

Dear Skip . . .

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Another way to begin a change in Accounting is to open the process of awarding the *Morgan Professorship*. Dating back to the Jim Crockett era, the *Morgan Professorship* has been viewed by accounting faculty as an entitlement for anyone reaching full professor. They even had a rotation order drawn up to placate – or threaten - those in the back of the line. The result – metaphorically – is the *Morgan* is like the town whore: everyone gets his turn with her. As you can see, this is not exactly something to aspire to as a career goal. It should not be a spoil to be regularly divided by the usual suspects. To have any hope of respect the *Morgan* needs to be based on merit, meaning research published in academic journals of quality. As you have seen by now, you have some people publishing lots of *schlock*, but that is not where you want to go. Right now it appears you have two front runners: Marc DePree and Mary Anderson. The Clark/Jordan duo has a decent publication every couple of years. They may not have been born “bad”, but they were certainly made bad: they have been rewarded too highly for this type of result their entire careers at USM. Establishing a good research culture with this current crop of accounting faculty will be a challenge, but it is one challenge that is certainly obtainable. It will take a firm, unwavering policy and steadfast enforcement of it.

We wish you the best of luck with your program for change.

An Optimistic Fan