



UNIVERSITY of  
**LOUISIANA**  
LAFAYETTE

## 2017 Annual Evaluation Form - Senior Administrators

Review Period 1/1/2017 - 12/31/2017



### REVIEWER

Ramesh Kolluru (Manager), Jaimie Hebert (Indirect Manager)



**Francois Villinger**

998566|Director, NIRC  
Position

## Overview

### Task Instructions

Your annual performance evaluation is an important tool to support your professional development as an employee of the University of Louisiana at Lafayette. This provides an opportunity to be recognized for your contributions and to collaborate with your supervisor in aligning your goals and performance with the mission and values of the University.

## Executive Goals 2017

### Directions

Please provide a rating for each goal.

### Rating Scale

Rating	Description
Not Evaluated	
Not Met	No dimensions of the goal (i.e. on time, on budget, etc.) were achieved.
Needs Improvement	Most dimensions of the goal (i.e. on time, on budget, etc.) were not achieved.
Partially Met	One or more dimensions of the goal (i.e. on time, on budget, etc.) were not achieved.
Met	Goal was fully achieved (i.e. on time, on budget).
Exceeded	Goal was achieved ahead of schedule and/or under budget

### Describe your accomplishments for Calendar year 2017 and provide an overall rating.

Reviewer	Rating
Francois Villinger (Self)	██████
Ramesh Kolluru (Manager)	██████

### Comments

#### Francois Villinger (Self):

Develop and expand a public health funded research program at NIRC

Maintain a positive budget balance for NIRC, including alignments of cost across various clients

Expand technical research support at NIRC including imaging capabilities.

Enhance animal care, and restore friendly communications with USDA

#### Ramesh Kolluru (Manager):

As supervisor, it is my view that Dr. Francois Villinger has exceeded expectations on the four objectives listed above.

## Executive Competencies

### Directions

Please provide a rating for each of the core competencies.

**Click the down arrow and then Details to view the items associated with each competency.**

**Click the conversation icon to view a list of behaviors by rating associated with each competency.**

#### Details and Comment Assistant

### Rating Scale

Rating	Description
Not Evaluated	
Does Not Demonstrate	Does not demonstrate this competency at the expected level, even with available assistance or direction from others.
Developing	Newly developing in this area; has a general understanding of key principles but limited or no applied experience with this competency. Is capable of using this competency with coaching and support, in simple situations.
Proficient	Has sufficient understanding and experience to operate at a fully professional level with this broad range of moderately complex situations. Can generalize basic principles to effectively function in both predictable and new situations.
Advanced	Has broad and deep understanding and skills, with substantial expertise and experience in this area. Can apply this competency regularly and independently and display this competency in complex, varied situations. Role model for this competency.
Expert	You are known as an expert in this area. You can provide guidance, troubleshoot and answer questions related to this area of expertise and the field where the skill is used.

### Builds Relationships and Fosters Collaboration

Cultivates an active network of relationships inside and outside functional area; fosters collaboration and teamwork by inclusive, supportive, cooperative, and sharing power.

Reviewer	Rating
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Francois Villinger (Self)	████
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Ramesh Kolluru (Manager)	████
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Comments
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**Francois Villinger (Self):**

The number of collaborations with academic institutes as well as corporate clients have greatly expanded. NIRC is on the scientific map and able to advertise its abilities and expand with the help of clients and the NIH.

This was achieved by participation in scientific symposia highlighting the center's resources to colleagues and potential clients as well as being adaptable to understand and meet demands.

**Ramesh Kolluru (Manager):**

Agreed!

### Builds Talent

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Attracts and retains high caliber people; develops a leadership team with diverse capabilities; accurately assesses the strengths and weaknesses of staff; develops successors.

Reviewer	Rating
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Francois Villinger (Self)	████
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Ramesh Kolluru (Manager)	████
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Comments
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**Francois Villinger (Self):**

Develop and nurture the team spirit by communicating goals, trying to understand obstacles and issues and building consensus towards solving issues. This includes reaching outside for expertise when needed.

Also recognizing opportunities when they present themselves and rallying the team to seize them

**Ramesh Kolluru (Manager):**

Dr. Villinger has done a very good job of building Talent at the Center, recruiting high-caliber researchers, while nurturing existing staff members. Evaluation: Changed from Proficient to Advanced.

### Communicates Openly and Listens

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Presents ideas effectively gauging the needs of the audience; actively listens and incorporates input from others.

Reviewer	Rating
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Francois Villinger (Self)	████
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Ramesh Kolluru (Manager)	████
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Comments
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**Francois Villinger (Self):**

Communication is key to building a team. There is no one size fits all and situations often dictate alterations of courses. Decisions need to be based on information adequately gleaned from staff and colleagues. Listening and balancing information received is critical to reach decisions and build consensus to move forward

**Ramesh Kolluru** (Manager):

Dr. Villinger has demonstrated great skill in being an effective communicator with internal and external stakeholders.

Evaluation: Changed from Proficient to Advanced

### Cultivates Diversity, Equity and Inclusion

Intentionally attracts a team with diverse perspectives; Champions the development of equitable and inclusive policies and procedures inside the functional area; Develops and employs equitable practices in the hiring, evaluation, and promotion of talent; Recognizes and promotes the shared responsibility for diversity, equity and inclusion.

Reviewer	Rating
<b>Francois Villinger</b> (Self)	██████
<b>Ramesh Kolluru</b> (Manager)	██████

#### Comments

**Francois Villinger** (Self):

While NIRC was not very culturally diverse before my arrival, the recruitment of scientists inherently includes people from the world over, including differing cultures, sensitivities etc... The best leadership is to cultivate and demonstrate tolerance and even embracing cultural differences while alerting newcomers from local cultural uses and potential differences.

**Ramesh Kolluru** (Manager):

Agreed!

### Demonstrates Emotional Acuity

Considers and responds appropriately to the needs and feelings of others; understands impact of own behavior; has a realistic understanding of own strengths and development needs; is committed to continuous learning.

Reviewer	Rating
<b>Francois Villinger</b> (Self)	██████
<b>Ramesh Kolluru</b> (Manager)	██████

#### Comments

**Francois Villinger** (Self):

The main point is to maintain a calm demeanor when dealing with minor and major issues. This alone help to calm the waters and promote rational thinking and evaluation.

While some aspects of NIRC's function may be outside of my direct level of competence, the general direction relies primarily on common sense and proper listening and communication.

**Ramesh Kolluru** (Manager):

Agreed!

## Demonstrates Financial Acumen

Understands the meaning and implications of key financial indicators; manages overall financial performance; uses financial analysis to evaluate strategic options and opportunities.

Reviewer	Rating
Francois Villinger (Self)	██████
Ramesh Kolluru (Manager)	██████

### Comments

**Francois Villinger (Self):**

In a general sense, NIRC has reached a far better budgetary situation in 2017. Payroll has not gone up or even decreased while markedly enhancing the center's work, animal census and production, not to mention the addition of a research group (funded almost entirely from external grant funds).

I believe that I have a good understanding of financial opportunities to invest into ventures that will pay back with interest, while minimizing waste.

Examples include a recalculation and readjustment of animal per diem costs based on real cost data, attraction of a corporate tenant on site and expansion of this tenant's (CrownBio), review of maintenance contracts etc.

Financial management would however be FAR EASIER with more reliable and transparent support from main campus.



**Ramesh Kolluru** (Manager):

Dr. Villinger deserves great credit for strengthening the financial position of the Center.

### Ensures Alignment

Ensures that University strategies and plans are integrated and aligned for success; supports the President and Board of Regents by providing timely, direct, and critical insights on initiatives, political positioning, and public perception.

Reviewer	Rating
<b>Francois Villinger</b> (Self)	██████
<b>Ramesh Kolluru</b> (Manager)	██████

#### Comments

**Francois Villinger** (Self):

My recruitment included a task to expand the University's footprint in research. I believe that I have lived up to this task thus far, though a better alignment with the campus faculty will be needed to take full advantage of the research and training opportunities offered by NIRC.

**Ramesh Kolluru** (Manager):

Dr. Villinger has aligned activities of the Center in growing UL's R&D expenditures, including federal funds, which is one of the highest priority goals for Research within the Strategic Plan of the University.

In addition, by recruiting post-doctoral researchers (supported by external funds), his efforts support the University's plan to transition to an R1 University. An area of future focus and improvement is in supporting Doctoral students (Ph.D.s in S&E disciplines) which will greatly enhance our graduate education mission, and help in transition to an R1 institution.

### Ensures Execution

Anticipates change, conveys clear priorities, and aligns efforts across functions; addresses barriers, takes action, and holds self and others accountable for results.

Reviewer	Rating
<b>Francois Villinger</b> (Self)	██████
<b>Ramesh Kolluru</b> (Manager)	██████

#### Comments

**Francois Villinger** (Self):

I believe that many of the goals articulated in my vision of NIRC have been already met (though new ones are established on an ongoing basis) as outlined above. A climate of responsibility is being slowly nurtured at NIRC though not yet fully established across all divisions.

**Ramesh Kolluru** (Manager):

Agreed! Francois has documented results and shown great skill in transitioning vision and plan into results.



## Establishes Trust

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Respects all individuals and treats them fairly; honors commitments to others; models high ethical standards and integrity.

Reviewer	Rating
<b>Francois Villinger</b> (Self)	██████
<b>Ramesh Kolluru</b> (Manager)	██████

### Comments

**Francois Villinger** (Self):

I strive to respect people's expertise and not micromanage divisions and groups who works efficiently, though I will challenge them on a regular basis to reach higher goals.

Even if management oversight is needed in some areas, this is done with respect and transparency regarding the need that triggered the oversight.

**Ramesh Kolluru** (Manager):

Agreed!

## Influences and Inspires

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Promotes ideas and proposals persuasively to shape stakeholder opinion; creates a climate that fosters personal investment and nurtures commitment to a common vision and shared values; inspires action without relying solely on authority.

Reviewer	Rating
<b>Francois Villinger</b> (Self)	██████
<b>Ramesh Kolluru</b> (Manager)	██████

### Comments

**Francois Villinger** (Self):

One leads by example and communicating goals and means. The team will not achieve its full potential if not supported and challenged to aim higher. One also needs to support the various divisions, not necessarily equally but in good measures within an overall clearly articulated strategy to move forward.

**Ramesh Kolluru** (Manager):

Agreed!

## Leads Change

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Uses data-driven decision-making to generate insights, alternatives, and opportunities for success; fosters a continuous improvement environment; makes novel use of existing ideas, approaches, technologies, or products.

Reviewer	Rating
<b>Francois Villinger</b> (Self)	██████
<b>Ramesh Kolluru</b> (Manager)	██████

## Comments

**Francois Villinger (Self):**

i can safely say that change has occurred at NIRC. The seeds were good in term of engagement and flexibility. I have been able to lead a new direction in the center's research arena, maximizing the use of in-house resources and investing in select areas to open new possibilities both in animal care, procurement, facility management and research.

**Ramesh Kolluru (Manager):**

Agreed!

## Shapes Statigic Focus

Formulates effective and progressive strategies aligned with University mission and values; determines objectives and priorities and acts as a catalyst for institutional innovation and growth.

Reviewer	Rating
Francois Villinger (Self)	██████
Ramesh Kolluru (Manager)	██████

## Comments

**Francois Villinger (Self):**

The strategic focus for NIRC is to expand research, collaboration and outreach. That being said, 2017 has been the year of opportunities, with flexibility dominating the strategy to rein in expenses and improve the budgetary bottom line. While perhaps somewhat turbulent, at times, this has allowed for fiscal soundness which serves as a far more solid basis to establish and maintain a more organized strategic plan for the center's move forward. By the end of 2017 and beginning of 2018, NIRC has been able to reassess its resources, identify areas of growth to invest in (both in terms of personnel and equipment) and general innovation.

**Ramesh Kolluru (Manager):**

Agreed!

## Goal Planning

### Directions

Please enter goals for the coming year.

### Develop a Center based system to capture revenues and expenses

With the centralization of accounting at the University and changes in accounting programs and practices, NIRC has been unable to access its budgetary balance on a regular basis (monthly or at least every trimester) not to mention being able to track invoicing of work conducted and billed by the Center via SPFAC. The goal is to generate a master balance sheet capturing expenses, and revenues in brad categories, providing for responsible accounting practices and identifying potential issues. This will also allow for investments to be decided in real time.



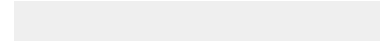
**Start Date**

7/1/2019

**Due Date**

6/30/2020

**Progress**



0%

**Weight**

10%

**Comments**

**Ramesh Kolluru (Manager):**

Developing this capability in-house, and regularly synchronizing the information with SPFAC Staff/Banner will be very helpful.

**enhance and expand the NIRC NHP breeding program**

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Improving breeding success from the existing colonies of rhesus macaques and African green monkeys. Expand the NIRC owned rhesus colony

Create new breeding opportunities with Mauritian cynomolgus macaques (unique in the US) and pigtailed macaques separate from the UWNPRC breeding effort.

**Start Date**

7/1/2019

**Due Date**

6/30/2020

**Progress**



0%

**Weight**

10%

**Comments**

**Ramesh Kolluru (Manager):**

Agreed. This was the topic of a recent Executive Leadership meeting at NIRC, including President Savoie, Provost Hebert, and VP Jerry Luke Leblanc.

**Expand Research faculty and program**

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The path forward for NIRC is to markedly expand its research faculty with individuals able to compete for and obtain external funding, while expanding the research portfolio of the Center.

The NIRC program is currently working at close to its maximal capacity with the people currently present and maximizes the use of available nonhuman primates. It is imperative therefore to hire new young to mid career scientists to expand the program into new areas of research (e.g. neurobiology, novel vaccines etc.). There is space currently available in Building 55 for another research team but further additions will require additional renovated space in Building 27 and an established pathway to tenure.

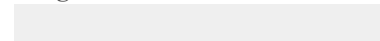
**Start Date**

7/1/2019

**Due Date**

6/30/2020

**Progress**



0%

**Weight**

35%

**Comments**

**Ramesh Kolluru** (Manager):

Agreed. This was the topic of a recent Executive Leadership meeting at NIRC, including President Savoie, Provost Hebert, and VP Jerry Luke Leblanc.

**Renovate and expand research opportunitie at NIRC and main ULL campus**

The ability of NIRC to support additional research, either client or grant funded depends on additional research space and equipment. Hence the goal will be to renovate the central part of Building 27 as modern laboratory space for new recruits and/or clients to do research on site

<b>Start Date</b> 7/1/2019	<b>Due Date</b> 6/30/2020	<b>Progress</b> <div style="width: 0%; height: 15px; background-color: #ccc; border: 1px solid #ccc;"></div> 0%
<b>Weight</b> 25%		

**Comments**

**Ramesh Kolluru** (Manager):

Agreed. Externally generated funds are available in part to support a NIH proposal to help advance this effort.

**Development Planning**

**Summary**

**Overall Rating**

2017 Annual Evaluation Form - Senior Administrators  
Francois Villinger



**Signatures**

X Francois Villinger  
Employee

2/25/2019  
Date

X

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Second Level Evaluator

X Ramesh Kolluru  
Evaluating Supervisor

2/23/2019  
Date



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Date

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