



## 2017 Annual Evaluation Form - Executive Level

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



### REVIEWER

Jaimie Hebert (Manager), Ernest Savoie (Manager - Co-Planner)



**Ramesh Kolluru**

999394|Vice President, Research  
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
Ramesh Kolluru (Self)	■
Jaimie Hebert (Manager)	■■■■■

### Comments

**Ramesh Kolluru (Self):**

**Research SI 1: Enhance supporting infrastructure for research and innovation.**

**Research KPI 1: Ensure that support services are sufficient to sustain the efforts of University researchers**

Goals for 2017 under KPI 1 were to implement the Strategic Plan and recommendations of the Strategic Planning Implementation Committee to increase support services to support the community of faculty, researchers and scholars across campus.

*Accomplishments included:*

**Hiring Additional Personnel**

- Hired and trained three experienced College Research Coordinators (Erika Clark, Kit Boone, and Paula Williams) to provide greater funding opportunity identification and proposal development support to researchers within academic colleges.
- Hired two new staff Members within the Office of Research and Sponsored Programs (Yue Yang, Erica Pitre) to enhance the capacity of the central office to support researchers. Ms. Pitre is a Proposal Development Specialist, who will provide faculty with support in development of large-scale funding opportunities.
- Hired Ms. Jessica Manafi, Research Communications Specialist, who will assist researchers, colleges and centers in telling stories about the public impact of their research and scholarship.
- Hired Ms. Tatum Broussard, to support LITE and Research Events, particularly in convening Communities of Interest that facilitate conversations amongst researchers from multiple disciplines.
- Hired Ms. Katherine Small, to support Office of Innovation Management with administrative support for technology transfer related activities and LITE.

### **Providing Greater Resources**

- Increased dissemination of Funding Opportunities.
- Increased Grant/Training Workshops.
- Procured DocuSign enhance proposal routing in Banner.
- Increased Faculty Travel budget, administered by Dr. Robert McKinney (from \$100K to \$125K). Requested that \$25,000 of this fund be earmarked for researchers travelling to meet program managers and agency sponsors.
- Increased funding for the Louisiana Council for Excellence in Undergraduate Research (*La CoEUR*), administered by Dr. Terry Chambers, Council director, from \$48K to \$75K, with a specific earmark to support the President's Diversity Agenda.
- Provided funds for training materials from the Export Controls Compliance Training Institute.
- Initiated efforts to review software for management of research compliance/integrity operations.

### **Research KPI 2 Provide incentives to increase faculty and staff engagement in research and innovation.**

Goals were to develop innovative policies, create new incentives and provide increased training support services through the Office of VPR to support the community of faculty, researchers and scholars across campus.

*Accomplishments included:*

- Drafted a new Research Re-investment Policy, to replace the Return of Indirect Costs Policy, providing greater incentives for collaborations between academic departments and research centers. This policy has not yet been adopted.
- Developed and adopted the Research Salary Incentive Program (RSIP), to incentivize researchers to seek grant funding that covers a portion of their academic year salaries.
- Developed and adopted an enhanced Policy on Proceeds for Technology Commercialization.
- Developed and adopted a new Research Institutional Base Salary Policy to incentivize higher productivity of faculty holding professorships, and endowed chairs that offer academic year salary stipends.

### **Research KPI 3: Establish a mechanism for tracking unit-level performance metrics.**

Goals were to establish an on-going process of goal setting, progress reporting, and performance evaluation, to assist with SACSCOC accreditation and continuous improvement.

*Accomplishments in 2017 towards achieving KPI 3 included the following:*

- Established a **Research and Innovation Scorecard** that is used to measure and track performance of all research

centers/institutes. This Scorecard, and unit-level strategic planning, forms the basis for performance measurement and resource allocation to research centers.

- Documenting **Faculty Research & Scholarship**: Reviewed and tried to work with Academic Analytics™ - a system used in other universities and advocated by the UL System at that time - but the system proved inadequate and unsuitable for UL. As part of a pilot project, compiled faculty research data from their annual workload reports, but this method is labor intensive and the data are reported in different formats. College level data collection is increasing, but non-standard and labor intensive. VIA explored as faculty research reporting tool, but deemed not ideal. The search for an ideal solution continues, with the implementation of Banner being the most promising venue.

## **Research SI 2: Increase and diversify funding through grants and contracts...**

### **Research KPI 4: Provide more resources to support procurement of external funding, IP development, start-ups, and patents.**

Goals were to increase support through the Office of VPR to support the community of faculty, researchers and scholars across campus. Based on 2016/2017 data, UL Lafayette R&D Expenditures reported to the National Science Foundation grew from \$77M in FY 2016 to \$80M in FY 2017, with an increase in federally funded R&D expenditures from \$15.7M to \$16.9M. IP disclosures, patent applications, technology licenses and entrepreneurial projects have increased significantly over past 5 years. In FY 2017, 19 IP disclosures were submitted and 12 patent applications were filed, compared to the 7 IP disclosures and 7 patents filed in 2016.

*Accomplishments in 2017 towards achieving KPI 4 included the following:*

- As documented under KP1, administrative staff were added to ORSP. However, we are significantly understaffed in the Office of Innovation Management and in the area of Office of Research Integrity.
- Notwithstanding growth of research, technology transfer and economic development activity, according to the SPI Committee, UL ranks at the very bottom among 17 peer institutions in research staff.

### **Research KPI 5: Invest in research mentoring...**

Goals were to increase mentoring, peer-mentoring as well as professional development services, facilitated by the OVPR to support the community of faculty, researchers and scholars.

*Accomplishments in 2017 towards achieving KPI 5 included the following:*

- Developed ways to increase mentoring of new researchers through collaborations with more experienced researchers. Incorporated Mentoring in Panel Discussions by senior researchers into training sessions (2 per semester) provided by the Research office.
- Facilitated and organized an NSF CAREER workshop, led by a senior researcher Dr. Zhou, to over 20 junior faculty members in the area of materials research.

### **Research KPI 6: Collaborate with University Advancement...**

Goals were to increase collaborations between the Office of VPR and the Office of Advancement to support research.

*Accomplishments in 2017 included:*

- VPR worked with VP Advancement and staff to enhance support for faculty seeking funding and enhanced relationships with corporations, foundations and other entities.
- Initiated efforts to enhance coordination between College Research Coordinators and College Development Officers..
- Expanded grant-writing support to include proposal submission to corporations/corporate foundations, working in partnership with VP for Advancement.

**Research KPI 7: Develop interdisciplinary initiatives leading to the growth and creation of research centers and institutes**

**2017 Progress**

- Working on three major multi-disciplinary research initiatives in the area of energy, healthcare, and cybersecurity with each initiative *minimally* including researchers from *at least* two colleges and *one* research center. Achieved significant progress in developing the North American Energy Research Alliance (NAERA,) a consortium of universities across Mexico, Canada, and the US, under the leadership of Dr. Zappi.
- Hired leaders of multiple research centers in past 24 months (Drs. Villinger, Zeanah, Burstein, Whitlow, Zhou, Theriot, Dunaway, and Delcambre). Worked with the University leadership and academic deans in creating joint academic appointments for six of the eight hires in appropriate academic colleges.

**Research KPI 8: Provide programs and incentives for collaborations across disciplines,.**

**2017 Progress**

- Helped research leaders establish collaborations with universities in Finland, Thailand, Mexico, Canada, India
- Establish four Communities of Interest in past 24 months (Diversity, Equity and Poverty; Global Sustainability; Louisiana Studies; and The Human Brain).

**Jaimie Hebert** (Manager):

This is a well thought out plan that will continue to serve our division very well.

**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
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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
Ramesh Kolluru (Self)	██████
Jaimie Hebert (Manager)	██████

#### Comments

**Ramesh Kolluru (Self):**

My personal mantra for 2017 was "*Alignment*," which led me to work on building new and building on existing relationships with relevant stakeholders inside and outside the Research Office, as well as inside and outside the University. The goal was to ensure that the University's research and academic units were all pulling in the same direction towards achieving the goals articulated within our Strategic Plan, and towards achieving the region's/state's economic development and workforce development needs.

These efforts helped significantly in growing our R&D expenditures, positioning us a year later to meet the Year 2020 goal of \$100M in R&D expenditures - two years ahead of schedule. Created and cultivated relationships between leaders of research centers and academic deans, and fostered collaborations that resulted in the following salient successes

1. Appointment of Dr. Francois Villinger, NIRC director into a tenured faculty position within the Department of Biology, positioning the university to leverage NIRC's assets to advance our academic mission;
2. Pursuit of a search for director of the Louisiana Center for Health Innovation in a partnership between the College of Nursing and Allied Health Professions and the Informatics Research Institute;
3. Appointment of Dr. Raju Gottumukkala, IRI Director for Research, into a tenure track position within the Department of Mechanical Engineering, where he is doing outstanding work.
4. Collaborated with a Mark Zappi, dean of the College of Engineering and director of the Energy Institute of Louisiana and colleagues within the Colleges of Science and Engineering in developing the North American

Energy Research Alliance (NAERA).

5. Assisted Dr. Terry Chambers in establishing a partnership with NRG, resulting in a \$5M Photo-Voltaic Applied Research and Testing Laboratory to develop, test, and train in the next-generation of solar clean-energy technologies.

Alignment with the region's and the state's goals positioned the University's School of Computing and Informatics play a major role in the continued growth and expansion. I helped organize the university's efforts with economic development leaders at the state and local levels to help recruit three major IT companies - CGI, Perficient, and Enquero – bringing 1600 jobs (1000 software, 600 non-STEM) to Acadiana. These companies have added more than 500 jobs, with over 50% of those being graduates of Louisiana universities – mostly from UL Lafayette.

1. As part of the partnership with CGI, served as a PI in generating a \$4.5M grant from LED to support the University's School of Computing and Informatics. Leveraged these funds to support the efforts of Dean of the RPA College of Sciences and CMIX director to hire additional faculty members and provide funds for student enhancement - to help CGI and other firms with their growing workforce needs
2. Supported the efforts of NIRC director and staff in recruiting CrownBio, a biomedical research company to NIRC, resulted in the first 20 biomedical private sector jobs in New Iberia.

The year 2017 saw UL Lafayette grow R&D funding to unprecedented levels, diversify funding sources, expand industry-funded research, and create economic development outcomes. Any successes that I have had as VPR have been accomplished by respectful collaborations with faculty, staff, students, UL System board members, and community leaders as well as bringing powerful messages of institutional impact and relevance to congressional delegations and agency sponsors.

## Builds Talent

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
Ramesh Kolluru (Self)	██████
Jaimie Hebert (Manager)	██████

### Comments

**Ramesh Kolluru (Self):**  
 I have worked to attract and retain high caliber people, both within the Office of VP Research, within research centers. In addition, I supported the efforts of academic deans, when requested, to support faculty retention efforts. Through appropriate personnel hires and continuous process improvements, I facilitated the evolution of the Office of VPR into a more service-oriented, customer-centric organization. I worked with the administration to create the Office of Innovation Management (OIM) to facilitate IP protection and commercialization, and the Office of Research Integrity (ORI) to ensure compliance with the highest quality of research standards, appropriate for a modern research university.  
 I worked on developing a leadership team with a focus on diversity - 2 of the 3 offices within the OVPR led by



women. In addition, I worked with colleagues to recruit women and minorities into key leadership positions in research centers and across campus. Dr. Burstein, and Dr. Zeanah joined the ranks of Ms. Mullins and Ms. Melancon as center directors. Mr. Ibrahim Osekre joined NIRC as director of Procurement and Sponsored Programs. Assisted the Dean of Engineering in recruiting Dr. Robert Miller to enhance the university's H&H modeling capabilities.

While some of our major research institutes had dedicated staff to assist PIs with proposal development and grant management, academic colleges did not have similar infrastructure. As such, I worked with VP Administration and Finance in creating, hiring and embedding the positions of College Research Coordinators within colleges, working with academic deans, to provide unprecedented level of support to faculty members in identifying funding opportunities and developing research proposals. Further, I hired the grant writers at the central office, to assist in the development of large scale, multi-college proposals - an initiative that produced significant dividends. Leveraging the success of this investment, we are now working on the development of Office of Research Development (ORD) to help faculty with large-scale and strategic proposal development efforts.

We doubled the size of the research support team during my tenure, promoting existing staff into leadership roles, recruiting new staff members, and providing them resources for ongoing professional development (CRA certifications, for example), attending regional and national conferences organized by NCURA and AUTM. I find that unless individuals feel empowered to achieve their cherished dreams, organizations cannot achieve their strategic goals.

In terms of succession planning, appointed Dr. Seth Boudreaux, Assistant Director of the Office of Innovation Management as Chief Scientific Officer at NIRC, primarily to apprentice with Ms. Jane Fontenot who has successfully led the center's Contract Research operations for many years, with the goal of transitioning him into that role upon her retirement in 2020. Similarly, appointed Dr. Raju Gottumukkala into the role of Site Director for the NSF Center for Visual and Decision Informatics (CVDI) to work with Dr. Vijay Raghavan.

I haven't yet been involved in succession planning at the Office of VPR, though the vacant role of Assistant VPR (since August 2018) offers such an opportunity.

### Communicates Openly and Listens

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

Reviewer	Rating
Ramesh Kolluru (Self)	██████
Jaimie Hebert (Manager)	██████

### Comments

**Ramesh Kolluru (Self):**  
 I have demonstrated a consultative, deliberative, and participatory style of leadership, which I believe is the only way to fuse diverse opinions into a shared vision. I have consulted with faculty, Deans Council, center directors, and the University Council on issues related to policies, programs, processes and priorities. These conversations with faculty, students, and staff were designed to seek input and foster communal action on advancing our research and scholarship, resulting in developing campus-wide research policies that promote a culture of research, cross-



disciplinary research; incentivize faculty for pursuing external research funding and including support for graduate and undergraduate students. Examples include:

- Enabling Policies:
  - Based on conversations with several academic deans, specifically from the Colleges of Science and Engineering, developed the *Return of Indirect Costs Policy* to incentivize faculty for generating external research funds, with an emphasis on generating federal funding and inclusion of funds for graduate and undergraduate students.
  - Based on concerns articulated by productive externally funded researchers, created the *Research Salary Incentive Program (RSIP)*, a new incentive mechanism by which the University may provide incentive payments to academic faculty securing external funding to cover a portion of their academic year salaries.
- Faculty Advancement: Based on feedback received from several department heads and faculty about the lack of resources for faculty travel, funded the Faculty Travel Grants program through the Office of Vice President for Academic Affairs (\$345,000 over three years) to help faculty and their students travel to conferences to present research, network with peers, and promote scholarly activities. Effective Spring 2017, enhanced the amount of travel funds to include support for faculty to meet federal agency program managers to enhance funding opportunities.
- Undergraduate Research: Undergraduate student research, a high-impact practice for student retention and success, instills in students a lifelong passion for discovery and scholarship. Funded the *Louisiana Council of Excellence in Undergraduate Research (La CoEUR)* to promote research opportunities for undergraduate students at UL. Annual support (\$123,100 over two years) for over 20 mini-grants across the university, funding at least one undergraduate research project in every college. Support for the Fall Undergraduate Research Conference and the Spring UL System Academic Summit. Effective 2017, budget support extended for Diversity, including Outstanding Undergraduate Mentor and Outstanding Undergraduate Researcher.
- Recognition of Research: Developed the annual *Research and Innovation Awards Celebration* to recognize the accomplishments of researchers responsible for enhancing the University through external R&D funds; mentorship of doctoral students; support for undergraduate research; commercialization of patents and inventions; service on research committees, among others. This event also recognizes established senior faculty and promising junior faculty from each academic college for enhancing university's national reputation through prestigious research and scholarly works.
- Win-Win Model for Innovation Support: Significantly overhauled the intellectual property (IP) policy of the University to facilitate the development of a win-win and equitable model for distribution of revenues. Expanded the policy to distribute revenues not only to the inventors, but also to their supervisory units including departments, academic deans as well as the office of the Provost/President in an effort to enhance support for the culture of innovation. The policy is titled "*Dean Carlson Policy on IP Proceeds Distribution*" in the honor of Dr. Gerald Carlson, former dean of the College of Education who first pointed out the need for incentivizing academic units to promote a culture of entrepreneurship across campus.

## Cultivates Diversity, Equity and Inclusion

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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
Ramesh Kolluru (Self)	██████
Jaimie Hebert (Manager)	██████

**Comments**

**Ramesh Kolluru (Self):**

I believe that those of us fortunate to be in higher education have a moral obligation to provide rewarding and enriching experiences to all students, and a progressive, tolerant, and respectful workplace for all faculty, staff, and students with a focus on diversity and equity. With regards to diversity, I have worked closely with TRIO and Special Services programs, and have supported participation of minority undergraduate and graduate students in research. I have seen the transformational impact these programs have on the lives of our students, and have strived to cultivate diversity, equity and inclusion in all aspects of research.

- Creation of signature research initiatives such as *Communities of Interest (CoI)* to promote multi-disciplinary collaborations - the first CoI ever held on our campus was in the topical area of *Diversity, Equity & Poverty* to reinforce my personal and institutional commitment to diversity.
- Funding for Diversity in UG Research: Increased funding for the Louisiana Council for Excellence in Undergraduate Research (*La CoEUR*), administered by Dr. Terry Chambers, Council director, from \$48K to \$75K, with a specific earmark to support the President’s Diversity Agenda.
- Generation of Funds to Support First-Generation Minority Students: Over the years of working with TRIO and Special Services program leaders, and through my participation in discussions on the University Council, I have developed great appreciation for the needs of underrepresented communities and first-generation students. In 2017, I was able to generate \$750K in WISE funds for the most vulnerable low-income students, partially covering the gap in TOPS funding.

**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
Ramesh Kolluru (Self)	██████
Jaimie Hebert (Manager)	██████

**Comments**

**Ramesh Kolluru (Self):**

I believe in Simon Simek’s philosophy that “*leaders eat last,*” and that giving credit to colleagues is essential for personal and organizational success. I have tried to model this behavior everyday, and know that I consistently fall short of my own expectations in this area.

I also believe that while leaders make mistakes, like everyone, good leaders acknowledge when something doesn’t

work and move forward with a different and well-considered approach without letting pride, malice or prejudice getting in the way. I am a work in progress, and a student committed to continuous learning.

### 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
Ramesh Kolluru (Self)	██████
Jaimie Hebert (Manager)	██████

#### Comments

**Ramesh Kolluru (Self):**

As PI, I generated over **\$78M** in external research from over **55** unique federal, state and industry sponsors. My team and I grew these centers from under **\$200K** and 2.5 FTEs in 2003 to over **\$10M** in annual external funds and 40 FTEs, requiring fiscal acumen and financial management, when I was called to serve the university as interim VP for Research in 2012.

Under my leadership as Chief Research Officer, UL continues its growth in NSF R&D expenditures, increasing from **\$61.8M** in 2013 when I started as VPR to **\$100.9M** in 2017, moving UL from national ranking of **177** to **153**. In so doing, we achieved an extremely audacious goal and a 2020 Strategic Plan Target, *two years ahead of schedule*. Between FY 2013-2017, we increased the amount of federal funding by **117%**, increased the number of patent applications by **300%**, and worked hard to increase faculty participation in sponsored research from an anemic **26.8%** to **45.8%**.

As a **data scientist**, I have utilized data-driven approaches and benchmarking to allocate resources to fuel implementation of the Master Plan.

### 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
Ramesh Kolluru (Self)	██████
Jaimie Hebert (Manager)	██████

#### Comments

**Ramesh Kolluru (Self):**

As previously mentioned, my mantra for 2017 was "Alignment" - alignment in planning and execution at all levels, and with diverse internal and external stakeholders.

As part of the planning process, it was important first identify and then prioritize a handful of areas in which the

University could make a global impact. I led a comprehensive assessment of the University’s research strengths, funding history, research infrastructure, unit level plans, and the shifting federal funding landscape. This helped establish 6 key research priorities including Life Sciences, Computing, Energy, Coastal & Water Management, Materials, and Louisiana Communities, Arts & Culture. Working with the Louisiana Board of Regents and the Louisiana Department of Economic Development, ensured that there is a 100% alignment between the University's strengths and the state's innovation-based economic development strategy.

Executing on these plans continue to position UL for regional & national leadership, have increased our federal funding, and have brought us significant economic development wins.

### 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
Ramesh Kolluru (Self)	██████
Jaimie Hebert (Manager)	██████

#### Comments

**Ramesh Kolluru (Self):**  
 I have worked with campus leaders in the creation of major research centers, institutes and initiatives in 5 of the Top 6 Research Priority areas that has catalyzed external research funding.  
 I am proud to say that at UL, we have delivered and continue making significant strides on this front, growing federally requested funds in non-STEM areas from \$4M in 2015 to \$21M in 2018, and in the STEM areas from \$59M to \$95M in the same period. As a data scientist, I have utilized data-driven approaches and benchmarking to allocate resources to fuel implementation of the Master Plan.

### Establishes Trust

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

Reviewer	Rating
Ramesh Kolluru (Self)	██████
Jaimie Hebert (Manager)	██████

#### Comments

**Ramesh Kolluru (Self):**  
 Despite challenges due to reductions in state funding, I have worked diligently to enhance the university’s social, economic, and cultural impact on the region and the state. Since becoming the interim Vice President for Research in 2012, I have led a comprehensive strategic planning process that resulted in the “*Master Plan for Research: Vision 2020*”, based on identification of the university’s strengths, growth opportunities, understanding of shifts in the higher education landscape and rapidly changing funding models. I have engaged faculty in “bottom-up”



planning and execution, program and infrastructure development, and aligning the university’s research, innovation and entrepreneurial activities to meet the needs of business and industry, as well as priorities for social, cultural, and economic development of Acadiana and Louisiana.

I believe that UL Lafayette is truly blessed with a roster of very capable administrators, academic deans, research leaders, students, staff and faculty who care deeply about the Institution and the institutional mission. As VPR, I have developed relationships with the colleagues based on trust, respect, and shared vision. I have worked with each of them to help them grow their vision and initiatives for their units, departments, and colleges. Likewise, I have sought counsel from colleagues across campus to grow research and I have worked with them to create new research initiatives, to help fill vacant endowed chairs; to advocate for new academic programs with our governing boards; as well as to grow and protect valuable programs through advocacy with the UL System and the Board of Regents.

Any and all of my successes have been accomplished by not acting alone, but by engaging in 360° planning and execution with internal and external stakeholders at all levels of the university and community, government, industry, and economic development leaders, including Board members, and modeling behaviors of trust, ethics, and integrity, coupled with high personal and organizational productivity.

## Influences and Inspires

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
Ramesh Kolluru (Self)	██████
Jaimie Hebert (Manager)	██████

### Comments

**Ramesh Kolluru (Self):**  
 When I started as interim VPR in August 2012, I joined an on-going statewide effort under the Master Plan Research Advisory Council, under the aegis of the Louisiana Board of Regents and Louisiana Economic Development, to develop statewide STEM priorities for innovation-based economic development. While supporting that effort, I took advantage of that opportunity to develop a comprehensive research strategic planning process since 2012 that has resulted in the “*Master Plan for Research: Vision 2020*,” and first articulated the goal of achieving \$100M in NSF reportable R&D expenditures and achieving the Carnegie R1 status by 2020 from approx. \$62M in 2012.

Many considered that to be an extremely audacious goal, some well-meaning colleagues even urged me to not be naïve. Slowly, but surely, more and more people began buying into the vision, taking ownership of the idea, and talking about it in their own terms.

This has led to the University’s *2015-2020 Strategic Plan* that now asserts the proud and shared goal of achieving \$100M in R&D expenditures and transitioning into an R1 University - the goal of one has transitioned into a communal vision and an identity aspired to by our students, staff, faculty, and administration. We are now implementing our *Roadmap to R1*.

## Leads Change

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
Ramesh Kolluru (Self)	██████
Jaimie Hebert (Manager)	██████

### Comments

**Ramesh Kolluru (Self):**

As a data scientist, I relied on data over a 5 year period related to our funding history in various disciplines, research and academic infrastructure, number of courses, numbers of graduate students, faculty expertise and productivity, and the shifting federal funding landscape, in identifying the Top 6 research priorities contained in our *Master Plan for Research*.

In addition to leading the development of the University's "*Master Plan for Research: Vision 2020*", I served on the team that created the University's *2015-2020 Strategic Plan* that seeks to transition UL into a Tier 1 Research Institution. I have established a *Research and Innovation Scorecard* for the campus to guide this transition with Key Performance Indicators (KPIs) to track annual unit-level performance. These synergistic *Plans* and the *Scorecard* - serving as systems for continuous measurement and improvement - drive and inform research program prioritization to advance the university's progress, accountability, credibility, potential to reallocate resources, evaluate and enhance programs. The plans, and the audacious goals contained therein, foster a culture of entrepreneurship, innovation, measured risk-taking, and openness to change.

An illustrative example of my leading the university through change is in envisioning an entirely different model for the New Iberia Research Center than one in place for three decades. Recruiting an NIH funded researcher as director first required envisioning a bold new paradigm for the center that historically operated as a contract research organization serving pharmaceutical industry, second creating a joint-appointment with the Department of Biology, third mobilizing significant resources for the hire, and fourth creating an infrastructure to support PHS funded research at the Center. The new director has grown the center's revenues from approximately \$20M per year prior to his arrival in 2014 to \$35M this year, significantly increasing not only our federally funded research, but also industry-sponsored research!

## Shapes Strategic 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
Ramesh Kolluru (Self)	██████
Jaimie Hebert (Manager)	██████

### Comments

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**Ramesh Kolluru** (Self):

Working with colleagues, I have led a comprehensive research strategic planning process since 2012 that has resulted in the “*Master Plan for Research: Vision 2020.*” In addition to leading the *Master Planning* process, I served on the team that created the University’s *2015-2020 Strategic Plan* that asserts the proud goal of transitioning UL into a R1 Institution. In a marketplace that competes globally for high-caliber students and faculty, the significance of achieving national and international rankings cannot be overstated.

I established the *Research and Innovation Scorecard*, with Key Performance Indicators (KPIs) used by various ranking and accrediting bodies. I maintain this Scorecard annually, helping guide our transition to an R1 University. *In order to win the game, we must understand the referee’s scorecard.* I have focused on fostering a culture of continuous improvement, and have utilized data to identify investments with high potential for success and ROI..

## Goal Planning

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### Directions

Please enter goals for the coming year.

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#### **RESEARCH KPI 1: ENSURE THAT SUPPORT SERVICES ARE SUFFICIENT TO SUSTAIN THE EFFORTS OF UNIVERSITY RESEARCHERS**

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- Deploy College Research Coordinators into their academic units and streamline processes to maximize their effectiveness.
- Expand Grant Writing Support.
- Develop better support artifacts and enhance their availability on the OVPRIED Website.
- Enhance Research Integrity and Compliance Infrastructure, including implementation of IRBManager.
- Work to expand research support facilities (SOPs, Statistical Resource Center, Research Communications).
- Enhance coordination between ORSP, SPFAC, ORI, and OIM in the conduct of workshops and training sessions.
- Expand shared research facilities and equipment (core/shared facilities for example, Department of Kinesiology and NIRC) and increase communication of value (deans and DHs).
- Provide OVPR staff opportunities for professional development.
- Work to streamline procedures and routing requirements to increase efficiency of grant proposal processes.
- Expand Communications about Research at University, College, Departmental Levels, Individual Faculty levels.
- Work to gain acceptance and implementation of DocuSign or similar automated proposal routing systems in Banner.
- Meet with Academic Departments targeted by the College Deans to increase information about OVPRIED support and initiatives.
- Explore the inclusion of library buying package with startup.

Please note that there are two documents attached.

The first attachment is an Excel spreadsheet titled “Strategic Plan Implementation Dashboard” with multiple sheets. The sheet titled KPIs lists Research Strategic Imperatives and KPIs for Research from our SP.

- Please refer to the sheet named **Goals** that lists all of the metrics identified in the Research Section of our 2015-2020



Strategic Plan. For each of the Metrics (1-11), Column C identifies the Baseline value for July 2014-June 2015 when the implementation of the SP began. Column D is the calculation of the target for Year 1, and column E shows the actual value for Year 1. The next year's Target is based on the prior year's Actual value \* growth. I have marked in RED font times when we failed to hit the targets. We have hit more than we have missed.

- Please refer to the sheet named **Peers - #6** that provides details in response to Metric #6, which states *Move R&D Expenditures in NSF HERD Comparison Group*. This sheet lists the Comparison group that was included in our Strategic Plan (in the research section), and lists where UL ranked in NSF HERD surveys from 2008-2017. We are currently ranked 2/16.
- The sheet named **Centers & Institutes - #11** provides details in response to Metric #6, which states Ensure that each Academic College has a research center/institute by 2019. The sheet lists what centers/institutes we had in place prior to SP implementation, and what have been created since, by year.

Second, a MS Word document titled "Executive Summary of Strategic Plan and Action Plan" identifies the Progress for each of the Strategic Imperatives/KPIs for 2017, and lists the Goals for the next two years 2018-2020.

<b>Start Date</b> 1/1/2018	<b>Due Date</b> 12/31/2020	<b>Progress</b> <div style="background-color: #cccccc; width: 100%; height: 15px;"></div>	<b>0%</b>
<b>Weight</b> 15%			

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### RESEARCH KPI 2 PROVIDE INCENTIVES AND TRAINING TO INCREASE FACULTY AND STAFF ENGAGEMENT IN RESEARCH AND INNOVATION.

- Work to adopt the new Research Re-investment Policy.
- Work to create seed grants for new faculty.
- Create an information initiative to inform faculty about the services and successes of OIM, ORSP, ORI, SPFAC and the overall Office of VP for Research.

<b>Start Date</b> 1/1/2018	<b>Due Date</b> 12/31/2020	<b>Progress</b> <div style="background-color: #cccccc; width: 100%; height: 15px;"></div>	<b>0%</b>
<b>Weight</b> 10%			

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### RESEARCH KPI 3: ESTABLISH A MECHANISM FOR TRACKING UNIT-LEVEL PERFORMANCE METRICS.

- Work with all center/institute directors, the Provost's Office and academic deans on adapting the **Research and Innovation Scorecard** for unit-level performance measurement across all academic units, customized to each specific College/department.
- Follow recommendations of the Strategic Planning Implementation committee to implement a faculty research productivity reporting mechanism that would both allow faculty a simple one-time input process and allow administration real-time access for evaluation for merit, tenure and promotion, honors, grad faculty membership, etc., as well as broad data analytics capability (such as articles published per college, etc.). Could have different access profiles for different purposes, privacy levels. System would also help to publicize our research, faculty research



profiles. OVPR and AA will establish a working committee to explore all options for such a reporting system (VIA, Activity Insight, Google Scholar, Vivo (semantic web model), ORBI (free), Banner Talent Management), choose and implement.

<b>Start Date</b> 1/1/2018	<b>Due Date</b> 12/31/2020	<b>Progress</b> <div style="background-color: #cccccc; width: 100%; height: 15px;"></div>	<b>0%</b>
<b>Weight</b> 10%			

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**RESEARCH KPI 4: PROVIDE MORE RESOURCES AND ENHANCE ADMINISTRATIVE INFRASTRUCTURE TO SUPPORT PROCUREMENT OF EXTERNAL FUNDING, INTELLECTUAL PROPERTY DEVELOPMENT, ENTREPRENEURIAL START-UPS, AND PATENTS.**

- Recruit center directors/faculty with existing and/or demonstrating significant potential for federally funded research portfolios.
- Continue and strengthen the practice of collaborative hires between academic units and research centers to recruit high-caliber and highly productive researchers.
- Work with Provost/AA and academic deans to recognize patents and IP as measures for research and scholarship, where appropriate, during evaluation for merit, tenure and promotion, graduate faculty status, honors, among others. Align this activity with the *Research and Innovation Scorecard* (see KPI 3).
- Provide more training on patents and technology transfer.

<b>Start Date</b> 1/1/2018	<b>Due Date</b> 12/31/2020	<b>Progress</b> <div style="background-color: #cccccc; width: 100%; height: 15px;"></div>	<b>0%</b>
<b>Weight</b> 10%			

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**RESEARCH KPI 5: INVEST IN RESEARCH MENTORING, AND PROFESSIONAL DEVELOPMENT EFFORTS AIMED AT INCREASING RESEARCH PRODUCTIVITY**

- Consider forming group of retired and/or senior researchers to help mentor younger scholars.
- Develop a two-track proposal application management system, fast track for experienced researchers, and a slower track with more support for beginners.
- Increase proposal development support for large-scale proposals.
- Increase number of grant writing workshops.
- Assist the Deans and Department heads in their efforts to develop peer-mentoring systems at department/college level.
- Make use of endowed chairs to mentor other faculty members.
- Work with Student Research Task Force to develop and implement the Quality Enhancement Plan (QEP) with its focus on student research in preparation for the 2020 SACSCOC Reaffirmation.

<b>Start Date</b> 1/1/2018	<b>Due Date</b> 12/31/2020	<b>Progress</b> <div style="background-color: #cccccc; width: 100%; height: 15px;"></div>	<b>0%</b>
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15%

**RESEARCH KPI 6: COLLABORATE WITH UNIVERSITY ADVANCEMENT TO INCREASE THE NUMBER OF EXTERNAL RELATIONSHIPS AND EXPLORE VARIOUS OPPORTUNITIES FOR FUND-RAISING AND GIFTS TO SUPPORT RESEARCH, GRADUATE EDUCATION, AND ENTREPRENEURIAL VENTURES.**

- Develop clear guidelines, processes and provide training to faculty to help identify when to submit proposals through the Office of Research and Sponsored Programs versus when it might be beneficial to use the Office of Corporate and Foundation Relations (OCFR).
- Continue to investigate formation of a 501c(3) **Ragin Research and Economic Development (RED) Foundation**, the use of OCFR, or RCFI for proposal submissions requiring submission through non-state agents.

<b>Start Date</b> 1/1/2018	<b>Due Date</b> 12/31/2020	<b>Progress</b> <div style="background-color: #cccccc; width: 100%; height: 15px;"></div>	<b>0%</b>
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**Weight**  
10%

**RESEARCH KPI 7: DEVELOP INTERDISCIPLINARY INITIATIVES LEADING TO THE GROWTH AND CREATION OF RESEARCH CENTERS AND INSTITUTES**

- Establish the Louisiana Center for Health Innovation (LCHI) and hire director. Continue working with Senator Cassidy and Dr. Jim Henderson in positioning LCHI as a UL System-based, statewide Medical Research Organization, with congressional funding.
- Continue to work on the three aforementioned major initiatives. Specific goals include pursuing the designation as a DHS/NSA Center of Excellence in Cybersecurity;
- Continue work to ensure the funding of NAERA.
- Initiate a review of all research institutes and centers.
- Review and validate Top 6 Research Priority areas. Change, if warranted.
- Continue working with faculty and academic leaders in establishing new research centers and initiatives.

<b>Start Date</b> 1/1/2018	<b>Due Date</b> 12/31/2020	<b>Progress</b> <div style="background-color: #cccccc; width: 100%; height: 15px;"></div>	<b>0%</b>
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**Weight**  
20%

**RESEARCH KPI 8: PROVIDE PROGRAMS AND INCENTIVES FOR COLLABORATIONS ACROSS DISCIPLINES, INCLUDING ON-GOING RESEARCH NETWORKS (COMMUNITIES OF INTEREST) THAT REGULARLY PROVIDE OPPORTUNITIES FOR RESEARCHERS TO EXTEND THEIR ACTIVITY OUTSIDE OF THEIR DISCIPLINES AND COLLEGES.**

- Establish Communities of Interest in Substance Abuse & Opioid Crisis. Other candidates include Cybersecurity &



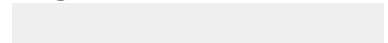
Society; Food, Energy & Water Nexus; Computing, Modeling & Simulation, among others.

- Explore opportunities and/or support efforts for the creation of new multi-disciplinary centers/institutes.
- Identify and implement incentives for multi-disciplinary collaborations.

**Start Date**  
1/1/2018

**Due Date**  
12/31/2020

**Progress**



0%

**Weight**  
10%

## Development Planning

## Summary

### Overall Rating

2017 Annual Evaluation Form - Executive Level  
Ramesh Kolluru



## Signatures

X Ramesh Kolluru  
Employee

3/22/2019  
Date

X Jaimie Hebert  
Evaluating Supervisor

3/20/2019  
Date

### Comments

**Ramesh Kolluru (Self):**

In addition to the aforementioned KPIs, goals and targets, I will begin to pursue the implementation of the "**Roadmap to R1**" presented to the Leadership team on November 26, 2018.

Further, with your approval, I will update my "**Research Matters**" Scorecard to track not only metrics related to our 2015-2020 Strategic Plan, as currently designed, but also capture metrics related to the **Roadmap to R1**. This will allow to us benchmark, measure, and impact our progression towards R1. The goal is to get to an **R1 by 2021**, when the next classifications are scheduled to be released. We will need to socialize the **R1 by 2021 Plan**.