RISE: VISION 2030

Roadmap to a *stronger* R1

UNIVERSITY *of* LOUISIANA LAFAYETTE®

| Office of the Vice President for Research, Innovation, and Economic Development

INTRODUCTION

It is with great enthusiasm and a sense of purpose that I introduce you to our strategic plan, **Research, Innovation, and Scholarly Excellence (RISE): Vision 2030.**

This document represents a collective vision and a roadmap to propel our institution into the forefront of cutting-edge research, fostering a culture of innovation, and achieving scholarly eminence.

This comprehensive framework begins with our six research engines:

- **Life Sciences, Bio-Tech, and Health**
- **Data, AI/ML, CPS Security and Computation**
- **Energy, Energy Security, and Sustainability**
- **Smart Systems, Materials, and Advanced Manufacturing**
- **Climate Adaptation and Resiliency**
- **Society, Community, and Human Development**

and embodies our commitment to advancing knowledge, driving economic impact, and shaping a stronger R1 University.

Our ambitious goals encompass achieving **$300 million in R&D expenditures**, nurturing a cohort of **450 dedicated postdoctoral and non-faculty researchers**, and graduating **150 doctoral students**, collectively propelling our institution into the list of **Top 100 Research Universities**.

In the pages that follow, you will find a meticulously crafted blueprint that not only outlines these aspirations but also provides tangible strategies to transform them into reality.

Through collaborative endeavors, forward-thinking investments, and a steadfast dedication to intellectual rigor, we aim to not only meet the challenges of our time but to lead in shaping the narrative of progress.

DR. RAMESH KOLLURU

Vice President of Research, Innovation, and Economic Development

STRATEGIC IMPERATIVE 1

INCREASE RESEARCH EXPENDITURES AND SCHOLARLY PRODUCTIVITY ACROSS ALL DISCIPLINES

This paramount strategic imperative will shape the future of our research endeavor - the imperative to increase research expenditures and scholarly productivity across all disciplines.

In an era defined by rapid advancements and evolving paradigms, the significance of robust research and scholarly output cannot be overstated. This imperative compels us to forge a path towards greater intellectual vigor, pushing the boundaries of knowledge and innovation across the spectrum of disciplines that define our institution.

STRATEGIC IMPERATIVE 1

KPI 1

ESTABLISH VISION 2030 RESEARCH ENGINES TO SUSTAIN R1 & NATIONAL PROMINENCE STATUS, WITH CONTINUED COMMITMENT TO EQUITY & SUSTAINABILITY

- Determine current research and academic strengths of the university. Identify national, state, and regional economic development priorities as well as funding opportunities at all levels. Apply the resulting prioritization criteria to establish the Vision 2030 Research Engines;
- Create new research centers/institutes and strengthen existing units, and create greater alignment with academic colleges, to accelerate research productivity in Vision 2030 Research Engines.

KPI 2

HIRE AND RETAIN DISTINGUISHED RESEARCHERS, SCHOLARS, FACULTY AND EXTERNALLY-FUNDED FACULTY

- Support the recruitment, hiring, and retention of nationally recognized distinguished researchers, scholars, and externally-funded faculty and researchers;
- Establish a mechanism for cluster hires of assistant /associate /full professors in the areas designated as Vision 2030 Research Engines;

STRATEGIC IMPERATIVE 1

KPI 2 CONT

HIRE AND RETAIN DISTINGUISHED RESEARCHERS, SCHOLARS, FACULTY AND EXTERNALLY-FUNDED FACULTY

- Connect faculty with research centers and institutes, and units with existing research pre-award and post-award administrative support and infrastructure.

KPI 3

EXPAND RESEARCH DEVELOPMENT OPPORTUNITIES FOR FACULTY, ESPECIALLY EARLY-CAREER RESEARCHERS & MINORITY FACULTY

- Re-instate a modified version of the College Research Coordinator program to support faculty;
- Facilitate faculty meetings with and presentations to federal agency and industry sponsors;
- Continue to provide customized workshops and research mentorship programs for early-career and mid-career researchers.
- Provide research development support, leading to the Office of Research Development.

STRATEGIC IMPERATIVE 1

KPI 4

ENHANCE FUNDED RESEARCH & SCHOLARLY PRODUCTIVITY, ACROSS ALL DISCIPLINES

- Establish the University Seed Grant /Summer Research Awards Program and the University Travel Grant Awards Program, with a strong preference for pre-tenure faculty, faculty in non-STEM disciplines, and minority/ under-represented faculty;
- Establish Communities of Interest to advance interdisciplinary research, while also fostering development of supportive communities and networks with a focus on inclusion.

KPI 5

MEASURE RESEARCH & SCHOLARLY PRODUCTIVITY ACROSS ALL DISCIPLINES

- Establish and maintain a university-wide system of performance measurement of research and scholarly works, aligned with discipline-specific measures;
- Recognize "public impact research" of researchers and disseminate their findings to various target audiences including the campus community, elected officials, donors, and general public.

STRATEGIC IMPERATIVE 2

ENHANCE RESEARCH CULTURE, VALUES, & INFRASTRUCTURE ACROSS THE ENTIRE UNIVERSITY

This imperative involves fostering a collective ethos that prioritizes and celebrates research, instilling values that promote integrity, collaboration, and intellectual curiosity.

It encompasses bolstering the physical and technological resources necessary to support and facilitate research endeavors, including laboratories, libraries, funding mechanisms, and advanced technologies.

Overall, this imperative aims to create a thriving ecosystem where research thrives, scholars flourish and are celebrated, and knowledge is continually advanced.

STRATEGIC IMPERATIVE 2

ENHANCE RESEARCH CULTURE, VALUES, & INFRASTRUCTURE ACROSS THE ENTIRE UNIVERSITY

KPI 6

CELEBRATE FACULTY ENGAGEMENT IN RESEARCH & SCHOLARLY ACTIVITIES THROUGH RECOGNITIONS, AWARDS, EFFORT ADJUSTMENTS, & ALIGNMENT OF T&P POLICIES ACROSS ALL COLLEGES WITH UNIVERSITY GOALS

- Re-instate a revised version of the Research Reinvestment Policy (return of indirect costs);
- Re-instate a revised version of the Research Salary Incentive Program (RSIP);
- Provide incentives (such as Travel Awards, Summer Research Awards) and create organizational structures (such as Research Centers/Institutes) necessary to promote interdisciplinary research.

KPI 7

IMPROVE PROCESSES, POLICIES, AND RESOURCES TO SUPPORT FACULTY IN RESEARCH, SCHOLARSHIP, RESEARCH INTEGRITY, AND INNOVATION ACTIVITIES

- Identify and address issues in pre-award, post-award, research compliance, innovation management, and enterprise support (HR, IT, Travel, Purchasing) that might hinder researcher productivity – and put in place staffing support and a process of continuous improvement;
- Provide training to faculty on these procedures and processes regularly;

STRATEGIC IMPERATIVE 2

ENHANCE RESEARCH CULTURE, VALUES, & INFRASTRUCTURE ACROSS THE ENTIRE UNIVERSITY

KPI 7 CONT.

IMPROVE PROCESSES, POLICIES, AND RESOURCES TO SUPPORT FACULTY IN RESEARCH, SCHOLARSHIP, RESEARCH INTEGRITY, AND INNOVATION ACTIVITIES

- Streamline, optimize, and communicate research management procedures and processes to faculty and academic leaders;
- Provide pre-award and post-award support to PIs leading large-scale (over $5M per year) externally funded projects that may not have such support.

KPI 8

MODERNIZE DUPRE LIBRARY, RESEARCH LABORATORIES & CORE FACILITIES, WITH TECHNICAL SUPPORT

- Collaborate with Academic, Research, Advancement, and Facilities leaders to develop a proactive strategy for designing and managing R&D laboratories and core facilities;
- Pursue funding from donors, foundations, and the legislature to build/enhance large-scale research laboratories & facilities aligned with Vision 2030 Research Engines.

STRATEGIC IMPERATIVE 3

GROW UNIVERSITY'S RESEARCH & INNOVATION CAPITAL, WITH A FOCUS ON INCLUSION

This imperative acknowledges that true progress in research and innovation can only be achieved when a wide spectrum of perspectives, talents, and experiences are actively included and valued.

We're emphasizing inclusivity, ensuring that opportunities for research and innovation are accessible to a diverse and representative community of scholars, innovators and students.

This imperative seeks to break down barriers, promote equity, and create an environment where individuals from all backgrounds have the support and resources they need to contribute meaningfully to the university's research and innovation endeavors.

STRATEGIC IMPERATIVE 3

GROW UNIVERSITY'S RESEARCH & INNOVATION CAPITAL, WITH A FOCUS ON INCLUSION

KPI 9 — INCREASE THE NUMBER OF FACULTY FTES IN RANK, AS WELL AS NON-FACULTY RESEARCHERS & POST-DOCTORAL RESEARCH STAFF IN STEM AND HEALTH DISCIPLINES

- Incentivize faculty for inclusion of post-doc funding in research grants;
- Apply recently enhanced processes to invite researchers and scholars across the US and beyond, to align with UL Lafayette as non-faculty researchers (NFRs);
- Work with the Global Engagement, Alumni Office and Office of Corporate Relations to recruit qualified NFRs from across the globe and industry.

KPI 10 — EXPAND RESEARCH OPPORTUNITIES FOR STUDENT ENGAGEMENT IN RESEARCH, INNOVATION, & ENTREPRENEURSHIP, WITH FOCUS ON EQUITY & SUSTAINABILITY

- Work with Student Center for Research, Creativity & Scholarship (SCRCS) and the Graduate School in expanding research opportunities for UG and G students;
- Work with the LEED Center, B.I. Moody III College of Business, OIM, LEDA and OM to expand student engagement in Innovation and Entrepreneurship;

STRATEGIC IMPERATIVE 3

KPI 10 CONT.

EXPAND RESEARCH OPPORTUNITIES FOR STUDENT ENGAGEMENT IN RESEARCH, INNOVATION, & ENTREPRENEURSHIP, WITH FOCUS ON EQUITY & SUSTAINABILITY

- Create funded opportunities to showcase and present student research & innovation;
- Leverage the campus as a "Living Lab" to enhance experiential project-based learning for students while advancing the University's Sustainability goals.

KPI 11

EXPAND RECRUITMENT & ADVANCEMENT OF UNDERREPRESENTED FACULTY & RESEARCH STAFF

- Ensure focus on diversity in the hires of research faculty and research staff;
- Encourage faculty to intentionally engage TRIO, McNair, and LS-LAMP programs and students in their research efforts;
- Facilitate the creation of support/peer networks for under-represented faculty & staff.

STRATEGIC IMPERATIVE 4

INCREASE NUMBER OF DOCTORAL GRADUATES ACROSS ALL DISCIPLINES

The strategic imperative to "increase the number of doctoral graduates across all disciplines" is a targeted effort to bolster the output of highly skilled and specialized researchers across a broad spectrum of academic disciplines.

This imperative seeks to expand the pool of individuals equipped with advanced research training in areas such as social sciences, humanities, and STEM fields, as well as other specialized domains. By doing so, it aims to not only strengthen the intellectual depth and diversity within these disciplines but also help the University retain its R1 designation.

STRATEGIC IMPERATIVE 4

INCREASE NUMBER OF DOCTORAL GRADUATES ACROSS ALL DISCIPLINES

KPI 12

ENHANCE SUPPORT & RESOURCES FOR EXISTING DOCTORAL STUDENTS & DOCTORAL PROGRAMS

- Incentivize faculty for inclusion of doctoral student funding in research grants;
- Allocate a % of the Total IDC generated to support programs offering doctoral degrees; particularly in non-STEM areas;
- Identify stop-outs, drop-outs, and ABDs, and help implement appropriate interventions (such as the Doctoral Dissertation Completion Scholarship);
- Enhancement of retention support (e.g., Mentorship Development, Professional Development, Writing Center, the Statistical Resource Center) services;
- Increase funding for doctoral student support to enhance competitiveness of university stipends;
- Support hires into vacant lines in existing doctoral programs.

KPI 13

SUPPORT THE CREATION OF NEW DOCTORAL PROGRAMS ALIGNED WITH REGIONAL & NATIONAL INNOVATION & WORKFORCE NEEDS

- Support efforts to increase the number of faculty lines available to units that could expand and/or create new doctoral programs;
- Work with leaders to seek support for new doctoral programs at the UL System/Regents.

STRATEGIC IMPERATIVE 4

INCREASE NUMBER OF DOCTORAL GRADUATES ACROSS ALL DISCIPLINES

KPI 13 CONT

SUPPORT THE CREATION OF NEW DOCTORAL PROGRAMS ALIGNED WITH REGIONAL & NATIONAL INNOVATION & WORKFORCE NEEDS

- Support the work of the Office of Global Engagement and Graduate School in the international recruitment of doctoral students;
- Ensure adequate research laboratory and library infrastructure to support doctoral programs.

STRATEGIC IMPERATIVE 5

EXPAND PUBLIC-PRIVATE PARTNERSHIPS TO CREATE NEW OPPORTUNITIES

The strategic imperative to "expand public-private partnerships to create new opportunities" involves proactively fostering collaborative ventures between public institutions, such as universities or governmental bodies, and private entities, typically corporations or businesses.

This imperative aims to leverage the complementary strengths of both sectors to generate innovative solutions, drive economic growth, and address pressing societal needs. This imperative underscores the potential for synergistic outcomes that arise when public and private entities combine their efforts towards shared goals and the advancement of common interests.

STRATEGIC IMPERATIVE 5

KPI 14

ENHANCE RESOURCES FOR RESEARCH THROUGH ADVOCACY WITH FEDERAL- & STATE-LEVEL ELECTED OFFICIALS & AGENCIES

- Expand working with Governmental Affairs groups at state and federal levels to procure directed funds in Vision 2030 Research Engines and related areas.
- Enhance research advocacy capacity to build partnerships with external organizations, including federal agencies, national labs, and others to expand research impact.

KPI 15

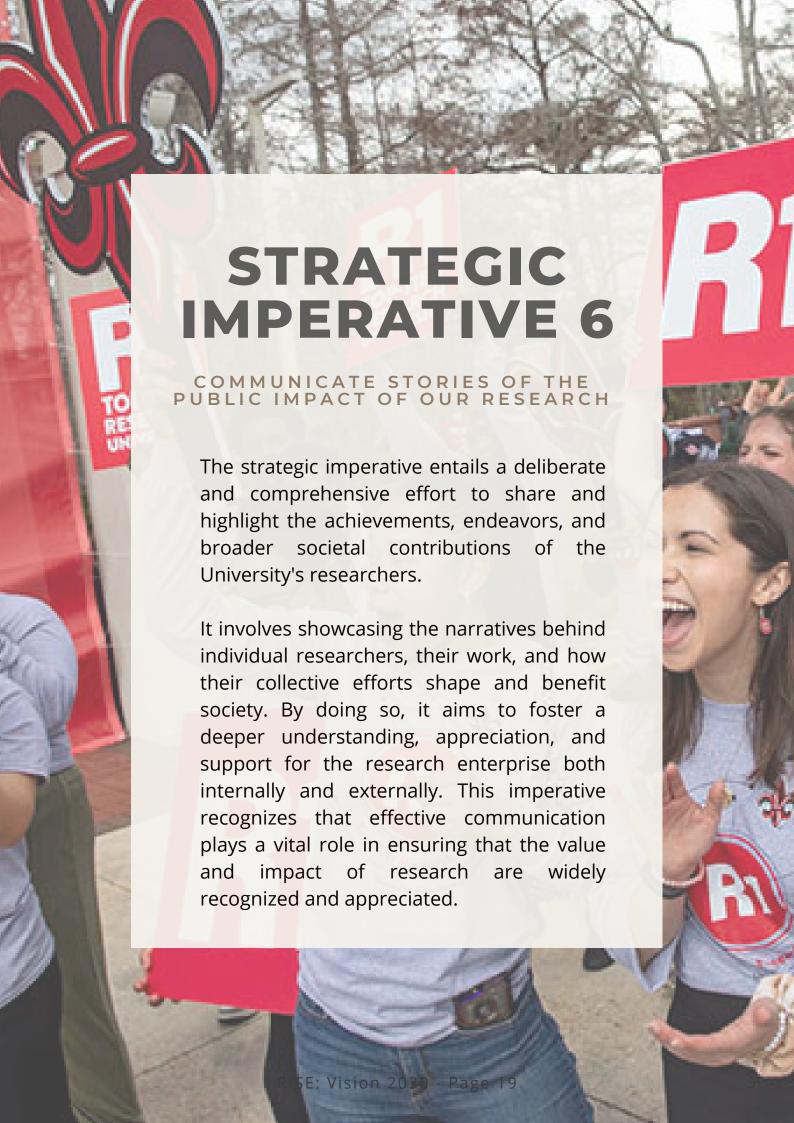### COLLABORATE INTERNALLY TO GROW INDUSTRY-FUNDED RESEARCH, STUDENT INTERNSHIPS AND CAREER OPPORTUNITIES

- Work with Advancement to stablish the Industry and Alumni Engagement (IAE) program to seek research funding from foundations and industry,
- Work with colleges, Career Services, and industries to expand internship opportunities for students;
- Explicitly include R1 metrics as part of the Fundraising Campaigns, including cluster hires of researchers in Vision 2030 Research Engines areas, doctoral student support and program expansion, expansion of research infrastructure, among others.

STRATEGIC IMPERATIVE 5

KPI 16

ENHANCE RESEARCH & INNOVATION CAPACITY, TO IMPROVE ECONOMIC COMPETITIVENESS OF LOUISIANA AND THE U.S.

- Continue to engage with on-campus and community stakeholders to expand UL's research and innovation capacity to impact economic competitiveness of Louisiana and the US;
- Identify areas for the alignment of curricular and co-curricular offerings with regional, state, and national workforce development needs;
- Work with Continuing Education to expand research-driven adult learner offerings;
- Receive Carnegie Community Engaged University and/or APLU's Innovation & Economic Prosperity (IEP) designation.

STRATEGIC IMPERATIVE 6

COMMUNICATE STORIES OF THE PUBLIC IMPACT OF OUR RESEARCH

The strategic imperative entails a deliberate and comprehensive effort to share and highlight the achievements, endeavors, and broader societal contributions of the University's researchers.

It involves showcasing the narratives behind individual researchers, their work, and how their collective efforts shape and benefit society. By doing so, it aims to foster a deeper understanding, appreciation, and support for the research enterprise both internally and externally. This imperative recognizes that effective communication plays a vital role in ensuring that the value and impact of research are widely recognized and appreciated.

STRATEGIC IMPERATIVE 6

COMMUNICATE STORIES OF THE PUBLIC IMPACT OF OUR RESEARCH

KPI 17

DISSEMINATE STORIES OF RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITIES TO ON-CAMPUS AND OFF-CAMPUS STAKEHOLDERS, INCLUDING STATE/FEDERAL FUNDING AGENCIES, ELECTED OFFICIALS, AND INDUSTRY PARTNERS

- Increase the frequency, quality, and number of research, scholarship, and creative activity related stories that are produced by the Office of Research, Innovation, and Economic Development and the Office of Communications and Marketing.
- Develop public-facing communications (seminars, podcasts, newsletters, Science Café events, Research on Tap programs, magazines, Etc.) that highlight research impacts to the public;
- Support and encourage faculty to incorporate high-quality graphic design and in research proposals, project reports and other such research collateral materials.
- Increase the distribution of stories beyond traditional local media and social media to strategically target all Louisiana newspapers, television stations, and radio stations while also targeting industry related media.
- Create an annual report type of document that highlights research, scholarship, and creative contributions and that can be shared with stakeholders, media, and other universities.

STRATEGIC IMPERATIVES

01 INCREASE RESEARCH EXPENDITURES & SCHOLARLY PRODUCTIVITY ACROSS ALL DISCIPLINES

02 ENHANCE RESEARCH CULTURE, VALUES, & INFRASTRUCTURE ACROSS THE ENTIRE UNIVERSITY

03 GROW UNIVERSITY'S RESEARCH & INNOVATION INTELLECTUAL CAPACITY, WITH FOCUS ON INCLUSION

04 INCREASE NUMBER OF DOCTORAL GRADUATES ACROSS ALL DISCIPLINES

05 EXPAND PUBLIC-PRIVATE PARTNERSHIPS TO CREATE NEW OPPORTUNITIES

06 COMMUNICATE STORIES OF THE PUBLIC IMPACT OF OUR RESEARCH

OVERARCHING GOALS

$300 — $300 MILLION IN R&D EXPENDITURES

450 — 450 POSTDOCTORAL AND NON-FACULTY RESEARCHERS

150 — 150 DOCTORAL STUDENTS

Top 100 — TOP 100 RESEARCH UNIVERSITY

RISE 2030 OUTCOME MEASURES

SI/KPI	METRIC	ANNUAL GROWTH TARGET
SI 1	Increase Annual R&D Expenditures	8%-10%
SI 3	Increase # of Post Docs and Non-Faculty Researchers (PD/NFR)	5%-7%
SI 4	Increase # of Doctoral Graduates	8%-10%
SI 5	Increase # of Patents/IP/Technologies Commercialized	5%
SI 5	Increase # of Companies Served through RISE Activities	5%
SI 5	Increase # of Startups/Spinoffs Created/Supported	5%
SI 5	Increase # of Jobs Created/Supported	5%

RISE 2030 PROCESS MEASURES

STRATEGIC IMPERATIVE 1		
SI/KPI	**METRIC**	**ANNUAL GROWTH TARGET**
SI 1 SI 3 SI 4 SI 5	Increase Faculty Participation in RISE Activities	5%
SI 1	Increase Externally Funded Research • # of Proposals Submitted • $ Amount of Funding Requested	8%-10% 8%-10%
SI 1 KPI 3	Increase # of Faculty Mentoring Workshops • Early Career • Special Programs (CAREER, Limited Submissions)	5% 5%
SI 1 KPI 4	Increase # of Communities of Interest Organized	5%
SI 1 KPI 1 KPI 2	Increase # of Faculty engaged with Research Centers/Institutes	5%
SI 1 - KPI 4 SI 4 - KPI 12	Increase Funding for Research Travel Grants (conferences, agency visits) • Faculty • Doctoral Students	10% 10%
SI 1 KPI 4	Increase Funding for Seed Funds/Summer Research Awards	5%

RISE 2030 PROCESS MEASURES

STRATEGIC IMPERATIVE 2

SI/KPI	METRIC	ANNUAL GROWTH TARGET
SI 2 KPI 6	Increase Funding for Research Incentives (RSIP, Research Reinvestment Policy, etc)	5%
SI 2 KPI 6	Expand Research Recognitions and Celebrations	N/A
SI 2 KPI 7	Increase Support for Externally Funded Research • Pre-Award • Post-Award • Proposal Development/Project Management/Research Coordinators	5% 5% 5%
SI 2 KPI 8	Increase Support for Library and Core Research Facilities (featuring services in events, Showcases)	5%

STRATEGIC IMPERATIVE 3

SI/KPI	METRIC	ANNUAL GROWTH TARGET
SI 3 KPI 9	Increase # of PD/NFR engaged with Research Centers/Institutes	7%
SI 3 KPI 10	Increase Support for Faculty & Student Engagement in Inclusion, Sustainability, and Innovation	5%
SI 3 KPI 11	Increase Research Funding Support for Underserved Faculty & Staff (conferences, agency visits)	5%

RISE 2030 PROCESS MEASURES

STRATEGIC IMPERATIVE 4

SI/KPI	METRIC	ANNUAL GROWTH TARGET
SI 4 KPI 12	Increase # of Doctoral Students engaged with Research Centers/Institutes	5%
SI 4 KPI 12 KPI 14	Increase Funding Support for Doctoral Programs & Students • Statistical Research Center • Dissertation Completion Scholarships • New Doctoral Programs	10% 10% 5%

STRATEGIC IMPERATIVE 5

SI/KPI	METRIC	ANNUAL GROWTH TARGET
SI 5 KPI 14	Enhance Engagement with Federal and State Agencies	10%
SI 5 KPI 15	Enhance Engagement with Alumni & Industry	10%
SI 5 KPI 16	Increase # of IP Disclosures Submitted	10%
SI 5 KPI 16	Increase # of Patents Issued	5%
SI 5 KPI 16	Increase # of (non-degree) workforce development products	5%

RISE 2030 PROCESS MEASURES

STRATEGIC IMPERATIVE 6		
SI/KPI	METRIC	ANNUAL GROWTH TARGET
SI 6 KPI 17	Publish an Annual RISE Scorecard/Report by each Academic & Research Unit	Annual
SI 6 KPI 17	Enhance Public-Facing Communications at local, regional and national levels	5%
SI 6 KPI 17	Publish an online database of experts by topic area	Annual