

***Strategic Plan 2015-2020 and Priorities Identified by the Strategic Plan Implementation  
Committee***

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***Progress Report & Update: 2017 Progress Report***

**RESEARCH SI 1: ENHANCE SUPPORTING INFRASTRUCTURE FOR THE CONDUCT OF 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 through the Office of VPR to support the community of faculty, researchers and scholars across campus.

*Accomplishments in 2017 towards achieving KPI 1 included the following:*

**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, departments, colleges and research 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 to faculty.
- 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.

- Initiates efforts to review software (such as IRBManager, CoEUS, etc.) for management of research compliance/integrity operations.

### **2018 -2020 Action Plans (15%)**

- *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.*

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

Goals for 2017 under KPI 2 were to implement recommendations of the Strategic Planning Implementation Committee 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 in 2017 towards achieving KPI 2 included the following:*

- 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/institutes. This policy has not yet been adopted.
- Developed and adopted the Research Salary Incentive Program (RSIP), to encourage and incentivize researchers to seek grant funding that covers a portion of their academic year salaries. This policy is now in place.
- Developed and adopted an enhanced Policy on Proceeds for Technology Commercialization. This policy is now in place.
- Developed and adopted a new Research Institutional Base Salary Policy to incentivize higher productivity of faculty holding professorships, endowed chairs and other appointments that offer academic year salary stipends - now in place.

**2018 -2020 Action Plans (10%)**

- *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.*

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

The goal in 2017 for KPI 3 was to implement recommendations of the Strategic Planning Implementation Committee to establish an on-going process of goal setting, progress reporting, and performance evaluation. This process is not only necessary for SACSCOC accreditation, but is a fundamental building block for a learning organization focused on 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, coupled with unit-level strategic planning, forms the basis for on-going performance measurement and resource allocation to research centers and institutes.
- 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 (sciences is a model), 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.

#### **2018 -2020 Action Plans (10%)**

- *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.*

**RESEARCH SI 2: INCREASE AND DIVERSIFY EXTERNAL FUNDING REVENUE THROUGH GRANTS AND CONTRACTS, ENTREPRENEURIAL ACTIVITIES, AND FUND-RAISING.**

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

Goals for 2017 under KPI 4 were to increase support services 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:*

- Continue to invest in the growth of staff to support campus community: As documented under KP1, administrative support staff were added to the Office of Research and Sponsored Programs. 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 (dead last) among 17 peer institutions in research staff.

**2018-2020 Action Plans (10%)**

- *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.*

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

Goals for 2017 under KPI 5 were to increase mentoring, peer-mentoring opportunities as well as professional development services, facilitated by the Office of VPR to support the community of faculty, researchers and scholars across campus.

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

- Developed ways to increase mentoring of new and young researchers through collaborations with more experienced researchers. For example, 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. Xiao-Dong Zhou, to over 20 junior faculty members in the area of materials research.

**2018 – 2020 Action Plans (15%)**

- *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.*

**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.**

Goals for 2017 under KPI 6 were to increase collaborations between the Office of VPR and the Office of VP for Advancement to increase support for research.

*Accomplishments in 2017 towards achieving KPI 6 included the following:*

- 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. This effort is ongoing.
- Expanded grant-writing support to include proposal submission to corporations/corporate foundations, working in partnership with VP for Advancement.

**2018 – 2020 Action Plans (10%)**

- *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.*

**RESEARCH SI 3: EXPAND RESEARCH PROGRAMS BEYOND OUR EXISTING STRENGTHS AND TAKE ADVANTAGE OF OUR HISTORICAL, CULTURAL, AND GEOGRAPHICAL SETTING FOR RESEARCH AND SCHOLARLY PURPOSES.**

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

*Accomplishments in 2017 towards achieving KPI 7 included the following:*

- 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 academic colleges and *one* research center/institute. Achieved significant progress in developing a consortium of universities across Mexico, Canada and the US to develop the North American Energy Research Alliance (NAERA,) under the leadership of Dr. Mark Zappi.
- Hired leaders/directors of multiple research center directors in past 24 months (Drs. Francois Villinger, Paula Zeanah, Karen Burstein, Harry Whitlow, Xiao-Dong Zhou, Ed Theriot, Michael Dunaway, and Matt Delcambre). Worked with the University leadership and academic deans in creating joint academic appointments for six of the eight hires in appropriate academic colleges (Villinger in Sciences, Zeanah in Nursing, Burstein in Liberal Arts, Whitlow in Sciences, and Zhou in Engineering.)

**2018-2020 Action Plans (20%)**

- *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.*



**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.**

*Accomplishments in 2017 towards achieving KPI 8 included the following:*

- Helped research leaders establish collaborations with universities in six countries including 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).

**2018 – 2020 Action Plan (10%)**

- *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.*