureate nursing programs in the state. Above all, the greatest need is to prepare future faculty for the impending wave of nursing faculty retirements and to prepare a new generation of master's entry nurses designed to deliver care not only at the bedside but from a population health and systems approach. The unique health needs of the area and the entire state would benefit from a new focus on graduate nursing education, which present a distinct opportunity for LSUH-S.

The establishment of a GSN is clearly within the scope of LSUH-S's Mission, Vision, and Strategic Plan. LSUH-S's successes, stability, existing infrastructure, and desired future, coupled with the needs of Louisiana, provide a supportive environment to establish a new GSN.

If LSUH-S adopts an innovative interprofessional approach to education, capitalizes on

partnerships, leverages enrollment of non-resident students, and secures the required additional state resources necessary to cover start-up costs and capital investment, AAL believes that it would be possible to create a sustainable GSN.

AAL's conclusion is that a LSUH-S GSN is feasible.

In addition, the following considerations should be at the forefront as LSUH-S considers development of a GSN:

Consideration 1 – Founding Dean

If LSUH-S decides to move forward with the creation of a new GSN, recruitment and hiring of the founding dean must occur immediately. As there are many dean positions currently available, it will be critical to find the right individual, particularly someone who has led a nursing program before. Ideally, the person should have academic health science center experience. The dean and his/her team, working closely with LSUH-S and its schools, in particular the School of Graduate Studies and its Ochsner clinical partner, should plan for approval of the programs by the Louisiana Board of Nursing in a sequential manner.

Consideration 2 – Curriculum

LSUH-S may choose to phase in the three graduate degrees and four programs in a different pattern than recommended. The phasing recommended takes into account faculty expertise and economy of scale in accomplishing the mission of the health science center. The programs proposed could serve as examples for future additional nurse practitioner programs.

Consideration 3 – Clinical Experiences

Nursing students develop competency and confidence by directly delivering health care in diverse clinical environments. The GSN must strive to develop clinical agency agreements with multiple facilities to ensure a solid clinical experience. The number of surgical cases available for the nurse anesthesia students will need to be carefully assessed. As there is competition for clinical sites among nursing programs, it will be essential to develop excellent relationships with all health care systems to ensure adequate clinical supervision.

Consideration 4 – Research

LSUHS-S will want a new GSN to add to the reputation of the School of Graduate Studies with the new Ph.D. program in nursing. Attention to recruiting senior faculty with established research programs complementary to existing LSUG-H programs is essential for mentoring future students and faculty.

Consideration 5 – Joint Appointments for Faculty

For current LSUH-S faculty members who may become involved in nursing education, joint appointments should be considered, not only within LSUH-S but also surrounding institutions such as LSU-S. These joint appointments would designate faculty appointments to more than one institute, college, or institution. Those units could possibly cost share for the position.

Consideration 6 – Faculty Development and Mentoring

Faculty Development and mentoring is critical. Ideally, all faculty members will be involved in the mentoring processes. Faculty development focuses what the individual needs are of the faculty

member and are unique. The stages of one's career influences each person's individual development plan. Regardless, a focused career advancement in the areas of teaching, research and service is necessary.

Consideration 7 – Marketing/Communication

With the establishment of a new GSN, communicating how this will augment, not duplicate, existing nursing programs and help create a faculty pipeline will be critical. The planning process must involve all constituents. Also, a targeted ongoing marketing plan to ensure a robust applicant pool is essential.

Consideration 8 – Facilities Planning

If nursing education is determined to occur in the new Health Care Education facility, active-learning, small group classrooms, and ways to increase opportunities for interprofessional opportunities for all health education students is recommended. AAL also encourages LSUH-S to create spaces that allow maximal flexibility in the future. Consideration might be given to creating wellness health care services to employees and students in the space. It should be noted that virtual three-dimensional simulation is replacing traditional anatomical dissection.

Consideration 9 – Advisory Committee

If LSUH-S decides to move forward with a GSN, it is recommended that the LSUH-S leadership team consider a two- to three-day session with a national “blue ribbon” advisory committee, composed of leaders in graduate nursing education who have led in these specialty tracks. During The advisory committee will explore innovative options to create the quality education and research programs designed to impact the health of Louisiana.

G. Appendices

Appendix I: Financial Models of the College of Dental Medicine

LSUH-S College of Dental Medicine
Summary - Revenue and Expense Projections
Model 1

	FY 20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
					First Entering Class					
REVENUE										
TUITION/FEES					\$ 1,315,520	\$ 2,736,282	\$ 4,268,599	\$ 6,659,015	\$ 7,694,862	\$ 8,802,922
APPLICATION FEES				\$ 112,486	\$ 121,665	\$ 131,593	\$ 142,331	\$ 153,945	\$ 166,507	\$ 180,094
DENTAL CLINIC					\$ -	\$ 16,000	\$ 857,489	\$ 2,203,513	\$ 2,300,652	\$ 2,865,598
TOTAL REVENUE	\$ -	\$ -	\$ -	\$ 112,486	\$ 1,437,185	\$ 2,883,875	\$ 5,268,419	\$ 9,016,473	\$ 10,162,021	\$ 11,848,614
EXPENDITURES										
PAYROLL	\$ 589,946	\$ 980,736	\$ 1,362,961	\$ 2,984,157	\$ 5,053,473	\$ 6,683,073	\$ 8,669,164	\$ 9,139,316	\$ 10,573,353	\$ 11,885,459
BENEFITS PACKAGE	\$ 174,953	\$ 333,647	\$ 484,890	\$ 1,187,250	\$ 2,097,205	\$ 2,815,645	\$ 3,696,824	\$ 3,850,961	\$ 4,474,413	\$ 5,040,329
Simulation/Clinical OPERATING	\$ 240,500	\$ 272,042	\$ 391,836	\$ 498,066	\$ 616,840	\$ 685,398	\$ 763,114	\$ 618,769	\$ 1,074,853	\$ 1,469,685
Simulation/Clinical OPERATING	\$ -	\$ -	\$ 7,500	\$ 50,000	\$ 238,100	\$ 348,600	\$ 364,544	\$ 397,046	\$ 412,928	\$ 429,445
TOTAL EXPEDITURES	\$ 1,005,399	\$ 1,586,426	\$ 2,247,188	\$ 4,719,473	\$ 8,005,618	\$ 10,532,716	\$ 13,493,647	\$ 14,006,091	\$ 16,535,546	\$ 18,824,918
REVENUE IN EXCESS OF EXPENDITURES	(\$1,005,399)	(\$1,586,426)	(\$2,247,188)	(\$4,606,986)	(\$6,568,432)	(\$7,648,841)	(\$8,225,228)	(\$4,989,618)	(\$6,373,526)	(\$6,976,303)
CUMULATIVE INCOME (Loss)	(\$1,005,399)	(\$2,591,825)	(\$4,839,013)	(\$9,445,999)	(\$16,014,431)	(\$23,663,273)	(\$31,888,500)	(\$36,878,119)	(\$43,251,644)	(\$50,227,947)

LSUH-S - College of Dental Medicine
 Projected Capital Expenditures
 Model 1

Co	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
					Class					
Large Equipment: Simulation Lab - Clinics	\$ -	\$ -	\$ -	\$ 1,478,600	\$ 60,000	\$ 4,301,000	\$ 30,816	\$ 61,249	\$ 21,699	\$ 12,167
Technology: Computers/Printers, Software	\$ 8,500	\$ 11,000	\$ 12,000	\$ 26,000	\$ 60,000	\$ 78,750	\$ 61,750	\$ -	\$ 75,750	\$ 58,750
Furniture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,000	\$ 25,000	\$ -	\$ 10,000	\$ 10,000
TOTAL PROJECTED CAPITAL EXPEDITURES	\$ 8,500	\$ 11,000	\$ 12,000	\$ 1,504,600	\$ 120,000	\$ 4,436,750	\$ 117,566	\$ 61,249	\$ 107,449	\$ 80,917
										GRAND TOTAL \$ 6,460,030

Projected Faculty and Staff Hires
 Model 1

	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY 27	FY28	FY29	
					First Enrolled Class						
Full-Time Faculty/Professional Positions											TOTAL
Dean	1	0	0	0	0	0	0	0	0	0	1
Other Administrators	1	2	1	2	1	0	0	0	0	0	7
Educational/Administrative Staff	2	1	1	3	2	0	0	0	0	0	9
Basic/Behavioral Faculty	0	0	1	2	5	3	0	0	0	0	11
Clinical Faculty	0	0	2	3	4	2	6	0	4	5	26
Clinical Staff	0	0	0	2	7	12	13	1	6	0	41
Part-Time Faculty Positions											TOTAL
Clinical Faculty	0	0	0	0	0	0	0	4	0	0	4

**LSUH-S College of Dental Medicine
Summary - Revenue and Expense Projections
Model 2**

	FY 20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
					First Entering Class					
REVENUE										
TUITION/FEES					\$ 1,315,520	\$ 2,736,282	\$ 4,268,599	\$ 6,659,015	\$ 7,694,862	\$ 8,802,922
APPLICATION FEES					\$ 121,665	\$ 131,593	\$ 142,331	\$ 153,945	\$ 166,507	\$ 180,094
DENTAL CLINIC					\$ -	\$ 16,000	\$ 857,489	\$ 2,203,513	\$ 2,300,652	\$ 2,865,598
TOTAL REVENUE	\$ -	\$ -	\$ -	\$ -	\$ 1,437,185	\$ 2,883,875	\$ 5,268,419	\$ 9,016,473	\$ 10,162,021	\$ 11,848,614
EXPENDITURES										
PAYROLL	\$ 589,946	\$ 980,736	\$ 1,362,961	\$ 2,562,521	\$ 4,322,638	\$ 5,866,037	\$ 6,831,592	\$ 7,464,575	\$ 8,233,310	\$ 9,296,078
BENEFITS PACKAGE	\$ 174,953	\$ 333,647	\$ 484,890	\$ 993,297	\$ 1,761,021	\$ 2,439,808	\$ 2,851,541	\$ 3,094,787	\$ 3,412,768	\$ 3,864,579
in-Simulation/Clinical OPERATING	\$ 240,500	\$ 272,042	\$ 391,836	\$ 451,662	\$ 576,001	\$ 670,190	\$ 622,548	\$ 711,452	\$ 745,740	\$ 1,030,976
Simulation/Clinical OPERATING	\$ -	\$ -	\$ 7,500	\$ 50,000	\$ 210,100	\$ 319,480	\$ 334,259	\$ 365,550	\$ 380,172	\$ 395,378
TOTAL EXPEDITURES	\$ 1,005,399	\$ 1,586,426	\$ 2,247,188	\$ 4,057,480	\$ 6,869,759	\$ 9,295,515	\$ 10,639,940	\$ 11,636,364	\$ 12,771,990	\$ 14,587,012
REVENUE IN EXCESS OF EXPENDITURES	(\$1,005,399)	(\$1,586,426)	(\$2,247,188)	(\$4,057,480)	(\$5,432,574)	(\$6,411,641)	(\$5,371,521)	(\$2,619,891)	(\$2,609,969)	(\$2,738,397)
CUMULATIVE INCOME (Loss)	(\$1,005,399)	(\$2,591,825)	(\$4,839,013)	(\$8,896,493)	(\$14,329,067)	(\$20,740,708)	(\$26,112,228)	(\$28,732,119)	(\$31,342,088)	(\$34,080,486)

LSUH-S - College of Dental Medicine
 Projected Capital Expenditures
 Model 2

	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
					Class					
Large Equipment: Simulation Lab - Clinics	\$ -	\$ -	\$ -	\$ 840,872	\$ 60,000	\$ 3,035,700	\$ 30,816	\$ 61,249	\$ 21,699	\$ 12,167
Technology: Computers/Printers, Software	\$ 8,500	\$ 11,000	\$ 12,000	\$ 17,000	\$ 44,000	\$ 47,000	\$ 28,000	\$ 6,000	\$ 38,000	\$ 9,000
Furniture	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,000	\$ 25,000	\$ -	\$ 10,000	\$ 10,000
TOTAL PROJECTED CAPITAL EXPEDITURES	\$ 8,500	\$ 11,000	\$ 12,000	\$ 857,872	\$ 104,000	\$ 3,139,700	\$ 83,816	\$ 67,249	\$ 69,699	\$ 31,167
									GRAND TOTAL	\$ 4,385,002

LSUH-S College of Dental Medicine
 Projected Faculty and Staff Hires
 Model 2

	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY 27	FY28	FY29	
											<i>First Enrolled Class</i>
Full-Time Faculty/Professional Positions											TOTAL
Dean	1	0	0	0	0	0	0	0	0	0	1
Other Administrators	1	2	1	2	1	0	0	0	0	0	7
Educational/Administrative Staff	2	1	1	3	2	0	0	0	0	0	9
Basic/Behavioral Faculty	0	0	1	2	5	3	0	0	0	0	11
Clinical Faculty	0	0	2	0	2	2	2	2	2	3	15
Clinical Staff	0	0	0	2	7	11	7	0	2	3	32
Part-Time Faculty Positions											TOTAL
Clinical Faculty	0	0	0	0	0	0	0	2	0	0	2

Model 2 + State Support

	FY 20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
					First Entering Class					
Existing Revenue					\$ 1,437,185	\$ 2,883,875	\$ 5,268,419	\$ 9,016,473	\$ 10,162,021	\$ 11,848,614
STATE SUPPORT					\$ 604,283	\$ 1,256,910	\$ 1,960,779	\$ 3,058,815	\$ 3,534,631	\$ 4,043,617
TOTAL REVENUE					\$ 2,041,469	\$ 4,140,784	\$ 7,229,198	\$ 12,075,288	\$ 13,696,652	\$ 15,892,232
TOTAL EXPENDITURES	\$ 1,005,399	\$ 1,586,426	\$ 2,247,188	\$ 4,057,480	\$ 6,869,759	\$ 9,295,515	\$ 10,639,940	\$ 11,636,364	\$ 12,771,990	\$ 14,587,012
REVENUE IN EXCESS OF EXPENDITURES	(\$1,005,399)	(\$1,586,426)	(\$2,247,188)	(\$4,057,480)	(\$4,828,291)	(\$5,154,731)	(\$3,410,742)	\$438,924	\$924,662	\$1,305,220
CUMULATIVE INCOME (Loss)	(\$1,005,399)	(\$2,591,825)	(\$4,839,013)	(\$8,896,493)	(\$13,724,784)	(\$18,879,515)	(\$22,290,256)	(\$21,851,333)	(\$20,926,671)	(\$19,621,451)

Model 2 + 25% Non-Resident Students

	FY 20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
					First Entering Class					
Existing Revenue					\$ 1,437,185	\$ 2,883,875	\$ 5,268,419	\$ 9,016,473	\$ 10,162,021	\$ 11,848,614
Additional Non-Resident Fees					\$ 270,265	\$ 562,152	\$ 876,957	\$ 1,520,059	\$ 1,897,034	\$ 2,301,734
TOTAL REVENUE					\$ 1,707,451	\$ 3,446,027	\$ 6,145,376	\$ 10,536,532	\$ 12,059,055	\$ 14,150,349
TOTAL EXPENDITURES	\$ 1,005,399	\$ 1,586,426	\$ 2,247,188	\$ 4,057,480	\$ 6,869,759	\$ 9,295,515	\$ 10,639,940	\$ 11,636,364	\$ 12,771,990	\$ 14,587,012
REVENUE IN EXCESS OF EXPENDITURES	(\$1,005,399)	(\$1,586,426)	(\$2,247,188)	(\$4,057,480)	(\$5,162,309)	(\$5,849,489)	(\$4,494,563)	(\$1,099,832)	(\$712,935)	(\$436,663)
CUMULATIVE INCOME (Loss)	(\$1,005,399)	(\$2,591,825)	(\$4,839,013)	(\$8,896,493)	(\$14,058,802)	(\$19,908,290)	(\$24,402,854)	(\$25,502,686)	(\$26,215,621)	(\$26,652,284)

Model 2 + 25% Non-Resident Students & State Support

	FY 20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
					First Entering Class					
Existing Revenue					\$ 1,437,185	\$ 2,883,875	\$ 5,268,419	\$ 9,016,473	\$ 10,162,021	\$ 11,848,614
Additional Non-Resident Fees					\$ 270,265	\$ 562,152	\$ 876,957	\$ 1,520,059	\$ 1,897,034	\$ 2,301,734
STATE SUPPORT					\$ 604,283	\$ 1,256,910	\$ 1,960,779	\$ 3,058,815	\$ 3,534,631	\$ 4,043,617
TOTAL REVENUE					\$ 2,311,734	\$ 4,702,936	\$ 8,106,155	\$ 13,595,347	\$ 15,593,685	\$ 18,193,966
TOTAL EXPENDITURES	\$ 1,005,399	\$ 1,586,426	\$ 2,247,188	\$ 4,057,480	\$ 6,869,759	\$ 9,295,515	\$ 10,639,940	\$ 11,636,364	\$ 12,771,990	\$ 14,587,012
REVENUE IN EXCESS OF EXPENDITURES	(\$1,005,399)	(\$1,586,426)	(\$2,247,188)	(\$4,057,480)	(\$4,558,025)	(\$4,592,579)	(\$2,533,785)	\$1,958,983	\$2,821,696	\$3,606,955
CUMULATIVE INCOME (Loss)	(\$1,005,399)	(\$2,591,825)	(\$4,839,013)	(\$8,896,493)	(\$13,454,518)	(\$18,047,097)	(\$20,580,882)	(\$18,621,899)	(\$15,800,203)	(\$12,193,249)

Appendix II: Financial Model of the Graduate School of Nursing

**LSUH-S
Graduate School of Nursing
Summary - Revenue and Expense Projections**

	FY 20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
REVENUE										
TUITION/FEES	\$ -	\$ -	\$ -	\$ 506,594	\$ 2,025,407	\$ 3,320,063	\$ 4,474,424	\$ 5,068,488	\$ 5,702,918	\$ 6,156,811
APPLICATION FEES	\$ -	\$ -	\$ 1,622	\$ 10,967	\$ 11,862	\$ 12,830	\$ 13,877	\$ 15,010	\$ 16,234	\$ 17,559
TOTAL REVENUE	\$ -	\$ -	\$ 1,622	\$ 517,561	\$ 2,037,269	\$ 3,332,894	\$ 4,488,301	\$ 5,083,497	\$ 5,719,152	\$ 6,174,371
EXPENDITURES										
PAYROLL	\$ -	\$ 949,000	\$ 2,444,800	\$ 3,467,806	\$ 4,312,772	\$ 7,088,654	\$ 8,058,346	\$ 8,572,180	\$ 10,442,395	\$ 10,816,568
BENEFITS PACKAGE	\$ -	\$ 354,660	\$ 991,613	\$ 1,424,676	\$ 1,683,702	\$ 2,379,343	\$ 2,548,456	\$ 2,568,116	\$ 2,864,040	\$ 2,884,762
OPERATING	\$ 151,625	\$ 1,953,225	\$ 2,021,920	\$ 2,138,939	\$ 545,292	\$ 775,318	\$ 690,126	\$ 706,090	\$ 760,859	\$ 768,463
TOTAL EXPEDITURES	\$ 151,625	\$ 3,256,885	\$ 5,458,333	\$ 7,031,421	\$ 6,541,766	\$ 10,243,316	\$ 11,296,928	\$ 11,846,386	\$ 14,067,294	\$ 14,469,793
REVENUE IN EXCESS OF EXPENDITURES	(\$151,625)	(\$3,256,885)	(\$5,456,710)	(\$6,513,860)	(\$4,504,497)	(\$6,910,422)	(\$6,808,627)	(\$6,762,889)	(\$8,348,142)	(\$8,295,423)
CUMULATIVE INCOME (Loss)	(\$151,625)	(\$3,408,510)	(\$8,865,220)	(\$15,379,080)	(\$19,883,578)	(\$26,793,999)	(\$33,602,626)	(\$40,365,515)	(\$48,713,657)	(\$57,009,080)

LSUH-S GSN Projected Faculty and Staff Hires											
	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY 27	FY28	FY29	
											TOTAL
Dean	0	1	1	1	1	1	1	1	1	1	1
Rolling	0	1	1	1	1	1	1	1	1	1	
Other Administrators	0	0	0	0	0	0	0	0	0	0	0
Assoc Dean Res/PhD program		1	1	1	1	1	1	1	1	1	
Assoc Dean Acads		1	1	1	1	1	1	1	1	1	
Assoc Dean Adms/Students			1	1	1	1	1	1	1	1	
Assoc Dean Fin & Admin			1	1	1	1	1	1	1	1	1
Program Directors											
CNL	0	1	1	1	1	1	1	1	1	1	
DNP - nurse anesthesia			1	1	1	1	1	1	1	1	
Asst - DNP nurse anesthesia			1	1	1	1	1	1	1	1	
DNP - nurse Exec				1	1	1	1	1	1	1	
Faculty full time	0	0	0	0	0	0	0	0	0	0	0
Ph.D.											
Professor			1	1	1	2	2	2	2	2	
Assistant Professor	0		1	1	1	2	2	2	2	2	2
CNL (Master's entry)				4	4	8	8	8	10	10	10
DNP anesthesia			1	1	3	3	5	5	6	6	6
DNP nurse exec				2	2	4	4	4	5	5	5
Adjunct Faculty Pool approx 20 1/2 time (10 FTEs)					2	4	6	8	10	10	10
Total admin staff	0	3	9	12	15	15	15	15	15	15	15

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⁷³ American Association of Colleges of Nursing (2019). *Salaries of Instructional and Administrative Nursing Faculty in Baccalaureate and Graduate Programs in Nursing*.

⁷⁴ American Association of Colleges of Nursing (2019). *2018-2019 Salaries of Deans in Baccalaureate and Graduate Programs in Nursing*.

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Agenda Item VII.F.3.
RESPONSE TO SENATE RESOLUTION 190
OF THE 2019 REGULAR SESSION
OF THE LOUISIANA LEGISLATURE
LOUISIANA BOARD OF REGENTS



January 2020

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DRAFT

Introduction

Senate Resolution 190 of the 2019 Regular Session of the Louisiana Legislature (SR 190) charged the Louisiana Board of Regents (BOR) to “study how the state can optimally meet the oral health needs of our citizens through the establishment of a school of dentistry in northern Louisiana.” SR 190 requests a “report of its findings and recommendations to the Senate Committee on Education and House Committee on Education.” The full resolution is attached as Appendix A.

Methodology

As provided in Article VIII, Section 5.(D)(3)(a) of the 1974 Louisiana Constitution the Board of Regents, as related to public institutions of postsecondary education, shall have the responsibility “to study the need for and feasibility of creating a new institution of postsecondary education, which includes establishing a branch of such an institution.” If a new institution is proposed, the Board “shall report its written findings and recommendations to the legislature within one year.”

In conducting this study, BOR staff completed the following tasks:

- I. Review and synthesis of oral health needs in North Louisiana utilizing existing Louisiana Department of Health data concerning:
 - Prevalence of disease
 - Disparities in access to oral health
- II. Examination of dental healthcare workforce needs in North Louisiana
- III. Assessment of the dental school educational demand analyzing:
 - Current institutional offerings
 - Number of applicants, enrollments, and completers in each program.
- IV. Analysis of the financial costs of operation of the existing dental school in Louisiana: Louisiana State University Health Sciences Center-New Orleans School of Dentistry (LSUHSC-NO SD)

To complete the project, BOR staff reviewed several recent studies relevant to the work. Chief among these were:

- “Closing the Gap on Dental HPSAs: Louisiana Oral Health Workforce Assessment” prepared by Louisiana Department of Health in August 2018
- “Louisiana Oral Health Workforce Expansion Program” prepared by the Louisiana Public Health Institute in August 2018

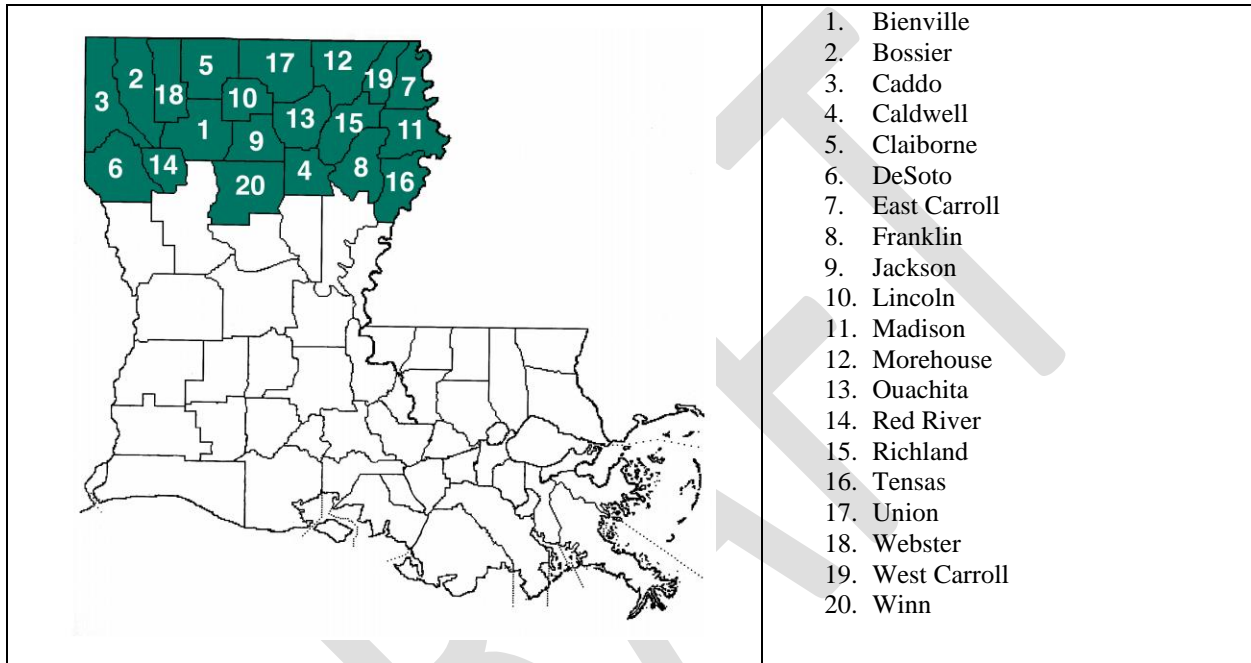
As further context-setting work, BOR staff conducted semi-structured interviews with individuals who offered different perspectives on the oral health and educational needs in the region. Included among these interviewees were:

- Local dentists and health care professionals
- Deans of educational institutions in the region
- Heads of colleges and university systems

From these sources, the data and information were gleaned which led to the conclusions and recommendations within the report.

In this study, “North Louisiana” was defined utilizing the virtual map maintained by the Center for Louisiana Studies. This map identifies 20 parishes as comprising North Louisiana,¹ as shown in Figure 1. This group which will be referred to as North Louisiana for the purposes of this legislative response.

Figure 1: North LA Parishes



Source: Adapted from Center for Louisiana Studies, University of Louisiana at Lafayette. (2016).

I. Oral Health in North Louisiana

Oral health, as defined by the Louisiana Department of Health, is the health of the mouth, teeth, and gums. In the Louisiana Oral Health Workforce Assessment of 2018, oral health is cited as a “critical challenge for both adults and children, affecting their overall health and quality of life and is essential for health development and aging.”² To assess the need for a dental school in North Louisiana, this analysis first examined the oral health needs in the region, specifically analyzing the prevalence of disease and disparities in access to oral health care.

A. Prevalence of Disease

1. Children

Oral health is important to overall health. Oral health among children affects not only their physical wellbeing, but also their self-esteem and academic success, making preventative care crucial to their current and future quality of life. The 2017-2018 Bright Smiles for Bright Future: Basic Screening Survey (BSS) revealed that, overall, oral health among children is improving in Louisiana, as compared to the 2007-2009 reporting (See Table 1).³

Table 1: Oral Health Among Children in Louisiana

Findings	1998	2002	2007-2009	2017-2018
Untreated cavities (%)	38.1	37.3	41.9	26.2
Dental sealants (%)	22.1	18	33.2	28.7
Referred for treatment (%)	34.7	38.5	42.7	23.1

Source: Adapted from Louisiana Department of Health (2018). Bright Smiles for Bright Futures Report, Findings from Louisiana’s Oral Health Basic Screening Survey, 2017-2018.

Table 2: Prevalence of Disease in North Louisiana, Children (ages 6 to 9 years old) 2017-2018

Findings	North LA Percentage	Statewide Percentage
Untreated cavities (%)	23.0	26.2
Dental sealants (%)	29.8	28.7
Referred for treatment (%)	14.2	23.1

Source: Adapted from Louisiana Department of Health (2018). Bright Smiles for Bright Futures Report, Findings from Louisiana’s Oral Health Basic Screening Survey, 2017-2018.

Table 2 details the prevalence of disease in North Louisiana children compared to the state rate. The statewide findings for oral health among children is improving (per Table 1), which includes a slight decrease in untreated cavities in North Louisiana. It can also be noted the presence of dental sealants remains higher in North Louisiana.³

2. Adults

Adults in Louisiana remain below the national average in oral health indicators. Far below the national average of 67.6% of adults visiting a dentist, only 58.1% of adults in Louisiana reported a dental visit in 2018.⁴ As indicated by the Centers for Disease Control and Prevention statistics in Table 3, Louisiana citizens remain below the national average in oral health indicators among adults and there are oral health disparities present in Louisiana that need to be addressed.^{2,4}

Table 3: Comparative Dental Outcomes

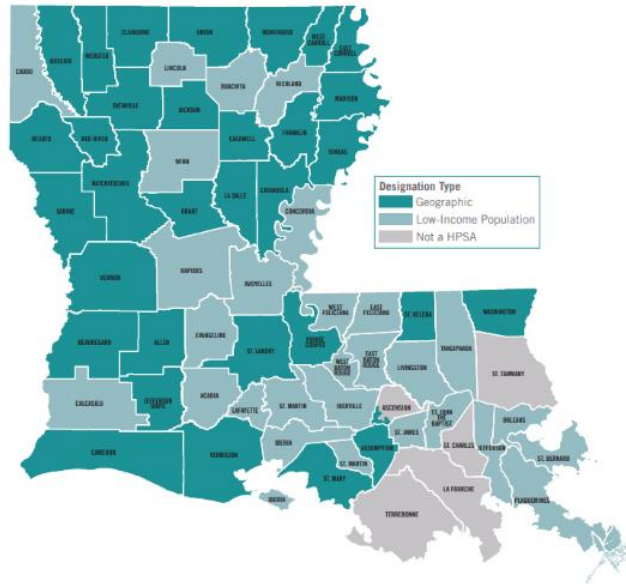
Dental Outcomes	National	Louisiana
Adult Tooth Removal	41.3%	49%
Adult Dental Visit	67.6%	58.1%

Source: Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion, Division of Population Health. (2018). BRFSS Prevalence & Trends Data.

B. Dental Health Professional Shortage Areas

Oral health care is provided by dentists and dental hygienists, with support from dental assistants. Dentists provide diagnostic, preventative, therapeutic and restorative oral health services. In Louisiana 84% of the state falls within a Dental Health Professional Shortage Area (HPSA).² Compiled by the Bureau of Primary Care and Rural Health, Figure 2 reveals dental care shortages which may be due to geography, whether population or facility-based.⁵

Figure 2: Louisiana Dental HPSAs



Source: Louisiana Department of Health, Well-Ahead LA (2019) *Dental HPSAs*.

The HPSA score indicates the shortage of dentists based on the population-to-provider ratio. With a scale ranging from zero to 26, higher numbers indicate a greater population-to-provider ratio. Table 4 indicates the HPSA scores of each North Louisiana parish, showing that 11 of the 20 North Louisiana parishes have an HPSA of 20 or higher. Data indicate a substantial dental professional shortage in rural parishes such as East Carroll (23), Franklin (22), Lincoln (22), and Tensas (22).⁵

Table 4: HPSA Scores of North Louisiana Parishes

Parish	HPSA Score	Parish	HPSA Score
Bienville	20	Madison	20
Bossier	6	Morehouse	16
Caddo	19	Ouachita	20
Caldwell	12	Red River	20
Claiborne	16	Richland	16
DeSoto	20	Tensas	22
East Carroll	23	Union	20
Franklin	22	Webster	16
Jackson	20	West Carroll	12
Lincoln	22	Winn	16

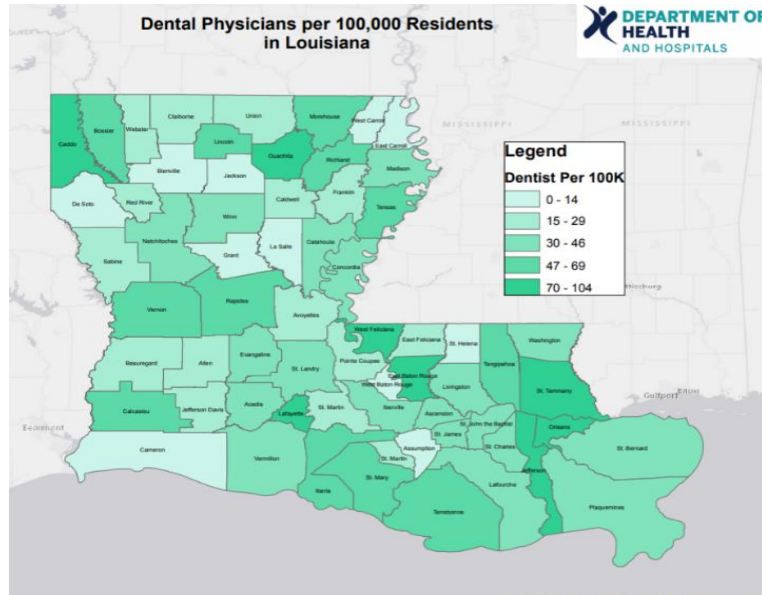
Source: Louisiana Department of Health, Well-Ahead LA (2019) *Dental HPSAs*.

II. Dental Workforce and Capacity

In the United States in 2018, the number of dentists per 100,000 people was 60.9, while Louisiana had a ratio of 47.81 dentists per 100,000 people.⁸ Figure 3 and Table 5, compiled with information from the Louisiana Department of Health, depict the state’s supply of dentists per 100,000 residents in 2019. Louisiana has fewer dentists per 100,000 residents in rural parishes,

while the supply of dentists in urban parishes is higher than the statewide average.⁶ The rural communities, in parishes with lighter shading, correspond to areas deemed health professional shortage areas (HPSAs). Residents in Louisiana face many barriers to receiving oral health care; one barrier is the lack of oral health care professionals, particularly among low-income, minority, and rural populations.²

Figure 3



Source: Louisiana Department of Health (2019). *Dental Physicians per 100,000 Residents in Louisiana*.

Table 5: Number of Dentists in North Louisiana Parishes

Parish	HPSA Score	Number of Dentists	Parish	HPSA Score	Number of Dentists
Bienville	20	2	Madison	20	1
Bossier	6	25	Morehouse	16	6
Caddo	19	153	Ouachita	20	80
Caldwell	12	3	Red River	20	1
Claiborne	16	3	Richland	16	10
DeSoto	20	2	Tensas	22	1
East Carroll	23	1	Union	20	4
Franklin	22	3	Webster	16	10
Jackson	20	2	West Carroll	12	5
Lincoln	22	15	Winn	16	4

Source: Louisiana Department of Health (2019). *Dental Physicians per 100,000 Residents in Louisiana*. & Louisiana Department of Health, Well-Ahead LA (2019) *Dental HPSAs*.

According to the Louisiana Workforce Commission’s Long-Term Occupational Projections, by 2026, a total of 220 additional dentists will be needed to service Region 7 (the ten parishes in the Shreveport labor market region) and Region 8 (the 11 parishes in the Monroe labor market region), filling new jobs or meeting the replacement needs of employers.⁷

A. Diversity (in Age, Ethnicity, and Race)

According to data from the American Dental Association’s Health Policy Institute as well as the Louisiana Oral Health Workforce Assessment, Louisiana follows a similar trajectory to the nation regarding its dentist workforce. The average age of dentists has increased, more dentists are female, and dentists are waiting longer to retire.^{2,8, 9}

Table 6: National Dental Workforce

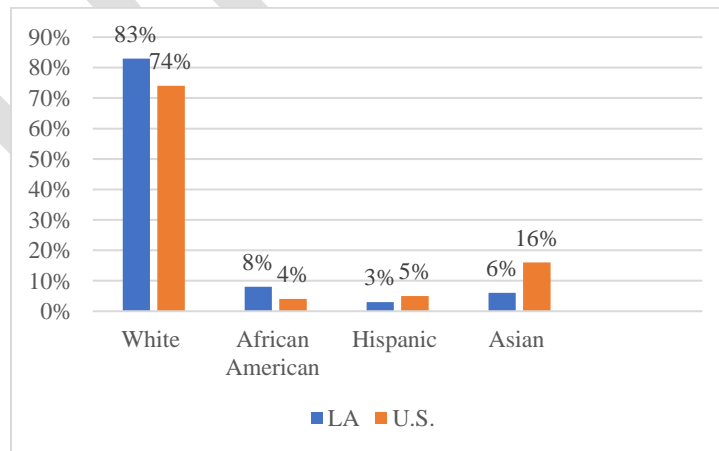
	2005	2015
Average age of dentists is increasing	48.5	50
Average age of dentists at retirement is increasing	66.1	68.8
Higher share of dentists are female	20%	29%
Proportion of female dental school graduates is growing	43.8%	48%

Source: American Dental Association, Health Policy Institute (2019). *The Dentist Workforce- Key Facts*.

Ethnic and racial diversity among dentists is not representative of the U.S. population, with more White and Asian dentists represented in the profession compared to the U.S. population, and less representation of Hispanic and African American dentists. To address and improve the racial diversity among dental candidates, LSUHSC-NO SD implemented the Summer Enrichment Program in 2008 with a goal of increasing the number of underrepresented minority students applying and being accepted into dental school. As of 2014, of the 79 participants who attended this program, 32 had enrolled or were accepted into dental schools.²

According to the American Dental Association’s Health Policy Institute in 2016, 17% of the licensed dentists in Louisiana are minorities. Of those, only 8% are African American which, although higher than the national average of 4%, still does not reflect Louisiana’s population.⁸ According to 2014 U.S. Census data, 63.4% of Louisiana’s population is white and 32.5% is African American, with the remaining population comprised of other minorities.¹⁰

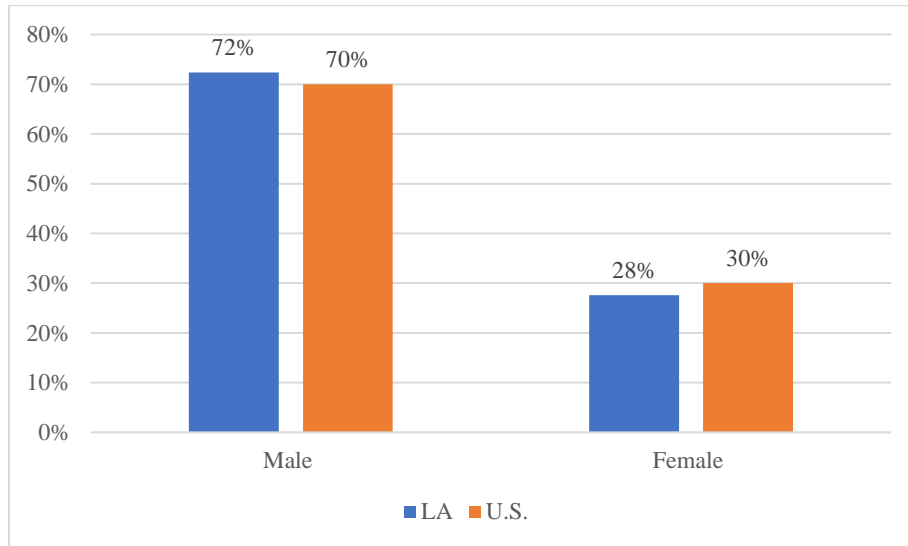
Figure 4: Dentist Workforce by Race/Ethnicity, 2016



Source: American Dental Association, Health Policy Institute (January 2018). *Dentist Profile Snapshot by State 2016*.

Licensed female dentists make up 28% of the workforce in Louisiana, while females represent 51% of the state population.^{8,10} LSUHSC-NO SD has seen an increase in applications from and admission of female students. The incoming class of 2019 was 60% female at LSUHSC-NO SD, within the range of the 40-65% female student population since 2009.¹¹

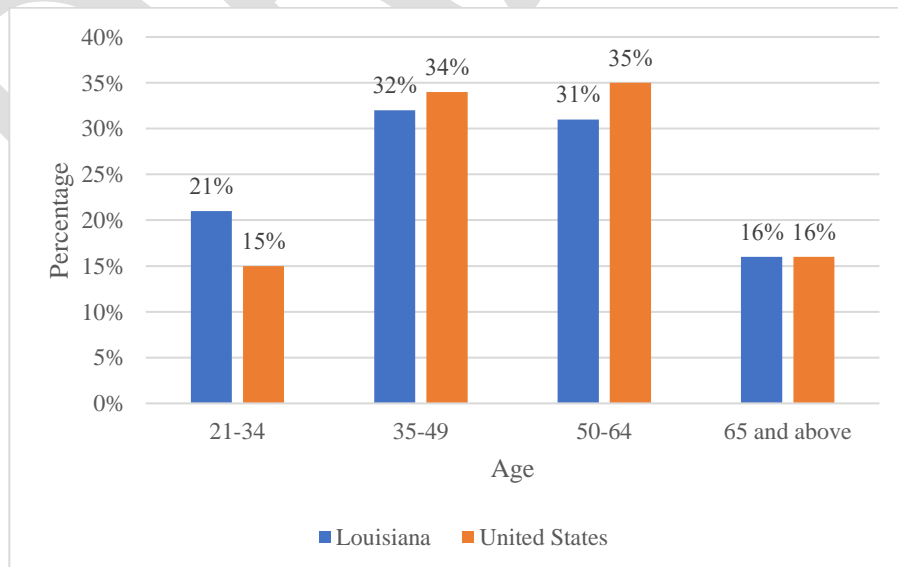
Figure 5: Dentist Workforce by Gender, 2016



Source: American Dental Association, Health Policy Institute (January 2018). *Dentist Profile Snapshot by State 2016*.

The average age of practicing dentists in Louisiana is 49.2, which falls below the national average of 50.1 years old. Louisiana has a higher average, compared nationally, of dentists under 35 and matches the national average in dentists 65 and older.⁸

Figure 6: Dentist Workforce by Age Group, 2016



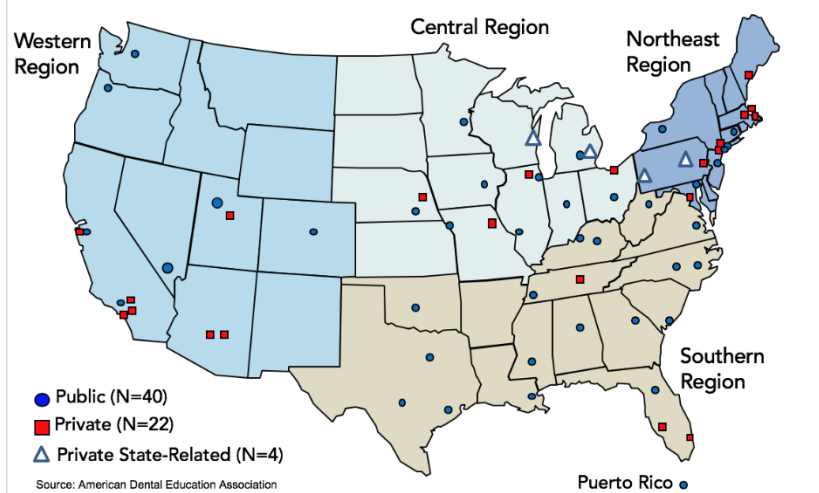
Source: American Dental Association, Health Policy Institute (January 2018). *Dentist Profile Snapshot by State 2016*.

III. Dental Educational Capacity

A. Regional Institutions

To become a dentist, an individual must complete an accredited four-year doctoral-level dental degree. According to the American Dental Education Association, there are 66 accredited public and private dental schools in the United States. LSUHSC-NO SD is the only training institution for dentists in the state. There are 16 public schools of dentistry within the southern region, wherein only Kentucky, North Carolina, and Texas have more than one public school of dentistry, and Arkansas has none¹³ (see Figure 7).

Figure 7: Distribution of Public and Private U.S. Dental Schools with 2017 Entering Classes



Source: American Dental Education Association (2017). *Educational Institutions, D.D.S./D.M.D. Map*.

Table 7: Southern Region States with 2 + Dental Schools

School	Location	2018-2019 Entering Class Size
University of Texas Health Science Center at Houston School of Dentistry	Houston, TX	105
University of Texas Health Science Center at San Antonio Dental School	San Antonio, TX	104
Texas A&M University College of Dentistry	Dallas, TX	105
University of Kentucky College of Dentistry	Lexington, KY	65
University of Louisville School of Dentistry	Louisville, KY	120
East Carolina University School of Dental Medicine	Greenville, NC	52
University of North Carolina Chapel Hill School of Dentistry	Chapel Hill, NC	84

Source: American Dental Association, Health Policy Institute (2019). *Dental Education, Report 1: Academic Programs, Enrollment, and Graduates*.

Table 8: Southern Region States with 2 + Dental Schools, State Population and HPSA Designation

State	Population Size	Total Dental HPSA Designations	Percentage of Need Met*	Practitioners Needed to Remove HPSA Designation
Louisiana	4.65 million	149	53.96%	254
Texas	28.7 million	290	44.5%	328
Kentucky	4.46 million	167	40.8%	109
North Carolina	10.38 million	175	19.5%	489

Source: Kaiser Family Foundation (2019) Dental Care Health Professional Shortage Areas (HPSAs) & United States Census Bureau (2018) *QuickFacts Population Estimates July 1, 2018*.

*Percentage of Need Met is computed by dividing the number of dentists available to serve the population of the area, group or facility by the number of dentists that would be necessary to eliminate the HPSA.

Table 7 details the states in the southern region with more than one dental school as well as the entering class size of each institutions, while Table 8 indicates the number of HPSAs in the state.^{14,15} Although Texas and Kentucky have more than one dental school, their percentage of need met remains above 40%, indicating significant gaps in service to their populations. By comparison Louisiana has less dental HPSA designations, according to this study, than Texas, Kentucky, and North Carolina, all states with more than one dental school.

Most first-year dental students from Louisiana attend LSUHSC-NO SD. Table 9 indicates that 18 Louisiana residents attended dental school outside of Louisiana in 2018-2019, while Table 10 shows that only seven of the 75 first-year students at the LSUHSC-NO SD were out-of-state residents.¹⁵

Table 9: First-Year Louisiana Residents in United States Dental Schools, 2018-2019

School	State	Number of Students
Western University of Health Sciences	CA	1
Howard University	DC	3
LSU Health Science Center-New Orleans	LA	68
University of Maryland	MD	1
University of Missouri, Kansas City	MO	1
Missouri School of Dentistry & Oral Health	MO	2
Meharry Medical College	TN	7
University of Texas at Houston	TX	1
Roseman University of Health Sciences	UT	1
Marquette University	WI	1
Total		86

Source: American Dental Association, Health Policy Institute (2019). *Dental Education, Report 1: Academic Programs, Enrollment and Graduates*.

Table 10: LSU Health Science Center-New Orleans School of Dentistry
State of Residence of First-Year (United States) Dental Students, 2018-2019

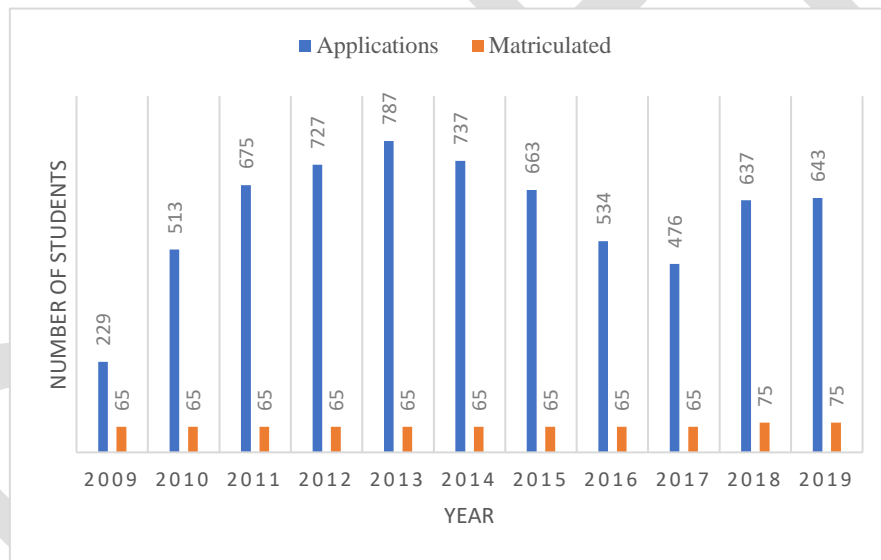
State	Number of Students
Arkansas	4
Florida	1
Georgia	1
Louisiana	68
Wisconsin	1
Total	75

Source: American Dental Association, Health Policy Institute (2019). *Dental Education, Report 1: Academic Programs, Enrollment, and Graduates*.

B. LSUHSC-NO SD

Since 1968 close to 6,000 dentists have graduated from LSUHSC-NO SD. Today, approximately 80 percent of the dental professionals in Louisiana are graduates of the SD in New Orleans.¹¹

Figure 8: LSUHSC-NO SD Applications and Matriculation Trends



To gain admission to LSUHSC-NO SD Doctor of Dental Surgery (DDS) program, candidates must complete a minimum of 90 hours of undergraduate courses, including prerequisite courses, although a four-year degree is preferred. Applicants must also complete the Dental Admission Test (DAT) and provide supporting materials such as evaluation letters. LSUHSC-NO SD gives preference to residents of Louisiana and considers up to 15 students from Arkansas under the Arkansas Health Education Loan program.¹⁶ Tables 11 and 12 detail the recent data on the grade point average (GPA) and DAT scores of students accepted to LSUHSC-NO SD. According to the institution, approximately 50% of applicants who apply have below-average GPA and DAT scores. Table 13 indicates the number of completers, i.e., those earning a DDS from LSUHSC-NO SD.

Table 11: LSUHSC-NO SD Average Applicant GPA

2015	2016	2017	2018	2019
3.61	3.7	3.65	3.57	3.64

Table 12: LSUHSC-NO SD Average Applicant DAT

	2015	2016	2017	2018	2019
DAT Academic Average (AA)	20.92	20.3	20.5	20.2	20.8
DAT Perceptual Ability (PAT)	19.8	20.3	20.4	20	20.7

Table 13: LSUHSC-NO SD Completers

2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
63	64	64	63	59

Source: LSUHSC-NO SD (2019) *School of Dentistry status update submitted to BOR.*

In addition to degrees in dentistry, LSUHSC-NO SD offers degrees in dental hygiene and dental laboratory technology. Two other institutions in North Louisiana, not affiliated with LSUHSC-NO SD, have dental hygiene programs: the University of Louisiana at Monroe (ULM) and Southern University at Shreveport (SUSLA).^{17,18} Further, LSU Health Sciences Center-Shreveport offers two post-professional programs: Oral and Maxillofacial Surgery Clinical Fellowships in Oncology and Craniofacial.¹⁹ As a component of clinical education, LSUHSC-NO SD provides patient services in New Orleans and across the state, including student, resident and faculty clinics. Table 14 shows the dental clinics provided by LSUHSC-NO SD.²⁰ The campus does not currently provide dental clinics in North Louisiana.

Table 14: LSUHSC-NO SD Clinics around the State

City	Location
Baton Rouge, LA	LSUHSC School of Dentistry General Residency Clinic
Baton Rouge, LA	LSU Health Baton Rouge Oral and Maxillofacial Surgery Clinic
Pineville, LA	Pinecrest Supports and Services Center
Houma, LA	Leonard J. Chabert Medical Center
Lafayette, LA	LSUHSC School of Dentistry Dental Hygiene Clinic
New Orleans, LA	LSUSD Student and Resident Clinics, Faculty Dental Practice, Orthodontics Faculty Practice, Pediatric Dentistry Faculty Practice
New Orleans, LA	Medical Center of Louisiana at New Orleans
New Orleans, LA	Children's Hospital
New Orleans, LA	HIV Outpatient Dental Clinic
New Orleans, LA	St. Thomas Community Health Center- Columbia Parc Location

Source: Louisiana State University Health Science Center New Orleans, School of Dentistry (2019). *LSUSD Clinics Around the State.*

ULM and SUSLA both have student clinics supporting oral health needs in North Louisiana. ULM supports oral health through its on-campus dental hygiene clinic, the mobile dental hygiene

unit, and the school-based dental hygiene clinic at Riser Elementary and Middle School.¹⁷ SUSLA, which also has a dental hygiene program, has a campus clinic that provides oral health services such as teeth cleaning and dentist referrals for Shreveport residents.¹⁸

C. LSUHSC-NO SD Finances

Figure 9 depicts LSUHSC-NO SD revenue since 2008, showing a decrease in state funds since 2011 and an increase in tuition revenue. As a result, the institution has decreased the number of faculty and supporting personnel (see Table 15), while concurrently increasing the student population and maintaining a health care facility to treat patients on campus.¹¹

Figure 9: LSUHSC-NO SD State Funds and Tuition Since 2008

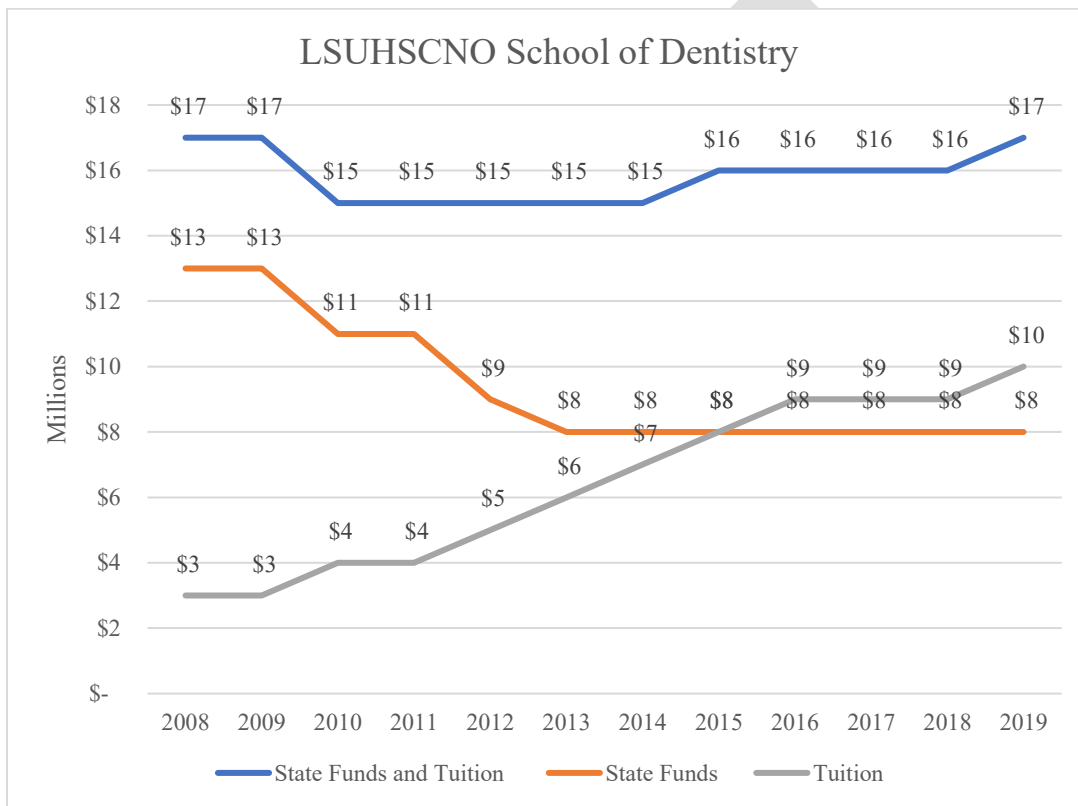


Table 15: Personnel at LSUHSC-NO SD

	2005	2019
Full-Time & Part-Time Faculty	131	102
Staff	192	142
DDS Students	240	280
Advanced Ed Students	90	90
Allied Dental Students	65	81

In addition to state funding and tuition, LSUHSC-NO SD generates revenue through clinical services, grants, and contracts. Though state allocations have decreased, the School has been able to increase its clinical revenue through its clinical residency program, generating nearly \$7

million in the fiscal year 2019. Unlike medical education, for which students primarily acquire their clinical skills in a hospital setting, students at LSUHSC-NO SD participate in a clinical residency program, which allows the School to generate revenue while providing undergraduate and dental residents clinical experience under the strict supervision of clinical faculty. In addition, in FY 2019 the School obtained \$10 million in grant and contract funding for sponsored research and graduate medical education for the Advanced Education hospital-based programs.¹¹

IV. Interview and Survey Findings

To further analyze the need for a school of dentistry in North Louisiana, Board of Regents staff conducted 14 semi-structured interviews among individuals with varying perspectives of the oral health and educational needs in the region. Participants consisted of local health care professionals, dentists, deans of educational institutions in the region, and heads of colleges (see Appendix B). Several themes emerged, including: oral health, dentistry workforce, and education needs.

A. Interview Themes

1. Oral Health

During each interview, the oral health of the surrounding area was discussed to frame the conversation concerning the need for a school of dentistry. Each individual interviewed discussed the high need for oral health services in rural communities. One local health care provider commented that there is a “lack of access to care in rural regions,” while another local health care provider discussed the need for oral health education specifically in rural communities.

2. Workforce Needs

Each participant interviewed expressed the high need for dentists in rural communities, specifically, emphasizing a maldistribution of dentists. Several noted the volume of dentists in major cities such as Shreveport and Monroe, while noting that workforce shortages appear most prevalent in rural communities. Suggested solutions to the high workforce need in rural communities included emphasizing the rural track program, a program created in partnership with Bureau of Primary Care and Rural Health with LSUHSC-NO SD to increase the number of dentists practicing in rural areas as well as incentivizing dentists to establish practices that accept Medicaid, particularly in high-need rural communities.

3. Educational Demand

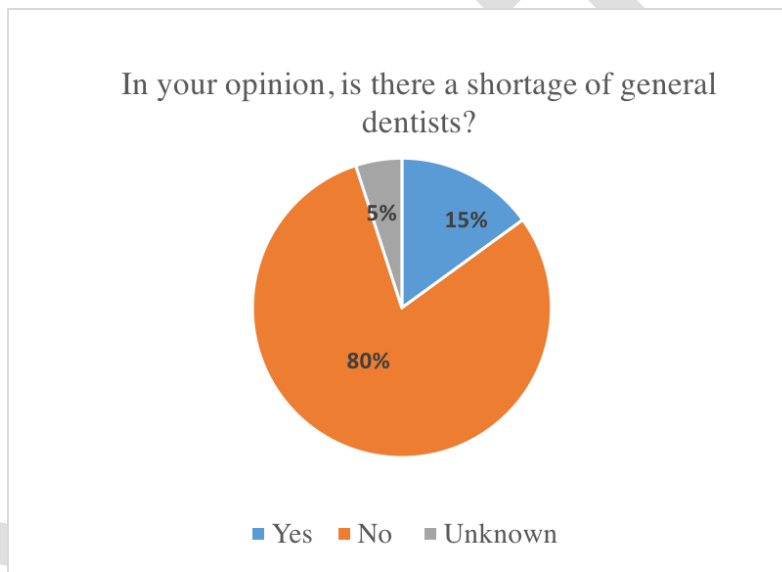
Among the 14 interviews conducted, six interviewees stated that an additional school of dentistry would not solve the maldistribution of dentists in North Louisiana; four indicated support for an additional school of dentistry; and three did not state a preference. Those in favor of an additional school emphasized the benefit of a dentistry school clinic to provide services for high-need, low-income populations. Those not in favor of an additional school of dentistry emphasized how increasing the number of dentists in North Louisiana would not incentivize service to or ameliorate the need in rural communities. One solution repeated throughout the

interviews among local healthcare professionals and dentists was to increase residency programs in North Louisiana.

B. Workforce Needs Assessment Survey Findings

In August 2018 the Louisiana Department of Health (LDH), in partnership with the Louisiana Public Health Institute (LPHI), conducted a workforce needs assessment survey of 282 dentists throughout Louisiana.² With permission from LDH, BOR filtered responses from the 20 North Louisiana parishes in response to the survey question, “In your opinion, is there a shortage of general dentists?”

Figure 10: Opinion Survey Results



As shown in Figure 10, participating dentists in North Louisiana do not feel that there is a shortage of dentists. In one interview the respondent stated, “It’s not a shortage issue; it’s a geographic spread issue.” Another responded, “There’s no shortage. There are enough dentists per capita... (or at least a) sufficient number... the worst Louisiana could do is pump out a bunch of dentists that are potentially poor quality like they did in the ‘70s.” Additional comments were made concerning the need for dentists to serve low-income populations. One dentist provided the insight that it is expensive to establish private practices, particularly in rural communities, which results in patients needing to travel to urban areas in order to obtain dentistry services.²

V. Summary

An analysis of the oral health needs in North Louisiana and throughout the state, the state’s dental educational landscape, and interview feedback and survey results highlights the following conclusions:

- Oral Health

Preventative dental care in Louisiana appears to be a low priority among many adults. Several factors may attribute to this issue: fear, difficulty of access, and cost of dental care. According to the Louisiana Oral Health Workforce Assessment, limited knowledge (“low dental IQ”) may be an additional barrier to seeking preventative dental care. In addition, the costs for low-income and uninsured individuals create a barrier for access. Medicaid plays an important role in dental care access, but many practices do not accept Medicaid patients.²

In North Louisiana there appears to be a demand for additional access to dental services and increased dental education. Though below the state average, health reports suggest a need exists in the region to address untreated decay and minimize the use of dental sealants in six to nine-year old children in that region in 2017-2018.³

- Workforce Needs

Urban areas in the state do not appear to have a shortage of dentists. Instead, there is a maldistribution of dentists across the state, particularly in rural communities. This can be attributed to a lack of incentives for dentists to work in rural areas, difficulties of establishing private practices in these communities, and hesitance of dentists to accept Medicaid patients.

Research clearly shows a shortage of rural health care providers in North Louisiana along with other rural parts of the state, suggesting a need for targeted incentives and solutions to specifically address the state’s underserved populations.

- School of Dentistry Needs

Louisiana currently has one school of dentistry, LSUHSC-NO SD. Although LSUHSC-NO SD has seen a decrease in the number of completers of its Doctorate in Dental Surgery, the school increased the class size from 65 students to 75 students in 2018.¹¹ In the Southern Region of the United States, as defined by the American Dental Education Association, only Arkansas does not have a dental school, while North Carolina, Kentucky and Texas have more than one public dental school.¹³ Of the Louisiana residents who attended dental school as first-year students in the 2018-2019 school year, 90% enrolled at LSUHSC-NO SD.¹⁵ Therefore, LSUHSC-NO SD serves as the primary institution for Louisiana residents to attend dental school.

VI. Recommendations

Senate Resolution Number 190 of the 2019 Regular Session of the Louisiana Legislature (SR 190) charged the Louisiana Board of Regents (BOR) to “study how the state can optimally meet the oral health needs of our citizens through the establishment of a school of dentistry in northern Louisiana.” In response to this request, BOR staff examined the oral health, dental workforce and educational needs present in North Louisiana. Based on careful research, analysis and interviews with individuals throughout the state, the Board of Regents finds a clear need for increased access to dental care but does not find sufficient evidence to indicate that the establishment of a new school of dentistry in North Louisiana is the best immediate solution.

As previously stated, oral health is cited as a “critical challenge for both adults and children, affecting their overall health and quality of life and is essential for health development and aging.”² According to the American Dental Association (ADA), three elements must be adequately addressed to improve access to dental care: 1) demand for dental care, 2) the dental workforce, and 3) the economic environment. The ADA notes that all three elements must be addressed; resolving one alone will not solve the oral health issues facing our state.²

The recommendations presented herein are therefore offered in consideration of these individual elements and the need to balance all three. In order to meet the oral health needs of our citizens, the BOR presents the following recommendations.

Recommendation 1: Increase Access to Dental Care

The Board of Regents finds a real opportunity exists within the LSU System to better serve the health care needs, including the dental health needs, of rural communities across the state. LSU should develop clinical offerings in North Louisiana in partnership with LSUHSC-NO SD and LSUHSC-Shreveport as well as ULM and SUSLA to expand access through a level of collaboration that prioritizes the health care needs of the region. Effectively meeting the needs of our citizens requires considerations of “turf” to be set aside in favor of a full commitment to partnership and progress.

LSU should facilitate the review of the established **academic and clinical collaboration agreement** to include dental clinics and residencies and set a timetable and implementation plan to resolve barriers to regional partnerships. Additional private healthcare providers should be engaged in confecting this overall plan of action so that all resources can be leveraged for success.

Recommendation 2: Target Incentives to Increase Rural Providers

In Louisiana 84% of the state falls within a Dental Health Professional Shortage Area (HPSA);² therefore addressing the needs of underserved populations must be a significant priority. Providing additional funding to the **Rural Scholars Track Program (RST) can help**. Established in 2016, in cooperation with LSUHSC-NO SD, Area Health Education Center, Southeast Louisiana (SELAHEC) and the Bureau of Primary Care and Rural Health (BPCRH) the RST program was designed to increase the number of dentists who practice in rural areas. RST recipients receive tuition waivers when they commit to practicing in rural areas of Louisiana upon graduation. Currently, LSUHSC-NO SD has two student participants in the RST. This is not enough. The state should increase the number of dental students in the program, thus creating a pipeline of dentists working in health professional shortage areas specific to North Louisiana and other high-need rural areas across the state.

Recommendation 3: Understand the Health Care Environment and Address Immediate and Long-Term Needs Through Consolidated Efforts

It is important to understand the overall health care environment in the state. Again we see a significant opportunity for the LSU System to leverage its two geographically unique medical schools to collaborate in developing statewide plans that address overall healthcare workforce

demands of Louisiana, with specific attention to the needs of rural communities. The opportunity for them to partner, as well as to harness the expertise of Pennington Biomedical Center, in designing coordinated solutions would be invaluable to our state as we focus on ensuring that Louisiana Prospers. Specifically addressing the need for North Louisiana dental residency programs, increased class sizes, and new public-private partnerships would set a course to resolve a serious health crisis in Louisiana and capitalize on both immediate and long-term opportunities for growth and success.

The Board of Regents is committed to advocating for improved access to dental health care across the state and looks forward to working in tandem with the LSU System in bringing forth effective solutions that meet the needs of the citizens of Louisiana.

DRAFT

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Appendix A:

2019 Regular Session

ENROLLED

SENATE RESOLUTION NO. 190

BY SENATORS PEACOCK AND TARVER

A RESOLUTION

To urge and request the Board of Regents to study how the state can optimally meet the oral health needs of our citizens through the establishment of a school of dentistry in northern Louisiana.

WHEREAS, Article VIII, Section 5(D)(2) of the Constitution of Louisiana provides, relative to public institutions of postsecondary education, that it is a power, duty, and responsibility of the Board of Regents to approve a proposed degree program, department of instruction, division, or similar subdivision; and

WHEREAS, Article VIII, Section 5(D)(3)(a) of the Constitution further provides that it is a power, duty, and responsibility of the board to study the need for and feasibility of creating a new institution of postsecondary education, which includes establishing a branch of such an institution; and

WHEREAS, there is great interest in establishing a dental school in northern Louisiana in order to meet the educational needs of students, the economic and workforce development needs of the region, and the healthcare needs of the area's citizens; and

WHEREAS, oral health is an important component of overall health for the citizens of Louisiana; and

WHEREAS, Louisiana lags behind the rest of the country in key indicators in oral health; and

WHEREAS, in 2016, Louisiana had only forty-eight dentists per one hundred thousand population, which is well below the national average of sixty-one dentists per one hundred thousand population; and

WHEREAS, the federal Health Resources and Services Administration (HRSA) has designated fifty-nine of our sixty-four parishes, and all of the parishes in northern Louisiana, as health professions shortage areas for dental health; and

WHEREAS, Louisiana citizens in rural areas or who have low income have been shown to have even more significant challenges in accessing dental care; and

WHEREAS, in 2016, the Louisiana Bureau of Primary Care and Rural Health received a HRSA grant to support the Louisiana Oral Health Workforce Expansion Program which set a goal to establish a rural track dental scholars program; and

WHEREAS, the northern region of the state lacks a dental school; and

WHEREAS, a dental school in north Louisiana would greatly expand access to dental care to an area of the state that is underserved.

THEREFORE, BE IT RESOLVED that the Senate of the Legislature of Louisiana does hereby urge and request the Board of Regents to study how the state can optimally meet the oral health needs of our citizens through the establishment of a school of dentistry in northern Louisiana.

BE IT FURTHER RESOLVED that the Board of Regents shall submit a written report of its findings and recommendations to the Senate Committee on Education and the House Committee on Education by not later than ninety days prior to the beginning of the 2020 Regular Session of the Legislature.

BE IT FURTHER RESOLVED that a copy of this Resolution be transmitted to the chairman of the Board of Regents and the commissioner of higher education.

PRESIDENT OF THE SENATE

Appendix B:

Participants in Board of Regents Semi-Structured Interviews

<p>Dr. Robert E. Barsley, DDS, JD Professor and Director, Oral Health Services LSU Health New Orleans School of Dentistry</p>	<p>Dr. Henry Gremillion, DDS, MAGD Dean and Professor LSU Health New Orleans School of Dentistry</p>
<p>Dr. G.E. Ghali, DDS, MD, FACS, FRCS (Ed) Chancellor LSU Health Shreveport</p>	<p>W. Jeff Reynolds Vice Chancellor for Administration & Finance LSU Health Shreveport</p>
<p>Katie Parnell, CEO Morehouse Community Medical Centers, Inc.</p>	<p>MeChaune Butler, MPA Oral Health Promotion Manager Well-Ahead Louisiana</p>
<p>Georgena Desrosier, MPH Oral Health Promotion Coordinator Well-Ahead Louisiana</p>	<p>Ward Blackwell Executive Director Louisiana Dental Association</p>
<p>Kimberly Brent, MPA Division Manager for Community Clinical Linkages Well-Ahead Louisiana</p>	<p>Chris Vidrine Assistant Vice President of Governmental Relations & Public Policy Louisiana State University</p>
<p>Liz Sumrall Director of Health Care Policy Louisiana State University</p>	<p>Jordan Anderson, RDH, BS, MDH Associate Professor University of Louisiana at Monroe</p>
<p>Sharon Chaney Assistant Professor & Director of Dental Hygiene School of Allied Health University of Louisiana at Monroe</p>	<p>Lynne Eatman Interim Director of Dental Hygiene Southern University Shreveport</p>
<p>Jo Ann Brown Dean of Allied Health Southern University Shreveport</p>	<p>Dr. Blaine Calahan, President Northwest Louisiana Dental Association</p>
<p>Dr. Michael Haydel, Former President Northwest Louisiana Dental Association</p>	



Board of Supervisors

SECTION H

AUDIT COMMITTEE

BOARD OF SUPERVISORS MEETING | MARCH 6, 2020

Louisiana State University
Office of Internal Audit

Quarterly Audit Summary

Fiscal Year 2020, 2nd Quarter

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Quarterly Audit Summary

Fiscal Year 2020, 2nd Quarter

LSU System

Management Letter (Legislative Auditor)

Audit Initiation:

This external audit was conducted by the Louisiana Legislative Auditor (LLA).

Audit Scope and Objectives:

The objective of this engagement was to audit the financial statements for the LSU System for the year ended June 30, 2019. Excluded from the scope were the following affiliates: LSU Healthcare Network and subsidiaries, the Health Care Services Foundation and its subsidiary, Stephenson Technologies Corporation, the LSU Foundation, the Tiger Athletic Foundation, or the LSU Health Sciences Foundation in Shreveport.

Audit Findings:

The audit concluded that the financial statements fairly presented the respective financial position of the System and were in accordance with generally accepted accounting principles.

Management's Response and Corrective Action Plan:

A management response was not required.

LSU A&M – Baton Rouge

Laboratory Safety

Audit Initiation:

This review originated as a scheduled audit from the FY 2019 Board approved audit plan.

Audit Scope and Objectives:

The primary objective of the audit was to evaluate whether controls were sufficient to ensure safety within the research and teaching laboratories. The audit covered the period July 1, 2018, to May 31, 2019, at LSU A&M and Agricultural Center on the Baton Rouge campus.

Quarterly Audit Summary

Fiscal Year 2020, 2nd Quarter

Audit Findings and Recommendations:

We noted issues with controls surrounding laboratory closeouts, training, tracking/monitoring hazardous materials, and preliminary safety assessments. As a result, we provided management the following recommendations:

- Implement a process to notify LSU Office of Environmental Health & Safety (EHS) of investigator's pending departure so proper laboratory closeout procedures can be performed timely.
- Periodically report non-compliance with safety training requirements to the respective Dean or Department Head.
- Establish procedures to ensure laboratories are evaluated for appropriate safety protocol and equipment prior to start-up.
- Develop a process for tracking and monitoring hazardous materials purchased by University personnel.

Management's Response and Corrective Action Plan:

Management agreed with the recommendations and is in the process of implementing corrective action plans which will be fully completed by December 31, 2020.

NCAA Agreed Upon Procedures (Legislative Auditor)

Audit Initiation:

This external audit was conducted by the Louisiana Legislative Auditor (LLA).

Audit Scope and Objectives:

The Louisiana Legislative Auditor's (LLA) Office conducted agreed upon procedures to assist in evaluating whether the Statement of Revenues and Expenses of the LSU A&M Athletic Department is in compliance with the National Collegiate Athletic Association (NCAA) Bylaw 3.2.4.15 for the year ended June 30, 2019.

Audit Findings and Recommendations:

There were no significant findings reported.

Quarterly Audit Summary

Fiscal Year 2020, 2nd Quarter

Management's Response and Corrective Action Plan:

A management response was not required.

Pennington Biomedical Research Center

Laboratory Safety

Audit Initiation:

This review originated as a scheduled audit from the FY 2020 Board approved audit plan.

Audit Scope and Objectives:

The primary objective of the audit was to evaluate the controls in place to promote safety, train laboratory personnel, secure facilities, and prevent accidents. The audit covered the period July 1, 2018, to September 1, 2019, at the Pennington Biomedical Research Center.

Audit Findings:

We noted issues with controls regarding laboratory inspections and access to research facilities. As a result, we provided management the following recommendations:

- Establish an independent oversight component for initial and routine laboratory inspections as well as follow-up actions.
- Develop criteria for laboratory entry points to established how access to these facilities should be controlled.

Management's Response and Corrective Action Plan:

Management agreed with the recommendations and is in the process of implementing corrective action plans which will be fully completed by September 30, 2020.

Quarterly Audit Summary

Fiscal Year 2020, 2nd Quarter

Louisiana State University Health Sciences Center Shreveport (LSUHSC-S)

Laboratory Safety

Audit Initiation:

This audit was included on the Board approved Fiscal Year 2019 audit plan.

Audit Scope and Objectives:

The objectives of this audit included an evaluation of internal controls for the processes used by LSUHSC-S to ensure safety in research and teaching laboratories.

The scope of our work included a review of policies and controls designed to ensure safety within active research and teaching laboratories for the period July 1, 2018, to June 30, 2019.

Audit Findings:

We noted issues with controls related to the governance of laboratory safety, policies for periodic physical inventory counts of chemicals, and access to laboratories. As a result, we recommend that management:

- Conduct periodic general laboratory safety and radiation inspections and report identified deficiencies to management.
- Post hazard notification signage and emergency contact information on laboratory doors.
- Conduct and document inspections to ensure that safeguards function as expected.
- Keep laboratory doors closed while work is being performed and while laboratories are unoccupied.
- Conduct and document laboratory close-outs.
- Maintain a comprehensive laboratory listing.
- Conduct and document training related to laboratory safety.
- Develop and implement a chemical inventory policy.
- Review laboratory access to ensure that only authorized individuals have access.

Quarterly Audit Summary

Fiscal Year 2020, 2nd Quarter

Management's Response and Corrective Action Plan:

Management concurred with our recommendations and is in the process of implementing corrective action plans.

Agreed Upon Procedures (Louisiana Legislative Auditor)

Audit Initiation:

This external audit was conducted by the Louisiana Legislative Auditor's Office.

Audit Scope and Objectives:

The Louisiana Legislative Auditor's (LLA) Office conducted agreed upon procedures at LSUHSC-S to assist in determining whether end-of-participation procedures for the Federal Perkins Loan Program were properly performed per the compliance requirements.

Audit Findings and Recommendations:

There were no significant findings reported.

Management's Response and Corrective Action Plan:

A management response was not required.

Louisiana State University Health Sciences Center New Orleans (LSUHSC-NO)

Financial Aid

Audit Initiation:

This audit was included on the Board approved Fiscal Year 2020 audit plan.

Audit Scope and Objectives:

The objectives of this audit included an evaluation of the effectiveness of internal controls in the following areas:

Quarterly Audit Summary

Fiscal Year 2020, 2nd Quarter

- Scholarships
- Title IV Aid
- Waivers and Exemptions
- System Access

The scope of this audit included a review of financial aid and scholarships awarded to students at LSUHSC-NO during the 2018 Fall, 2019 Spring, 2019 Summer, and 2019 Fall semesters.

Audit Findings and Recommendations:

Our review noted issues related to scholarship governance and the Rural Scholars Track program. As a result, the following recommendations to management were made:

- Implement controls to ensure the following:
 - Origination documentation for each scholarship is established and maintained.
 - Maximize scholarship utilization when funding is available
 - Maintain documentation for selection of scholarship recipients
- Implement controls for continuous monitoring for the Rural Scholars Track program

Management's Response and Corrective Action Plan:

Management agreed with the recommendations and is in the process of implementing corrective action plans which will be fully completed by September 30, 2020.

Management Letter (Louisiana Legislative Auditor)

Audit Initiation:

This external audit was conducted by the Louisiana Legislative Auditor's Office.

Audit Scope and Objectives:

The Louisiana Legislative Auditor's (LLA) Office conducted procedures at Louisiana State University Health Sciences Center New Orleans (LSUHSC-NO) as part of the LSU System audit, and

Quarterly Audit Summary

Fiscal Year 2020, 2nd Quarter

to evaluate its accountability over public funds for the period July 1, 2018, through June 30, 2019.

Audit Findings and Recommendations:

The prior year finding “Inadequate Controls Resulting in Theft via Wire Transfers” was resolved.

Management’s Response and Corrective Action Plan:

A management’s response was not required.

Louisiana State University Health Sciences Center Health Care Services Division

Management Letter (Louisiana Legislative Auditor)

Audit Initiation:

This external audit was conducted by the Louisiana Legislative Auditor’s Office.

Audit Scope and Objectives:

The Louisiana Legislative Auditor’s (LLA) Office conducted procedures at Louisiana State University Health Sciences Center – Health Care Services Division (HCSD) as part of the LSU System audit, and to evaluate the Center’s accountability over public funds for the period July 1, 2018, through June 30, 2019.

Audit Findings and Recommendations:

Management has resolved the prior-year findings related to “Weaknesses in Agreements for Use of State Assets” and “Noncompliance with Debt Collection Requirements.”

Management’s Response and Corrective Action Plan:

A management response was not required.

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MINUTES
REGULAR BOARD MEETING
JANUARY 10, 2020

I. Call to Order and Roll Call

Ms. Mary Werner, Chair, called to order the Regular Meeting of the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College in the Board Room of the University Administration Building at Louisiana State University in Baton Rouge on January 10, 2020.

The office administrator called the roll.

Present

Ms. Mary Werner, Chair
Mr. Robert S. Dampf, Chair-elect
Mr. James Williams, Past Chair
Mr. Ronnie Anderson
Mr. Glenn Armentor
Mr. Jack "Jay" A. Blossman, Jr.
Mr. Richard Brazzel
Mr. B. Wayne Brown
Mr. Blake Chatelain
Ms. Valencia Sarpy Jones
Mr. Lee Mallett
Mr. James M. Moore, Jr.
Mr. Rémy Voisin Starns
Mr. Jimmie M. Woods, Sr.
Mr. Robert "Bobby" Yarborough

Absent

Mr. J. Stephen Perry

Also present for the meeting were the following: Mr. Thomas Galligan, Interim President of LSU; Mr. Trey Jones, Deputy General Counsel for LSU; LSU officers and administrators from their respective campuses; faculty representatives; interested citizens and representatives of the news media.

II. Invocation and Pledge of Allegiance

Senior Saije Cousin delivered the invocation. The Miss LSUA student is a biology pre-med major. Monica Aguilera, a junior majoring in accounting, led the Pledge of Allegiance.

Dr. Paul Coreil introduced Dr. Randall Dupont, chair and professor for the business administration program. Dr. Dupont addressed the need for an expansion of the program.

III. Public Comment

There were no individuals registered for public comment.

IV. Comments from Guests of the Chair

Chair Werner invited two guests, Tim Brando and Trent Angers, to address the Board regarding their support of naming the court in the Pete Maravich Assembly Center in honor of Coach Dale Brown.

V. Committee Meetings

The Board recessed the regular meeting to convene the committee meetings.

5.A. Academic & Research Committee

5.A.1. Request from LSU A&M for Continued Approval of the National Center for Advanced Manufacturing

Upon motion by Mr. Moore, seconded by Mr. Chatelain, the Committee voted unanimously to approve the following resolution:

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors does hereby approve the request from LSU A&M for continued, five-year approval of the National Center for Advanced Manufacturing, subject to approval by the Louisiana Board of Regents.

5.A.2. Request from LSU A&M to Establish a Graduate Certificate in Educational Technology

Upon motion by Mr. Chatelain, seconded by Mr. Yarborough, the Committee voted unanimously to approve the following resolution:

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors does hereby approve the request to establish a Graduate Certificate in Educational Technology at LSU A&M, subject to approval by the Louisiana Board of Regents.

5.A.3. Request from LSU A&M to Establish Three Stackable Graduate Certificates in Environmental Sciences

Upon motion by Mr. Yarborough, seconded by Ms. Jones, the Committee voted unanimously to approve the following resolution:

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors does hereby approve the request to establish the Graduate Certificate in Environmental Health Sciences, the Graduate Certificate in Environmental and Energy Policy, and the Graduate Certificate in Environmental Modeling and Analysis at LSU A&M, subject to approval by the Louisiana Board of Regents.

5.A.4. Consent Agenda

- a. Request from LSU Health Sciences Center – New Orleans to Establish the Isfana Ali, MD & Juzar Ali, MD Endowed Professorship
- b. Request from LSU Health Sciences Center – New Orleans to Establish the Henry A. Gremillion, DDS Endowed Chair in Oral and Maxillofacial Pain
- c. Request from LSU A&M to Establish the Ava & Cordell Haymon Chair in Music Therapy
- d. Request from LSU A&M to Approve the Patsy H. Perritt Chair in Youth Services
- e. Request from LSU Agricultural Center to Approve the Establishment of the American Sugar Cane League Chair in Sugarcane Production

- f. Request from LSU A&M to Establish 11 Endowed Superior Graduate Student Scholarships and Augment One Endowed Superior Graduate Student Scholarship
- g. Request from LSU A&M to Establish Two, Annual City Year Scholarships and to Provide a One-Time Tuition Waiver

No action was taken on the consent agenda.

Mr. Anderson stated there was a request for a proposal by Mr. Blossman. Mr. Blossman proposed a motion to cancel class Monday, January 13 and Tuesday, January 14 due to LSU Football's participation in the National Championship game in New Orleans. The motion was seconded by Mr. Yarborough.

Mr. Chatelain called for comment on what difficulties the closure could propose, and for Interim President Tom Galligan to respond. Mr. Galligan cited against cancelling classes for the following reasons: Monday would be the first day of class; campuses are closed the following Monday for a holiday; affects other key dates on the academic calendar; and it was not supported by faculty senate and student development groups. However, it was understood the pros of cancelling class are historic nature of the event, and the safety of students.

The Board voted unanimously to approve Mr. Blossman's motion to cancel classes.

5.B. Property & Facilities Committee

- 5.B.1 Request from LSU A&M to Authorize the President to Execute a Cooperative Endeavor Agreement with LSU Research Foundation regarding the Louisiana Emerging Technology Center, the Louisiana Digital Media Center and the Innovation Park

Upon motion by Mr. Yarborough, seconded by Mr. Brown, the Committee voted unanimously to approve the following resolution:

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College (the "LSU Board") does hereby authorize Thomas Galligan, Interim President of Louisiana State University, or his designee, acting on behalf and in the name of the LSU Board, and in consultation with general counsel, to execute and deliver a Cooperative Endeavor Agreement with the LSU Research Foundation (the "LSURF"), to provide for, among other things (i) the continuation of the existing ground lease to LSU Research Foundation (the "LSURF") of the portion of the campus of Louisiana State University and Agricultural and Mechanical College ("LSU") on which the Louisiana Emerging Technology Center (the "LETC"), which is owned by the LSURF, is located, (ii) the management (including comprehensive leasing and tenant services), operation, maintenance and repair by the LSURF of the LETC and the Louisiana Digital Media Facility (the "LDMF"), which is owned by the LSU Board, (iii) the lease by the LSU Board to LSURF of space in the LDMF occupied by EA and certain space not otherwise occupied by CCT or other LSU programs, with a simultaneous assignment to the LSURF of the lease with Electronic Arts, Inc. ("EA"), (iv) the continuation of collaborative efforts to use and occupy the LETC and LDMF to encourage new and emerging companies dependent upon university research and/or university technologies, to encourage technology transfer and research and development in the field of digital interactive media by providing for relevant curricula, workforce and facilities in support thereof, to attract faculty capable of obtaining research grant funding and to attract students in the disciplines of science, technology, engineering and math, to promote the engagement between LSU students and private sector business for research, assistantships, internships and talent acquisition/placement and to facilitate economic

development in the State, (v) development of an Operational Plan by the LSURF that ultimately enables the LSURF and its programs to become financially self-sustainable, (vi) development of an Operating Agreement which details the rights, responsibilities, and other necessary provisions underlying the ongoing financial and operational relationship between LSU and the LSURF, including disposition of the LSURF's net revenues, and (vii) collaboration as to LSU's Innovation Park regarding scientific investigation and startup business assistance through technology and business innovation to bring new technologies and products to market, to promote the engagement between LSU students and private sector business for research, assistantships, internships and talent acquisition/placement and to facilitate economic development in the State, with such agreements, as well as any subsequent amendments thereto, to contain the terms and conditions that the President deems to be in the best interest of LSU;

BE IT FURTHER RESOLVED that the Board authorizes counsel to the Board to submit, on behalf of the Board, the Cooperative Endeavor Agreement for consideration by the Joint Legislative Committee on the Budget, in the event such submittal is so required; and

BE IT FURTHER RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby find an acceptable university purpose, pursuant to the terms of the Uniform Affiliation Agreement between the Board and the LSURF, to execute and deliver the Cooperative Endeavor Agreement, with the final terms and conditions of such Cooperative Endeavor Agreement subject to the approval of Thomas Galligan, Interim President of LSU, or his designee; and

BE IT FURTHER RESOLVED that prior to final agreement execution, Mr. Thomas Galligan, Interim President of Louisiana State University and Agricultural and Mechanical College, will notify the Board Chair, Chair-Elect, Immediate Past Chair, and the chair of the appropriate Board Committee of the final terms of the Cooperative Endeavor Agreement authorized by this Resolution; and

BE IT FURTHER RESOLVED that Ms. Mary Werner, Board Chair, acting on behalf and in the name of the LSU Board, shall name and appoint one (1) director of the LSURF Board pursuant to the Articles of Incorporation thereof.

Mr. Starns recused himself from voting for this item.

- 5.B.2. Request from LSU AgCenter to Approve a Property Exchange with State Department of Corrections, Hunt Correction Facility at the Reproductive Biological Research Center, Iberville Parish, St. Gabriel, LA

Upon motion by Mr. Brown, seconded by Mr. Williams, the Committee voted unanimously to approve the following resolution:

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby authorize Thomas Galligan, Interim President, Louisiana State University System, to execute agreement(s) necessary to effectuate property exchange.

BE IT FURTHER RESOLVED that Thomas Galligan, Interim President, Louisiana State University System, or his designee, be hereby authorized by and empowered for and on behalf of and in the name of the Board of Supervisors, in consultation with General Counsel, to include in the

agreement any and all provisions and stipulations that he deems in the best interest of the Board of Supervisors.

5.B.3. Request from LSU A&M to Enter into a Lease with Tiger Athletic Foundation for Construction of Improvements to Rooms 103 and 203 of the Gym Armory Building

Upon motion by Mr. Brown, seconded by Mr. Yarborough, the Committee voted unanimously to approve the following resolution:

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College authorizes Thomas Galligan, in his capacity as Interim President of LSU, to execute a Lease to Tiger Athletic Foundation in order to permit construction of Improvements to Rooms 103 and 203 of the Gym Armory Building, and to execute related agreements as may be reasonably necessary to facilitate the project;

BE IT FURTHER RESOLVED that the Board, pursuant to the Uniform Affiliation Agreement between it and the Tiger Athletic Foundation, finds an acceptable University purpose for Tiger Athletic Foundation to enter into the proposed Lease, and any related or ancillary contracts and agreements reasonably necessary for the project; and,

BE IT FURTHER RESOLVED that Thomas Galligan, in his capacity as Interim President of LSU, or his designee, is hereby authorized by and empowered for and on behalf of and in the name of the Board of Supervisors, to include in the Lease any and all provisions and stipulations that he deems in the best interest of the Board of Supervisors.

5.B.4. Request from LSU Health Sciences Center- New Orleans for Authorization to Enter into a Multi-Year Cooperative Endeavor and Lease Agreement with the LSU Health Foundation to Develop New Student Housing

The proposed resolution read as follows:

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby authorize Thomas Galligan, Interim President of Louisiana State University, or his designee, to execute a Cooperative Endeavor and Lease Agreement with LSU Health Foundation, New Orleans.

BE IT FURTHER RESOLVED that Thomas Galligan, Interim President of Louisiana State University, or his designee, is authorized to (1) execute such other consents, approvals, amendments and agreements as are necessary to effectuate said Cooperative Endeavor and Lease Agreement, (2) to include in said Agreement and in such other consents, approvals, amendments and agreements those terms and conditions as he deems to be in the best interest of the Board of Supervisors of LSU and (3) to participate in the submission of said Agreement for consideration by the Louisiana State Bond Commission.

BE IT FURTHER RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College, pursuant to the Uniform Affiliation Agreement by and between the LSU Board of Supervisors and the LSU Health Foundation, New Orleans finds an Acceptable University Purpose for the LSU Health Foundation, New Orleans to be party to the Cooperative Endeavor and Lease Agreement with the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College.

Mr. Trey Jones, Deputy General Counsel, interjected stating his recommendation to amend the resolution. He cited the resolution was contingent on Provident Group-HSC Properties, Inc. securing all necessary approvals as required by State law and/or local government regulations. He also recommended interim president, Thomas Galligan be recognized in the resolution.

Upon motion by Mr. Yarborough, seconded by Mr. Moore, the Committee voted unanimously to approve the following amended resolution:

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby authorize Thomas C. Galligan, Jr., Interim President of Louisiana State University, or his designee, to execute a Joint Agreement among Board of Supervisors of LSU, LSU Health Foundation, New Orleans and Provident Group-HSC Properties, Inc., contingent on Provident Group-HSC Properties, Inc. securing all necessary approvals as required by State law and/or local government regulations.

BE IT FURTHER RESOLVED that Thomas C. Galligan, Jr., Interim President of Louisiana State University, or his designee, is authorized to execute such other consents, approvals, amendments and agreements as are necessary to effectuate said Joint Agreement and to include in the Joint Agreement and in such other consents, approvals, amendments and agreements those terms and conditions as he deems to be in the best interest of the Board of Supervisors of LSU.

BE IT FURTHER RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College, pursuant to the Uniform Affiliation Agreement by and between the LSU Board of Supervisors and the LSU Health Foundation, New Orleans finds an Acceptable University Purpose for the LSU Health Foundation, New Orleans to be party to the Joint Agreement and to accept a donation of immovable property as a part of the overall transaction with Provident Group- HSC Properties, Inc.

- 5.B.5. Request from LSU Health Sciences Center-New Orleans to Approve a Joint Agreement to Develop Residential Housing with Provident Group-HSC Properties, Inc. and LSU Health Foundation-New Orleans and Approval of Acceptable University Purpose

Upon motion by Mr. Brown, seconded by Mr. Yarborough, the Committee voted unanimously to approve the following resolution:

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby authorize F. King Alexander, President of Louisiana State University, or his designee, to execute a Joint Agreement among Board of Supervisors of LSU, LSU Health Foundation, New Orleans and Provident Group- HSC Properties, Inc.

BE IT FURTHER RESOLVED that F. King Alexander, President of Louisiana State University, or his designee, is authorized to execute such other consents, approvals, amendments and agreements as are necessary to effectuate said Joint Agreement and to include in the Joint Agreement and in such other consents, approvals, amendments and agreements those terms and conditions as he deems to be in the best interest of the Board of Supervisors of LSU.

BE IT FURTHER RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College, pursuant to the Uniform Affiliation Agreement by and between the LSU Board of Supervisors and the LSU Health Foundation, New Orleans finds an Acceptable University Purpose for the LSU Health Foundation, New Orleans to be party to the

Joint Agreement and to accept a donation of immovable property as a part of the overall transaction with Provident Group- HSC Properties, Inc.

- 5.B.6. Request from LSU Health Sciences Center-New Orleans to Revise Prior Approval of a Joint Agreement to Develop Residential Housing with Provident Group-HSC Properties, Inc. and LSU Health Foundation-New Orleans and Determination of Acceptable University Purpose

Upon motion by Mr. Yarborough, seconded by Mr. Brazzel, the Committee voted unanimously to approve the following resolution:

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College does hereby authorize removal of the LSU Health Sciences Center - New Orleans from the previously approved Joint Agreement among the Board of Supervisors of LSU, LSU Health Foundation New Orleans, and Provident Group- HSC Properties, Inc.

- 5.B.7. Request to Authorize the Executive Committee to Provisionally Approve Documents Related to Development of a Center of Excellence for Bariatric/Metabolic Surgery

Upon motion by Mr. Starns, seconded by Mr. Brazzel, the Committee voted unanimously to approve the following resolution:

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and A&M College does hereby authorize the Executive Committee to review, approve and authorize the execution of the agreement by Thomas Galligan, Interim President of Louisiana State University, or his designee, acting on behalf of the LSU Board and in consultation with the Office of General Counsel to execute the following agreements or their equivalent:

- Cooperative Endeavor Agreement with Louisiana Department of Economic Development, Pennington Biomedical Research Foundation and Pennington Biomedical Research Center to construct and develop a new Bariatric Surgery clinic and program.
- License for Use of Facilities and Premises between Pennington Biomedical Research Foundation and Pennington Biomedical Research Center
- Development Agreement for Renovations and Partial Equipping of Pennington Biomedical Research Center and Pennington Biomedical Research Foundation
- Lease between Pennington Biomedical Research Center and Our Lady of the Lake Physicians Group.

BE IT FURTHER RESOLVED that the agreements will be presented and ratified at the meeting of the Board of Supervisors following action by the Executive Committee on this matter.

- 5.B.8. Request from the LSU Museum of Art to Sell Deaccessioned Museum Property Which is no Longer Consistent with the Museum Mission

Upon motion by Mr. Chatelain, seconded by Mr. Brazzel, the Committee voted unanimously to approve the following resolution:

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors does hereby accept the recommendation of the Executive Director of the LSU Museum of Art, Daniel Stetson, to sell the above listed deaccessioned museum property at the highest possible negotiated price pursuant to La. R.S. 25:1101.

5.C. Athletics Committee

Request from LSU Shreveport to Approve Employment Contract with Bradley Neffendorf, Head Baseball Coach

Upon motion by Mr. Armentor, seconded by Mr. Woods, the Committee voted unanimously to approve the following resolution:

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Louisiana State University and Agricultural & Mechanical College authorizes Thomas Galligan, Interim President, or his designee, to sign the contract with Bradley Neffendorf as described in this item, and to include in such amendments any terms and conditions as he, in consultation with the General Counsel, deems to be in the best interests of LSU.

VI. Reconvene Board Meeting

After adjournment of the Committee Meetings, the Regular Board Meeting was called back to order. The roll call was recorded and reflected the following:

Present

Ms. Mary Werner, Chair
Mr. Robert S. Dampf, Chair-elect
Mr. James Williams, Past Chair
Mr. Ronnie Anderson
Mr. Glenn Armentor
Mr. Jack "Jay" A. Blossman, Jr.
Mr. Richard Brazzel
Mr. B. Wayne Brown
Mr. Blake Chatelain
Ms. Valencia Sarpy Jones
Mr. Lee Mallett
Mr. James M. Moore, Jr.
Mr. Rémy Voisin Starns
Mr. Jimmie M. Woods, Sr.
Mr. Robert "Bobby" Yarborough

Absent

Mr. J. Stephen Perry

VII. Approval of Meeting Minutes

Upon motion by Mr. Starns, seconded by Mr. Yarborough, the Board voted unanimously to approve the minutes of the Board Meeting held on December 5, 2019.

VIII. Personnel Actions Requiring Board Approval

Madam Chair requested approval of the Personnel Actions. Upon motion by Mr. Armentor, seconded by Mr. Yarborough, the Board voted unanimously to approve the Personnel Actions.

IX. Reports from Council of Staff Advisors and Council of Faculty Advisors

The Faculty senate report was given by Dr. John Vanchiere. The Staff Senate report was given by Ashley Gautreau.

X. President's Report

Mr. Galligan shared his professional background, and objectives as the interim president.

Mr. Galligan thanked Dr. Coreil and the LSUA staff for hosting the Board of Supervisors meeting. He also congratulated LSUA on its 60th year anniversary, and welcomed Dr. Coreil to share a few remarks.

Ms. Werner presented Dr. Coreil, with the following resolution commending LSU of Alexandria for its 60th Anniversary. The resolution was unanimously approved by the Board.

WHEREAS, LSUA was established in 1960 in Alexandria, Louisiana, under the leadership of LSU President Troy Middleton and the first LSUA chancellor, Dr. Martin Woodin;

WHEREAS, LSUA was originally established as a 2-year, associate degree granting institution, serving the post-secondary education needs of both traditional and adult students across Central Louisiana (CENLA);

WHEREAS, in 2001, with strong community, legislative and LSU Board of Supervisors support, LSUA was authorized and approved to become a 4-year, baccalaureate degree granting university, offering high demand bachelor's degrees critical to CENLA;

WHEREAS, enrollment has grown from approximately 1200 students when originally established in the 1960s to over 3400 today, with a goal to reach 5000 by the year 2025;

WHEREAS, the spring 2019 commencement held the largest graduating class in university history;

WHEREAS, LSUA is in the top 5% of liberal arts universities providing social mobility for Pell Grant eligible students with many of them being first-time university graduates in their respective families;

WHEREAS, LSUA has been recognized as the top Louisiana university graduating students with low debt;

WHEREAS; LSUA has earned tremendous student athletic success with teams winning 12 conference or regional championships and 9 NAIA National Tournament appearances in the past 2 years, and was a NAIA National Champion runner-up in Men's Basketball in 2018;

THEREFORE, BE IT RESOLVED, that the LSU Board of Supervisors commends LSU of Alexandria for these significant accomplishments and for providing 60 years of quality educational opportunities to both the students and families of Central Louisiana, as well as across the world;

BE IT FURTHER RESOLVED, that the LSU BOS pledges continued support and wishes LSUA success in the next 60 years as a growing regional LSU university serving the people of CENLA by providing quality graduates dedicated to improving the long-term quality of life throughout the region.

Approved by the LSU Board of Supervisors on this day, January 10, 2020.

Mr. Galligan congratulated Jeff Willis, Athletic Director and Head Baseball Coach of LSU Eunice, along with current and former baseball players, for being named "Team of the Decade" for the 2010's by JUCO Baseball Blog.

Mr. Galligan reported the LSUHSC - New Orleans Nursing Program is nationally ranked in several categories by the Nursing School Almanac.

Mr. Galligan congratulated a pair of neurosurgical residents at LSUHSC - Shreveport were accepted to the Nero Council of State's Neurosurgical Society's Socioeconomical Fellowship.

Mr. Galligan congratulated three fellows from the Department of Pathology and Center for Cardiovascular Diseases at LSUHSC - Shreveport received post-doctorate fellowships from the American Heart Association.

Mr. Galligan reported two researchers from Pennington Biomedical Center were included on the list for highly sought after researchers of the decade.

Mr. Galligan reported Pennington Biomedical Center's "Dash Diet" was recognized by US News as the best diet for healthy eating in 2020.

Mr. Galligan reported National Geographic's Top 20 scientific discoveries included three LSU faculty members.

Mr. Galligan thanked the Board for their service to LSU.

XI. Reports to the Board

There were no reports to the Board.

XII. Committee Reports

Mr. Yarborough requested to recuse himself from Item 7 of the Property and Facilities Committee meeting.

Mr. Starns requested to recuse himself from Item 1 of the Property and Facilities Committee meeting.

Mr. Blossman provided further clarification on the class cancellation request, which was previously voted on during the Academic and Research Committee meeting. Mr. Blossman asked for a motion to include clarification that the cancellation be for classes only at the main campus on Monday, January 13 and Tuesday, January 14, 2020, but the university to remain open. Motion was seconded by Mr. Woods and approved unanimously by the Board to adopt all Committee reports.

XIII. Chair's Report

Chair Werner thanked the LSUA community for the hosting and participating in the events surrounding the Board meeting in Alexandria.

Chair Werner remarked on the objectives and priorities of the Board and leadership regarding the transition period of the system.

Chair Werner expressed her appreciation to all individuals and groups involved in the journey and success of the LSU Football program.

XIV. Adjournment

Chair Werner reported the next Board of Supervisors meeting will be March 6, 2020 in Baton Rouge.

With no further business before the Board, Ms. Werner asked for a motion to adjourn the meeting. With a motion by Mr. Yarborough, seconded by Mr. Dampf, the meeting was adjourned.

Personnel Actions Requiring Board Approval
per PM-69

March 6, 2020

Personnel Actions Requiring Board Approval per PM-69
March 6, 2020

LSU A&M
New Appointments

<u>Name</u>	<u>Title</u>	<u>Effective Date</u>	<u>Compensation</u>
Winston G. DeCuir, Jr.	Vice President for Legal Affairs & General Counsel	2/1/2020	\$339,900

Coach Extensions and Salary Increases

<u>Name</u>	<u>Title</u>	<u>Effective Date</u>	<u>Compensation</u>
Kevin Faulk	See attached Term Sheet		
William Johnson	See attached Term Sheet		
Scott Linehan	See attached Term Sheet		
Corey Raymond	See attached Term Sheet		

BINDING TERM SHEET BETWEEN
LOUISIANA STATE UNIVERSITY AND KEVIN FAULK

Position: Assistant Coach at Louisiana State University ("LSU")

Reporting: Coach shall report directly to the Head Football Coach

Term: Effective February 24, 2020 and ending March 31, 2022

Compensation:

- Base Salary (annual rate; pro-rated for partial years): \$350,000

Incentive Compensation:

- Consistent with current LSU coaching staff

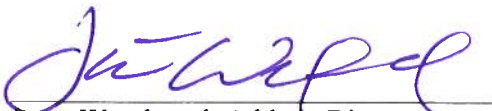
Termination by Coach: If Coach terminates the employment at any time, Coach will pay to LSU as liquidated damages an amount as follows, payable either in a lump sum or in equal installments over the remaining Term:

- 100% of amount equal to total compensation remaining at time of termination for any SEC coaching position other than head coach.
- 50% of one-year total compensation for any non-head coaching position at an NCAA Division I institution.
- No amount due for any head coaching position in NCAA Division I or any position in the National Football League.

Termination by LSU: LSU may terminate the employment at any time for convenience, and in such event will pay to the Coach as liquidated damages an amount equal to the total compensation remaining in the Term at the time of termination. LSU may also terminate the employment for cause without further payment obligation pursuant to a mutually-agreed clause in the long-form contract. Coach will have a duty to mitigate. Any payments due to coach will be paid in equal monthly installments over the course of the remaining Term.

Miscellaneous: This is a legally binding Term Sheet and shall be enforced and construed in accordance with the laws of Louisiana, subject to approval by the LSU Board of Supervisors. Any civil action to enforce this Term Sheet shall be brought in a state or federal court having subject matter and personal jurisdiction over the parties in East Baton Rouge Parish, Louisiana. The parties agree and acknowledge that they will negotiate in good faith and to finalize a formal long-form Employment Agreement that includes the terms set forth above and other terms which are customary in similarly-situated coach contracts **within 60 days** of this Term Sheet and that the successful negotiation and execution of such long-form Employment Agreement is a condition of this Term Sheet and continued employment. Upon execution and approval by the LSU Board of Supervisors, the long-form contract will supersede the terms of this Term Sheet, but until that occurs, this Term Sheet remains in full force and effect.

ACCEPTED AND AGREED:



Scott Woodward, Athletic Director
Louisiana State University

Date

2.28.2020



Kevin Faulk, Coach

Date

2/27/2020

**BINDING TERM SHEET BETWEEN
LOUISIANA STATE UNIVERSITY AND WILIAM JOHNSON**

Position: Assistant Football Coach at Louisiana State University (“LSU”)

Reporting: Coach shall report directly to the Head Football Coach

Term: Effective February 1, 2020 and ending March 31, 2022

Compensation:

- Base Salary (annual rate; pro-rated for partial years): \$500,000
- One Time Supplemental Compensation:
 - \$71,500 payment upon execution of long-form contract
- Supplemental Compensation (annual rate, pro-rated for partial years):

April 1, 2021:	\$50,000
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Incentive Compensation:

- Consistent with current LSU coaching staff


Termination by Coach: If Coach terminates the employment at any time, Coach will pay to LSU as liquidated damages an amount as follows, payable either in a lump sum or in equal installments over the remaining Term:

- 100% of amount equal to total compensation remaining at time of termination for any SEC coaching position other than head coach.
- 50% of one-year total compensation for any non-head coaching position at an NCAA Division I institution.
- No amount due for any head coaching position in NCAA Division I or any position in the National Football League.

Termination by LSU: LSU may terminate the employment at any time for convenience, and in such event will pay to the Coach as liquidated damages an amount equal to the total compensation remaining in the Term at the time of termination. LSU may also terminate the employment for cause without further payment obligation pursuant to a mutually-agreed clause in the long-form contract. Coach will have a duty to mitigate. Any payments due to coach will be paid in equal monthly installments over the course of the remaining Term.


Miscellaneous: This is a legally binding Term Sheet and shall be enforced and construed in accordance with the laws of Louisiana, subject to approval by the LSU Board of Supervisors. Any civil action to enforce this Term Sheet shall be brought in a state or federal court having subject matter and personal jurisdiction over the parties in East Baton Rouge Parish, Louisiana. The parties agree and acknowledge that they will negotiate in good faith and to finalize a formal long-form Employment Agreement that includes the terms set forth above and other terms which are customary in similarly-situated coach contracts **within 60 days** of this Term Sheet and that the successful negotiation and execution of such long-form Employment Agreement is a condition of this Term Sheet and continued employment. Upon execution and approval by the LSU Board of Supervisors, the long-form contract will supersede the terms of this Term Sheet, but until that occurs, this Term Sheet remains in full force and effect.

ACCEPTED AND AGREED:

DocuSigned by:

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 Scott Woodward, Athletic Director
 Louisiana State University

2/20/2020

Date

DocuSigned by:

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 William Johnson, Coach

2/20/2020

Date

**BINDING TERM SHEET BETWEEN
LOUISIANA STATE UNIVERSITY AND SCOTT LINEHAN**

Position: Passing Game Coordinator at Louisiana State University ("LSU")
Reporting: Coach shall report directly to the Head Football Coach
Term: Effective February 10, 2020 or completion of background check and ending March 31, 2022

Compensation:

- Base Salary (annual rate; pro-rated for partial years): \$500,000
- Supplemental Compensation (annual rate, pro-rated for partial years):
2020: \$300,000
2021: \$300,000

Incentive Compensation:

- Consistent with current LSU coaching staff

Termination by Coach: If Coach terminates the employment at any time, Coach will pay to LSU as liquidated damages an amount as follows, payable either in a lump sum or in equal installments over the remaining Term:

- 100% of amount equal to total compensation remaining at time of termination for any SEC coaching position other than head coach.
- 50% of one-year total compensation for any non-head coaching position at an NCAA Division I institution.
- No amount due for any head coaching position in NCAA Division I or any position in the National Football League.

Termination by LSU: LSU may terminate the employment at any time for convenience, and in such event will pay to the Coach as liquidated damages an amount equal to the total compensation remaining in the Term at the time of termination. LSU may also terminate the employment for cause without further payment obligation pursuant to a mutually-agreed clause in the long-form contract. Coach will have a duty to mitigate. Any payments due to coach will be paid in equal monthly installments over the course of the remaining Term.

Miscellaneous: This is a legally binding Term Sheet and shall be enforced and construed in accordance with the laws of Louisiana, subject to approval by the LSU Board of Supervisors. Any civil action to enforce this Term Sheet shall be brought in a state or federal court having subject matter and personal jurisdiction over the parties in East Baton Rouge Parish, Louisiana. The parties agree and acknowledge that they will negotiate in good faith and to finalize a formal long-form Employment Agreement that includes the terms set forth above and other terms which are customary in similarly-situated coach contracts **within 60 days** of this Term Sheet and that the successful negotiation and execution of such long-form Employment Agreement is a condition of this Term Sheet and continued employment. Upon execution and approval by the LSU Board of Supervisors, the long-form contract will supersede the terms of this Term Sheet, but until that occurs, this Term Sheet remains in full force and effect.


ACCEPTED AND AGREED:




Scott Woodward, Athletic Director
Louisiana State University

2.11.20

Date



Scott Linehan, Coach
2-10-20


Date

BINDING TERM SHEET BETWEEN
LOUISIANA STATE UNIVERSITY AND COREY J. RAYMOND

Position: Assistant Football Coach and Defensive Backs Coach at Louisiana State University (“LSU”)

Reporting: Coach shall report directly to the Head Football Coach

Term: Effective January 1, 2020 and ending March 31, 2023

Compensation:

- Base Salary (annual rate; pro-rated for partial years): \$500,000
- Supplemental Compensation (annual rate, pro-rated for partial years):

2020:	\$75,000
2021:	\$100,000
2022:	\$125,000

Incentive Compensation:

- Consistent with existing contract dated January 27, 2017

Termination by Coach: If Coach terminates the employment at any time, Coach will pay to LSU as liquidated damages an amount as follows, payable either in a lump sum or in equal installments over the remaining Term:

- 50 percent (50%) of all remaining Base Salary and Supplemental Compensation for a non-head coach or non-defensive coordinator position in an SEC program or Division I-A program within 500 miles of LSU
- 20 percent (20%) of all remaining Base Salary and Supplemental Compensation for a non-head coach or non-defensive coordinator position other than described above
- No liquidated damages are owed if Coach terminates employment to accept an NFL coaching position or collegiate head coach position or defensive coordinator position

Termination by LSU: LSU may terminate the employment at any time for convenience, and in such event will pay to the Coach as liquidated damages an amount equal to the total Base Salary and Supplemental Compensation, as well as any earned but unpaid Incentive Compensation, remaining in the Term at the time of termination. LSU may also terminate the employment for cause without further payment obligation pursuant to a mutually-agreed clause in the long-form contract. Coach will have a duty to mitigate. Any payments due to coach will be paid in equal monthly installments over the course of the remaining Term.

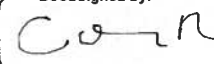
Miscellaneous: This is a legally binding Term Sheet and shall be enforced and construed in accordance with the laws of Louisiana, subject to approval by the LSU Board of Supervisors. Any civil action to enforce this Term Sheet shall be brought in a state or federal court having subject matter and personal jurisdiction over the parties in East Baton Rouge Parish, Louisiana. The parties agree and acknowledge that they will negotiate in good faith and to finalize a formal long-form contract that includes the terms set forth above and all non-conflicting terms of Coach’s existing contract **within 60 days** of this Term Sheet and that the successful negotiation and execution of such long-form contract is a condition of this Term Sheet and continued employment. Upon execution and approval by the LSU Board of Supervisors, the long-form contract will supersede the terms of this Term Sheet, but until that occurs, this Term Sheet remains in full force and effect.

ACCEPTED AND AGREED:



Scott Woodward, Athletic Director
Louisiana State University

1.23.2020
Date

DocuSigned by:

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Corey J. Raymond

20-01-2020
Date

Louisiana State University
Office of Internal Audit

Quarterly Audit Summary

Fiscal Year 2020, 1st Quarter

Quarterly Audit Summary

Fiscal Year 2020, 1st Quarter

Louisiana State University Health Sciences Center New Orleans

Lab Safety

Audit Initiation:

This audit was included on the Board approved Fiscal Year 2019 audit plan.

Audit Scope and Objectives:

The objective of this audit was to evaluate internal controls for the processes used by LSUHSC-NO to ensure safety in research and teaching laboratories.

The scope of our work included a review of policies and controls designed to ensure safety within active research and teaching laboratories for the period July 1, 2018 to June 30, 2019.

Audit Findings and Recommendations:

Our review noted areas of weakness in procedures and controls related to lab safety requirements. As a result, we recommend that management:

- Develop a comprehensive lab listing
- Implement controls to ensure inspections are performed timely
- Implement controls to ensure inventory is inspected and verified periodically
- Develop a process to monitor and follow-up on deficiencies
- Implement controls to monitor lab access
- Ensure laboratory closeouts are completed and documented as required

Management's Response and Corrective Action Plan:

Management concurred with our recommendations and is in the process of implementing corrective action plans.



Revision to FY 2020 Audit Plan

An enterprise-wide IT Governance audit is proposed as an addition to the approved FY 2020 Audit Plan. The purpose of this audit will be to determine if appropriate structure and necessary elements are in place to ensure that IT resources are effectively and efficiently used to assist in accomplishing University goals including data security. (See attached Revised FY 2020 Audit Plan.)

History of Recent IT Audit/Risk Assessment Activities

1. Comprehensive Enterprise-wide IT Risk Assessment led by P&N – completed June 2017
The purpose was to identify key IT risks at each institution and at the enterprise level. This project resulted in an enterprise level IT risk heat map and a recommended IT audit plan.
2. IT-related Audits
 - a. Workday (ERP) Security – (multiple campuses) – completed by LSU Internal Audit in May 2018
 - b. Data Security/Encryption (enterprise-wide) – completed by Eminere Group in June 2018
 - c. Social Engineering (enterprise-wide) – completed by Eminere Group in June 2018
 - d. Internet of Things (LSU Health Sciences Center New Orleans) – completed by LSU Internal Audit in November 2018
 - e. Email Security and Retention Follow-up (LSU A&M and Ag Center) – completed by LSU Internal Audit February 2019
 - f. IT Asset Management (LSU A&M) – completed by LSU Internal Audit in July 2019
3. IT-Related Enterprise Risk Management Program Assessments
 - a. LSU A&M IT Risk Assessment – March 2018
 - b. LSU Health Sciences Center New Orleans Campus Risk Assessment (IT was a component of this ERM assessment) – June 2018
 - c. LSU Health Sciences Center Shreveport Campus Risk Assessment (IT was a component of this ERM assessment) – January 2019
 - d. LSU Alexandria Campus Risk Assessment (IT was a component of this ERM assessment) – May 2019
4. Committee Membership
 - a. LSU IT Governance Council
 - b. LSU Data Governance Committee

**LSU Office of Internal Audit
Fiscal Year 2020 Audit Plan
Revised - 12/5/2019**

CAMPUS	AUDIT #	AUDIT AREA	DESCRIPTION	FUNCTIONAL CATEGORY	PRIMARY RISK CATEGORY			
					Financial	Business	Compliance	Operational
MULTI	2001	Public Private Partnerships and Related Contracts	Review of University controls over construction projects, including Nicholson Gateway, HSCNO, etc. Scope will be determined based on final Uniform Affiliation Agreement.	Plant Operations and Management	x	x		
MULTI	2002	Affiliated Organizations	Review affiliate compliance with terms of uniform affiliation agreements and other related agreements. Scope will be determined based on final Uniform Affiliation Agreement.	Governance and Leadership			x	
MULTI	2003	Compliance with Board By-laws	Review management's compliance with Board by-laws and regulations to include tech transfer, contracting, recognition of affiliates, and other matters requiring Board approval.	Compliance			X	
MULTI	2004	Data Security & Encryption	Follow-up on recommendations made in FY 2018 Data Security & Encryption	Information Technology		x		x
LSU A&M	2005	Enrollment Management	Review of University controls over admissions and scholarship awards	Student Services			x	x
LSU A&M	2006	Facility Services	Review of University controls related to facilities management including billing, outsourcing, inventory control, space utilization, and operational efficiency	Auxiliary and Service Department				x
LSU A&M	2007	Research Expenditures	Review of University controls over expenditures charged to sponsored projects	Research and Development	x		x	
AG	2008	Marijuana Operations	Review of University controls surrounding the production, sale, and research of medical marijuana	Research and Development	x		x	x
PBRC	2009	Lab Safety	Review of policies and controls designed to ensure safety within research and teaching laboratories	Research and Development			x	
LSUE	2010	Academic Integrity	Review of University controls to ensure appropriate controls surrounding approving courses, modifying curriculum, and grade changes	Instruction and Academic Support			x	
LSUA	2011	Information Technology	Consulting - scope TBD	Information Technology		x		x
LSUA	2012	Capital Assets	Determine the operating effectiveness of internal controls over capital assets, and to assess the accuracy, existence, and completeness of capital asset data in the system of record.	Asset and Risk Management	X			
LSUS	2013	Capital Assets	Determine the operating effectiveness of internal controls over capital assets, and to assess the accuracy, existence, and completeness of capital asset data in the system of record.	Asset and Risk Management	X			
HSCS	2014	Joint Venture - Hospital	Governance related to joint venture - specific scope to be determined	Governance				X
HSCS	2015	Admission Policy	Ensure admissions are based on AAMC or other internal policies and regulations	Compliance			X	
HCSN	2016	Patient Records	Lallie Kemp - access to electronic patient records	Compliance			X	
HSCNO	2017	Human Resources - Benefits	Review of employee benefits	Financial Management	X			
HSCNO	2018	Human Resources - Hiring/Termination	Review of employee hiring and termination process	Financial Management	X			
HSCNO	2019	Financial Aid	Review of scholarships and institutional aid	Financial Management	X			
Multi	2020	IT Governance	to determine if appropriate structure and necessary elements are in place to ensure that IT resources are effectively and efficiently used to assist in accomplishing University goals including data security	Information Technology		X		

New

**LSU Office of Internal Audit
Fiscal Year 2020 Audit Plan
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ON-GOING AUDIT WORK TO BE COMPLETED									
MULTI	1904-A	Lab Safety	Review of policies and controls designed to ensure safety within research and teaching laboratories	Research and Development				x	
MULTI	1917	Security Awareness & Training	Review of awareness and training related to onboarding; password or data access sharing; phishing, physical security	Information Technology				x	x
LSU A&M	1907	Athletics - Ticketing	Review of University controls over ticketing services including impact on finance, operations, and compliance	Auxiliary and Service Departments	x	x			
LSU A&M	1908	University Lab School Operations	Operational Compliance Review	Student Services		x			x
HSCS	1904-B	Lab Safety	Review of polices and control designed to ensure safety within research and teaching laboratories	Research and Development				X	
HSCNO	1904-C	Lab Safety	Review of polices and control designed to ensure safety within research and teaching laboratories	Research and Development				X	
AUDIT AREAS THAT WILL BE INCLUDED IF RESOURCES BECOME AVAILABLE									
LSU A&M		Greek Life	Review of University controls regarding educational efforts, alumni engagement, routine monitoring, hazing prevention/reporting/investigating, etc.	Student Services		x			
LSU A&M		Academic Integrity	Review of controls surrounding approving courses, modifying curriculum, and grade changes	Instruction and Academic Support				x	
MULTI		Facilities & Administrative Waivers	Review of policies and controls for waiving or reducing facilities and administrative (indirect) costs [limited scope]	Research and Development				x	
MULTI		Gender Equity	Review of efforts to ensure compensation equity among positions within the same department with similar experience and qualifications	Human Resources Management					x
AG		Mitigation Banking	Review of University controls surrounding public-private partnerships	Governance and External Relationships		x			
HSCS		Clinical Trials	Review controls for billing clinical trials to assess the reliability and integrity of sponsor's trial systems against all relevant written standards	Research and Development					X
HSCS		Joint Venture - Physician Group	Element of the cooperative endeavor agreement with Ochsner LSU Health System of North Louisiana(OLHS-NL) - Ochsner LSU Physician Group(OLPG)	Financial Management	X				
HSCS		Travel	Review controls implemented with the new travel policy	Financial Management	X				
HSCNO		Capital Assets	Review controls related to home assets, sanitization and obsolescence of assets	Financial Management	X				

FY 2019-20 2nd Quarter Consolidated Report on
Personnel Actions Not Requiring Board Approval
in accordance with the
Regulations of the Board of Supervisors

March 6, 2020

Personnel Actions Information Report
Reporting Period: October 2019 - December 2019

LSU					
Honorifics					
Name	Effective Date	Academic Rank/Title	Allowance	Named Professorship	Transaction
Irving, Brian	11/1/2019	Associate Professor	N/A	William Prescott "Pres" Foster Memorial Professorship	Honorific Appointment
Robillard, Candence	11/1/2019	Lab School Instructor	\$9,640	Elena and Albert LeBlanc Professorship in the Laboratory School	Honorific Appointment
Curry, Jennifer	11/1/2019	Professor	N/A	Shirley B. Barton Professorship in the College of Human Science & Education	Honorific Appointment
Yang, Mi Youn	11/1/2019	Associate Professor	\$16,363	Betty J. Steward Endowed Professorship in Social Work Practice with Children	Honorific Appointment
Jeong, Yongick	11/8/2019	Associate Professor	N/A	Darlene and Thomas O. Ryder Professorship #6	Honorific Appointment
Negulescu, Ioan	7/1/2019	Professor	\$5,000	Grace Drews Lehmann Professorship in Human Ecology	Honorific Appointment
Byo, James	7/1/2019	Professor	N/A	Paula G. Manship Professorship for Excellence in Music #9 & #10	Honorific Appointment
Sharma, Jyotsna	7/1/2019	Assistant Professor	N/A	Devon Energy Professorship in Petroleum Engineering	Honorific Appointment
Mathews, Sarah	8/15/2019	Professor	N/A	Dr. Shirley C. Tucker Chair in Plant Systematics	Honorific Appointment

Personnel Actions								
Name	Effective Date	Academic Rank/Title	Tenure Status	Prev Salary	New Salary	% Change	Allowance Plan	Transaction
Sabourin, Jim	10/1/2019	Vice President	N/A	N/A	\$250,000	N/A	N/A	New Hire
Ewing, Mark	10/1/2019	Senior Associate Athletic Director	N/A	\$230,000	\$287,500	25.00%	N/A	Equity Adjustment
Lamonica, Neal	10/1/2019	Associate Director of Athletics	N/A	\$123,600	\$130,000	5.18%	N/A	Equity Adjustment
Mitchell, Roland	12/6/2019	Dean	Tenured	\$132,876	\$177,000	33.21%	\$85,659	Promotion
Blanchard, Troy	12/6/2019	Dean	Tenured	\$139,062	\$170,000	22.25%	\$110,280	Promotion
Cormier, Stephanie	10/1/2019	Associate Vice President	Tenured	\$205,400	\$251,044	22.22%	\$10,000	Promotion

LSU at Shreveport								
Name	Effective Date	Academic Rank/Title	Tenure Status	Prev Salary	New Salary	% Change	Transaction	
Siska, Peter	10/1/2019	Professor	Tenured	\$140,000	\$140,000	0.00%	Lateral Move	
Szarvas, Tibor	10/2/2019	Professor	Tenured	\$105,000	\$125,000	19.00%	Promotion	

LSU Eunice - No Personnel Items to Report

LSU AgCenter - No Personnel Items to Report

Pennington Biomedical Center								
Name	Effective Date	Academic Rank/Title	Tenure Status	Prev Salary	New Salary	% Change	Allowance Plan	Transaction
Schauer, Philip	11/1/2019	Professor	Tenure-Track	N/A	\$480,000	N/A	\$60,000	New Hire

LSU Alexandria								
Name	Effective Date	Academic Rank/Title	Tenure Status	Prev Salary	New Salary	% Change	Allowance Plan	Transaction
Thorne, Kyle	10/1/2019	Assistant Coach	N/A	\$12,000	\$20,000	66.67%	\$1,000	Job Continuation

LSUHSC-New Orleans

Name	Effective Date	Academic Rank/Title	Faculty Rank	Prev Salary	New Salary	% Net Change	Transaction
Burkett,Darren J.	9/16/2019	DIRECTOR OF NON ACADEMIC OR SE		\$110,986	\$130,000	17.13%	PAY Change in Pay Unclassified
Aiyar,Ashok	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$132,472	\$136,446	3%	PAY Sal Inc - Cost of Living Uncl
Alahari,Suresh K.	10/1/2019	PROFESSOR	Professor	\$146,902	\$151,309	3.00%	PAY Sal Inc - Cost of Living Uncl
Alam,Jawed	10/1/2019	EXECUTIVE DIRECTOR-ACAD AREA		\$225,000	\$231,750	3.00%	PAY Sal Inc - Cost of Living Uncl
Ali,Juzar	10/1/2019	PROFESSOR - CLINICAL SPECIALIS	Professor	\$145,600	\$149,968	3.00%	PAY Sal Inc - Cost of Living Uncl
Amedee,Angela Martin	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Professor	\$152,633	\$157,212	3.00%	PAY Sal Inc - Cost of Living Uncl
Andrieu,Sandra C	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Professor	\$205,197	\$211,353	3.00%	PAY Sal Inc - Cost of Living Uncl
Armbruster,Paul C	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$186,211	\$191,797	3.00%	PAY Sal Inc - Cost of Living Uncl
Backes,Wayne L	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Professor	\$253,317	\$260,917	3.00%	PAY Sal Inc - Cost of Living Uncl
Badeaux,Jennifer A	10/1/2019	ASSISTANT DIRECTOR OF MEDICAL	Assistant Professor	\$176,596	\$181,894	3.00%	PAY Sal Inc - Cost of Living Uncl
Ball,John	10/1/2019	ASSOC VICE CHANCELLOR		\$189,945	\$195,643	3.00%	PAY Sal Inc - Cost of Living Uncl
Barrier,Kendra M.	10/1/2019	ASSISTANT DEAN OF MAJOR ACADEM	Assistant Professor	\$129,360	\$133,241	3.00%	PAY Sal Inc - Cost of Living Uncl
Barrilleaux,Michael A	10/1/2019	IT PROJECT COORDINATOR		\$134,740	\$138,781	3.00%	PAY Sal Inc - Cost of Living Uncl
Batson,Robert C	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$234,000	\$241,020	3.00%	PAY Sal Inc - Cost of Living Uncl
Bazan,Haydee Elvira P	10/1/2019	PROFESSOR	Professor	\$198,881	\$204,847	3.00%	PAY Sal Inc - Cost of Living Uncl
Bazan,Nicolas G	10/1/2019	DIRECTOR OF MAJOR ACADEMIC ARE	Professor	\$300,141	\$309,145	3.00%	PAY Sal Inc - Cost of Living Uncl
Belayev,Ludmila S.	10/1/2019	PROFESSOR - RESEARCH	Professor	\$145,099	\$149,452	3.00%	PAY Sal Inc - Cost of Living Uncl
Bennett,Marsha J	10/1/2019	PROFESSOR	Professor	\$124,190	\$127,916	3.00%	PAY Sal Inc - Cost of Living Uncl
Besch Mcternan,Ceryl Lynn	10/1/2019	ASSOCIATE PROFESSOR - CLINICAL	Associate Professor	\$128,710	\$132,571	3.00%	PAY Sal Inc - Cost of Living Uncl
Boe Jr.,Kenneth J	10/1/2019	ASST VICE CHAN FOR COMPUTER SE		\$203,516	\$209,621	3.00%	PAY Sal Inc - Cost of Living Uncl
Bok,Leonard R.	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$229,320	\$236,200	3.00%	PAY Sal Inc - Cost of Living Uncl
Bonanno,Laura S	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$202,083	\$208,145	3.00%	PAY Sal Inc - Cost of Living Uncl
Borne,David M	10/1/2019	CHIEF OF MEDICAL ACADEMIC AREA	Professor	\$136,885	\$140,992	3.00%	PAY Sal Inc - Cost of Living Uncl
Boudreaux,J. Philip	10/1/2019	PROFESSOR	Professor	\$134,055	\$138,077	3.00%	PAY Sal Inc - Cost of Living Uncl
Boulares,Abdel Hamid	10/1/2019	PROFESSOR	Professor	\$141,767	\$146,020	3.00%	PAY Sal Inc - Cost of Living Uncl
Brisolara,Kari	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Associate Professor	\$154,000	\$158,620	3.00%	PAY Sal Inc - Cost of Living Uncl
Bruggers,Karen Jean	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Assistant Professor	\$140,000	\$144,200	3.00%	PAY Sal Inc - Cost of Living Uncl
Buhler,Richard O.	10/1/2019	CONTRACTS ADMINISTRATION OFFIC		\$152,889	\$157,476	3.00%	PAY Sal Inc - Cost of Living Uncl
Burkett,Darren J.	10/1/2019	DIRECTOR OF NON ACADEMIC OR SE		\$130,000	\$133,900	3.00%	PAY Sal Inc - Cost of Living Uncl
Cairo,Jimmy M	10/1/2019	DEAN OF MAJOR ACADEMIC AREA	Professor	\$279,216	\$287,592	3.00%	PAY Sal Inc - Cost of Living Uncl
Canavier,Carmen C	10/1/2019	PROFESSOR	Professor	\$212,160	\$218,525	3.00%	PAY Sal Inc - Cost of Living Uncl
Canzoneri,Gary J	10/1/2019	DIRECTOR OF DATA PROCESSING/CO		\$150,723	\$155,245	3.00%	PAY Sal Inc - Cost of Living Uncl
Capo,Leslie L	10/1/2019	DIRECTOR OF INFORMATION/PUBLIC		\$180,000	\$185,400	3.00%	PAY Sal Inc - Cost of Living Uncl
Catling,Andrew D	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$124,609	\$128,347	3.00%	PAY Sal Inc - Cost of Living Uncl
Chalew,Stuart	10/1/2019	PROFESSOR	Professor	\$123,699	\$127,410	3.00%	PAY Sal Inc - Cost of Living Uncl
Chappell,Rachel N.	10/1/2019	DIRECTOR OF ACADEMIC AREA	Assistant Professor	\$130,000	\$133,900	3.00%	PAY Sal Inc - Cost of Living Uncl
Cheramie,Toby J	10/1/2019	ASSISTANT DEAN OF STUDENT AFFA	Associate Professor	\$132,965	\$136,954	3.00%	PAY Sal Inc - Cost of Living Uncl
Clay,Roy G	10/1/2019	FISCAL COMPLIANCE OFFICER		\$167,758	\$172,791	3.00%	PAY Sal Inc - Cost of Living Uncl
Coleman,Mary T.	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$198,000	\$203,940	3.00%	PAY Sal Inc - Cost of Living Uncl
Cordell,Kitrina G.	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Associate Professor	\$168,300	\$173,349	3.00%	PAY Sal Inc - Cost of Living Uncl
Culbertson,Richard A.	10/1/2019	DIRECTOR OF ACADEMIC AREA	Professor	\$189,280	\$194,958	3.00%	PAY Sal Inc - Cost of Living Uncl
Deboisblanc,Bennett P	10/1/2019	PROFESSOR	Professor	\$133,399	\$137,401	3.00%	PAY Sal Inc - Cost of Living Uncl
Del Valle,Luis	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$164,403	\$169,335	3.00%	PAY Sal Inc - Cost of Living Uncl
Deslatte,James K	10/1/2019	DIRECTOR OF FACILITY PLANNING		\$153,000	\$157,590	3.00%	PAY Sal Inc - Cost of Living Uncl
Diaz,James H	10/1/2019	DIRECTOR OF ACADEMIC AREA	Professor	\$201,728	\$207,780	3.00%	PAY Sal Inc - Cost of Living Uncl

LSUHSC-New Orleans

Name	Effective Date	Academic Rank/Title	Faculty Rank	Prev Salary	New Salary	% Net Change	Transaction
Dicarlo,Richard P	10/1/2019	SENIOR ASSOCIATE DEAN	Professor	\$175,000	\$180,250	3.00%	PAY Sal Inc - Cost of Living Uncl
Divincenti,Anthony J	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM		\$172,010	\$177,170	3.00%	PAY Sal Inc - Cost of Living Uncl
Drell,Martin Jay	10/1/2019	PROFESSOR - CLINICAL SPECIALIS	Professor	\$138,696	\$142,857	3.00%	PAY Sal Inc - Cost of Living Uncl
Dugan,Erin Martin	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Professor	\$139,372	\$143,553	3.00%	PAY Sal Inc - Cost of Living Uncl
Eason,Jane M	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$139,310	\$143,489	3.00%	PAY Sal Inc - Cost of Living Uncl
Ehrlich,Alex D.	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Associate Professor	\$148,936	\$153,404	3.00%	PAY Sal Inc - Cost of Living Uncl
England,John D	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$210,912	\$217,239	3.00%	PAY Sal Inc - Cost of Living Uncl
English,Marcia R	10/1/2019	ASSISTANT DEAN OF MAJOR ACADEM	Professor	\$140,000	\$144,200	3.00%	PAY Sal Inc - Cost of Living Uncl
Erickson,Jeffrey D	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$126,089	\$129,872	3.00%	PAY Sal Inc - Cost of Living Uncl
Espinoza,Luis R	10/1/2019	CHIEF OF MEDICAL ACADEMIC AREA	Professor	\$161,586	\$166,434	3.00%	PAY Sal Inc - Cost of Living Uncl
Evans,Gerald H	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$153,000	\$157,590	3.00%	PAY Sal Inc - Cost of Living Uncl
Fahey,Robert G.	10/1/2019	EXECUTIVE DIR NON ACADEMIC ARE		\$132,388	\$136,360	3.00%	PAY Sal Inc - Cost of Living Uncl
Falterman Jr.,James B	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Professor	\$172,597	\$177,775	3.00%	PAY Sal Inc - Cost of Living Uncl
Fang,Zhide	10/1/2019	DIRECTOR OF ACADEMIC AREA	Professor	\$161,237	\$166,074	3.00%	PAY Sal Inc - Cost of Living Uncl
Ferro,Lori W.	10/1/2019	SENIOR INTERNAL AUDITOR		\$132,289	\$136,258	3.00%	PAY Sal Inc - Cost of Living Uncl
Fidel Jr.,Paul L	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Professor	\$207,485	\$213,710	3.00%	PAY Sal Inc - Cost of Living Uncl
Figueroa II,Julio Enrique	10/1/2019	CHIEF OF MEDICAL ACADEMIC AREA	Professor	\$159,310	\$164,089	3.00%	PAY Sal Inc - Cost of Living Uncl
Fontenot,Cathi Ellen	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Professor	\$150,931	\$155,459	3.00%	PAY Sal Inc - Cost of Living Uncl
Gallo III,John R	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Professor	\$197,869	\$203,805	3.00%	PAY Sal Inc - Cost of Living Uncl
Garbee,Deborah D	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Professor	\$201,600	\$207,648	3.00%	PAY Sal Inc - Cost of Living Uncl
Garcia,Agustin Caballero Monge	10/1/2019	CHIEF OF MEDICAL ACADEMIC AREA	Professor	\$200,000	\$206,000	3.00%	PAY Sal Inc - Cost of Living Uncl
Gedalia,Abraham	10/1/2019	PROFESSOR	Professor	\$137,060	\$141,172	3.00%	PAY Sal Inc - Cost of Living Uncl
Gedge III,Matthew T	10/1/2019	PROJECT MANAGER		\$180,743	\$186,165	3.00%	PAY Sal Inc - Cost of Living Uncl
Geller,Alfred I.	10/1/2019	PROFESSOR	Professor	\$165,000	\$169,950	3.00%	PAY Sal Inc - Cost of Living Uncl
Giacona Jr.,Francis T	10/1/2019	ASSOCIATE PROFESSOR - CLINICAL	Associate Professor	\$123,557	\$127,264	3.00%	PAY Sal Inc - Cost of Living Uncl
Giarratano,Gloria Peel	10/1/2019	PROFESSOR	Professor	\$123,931	\$127,649	3.00%	PAY Sal Inc - Cost of Living Uncl
Gidday,Jeffrey Mark	10/1/2019	PROFESSOR	Professor	\$200,000	\$206,000	3.00%	PAY Sal Inc - Cost of Living Uncl
Goodchild,Traci T.	10/1/2019	ASSOCIATE PROFESSOR - RESEARCH	Associate Professor	\$128,754	\$132,617	3.00%	PAY Sal Inc - Cost of Living Uncl
Gould,Harry J	10/1/2019	PROFESSOR	Professor	\$124,178	\$127,903	3.00%	PAY Sal Inc - Cost of Living Uncl
Gregory,Paula E	10/1/2019	ASSISTANT DEAN OF MAJOR ACADEM	Professor	\$176,308	\$181,597	3.00%	PAY Sal Inc - Cost of Living Uncl
Gremillion,Henry Alan	10/1/2019	DEAN OF MAJOR ACADEMIC AREA	Professor	\$300,737	\$309,759	3.00%	PAY Sal Inc - Cost of Living Uncl
Gunaldo,Tina P	10/1/2019	DIRECTOR OF ACADEMIC AREA		\$134,640	\$138,679	3.00%	PAY Sal Inc - Cost of Living Uncl
Haas,Arthur L.	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$278,351	\$286,702	3.00%	PAY Sal Inc - Cost of Living Uncl
Hagensee,Michael E	10/1/2019	PROFESSOR	Professor	\$128,671	\$132,531	3.00%	PAY Sal Inc - Cost of Living Uncl
Harelson,Samuel J	10/1/2019	PROFESSOR - CLINICAL SPECIALIS	Professor	\$124,895	\$128,642	3.00%	PAY Sal Inc - Cost of Living Uncl
Harman,John A	10/1/2019	VICE CHANCELLOR (CAMPUS)		\$328,900	\$338,767	3.00%	PAY Sal Inc - Cost of Living Uncl
Harrison-Bernard,Lisa M.	10/1/2019	PROFESSOR	Professor	\$134,963	\$139,012	3.00%	PAY Sal Inc - Cost of Living Uncl
Herold,Brent D.	10/1/2019	EXECUTIVE DIR NON ACADEMIC ARE		\$188,700	\$194,361	3.00%	PAY Sal Inc - Cost of Living Uncl
Hicks,Chindo	10/1/2019	PROFESSOR	Professor	\$165,000	\$169,950	3.00%	PAY Sal Inc - Cost of Living Uncl
Hilton Jr.,Charles W	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Professor	\$233,881	\$240,897	3.00%	PAY Sal Inc - Cost of Living Uncl
Hobden,Jeffery A	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$123,892	\$127,609	3.00%	PAY Sal Inc - Cost of Living Uncl
Hollenbach,Andrew D.	10/1/2019	DIRECTOR OF MAJOR ACADEMIC ARE	Professor	\$135,805	\$139,879	3.00%	PAY Sal Inc - Cost of Living Uncl
Hollier,Larry H	10/1/2019	CHANCELLOR	Professor	\$490,000	\$504,700	3.00%	PAY Sal Inc - Cost of Living Uncl
Honore,Peggy A.	10/1/2019	PROFESSOR - RESEARCH	Professor	\$194,585	\$200,423	3.00%	PAY Sal Inc - Cost of Living Uncl
Honoree,Nicole B.	10/1/2019	ASST VICE CHANCELLOR		\$171,668	\$176,818	3.00%	PAY Sal Inc - Cost of Living Uncl
Hunt,John P	10/1/2019	PROFESSOR	Professor	\$125,674	\$129,444	3.00%	PAY Sal Inc - Cost of Living Uncl
Hurley-Larmeu,Annette E.	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Associate Professor	\$130,000	\$133,900	3.00%	PAY Sal Inc - Cost of Living Uncl
Jackson Jr.,Anthony H.	10/1/2019	ASSOCIATE PROFESSOR - CLINICAL	Associate Professor	\$123,183	\$126,878	3.00%	PAY Sal Inc - Cost of Living Uncl
Jennings,William J	10/1/2019	IT PROJECT COORDINATOR		\$136,085	\$140,168	3.00%	PAY Sal Inc - Cost of Living Uncl
Kalil,David M.	10/1/2019	INSTRUCTOR	Instructor	\$156,440	\$161,133	3.00%	PAY Sal Inc - Cost of Living Uncl
Kapusta,Daniel	10/1/2019	PROFESSOR	Professor	\$203,937	\$210,056	3.00%	PAY Sal Inc - Cost of Living Uncl
Karam,George H	10/1/2019	ASSISTANT DEAN OF MAJOR ACADEM	Professor	\$200,000	\$206,000	3.00%	PAY Sal Inc - Cost of Living Uncl
Kaye,Alan D.	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$208,567	\$214,824	3.00%	PAY Sal Inc - Cost of Living Uncl
Kim,Sunyoung	10/1/2019	PROFESSOR	Professor	\$126,352	\$130,143	3.00%	PAY Sal Inc - Cost of Living Uncl
King,Andrew Graeme Stuart	10/1/2019	PROFESSOR	Professor	\$173,000	\$178,190	3.00%	PAY Sal Inc - Cost of Living Uncl
King,Brett J.	10/1/2019	ASSISTANT PROFESSOR	Assistant Professor	\$202,000	\$208,060	3.00%	PAY Sal Inc - Cost of Living Uncl
Klasser,Gary D.	10/1/2019	PROFESSOR	Professor	\$145,367	\$149,728	3.00%	PAY Sal Inc - Cost of Living Uncl
Kozlowski,Pamela A.	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$122,127	\$125,791	3.00%	PAY Sal Inc - Cost of Living Uncl
Krause,Peter C	10/1/2019	PROFESSOR - CLINICAL SPECIALIS	Professor	\$123,283	\$126,981	3.00%	PAY Sal Inc - Cost of Living Uncl
Lan,Michael S	10/1/2019	PROFESSOR	Professor	\$140,862	\$145,088	3.00%	PAY Sal Inc - Cost of Living Uncl
Lazarus,Cathy Jane	10/1/2019	ASSOCIATE DEAN OF STUDENT AFFA	Professor	\$150,000	\$154,500	3.00%	PAY Sal Inc - Cost of Living Uncl
Lee,Brian D	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$192,000	\$197,760	3.00%	PAY Sal Inc - Cost of Living Uncl
Lefer,David J	10/1/2019	DIRECTOR OF MAJOR ACADEMIC ARE	Professor	\$286,416	\$295,008	3.00%	PAY Sal Inc - Cost of Living Uncl
Levitzky,Michael G	10/1/2019	DIRECTOR OF MAJOR ACADEMIC ARE	Professor	\$172,596	\$177,774	3.00%	PAY Sal Inc - Cost of Living Uncl
Liu,Wanguo	10/1/2019	PROFESSOR	Professor	\$163,142	\$168,036	3.00%	PAY Sal Inc - Cost of Living Uncl
Lopez,Alfredo A	10/1/2019	PROFESSOR	Professor	\$152,437	\$157,010	3.00%	PAY Sal Inc - Cost of Living Uncl
Lousteau,Bernard M	10/1/2019	EXECUTIVE DIR NON ACADEMIC ARE		\$212,014	\$218,374	3.00%	PAY Sal Inc - Cost of Living Uncl
Love,Gordon L	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$160,000	\$164,800	3.00%	PAY Sal Inc - Cost of Living Uncl
Lukiw,Walter J	10/1/2019	PROFESSOR	Professor	\$141,430	\$145,673	3.00%	PAY Sal Inc - Cost of Living Uncl
Maffei,Joanne T	10/1/2019	PROFESSOR - CLINICAL SPECIALIS	Professor	\$127,714	\$131,545	3.00%	PAY Sal Inc - Cost of Living Uncl

LSUHSC-New Orleans

Name	Effective Date	Academic Rank/Title	Faculty Rank	Prev Salary	New Salary	% Net Change	Transaction
Mandal,Diptasri	10/1/2019	PROFESSOR	Professor	\$141,653	\$145,903	3.00%	PAY Sal Inc - Cost of Living Uncl
Maney,Pooja	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$125,544	\$129,310	3.00%	PAY Sal Inc - Cost of Living Uncl
Manning,Jennifer Moody	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Associate Professor	\$167,533	\$172,559	3.00%	PAY Sal Inc - Cost of Living Uncl
Martin,Jennifer Bourgeois	10/1/2019	ASSISTANT PROFESSOR - CLINICAL	Assistant Professor	\$169,031	\$174,102	3.00%	PAY Sal Inc - Cost of Living Uncl
Martin,Rosalynn	10/1/2019	DIRECTOR OF HUMAN RESOURCE MAN		\$163,718	\$168,630	3.00%	PAY Sal Inc - Cost of Living Uncl
Martinez,Jorge Alan	10/1/2019	PROFESSOR - CLINICAL SPECIALIS	Professor	\$124,799	\$128,543	3.00%	PAY Sal Inc - Cost of Living Uncl
Mason,Carol M	10/1/2019	CHIEF OF MEDICAL SERVICE AREA	Professor	\$139,449	\$143,632	3.00%	PAY Sal Inc - Cost of Living Uncl
Maupin,Robert T	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Professor	\$145,244	\$149,601	3.00%	PAY Sal Inc - Cost of Living Uncl
McClugage,Samuel Gardner	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Professor	\$277,085	\$285,398	3.00%	PAY Sal Inc - Cost of Living Uncl
Mercante,Donald	10/1/2019	PROFESSOR	Professor	\$182,000	\$187,460	3.00%	PAY Sal Inc - Cost of Living Uncl
Miele,Lucio	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$215,000	\$221,450	3.00%	PAY Sal Inc - Cost of Living Uncl
Miller,Joseph M	10/1/2019	PROFESSOR	Professor	\$147,420	\$151,843	3.00%	PAY Sal Inc - Cost of Living Uncl
Moeller,Laurie	10/1/2019	ASSOCIATE PROFESSOR - CLINICAL	Associate Professor	\$134,070	\$138,092	3.00%	PAY Sal Inc - Cost of Living Uncl
Moerschbaecher III,Joseph M	10/1/2019	VICE CHANCELLOR FOR ACADEMIC A	Professor	\$314,480	\$323,914	3.00%	PAY Sal Inc - Cost of Living Uncl
Molina,Patricia E	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$291,491	\$300,236	3.00%	PAY Sal Inc - Cost of Living Uncl
Murray,Edwin R.	10/1/2019	VICE CHANCELLOR (CAMPUS)		\$207,900	\$214,137	3.00%	PAY Sal Inc - Cost of Living Uncl
Nelson,Steve	10/1/2019	DEAN OF MAJOR ACADEMIC AREA	Professor	\$361,814	\$372,668	3.00%	PAY Sal Inc - Cost of Living Uncl
Nichols,Charles D.	10/1/2019	PROFESSOR	Professor	\$147,019	\$151,430	3.00%	PAY Sal Inc - Cost of Living Uncl
Nuss,Daniel	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$210,544	\$216,860	3.00%	PAY Sal Inc - Cost of Living Uncl
Ochoa,Augusto	10/1/2019	DIRECTOR OF MAJOR ACADEMIC ARE	Professor	\$280,000	\$288,400	3.00%	PAY Sal Inc - Cost of Living Uncl
Olejniczak,Piotr	10/1/2019	PROFESSOR	Professor	\$121,922	\$125,580	3.00%	PAY Sal Inc - Cost of Living Uncl
Orangio,Guy R.	10/1/2019	PROFESSOR - CLINICAL SPECIALIS	Professor	\$128,128	\$131,972	3.00%	PAY Sal Inc - Cost of Living Uncl
Ortenberg,Joseph	10/1/2019	PROFESSOR - CLINICAL SPECIALIS	Professor	\$170,392	\$175,504	3.00%	PAY Sal Inc - Cost of Living Uncl
Osofsky,Howard J	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$210,016	\$216,316	3.00%	PAY Sal Inc - Cost of Living Uncl
Osofsky,Joy D	10/1/2019	PROFESSOR	Professor	\$131,499	\$135,444	3.00%	PAY Sal Inc - Cost of Living Uncl
Owens,Jessica Leigh	10/1/2019	ASSOCIATE PROFESSOR - CLINICAL	Associate Professor	\$128,177	\$132,022	3.00%	PAY Sal Inc - Cost of Living Uncl
Palavicini,Jorge	10/1/2019	ASSISTANT PROFESSOR	Assistant Professor	\$125,000	\$128,750	3.00%	PAY Sal Inc - Cost of Living Uncl
Parker Jr.,Robert S	10/1/2019	DIRECTOR OF PURCHASING		\$156,059	\$160,741	3.00%	PAY Sal Inc - Cost of Living Uncl
Paul,Dennis J	10/1/2019	PROFESSOR	Professor	\$152,088	\$156,651	3.00%	PAY Sal Inc - Cost of Living Uncl
Peacock,Lisa M.	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Associate Professor	\$250,000	\$257,500	3.00%	PAY Sal Inc - Cost of Living Uncl
Peruzzi,Francesca	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$164,403	\$169,335	3.00%	PAY Sal Inc - Cost of Living Uncl
Peters,Edward S.	10/1/2019	DIRECTOR OF ACADEMIC AREA	Professor	\$197,840	\$203,775	3.00%	PAY Sal Inc - Cost of Living Uncl
Phillippi Jr.,Stephen W	10/1/2019	DIRECTOR OF ACADEMIC AREA	Associate Professor	\$141,546	\$145,792	3.00%	PAY Sal Inc - Cost of Living Uncl
Porche,Demetrius J	10/1/2019	DEAN OF MAJOR ACADEMIC AREA	Professor	\$266,940	\$274,948	3.00%	PAY Sal Inc - Cost of Living Uncl
Prince,James Dale	10/1/2019	DIRECTOR OF MAJOR ACADEMIC ARE		\$128,000	\$131,840	3.00%	PAY Sal Inc - Cost of Living Uncl
Quayle,Alison Jane	10/1/2019	PROFESSOR	Professor	\$151,203	\$155,739	3.00%	PAY Sal Inc - Cost of Living Uncl
Ramsay,Alistair J	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$267,543	\$275,569	3.00%	PAY Sal Inc - Cost of Living Uncl
Rappold,Randy	10/1/2019	DIRECTOR OF DATA PROCESSING/CO		\$143,745	\$148,057	3.00%	PAY Sal Inc - Cost of Living Uncl
Reed,Kevin David	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Associate Professor	\$124,800	\$128,544	3.00%	PAY Sal Inc - Cost of Living Uncl
Reed,Patrick E.	10/1/2019	DIRECTOR OF ACADEMIC AREA		\$176,424	\$181,717	3.00%	PAY Sal Inc - Cost of Living Uncl
Reisin,Efrain	10/1/2019	CLINICAL PROFESSOR	Professor	\$139,465	\$143,649	3.00%	PAY Sal Inc - Cost of Living Uncl
Reiss,Krzysztof	10/1/2019	PROFESSOR	Professor	\$196,560	\$202,457	3.00%	PAY Sal Inc - Cost of Living Uncl
Riopelle,James Michael	10/1/2019	PROFESSOR - CLINICAL SPECIALIS	Professor	\$146,897	\$151,304	3.00%	PAY Sal Inc - Cost of Living Uncl
Risher,William H.	10/1/2019	ASSOCIATE PROFESSOR - CLINICAL	Associate Professor	\$124,800	\$128,544	3.00%	PAY Sal Inc - Cost of Living Uncl
Ritwik,Priyanshi	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$121,631	\$125,280	3.00%	PAY Sal Inc - Cost of Living Uncl
Ronis,Martin J.	10/1/2019	PROFESSOR	Professor	\$208,000	\$214,240	3.00%	PAY Sal Inc - Cost of Living Uncl
Rosebush,Molly S.	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$140,195	\$144,401	3.00%	PAY Sal Inc - Cost of Living Uncl
Rung,Ariane Lisann	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$132,065	\$136,027	3.00%	PAY Sal Inc - Cost of Living Uncl
Sabey,Kent A.	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$148,274	\$152,722	3.00%	PAY Sal Inc - Cost of Living Uncl
Sanders,Charles	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$258,597	\$266,355	3.00%	PAY Sal Inc - Cost of Living Uncl
Schomaker,Wade A	10/1/2019	DIRECTOR OF DATA PROCESSING/CO		\$140,597	\$144,815	3.00%	PAY Sal Inc - Cost of Living Uncl
Schroth,Keith Gerard	10/1/2019	ASSOC VICE CHANCELLOR		\$348,662	\$359,122	3.00%	PAY Sal Inc - Cost of Living Uncl
Shellito,Judd E	10/1/2019	CLINICAL PROFESSOR	Professor	\$131,250	\$135,188	3.00%	PAY Sal Inc - Cost of Living Uncl
Simon Peter,Liz	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$124,424	\$128,157	3.00%	PAY Sal Inc - Cost of Living Uncl
Simoneaux,Wendy	10/1/2019	ASSOC VICE CHANCELLOR		\$294,000	\$302,820	3.00%	PAY Sal Inc - Cost of Living Uncl
Smart,Frank	10/1/2019	CHIEF OF MEDICAL ACADEMIC AREA	Professor	\$187,200	\$192,816	3.00%	PAY Sal Inc - Cost of Living Uncl
Smith,Dean G.	10/1/2019	DEAN OF MAJOR ACADEMIC AREA	Professor	\$338,130	\$348,274	3.00%	PAY Sal Inc - Cost of Living Uncl
Sothorn,Melinda S	10/1/2019	PROFESSOR	Professor	\$173,146	\$178,340	3.00%	PAY Sal Inc - Cost of Living Uncl
Spencer,Christopher J.	10/1/2019	PROFESSOR - CLINICAL SPECIALIS	Professor	\$137,088	\$141,201	3.00%	PAY Sal Inc - Cost of Living Uncl
Springgate,Benjamin Franklin	10/1/2019	CHIEF OF MEDICAL ACADEMIC AREA	Associate Professor	\$130,000	\$133,900	3.00%	PAY Sal Inc - Cost of Living Uncl
Straif-Bourgeois,Susanne C.	10/1/2019	ASSOCIATE PROFESSOR - RESEARCH	Associate Professor	\$121,992	\$125,652	3.00%	PAY Sal Inc - Cost of Living Uncl
Sturtevant,Joy E	10/1/2019	DIRECTOR OF MAJOR ACADEMIC ARE	Associate Professor	\$126,516	\$130,311	3.00%	PAY Sal Inc - Cost of Living Uncl
Subramaniam,Pramilla N	10/1/2019	PROFESSOR	Professor	\$141,154	\$145,389	3.00%	PAY Sal Inc - Cost of Living Uncl
Tartavouille,Todd Michael	10/1/2019	ASSOCIATE PROFESSOR - CLINICAL	Associate Professor	\$128,326	\$132,176	3.00%	PAY Sal Inc - Cost of Living Uncl
Taylor,Christopher M.	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$135,850	\$139,926	3.00%	PAY Sal Inc - Cost of Living Uncl
Taylor,Stephanie N	10/1/2019	PROFESSOR	Professor	\$130,364	\$134,275	3.00%	PAY Sal Inc - Cost of Living Uncl
Tilton,Ann C Henderson	10/1/2019	PROFESSOR - CLINICAL SPECIALIS	Professor	\$152,813	\$157,397	3.00%	PAY Sal Inc - Cost of Living Uncl
Townsend,Mark H	10/1/2019	PROFESSOR	Professor	\$133,676	\$137,686	3.00%	PAY Sal Inc - Cost of Living Uncl
Trapido,Edward J.	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Professor	\$219,596	\$226,184	3.00%	PAY Sal Inc - Cost of Living Uncl
Vander Heide,Richard S.	10/1/2019	PROFESSOR	Professor	\$173,000	\$178,190	3.00%	PAY Sal Inc - Cost of Living Uncl

LSUHSC-New Orleans

Name	Effective Date	Academic Rank/Title	Faculty Rank	Prev Salary	New Salary	% Net Change	Transaction
Varner,Kurt	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$282,096	\$290,559	3.00%	PAY Sal Inc - Cost of Living Uncl
Walters,Michael E	10/1/2019	ASSISTANT DIRECTOR OF DATA PRO		\$126,817	\$130,622	3.00%	PAY Sal Inc - Cost of Living Uncl
Wang,Guoshun	10/1/2019	PROFESSOR	Professor	\$124,467	\$128,201	3.00%	PAY Sal Inc - Cost of Living Uncl
Wang,Ping	10/1/2019	PROFESSOR	Professor	\$125,559	\$129,326	3.00%	PAY Sal Inc - Cost of Living Uncl
Watts,Raymond G.	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$280,000	\$288,400	3.00%	PAY Sal Inc - Cost of Living Uncl
Wehle,Arlean Abells	10/1/2019	DIRECTOR OF ACCOUNTING SERVICE		\$178,000	\$183,340	3.00%	PAY Sal Inc - Cost of Living Uncl
Weiss,Jayne S.	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$245,000	\$252,350	3.00%	PAY Sal Inc - Cost of Living Uncl
Weyand,Theodore G	10/1/2019	PROFESSOR	Professor	\$125,547	\$129,313	3.00%	PAY Sal Inc - Cost of Living Uncl
Whim,Matthew D.	10/1/2019	PROFESSOR	Professor	\$123,789	\$127,503	3.00%	PAY Sal Inc - Cost of Living Uncl
Williams,Donna L	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Associate Professor	\$180,000	\$185,400	3.00%	PAY Sal Inc - Cost of Living Uncl
Wilson,Philip G	10/1/2019	DIRECTOR OF SCHOOL WITHIN A CO	Professor	\$154,582	\$159,219	3.00%	PAY Sal Inc - Cost of Living Uncl
Winsauer,Peter J	10/1/2019	PROFESSOR	Professor	\$187,109	\$192,722	3.00%	PAY Sal Inc - Cost of Living Uncl
Winters,Jack Christian	10/1/2019	VICE CHANCELLOR FOR RESEARCH/C	Professor	\$276,872	\$285,179	3.00%	PAY Sal Inc - Cost of Living Uncl
Woltering,Eugene A	10/1/2019	PROFESSOR	Professor	\$135,433	\$139,496	3.00%	PAY Sal Inc - Cost of Living Uncl
Wu,Xiaocheng	10/1/2019	DIRECTOR OF MAJOR ACADEMIC ARE	Professor	\$178,058	\$183,400	3.00%	PAY Sal Inc - Cost of Living Uncl
Xi,Yaguang	10/1/2019	PROFESSOR	Professor	\$200,000	\$206,000	3.00%	PAY Sal Inc - Cost of Living Uncl
Xu,Xiaoming	10/1/2019	PROFESSOR	Professor	\$138,847	\$143,012	3.00%	PAY Sal Inc - Cost of Living Uncl
Yang,Qinglin	10/1/2019	PROFESSOR	Professor	\$200,000	\$206,000	3.00%	PAY Sal Inc - Cost of Living Uncl
Youmans,Cassandra D	10/1/2019	ASSOCIATE PROFESSOR - CLINICAL	Associate Professor	\$124,800	\$128,544	3.00%	PAY Sal Inc - Cost of Living Uncl
Yu,Qingzhao	10/1/2019	PROFESSOR	Professor	\$133,952	\$137,971	3.00%	PAY Sal Inc - Cost of Living Uncl
Zaid,Waleed Y.	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$231,896	\$238,853	3.00%	PAY Sal Inc - Cost of Living Uncl
Zimmerman,Rick Seth	10/1/2019	ASSOCIATE DEAN OF MAJOR ACADEM	Professor	\$195,000	\$200,850	3.00%	PAY Sal Inc - Cost of Living Uncl
Zimmerman,Steven T.	10/1/2019	DIRECTOR OF PHYSICAL PLANT		\$142,800	\$147,084	3.00%	PAY Sal Inc - Cost of Living Uncl
Zura,Robert D.	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Professor	\$280,000	\$288,400	3.00%	PAY Sal Inc - Cost of Living Uncl
Jetly-Shridhar,Rachna	11/1/2019	William A. Rock, Jr. MD Professorship in Clinical Pathology	Associate Professor	N/A	N/A	N/A	Initial Appointment
Loupe,Geremie J.	11/1/2019	ASSISTANT DEAN OF MAJOR ACADEM		\$120,003	\$130,000	8.33%	PAY Pay Change Other

LSUHSC-Shreveport

Name	Effective Date	Academic Rank/Title	Faculty Rank	Prev Salary	New Salary	% Net Change	Transaction
Boult,Johanna R.	7/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$80,080	\$80,080	0.00%	DTA Tenure
Luther,Euil E	8/1/2019	ASSOCIATE PROFESSOR - CLINICAL	Associate Professor	\$141,256	\$141,256	0.00%	PRO Change to Acting Position Uncl
Molavi,Ida	10/1/2019	ASSISTANT PROFESSOR	Assistant Professor	\$0	\$125,000	100.00%	HIR Appointment-Academic Rank Uncl
Dong,Yufeng	10/1/2019	ASSOCIATE PROFESSOR	Associate Professor	\$120,000	\$130,000	8.33%	PAY Change in Pay Unclassified
Nelson,Annella B	10/1/2019	ASST VICE CHANCELLOR		\$135,200	\$145,000	7.25%	PAY Change in Pay Unclassified
Gross,David S	10/1/2019	PROFESSOR	Professor	\$126,363	\$145,191	14.90%	PAY Sal Inc - Equity Adjust Unclas
Riel-Romero,Rosario M.	10/1/2019	CHIEF OF MEDICAL ACADEMIC AREA	Professor	\$142,771	\$148,771	4.20%	PAY Sal Inc - Equity Adjust Unclas
Cuellar-Saenz,Hugo H.	10/1/2019	DEPARTMENT HEAD/CHAIRMAN	Associate Professor	\$115,082	\$150,000	30.34%	PRO Change to Acting Position Uncl
Adams,Sara M.	10/1/2019	ASSISTANT PROFESSOR - CLINICAL	Assistant Professor	\$94,000	\$104,000	10.64%	PRO Promotion in Faculty Rank
Bhayani,Shahzeem T.	10/1/2019	ASSISTANT PROFESSOR - CLINICAL	Assistant Professor	\$94,000	\$104,000	10.64%	PRO Promotion in Faculty Rank
Callegan-Poche",Amanda L.	10/1/2019	ASSISTANT PROFESSOR - CLINICAL	Assistant Professor	\$94,000	\$104,000	10.64%	PRO Promotion in Faculty Rank
LaVigne,Parker G.	10/1/2019	ASSISTANT PROFESSOR - CLINICAL	Assistant Professor	\$94,000	\$104,000	10.64%	PRO Promotion in Faculty Rank
Malus,Matthew E.	10/1/2019	ASSISTANT PROFESSOR - CLINICAL	Assistant Professor	\$94,000	\$104,000	10.64%	PRO Promotion in Faculty Rank
Kaye,Alan D.	11/1/2019	PROFESSOR	Professor	\$0	\$250,000	100.00%	HIR Appointment-Academic Rank Uncl
Vanchiere,John A.	11/1/2019	PROFESSOR	Professor	\$106,772	\$140,000	31.12%	PAY Change in Pay Unclassified
Kavanaugh,Arthur S.	12/1/2019	ASSOCIATE PROFESSOR - CLINICAL	Associate Professor	\$133,253	\$133,253	0.00%	DTA Change in Title Unclassified
Barclay,Madeline F.	12/1/2019	DIRECTOR OF ACADEMIC AREA	Assistant Professor	\$57,200	\$64,064	12.00%	PRO Promotion in Faculty Rank
Brunson-Sicilia, Lee Ellen	12/1/2019	ASSISTANT PROFESSOR - CLINICAL	Assistant Professor	\$58,731	\$65,779	12.00%	PRO Promotion in Faculty Rank
Butler,Kristin B.	12/1/2019	ASSISTANT PROFESSOR - CLINICAL	Assistant Professor	\$52,000	\$58,240	12.00%	PRO Promotion in Faculty Rank

LAKMC

Name	Effective Date	Academic Rank/Title	Prev Salary	New Salary	% Net Change	Transaction
Dixit,Deepak Shankar	10/1/2019	PHYSICIAN	\$183,600	\$189,108	3.00%	PAY Change in Pay Unclassified
Fricke,Todd E	10/1/2019	STAFF PHARMACIST	\$131,159	\$135,093	3.00%	PAY Change in Pay Unclassified
Green,Rhonda Gayle	10/1/2019	HOSPITAL ADMINISTRATOR	\$168,745	\$173,807	3.00%	PAY Change in Pay Unclassified
Lavergne,Tiffiney Lynn	10/1/2019	NURSE ANESTHETIST	\$161,160	\$165,995	3.00%	PAY Change in Pay Unclassified
Miller,Heather Littell	10/1/2019	STAFF PHARMACIST	\$126,072	\$129,854	3.00%	PAY Change in Pay Unclassified
Mustiful,Tashawn L	10/1/2019	PHYSICIAN	\$163,200	\$168,096	3.00%	PAY Change in Pay Unclassified
Rehman,Matloob	10/1/2019	DIRECTOR OF MEDICAL SERVICE AR	\$306,000	\$315,180	3.00%	PAY Change in Pay Unclassified
Sheikh,Mohammed Asif	10/1/2019	PHYSICIAN	\$232,510	\$239,485	3.00%	PAY Change in Pay Unclassified
Siler,Bobby Clinton	10/1/2019	NURSE ANESTHETIST	\$161,160	\$165,995	3.00%	PAY Change in Pay Unclassified
Vonalmen,Bivin S	10/1/2019	PHYSICIAN	\$206,977	\$213,187	3.00%	PAY Change in Pay Unclassified
Vuljoin,Mary C	10/1/2019	DIRECTOR OF MEDICAL SERVICE AR	\$149,995	\$154,495	3.00%	PAY Change in Pay Unclassified

HCSDA

Name	Effective Date	Academic Rank/Title	Prev Salary	New Salary	% Net Change	Transaction
Buie,Lanette	10/1/2019	CHIEF OPERATING OFFICER	\$180,237	\$185,644	3.00%	PAY Change in Pay Unclassified
Couk,John D	10/1/2019	CHIEF OF MEDICAL SERVICE AREA	\$341,445	\$351,688	3.00%	PAY Change in Pay Unclassified
Jones,Jerry Wayne	10/1/2019	DIRECTOR OF FACILITY PLANNING	\$189,024	\$194,695	3.00%	PAY Change in Pay Unclassified
Kees,James M	10/1/2019	CHIEF INFORMATION OFFICER	\$149,689	\$154,180	3.00%	PAY Change in Pay Unclassified
Robichaux,Mark	10/1/2019	COMPTROLLER	\$136,578	\$140,675	3.00%	PAY Change in Pay Unclassified
Silva Jr.,Frank A.	10/1/2019	PROJECT MANAGER	\$126,198	\$129,984	3.00%	PAY Change in Pay Unclassified
Smith,Luis E.	10/1/2019	PROJECT COORDINATOR	\$127,000	\$130,810	3.00%	PAY Change in Pay Unclassified
Thriffiley Jr.,Alan V.	10/1/2019	PROJECT MANAGER	\$127,500	\$131,325	3.00%	PAY Change in Pay Unclassified
Townsend,Kathy G	10/1/2019	DIRECTOR OF HUMAN RESOURCE MAN	\$154,300	\$158,929	3.00%	PAY Change in Pay Unclassified
Wicker,Claire M.	10/1/2019	PROJECT COORDINATOR	\$124,559	\$128,296	3.00%	PAY Change in Pay Unclassified
Wilbright,Wayne	10/1/2019	CHIEF EXECUTIVE OFFICER	\$362,100	\$372,963	3.00%	PAY Change in Pay Unclassified

Louisiana State University



**Semi-Annual Financial Report
For Six-Month Period Ending December 31, 2019**

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CAMPUS CORRESPONDENCE

To: Thomas Galligan
Interim President

Date: January 10, 2020

From: Daniel T. Layzell
Executive Vice President for Finance and Administration/CFO

Subject: Semi-Annual FY 2019-2020 Financial Report

The first semi-annual financial report for FY 2019-20 shows that LSU is on track to complete the fiscal year within its approved operating budget.

The staff and I will be happy to answer any questions concerning the data in the report.

Appendix A
Semi-Annual Revenues and Expenditures Executive Summary

Unrestricted Operations		Actual Amount for each semi-annual period in 2019-2020		
	Adjusted Operating Budget	1st & 2nd Quarter	3rd & 4th Quarter	Cumulative Total
Revenues				
General Fund	115,968,824	67,648,483	0	67,648,483
Statutory Dedications	12,953,548	3,984,757	0	3,984,757
Interim Emergency Board	0	0	0	0
Interagency Transfers	7,614,116	3,855,353	0	3,855,353
Interagency Transfers - Federal Stimulus	0	0	0	0
Self Generated Revenues	425,616,716	312,411,169	0	312,411,169
Federal Funds	0	0	0	0
Total Revenues	562,153,204	387,899,762	0	387,899,762
Expenditures by Object:				
Salaries		130,479,921	0	130,479,921
Other Compensation		16,776,367	0	16,776,367
Related Benefits		54,386,674	0	54,386,674
Personal Services		201,642,962	0	201,642,962
Travel		1,765,067	0	1,765,067
Operating Services		13,653,533	0	13,653,533
Supplies		10,900,182	0	10,900,182
Operating Expenses		26,318,783	0	26,318,783
Professional Services		2,670,662	0	2,670,662
Other Charges		77,470,666	0	77,470,666
Debt Services		0	0	0
Interagency Transfers		232,066	0	232,066
Other Charges		80,373,395	0	80,373,395
General Acquisitions		2,746,896	0	2,746,896
Library Acquisitions		674,051	0	674,051
Major Repairs		0	0	0
Acquisitions and Major Repairs		3,420,946	0	3,420,946
Total Expenditures		311,756,085	0	311,756,085
Expenditures by Function:				
Instruction		104,015,938	0	104,015,938
Research		30,404,966	0	30,404,966
Public Service		2,498,776	0	2,498,776
Academic Support (Includes Library)		38,130,713	0	38,130,713
Academic Expenditures		175,050,393	0	175,050,393
Student Services		8,848,507	0	8,848,507
Institutional Support		19,706,562	0	19,706,562
Scholarships/Fellowships		76,935,643	0	76,935,643
Plant Operations/Maintenance		30,496,567	0	30,496,567
Hospital		0	0	0
Transfers out of agency		718,413	0	718,413
Athletics		0	0	0
Other		0	0	0
Non-Academic Expenditures		136,705,692	0	136,705,692
Total Expenditures		311,756,085	0	311,756,085

	Beginning Acct/Fund Balance	1st & 2nd Quarter Fund Balance	3rd & 4th Quarter Fund Balance
State Appropriations	0	0	0
Restricted Fees	22,136,801	32,555,977	32,555,977
Sales and Services of Educational Activities	12,477,543	10,364,107	10,364,107
Auxiliaries	41,500,921	60,698,130	60,698,130
Endowment Income	16,033,085	15,553,313	15,553,313
Grants and Contracts	2,244,857	17,917,149	17,917,149
Indirect Cost Recovered	32,001,935	34,091,200	34,091,200
Gifts	7,816,626	6,284,733	6,284,733
Federal Funds	0	0	0
Hospitals	0	0	0
All Other Sources	30,092,128	28,147,771	28,147,771
TOTAL	164,303,896	205,612,379	205,612,379

Overview and Analysis of Campus Operations

The self-generated revenues for the first and second quarter include tuition and fees collected for the summer, fall, and a portion of the spring term.

Semi -Annual Overview of Restricted Operations

Campus: *Louisiana State University A&M*

Show Expenditures As Positive	Actual Amount for each Semi-Annual Period in FY 2019-2020						
	Acct/Fund Balance	1st & 2nd Quarter			3rd & 4th Quarter		
		Revenues	Expenses, Transfers, & ICR	Fund Balance	Revenues	Expenses, Transfers, & ICR	Fund Balance
Revenues							
Restricted State Appropriations	0	0	0	0	0		0
Restricted Fees	22,136,801	29,474,020	19,054,844	32,555,977	0		32,555,977
Sales & Svcs of Educ. Activ's	12,477,543	10,094,112	12,207,548	10,364,107	0		10,364,107
Auxiliaries (List)							0
1 - Athletic Department	885,966	64,680,986	71,158,591	(5,591,639)	0		(5,591,639)
2 - Golf Course	883,061	325,352	342,563	865,850	0		865,850
3 - Residential Life	9,188,348	42,397,491	26,609,672	24,976,166	0		24,976,166
4 - Lab School Cafeteria	401,192	422,117	233,385	589,925	0		589,925
5 - Copier Mgmt & Mailing Services	7,158,286	1,027,445	516,217	7,669,514	0		7,669,514
6 - University Stores	282,021	2,643,723	2,665,864	259,880	0		259,880
7 - Parking, Traffic & Transportation	5,171,679	6,971,166	5,478,606	6,664,239	0		6,664,239
8 - Student Health	1,665,100	7,738,279	4,712,870	4,690,509	0		4,690,509
9 - Student Media	939,543	847,322	552,811	1,234,054	0		1,234,054
10 - Auxiliary Services	5,441,091	1,992,400	874,921	6,558,569	0		6,558,569
11 - Union	9,484,633	6,103,622	2,807,191	12,781,064	0		12,781,064
12		0	0	0	0		0
13		0	0	0	0		0
14		0	0	0	0		0
15		0	0	0	0		0
Endowment Income	16,033,085	1,259,160	1,738,933	15,553,313	0		15,553,313
Grants and Contracts							
Federal	490,807	54,195,241	54,665,081	20,966	0		20,966
State and Local	904,532	26,178,520	16,414,816	10,668,236	0		10,668,236
Private	849,518	16,153,762	9,775,333	7,227,946	0		7,227,946
Indirect Cost Recovered	32,001,935	4,307,775	2,218,510	34,091,200	0		34,091,200
Gifts	7,816,626	9,418,312	10,950,205	6,284,733	0		6,284,733
Federal Funds		0	0	0	0		0
Hospitals							
Hospital - Commercial/Self-Pay		0	0	0	0		0
Physician Practice Plans		0	0	0	0		0
Medicare		0	0	0	0		0
Medicaid		0	0	0	0		0
Uncompensated Care Costs		0	0	0	0		0
Sponsored Grants and Contracts		0	0	0	0		0
Sales and Services Other		0	0	0	0		0
All Other Sources	30,092,128	4,151,223	6,095,580	28,147,771	0		28,147,771
TOTAL	164,303,896	290,382,026	249,073,543	205,612,379	0	0	205,612,379

Report on Restricted Operations

Federal Grants: The University must incur the expenses and seek reimbursement. Revenue is recognized after the expenses are incurred.

State Grants: Board of Regents grants provide a large part of the funding in advance, which provides positive cash flow for state projects.

Indirect Cost Recovered: The fund balance is comprised of funds that are earmarked to be used as start-up funds for new faculty members, matching funds for grants, high cost maintenance expenses for research equipment or lab renovations, and other unexpected costs. The start up costs can range from \$100,000 for a researcher in Humanities and Social Sciences to \$500,000 for researchers in Engineering to amounts in excess of \$3 million for an internationally renowned researcher in the College of Science.



Date: January 17, 2020

To: Thomas C. Galligan, Interim President
Louisiana State University

From: William Richardson, Vice President
LSU Agricultural Center

Subject: Second Quarter Budget Report for FY 2019-2020

The AgCenter's level of permanent funding for FY2019-20 increased for the first time in many years. The AgCenter is enormously appreciative for the support of the Governor, the Commissioner of Administration, and the legislature. This increase has been invaluable for providing the community extension programs and long-term agricultural research that comprise the AgCenter's mission. It is especially important following the budget reductions that occurred over the last ten years. The AgCenter did not have the opportunity to offset that gap with tuition increases. On the negative side, a number of costs increased significantly.

Over the last few years, the AgCenter made significant changes in the way programs are developed and delivered. The staffing pattern for agricultural agents was moved from a parish-based model to a commodity-based model to better meet clientele demands within existing resources. Review of 4-H operations is under way. Throughout all activities, attention is being given to recruiting students to go into agricultural disciplines for the purpose of developing tomorrow's workforce for all agricultural occupations, including the staffing needs of the AgCenter. 4-H participants are a significant area of focus not just for the College of Agriculture, but for all disciplines and campuses.

Priorities for the AgCenter for FY 2019-2020 are as follows:

- Maintain an appropriate extension presence in parishes
- Examine the delivery of 4-H programs increasing effectiveness, efficiency and use of technology
- Provide a critical mass of faculty at priority branch stations and in academic departments including adequate teaching faculty for the College of Agriculture,
- Refine the commodity based staffing plan for agricultural agents and develop supportive training strategies and web-based material
- Continue the progress of current research activities and seek opportunities to expand research
- Provide research and extension faculty to support Louisiana's principal agricultural commodities and emerging areas, in particular, digital media
- Provide adequate staff, operating support and infrastructure to support faculty programs
- Capitalize on major grant funded nutrition initiatives by maintaining adequate faculty to conduct general nutrition education.

The AgCenter has identified the following as critical needs in addition to existing core areas:

- 4H career readiness and workforce preparation skills
- Water issues
- Food safety from farm to table, food security
- Food innovation to promote Louisiana food products and entrepreneurialism, as well as develop functional foods
- Development and use of advanced technologies such as UJAV and GIS as monitoring tools for diseases and pests in crops
- Clientele training on digital agriculture
- Nutrition education, with a primary focus on reducing obesity.

The additional appropriation amount given to the AgCenter this year was tremendously helpful toward stabilizing the AgCenter's funding. Unfortunately, increases in retirement costs that have been passed to agencies, increases in employee and retiree insurance coverage, liability insurance increases, and infrastructure cost increases consumed much of the added funding. The rest is covering some of the overall shortfall created by the budget reductions received from 2008-2016.

The AgCenter has traditionally used a combination of personnel reductions and increase in grant funding to continue operations when there are budget shortfalls. The AgCenter now finds itself at the point where personnel reductions are no longer a realistic solution and grant activity is likely to be steady the next few years.

It is appropriate to provide more information on the revenue side in order to provide a full picture of the status. The AgCenter's primary source of funding is its state appropriation. There are various program charges to clientele, but most programs do not lend themselves to significant fee-based revenue. In addition to the state appropriation, a federal appropriation is received which fortunately has been fairly stable, although this could change with pressures at the federal level to move toward competitive grants. Support from local governments has also been stable but we increasingly find that parish governments face their own financial shortfalls. There is irony in the fact that a parish government's financial shortfall makes the AgCenter's work even more essential to them, but it also impedes their ability to contribute financially to extension programs. Louisiana agricultural producers continue to provide funds through check-off programs and otherwise support AgCenter programs.

The AgCenter receives significant funds from tech transfer and oil and gas royalties, most of which are now directly supporting salaries and support for extension and research faculty. Critical faculty hiring has occurred over the last two years to meet core functions. An increasing challenge associated with new faculty hires is the requirement for start-up packages. This recruiting requirement has created a further burden that continues to strain the AgCenter's Budget. Approximately one million dollars is transferred annually to the LSU System, now University Administration. The anticipated efficiency gains from LSU2015 have not yet resulted in funding being returned to the AgCenter on an ongoing basis and in fact, indirect costs paid to the A&M campus have steadily increased, including this year. On the other hand, the support from the General Counsel's Office has been very beneficial. As mentioned above, revenues from dedicated funds have decreased. Self-generated revenue is used to the extent possible, but a declining number of programs and employees create a negative effect. Competition for external sources of funding is acute.

Interim President Thomas C. Galligan
January 17, 2020
Page Three

We cannot emphasize enough how beneficial the increase in appropriated base funding was. Despite this increase, the current funding level is problematic and insufficient for the AgCenter to properly support the state's myriad of agricultural commodities, and maintain critical research and extension functions. Research and extension programs require an adequate source of funding, and in return they contribute many times over to Louisiana's economic development and the well-being of its citizens.

The AgCenter continues to identify ways of streamlining costs and more effectively utilizing resources. As stated earlier, a review of 4-H operations is underway. Many departments continue to re-configure course offerings due to the loss of faculty. Several research stations continue to be downsized and streamlined primarily through attrition.

The LSU AgCenter continues to make every effort to utilize resources effectively, maintain adequate investments into its most critical programs while remaining true to the core mission of improving the lives of Louisiana citizens and providing the most it can for every dollar invested in the AgCenter. For all these reasons, it is critical that the AgCenter continue to receive an increase in the base state funding. Your continued support is valued and appreciated.

Sincerely,

A handwritten signature in blue ink that reads "William B. Richardson". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

William B. Richardson
Vice President for Agriculture
and Dean of the College of Agriculture

xc: Ms. Lori Parker

Appendix A
Semi-Annual Revenues and Expenditures Executive Summary

Unrestricted Operations		Actual Amount for each semi-annual period in 2019-2020		
	Adjusted Operating Budget	1st & 2nd Quarter	3rd & 4th Quarter	Cumulative Total
Revenues				
General Fund	71,962,337	41,978,030	0	41,978,030
Statutory Dedications	4,259,625	1,945,512	0	1,945,512
Interim Emergency Board	0	0	0	0
Interagency Transfers	0	0	0	0
Interagency Transfers - Federal Stimulus	0	0	0	0
Self Generated Revenues	6,807,967	1,321,483	0	1,321,483
Federal Funds	13,018,275	1,472,396	0	1,472,396
Total Revenues	96,048,204	46,717,421	0	46,717,421
Expenditures by Object:				
Salaries		22,995,668	0	22,995,668
Other Compensation		1,418,469	0	1,418,469
Related Benefits		14,104,157	0	14,104,157
Personal Services		38,518,294	0	38,518,294
Travel		625,226	0	625,226
Operating Services		5,299,835	0	5,299,835
Supplies		1,604,048	0	1,604,048
Operating Expenses		7,529,109	0	7,529,109
Professional Services		237,353	0	237,353
Other Charges		98,939	0	98,939
Debt Services		0	0	0
Interagency Transfers		0	0	0
Other Charges		336,292	0	336,292
General Acquisitions		0	0	0
Library Acquisitions		0	0	0
Major Repairs		163,562	0	163,562
Acquisitions and Major Repairs		163,562	0	163,562
Total Expenditures		46,547,256	0	46,547,256
Expenditures by Function:				
Instruction		285,275	0	285,275
Research		13,121,401	0	13,121,401
Public Service		10,534,237	0	10,534,237
Academic Support (Includes Library)		1,256,050	0	1,256,050
Academic Expenditures		25,196,962	0	25,196,962
Student Services		0	0	0
Institutional Support		19,258,503	0	19,258,503
Scholarships/Fellowships		0	0	0
Plant Operations/Maintenance		2,091,791	0	2,091,791
Hospital		0	0	0
Transfers out of agency		0	0	0
Athletics		0	0	0
Other		0	0	0
Non-Academic Expenditures		21,350,294	0	21,350,294
Total Expenditures		46,547,256	0	46,547,256

	Beginning Acct/Fund Balance	1st & 2nd Quarter Fund Balance	3rd & 4th Quarter Fund Balance
State Appropriations	0	0	0
Restricted Fees	0	(1,457)	(1,457)
Sales and Services of Educational Activities	2,670,477	2,686,513	2,686,513
Auxiliaries	0	0	0
Endowment Income	503,148	472,292	472,292
Grants and Contracts	3,447,612	7,331,264	7,331,264
Indirect Cost Recovered	147,131	144,679	144,679
Gifts	4,650,654	4,374,211	4,374,211
Federal Funds	0	0	0
Hospitals	0	0	0
All Other Sources	7,472,378	10,323,192	10,323,192
TOTAL	18,891,399	25,330,694	25,330,694

Overview and Analysis of Campus Operations

Semi -Annual Overview of Restricted Operations

Campus: *LSU Agricultural Center*

Show Expenditures As Positive	Actual Amount for each Semi-Annual Period in FY 2019-2020						
	Acct/Fund Balance	1st & 2nd Quarter			3rd & 4th Quarter		
		Revenues	Expenses, Transfers, & ICR	Fund Balance	Revenues	Expenses, Transfers, & ICR	Fund Balance
Revenues							
Restricted State Appropriations		0		0	0		0
Restricted Fees		0	1,457	(1,457)	0		(1,457)
Sales & Svcs of Educ. Activ's	2,670,477	1,028,611	1,012,575	2,686,513	0		2,686,513
Auxiliaries (List)							0
1		0		0	0		0
2		0		0	0		0
3		0		0	0		0
4		0		0	0		0
5		0		0	0		0
6		0		0	0		0
7		0		0	0		0
8		0		0	0		0
9		0		0	0		0
10		0		0	0		0
11		0		0	0		0
12		0		0	0		0
13		0		0	0		0
14		0		0	0		0
15		0		0	0		0
Endowment Income	503,148	45,033	75,889	472,292	0		472,292
Grants and Contracts							
Federal	(75,223)	3,070,079	2,993,215	1,641	0		1,641
State and Local	2,338,197	10,084,481	8,181,523	4,241,155	0		4,241,155
Private	1,184,638	4,890,671	2,986,840	3,088,468	0		3,088,468
Indirect Cost Recovered	147,131	0	2,452	144,679	0		144,679
Gifts	4,650,654	1,259,063	1,535,505	4,374,211	0		4,374,211
Federal Funds		0		0	0		0
Hospitals							
Hospital - Commercial/Self-Pay		0		0	0		0
Physician Practice Plans		0		0	0		0
Medicare		0		0	0		0
Medicaid		0		0	0		0
Uncompensated Care Costs		0		0	0		0
Sponsored Grants and Contracts		0		0	0		0
Sales and Services Other		0		0	0		0
All Other Sources	7,472,378	8,752,544	5,901,730	10,323,192	0		10,323,192
TOTAL	18,891,399	29,130,481	22,691,186	25,330,694	0	0	25,330,694

Report on Restricted Operations



Semi-Annual Budget Summary Narrative

For the Period Ending December 31, 2019

Revenues

Unrestricted Revenues were received as anticipated. Restricted revenues in the form of gifts, grants and contracts are also at expected levels. All other collections are within expected levels.

The Pennington Biomedical Research Center Stores Auxiliary revenues were as anticipated for the period. Revenues were collected as expected. We continue to closely monitor the stores operations to ensure operations remain viable.

Expenditures

Unrestricted expenditures are at anticipated levels. Restricted funds expenditures are within expected parameters. There are no unexpected or material variances in relation to the budget. Overall, expenditure budgets are in line with expected expenditures for the fiscal year.

A handwritten signature in black ink, appearing to read "John P. Kirwan", written over a horizontal line.

John P. Kirwan, Ph.D.
Executive Director

**Appendix A
Semi-Annual Revenues and Expenditures Executive Summary**

Unrestricted Operations		Actual Amount for each semi-annual period in 2019-2020		
	Adjusted Operating Budget	1st & 2nd Quarter	3rd & 4th Quarter	Cumulative Total
Revenues				
General Fund	17,315,631	10,100,784	0	10,100,784
Statutory Dedications	93,864	43,309	0	43,309
Interim Emergency Board	0	0	0	0
Interagency Transfers	0	0	0	0
Interagency Transfers - Federal Stimulus	0	0	0	0
Self Generated Revenues	845,561	70,083	0	70,083
Federal Funds	0	0	0	0
Total Revenues	18,255,056	10,214,176	0	10,214,176
Expenditures by Object:				
Salaries		6,321,134	0	6,321,134
Other Compensation		791,647	0	791,647
Related Benefits		2,435,439	0	2,435,439
Personal Services		9,548,219	0	9,548,219
Travel		14,821	0	14,821
Operating Services		758,532	0	758,532
Supplies		691,291	0	691,291
Operating Expenses		1,464,645	0	1,464,645
Professional Services		18,567	0	18,567
Other Charges		7,012	0	7,012
Debt Services		0	0	0
Interagency Transfers		0	0	0
Other Charges		25,579	0	25,579
General Acquisitions		0	0	0
Library Acquisitions		0	0	0
Major Repairs		25,778	0	25,778
Acquisitions and Major Repairs		25,778	0	25,778
Total Expenditures		11,064,220	0	11,064,220
Expenditures by Function:				
Instruction		1,966	0	1,966
Research		2,816,259	0	2,816,259
Public Service		109,712	0	109,712
Academic Support (Includes Library)		3,192,655	0	3,192,655
Academic Expenditures		6,120,592	0	6,120,592
Student Services		0	0	0
Institutional Support		2,276,305	0	2,276,305
Scholarships/Fellowships		0	0	0
Plant Operations/Maintenance		2,666,763	0	2,666,763
Hospital		0	0	0
Transfers out of agency		560	0	560
Athletics		0	0	0
Other		0	0	0
Non-Academic Expenditures		4,943,628	0	4,943,628
Total Expenditures		11,064,220	0	11,064,220

	Beginning Acct/Fund Balance	1st & 2nd Quarter Fund Balance	3rd & 4th Quarter Fund Balance
State Appropriations	0	0	0
Restricted Fees	0	0	0
Sales and Services of Educational Activities	481,872	399,459	399,459
Auxiliaries	0	(29,459)	(29,459)
Endowment Income	0	0	0
Grants and Contracts	2,873,291	3,439,283	3,439,283
Indirect Cost Recovered	1,363,912	1,008,562	1,008,562
Gifts	540,219	889,490	889,490
Federal Funds	0	0	0
Hospitals	0	0	0
All Other Sources	0	0	0
TOTAL	5,259,294	5,707,334	5,707,334

Overview and Analysis of Campus Operations

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Semi -Annual Overview of Restricted Operations

Campus: *LSU Pennington Biomedical Research Center*

Show Expenditures As Positive	Actual Amount for each Semi-Annual Period in FY 2019-2020						
	Acct/Fund Balance	1st & 2nd Quarter			3rd & 4th Quarter		
		Revenues	Expenses, Transfers, & ICR	Fund Balance	Revenues	Expenses, Transfers, & ICR	Fund Balance
Revenues							
Restricted State Appropriations		0		0	0		0
Restricted Fees		0		0	0		0
Sales & Svcs of Educ. Activ's	481,872	16,939	99,352	399,459	0		399,459
Auxiliaries (List)							0
Pennington Stores		617,563	647,022	(29,459)	0		(29,459)
2		0		0	0		0
3		0		0	0		0
4		0		0	0		0
5		0		0	0		0
6		0		0	0		0
7		0		0	0		0
8		0		0	0		0
9		0		0	0		0
10		0		0	0		0
11		0		0	0		0
12		0		0	0		0
13		0		0	0		0
14		0		0	0		0
15		0		0	0		0
Endowment Income		0		0	0		0
Grants and Contracts							
Federal	21,725	9,021,427	9,280,298	(237,146)	0		(237,146)
State and Local	1,232,101	948,677	1,203,684	977,094	0		977,094
Private	1,619,465	4,285,618	3,205,748	2,699,335	0		2,699,335
Indirect Cost Recovered	1,363,912	3,464,624	3,819,973	1,008,562	0		1,008,562
Gifts	540,219	983,591	634,320	889,490	0		889,490
Federal Funds		0		0	0		0
Hospitals							
Hospital - Commercial/Self-Pay		0		0	0		0
Physician Practice Plans		0		0	0		0
Medicare		0		0	0		0
Medicaid		0		0	0		0
Uncompensated Care Costs		0		0	0		0
Sponsored Grants and Contracts		0		0	0		0
Sales and Services Other		0		0	0		0
All Other Sources		0		0	0		0
TOTAL	5,259,294	19,338,438	18,890,398	5,707,334	0	0	5,707,334

Report on Restricted Operations

R 1/17/20



Office of the Chancellor
(318) 473-6444 • Fax: (318) 473-6480

8100 Highway 71 South
Alexandria, LA 71302-9121

Louisiana State University of Alexandria
FY20 Semi-Annual Financial Report Narrative

Overview and Analysis of Campus Operations:

Midway through FY20, unrestricted revenue is in-line with projections. Budgets were based on a steady-state enrollment. Overall fall enrollment increased 5% over the previous Fall 2018 semester. However, on-campus enrollment was slightly down, while online students made up the difference and allowed for the increase. The online enrollment increase was 41% over the prior fall. With online tuition being considerably less than on-campus, it follows that self-generated revenue is not up by a proportional rate to that of enrollment. Spending is down compared to last year at this same time by \$327,864. This is directly in-line with budget projections through December 31.

The university is continuing with priorities in enrollment and retention efforts. Several internal structural and leadership changes are underway to better align staffing and resources to position the institution for additional enrollment growth – both on-campus and online.

Report on Restricted Operations:

Through December, all restricted accounts are directly in line with budget projections. Athletics continues to be the primary concern of all restricted accounts, however, through weekly monitoring of revenue and expenses, as well as better planning of team expenditures, the Athletic Department over budget in revenue, and under budget in expenses, creating a net positive effect midway through the year.

All other restricted operations are as anticipated through December. The Oaks, the Museum, and Grants & Contracts historically run a deficit mid-year due to timing of revenue being posted.

Unrestricted Operations		Actual Amount for each semi-annual period in 2019-2020		
	Adjusted Operating Budget	1st & 2nd Quarter	3rd & 4th Quarter	Cumulative Total
Revenues				
General Fund	5,100,153	1,700,052	0	1,700,052
Statutory Dedications	267,407	63,754	0	63,754
Interim Emergency Board	0	0	0	0
Interagency Transfers	0	0	0	0
Interagency Transfers - Federal Stimulus	0	0	0	0
Self Generated Revenues	16,641,127	9,486,861	0	9,486,861
Federal Funds	0	0	0	0
Total Revenues	22,008,687	11,250,667	0	11,250,667
Expenditures by Object:				
Salaries		2,280,837	0	2,280,837
Other Compensation		49,584	0	49,584
Related Benefits		1,112,164	0	1,112,164
Personal Services		3,442,585	0	3,442,585
Travel		12,534	0	12,534
Operating Services		832,812	0	832,812
Supplies		214,770	0	214,770
Operating Expenses		1,060,115	0	1,060,115
Professional Services		711,667	0	711,667
Other Charges		817,004	0	817,004
Debt Services		0	0	0
Interagency Transfers		0	0	0
Other Charges		1,528,671	0	1,528,671
General Acquisitions		4,349	0	4,349
Library Acquisitions		112	0	112
Major Repairs		0	0	0
Acquisitions and Major Repairs		4,461	0	4,461
Total Expenditures		6,035,832	0	6,035,832
Expenditures by Function:				
Instruction		2,030,549	0	2,030,549
Research		0	0	0
Public Service		0	0	0
Academic Support (Includes Library)		304,042	0	304,042
Academic Expenditures		2,334,590	0	2,334,590
Student Services		266,230	0	266,230
Institutional Support		1,788,989	0	1,788,989
Scholarships/Fellowships		820,145	0	820,145
Plant Operations/Maintenance		825,877	0	825,877
Hospital		0	0	0
Transfers out of agency		0	0	0
Athletics		0	0	0
Other		0	0	0
Non-Academic Expenditures		3,701,242	0	3,701,242
Total Expenditures		6,035,832	0	6,035,832

	Beginning Acct/Fund Balance	1st & 2nd Quarter Fund Balance	3rd & 4th Quarter Fund Balance
State Appropriations	0	0	0
Restricted Fees	1,944,995	2,984,636	2,984,636
Sales and Services of Educational Activities	369,201	421,213	421,213
Auxiliaries	1,364,005	2,066,899	2,066,899
Endowment Income	678,221	505,420	505,420
Grants and Contracts	25,185	11,629	11,629
Indirect Cost Recovered	13,862	13,945	13,945
Gifts	120,287	187,526	187,526
Federal Funds	0	0	0
Hospitals	0	0	0
All Other Sources	(109,500)	83,892	83,892
TOTAL	4,406,254	6,275,158	6,275,158

Overview and Analysis of Campus Operations

Midway through FY20, unrestricted revenue is in-line with projections. Budgets were based on a steadystate enrollment. Overall fall enrollment increased 5% over the previous Fall 2018 semester. However, on-campus enrollment was slightly down, while online students made up the difference and allowed for the increase. The online enrollment increase was 41 % over the prior fall. With online tuition being considerably less than on-campus, it follows that self-generated revenue is not up by a proportional rate to that of enrollment. Spending is down compared to last year at this same time by \$327,864. This is directly in-line with budget projections through December 31.

The university is continuing with priorities in enrollment and retention efforts. Several internal structural and leadership changes are underway to better align staffing and resources to position the institution for additional enrollment growth - both on-campus and online.

Semi -Annual Overview of Restricted Operations

Campus: *Louisiana State University Alexandria*

Show Expenditures As Positive	Actual Amount for each Semi-Annual Period in FY 2019-2020						
	Acct/Fund Balance	1st & 2nd Quarter			3rd & 4th Quarter		
		Revenues	Expenses, Transfers, & ICR	Fund Balance	Revenues	Expenses, Transfers, & ICR	Fund Balance
Revenues							
Restricted State Appropriations		0		0	0		0
Restricted Fees	1,944,995	1,606,301	566,660	2,984,636	0		2,984,636
Sales & Svcs of Educ. Activ's	369,201	81,202	29,190	421,213	0		421,213
Auxiliaries (List)							0
1 - Athletic Department	(1,111,543)	916,227	486,360	(681,676)	0		(681,676)
2 - Bookstore	987,703	62,299	(2,224)	1,052,226	0		1,052,226
3 - Child Care Center	(126,640)	74,998	78,277	(129,919)	0		(129,919)
4 - Campus Housing	(14,691)	115,628	81,686	19,252	0		19,252
5 - Campus Card Operations	9,102	0	3,815	5,287	0		5,287
6 - Duplications & Copy	85,027	49,233	67,677	66,583	0		66,583
7 - Golf Course	(26,791)	24,855	46,701	(48,638)	0		(48,638)
8 - Museum	22,345	125,000	158,502	(11,157)	0		(11,157)
9 - Newspaper	9,539	3,314	4,923	7,930	0		7,930
10 - Parking, Street & Safety	721,032	90,442	2,541	808,932	0		808,932
11 - Union	738,838	371,119	201,956	908,001	0		908,001
12 - Yearbook	70,084	(6)		70,078	0		70,078
13		0		0	0		0
14		0		0	0		0
15		0		0	0		0
Endowment Income	678,221	(163,295)	9,506	505,420	0		505,420
Grants and Contracts							
Federal	3,711	3,468,421	3,474,070	(1,938)	0		(1,938)
State and Local	7,974	3,998	34,815	(22,843)	0		(22,843)
Private	13,500	31,070	8,160	36,410	0		36,410
Indirect Cost Recovered	13,862	83		13,945	0		13,945
Gifts	120,287	324,904	257,665	187,526	0		187,526
Federal Funds		0		0	0		0
Hospitals							
Hospital - Commercial/Self-Pay		0		0	0		0
Physician Practice Plans		0		0	0		0
Medicare		0		0	0		0
Medicaid		0		0	0		0
Uncompensated Care Costs		0		0	0		0
Sponsored Grants and Contracts		0		0	0		0
Sales and Services Other		0		0	0		0
All Other Sources	(109,500)	193,392		83,892	0		83,892
TOTAL	4,406,254	7,379,185	5,510,283	6,275,158	0	0	6,275,158

Report on Restricted Operations

Through December, all restricted accounts are directly in line with budget projections. Athletics continues to be the primary concern of all restricted accounts, however, through weekly monitoring of revenue and expenses, as well as better planning of team expenditures, the Athletic Department over budget in revenue, and under budget in expenses, creating a net positive effect midway through the year.

All other restricted operations are as anticipated through December. The Oaks, the Museum, and Grants & Contracts historically run a deficit mid-year due to timing of revenue being posted.



Semi-Annual Financial Report Narrative FY 2019-20

Overview and Analysis of Campus Operations

LSU Eunice's unrestricted revenue budget for FY 2019-20 is \$15,691,751 and represents a \$384,533 increase from the 2018-19 fiscal year due to a projected increase in FTE enrollment. The additional funds were requested from the former Vice Chancellor of Business Affairs prior to my arrival.

LSUE served a student population of over 3,232 (Fall 2018) and relies on self-generated revenue (67%) and state of Louisiana appropriations (33%) to operate. As compared to the previous fiscal year, LSUE realized a 3.08% increase in headcount and a 7.35% increase in semester credit hours. Total student headcount for AY 18-19 was 6,822 and is a 3.08% increase in total headcount of AY 17-18 (6618).

In the Fall 2019, enrollment did not meet projected increases. Total headcount concluded at 2,989. Areas that were not as strong as the previous year were in the categories of New Student Applications, Dual Enrollment and the number of developmental education students served at LSUA.

In FY 19-20, on October 23rd, LSUE was the target of a cyber-ransomware attack that stopped all electronic and digital business operations for three weeks, with only basic operating capability restored by mid-November. Despite these challenges, through the combined efforts of emergency operations teams, the extraordinary efforts of students, faculty and staff, the semester concluded on time. Losses are projected to be close to \$2M as a result of the need for operations, equipment and lost revenue continue to accrue. Restoration work continues and is expected to continue for some time.

In spite of this major incident, the following projects and activities occurred:

- Fall 2019 Graduation was one of the largest and most diverse in LSUE history.
- LSUE continues its role with the U.S. Department of Education as an Experimental Site for federal Title IV funding for Louisiana high school students and completed a site visit in Fall 2019.
- LSUE Nursing Students achieved a 91% Pass Rate in state board certification.
- The Nursing Program was the recipient of two grants, one to expand the capacity of admitted students by 8 which is a 12% increase.
- The Nursing Program was the recipient of a Rapid Response Workforce Grant in the amount of \$162K.
- The SACSCOC Fifth Year Report was submitted in August 2019 with full approval

by the accrediting agency.

- Completed the construction of the new Soccer Complex to include two playing fields and lighting with the ribbon cutting in August 2019.
- Partnership with Opelousas General Hospital that opened a new Health Clinic on Campus to serve students, faculty and staff with the grand opening held in September 2019.
- Launched the Associate of General Studies Degree with LSU Online.

Report on restricted operations:

Auxiliary operations include athletics, bookstore, student media and union operations. Bookstore revenues are stable and provided a portion of funding to help offset the start-up costs of new academic programs and equipment. While LSUE had increased its fees for student athletics and activities for the 18-19 academic year, it did not cover the total funding needed for the addition of three sports. LSUE's mission is to provide a quality education, student life experiences, and community service opportunities to educate the whole student. The student athlete program remains a vital part of the overall LSUE experience.

FY 2019-20 priorities:

The immediate priority is to create a transparent budget for the campus that creates a common understanding of Eunice's assets and liabilities for the current academic year as well as to project for upcoming years.

The number one facilities priority that will have the greatest impact on increasing enrollment is the addition of student housing at the Eunice Campus. Almost 150 students were not able to be admitted due to the lack of housing. The second priority is to complete an accurate assessment of the Science Building in order to move forward with a request for the upcoming legislative session.

While LSUE improved its financial position through increases in enrollment and fees in the 18- 19, enrollment for the Fall 2019 projects numbers that will be even or slightly down from Fall 2018.

The promise of additional self-generated revenue predicted for 18-19 was realized to some extent but not as projected in earlier reports and forecasts. Academic year 19-20 will be one of analysis and data gathering in order to implement a true enrollment management plan that provides for growth based on improved student success and meeting the needs of the local community. Both major hospital partners, Lafayette and Opelousas have expressed the need for a Medical Laboratory Technology program. LSUE will strive to increase course completions, program completions and graduate rates over the next academic year.

Other initiatives include increasing university-wide marketing and advertising, improving residential and student life, improving the diversity of LSUE employees to better reflect

the student population, renovating critical facilities to improve the efficiency and the physical appearance of the campus and enhancing resources for campus safety and security. In addition, LSUE will continue to invest in its employees to provide a positive, friendly, and diverse working environment reflective of LSUE's mission and values.

Louisiana State University Eunice
PO Box 1129
Eunice, LA 70535-1129

Success Starts Here.

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Unrestricted Operations		Actual Amount for each semi-annual period in 2019-2020		
	Adjusted Operating Budget	1st & 2nd Quarter	3rd & 4th Quarter	Cumulative Total
Revenues				
General Fund	4,814,477	2,808,445	0	2,808,445
Statutory Dedications	248,891	114,838	0	114,838
Interim Emergency Board	0	0	0	0
Interagency Transfers	0	0	0	0
Interagency Transfers - Federal Stimulus	0	0	0	0
Self Generated Revenues	10,628,383	8,733,792	0	8,733,792
Federal Funds	0	0	0	0
Total Revenues	15,691,751	11,657,075	0	11,657,075
Expenditures by Object:				
Salaries		3,782,397	0	3,782,397
Other Compensation		87,448	0	87,448
Related Benefits		1,877,024	0	1,877,024
Personal Services		5,746,868	0	5,746,868
Travel		40,538	0	40,538
Operating Services		955,588	0	955,588
Supplies		455,437	0	455,437
Operating Expenses		1,451,564	0	1,451,564
Professional Services		6,489	0	6,489
Other Charges		536,399	0	536,399
Debt Services		0	0	0
Interagency Transfers		0	0	0
Other Charges		542,887	0	542,887
General Acquisitions		90,099	0	90,099
Library Acquisitions		0	0	0
Major Repairs		0	0	0
Acquisitions and Major Repairs		90,099	0	90,099
Total Expenditures		7,831,418	0	7,831,418
Expenditures by Function:				
Instruction		2,464,941	0	2,464,941
Research		0	0	0
Public Service		0	0	0
Academic Support (Includes Library)		241,797	0	241,797
Academic Expenditures		2,706,738	0	2,706,738
Student Services		471,065	0	471,065
Institutional Support		3,013,584	0	3,013,584
Scholarships/Fellowships		526,944	0	526,944
Plant Operations/Maintenance		1,113,086	0	1,113,086
Hospital		0	0	0
Transfers out of agency		0	0	0
Athletics		0	0	0
Other		0	0	0
Non-Academic Expenditures		5,124,679	0	5,124,679
Total Expenditures		7,831,418	0	7,831,418

	Beginning Acct/Fund Balance	1st & 2nd Quarter Fund Balance	3rd & 4th Quarter Fund Balance
State Appropriations	0	0	0
Restricted Fees	484,099	1,086,499	1,086,499
Sales and Services of Educational Activities	0	(10,781)	(10,781)
Auxiliaries	395,113	1,466,493	1,466,493
Endowment Income	72,820	72,070	72,070
Grants and Contracts	1,703	121,776	121,776
Indirect Cost Recovered	0	0	0
Gifts	11,147	(23,800)	(23,800)
Federal Funds	0	0	0
Hospitals	0	0	0
All Other Sources	49,650	50,010	50,010
TOTAL	1,014,531	2,762,267	2,762,267

Overview and Analysis of Campus Operations

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Semi -Annual Overview of Restricted Operations

Campus: *Louisiana State University Eunice*

Show Expenditures As Positive	Actual Amount for each Semi-Annual Period in FY 2019-2020						
	Acct/Fund Balance	1st & 2nd Quarter			3rd & 4th Quarter		
		Revenues	Expenses, Transfers, & ICR	Fund Balance	Revenues	Expenses, Transfers, & ICR	Fund Balance
Revenues							
Restricted State Appropriations		0		0	0		0
Restricted Fees	484,099	772,640	170,239	1,086,499	0		1,086,499
Sales & Svcs of Educ. Activ's	0	15,018	25,799	(10,781)	0		(10,781)
Auxiliaries (List)							0
1 Bookstore	331,545	776,463	823,870	284,138	0		284,138
2 Union	331,720	186,548	30,380	487,889	0		487,889
3 Athletics	(669,676)	860,763	449,483	(258,396)	0		(258,396)
4 Media	63,528	7,104	2,672	67,960	0		67,960
5 Housing	337,996	993,782	446,875	884,903	0		884,903
6		0		0	0		0
7		0		0	0		0
8		0		0	0		0
9		0		0	0		0
10		0		0	0		0
11		0		0	0		0
12		0		0	0		0
13		0		0	0		0
14		0		0	0		0
15		0		0	0		0
Endowment Income	72,820	6,822	7,572	72,070	0		72,070
Grants and Contracts							
Federal	0	2,809,528	2,809,528	0	0		0
State and Local	7	245,246	125,173	120,080	0		120,080
Private	1,696	0		1,696	0		1,696
Indirect Cost Recovered		0		0	0		0
Gifts	11,147	322,211	357,158	(23,800)	0		(23,800)
Federal Funds		0		0	0		0
Hospitals							
Hospital - Commercial/Self-Pay		0		0	0		0
Physician Practice Plans		0		0	0		0
Medicare		0		0	0		0
Medicaid		0		0	0		0
Uncompensated Care Costs		0		0	0		0
Sponsored Grants and Contracts		0		0	0		0
Sales and Services Other		0		0	0		0
All Other Sources	49,650	360		50,010	0		50,010
TOTAL	1,014,531	6,996,484	5,248,748	2,762,267	0	0	2,762,267

Report on Restricted Operations



Office of Business Affairs
318.797.5278 Phone
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One University Place
Shreveport, LA 71115-2399

January 16, 2020

Dr. Thomas Galligan, Jr.
Interim President
Louisiana State University
3810 West Lakeshore Drive
Baton Rouge, La 70808

Subject: Fiscal Year 2019-20
For Period Ended December 31, 2019

Dear Dr. Galligan:

We are pleased to share that LSUS continues to have record enrollment. Total enrollment for Fall 2019 was 8,518, a 19% increase over Fall 2018. Once again, LSUS has generated a significant revenue increase over anticipated self-generated budget revenue. Beginning our third year of working with Ruffalo Noel Levitz we are happy to say that our first time freshmen enrollment is trending upward and we had a 15% increase in first time freshmen for Fall 2019. We continue to move in the right direction.

LSUS continues to strategically utilize the additional one time monies due to the increased enrollment to accomplish upgrades across campus to address declining classrooms, technology, and student common areas. Professional development and research dollars for faculty and staff were increased in the budget for FY 19-20 and are awarded through committee to well deserving faculty. Construction of our Cyber Collaboratory in our Technology Building was completed in the Fall 2019 semester and we are working with a consultant that is employed by LSU HSC Shreveport to develop programs relevant for today's students and community at large. The Design Thinking Center, modeled after the Stanford University model, was completed and programming began with the Fall semester. Completion of the renovation of the Psychology Center will allow the College of Education and Human Development to expand upon their current programs and work toward new programming. Construction and renovation of faculty offices on the third floor of the Business Education Building will be complete this month and will house some of the newly hired tenure track faculty that came aboard in the Spring of '19. We began design of several large projects that will be under construction in the Spring; including, the Education Curriculum Resource Center in the Business Education Building, the new Physiology/Exercise Lab in our Health & Physical Education Building, the Business Intelligence Lab, Renovation of our Science Lecture Auditorium, Soccer Locker Rooms and coaches offices for our soccer program, Baseball locker rooms and coaches offices for our baseball program, continuous renovation of outdated classrooms, a walking/running/bike path through campus for students, faculty, staff and community, and the list goes on. Many other campus wide initiatives were undertaken to improve the overall efficiency and look of the campus. Although smaller initiatives, they were appreciated by students, faculty, and staff alike.

LSUS was fortunate to hire approximately 21 faculty and various staff and administrative positions for Fall 2019. Of those faculty hired, eight are tenure track and the others are Professional in Residence. These hires were tactically thought about in relation to the growth of the online programs and the stability of that growth. Not only did LSUS intentionally hire as it relates to growth, but, factors related to AACSB accreditation were considered. No pay raises were given due to mandates from the Office of Administration. There is always uncertainty of future funding, as well as the need to be cautious over the continued growth of our on-line student population. The new Dean of the College of Education and Human Development, Dr. Dennis Wissing, began working in August of 2019 and has made strides in solidifying programs within the college and looking proactively to the future.

Negotiations to buy-out the remaining 14 years on the student housing were approved by the Board of Supervisors in Fall '19. We continue to work with Patrick Martin, CSRS & B&D on completing the legal documents for this transition and hope to be complete by the end of January 2020. Unfortunately, this has taken much longer than anticipated due to no fault of LSUS or those working with us.

We continue to appreciate all dedicated faculty and staff who made it possible to service the increased enrollment. In addition, we value the relationships that we continue to form with the various LSU campuses and the collaboration we have experienced.

Sincerely,



Barbie Cannon

Vice Chancellor for Business Affairs

Unrestricted Operations		Actual Amount for each semi-annual period in 2019-2020		
	Adjusted Operating Budget	1st & 2nd Quarter	3rd & 4th Quarter	Cumulative Total
Revenues				
General Fund	9,031,005	5,268,088	0	5,268,088
Statutory Dedications	629,390	290,399	0	290,399
Interim Emergency Board	0	0	0	0
Interagency Transfers	0	0	0	0
Interagency Transfers - Federal Stimulus	0	0	0	0
Self Generated Revenues	37,994,397	35,104,274	0	35,104,274
Federal Funds	0	0	0	0
Total Revenues	47,654,792	40,662,761	0	40,662,761
Expenditures by Object:				
Salaries		9,176,929	0	9,176,929
Other Compensation		302,967	0	302,967
Related Benefits		4,401,756	0	4,401,756
Personal Services		13,881,651	0	13,881,651
Travel		89,310	0	89,310
Operating Services		2,021,793	0	2,021,793
Supplies		782,029	0	782,029
Operating Expenses		2,893,132	0	2,893,132
Professional Services		8,069,561	0	8,069,561
Other Charges		1,823,652	0	1,823,652
Debt Services		0	0	0
Interagency Transfers		0	0	0
Other Charges		9,893,213	0	9,893,213
General Acquisitions		281,773	0	281,773
Library Acquisitions		0	0	0
Major Repairs		0	0	0
Acquisitions and Major Repairs		281,773	0	281,773
Total Expenditures		26,949,769	0	26,949,769
Expenditures by Function:				
Instruction		16,344,436	0	16,344,436
Research		5,882	0	5,882
Public Service		0	0	0
Academic Support (Includes Library)		1,872,658	0	1,872,658
Academic Expenditures		18,222,976	0	18,222,976
Student Services		1,282,784	0	1,282,784
Institutional Support		3,682,383	0	3,682,383
Scholarships/Fellowships		870,933	0	870,933
Plant Operations/Maintenance		2,890,693	0	2,890,693
Hospital		0	0	0
Transfers out of agency		0	0	0
Athletics		0	0	0
Other		0	0	0
Non-Academic Expenditures		8,726,794	0	8,726,794
Total Expenditures		26,949,769	0	26,949,769

	Beginning Acct/Fund Balance	1st & 2nd Quarter Fund Balance	3rd & 4th Quarter Fund Balance
State Appropriations	0	0	0
Restricted Fees	10,677,162	10,654,571	10,654,571
Sales and Services of Educational Activities	100,722	104,401	104,401
Auxiliaries	57,291	322,473	322,473
Endowment Income	0	0	0
Grants and Contracts	(279,042)	277,899	277,899
Indirect Cost Recovered	620,054	620,054	620,054
Gifts	678,405	576,593	576,593
Federal Funds	0	0	0
Hospitals	0	0	0
All Other Sources	704,150	586,828	586,828
TOTAL	12,558,742	13,142,819	13,142,819

Overview and Analysis of Campus Operations

Semi -Annual Overview of Restricted Operations

Campus: *Louisiana State University - Shreveport*

Show Expenditures As Positive	Actual Amount for each Semi-Annual Period in FY 2019-2020						
	Acct/Fund Balance	1st & 2nd Quarter			3rd & 4th Quarter		
		Revenues	Expenses, Transfers, & ICR	Fund Balance	Revenues	Expenses, Transfers, & ICR	Fund Balance
Revenues							
Restricted State Appropriations		0		0	0		0
Restricted Fees	10,677,162	3,308,877	3,331,468	10,654,571	0		10,654,571
Sales & Svcs of Educ. Activ's	100,722	7,616	3,937	104,401	0		104,401
Auxiliaries (List)							
1 - University Center	(90,441)	185,270	200,912	(106,083)	0		(106,083)
2 - Food Service	(87,331)	126,966	140,857	(101,222)	0		(101,222)
3 - Bookstore	(362,881)	14,100	933	(349,714)	0		(349,714)
4 - University Court Apts - Lease	10,541	0		10,541	0		10,541
5 - Athletics	587,403	1,561,510	1,279,962	868,951	0		868,951
6		0		0	0		0
7		0		0	0		0
8		0		0	0		0
9		0		0	0		0
10		0		0	0		0
11		0		0	0		0
12		0		0	0		0
13		0		0	0		0
14		0		0	0		0
15		0		0	0		0
Endowment Income		0		0	0		0
Grants and Contracts							
Federal	(389,408)	2,764,814	2,901,536	(526,130)	0		(526,130)
State and Local	4,201	846,080	131,457	718,824	0		718,824
Private	106,165	4,922	25,882	85,205	0		85,205
Indirect Cost Recovered	620,054	0	0	620,054	0		620,054
Gifts	678,405	627,874	729,686	576,593	0		576,593
Federal Funds	0	0		0	0		0
Hospitals							
Hospital - Commercial/Self-Pay	0	0		0	0		0
Physician Practice Plans	0	0		0	0		0
Medicare	0	0		0	0		0
Medicaid	0	0		0	0		0
Uncompensated Care Costs	0	0		0	0		0
Sponsored Grants and Contracts	0	0		0	0		0
Sales and Services Other	0	0		0	0		0
All Other Sources	704,150	394,490	511,812	586,828	0		586,828
TOTAL	12,558,742	9,842,519	9,258,442	13,142,819	0	0	13,142,819

Report on Restricted Operations

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Executive Summary
FY 2019-20 Semi-Annual Report on the Budget
July 1, 2019 – December 31, 2019

The Fiscal Year 2019-2020 appropriation for LSU Health Sciences Center in New Orleans is \$148,544,925.

Threats

- Continued increase in employer contributions to health insurance and unfunded actuarial liability portion of retirement costs.
- Inconsistent level of state support for higher education and hospital partnerships.
- Inability to significantly increase revenue from tuition.

Mechanisms for Coping with Threats

- Revenue Generation
 - LSUHSC-NO continues to seek new and/or expanded sources of funding by enhancing relationships with private and not-for-profit health care entities.
 - LSUHSC-NO continues to leverage investments we are making in cardiovascular and genomic research.
- Cost Containment
 - Salary increases, with faculty promotions in rank being the notable exception, were not generally granted for an extended period before this fiscal year.
 - LSUHSC at New Orleans tries to limit new hires to critical needs mainly in the areas of direct patient care and sponsored research, where external funding from grants and contracts are available.
 - Management is evaluating and controlling expenditures for travel, professional services, and acquisitions as much as possible.

Unrestricted Operations

- Revenues
 - General Fund Appropriations: Through December 31, 2019, 50% of the appropriations have been collected.
 - Statutory Dedication Revenue are derived from the SELF fund for past faculty pay plans. 37% of these funds have been collected.

- Self-Generated Revenue: There are three major components to this means of financing: student tuition and fees; sales and services of educational departments (primarily the Dental Student and Resident Clinics); and other sources.
- Expenditures
 - Spending is within the parameters of our overall budget.
 - Personal Services, which includes salaries, other compensation and related benefits, decreased 4% since 2019.
 - Operating Expenses, which includes travel, operating services and supplies, decreased 18% with most of the change within operating services.
 - Other Charges, consisting of professional services, other charges, debt services and interagency transfers, increased by 13% with an increase in other charges and interagency transfers.
 - Acquisitions and Major Repairs decreased significantly due to State Facility & Planning project allocation adjustments in major repairs.

Restricted Operations

- The report excludes projects we maintain on behalf of the Health Care Services Division (HCSD) and FEMA/ORM related activity for project worksheets and contents replacement.
- Private grants and contract revenue increased by 15% which validates our emphasis on increasing contracts for graduate medical education and clinical care.
- Federal grants and contract revenue is down 9% while state grants and contract revenue increased 46%.
- Overall grant and contract fund balance between federal, state, local and private grants and contracts increased 13% from \$127 million in December 2019 to \$143 million in December 2020.
- Auxiliaries operations have maintained a positive fund balance overall. We continue to examine corrective actions to limit losses in the cafeteria and bookstore in the future. This includes implementing a consistent approach to control operating performance, cost cutting measures such as reducing inventory costs, along with anticipated increases in revenues as a result of selective price increases.

Appendix A
Semi-Annual Revenues and Expenditures Executive Summary

Unrestricted Operations		Actual Amount for each semi-annual period in 2019-2020		
	Adjusted Operating Budget	1st & 2nd Quarter	3rd & 4th Quarter	Cumulative Total
Revenues				
General Fund	79,014,569	39,507,284	0	39,507,284
Statutory Dedications	4,116,350	1,530,065	0	1,530,065
Interim Emergency Board	0	0	0	0
Interagency Transfers	0	0	0	0
Interagency Transfers - Federal Stimulus	0	0	0	0
Self Generated Revenues	65,414,006	59,175,452	0	59,175,452
Federal Funds	0	0	0	0
Total Revenues	148,544,925	100,212,801	0	100,212,801
Expenditures by Object:				
Salaries		32,495,719	0	32,495,719
Other Compensation		729,081	0	729,081
Related Benefits		13,489,682	0	13,489,682
Personal Services		46,714,482	0	46,714,482
Travel		179,431	0	179,431
Operating Services		7,830,282	0	7,830,282
Supplies		2,535,314	0	2,535,314
Operating Expenses		10,545,026	0	10,545,026
Professional Services		594,230	0	594,230
Other Charges		3,760,017	0	3,760,017
Debt Services		52,457	0	52,457
Interagency Transfers		9,462,459	0	9,462,459
Other Charges		13,869,163	0	13,869,163
General Acquisitions		251,661	0	251,661
Library Acquisitions		2,072	0	2,072
Major Repairs		(422,127)	0	(422,127)
Acquisitions and Major Repairs		(168,393)	0	(168,393)
Total Expenditures		70,960,277	0	70,960,277
Expenditures by Function:				
Instruction		27,515,056	0	27,515,056
Research		1,716,671	0	1,716,671
Public Service		376,913	0	376,913
Academic Support (Includes Library)		8,216,764	0	8,216,764
Academic Expenditures		37,825,404	0	37,825,404
Student Services		1,819,166	0	1,819,166
Institutional Support		15,990,176	0	15,990,176
Scholarships/Fellowships		2,297,986	0	2,297,986
Plant Operations/Maintenance		12,975,089	0	12,975,089
Hospital		52,457	0	52,457
Transfers out of agency		0	0	0
Athletics		0	0	0
Other		0	0	0
Non-Academic Expenditures		33,134,873	0	33,134,873
Total Expenditures		70,960,277	0	70,960,277

	Beginning Acct/Fund Balance	1st & 2nd Quarter Fund Balance	3rd & 4th Quarter Fund Balance
State Appropriations	0	0	0
Restricted Fees	4,037,843	5,063,105	0
Sales and Services of Educational Activities	(13,485,162)	(16,118,418)	0
Auxiliaries	4,510,029	5,809,493	0
Endowment Income	1,172,069	822,786	0
Grants and Contracts	118,735,020	74,649,144	0
Indirect Cost Recovered	50,266,401	45,870,131	0
Gifts	301,305	407,629	0
Federal Funds	0	0	0
Hospitals	34,263,320	42,257,682	0
All Other Sources	6,449,025	6,077,576	0
TOTAL	206,249,850	164,839,128	0

Overview and Analysis of Campus Operations

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Semi -Annual Overview of Restricted Operations

Campus: *LSU Health Sciences Center - New Orleans*

Show Expenditures As Positive	Actual Amount for each Semi-Annual Period in FY 2019-2020						
	Acct/Fund Balance	1st & 2nd Quarter			3rd & 4th Quarter		
		Revenues	Expenses, Transfers, & ICR	Fund Balance	Revenues	Expenses, Transfers, & ICR	Fund Balance
Revenues							
Restricted State Appropriations	0	0		0	0		0
Restricted Fees	4,037,843	1,707,021	681,759	5,063,105	0		5,063,105
Sales & Svcs of Educ. Activ's	(13,485,162)	921,535	3,554,791	(16,118,418)	0		(16,118,418)
Auxiliaries (List)	0			0			0
1 Bookstore	(1,035,516)	3,861,710	3,003,479	(177,285)	0		(177,285)
2 Cafeteria	(2,107,283)	587,196	869,673	(2,389,760)	0		(2,389,760)
3 Student Housing	2,288,234	1,981,886	1,847,517	2,422,603	0		2,422,603
4 Parking	5,021,562	927,186	522,469	5,426,279	0		5,426,279
5 HSC Stores	343,032	940,928	756,304	527,656	0		527,656
6	0	0	0	0	0		0
7	0	0	0	0	0		0
8	0	0	0	0	0		0
9	0	0	0	0	0		0
10	0	0	0	0	0		0
11	0	0	0	0	0		0
12	0	0	0	0	0		0
13	0	0	0	0	0		0
14	0	0	0	0	0		0
15	0	0	0	0	0		0
Endowment Income	1,172,069	1,041,177	1,390,460	822,786	0		822,786
Grants and Contracts					0		
Federal	144,316	14,164,698	19,285,758	(4,976,744)	0		(4,976,744)
State and Local	11,295,828	5,610,131	8,016,232	8,889,727	0		8,889,727
Private	107,294,876	123,604,673	160,163,388	70,736,161	0		70,736,161
Indirect Cost Recovered	50,266,401	6,260,649	10,656,919	45,870,131	0		45,870,131
Gifts	301,305	725,164	618,840	407,629	0		407,629
Federal Funds	0	0	0	0	0		0
Hospitals					0		
Hospital - Commercial/Self-Pay	0	0	0	0	0		0
Physician Practice Plans	34,263,320	9,506,536	1,512,174	42,257,682	0		42,257,682
Medicare	0	0	0	0	0		0
Medicaid	0	0	0	0	0		0
Uncompensated Care Costs	0	0	0	0	0		0
Sponsored Grants and Contracts	0	0	0	0	0		0
Sales and Services Other	0	0	0	0	0		0
All Other Sources	6,449,025	142,637	514,086	6,077,576	0		6,077,576
TOTAL	206,249,850	171,983,127	213,393,849	164,839,128	0	0	164,839,128

Report on Restricted Operations

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**LSU Health Sciences Center - Shreveport
Bi-Annual Financial Reporting Narrative
SFY 2019-2020 as of December 31, 2019**

Appropriation: Revenues and Expenditures

Operating Budget revenue includes state general funds direct, statutory dedications (tobacco tax and self-fund), and self-generated (tuition and fees) funding. The Operating Budget expenditures include costs associated with the operation of three schools (Medicine, Allied Health, and Graduate Studies), as well as legacy costs associated with the transition of three hospitals from state management to public-private partnerships.

The original academic FY 2019-2020 operating budget appropriation of \$87,333,726 includes the following spending authority:

State General Funds Direct	58,368,929
Statutory Dedications	7,305,718
University Fees and Miscellaneous	21,659,079
TOTAL	\$87,333,726

The State General Funds Direct appropriation of \$58,368,929 includes approximately \$16M dedicated to support the hospitals' (SHV Hospital, EACMC, and HPLMC) legacy costs including risk management premiums, retiree health and life, and residual HPLMC property maintenance.

Public-Private Hospital Partnerships

The LSU Shreveport Hospital and E.A. Conway Medical Center originally transferred from state to private management effective October 1, 2013. Huey P. Long Medical Center in Pineville discontinued patient care services on June 30, 2014.

Effective October 1, 2018, the management of the LSU Shreveport Hospital and E.A. Conway Medical Center changed from BRFHH to the Ochsner LSU Health System of North Louisiana (OLHS-NL).

In accordance with R.S. 39:366.11, the Board of Supervisors and Joint Legislative Committee on Budget approved the Cooperative Endeavor Agreement (CEA) by and among the State of Louisiana (State), acting by and through the Louisiana Division of Administration (DOA), Board of Supervisors of Louisiana State University and Agricultural and Mechanical College (LSU), and Ochsner LSU Health System of North Louisiana (OLHS-NL), a private Louisiana nonprofit corporation. The CEA and service agreements cover the hospital and clinic facilities in Shreveport and Monroe. The Joint Venture CEA, effective October 1, 2018, for an initial term of ten (10) years, replaces the BRFHH Public-Private Partnership CEA. Also effective October 1, 2018, Ochsner LSU Health System of North Louisiana (OLHS-NL) is the sole member of "Ochsner LSU Physician Group" or "OLPG" which means LSU Health Sciences Center-Shreveport Faculty Group Practice d/b/a Ochsner LSU Physician Group, a Louisiana nonprofit corporation, which operates the clinical practices of HSC-S Physicians and HSC-S Practitioners. OLPG is a nonprofit corporation that, prior to the Commencement Date, operated as the practice plan of the Medical School faculty under a Memorandum of Understanding through which the FGP contracted with HSC-S for clinical and other services of HSC-S Physicians and HSC-S Practitioners.

Long Term Financial Goals

LSUHSC-S's path forward to financial stability is to expand the clinical operations and increase revenue generated from these services. Regarding the education and research programs, the goal is to ensure we focus on the core activities necessary for us to maximize revenue and successfully meet our mission.

Clinical Operations Growth with Hospital Partner

- Open and expand outpatient medical services at Margaret Place Properties (MPP; Former Christus Hospital)
- Continue to address the \$150.0 million of deferred maintenance at Kings Highway Facilities
- Incorporate the School of Allied Health Clinical Operations into the OLHS-NL Partnership
- Open Urgent Care & Outpatient clinics across the Shreveport market
- Grow outpatient & inpatient operations in Monroe

Education

- Create a Department of Medical Education
- Start working on the entrepreneurial education enrichment track for biomedical sciences
- Create the Department of Biomedical Informatics
- Strategic Growth of Allied Health Programs

Research

- Recruit a new Cancer Center Director along with translational and basic science cancer researchers.
- Recruit new research faculty in both the clinical and basic science departments across research areas involving established centers
- Establish a clinical and translational research center focusing on health disparities and population health
- Establish a large animal research facility enabling federal and clinical translational research
- Expand Technology Transfer and commercialization of biomedical discoveries

Appendix A
Semi-Annual Revenues and Expenditures Executive Summary

Unrestricted Operations		Actual Amount for each semi-annual period in 2019-2020		
	Adjusted Operating Budget	1st & 2nd Quarter	3rd & 4th Quarter	Cumulative Total
Revenues				
General Fund	58,368,929	34,048,542	0	34,048,542
Statutory Dedications	7,305,718	2,411,853	0	2,411,853
Interim Emergency Board	0	0	0	0
Interagency Transfers	0	0	0	0
Interagency Transfers - Federal Stimulus	0	0	0	0
Self Generated Revenues	21,659,079	21,686,362	0	21,686,362
Federal Funds	0	0	0	0
Total Revenues	87,333,726	58,146,757	0	58,146,757
Expenditures by Object:				
Salaries		11,576,906	0	11,576,906
Other Compensation		12,343,936	0	12,343,936
Related Benefits		10,969,467	0	10,969,467
Personal Services		34,890,309	0	34,890,309
Travel		69,713	0	69,713
Operating Services		10,090,773	0	10,090,773
Supplies		297,579	0	297,579
Operating Expenses		10,458,065	0	10,458,065
Professional Services		1,236,934	0	1,236,934
Other Charges		1,601,717	0	1,601,717
Debt Services		0	0	0
Interagency Transfers		2,971,724	0	2,971,724
Other Charges		5,810,375	0	5,810,375
General Acquisitions		372,306	0	372,306
Library Acquisitions		306	0	306
Major Repairs		0	0	0
Acquisitions and Major Repairs		372,612	0	372,612
Total Expenditures		51,531,361	0	51,531,361
Expenditures by Function:				
Instruction		17,588,466	0	17,588,466
Research		9,697,813	0	9,697,813
Public Service		555,106	0	555,106
Academic Support (Includes Library)		3,562,013	0	3,562,013
Academic Expenditures		31,403,398	0	31,403,398
Student Services		987,384	0	987,384
Institutional Support		12,516,410	0	12,516,410
Scholarships/Fellowships		1,287,927	0	1,287,927
Plant Operations/Maintenance		3,333,366	0	3,333,366
Hospital		2,002,876	0	2,002,876
Transfers out of agency		0	0	0
Athletics		0	0	0
Other		0	0	0
Non-Academic Expenditures		20,127,963	0	20,127,963
Total Expenditures		51,531,361	0	51,531,361

	Beginning Acct/Fund Balance	1st & 2nd Quarter Fund Balance	3rd & 4th Quarter Fund Balance
State Appropriations	0	0	0
Restricted Fees	1,165,740	1,176,339	0
Sales and Services of Educational Activities	27,680,983	(11,240,425)	0
Auxiliaries	13,769,492	14,197,731	0
Endowment Income	12,475,652	13,293,399	0
Grants and Contracts	100,291,873	143,681,874	0
Indirect Cost Recovered	(4,511,585)	(5,449,713)	0
Gifts	(12,025)	(12,025)	0
Federal Funds	0	0	0
Hospitals	(37,691,254)	(37,108,798)	0
All Other Sources	1,068,663	2,066,883	0
TOTAL	114,237,539	120,605,265	0

Overview and Analysis of Campus Operations

In accordance with R.S. 39:366.11, the Board of Supervisors and Joint Legislative Committee on Budget approved the Cooperative Endeavor Agreement (CEA) by and among the State of Louisiana (State), acting by and through the Louisiana Division of Administration (DOA), Board of Supervisors of Louisiana State University and Agricultural and Mechanical College (LSU), and Ochsner LSU Health System of North Louisiana (OLHS-NL), a private Louisiana nonprofit corporation. The CEA and service agreements cover the hospital and clinic facilities in Shreveport and Monroe. The Joint Venture CEA, effective October 1, 2018, for an initial term of ten (10) years, replaces the BRFH Public-Private Partnership CEA. Also effective October 1, 2018, Ochsner LSU Health System of North Louisiana (OLHS-NL) is the sole member of “**Ochsner LSU Physician Group**” or “**OLPG**” which means LSU Health Sciences Center-Shreveport Faculty Group Practice d/b/a Ochsner LSU Physician Group, a Louisiana nonprofit corporation operates the clinical practices of HSC-S Physicians and HSC-S Practitioners. OLPG is a nonprofit corporation that, prior to the Commencement Date, operated as the practice plan of the Medical School faculty under a Memorandum of Understanding through which the FGP contracted with HSC-S for clinical and other services of HSC-S Physicians and HSC-S Practitioners.

SFY 2019-2020 (as of December 2019) expenditure transactions applicable to the aforementioned agreements are currently recorded among unrestricted and restricted operations. The pending expenditure transfers between the various funds will be completed by official fiscal year close.

Ending December 31, 2019 Fund Balances:

- (1) **Sales and Services of Educational Activities** fund balance include operational expenditures that will be transferred to **Grants and Contracts** fund balance which currently includes revenue from the hospital and professional practice partnership agreements.
- (2) **Hospitals** net fund balance for the three hospitals is due to the pre and post financial support transactions associated with the state initiated hospital transitions.

Semi -Annual Overview of Restricted Operations

Campus: *LSU Health Sciences Center - Shreveport*

Show Expenditures As Positive	Actual Amount for each Semi-Annual Period in FY 2019-2020						
	Acct/Fund Balance	1st & 2nd Quarter			3rd & 4th Quarter		
		Revenues	Expenses, Transfers, & ICR	Fund Balance	Revenues	Expenses, Transfers, & ICR	Fund Balance
Revenues							
Restricted State Appropriations	0	0	0	0	0	0	0
Restricted Fees	1,165,740	258,859	248,260	1,176,339	0	0	1,176,339
Sales & Svcs of Educ. Activ's	27,680,983	5,675,969	44,597,377	(11,240,425)	0	0	(11,240,425)
Auxiliaries (List)							0
Bookstore	2,342,632	371,693	402,345	2,311,980	0	0	2,311,980
Cafeteria	3,950,715	38,356	30	3,989,041	0	0	3,989,041
General Service Store	(594,617)	466,876	455,541	(583,282)	0	0	(583,282)
Gift Shop	23,703	176	0	23,879	0	0	23,879
Linwood Apartments	1,045,899	7,166	0	1,053,065	0	0	1,053,065
Microcomputers	(151,385)	465,033	422,784	(109,136)	0	0	(109,136)
Networking	684,505	15,233	6,261	693,477	0	0	693,477
Parking	(98,394)	166,841	200,661	(132,214)	0	0	(132,214)
Printing	1,192,162	200,350	119,727	1,272,785	0	0	1,272,785
Rental Properties	1,129,401	137,416	16,056	1,250,761	0	0	1,250,761
Student Union	995,974	103,030	4,448	1,094,556	0	0	1,094,556
Telecommunications	3,248,897	517,540	433,618	3,332,819	0	0	3,332,819
Endowment Income	12,475,652	1,751,457	933,710	13,293,399	0	0	13,293,399
Grants and Contracts							
Federal	(1,179,122)	5,335,655	7,386,906	(3,230,373)	0	0	(3,230,373)
State and Local	1,214,139	1,684,365	2,270,348	628,156	0	0	628,156
Private	100,256,856	91,570,997	45,543,762	146,284,091	0	0	146,284,091
Indirect Cost Recovered	(4,511,585)	970,864	1,908,992	(5,449,713)	0	0	(5,449,713)
Gifts	(12,025)	0	0	(12,025)	0	0	(12,025)
Federal Funds	0	0	0	0	0	0	0
Hospitals							
Hospital - Commercial/Self-Pay	0	0	0	0	0	0	0
Physician Practice Plans	0	0	0	0	0	0	0
Medicare	0	0	0	0	0	0	0
Medicaid	0	0	0	0	0	0	0
Uncompensated Care Costs	0	0	0	0	0	0	0
Sponsored Grants and Contracts	0	0	0	0	0	0	0
Sales and Services Other - Shreveport	(27,243,328)	1,085,949	503,493	(26,660,872)	0	0	(26,660,872)
Sales and Services Other - EA Conway	(6,991,465)	0	0	(6,991,465)	0	0	(6,991,465)
Sales and Services Other - Huey P. Long	(3,456,461)	0	0	(3,456,461)	0	0	(3,456,461)
All Other Sources	1,068,663	998,580	360	2,066,883	0	0	2,066,883
TOTAL	114,237,539	111,822,405	105,454,679	120,605,265	0	0	120,605,265

Report on Restricted Operations

In accordance with R.S. 39:366.11, the Board of Supervisors and Joint Legislative Committee on Budget approved the Cooperative Endeavor Agreement (CEA) by and among the State of Louisiana (State), acting by and through the Louisiana Division of Administration (DOA), Board of Supervisors of Louisiana State University and Agricultural and Mechanical College (LSU), and Ochsner LSU Health System of North Louisiana (OLHS-NL), a private Louisiana nonprofit corporation. The CEA and service agreements cover the hospital and clinic facilities in Shreveport and Monroe. The Joint Venture CEA, effective October 1, 2018, for an initial term of ten (10) years, replaces the BRFH Public-Private Partnership CEA. Also effective October 1, 2018, Ochsner LSU Health System of North Louisiana (OLHS-NL) is the sole member of "Ochsner LSU Physician Group" or "OLPG" which means LSU Health Sciences Center-Shreveport Faculty Group Practice d/b/a Ochsner LSU Physician Group, a Louisiana nonprofit corporation operates the clinical practices of HSC-S Physicians and HSC-S Practitioners. OLPG is a nonprofit corporation that, prior to the Commencement Date, operated as the practice plan of the Medical School faculty under a Memorandum of Understanding through which the FGP contracted with HSC-S for clinical and other services of HSC-S Physicians and HSC-S Practitioners.

SFY 2019-2020 (as of December 2019) expenditure transactions applicable to the aforementioned agreements are currently recorded among unrestricted and restricted operations. The pending expenditure transfers between the various funds will be completed by official fiscal year close.

Ending December 31, 2019 Fund Balances:

- (1) **Sales and Services of Educational Activities** fund balance include operational expenditures that will be transferred to **Grants and Contracts (Private)** fund balance which currently includes revenue from the hospital and professional practice partnership agreements.
- (2) **Hospitals (Sales and Services Other)** net fund balance for the three hospitals is due to the pre and post financial support transactions associated with the state initiated hospital transitions.



TO: Jim Buras
AVP Finance & Administration
LSU System

FROM: Lisa Augustus
Budget
LSU Health Care Services Division

DATE: January 17, 2020

RE: Semi-Annual Financial Report
for six month period ending December 31, 2019

We have compiled the Semi-Annual Financial Report for six month period ending December 31, 2019 for the LSU Health Care Services Division.

Major developments during this year included:

Actual:

Unrestricted Operations

- In FY20, HCSD was appropriated \$19,803,163 in General Fund to cover legacy costs associated with partnered hospitals. The FY2019 General Fund appropriation for legacy operations was \$20.3M. Reduction due to decrease in ORM premiums and Legislative Auditor Fees and Increase in Office of State Procurement Fees.
- Lallie Kemp Regional Medical Center was appropriated \$4,177,920 in General Fund for FY20.
- LSU HCSD Operating Budget decreased from FY2019 \$65,468,777 to FY2020 \$62,118,880. FY2019 has a Mid-Year Budget Adjustment for House Bill No. 392 payable out of the State General Fund (Direct) to LAK for acquisitions in the amount of \$3,225,350.
- State General Fund (Direct) decreased from FY2019 \$24,427,906 to FY 2020 \$23,981,083.

Restricted Operations -

- Central Office expenses are off budget this fiscal year. Therefore, Central Office expenses and revenues are being reported in restricted operations.
- \$71M in lease payment received at end of December 31, 2019.
- \$988K was received from partners for contracted services performed by HCSD ending December 31, 2019.
- \$773K was received in FEMA revenue for period ending December 31, 2019. HCSD has \$812K in FEMA expenses at end of December 31, 2019

cc: Dr. Wayne Wilbright
Lanette Buie

Appendix A
Semi-Annual Revenues and Expenditures Executive Summary

Unrestricted Operations		Actual Amount for each semi-annual period in 2019-2020		
	Adjusted Operating Budget	1st & 2nd Quarter	3rd & 4th Quarter	Cumulative Total
Revenues				
General Fund	23,981,083	11,990,542	0	11,990,542
Statutory Dedications	0	0	0	0
Interim Emergency Board	0	0	0	0
Interagency Transfers	17,616,847	13,576,557	0	13,576,557
Interagency Transfers - Federal Stimulus	0	0	0	0
Self Generated Revenues	15,670,284	10,400,682	0	10,400,682
Federal Funds	4,850,666	2,812,964	0	2,812,964
Total Revenues	62,118,880	38,780,745	0	38,780,745
Expenditures by Object:				
Salaries		9,011,087	0	9,011,087
Other Compensation		0	0	0
Related Benefits		12,819,137	0	12,819,137
Personal Services		21,830,224	0	21,830,224
Travel		653	0	653
Operating Services		1,496,355	0	1,496,355
Supplies		4,841,054	0	4,841,054
Operating Expenses		6,338,062	0	6,338,062
Professional Services		626,318	0	626,318
Other Charges		943,121	0	943,121
Debt Services		0	0	0
Interagency Transfers		0	0	0
Other Charges		1,569,439	0	1,569,439
General Acquisitions		0	0	0
Library Acquisitions		0	0	0
Major Repairs		0	0	0
Acquisitions and Major Repairs		0	0	0
Total Expenditures		29,737,725	0	29,737,725
Expenditures by Function:				
Instruction		0	0	0
Research		0	0	0
Public Service		0	0	0
Academic Support (Includes Library)		0	0	0
Academic Expenditures		0	0	0
Student Services		0	0	0
Institutional Support		0	0	0
Scholarships/Fellowships		0	0	0
Plant Operations/Maintenance		0	0	0
Hospital		29,737,725	0	29,737,725
Transfers out of agency		0	0	0
Athletics		0	0	0
Other		0	0	0
Non-Academic Expenditures		29,737,725	0	29,737,725
Total Expenditures		29,737,725	0	29,737,725

	Beginning Acct/Fund Balance	1st & 2nd Quarter Fund Balance	3rd & 4th Quarter Fund Balance
State Appropriations	0	0	0
Restricted Fees	0	0	0
Sales and Services of Educational Activities	0	0	0
Auxiliaries	0	0	0
Endowment Income	0	0	0
Grants and Contracts	0	0	0
Indirect Cost Recovered	0	0	0
Gifts	0	0	0
Federal Funds	0	0	0
Hospitals	0	0	0
All Other Sources	68,306,882	94,041,225	94,041,225
TOTAL	68,306,882	94,041,225	94,041,225

Overview and Analysis of Campus Operations

Semi -Annual Overview of Restricted Operations

Campus: *LSU Health Care Services Division*

Show Expenditures As Positive	Actual Amount for each Semi-Annual Period in FY 2019-2020						
	Acct/Fund Balance	1st & 2nd Quarter			3rd & 4th Quarter		
		Revenues	Expenses, Transfers, & ICR	Fund Balance	Revenues	Expenses, Transfers, & ICR	Fund Balance
Revenues							
Restricted State Appropriations		0		0	0		0
Restricted Fees		0		0	0		0
Sales & Svcs of Educ. Activ's		0		0	0		0
Auxiliaries (List)							0
1		0		0	0		0
2		0		0	0		0
3		0		0	0		0
4		0		0	0		0
5		0		0	0		0
6		0		0	0		0
7		0		0	0		0
8		0		0	0		0
9		0		0	0		0
10		0		0	0		0
11		0		0	0		0
12		0		0	0		0
13		0		0	0		0
14		0		0	0		0
15		0		0	0		0
Endowment Income		0		0	0		0
Grants and Contracts							
Federal		0		0	0		0
State and Local		0		0	0		0
Private		0		0	0		0
Indirect Cost Recovered		0		0	0		0
Gifts		0		0	0		0
Federal Funds		0		0	0		0
Hospitals							
Hospital - Commercial/Self-Pay		0		0	0		0
Physician Practice Plans		0		0	0		0
Medicare		0		0	0		0
Medicaid		0		0	0		0
Uncompensated Care Costs		0		0	0		0
Sponsored Grants and Contracts		0		0	0		0
Sales and Services Other		0		0	0		0
All Other Sources	68,306,882	73,845,381	48,111,038	94,041,225	0		94,041,225
TOTAL	68,306,882	73,845,381	48,111,038	94,041,225	0	0	94,041,225

Report on Restricted Operations

* \$29,814,877.56 in lease payments expenditures was not sent to State Treasury until 1/9/2020.
as of 1/9/2020 the Fund Balance is \$64,226,347

LSU
Deposit and Collateral Report
For the Quarter Ended December 31, 2019

Deposits Requiring Posting of Collateral:	Demand Deposit Sweep/MMA Repurchase	Certificates of Deposit	Total Deposits in Financial Institutions	Collateral (1)
LSU A&M, LSU Alexandria, LSU Eunice, LSU Shreveport, and LSU Health New Orleans				
Chase - LSU, Health Plan Premium	\$ 92,404,559		\$ 92,404,559	\$ 150,000,000
Cottonport Bank-LSU Ag Center	1,419,582		1,419,582	1,849,587
Capital One - LSU-A	4,406,043		4,406,043	4,406,043
St. Landry Bank - LSU-E	915,472		915,472	1,200,094
Campus Federal Credit Union - LSU-S		\$ 100,353	100,353	250,000
Capital One (Hibernia National Bank) - LSU-S	26,752,486		26,752,486	26,891,435
Chase-HSCNO	41,451,755	18,600	41,470,355	48,564,536
Total	\$ 167,349,897	\$ 118,953	\$ 167,468,850	\$ 233,161,695
LSU Health Shreveport				
JPMC-Shreveport	\$ 46,996,658		\$ 46,996,658	\$ 97,750,000
JPMC-Shreveport Endowment Fds	1,492,752		1,492,752	
Total	\$ 48,489,410	\$ -	\$ 48,489,410	\$ 97,750,000
LSU Health Care Services Division				
JP Morgan Chase (HCSD)	\$ 109,330,588		\$ 109,330,588	\$ 111,345,394
Capital One (MCLNO Trust Fund)	4,572,877		4,572,877	4,659,335
Total	\$ 113,903,465	\$ -	\$ 113,903,465	\$ 116,004,729
Total Requiring Collateral	\$ 329,742,772	\$ 118,953	\$ 329,861,725	\$ 446,916,424
Deposits In Trust or Federal Obligations Not Requiring Collateral				
Federated Money Markets	\$ 22,354,085		\$ 22,354,085	
Federated Funds-Treas. Oblig. (2)				-
Total	\$ 22,354,085	\$ -	\$ 22,354,085	
Total Deposits	\$ 352,096,857	\$ 118,953	\$ 352,215,810	

(1) Collateral amounts include FDIC coverage of \$250,000 on Demand Deposits, \$250,000 on CD's and \$250,000 by the National Credit Union Share Insurance Fund on deposits with Campus Federal Credit Union.

(2) One Group & Federated Funds are no-load, open ended mutual funds investing in U.S. Treasury obligations.

LSU
Investment Summary
For the Quarter Ended December 31, 2019

Fund Description	As of 7/1/2019		As of 9/30/2019		As of 12/31/2019		As of 3/31/2020		As of 06/30/2020	
	Value	Cost	Market Value	Cost	Market Value	Cost	Market Value	Cost	Market Value	
Current Funds										
Cash/Sweeps	\$306,865,611	\$433,998,088	\$433,998,088	\$323,677,143	\$323,677,143	\$0	\$0	\$0	\$0	\$0
Money Market Accounts/Repos (A)	\$0	\$3,584,799	\$3,584,799	\$4,971,472	\$4,971,472	\$0	\$0	\$0	\$0	\$0
Certificates of Deposit	\$100,364	\$100,364	\$100,364	\$100,353	\$100,353	\$0	\$0	\$0	\$0	\$0
Treasury Notes	\$21,227,616	\$24,248,173	\$25,076,720	\$26,315,466	\$27,045,469	\$0	\$0	\$0	\$0	\$0
Agency Securities (B)	\$126,643,680	\$106,921,423	\$107,507,611	\$88,146,816	\$87,974,002	\$0	\$0	\$0	\$0	\$0
Mortgaged Backed Securities	\$21,114,859	\$20,134,112	\$20,172,349	\$18,144,630	\$18,103,391	\$0	\$0	\$0	\$0	\$0
Equity Securities (C)	\$76,045	\$0	\$72,202	\$0	\$78,035	\$0	\$0	\$0	\$0	\$0
Bond Mutual Funds	\$44,637,463	\$46,697,531	\$44,946,666	\$46,697,531	\$45,054,888	\$0	\$0	\$0	\$0	\$0
Municipal Bonds (E)	\$71,084,957	\$85,629,362	\$84,109,370	\$89,832,775	\$87,094,598	\$0	\$0	\$0	\$0	\$0
Corporate Bonds (D)	\$182,155,503	\$181,683,271	\$184,810,343	\$196,587,679	\$199,478,635	\$0	\$0	\$0	\$0	\$0
Total	\$773,906,098	\$902,997,123	\$904,378,512	\$794,473,865	\$793,577,986	\$0	\$0	\$0	\$0	\$0
Endowment Funds										
Cash/Sweeps	\$2,155,226	\$1,608,982	\$1,608,982	\$1,492,752	\$1,492,752	\$0	\$0	\$0	\$0	\$0
Money Market Accounts/Repos (A)	\$0	\$1,319,073	\$1,319,073	\$1,028,658	\$1,028,658	\$0	\$0	\$0	\$0	\$0
Certificates of Deposit	\$18,600	\$18,600	\$18,600	\$18,600	\$18,600	\$0	\$0	\$0	\$0	\$0
Agency Securities (B)	\$2,458,460	\$2,060,880	\$2,066,080	\$2,060,880	\$2,048,155	\$0	\$0	\$0	\$0	\$0
Mortgaged Backed Securities	\$2,061,535	\$1,763,865	\$1,801,620	\$1,759,270	\$1,774,993	\$0	\$0	\$0	\$0	\$0
Equity Securities (C)	\$11,033,662	\$2,313,179	\$9,649,612	\$5,237,760	\$10,299,635	\$0	\$0	\$0	\$0	\$0
Mutual Funds	\$62,469,830	\$57,440,989	\$63,561,655	\$58,316,169	\$65,706,042	\$0	\$0	\$0	\$0	\$0
Municipal Bonds (E)	\$3,160,443	\$3,144,095	\$3,184,648	\$3,144,095	\$3,151,660	\$0	\$0	\$0	\$0	\$0
Corporate Bonds (D)	\$9,703,127	\$10,847,437	\$11,139,224	\$10,847,437	\$11,144,007	\$0	\$0	\$0	\$0	\$0
Total	\$93,060,871	\$80,517,100	\$94,349,494	\$83,905,621	\$96,664,502	\$0	\$0	\$0	\$0	\$0
Other Funds										
Cash/Sweeps	\$4,042,419	\$4,193,473	\$4,193,473	\$4,572,877	\$4,572,877	\$0	\$0	\$0	\$0	\$0
Money Market Accounts/Repos (A)	\$32,544,793	\$10,393,745	\$10,393,745	\$16,353,955	\$16,353,955	\$0	\$0	\$0	\$0	\$0
Agency Securities (B)	\$644,873	\$625,500	\$650,631	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equity Securities (C)	\$380,085	\$0	\$350,226	\$0	\$346,109	\$0	\$0	\$0	\$0	\$0
Total	\$37,612,170	\$15,212,718	\$15,588,075	\$20,926,832	\$21,272,941	\$0	\$0	\$0	\$0	\$0
Grand Total	\$904,579,145	\$998,726,941	\$1,014,316,081	\$899,306,318	\$911,515,429	\$0	\$0	\$0	\$0	\$0
Deposits in Financial Institutions										
Total Cash/Sweeps/MMA/Repos	\$345,608,049	\$455,098,160	\$455,098,160	\$352,096,857	\$352,096,857	\$0	\$0	\$0	\$0	\$0
Total Certificates of Deposit	\$118,964	\$118,964	\$118,964	\$118,953	\$118,953	\$0	\$0	\$0	\$0	\$0
Total Deposits	\$345,727,013	\$455,217,124	\$455,217,124	\$352,215,810	\$352,215,810	\$0	\$0	\$0	\$0	\$0
Other Investments										
Treasury Notes	\$21,227,616	\$24,248,173	\$25,076,720	\$26,315,466	\$27,045,469	\$0	\$0	\$0	\$0	\$0
Agency Securities (B)	\$129,747,013	\$109,607,803	\$110,224,322	\$90,207,696	\$90,022,157	\$0	\$0	\$0	\$0	\$0
Mortgaged Backed Securities	\$23,176,394	\$21,897,977	\$21,973,969	\$19,903,900	\$19,878,384	\$0	\$0	\$0	\$0	\$0
Equity Securities (C)	\$11,489,792	\$2,313,179	\$10,072,040	\$5,237,760	\$10,723,779	\$0	\$0	\$0	\$0	\$0
Bond Mutual Funds	\$44,637,463	\$46,697,531	\$44,946,666	\$46,697,531	\$45,054,888	\$0	\$0	\$0	\$0	\$0
Mutual Funds	\$62,469,830	\$57,440,989	\$63,561,655	\$58,316,169	\$65,706,042	\$0	\$0	\$0	\$0	\$0
Municipal Bonds (E)	\$74,245,400	\$88,773,457	\$87,294,018	\$92,976,870	\$90,246,258	\$0	\$0	\$0	\$0	\$0
Corporate Bonds (D)	\$191,858,624	\$192,530,708	\$195,949,567	\$207,435,116	\$210,622,642	\$0	\$0	\$0	\$0	\$0
Total Other	\$558,852,132	\$543,509,817	\$559,098,957	\$547,090,508	\$559,299,619	\$0	\$0	\$0	\$0	\$0
Grand Total	\$904,579,145	\$998,726,941	\$1,014,316,081	\$899,306,318	\$911,515,429	\$0	\$0	\$0	\$0	\$0
LSU Paid Campuses										
Current Funds										
Cash/Sweeps	\$145,091,212	\$281,630,732	\$281,630,732	\$167,349,897	\$167,349,897	\$0	\$0	\$0	\$0	\$0
Money Market Accounts/Repos (A)	\$0	\$3,584,799	\$3,584,799	\$4,971,472	\$4,971,472	\$0	\$0	\$0	\$0	\$0
Certificates of Deposit	\$100,364	\$100,364	\$100,364	\$100,353	\$100,353	\$0	\$0	\$0	\$0	\$0
Agency Securities (B)	\$118,806,417	\$101,418,244	\$102,014,148	\$85,895,728	\$85,726,292	\$0	\$0	\$0	\$0	\$0
Mortgaged Backed Securities	\$21,073,826	\$20,091,807	\$20,131,885	\$18,102,737	\$18,063,391	\$0	\$0	\$0	\$0	\$0
Equity Securities (C)	\$76,045	\$0	\$72,202	\$0	\$78,035	\$0	\$0	\$0	\$0	\$0
Bond Mutual Funds	\$44,637,463	\$46,697,531	\$44,946,666	\$46,697,531	\$45,054,888	\$0	\$0	\$0	\$0	\$0
Municipal Bonds (E)	\$56,657,029	\$75,176,005	\$73,582,342	\$81,507,614	\$78,732,379	\$0	\$0	\$0	\$0	\$0
Corporate Bonds (D)	\$158,183,933	\$158,430,493	\$160,716,063	\$171,250,270	\$173,350,765	\$0	\$0	\$0	\$0	\$0
Total	\$544,626,289	\$687,129,975	\$686,779,201	\$575,875,602	\$573,427,472	\$0	\$0	\$0	\$0	\$0
Endowment Funds										
Money Market Accounts/Repos (A)	\$0	\$1,319,073	\$1,319,073	\$1,028,658	\$1,028,658	\$0	\$0	\$0	\$0	\$0
Certificates of Deposit	\$18,600	\$18,600	\$18,600	\$18,600	\$18,600	\$0	\$0	\$0	\$0	\$0
Agency Securities (B)	\$2,458,460	\$2,060,880	\$2,066,080	\$2,060,880	\$2,048,155	\$0	\$0	\$0	\$0	\$0
Mortgaged Backed Securities	\$2,061,535	\$1,763,865	\$1,801,620	\$1,759,270	\$1,774,993	\$0	\$0	\$0	\$0	\$0
Equity Securities (C)	\$11,015,092	\$2,305,529	\$9,629,843	\$5,230,110	\$10,279,693	\$0	\$0	\$0	\$0	\$0
Municipal Bonds	\$3,160,443	\$3,144,095	\$3,184,648	\$3,144,095	\$3,151,660	\$0	\$0	\$0	\$0	\$0
Corporate Bonds (D)	\$9,703,121	\$10,847,437	\$11,139,224	\$10,847,437	\$11,144,007	\$0	\$0	\$0	\$0	\$0
Total	\$28,417,251	\$21,459,479	\$29,159,088	\$24,089,050	\$29,445,766	\$0	\$0	\$0	\$0	\$0
Other Funds										
Money Market Accounts/Repos (A)	\$23,776,969	\$1,579,236	\$1,579,236	\$7,501,788	\$7,501,788	\$0	\$0	\$0	\$0	\$0
Agency Securities (B)	\$644,873	\$625,500	\$650,631	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$24,421,842	\$2,204,736	\$2,229,867	\$7,501,788	\$7,501,788	\$0	\$0	\$0	\$0	\$0
Grand Total	\$597,465,382	\$710,794,190	\$718,168,156	\$607,466,440	\$610,375,026	\$0	\$0	\$0	\$0	\$0

LSU
Investment Summary
For the Quarter Ended December 31, 2019

Fund Description	As of 7/1/2019			As of 9/30/2019			As of 12/31/2019			As of 3/31/2020		As of 06/30/2020	
	Value	Cost	Market Value	Cost	Market Value	Cost	Market Value	Cost	Market Value	Cost	Market Value		
LSU Health Shreveport													
Current Funds													
Cash/Sweeps S.	\$89,889,498	\$70,683,655	\$70,683,655	\$46,996,658	\$46,996,658								
Cash/Sweeps	\$89,889,498	\$70,683,655	\$70,683,655	\$46,996,658	\$46,996,658	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Money Market Accounts/Repos (A)													
Treasury Notes (B)	\$21,227,616	\$24,248,173	\$25,076,720	\$26,315,466	\$27,045,469								
Agency Securities (B)	\$7,837,263	\$5,503,179	\$5,493,463	\$2,251,088	\$2,247,710								
Mortgaged Backed Securities (B)	\$41,033	\$42,305	\$40,464	\$41,893	\$40,000								
Municipal Bonds (E)	\$14,427,928	\$10,453,357	\$10,527,028	\$8,325,161	\$8,362,219								
Corporate Bonds (D)	\$23,971,570	\$23,252,778	\$24,094,280	\$25,337,409	\$26,127,870								
Total	\$157,394,908	\$134,183,447	\$135,915,610	\$109,267,675	\$110,819,926	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Endowment Funds													
Cash/Sweeps	\$2,155,226	\$1,608,982	\$1,608,982	\$1,492,752	\$1,492,752								
Equity Securities (C)	\$18,570	\$7,650	\$19,769	\$7,650	\$19,942								
Mutual Funds	\$62,469,830	\$57,440,989	\$63,561,655	\$58,316,169	\$65,706,042								
Total	\$64,643,626	\$59,057,621	\$65,190,406	\$59,816,571	\$67,218,736	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Grand Total	\$222,038,534	\$193,241,068	\$201,106,016	\$169,084,246	\$178,038,662	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
LSU HCSD													
Current Funds													
Cash/Sweeps	\$71,884,901	\$81,683,701	\$81,683,701	\$109,330,588	\$109,330,588								
Total	\$71,884,901	\$81,683,701	\$81,683,701	\$109,330,588	\$109,330,588	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other Funds													
Cash/Sweeps	\$4,042,419	\$4,193,473	\$4,193,473	\$4,572,877	\$4,572,877								
Money Market Accounts/Repos (A)	\$8,767,824	\$8,814,509	\$8,814,509	\$8,852,167	\$8,852,167								
Equity Securities (C)	\$380,085		\$350,226	\$346,109									
Total	\$13,190,328	\$13,007,982	\$13,358,208	\$13,425,044	\$13,771,153	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Grand Total	\$85,075,229	\$94,691,683	\$95,041,909	\$122,755,632	\$123,101,741	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
System Total	\$904,579,145	\$998,726,941	\$1,014,316,081	\$899,306,318	\$911,515,429	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

* Negative balance in the cash/Sweeps section of the current funds does not represent an actual negative bank balance, rather it represents a timing difference of the allocation of the current funds.

** Small endowment funds at LSUS were moved to the LSUS Foundation to accommodate Workday

*** LSU Paid Campuses include the following: LSU, LSU Ag Center, LSUA, LSUE, LSUS, LSU Health New Orleans, and the LSU Pennington Biomedical Research Center

BENCHMARK NOTES (Example Only)

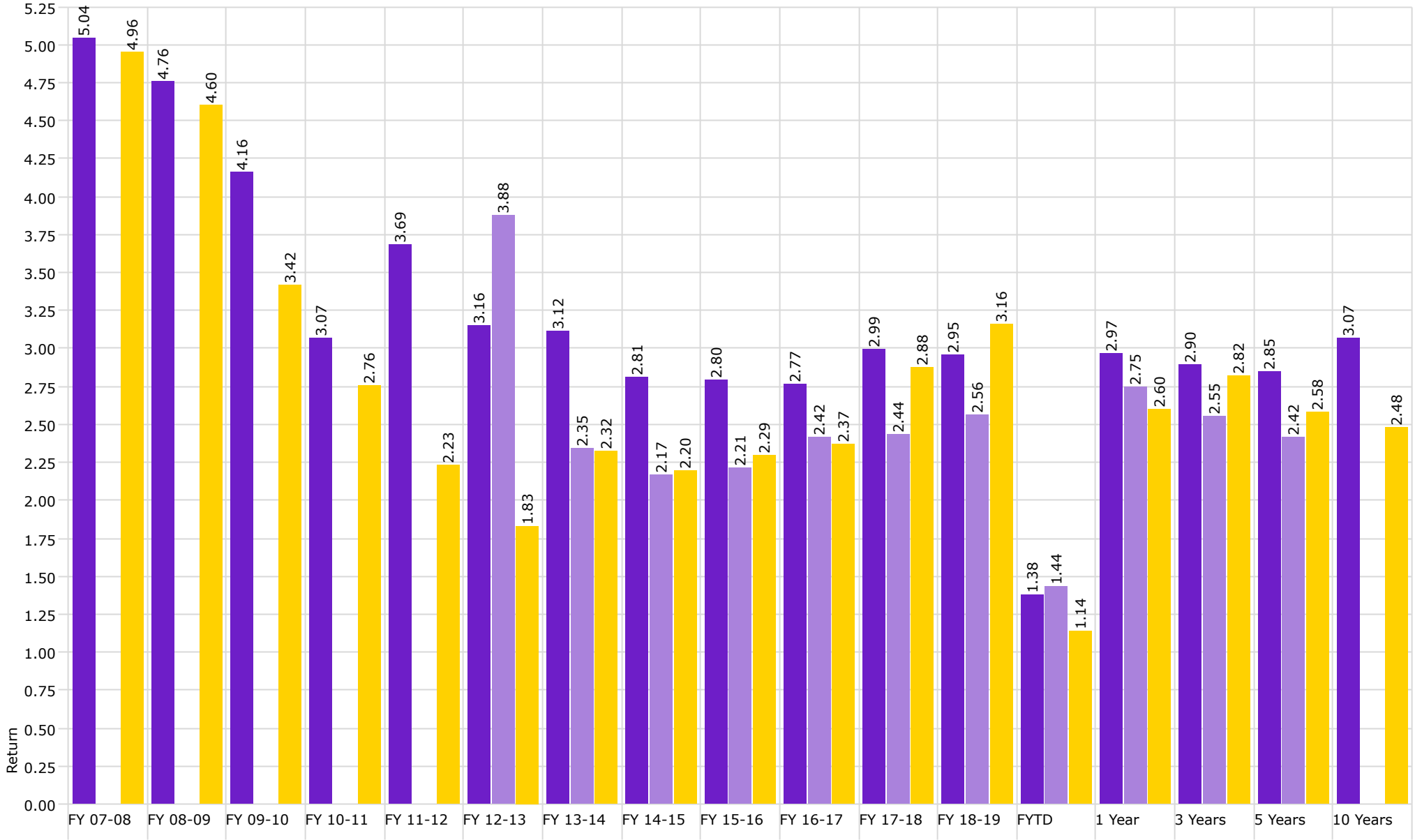
- (A) Benchmarked against 90 day T-Bill
- (B) Benchmarked against Barclay's US Agg Bond TR USC
- (C) US equities benchmarked against Russell 3000 and international against MSCI emerging market
- (D) Benchmarked against XYZ
- (E) Benchmarked against XYZ

Disclaimer: Pursuant to PM-9, corporate bonds/notes only available for investment beginning 7-1-2011
Louisiana law provides for restrictions on maturity and allocation and may effect benchmark comparison:



Investment Management Program Non Endowed Accounts **Realized Yield**

As of 12/31/2019



■ Non Endowed

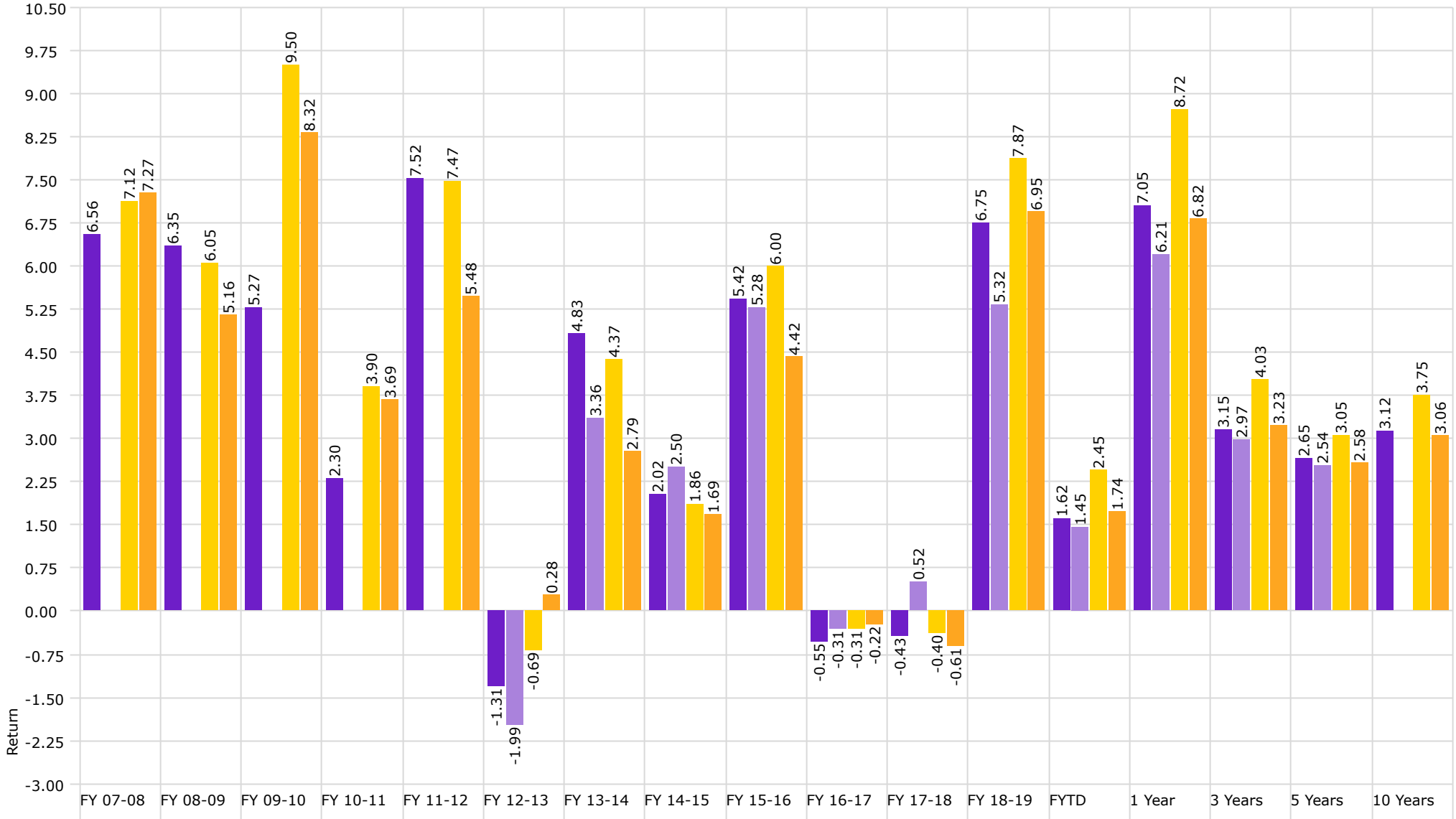
■ Health Plan

■ Barclays Aggregate Bond Index



Investment Management Program Non Endowed Accounts **Total Return**

As of 12/31/2019



■ Non Endowed

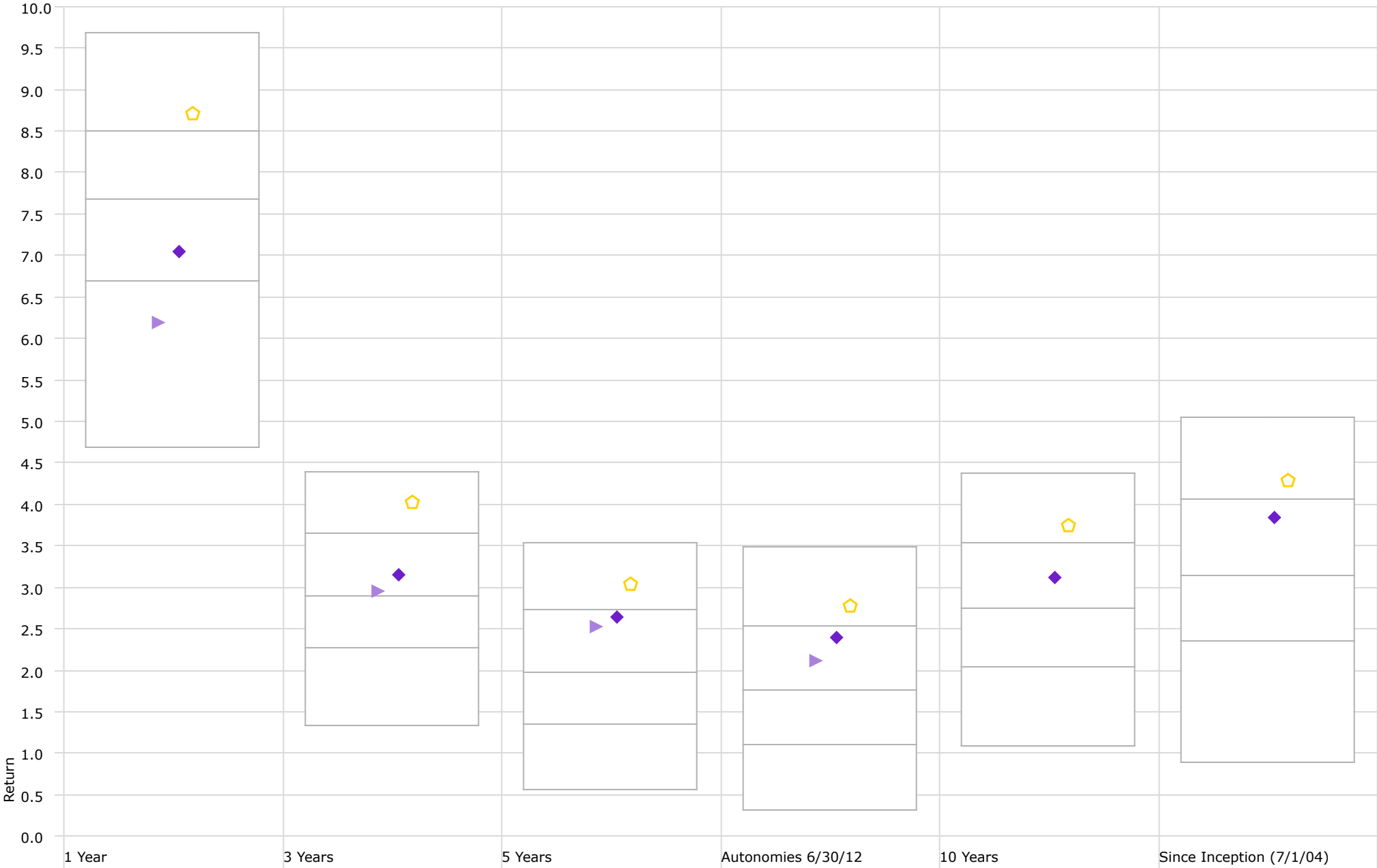
■ Health Plan

■ Barclays Aggregate Bond Index

■ BBgBarc US Gov/Corp Intermediate TR USD

Performance Relative to Peer Group

Peer Group (5-95%): All Managed Investments - U.S. - Intermediate Core Bond



◆ Non Endowed

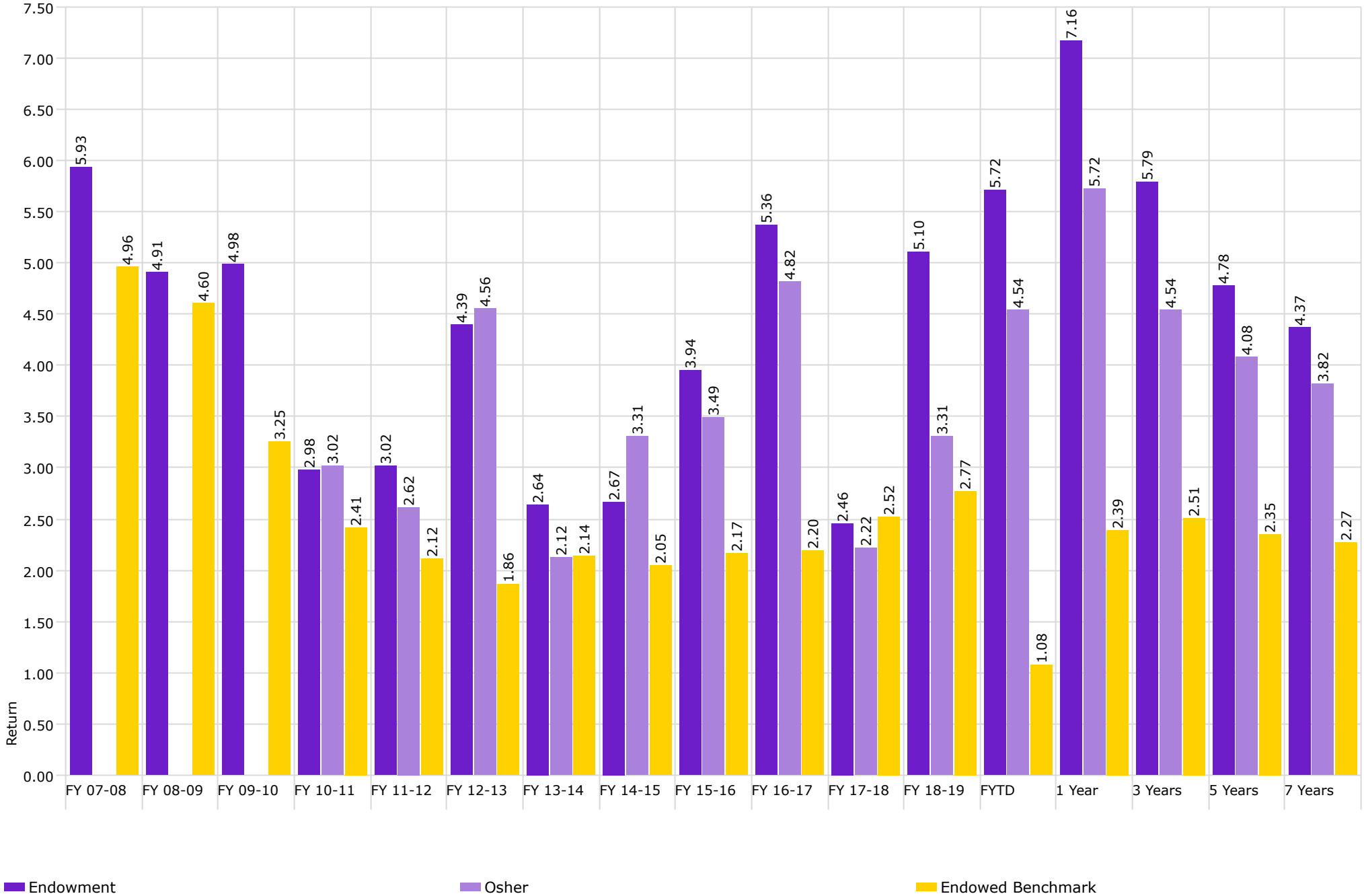
▶ Health Plan

⬠ Barclays Aggregate Bond Index



Investment Management Program Endowed Accounts **Realized Yield**

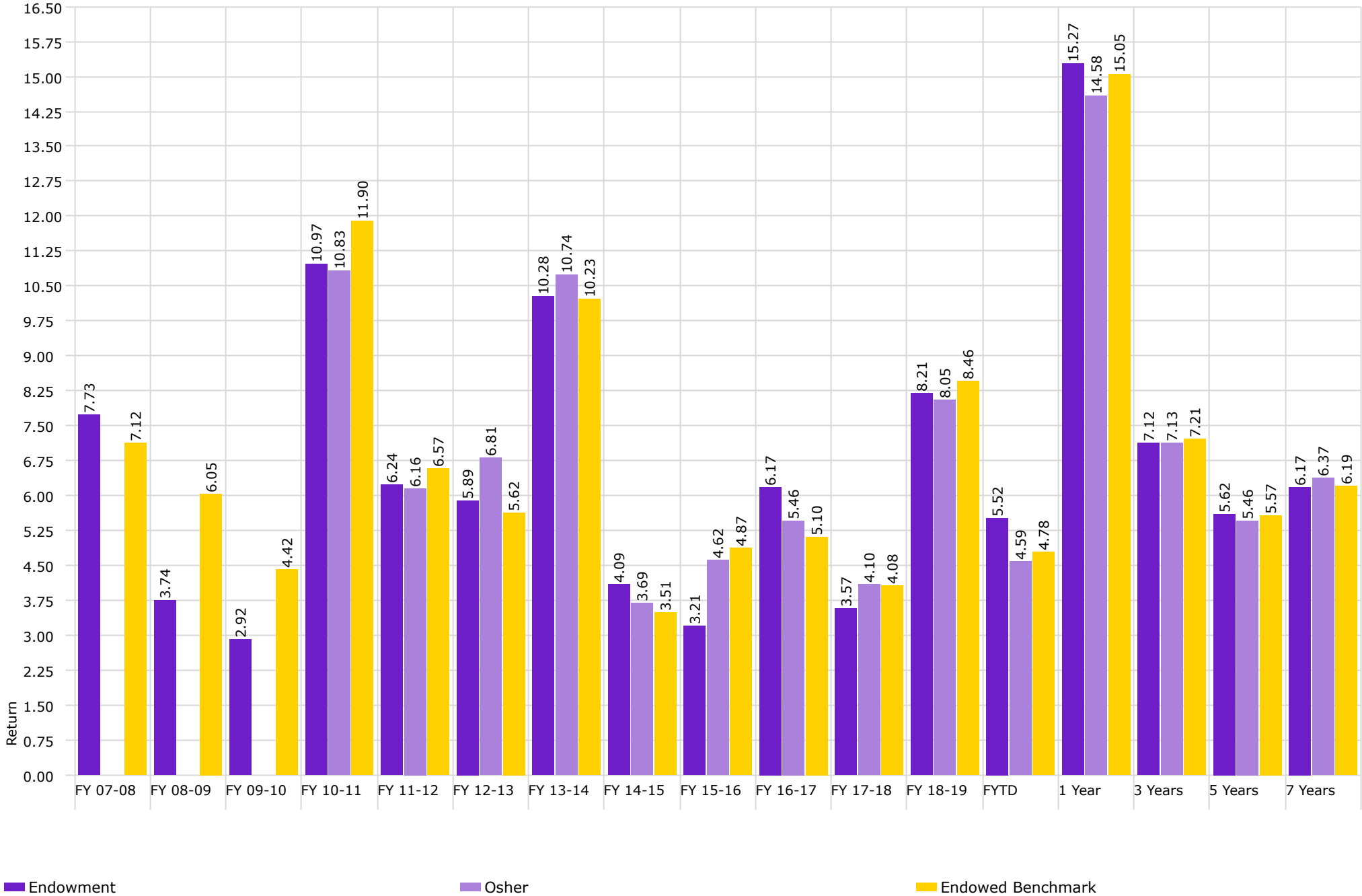
As of 12/31/2019





Investment Management Program Endowed Accounts **Total Return**

As of 12/31/2019



**Louisiana State University
Metric Data**



March 6, 2020



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LSU Performance Metrics Executive Summary

The LSU performance indicators are designed to provide campus leadership and the Board of Supervisors with a mechanism for evaluating annual institutional performance. This document includes a summary of the LSU campuses performance metrics data. The metrics data provided allow institutions to discuss descriptive metrics and performance measures within the context of each campus' mission.

In complex university systems, the distinct and quite different institutions do not measure their performance against each other but against the larger marketplaces where they compete. Two elements are critical for the effectiveness of performance measurement. First is the constant tracking of improvement from year to year. Second is the periodic benchmarking of campus performance against appropriate national counterparts. Data provided in this document speak primarily to the first element of annual improvement. Subsequent work by the campuses in identifying appropriate measures of performance against national counterparts provide a context for the second, national benchmarking element, of effective performance measurement.

The utility of these data points for evaluating institutional performance varies by campus and mission. Below is a general outline of metrics data captured in this document. Please note that for example, in some institutions, enrollment growth is critical to survival; for others, enrollment is stable and other indicators will be more important. Other institutions may pay particular attention to undergraduate education, others to research or technology transfer. Consequently, although this data describe the scale of operations, their utility as metrics for performance improvement measurement varies.

Below is a general outline of metrics data captured in this document. These metrics represent a start to what is expected to become a significant analysis and measuring tool for the Louisiana State University and its institutions.

General Metrics Description

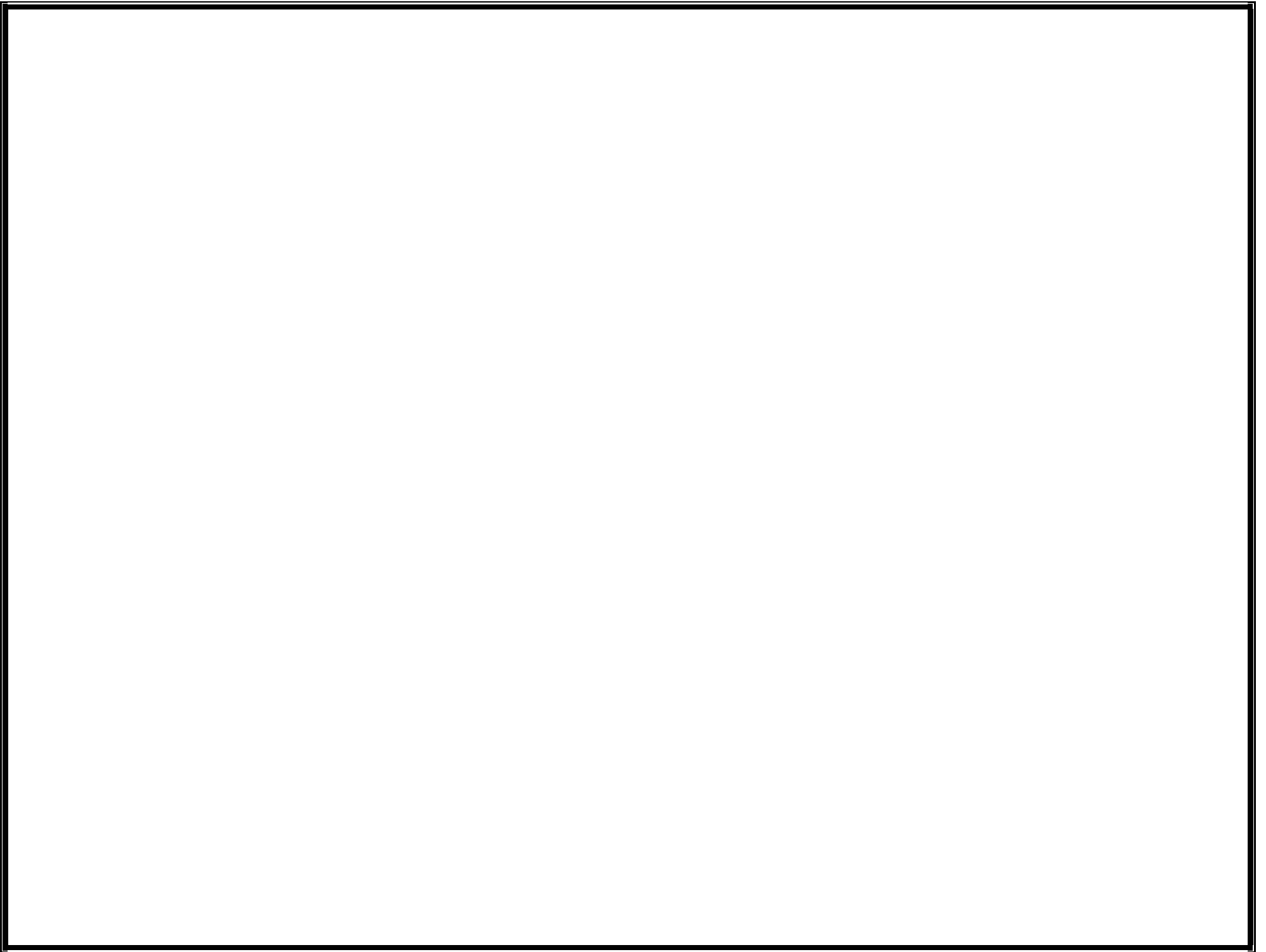
- Metric I: Degrees and Credentials (*Including distribution by race, ethnicity, and other characteristics*)
- Metric II: Enrollment data (*Including distribution by race, ethnicity, and other characteristics such as full and part time*)
- Metric III: Retention, Graduation, Licensure, and Pass Rate (*Standardized State and National Exams*)
- Metric IV: Research Expenditures
- Metric V: Technology Transfer
- Metric VI: Revenue Sources (*Tuition and Fees, Other Revenue Resources*)
- Metric VII: Teaching and Research Productivity
- Metric VII: Hospital Statistics (HSCs only)
- Benchmark: Campus Specific Benchmark Metrics

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**Louisiana State University and A&M
Metric Data**



March 6, 2020



Louisiana State University and A&M College

Executive Summary

Louisiana State University and A&M College, the state's Flagship University, is ranked as a top-tier research university-very high research activity (Carnegie Classification) and is one of the few select universities designated as a land-, sea-, and space-grant institution. LSU is known for its outstanding undergraduate and graduate academic programs, state-of-the-art research, internationally acclaimed faculty, and national award-winning student support programs. The campus is cohesively focused on pursuing and supporting the goals outlined in the President's Operational Plan. Through its educational, research, and service activities, LSU serves as the state's leading institution in the creation and dissemination of new knowledge and technologies, impacting workforce and economic development throughout the state, region, nation, and world.

Total enrollments for first time degree-seeking freshmen in the fall of 2019 were up 5.5% (6,132) and reflect an all-time institutional high (Metric II)

The total degrees awarded (7,186) in 2018-2019 set a record as the highest number ever awarded at LSU (Metric II)

The total degrees awarded in 2018-2019 to Hispanic (428) and Asian (274) students were at their historically highest levels. The total degrees awarded to Black/African-American students was at its 2nd highest level ever (Metric I)

The number of degrees awarded in science, technology, engineering and math (STEM) disciplines (2,082) set a new record (Metric I)

Fall 2019 enrollment of Dual Enrollment students achieved an all-time high (1,868) (Metric II)

Total graduate student headcount as of the 14th class day (5,841) is the highest graduate student enrollment for the period reported in this metric set (Metric II)

Hispanic (2,179) and Black/African-American (4,239) student enrollments were both at an all-time high (Metric II)

Total research expenditures increased to \$164.4 million, the highest on record (Metric IV)

The total endowment value (\$521,815,937) reached an all-time high (Metric VI)

LSU and A&M VISION and MISSION:

As the flagship institution of the state, the vision of Louisiana State University is to be a leading research-extensive university, challenging undergraduate and graduate students to achieve the highest levels of intellectual and personal development. Designated as a land, sea, and space-grant institution, the mission of Louisiana State University is the generation, preservation, dissemination, and application of knowledge and cultivation of the arts.

In implementing its mission, LSU is committed to:

- *offer a broad array of undergraduate degree programs and extensive graduate research opportunities designed to attract and educate highly qualified undergraduate and graduate students;

- *employ faculty who are excellent teacher-scholars, nationally competitive in research and creative activities, and who contribute to a world-class knowledge base that is transferable to educational, professional, cultural, and economic enterprises; and

- * use its extensive resources to solve economic, environmental, and social challenges.

(Mission Statement approved December 2006 and reaffirmed October 2012)

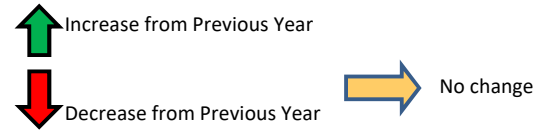
Louisiana State University and A&M Metrics at a Glance

2018-2019

Legend:

Statistic	
High	X Y
Low	Z %

Current
% Change from Previous Period



Metric I Degrees Awarded	Metric II Enrollment	Metric III Student Success	Metric IV Research Expenditures	Metric V Technology Transfer	Metric VI Revenues	Metric VII Instruction Productivity
Bachelors	14th Day Enrollment for First Time Degree Seeking Freshmen	Average ACT Score	Engineering Total (in thousands)	Invention Disclosures	Market Value of Endowments	Enrollment in Fall Semester Lecture and Seminar Courses
5,097 5,097	6,132 6,132	25.7 25.6	40,364 40,364	76 76	521,815,973 521,815,973	124,371 118,964
4,388 5.0%	4,917 5.5%	24.2 0.4%	28,895 3.7%	31 24.6%	264,041,317 4.2%	112,591 0.8%
Masters	Degree Seeking Continuing Undergraduates	First to Second Year Retention	Physical Sciences Total (in thousands)	Licenses\Options Executed	Total Gross Revenue From First-Time-Full-Time Freshmen	Tenure/tenure track (T/TT) FTE faculty assigned to classes
1,274 1,274	17,838 16,547	85.4% 83.0%	24,133 23,944	21 19	77,166,758 77,166,758	936 914
967 7.9%	16,547 -0.4%	82.5% -0.8%	16,982 -0.8%	2 18.8%	20,722,394 30.2%	859 0.3%
Doctoral	Total Undergraduate Headcount as of 14th Class Day	Second to Third Year Retention	Environmental Sciences Total (in thousands)	New Patents Filed - Total	Net Revenue From First-Time-Full-Time Freshmen	Non tenure/tenure track FTE faculty assigned to classes
345 325	26,159 25,920	76.5% 74.5%	33,702 31,853	57 57	55,255,647 51,739,516	438 438
231 8.7%	24,631 2.2%	72.0% 1.5%	29,440 1.2%	12 5.6%	15,595,498 15.2%	332 2.9%
Professional (Veterinary & Law)	Total Graduate Headcount as of 14th Class Day	Six Year Graduation Rate	Life Sciences Total (in thousands)	Active License Agreements	State Appropriation per FTE	Total sch's taught per T/TT FTE faculty
269 257	5,841 5,841	66.9% 65.3%	38,030 38,030	83 83	7,918 3,968	210 179
75 2.8%	4,874 7.8%	58.7% 2.0%	28,135 11.2%	25 25.8%	3,968 -0.9%	179 -1.4%
Grand Total Number of Degrees Awarded	Total number of students enrolled who received TOPS	LA Community College Transfer Student Second Year Retention	Social Sciences Total (in thousands)	Licenses Generating Income	Net Revenue generated from auxiliary enterprises	Total sch's taught per non T/TT FTE faculty
7,186 7,186	14,474 13,643	87.6% 85.3%	5,139 3,704	22 21	23,045,303 7,584,025	499 412
5,830 6.2%	13,175 1.3%	75.2% 7.2%	0 -13.8%	12 175.0%	7,312,924 3.7%	397 -1.0%
Total degrees awarded in STEM	Total number of student enrolled in STEM	LA Community College Transfer Student 6-Year Grad Rate	Total Science & Engineering Disciplines (in thousands)	Total Licensing Income		Direct unrestricted instructional expenditures per FTE student
2,082 2,082	10,716 9,681	72.6% 69.1%	164,379 164,379	907,616 899,957		7,403 7,403
1,397 1.7%	9,681 -1.8%	57.3% -4.8%	123,318 4.4%	121,511 185.5%		5,879 0.3%

Louisiana State University and A&M

Metric I. Number of degrees conferred by level and professions most important to Louisiana.

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Campus total number of degrees awarded/conferred...							
Bachelors	4,529	4,692	4,649	4,806	4,930	4,852	5,097
Post-Bachelors	0	0	14	52	76	102	97
Masters	1,167	1,114	1,130	1,134	1,101	1,181	1,274
Post- Masters	0	0	0	0	0	0	0
Graduate Certificate	0	0	0	21	25	49	105
Doctoral	305	345	331	344	315	299	325
Specialist	10	20	10	10	28	23	23
Professional (Veterinary & Law)	82	78	84	256	269	250	257
Post-Professional	0	0	0	4	5	10	8
Grand Total Number of Degrees Awarded	6,093	6,249	6,218	6,627	6,749	6,766	7,186
Total number of degrees awarded by race/ethnicity...							
Hispanic	203	238	263	341	340	380	428
American Indian or Alaska Native	18	19	18	12	19	19	15
Asian	167	157	154	212	227	248	274
Black or African American	516	551	592	707	705	782	752
Native Hawaiian or Other Pacific Islander	2	2	5	6	3	7	4
White	4,601	4,674	4,649	4,772	4,873	4,656	5,053
Two or More Races	50	98	102	118	178	149	126
Nonresident Alien	405	434	378	415	358	450	423
Race/Ethnicity Unknown	131	76	57	44	46	75	111
Total degrees awarded ...							
Total degrees awarded in STEM	1,778	1,792	1,800	1,922	1,957	2,047	2,082
Total Teacher Education completions (Note BOR Teacher Education Initiatives)							
Total Completed (<i>Regular Program</i>)	244	218	202	175	199	141	155
Number Passed (<i>Regular Program</i>)	242	218	202	175	198	141	152
Percentage Passed (<i>Regular Program</i>)	99%	100%	100%	100%	100%	100%	98%
Total Completed (<i>Alternate Program</i>)	84	56	60	12	34	15	24
Number Passed (<i>Alternate Program</i>)	84	56	60	12	34	15	24
Percentage Passed (<i>Alternate Program</i>)	100%	100%	100%	100%	100%	100%	100%
Total number of degrees awarded in Allied Health	0	0	0	0	0	0	0

Note: Beginning with Fall 2014 reporting cycle, total degrees awarded in STEM determined by the Complete College America (CCA) definition used by the Board of Regents. Data reported using CCA definition for 2007-08 through 2014-15

Louisiana State University and A&M

Metric I. Number of degrees conferred by level and professions most important to Louisiana.

List of STEM/SMART CIP code/s: The following list of CIP codes is to serve as a guide but it is not intended to be inclusive of all possibilities. We recognize that some campuses have degree programs centered in schools or colleges that might dictate a different CIP code. The campus should make the appropriate adjustment. In addition, the CIP codes used by the campus should correlate to the Board of Regents. If there is a discrepancy and the campus applies the IPEDS CIP code, then the campus should identify this with a footnote.

11
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0109
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0111
0112
0301
0303
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0306
2901
3001
3006
3008
3010
3016
3018
3019
3024
3025
4101
4102
4103
4199
4211

Allied Health CIP Code/s

Allied Health and Medical Assisting Services
Allied Health Diagnostic, Intervention, and Treatment Professions

Louisiana State University and A&M

Metric II. The following metrics will provide the campus enrollment trends.

Enrollment Headcount as of 14th Class Day	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Undergraduate							
14th Day Enrollment for First Time Degree Seeking Freshmen	5,501	5,655	5,624	5,475	4,917	5,812	6,132
14th Day Degree Seeking New Transfer Student Enrollment	933	956	1,046	784	703	727	724
14th Day Degree Seeking Re-Admit Enrollment	415	423	396	373	427	394	359
Degree Seeking Continuing Undergraduates	17,141	17,418	17,838	17,715	17,251	16,608	16,547
First-Time Post-Baccalaureate						55	33
Non Degree Undergraduates	941	1,125	1,255	1,758	2,115	1,767	2,125
Total Undergraduate Headcount as of 14th Class Day	24,931	25,577	26,159	26,105	25,413	25,363	25,920
Undergraduate - First Time Degree Seeking Freshmen							
Full-time (In-State Residency)	4,575	4,649	4,676	4,517	4,089	4,604	4,744
Full-time (Non Residency)	923	1,003	943	953	821	1,205	1,382
Part-time (In-State Residency)	1	1	4	5	4	2	4
Part-time (Non Residency)	2	2	1	0	3	1	2
Total First Time Degree Seeking Freshmen Headcount as of 14th Class Day	5,501	5,655	5,624	5,475	4,917	5,812	6,132
Undergraduate							
Full-time (In-State Residency)	18,537	19,146	19,635	19,361	18,454	18,560	18,540
Full-time (Non Residency)	4,274	4,049	3,967	3,851	3,606	3,873	4,195
Part-time (In-State Residency)	1,975	2,159	2,330	2,708	3,151	2,704	2,998
Part-time (Non Residency)	145	223	227	203	235	226	187
Total Undergraduate Headcount as of 14th Class Day	24,931	25,577	26,159	26,123	25,446	25,363	25,920
Graduate							
Full-time (In-State Residency)	3,236	3,186	3,538	3,261	3,411	3,501	3,426
Full-time (Non Residency)	536	527	696	916	818	928	1,064
Part-time (In-State Residency)	915	845	772	731	670	665	714
Part-time (Non Residency)	247	316	362	383	518	530	637
Total Graduate Headcount as of 14th Class Day	4,934	4,874	5,368	5,291	5,417	5,624	5,841
Grand Total Headcount as of 14th Class Day (Undergraduate & Graduate)	29,865	30,451	31,527	31,414	30,863	30,987	31,761
Total Undergraduate Full-Time-Equivalent (FTE) Enrollment as of 14th Class Day	23,086	23,521	23,989	23,750	22,772	23,061	23,428
Total Graduate Full-Time-Equivalent (FTE) Enrollment as of 14th Class Day	4,248	4,188	4,876	4,809	4,884	5,118	5,296
Total number of High School Dual Enrollments	626	801	914	1,401	1,836	1,476	1,868

Louisiana State University and A&M

Metric II. The following metrics will provide the campus enrollment trends.

First Time Degree Seeking Enrollment by Race and Ethnicity as of 14th Class Day	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Hispanic	315	365	347	348	313	421	498
American Indian or Alaska Native	16	16	28	18	31	37	14
Asian	221	241	230	216	197	272	289
Black or African American	709	678	752	738	587	889	887
Native Hawaiian or Other Pacific Islander	9	7	8	7	8	11	3
White	3,979	4,104	4,079	3,977	3,590	3,898	4,082
Two or More Races	177	152	88	71	96	141	229
Nonresident Alien	71	81	49	58	51	54	65
Race/Ethnicity Unknown	4	11	43	42	44	89	65
Total	5,501	5,655	5,624	5,475	4,917	5,812	6,132
First Time Degree Seeking Enrollment by Gender as of 14th Class Day							
Male	2,420	2,629	2,496	2,413	2,214	2,548	2,846
Female	3,081	3,026	3,128	3,062	2,703	3,264	3,286
Total	5,501	5,655	5,624	5,475	4,917	5,812	6,132
Total Enrollment by Race and Ethnicity as of 14th Class Day							
Hispanic	1,439	1,630	1,767	1,820	1,877	2,014	2,179
American Indian or Alaska Native	99	82	97	98	105	122	119
Asian	962	1,085	1,214	1,211	1,219	1,270	1,344
Black or African American	3,319	3,494	3,703	3,741	3,772	3,867	4,239
Native Hawaiian or Other Pacific Islander	28	29	35	29	35	36	36
White	22,176	22,180	22,126	21,960	21,250	20,793	20,989
Two or More Races	637	697	663	609	559	562	749
Nonresident Alien	1,597	1,630	1,704	1,689	1,641	1,645	1,599
Race/Ethnicity Unknown	229	119	218	257	405	678	507
Total	30,486	30,946	31,527	31,414	30,863	30,987	31,761
Total Enrollment by Gender as of 14th Class Day							
Male	14,798	15,067	15,097	14,888	14,592	14,429	14,685
Female	15,688	15,959	16,430	16,526	16,271	16,558	17,076
Total	30,486	31,026	31,527	31,414	30,863	30,987	31,761

Louisiana State University and A&M

Metric II. The following metrics will provide the campus enrollment trends.

Louisiana Transfer Enrollment	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Transfer from Louisiana Community Colleges	254	327	365	292	257	237	220
Transfers from Louisiana Four-Year Universities	323	284	297	242	223	243	229
Student Credit Hours (SCH)							
Fall SCH	396,880	401,919	416,464	411,524	396,681	402,926	409,678
Spring SCH	364,201	370,998	383,664	376,243	363,885	368,203	
Total number of students enrolled who received TOPS							
Performance	3,610	3,677	3,784	3,746	3,521	3,423	3,430
Opportunity	5,406	5,435	5,785	5,772	5,480	5,265	5,207
Honors	4,305	4,515	4,703	4,956	4,729	4,776	5,006
Tech	0	0	0	0	0	0	0
Total number of students enrolled who received TOPS	13,321	13,627	14,272	14,474	13,730	13,464	13,643
Enrollment by specified discipline							
Total number of student enrolled in STEM	9,862	10,425	10,716	10,552	9,971	9,856	9,681
Total number of students enrolled in Allied Health	0	0	0	0	0	0	0
Total number of students enrolled in Teacher Education (Note BOR Teacher Education Initiative)	1,039	969	907	801	745	715	654
Teacher Education Regular Program	989	915	872	778	713	682	622
Teacher Education Alternative Program	50	54	35	23	32	33	32

Note: In December 2012, Teacher Education Programs MATE & MATS enrollments moved from Regular to Alternative for 2009-10, 2010-11, and 2011-12

Note: Beginning with Fall 2014 reporting cycle, enrollment in STEM determined by the Complete College America (CCA) definition used by the Board of Regents. Data reported using CCA for 2008-09 through 2014-15

Note: Beginning with Fall 2014 reporting cycle, 14th day degree-seeking transfer enrollment includes fall and continuing summer transfers. This methodology used to report 2008-09 through 2015-16 data in December 2015.

Note: Beginning with Fall 2015 reporting cycle, headcount enrollment and student credit hours includes Hebert Law Center.

Note: Total number of students enrolled who received TOPS for 2017-2018 has been updated with completed data from LOSFA TOPS Payment Summary AY 2017-18 (12/26/2018)

Note: Total number of students enrolled who received TOPS for 2018-2019 is reported with partial data from LOSFA TOPS Payment Summary AY 2018-19 (12/26/2018)

Note: Total number of students enrolled who received TOPS for 2019-2020 is reported with partial data from LOSFA TOPS Payment Summary AY 2019-20 (1/6/2020)

Louisiana State University and A&M

Metric II. The following metrics will provide the campus enrollment trends.

List of STEM/SMART CIP code/s:

The following list of CIP codes is to serve as a guide but it is not intended to be inclusive of all possibilities. We recognize that some campuses have degree programs centered in schools or colleges that might dictate a different CIP code. The campus should make the appropriate adjustment. In addition, the CIP codes used by the campus should correlate to the Board of Regents. If there is a discrepancy and the campus applies the IPEDS CIP code, then the campus should identify this with a footnote.

11	Computer and Information Sciences and Support Services
14	Engineering
15	Engineering Technologies/Technicians
26	Biological and Biomedical Sciences
27	Mathematics and Statistics
40	Physical Sciences
0109	Animal Sciences
0110	Food Science and Technology
0111	Plant Sciences
0112	Soil Sciences
0301	Natural Resources Conservation and Research
0303	Fishing and Fisheries Sciences and Management
0305	Forestry
0306	Wildlife and Wildlands Science and Management
2901	Military Technologies
3001	Biological and Physical Sciences
3006	Systems Science and Theory
3008	Mathematics and Computer Science
3010	Biopsychology
3016	Accounting and Computer Science
3018	Natural Sciences
3019	Nutrition Sciences
3024	Neuroscience
3025	Cognitive Science
4101	Biology Technician/Biotechnology Laboratory Technician
4102	Nuclear and Industrial Radiologic Technologies/Technicians
4103	Physical Science Technologies/Technicians
4199	Science Technologies/Technicians Other
4211	Physiological Psychology/Psychobiology

Allied Health CIP Code/s

51.08	Allied Health and Medical Assisting Services
51.09	Allied Health Diagnostic, Intervention, and Treatment Professions

Variables Description

Headcount Enrollment Undergraduate – Total number of full-time and part-time students

Headcount Enrollment Graduate – Total number of full-time and part-time students enrolled

Full-Time Equivalent (FTE) – The calculation of FTE can vary by institution. However, FTE enrollment reported for this metric should reconcile to FTE data you report to the Louisiana BoR, SREB

Full-Time Student Undergraduate - a student enrolled for 15 or more semester credits or 30 or more contact hours a week each term. (IPEDS)

Dual Enrollment - A student who is enrolled in high school but who is also enrolled, simultaneously, in a postsecondary institution are considered dual enrolled.

Science Technology Engineering and Mathematics (STEM) - STEM enrollment is calculated based on STEM CIP codes.

Educations, Nursing, Allied Health - Use the CIP codes as defined by IPEDS for these disciplines to determine the number of students enrolled and graduates in these field of study.

Louisiana State University and A&M

Metric III. The following metric will identify the campus trends for retention, graduation, licensure and pass rate.

Analysis of First-time, Full-time, Baccalaureate Degree-seeking Freshmen (fall and prior summer)									
Cohort Type	Cohort Year	Head Count	Average ACT	% continuation to_2nd_Yr	% continuation to_3rd_Yr	Cumulative% Graduating after 4 Yrs	Cumulative % Graduating after 5 Yrs	Cumulative % Graduating after 6 Yrs*	Cumulative% Graduating after 7 Yrs
Total	2007	4,588	25.4	85.4%	76.5%	37.9%	62.4%	66.9%	68.5%
Total	2008	5,135	25.4	83.6%	74.3%	37.0%	59.9%	65.0%	66.7%
Total	2009	4,779	25.5	84.1%	75.4%	38.1%	60.0%	64.8%	66.5%
Total	2010	5,477	25.5	83.8%	75.1%	39.2%	60.5%	65.5%	67.1%
Total	2011	5,283	25.4	83.0%	73.0%	38.0%	59.3%	64.2%	65.9%
Total	2012	5,717	25.3	82.5%	73.2%	38.8%	59.8%	64.0%	65.4%
Total	2013	5,498	25.5	84.6%	75.5%	41.0%	60.9%	65.3%	
Total	2014	5,652	25.6	84.7%	74.3%	39.4%	61.0%		
Total	2015	5,619	25.6	82.8%	72.7%	42.9%			
Total	2016	5,470	25.7	82.9%	73.4%				
Total	2017	4,910	25.6	83.7%	74.5%				
Total	2018	5,809	25.5	83.0%					
Total	2019	6,126	25.6						
First-time, Full-time, Degree-seeking Louisiana Community College Transfers (fall and prior summer)									
LACCT	2007	210		75.2%	56.2%	53.3%	57.6%	59.5%	61.4%
LACCT	2008	240		83.3%	62.1%	56.3%	64.2%	65.8%	67.5%
LACCT	2009	238		84.0%	62.2%	61.3%	66.4%	68.5%	69.3%
LACCT	2010	226		79.2%	58.0%	58.4%	62.8%	64.6%	65.5%
LACCT	2011	195		85.1%	59.0%	58.5%	64.1%	66.2%	66.7%
LACCT	2012	201		87.6%	60.2%	68.7%	71.6%	72.6%	73.6%
LACCT	2013	233		86.3%	65.2%	60.9%	67.8%	69.1%	
LACCT	2014	305		86.6%	67.9%	57.7%	65.9%		
LACCT	2015	344		80.8%	57.8%	59.0%			
LACCT	2016	269		79.6%	66.2%				
LACCT	2017	240		81.3%	55.6%				
LACCT	2018	220		85.3%					
LACCT	2019	195							

* Excludes pre-nursing and pre-allied health transfer preparatory programs that are included in IPEDS Grad Rate.

Louisiana State University and A& M

Metric III. The following metric will identify the campus trends for retention, graduation, licensure and pass rate.

		2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Licensure exams data									
College of Business ¹		51%	57%	60%	63%	57%	56%	56%	63%
School of Education		SEE METRIC I	SEE METRIC I	SEE METRIC I	SEE METRIC I	SEE METRIC I	SEE METRIC I	SEE METRIC I	SEE METRIC I
College of Engineering ²	Biological	44%	64%	77%	78%	86%	88%	91%	67%
	Chemical	96%	89%	75%	91%	84%	76%	86%	78%
	Civil	59%	68%	66%	72%	72%	65%	53%	69%
	Electrical	68%	56%	60%	88%	55%	77%	74%	67%
	Computer	67%	50%	80%	75%	100%	100%	100%	N/A
	Environmental	67%	69%	69%	73%	50%	58%	67%	53%
	Industrial	64%	46%	100%	80%	67%	100%	60%	67%
	Mechanical	93%	85%	86%	94%	82%	88%	96%	86%
	Petroleum	59%	67%	71%	81%	82%	80%	83%	81%
School of Social Work	GSW ³	72%	75%	73%	76%	75%	75%	78%	64%
	LCSW ⁴	69%	76%	74%	68%	62%	63%	74%	70%
School of Veterinary Medicine ⁵		98%	96%	91%	100%	95%	94%	91%	86%

¹CPA Exam Pass Rates represent the average pass rates of all four individual sections.

²National Council of Examiners for Engineering Survey (NCEES) Fundamentals of Engineering (FEE) Passage Rates, by Major

³Graduate Social Work (GSW) Exam Passage Rates for All Students (First-time and Repeat)

⁴Licensed Clinical Social Work Examination for All Students (First-time and Repeat)

⁵North American Veterinary Licensing Examination (NAVLE) Passage Rates

Louisiana State University and A & M

Metric IV. The following metrics will identify the effectiveness of campus research to

Research Expenditures Field of Science & Engineering	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017		2017-2018		2018-2019	
	Total	Federal	Total	Federal	Total	Federal	Total	Federal	Total	Federal	Total	Federal	Total	Federal
a. Engineering (Total)	30,387	9,345	35,105	10,560	32,448	7,921	35,996	8,325	34,572	7,260	38,913	9,379	40,364	10,189
(1) Aeronautical & astronautical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(2) Bioengineering/biomedical engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(3) Chemical	5,943	2,377	7,234	3,038	5,161	2,186	6,276	2,417	5,191	1,389	5,306	1,329	7,978	1,716
(4) Civil	10,194	2,225	10,874	2,258	10,789	1,807	10,978	2,017	11,541	2,331	11,879	2,691	12,298	2,379
(5) Electrical	1,786	1,039	2,738	1,774	2,166	1,314	2,577	1,156	2,580	1,223	2,997	1,320	2,651	1,112
(6) Industrial							446	23	200	66	217	40	452	54
(7) Mechanical	5,836	2,444	5,591	2,399	5,455	2,093	5,222	1,997	4,105	1,816	4,479	2,257	4,758	2,462
(8) Metallurgical & materials	4,102	644	6,089	460	6,595	197	6,084	118	5,410	0	5,953	49	5,613	17
(9) Other	2,526	616	2,579	631	2,282	324	4,413	597	5,545	435	8,082	1,693	6,614	2,449
b. Physical Sciences (Total)	21,682	12,493	21,816	12,964	21,815	11,552	21,641	11,838	18,822	10,974	24,133	12,376	23,944	12,967
(1) Astronomy	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(2) Chemistry	10,093	5,330	8,503	4,595	7,922	3,778	7,938	3,709	6,711	3,440	9,652	4,119	8,558	4,312
(3) Materials Science							0	0	0	0	0	0	0	0
(4) Physics	11,511	7,146	13,062	8,327	13,502	7,723	13,415	8,063	11,847	7,393	14,148	8,197	14,926	8,553
(5) Other	78	17	251	42	391	51	288	66	264	141	333	60	460	102
c. Environmental Sciences (Total)	30,493	7,420	31,609	8,985	33,702	8,595	32,845	7,948	29,440	6,967	31,488	7,956	31,853	7,883
(1) Atmospheric	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(2) Earth sciences	3,618	954	4,211	1,568	5,295	1,493	5,088	1,378	4,285	1,216	5,386	1,431	5,364	1,536
(3) Oceanography	20,786	5,309	21,210	6,194	21,595	5,825	20,557	4,930	18,124	4,476	19,227	4,976	20,412	5,574
(4) Other	6,089	1,157	6,188	1,223	6,812	1,277	7,200	1,640	7,031	1,275	6,875	1,549	6,077	773
d. Mathematical Sciences (Total)	1,663	1,382	1,715	1,427	1,989	1,430	1,872	1,459	1,887	1,639	1,906	1,714	2,086	1,808
e. Computer Sciences (Total)	2,828	1,408	2,767	1,809	3,110	1,541	3,917	1,511	3,459	1,273	3,782	1,437	3,618	1,132
f. Life Sciences (Total)	31,814	14,900	31,803	14,405	31,449	13,479	34,265	15,282	31,755	13,589	34,212	13,725	38,030	16,266
(1) Agricultural	686	245	937	282	895	276	353	199	211	119	235	104	443	17
(2) Biological	26,936	14,333	26,783	13,874	26,377	12,961	11,129	7,598	9,509	6,598	9,933	6,009	10,958	7,356
(3) Health Sciences	3,730	41	3,742	37	3,842	53	22,547	7,440	21,960	6,841	23,984	7,566	26,509	8,877
(4) Natural Resources							236	45	75	31	60	46	120	16
(5) Other	462	281	341	212	335	189	0	0	0	0	0	0	0	0
g. Psychology (Total)	1,026	785	1,168	880	607	447	960	316	573	142	802	93	1,119	213
h. Social Sciences (Total)	4,006	1,655	4,286	1,789	3,589	1,471	3,718	1,264	4,264	1,496	4,296	1,303	3,704	1,157
(1) Anthropology							0	0	0	0	0	0	0	0
(2) Economics	1,238	458	1,967	840	1,486	734	580	196	934	350	830	10	700	196
(3) Political science	364	47	216	5	221	0	223	18	201	17	158	6	192	23
(4) Sociology	367	180	240	110	502	130	1,170	475	1,543	333	1,433	399	1,250	200
(5) Other	2,037	970	1,863	834	1,380	607	1,745	575	1,586	796	1,875	888	1,562	738
i. Other Sciences, not elsewhere classified (Total)	14,700	1,878	15,370	2,931	11,969	613	12,154	831	10,097	288	9,735	240	11,380	101

Louisiana State University and A & M

Metric IV. The following metrics will identify the effectiveness of campus research to

Research Expenditures	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017		2017-2018		2018-2019	
j. Non-S&E Fields							9,066	1,800	6,570	1,600	8,242	856	8,281	1,223
(1) Business Management							1,049	36	1,067	14	1,247	31	1,453	6
(2) Communication							187	4	158	12	428	58	612	222
(3) Education							2,056	1,438	1,821	1,283	745	422	944	540
(4) Humanities							1,114	51	544	31	790	92	974	175
(5) Law							927	0	672	7	691	76	773	45
(6) Social Work							55	0	27	0	16	7	89	33
(7) Visual & Performing Arts							1,385	132	99	53	172	25	185	54
(8) Other							2,293	139	2,182	200	4,562	145	3,251	148
k. Total (sum of a through j)	138,599	51,266	145,639	55,750	140,678	47,049	156,434	50,574	141,439	45,228	157,509	49,079	164,379	52,939

Louisiana State University and A & M

Metric V: Technology Transfer

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2017-2019
Invention Disclosures	31	42	56	56	72	61	76
Licenses\Options Executed	2	3	7	14	21	16	19
New Patents Filed - Total	15	12	20	43	44	54	57
New Patents Filed - First in Family	*	*	*	17	16	24	20
US Patents Issued	10	16	9	13	15	12	9
Active License Agreements	26	26	31	36	59	66	83
Licenses Generating Income	16	15	16	22	12	12	21
Total Licensing Income	\$624,135	\$907,616	\$764,290	\$263,934	\$280,672	\$315,275	\$899,957
Start-up Companies Formed	1	0	3	1	2	0	4
Legal Fees Expended	\$275,845	\$316,937	\$332,338	\$364,019	\$305,166	\$403,180	\$363,105
Legal Fees Reimbursed	\$47,599	\$3,928	\$15,499	\$5,270	\$240,719	\$13,101	\$17,779
Percent of Expenses Reimbursed	17%	1%	5%	1%	79%	3%	5%
Legal Fees as a % License Income	44%	35%	43%	138%	109%	128%	40%
Cost per Patent Filed	\$18,390	\$26,411	\$16,617	\$8,466	\$6,936	\$7,466	\$6,370

LEGEND:

* = 2015-2016 was the first year to track

Louisiana State University and A&M

Metric VI. The following metrics will identify the tuition and fee revenues, and, other revenue resources.

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Total Endowment Value (includes \$ 23,385,450 at Alumni, \$ 474,850,984 at LSU Foundation, \$ 23,579,539 at LSU)	\$356,520,335	\$395,562,005	\$425,409,958	\$416,786,828	\$479,694,123	\$500,664,717	\$521,815,973
Earned Interest on Endowments	\$13,111,174	\$14,207,861	\$16,158,675	\$14,793,729	\$17,303,352	\$17,064,185	\$18,316,019
Dollar amount of the endowment approved each fiscal year and made available for expenditures by the campus	\$13,344,257	\$14,227,534	\$16,180,494	\$14,967,165	\$17,144,192	\$17,193,383	\$18,096,026
Total # of Foundations							
Foundations total Assets (\$ Amount)	\$602,056,292	\$680,602,247	\$663,474,409	\$651,393,401	\$690,666,062	\$714,990,461	\$723,258,231
Click here to go to the Foundations Supplemental Table							
Total # of Board of Regents Support Fund							
Total Value (\$ Amount) of BoR Support Fund ¹	\$173,372,710	\$198,207,790	\$210,884,877	\$207,176,712	\$235,243,394	\$243,530,805	\$246,079,712
Click here to go to the BoR Support Funds Supplemental Table							
Total number of affiliated off-campus sites (For example, LSU South Campus)							
Total net revenue generated by affiliated off-campus sites	\$328,567	\$534,254	\$535,965	\$540,028	\$538,729	\$540,203	\$75,305
Total \$ amount contributed back to campus by affiliated off-campus sites	\$328,567	\$534,254	\$535,965	\$540,028	\$538,729	\$540,203	\$75,305
Click here to go to the Affiliated Supplemental Table							
Total Gross Revenue Generated from tuition and fees							
Total Gross Revenue From First-Time-Full-Time Freshmen	\$48,898,772	\$50,804,646	\$57,309,718	\$60,561,545	\$64,168,034	\$59,249,531	\$77,166,758
Gross Revenue From First-Time-Full-Time Freshmen (In-State Only)	\$26,258,619	\$29,271,569	\$33,297,698	\$37,761,936	\$40,652,489	\$39,100,511	\$46,555,679
Gross Revenue From First-Time-Full-Time Freshmen (Out-of-State Only)	\$22,640,153	\$21,533,077	\$24,012,020	\$22,799,610	\$23,515,544	\$20,149,020	\$30,611,087
Net Revenue From First-Time-Full-Time Freshmen	\$40,464,549	\$42,377,598	\$50,051,867	\$52,370,421	\$55,255,647	\$44,898,733	\$51,739,516
Net Revenue From First-Time-Full-Time Freshmen (In-State Only)	\$21,544,282	\$24,077,225	\$28,768,544	\$32,449,934	\$37,734,536	\$31,343,378	\$32,321,262
Net Revenue From First-Time-Full-Time Freshmen (Out-of-State Only)	\$18,920,267	\$18,300,373	\$21,283,323	\$19,920,487	\$17,521,111	\$13,555,355	\$19,418,254
Financial Aid							
Total institutional dollars awarded need based aid for entering freshmen class	\$3,225,447	\$3,247,021	\$4,093,106	\$4,791,764	\$4,923,131	\$4,915,757	\$9,812,094
Total institutional dollars awarded non-need aid for entering freshmen class	\$8,068,681	\$8,870,263	\$12,653,037	\$16,463,492	\$14,304,821	\$14,657,939	\$20,028,469
Total institutional dollars awarded need based aid for entering freshmen class LA residents	\$2,966,684	\$3,224,235	\$4,048,552	\$4,752,990	\$4,883,130	\$4,880,911	\$9,723,416
Total institutional dollars awarded non-need based aid for entering freshmen class LA residents	\$2,872,069	\$3,463,601	\$4,109,763	\$7,524,098	\$4,783,676	\$5,133,865	\$6,345,009
Total institutional dollars awarded need based aid for entering freshmen class non-residents	\$258,763	\$22,786	\$44,554	\$38,774	\$40,001	\$34,846	\$88,678
Total institutional dollars awarded non-need based aid for entering freshmen class non-residents	\$5,196,612	\$5,406,662	\$8,543,274	\$8,939,394	\$9,521,145	\$9,523,974	\$13,683,460
State Appropriation per FTE²	\$4,934	\$4,191	\$4,172	\$4,081	\$4,097	\$4,003	\$3,968
Net Revenue Generated from auxiliary enterprises (i.e., bookstores, dining services)	\$15,881,226	\$18,919,888	\$23,045,303	\$18,340,849	\$17,578,127	\$7,312,924	\$7,584,025

¹ Total assets from LSU Foundation and Alumni Foundation audited consolidated financial statement. The only assets included in these statements that relate to the Tiger Athletic Foundation are the endowed funds the LSU Foundation manages for TAF. TAF's total assets are reported in its own financial statements. LSU Foundation total assets are included on LSU A&M, Law Center, and LSU Agricultural Center Metric reports.

² State Appropriation per FTE = the Board of Regents Formula Appropriations Per FTE which includes State General Fund and Statutory Dedications.

2018-19: In 2014, RTF donated the Louisiana Digital Media Center to LSU where EA Sports is housed. LDMC was placed on the books as an LSU asset for FY 19. Because of this EA Sports is no longer operating in an off campus site.

Louisiana State University and A&M

Metric VI. The following metrics will identify the tuition and fee revenues, and, other revenue resources.

Definitions:

Endowment Value equals the market value of the endowment as of June 30 of the reporting year.

FTE- Full time equivalent

Payout from Endowment equal interest earned on endowment.

Gross Revenue Generated from Student Enrollment FTE equals revenue gain from student tuitions and fees.

Net Revenue Generated from Student Enrollment FTE equals gross revenue from enrollment headcount minus institutional supported financial aid.

Net Revenue from Auxiliary equal gross revenue generated from auxiliary enterprises minus debt services and other financial obligations.

Louisiana State University A&M

Metric VII. The following metric will identify teaching and research productivity

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Enrollment in Fall Semester Lecture and Seminar Courses							
Lower Division Undergraduate Courses							
Total Enrollment	76,675	77,095	78,284	79,129	77,632	72,660	73,610
Number of Sections	1,468	1,522	1,567	1,523	1,523	1,496	1,575
Average section size	52	51	50	52	51	49	47
Upper Division Undergraduate Courses							
Total Enrollment	31,549	31,727	32,440	33,559	33,849	33,950	33,563
Number of Sections	1,035	996	984	1,017	989	1,018	1,019
Average section size	30	32	33	33	34	33	33
Graduate/Professional Courses							
Total Enrollment	9,340	9,361	9,206	11,683	11,488	11,370	11,791
Number of Sections	563	550	534	606	606	610	627
Average section size	17	17	17	19	19	19	19
All Lecture and Seminar Courses							
Total Enrollment	117,564	118,183	119,930	124,371	122,969	117,980	118,964
Number of Sections	3,066	3,068	3,085	3,146	3,118	3,124	3,221
Average section size	38	39	39	40	39	38	37
Fall Teaching Activity							
Tenure/tenure track (T/TT) FTE faculty assigned to classes	881.14	884.41	889.57	899.10	924.01	911.26	913.75
Non tenure/tenure track FTE faculty assigned to classes	348.62	350.12	349.81	358.37	421.65	425.61	437.95
FTE graduate assistants assigned to classes	166.8	170.82	141.3	132.67	144	145.00	147.25
Organized class sections including labs, fall only							
Sections taught by tenure/tenure track faculty	1,630	1,780	1,869	1,797	1,892	1,844	1,799
Sections taught by non tenure/tenure track faculty	1,161	1,285	1,428	1,479	1,597	1,602	1,773
Sections taught by graduate assistants	553	620	492	490	488	483	520
Average # of class sections taught per FTE T/TT faculty	1.85	2.01	2.10	2.00	2.05	2.02	1.97
Average # of class sections taught per FTE non T/TT faculty	3.33	3.67	4.08	4.13	3.79	3.76	4.05
Average # of class sections taught per 0.5 FTE graduate assistants	1.66	1.81	1.74	1.85	1.69	1.67	1.77
% class sections taught by T/TT faculty	49%	48%	49%	48%	48%	47%	44%
% class sections taught by non T/TT faculty	35%	35%	38%	39%	40%	41%	43%
% class sections taught by graduate assistants	17%	17%	13%	13%	12%	12%	13%
Student Credit Hours (SCH'S), fall only							
Undergraduate	334,258	337,168	348,478	346,010	356,458	341,837	346,123
Graduate	43,032	41,787	40,685	40,148	32,549	34,243	35,115
Total student credit hours	377,290	378,955	389,163	386,158	389,007	376,080	381,238
Undergraduate SCH'S taught by T/TT faculty	136,831	134,695	141,206	143,422	141,908	138,379	136,624
Graduate SCH's taught by T/TT faculty	36,884	36,525	34,179	33,643	27,481	26,890	26,834
Total SCH's taught by T/TT faculty	173,715	171,220	175,385	177,065	169,389	165,269	163,458
Total SCH's taught by non T/TT faculty	159,009	162,634	174,419	174,827	184,251	177,042	180,269
Total SCH's taught by graduate assistants	44,565	44,621	39,360	34,266	35,368	33,768	37,511

Louisiana State University A&M

Metric VII. The following metric will identify teaching and research productivity

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Undergraduate SCH's taught per T/TT FTE faculty	155	152	159	160	154	152	150
Graduate sch's taught per T/TT FTE faculty	42	41	38	37	30	30	29
Total sch's taught per T/TT FTE faculty	197	194	197	197	183	181	179
Total sch's taught per non T/TT FTE faculty	456	465	499	488	437	416	412
Total sch's taught per 0.5 FTE graduate assistants	134	131	139	129	123	116	127
% sch's taught by T/TT faculty	46	45	45	46	44	44	43
% sch's taught by non T/TT faculty	42	43	45	45	47	47	47
% sch's taught by graduate assistants	12	12	10	9	9	9	10
Annual Instruction and Research Ratios							
Annual student credit hours (sch's), fall & spring							
Undergraduate	656,143	662,791	676,714	688,803	678,442	651,003	657,818
Graduate	98,930	98,290	96,203	111,325	109,325	109,562	113,311
Total	755,073	761,081	772,917	800,128	787,767	760,565	771,129
Annual FTE students	25,994	26,188	26,566	27,599	27,170	26,265	26,649
Direct unrestricted instructional expenditures	161,462,479	168,276,409	175,961,805	186,218,363	188,187,520	193,782,053	197,291,086
Direct unrestricted instructional expenditures per SCH	214	221	228	233	239	255	256
Direct unrestricted instructional expenditures per FTE student	6,212	6,426	6,624	6,747	6,926	7,378	7,403
Personnel costs as % of direct unrestricted instructional expenditures	91	92	92	92	92	93	94
Total FTE faculty (instruction, research, public service)	1322.39	1339.39	1379.8	1333.39	1446.95	1653.00	1585.00
Total T/TT FTE faculty (instruction, research, public service)	958.9	952.4	973.08	979.77	1016.69	1012.00	995.00
Tenure/Tenure Track FTE faculty as % of total FTE faculty	72.5%	71.1%	70.5%	73.5%	70.3%	61.2%	62.8%
Research expenditures	145,005,000	153,099,000	147,627,000	156,434,000	141,439,000	157,509,000	164,379,000
Research expenditures per T/TT FTE faculty	\$151,220	\$160,751	\$151,711	\$159,664	\$139,117	\$155,641	\$165,205

***Note: Beginning in Fall 2016 LSU data source has changed to Workday. Due to reporting from a different platform, some methodologies have been revised. Law Center faculty and class sections are also included beginning this year.

Metric VII. The following metric will identify teaching and research productivity

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
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Definitions:

Enrollment in Fall Semester Lecture and Seminar Courses

Total enrollment, number of sections offered, and average section size are reported by course level for fall semester lecture and seminar classes. Courses offered through Academic Programs Abroad and Continuing Education are excluded. Source: fall semester 14th class day course file.

Lower Division Undergraduate Courses: Courses typically associated with the first and second years of college study; courses numbered 0001 through 2999.

Upper Division Undergraduate Courses: Courses typically associated with the third and fourth years of college study; courses numbered 3000 through 4999.

Graduate/Professional Courses: Courses typically associated with first professional or post-baccalaureate study; courses numbered 5000 through 9999.

Fall Teaching Activity

Full Time Equivalent (FTE) faculty: Faculty appointed at 100% effort are 1 FTE. Faculty appointed at 50% effort are 0.5 FTE.

Full Time Equivalent (FTE) graduate assistants: Typical appointment for a graduate assistant is 50% effort or 0.5 FTE.

Full Time Equivalent (FTE) faculty assigned to classes include (1) faculty who are tenured or on tenure track appointment, (2) faculty on annual appointment, and (3) graduate assistants. Only classes taught as part of the normal salary (on load) are included. Only unrestricted instruction, research, and public service funds are used in calculation of FTE. Source: fall semester faculty assignment file.

Organized class sections: Regularly scheduled classes meeting in classroom or similar facilities at stated times; lecture, laboratory, and seminar instruction; excludes independent study classes. Source: fall semester faculty assignment file.

Student credit hour (SCH): Course credit value multiplied by course enrollment.

Annual Instruction and Research Ratios

Annual student credit hours: Fall and spring student credit hours reported by level of student (undergraduate or graduate). Source: fall and spring 14th class day course files.

Annual full time equivalent (FTE) student is equivalent to the sum of undergraduate fall and spring student credit hours divided by 30 plus the sum of graduate fall and spring student credit hours divided by 24.

Direct unrestricted instructional expenditures: Instructional funds expended by academic units (those offering degrees and/or courses.) Source: Analysis of Current Unrestricted Fund Expenditures (C-2A), Supplement to the Financial Report.

Personnel costs: Salaries, wages, and related benefits reported on Analysis of Current Unrestricted Fund Expenditures (C-2A), Supplement to the Financial Report.

Total FTE faculty: All faculty ranks charged to instruction, research, and public service funds regardless of source. Includes both faculty assigned to classes and those who are not. Source: October 31 census payroll file.

Total FTE tenure/tenure track faculty: Faculty described above who are tenured or on tenure track appointments.

Research expenditures: Grand total research and development expenditures from both science and engineering (S&E) and non-S&E fields. Source: National Science Foundation (NSF) Survey of Research and Development Expenditures at Universities and Colleges.

Table I: Affiliated Off-Campus Sites

LSU Campus	Name of Affiliated Off- Campus Site	Gross Revenue Generated by Affiliate Campus	Net Revenue Generated by Affiliated Campus	\$ Amount Contributed Back to Campus by Affiliated Off-Site Campus
LSU A&M	EA Sports -- South Campus*			
	2011-12	\$114,000	\$114,000	\$114,000
	2012-13	\$260,250	\$260,250	\$260,250
	2013-14	\$465,000	\$465,000	\$465,000
	2014-15	\$465,000	\$465,000	\$465,000
	2015-16	\$465,000	\$465,000	\$465,000
	2016-17	\$465,000	\$465,000	\$465,000
	2017-18	\$465,000	\$465,000	\$465,000
LSU A&M	Tsunami Sushi -- Shaw Center			
	2011-12	\$78,341	\$70,507	\$70,507
	2012-13	\$75,908	\$68,317	\$68,317
	2013-14	\$76,949	\$69,254	\$69,254
	2014-15	\$78,850	\$70,965	\$70,965
	2015-16	\$83,365	\$75,028	\$75,028
	2016-17	\$81,921	\$73,729	\$73,729
	2017-18	\$83,559	\$75,203	\$75,203
	2018-19	\$86,673	\$75,305	\$75,305

*Rental income per contract with Department of Economic Development.

2018-19: In 2014, RTF donated the Louisiana Digital Media Center to LSU where EA Sports is housed. LDMC was placed on the books as an LSU asset for FY 19. Because of this EA Sports is no longer operating in an off campus site.

Table II: Board of Regent Support Funds

LSU Campus	Name of Support Fund	Year	Market Value (\$ Amount)
LSU A&M	Endowed Chairs/Professorship Programs*	2011-12	\$157,018,445
		2012-13	\$173,372,710
		2013-14	\$198,207,790
		2014-15	\$210,884,877
		2015-16	\$207,176,712
		2016-17	\$235,243,394
		2017-18	\$243,530,805
		2018-19	\$246,079,712

*Market value of combined private and state program assets managed by LSU Foundation for Endowed Chairs/Professorship Programs.

Table III: Summary of Campus Foundations

LSU Campus	Foundation	Year	Total Assets (\$ Amount)	
LSU A&M	Alumni Association	2011-12	\$33,694,184	
		2012-13	\$34,274,908	
		2013-14	\$36,525,622	
		2014-15	\$36,915,148	
		2015-16	\$34,862,610	
		2016-17	\$36,158,786	
		2017-18	\$35,908,027	
		2018-19	\$40,672,328	
		LSU A&M	LSU Foundation, including Tiger Athletic Found*	2011-12
2012-13	\$567,781,384			
2013-14	\$644,076,625			
2014-15	\$626,559,261			
2015-16	\$616,530,791			
2016-17	\$654,507,276			
2017-18	\$679,082,434			
2018-19	\$682,585,903			

*Total assets from LSU Foundation's audited consolidated financial statement. The only assets included in these statements that relate to the Tiger Athletic Foundation are the endowed funds the LSU Foundation manages for TAF. TAF's total assets are reported in its own financial statements. Total assets reported for LSU A&M are reported as well in Law Center and LSU Agricultural Center Metric V.

LOUISIANA STATE UNIVERSITY

NATIONAL BENCHMARK REPORT

Institution Name	Total Six-Year Graduation Rate 2012 Cohort	Total Research Expenditures 2017-2018	Total Degrees Awarded 2017-2018	Percent Graduate Student Headcount of Total Headcount Fall 2018	Graduation Rate Cohort As a % of New Degree-Seeking Undergraduates Fall 2018
Louisiana State University	67%	\$259,973,024	6,766	19%	73%
Auburn University	78%	\$192,211,547	6,868	19%	76%
Clemson University	83%	\$195,200,899	6,571	21%	71%
Colorado State University-Fort Collins	71%	\$254,178,311	7,184	22%	69%
Iowa State University	75%	\$205,703,947	8,663	15%	77%
Kansas State University	64%	\$211,293,890	5,710	20%	72%
Mississippi State University	58%	\$174,990,876	4,757	16%	63%
North Carolina State University at Raleigh	81%	\$332,721,413	9,229	29%	67%
Oklahoma State University-Main Campus	61%	\$138,208,196	6,218	17%	73%
Purdue University-Main Campus	81%	\$303,915,319	11,109	24%	87%
Texas A & M University-College Station	82%	\$762,679,906	18,117	22%	78%
The University of Tennessee-Knoxville	73%	\$293,723,825	7,021	21%	79%
University of Arkansas	66%	\$163,206,957	6,181	16%	77%
University of Georgia	86%	\$445,142,301	11,230	23%	74%
University of Illinois at Urbana-Champaign	84%	\$537,463,886	13,038	32%	79%
University of Maryland-College Park	86%	\$458,269,306	11,420	25%	72%
University of Nebraska-Lincoln	69%	\$226,983,870	5,448	19%	83%
Virginia Polytechnic Institute and State University	84%	\$382,100,238	8,513	20%	85%
Average-Excluding LSU	75%	\$310,470,276	8,663	21%	75%

Source: IPEDS Data Center Provisional Release Data as of February 10, 2020.

Note: LSU values include LSU Ag. Center, Hebert Law Center, and Pennington Biomedical Research Center as published by IPEDS.

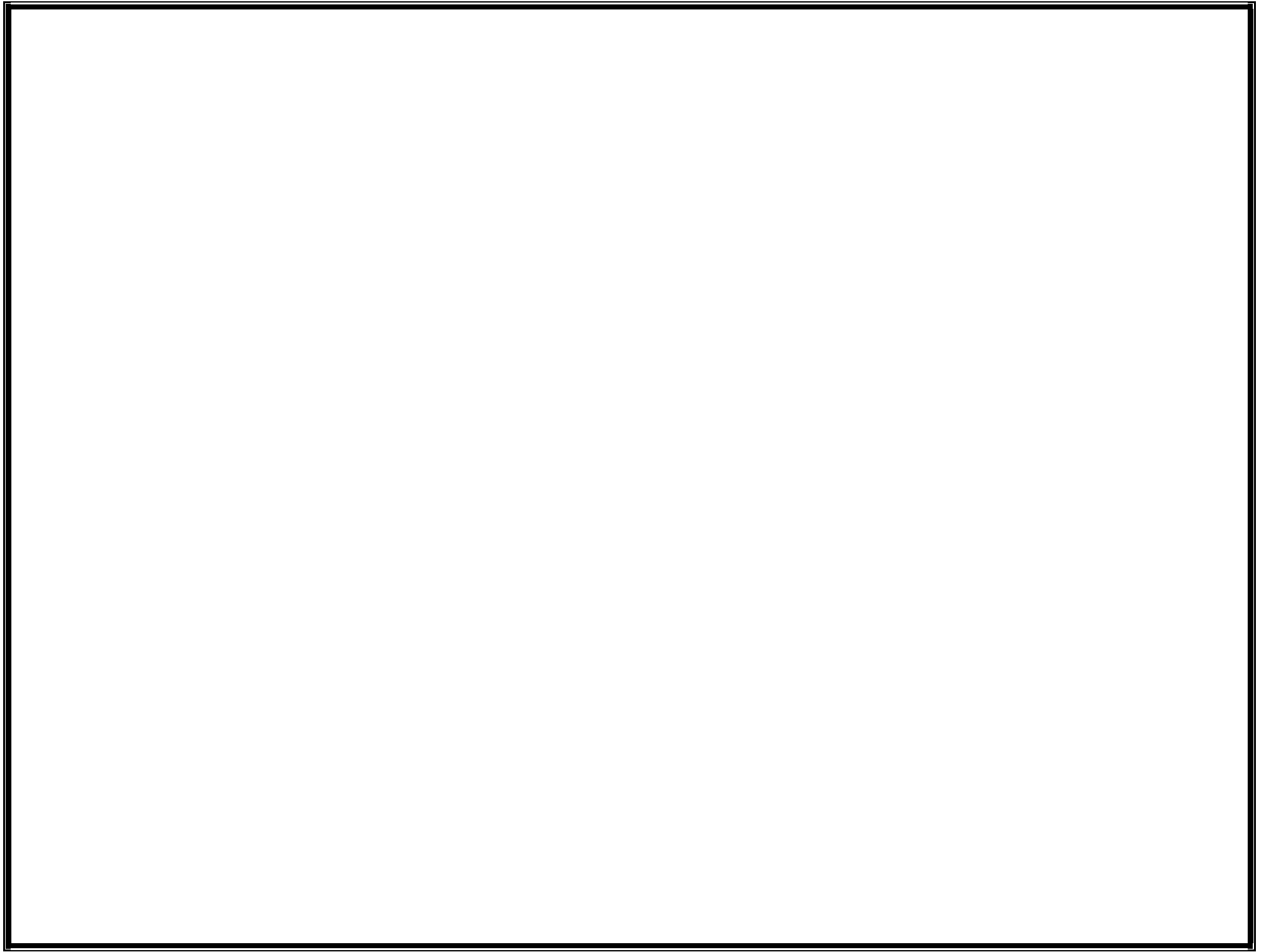
Percent Graduate Enrolled Includes First-Professional

Degrees Awarded Include Certificates

**Louisiana State University
Agricultural Center
Metric Data**



March 6, 2020



Louisiana State University Agricultural Center

Executive Summary

Although the AgCenter received level funding for FY 2018-2019, prior reduced state appropriations and unfunded mandated costs continue to hamper our ability to maintain vital LSU AgCenter programs, which target agricultural productivity and profitability, coastal restoration, improved health and welfare, youth development, family success, community sustainability, conservation of soil and water resources, biofuel development, and more.

The AgCenter has taken a variety of measures to balance the budget. Some of these measures include:

Partial hiring freezes in the last four years.

Continued implementation of administrative restructuring; consolidation, restructuring of units; and adjusting programs accordingly.

Restructuring of numerous faculty positions to jointly cover extension, research, and teaching needs.

Reviewing the overall staffing plan for field and station operations to better align programs and personnel with available resources and continue to maximize productivity. The staffing model for agricultural extension agents has been changed in response to reduced financial resources and the need for more highly technical information.

Redesigned business processes to achieve efficiencies.

Studying all programs to ensure they align closely with core mission, clientele needs, and College of Agricultural student teaching objectives.

Seeking opportunities to maximize resources through collaborative efforts internally and externally.

Deferral of critical equipment and maintenance needs.

Continued emphasis on external grant funding and recognition of faculty who excel in this area.

Retirement incentive programs in 2009 and 2010 and 2015.

Sustained effort to increase local support for parish Extension Service programs and redesign the overall funding model.

Increased emphasis on securing private and corporate funding and other support.

Among the AgCenter's details in the attached are:

The LSU AgCenter continues to be a national leader in the area of technology transfer.

The Louisiana 4-H youth development program is one of the largest among our peers, and the success of that program remains steady. The reduced number of 4-H agents directly impacts the number of youth who can be reached and the variety of programs that can be offered. The AgCenter continues its commitment to a parish based 4-H model.

The AgCenter's website and other technology delivery tools continue to play an essential role in the extension outreach program.

Many factors can negatively impact the AgCenter's ability to deliver the level and range of research and educational programs to which the public is accustomed. The AgCenter continues to make every effort to maintain the most critical programs, to remain true to the core mission of improving the lives of Louisiana citizens, and to provide the most possible for every dollar invested in the LSU AgCenter. However, the current level of state funding will not sustain the AgCenter's programs. The LSU AgCenter must have an increase in state general funding.

LSU AgCenter MISSION:

The overall mission of the LSU Agricultural Center is to enhance the quality of life for people through research and educational programs that develop the best use of natural resources, conserve and protect the environment, enhance development of existing and new agricultural and related enterprises, develop human and community resources, and fulfill the acts of authorization and mandates of state and federal legislative bodies.

LSU AgCenter Metrics at a Glance 2018-2019

Legend:

Statistic		
High	X	Y
Low	Z	%

Most Recent Available
% Change from Previous Period

Increase from Previous Year



No change



Decrease from Previous Year



Metric IV Research Expenditures

Total Research (in thousands)	
96,360	76,216
75,481	↑ 1.0%

Number of all research publications	
1,052	629
581	↓ -14.2%

Dollar amount of grants and contracts awards received	
32,357,786	24,706,605
19,423,446	↑ 2.1%

Dollar amount of restricted expenditures	
49,511,168	49,511,168
29,658,844	↑ 6.8%

Number of 4-H volunteer leaders	
9,237	8,751
7,229	↓ -0.9%

Number of 4-H participants in community service activities	
49,484	43,005
38,082	↓ -7.8%

Metric V Technology Transfer

Invention Disclosures	
54	34
25	↓ -22.7%

Licenses\Options Executed	
18	11
5	↑ 10.0%

New Patents Filed - Total	
38	38
4	↑ 171.4%

Active License Agreements	
79	69
58	↓ -4.2%

Licenses Generating Income	
79	47
34	↑ 6.8%

Total Licensing Income	
10,620,789	8,107,006
7,286,800	↑ 11.3%

Metric VI Revenues

Market Value of Endowment	
19,800,393	19,800,393
10,841,052	↑ 12.3%

Earned Interest on Endowments	
667,027	667,027
344,837	↑ 6.9%

Market Value (\$ Amount) of BoR Support Fund (Chairs & Professorships)	
10,088,082	10,088,082
5,755,850	↑ 1.3%

LSU AgCenter

Metric IV. The following metrics will identify the effectiveness of campus research and technology transfer to benefit the state's economic development.

Field of Science & Engineering	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
	Total	Federal	Total	Federal	Total	Federal	Total	Federal	Total	Federal	Total	Federal	Total	Federal
a. Engineering (Total)	7,654	3,221	6,273	2,208	6,280	2,042	6,714	2,413	6,094	2,562	3,843	1,848	4,041	1,398
(1) Aeronautical & astronautical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(2) Biengineering/biomedical engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(3) Chemical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(4) Civil	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(5) Electrical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(6) Mechanical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(7) Metallurgical & materials	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(8) Other	7,654	3,221	6,273	2,208	6,280	2,042	6,714	2,413	6,094	2,562	3,843	1,848	4,041	1,398
b. Physical Sciences (Total)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(1) Astronomy	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(2) Chemistry	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(3) Physics	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(4) Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
c. Environmental Sciences (Total)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(1) Atmospheric	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(2) Earth sciences	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(3) Oceanography	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(4) Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
d. Mathematical Sciences (Total)	283	0	365	0	245	0	191	0	197	0	240	0	333	0
e. Computer Sciences (Total)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
f. Life Sciences (Total)	76,984	12,643	76,575	9,174	78,428	10,801	83,144	11,713	74,477	9,404	70,989	10,311	70,829	11,320
(1) Agricultural	70,816	10,962	71,305	8,380	73,118	9,497	67,380	7,134	60,656	5,855	59,196	6,705	59,097	7,764
(2) Biological	6,168	1,681	5,270	794	5,310	1,304	5,538	932	5,396	938	5,163	1,187	5,149	1,361
(3) Medical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(4) Natural Resources	0	0	0	0	0	0	10,226	3,647	8,425	2,611	6,630	2,419	6,583	2,195
(4) Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
g. Psychology (Total)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
h. Social Sciences (Total)	3,374	1,200	3,443	870	3,483	1,136	0	0	0	0	0	0	0	0
(1) Economics	3,374	1,200	3,443	870	3,483	1,136	0	0	0	0	0	0	0	0
(2) Political science	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(3) Sociology	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(4) Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
i. Other Sciences, not elsewhere classified (Total)	243	0	0	0	204	0	332	0	163	0	409	0	1,013	0
j. Total (sum of a through i)	88,538	17,064	86,656	12,252	88,640	13,979	90,381	14,126	80,931	11,966	75,481	12,159	76,216	12,718

LSU AgCenter

Metric IV. The following metrics will identify the effectiveness of campus research and technology transfer to benefit the state's economic development.

Enhance the Competitiveness and Sustainability of Louisiana's Food, Fiber, and Natural Resource Based Industries							
	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Average adoption rate of recommended best management practices	86.7%	71.3%	78.1%	90.0%	76.5%	62.4%	67.2%
Number of research projects	247	222	181	161	164	167	184
Number of all research publications	1,042	897	748	651	581	733	629
Number of refereed research publications only	507	458	298	318	317	385	332
Number of new and revised numbered extension publications	83	87	92	292	229	184	250

Support Increased Economic Opportunities and Improve Quality of Stakeholder's Life							
Dollar amount of grants and contracts awards received	24,189,985	19,423,446	20,232,503	32,357,786	27,803,644	24,186,753	24,706,605
Dollar amount of restricted expenditures	42,566,431	42,820,393	49,163,387	49,080,501	40,975,276	46,337,337	49,511,168
Number of educational programs - agriculture and natural resources programs	5,367	4,991	7,224	2,839	2,228	2,465	1,841
- nutrition and health programs	12,438	10,630	10,877	11,244	9,343	9,052	8,185
Number of educational contacts - agriculture and natural resources programs	620,163	666,437	648,609	761,380	673,718	731,210	619,400
- nutrition and health programs	252,866	265,119	278,133	288,843	243,604	262,063	232,987
Number of web-based contacts - number of web pages viewed	101,745,875	97,433,749	96,292,789	94,224,309	48,758,738	55,334,937	66,196,193

Build Leaders and Good Citizens through 4-H Youth Development							
Number of 4-H members and participants	215,130	221,223	221,223	324,773	160,455	178,801	188,302
Number of 4-H volunteer leaders	7,243	8,743	9,237	8,961	7,245	8,831	8,751
Number of 4-H participants in community service activities	39,568	46,729	46,637	49,484	41,489	46,628	43,005

* Introduction of new web design.

** New data collection system implemented. Current reporting system allows a count of each individual educational program conducted whereas the previous system did not allow that count. The new system counts all activities with 2 or more participants as a group teaching method. We have also added nutrition educators to the reporting system. The frequency of reporting has been increased thus increasing accuracy.

Decrease due to loss in faculty resulting in fewer research projects and funding

LSU AgCenter

Metric V: Technology Transfer

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Invention Disclosures	30	36	34	54	29	44	34
Licenses\Options Executed	15	14	9	8	5	10	11
New Patents Filed - Total	6	13	4	17	37	14	38
New Patents Filed - First in Family	*	*	*	4	11	6	13
US Patents Issued	3	2	6	6	6	2	7
Active License Agreements	79	68	64	70	65	72	69
Licenses Generating Income	79	38	44	64	34	44	47
Total Licensing Income	\$9,294,880	\$9,258,701	\$9,757,484	\$7,301,731	\$7,996,886	\$7,286,800	\$8,107,006
Start-up Companies Formed	0	1	2	0	0	0	1
Legal Fees Expended	\$239,850	\$197,746	\$276,698	\$388,560	\$356,695	\$431,316	\$385,764
Legal Fees Reimbursed	\$170,421	\$97,776	\$97,776	\$75,697	\$30,714	Not reported	\$6,100
Percent of Expenses Reimbursed	71%	49%	35%	19%	9%	N/A	2%
Legal Fees as a % License Income	3%	2%	3%	5%	4%	6%	5%
Cost per Patent Filed	\$39,975	\$15,211	\$69,174	\$22,856	\$9,640	\$30,808	\$10,152

LEGEND:

* = 2015-2016 was the first year to track

LSU AgCenter

Metric VI. The following metrics will identify the tuition

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Total Endowment Value (Total at LSU Foundation)	\$13,744,965	\$14,760,833	\$16,017,523	\$15,539,337	\$15,032,023	\$17,132,251	\$17,624,854	\$19,800,393
Earned Interest on Endowments	\$514,992	\$534,811	\$585,576	\$613,260	\$534,880	\$609,629	\$623,883	\$667,027
Total # of Foundations	2	2	2	2	2	2	2	2
Foundations total Assets (\$ Amount) ¹	\$533,123,317	\$567,921,959	\$644,340,039	\$626,887,875	\$616,674,894	\$654,610,420	\$680,241,284	\$683,878,629
Click here to go to the Foundations Supplemental Table								
Total # of Board of Regents Support Funds	41	41	41	41	42	44	45	45
Total Value (\$ Amount) of BoR Support Fund	\$7,819,627	\$8,341,559	\$9,070,205	\$8,794,937	\$8,646,690	\$9,809,248	\$9,960,373	\$10,088,082
Click here to go to the BoR Support Funds Supplemental Table								

¹ Total assets from LSU Foundation audited consolidated financial statement and Louisiana 4-H Foundation. The only assets included in these statements that relate to the Tiger Athletic Foundation are the endowed funds the LSU Foundation manages for TAF. TAF's total assets are reported in its own financial statements. LSU Foundation total assets are included on LSU A&M, Law Center, and LSU Agricultural Center Metric reports

Endowment Value equals the market value of the endowment as of June 30 of the reporting year.

FTE- Full time equivalent

Payout from Endowment equals interest earned on endowment.

Gross Revenue Generated from Student Enrollment FTE equals revenue gain from student tuitions and fees.

Net Revenue Generated from Student Enrollment FTE equals gross revenue from enrollment headcount minus institutional supported financial aid.

Net Revenue from Auxiliary equal gross revenue generated from auxiliary enterprises minus debt services and other financial obligations.

Table I: Affiliated Off-Campus Sites

LSU Campus	Name of Affiliated Off- Campus Site	Gross Revenue Generated by Affiliate Campus	Net Revenue Generated by Affiliated Campus	\$ Amount Contributed Back to Campus by Affiliated Off-Site Campus

Table II: Board of Regent Support Funds

LSU Campus	Name of Support Fund	Endowment		
AgCenter	Matched Chairs (3)/Professorships (42)	10,088,082		

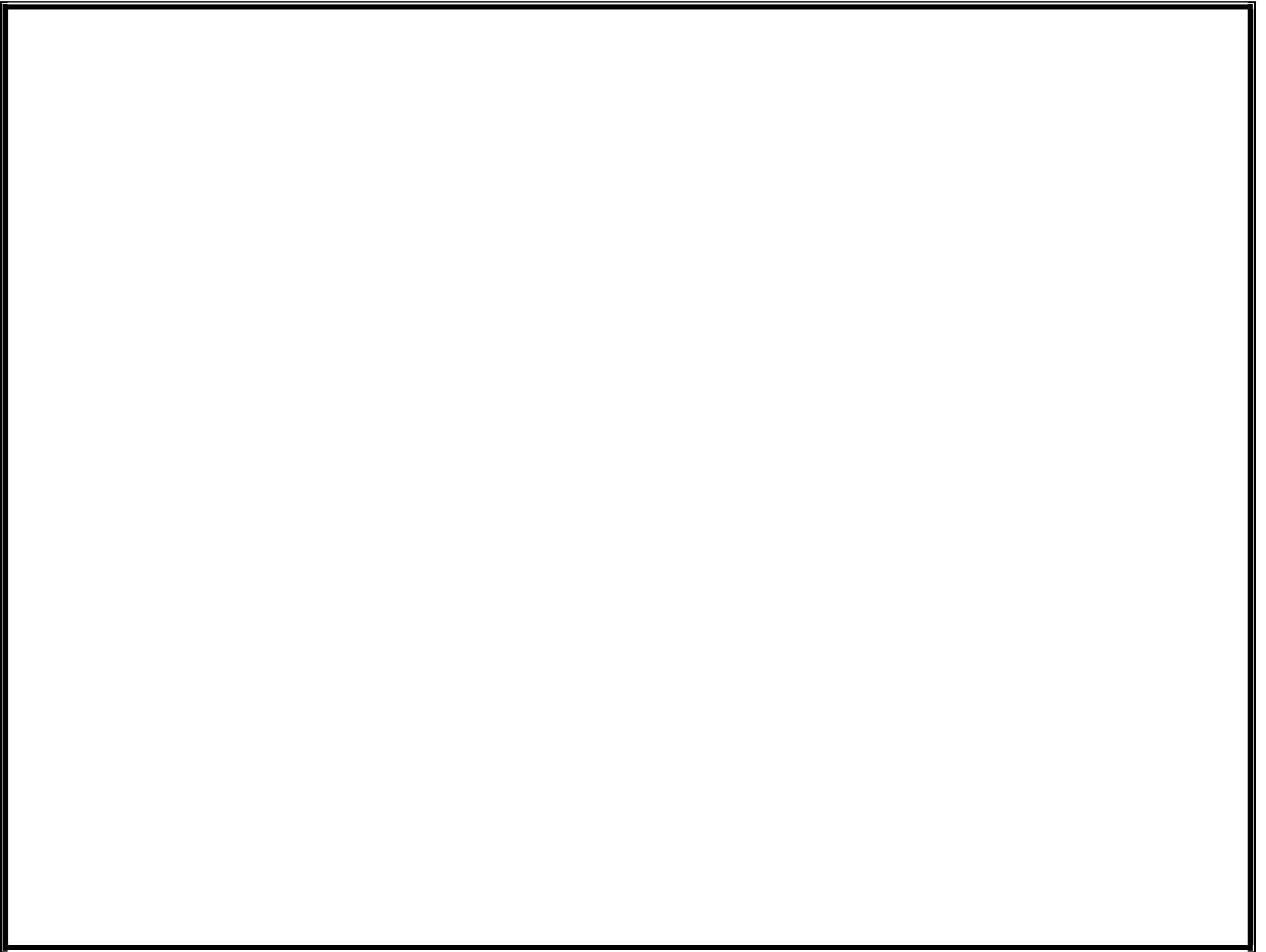
Table III: Summary of Campus Foundations

LSU Campus	Foundation	Total Assets <i>(\$ Amount)</i>		
AgCenter	LSU Foundation	682,585,903		
AgCenter	Louisiana 4-H Foundation	1,292,726		

**Louisiana State University Alexandria
Metric Data**



March 6, 2020



Louisiana State University Alexandria

Executive Summary

Metric 1. Numbers were up across all categories with 685 total degrees awarded. The total represents a 32% increase over last year. This is due to higher enrollment in prior years.

Metric 2. Overall enrollment was up slightly with small increases in most categories. First time, full time degree seeking was up 19%.

Metric 3. This was a mixed bag. Average ACT and 2nd year retention declined. 3rd year retention increased 36% and 8 year graduation rate was up 12%.

Metric 5. Most measures were up. Auxiliary enterprises was down 292,000.

Metric 6. The number of courses taught by tenure/tenure track increased 11%. SCH gains in previous years were maintained this year.

Foundations. **The LSUA Foundation** began the year valued at \$37,275,794.00 and ended at \$36,882,987.00.

Benchmarks. 8 year graduation rates increased 12%. Our state appropriation is 20% which is near the bottom of our peer group.

LSUA MISSION:

As the only state-supported undergraduate university in Louisiana, LSUA's mission is to provide a broad spectrum of affordable undergraduate degrees in a robust academic environment that challenges students to excel and creates proactive and reciprocal relationships that meet the needs of the diverse student body and community that it serves.

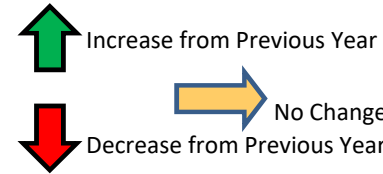
Louisiana State University Alexandria

Metrics at a Glance

2018-2019

Legend:

Statistic		Current	% Change from Previous Period
High	Y		
Low	Z		



Metric I Degrees Awarded	Metric II Enrollment	Metric III Student Success	Metric V Restricted Revenue	Metric VI Instruction Productivity																				
Associates <table border="1"> <tr><td>180</td><td>131</td></tr> <tr><td>92</td><td>↑ 4.8%</td></tr> </table>	180	131	92	↑ 4.8%	14th Day Enrollment for First Time Degree Seeking Freshmen <table border="1"> <tr><td>483</td><td>467</td></tr> <tr><td>371</td><td>↑ 1.3%</td></tr> </table>	483	467	371	↑ 1.3%	Average ACT Score <table border="1"> <tr><td>21.6</td><td>20.5</td></tr> <tr><td>19.4</td><td>↓ -1.9%</td></tr> </table>	21.6	20.5	19.4	↓ -1.9%	Market Value of Endowment <table border="1"> <tr><td>15,351,454</td><td>15,351,454</td></tr> <tr><td>10,077,336</td><td>↑ 0.1%</td></tr> </table>	15,351,454	15,351,454	10,077,336	↑ 0.1%	SCH Enrollment in Fall Semester Lecture and Seminar Courses <table border="1"> <tr><td>11,796</td><td>11,340</td></tr> <tr><td>7,493</td><td>↓ -0.8%</td></tr> </table>	11,796	11,340	7,493	↓ -0.8%
180	131																							
92	↑ 4.8%																							
483	467																							
371	↑ 1.3%																							
21.6	20.5																							
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15,351,454	15,351,454																							
10,077,336	↑ 0.1%																							
11,796	11,340																							
7,493	↓ -0.8%																							
Bachelors <table border="1"> <tr><td>546</td><td>546</td></tr> <tr><td>131</td><td>↑ 40.4%</td></tr> </table>	546	546	131	↑ 40.4%	14th Day Degree Seeking New Transfer Student Enrollment <table border="1"> <tr><td>336</td><td>336</td></tr> <tr><td>184</td><td>↑ 19.6%</td></tr> </table>	336	336	184	↑ 19.6%	Second Year Retention <table border="1"> <tr><td>64.2%</td><td>58.0%</td></tr> <tr><td>40.3%</td><td>↓ -5.2%</td></tr> </table>	64.2%	58.0%	40.3%	↓ -5.2%	Total Gross Revenue From First-Time-Full-Time Freshmen <table border="1"> <tr><td>2,865,344</td><td>2,669,167</td></tr> <tr><td>999,471</td><td>↑ 4.1%</td></tr> </table>	2,865,344	2,669,167	999,471	↑ 4.1%	Tenure/tenure track (T/TT) FTE faculty assigned to classes <table border="1"> <tr><td>87</td><td>75</td></tr> <tr><td>63</td><td>↑ 11.9%</td></tr> </table>	87	75	63	↑ 11.9%
546	546																							
131	↑ 40.4%																							
336	336																							
184	↑ 19.6%																							
64.2%	58.0%																							
40.3%	↓ -5.2%																							
2,865,344	2,669,167																							
999,471	↑ 4.1%																							
87	75																							
63	↑ 11.9%																							
Grand Total Number of Degrees Awarded <table border="1"> <tr><td>685</td><td>685</td></tr> <tr><td>265</td><td>↑ 31.5%</td></tr> </table>	685	685	265	↑ 31.5%	Total Undergraduate Headcount as of 14th Class Day <table border="1"> <tr><td>3,387</td><td>3,288</td></tr> <tr><td>2,026</td><td>↑ 4.0%</td></tr> </table>	3,387	3,288	2,026	↑ 4.0%	Third Year Retention <table border="1"> <tr><td>50.6%</td><td>50.6%</td></tr> <tr><td>28.2%</td><td>↑ 36.4%</td></tr> </table>	50.6%	50.6%	28.2%	↑ 36.4%	Net Revenue From First-Time-Full-Time Freshmen <table border="1"> <tr><td>2,761,529</td><td>2,565,279</td></tr> <tr><td>847,886</td><td>↑ 5.0%</td></tr> </table>	2,761,529	2,565,279	847,886	↑ 5.0%	Total SCH's taught per FTE T/TT faculty <table border="1"> <tr><td>301</td><td>301</td></tr> <tr><td>196</td><td>↑ 17.8%</td></tr> </table>	301	301	196	↑ 17.8%
685	685																							
265	↑ 31.5%																							
3,387	3,288																							
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2,761,529	2,565,279																							
847,886	↑ 5.0%																							
301	301																							
196	↑ 17.8%																							
Total degrees awarded in STEM <table border="1"> <tr><td>28</td><td>28</td></tr> <tr><td>4</td><td>↑ 55.6%</td></tr> </table>	28	28	4	↑ 55.6%	Total number of High School Dual Enrollments <table border="1"> <tr><td>667</td><td>462</td></tr> <tr><td>189</td><td>↓ -0.2%</td></tr> </table>	667	462	189	↓ -0.2%	Six Year Graduation Rate <table border="1"> <tr><td>36.4%</td><td>33.8%</td></tr> <tr><td>11.1%</td><td>↓ -7.1%</td></tr> </table>	36.4%	33.8%	11.1%	↓ -7.1%	State Appropriation per FTE <table border="1"> <tr><td>6,529</td><td>2,083</td></tr> <tr><td>1,720</td><td>↑ 6.6%</td></tr> </table>	6,529	2,083	1,720	↑ 6.6%	Total SCH's taught per FTE non T/TT faculty <table border="1"> <tr><td>300</td><td>156</td></tr> <tr><td>156</td><td>↓ -33.1%</td></tr> </table>	300	156	156	↓ -33.1%
28	28																							
4	↑ 55.6%																							
667	462																							
189	↓ -0.2%																							
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6,529	2,083																							
1,720	↑ 6.6%																							
300	156																							
156	↓ -33.1%																							
Total number of degrees awarded in Nursing <table border="1"> <tr><td>186</td><td>186</td></tr> <tr><td>57</td><td>↑ 56.3%</td></tr> </table>	186	186	57	↑ 56.3%	Total number of students enrolled who received TOPS <table border="1"> <tr><td>648</td><td>579</td></tr> <tr><td>374</td><td>↑ 1.0%</td></tr> </table>	648	579	374	↑ 1.0%	# of students passing licensure exams (Nurses) <table border="1"> <tr><td>126</td><td>126</td></tr> <tr><td>39</td><td>↑ 27.3%</td></tr> </table>	126	126	39	↑ 27.3%	Net Revenue Generated from auxiliary enterprises <table border="1"> <tr><td>691,170</td><td>-291,806</td></tr> <tr><td>-1,214,584</td><td>↓ -363.8%</td></tr> </table>	691,170	-291,806	-1,214,584	↓ -363.8%	% SCH's taught by T/TT faculty <table border="1"> <tr><td>64.0%</td><td>61.2%</td></tr> <tr><td>50.1%</td><td>↑ 22.0%</td></tr> </table>	64.0%	61.2%	50.1%	↑ 22.0%
186	186																							
57	↑ 56.3%																							
648	579																							
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691,170	-291,806																							
-1,214,584	↓ -363.8%																							
64.0%	61.2%																							
50.1%	↑ 22.0%																							
Total number of degrees awarded in Allied Health <table border="1"> <tr><td>63</td><td>63</td></tr> <tr><td>19</td><td>↑ 90.9%</td></tr> </table>	63	63	19	↑ 90.9%	Total number of student enrolled in STEM <table border="1"> <tr><td>278</td><td>278</td></tr> <tr><td>192</td><td>↑ 1.5%</td></tr> </table>	278	278	192	↑ 1.5%	# of students passing licensure exams (BS in Elementary Education) <table border="1"> <tr><td>19</td><td>15</td></tr> <tr><td>6</td><td>↓ -21.1%</td></tr> </table>	19	15	6	↓ -21.1%		Direct unrestricted instructional expenditures per FTE student <table border="1"> <tr><td>4,822</td><td>4,811</td></tr> <tr><td>3,982</td><td>↑ 12.1%</td></tr> </table>	4,822	4,811	3,982	↑ 12.1%				
63	63																							
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19	15																							
6	↓ -21.1%																							
4,822	4,811																							
3,982	↑ 12.1%																							

Louisiana State University Alexandria

Metric I. The following metrics will identify the the number of degrees conferred by level and professions most important to Louisiana.

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Campus total number of degrees awarded/conferred							
Associates	114	107	101	92	133	125	131
Certificates	11	8	10	3	9	7	8
Bachelors	183	200	218	217	269	389	546
Grand Total Number of Degrees Awarded	308	315	329	312	411	521	685
Total number of degrees awarded by race/ethnicity							
Hispanic	6	12	10	10	22	22	21
American Indian or Alaska Native	4	4	4	4	16	32	44
Asian	2	4	3	1	4	8	12
Black or African American	34	40	49	40	52	66	119
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0	0
White	259	246	255	246	304	366	439
Two or More Races	3	8	7	0	10	20	21
Nonresident Alien	0	0	0	3	0	0	0
Race/Ethnicity Unknown	0	1	1	8	3	7	29
Total degrees awarded							
Total degrees awarded in STEM	11	14	17	17	15	18	28
Total number of degrees awarded in Allied Health	26	24	19	23	23	33	63
Total number of degrees awarded in Nursing	57	57	69	87	83	119	186
Total Teacher Education completions (Note BOR Teacher Education Initiatives)							
Total Completed (<i>Regular Program</i>)	17	19	17	15	18	26	29
Number Passed (<i>Regular Program</i>)	17	19	17	15	18	26	29
Percentage Passed (<i>Regular Program</i>)	100%	100%	100%	100%	100%	100%	100%
Total Completed (<i>Alternate Program</i>)	4	7	3	3	4	7	8
Number Passed (<i>Alternate Program</i>)	4	7	3	3	4	7	8
Percentage Passed (<i>Alternate Program</i>)	100%	100%	100%	100%	100%	100%	100%
Total Completed (<i>Secondary Ed Minor</i>)	1	4	0	0	0	0	0
Number Passed (<i>Secondary Ed Minor</i>)	1	4	0	0	0	0	0
Percentage Passed (<i>Secondary Ed Minor</i>)	100%	100%	0%	0%	0%	0%	0%

Louisiana State University Alexandria

Metric I. The following metrics will identify the the number of degrees conferred by level and professions most important to Louisiana.

List of STEM/SMART CIP code/s: The following list of CIP codes is to serve as a guide but it is not intended to be inclusive of all possibilities. We recognize that some campuses have degree programs centered in schools or colleges that might dictate a different CIP code. The campus should make the appropriate adjustment. In addition, the CIP codes used by the campus should correlate to the Board of Regents. If there is a discrepancy and the campus applies the IPEDS CIP code, then the campus should identify this with a footnote.

11	Computer and Information Sciences and Support Services
14	Engineering
15	Engineering Technologies/Technicians
26	Biological and Biomedical Sciences
27	Mathematics and Statistics
40	Physical Sciences
0109	Animal Sciences
0110	Food Science and Technology
0111	Plant Sciences
0112	Soil Sciences
0301	Natural Resources Conservation and Research
0303	Fishing and Fisheries Sciences and Management
0305	Forestry
0306	Wildlife and Wildlands Science and Management
2901	Military Technologies
3001	Biological and Physical Sciences
3006	Systems Science and Theory
3008	Mathematics and Computer Science
3010	Biopsychology
3016	Accounting and Computer Science
3018	Natural Sciences
3019	Nutrition Sciences
3024	Neuroscience
3025	Cognitive Science
4101	Biology Technician/Biotechnology Laboratory Technician
4102	Nuclear and Industrial Radiologic Technologies/Technicians
4103	Physical Science Technologies/Technicians
4199	Science Technologies/Technicians Other
4211	Physiological Psychology/Psychobiology

Nursing CIP Code/s

	4-Digit CIP Codes
Nursing	51.38

Allied Health CIP Code/s

Allied Health Elder Care Administration	51.07
Allied Health and Medical Assisting Services	51.08
Allied Health Diagnostic, Intervention, and Treatment Professions	51.09
Allied Health Medical Laboratory Science	51.10

Louisiana State University Alexandria

Metric II. The following metrics will provide the campus enrollment trends.

Enrollment Headcount as of 14th Class Day	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Undergraduate							
14th Day Enrollment for First Time Degree Seeking Freshmen	393	430	464	483	479	461	467
14th Day Degree Seeking New Transfer Student Enrollment	185	241	335	318	304	281	336
14th Day Degree Seeking Re-Admit Enrollment	160	200	180	158	189	125	125
Degree Seeking Continuing Undergraduates	1,288	1,388	1,611	1,641	1,760	1,808	1,870
First-Time Post-Baccalaureate Non Degree Undergraduates							490
Total Undergraduate Headcount as of 14th Class Day	2,026	2,259	2,590	2,600	2,732	2,675	3,288
Undergraduate - First Time Degree Seeking Freshmen							
Full-time (In-State Residency)	321	367	369	408	375	379	382
Full-time (Non Residency)	13	38	58	34	23	30	37
Part-time (In-State Residency)	57	25	33	39	76	51	46
Part-time (Non Residency)	2	0	4	2	5	1	2
Total First Time Degree Seeking Freshmen Headcount as of 14th Class Day	393	430	464	483	479	461	467
Undergraduate							
Full-time (In-State Residency)	1,219	1,434	1,538	1,648	1,653	1,644	1,704
Full-time (Non Residency)	35	115	171	202	171	174	185
Part-time (In-State Residency)	765	1,154	1,378	1,404	1,524	1,286	1,318
Part-time (Non Residency)	7	4	17	23	39	59	81
Total Undergraduate Headcount as of 14th Class Day	2,026	2,707	3,104	3,277	3,387	3,163	3,288
Graduate							
Full-time (In-State Residency)	0	0	0	0	0	0	0
Full-time (Non Residency)	0	0	0	0	0	0	0
Part-time (In-State Residency)	0	0	0	0	0	0	0
Part-time (Non Residency)	0	0	0	0	0	0	0
Total Graduate Headcount as of 14th Class Day	0	0	0	0	0	0	0
Grand Total Headcount as of 14th Class Day (Undergraduate & Graduate)	2,026	2,707	3,104	3,277	3,387	3,163	3,288
Total Undergraduate Full-Time-Equivalent (FTE) Enrollment as of 14th Class Day	1,972	2,417	2,750	2,908	2,977	2,867	2,954
Total Graduate Full-Time-Equivalent (FTE) Enrollment as of 14th Class Day	0	0	0	0	0	0	0
Total number of High School Dual Enrollments	189	422	553	633	667	463	462

Louisiana State University Alexandria

Metric II. The following metrics will provide the campus enrollment trends.

First Time Degree Seeking Enrollment by Race and Ethnicity as of 14th Class Day	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Hispanic	21	18	17	7	1	9	7
American Indian or Alaska Native	5	13	49	39	4	47	46
Asian	4	4	9	4	15	7	6
Black or African American	46	64	76	83	102	86	101
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0	0
White	310	306	301	321	317	291	291
Two or More Races	6	14	7	12	28	9	12
Nonresident Alien	1	10	0	12	2	0	0
Race/Ethnicity Unknown	0	1	5	5	10	12	4
Total	393	430	464	483	479	461	467
First Time Degree Seeking Enrollment by Gender as of 14th Class Day							
Male	258	261	255	306	291	136	182
Female	135	169	209	177	188	325	285
Total	393	430	464	483	479	461	467
Total Enrollment by Race and Ethnicity as of 14th Class Day							
Hispanic	82	114	117	88	81	74	63
American Indian or Alaska Native	30	48	183	249	298	282	308
Asian	31	41	45	52	52	45	45
Black or African American	325	462	542	580	583	580	593
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0	0
White	1,498	1,963	2,095	2,142	2,198	2,050	2,154
Two or More Races	52	74	69	78	94	74	84
Nonresident Alien	0	0	0	0	0	0	0
Race/Ethnicity Unknown	8	5	53	88	81	58	41
Total	2,026	2,707	3,104	3,277	3,387	3,163	3,288
Total Enrollment by Gender as of 14th Class Day							
Male	674	840	1,078	1,084	1,140	961	990
Female	1,352	1,867	2,026	2,193	2,247	2,202	2,298
Total	2,026	2,707	3,104	3,277	3,387	3,163	3,288

Louisiana State University Alexandria

Metric II. The following metrics will provide the campus enrollment trends.

Louisiana Transfer Enrollment	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Transfer from Louisiana Community Colleges	68	84	91	98	125	143	196
Transfers from Louisiana Four-Year Universities	82	104	113	99	81	123	157
Student Credit Hours (SCH)							
Fall SCH	23,668	28,999	33,004	35,287	35,720	34,911	35,956
Spring SCH	21,875	26,002	29,644	31,005	31,928	31,960	31,546
Total number of students enrolled who received TOPS							
Performance	121	136	123	167	136	165	159
Opportunity	423	332	491	387	333	306	305
Honors	28	38	34	47	47	61	67
Tech	0	0	0	0	33	41	48
Total number of students enrolled who received TOPS	572	506	648	601	549	573	579
Enrollment by specified discipline							
Total number of student enrolled in STEM	251	226	230	241	266	274	278
Total number of students enrolled in Allied Health	851	937	815	867	712	878	878
Total number of students enrolled in Teacher Education (Note BOR Teacher Education Initiative)	187	166	141	130	144	174	207
Teacher Education Regular Program	169	151	129	123	133	131	191
Teacher Education Alternative Program	18	15	12	7	11	43	16

Note: In December 2012, Teacher Education Programs MATE & MATS enrollments moved from Regular to Alternative for 2009-10, 2010-11, and 2011-12

Note: Beginning with Fall 2014 reporting cycle, enrollment in STEM determined by the Complete College America (CCA) definition used by the Board of Regents. Data reported using CCA for 2008-09 through 2014-15

Note: Beginning with Fall 2014 reporting cycle, 14th day degree-seeking transfer enrollment includes fall and continuing summer transfers. This methodology used to report 2008-09 through 2015-16 data in December 2015.

Note: Beginning with Fall 2015 reporting cycle, headcount enrollment and student credit hours includes Hebert Law Center.

Louisiana State University Alexandria

Metric II. The following metrics will provide the campus enrollment trends.

List of STEM/SMART CIP code/s:

The following list of CIP codes is to serve as a guide but it is not intended to be inclusive of all possibilities. We recognize that some campuses have degree programs centered in schools or colleges that might dictate a different CIP code. The campus should make the appropriate adjustment. In addition, the CIP codes used by the campus should correlate to the Board of Regents. If there is a discrepancy and the campus applies the IPEDS CIP code, then the campus should identify this with a footnote.

11	Computer and Information Sciences and Support Services
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0305	Forestry
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3001	Biological and Physical Sciences
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4103	Physical Science Technologies/Technicians
4199	Science Technologies/Technicians Other
4211	Physiological Psychology/Psychobiology

Allied Health CIP Code/s

51.07	Allied Health Elder Care Administration
51.08	Allied Health and Medical Assisting Services
51.09	Allied Health Diagnostic, Intervention, and Treatment Professions
51.10	Allied Health Medical Laboratory Science

Variables Description

Headcount Enrollment Undergraduate – Total number of full-time and part-time students enrolled in courses for undergraduate credit

Headcount Enrollment Graduate – Total number of full-time and part-time students enrolled in courses for graduate credit

Full-Time Equivalent (FTE) – The calculation of FTE can vary by institution. However, FTE enrollment reported for this metric should reconcile to FTE data you report to the Louisiana BoR, SREB and IPEDS for

Full-Time Student Undergraduate - a student enrolled for 15 or more semester credits or 30 or more contact hours a week each term. (IPEDS)

Dual Enrollment - A student who is enrolled in high school but who is also enrolled, simultaneously, in a postsecondary institution are considered dual enrolled

Science Technology Engineering and Mathematics (STEM) - STEM enrollment is calculated based on STEM CIP codes.

Educations, Nursing, Allied Health - Use the CIP codes as defined by IPEDS for these disciplines to determine the number of students enrolled and graduates in these field of study

Louisiana State University Alexandria

Metric III. The following metric will identify the campus trends for retention, graduation, licensure and pass rate.

Analysis of First-time, Full-time, Baccalaureate Degree-seeking Freshmen (Fall Cohorts)¹

Cohort Type	Cohort Year	Head Count	Average ACT	% continuation to_2nd_Yr	% continuation to_3rd_Yr	Cumulative% Graduating after 4 Yrs ¹	Cumulative % Graduating after 5 Yrs	Cumulative % Graduating after 6 Yrs	Cumulative% Graduating after 7 Yrs
Fall	2007	139	20.4	50.4%	33.1%	7.2%	17.3%	20.1%	20.9%
Fall	2008	130	21.0	53.1%	36.9%	10.0%	18.5%	25.4%	32.3%
Fall	2009	118	21.6	62.2%	35.6%	11.9%	21.2%	24.5%	27.6%
Fall	2010	129	21	62.0%	40.8%	11.6%	19.6%	22.6%	24.5%
Fall	2011	120	21.2	42.5%	32.5%	11.6%	19.1%	22.6%	24.2%
Fall	2012	140	21.2	53.6%	46.4%	18.6%	30.5%	36.4%	36.4%
Fall	2013	148	20.6	64.2%	45.9%	16.0%	27.0%	33.8%	
Fall	2014	228	21.4	64.0%	47.8%	16.7%	28.8%		
Fall	2015	237	20.5	55.7%	37.4%	16.9%			
Fall	2016	233	20	56.1%	37.1%	12.7%			
Fall	2017	215	20.3	61.2%	50.6%				
Fall	2018	236	20.9	58.0%					
Fall	2019	277	20.5						
Louisiana Community College Transfers (LACCT)									
LACCT	2007	136							
LACCT	2008	152							
LACCT	2009	141							
LACCT	2010	117							
LACCT	2011	114							
LACCT	2012	107							
LACCT	2013	95							
LACCT	2014	149							
LACCT	2015	208							
LACCT	2016	251							
LACCT	2017	237							
LACCT	2018	341							
LACCT	2019	421							

Louisiana State University Alexandria

Metric III. The following metric will identify the campus trends for retention, graduation, licensure and pass rate.

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Number of students passing licensure exams³									
Nurses	85	48	48	39	59	51	70	99	126
Clinical Laboratory Science	1	3	4	3	6	4	4	13	22
Radiologic Technology	12	12	7	18	9	9	12	11	15
Pharmacy Tech	13	5	11	8	10	4	11	10	8
BS in Elementary Education	6	14	17	19	17	15	13	19	15
Alternative Certificate in Elementary Education	3	4	3	2	3	1	2	2	2
Alternative Certification in Secondary Education	3	3	1	4	3	N/A	N/A	2	4
Alternative Certification in Health and Physical Education K-12	2	1	0	1	0	1	2	3	2
Minor in Education Leading to Secondary Education (6-12) Certification	0	3	1	4	3	N/A	N/A	N/A	N/A
Percentage of students passing licensure exams³									
Nurses	99%	96%	98%	93%	90%	94%	95%	95%	94%
Clinical Laboratory Science	100%	67%	80%	60%	100%	100%	100%	100%	100%
Radiologic Technology	100%	100%	100%	81%	89%	100%	100%	100%	100%
Pharmacy Tech	100%	100%	100%	100%	80%	100%	100%	100%	100%
BS in Elementary Education	100%	100%	100%	100%	100%	100%	100%	100%	100%
Alternative Certificate in Elementary Education	100%	100%	100%	100%	100%	100%	100%	100%	100%
Alternative Certification in Secondary Education	100%	100%	100%	100%	100%	N/A	N/A	100%	100%
Alternative Certification in Health and Physical Education K-12	100%	100%	NA	100%	100%	100%	100%	100%	100%
Minor in Education Leading to Secondary Education (6-12) Certification	0%	100%	100%	100%	100%	N/A	N/A	N/A	N/A

¹ Numbers for each time period represent students graduating with bachelor degrees. There are several more who changed majors and received associate degrees.

² Katrina displaced students removed from cohort.

³ All prospective completers in Education for 2009-2010 have passed licensure exams.

Louisiana State University Alexandria

Metric V. The following metrics will identify the tuition and fee revenues, and, other revenue resources.

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Total Endowment Value	\$13,818,083	\$14,691,166	\$14,396,468	\$14,571,174	\$14,874,023	\$15,339,658	\$15,351,454
Earned Interest on Endowments	\$525,335	\$586,543	\$692,238	\$514,017	\$617,645	\$693,322	\$716,551
Dollar amount of the endowment approved each fiscal year and made available for expenditures by the campus	\$495,717	\$549,186	\$656,280	\$471,855	\$617,645	\$674,168	\$696,683
Total # of Foundations	1	1	1	1	1	1	1
Foundations total Assets (\$ Amount)	\$32,458,537	\$39,878,868	\$42,313,574	\$40,167,202	\$41,287,845	\$37,275,794	\$36,882,987
Click here to go to the Foundations Supplemental Table							
Total # of Board of Regents Support Fund							
Total Value (\$ Amount) of BoR Support Fund	\$4,048,538	\$4,395,494	\$6,201,976	\$7,811,894	\$8,418,445	\$8,776,062	\$8,917,080
Click here to go to the BoR Support Funds Supplemental Table							
Total Gross Revenue Generated from tuition and fees¹							
Total Gross Revenue From First-Time-Full-Time Freshmen	\$1,460,566	\$1,810,532	\$2,379,760	\$2,500,560	\$2,865,344	\$2,563,340	\$2,669,167
Gross Revenue From First-Time-Full-Time Freshmen (In-State Only)	\$1,421,358	\$1,744,262	\$2,170,774	\$2,233,856	\$2,607,362	\$2,389,424	\$2,513,339
Gross Revenue From First-Time-Full-Time Freshmen (Out-of-State Only)	\$39,208	\$66,270	\$208,986	\$266,704	\$283,954	\$173,916	\$155,828
Net Revenue From First-Time-Full-Time Freshmen	\$1,346,627	\$1,696,468	\$2,264,339	\$2,409,962	\$2,761,529	\$2,442,689	\$2,565,279
Net Revenue From First-Time-Full-Time Freshmen (In-State Only)	\$1,322,825	\$1,628,609	\$2,092,528	\$2,184,505	\$2,549,759	\$2,307,816	\$2,435,514
Net Revenue From First-Time-Full-Time Freshmen (Out-of-State Only)	\$23,802	\$67,859	\$175,786	\$240,100	\$255,629	\$134,873	\$129,765
Financial Aid							
Total institutional dollars awarded need based aid for entering freshmen class	\$4,408	\$5,030	\$0	\$0	\$0	\$0	\$0
Total institutional dollars awarded non-need aid for entering freshmen class	\$113,048	\$102,110	\$115,421	\$90,598	\$267,702	\$111,019	\$100,213
Total institutional dollars awarded need based aid for entering freshmen class LA residents	\$97,142	\$5,030	\$0	\$0	\$0	\$0	\$0
Total institutional dollars awarded non-need based aid for entering freshmen class LA residents	\$4,408	\$83,018	\$78,246	\$49,351	\$240,538	\$65,790	\$70,725
Total institutional dollars awarded need based aid for entering freshmen class non-residents	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total institutional dollars awarded non-need based aid for entering freshmen class non-residents	\$15,906	\$19,092	\$33,200	\$26,604	\$27,164	\$45,228	\$20,559
State Appropriation per FTE²	\$3,969	\$3,333	\$2,742	\$2,477	\$1,720	\$1,954	\$2,083
Net Revenue Generated from auxiliary enterprises (i.e., bookstores, dining services)	\$136,192	(\$1,214,584)	\$36,519	\$278,710	\$197,379	\$110,605	(\$291,806)

¹ Prior year data only included revenue from tuition, and did not include revenue from fees. Revenue data reported for this year

² State Appropriation per FTE = the Board of Regents Formula Appropriations Per FTE which includes State General Fund and

Louisiana State University Alexandria

Metric VI. The following metrics will identify teaching and research productivity per FTE faculty.

Enrollment in Fall Semester Lecture and Seminar Courses	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Lower Division Undergraduate Courses							
Total Enrollment	6,065	5,708	7,279	8,325	9,129	8,210	7,991
Number of Sections	297	273	301	326	455	306	326
Average section size	20.4	20.9	24.2	25.5	20.1	26.8	24.5
Upper Division Undergraduate Courses							
Total Enrollment	1,527	1,785	2,061	2,256	2,667	3,214	3,349
Number of Sections	104	120	118	118	207	153	175
Average section size	14.7	14.9	17.5	19.1	12.9	21.0	19.1
All Lecture and Seminar Courses							
Total Enrollment	7,592	7,493	9,340	10,581	11,796	11,426	11,340
Number of Sections	401	393	419	444	662	459	501
Average section size	18.9	19.1	22.3	23.8	17.8	24.9	22.6
Fall Teaching Activity							
Tenure/tenure track (T/TT) FTE faculty assigned to classes ¹	71	67	68	66	63	67	75
Non tenure/tenure track FTE faculty assigned to classes ²	35	35	51	56	64	73	92
Organized class sections including labs, fall only							
Sections taught by tenure/tenure track faculty	318	292	283	306	413	271	444
Sections taught by non tenure/tenure track faculty	184	182	271	246	381	267	268
Average # of class sections taught per FTE T/TT faculty	4.48	4.36	4.16	4.65	6.56	4.04	5.92
Average # of class sections taught per FTE non T/TT faculty	5.26	5.20	5.31	4.39	5.95	3.66	2.91
% class sections taught by T/TT faculty	63	62	51	55	52	50	62
% class sections taught by non T/TT faculty	37	38	49	45	48	50	38
Student Credit Hours (SCH'S), fall only³							
Undergraduate	24,122	23,701	31,484	33,011	34,901	34,107	36,878
Total SCH's taught by T/TT faculty	15,191	14,269	16,717	17,676	18,556	17,102	22,551
Total SCH's taught by non T/TT faculty	8,937	9,432	14,767	15,335	16,345	17,005	14,327
Total SCH's taught per FTE T/TT faculty	214	213	246	269	295	255	301
Total SCH's taught per FTE non T/TT faculty	255	269	290	274	255	233	156
% SCH's taught by T/TT faculty	63%	60%	53%	54%	53%	50%	61%
% SCH's taught by non T/TT faculty	37%	40%	47%	46%	47%	50%	39%

Louisiana State University Alexandria

Metric VI. The following metrics will identify teaching and research productivity per FTE faculty.

Annual Instruction and Research Ratios	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Annual student credit hours (SCH's), fall & spring							
Undergraduate	50,872	49,742	59,265	62,655	67,636	67,193	67,502
Annual FTE students ⁴	1,696	1,658	1,976	1,850	1,844	2,435	2,508
Direct unrestricted instructional expenditures	7,448,766	7,742,280	7,868,558	8,460,676	8,892,385	10,453,728	12,066,607
Disaggregated Direct Instructional Expenditures							
Salaries	4,951,225	5,097,409	5,073,437	5,170,729	5,493,239	5,949,085	6,555,287
Benefits	2,294,860	2,426,135	2,553,423	2,684,589	2,876,340	2,994,482	2,942,537
Other	202,681	218,736	241,698	605,358	598,275	1,510,161	2,568,783
Direct unrestricted instructional expenditures per SCH	146	156	133	135	131	156	179
Direct unrestricted instructional expenditures per FTE student ⁴	4,392	4,670	3,982	4,573	4,822	4,293	4,811
Personnel costs as % of direct unrestricted instructional expenditures	96.7%	97.2%	96.9%	92.8%	94.1%	85.6%	78.7%
Total FTE faculty	106	102	119	122	127	140	167
Total FTE T/TT faculty (instruction, research, public service)	72	68	68	66	63	67	75
Tenure/Tenure Track FTE faculty as % of total FTE faculty	68	67	57	54	50	48	45
Restricted research expenditures	3,633	20,526	7,337	5,012	6,129	5,263	23,249
Restricted research expenditures per FTE T/TT faculty	50	302	108	76	97	79	310

¹ FTE for tenured/tenure-track faculty based on 12 hr teaching load

² FTE for non-tenured/tenure-track faculty based on 15 hr teaching load. This group includes full-time instructors and Early Start HS teachers.

³ All SCHs reported in this spreadsheet are from the production database (not census) so as to accurately reflect B-term class enrollments.

⁴ Data reflects IPEDS Fall survey.

Louisiana State University Alexandria

Metric VI. The following metrics will identify teaching and research productivity per FTE faculty.

Definitions:

Direct Expenditures for Instructions: Total Direct Instructional Expenditures include data in certain functional areas - instruction, research, and public service. Direct expenditure data reflect costs incurred for personnel compensation, supplies, and services used in the conduct of each of these functional areas. They include acquisition costs of capital assets such as equipment and library books to the extent that funds are budgeted for the use of departments for instruction, research, and public service. Similar to the Delaware Study, exclude centrally allocated computing costs and centrally supported computer labs, and graduate student tuition remission and fee waivers.

Instruction: Instruction includes general academic instruction, occupational and vocational instruction, community education, preparatory and adult basic education, and remedial and tutorial instruction conducted by the teaching faculty for the institution's students. Departmental research and service **which are not separately budgeted** should be included under instruction. In other words, department research which is externally funded should be excluded from instructional expenditures, as should any departmental funds which were expended for the purpose of matching external research funds as part of a contractual or grant obligation. EXCLUDE expenditures for academic administration where the primary function is administration. For example, exclude deans, but include department chairs.)

Disaggregate total direct instructional expenditures for the institution into the following categories:

Salaries: Report all wages paid to support the instructional function in a given department or program during the fiscal year. While these will largely be faculty salaries, be sure to include clerical (e.g., department secretary), professionals (e.g., lab technicians), Graduate student stipends (but not tuition waivers), and any other personnel who support the teaching function and whose salaries and wages are paid **from the institution's instructional budget**.

Benefits: Report expenditures for benefits associated with the personnel for whom salaries and wages were reported on the previous entry. If you cannot separate benefits from salaries, but benefits are included in the salary figure you have entered, indicate "Included in Salaries" in the data field. Some institutions book benefits centrally and do not disaggregate to the department level. If you can compute the appropriate benefit amount for the department/program, please do so and enter the data. If you cannot do so, leave the benefit amount as zero and we will impute a cost factor based upon the current benefit rate for your institution, as published in *Academe*. If no rate is available, we will use a default value of 28%.

Other Than Personnel Costs: This category includes non-personnel items such as travel, supplies and expense, non-capital equipment purchases, etc., that are typically part of an instructional department or program's cost of doing business. *Excluded* from this category are items such as central computing costs, centrally allocated computing labs, graduate student tuition remission and fee waivers, etc.

Research: This category includes all funds expended for activities specifically organized to produce research outcomes and commissioned by an agency either external to the institution or **separately budgeted** by an organizational unit within the institution. Report total research expenditures only. It is not necessary to disaggregate costs for this category.

Public Service: Report all funds **separately budgeted** specifically for public service and expended for activities established primarily to provide non-instructional services beneficial to groups external to the institution. Examples include cooperative extension and community outreach projects. Report total service expenditures only. It is not necessary to disaggregate costs for this category.

Federally Funded Research: As defined by NSF

Total Research and Expenditures: As defined by NSF

Table I: Affiliated Off-Campus Sites

LSUA System Campus	Name of Affiliated Off- Campus Site	\$ Amount Contributed Back to Campus by Affiliated Off-Site Campus	\$ Amount Contributed Back to Campus by Affiliated Off-Site Campus	\$ Amount Contributed Back to Campus by Affiliated Off-Site Campus	\$ Amount Contributed Back to Campus by Affiliated Off-Site Campus	\$ Amount Contributed Back to Campus by Affiliated Off-Site Campus	\$ Amount Contributed Back to Campus by Affiliated Off-Site Campus
	None						

Table II: Board of Regent Support Funds

LSUA System Campus	Name of Support Fund	Endowment Market Value as of 6/30/14	Endowment Market Value as of 6/30/15	Endowment Market Value as of 6/30/16	Endowment Market Value as of 6/30/17	Endowment Market Value as of 6/30/18	Endowment Market Value as of 6/30/19
LSUA	F. Hugh Coughlin Endowed Professorship	140,397.30	136,444.78	130,461.28	142,776.35	139,068.15	139,452.90
LSUA	Mark Eugene Howard Endowed Professorship in Liberal Arts (English)	174,341.02	169,137.77	161,009.43	177,811.85	172,942.90	173,090.84
LSUA	Huie Dellmon Trust Endowed Professorship in Science	188,463.60	182,855.76	174,099.76	192,118.30	186,868.93	187,037.26
LSUA	Howard M. and Eloise Ferris Mulder Endowed Professorship	136,712.50	132,825.30	126,921.33	139,016.76	135,380.15	135,727.61
LSUA	Jenkins-Mulder Endowed Professorship in Business	121,462.85	118,069.63	113,018.49	123,176.42	120,029.71	120,466.14
LSUA	Jack and Sue Ellen Jackson Endowed Professorship in Education	129,969.43	126,224.47	120,538.65	132,013.71	128,539.50	128,866.22
LSUA	Roy O. Martin Lumber Company Endowed Professorship in Nursing	172,577.16	167,463.72	159,488.68	171,114.17	171,142.26	171,310.71
LSUA	Frances Holt Freedman Endowed Professorship in History and Ethics of Nursing	140,129.54	135,906.06	129,676.40	140,930.97	137,227.32	137,771.42
LSUA	Huie Dellmon Trust Endowed Professorship in Liberal Arts and Science	151,667.01	147,306.87	140,639.57	154,311.58	150,232.35	150,559.14
LSUA	J.H. Johnson Endowed Professorship in Business	194,479.18	188,419.99	179,184.28	196,460.71	191,072.55	191,463.34
LSUA	Cliff E LaBorde Sr. Endowed Professorship in Education	137,037.73	133,047.49	126,878.17	139,620.33	136,372.58	136,592.37
LSUA	Barbara M. Martin Endowed Professorship in Nursing	189,555.57	183,832.20	174,834.16	193,320.95	187,971.14	188,053.74
LSUA	Roy and Vinita Martin Endowed Professorship in Math & Sciences	144,199.83	139,826.62	133,017.91	146,690.94	142,653.81	142,791.36
LSUA	Rapides Regional Medical Center Endowed Professorship in Radiologic Technology	140,344.61	136,385.13	130,400.03	142,655.78	138,951.29	139,345.39
LSUA	Carolyn Cole Saunders Endowed Professorship	119,190.82	115,900.42	111,087.70	120,570.18	117,547.74	118,079.61
LSUA	Robert Rife Saunders Endowed Professorship	119,190.57	115,900.15	111,087.40	120,569.71	117,547.28	118,079.18
LSUA	Roy O. Martin Jr. Endowed Professorship in Business	119,720.08	116,608.26	112,045.90	121,740.86	118,763.16	119,295.98
LSUA	Henry Dade Foote Family Endowed Professorship	118,216.68	115,071.56	110,505.22	119,777.47	116,839.83	117,413.89
LSUA	Charles Adrian Vernon and William K. Child Jr. Endowed Professorship in Business	120,363.12	117,131.08	112,350.60	122,286.95	119,233.14	119,713.52
LSUA	Vinita Johnson Martin Endowed Professorship (established 2010)	140,918.19	136,735.24	130,315.05	143,135.54	139,281.61	139,539.51
LSUA	Moreau Family First Generation Endowed Scholarship	118,713.56	115,299.28	110,059.19	120,872.91	117,667.86	117,900.96
LSUA	LSUA Alumni and Friends Endowed Chair	1,259,130.33	1,230,100.39	1,193,409.08	1,262,903.66	1,236,380.29	1,249,095.19
LSUA	Capital One Endowed Professorship in Business		67,191.33	103,976.93	114,044.93	111,007.04	111,256.92
LSUA	Scott O. Brame/CLECO Endowed Chair in Finance		1,027,305.96	993,632.71	1,131,141.62	1,101,938.50	1,105,714.94
LSUA	2010 Endwd Scholarship for First Generation College Students		115,299.28	110,059.19	120,872.91	117,667.86	117,900.96
LSUA	Joanne Lyles White Endowed Professorship in Eduation		102,730.60	99,363.27	113,114.17	110,193.86	110,521.38
LSUA	2012 Endowed Scholarship for First Generation Collge Students		102,730.60	99,363.27	113,114.17	110,193.86	110,521.38
LSUA	Elder Care Administration Scholarship		102,730.60	99,363.27	113,114.17	110,193.86	110,521.38
LSUA	Michael Jenkins First Generation Endowed Scholarship			100,342.48	115,535.04	112,471.98	112,694.13
LSUA	Richard Bryan Gwartney Endowed Professorship			106,318.12	122,576.67	119,232.70	119,431.91
LSUA	Howard and Eloise Mulder Endowed Chair in the Arts			1,005,836.66	1,140,672.07	1,110,824.85	1,113,576.55
LSUA	Mulder Endowed First Generation Scholarship #1			100,583.67	115,234.12	111,082.50	111,357.68
LSUA	Mulder Endowed First Generation Scholarship #2			100,583.67	115,234.12	111,082.50	111,357.68
LSUA	Mulder Endowed First Generation Scholarship #3			100,250.06	115,234.12	112,523.18	112,744.06
LSUA	Mulder Endowed First Generation Scholarship #4			100,250.06	115,234.12	112,523.18	112,744.06
LSUA	Howard and Eloise Mulder Endowed Professorship #2			100,583.67	114,067.22	111,082.50	111,357.68
LSUA	Howard and Eloise Mulder Endowed Professorship #3			100,250.06	115,589.60	112,523.18	112,744.06
LSUA	Arnold Aubert Vernon Endowed Scholarship		523,495.75	500,108.22	569,908.63	554,969.03	556,440.08
LSUA	Holcombe Endowed Scholarship for 1st Generation Students					106,487.38	106,762.37
LSUA	Mary Jane Brown Endowed Scholarship for 1st Generation Students					107,545.56	107,817.48
LSUA	Virginia Harvey Holcombe Endowed Scholarship for 1st Generation Students					110,804.74	111,067.21
LSUA	Jeremiah and Kenneth Grant Holcombe Endowed Scholarship 1st Gen Allied Health						108,901.92
		4,395,494.24	6,201,976.29	7,811,893.59	8,418,445.48	8,776,061.81	8,917,080.11

Table III: Summary of Campus Foundations

LSUA System Campus	Foundation	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
LSUA	LSUA Foundation	\$ 39,878,868.00	\$ 42,313,574.00	\$ 40,167,202.00	\$ 41,287,845.43	\$ 37,275,794.00	\$ 36,882,987.00

Louisiana State University Alexandria

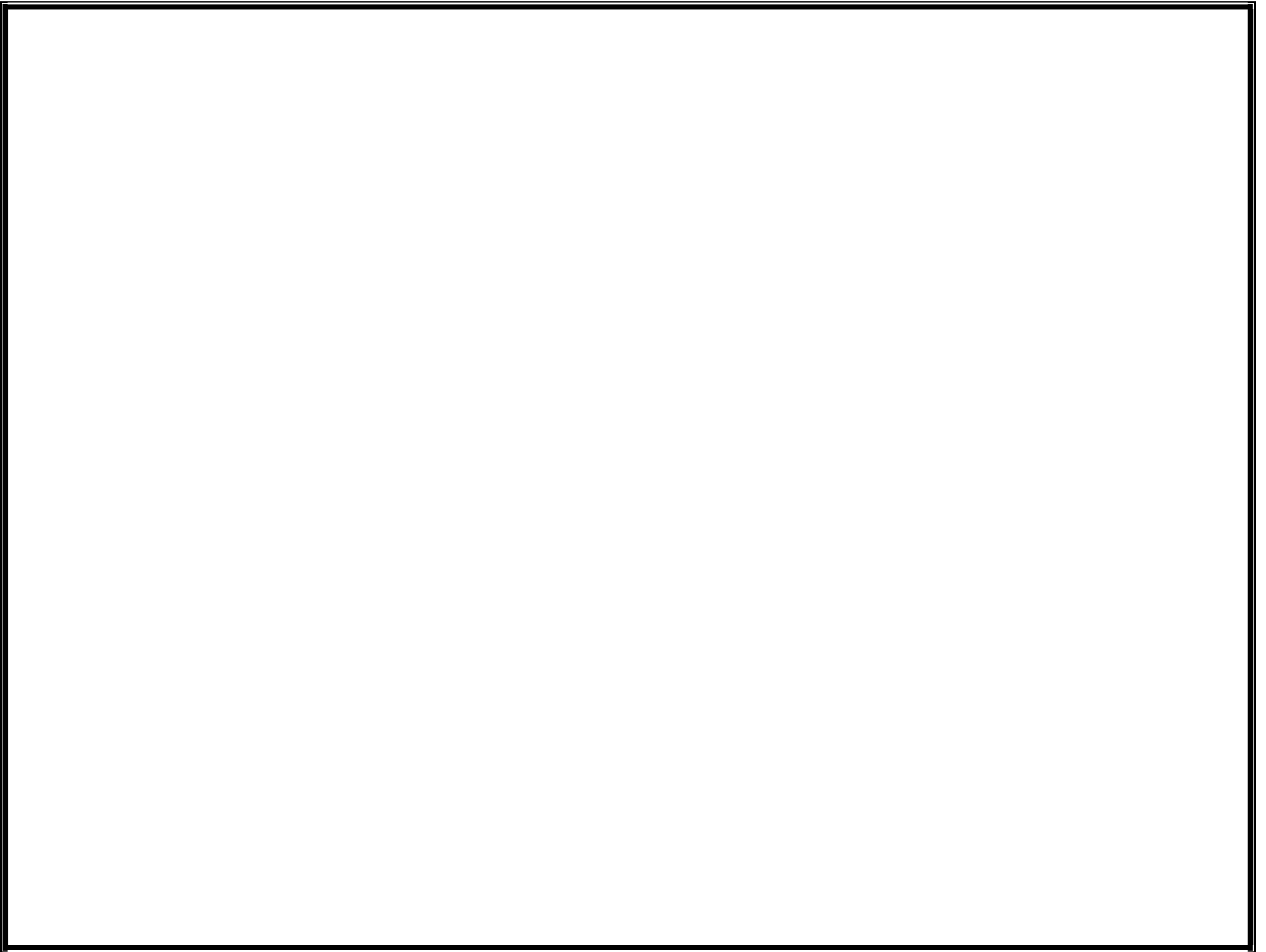
National Benchmark Report

	Retention rates		Graduation rates (Class of Fall 2008)	State appropriations as percent of core revenues
	Full Time	Part Time		
Louisiana State University Alexandria	58%	43%	37%	20%
University of Arkansas at Monticello	61%	60%	19%	40%
Dalton State College	70%	43%	24%	41%
Macon State College	NA	NA	NA	NA
North Georgia College & State University	62%	48%	45%	42%
Rogers State University	62%	40%	35%	26%
Lander University	63%	0%	46%	22%
University of South Carolina Aiken	64%	57%	45%	17%
Christopher Newport University	88%	0%	75%	30%
University of Mary Washington	82%	78%	73%	40%
Concord University	62%	17%	36%	28%
Shepherd University	69%	50%	48%	23%
The University of Virginia's College at Wise	72%	0%	42%	37%
University of Arkansas-Fort Smith	64%	50%	29%	32%

**Louisiana State University Eunice
Metric Data**



March 6, 2020



Louisiana State University Eunice

Executive Summary

Metric I: The degrees awarded numbers look good and show overall improvement. The number of STEM degrees awarded should improve as the number of students enrolled in STEM increased 52.4% YTY. Also of note, is the 75.7% increase in nursing degrees awarded.

Metric II: Overall enrollment indicators continue to improve. There was a significant increase in first time degree seeking freshmen (14.9%) and students enrolled in STEM (52.4%). Dual credit enrollment declined (6.5%) and that reflects some stabilization in dual credit offerings and competition from other institutions. There have also been changes to the Board of Regents criteria that impacted the number of students available for dual credit.

Metric III: The first to second year retention of students improved and was close to all time highs. Work needs to continue on the retention of students from second to third year. The institution is mining data to examine this population more closely for the development of specific retention initiatives. Retention of at-risk students is the best it has been at the institution and work continues to move these students through remedial programs and into college level course work.

Metric V: The revenue numbers generated from students reflects reductions in state appropriations in spite of an increase in enrollments. Auxiliary services operated at an annual loss while still maintaining an overall surplus. New food service fees implemented this Fall will have a positive impact on auxiliary balances.

Metric VI: Instructional productivity numbers were impacted by an overall increase in enrollment. This caused an increase in part-time faculty work and section and SCH's taught by full time faculty. The increase in expenditures per FTE reflects salary increases awarded to full time faculty.

The benchmark report identifies LSUE as outperforming national benchmarks in areas of student success in developmental education. Work continues to improve success rates for at-risk students and specifically increasing the success of students in the first college level English course.

LSUE MISSION:

Louisiana State University at Eunice, a member of the Louisiana State University System, is a comprehensive, open admissions institution of higher education. The University is dedicated to high quality, low-cost education and is committed to academic excellence and the dignity and worth of the individual. To this end, Louisiana State University at Eunice offers associate degrees, certificates and continuing education programs as well as transfer curricula. Its curricula span the liberal arts, sciences, business and technology, pre-professional and professional areas for the benefit of a diverse population. All who can benefit from its resources deserve the opportunity to pursue the goal of lifelong learning and to expand their knowledge and skills at LSUE.

- In fulfillment of this mission, Louisiana State University at Eunice strives to achieve the following:
- Encourage traditional and nontraditional populations to take advantage of educational opportunities.
- Create a learning environment which facilitates the integration of knowledge and the development of the whole person.
- Provide a general education which requires all students to master the skills and competencies necessary for lifelong learning.
- Provide programs which parallel four-year college and university courses, including special honors courses, which are directly transferable.
- Prepare students to meet employment opportunities as determined by regional needs.
- Prepare programs of developmental studies which will upgrade student skills to the levels necessary for successful college experience.
- Provide necessary support services to help students realize their maximum potential.
- Create and offer programs of Continuing/Adult Education and community service which respond to the needs of the area.

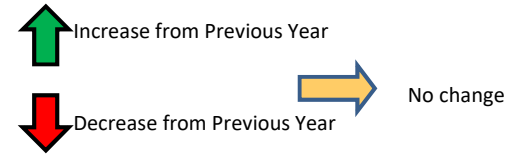
Louisiana State University Eunice

Metrics at a Glance

2018-2019

Legend:

Statistic		Most Recent Available	% Change from Previous Year
High	X		
Low	Z	%	



Metric I Degrees Awarded	Metric II Enrollment	Metric III Student Success	Metric V Revenues	Metric VI Instruction Productivity																				
Diploma <table border="1"> <tr><td>4</td><td>0</td></tr> <tr><td>0</td><td>➔ 0.0%</td></tr> </table>	4	0	0	➔ 0.0%	14th Day Enrollment for First Time Degree Seeking Freshmen <table border="1"> <tr><td>920</td><td>784</td></tr> <tr><td>706</td><td>↓ -14.8%</td></tr> </table>	920	784	706	↓ -14.8%	First to Second Year Retention <table border="1"> <tr><td>53.0%</td><td>51.1%</td></tr> <tr><td>42.0%</td><td>↓ -3.1%</td></tr> </table>	53.0%	51.1%	42.0%	↓ -3.1%	Market Value of Endowment <table border="1"> <tr><td>2,315,053</td><td>2,315,053</td></tr> <tr><td>1,338,203</td><td>↑ 5.6%</td></tr> </table>	2,315,053	2,315,053	1,338,203	↑ 5.6%	Total class sections taught per FTE full-time faculty <table border="1"> <tr><td>5.5</td><td>5.4</td></tr> <tr><td>4.3</td><td>↓ -1.6%</td></tr> </table>	5.5	5.4	4.3	↓ -1.6%
4	0																							
0	➔ 0.0%																							
920	784																							
706	↓ -14.8%																							
53.0%	51.1%																							
42.0%	↓ -3.1%																							
2,315,053	2,315,053																							
1,338,203	↑ 5.6%																							
5.5	5.4																							
4.3	↓ -1.6%																							
Associates <table border="1"> <tr><td>323</td><td>302</td></tr> <tr><td>245</td><td>↑ 1.3%</td></tr> </table>	323	302	245	↑ 1.3%	Degree Seeking Continuing Undergraduates <table border="1"> <tr><td>1,525</td><td>1,400</td></tr> <tr><td>1,162</td><td>↑ 3.9%</td></tr> </table>	1,525	1,400	1,162	↑ 3.9%	Second to Third Year Retention <table border="1"> <tr><td>29.2%</td><td>29.1%</td></tr> <tr><td>18.7%</td><td>↑ 17.4%</td></tr> </table>	29.2%	29.1%	18.7%	↑ 17.4%	Total Gross Revenue From First-Time-Full-Time Freshmen <table border="1"> <tr><td>4,335,001</td><td>4,335,001</td></tr> <tr><td>1,554,016</td><td>↑ 39.5%</td></tr> </table>	4,335,001	4,335,001	1,554,016	↑ 39.5%	Total class sections taught per FTE part-time faculty <table border="1"> <tr><td>5.7</td><td>5.1</td></tr> <tr><td>4.3</td><td>↓ -8.6%</td></tr> </table>	5.7	5.1	4.3	↓ -8.6%
323	302																							
245	↑ 1.3%																							
1,525	1,400																							
1,162	↑ 3.9%																							
29.2%	29.1%																							
18.7%	↑ 17.4%																							
4,335,001	4,335,001																							
1,554,016	↑ 39.5%																							
5.7	5.1																							
4.3	↓ -8.6%																							
Total Number of Degrees Awarded to Louisiana Residents <table border="1"> <tr><td>344</td><td>344</td></tr> <tr><td>255</td><td>↑ 12.1%</td></tr> </table>	344	344	255	↑ 12.1%	Total Undergraduate Headcount as of 14th Class Day <table border="1"> <tr><td>3,232</td><td>2,989</td></tr> <tr><td>2,508</td><td>↓ -7.5%</td></tr> </table>	3,232	2,989	2,508	↓ -7.5%	Success of Academically "At Risk" Students (LSUE Pathways to Success Program - ACT Composite of less than 15) Fall-to-Fall retention rate <table border="1"> <tr><td>53.0%</td><td>42.0%</td></tr> <tr><td>42.0%</td><td>↓ -20.8%</td></tr> </table>	53.0%	42.0%	42.0%	↓ -20.8%	Net Revenue From First-Time-Full-Time Freshmen <table border="1"> <tr><td>4,079,513</td><td>4,079,513</td></tr> <tr><td>1,513,707</td><td>↑ 34.2%</td></tr> </table>	4,079,513	4,079,513	1,513,707	↑ 34.2%	Total SCH's taught per FTE full-time faculty <table border="1"> <tr><td>376.6</td><td>374.6</td></tr> <tr><td>247.3</td><td>↓ -0.5%</td></tr> </table>	376.6	374.6	247.3	↓ -0.5%
344	344																							
255	↑ 12.1%																							
3,232	2,989																							
2,508	↓ -7.5%																							
53.0%	42.0%																							
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4,079,513	4,079,513																							
1,513,707	↑ 34.2%																							
376.6	374.6																							
247.3	↓ -0.5%																							
Total degrees awarded in STEM <table border="1"> <tr><td>28</td><td>24</td></tr> <tr><td>3</td><td>↑ 26.3%</td></tr> </table>	28	24	3	↑ 26.3%	Total number of High School Dual Enrollments <table border="1"> <tr><td>567</td><td>466</td></tr> <tr><td>221</td><td>↓ -12.1%</td></tr> </table>	567	466	221	↓ -12.1%	State Appropriation per FTE <table border="1"> <tr><td>4,496</td><td>2,224</td></tr> <tr><td>2,224</td><td>↓ -3.3%</td></tr> </table>	4,496	2,224	2,224	↓ -3.3%	Total SCH's taught per FTE part-time faculty <table border="1"> <tr><td>352.7</td><td>317.5</td></tr> <tr><td>234.8</td><td>↓ -10.0%</td></tr> </table>	352.7	317.5	234.8	↓ -10.0%					
28	24																							
3	↑ 26.3%																							
567	466																							
221	↓ -12.1%																							
4,496	2,224																							
2,224	↓ -3.3%																							
352.7	317.5																							
234.8	↓ -10.0%																							
Total number of degrees awarded in Allied Health <table border="1"> <tr><td>57</td><td>57</td></tr> <tr><td>29</td><td>↑ 83.9%</td></tr> </table>	57	57	29	↑ 83.9%	Total number of students enrolled who received TOPS <table border="1"> <tr><td>629</td><td>629</td></tr> <tr><td>419</td><td>↑ 3.3%</td></tr> </table>	629	629	419	↑ 3.3%	Percentage of Program Students in Good Academic Standing <table border="1"> <tr><td>83.0%</td><td>71.0%</td></tr> <tr><td>71.0%</td><td>↓ -2.7%</td></tr> </table>	83.0%	71.0%	71.0%	↓ -2.7%	Net Revenue Generated from auxiliary enterprises <table border="1"> <tr><td>677,652</td><td>677,652</td></tr> <tr><td>-83,485</td><td>↑ 911.7%</td></tr> </table>	677,652	677,652	-83,485	↑ 911.7%	% SCH's taught by full-time faculty <table border="1"> <tr><td>78.4%</td><td>73.6%</td></tr> <tr><td>69.1%</td><td>↑ 6.6%</td></tr> </table>	78.4%	73.6%	69.1%	↑ 6.6%
57	57																							
29	↑ 83.9%																							
629	629																							
419	↑ 3.3%																							
83.0%	71.0%																							
71.0%	↓ -2.7%																							
677,652	677,652																							
-83,485	↑ 911.7%																							
78.4%	73.6%																							
69.1%	↑ 6.6%																							
Total number of degrees awarded in Nursing <table border="1"> <tr><td>80</td><td>63</td></tr> <tr><td>37</td><td>↓ -3.1%</td></tr> </table>	80	63	37	↓ -3.1%	Total number of student enrolled in STEM <table border="1"> <tr><td>343</td><td>224</td></tr> <tr><td>160</td><td>↓ -34.7%</td></tr> </table>	343	224	160	↓ -34.7%	Mean Grade Point Average of Program Students <table border="1"> <tr><td>2.47</td><td>2.17</td></tr> <tr><td>2.17</td><td>↓ -6.9%</td></tr> </table>	2.47	2.17	2.17	↓ -6.9%	Direct instructional expenditures per FTE student <table border="1"> <tr><td>3,078.0</td><td>3,078.0</td></tr> <tr><td>2,386.7</td><td>↑ 1.4%</td></tr> </table>	3,078.0	3,078.0	2,386.7	↑ 1.4%					
80	63																							
37	↓ -3.1%																							
343	224																							
160	↓ -34.7%																							
2.47	2.17																							
2.17	↓ -6.9%																							
3,078.0	3,078.0																							
2,386.7	↑ 1.4%																							

Louisiana State University Eunice

Metric I. The following metrics will identify the number of degrees conferred by level and professions most important to Louisiana.

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Campus total number of degrees awarded/conferred							
Diploma	4	0	0	0	0	0	0
Certificates *	28	11	26	22	20	13	44
Associates	309	323	296	292	278	298	302
Total Number of Degrees Awarded to Louisiana Residents	340	330	319	309	293	307	344
Total Number of Degrees Awarded to Out of State Residents	1	4	3	5	5	4	2
* Includes Post-Associate certificates							
Total number of degrees awarded by race/ethnicity							
Hispanic	5	3	6	5	4	7	5
American Indian or Alaska Native	2	3	4	1	1	4	1
Asian	4	0	1	1	3	1	1
Black or African American	60	44	40	47	61	51	58
Native Hawaiian or Other Pacific Islander	0	0	1	0	0	0	0
White	259	276	263	251	222	233	263
Two or More Races	0	3	4	1	5	1	7
Nonresident Alien	0	1	0	2	1	2	0
Race/Ethnicity Unknown	11	4	3	6	1	12	11
Total degrees awarded							
Total degrees awarded in STEM	11	13	15	16	28	19	24
Total number of degrees awarded in Nursing	62	43	38	44	37	65	63
Total number of degrees awarded in Allied Health	36	39	39	29	32	31	57

Louisiana State University Eunice

Metric I. The following metrics will identify the number of degrees conferred by level and professions most important to Louisiana.

List of STEM/SMART CIP code/s: The following list of CIP codes is to serve as a guide but it is not intended to be inclusive of all possibilities. We recognize that some campuses have degree programs centered in schools or colleges that might dictate a different CIP code. The campus should make the appropriate adjustment. In addition, the CIP codes used by the campus should correlate to the Board of Regents. If there is a discrepancy and the campus applies the IPEDS CIP code, then the campus should identify this with a footnote.

11	Computer and Information Sciences and Support Services
14	Engineering
15	Engineering Technologies/Technicians
26	Biological and Biomedical Sciences
27	Mathematics and Statistics
40	Physical Sciences 6
0109	Animal Sciences
0110	Food Science and Technology
0111	Plant Sciences
0112	Soil Sciences
0301	Natural Resources Conservation and Research
0303	Fishing and Fisheries Sciences and Management
0305	Forestry
0306	Wildlife and Wildlands Science and Management
2901	Military Technologies
3001	Biological and Physical Sciences
3006	Systems Science and Theory
3008	Mathematics and Computer Science
3010	Biopsychology
3016	Accounting and Computer Science
3018	Natural Sciences
3019	Nutrition Sciences
3024	Neuroscience
3025	Cognitive Science
4101	Biology Technician/Biotechnology Laboratory Technician
4102	Nuclear and Industrial Radiologic Technologies/Technicians
4103	Physical Science Technologies/Technicians
4199	Science Technologies/Technicians Other
4211	Physiological Psychology/Psychobiology

Nursing CIP Code/s

	4-Digit CIP Codes
Nursing	51.38

Allied Health CIP Code/s

Allied Health and Medical Assisting Services	51.08
Allied Health Diagnostic, Intervention, and Treatment Professions	51.09

Louisiana State University Eunice

Metric II. The following metrics will provide the campus enrollment trends.

Enrollment Headcount as of 14th Class Day	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Undergraduate							
14th Day Enrollment for First Time Degree Seeking Freshmen	706	801	724	869	801	920	784
14th Day Degree Seeking New Transfer Student Enrollment	153	160	172	176	226	221	166
14th Day Degree Seeking Re-Admit Enrollment	161	149	172	130	152	160	129
Degree Seeking Continuing Undergraduates	1,425	1,322	1,162	1,232	1,298	1,347	1,400
First-Time Post-Baccalaureate	0	0	0	0	0	0	0
Non Degree Undergraduates	228	306	278	499	567	584	510
Total Undergraduate Headcount as of 14th Class Day	2,673	2,738	2,508	2,906	3,044	3,232	2,989
Undergraduate - First Time Degree Seeking Freshmen							
Full-time (In-State Residency)	507	593	563	652	640	749	635
Full-time (Non Residency)	17	9	5	32	24	45	43
Part-time (In-State Residency)	179	191	154	182	132	123	106
Part-time (Non Residency)	1	5	2	3	5	3	0
Total First Time Degree Seeking Freshmen Headcount as of 14th Class Day	704	798	724	869	801	920	784
Undergraduate							
Full-time (In-State Residency)	1,253	1,332	1,241	1,342	1,393	1,628	1,508
Full-time (Non Residency)	30	19	20	46	36	56	74
Part-time (In-State Residency)	1,384	1,378	1,242	1,511	1,605	1,540	1,403
Part-time (Non Residency)	6	9	5	7	10	8	4
Total Undergraduate Headcount as of 14th Class Day	2,673	2,738	2,508	2,906	3,044	3,232	2,989
Graduate							
Full-time (In-State Residency)	0	0	0	0	0	0	0
Full-time (Non Residency)	0	0	0	0	0	0	0
Part-time (In-State Residency)	0	0	0	0	0	0	0
Part-time (Non Residency)	0	0	0	0	0	0	0
Total Graduate Headcount as of 14th Class Day	0	0	0	0	0	0	0
Grand Total Headcount as of 14th Class Day (Undergraduate & Graduate)	2,673	2,738	2,508	2,906	3,044	3,232	2,989
Total Undergraduate Full-Time-Equivalent (FTE) Enrollment as of 14th Class Day	2,178	2,216	2,061	2,307	2,419	2,669	2,533
Total Graduate Full-Time-Equivalent (FTE) Enrollment as of 14th Class Day	0	0	0	0	0	0	0
Total number of High School Dual Enrollments	221	306	278	498	567	530	466

Louisiana State University Eunice

Metric II. The following metrics will provide the campus enrollment trends.

First Time Degree Seeking Enrollment by Race and Ethnicity as of 14th Class Day	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Hispanic	16	19	10	18	15	32	31
American Indian or Alaska Native	5	10	5	3	2	4	6
Asian	2	4	2	3	3	5	2
Black or African American	197	221	196	253	202	267	196
Native Hawaiian or Other Pacific Islander	0	0	0	1	1	0	1
White	471	527	491	561	542	563	510
Two or More Races	13	14	13	22	20	24	26
Nonresident Alien	0	2	4	1	5	17	7
Race/Ethnicity Unknown	2	4	3	7	11	8	5
Total	706	801	724	869	801	920	784
First Time Degree Seeking Enrollment by Gender as of 14th Class Day							
Male	259	254	240	279	244	307	254
Female	447	547	484	590	557	613	530
Total	706	801	724	869	801	920	784
Total Enrollment by Race and Ethnicity as of 14th Class Day							
Hispanic	46	48	42	47	52	75	87
American Indian or Alaska Native	20	21	20	15	13	15	20
Asian	14	19	16	20	17	18	24
Black or African American	653	716	636	737	707	799	701
Native Hawaiian or Other Pacific Islander	2	2	2	1	2	2	1
White	1,865	1,857	1,716	1,980	2,105	2,172	2,029
Two or More Races	36	45	41	55	72	91	76
Nonresident Alien	10	9	11	10	10	22	20
Race/Ethnicity Unknown	27	21	24	41	66	38	31
Total	2,673	2,738	2,508	2,906	3,044	3,232	2,989
Total Enrollment by Gender as of 14th Class Day							
Male	804	799	755	876	865	933	842
Female	1,869	1,939	1,753	2,030	2,179	2,299	2,147
Total	2,673	2,738	2,508	2,906	3,044	3,232	2,989

Louisiana State University Eunice

Metric II. The following metrics will provide the campus enrollment trends.

Louisiana Transfer Enrollment	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Transfer from Louisiana Community Colleges	35	46	55	62	56	85	52
Transfers from Louisiana Four-Year Universities	81	78	78	81	67	102	119
Student Credit Hours (SCH)							
Fall SCH	26,138	26,592	24,735	27,687	29,027	32,032	30,400
Spring SCH	23,826	23,261	23,588	26,488	27,021	27,675	
Total number of students enrolled who received TOPS							
Performance	95	102	102	156	131	140	130
Opportunity	275	284	263	336	309	326	322
Honors	25	21	15	24	24	31	28
Tech	52	61	39	35	93	112	149
Total number of students enrolled who received TOPS	447	468	419	551	557	609	629
Enrollment by specified discipline							
Total number of student enrolled in STEM	175	192	167	185	225	343	224
Total number of students enrolled in Allied Health	917	834	876	1,019	1,039	1,207	1,211
Total number of students enrolled in Teacher Education (Note BOR Teacher Education Initiative)	0	0	0	0	0	0	0
Teacher Education Regular Program	0	0	0	0	0	0	0
Teacher Education Alternative Program	0	0	0	0	0	0	0

Note: In December 2012, Teacher Education Programs MATE & MATS enrollments moved from Regular to Alternative for 2009-10, 2010-11, and 2011-12

Note: Beginning with Fall 2014 reporting cycle, enrollment in STEM determined by the Complete College America (CCA) definition used by the Board of Regents. Data reported using CCA for 2008-09 through 2014-15

Note: Beginning with Fall 2014 reporting cycle, 14th day degree-seeking transfer enrollment includes fall and continuing summer transfers. This methodology used to report 2008-09 through 2015-16 data in December 2015.

Note: Beginning with Fall 2015 reporting cycle, headcount enrollment and student credit hours includes Hebert Law Center.

Louisiana State University Eunice

Metric II. The following metrics will provide the campus enrollment trends.

List of STEM/SMART CIP code/s:

The following list of CIP codes is to serve as a guide but it is not intended to be inclusive of all possibilities. We recognize that some campuses have degree programs centered in schools or colleges that might dictate a different CIP code. The campus should make the appropriate adjustment. In addition, the CIP codes used by the campus should correlate to the Board of Regents. If there is a discrepancy and the campus applies the IPEDS CIP code, then the campus should identify this with a footnote.

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4103	Physical Science Technologies/Technicians
4199	Science Technologies/Technicians Other
4211	Physiological Psychology/Psychobiology

Allied Health CIP Code/s

51.08	Allied Health and Medical Assisting Services
51.09	Allied Health Diagnostic, Intervention, and Treatment Professions

Variables Description

Headcount Enrollment Undergraduate – Total number of full-time and part-time students enrolled in courses for undergraduate credit.

Headcount Enrollment Graduate – Total number of full-time and part-time students enrolled in courses for graduate credit.

Full-Time Equivalent (FTE) – The calculation of FTE can vary by institution. However, FTE enrollment reported for this metric should reconcile to FTE data you report to the Louisiana BoR, SREB and IPEDS for your

Full-Time Student Undergraduate - a student enrolled for 15 or more semester credits or 30 or more contact hours a week each term. (IPEDS)

Dual Enrollment - A student who is enrolled in high school but who is also enrolled, simultaneously, in a postsecondary institution are considered dual enrolled.

Science Technology Engineering and Mathematics (STEM) - STEM enrollment is calculated based on STEM CIP codes.

Educations, Nursing, Allied Health - Use the CIP codes as defined by IPEDS for these disciplines to determine the number of students enrolled and graduates in these field of study.

Louisiana State University Eunice

Metric III. The following metric will identify the campus trends for retention, graduation, licensure and pass rate.

Analysis of First-time, Full-time, Associate Degree-seeking Freshmen

Cohort Type	Cohort Year	Head Count	% continuation to 2nd_Yr	% continuation to 3rd_Yr	% Graduation in 1st_Yr	% Graduation in 2nd_Yr	% Graduation in 3rd_Yr	% Graduation 150 Total	% Graduation in 4th_Yr	% Graduation in 5th_Yr	% Graduation in 6th_Yr
Total	2007	323	45.1%	22.3%	0.0%	0.9%	4.3%	5.2%	5.9%	2.2%	1.2%
Total	2008	352	50.3%	23.0%	0.0%	2.0%	5.1%	7.1%	3.4%	1.4%	1.7%
Total	2009	364	42.9%	18.7%	0.0%	1.9%	6.0%	7.9%	4.1%	2.7%	0.8%
Total	2010	290	46.9%	22.4%	0.0%	3.8%	5.2%	9.0%	5.9%	2.1%	1.4%
Total	2011	305	47.2%	26.9%	0.0%	2.3%	9.2%	11.5%	3.9%	3.3%	0.3%
Total	2012	284	50.0%	25.0%	0.0%	6.0%	7.39%	13.4%	3.5%	1.4%	1.1%
Total	2013	250	51.6%	26.40%	0.4%	5.6%	10.00%	16.0%	5.2%	2.8%	0.4%
Total	2014	316	47.78%	23.42%	0.0%	3.8%	6.01%	9.8%	5.0%	2.5%	
Total	2015	322	52.48%	27.64%	0.3%	5.3%	7.50%	13.1%	6.5%		
Total	2016	371	45.28%	24.80%	0.0%	4.3%	7.55%				
Total	2017	364	52.75%	29.12%							
Total	2018	497	51.11%								
Total	2019	671									

Student Progression, Number of Full Time Student Completing	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Original Full-Time Cohort	FA05 - 1,726	FA06 - 1592	FA07 - 1585	FA08 - 1609	FA09 - 1688	FA10 - 1655	FA11-1472	FA12-1394	FA13-1283	FA14-1351	FA15-1261
Up to 24 hours after 4 semesters	622	544	535	560	572	567	497	498	441	456	459
36 hours after 6 semesters	257	251	249	256	231	254	229	205	200	196	200
48 hours after 8 semesters	114	118	103	89	94	101	91	91	89	95	79
Success of Academically "At Risk" Students (LSUE Pathways to Success Program - ACT Composite of less than 15)	2011	2012	2013	2014	2015	2016	2017	2018	2019		
Fall-to-Fall retention rate	52%	47%	45%	50%	44%	49%	44%	53%	42%		
Percentage of Program Students in Good Academic Standing	72%	76%	79%	72%	77%	83%	72%	73%	71%		
Percentage of Students Dropped from the University for Poor Academic Performance	5%	5%	4%	4%	4%	4%	5%	5%	6%		
Mean Grade Point Average of Program Students	2.234	2.242	2.356	2.326	2.365	2.362	2.474	2.33	2.17		
Employer Satisfaction Rate with Nursing and Allied Health Field Graduates	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	
Nursing	100	100	100	100	100	100	100	100	100		
Radiologic Technology	100	100	100	100	100	100	100	100	100		
Respiratory Care	100	100	100	100	100	100	100	100	100		
Diagnostic Medical Sonography	100	100	100	100	100	100	NA	NA	NA		

Louisiana State University Eunice

Metric V. The following metrics will identify the tuition and fee revenues, and, other revenue resources.

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Total Endowment Value	1,860,987	2,057,243	1,981,610	1,837,643	2,109,241	2,191,846	2,315,053
Earned Interest on Endowments	66,365	75,524	78,306	69,489	76,554	79,046	84,067
Dollar amount of the endowment approved each fiscal year and made available for expenditures by the campus	66,365	75,524	78,306	69,489	76,554	79,046	84,067
Total # of Foundations	1	1	1	1	1	1	1
Foundations total Assets (\$ Amount)	2,102,397	2,299,912	2,216,806	2,138,652	2,284,262	2,416,910	2,916,166
Total # of Board of Regents Support Fund	7	7	7	7	8	8	11
Total Value (\$ Amount) of BoR Support Fund	921,020	1,002,079	971,532	923,446	1,021,031	1,086,106	1,116,027
Total Gross Revenue Generated from tuition and fees							
Total Gross Revenue From First-Time-Full-Time Freshmen	1,695,438	1,840,181	2,185,116	2,365,465	3,161,076	3,108,428	4,335,001
Gross Revenue From First-Time-Full-Time Freshmen (In-State Only)	1,612,712	1,696,105	2,113,027	2,318,743	2,885,181	2,193,895	3,861,157
Gross Revenue From First-Time-Full-Time Freshmen (Out-of-State Only)	82,726	144,074	72,089	46,722	275,894	214,533	473,844
Net Revenue From First-Time-Full-Time Freshmen	1,640,884	1,774,591	2,141,366	2,314,873	3,128,524	3,040,161	4,079,513
Net Revenue From First-Time-Full-Time Freshmen (In-State Only)	1,596,948	1,679,468	2,096,098	2,284,243	2,874,086	2,863,176	3,752,908
Net Revenue From First-Time-Full-Time Freshmen (Out-of-State Only)	43,936	95,123	45,269	30,630	254,438	176,895	326,605
Financial Aid							
Total institutional dollars awarded need based aid for entering freshmen class	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total institutional dollars awarded non-need aid for entering freshmen class	\$253,110	\$236,612	\$211,889	\$263,850	\$284,239	\$337,496	\$699,499
Total institutional dollars awarded need based aid for entering freshmen class LA residents	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total institutional dollars awarded non-need based aid for entering freshmen class LA residents	\$146,863	\$135,659	\$155,752	\$234,113	\$255,046	\$263,798	\$369,538
Total institutional dollars awarded need based aid for entering freshmen class non-residents	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total institutional dollars awarded non-need based aid for entering freshmen class non-residents	\$106,247	\$100,953	\$56,138	\$29,737	\$29,193	\$73,698	\$191,104
State Appropriation per FTE ¹	\$2,503	\$2,731	\$2,351	\$2,765	\$2,457	\$2,300	\$2,224
Net Revenue Generated from auxiliary enterprises (i.e., bookstores, dining services)	\$80,267	\$48,967	\$142,286	\$103,965	\$42,390	(\$83,485)	\$677,652

¹ State Appropriation per FTE = the Board of Regents Formula Appropriations Per FTE which includes State General Fund and Statutory Dedications.

Louisiana State University Eunice

Metric V. The following metrics will identify the tuition and fee revenues, and, other revenue resources.

Endowment Value equals the market value of of the endowment as of June 30 of the reporting year.

FTE Full time equivalent

Payout from Endowment equal interest earned on endowment.

Gross Revenue Generated from Student Enrollment FTE equals revenue gain from student tuitions and fees.

Net Revenue Generated from Student Enrollment FTE equals gross revenue from enrollment headcount minus institutional supported financial aid.

Net Revenue from Auxiliary equal gross revenue generated from auxiliary enterprises minus debt services and other financial obligations.

Louisiana State University Eunice

Metric VI. The following metrics will identify teaching and research productivity per FTE faculty.

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
Average Section Size in Lecture and Seminar courses								
Total Enrollment	9,132	8,188	8,395	7,796	8,745	9,159	10,138	9,512
Number of Sections	364	355	371	352	368	401	413	372
Average section size	25.1	23	23	22	24	23	25	26
Full-Time Academic FTE faculty assigned to classes								
Full-Time Academic FTE faculty assigned to classes	75.9	76.9	75.6	58.9	65.1	67.4	55.6	62.8
Part-Time Academic FTE faculty assigned to classes								
Part-Time Academic FTE faculty assigned to classes	21.3	19.8	21.9	19.7	18.2	24.4	25.4	23.3
Non-Academic FTE assigned to classes								
Non-Academic FTE assigned to classes	2.8	1.3	2.1	2.1	1.3	1.4	1.5	4.1
Sections taught by full-time faculty								
Sections taught by full-time faculty	335	348	332	323	355	344	307	341
Sections taught by part-time faculty								
Sections taught by part-time faculty	106	98	114	111	103	128	143	120
Sections taught by non-academic staff								
Sections taught by non-academic staff	15	7	12	11	7	7	8	34
Total sections	456	453	458	445	465	479	458	495
Total class sections taught per FTE full-time faculty								
Total class sections taught per FTE full-time faculty	4.4	4.5	4.5	5.5	5.5	5.1	5.5	5.4
Total class sections taught per FTE part-time faculty								
Total class sections taught per FTE part-time faculty	5.0	5.0	5.2	5.6	5.7	5.2	5.6	5.1
Total class sections taught per FTE non-academic staff								
Total class sections taught per FTE non-academic staff	5.4	5.4	5.7	5.3	5.4	5.0	5.3	8.3
% class sections taught by full-time faculty								
% class sections taught by full-time faculty	73.5	76.8	72.5	72.6	76.3	71.8	67.0	68.9
% class sections taught by part-time faculty								
% class sections taught by part-time faculty	23.2	21.6	24.9	24.9	22.2	26.7	31.2	24.2
% class sections taught by non-academic staff								
% class sections taught by non-academic staff	3.3	1.6	2.6	2.5	1.5	1.5	1.7	6.9
Total student credit hours								
Total student credit hours	29,014	26,138	26,592	24,735	27,687	29,027	30,308	31,917
Total SCH's taught by full-time faculty								
Total SCH's taught by full-time faculty	22,028	20,252	18,699	18,328	21,697	22,173	20,941	23,505
Total SCH's taught by part-time faculty								
Total SCH's taught by part-time faculty	5,927	5,415	7,014	5,744	5,573	6,623	8,959	7,401
Total SCH's taught by non-academic staff								
Total SCH's taught by non-academic staff	1,059	471	879	663	417	231	408	1,011
Total SCH's taught per FTE full-time faculty								
Total SCH's taught per FTE full-time faculty	290.2	263.4	247.3	311.3	333.3	329.0	376.6	374.6
Total SCH's taught per FTE part-time faculty								
Total SCH's taught per FTE part-time faculty	278.3	274.2	320.3	291.7	306.2	271.4	352.7	317.5
Total SCH's taught per FTE non-academic staff								
Total SCH's taught per FTE non-academic staff	378.2	362.3	418.3	321.5	320.8	165.0	272.0	246.6
% SCH's taught by full-time faculty								
% SCH's taught by full-time faculty	75.9%	77.5%	70.3%	74.1%	78.4%	76.4%	69.1%	73.6%
% SCH's taught by part-time faculty								
% SCH's taught by part-time faculty	20.4%	20.7%	26.4%	23.2%	20.1%	22.8%	29.6%	23.2%
% SCH's taught by non-academic staff								
% SCH's taught by non-academic staff	3.6%	1.8%	3.3%	2.7%	1.5%	0.8%	1.3%	3.2%

Louisiana State University Eunice

Metric VI. The following metrics will identify teaching and research productivity per FTE faculty.

Annual	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Total Annual student credit hours, fall & spring	55,634	49,964	47,663	51,275	54,175	59,840	59,707	
FTE students	2,318	2,082	1,986	2,136	2,257	2,493	2,488	
Direct instructional expenditures	6,299,666	6,201,396	6,035,154	5,990,631	6,570,769	7,567,227	7,657,437	
Direct instructional expenditures per SCH	113	124	127	117	121	126	128	
Direct instructional expenditures per FTE student	2,718	2,979	3,039	2,805	2,911	3,035	3,078	
Personnel cost as % of Direct Instructional Expenditures	96.74	97.5	97.8	97.25	97.03	96.78	96.45	
Total FTE faculty (instruction, research, public service)	100.0	98.0	99.6	101.8	98.77	82.56	90.19	
Full-time FTE faculty as % of total FTE faculty	75.9%	78.51%	75.90%	74.90%	77.00%	67.34%	69.58%	

Definitions:

Direct Expenditures for Instructions: Total Direct Instructional Expenditures include data in certain functional areas - instruction, research, and public service. Direct expenditure data reflect costs incurred for personnel compensation, supplies, and services used in the conduct of each of these functional areas. They include acquisition costs of capital assets such as equipment and library books to the extent that funds are budgeted for the use of departments for instruction, research, and public service. Similar to the Delaware Study, exclude centrally allocated computing costs and centrally supported computer labs, and graduate student tuition remission and fee waivers.

Instruction: Instruction includes general academic instruction, occupational and vocational instruction, community education, preparatory and adult basic education, and remedial and tutorial instruction conducted by the teaching faculty for the institution's students. Departmental research and service **which are not separately budgeted** should be included under instruction. In other words, department research which is externally funded should be excluded from instructional expenditures, as should any departmental funds which were expended for the purpose of matching external research funds as part of a contractual or grant obligation. EXCLUDE expenditures for academic administration where the primary function is administration. For example, exclude deans, but include department chairs.)

Disaggregate total direct instructional expenditures for the institution into the following categories:

Salaries: Report all wages paid to support the instructional function in a given department or program during the fiscal year. While these will largely be faculty salaries, be sure to include clerical (e.g., department secretary), professionals (e.g., lab technicians), Graduate student stipends (but not tuition waivers), and any other personnel who support the teaching function and whose salaries and wages are paid **from the institution's instructional budget**.

Benefits: Report expenditures for benefits associated with the personnel for whom salaries and wages were reported on the previous entry. If you cannot separate benefits from salaries, but benefits are included in the salary figure you have entered, indicate "Included in Salaries" in the data field. Some institutions book benefits centrally and do not disaggregate to the department level. If you can compute the appropriate benefit amount for the department/program, please do so and enter the data. If you cannot do so, leave the benefit amount as zero and we will impute a cost factor based upon the current benefit rate for your institution, as published in *Academe*. If no rate is available, we will use a default value of 28%.

Other Than Personnel Costs: This category includes non-personnel items such as travel, supplies and expense, non-capital equipment purchases, etc., that are typically part of an instructional department or program's cost of doing business. *Excluded* from this category are items such as central computing costs, centrally allocated computing labs, graduate student tuition remission and fee waivers, etc.

Research: This category includes all funds expended for activities specifically organized to produce research outcomes and commissioned by an agency either external to the institution or **separately budgeted** by an organizational unit within the institution. Report total research expenditures only. It is not necessary to disaggregate costs for this category.

Louisiana State University Eunice

Metric VI. The following metrics will identify teaching and research productivity per FTE faculty.

~~institution or separately budgeted by an organizational unit within the institution. Report total research expenditures only. It is not necessary to disaggregate costs for this category.~~

Public Service: Report all funds **separately budgeted** specifically for public service and expended for activities established primarily to provide non-instructional services beneficial to groups external to the institution. Examples include cooperative extension and community outreach projects. Report total service expenditures only. It is not necessary to disaggregate costs for this category.

Federally Funded Research: As defined by NSF

Total Research and Expenditures: As defined by NSF

Louisiana State University Eunice National Benchmark Report

	Success rates in developmental courses			Success rates in the first general education course after developmental courses.			The percentage of students who completed their developmental education sequence
	English	Math	Reading	English	Math	Reading/Social Sciences	
Louisiana State University Eunice	80%	64%	81%	73%	71%	69%	37%
National Average	63%	50%	63%	78%	62%	69%	30-40%

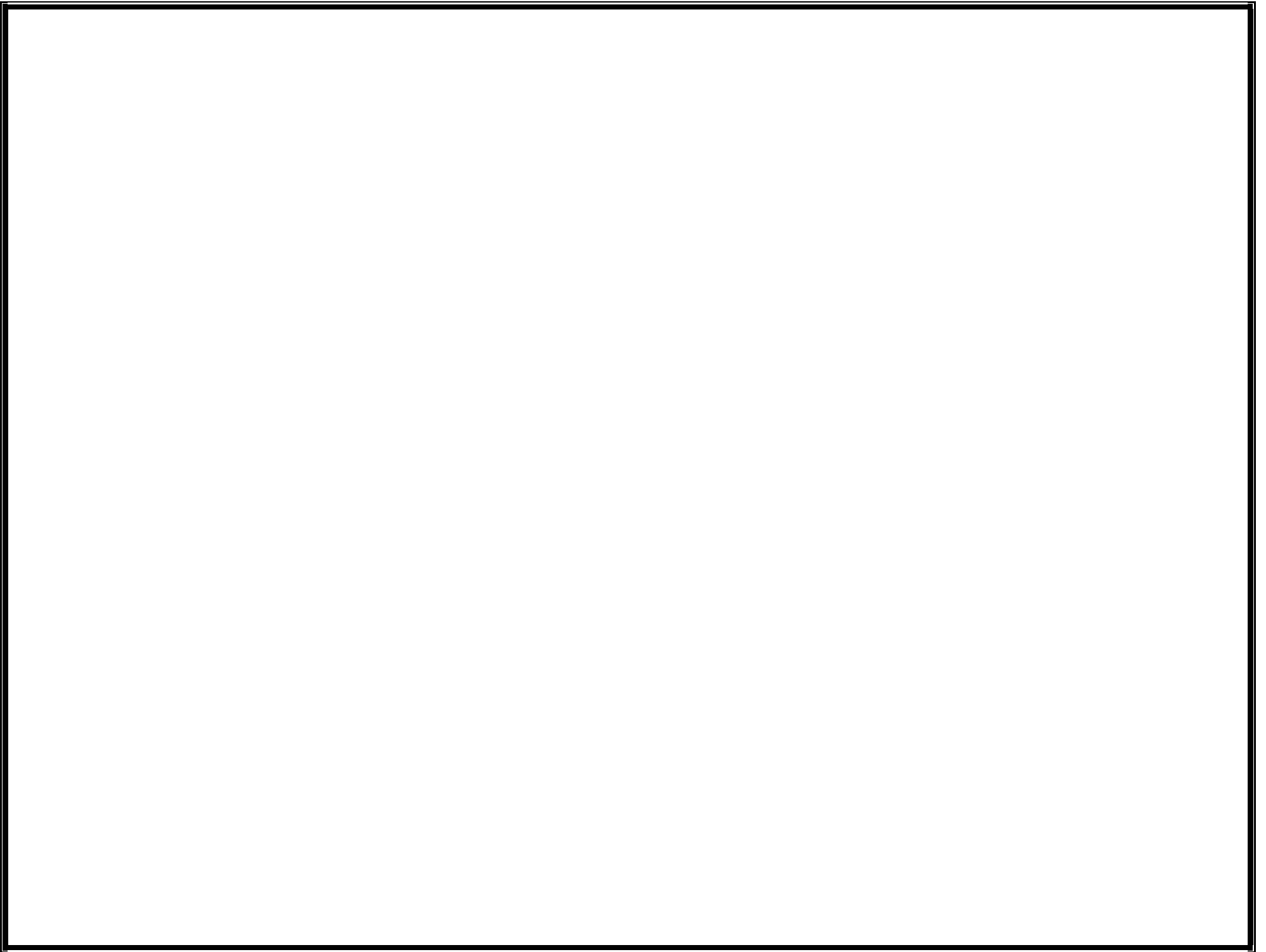
Notes:

- Citation for current research: Chen, X. (2016). Remedial Coursetaking at U.S. Public 2- and 4-Year Institutions: Scope, Experiences, and Outcomes (NCES 2016-405). U.S. Department of Education. Washington, DC: National Center for Education Statistics. Retrieved January 15, 2018 from <http://nces.ed.gov/pubsearch>
- Developmental English, Math, and Reading calculated for AY 2018-2019. Completion of the general education course work is for students beginning as new first-time freshmen in AY 2013-2014 and completing the first general education same subject area in six years.
- Math at ?% was calculated using a weighted average of 63.7% (n=700) for MATH 0001, ?% (n=?) for MATH 0015, and ?% (n=?) for MATH 0021.
- Program Completion in Pathways to Success only calculated through Spring 2017.
- Program completion citation: Bailey, T., Jeong, D. W., & Cho, S. W. (2008). Referral, enrollment, and completion in developmental education sequences in community colleges. Retrieved on January 20, 2009 from <http://ccrc.tc.columbia.edu/Publication.asp?UID=659>

**Louisiana State University Shreveport
Metric Data**



March 6, 2020



Louisiana State University Shreveport

Executive Summary

LSU Shreveport Performance Metrics

2/11/20

LSU Shreveport saw significant increases in several key metrics for the current reporting cycle including: overall enrollment; enrollment of first-time, full-time freshmen; number of degrees awarded; and four-year graduation rates for first-time, full-time freshmen. Enrollment is at its highest in LSUS history. The number of degrees awarded is likewise at an all-time high. Graduate enrollment continues to climb and is driven by online academic programs.

Metric I - Degrees Awarded

The total number of degrees awarded at LSUS increased by 63% to 2,143. The number of graduate degrees awarded rose by 88%, while the number of undergraduate degrees awarded increased by 7%. The number of degrees awarded was up significantly in nearly all race/ethnicity categories. This included a 77% increase for Hispanic and a 47% increase for Black or African-American. Degrees awarded in STEM programs remained steady at the high point for the reporting period.

Metric II - Enrollment

LSUS recorded an all-time high in total enrollment in Fall 2019 with over 8,500 students. This was a 22% increase over the previous fall term. Enrollment of first-time, degree-seeking freshmen was up over 15%. Overall undergraduate enrollment rose by 3% despite a notable decrease in dual enrollment students. New transfer enrollment was up for the third straight year. Graduate level enrollment increased by 33%. The number of students in teacher education programs rose by 24%, while the number of students in STEM programs showed a small decrease.

Metric III - Student Success

Second year retention for first-time, full-time freshmen was up 3%, while third year retention also rose. The six-year graduation rate dropped a percentage point compared to the previous year. However, the percentage of students graduating after four years rose 30% to the highest level over the reporting period. Second year retention for LA community college transfers rose slightly, as did the four year graduation rate. However, the six year graduation rate fell sharply.

Metric IV - Research Expenditures

To be populated.

Metric V - Technology Transfer

To be populated.

Metric VI - Revenues

The market value of endowments rose 10%. Net revenue from first-time freshmen increased 6% over the previous year. State appropriations per FTE fell by 13% to their lowest level in LSUS history.

Metric VII - Faculty Productivity

SCH enrollment in Fall 2018 increased by 13% over the previous year. The number of SCH's taught per tenure/tenure track faculty and per non-tenure/non-tenure track faculty were at their highest levels.

Benchmark with Peers

LSUS receives significantly lower state appropriations per FTE student than its peer institutions. As a consequence, LSUS relies on higher tuition and fees per FTE student than its peers. LSUS's combined total of tuition, fees, and state appropriations per FTE student trails those of its peers.

LSUS MISSION:

The mission of LSUS is to:

Educate a diverse population of graduate and undergraduate students by promoting critical thought and student development through creative techniques and active learning.

Engage in regional and global thought leadership through community collaboration and service.

Innovate and foster opportunities to enhance the application of knowledge and intellectual discovery through faculty and student research and creative endeavors.

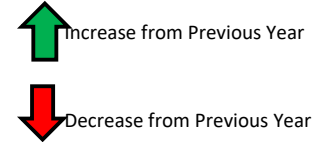
Louisiana State University Shreveport

Metrics at a Glance

2018-2019

Legend:

Statistic		Most Recent Available
X	Y	
Z	%	% Change from Previous Year



Metric I	Metric II	Metric III	Metric IV	Metric V	Metric VI	Metric VII
Degrees Awarded	Enrollment	Student Success	Research Expenditures	Technology Transfer	Revenues	Instruction Productivity
Bachelors 565 425 390 ↑ 6.8%	14th Day Enrollment for First Time Degree Seeking Freshmen 376 338 257 ↑ 15.4%	Average ACT Score 23.0 22.4 20.1 ↓ -1.8%	Physical Sciences (shown in thousands) 475 179 1 ↓ -44.8%	Invention Disclosures 12 8 0 ↓ -27.3%	Market Value of Endowments 26,333,441 26,333,441 11,288,825 ↑ 10.0%	SCH Enrollment in Fall Semester Lecture and Seminar Courses 19,304 19,304 14,241 ↑ 12.9%
Masters 1,709 1,709 77 ↑ 87.6%	Grand Total Headcount as of 14th Class Day (Undergraduate & Graduate) 8,579 8,579 4,051 ↑ 21.9%	Second Year Retention 68.7% 65.7% 52.9% ↑ 3.5%	Mathematical Sciences (shown in thousands) 300 0 0 ⇒ 0.0%	Licenses\Options Executed 0 0 0 #DIV/0!	Total Gross Revenue From First-Time-Full-Time Freshmen 2,597,267 2,324,844 722,476 ↓ -10.5%	Tenure/tenure track (T/TT) FTE faculty assigned to classes 98 89 84 ↑ 5.6%
Specialist 8 7 1 ↑ 75.0%	Total number of High School Dual Enrollments 1,033 245 245 ↓ -18.1%	Third Year Retention 56.8% 46.6% 38.9% ↑ 1.5%	Computer Sciences (shown in thousands) 418 339 103 ↓ -4.5%	New Patents Filed - Total 11 5 0 ↓ -54.5%	Net Revenue From First-Time-Full-Time Freshmen 1,700,724 1,499,265 357,046 ↑ 5.6%	Non tenure/tenure track FTE faculty assigned to classes 71 49 42 ↑ 10.9%
Grand Total Number of Degrees Awarded 2,143 2,143 541 ↑ 62.7%	Total number of students enrolled who received TOPS 702 625 559 ↑ 10.0%	Six Year Graduation Rate 36.5% 31.6% 20.0% ↓ -2.5%	Total all Disciplines (shown in thousands) 1,520 572 572 ↓ -19.1%	Active License Agreements 0 0 0 #DIV/0!	State Appropriation per FTE 5,884 1,536 1,536 ↓ -12.8%	Total SCH's taught per FTE T/TT faculty 500 500 269 ↑ 10.1%
Total degrees awarded in STEM 118 118 60 ⇒ 0.0%	Total number of student enrolled in STEM 739 576 569 ↓ -1.5%	LA Community College Transfer Student Second Year Retention 72.3% 64.5% 56.4% ↑ 3.2%	Total number of FTE T/TT faculty holding grants 20 12 4 ↑ 100.0%	Licenses Generating Income 0 0 0 #DIV/0!	Net Revenue Generated from auxiliary enterprises 908,988 -90,107 -522,675 ↑ 72.6%	Total SCH's taught per FTE non T/TT faculty 429 429 185 ↑ 24.5%
	Total number of students enrolled in Teacher Education (Note BOR Teacher Education Initiative) 702 702 338 ↑ 24.5%	LA Community College Transfer Student 6-Year Grad Rate 54.1% 38.2% 33.8% ↓ -28.7%	Research dollars per FTE T/TT 17,674 15,083 6,903 ↑ 42.1%	Total Licensing Income 0 0 0 #DIV/0!		Tenure/Tenure Track FTE faculty as % of total FTE faculty 77.4% 64.5% 55.9% ↓ -2.0%

Louisiana State University Shreveport

Metric I. The following metrics will identify the the number of degrees conferred by level and professions that are most important to Louisiana.

Louisiana State University Shreveport	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Total number of degrees awarded/conferred							
Bachelors	515	448	455	439	390	398	425
Doctoral	0	0	0	0	3	4	2
Masters	121	127	167	359	587	911	1709
Specialist	3	4	3	7	5	4	7
Grand Total Number of Degrees Awarded	639	579	625	805	985	1317	2143
Total number of degrees awarded by race/ethnicity							
Hispanic	20	17	31	33	39	64	113
American Indian or Alaska Native	2	6	3	6	8	6	5
Asian	10	12	15	16	25	33	67
Black or African American	151	97	113	179	191	290	426
Native Hawaiian or Other Pacific Islander	0	1	2	0	1	0	2
White	398	377	376	466	552	683	1,050
Two or More Races	5	8	21	17	28	35	60
Nonresident Alien	16	24	25	23	24	39	67
Race/Ethnicity Unknown	37	37	39	65	114	167	353
Total degrees awarded	639	579	625	805	982	1,317	2,143
Total degrees awarded in STEM	88	109	113	99	96	118	118
Total Teacher Education completions (Note BOR Teacher Education Initiatives)							
Total number of degrees awarded in Allied Health	0	0	0	0	0	0	0
Total Completed (<i>Regular Program</i>)	40	43	41	41	33	29	25
Number Passed (<i>Regular Program</i>)	40	43	41	41	33	29	25
Percentage Passed (<i>Regular Program</i>)	100%	100%	100%	100%	100%	100%	100%
Total Completed (<i>Alternate Program</i>)	47	49	7	11	9	8	6
Number Passed (<i>Alternate Program</i>)	47	49	7	11	9	8	6
Percentage Passed (<i>Alternate Program</i>)	100%	100%	100%	100%	100%	100%	100%

Louisiana State University Shreveport

Metric I. The following metrics will identify the the number of degrees conferred by level and professions that are most important to Louisiana.

List of STEM/SMART CIP code/s: The following list of CIP codes is to serve as a guide but it is not intended to be inclusive of all possibilities. We recognize that some campuses have degree programs centered in schools or colleges that might dictate a different CIP code. The campus should make the appropriate adjustment. In addition, the CIP codes used by the campus should correlate to the Board of Regents. If there is a discrepancy and the campus applies the IPEDS CIP code, then the campus should identify this with a footnote.

11	Computer and Information Sciences and Support Services
14	Engineering
15	Engineering Technologies/Technicians
26	Biological and Biomedical Sciences
27	Mathematics and Statistics
40	Physical Sciences
0109	Animal Sciences
0110	Food Science and Technology
0111	Plant Sciences
0112	Soil Sciences
0301	Natural Resources Conservation and Research
0303	Fishing and Fisheries Sciences and Management
0305	Forestry
0306	Wildlife and Wildlands Science and Management
2901	Military Technologies
3001	Biological and Physical Sciences
3006	Systems Science and Theory
3008	Mathematics and Computer Science
3010	Biopsychology
3016	Accounting and Computer Science
3018	Natural Sciences
3019	Nutrition Sciences
3024	Neuroscience
3025	Cognitive Science
4101	Biology Technician/Biotechnology Laboratory Technician
4102	Nuclear and Industrial Radiologic Technologies/Technicians
4103	Physical Science Technologies/Technicians
4199	Science Technologies/Technicians Other
4211	Physiological Psychology/Psychobiology

Education CIP Codes/

Education	13
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Nursing CIP Code/s

	4-Digit CIP Codes
Nursing	51.16

Allied Health CIP Code/s

Allied Health and Medical Assisting Services	51.08
Allied Health Diagnostic, Intervention, and Treatment Profes	51.09

Louisiana State University Shreveport

Metric II. The following metrics will provide the campus enrollment trends.

Enrollment Headcount as of 14th Class Day	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Undergraduate							
14th Day Enrollment for First Time Degree Seeking Freshmen	345	344	357	257	286	293	338
14th Day Degree Seeking New Transfer Student Enrollment	363	351	326	311	350	378	389
14th Day Degree Seeking Re-Admit Enrollment	194	197	205	157	201	151	144
Degree Seeking Continuing Undergraduates	1,854	1,729	1,555	1,484	1,400	1,353	1,422
First-Time Post-Baccalaureate	0	0	0	0	0	0	0
Non Degree Undergraduates	924	563	333	378	401	336	284
Total Undergraduate Headcount as of 14th Class Day	3,680	3,184	2,776	2,587	2,638	2,511	2,577
Undergraduate - First Time Degree Seeking Freshmen							
Full-time (In-State Residency)	310	279	328	226	239	267	308
Full-time (Non Residency)	22	26	19	26	41	18	23
Part-time (In-State Residency)	12	34	9	5	5	6	6
Part-time (Non Residency)	1	5	1	0	1	2	1
Total First Time Degree Seeking Freshmen Headcount as of 14th Class Day	345	344	357	257	286	293	338
Undergraduate							
Full-time (In-State Residency)	1,906	1,612	1,696	1,534	1,450	1,428	1,526
Full-time (Non Residency)	196	142	130	125	191	182	202
Part-time (In-State Residency)	1,531	1,268	903	906	959	845	777
Part-time (Non Residency)	47	162	47	22	38	56	72
Total Undergraduate Headcount as of 14th Class Day	3,680	3,184	2,776	2,587	2,638	2,511	2,577
Graduate							
Full-time (In-State Residency)	104	115	218	215	325	370	436
Full-time (Non Residency)	32	44	157	227	431	622	810
Part-time (In-State Residency)	283	548	759	805	929	1,161	1,318
Part-time (Non Residency)	33	160	518	912	1,673	2,372	3,438
Total Graduate Headcount as of 14th Class Day	452	867	1,652	2,159	3,358	4,525	6,002
Grand Total Headcount as of 14th Class Day (Undergraduate & Graduate)	4,132	4,051	4,428	4,746	5,996	7,036	8,579
Total Undergraduate Full-Time-Equivalent (FTE) Enrollment as of 14th Class Day	2,504	2,166	2,062	1,879	1,895	1,841	1,931
Total Graduate Full-Time-Equivalent (FTE) Enrollment as of 14th Class Day	236	386	867	1,113	1,740	2,326	3,068
Total number of High School Dual Enrollments	860	508	278	342	388	299	245

Louisiana State University Shreveport

Metric II. The following metrics will provide the campus enrollment trends.

First Time Degree Seeking Enrollment by Race and Ethnicity as of 14th Class Day	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Hispanic	13	16	15	14	14	19	16
American Indian or Alaska Native	5	1	3	1	1	4	2
Asian	6	6	7	7	7	5	6
Black or African American	68	60	66	42	42	57	53
Native Hawaiian or Other Pacific Islander	1	0	1	0	0	0	1
White	215	215	184	138	138	146	198
Two or More Races	13	21	28	15	15	18	21
Nonresident Alien	7	5	6	4	4	9	9
Race/Ethnicity Unknown	17	20	37	31	31	35	32
Total	345	344	347	252	252	293	338

First Time Degree Seeking Enrollment by Gender as of 14th Class Day	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Male	146	138	137	117	114	115	145
Female	199	206	220	140	172	178	193
Total	345	344	357	257	286	293	338

Total Enrollment by Race and Ethnicity as of 14th Class Day	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Hispanic	143	147	184	208	287	405	498
American Indian or Alaska Native	29	23	24	19	23	29	31
Asian	62	75	91	93	142	179	234
Black or African American	831	908	1,000	1,014	1,360	1,480	1,805
Native Hawaiian or Other Pacific Islander	4	5	5	2	5	10	19
White	2,577	2,336	2,319	2,307	2,926	3,373	4,023
Two or More Races	113	135	150	145	192	220	292
Nonresident Alien	94	86	98	103	190	256	333
Race/Ethnicity Unknown	279	336	557	855	871	1,084	1,344
Total	4,132	4,051	4,428	4,746	5,996	7,036	8,579

Total Enrollment by Gender as of 14th Class Day	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Male	1,633	1,568	1,704	1,900	2,510	2,933	3,541
Female	2,499	2,483	2,724	2,846	3,486	4,103	5,038
Total	4,132	4,051	4,428	4,746	5,996	7,036	8,579

Louisiana State University Shreveport

Metric II. The following metrics will provide the campus enrollment trends.

Louisiana Transfer Enrollment	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Transfer from Louisiana Community Colleges	182	169	168	138	152	157	159
Transfers from Louisiana Four-Year Universities	82	95	80	85	84	110	120
Student Credit Hours (SCH)							
Fall SCH	35,728	40,527	41,111	41,543	49,306	55,526	65,789
Spring SCH	37,842	38,678	39,280	40,246	49,783	58,135	
Total number of students enrolled who received TOPS							
Performance	193	191	203	161	168	188	180
Opportunity	375	390	382	375	302	281	339
Honors	104	100	86	89	89	99	106
Tech	0	0	0	0	0	0	0
Total number of students enrolled who received TOPS	672	681	671	625	559	568	625
Enrollment by specified discipline							
Total number of student enrolled in STEM	645	641	643	569	612	585	576
Total number of students enrolled in Allied Health	0	0	0	0	0	0	0
Total number of students enrolled in Teacher Education (Note BOR Teacher Education Initiative)	338	386	569	472	533	564	702
Teacher Education Regular Program	297	352	542	447	507	540	673
Teacher Education Alternative Program	41	34	27	25	26	24	29

Note: In December 2012, Teacher Education Programs MATE & MATS enrollments moved from Regular to Alternative for 2009-10, 2010-11, and 2011-12

Note: Beginning with Fall 2014 reporting cycle, enrollment in STEM determined by the Complete College America (CCA) definition used by the Board of Regents. Data reported using CCA for 2008-09 through 2014-15

Note: Beginning with Fall 2014 reporting cycle, 14th day degree-seeking transfer enrollment includes fall and continuing summer transfers. This methodology used to report 2008-09 through 2015-16 data in December 2015.

Note: Beginning with Fall 2015 reporting cycle, headcount enrollment and student credit hours includes Hebert Law Center.

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Metric II. The following metrics will provide the campus enrollment trends.

List of STEM/SMART CIP code/s:

The following list of CIP codes is to serve as a guide but it is not intended to be inclusive of all possibilities. We recognize that some campuses have degree programs centered in schools or colleges that might dictate a different CIP code. The campus should make the appropriate adjustment. In addition, the CIP codes used by the campus should correlate to the Board of Regents. If there is a discrepancy and the campus applies the IPEDS CIP code, then the campus should identify this with a footnote.

11	Computer and Information Sciences and Support Services
14	Engineering
15	Engineering Technologies/Technicians
26	Biological and Biomedical Sciences
27	Mathematics and Statistics
40	Physical Sciences
0109	Animal Sciences
0110	Food Science and Technology
0111	Plant Sciences
0112	Soil Sciences
0301	Natural Resources Conservation and Research
0303	Fishing and Fisheries Sciences and Management
0305	Forestry
0306	Wildlife and Wildlands Science and Management
2901	Military Technologies
3001	Biological and Physical Sciences
3006	Systems Science and Theory
3008	Mathematics and Computer Science
3010	Biopsychology
3016	Accounting and Computer Science
3018	Natural Sciences
3019	Nutrition Sciences
3024	Neuroscience
3025	Cognitive Science
4101	Biology Technician/Biotechnology Laboratory Technician
4102	Nuclear and Industrial Radiologic Technologies/Technicians
4103	Physical Science Technologies/Technicians
4199	Science Technologies/Technicians Other
4211	Physiological Psychology/Psychobiology

Allied Health CIP Code/s

51.08	Allied Health and Medical Assisting Services
51.09	Allied Health Diagnostic, Intervention, and Treatment Professions

Variables Description

Headcount Enrollment Undergraduate – Total number of full-time and part-time students enrolled in courses for undergraduate credit.

Headcount Enrollment Graduate – Total number of full-time and part-time students enrolled in courses for graduate credit.

Full-Time Equivalent (FTE) – The calculation of FTE can vary by institution. However, FTE enrollment reported for this metric should reconcile to FTE data you report to the Louisiana BoR, SREB and IPEDS for your

Full-Time Student Undergraduate - a student enrolled for 15 or more semester credits or 30 or more contact hours a week each term. (IPEDS)

Dual Enrollment - A student who is enrolled in high school but who is also enrolled, simultaneously, in a postsecondary institution are considered dual enrolled.

Science Technology Engineering and Mathematics (STEM) - STEM enrollment is calculated based on STEM CIP codes.

Educations, Nursing, Allied Health - Use the CIP codes as defined by IPEDS for these disciplines to determine the number of students enrolled and graduates in these field of study.

Louisiana State University Shreveport

Metric III. The following metric will identify the campus trends for retention, graduation, licensure and pass rate.

Analysis of First-time, Full-time, Baccalaureate Degree-Seeking Freshmen

Cohort Type	Cohort Year	Head Count	Average ACT	% continuation to_2nd_Yr	% continuation to_3rd_Yr	Cumulative% Graduating after 4 Yrs	Cumulative % Graduating after 5 Yrs	Cumulative % Graduating after 6 Yrs	Cumulative% Graduating after 7 Yrs
Total	2007	341	22.0	60.1%	46.3%	14.7%	26.7%	33.0%	35.5%
Total	2008	349	22.1	64.8%	46.4%	12.3%	23.5%	30.6%	32.4%
Total	2009	345	22.3	68.7%	56.8%	15.4%	33.0%	36.2%	39.7%
Total	2010	278	22.1	65.0%	52.4%	14.4%	29.9%	36.5%	37.4%
Total	2011	315	22.3	65.7%	47.3%	15.6%	27.9%	30.5%	34.9%
Total	2012	364	22.7	66.2%	49.5%	15.9%	26.9%	32.4%	33.8%
Total	2013	318	22.5	66.2%	48.4%	14.6%	27.2%	31.6%	
Total	2014	330	23.0	64.5%	50.0%	17.6%	32.4%		
Total	2015	347	22.3	61.9%	49.0%	22.7%			
Total	2016	252	22.6	63.9%	45.9%				
Total	2017	277	22.7	63.5%	46.6%				
Total	2018	280	22.8	65.7%					
Total	2019	328	22.4						

Louisiana Community College Transfers (LACCT) Includes Full-Time Degree-Seeking Students

LACCT	2007	122		64.8%	52.5%	42.6%	51.6%	54.1%	
LACCT	2008	120		68.3%	50.0%	41.6%	48.3%	48.3%	
LACCT	2009	162		62.3%	44.4%	33.0%	37.3%	42.0%	
LACCT	2010	105		72.3%	51.4%	19.0%	46.2%	50.0%	
LACCT	2011	148		58.5%	48.6%	27.0%	29.7%	33.8%	
LACCT	2012	122		64.3%	52.5%	43.4%	50.0%	53.6%	
LACCT	2013	135		56.4%	42.2%	28.3%	37.2%	38.2%	
LACCT	2014	136		58.8%	40.4%	33.3%	36.4%		
LACCT	2015	127		64.6%	41.1%	35.9%			
LACCT	2016	101		66.3%	42.6%				
LACCT	2017	98		62.5%	39.6%				
LACCT	2018	108		64.5%					
LACCT	2019	104							

Louisiana State University Shreveport

Metric III. The following metric will identify the campus trends for retention, graduation, licensure and pass rate.

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Number of students passing licensure exams									
Undergraduate Teacher Education	51	40/40	40/40	43/43	41/41	41/41	33/33	29	25
Alternative Teacher Certification	70	49/49	47/47	49/49	7/7	11/11	9/9	8	6
Specialist in School Psychology	2	6	3	4/4	3/3	7/7	5/5	4	7
Educational Leadership	11	8	15	10/10	9/9	5/5	6/6	7	72
MED Administration	0	0	0	0	0	0	0	0	0

Louisiana State University Shreveport

IV. The following metrics will identify the effectiveness of campus research and technology transfer to benefit the state's economic development.

Research Expenditures Field of Science & Engineering	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
	Total	Federal	Total	Federal	Total	Federal	Total	Federal	Total	Federal	Total	Federal
a. Engineering (Total)	0	0	0	0	0	0	0	0	0	0	0	0
(1) Aeronautical & astronautical	0	0	0	0	0	0	0	0	0	0	0	0
(2) Bioengineering/biomedical engineering	0	0	0	0	0	0	0	0	0	0	0	0
(3) Chemical	0	0	0	0	0	0	0	0	0	0	0	0
(4) Civil	0	0	0	0	0	0	0	0	0	0	0	0
(5) Electrical	0	0	0	0	0	0	0	0	0	0	0	0
(6) Mechanical	0	0	0	0	0	0	0	0	0	0	0	0
(7) Metallurgical & materials	0	0	0	0	0	0	0	0	0	0	0	0
(8) Other	0	0	0	0	0	0	0	0	0	0	0	0
b. Physical Sciences (Total)	475	383	227	151	208	146	326	301	324	239	179	97
(1) Astronomy	0	0	0	0	0	0	0	0	0	0	0	0
(2) Chemistry	475	383	227	151	208	146	326	301	324	239	179	97
(3) Physics	0	0	0	0	0	0	0	0	0	0	0	0
(4) Other	0	0	0	0	0	0	0	0	0	0	0	0
c. Environmental Sciences (Total)	0	0	0	0	0	0	0	0	0	0	0	0
(1) Atmospheric	0	0	0	0	0	0	0	0	0	0	0	0
(2) Earth sciences	0	0	0	0	0	0	0	0	0	0	0	0
(3) Oceanography	0	0	0	0	0	0	0	0	0	0	0	0
(4) Other	0	0	0	0	0	0	0	0	0	0	0	0
d. Mathematical Sciences (Total)	126	121	101	97	300	261	0	0	0	0	0	0
e. Computer Sciences (Total)	103	99	172	162	265	257	326	301	355	299	339	249
f. Life Sciences (Total)	240	80	164	79	79	5	26	10	13	9	33	20
(1) Agricultural	0	0	0	0	0	0	0	0	0	0	0	0
(2) Biological	240	80	164	79	79	5	26	10	13	9	33	20
(3) Medical	0	0	0	0	0	0	0	0	0	0	0	0
(4) Other	0	0	0	0	0	0	0	0	0	0	0	0
g. Psychology (Total)	0	0	0	0	0	0	0	0	0	0	0	0
h. Social Sciences (Total)	0	0	0	0	0	0	0	0	0	0	0	0
(1) Economics	0	0	0	0	0	0	0	0	0	0	0	0
(2) Political science	0	0	0	0	0	0	0	0	0	0	0	0
(3) Sociology	0	0	0	0	0	0	0	0	0	0	0	0
(4) Other	0	0	0	0	0	0	0	0	0	0	0	0
i. Other Sciences, not elsewhere classified (Total)	22	0	40	0	103	0	105	105	15	0	21	0
j. Total (sum of a through i)	966	683	704	489	955	669	783	717	707	547	572	366
Faculty Research:	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019					
Total number of FTE T/TT faculty holding grants	4	9	6		12							
Percent of FTE T/TT faculty holding grants	5%	10%	5%		9%							
Research dollars per FTE T/TT	8,772	7,147	10,611		15,083							

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Metric V: Technology Transfer

(The following metric will provide technology transfer data.)

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Invention Disclosures	0	0	0	6	9	12	11	8
Licenses\Options Executed	0	0	0	0	0	0	0	0
New Patents Filed - Total	0	0	0	5	5	8	11	5
New Patents Filed - First in Family	*	*	*	*	1	5	0	1
US Patents Issued	0	0	0	0	0	0	1	4
Active License Agreements	0	0	0	0	0	0	0	0
Licenses Generating Income	0	0	0	0	0	0	0	0
Total Licensing Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Start-up Companies Formed	0	0	0	0	0	0	0	0
Legal Fees Expended	\$0	\$0	\$0	\$0	\$2,630	\$3,107	\$6,737	\$12,145
Legal Fees Reimbursed	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Percent of Expenses Reimbursed	0%	0%	0%	0%	0%	0%	0%	0%
Legal Fees as a % License Income	0%	0%	0%	0%	0%	0%	0%	0%
Cost per Patent Filed	\$0	\$0	\$0	\$0	\$526	\$388	\$612	\$2,429

LEGEND:

* = 2015-2016 was the first year to track

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Metric VI. The following metrics will identify the tuition and fee revenues, and, other revenue resources.

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Annual Gifts	1,383,773	906,251					
Gifts per Annun							
Total Endowment Value	17,918,306	20,790,303	21,080,677	20,371,832	22,763,370	23,934,179	26,333,441
Earned Interest on Endowments	327,317	514,053	702,208	708,445	642,987	826,019	577,556
Dollar amount of the endowment approved each fiscal year and made available for expenditures by the campus	360,002	558,935	555,942	749,024	772,832	858,570	931,995
Total # of Foundations							
Foundations total Assets (\$ Amount)	19,672,727	22,672,727		21,847,086	25,177,150	26,380,644	26,374,823
Click here to go to the Foundations Supplemental Table							
Total # of Board of Regents Support Fund							
Total Value (\$ Amount) of BoR Support Fund	14,214,913	16,442,783	16,594,043	16,661,367	16,661,367	7,360,774	7,655,113
Click here to go to the BoR Support Funds Supplemental Table							
Total Gross Revenue Generated from tuition and fees							
Total Gross Revenue From First-Time-Full-Time Freshmen	1,025,263	1,039,756	2,364,766	2,519,350	2,142,977	2,597,267	2,324,844
Gross Revenue From First-Time-Full-Time Freshmen (In-State Only)	769,404	874,536	1,881,094	2,047,645	1,615,159	1,743,800	1,956,191.52
Gross Revenue From First-Time-Full-Time Freshmen (Out-of-State Only)	255,859	165,220	483,672	471,706	527,819	853,467	368,652.96
Net Revenue From First-Time-Full-Time Freshmen	357,046	489,523	1,488,815	1,700,724	1,420,646	1,420,066	1,499,265
Net Revenue From First-Time-Full-Time Freshmen (In-State Only)	253,157	454,757	1,280,571	1,535,836	1,257,800	1,264,422	1,419,110.93
Net Revenue From First-Time-Full-Time Freshmen (Out-of-State Only)	103,889	34,766	208,244	164,888	162,846	155,644	80,154.49
Financial Aid							
Total institutional dollars awarded need based aid for entering freshmen class	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total institutional dollars awarded non-need aid for entering freshmen class	\$668,217	\$550,233	\$875,951	\$818,627	\$722,332	\$1,177,201	\$825,579
Total institutional dollars awarded need based aid for entering freshmen class LA residents	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total institutional dollars awarded non-need based aid for entering freshmen class LA residents	\$516,247	\$419,779	\$600,523	\$511,809	\$357,359	\$479,378	\$537,081
Total institutional dollars awarded need based aid for entering freshmen class non-residents	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total institutional dollars awarded non-need based aid for entering freshmen class non-residents	\$151,970	\$130,454	\$275,428	\$306,818	\$364,972	\$697,823	\$288,498
State Appropriation per FTE¹	3,165	2,790	2,619	2,360	2,214	1,762	1,536
Net Revenue Generated from auxiliary enterprises (i.e., bookstores, dining services)	(278,354)	(119,090)	(28,774)	(320,797)	(439,986)	(328,261)	(90,107)

¹ State Appropriation per FTE = the Board of Regents Formula Appropriations Per FTE which includes State General Fund and Statutory Dedications.

Louisiana State University Shreveport

Metric VI. The following metrics will identify the tuition and fee revenues, and, other revenue resources.

Endowment Value equals the market value of the endowment as of June 30 of the reporting year.

FTE Full time equivalent

Payout from Endowment equal interest earned on endowment.

Gross Revenue Generated from Student Enrollment FTE equals revenue gain from student tuitions and fees.

Net Revenue Generated from Student Enrollment FTE equals gross revenue from enrollment headcount minus institutional supported financial aid.

Net Revenue from Auxiliary equal gross revenue generated from auxiliary enterprises minus debt services and other financial obligations. Reporting Operating revenues = Gross revenues less Coast of goods sold for all auxiliaries (Athletics, University Center, Bookstore, Food Service). Not including Student Fees.

Base

Louisiana State University Shreveport

Metric VII. The following metrics will identify teaching and research productivity per FTE

Enrollment in Fall Semester Lecture and Seminar Courses	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Lower Division Undergraduate Courses							
Total Enrollment	10,638	9,504	8,482	7,604	7,002	6,922	6,503
Number of Sections	384	399	370	370	318	317	326
Average section size	27.70	23.82	22.92	20.55	22.02	21.84	19.95
Upper Division Undergraduate Courses							
Total Enrollment	3,949	3,760	3,601	3,412	3,096	3,203	3,331
Number of Sections	240	219	227	236	212	224	237
Average section size	16.45	17.17	15.86	14.46	14.60	14.30	14.05
Graduate/Professional Courses							
Total Enrollment	907	993	2,158	3,581	4,192	6,974	9,470
Number of Sections	122	120	138	184	180	188	195
Average section size	7.43	8.28	15.64	19.46	23.29	37.10	48.56
All Lecture and Seminar Courses							
Total Enrollment	15,494	14,257	14,241	14,597	14,290	17,099	19,304
Number of Sections	746	738	735	790	710	729	758
Average section size	21	19	19	18	20	23	25
Fall Teaching Activity							
Tenure/tenure track (T/TT) FTE faculty assigned to classes	87	89	90	90.5	98.25	84.25	89
Non tenure/tenure track FTE faculty assigned to classes	48	42	42	44	49.2	44.2	49
FTE graduate assistants assigned to classes	0	0	0	0	0	0	0
Organized class sections including labs, fall only							
Sections taught by tenure/tenure track faculty	468	447	436	448	511	417	445
Sections taught by non tenure/tenure track faculty	316	291	299	342	199	312	313
Sections taught by graduate assistants	0	0	0	0	0	0	0
Average # of class sections taught per FTE T/TT faculty	5.38	5.02	4.84	4.95	5.20	4.95	5.00
Average # of class sections taught per FTE non T/TT faculty	6.58	6.93	7.12	7.77	4.04	7.06	6.39
Average # of class sections taught per 0.5 FTE graduate assistants	0.00	0.00	0.00	0.00	0.00	0.00	0.00
% class sections taught by T/TT faculty	62.73%	60.57%	59.32%	56.71%	71.97%	57.20%	58.71%
% class sections taught by non T/TT faculty	42.36%	39.43%	40.68%	43.29%	28.03%	42.80%	41.29%
% class sections taught by graduate assistants				0		0	0.00%

Louisiana State University Shreveport

Metric VII. The following metrics will identify teaching and research productivity per FTE

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Student Credit Hours (SCH'S), fall only							
Undergraduate	41,384	35,728	34,089	30,707	28,187	28,339	27,693
Graduate	2,701	2,640	6,438	10,404	13,356	20,835	27,912
Total student credit hours	44,085	38,368	40,527	41,111	41,543	49,174	55,605
Undergraduate SCH's taught by T/TT faculty	24,176	24,073	19,973	19,101	21,601	17,453	16,610
Graduate SCH's taught by T/TT faculty	1,944	2,029	5,230	8,380	10,851	16,499	17,989
Total SCH's taught by T/TT faculty	26,120	26,102	25,203	27,481	32,452	33,952	34,599
Total SCH's taught by non T/TT faculty	17,965	12,266	15,324	13,630	9,091	15,222	21,006
Total SCH's taught by graduate assistants	0	0	0	0	0	0	0
Undergraduate SCH's taught per FTE T/TT faculty	278	270	222	211	220	207	187
Graduate SCH's taught per FTE T/TT faculty	31	30	72	115	136	247	314
Total SCH's taught per FTE T/TT faculty	309	300	293	326	356	454	500
Total SCH's taught per FTE non T/TT faculty	374	292	365	310	185	344	429
Total SCH's taught per 0.5 FTE graduate assistants	0	0	0	0	0	0	0
% SCH's taught by T/TT faculty	59.25%	68.03%	62.19%	66.85%	78.12%	69.04%	62.22%
% SCH's taught by non T/TT faculty	40.75%	31.97%	37.81%	33.15%	21.88%	30.96%	37.78%
% SCH's taught by graduate assistants	0	0	0	0	0	0	0
Annual Instruction and Research Ratios	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Annual student credit hours (SCH's), fall & spring							
Undergraduate	79,648	70,211	69,274	63,550	54,116	55,266	53,760
Graduate	5,220	5,999	15,058	26,499	27,673	43,466	59,980
Total	84,868	76,210	84,332	90,049	81,789	98,732	113,740
Annual FTE students	2,872	2,590	2,937	3,222	2,957	3,653	4,291
Direct unrestricted instructional expenditures	\$12,751,227	\$13,053,150	\$12,599,676	\$12,887,148	\$17,059,912	\$24,766,070	\$23,458,395
Direct unrestricted instructional expenditures per SCH	\$150.25	\$171.28	\$149.41	\$143.11	\$208.58	\$250.84	\$206.25
Direct unrestricted instructional expenditures per FTE student	\$4,439.17	\$5,039.19	\$4,290.64	\$3,999.17	\$5,769.51	\$6,779.13	\$5,466.67
Personnel costs as % of direct unrestricted instructional expenditures	97%	97%	97%		81%	56%	66%
Total FTE faculty	138	136	124	125	127	128	138
Total FTE T/TT faculty (instruction, research, public service)	91	90.5	90.5	90.5	98.25	84.25	89
Tenure/Tenure Track FTE faculty as % of total FTE faculty	65.94%	66.54%	72.98%	72.40%	77.36%	65.82%	64.49%
Restricted research expenditures	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Restricted research expenditures per FTE T/TT faculty	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Louisiana State University Shreveport

Metric VII. The following metrics will identify teaching and research productivity per FTE

Definitions:

Direct Expenditures for Instructions: Total Direct Instructional Expenditures include data in certain functional areas - instruction, research, and public service. Direct expenditure data reflect costs incurred for personnel compensation, supplies, and services used in the conduct of each of these functional areas. They include acquisition costs of capital assets such as equipment and library books to the extent that funds are budgeted for the use of departments for instruction, research, and public service. Similar to the Delaware Study, exclude centrally allocated computing costs and centrally supported computer labs, and graduate student tuition remission and fee waivers.

Instruction: Instruction includes general academic instruction, occupational and vocational instruction, community education, preparatory and adult basic education, and remedial and tutorial instruction conducted by the teaching faculty for the institution's students. Departmental research and service **which are not separately budgeted** should be included under instruction. In other words, department research which is externally funded should be excluded from instructional expenditures, as should any departmental funds which were expended for the purpose of matching external research funds as part of a contractual or grant obligation. EXCLUDE expenditures for academic administration where the primary function is administration. For example, exclude deans, but include department chairs.)

Disaggregate total direct instructional expenditures for the institution into the following categories:

Salaries: Report all wages paid to support the instructional function in a given department or program during the fiscal year. While these will largely be faculty salaries, be sure to include clerical (e.g., department secretary), professionals (e.g., lab technicians), Graduate student stipends (but not tuition waivers), and any other personnel who support the teaching function and whose salaries and wages are paid **from the institution's instructional budget**.

Benefits: Report expenditures for benefits associated with the personnel for whom salaries and wages were reported on the previous entry. If you cannot separate benefits from salaries, but benefits are included in the salary figure you have entered, indicate "Included in Salaries" in the data field. Some institutions book benefits centrally and do not disaggregate to the department level. If you can compute the appropriate benefit amount for the department/program, please do so and enter the data. If you cannot do so, leave the benefit amount as zero and we will impute a cost factor based upon the current benefit rate for your institution, as published in [Academe](#). If no rate is available, we will use a default value of 28%.

Other Than Personnel Costs: This category includes non-personnel items such as travel, supplies and expense, non-capital equipment purchases, etc., that are typically part of an instructional department or program's cost of doing business. *Excluded* from this category are items such as central computing costs, centrally allocated computing labs, graduate student tuition remission and fee waivers, etc.

Research: This category includes all funds expended for activities specifically organized to produce research outcomes and commissioned by an agency either external to the institution or **separately budgeted** by an organizational unit within the institution. Report total research expenditures only. It is not necessary to disaggregate costs for this category.

Public Service: Report all funds **separately budgeted** specifically for public service and expended for activities established primarily to provide non-instructional services beneficial to groups external to the institution. Examples include cooperative extension and community outreach projects. Report total service expenditures only. It is not necessary to disaggregate costs for this category.

Federally Funded Research: As defined by NSF

Total Research and Expenditures: As defined by NSF

Table I: Affiliated Off-Campus Sites

LSU System Campus	Name of Affiliated Off- Campus Site	Gross Revenue Generated by Affiliate Campus	Net Revenue Generated by Affiliated Campus	\$ Amount Contributed Back to Campus by Affiliated Off-Site Campus
LSUS	Does not apply			

Table II: Board of Regent Support Funds

LSU System Campus	Name of Support Fund	Endowment	Market Value (\$ Amount) As of 10/31/19	Total Market Value (\$ Amount) As of 10/31/19
LSUS	Jerry D. Boughton Professorship in Business	Private	87,426.21	144,626.30
		State	57,200.09	
LSUS	Joe and Abby Averett Professorship in Business	Private	84,530.90	141,702.70
		State	57,171.80	
LSUS	Bell South Professorship in Business	Private	91,249.62	152,300.18
		State	61,050.56	
LSUS	Alta & John Franks MBA Professorship	Private	76,717.15	127,201.79
		State	50,484.64	
LSUS	Pete & Linda Ballard Accounting Professorship	Private	118,793.57	193,830.76
		State	75,037.19	
LSUS	Lynn & Armand Roos Professorship	Private	78,116.52	128,072.69
		State	49,956.17	
LSUS	James & Ann Gardner Professorship in Civic Engagement & Leadership	Private	95,531.86	157,080.05
		State	61,548.19	
LSUS	Kilpatrick Life Insurance Chair	Private	563,841.91	1,393,733.52
		State	829,891.61	
LSUS	Oscar Cloyd Real Estate Super Professorship	Private	429,592.20	703,598.80
		State	274,006.60	
LSUS	Joe B. Calloway, Jr. Professorship in Insurance	Private	63,384.91	105,146.21
		State	41,761.30	
LSUS	Wesson-Bridger Professorship in Teacher Ed	Private	65,862.90	162,296.20
		State	96,433.30	
LSUS	Capitol One Education & Human Development Professorship	Private	87,195.62	137,961.41
		State	50,765.79	
LSUS	V Stewart Student Teaching Professorship	Private	105,061.71	169,743.88
		State	64,682.17	

Table II: Board of Regent Support Funds

LSU System Campus	Name of Support Fund	Endowment	Market Value (\$ Amount) As of 10/31/19	Total Market Value (\$ Amount) As of 10/31/19
LSUS	Dalton J. Woods Professorship in Teaching	Private	92,048.90	149,916.55
		State	57,867.65	
LSUS	Kelly Kemp Graves Professorship	Private	79,961.29	133,401.54
		State	53,440.25	
LSUS	Reimer & Marcia Calhoun Early Childhood Professorship	Private	96,853.78	151,072.58
		State	54,218.80	
LSUS	George Khoury Professorship In Kinesiology	Private	62,814.00	104,575.30
		State	41,761.30	
LSUS	Goodloe Stuck Professorship in Psychology	Private	84,876.73	134,601.19
		State	49,724.46	
LSUS	Elmer & Barbara Simon, Jr. Professorship for Excellence in Teaching	Private	124,395.90	183,307.27
		State	58,911.37	
LSUS	Blue Cross & Blue Shield of La. Professorship	Private	82,853.34	133,936.35
		State	51,083.01	
LSUS	Vincent J. Marsala Alumni Professorship	Private	115,838.19	181,004.24
		State	65,166.05	
LSUS	Bruce & Steve Simon Professorship	Private	97,668.23	155,324.45
		State	57,656.22	
LSUS	James K. Elrod Super Professorship in Health Care Administration	Private	815,251.50	1,342,464.60
		State	527,213.10	
LSUS	Fred & Sybil Patten Excellence in Teaching in LA Professorship	Private	62,215.60	164,284.22
		State	102,068.62	
LSUS	India Studies Super Professorship	Private	174,847.46	274,892.39
		State	100,044.93	
LSUS	Dr. Dalton & Peggy Cloud Professorship in Communications	Private	83,885.02	142,618.00
		State	58,732.98	
LSUS	Bradley S Kemp Professorship in Forensics & Debate	Private	82,059.90	139,991.27
		State	57,931.37	
LSUS	Leonard & Mary Ann Selber Professorship	Private	114,432.91	181,868.38
		State	67,435.47	
LSUS	Norman A. Dolch Super Professorship in American Humanics	Private	211,415.99	347,501.70
		State	136,085.71	
LSUS	American Studies Chair	Private	1,181,027.64	1,894,975.42
		State	713,947.78	

Table II: Board of Regent Support Funds

LSU System Campus	Name of Support Fund	Endowment	Market Value (\$ Amount) As of 10/31/19	Total Market Value (\$ Amount) As of 10/31/19
LSUS	Hubert H. Humphreys History Professorship	Private	91,190.39	145,192.88
		State	54,002.49	
LSUS	O. Delton Harrison, Jr. Master of Liberal Arts Professorship	Private	84,954.20	137,478.07
		State	52,523.87	
LSUS	George & Regina Khoury Proffesorship in Science	Private	206,287.49	375,971.23
		State	169,683.74	
LSUS	Abe Sadoff Chair	Private	872,694.30	1,379,491.24
		State	506,796.94	
LSUS	Samuel & Mary Abramson Professorship	Private	89,846.81	148,587.19
		State	58,740.38	
LSUS	Dr. Richard K. Spears Professorship in Field Biology	Private	99,431.75	168,789.43
		State	69,357.68	
LSUS	Herman & Renae Chandler Professorship MS Biological Science	Private	74,951.33	124,311.53
		State	49,360.20	
LSUS	Don & Earlene Coleman Red River Watershed Management Institute Professorship	Private	101,687.23	167,987.07
		State	66,299.84	
LSUS	George Khoury Super Professorship in Space Science	Private	189,503.61	323,605.73
		State	134,102.12	
LSUS	Max & Jasmine Morelock Professorship in Chemistry	Private	69,728.24	115,921.40
		State	46,193.16	
LSUS	Dr. Lisa Burke Bioinformatics Professorship	Private	85,977.16	138,565.33
		State	52,588.17	
LSUS	AEP Swepeco LaPrep Chair	Private	808,647.01	1,350,335.21
		State	541,688.20	
LSUS	Miriam Sklar Professorship, Theoretical Math & Physics	Private	695,083.77	775,506.01
		State	80,422.24	
LSUS	Wheless Geology Professorship	Private	76,045.98	126,265.77
		State	50,219.79	
LSUS	Woolf Petroleum Engineering Professorship	Private	75,922.79	126,171.27
		State	50,248.48	
LSUS	Bobbie Hicks Super Professoship - Authors in April	Private	176,742.54	293,268.02
		State	116,525.48	

Table II: Board of Regent Support Funds

LSU System Campus	Name of Support Fund	Endowment	Market Value (\$ Amount) As of 10/31/19	Total Market Value (\$ Amount) As of 10/31/19
LSUS	Hubert & Pat Hervey Prof. Museum of Life Sciences	Private	96,156.74	159,052.93
		State	62,896.19	
LSUS	Life Science Museum Professorship	Private	75,365.67	125,441.50
		State	50,075.83	
LSUS	William B. Wiener Professorship of Archives and Historical Preservation	Private	82,194.38	130,576.90
		State	48,382.52	
LSUS	Ruth H. Noel Chair	Private	512,183.06	1,449,371.37
		State	937,188.31	
LSUS	John and Cheryl Good First Generation Scholarship	Private	79,633.47	127,933.15
		State	48,299.68	
LSUS	Dalton J. & Sugar Woods First Generation Scholarship	Private	103,288.45	169,012.02
		State	65,723.57	
LSUS	Kathie G. Troquille Memorial Scholarship	Private	86,509.56	128,889.32
		State	42,379.76	
LSUS	Phillip & Alma Rozeman First Generation Scholarship	Private	91,275.80	147,491.45
		State	56,215.65	
LSUS	Salvadore & Kendra Miletelio First Generation Scholarship	Private	98,353.32	155,024.00
		State	56,670.68	
LSUS	Alta & John Franks First Generation Scholarship	Private	94,393.52	151,472.99
		State	57,079.47	
LSUS	Herman & Renae Chandler First Generation Scholarship	Private	103,200.31	165,151.68
		State	61,951.37	
LSUS	Michael Woods Family First Generation Scholarship	Private	69,213.80	115,432.52
		State	46,218.72	
Totals (as of 10/31/19)		Private	10,800,214.14	18,455,327.15
		State	7,655,113.01	

Table III: Summary of Campus Foundations

LSU System Campus	Foundation	Total Assets (\$ Amount) as of 10/31/19		
LSUS	LSUS Foundation	\$26,420,259.92		\$26,420,259.92

Louisiana State University Shreveport

National Benchmark Report

	Endowment per FTE Student	Tuition & Fees per FTE Student	State Appropriations per FTE Student	Tuition, Fees, and State Appropriations per FTE Student	Gov Grants & Contracts per FTE Student	Graduation Rate
Louisiana State University Shreveport	6,106	7,690	1,914	9,604	1,366	33
Montana State University - Billings	7,775	5,699	6,465	12,164	2,554	29
Austin Peay State University	2,997	5,870	5,153	11,023	5,421	41
Columbus State University	9,759	6,571	5,861	12,432	2,512	37

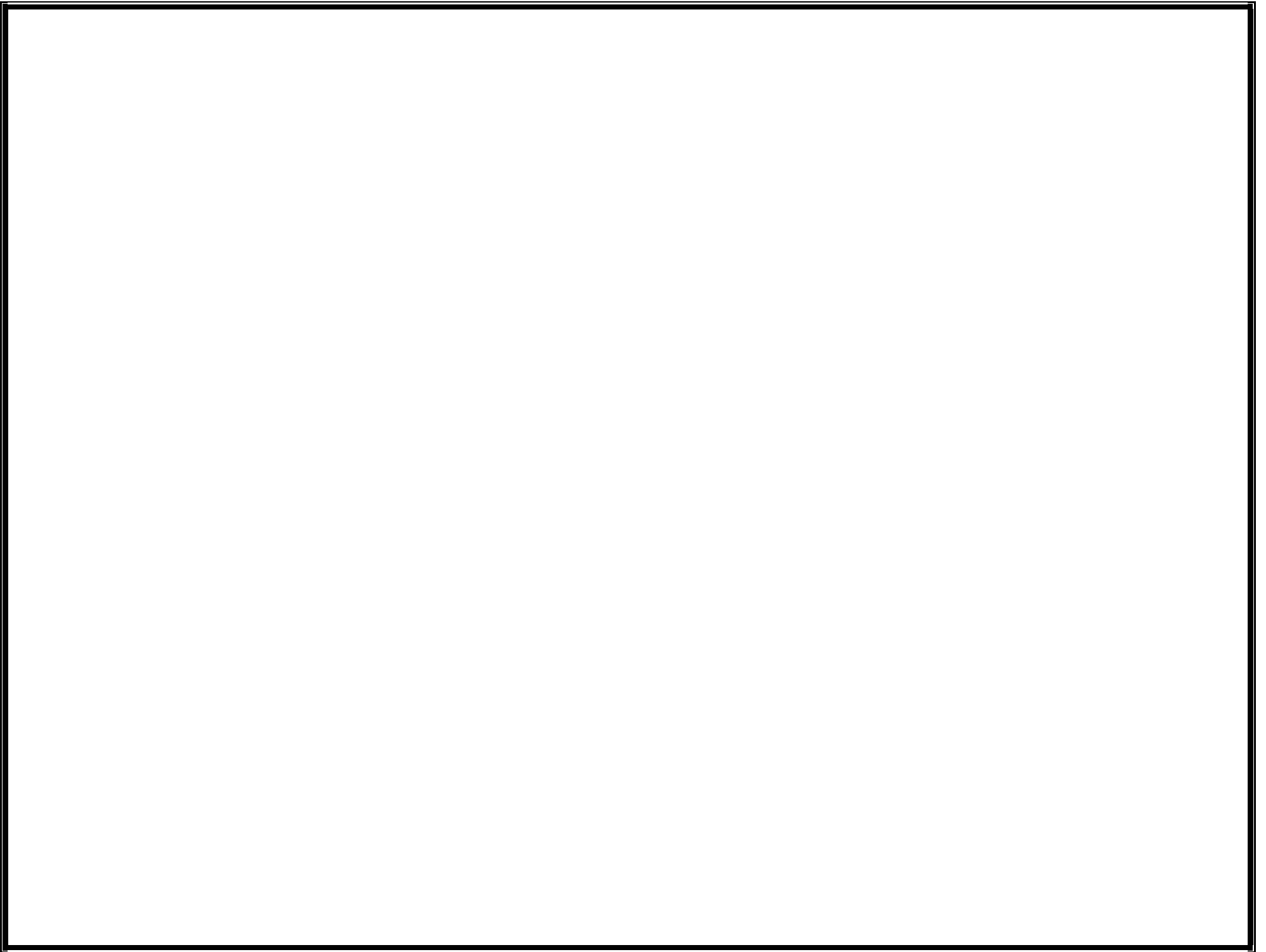
information obtained from IPEDS report run *1/31/20*

Information is for the 2018 academic year. Lastest available data

**Louisiana State University
Health Sciences Center New Orleans**



March 6, 2020



Louisiana State University Health Sciences Center New Orleans

Executive Summary

LSU Health Sciences Center at New Orleans welcomes the opportunity to provide information concerning our student enrollment, graduation rates, faculty teaching and research productivity, and revenue resources. The information below is grouped by metric.

Metric I – Degrees Awarded

- There have been considerable increases in the number of degrees awarded in Allied Health and Nursing during the period of 2006-07 to 2018-19. This is a positive impact from efforts to increase the healthcare workforce.
- Total degrees and certificates grew approximately 22% from 2006-07 to 2018-19.
- In December 2012, the Nurse Anesthesia Program was approved by the Council on Accreditation of Nurse Anesthesia Educational Programs to transition from a Masters degree level to the Doctor of Nursing Practice degree level. This resulted in a decrease in the number of Masters degrees and an increase in the Doctor of Nursing Practice (DNP) degrees awarded in 2014-15.
- Master of Science certificates in Advanced Dental Education specialty training in endodontics, orthodontics, pediatric dentistry, periodontics and prosthodontics are listed under Post Doctoral Certificates.
- The number of Race/Ethnicity Unknown increased in 2018-19 due to this data being captured from the AMCAS application system which may have had a technical malfunction in the collection for the cohort application year of 2016-17.

Metric II – Enrollment Trends

- Total Undergraduate, Graduate, and First Professional Headcount enrollment show an increase from 2006-07 to 2019-20. When combined, LSUHSC-NO shows a 30% increase in total headcount enrollment as of the 14th class day during this period. Total FTE has increased 32% over the same time frame. Enrollment has leveled off since 2009-10 as we are close to maximizing available space and faculty.
- In the past fourteen years, enrollment as of the 14th Class Day has increased 47% for the School of Nursing, and 57% for the School of Allied Health Professions.
- In 2019-20, enrollment in the Doctor of Audiology, Doctor of Physical Therapy and Doctor of Nursing Practice are recorded under First Professional and was recored under Masters in previous years.

Metric III – Retention, Graduation, Licensure

- Historical retention rates match what was reported on the annual reports required under the LA Grad Act and vary by academic program. Ranging from 69% for Graduate Studies in 2014-15 to 100% for a number of programs. In the latest year, Graduate Studies had the lowest retention rate of 87%.
- LSUHSC-NO maintains excellent passage rates on licensure exams. Data from the past seven years represents a total of 94 exams. Fifty-

Louisiana State University Health Sciences Center New Orleans

Executive Summary

five (or 58%) of these exams had a perfect passage rate and thirty-nine (or 42%) of the exams had passage rates between 90% and 99%.

Metric IV – Effectiveness of Campus Research and Technology

- In AY 2018-2019, the number of PhDs awarded doubled from the prior year. There was also a slight increase in the number of Postdoctoral Fellows.
- Total research expenditures increased 5% from prior year while federal research expenditures increased by 19%.
- Although declining, we continue to place an emphasis on faculty obtaining sponsored research funding.

Metric V-Technology Transfer Data

- Data populated from the annual AUTM survey.

Metric VI – Revenue Resources

- The LSU Health Sciences Center-New Orleans Foundation assets have grown 26% during the past seven years.
- Revenues from tuition have grown as a result of increases in tuition rates and enrollment growth. These revenues are being used to offset declines in state general fund support.
- Our campus does not have any true freshmen.
- State Appropriations per FTE have declined over 40% due to budget reductions in the past ten years.

Metric VII – Teaching and Research Productivity

- Duplicate Headcount per Organized Section has remained close in the past eleven years. It should be noted that the low numbers in this area are caused by a number of factors. For example, medical student clerkship sections are extremely small and are often one student per section. Thesis and dissertation work is also one student per section.
- Instructional and Public Service expenditures for FY 09 through FY 19 were updated to reflect data provided to IPEDS. Personnel costs as a percent of direct instructional expenses have remained consistent in the past seven years.
- Combined Research and public service expenditures have increased at the same time as our tenured and tenure track faculty full time equivalent (FTE) numbers have declined. Public Service expenditures Per FTE T/TT Faculty have increased drastically due to the fair market value transactions with our partner hospitals.

National Benchmarks

- Data is included comparing the performance of our medical students on the USMLE examinations to medical students nationally and our medical school's rank among medical schools nationally in NIH funding.

HSCNO MISSION:

The mission of LSUHSC-NO is to provide education, research, and public service through direct patient care, and community outreach.

LSUHSC-NO is comprised of the Schools of Allied Health Professions, Dentistry, Graduate Studies, Medicine, Nursing, and Public Health.

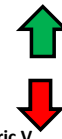
Louisiana State University Health Sciences Center New Orleans

Metrics at a Glance

2018-2019

Legend:

Statistic		Most Recent Available	% Change from Previous Year
High	Y		
X	Y		
Low	Z		



Increase from Previous Year

Decrease from Previous Year



No change

Metric I Degrees Awarded	Metric II Enrollment	Metric III Student Success	Metric IV Research Expenditures	Metric V Technology Transfer	Metric VI Revenues	Metric VII Instruction Productivity
Bachelors	Total Undergraduate Headcount	Fall Headcount	Total number of T/TT faculty holding grants	Invention Disclosures	Market Value of Endowments	Total Instructional T/TT Faculty
349 323	921 920	2,829 2,820	118 90	52 41	124,347,980 124,347,980	287 182
244 0.0%	640 0.7%	2,169 0.4%	72 7.1%	3 46.4%	68,465,779 0.5%	182 -3.7%
Masters	Total Graduate Headcount	Fall FTE	% of T/TT faculty holding grants	Licenses\Options Executed	Total Gross Revenue Generated from tuition and fees	Total All FTE Instructional Faculty
217 128	880 447	2,708 2,708	48.1% 44.8%	8 5	61,563 61,563	905 905
128 -16.3%	447 -46.4%	2,034 0.7%	34.8% 9.3%	1 -28.6%	17,966 4.9%	795 3.8%
Professional Medicine (MD)	Total Professional Headcount	Fall Credit Hour per FTE	Total number of Postdoctoral Fellows	New Patents Filed - Total	Total Net Revenue Generated from tuition and fees	T/TT FTE Faculty as a Percent of Total FTE Faculty
198 189	1,453 1,453	22.9 19.1	46 46	43 26	57,601 57,601	35.6% 20.1%
155 -1.6%	915 37.1%	19.1 -11.3%	31 9.5%	3 -39.5%	15,003 5.6%	20.1% -7.2%
Professional Dentistry (DDS)	Total number of students enrolled who received TOPS	1st to 2nd Year Retention Allied Health	Research per FTE T/TT faculty (in thousands)	Active License Agreements	State Appropriation per FTE	Total SCH Per T/TT Faculty
68 59	450 450	97.0% 92.0%	232 216	30 30	71,533 30,583	201.5 165.9
53 -6.3%	237 11.1%	87.0% -3.2%	197 7.5%	6 0.0%	30,583 -0.5%	0.0 -11.5%
Total number of degrees awarded in Nursing	Total number of students enrolled in Nursing programs	1st to 2nd Year Retention (Dental Hygiene)	Total Federal Research Expenditures	Licenses Generating Income	Net Revenue Generated from auxiliary enterprises	Estimated FTE Student Taught per T/TT FTE Faculty
365 318	1,061 1,042	100.0% 97.0%	40,637 32,097	29 12	1,230,377 286,825	15 15
231 4.3%	711 0.2%	94.0% 0.0%	26,988 18.9%	7 -20.0%	-774,841 -173.8%	7.1 7.1%
Total number of degrees awarded in Allied Health	Total number of students enrolled in Allied Health Professions programs	1st to 2nd Year Retention (Nursing)	Total NSF Research Expenditures	Total Licensing Income		Personnel Cost as a percent of Direct Instructional Expense
188 176	423 390	93.0% 87.0%	53,712 40,915	830,274 120,018		86.9% 81.4%
98 -6.4%	220 0.3%	82.0% -3.3%	38,989 4.9%	69,102 -41.4%		0.0% 3.3%

Louisiana State University Health Sciences Center New Or

Metric I. Number of degrees conferred by level and professions most important to Louisiana.

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Campus total number of degrees awarded/conferred							
Associates	4	8	9	3	2	2	2
Bachelors	337	349	330	339	312	323	323
Masters	201	197	217	184	137	153	128
Doctoral Research/Scholarship (PhD, DNS)	21	23	25	24	18	11	22
Professional Audiology (AuD)	10	11	11	11	12	10	12
Professional Physical Therapy (DPT)	30	36	33	35	39	34	36
Professional Medicine (MD)	188	180	181	186	198	192	189
Professional Dentistry (DDS)	68	65	63	64	64	63	59
Professional Nursing (DNP)			7	48	61	58	71
Post Doctoral Certificate	14	13	19	18	17	16	14
Total degrees awarded	873	882	895	912	860	862	856
Total number of degrees awarded in Nursing	339	361	344	365	299	305	318
Total number of degrees awarded in Allied Health	157	162	147	162	180	188	176
Total number of degrees awarded by race/ethnicity							
Hispanic	27	36	39	37	33	48	37
American Indian or Alaska Native	2	4	1	2	3	4	2
Asian/Pacific Islander	70	74	76	70	81	67	55
African American Non-Hispanic	88	115	74	85	70	74	67
Native Hawaiian or Other Pacific Islander	0	0	2	0	0	0	1
White Non-Hispanic	649	628	673	689	641	638	563
Two or More Races	3	2	1	1	3	4	9
Nonresident Alien	17	15	17	16	14	8	11
Race/Ethnicity Unknown	17	8	12	12	15	19	111

Louisiana State University Health Sciences Center New Or

Metric I. Number of degrees conferred by level and professions most important to Louisiana.

Nursing CIP Code/s

	CIP Code	CIP 2010 Code	Degree
Nursing	51.1601	51.3801	BSN
Nursing Administration	51.1602	51.3802	MN
Nursing-Adult Health & Illness	51.1603	51.3803	MN
Nurse Anesthesia	51.1604	51.3804	MN
Primary Care Family Nurse Practitioner	51.1605	51.3805	MN
Neonatal Nurse Practitioner	51.1606	51.3806	MN
Nursing Science	51.1608	51.3808	DNS
Psyc./Community Health Nursing	51.1610	cancelled	MN
Public & Community Health Nursing	51.1611	51.3811	MN
Nursing, Other-Nurse Educator	51.1699	51.3817	MN
Nursing Practice	51.3818	51.3818	DNP

Allied Health CIP Code/s

Health Science	51.0000	cancelled	MHS
Audiology	51.0202	51.0202	Au D
Communications Disorders	51.0204	51.0204	MCD
Cardiopulmonary Science	51.0901	51.0901	BS
Clinical Lab Science/Medical Technology	51.1005	51.1005	BS
Occupational Therapy	51.2306	51.2306	MOT
Physical Therapy	51.2308	51.2308	DPT
Physician Assistant Studies	51.0912	51.0912	MPAS
Rehabilitation Services	51.2310	cancelled	BS
Rehabilitation Counseling	51.2310	51.1005	MHS

Louisiana State University Health Sciences Center New Orleans

Metric II. The following metrics will provide the campus enrollment trends.

Headcount Enrollment as of 14th Class Day		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Undergraduate</i>								
	Full-time	604	628	603	654	696	728	831
	Part-time	316	288	276	219	225	186	89
Total Undergraduate Headcount		920	916	879	873	921	914	920
<i>Graduate</i>								
	Full-time	723	724	742	738	728	736	395
	Part-time	154	156	110	82	73	98	52
Total Graduate Headcount		877	880	852	820	801	834	447
<i>First Professional</i>								
	Full-time	1,032	1,032	1,060	1,065	1,055	1,060	1,402
	Part-time							51
Total Professional Headcount		1,032	1,032	1,060	1,065	1,055	1,060	1,453
Total Headcount Enrollment (Undergraduate, Graduate & Professional)		2,829	2,828	2,791	2,758	2,777	2,808	2,820
Total Full-Time-Equivalent (FTE) Enrollment		2,619	2,577	2,497	2,640	2,664	2,690	2,724
Total Enrollment by Race and Ethnicity as of the 14th Class Day		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Allied Health Professions								
	Hispanic	18	15	18	14	10	5	8
	American Indian or Alaska Native	1	2	3	2	0	0	0
	Asian/Pacific Islander	17	19	19	25	18	18	15
	African American Non-Hispanic	23	21	26	25	21	22	28
	Native Hawaiian or Other Pacific Islander	0	1	0	0	1	1	0
	White Non-Hispanic	298	332	334	328	327	318	320
	Two or More Races	5	3	4	4	7	10	11
	Nonresident Alien	0	0	0	0	0	1	1
	Race/Ethnicity Unknown	16	17	19	21	16	14	7

Louisiana State University Health Sciences Center New Orleans

Metric II. The following metrics will provide the campus enrollment trends.

Total Enrollment by Race and Ethnicity as of the 14th Class Day		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Dentistry								
	Hispanic	14	22	18	13	11	14	12
	American Indian or Alaska Native	1	1	1	1	2	2	2
	Asian/Pacific Islander	60	57	57	58	48	51	54
	African American Non-Hispanic	25	18	17	17	14	19	20
	Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0	0
	White Non-Hispanic	288	282	282	284	286	298	310
	Two or More Races	0	1	0		3	4	4
	Nonresident Alien	10	8	9	8	9	7	7
	Race/Ethnicity Unknown	0	3	1	3	3	1	1
Graduate Studies								
	Hispanic	2	2	4	2	2	4	5
	American Indian or Alaska Native	0	0	0	0	0	0	0
	Asian/Pacific Islander	7	11	8	9	9	9	6
	African American Non-Hispanic	5	5	6	7	6	4	7
	Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0	0
	White Non-Hispanic	50	50	42	48	49	48	51
	Two or More Races	0	0	0	0	0	0	1
	Nonresident Alien	24	20	14	11	6	9	9
	Race/Ethnicity Unknown	0	0	0	1	1	1	0
Nursing								
	Hispanic	45	55	58	59	65	65	70
	American Indian or Alaska Native	4	5	4	4	3	3	3
	Asian/Pacific Islander	54	52	49	53	46	48	50
	African American Non-Hispanic	152	145	129	122	130	135	148
	Native Hawaiian or Other Pacific Islander	0	0	0	0	0	1	0
	White Non-Hispanic	803	788	746	693	738	752	744
	Two or More Races	0	0	1	8	14	17	16
	Nonresident Alien	3	4	6	2	1	4	2
	Race/Ethnicity Unknown	0	0	0	9	13	15	9

Louisiana State University Health Sciences Center New Orleans

Metric II. The following metrics will provide the campus enrollment trends.

Total Enrollment by Race and Ethnicity as of the 14th Class Day		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Medicine								
	Hispanic	20	19	20	25	31	38	42
	American Indian or Alaska Native	1	1	1	1	1	1	2
	Asian/Pacific Islander	103	104	91	90	92	93	108
	African American Non-Hispanic	42	35	37	34	39	45	50
	Native Hawaiian or Other Pacific Islander	1	1	0	0	0	0	0
	White Non-Hispanic	569	581	509	513	504	480	555
	Two or More Races	6	2	3	4	8	12	14
	Nonresident Alien	2	0	1	1	2	2	0
	Race/Ethnicity Unknown	26	30	140	138	125	120	30
Public Health								
	Hispanic	4	5	6	14	13	10	7
	American Indian or Alaska Native	1	0	0	1	1	1	1
	Asian/Pacific Islander	13	10	12	13	11	8	9
	African American Non-Hispanic	31	22	21	24	25	23	21
	Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0	0
	White Non-Hispanic	66	60	51	52	45	53	41
	Two or More Races	0	0	0	2	2	1	1
	Nonresident Alien	18	16	21	15	17	20	16
	Race/Ethnicity Unknown	0	2	3	0	0	1	2
Student Credit Hours (SCH)								
Note: For MD and DDS Students 18 contact hours = 1 credit hour								
	Fall SCH	54,894	53,362	57,226	60,372	59,494	57,819	51,642
	Spring SCH	54,936	55,666	53,099	53,799	53,461	52,270	n/a
Total number of students enrolled who received TOPS								
	Performance	109	119	130	136	147	148	159
	Opportunity	149	125	132	133	136	145	153
	Honors	70	73	85	100	111	112	138
Enrollment by specified discipline as of 14th class day								
	Total number of students enrolled in Nursing programs	1,061	1,049	993	950	1,010	1,040	1,042
	Total number of students enrolled in Allied Health Professions programs	378	410	423	419	400	389	390

Louisiana State University Health Sciences Center New Orleans

Metric II. The following metrics will provide the campus enrollment trends.

Nursing CIP Code/s

	CIP Code	CIP 2010	Degree
Nursing	51.3801	51.3801	BSN
Nursing Administration	51.3802	51.3802	MN
Nursing-Adult Health & Illness	51.3803	51.3803	MN
Nurse Anesthesia	51.3804	cancelled	MN
Primary Care Family Nurse Practitioner	51.3805	51.3805	MN
Neonatal Nurse Practitioner	51.3806	51.3806	MN
Nursing Science	51.3808	51.3808	DNS
Psyc./Community Health Nursing		cancelled	MN
Public & Community Health Nursing		51.3811	MN
Nursing, Other-Nurse Educator	51.3817	51.3817	MN
Nursing Practice	51.3818	51.3818	DNP

Allied Health CIP Code/s

Health Science		cancelled	MHS
Audiology	51.0202	51.0202	Au D
Communications Disorders	51.0204	51.0204	MCD
Cardiopulmonary Science	51.0901	51.0901	BS
Clinical Lab Science/Medical Technology	51.1005		
Occupational Therapy	51.2306	51.2306	MOT
Physical Therapy	51.2308	51.2308	DPT
Physician Assistant Studies	51.2310	51.0912	MPAS
Rehabilitation Services		cancelled	BS
Rehabilitation Counseling	51.2310	51.1005	MHS

Variables Description

Headcount Enrollment Undergraduate – Total number of full-time and part-time students enrolled in courses for undergraduate credit.

Headcount Enrollment Graduate – Total number of full-time and part-time students enrolled in courses for graduate credit.

Full-Time Equivalent (FTE) – The calculation of FTE can vary by institution. However, FTE enrollment reported for this metric should reconcile to FTE data you report to the Louisiana BoR, SREB and IPEDS for your campus.

Full-Time Student Undergraduate - a student enrolled for 12 or more semester credits or 24 or more contact hours a week each term. (IPEDS)

Dual Enrollment- A student who is enrolled in high school but who is also enrolled, simultaneously, in a postsecondary institution are considered dual enrolled.

Science Technology Engineering and Mathematics (STEM): STEM enrollment is calculated based on STEM CIP codes.

Educations, Nursing, Allied Health - Use the CIP codes as defined by IPEDS for these disciplines to determine the number of students enrolled and graduates in these fields of study.

Louisiana State University Health Sciences Center New Orleans

Metric III. The following metric will identify the campus trends for retention, graduation, licensure and pass rate.

14th Day Headcount Enrollment	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Fall Headcount	2,829	2,828	2,791	2,758	2,777	2,808	2,820
Spring Headcount	2,841	2,863	2,789	2,824	2,834	2,849	n/a
Fall Credit Hours	54,894	53,362	57,226	56,952	55,425	57,819	51,642
Spring Credit Hours	54,936	55,666	53,099	53,841	53,558	52,270	n/a
Fall FTE	2,619	2,577	2,497	2,640	2,665	2,690	2,708
Spring FTE	2,687	2,718	2,655	2,714	2,721	2,739	n/a
Fall Credit Hour per FTE	20.96	20.71	22.92	21.57	20.80	21.49	19.07
Spring Credit Hour per FTE	20.45	20.48	20.00	19.84	19.68	19.08	n/a
Campus Undergraduate 1st to 2nd year Retention Rates	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
By School and Program (student must be continuously enrollment)							
Allied Health Professions	95%	94%	92%	96%	95%	95%	92%
Dentistry-DDS	98%	100%	98%	100%	100%	100%	99%
Dentistry-Dental Hygiene	100%	97%	97%	97%	97%	97%	97%
Dentistry-Dental Lab Tech	100%	100%	100%	100%	100%	100%	100%
Graduate Studies	76%	69%	74%	84%	100%	87%	95%
Medicine	96%	98%	96%	96%	96%	98%	98%
Nursing	82%	86%	91%	90%	86%	90%	87%
Public Health	98%	91%	82%	92%	94%	96%	72%

Number of students taking licensure exams	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Allied Health						
Cardiopulmonary Science	10	9	17	16	18	15
Clinical Laboratory Sciences	30	25	21	23	22	22
Audiology and Speech Language Pathology	36	33	39	40	37	31
Occupational Therapy	30	27	33	32	36	33
Physician Assitant Studies				29	30	30
Physical Therapy	36	33	35	39	34	36
Dentistry						
DDS National Board Dental Exam (written)	66	62	64	64	63	61
DDS Clinical Licensure Exam (practical)	66	63	64	64	63	59
National Board Dental Hygiene Exam (written)	38	38	37	37	37	37
Dental Hygiene Clinical Licensure Exam (practical)	38	38	37	37	37	37
Medicine						
USMLE Step 1	178	192	190	198	194	200
USMLE Step 2 CK	183	182	186	199	184	193
USMLE Step 2 CS	184	178	187	197	191	190
Nursing						
NCLEX	177	187	191	210	223	222

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Metric III. The following metric will identify the campus trends for retention, graduation, licensure and pass rate.

Number of students passing licensure exams	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Allied Health						
Cardiopulmonary Science	9	9	16	15	18	15
Clinical Laboratory Sciences	30	25	21	23	22	22
Audiology and Speech Language Pathology	36	33	39	40	37	31
Occupational Therapy	30	27	33	32	36	33
Physician Assitant Studies				29	30	27
Physical Therapy	35	33	34	38	32	36
Dentistry						
DDS National Board Dental Exam (written)	66	62	64	63	63	61
DDS Clinical Licensure Exam (practical)	66	60	64	63	63	59
National Board Dental Hygiene Exam (written)	38	38	37	37	37	37
Dental Hygiene Clinical Licensure Exam (practical)	38	38	37	37	37	37
Medicine						
USMLE Step 1	173	186	189	196	188	191
USMLE Step 2 CK	171	165	185	196	183	189
USMLE Step 2 CS	174	164	187	194	188	173
Nursing						
NCLEX	171	181	184	204	216	218
Campus pass rate on licensure exams	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Allied Health						
Cardiopulmonary Science	90%	100%	94%	94%	100%	100%
Clinical Laboratory Sciences	100%	100%	100%	100%	100%	100%
Audiology and Speech Language Pathology	100%	100%	100%	100%	100%	100%
Occupational Therapy	100%	100%	100%	100%	100%	100%
Physician Assitant Studies				100%	100%	90%
Physical Therapy	97%	100%	97%	97%	94%	100%
Dentistry						
DDS National Board Dental Exam (written)	100%	100%	100%	98%	100%	100%
DDS Clinical Licensure Exam (practical)	100%	95%	100%	98%	100%	100%
National Board Dental Hygiene Exam (written)	100%	100%	100%	100%	100%	100%
Dental Hygiene Clinical Licensure Exam (practical)	100%	100%	100%	100%	100%	100%
Medicine						
USMLE Step 1	97%	97%	99%	99%	97%	96%
USMLE Step 2 CK	93%	91%	99%	98%	99%	98%
USMLE Step 2 CS	95%	92%	100%	98%	98%	91%
Nursing						
NCLEX	97%	97%	96%	97%	97%	98%

Notes:

Data matches what was reported under the GRAD Act.

Louisiana State University Health Sciences Center New Orleans

Metric IV. The following metrics will identify the effectiveness of campus research and technology transfer to benefit the state's economic development.

Faculty Research (\$ in thousands)	Academic 2011-2012	Academic 2012-2013	Academic 2013-2014	Academic 2014-2015	Academic 2015-2016	Academic 2016-2017	Academic 2017-2018	Academic 2018-2019
Total \$ amount of faculty research	53,712	49,443	45,486	46,838	43,066	40,785	38,989	40,915
Total number of T/TT faculty holding grants	109	96	83	72	85	77	84	90
% of T/TT faculty holding grants	47.60%	45.07%	39.52%	34.78%	47.75%	48.13%	40.98%	44.78%
Research \$ per FTE T/TT	226	232	217	226	213	197	201	216
Research per FTE T/TT faculty	226	232	217	226	213	197	201	216
Total number of PhD's awarded	17	21	12	23	23	18	11	22
Total number of Postdoctoral Fellows	40	42	31	33	35	35	42	46
Total Number of Post Baccalaureate Certificates	19	14	13	19	18	17	16	14

Total research by Major Discipline; Life Science; Physical Science; environmental Science; Engineering Science; Computer Science; Math; Psychology; Social Science; Other Science

Research Expenditure by Major Discipline <i>Data shown in Thousands</i>	FY Ending 2012			FY Ending 2013			FY Ending 2014		
	Federal	Other	Total	Federal	Other	Total	Federal	Other	Total
Allied Health	1,203	440	1,643	228	312	540	0	275	275
Dentistry	1,223	493	1,716	1,081	226	1,307	1,091	85	1,176
Medicine	31,058	9,018	40,076	27,592	9,799	37,391	26,210	7,803	34,013
Nursing	54	1	55	15	2	17	0	0	0
Public Health	7,099	3,123	10,222	7,970	2,218	10,188	7,336	2,686	10,022
Institutional	0	0	0	0	0	0	0	0	0
Total	40,637	13,075	53,712	36,886	12,557	49,443	34,637	10,849	45,486

Research Expenditure by Major Discipline <i>Data shown in Thousands</i>	FY Ending 2015			FY Ending 2016			FY Ending 2017		
	Federal	Other	Total	Federal	Other	Total	Federal	Other	Total
Allied Health	23	310	334	29	320	350	4	295	300
Dentistry	1,094	162	1,256	1,143	148	1,291	1,823	165	1,989
Medicine	27,405	8,297	35,702	24,445	7,703	32,148	23,583	9,326	32,909
Nursing	0	0	0	0	0	0	0	5	5
Public Health	7,503	2,044	9,546	7,059	2,218	9,278	2,751	2,255	5,007
Institutional	0	0	0	0	0	0	576	0	576
Total	36,025	10,813	46,838	32,676	10,390	43,066	28,738	12,047	40,785

Louisiana State University Health Sciences Center New Orleans

Metric IV. The following metrics will identify the effectiveness of campus research and technology transfer to benefit the state's economic development.

Research Expenditure by Major Discipline <i>Data shown in Thousands</i>	FY Ending 2018			FY Ending 2019		
	Federal	Other	Total	Federal	Other	Total
Allied Health		272	272	994	62	1,056
Dentistry	2,062	193	2,255	1,324	-41	1,283
Medicine	22,057	9,804	31,861	26,935	8,020	34,955
Nursing		49	49	34	0	34
Public Health	2,867	1,682	4,549	2,808	777	3,585
Institutional	2	1	3	1	0	1
Total	26,988	12,001	38,989	32,097	8,818	40,915

Research Expenditures (\$ in thousands)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Federal	40,637	36,886	34,637	36,025	32,676	28,738	26,988	32,097
Total	53,712	49,443	45,486	46,838	43,066	40,785	38,989	40,915

Note that Research Expenditures data should match data your campus reported to NSF. Beginning in 2008, this data should follow the following guidelines.

Track all expenditures back to the original source. For example, if funds come from the State DOTD, but originated with the federal government those expenditures should be reported as federal. There should be a CFDA number attached to these grants indicating that the original source was federal.

Report all clinical trials as research. Please note that not all clinical trials are done by Tenured or Tenured Track (T/TT) faculty (see c).

Compute under-and unreimbursed indirect costs according to the instructions.

Report NIH "k" and other research training awards as federal. Note, Do Not report all training grants, **only those that are for research training.**

Louisiana State University Health Sciences Center New Orleans

Metric V: Technology Transfer

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Invention Disclosures	33	52	37	28	25	28	41
Licenses\Options Executed	3	7	6	8	3	7	5
New Patents Filed - Total	11	21	30	25	37	43	26
New Patents Filed - First in Family	*	*	*	10	11	13	15
US Patents Issued	4	3	4	3	4	7	2
Active License Agreements	15	16	6	23	24	30	30
Licenses Generating Income	7	10	8	29	10	15	12
Total Licensing Income	\$81,610	\$97,755	\$69,102	\$830,274	\$162,860	\$204,719	\$120,018
Start-up Companies Formed	1	0	2	1	0	2	0
Legal Fees Expended	\$180,236	\$224,204	\$238,300	\$202,638	\$123,920	\$300,014	\$190,401
Legal Fees Reimbursed	\$39,281	\$109,566	\$108,281	\$0	\$24,654	\$69,124	50164
Percent of Expenses Reimbursed	22%	49%	45%	0%	20%	23%	26%
Legal Fees as a % License Income	221%	229%	345%	24%	76%	134%	159%
Cost per Patent Filed	\$16,385	\$10,676	\$7,943	\$8,106	\$3,349	\$6,977	\$7,323

LEGEND:

* = 2015-2016 was the first year to track

Louisiana State University Health Sciences Center New Orleans

Metric VI. The following metrics will identify the tuition and fee revenues, and, other revenue resources.

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Total Endowment Value	\$83,610,798	\$83,184,235	\$83,699,619	\$115,022,761	\$120,058,025	\$123,686,215	\$124,347,980
Earned Interest on Endowments	\$8,461,129	\$10,950,757	\$1,846,664	\$1,924,450	\$8,507,911	\$6,883,107	\$3,649,563
Dollar amount of the endowment approved each fiscal year and made available for expenditures by the campus	\$4,402,543	\$4,825,305	\$5,407,657	\$4,540,947	\$5,178,231	\$5,510,166	\$4,333,690
Total # of Foundations	1	1	1	1	1	1	1
Foundations total Assets (\$ Amount)	\$126,268,253	\$137,010,098	\$145,830,656	\$143,209,846	\$146,709,128	\$151,758,478	\$158,588,451
Click here to go to the Foundations Supplemental Table							
Total # of Board of Regents Support Fund							
Total Value (\$ Amount) of BoR Support Fund	\$ 83,596,107	\$ 88,769,815	\$ 81,760,857	\$ 95,640,094	\$ 99,916,833	\$ 101,634,331	\$ 102,172,303
Click here to go to the BoR Support Funds Supplemental Table							
Total Gross Revenue Generated from tuition and fees	\$34,860	\$41,420	\$48,064	\$55,268	\$58,996	\$58,685	\$61,563
Total Net Revenue Generated from tuition and fees	\$31,818	\$38,243	\$44,761	\$51,815	\$54,835	\$54,555	\$57,601
Financial Aid							
Total institutional dollars awarded need based aid for entering freshmen class	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX
Total institutional dollars awarded non-need aid for entering freshmen class	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX
Total institutional dollars awarded need based aid for entering freshmen class LA residents	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX
Total institutional dollars awarded non-need based aid for entering freshmen class LA residents	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX
Total institutional dollars awarded need based aid for entering freshmen class non-residents	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX
Total institutional dollars awarded non-need based aid for entering freshmen class non-residents	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX
LSUHSC-NO does not enroll freshmen in any programs							
State Appropriation per FTE¹	\$36,099	\$35,365	\$35,905	\$35,182	\$35,849	\$30,737	\$30,583
Net Revenue Generated from auxiliary enterprises	\$120,999	(\$140,781)	\$811,715	\$793,867	\$648,427	(\$388,673)	\$286,825

¹ Per LSU System: State Appropriation includes the Final Approved Budgeted General Fund, Statutory Dedication, and Federal Stimulus (ARRA) of each year. Student FTE is annual FTE reported to Board of Regents. Amount includes money for the Cancer Consortium and Smoking Cessation Programs in those years where those items were appropriated to HSCNO.

Louisiana State University Health Sciences Center New Orleans

Metric VI. The following metrics will identify the tuition and fee revenues, and, other revenue resources.

Endowment Value equals the market value of of the endowment as of June 30 of the reporting year.

FTE Full time equivalent

Payout from Endowment equal interest earned on endowment.

Gross Revenue Generated from Student Enrollment FTE equals revenue gain from student tuitions and fees.

Net Revenue Generated from Student Enrollment FTE equals gross revenue from enrollment headcount minus institutional supported finaicial aid.

Net Revenue from Auxiliary equal gross revenue generated from auxiliary enterprises minus debt services and other financial obligations.

Louisiana State University Health Sciences Center New Orleans

Metric VII. The following metrics will identify teaching and research productivity per FTE faculty.

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Instructional								
Total Instructional FTE Tenured Faculty	167	169	173	170	168	158	154	145
Total Instructional FTE Tenure Track Faculty	46	41	34	32	39	36	35	37
Total Instructional T/TT Faculty	213	210	207	202	207	194	189	182
Total All FTE Instructional Faculty	805	795	828	839	847	841	872	905
Total FTE Faculty (Non-T/TT)	592	585	621	637	640	647	683	723
Total Faculty including Part-Time	920	893	877	882	894	885	918	955
Total Part-Time Faculty	115	98	49	43	47	44	46	50
T/TT FTE Faculty as a Percent of Total FTE Faculty	26.46%	26.42%	25.00%	24.08%	24.44%	23.07%	21.67%	20.11%
Organized Sections								
<i>Undergraduate (Sections)</i>	242	240	234	243	224	200	226	n/a
<i>Graduate (Sections)</i>	487	534	507	544	529	532	502	n/a
<i>Professional (Sections)</i>	622	497	511	536	526	525	520	n/a
<i>Professional Certificates (Sections)</i>	87	107	113	111	109	109	106	n/a
Total Number of Organized Sections	1,438	1,378	1,365	1,434	1,388	1,366	1,354	0
Duplicated Head Count Enrollment	5,620	5,691	5,667	6,253	6,296	6,351	6,413	n/a
Duplicated Headcount per Organized Section	4	4	4	4	5	5	5	n/a
Include Total SCH generated during the academic year								
Undergraduate (SCH)	25,468	25,378	25,600	24,141	24,536	25,864	25,702	n/a
Graduate (SCH)	23,666	25,343	26,308	26,546	26,441	26,075	26,653	n/a
Professional (SCH)	64,734	64,601	64,431	67,246	68,685	67,350	58,428	n/a
Professional Certificates (SCH)	2,496	2,543	2,653	2,596	2,522	1,946	2,520	n/a
Total (SCH)	116,364	117,865	118,992	120,529	122,184	121,235	113,303	n/a
Total SCH Per T/TT Faculty	197	201	192	189	191	187	166	0
Total FTE Student Taught (Fall Semester Only)	2,619	2,619	2,577	2,497	2,640	2,664	2,690	2,724
Estimated FTE Student Taught per T/TT FTE Faculty	12	12	12	12	13	14	14	15
Cost Data: Direct Expenditures for Instruction (As defined by								
Total Direct Instructional Expenditures	190,496,525	\$183,111,783	\$151,941,665	\$212,258,070	\$213,767,503	\$214,785,158	\$215,904,087	n/a
Salaries	127,096,540	\$116,276,021	\$97,435,105	\$133,070,585	\$135,876,473	\$135,112,435	\$142,724,852	n/a
Benefits	28,751,736	\$28,461,659	\$25,863,179	\$31,850,789	\$34,807,788	\$34,165,575	\$33,094,081	n/a
Expenditures other than personnel related to Instructions	34,648,249	38,374,103	28,643,381	47,336,696	43,083,242	45,507,148	40,085,154	n/a
Salaries as a Percent of Direct Instructional Expense	66.7%	63.5%	64.1%	62.7%	63.6%	62.9%	66.1%	n/a
Personnel Cost as a percent of Direct Instructional Expense	81.1%	79.0%	81.1%	77.7%	79.8%	78.8%	81.4%	0.0%
Research Expenditure	\$49,436,456	\$45,486,058	\$46,838,416	\$43,066,373	\$40,784,128	\$37,796,539	\$40,639,028	n/a
Public Service Expenditures	\$132,439,750	\$152,576,327	\$188,645,803	\$149,628,716	\$197,208,614	\$215,290,013	\$220,650,551	n/a
Total Research and Public Services	\$181,876,206	\$227,263,923	\$235,484,219	\$192,695,089	\$237,992,742	\$253,086,552	\$261,289,578	n/a
Research per FTE T/TT Faculty	\$232,096	\$216,600	\$226,273	\$213,200	\$197,025	\$194,828	\$215,021	n/a
Public Service Per FTE T/TT Faculty	\$621,783	\$726,554	\$911,332	\$740,736	\$952,699	\$1,109,742	\$1,167,463	n/a
Research and Public Service per FTE T/TT Faculty	\$853,879	\$1,082,209	\$1,137,605	\$953,936	\$1,149,723	\$1,304,570	\$1,382,485	n/a

Louisiana State University Health Sciences Center New Orleans

Metric VII. The following metrics will identify teaching and research productivity per FTE faculty.

Definitions:

Direct Expenditures for Instructions: Total Direct Instructional Expenditures include data in certain functional areas - instruction, research, and public service. Direct expenditure data reflect costs incurred for personnel compensation, supplies, and services used in the conduct of each of these functional areas. They include acquisition costs of capital assets such as equipment and library books to the extent that funds are budgeted for the use of departments for instruction, research, and public service. Similar to the Delaware Study, exclude centrally allocated computing costs and centrally supported computer labs, and graduate student tuition remission and fee waivers.

Instruction: Instruction includes general academic instruction, occupational and vocational instruction, community education, preparatory and adult basic education, and remedial and tutorial instruction conducted by the teaching faculty for the institution's students. Departmental research and service **which are not separately budgeted** should be included under instruction. In other words, department research which is externally funded should be excluded from instructional expenditures, as should any departmental funds which were expended for the purpose of matching external research funds as part of a contractual or grant obligation. EXCLUDE expenditures for academic administration where the primary function is administration. For example, exclude deans, but include department chairs.)

Disaggregate total direct instructional expenditures for the institution into the following categories:

Salaries: Report all wages paid to support the instructional function in a given department or program during the fiscal year. While these will largely be faculty salaries, be sure to include clerical (e.g., department secretary), professionals (e.g., lab technicians), Graduate student stipends (but not tuition waivers), and any other personnel who support the teaching function and whose salaries and wages are paid from the institution's instructional budget.

Benefits: Report expenditures for benefits associated with the personnel for whom salaries and wages were reported on the previous entry. If you cannot separate benefits from salaries, but benefits are included in the salary figure you have entered, indicate "Included in Salaries" in the data field. Some institutions book benefits centrally and do not disaggregate to the department level. If you can compute the appropriate benefit amount for the department/program, please do so and enter the data. If you cannot do so, leave the benefit amount as zero and we will impute a cost factor based upon the current benefit rate for your institution, as published in *Academe*. If no rate is available, we will use a default value of 28%.

Other Than Personnel Costs: This category includes non-personnel items such as travel, supplies and expense, non-capital equipment purchases, etc., that are typically part of an instructional department or program's cost of doing business. *Excluded* from this category are items such as central computing costs, centrally allocated computing labs, graduate student tuition remission and fee waivers, etc.

Research: This category includes all funds expended for activities specifically organized to produce research outcomes and commissioned by an agency either external to the institution or **separately budgeted** by an organizational unit within the institution. Report total research expenditures only. It is not necessary to disaggregate costs for this category.

Public Service: Report all funds **separately budgeted** specifically for public service and expended for activities established primarily to provide non-instructional services beneficial to groups external to the institution. Examples include cooperative extension and community outreach projects. Report total service expenditures only. It is not necessary to disaggregate costs for this category.

Federally Funded Research: As defined by NSF

Total Research and Expenditures: As defined by NSF

Louisiana State University Health Sciences Center New Orleans

Table I: Affiliated Off-Campus Sites

LSU System Campus	Name of Affiliated Off- Campus Site	Gross Revenue Generated by Affiliate Campus
	<i>Not Applicable</i>	

Table II: Board of Regent Support Funds

LSU System Campus	Name of Support Fund	Endowment
LSUHSC-NO	Abe Mickal, MD Chair in Obstetrics and Gynecology	\$ 1,184,064.65
LSUHSC-NO	Al Copeland/Cancer Crusaders Chair in Neuroendocrine Cancer	\$ 1,428,684.09
LSUHSC-NO	Alan Robson, MD Professorship in Pediatric Nephrology	\$ 104,167.84
LSUHSC-NO	Albert Lauro, MD Professorship of Emergency Medicine	\$ 198,235.00
LSUHSC-NO	Alice Baker Holoubek, MD Professorship of Medicine	\$ 120,932.47
LSUHSC-NO	Allen A. Copping Chair for Excellence in Teaching	\$ 1,246,031.24
LSUHSC-NO	Alliance to the Louisiana Dental Association Scholarship	\$ 257,581.10
LSUHSC-NO	Amgen Oncology Professorship	\$ 188,362.97
LSUHSC-NO	Barbara Lemann Professorship of Child Welfare	\$ 135,485.04
LSUHSC-NO	Bernhard M. Schwaninger Professorship of Orthodontics	\$ 368,610.58
LSUHSC-NO	Bettina C. Hilman, MD Professorship of Pediatric Allergy	\$ 324,965.57
LSUHSC-NO	Betty Lynne Theriot Distinguished Professorship of Clinical	\$ 119,478.76
LSUHSC-NO	Blue Cross Blue Shield of Louisiana Professorship	\$ 130,853.65
LSUHSC-NO	Bollinger Family Professorship in Alzheimer's Disease	\$ 116,679.23
LSUHSC-NO	Brasseler USA Professorship in Prosthodontics	\$ 132,819.81
LSUHSC-NO	Cancer Crusaders Chair in Advanced Cancer Therapy Research	\$ 1,040,006.91

Table II: Board of Regent Support Funds

LSU System Campus	Name of Support Fund	Endowment
LSUHSC-NO	Cancer Crusaders Endowed Professorship in Cancer Research	\$ 959,411.40
LSUHSC-NO	Carl Adatto Professorship in Community Psychiatry	\$ 124,469.45
LSUHSC-NO	Carl Adatto Professorship In Psychoanalytic Psychiatry	\$ 144,696.17
LSUHSC-NO	Carl Baldrige Endowed Chair in Dentistry	\$ 1,140,476.44
LSUHSC-NO	Carl Baldrige Endowed Chair in Neurology	\$ 2,403,406.97
LSUHSC-NO	Carol Ashton D'Angelo Professorship of Alcohol and Drug Stud	\$ 118,150.75
LSUHSC-NO	Charles A. Cefalu, MD Professorship in Geriatrics	\$ 100,737.66
LSUHSC-NO	Charles I. Berlin, Ph.D Endowed Chair for the Genetic	\$ 1,922,246.40
LSUHSC-NO	Charles L. Brown, Jr., MD Professorship in Health Promotion	\$ 133,081.36
LSUHSC-NO	Charles V. Sanders, MD Chair of Medicine	\$ 1,158,437.13
LSUHSC-NO	Charles W. Hilton, MD Professorship of Medical Education	\$ 147,267.46
LSUHSC-NO	Charles W. McMillin, III and Richard Paul Grace Chair of Can	\$ 1,651,550.83
LSUHSC-NO	Cheuk Family Professorship in Comprehensive Dentistry II	\$ 105,544.28
LSUHSC-NO	Children's Hospital Professorship of Pediatric Research	\$ 371,083.97
LSUHSC-NO	Claude C. Craighead, MD Chair in Vascular Surgery	\$ 2,409,239.87
LSUHSC-NO	Committee of 100 Scholarship in Dentistry	\$ 105,931.45
LSUHSC-NO	David G. Kline, MD Endowed Chair in Neurosurgery	\$ 1,442,641.49
LSUHSC-NO	David G. Kline, MD Professorship of Neurosurgery	\$ 162,488.39
LSUHSC-NO	David L. Autin, MD, Scholarship Fund	\$ 104,875.03
LSUHSC-NO	David Lucas (Luke) Glancy Professorship of Cardiology	\$ 202,529.84
LSUHSC-NO	David R. Bethune - Lederle Lab Professorship in Pharmacology	\$ 129,872.04
LSUHSC-NO	Dean Fontham Endowed Superior Graduate Student Scholarship	\$ 111,064.45
LSUHSC-NO	Dominick D and Wilhelmina L Aiena Prof in Ophthalmology	\$ 114,970.18
LSUHSC-NO	Donald Edward Texada, MD Professorship of Ophthalmology	\$ 219,352.51
LSUHSC-NO	Dr. Mollie Marcus Wallick Professorship in Psychiatry	\$ 116,451.28
LSUHSC-NO	Drs. William G. '64 and Hannelore H. '63 Giles Scholarship	\$ 618,807.16
LSUHSC-NO	Edgar Hull, MD Endowed Chair in Medicine	\$ 1,183,505.04
LSUHSC-NO	Edmund E. Jeansonne, Sr., DDS Professorship of Continuing Ed	\$ 161,982.88
LSUHSC-NO	Eduardo Marvez-Valls, MD Professorship of Emergency Medicine	\$ 153,317.67
LSUHSC-NO	Edward D. Levy, Jr., MD Professorship in Psychiatry	\$ 107,318.99
LSUHSC-NO	EENT Professorship in the LSU Neuroscience Center of Excellence	\$ 106,392.75

Table II: Board of Regent Support Funds

LSU System Campus	Name of Support Fund	Endowment
LSUHSC-NO	Elaine A. Dore' Endowed Chair in Orthopaedics	\$ 1,748,305.48
LSUHSC-NO	Emma Sadler Moss Professorship of Pathology	\$ 169,807.08
LSUHSC-NO	Ernest C. and Yvette C. Villere Chair for the Study of Retin	\$ 3,349,594.57
LSUHSC-NO	Ernest C. and Yvette C. Villere Chair in Neuroscience	\$ 5,611,932.19
LSUHSC-NO	Ernest N. Morial Endowed Chair for the Research and Treatmen	\$ 2,210,254.09
LSUHSC-NO	Eugenie and Joseph Jones Family Foundation Professorship	\$ 155,637.25
LSUHSC-NO	Frances Zuppardo Professorship of Cancer Research	\$ 195,236.44
LSUHSC-NO	Frank Low, PhD Endowed Graduate Student Scholarship	\$ 190,518.75
LSUHSC-NO	Fraternal Order of Eagles Ronald Reagan Professorship	\$ 167,954.78
LSUHSC-NO	Fred Allison, Jr., MD Professorship of Medicine	\$ 129,257.31
LSUHSC-NO	Fred G. Brazda, PhD Professorship in Biochemistry	\$ 217,898.69
LSUHSC-NO	G. Dean MacEwen Endowed Chair in Pediatric Orthopaedics	\$ 1,754,826.99
LSUHSC-NO	G. John Buddingh, MD Professorship in Microbiology	\$ 284,220.76
LSUHSC-NO	George C. Dunn Professorship in Psychiatry	\$ 121,826.78
LSUHSC-NO	George D. Lyons, Jr., MD Chair in Otolaryngology Head and	\$ 1,266,160.27
LSUHSC-NO	Gerald and Gayle Foret Professorship of Family Medicine	\$ 202,563.82
LSUHSC-NO	Gerald S. Berenson, MD Professorship in Preventive Cardiolog	\$ 408,573.50
LSUHSC-NO	Grace Benson Professorship of Neurology	\$ 145,131.66
LSUHSC-NO	Guy A. Favaloro Professorship in Orthodontics	\$ 428,965.32
LSUHSC-NO	H. Adele Spence Endowed Graduate Student Scholarship	\$ 143,661.84
LSUHSC-NO	H. Eustis Reily Professorship in Urology	\$ 123,269.82
LSUHSC-NO	Hank Helmer Directional Drilling Professorship in Dentistry	\$ 144,274.16
LSUHSC-NO	Harry E. Dascomb, MD Professorship of Medicine	\$ 570,320.79
LSUHSC-NO	Harvey A. Gabert, MD Chair in Obstetrics and Gynecology	\$ 1,274,864.89
LSUHSC-NO	Henry Jolly, MD Professorship of Clinical Dermatology	\$ 934,181.68
LSUHSC-NO	Herbert C. Dessauer Endowed Graduate Student Scholarship	\$ 137,363.28
LSUHSC-NO	Herbert E. Kaufman, MD Chair of Ophthalmology	\$ 1,438,383.21
LSUHSC-NO	Howard & Joy Osofsky Professorship of Addiction Psychiatry	\$ 228,261.60
LSUHSC-NO	Howard Buechner, MD Professorship of Medicine	\$ 694,617.92
LSUHSC-NO	Imtiaz Ahmed Professorship for International Primary	\$ 138,491.28
LSUHSC-NO	Irvin Cahen, MD Endowed Chair in Orthopaedic Surgery	\$ 1,640,021.66

Table II: Board of Regent Support Funds

LSU System Campus	Name of Support Fund	Endowment
LSUHSC-NO	Isidore Cohn, Jr., MD Chair in Surgery	\$ 1,334,530.65
LSUHSC-NO	Jack Andonie, MD Professorship in Gynecological Surgery	\$ 165,886.40
LSUHSC-NO	Jack Perry Strong Chair in Pathology	\$ 2,225,826.70
LSUHSC-NO	Jack Sheridan Professorship in Student Clinical Dental Resea	\$ 110,127.75
LSUHSC-NO	James B. and Helen A. Dunn Professorship in Nursing	\$ 150,631.67
LSUHSC-NO	James D. Rives Professorship of Cancer Surgery	\$ 170,666.51
LSUHSC-NO	James D. Rives Professorship of Surgery	\$ 323,264.81
LSUHSC-NO	James K. Howles, MD Professorship in Dermatology	\$ 464,666.33
LSUHSC-NO	Jerome M. Maas Chair in Reproductive Endocrinology	\$ 1,652,390.67
LSUHSC-NO	Jim Finks Chair for Health Promotion	\$ 1,115,787.94
LSUHSC-NO	Jim Lowenstein Professorship in Medicine	\$ 686,517.87
LSUHSC-NO	John A. Rock, MD Professorship for Visiting Scholars	\$ 152,886.38
LSUHSC-NO	John Ey, MD Professorship in Hospitalist Pediatrics	\$ 151,008.49
LSUHSC-NO	John H. Seabury, MD Professorship in Medicine	\$ 195,349.18
LSUHSC-NO	John N. Bickers Professorship in Hematology/Oncology	\$ 204,977.86
LSUHSC-NO	Johnson Foundation Professorship in Endodontics	\$ 131,033.71
LSUHSC-NO	Joseph N Macaluso, Jr, MD FACS Professorship of Endourology	\$ 112,971.02
LSUHSC-NO	Julius H. Mullins, Sr., MD Professorship of Anatomy	\$ 127,607.84
LSUHSC-NO	Kai and Earl Rozas Professorship of Physiology	\$ 127,418.30
LSUHSC-NO	Kathleen and John Bricker Endowed Chair in Psychiatry	\$ 1,249,920.44
LSUHSC-NO	Keith Van Meter, MD Spirit of Charity Professorship	\$ 114,657.07
LSUHSC-NO	Kelly R. Stewart, MD Chair of Dermatology	\$ 1,732,787.43
LSUHSC-NO	Kelsey Bradley Favrot Endowed Chair in Neuro-Oncology	\$ 1,360,352.13
LSUHSC-NO	Kenneth and Frances Barnes Bullington Professorship in Heari	\$ 159,759.38
LSUHSC-NO	Kenneth Ardoin/Pfizer Chair in Basic Cardiovascular Research	\$ 1,887,948.96
LSUHSC-NO	Kenneth Ardoin/Pfizer Chair in Training Biomedical Research	\$ 1,931,097.70
LSUHSC-NO	L. Allen Barker Endowed Graduate Student Scholarship	\$ 357,151.29
LSUHSC-NO	Leslie Lewinter-Suskind and Robert Suskind Professorship	\$ 246,921.39
LSUHSC-NO	Linda Cao and Phuong Nguyen Scholarship in Pediatric Dentist	\$ 106,670.36
LSUHSC-NO	Louis Levy II, MD, M'43 Professorship of Research Cardiology	\$ 290,921.10
LSUHSC-NO	Louis R. Cabiran, MD Professorship of Medicine	\$ 285,029.80

Table II: Board of Regent Support Funds

LSU System Campus	Name of Support Fund	Endowment
LSUHSC-NO	LSUSD Orthodontic Alumni Endowed Scholarship	\$ 328,309.10
LSUHSC-NO	Marie Copping Professorship in General Dentistry	\$ 130,399.35
LSUHSC-NO	Marie LaHasky Professorship of Family Medicine	\$ 351,531.53
LSUHSC-NO	Marilyn L. Zimny, PhD Professorship in Anatomy	\$ 136,457.20
LSUHSC-NO	Marilyn L. Zimny, PhD Professorship in Graduate Studies	\$ 189,559.99
LSUHSC-NO	Marshall I. Gottsegen Professorship in Orthodontics	\$ 423,714.25
LSUHSC-NO	Max Sugar Professorship in Infant, Child and Adolescent Psyc	\$ 267,389.66
LSUHSC-NO	Mervin L. Trail, MD Endowed Chair in Head and Neck Oncology	\$ 1,544,386.03
LSUHSC-NO	Michael Sly, MD Professorship of Allergy and Immunology	\$ 166,743.09
LSUHSC-NO	Michael Sly, MD Professorship of Pediatric Immunology Resear	\$ 319,885.29
LSUHSC-NO	Morey L. Sear/Dr. Oliver Sartor Professorship for Prostate	\$ 174,349.17
LSUHSC-NO	Nelson K. Ordway, MD Professorship of Pediatric Research	\$ 487,002.57
LSUHSC-NO	Nick Gagliano Professorship in Ambulatory Pediatrics	\$ 139,276.27
LSUHSC-NO	Nick Gagliano Professorship in Emergency Pediatrics	\$ 170,849.50
LSUHSC-NO	Nicolas G. Bazan, MD, PhD Professorship in Emergency Medicin	\$ 150,189.46
LSUHSC-NO	P.K. Scheerle, RN Professorship In Nursing	\$ 170,662.39
LSUHSC-NO	Patricia Powers Strong Professorship in Oncology	\$ 284,369.93
LSUHSC-NO	Paul J. Ramsay Endowed Chair of Psychiatry	\$ 1,666,888.52
LSUHSC-NO	Paula Garvey Manship Chair of Medicine	\$ 1,198,637.77
LSUHSC-NO	Pelayo Correa, MD Professorship of Pathology	\$ 143,437.17
LSUHSC-NO	Percy Rosenbaum, MD Professorship of Pediatrics	\$ 160,528.82
LSUHSC-NO	Pfizer Professorship in Primary Care at Earl K. Long	\$ 159,144.13
LSUHSC-NO	Pfizer/Allen D. Meisel, MD Professorship of Gastroenterology	\$ 131,503.54
LSUHSC-NO	Pfizer/Hank McCrorie Trauma Surgery Professorship	\$ 184,288.01
LSUHSC-NO	Pfizer/Kenneth A. Ardoin Professorship of Family Medicine	\$ 239,886.92
LSUHSC-NO	Pfizer/Salvatore Giorgianni Professorship of Health Systems	\$ 122,553.78
LSUHSC-NO	Philip Cenac, MD Professorship of Medical Ethics	\$ 233,589.40
LSUHSC-NO	Prince Abdulaziz Bin Ahmad Abdulaziz Al-Saud Chair for Study	\$ 2,259,529.95
LSUHSC-NO	R. Jack and Mary Louise Cassingham Chair in Periodontics	\$ 1,487,825.75
LSUHSC-NO	Raja W. Dhurandhar, MD Professorship of Cardiology	\$ 118,120.36
LSUHSC-NO	Ralph and Lily Dauterive Professorship in Operative Dentistr	\$ 123,777.58

Table II: Board of Regent Support Funds

LSU System Campus	Name of Support Fund	Endowment
LSUHSC-NO	Raymond G. Leubke, DDS Professorship in Endodontics	\$ 171,329.08
LSUHSC-NO	Research Institute for Children Professorship	\$ 132,017.82
LSUHSC-NO	Richard A. Culbertson Professorship	\$ 105,528.84
LSUHSC-NO	Richard Ashman, PhD Professorship in Physiology	\$ 234,388.39
LSUHSC-NO	Richard E. L. Fowler Professorship of Pediatrics	\$ 200,998.20
LSUHSC-NO	Richard M. Paddison, MD Professorship of Neurology	\$ 836,561.20
LSUHSC-NO	Richard Vial, MD Professorship of Medical Education	\$ 156,508.06
LSUHSC-NO	Robert D. D'Ambrosia Chair in Orthopaedic Surgery	\$ 1,604,098.22
LSUHSC-NO	Robert F. Dyer Endowed Graduate Student Scholarship	\$ 156,888.46
LSUHSC-NO	Robert F. Eastman, Sr., DDS Professorship in Operative Denti	\$ 132,071.26
LSUHSC-NO	Robert J. Musselman Professorship in Pediatric Dentistry	\$ 125,458.20
LSUHSC-NO	Robert S. Daniels Professorship of Medical Education	\$ 151,467.92
LSUHSC-NO	Roland Coulson, PhD Professorship of Biochemistry	\$ 131,616.80
LSUHSC-NO	Ronald Welsh, MD Professorship of Pathology	\$ 542,426.12
LSUHSC-NO	Russell C. Klein, MD Alumni Professorship	\$ 168,532.48
LSUHSC-NO	Samuel G. McClugage, Jr., PhD Professorship of Cell Biology	\$ 149,684.42
LSUHSC-NO	Sheila Gottschalk Professorship in Excellence in Teaching	\$ 166,043.19
LSUHSC-NO	Shu Cheuk Professorship in Comprehensive Dentistry	\$ 122,050.19
LSUHSC-NO	Sister Henrietta Guyot Professorship in Nursing	\$ 194,515.43
LSUHSC-NO	St. Charles General Hospital Auxiliary Professorship in Nurs	\$ 192,165.62
LSUHSC-NO	Susan M. Leary and Richard A. Culbertson Professorship	\$ 105,528.80
LSUHSC-NO	T.G. and Doris Solomon Family Endowed Chair	\$ 2,039,164.62
LSUHSC-NO	Tenet Health System/JoEllen Smith, BSN Chair of Nursing	\$ 1,737,793.89
LSUHSC-NO	Terence E. Walsh Graduate Scholarship of Orthodontics	\$ 342,872.22
LSUHSC-NO	Thomas E. McNeely, DDS, MS, Scholarship in Dentistry	\$ 105,937.94
LSUHSC-NO	Tom Benson Professorship of Neurology	\$ 157,229.73
LSUHSC-NO	Tucker H. Couvillon, III Professorship of Nursing Research	\$ 174,327.86
LSUHSC-NO	Tulsa Dental Professorship in Endodontics	\$ 152,610.50
LSUHSC-NO	Victor Halperin, DDS Professorship of Dental Research	\$ 174,255.56
LSUHSC-NO	Victor M.G. Chaltiel Professorship of Medicine	\$ 112,966.02
LSUHSC-NO	Viola M. and Charles L. Lacoste, Sr. Professorship	\$ 108,143.56
LSUHSC-NO	Warren C. Plauche, MD Professorship of Maternal Fetal Medici	\$ 159,123.43

Table II: Board of Regent Support Funds

LSU System Campus	Name of Support Fund	Endowment
LSUHSC-NO	Warren R. Summer, MD Professorship of Pulmonary Medicine	\$ 150,111.50
LSUHSC-NO	Wendell H. Gauthier Chair of Cancer Research	\$ 1,113,277.75
LSUHSC-NO	William A. Rock, Jr., MD Professorship in Clinical Pathology	\$ 144,482.60
LSUHSC-NO	William and Sarah Jane Pelon Chair in the Dept of Microbiolo	\$ 3,629,324.77
LSUHSC-NO	William and Sarah Jane Pelon Professorship in Oral and Crani	\$ 109,873.36
LSUHSC-NO	William Ben Johnson Professorship in Endodontics	\$ 134,707.83
LSUHSC-NO	William Boatner Reily Professorship in Urology	\$ 139,315.31
LSUHSC-NO	William H. Stewart, MD Chair in Pediatrics	\$ 1,337,252.15
LSUHSC-NO	Women in Medicine Professorship	\$ 123,461.58

LSU System Campus	Foundation	Total Assets (\$ Amount)
LSUHSC-NO	The Foundation for the LSU Health Sciences Center	\$158,588,481

Louisiana State University Health Sciences Center New Orleans

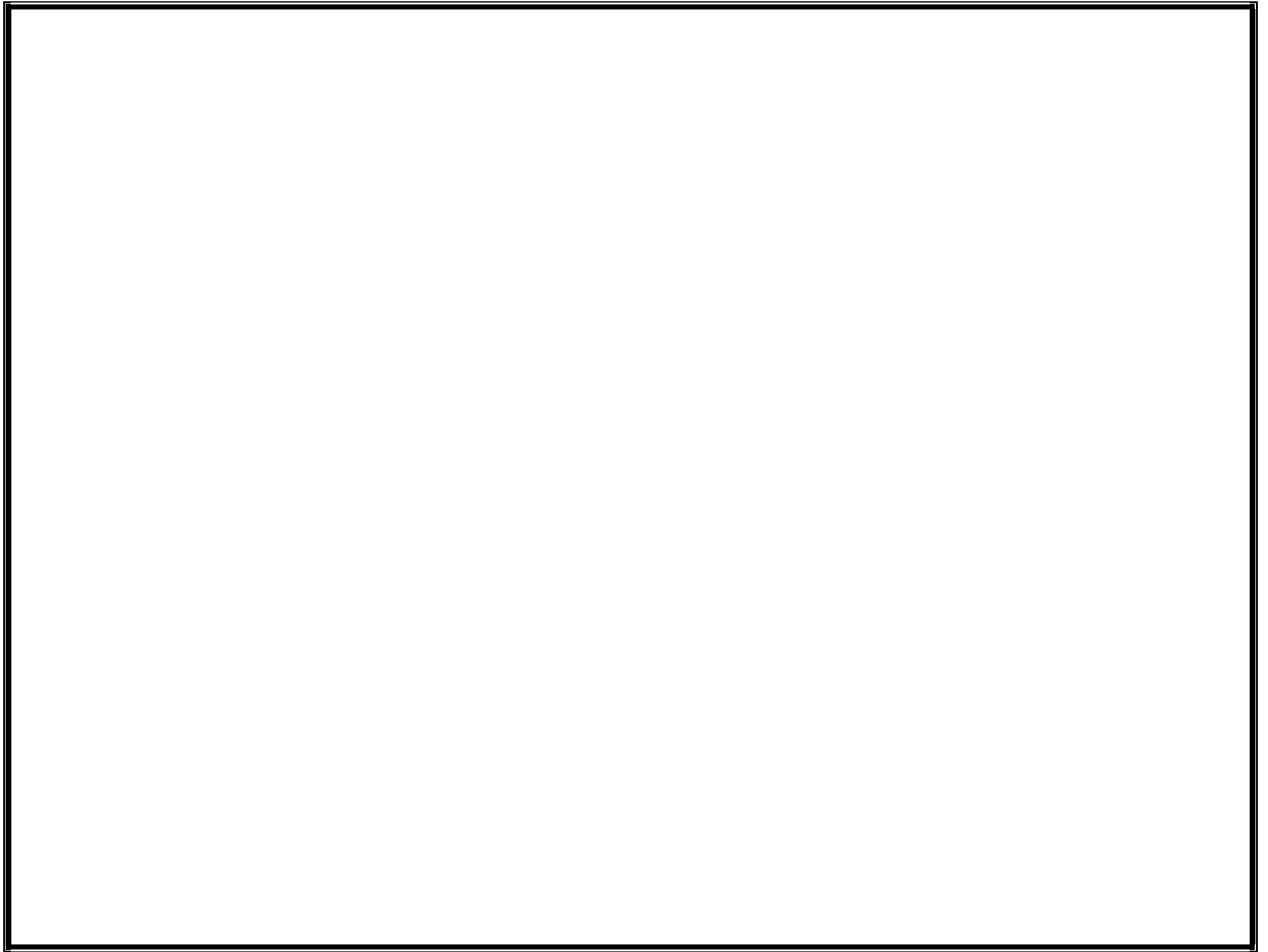
National Benchmark Report

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
USMLE Step 1							
LSU School of Medicine Mean Total Score	224	228	228	229	228	229	228
National Mean Total Score	227	229	229	228	229	230	231
* LSU and National Data for Step 1 in 2016-2017 represents 95% of students taking Step 1, the full data set will be available in Feb. or March 2018.							
USMLE Step 2 CK							
LSU School of Medicine in New Orleans Mean Total Score	241	239	235	240	242	242	242
National Mean Total Score	238	240	240	242	242	243	243
NIH Dollars Awarded by Funding Mechanisms							
	Federal FY 12	Federal FY 13	Federal FY 14	Federal FY 15	Federal FY 16	Federal FY 17	Federal FY 18
LSU School of Medicine Rank	88	88	87	91	93	90	90
Total Schools of Medicine with NIH Awards	137	138	138	138	139	141	146

**Louisiana State University
Health Sciences Center Shreveport**



March 6, 2020



Louisiana State University Health Sciences Center Shreveport

Executive Summary

Introduction

Established in 1969, Louisiana State University Health Sciences Center at Shreveport (LSUHSC-S) has an admirable history of advancing health sciences education, scientific discovery, and patient care. LSUHSC-S is home to schools of medicine, allied health professions, and graduate studies, and its programmatic and degree range in the health professions and biomedical sciences enable the state's most talented individuals to become outstanding practitioners, researchers, and educators. The institution's comprehensive primary, specialty, and sub-specialty clinical programs support the educational mission while improving the health and healthcare of Louisiana's population through the delivery of preventive, diagnostic, and treatment services from primary to quaternary levels. LSUHSC-S is also committed to addressing today's health care needs through forward-thinking biomedical research and therapeutic innovations that contribute to the body of knowledge and practice in science and medicine.

Metric I: Completions

The number of completers has been comparatively stable for the last five years as entering class sizes are fixed for practically all programs. Of note, the School of Medicine's entering class size has incrementally increased from 125 in 2017 to 136 in 2018 and 150 in 2019; accordingly, the number of M.D. completers is expected to grow proportionately beginning in 2022.

In the School of Graduate Studies, the number of graduates varies annually because the number of students accepted changes from year to year. In addition, the length of time to degree completion differs among students and ranges from four to eight years. Because of limited resources that have been compounded by budget reductions in research and higher education, the number of completers is not expected to increase for the School of Graduate Studies, which relies on competitive stipends to attract and recruit students.

Metric II: Enrollment

In fall 2019, enrollment for the institution was 939, an all-time high. The School of Medicine incrementally increased its entering class size from 125 in 2017 to 136 in 2018 and 150 in 2019, and set a record high enrollment of 542 in fall 2019. The School of Allied Health Professions' enrollment increased 5% in fall 2019 from the previous fall, mostly attributed to higher enrollment in its Master of Public Health degree program. The School of Graduate Studies enrollment remained constant.

Metric III: Student Success

Acknowledging a special responsibility to Louisiana, the School of Medicine draws its applicants from mostly in-state residents. Despite a limited applicant pool, often with entry exam scores lower than the national median, the school's licensure pass rates continue to be consistently competitive with national pass rates. The School of Medicine continues to employ various approaches to maintain or increase passage rates on licensure exams including early identification of at-risk students, individual student counseling, practice examinations, increased patient contact and faculty interaction, and simulation.

Louisiana State University Health Sciences Center Shreveport

Executive Summary

In the School of Allied Health Professions, licensure pass rates across all programs continue to be consistently competitive with national pass rates. Remarkably, some programs in the school achieved a 100% first-time pass rate on their respective licensing exams in 2018-19. The school continues to institute various methods to maintain or increase passage rates on licensure and certification exams and to improve workforce foundational skills. Strategies incorporated include early identification of students needing remediation, individual student counseling, study groups, practice examinations, clinical practice skill development, and interactive teaching by faculty on clinical rotations.

Metric IV: Campus Research

LSUHSC-S is home to six distinct centers that focus on diverse aspects of biomedical and clinical research involving cancer, cardiovascular disease, neurological disease, and inflammatory disorders: 1) Center for Cardiovascular Diseases and Sciences, 2) Feist-Weiller Cancer Center, 3) Center of Excellence in Arthritis and Rheumatology, and 4) Center for Brain Health, 5) Center for Tissue Engineering and Regenerative Medicine, and 6) the Louisiana Addiction Research Center.

In 1985, Malcolm Feist, a Shreveport attorney, donated his estate to LSUHSC-S with the sole purpose of supporting cardiovascular disease research at LSUHSC-S. In 2013, the Center for Cardiovascular Diseases and Sciences (CCDS) was approved by the LSU Board of Supervisors and the Louisiana Board of Regents. The goal of the CCDS is to invest in the future of cardiovascular research at LSUHSC-S by identifying and enhancing research opportunities for faculty, creating a strong environment for mentoring trainees, and engaging clinical scientists in translational research and clinical trials. The major focus areas of CCDS investigators include atherosclerosis, cardiac function, neurovascular and stroke, and micro-vascular function. The CCDS was recently approved and recommended by the LSU Board of Supervisors to the Board of Regents as a Center of Excellence.

The Feist-Weiller Cancer Center (FWCC) began as a Center for Excellence in Cancer Treatment, Research, Education and Prevention by an act of the Louisiana Board of Regents in 1993. The center was named Feist-Weiller Cancer Center in 1997 following a generous gift to honor the Feist and Weiller families. The Feist-Weiller Cancer Center is a matrix organization with three divisions: Clinical Cancer Research, Basic and Translational Cancer Research, and Cancer Prevention and Control. The FWCC serves a unique position in the community by being a St. Jude's Affiliate Clinic in which children are treated according to detailed St. Jude's protocols. The major research focus areas of FWCC investigators include viral oncogenesis, hematological malignancies, prostate cancer, cellular transformation, altered cell cycle regulation, and cancer prevention and control.

The Center of Excellence in Arthritis and Rheumatology (CEAR) was established and funded by the Louisiana Legislature in 1990 for the development and expansion of multidisciplinary, interdepartmental clinical programs, education and research excellence. CEAR research endeavors are centered on arthritis and rheumatologic diseases, as well as broader focus areas of immunological and inflammatory diseases as they relate to cardiovascular diseases and cancer. Thus, CEAR is poised to better integrate with the CCDS and FWCC and leverage its unique faculty and clinical patient population for enhanced research on the campus.

Louisiana State University Health Sciences Center Shreveport

Executive Summary

The Center for Brain Health (CBH) received full approval from the Louisiana Board of Regents in October 2019. The CBH will provide comprehensive care for brain disorders while expanding neuroscience-related education and research. Clinicians and neuroscientists at LSUHSC-S and neighboring institutions have begun working to create such a team, where cutting-edge technology is used to provide top-quality state-of-the-art care and conduct pioneering research that will lead to the development of new therapies for brain disorders.

The Center for Tissue Engineering and Regenerative Medicine (CTERM) received provisional approval from the Louisiana Board of Regents during FY18-19. This Center for Tissue Engineering and Regenerative Medicine (CTERM) brings together a multidisciplinary team of researchers from Louisiana Tech University and LSU Health Sciences Center Shreveport. The clinical and research arms of CTERM pulls together experts from biomedical engineering and biomechanics, human physiology, cellular and molecular biology, and clinicians engaged in translational research. This innovative interdisciplinary center represents the first such cross-institutional research center in Louisiana and sets a new example for collaborative research initiatives in our State. By combining the basic science, engineering and technical strengths of LA Tech with the bench science and medical expertise of LSUHSC- S, CTERM is uniquely poised to extend the current state-of-the-art and successfully compete for extramural research funding that would be otherwise unattainable, if each institution applied separately. The synergy created by the CTERM partners will contribute to the distinguished tradition of research excellence at LA Tech and LSUHSC-S by maximizing the resources available to each of the partnering institutions.

Finally, CTERM fulfills the recommendations of both LSU and ULS systems, and the Board of Regents to engage in cross-institutional collaborations. In summary, the CTERM partnership will promote research-building efforts at LSUHSC-S and LA Tech, while simultaneously providing a unique ability for quality healthcare to the patients of the region.

The Louisiana Addiction Research Center received provisional from the Louisiana Board of Regents in December 2019. The mission of LSU Health Sciences Center Shreveport's Louisiana Addiction Research Center (LARC) is to provide addiction research and education in an integrated environment pursuing the latest in innovative approaches and learning. Through this research it is our goal to develop therapeutic models that optimize compassionate care to patients suffering from substance use disorder (SUD), while improving knowledge and understanding of SUD as a public health issue through active collaboration with our community. The overarching goal of LARC is to foster collaborative multidisciplinary research projects that integrate not only basic and clinical science, but engagement with a community of stakeholders throughout Louisiana. Addiction is clearly wreaking havoc in Louisiana: unless our community can come together with a workable plan to address it, we will not be able to stop the cycle of this disease

Summary of Research Efforts 2018-19:

- Number of extramurally funded research faculty: 43
- Extramural Research \$ earned: \$15,916,322
- Ranking in LSU system for the number of patents issued: 1
- Ranking in LSU system for patent income: 2

Louisiana State University Health Sciences Center Shreveport

Executive Summary

The majority of the basic research studies are funded by federal research agencies, such as the National Institutes of Health and private associations and foundations; most of the clinical studies receive funding support from the pharmaceutical industry.

Metric V: Technology Transfer

As part of its mission, LSUHSC-S supports the region and the state in economic growth and prosperity by utilizing research and knowledge to engage in productive partnerships with the private sector. Ongoing partnerships between LSUHSC-S and several start-up companies are active and making a difference in the biomedical field.

Intellectual property developed at LSUHSC-S has been exclusively licensed to development-stage companies that are working toward the commercialization of these technologies. For example, Embera NeuroTherapeutics, a start-up company from LSUHSC-S, has been granted a license to commercialize patented drug combination for the treatments for smoking cessation and other addictions. Innolyzer, LLC, a new LSUHSC-S faculty start-up company, was licensed in 2013-2014, to commercialize several patents for the detection and analysis of hydrogen sulfide levels in biological fluids as well as other liquids such as petroleum products. Segue Pancreatic, a start-up company, licensed technologies in 2016, has discovered repurposed drugs that inhibit the activation of pancreatic cancer-associated fibroblasts (pancreatic stellate cells or PSCs), which are cells in the tumor microenvironment that play a critical role in pancreatic cancer growth, invasion and metastasis. ST2001 and ST2022 are our lead drugs that inhibit fibroblast activation, thereby preventing these cells from contributing to disease progression. Thus, targeting both tumor cells and the cells in the surrounding microenvironment might greatly increase the efficacy of treatment.

Our most recent and exciting license involves a company JanOne, LLC. JanOne has licensed 30 LSUHSCS assigned and issued patents in the fall of 2019, all associated with Peripheral Artery Disease (PAD) and cardiovascular diseases. JanOne Inc. (NASDAQ: JAN), a company focused on bringing treatments to market for conditions that cause severe pain and drugs with non-addictive pain relieving properties, has executed a manufacturing agreement for the formulation and manufacturing of TV1001SR, a treatment for Peripheral Artery Disease (PAD) for Phase 2b trials. JanOne acquired the worldwide right from LSUHSC-S to TV1001SR, a twice-daily orally dosed slow-release formulation of the FDA-approved therapeutic sodium nitrite. Results from Phase 2a clinical trials support the use of sodium nitrite for the treatment and prevention of peripheral artery disease (PAD), and as a non-addictive treatment for diabetic neuropathy. The Phase 2b trials, with our LSUHSC-S technologies, will begin in the fall of 2020.

Several established companies have licensed LSUHSC-S developed technologies. Companies such as Applied Biosystems, Cellscript, New England BioLabs, Life Technologies, and BioNTech have licensed technology developed at LSUHSC-S for the synthesis and use of anti-reverse mRNA cap analogs (ARCA). BioNTech, a fully integrated private biotechnology company developing personalized cancer immunotherapies, has exclusively licensed technology developed here at LSUHSC-S for therapeutic treatments. BioNTech is currently involved in Phase 3 trials with Genentech and Astra Zeneca, involving our LSUHSC-S technologies.

Louisiana State University Health Sciences Center Shreveport

Executive Summary

Metric VI: Revenue Sources

Payout from endowment is generated from endowment earnings, which are tied to current interest rates, resulting in variations from year to year. Foundation total assets increased approximately 10% in 2018-19 from the previous years due to unrealized gains from long-term investments. Net revenue generated from tuition and fees remained virtually unchanged from the previous year as a result of comparable enrollment and tuition and fees.

Metric VII: Teaching Productivity

Despite the number of faculty remaining practically the same in 2018-19 from the previous year, duplicated student headcount and total student credit hours increased approximately 5% and 11% respectively. The School of Medicine reviewed and updated the credit hours assigned to each course in the curriculum, which has contributed to some of the rise in student credit hours.

LSUHSC-S faculty have equally important responsibilities in areas of patient care, research and scholarly contributions, and education. Because of the broad range of teaching activities (e.g. didactic, clinical, laboratory, small groups, etc.) at academic medical centers and teaching hospitals, teaching productivity of faculty is not easily quantified, and often underestimated. In addition to quantifiable time spent teaching in the classroom, the duty of educators at an academic health science center is to train learners to attain skills identical to their own. Therefore, a

LSUHSC-S MISSION:

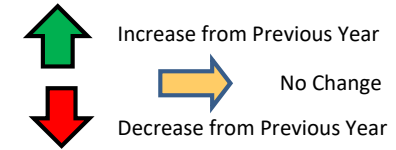
The primary mission of Louisiana State University Health Sciences Center at Shreveport (LSUHSC-S) is to teach, heal, and discover, in order to advance the well-being of the region and beyond. LSUHSC-S encompasses the Schools of Medicine, Graduate Studies, and Allied Health Professions in Shreveport. In implementing its mission, LSUHSC-S is committed to:

- Educating physicians, basic scientists, residents, fellows, and allied health professionals based on state-of-the-art curricula, methods, and facilities, preparing students for careers in health care service, teaching, and research.
- Providing state-of-the-art clinical care, including a range of tertiary special services, to an enlarging and diverse regional base of patients.
- Achieving distinction and international recognition for basic science and clinical research programs that contribute to the body of knowledge and practice in science and medicine.
- Supporting the region and the State in economic growth and prosperity by utilizing research and knowledge to engage in productive partnerships with the private sector.
- Fostering a culture of diversity and inclusion that promotes mutual respect for all.

Louisiana State University Health Sciences Center at Shreveport

Metrics at a Glance

2018-2019



Legend:

Statistic		Most Recent Available	% Change from Previous Year
Hi	Y		
Lo	Z		

Metric I Degrees Awarded	Metric II Enrollment	Metric III Student Success	Metric IV Research Expenditures	Metric V Technology Transfer	Metric VI Revenues	Metric VII Instruction Productivity
Bachelors	Total Undergraduate Headcount	Fall Headcount	Total number of faculty holding grants	Invention Disclosures	Total Market Value of Endowment	Faculty Full-time
62 18	115 33	939 939	99 43	24 19	185,507,010 185,507,010	526 432
16 ↗ 0.0%	28 ↑ 17.9%	712 ↑ 5.5%	43 ↓ -14.0%	4 ↗ 0.0%	46,486,633 ↑ 10.4%	427 ↑ 0.2%
Masters	Total Graduate Headcount	Fall Credit Hours	Research \$ per faculty holding grants	Licenses\Options Executed	Foundations total Assets (\$ Amount)	Total Faculty
81 72	372 364	16,955.4 16,955.4	610,744 610,744	4 4	224,680,069 224,680,069	624 505
20 ↓ -5.3%	222 ↑ 3.7%	5,612.3 ↑ 6.2%	311,283 ↑ 24.8%	0 ↓ -20.0%	75,396,282 ↑ 10.2%	505 ↓ -1.2%
Doctoral - Research/Scholarship	Total Professional Headcount	Fall FTE	Total number of PhD's awarded (School of Graduate Studies only)	New Patents Filed - Total	Total Value (\$ Amount) of BoR Support Fund (Chair & Professorship)	Number of Sections
16 15	542 542	899.0 899.0	16 15	36 25	4,773,004 2,995,655	1,215 1,138
6 ↑ 66.7%	430 ↑ 6.1%	642.0 ↑ 3.5%	6 ↑ 66.7%	4 ↓ -10.7%	2,583,571 ↑ 2.0%	385 ↑ 2.8%
Doctoral - Professional Practice (Medicine)	Total Enrollment	Fall Credit Hour per FTE	Total number of Postdoctoral Fellows	Active License Agreements	Total Gross Revenue Generated from tuition and fees	Duplicated Head Count
122 119	939 939	18.9 18.9	75 59	24 24	21,472,173 21,472,173	2,173 2,173
94 ↓ -2.5%	765 ↑ 5.5%	8.6 ↑ 2.6%	50 ↑ 9.3%	15 ↑ 9.1%	5,980,366 ↑ 0.4%	1,502 ↑ 4.9%
Doctoral - Professional Practice (Physical Therapy)	Total Full-Time-Equivalent (FTE) Enrollment	1st to Second Year Retention (Cardiopulmonary Science - BS)	Total Federal Research Expenditures (in thousands)	Licenses Generating Income	Total Net Revenue Generated from tuition and fees	Total Student Credit Hours
63 34	899 899	100.0% 100.0%	13,890 12,185	38 18	19,891,850 19,868,766	34,398 34,398
2 ↓ -2.9%	687 ↑ 3.5%	50.0% ↑ 100.0%	6,321 ↑ 31.9%	10 ↑ 80.0%	5,352,229 ↑ 0.1%	14,950 ↑ 11.1%
Total number of degrees awarded	Total number of students enrolled who received TOPS	1st to Second Year Retention (Medical Technology - BS)	Total Research Expenditures (in thousands)	Total Licensing Income		Student Credit Hours/Duplicated Headcount
272 258	34 25	100.0% 100.0%	30,817 26,262	3,748,121 1,315,116		16 16
199 ↓ -0.8%	11 ↓ -26.5%	71.0% ↗ 0.0%	22,560 ↑ 7.4%	274,330 ↓ -64.9%		9.65 ↑ 5.9%

Louisiana State University Health Sciences Center at Shreveport

Metric I: Summary of Degrees Awarded

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Campus total number of degrees awarded/conferred...							
Bachelors	28	32	26	26	16	18	18
Masters	81	77	81	74	75	76	72
Doctoral - Research/Scholarship	11	9	8	11	6	9	15
Doctoral - Professional Practice (Medicine)	117	109	115	113	114	122	119
Doctoral - Professional Practice (Physical Therapy)	31	31	34	35	35	35	34
TOTAL	268	258	264	259	246	260	258
Total number of degrees awarded by race/ethnicity							
Hispanic	4	9	4	9	8	8	10
American Indian or Alaska Native	1	1	1	1	1	0	0
Asian	14	13	13	9	13	9	21
Black or African American	16	12	19	20	10	10	7
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0	0
White	224	214	218	212	208	204	208
Two or More Races	0	0	0	0	1	3	2
Nonresident Alien	7	8	4	2	2	5	7
Race/Ethnicity Unknown	2	1	5	6	3	21	3
TOTAL	268	258	264	259	246	260	258

Louisiana State University Health Sciences Center Shreveport

Metric II: Enrollment

(The following metrics will identify the campus contribution to Louisiana's academic credentialed workforce priorities)

		2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Undergraduate</i>								
School of Allied Health Professions								
	Full-time	43	35	34	28	26	24	26
	Part-time	1	0	5	0	2	4	7
Total Undergraduate Headcount		44	35	39	28	28	28	33
<i>Graduate</i>								
School of Allied Health Professions								
	Full-time	240	261	254	246	247	259	243
	Part-time	33	31	40	36	43	25	52
School of Graduate Studies								
	Full-time	71	66	69	73	72	63	62
	Part-time	6	6	9	3	3	4	7
Total Graduate Headcount		350	364	372	358	365	351	364
<i>First Professional</i>								
School of Medicine								
	Full-time	462	472	480	488	506	511	541
	Part-time							1
Total Professional Headcount		462	472	480	488	506	511	542
Total Headcount Enrollment (Undergraduate, Graduate & Professional)		856	871	891	874	899	890	939
Total Full-Time-Equivalent (FTE) Enrollment*		796	846	866	857	874	869	899

*Fall FTE based on SACS methodology

Louisiana State University Health Sciences Center Shreveport

Metric II: Enrollment

(The following metrics will identify the campus contribution to Louisiana's academic credentialed workforce priorities)

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Enrollment by Race and Ethnicity							
School of Allied Health Professions							
Hispanic	4	3	6	7	9	9	12
American Indian or Alaska Native	3	4	2	0	1	2	1
Asian/Pacific Islander	9	5	7	6	5	8	12
Black or African American	27	27	25	21	19	16	30
Native Hawaiian or Other Pacific Islander	0	0	1	0	0	0	0
White	257	275	265	245	263	260	260
Two or More Races	0	0	3	5	7	7	6
Nonresident Alien	8	3	1	0	2	3	7
Race/Ethnicity Unknown	9	10	23	26	12	7	0
School of Graduate Studies							
Hispanic	2	3	1	2	3	3	4
American Indian or Alaska Native	0	0	0	0	0	0	0
Asian/Pacific Islander	5	3	3	5	5	4	3
Black or African American	6	5	3	5	3	1	4
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0	0
White	44	36	44	34	33	33	30
Two or More Races	0	0	0	0	0	0	0
Nonresident Alien	20	25	27	30	31	26	28
Race/Ethnicity Unknown	0	0	0	0	0	0	0
School of Medicine							
Hispanic	20	21	23	19	18	19	19
American Indian or Alaska Native	0	1	1	0	0	2	2
Asian/Pacific Islander	34	32	39	48	49	49	52
Black or African American	27	24	23	19	20	23	29
Native Hawaiian or Other Pacific Islander	0	0	0	1	1	1	1
White	374	384	386	396	414	412	434
Two or More Races	1	1	1	1	0	2	2
Nonresident Alien	0	0	0	0	0	0	0
Race/Ethnicity Unknown	6	9	7	4	4	3	3
Total number of students enrolled who received TOPS							
Performance	9	4	10	8	11	12	6
Opportunity	2	3	6	6	1	2	1
Honors	5	14	5	5	14	20	18

Louisiana State University Health Sciences Center at Shreveport

Metric III: Student Success

The following metrics will identify the campus scholarship, teaching and instruction effectiveness	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
14th Day Headcount Enrollment							
Fall Headcount	856	871	891	874	899	890	939
Spring Headcount	828	850	865	850	877	885	
Fall Credit Hours	7,512.4	7,785.2	10,011.5	12,042.9	13,756.5	15,968.1	16,955.4
Spring Credit Hours	7,053.4	7,513.1	9,690.5	11,028.9	13,454.4	14,810.3	
Fall FTE ¹	796.0	846.0	866.0	857.0	874.0	869.0	899.0
Spring FTE ¹	770.0	831.0	847.0	831.0	856.0	858.0	
Fall Credit Hour per FTE	9.4	9.2	11.6	14.1	15.7	18.4	18.9
Spring Credit Hour per FTE	9.2	9.0	11.4	13.3	15.7	17.3	
Campus Undergraduate 1st to 2nd year retention rate.							
By School and Program							
Allied Health Professions							
Cardiopulmonary Science - BS	100%	70%	100%	50%	100%		
Medical Technology - BS	93%	100%	100%	100%	100%		
Physician Assistant - BS ²							
Number of students passing licensure exams — See spreadsheet for more detail							
	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Allied Health							
<i>Cardiopulmonary Science-RRT (first attempt)</i>							
Number tested	7	6	5	8	6	2	
Number passing	6	5	5	7	3	2	
Percent passing	86%	83%	100%	88%	50%	100%	
National First-time Taker Average Pass Rate	67%	67%	76%	59%	71%		
<i>Communications Disorders-PRAXIS (first attempt)</i>							
Number tested	13	15	13	11	13	13	
Number passing	13	15	13	11	13	13	
Percent passing	100%	100%	100%	100%	100%	100%	

Louisiana State University Health Sciences Center at Shreveport

Metric III: Student Success

The following metrics will identify the campus scholarship, teaching and instruction effectiveness	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<i>Occupational Therapy-NBCOT (first attempt)</i>							
Number tested	21	23	23	25	25	25	
Number passing	21	22	18	21	23	23	
Percent passing	100%	96%	78%	84%	92%	92%	
National First-time Taker Average Pass Rate	not available [†]	not available [†]	not available [†]	not available [†]	not available [†]	not available [†]	
<i>Physical Therapy-NPTE (first attempt)</i>							
Number tested	31	34	36	33	35	34	
Number passing	30	30	36	33	34	31	
Percent passing	97%	88%	100%	100%	97%	91%	
National First-time Taker Average Pass Rate	90%	85%	93%	94%	92%	93%	
<i>Physician Assistant-PANCE (first attempt)</i>							
Number tested	35	38	36	34	34	35	
Number passing	35	38	36	32	34	34	
Percent passing	100%	100%	100%	94%	100%	97%	
National First-time Taker Average Pass Rate	95%	96%	96%	97%	98%	93%	
<i>Medical Technology-BOC Exam (first attempt)³</i>							
Number tested	21	19	16	10	9	16	
Number passing	20	17	16	10	8	15	
Percent passing	95%	89%	100%	100%	89%	94%	
National Average Pass Rate	85%	84%	79%	80%	79%	79%	
<i>Medical Technology-NCA Exam (first attempt)³</i>							
Number tested							
Number passing							
Percent passing							
National Average Pass Rate							

Louisiana State University Health Sciences Center at Shreveport

Metric III: Student Success

The following metrics will identify the campus scholarship, teaching and instruction effectiveness	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Medicine							
<i>USMLE Step 1 (first attempt)</i>							
Number tested	122	114	123	126	128	127	
Number passing	114	108	118	112	120	109	
Percent passing	93%	95%	96%	89%	94%	86%	
National First-time Taker Average Pass Rate	96%	96%	96%	96%	96%	97%	
<i>USMLE Step 2 CS (first attempt)</i>							
Number tested	109	115	113	115	122	120	
Number passing	105	111	110	109	115	112	
Percent passing	96%	97%	97%	95%	94%	93%	
National First-time Taker Average Pass Rate	96%	96%	97%	96%	95%	95%	
<i>USMLE Step 2 CK (first attempt)</i>							
Number tested	106	113	115	117	124	118	
Number passing	101	108	113	110	117	117	
Percent passing	95%	96%	98%	94%	94%	99%	
National First-time Taker Average Pass Rate	97%	95%	96%	96%	97%	98%	

¹ FTE based on SACS methodology.

² In 2009-10, the Physician Assistant Program transitioned from bachelor's to master's beginning with in summer 2010; therefore, no new bachelor's students will be enrolled after 2008-09.

³ In 2009, the NCA and BOR certifications merged and are now known as the Board of Certification (BOC).

* Current results, but not official final results yet

* Beginning in 2014, NBCOT no longer provides national average pass rate

Louisiana State University Health Sciences Center at Shreveport

Metric IV: Campus Research

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
a) Faculty Research							
Total \$ amount of faculty research	28,266,000	25,004,000	24,069,000	23,353,000	22,560,000	24,463,000	26,262,000
Total number of faculty holding grants	71	75	59	48	48	50	43
Research \$ per faculty holding grants	398,113	333,387	407,949	486,521	470,000	489,260	610,744
b) Total number of PhD's awarded (School of Graduate Studies only)	11	9	8	11	6	9	15
c) Total number of Postdoctoral Fellows	50	52	52	56	54	54	59
d) Research \$ per sq. ft. of funded faculty	\$212	\$199	\$183	\$314	\$281	\$302	\$357
e) Sq. ft. per funded faculty	1,048	1,104	1,050	1118	1043	1001	1038

Total research by Major Discipline: Life Science; Physical Science; Environmental Science; Engineering Science; Computer Science; Math;

Research Expenditure by Major Discipline <i>Data shown in Thousands</i>	FY Ending 2013			FY Ending 2014			FY Ending 2015			FY Ending 2016		
	Federal	Other	Total	Federal	Other	Total	Federal	Other	Total	Federal	Other	Total
Life Sciences												
(1) Agricultural	0	0	0	0	0	0	0	0	0	0	0	0
(2) Biological	9,492	2,556	12,048	7,091	2,585	9,676	4,525	2,704	7,229	4,638	2,786	7,424
(3) Medical	2,261	12,911	15,172	1,399	12,732	14,131	1,796	14,259	16,055	1,840	13,250	15,090
(4) Other	0	1,046	1,046	0	1,197	1,197	0	785	785	0	839	839
Total	11,753	16,513	28,266	8,490	16,514	25,004	6,321	17,748	24,069	6,478	16,875	23,353

Research Expenditure by Major Discipline <i>Data shown in Thousands</i>	FY Ending 2017			FY Ending 2018			FY Ending 2019		
	Federal	Other	Total	Federal	Other	Total	Federal	Other	Total
Life Sciences									
(1) Agricultural	0	0	0	0	0	0	0	0	0
(2) Biological	5,483	2,408	7,891	7,706	2,222	9,928	9,918	1,312	11,230
(3) Medical	1,572	12,429	14,001	1,529	12,320	13,849	2,267	12,123	14,390
(4) Other	0	668	668	0	686	686	0	642	642
Total	7,055	15,505	22,560	9,235	15,228	24,463	12,185	14,077	26,262

Research Expenditures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Federal	11,753	8,490	6,321	6,478	7,055	9,235	12,185
Total	28,266	25,004	24,069	23,353	22,560	24,463	26,262

Note that Research Expenditures data should match data your campus reported to NSF. Beginning in 2008, this data should follow the following guidelines.

Track all expenditures back to the original source. For example, if funds come from the State DOTD, but originated with the federal government those expenditures should be reported as federal. There should be a CFDA number attached to these grants indicating that the original source was federal.

Report all clinical trials as research. Please note that not all clinical trials are done by Tenured or Tenured Track (T/TT) faculty (see c).

Compute under-and unreimbursed indirect costs according to the instructions.

Report NIH "k" and other research training awards as federal. Note, Do Not report all training grants, **only those that are for research training.**

Louisiana State University Health Sciences Center at Shreveport

Metric V: Technology Transfer

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Invention Disclosures	8	4	20	16	24	19	19
Licenses\Options Executed	0	1	0	2	1	3	4
New Patents Filed - Total	3	4	14	26	36	28	25
New Patents Filed - First in Family	*	*	*	11	18	5	15
US Patents Issued	0	0	4	2	4	5	6
Active License Agreements	17	18	15	17	19	22	24
Licenses Generating Income	10	13	11	38	10	10	18
Total Licensing Income	\$135,292	\$274,330	\$503,312	\$993,634	\$357,945	\$3,748,121	\$1,315,116
Start-up Companies Formed	0	1	0	1	1	0	0
Legal Fees Expended	\$76,025	\$103,259	\$137,472	\$242,300	\$146,144	\$266,918	\$262,450
Legal Fees Reimbursed	\$94,710	\$36,502	\$35,209	\$10,300	\$6,353	\$13,450	\$6,905
Percent of Expenses Reimbursed	125%	35%	26%	4%	4%	5%	3%
Legal Fees as a % License Income	56%	38%	27%	24%	41%	7%	20%
Cost per Patent Filed	\$25,342	\$25,815	\$9,819	\$9,319	\$4,060	\$9,533	\$10,498

LEGEND:

* = 2015-2016 was the first year to track

Louisiana State University Health Sciences Center at Shreveport

Metric VI: Revenue Sources

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Total Endowment Value*	153,776,823	171,116,118	166,470,614	162,895,315	168,303,505	168,045,871	185,507,010
Total payout from endowment	1,224,623	6,136,066	2,826,225	2,044,503	2,889,390	1,646,632	2,650,189
Total # of Foundations	1	1	1	1	1	1	1
Foundations total Assets (\$ Amount)	177,027,973	195,153,432	193,001,722	185,628,981	200,055,947	203,792,720	224,680,069
Click here to go to the Foundations Supplemental Table							
Total # of Board of Regents Support Fund	13	11	9	6	5	4	3
Total Value (\$ Amount) of BoR Support Fund	4,773,004	3,855,082	2,786,211	3,801,520	3,007,108	2,936,210	2,995,655
Click here to go to the BoR Support Funds Supplemental Table							
Click here to go to the Affiliated Supplemental Table							
Total Gross Revenue Generated from tuition and fees	12,554,318	13,806,865	16,166,330	19,071,826	21,402,268	21,395,756	21,472,173
Total Net Revenue Generated from tuition and fees	12,170,250	13,220,015	15,178,735	17,740,442	19,891,850	19,849,524	19,868,766
Financial Aid							
Total institutional dollars awarded need based aid for entering freshmen class ²	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX
Total institutional dollars awarded non-need aid for entering freshmen class ²	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX
Total institutional dollars awarded need based aid for entering freshmen class LA residents ²	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX
Total institutional dollars awarded non-need based aid for entering freshmen class LA residents ²	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX
Total institutional dollars awarded need based aid for entering freshmen class non-residents ²	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX
Total institutional dollars awarded non-need based aid for entering freshmen class non-residents ²	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXXXXXX
State Appropriation per FTE³	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Net Revenue Generated from auxiliary enterprises	448,712	(11,674)	(2,633)	190,490	266,210	9,344	795,307

¹ Alumni gifts are deposited with the LSUHSC-S Foundation

² LSUHSC-S does not enroll first-time freshmen

³ Due to the complexity and overlap of health science center functions including instruction, patient care, and research, state appropriation specific to student FTE is difficult to determine and provide an accurate value for comparison.

* Per an agreement between LSUHSC-S and the LSUHS Foundation, endowment funds are managed by the Foundation.

Louisiana State University Health Sciences Center at Shreveport

Metric VI: Revenue Sources

Endowment Value equals the market value of of the endowment as of June 30 of the reporting year.

FTE Full time equivalent

Payout from Endowment equal interest earned on endowment.

Gross Revenue Generated from Student Enrollment FTE equals revenue gain from student tuitions and fees.

Net Revenue Generated from Student Enrollment FTE equals gross revenue from enrollment headcount minus institutional supported finaicial aid.

Net Revenue from Auxiliary equal gross revenue generated from auxiliary enterprises minus debt services and other financial obligations.

Louisiana State University Health Sciences Center at Shreveport

Metric VII: Teaching Productivity

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Faculty Full-time	500	501	486	447	427	431	432
Faculty Part-time	99	105	95	87	86	80	73
Total Faculty*	599	606	581	534	513	511	505
Number of Sections	408	1,140	1,215	1,135	1,124	1,107	1,138
Duplicated Head Count	1,709	1,652	1,687	1,829	1,895	2,071	2,173
Educational Degree Programs -- Student Credit Hours							
Undergraduates	1,782	1,407	1,223	1,287	968	1,020	996
Masters	6,924	6,757	7,014	6,884	6,722	6,675	6,757
Doctoral	4,914	4,971	5,889	5,950	5,862	6,080	5,763
Spec/Prf	4,918	5,085	5,056	9,344	13,164	17,191	20,882
Total Student Credit Hours	18,538	18,220	19,182	23,465	26,716	30,966	34,398
Student Credit Hours/Duplicated Headcount	11	11	11	13	14	15	16
Graduate Medical Education (GME) - Resident and Fellow Headcount**	466	450	467	449	468	476	469
Graduate Medical Education (GME) - Resident and Fellow Annual Hours**	1,249,696	1,204,904	1,254,754	1,203,710	1,250,294	1,269,640	1,249,259
GME Annual Hours/GME Headcount	2,682	2,678	2,687	2,681	2,672	2,667	2,664
Tuition & Fees	12,554,318	13,806,865	16,166,330	19,071,826	21,402,268	21,395,756	21,472,173
Fed Approp	0	0	0	0	0	0	0
State Approp excluding hospital	51,031,901	44,371,582	45,459,712	95,087,538	64,741,099	65,529,378	66,259,198
Federal Grants & Contracts	12,797,431	9,140,250	10,880,998	10,494,857	12,371,875	11,985,659	15,603,945
State Grants & Contracts	3,716,653	3,341,184	(1,434,919)	4,451,009	9,465,869	18,029,108	3,499,078
Local Grants & Contracts	1,055,342	1,185,205	608,228	1,096,899	1,127,371	901,737	739,158
Total Govt Grants Contracts	17,569,426	13,666,639	10,054,307	16,042,765	22,965,115	30,916,504	19,842,181
Private Grants Contracts	16,323,776	70,771,465	141,653,160	118,722,305	155,322,607	185,284,350	212,657,300
Gifts	167,094	214,835	152,130	60,266	41,692	29,890	57,851
Endowment Income	4,409,623	7,726,066	2,598,162	2,044,503	2,889,390	1,646,632	2,650,189
Sales and Services of Edu Depts	78,058,896	66,297,996	82,712,625	92,968,493	29,318,159	13,605,770	31,365,711
Hospitals, Including State Approp	470,638,501	193,002,511	20,294,663	51,313,963	47,598,325	49,574,033	12,287,532
Auxiliary Enterprises	13,548,206	10,527,206	6,782,434	5,763,140	5,305,062	4,594,583	4,830,959
Other Income	3,186,671	1,850,989	8,632,758	8,444,450	3,125,165	5,238,619	9,802,285
Other Income excluding IDC	(843,915)	(908,013)	6,125,197	5,992,807	523,865	2,303,526	5,742,126
Indirect Cost (F & A)	4,030,586	2,759,002	2,507,561	2,451,643	2,601,300	2,935,093	4,060,159
Annual Giving	167,094	214,835	152,130	60,266	41,692	29,890	57,851

Note: FY08 and FY09 includes LSUSH, EACMC and HPLMC

*Faculty counts as of June of fiscal year

** Hours for Gastroenterology are not included in the GME data

Louisiana State University Health Sciences Center at Shreveport

Metric VII: Teaching Productivity

2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
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Definitions:

Direct Expenditures for Instructions: Total Direct Instructional Expenditures include data in certain functional areas - instruction, research, and public service. Direct expenditure data reflect costs incurred for personnel compensation, supplies, and services used in the conduct of each of these functional areas. They include acquisition costs of capital assets such as equipment and library books to the extent that funds are budgeted for the use of departments for instruction, research, and public service. Similar to the Delaware Study, exclude centrally allocated computing costs and centrally supported computer labs, and graduate student tuition remission and fee waivers.

Instruction: Instruction includes general academic instruction, occupational and vocational instruction, community education, preparatory and adult basic education, and remedial and tutorial instruction conducted by the teaching faculty for the institution's students. Departmental research and service **which are not separately budgeted** should be included under instruction. In other words, department research which is externally funded should be excluded from instructional expenditures, as should any departmental funds which were expended for the purpose of matching external research funds as part of a contractual or grant obligation. EXCLUDE expenditures for academic administration where the primary function is administration. For example, exclude deans, but include department chairs.)

Disaggregate total direct instructional expenditures for the institution into the following categories:

Salaries: Report all wages paid to support the instructional function in a given department or program during the fiscal year. While these will largely be faculty salaries, be sure to include clerical (e.g., department secretary), professionals (e.g., lab technicians), Graduate student stipends (but not tuition waivers), and any other personnel who support the teaching function and whose salaries and wages are paid **from the institution's instructional budget**.

Benefits: Report expenditures for benefits associated with the personnel for whom salaries and wages were reported on the previous entry. If you cannot separate benefits from salaries, but benefits are included in the salary figure you have entered, indicate "Included in Salaries" in the data field. Some institutions book benefits centrally and do not disaggregate to the department level. If you can compute the appropriate benefit amount for the department/program, please do so and enter the data. If you cannot do so, leave the benefit amount as zero and we will impute a cost factor based upon the current benefit rate for your institution, as published in *Academe*. If no rate is available, we will use a default value of 28%.

Other Than Personnel Costs: This category includes non-personnel items such as travel, supplies and expense, non-capital equipment purchases, etc., that are typically part of an instructional department or program's cost of doing business. *Excluded* from this category are items such as central computing costs, centrally allocated computing labs, graduate student tuition remission and fee waivers, etc.

Research: This category includes all funds expended for activities specifically organized to produce research outcomes and commissioned by an agency either external to the institution or **separately budgeted** by an organizational unit within the institution. Report total research expenditures only. It is not necessary to disaggregate costs for this category.

Public Service: Report all funds **separately budgeted** specifically for public service and expended for activities established primarily to provide non-instructional services beneficial to groups external to the institution. Examples include cooperative extension and community outreach projects. Report total service expenditures only. It is not necessary to disaggregate costs for this category.

Federally Funded Research: As defined by NSF

Total Research and Expenditures: As defined by NSF

Table I: Affiliated Off-Campus Sites

LSU Campus	Name of Affiliated Off- Campus Site	Net Revenue Generated by Affiliated Campus	\$ Amount Contributed Back to Campus by Affiliated Off-Site Campus
	n/a		

Table II: Board of Regent Support Funds

LSU Campus	Name of Support Fund	Market Value (\$ Amount)	Value at:
LSUHSC - Shreveport	BOR: GENE DELIVERY	10,000.00	FY07
LSUHSC - Shreveport	BOR: YEAST YCK 2	66,920.00	FY07
LSUHSC - Shreveport	BOR: RETINOIC ACID	68,608.03	FY07
LSUHSC - Shreveport	BOR: NEUROPET DIAG	5,000.00	FY07
LSUHSC - Shreveport	BOR: CSPA PROTEASE	93,576.00	FY07
LSUHSC - Shreveport	BOR: CELL PROTEINS	9,836.12	FY07
LSUHSC - Shreveport	BOR: OXALATE CRYSTALS	10,000.00	FY07
LSUHSC - Shreveport	BOR: HPERGLYCEMIA	10,000.00	FY07
LSUHSC - Shreveport	Schumpert Chair-Neurobiology	830,704.11	FY07
LSUHSC - Shreveport	WK Chair-Molecular Biology	514,620.34	FY07
LSUHSC - Shreveport	MW Feist Chair - Medicine	1,013,007.56	FY07
		2,632,272.16	FY07 Total
LSUHSC - Shreveport	BOR: RECRUIT-CARDIO	42,000.00	FY08
LSUHSC - Shreveport	BOR: HI CONT SCREENING	7,000.00	FY08
LSUHSC - Shreveport	BOR: PRESCRIPTIVE OPIATES	106,126.00	FY08
LSUHSC - Shreveport	BOR: GENE THERAPY	75,000.00	FY08
LSUHSC - Shreveport	BOR: SIMULATION TECHNOLOGY	115,215.00	FY08
LSUHSC - Shreveport	Schumpert Chair-Neurobiology	864,913.30	FY08
LSUHSC - Shreveport	WK Chair-Molecular Biology	534,625.98	FY08
LSUHSC - Shreveport	MW Feist Chair - Medicine	1,059,848.37	FY08
		2,804,728.65	FY08 Total
LSUHSC - Shreveport	BOR: TECHNOLOGY II	138,558.00	FY09
LSUHSC - Shreveport	BOR: ANTI-TUMOR IMMUNO	114,313.00	FY09
LSUHSC - Shreveport	BOR: AAV9-MEDIATED	10,000.00	FY09
LSUHSC - Shreveport	BOR: MECH OF RAPAMYCI	54,750.00	FY09
LSUHSC - Shreveport	BOR: DOCTORAL TRAINING	160,000.00	FY09
LSUHSC - Shreveport	BOR: STUDY OF MECHANISMS	113,822.00	FY09
LSUHSC - Shreveport	BOR: CAMPUS POLICE	15,761.58	FY09
LSUHSC - Shreveport	Schumpert Chair-Neurobiology	890,509.31	FY09
LSUHSC - Shreveport	WK Chair-Molecular Biology	554,575.62	FY09

Table II: Board of Regent Support Funds (cont.)

LSU Campus	Name of Support Fund	Market Value (\$ Amount)	Value at:
LSUHSC - Shreveport	MW Feist Chair - Medicine	1,094,445.86	FY09
		3,146,735.37	FY09 Total
LSUHSC - Shreveport	BOR: Stem Cell/Parkin	135,073.00	FY10
LSUHSC - Shreveport	BOR: Norovirus	29,122.00	FY10
LSUHSC - Shreveport	BOR: Doctoral Student	3,150.00	FY10
LSUHSC - Shreveport	Schumpert Chair-Neurobiology	907,555.00	FY10
LSUHSC - Shreveport	WK Chair-Molecular Biology	566,229.00	FY10
LSUHSC - Shreveport	MW Feist Chair - Medicine	1,092,064.00	FY10
		2,733,193.00	FY10 Total
LSUHSC - Shreveport	BOR: Stem Cell/Parkin	64,975.98	FY11
LSUHSC - Shreveport	BOR: Doctoral Student	3,150.00	FY11
LSUHSC - Shreveport	BOR: Doctoral Student	4,500.00	FY11
LSUHSC - Shreveport	BOR: Campus Police	17.00	FY11
LSUHSC - Shreveport	Schumpert Chair-Neurobiology	915,637.04	FY11
LSUHSC - Shreveport	WK Chair-Molecular Biology	571,540.19	FY11
LSUHSC - Shreveport	MW Feist Chair - Medicine	1,023,751.10	FY11
		2,583,571.31	FY11 Total
LSUHSC - Shreveport	BOR: Stem Cell/Parkin	52,013.82	FY12
LSUHSC - Shreveport	BOR: Doctoral Student	30,150.00	FY12
LSUHSC - Shreveport	BOR: Doctoral Student	4,500.00	FY12
LSUHSC - Shreveport	BOR: Campus Police	17.00	FY12
LSUHSC - Shreveport	BOR: Gene Therapy	2,250.00	FY12
LSUHSC - Shreveport	BOR: Anti-Tumor Immun	570.00	FY12
LSUHSC - Shreveport	BOR: Retinoic Acid	3,322.78	FY12
LSUHSC - Shreveport	BOR: "A La. Model"	175,991.54	FY12
LSUHSC - Shreveport	BOR: Cspa Protease	19,266.33	FY12
LSUHSC - Shreveport	BOR: Doctoral Trning	40,000.00	FY12
LSUHSC - Shreveport	BOR: Doctoral Trning	2,878.50	FY12
LSUHSC - Shreveport	BOR: Strep Arthritis	4,116.00	FY12
LSUHSC - Shreveport	BOR: Leukocyte Place	821.91	FY12
LSUHSC - Shreveport	Schumpert Chair-Neurobiology	946,355.40	FY12
LSUHSC - Shreveport	WK Chair-Molecular Biology	596,573.17	FY12
LSUHSC - Shreveport	MW Feist Chair - Medicine	1,059,611.96	FY12
		2,938,438.41	FY12 Total

Table II: Board of Regent Support Funds (cont.)

LSU Campus	Name of Support Fund	Market Value (\$ Amount)	Value at:
LSUHSC - Shreveport	BOR: Epstein-Barr	39,233.00	FY13
LSUHSC - Shreveport	BOR: Oxalate Crystals	2,879.00	FY13
LSUHSC - Shreveport	BOR: Doctoral Student	57,150.00	FY13
LSUHSC - Shreveport	BOR: Doctoral Student	8,450.00	FY13
LSUHSC - Shreveport	BOR: Campus Police	17.00	FY13
LSUHSC - Shreveport	BOR: Gene Therapy	2,250.00	FY13
LSUHSC - Shreveport	BOR: Anti-Tumor Immun	570.00	FY13
LSUHSC - Shreveport	BOR: Retinoic Acid	3,323.00	FY13
LSUHSC - Shreveport	BOR: "A La. Model"	715,992.00	FY13
LSUHSC - Shreveport	BOR: Cspa Protease	19,266.00	FY13
LSUHSC - Shreveport	BOR: Doctoral Trning	40,000.00	FY13
LSUHSC - Shreveport	BOR: Strep Arthritis	4,116.00	FY13
LSUHSC - Shreveport	BOR: Leukocyte Place	822.00	FY13
LSUHSC - Shreveport	Schumpert Chair-Neurobiology	1,076,913.00	FY13
LSUHSC - Shreveport	WK Chair-Molecular Biology	676,363.00	FY13
LSUHSC - Shreveport	MW Feist Chair - Transplantation	1,008,313.00	FY13
LSUHSC - Shreveport	MW Feist Chair - Medicine	1,117,347.00	FY13
		4,773,004.00	FY13 Total

Table II: Board of Regent Support Funds (cont.)

LSU Campus	Name of Support Fund	Market Value (\$ Amount)	Value at:
LSUHSC - Shreveport	BOR: Epstein-Barr	40,272.00	FY14
LSUHSC - Shreveport	BOR: LEQSF(2013-16)-RD-A-07	43,967.00	FY14
LSUHSC - Shreveport	BOR: Doctoral Student	4,500.00	FY14
LSUHSC - Shreveport	BOR: Campus Police	17.00	FY14
LSUHSC - Shreveport	BOR: Gene Therapy	1,016.00	FY14
LSUHSC - Shreveport	BOR: "A La. Model"	246.00	FY14
LSUHSC - Shreveport	BOR: LEQSF(2013-16)-RD-A-20	40,688.00	FY14
LSUHSC - Shreveport	Schumpert Chair-Neurobiology	1,062,912.00	FY14
LSUHSC - Shreveport	WK Chair-Molecular Biology	638,165.00	FY14
LSUHSC - Shreveport	MW Feist Chair - Transplantation	998,200.00	FY14
LSUHSC - Shreveport	MW Feist Chair - Medicine	1,025,099.00	FY14
		3,855,082.00	FY14 Total

Table II: Board of Regent Support Funds (cont.)

LSU Campus	Name of Support Fund	Market Value (\$ Amount)	Value at:
LSUHSC - Shreveport	BOR: LEQSF(2013-16)-RD-A-07	54,557.51	FY15
LSUHSC - Shreveport	BOR: Doctoral Student	4,500.00	FY15
LSUHSC - Shreveport	BOR: Campus Police	17.00	FY15
LSUHSC - Shreveport	BOR: Gene Therapy	1,016.09	FY15
LSUHSC - Shreveport	BOR: "A La. Model"	246.21	FY15
LSUHSC - Shreveport	BOR: LEQSF(2013-16)-RD-A-20	45,266.78	FY15
LSUHSC - Shreveport	Schumpert Chair-Neurobiology	1,079,845.80	FY15
LSUHSC - Shreveport	WK Chair-Molecular Biology	653,349.86	FY15
LSUHSC - Shreveport	MW Feist Chair - Medicine	947,411.30	FY15
		2,786,210.56	FY15 Total

Table II: Board of Regent Support Funds (cont.)

LSU Campus	Name of Support Fund	Market Value (\$ Amount)	Value at:
LSUHSC - Shreveport	BOR: WISE Capital Outlay Funds	1,022,969.00	FY16
LSUHSC - Shreveport	BOR: LEQSF(2015-18)-RD-A-15	51,901.58	FY16
LSUHSC - Shreveport	BOR: Epstein-Barr	473.34	FY16
LSUHSC - Shreveport	Schumpert Chair-Neurobiology	1,062,912.13	FY16
LSUHSC - Shreveport	WK Chair-Molecular Biology	638,165.40	FY16
LSUHSC - Shreveport	MW Feist Chair - Medicine	1,025,098.54	FY16
		3,801,519.99	FY16 Total

Table II: Board of Regent Support Funds (cont.)

LSU Campus	Name of Support Fund	Market Value (\$ Amount)	Value at:
LSUHSC - Shreveport	BOR: LEQSF(2015-18)-RD-A-15	58,730.00	FY17
LSUHSC - Shreveport	BOR: LEQSF(2016-19)-RD-A-15	94,175.00	FY17
LSUHSC - Shreveport	Schumpert Chair-Neurobiology	1,127,464.12	FY17
LSUHSC - Shreveport	WK Chair-Molecular Biology	1,011,894.26	FY17
LSUHSC - Shreveport	MW Feist Chair - Medicine	714,841.10	FY17
		3,007,104.48	FY17 Total

Table II: Board of Regent Support Funds (cont.)

LSU Campus	Name of Support Fund	Market Value (\$ Amount)	Value at:
LSUHSC - Shreveport	BOR:LEQSF(2016-19)-RD-A-15	33,101.06	FY18
LSUHSC - Shreveport	Schumpert Chair-Neurobiology	1,195,028.11	FY18
LSUHSC - Shreveport	WK Chair-Molecular Biology	724,055.80	FY18
LSUHSC - Shreveport	MW Feist Chair - Medicine	984,024.92	FY18
		2,936,209.88	FY18 Total

Table II: Board of Regent Support Funds (cont.)

LSU Campus	Name of Support Fund	Market Value (\$ Amount)	Value at:
LSUHSC - Shreveport	Schumpert Chair-Neurobiology	1,231,863.78	FY19
LSUHSC - Shreveport	WK Chair-Molecular Biology	736,417.35	FY19
LSUHSC - Shreveport	MW Feist Chair - Medicine	1,027,373.72	FY19
		2,995,654.85	FY19 Total

Table III: Summary of Campus Foundations

LSU Campus	Foundation	Total Assets (\$ Amount)	
LSUHSC - Shreveport	LSUHSC-SHV Foundation	75,396,282.00	FY07
LSUHSC - Shreveport	LSUHSC-SHV Foundation	88,016,284.00	FY08
LSUHSC - Shreveport	LSUHSC-SHV Foundation	86,012,382.00	FY09
LSUHSC - Shreveport	LSUHSC-SHV Foundation	95,620,165.00	FY10
LSUHSC - Shreveport	LSUHSC-SHV Foundation	110,361,409.00	FY11
LSUHSC - Shreveport	LSUHSC-SHV Foundation	110,077,114.00	FY12
LSUHSC - Shreveport	LSUHSC-SHV Foundation	177,027,973.00	FY13
LSUHSC - Shreveport	LSUHSC-SHV Foundation	195,153,432.00	FY14
LSUHSC - Shreveport	LSUHSC-SHV Foundation	193,001,722.00	FY15
LSUHSC - Shreveport	LSUHSC-SHV Foundation	185,628,981.00	FY16
LSUHSC - Shreveport	LSUHSC-SHV Foundation	200,055,947.00	FY17
LSUHSC - Shreveport	LSUHSC-SHV Foundation	203,792,720.00	FY18
LSUHSC - Shreveport	LSUHSC-SHV Foundation	224,680,069.00	FY19

Louisiana State University Health Sciences Center at Shreveport

Benchmark Report

United States Medical Licensing Examinations

AY2017-18

	USMLE Step 1	USMLE Step 2 CK	USMLE Step 2 CS
LSUHSC-S	94%	94%	94%
National Average Pass Rate	96%	97%	95%

Total Federal Research Grants and Contracts

Year: 2018

School	Total
Mississippi	\$35,384,210
SUNY Upstate	\$20,264,590
Texas A & M	\$20,082,975
West Virginia	\$17,299,792
South Carolina	\$9,646,359
South Alabama	\$9,244,139
LSUHSC-S	\$7,962,674
East Carolina-Brody	\$6,333,574
Central Florida	\$6,320,585
Texas Tech	\$5,191,462
<i>Comparison Group Average</i>	\$13,773,036

Source: AAMC Medical School Profile System (LCME Part I-A Annual Financial Questionnaire (AFQ))

Note: This report shows federal research grants and contracts for each medical school

United States Medical Licensing Examinations

AY2016-17

	USMLE Step 1	USMLE Step 2 CK	USMLE Step 2 CS
LSUHSC-S	89%	94%	95%
National Average Pass Rate	96%	96%	96%

Total Federal Research Grants and Contracts

Year: 2017

School	Total
Mississippi	\$31,724,879
SUNY Upstate	\$19,990,695
Texas A & M	\$17,353,679
West Virginia	\$14,477,906
South Alabama	\$10,812,263
South Carolina	\$10,663,709
East Carolina-Brody	\$6,597,614
Texas Tech	\$6,381,025
Central Florida	\$6,342,162
LSUHSC-S	\$6,034,109
<i>Comparison Group Average</i>	\$13,037,804

Source: AAMC Medical School Profile System (LCME Part I-A Annual Financial Questionnaire (AFQ))

Note: This report shows federal research grants and contracts for each medical school

United States Medical Licensing Examinations

AY2015-16

	USMLE Step 1	USMLE Step 2 CK	USMLE Step 2 CS
LSUHSC-S	96%	98%	97%
National Average Pass Rate	95%	96%	97%

Total Federal Research Grants and Contracts

Year: 2016

School	Total
Mississippi	\$31,326,892
Texas A & M	\$20,561,390
SUNY Upstate	\$18,942,223
West Virginia	\$14,739,402
South Alabama	\$11,388,111
South Carolina	\$10,650,027
Texas Tech	\$6,664,554
East Carolina-Brody	\$6,172,621
Central Florida	\$5,711,098
LSUHSC-S	\$5,438,358
<i>Comparison Group Average</i>	\$13,159,468

Source: AAMC Medical School Profile System (LCME Part I-A Annual Financial Questionnaire (AFQ))

Note: This report shows federal research grants and contracts for each medical school

United States Medical Licensing Examinations

AY2014-15

	USMLE Step 1	USMLE Step 2 CK	USMLE Step 2 CS
LSUHSC-S	95%	96%	97%
National Average Pass Rate	96%	95%	96%

Total Federal Research Grants and Contracts

Year: 2015

School	Total
Mississippi	\$30,682,367
Texas A & M	\$19,346,123
SUNY Upstate	\$19,213,681
South Carolina	\$10,322,130
South Alabama	\$10,054,525
West Virginia	\$9,253,665
Texas Tech	\$6,658,947
East Carolina-Brody	\$6,542,453
Central Florida	\$5,897,962
LSUHSC-S	\$5,535,771
<i>Comparison Group Average</i>	\$12,350,762

Source: AAMC Medical School Profile System (LCME Part I-A Annual Financial Questionnaire (AFQ))

Note: This report shows federal research grants and contracts for each medical school

United States Medical Licensing Examinations

AY2013-14

	USMLE Step 1	USMLE Step 2 CK	USMLE Step 2 CS
LSUHSC-S	93%	95%	96%
National Average Pass Rate	96%	97%	96%

Total Federal Research Grants and Contracts

Year: 2014

School	Total
Mississippi	\$29,400,254
SUNY Upstate	\$21,333,613
Texas A & M	\$17,969,933
West Virginia	\$12,413,283
South Carolina	\$11,566,831
South Alabama	\$9,794,593
Central Florida	\$8,582,765
LSUHSC-S	\$7,754,323
Texas Tech	\$6,315,370
East Carolina-Brody	\$5,950,557
<i>Comparison Group Average</i>	\$13,108,152

Source: AAMC Medical School Profile System (LCME Part I-A Annual Financial Questionnaire (AFQ))

Note: This report shows federal research grants and contracts for each medical school

United States Medical Licensing Examinations

AY2012-2013

	USMLE Step 1	USMLE Step 2 CK	USMLE Step 2 CS
LSUHSC-S	97%	99%	98%
National Average Pass Rate	96%	98%	98%

Total Federal Research Grants and Contracts

Year: 2013

School	Total
Mississippi	\$26,222,708
SUNY Upstate	\$23,814,858
Texas A & M	\$23,232,515
West Virginia	\$13,381,020
South Carolina	\$12,418,018
LSUHSC-S	\$10,411,379
South Alabama	\$10,079,921
Central Florida	\$8,439,275
East Carolina-Brody	\$6,734,871
Texas Tech	\$5,292,045
<i>Comparison Group Average</i>	\$14,002,621

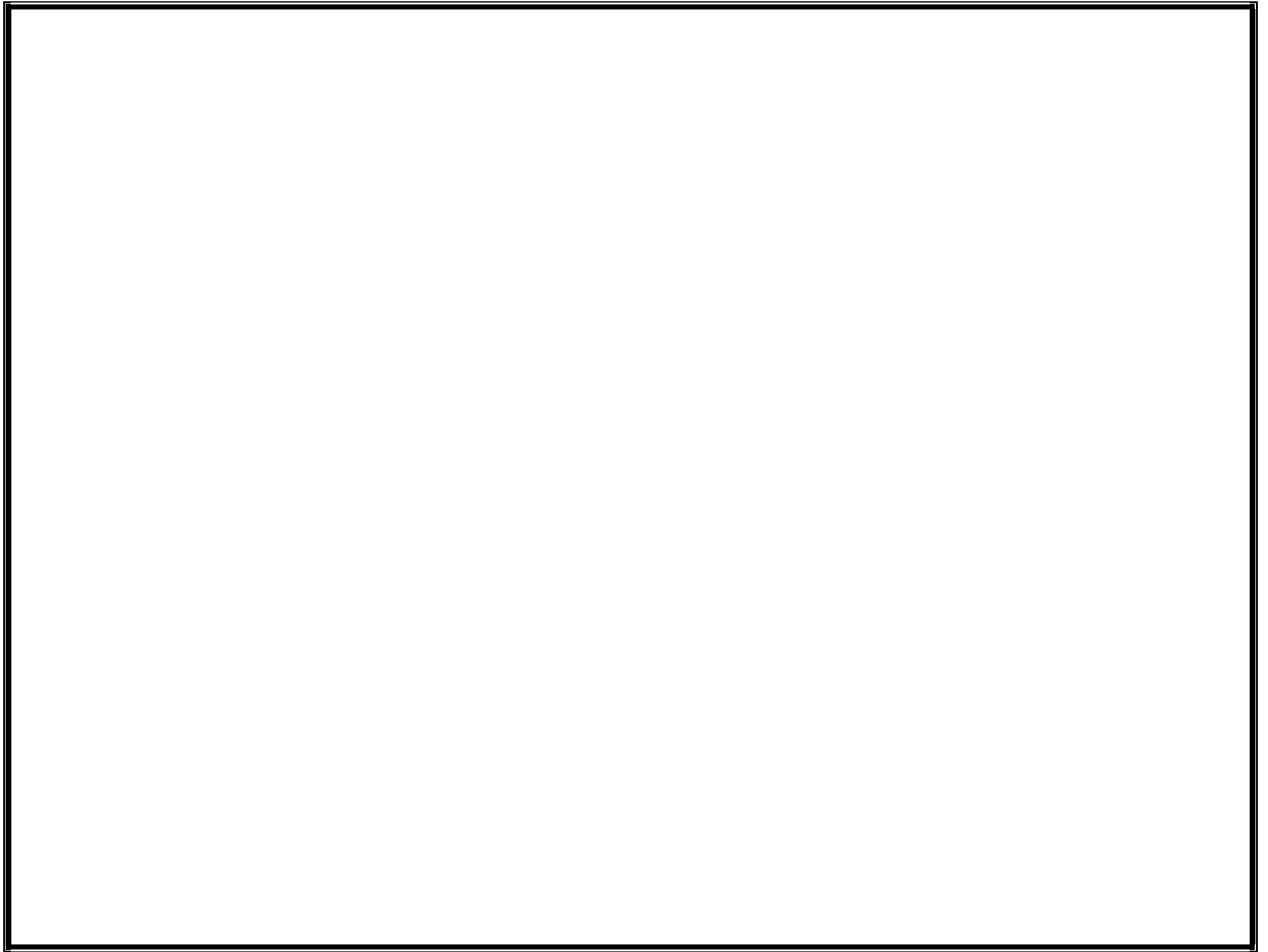
Source: AAMC Medical School Profile System (LCME Part I-A Annual Financial Questionnaire (AFQ))

Note: This report shows federal research grants and contracts for each medical school

**Louisiana State University
Pennington Biomedical Research Center
Metric Data**



March 6, 2020



Pennington Biomedical Research Center

Executive Summary

Metric IV - Research Expenditures

Researchers at the Pennington Biomedical Research Center continued to perform well in 2019. More proposals were submitted and funded in 2019 than 2018. The percentage of tenured and tenure-track faculty holding grants decreased slightly in 2019.

Pennington Biomedical's business model requires a stable base level of support to return grants and contracts on an order of 1:3. It will become increasingly difficult to sustain our excellent levels of grant and contract funding without a stable base. Nevertheless, we are pleased with the 2019 success in funded proposals.

Metric V - Technology Transfer

Licensing and Licensing Income for FY 2019 has increased substantially from the previous fiscal year.

Legal fees for technology transfer have also decreased, reflecting Pennington Biomedical's new process of evaluating potential return on patents and licenses to curtail legal expenditures on technology that shows little promise for future return.

Metric VI - Revenues

Foundation total Assets are slightly down and total Endowment value also slightly decreased in 2019.

State appropriations increased from FY 2018 to FY 2019. State Appropriations per FTE decreased in FY 2019.

Our Auxiliary enterprise (PBRC Stores) is designed to break even in order to cover the costs of the operation and give our researchers best possible prices on research supplies and equipment. While the store had a small operating loss in 2019, we are optimistic it will continue to cover its cost of operations. Another segment of business from our Pennington self-serve deli has been added to the stores Auxiliary. The store also no longer pays an annual lease payment to the Pennington Medical Foundation for rented space in the Basic Sciences Building, as the building now belongs to the Center. There is hope that these two changes will allow the store to become profitable for 2020.

MISSION:

Our mission is to discover the triggers of chronic diseases through innovative research that improves human health across the lifespan---helping people to live *Well Beyond the Expected*.

Pennington Biomedical Research Center

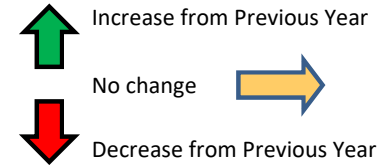
Metrics at a Glance

2018-2019

Legend:

Statistic	
High	X Y
Low	Z %

Most Recent Available
% Change from Previous Period



Metric IV Research Expenditures

Total Amount of Faculty Research (in thousands)	
50,167	40,264
38,192	↑ 3.7%

Research dollars per FTE for T/TT (in thousands)	
1,858	1,219
1,219	↓ -12.4%

Percent of T/TT faculty holding grants	
97.0%	84.2%
63.0%	↓ -3.3%

Total number of clinical trials or proposal funded	
151	100
81	↑ 23.5%

Total gifts, grants and contract funding (for research only)	
38,899	30,420
30,420	↓ -1.9%

Number of Total Gifts, Grant, and Contract Proposals submitted to potential sponsors.	
231	218
144	↑ 51.4%

Number of inventions disclosures received	
16	6
5	↓ -25.0%

Metric V Technology Transfer

Invention Disclosures	
11	6
5	↓ -25.0%

Licenses\Options Executed	
6	5
2	⇒ 0.0%

New Patents Filed - Total	
20	6
2	↓ -40.0%

Active License Agreements	
25	20
5	↓ -20.0%

Licenses Generating Income	
9	5
2	↓ -37.5%

Total Licensing Income	
107,418	107,418
9,090	↑ 258.6%

Metric VI Revenues

Total Endowment Value	
18,702,666	17,811,872
12,912,393	↓ -1.0%

Total payout from endowment	
794,889	778,480
354,131	↑ 0.1%

Foundations total Assets (\$ Amount)	
171,031,845	26,663,821
26,663,821	↓ -1.0%

State Appropriation per FTE employee	
54,233	51,418
28,680	↓ -5.2%

Net Revenue Generated from auxiliary enterprises	
104,444	-2,699
-66,190	↓ -91.2%

Pennington Biomedical Research Center

Metric IV. The following metrics will identify the effectiveness of campus research and technology transfer to benefit the state's economic development.

Dollars shown in thousands

Field of Science & Engineering	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
	Total	Federal	Total	Federal	Total	Federal	Total	Federal	Total	Federal	Total	Federal	Total	Federal
a. Engineering (Total)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(1) Aeronautical & astronautical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(2) Bioengineering/biomedical engineering	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(3) Chemical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(4) Civil	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(5) Electrical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(6) Mechanical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(7) Metallurgical & materials	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(8) Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
b. Physical Sciences (Total)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(1) Astronomy	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(2) Chemistry	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(3) Physics	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(4) Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
c. Environmental Sciences (Total)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(1) Atmospheric	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(2) Earth sciences	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(3) Oceanography	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(4) Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
d. Mathematical Sciences (Total)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
e. Computer Sciences (Total)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
f. Life Sciences (Total)	48,185	24,951	50,167	25,582	44,887	21,248	45,157	22,054	41,686	24,450	38,836	20,398	40,264	20,145
(1) Agricultural	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(2) Biological	48,185	24,951	50,167	25,582	44,887	21,248	45,157	22,054	41,686	24,450	38,836	20,398	40,264	20,145
(3) Medical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(4) Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
g. Psychology (Total)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
h. Social Sciences (Total)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(1) Economics	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(2) Political science	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(3) Sociology	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(4) Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
i. Other Sciences, not elsewhere classified (Total)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
j. Total (sum of a through i)	48,185	24,951	50,167	25,582	44,887	21,248	45,157	22,054	41,686	24,450	38,836	20,398	40,264	20,145

Dollars shown in thousands

Pennington Biomedical Research Center

Metric IV. The following metrics will identify the effectiveness of campus research and technology transfer to benefit the state's economic development.

Dollars shown in thousands

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Faculty Research:							
Total Amount of Faculty Research	48,185	50,167	44,887	40,633	40,484	37,543	38,993
Total number of T/TT faculty holding grants	32	27	33	32	27	27	32
Percent of T/TT faculty holding grants	68%	77%	92%	97%	68%	87%	84%
Research dollars per FTE for T/TT	1,506	1,858	1,360	1,270	1,499	1,390	1,219
Licenses/Patents:							
Number of inventions disclosures received	10	8	5	9	11	8	6
Total license income	12.5	9.1	10.0	83.5	17.6	29.9	107.4
Total number of new patents filed	2	3	11	6	20	10	6
Total number of new licenses/options executed	5	6	4	8	3	5	5
Total number of start up companies	2	1	0	0	0	0	0
Total number of licenses generating revenue	1	6	8	13	9	8	5
Legal Fees							
Expended	71.2	66.7	72.8	103.4	82.6	66.7	42.0
Reimburse	0.0	1.0	0.0	23.5	11.8	0.3	0.0
Percent increase in nonstate funds (for research only)	9.35%	-5.56%	-12.51%	9.26%	-3.35%	-11.65%	-1.94%
Total number of clinical trials or proposal funded	139	117	125	134	123	81	100
Total gifts, grants and contract funding (for research only)	38,899	36,735	32,138	35,113	33,938	31,022	30,420
Number of Total Gifts, Grant, and Contract Proposals submitted to potential sponsors.	190	172	183	176	194	144	218

Pennington Biomedical Research Center

Metric V: Technology Transfer

(The following metric will provide technology transfer data.)

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Invention Disclosures	11	5	10	8	5	9	11	8	6
Licenses\Options Executed	5	2	5	6	3	6	3	5	5
New Patents Filed - Total	5	2	9	3	11	16	20	10	6
New Patents Filed - First in Family	*	*	*	*	*	4	3	2	2
US Patents Issued	2	1	0	2	1	3	5	3	1
Active License Agreements	7	7	10	8	5	24	25	25	20
Licenses Generating Income	2	3	5	6	8	9	9	8	5
Total Licensing Income	\$12,169	\$25,618	\$12,495	\$9,090	\$10,029	\$83,503	\$17,674	\$29,954	\$107,418
Start-up Companies Formed	1	0	2	0	0	0	0	0	0
Legal Fees Expended	\$40,789	\$113,767	\$71,153	\$66,991	\$72,753	\$103,426	\$82,560	\$66,679	\$42,066
Legal Fees Reimbursed	\$10,000	\$14,918	\$0	\$855	\$0	\$0	\$33,798	\$306	\$0
Percent of Expenses Reimbursed	25%	13%	0%	1%	0%	0%	41%	0%	0%
Legal Fees as a % License Income	335%	444%	569%	737%	725%	124%	467%	223%	39%
Cost per Patent Filed	\$8,158	\$56,884	\$7,906	\$22,330	\$6,614	\$6,464	\$4,128	\$6,668	\$7,011

LEGEND:

* = 2015-2016 was the first year to track

Pennington Biomedical Research Center

Metric VI. The following metrics will identify the campus maximization of revenue streams to support teaching, research and outreach.

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Total Endowment Value	\$ 17,073,786	\$ 18,702,666	\$ 18,296,079	\$ 17,267,898	\$ 17,930,513	\$ 17,993,837	\$ 17,811,872
Total payout from endowment	\$ 620,037	\$ 619,860	\$ 681,384	\$ 794,889	\$ 774,438	\$ 777,705	\$ 778,480
Total # of Foundations	2	2	2	2	2	2	2
Foundations total Assets (\$ Amount)	\$ 96,147,747	\$ 99,886,938	\$ 94,566,314	\$ 86,521,834	\$ 27,264,508	\$ 26,928,884	\$ 26,663,821
State Appropriation per FTE employee	\$31,682	\$34,904	\$37,565	\$48,148	\$44,875	\$54,233	\$51,418
Net Revenue Generated from auxiliary enterprises	\$9,068	\$704	-\$38,452	-\$66,190	\$104,444	-\$30,764	-\$2,699

Endowment Value equals the market value of of the endowment as of June 30 of the reporting year.

FTE- Full time equivalent

Payout from Endowment equal interest earned on endowment.

Gross Revenue Generated from Student Enrollment FTE equals revenue gain from student tuitions and fees.

Net Revenue Generated from Student Enrollment FTE equals gross revenue from enrollment headcount minus institutional supported financial aid.

Net Revenue from Auxiliary equal gross revenue generated from auxiliary enterprises minus debt services and other financial obligations.

Additional Footnotes from Foundations:

Pennington Medical Foundation (PMF):

1. PMF is on a calendar year basis (not fiscal year basis). Therefore, data provided by PMF is for calendar year 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2016, 2017 and 2018.

2. The figures above are not all inclusive annual support from the PMF to the PBRC. The numbers above only represent direct support payments from the PMF to the PBRC. It does not include payments made to other third party entities, which support PBRC, and in comparison is a significant source of support to PBRC.

Pennington Biomedical Research Foundation (PBRF):

1. PBRF is on a fiscal year basis. The data provided by PBRF is for fiscal year ending June 30, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, and 2019.

2. The figures above are not all inclusive annual support from the PBRF to the PBRC. The numbers above only represent direct support payments from the PBRF to the PBRC. It does not include payments made to other third party entities, which support PBRC, and in comparison is a significant source of support to PBRC.

3. Total payout from endowment equals amount expended (private and state) by the Foundation for the endowed chair and professorship program. Note, this amount is also included in the total annual giving number since the Foundation's endowment payout is paid directly to PBRC each year.

"Total Endowment Value" above does not include investments of the Pennington Medical Foundation, since it does not technically have a donor restricted permanent endowment.

Table I: Affiliated Off-Campus Sites

LSU System Campus	Name of Affiliated Off- Campus Site	Gross Revenue Generated by Affiliate Campus	Net Revenue Generated by Affiliated Campus	\$ Amount Contributed Back to Campus by Affiliated Off-Site Campus

Table II: Board of Regent Support Funds

LSU System Campus	Name of Support Fund	Endowment	Market Value (\$ Amount)	
PBRC	Pennington Biomedical Research Foundation		\$ 14,525,800	6/30/2010
			\$ 16,789,443	6/30/2011
			\$ 15,945,024	6/30/2012
			\$ 16,793,280	6/30/2013
			\$ 18,223,894	6/30/2014
			\$ 17,781,570	6/30/2015
			\$ 16,737,872	6/30/2016
			\$ 17,332,131	6/30/2017
			\$ 17,344,525	6/30/2018
			\$ 17,143,917	6/30/2019

Table III: Summary of Campus Foundations

LSU System Campus	Foundation	Total Assets (\$ Amount)		
PBRC	Pennington Medical Foundation	\$ 76,902,339	12/31/2008	
	(Audited Calendar Year End)	\$ 75,142,473	12/31/2009	
		\$ 73,352,420	12/31/2010	
		\$ 69,781,598	12/31/2011	
		\$ 69,779,174	12/31/2012	
		\$ 67,729,187	12/31/2013	
		\$ 64,839,815	12/31/2014	
		\$ 59,791,361	12/31/2015	
		\$ 1,322,509	12/31/2016	
		\$ 1,031,971	12/31/2017	
		\$ 853,684	12/31/2018	
PBRC	Pennington Biomedical Research Foundation	\$ 23,753,946	6/30/2008	
	(Audited Fiscal Year End)	\$ 19,521,632	6/30/2009	
		\$ 21,728,366	6/30/2010	
		\$ 24,226,596	6/30/2011	
		\$ 23,507,356	6/30/2012	
		\$ 26,368,573	6/30/2013	
		\$ 32,157,751	6/30/2014	
		\$ 29,726,499	6/30/2015	
		\$ 26,730,473	6/30/2016	
		\$ 25,941,999	6/30/2017	
		\$ 25,896,913	6/30/2018	
		\$ 25,810,137	6/30/2019	

Report to LSU Board of Supervisors: Capital Improvements Projects above \$175,000
All Campuses Last 3 Years

Updated January 27, 2020

LSUS	Cyber Collaboratory		\$450,000	Self-Generated (Student Tuition & Fee Revenues)	Exec. VP Layzell	08/21/18
	Business Education Building 3rd Floor Renovation		\$237,450	Self-Generated (Student Tuition & Fee Revenues)	Exec. VP Layzell	03/27/19
	New Soccer Building		\$449,500	Auxiliary Funds (Student Athletic Fee)	Exec. VP Layzell	04/03/19
	Student Veteran Resource Center		\$200,000	Self-Generated (Student Tuition & Fee Revenues)	Exec. VP Layzell	07/31/18
		Subtotal LSUS	\$1,336,950			
TOTAL CAPITAL PROJECTS APPROVALS 2018-2019			\$7,410,551			
			AMOUNT APPROVED	FUNDS SOURCE	APPROVED BY	APPROVAL DATE
	2017-2018					
LSU	Alex Box Seating Bowl Waterproofing Budget Increase (original approval \$300,000)		\$436,700	Auxiliary Funds	Exec. VP Layzell	06/20/17
	Bernie Moore Track Pavilion		\$365,000	Auxiliary Funds	Exec. VP Layzell	05/15/17
	Choppin Hall 2nd Floor Laboratory Renovation		\$300,000	Self Generated Revenues & Operational Funds	Exec. VP Layzell	12/05/17
	Cub Complex Baseball Field Lighting		\$400,000	Auxiliary Funds	Exec. VP Layzell	11/28/17
	Dodson Hall HVAC Replacement		\$483,033	Auxiliary Funds	Exec. VP Layzell	03/26/18
	Enverinmental Test Chamber for Construction Management		\$225,000	Other- Departmental & Grant Funding	Exec. VP Layzell	12/18/17
	Football Operations Practice Field Video Tower Foundations		\$175,000	Auxiliary Funds	Exec. VP Layzell	11/28/17
	Natatorium Toilet Suite Renovations		\$300,000	Auxiliary Funds	Exec. VP Layzell	08/10/17
	Natatorium Toilet Suite Renovations budget increase		\$369,950	Auxiliary Funds	Exec. VP Layzell	08/17/17
	Open Jet Facility		\$255,750	Operational Funds	Exec. VP Layzell	02/19/18
	School of Veterinary Medicine budget increase from \$725,000 to \$851,000		\$851,000	Other- School of Vet. Med. cash reserve funds	Board of Regents	06/06/18
	Tiger Stadium Field Improvements 2017		\$400,000	Auxiliary Funds	Exec. VP Layzell	02/19/17
	Tiger Stadium East Renovations for Concessions		\$458,570	Auxiliary Funds	Exec. VP Layzell	06/20/17
	Vet Med Annex 193A Cage Washer Room Renovations		\$275,000	Operational Funds	Exec. VP Layzell	02/19/17
	Welcome Center Renovations		\$350,000	Operational Funds	Exec. VP Layzell	08/11/17
		Subtotal LSU	\$5,645,003			
AgCenter	Audubon Sugar Institute Roof Replacement		\$496,830	Other-LSU Ancillary Self-Generated Revenue	Exec. VP Layzell	05/08/18
	Equipment Storage Building- Rice Research Building		\$300,000	Other- Rice Research Board Grant	Exec. VP Layzell	11/19/17
	Rice Mill Equipment Installation		\$200,000	Technology Funds	Exec. VP Layzell	03/26/18
	Warehouse Renovations for Food Incubator Bottline Line		\$495,000	Self-Generated Funds	Exec. VP Layzell	09/07/17
		Subtotal AgCenter	\$1,491,830		Exec. VP Layzell	11/20/17
HSCNO	AHSON 3rd & 4th Floor Renovation		\$350,000	Operational Funds	Exec. VP Layzell	10/25/17
	Human Development Center Infant Room Renovation		\$250,000	Self- Generated Funds- Unrestricted Funds	Exec. VP Layzell	10/25/17
	Seton Building Entrance Lobby Renovation		\$350,000	Self- Generated Funds- Unrestricted Funds	Exec. VP Layzell	11/28/17
	Seton Building 2nd Floor Office Renovation- ULL Pharmacy		\$285,000	Self- Generated Funds- Unrestricted Funds	Exec. VP Layzell	02/26/18
	Seton Building 1st Floor Office Renovation		\$478,125	Self- Generated Funds- Unrestricted Funds	Exec. VP Layzell	10/25/17
		Subtotal HSCNO	\$1,713,125			
HSCS	Medical School Educational Space Renovations Phase II		\$350,000	Wise Funding	Exec. VP Layzell	01/22/18
	Medical School Educational Space Renovations Phase I increase scope		\$495,000	Self- Generated Funds- Unrestricted Funds	Exec. VP Layzell	10/25/17
		Subtotal HSCS	\$845,000			
LSUS	HPE Roof Replacement		\$948,000	Self- Generated Funds- from MBA Prgram, BOR Emergency Funds, and BOR Other DM Funds	Exec. VP Layzell	03/01/18
		Subtotal LSUS	\$948,000			
TOTAL CAPITAL PROJECTS APPROVALS 2017-2018			\$9,797,958			

**Report to LSU Board of Supervisors:
All Campuses Last 3 Years**

Design Contracts

Updated January 27, 2020

	2019-2020 Design Contracts	Designer Fee	Reimbursables or other fees	Revised Total	Designer	Approved by	Approval Date
LSU A&M	Honors College Site Plan Schematic Design	\$44,000	\$5,000	\$49,000	Tipton Associates	AVP Danny Mahaffey	08/28/19
	Chemical Engineering Restrooms Renovation	\$29,583	\$5,000	\$34,583	Greenleaf Lawson Architects	AVP Danny Mahaffey	01/13/20
	Jesse Coates Biology Teaching Labs	\$53,593	\$5,000	\$58,593	Greenleaf Lawson Architects	AVP Danny Mahaffey	01/13/20
	Williams Hall 3rd Floor Lab Renovation	\$31,681	\$500	\$32,181	Mougeot Architecture	AVP Danny Mahaffey	09/12/19
	Subtotal	\$158,857	\$15,500	\$174,357			
					Professional Engineering Consultants Corp.	Architect Selection Board	09/10/19
LSU A&M	Innovation Park Roadway Improvements Project	\$1,664,371	\$0	\$1,664,371			
	Subtotal	\$1,664,371	\$0	\$1,664,371			
	Total LSU A&M	\$1,823,228	\$15,500	\$1,838,728			
AgCenter	LSU Burden Botanic Gardens Drainage	\$28,477		\$28,477	Bonton Associates	AVP Danny Mahaffey	01/14/20
	NFS Programming-Food Science	\$30,000		\$30,000	Bonton Associates	AVP Danny Mahaffey	01/14/20
	Total AgCenter	\$58,477		\$58,477			
HSCNO	AHSON 7th & 8th Floor Restroom Renovation	\$16,600	1.10 x actual	\$16,600	Mathes Brierre Architects	AVP Mahaffey	07/10/19
	Subtotal	\$16,600		\$16,600			
HSCNO	Replacement of How Water Supply & Return Lines	\$66,477		\$66,477	M & E Consulting, Inc.	Engineer Selection Board	01/08/20
	Subtotal	\$66,477		\$66,477			
	Total HSCNO	\$83,077	\$0	\$83,077			
HSCS	Center for Medical Education and Wellness	\$1,862,920	\$0		Coleman Partners Architects/Perkins and Will Inc. AJV	Architect Selection Board	09/10/19
	Total HSCS	\$1,862,920	\$0	\$0			
LSUS	Baseball Locker Room Facility	\$46,800	\$3,200	\$50,000	Sutton Beebe Babin Architects	AVP Mahaffey	12/03/19
	Business Education Building Curriculum Resource Center Remodel	\$39,780		\$0	Sutton Beebe Babin Architects	AVP Mahaffey	11/04/19
	Business Education Building Business Intelligence Lab	\$24,670		\$24,670	Sutton Beebe Babin Architects	AVP Mahaffey	01/14/20
	Health & PE Building Convert Racket Ball Courts to Exercise Physiology	\$39,557		\$39,557	Sutton Beebe Babin Architects	AVP Mahaffey	01/14/20
	Health & PE Building Locker Room Remodeling	\$53,516		\$53,516	Sutton Beebe Babin Architects	AVP Mahaffey	01/14/20
	LSUS Noel Memorial Library Waterproofing	\$15,812	\$0	\$15,812	Sutton Beebe Babin Architects	AVP Mahaffey	
	Preliminary Design Scope-Estimate-Estimate Bike Path & Running Path	\$14,700		\$14,700	Sutton Beebe Babin/Aillet, Fenner, Jolly McClelland, Inc.	AVP Mahaffey	08/26/19
	Science Lecture Hall Renovation	\$45,959		\$45,959	Prevot Design	AVP Mahaffey	11/21/19
	Total LSUS	\$280,794	\$3,200	\$244,214			
PBRC	Reroof Comparative Biology, Utilities & Central Store	\$64,608		\$64,608	Post Architects, LLS	Architect Selection Board	09/10/19
	Total PBRC	\$64,608	\$0	\$64,608			
TOTAL ALL CAMPUSES 2019-2020		\$4,114,627	\$18,700	\$2,230,627			

**Report to LSU Board of Supervisors:
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Design Contracts

Updated January 27, 2020

	2018-2019 Design Contracts	Designer Fee	Reimbursables or other fees	Revised Total	Designer	Approved by	Approval Date
LSU A&M	Choppin Hall 7th Floor Lab Renovation	\$14,707	\$500	\$15,207	Mougeot Architecture	AVP Danny Mahaffey	06/17/19
	Design Building Skylight Replacement	\$78,798	\$4,700		Post Architects	AVP Danny Mahaffey	07/12/18
	Hatcher Hall Exterior Skin Upgrades	\$42,104	\$1,500		GD Architecture	AVP Danny Mahaffey	03/18/19
	Lab School Entry Project	\$24,547	\$2,500		Tipton Assoc.	AVP Danny Mahaffey	12/13/18
	Nicholson Hall Roof Replacement	\$41,595		\$41,595	Jerry M. Campbell & Associates	AVP Danny Mahaffey	04/30/19
	PMAC Volleyball HVAC Replacement	\$33,916	\$9,306		Henry C. Eyre, Jr. PE, Inc.	AVP Danny Mahaffey	04/16/19
	Roosevelt Apartments Abatement & Demolition	\$10,412	\$14,773	\$25,185	Wynn White Consulting Engineers	AVP Danny Mahaffey	05/28/19
	Student Health Moisture Issues	\$39,691	\$9,300		Wynn White Consulting Engineers	AVP Danny Mahaffey	09/19/18
	Student Union Tiger Card Office Renovation	\$22,706	\$2,000		GraceHebert Architects	AVP Danny Mahaffey	02/12/19
	University Stores Renovations for Parking & Transportation	\$41,595	\$500	\$42,095	Jerry M. Campbell & Associates	AVP Danny Mahaffey	05/28/19
	Vet School Master Plan Proposal	\$40,000	Actual Cost		Tipton Assoc.	AVP Danny Mahaffey	09/19/18
	Vet School Toilet Room Renovation at 2 1st Floor						
	Student Locker Rooms	\$34,026	\$1,000		Bradley-Blewster Assoc.	AVP Danny Mahaffey	01/23/19
	Subtotal	\$424,098	\$46,079	\$124,083			
LSU A&M	HP Long Field House Renovations	\$1,664,371			Remson Aley Herpin Architects/ Tipton Assoc.	Architect Selection Board	11/27/18
	La. Animal Disease Diagnostic Laboratory (LADDL) 2nd Floor Lab Addition	\$40,495			GD Architecture	Architect Selection Board	11/27/18
	Subtotal	\$1,704,866	\$0	\$0			
	Total LSU A&M	\$2,128,964	\$46,079	\$124,083			
AgCenter	Efferson Hall Conference Room Renovation	\$10,438	\$500	\$10,938	Domain Architecture	AVP Mahaffey	07/12/18
	Total AgCenter	\$10,438	\$500	\$10,938			
HSCNO	CSRB 4th Floor Renovations	\$25,550	1.10 x actual	\$25,550	Mathes Brierre Architects	AVP Mahaffey	06/24/19
	Total HSCNO	\$25,550		\$25,550			
HSCS	Medical School B-Building HVAC Replacement	\$284,231			John J. Guth Assoc.	Engineer Selection Board	11/27/18
	Total HSCS	\$284,231	\$0	\$0			
LSUS	Technology Center Cyber Collaboratory Project	\$42,671	\$4,500		Sutton Beebe Babin Architects	AVP Mahaffey	09/21/18
	Veterans Resource Center	\$20,397	\$0	\$0	Sutton Beebe Babin Architects	AVP Mahaffey	08/20/10
	Total LSUS	\$63,068	\$4,500	\$0			
TOTAL ALL CAMPUSES 2018-2019		\$2,486,701	\$51,079	\$135,021			

**Report to LSU Board of Supervisors:
All Campuses Last 3 Years**

Design Contracts

Updated January 27, 2020

	2017-2018 Design Contracts	Designer Fee	Reimbursables or other fees	Revised Total	Designer	Approved by	Approval Date
LSU A&M	Central Plant CW Piping Assessment & Repair	\$35,029			Infinity Engineering Consultants	AVP Danny Mahaffey	03/19/18
	College of Science Program Refinement	\$39,400	\$1,500		Holly & Smith Architects	AVP Danny Mahaffey	02/14/18
	Dodson Hall HVAC Bidding through CA	\$19,897			Jerry M. Campbell & Assoc.	AVP Danny Mahaffey	03/15/18
	Open Jet Proposal (Old River Model Facility)	\$13,661			Forte Tablada	AVP Danny Mahaffey	7/172017
	PERTT Building Phase I Repairs	\$42,753	\$500		Neal Johnson	AVP Danny Mahaffey	05/18/18
	South Stadium Drive Sewer Improvements	\$27,364	\$11,950		Boyd Holmes Engineering	AVP Danny Mahaffey	08/17/17
	SVM La. Animal Disease Diagnostic Laboratory (LADDL) 2nd Floor Lat	\$39,246	\$1,000		Foil Wyatt	AVP Danny Mahaffey	08/23/17
	Student Union Interior	\$19,492			GraceHebert Architects, APAC	AVP Danny Mahaffey	06/15/18
	Tiger Stadium Concession Additional Design Services	\$22,000			Nesbit & Assoc.	AVP Danny Mahaffey	01/23/18
	Tiger Stadium South Stadium Rail Replacement	\$42,307			Wardlaw & Lasseigne	AVP Danny Mahaffey	04/04/18
	University Administration Building Boardroom Lighting Upgrades	\$13,000			AST Engineers	AVP Danny Mahaffey	10/17/17
	University High Baseball Field Lighting Project	\$35,320			Nesbit & Assoc.	AVP Danny Mahaffey	10/27/17
	University Lab School Foundation/Lounge Space	\$15,238	\$1,500		Tipton Assoc.	AVP Danny Mahaffey	09/13/17
	Subtotal	\$364,707	\$16,450	\$0			
	Design Building Skylight	\$78,798			Post Architects	Architect Selection Board	06/06/18
	Hebert Law Center Roof Replacement	\$41,981			BE-CI, Inc. & Neal Johnson, AJV	Architect Selection Board	09/28/17
	Memorial Tower Renovations	\$382,941			Jerry M. Campbell & Assoc., APAC	Architect Selection Board	09/28/17
	Stephenson Veterinary Hospital	\$607,315			Tipton Assoc. APAC in Association with Architect 449	Architect Selection Board	09/28/17
	Tiger Stadium Field and Drainage Replacement	\$141,954			Manchac Consulting Groups	Engineer Selection Board	07/27/17
	Subtotal	\$1,174,191	\$0	\$0			
	Total LSU A&M	\$1,538,898	\$16,450	\$0			
AgCenter	Audubon Sugar Institute Roof Replacement	\$51,383		\$0	Jerry M. Campbell & Assoc.	AVP Mahaffey	07/24/17
	Burden Museum and Gardens Urban Farm Proposal	\$17,750	\$750	\$0	Suzanne Turner & Assoc.	AVP Mahaffey	07/10/17
	Animal & Food Science Laboratory Shaka Retort & Steam Generator for Lab 10C	\$11,668			Henry C. Eyre, Jr., P.E.	AVP Mahaffey	12/18/17
	Total AgCenter	\$80,801	\$750	\$0			
HCSO	Lallie Kemp Medical Center Chiller Plant Upgrade	\$44,365	\$0	\$0	Howell Consultants	AVP Mahaffey	10/26/17
	Total Lallie Kemp	\$44,365	\$0	\$0			
LSUE	Library Renovations for New Testing Center	\$13,500	\$1,500	\$0	The Sellers Group	AVP Mahaffey	11/15/17
	Total LSUE	\$13,500	\$1,500	\$15,000			
LSUS	Replace Roof, Health & Physical Education Building	\$57,424	\$0	\$0	Sutton Beebe Babin Architects	Architect Selection Board	06/06/18
	Total LSUS	\$57,424	\$0	\$0			
	TOTAL ALL CAMPUSES 2017-2018	\$1,734,988	\$18,700	\$15,000			

**Report to LSU Board of Supervisors:
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Foundation Construction Related Agreements*

Updated January 29, 2020

**Donation to follow upon completion and acceptance of all work or as stated in the agreement*

2019-2020					Estimated	Approval	
Document Type	Campus	Lessor	Lessee	Project	Cost	Date	Approved by
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Alex Box Practice Facility Pitching Center	\$130,000	8/23/2019	Exec. VP Layzell
Lease Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Charles McClendon Outdoor Practice Facility Replacement of Synthetic Turf	\$1,700,000	1/22/2020	Int. Pres. Galligan
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Gymnastics Practice Facility Vault Lift Installation	\$175,000	8/8/2019	Exec. VP Layzell
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Pete Maravich Statue Installation & Plaza	\$250,000	8/8/2019	Exec. VP Layzell
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	PMAC Replacement & Installation of Indoor Lighting Equipment	\$80,000	8/8/2019	Exec. VP Layzell
2018-2019					Estimated	Approval	
Document Type	Campus	Lessor	Lessee	Project	Cost	Date	Approved by
License for Use Agreement	HSCNO	LSU BoS	RISE: A Real Estate Co.	Preferred Developer for Dental School Housing	to be negotiated	10/17/2018	Exec. VP Layzell
License for Use Agreement	LSU	LSU BoS	Recital Hall LLC (REFF)	New Music Building Recital Hall Renovation	\$3,500,000	9/20/2018	Exec. VP Layzell
Lease Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Alex Box Champions Plaza	\$1,000,000	12/17/2018	Pres. Alexander
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Beach Volleyball Waterproofing Repairs	\$350,000	7/31/2018	Exec. VP Layzell
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Dr. Billy Cannon Statue Installation and Plaza	\$250,000	7/23/2018	Exec. VP Layzell
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Golf Practice Facility Hitting Bay Improvements	\$40,000	4/26/2019	Exec. VP Layzell
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Tennis Complex Resurfacing of Courts	\$180,000	6/10/2019	Exec. VP Layzell
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Tiger Stadium North End Zone Joint Repairs Ph. I	\$350,000	7/23/2018	Exec. VP Layzell
Lease Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Tiger Stadium S. Plaza Victory Recognition	\$1,600,000	12/10/2018	Pres. Alexander
License for Use Agreement	LSU	LSU BoX	SLA LLC (REFF)	School of Landscape Architecture Renovations	\$574,810	9/12/2018	Exec. VP Layzell
2017-2018					Estimated	Approval	
Document Type	Campus	Lessor	Lessee	Project	Cost	Date	Approved by
Lease Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Alex Box Batting Cage Facility Renovation and Expansion	\$2,000,000	3/19/2018	Pres. Alexander
Lease Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Athletics Administration Building Multi-Facility Tech Improvements	\$2,000,000	3/19/2018	Pres. Alexander
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Band Hall Renovation Agreement	\$70,000	7/25/2017	Exec. VP Layzell
Lease Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Football Operations Center Phase II Renovations & Expansion	\$23,000,000	2/9/2018	Pres. Alexander
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	North Bowl Improvements	\$970,119	3/6/2017	Exec. VP Layzell
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	West Bowl Improvements	\$906,622	3/6/2017	Exec. VP Layzell
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	East Bowl Improvements	\$982,906	3/6/2017	Exec. VP Layzell
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Martin Broussard Hydrotherapy Pool Replacement and Renovation Project	\$905,000	3/19/2018	Exec. VP Layzell
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Natorium LED Lighting project	\$300,000	3/19/2018	Exec. VP Layzell
License for Use Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Tiger Stadium Concessions and Related Improvements	\$646,462	6/1/2018	Exec. VP Layzell

Lease Agreement	LSU	LSU BoS	Tiger Athletic Foundation	Tiger Stadium Concessions Renovation & Expansion Phase II	\$2,750,000	4/2/2018	Pres. Alexander
License for Use Agreement	LSU Eunice	LSU Eunice	LSU at Eunice Foundation	Use of Space to construct Soccer Fields	\$300,000	6/5/2018	Exec. VP Layzell

**Report to LSU Board of Supervisors:
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Grants of Mineral Rights

Updated January 29, 2020

2019-2020															
Campus that Benefits	Sale Date	State Lease #	Leased to:	Operated by	Release Date	Parish	Section, Township, Range	Acres Bid	Lease Term	Cash Bonus	Price Per Acre	Rentals/Year	Royalty	Accepted Acres	Accepted Bonus
AgCenter	07/10/19	21927	Mack Energy Co.			East Baton Rouge	S65-66-67-68-69-70, T8S, R1W	674.780	3 years	\$84,347.50	\$250.00	\$84,347.50	22.5%	674.780	\$84,347.50
2018-2019															
Campus that Benefits	Sale Date	State Lease #	Leased to:	Operated by	Release Date	Parish	Section, Township, Range	Acres Bid	Lease Term	Cash Bonus	Price Per Acre	Rentals/Year	Royalty	Accepted Acres	Accepted Bonus
n/a															
2017-2018															
Campus that Benefits	Sale Date	State Lease #	Leased to:	Operated by	Release Date	Parish	Section, Township, Range	Acres Bid	Lease Term	Cash Bonus	Price Per Acre	Rentals/Year	Royalty	Accepted Acres	Accepted Bonus
n/a															

**Report to LSU Board of Supervisors:
All Campuses**

Other Agreements and Approval Requests

Updated January 29, 2020

2019-2020				
Document Type	Campus	Lessor or Seller or Assignor	Lessee or Buyer or Assignee	Related Agreements or Purpose
Approval of Nicholson Gateway Retail Lease	LSU	Nicholson Gateway Project, LLC	Torchys Tacos	Lease of Retail Space
MOU Master Plan of the Lakes	LSU	LSU, State of La., City & Parish of EBR, BREC, BRAF & REFF		Memorandum of Understanding
2018-2019				
Document Type	Campus	Lessor or Seller or Assignor	Lessee or Buyer or Assignee	Related Agreements or Purpose
Approval of Nicholson Gateway Retail Lease	LSU	Nicholson Gateway Project, LLC	Simple Greek	Lease of Retail Space
Approval of Nicholson Gateway Retail Lease	LSU	Nicholson Gateway Project, LLC	Private Stock	Lease of Retail Space
Approval of Nicholson Gateway Retail Lease	LSU	Nicholson Gateway Project, LLC	General Health System (Baton Rouge General)	Lease of Retail Space
Kappa Kappa Gamma- Consent to Assignment & Sublease	LSU	LSU BoS	Delta Iota House Assn. of Kappa Kappa Gamma Fraternity	Document needed for financing & construction of new Fraternity house.
Consent to Sublease between LSU BoS for HCSD & Our Lady of Angels Hospital in Bogalusa	HCSD	LSU BoS	Our Lady of Angels Hospital	Agreement to sublease a portion of the property of a substance abuse provider
Purchase Agreement for Property in Square 518 First District New Orleans	HSCNO	LSU BoS	Michael J. Clark	Purchase Agreement for 508-510 S. Galvez in New Orleans
Assignment, Assumption & 3rd Amendment to Lease	AgCenter	LSU BoS	Christian Life Fellowship School & Church of the King, Baton Rouge, Inc.	Agreements for 5.3246 acres adjacent to the Perkins Road farm.
Assignment, Bill of Sale and Conveyance	AgCenter	Camterra Resources Partners Ltd.	Elm Grove Holdings, LLC	
Concurrence to renewal of Long Term Lease with USDA for Honey Bee Research	AgCenter	LSU Agricultural Center	United State Government	Consent to the USDA exercising its option term to renew its existing 50 year Long Term Lease for a renewal term of 50 years beginning 7/1/2018.
Consent to Sublease between LSU Board of Supervisors and Our Lady of the Angels Hospital	LSU BoS	Our Lady of the Angels		

**Report to LSU Board of Supervisors:
All Campuses**

Other Agreements and Approval Requests

Updated January 29, 2020

2018-2019 Continued				
Document Type	Campus	Lessor or Seller or Assignor	Lessee or Buyer or Assignee	Related Agreements or Purpose
Second Amendment and Restated Ground Lease Agreement	LSU Eunice	LSU BoS	Bengal Village, LLC	Lease Agreements and related documents needed to transfer LSUE on-campus student housing from Eunice Student Housing Foundation the Bengal Village, LLC, the sole member of which is the LSU Real Estate and Facilities Foundation.
Memorandum of Lease- Second Amended and Restated Ground Lease	LSU Eunice	LSU BoS	Bengal Village, LLC	
Facilities Lease	LSU Eunice	LSU BoS	Bengal Village, LLC	
Memorandum of Lease- Facilities Lease	LSU Eunice	LSU BoS	Bengal Village, LLC	
Assignment and Assumption of Lease	LSU Eunice	Eunice Student Housing Foundation, Inc.	Bengal Village, LLC	
Act of Sale with Assumption of Mortgage	LSU Eunice	Eunice Student Housing Foundation, Inc.	Bengal Village, LLC	
Transfer of LSUE Manual Hall Annex Modular Building to LSUA for use by its soccer team.	LSU Eunice	LSU Eunice	LSU Alexandria	Approval to transfer between two LSU campuses in progress. LSU Eunice was no longer utilizing the building and did not need it. LSU Alexandria desires the building for use by the soccer team.
Determination of an Acceptable University Purpose for purchase by LSU Health Foundation New Orleans of building in LaPlace	LSU Health New Orleans	River Parishes Hospital	LSU Health Foundation New Orleans	Consent to purchase of adjacent facility to support ambulatory clinics
Determination of an Acceptable University Purpose for Donation of 3 parcels of property in Mandeville	LSU Health New Orleans	The AI Copeland Family Foundation	LSU Health Foundation New Orleans	A single owner would like to donate 3 parcels in Mandeville near the north end of the causeway bridge. Two parcels total 21.43 acres. The third parcel is 7.6 acres and contains a marina.
2017-2018				
Document Type	Campus	Lessor or Seller or Assignor	Lessee or Buyer or Assignee	Related Agreements or Purpose
Act of Exchange	LSU	LSU BoS	New Schools for Baton Rouge	Exchange of properties of equal value to benefit both parties
Approval of Nicholson Gateway Retail Lease	LSU	Nicholson Gateway Project, LLC	Frutta Bowls	Lease of Retail Space
Approval of Nicholson Gateway Retail Lease	LSU	Nicholson Gateway Project, LLC	Matherne's	Lease of Retail Space
Approval of Nicholson Gateway Retail Lease	LSU	Nicholson Gateway Project, LLC	Starbucks	Lease of Retail Space
Approval of Nicholson Gateway Retail Lease	LSU	Nicholson Gateway Project, LLC	Wendy's	Lease of Retail Space
Consent to Amendment of Nicholson Gateway Lease	LSU	Nicholson Gateway Project, LLC	Matherne's	Amendment to Lease of Retail Space
Consent to Amendment of Nicholson Gateway Lease	LSU	Nicholson Gateway Project, LLC	Private Stock	Amendment to Lease of Retail Space
Consent to Amendment of Nicholson Gateway Lease	LSU	Nicholson Gateway Project, LLC	Starbucks	Amendment to Lease of Retail Space
Ground Lease and Construction Agreement	LSU	LSU BoS	Baton Rouge Speech & Hearing Foundation	Ground Lease Agreement for construction of Parking Lot

2017-2018 Continued				
Document Type	Campus	Lessor or Seller or Assignor	Lessee or Buyer or Assignee	Related Agreements or Purpose
Consent to Assignment	AgCenter	Camterra Resources	Elm Grove Holdings	Oil & Gas Lease
Determination of Acceptable University Purpose	LSU Health New Orleans	LSU Health Foundation of New Orleans		Purchase Agreement for Property at 2127 and 2133 Poydras St., New Orleans
Intent to Lease	LSU Health New Orleans	LSU Health New Orleans	LSU Health Foundation of New Orleans	Proposed Lease of OB-Gyn Building
Intent to Lease	LSU Health New Orleans	LSU Health New Orleans	LSU Real Estate & Facilities Foundation	Proposed Dental School Housing
Letter Agreement	LSU Health New Orleans	LSU Health New Orleans	Enwave Brookfield District Energy USA, LLC	Install 4" water line

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Property Leases

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2019-2020													
Campus	Lessor or Sublessor	Lessee or Sublessee	Location	Lease Purpose	BoS Appr.	Start	Lease Term	Sq. Ft.	Annual Rental	Dollars / SF	Terms left	Length	Approved by
LSU	LSU	Baton Rouge Speech & Hearing Foundation	Innovation Park	1st Amendment to Ground Lease for Construction of Parking Lot	n/a	01/23/18	05/29/42	73,183	\$9,056.42		2	20-year	Pres. Alexander
LSU	LSU	LSU Foundation	Nicholson Gateway	Lease for Office Space in Canal Hall	n/a	05/01/19	04/30/24	1,576	\$27,300.00	\$17.32	7	5-year	Pres. Alexander
AgCenter	Corpus Christi Church	AgCenter	2022 St. Bernard Ave., New Orleans	Amendment #2 & Option Term #3 for Cooperative Extension Service space	n/a	06/23/19	06/22/20	1,100	\$14,400.00	\$13.09	2	1-year	Pres. Alexander
AgCenter	NorthEast Educational Development Foundation	AgCenter	10284 Highway 17S, Oak Grove	Option Term #5 for Lease for Delta Rural Development Center	n/a	07/01/19	06/30/20	4,999	\$30,000.00	\$6.00	1	1-year	Pres. Alexander
AgCenter	AgCenter	Iris Solar	Southeast Research Station	1st Amendment to Ground Lease for Construction of Parking Lot	n/a								Pres. Alexander
AgCenter	NorthEast Educational Development Foundation	AgCenter	10284 Highway 17S, Oak Grove	Amendment #1 to Original Lease	n/a	07/01/19	06/30/20	4,999	\$37,000.00	\$7.50	1	1-year	Pres. Alexander
AgCenter	Town of Vidalia	AgCenter	Vidlia, LA	Option Term #1 for Lease of Space for Concordia Extension Service	n/a	06/14/19	06/30/23	1,393	\$10,000.00	\$7.18	4	1-year	Pres. Alexander
HCSO	HCSO	La. Primary Care Associates	Administrative Business Office, Airline Highway, Baton Rouge	Leasee of Office Space		11/01/19	10/31/20	500	\$8,190.00	\$16.38	2	1-year	Pres. Alexander
HSCNO	La. Cancer Research Center of LSU HSCNO & Tulance HSC	LSU Health New Orleans	1710 Tulane Avenue, New Orleans	Addendum to Lease	12/07/18	07/01/18	06/30/28	63,233	Proportionate share of Operating Expenses		2	10-year	Pres. Alexander

**Report to LSU Board of
All Campuses Last 3 Years**

Property Leases

Updated January 29, 2020

2018-2019													
Campus	Lessor or Sublessor	Lessee or Sublessee	Location	Lease Purpose	BoS Appr.	Start	Lease Term	Sq. Ft.	Annual Rental	Dollars / SF	Terms left	Length	Approved by
LSU A&M	LSU BoS	Delta Iota House Associate of Kappa Kappa Gamma Fraternity	Lot 5 Sorority Road	Construction of new House		04/26/19	05/31/19	02/28/64					Exec. VP Layzell
LSU A&M	LSU BoS	Electronic Arts	La.Digital Media Center	Amendment 1 extends terms	n/a	01/01/19	12/31/23	28,253	\$508,560.00	\$18.00			Exec. VP Layzell
LSU A&M	LSU BoS	Louisiana State Police	LSP Training Facility	Forensic Research	n/a	09/14/18	09/13/13	.65 acres			5	1-yr.	Exec. VP Layzell
LSU A&M	LSU BoS	LSU Foundation	Canal Hall in Nicholson Gateway	use as office space	n/a	02/01/19	01/31/24	4,576	\$27,300.00	\$17.32	7	5-yr.	Pres. Alexander
LSU A&M	LSU BoS	Tiger Athletic Foundation (TAF)	PMAC	Office & Storage Space	n/a	07/01/18	06/30/19	7,645	\$92,780.64	\$9.62	1	1-yr.	Pres. Alexander
AgCenter	Town of Vidalia	AgCenter	112 Front Street, Vidalia	Lease of Space for Concordia Parish Extension Services	n/a	06/14/18	06/13/19	1,393	\$10,000.00	\$833.33	4	1-year	Pres. Alexander
AgCenter	Town of Vidalia	AgCenter	112 Front Street, Vidalia	Option Term #1 to Lease of Space for Concordia Parish Extension Services	n/a	06/14/19	06/13/20	1,393	\$10,000.00	\$833.33	3	1-year	Pres. Alexander
HCSO	The Foundation for the LSU Health Sciences Center	HCSO	2000 Tulane Avenue, New Orleans	Accountable Care Office, Option Term #3	n/a	11/01/15	04/30/22	6,108	\$138,453.00	\$11,537.75	0		Pres. Alexander
HSCNO	HSCNO	LSU Healthcare Network	Dental School and Downtown Campuses	2nd & 3rd Amendments to Digital Signs lease	n/a	07/13/16	07/12/46				0		Pres. Alexander
HSCNO	HSCNO	LSU School of Med in NO Faculty Group Practice	Space in the Dental School Annex	Lease of spce for Ambulatory Surgery location	n/a	07/01/18	06/30/20	461	\$16,135.00	\$35.00	up to 4	1-yr.	Pres. Alexander
HSCNO	HSCNO	State of La. Dept. of Public Safety & Correction	2025 Gravier Street, New Orleans	Lease for use of office space		01/01/19	12/31/28	3,888					Pres. Alexander
HSCNO	HSCNO	University Medical Center Management Corporation	S. Roman Street Garage	Lease for use of 207 parking spaces during construction of permanent parking	10/04/18	11/01/18	10/31/18		\$37,260.00		1 or more	1-yr.	Pres. Alexander
HSCNO	HSCNO	University Medical Center Management Corporation	S. Roman Street Garage	1st Amendment to Lease for use of 207 parking spaces during construction of permanent parking	n/a	11/01/18	10/31/18		\$37,260.00		1 or more	1-yr.	Pres. Alexander
HSCNO	HSCNO	University of Louisiana Monroe College of Pharmacy	2025 Gravier Street	Lease of office space	05/06/16	12/01/18	11/30/23	3,437	24 mos @ \$11,1129.29, 36 mos @ \$5,012.29	24 mos @ \$38.80, 36 mos @ \$17.50	5	1-yr.	Pres. Alexander
HSCNO	HSCNO	University of Louisiana Monroe College of Pharmacy	2025 Gravier Street	Amendment 1 changes total construction cost	05/06/16	12/01/18	11/30/23	3,437	24 mos @ \$11,978.84, 36 mos @ \$5,012.29	24 mos @ \$41.82, mos @ \$17.50	5	1-yr.	Pres. Alexander
HSCNO	HSCNO / Tulane Health Sciences Center (LCRC)	HSCNO	1710 Tulane Avenue, New Orleans	office & laboratory space	12/07/18	07/01/18	06/30/30	63,233	\$2,155,050.00			10-yr.	Pres. Alexander
HSCS	Willis-Knighton Board of Supervisors	HSCS	Willis-Knighton Medical Center	Department of Psychology Outpatient Adolescent Clinic, Option Term 7	n/a	10/01/10	09/30/19	2,856	\$8,400.00	\$2.94	0		Pres. Alexander
LSUE	LSUE	Bengal Village LLC (REFF)	Eunice Campus	2nd Amended and Restated Ground Lease		02/08/19	06/30/64	5.33 acres	\$1.00				Pres. Alexander
LSUE	LSUE	Keith Heinen	Agricultural Acreage	Agricultural Lease on LSUE land	n/a	02/01/19	01/31/22	83	\$1,660.00		2	1-yr.	Pres. Alexander

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2017-2018													
Campus	Lessor or Sublessor	Lessee or Sublessee	Location	Lease Purpose	BoS Appr.	Start	Lease Term	Sq. Ft.	Annual Rental	Dollars / SF	Terms left	Length	Approved by
LSU A&M	LA. Beta House Corp.	Congregation of Christ the King Church	Sublease of Fraternity House	Lease of empty Fraternity house to church group	n/a	03/05/18	08/31/19		\$20,400.00		4	18-mo.	Pres. Alexander
LSU A&M	LSU Alumni Association	LSU for Risk Management	Alumni Center	Risk Management Office Space	n/a	04/01/18	03/31/21	<10,000	\$39,302.73		7	1-yr.	
LSU A&M	LSU BoS	Baton Rouge Speech & Hearing Foundation	Innovation Park	Amendment to revise terms of lease to include exercise option to Lease Tract A and to lease Tract B instead of Purchase Tract B	04/26/19	—	—	—	—	—	—	—	Pres. Alexander
LSU A&M	LSU BoS	Baton Rouge Speech & Hearing Foundation	Innovation Park	Ground Lease of additional property to construct parking	n/a	01/23/18	05/29/42	35,683	\$3,528.00		2	20 years	Pres. Alexander
LSU A&M	LSU BoS	LSU Foundation's Nicholson Gateway Project, LLC	Nicholson Gateway Building 500	Amendment 1 to Retail Sublease to add Rooftop Terrace to Retail Facilities		03/01/18		11,058		—	—	—	Pres. Alexander
LSU A&M	LSU BoS	LSU Foundation's Nicholson Gateway Project, LLC	Nicholson Gateway	Retail Facilities Sublease Agreement		01/01/18							Pres. Alexander
LSU A&M	LSU BoS	Tiger Athletic Foundation (TAF)	Tiger Stadium	Amend Lease for Demolition of South End Zone dorms		02/06/17	08/31/17	—	—	—	—	—	Pres. Alexander
LSU A&M	LSU BoS	Tiger Athletic Foundation (TAF)	Bernie Moore Track Stadium	Remove & Replace existing surface	05/05/17	07/17/17	12/31/17		\$100.00	—	—	—	Pres. Alexander
AgCenter	AgCenter	Julien R. Stevens	Rosepine Research Station	farming (renewal of lease)	06/03/11	01/01/18	01/01/19	624.6 acres	\$20,100.00	n/a	3	1-year	n/a
AgCenter	Corpus Christi Church	AgCenter	2022 St. Bernard Ave., New Orleans	Option Term #2 for Cooperative Extension Service space	n/a	06/23/18	06/22/19	1,100	\$14,400.00	\$13.09	1	1-year	Pres. Alexander
AgCenter	Northeast Educational Development Foundation	AgCenter	10284 Highway 17S, Oak Grove	Option Term #4 for Lease for Delta Rural Development Center	n/a	07/01/18	06/30/19	4,999	\$30,000.00	\$6.00	1	1-year	Pres. Alexander
HSCNO	LSU Health New Orleans	LSU Healthcare Network	Gravier Street, New Orleans	Amendment to provide additional services & additional rental at the UMOB	03/24/17	04/19/18		11,411	for details see Facility & Property Oversight	—	—	—	Pres. Alexander
HSCNO	University Medical Center Management Corp.	LSU BoS for HSCNO	2000 Canal Street, New Orleans	Lease of Space for Primary Care Clinic	n/a	04/24/18	04/23/19	257	\$46,380.00				Pres. Alexander
HSCS	Willis-Knighton Medical Center	HSCS	820 Jordan Street, Ste. 104, Shreveport	Option Term #5 for Outpatient Adolescent Clinic Lease	n/a	10/01/10	09/30/18	2,856	\$8,400.00	\$2.94	2	1-yr.	Pres. Alexander
HSCS	Willis-Knighton Medical Center	HSCS	820 Jordan Street, Ste. 104, Shreveport	Option Term #6 for Outpatient Adolescent Clinic Lease	n/a	10/01/10	09/30/19	2,856	\$8,400.00	\$2.94	1	1-yr.	Pres. Alexander
HSCS	Willis-Knighton Medical Center	HSCS Cardiothoracic Specialty Clinic	2751 Bicknell Drive, Shreveport	Mutual Agreement to Terminate lease- clinic relocated to State facility		07/01/11	11/30/17	—	—	—	—	—	Pres. Alexander

**Report to LSU Board of Supervisors:
All Campuses Last 3 Years**

Schematic Design

Updated January 29, 2020

2019-2020				
Campus	Project	Architect	Approved by	Approval Date
LSU	Emerge Center at Innovation Park	Coleman Partners Architects, LLC	LSU Board of Supervisors	04/26/19
2018-2019				
Campus	Project	Architect	Approved by	Approval Date
LSU A&M	New Kappa Kappa Gamma Sorority House	Fusch Architects, Inc.	LSU Board of Supervisors	09/07/18
	Stephenson Veterinary Hospital	Tipton Associates	LSU Board of Supervisors	10/04/18
	Phi Kappa Psi Fraternity House	Coleman Partners Architects, LLC	LSU Board of Supervisors	11/02/18
2017-2018				
Campus	Project	Architect	Approved by	Approval Date
LSU A&M	Alex Box Batting Cage Renovations and Additions	GraceHebert Architects	LSU Board of Supervisors	03/16/18

**Report to LSU Board of Supervisors:
All Campuses Last 3 Years**

Servitudes

Updated January 29, 2020

2019-20200								
Campus/Lessor	Lessee	Servitude or Right-of-Way Location	Acreeage	Payment	Length of Term	Type of Document	Approved by	Approval Date
AgCenter/LSU	ExxonMobil Pipeline	East Baton Rouge & Iberville Parishes		\$1,316,916.00	In perpetuity	Right of Way	Pres. Alexander	10/24/19
AgCenter	GEP Haynesville	Red River Research Station		n/a	In perpetuity	Right of Way	Int. Pres. Galligan	1/15/20
AgCenter/LSU	Entergy Louisiana, LLC	Right of Way at Burden for gas main & lateral lines at Burden		n/a	In perpetuity	Right of Way	Pres. Alexander	12/11/2019
AgCenter	Mack Energy	Ben Hur Research Station		n/a	In perpetuity	Drill Site Surface Agreement	Pres. Alexander	12/19/2019
2018-2019								
Campus/Lessor	Lessee	Servitude or Right-of-Way Location	Acreeage	Payment	Length of Term	Type of Document	Approved by	Approval Date
AgCenter	Corps of Engineers	Right-of-entry for Flood Control		\$0.00	2 years	Statutory Notification of the Grant	5th La. Levee District & 5th La. Levee Bd.	10/1/18
LSU A&M	Entergy	S54-T7S-R1W East Bat Rouge Parish (Nicholson Gateway area)	unspecified		Permanent	Right-of-Way	Pres. Alexander	6/27/2018
2017-2018								
Campus/Lessor	Lessee	Servitude or Right-of-Way Location	Acreeage	Payment	Length of Term	Type of Document	Approved by	Approval Date
AgCenter	ExxonMobil Pipeline	Ben Hur Research Station				Survey Permit	Pres. Alexander	6/4/18
AgCenter	Franklin Parish Police Jury	at LSUE Campus near LA Hwy 755, Eunice	4.64 acres		Temporary Construction	Servitude	Pres. Alexander	10/2/2017
HSCNO	Entergy New Orleans, Inc.	2021 Perdido Street, New Orleans			Permanent	Right-of-Way	Chancellor Hollier	4/29/2018
HSCNO	Entergy New Orleans, Inc.	2025 Gravier Street, New Orleans			Permanent	Right-of-Way	Chancellor Hollier	4/29/2018
HSCS	City of Shreveport	1414 Claiborne Ave., Shreveport		\$300.00	Temporary Construction	Utility Servitude	Pres. Alexander	6/4/2018
HSCS	City of Shreveport	6670 St. Vincent Avenue, Shreveport		\$500.00	Permanent	Utility Servitude	Pres. Alexander	5/9/2017

Report to LSU Board of Supervisors: Timber Sales
All Campuses Last 3 Years

Updated January 29, 2020

2019-2020								
Campus	Location	Parish	Buyer	Acreage	Payment	Designated Timber to be Removed:	Approved by	Approval Date
n/a								
2018-2019								
Campus	Location	Parish	Buyer	Acreage	Payment	Designated Timber to be Removed:	Approved by	Approval Date
AgCenter	Jones Idlewild Research Station	E. Feliciana	Good Hope, Inc.		\$ 138,950	17-acre clear cut, 14-acre clear cut and 22-acre site. All pine sawtimber along with hardwood sawtimer, chip & saw, and pulpwood will be removed.	Pres. Alexander	11/6/2018
2017-2018								
Campus	Location	Parish	Buyer	Acreage	Payment	Designated Timber to be Removed:	Approved by	Approval Date
n/a								

**Report to LSU Board of Supervisors:
All Campuses Last 3 Years**

Transfers of Title to Immovable Property

Updated January 29, 2020

2019-2020						
Campus	Transfer Description	Value	State ID	Site Code	Approved by	Transfer Date
LSU A&M	Act of Donation by TAF of Tiger Stadium East Bowl Improvements	\$1,770,741			Pres. Alexander	08/28/19
LSU A&M	Act of Donation by TAF of Tiger Stadium South Plaza Bowl Recognition	\$927,034			Int. Pres. Galligan	01/22/20
LSU A&M	Act of Donation by TAF of Alex Box Champions Plaza	\$874,014			Int. Pres. Galligan	01/22/20
LSU A&M	Act of Donation by TAF of Football Operations Renovations and Expansion Phase II	\$31,750,344			Int. Pres. Galligan	01/22/20
LSU A&M	Act of Donation by TAF of Alex Box Practice Facility Pitching Center	\$163,788			Int. Pres. Galligan	01/22/20
LSU A&M	Act of Donation by TAF of Golf Practice Facility Hitting Bay Improvement	\$39,538			Int. Pres. Galligan	01/22/20
LSU A&M	Act of Donation by TAF of Tennis Complex Resurfacing of Courts	\$178,187			Int. Pres. Galligan	01/22/20
LSU A&M	Act of Donation by TAF of Tiger Stadium North Bowl Improvements	\$1,393,251			Pres. Alexander	08/28/19
LSU A&M	Act of Donation by TAF of Tiger Stadium North End Zone Joint Repairs	\$350,000			Pres. Alexander	08/28/19
LSU A&M	Act of Donation by TAF of Tiger Stadium Restroom Renovation Phase II	\$2,354,042			Pres. Alexander	08/28/19
LSU A&M	Act of Donation by Burden Foundation to LSU Rural Life of 1 acre	\$525,000			Pres. Alexander	12/19/19
LSU A&M	Act of Donation by TAF of Tiger Stadium West Bowl Improvements	\$1,798,191			Pres. Alexander	08/28/19
HSCNO	Act of Donation by the Louisiana State University School of Medicine in New Orleans Faculty Group Practice (Network) of the construction completed jointly of an entrance canopy at the UMOB. jointly completed with HSCNO at the UMOB. Each paid 50% of cost of improvements. This donation is the donation of all of Network's interest, right and title in the improvements ¹	approximately \$130,234			Pres. Alexander	10/24/19
LSUS	Act of Donation by the National Society of the Colonial Dames of America in the State of Louisiana to LSUS Realty, LLC (sole member of the LSU in Shreveport Foundation) of the Spring Street Museum in Shreveport ¹	see footnote			Pres. Alexander	10/04/19
	¹ Building appraised at \$145,000, contents valued at \$100,000, sole beneficiary of the Helen Mann Memorial Fund Committee, Inc. valued as of 3/31/19 \$1,104,794					
2018-2019						
Campus	Transfer Description	Value	State ID	Site Code	Approved by	Transfer Date
LSU A&M	Act of Donation by Recital Hall LLC (REFF) of Virginia Martin Howard Board Room	\$116,918			Pres. Alexander	06/27/19
LSU A&M	Act of Donation by SLA, LLC (REFF) of the Renovations & Improvements to office areas & commons space School of Landscape Architect	\$529,199			Pres. Alexander	06/27/19
LSU A&M	Act of Donation by TAF of Alex Box Batting Cage Renovations & Additions	\$3,722,871			Pres. Alexander	06/27/19
LSU A&M	Act of Donation by TAF of Beech Volleyball Waterproofing Repair	\$198,663			Pres. Alexander	06/27/19
LSU A&M	Act of Donation by TAF of Bernie Moore Track Resurfacing	\$1,303,713			Pres. Alexander	06/27/19
LSU A&M	Act of Donation by TAF of Martin J. Broussard Hydrotherapy Pool Replacement and Renovation Projec	\$916,777			Pres. Alexander	06/27/19
LSU A&M	Act of Donation by TAF of Tiger Stadium Concessions and Replacement Improvements	\$646,462			Pres. Alexander	06/27/19
LSU A&M	Act of Donation by the LSU Foundation of a life-sized Bengal tiger sculpture outside the Admissions & Recruiting Center at Pleasant Hall	\$106,627			Pres. Alexander	05/14/19
LSU A&M	Act of Donation by the LSU Property Foundation and Acceptance by LSU of design development services for restoration & renovation to the LSU Memorial Tower and adjacent plazas	\$568,725			Pres. Alexander	10/12/18
LSU A&M	Act of Donation for the Improvements constructed to the existing office space of the University Lab School's administration offices	\$123,218			Pres. Alexander	10/02/18
LSU A&M	Act of Donation of Dr. Billy Cannon Statue Installation and Plaza	\$268,296			Pres. Alexander	12/04/18
LSU A&M	Act of Donation of Natatorium Lighting by Tiger Athletic Foundation to LSU	\$312,444			Pres. Alexander	12/17/18
LSU A&M	Property Exchange between LSU & Louisiana National Guard	Equivalent value			Pres. Alexander	11/20/18
LSU A&M	Purchase of 604 West Roosevelt Property	\$155,708			Pres. Alexander	09/11/18
AgCenter	Act of Donation by LSU Property Foundation to AgCenter of Grant Parish Property	\$63,300			Pres. Alexander	12/12/18
HSCNO	Act of Donation by LSU Health Foundation and Acceptance of Property at 526 S. Roman St., New Orleans	\$187,000			Pres. Alexander	02/01/18
HSCNO	Act of Donation by Mariner's Village Properties LLC & Mariner's Village Marina, LLC				Pres. Alexander	12/20/18
HSCNO	Purchase of 4 Properties on South Galvez, 424-426, 428-430, 432-434, and 436-438	\$1,054,962			Pres. Alexander	12/17/18
HSCNO	Purchase of property at 508-510 S. Galvez St., New Orleans from Michael J. Clark	\$240,000			Pres. Alexander	03/11/19
LSUE	Transfer Student Housing from the Eunice Student Housing Founding, Inc. to the LSU Real Estate and Facilities Foundation	\$6,597,555			Pres. Alexander	02/08/19

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2017-2018						
Campus	Transfer Description	Value	State ID	Site Code	Approved by	Transfer Date
LSU A&M	Act of Donation Band Hall Renovations Project	\$66,051		2-17-014	Pres. Alexander	02/09/18
LSU A&M	Act of Donation Game Day Parking Improvements in Levee Lot A (for 96 RV's	\$367,167		2-17-014	Pres. Alexander	02/09/18
LSU A&M	Act of Donation Game Day Parking Improvements Levee Lot B (for 149 RV's	\$574,791		2-17-014	Pres. Alexander	02/09/18
LSU A&M	Act of Donation Game Day Parking Improvements Project B (for 636 cars'	\$1,044,678		2-17-014	Pres. Alexander	02/09/18
LSU A&M	Act of Donation Game Day Parking Improvements Project C (for 1,118 cars'	\$261,169		2-17-014	Pres. Alexander	02/09/18
LSU A&M	Act of Donation Multi-Facility Technology Improvements Project E	\$578,294		2-17-014	Pres. Alexander	02/09/18
LSU A&M	Act of Donation of Capital Improvements to Mike the Tigers Habitat	\$1,190,717		2-17-014	Pres. Alexander	02/09/18
LSU A&M	Act of Donation of Football Indoor Field Lighting Improvements and Termination of License Agreement for Use of Facilities and Premises	\$295,000		2-17-014	Pres. Alexander	09/20/17
LSU A&M	Act of Donation of Football Indoor Practice Facility Synthetic Turf Replacement and Termination of License Agreement for Use of Facilities & Premises	\$550,934		2-17-014	Pres. Alexander	09/20/17
LSU A&M	Act of Donation of Pleasant Hall Grand Lawn Improvements from the Admissions and Recruiting Center, LLC	\$181,768		2-17-014	Pres. Alexander	10/26/17
LSU A&M	Act of Donation of PMAC Renovations and Improvements to Restroom Facilities and Termination of License for Use of Facilities and Premises	\$332,769		2-17-014	Pres. Alexander	09/20/17
LSU A&M	Act of Donation of Tiger Stadium for Capital Improvement-South End Zone: demolition of South End Zone Dormitory & related mechanical, electrical & plumbing work.	\$2,425,782		2-17-014	Pres. Alexander	02/09/18
LSU A&M	Act of Donation PMAC LED Lighting Project	\$389,065		2-17-014	Pres. Alexander	02/09/18
LSU A&M	Exchange of Property with New Schools for Baton Rouge- LSU transfers approximately 10 acres located at GSRI to NSBR in exchange for State Street Property				Pres. Alexander	09/20/17
AgCenter	Cash Sale between Division of Administration, Facility Planning and Control, LSU AgCenter and Tensas Parish Police Jury of AgCenter's 61 acres in Tensas Parish	\$207,400			Pres. Alexander	12/13/17
HSCNO	Purchase of property at 429 S. Johnson St., New Orleans from 435 S. Johnson St. LLC	\$520,000			Pres. Alexander	06/04/18
HSCNO	Act of Donation by the LSU Health Foundation of Property at 526 S. Roman Street, New Orleans	\$187,000			Pres. Alexander	02/15/18
HSCNO	Purchase of Property at 2129-2131 Gravier Street, First District, New Orleans	\$445,000			Pres. Alexander	12/19/17
HSCNO	Purchase of Property at 429 S. Roman Street, New Orleans	\$520,000			Pres. Alexander	06/04/18