

Research Administration End to End Service Satisfaction Survey 2017- Detailed Summary Report

May 30, 2017

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RA E2E Service Satisfaction Survey 2017

Background & Methodology

Purpose & Sponsors

- Purpose of the RA E2E Service Satisfaction Survey:
 - to understand Faculty and professional researchers' overall satisfaction with UC Berkeley's Research Administration end-to-end services over the prior 12 month period
 - serve as baseline for ongoing, annual service satisfaction survey
- Paul Alivisatos, VC Research, and the Research Administration End to End Initiative Team sponsored the survey
- A working group with members from CSS, SPO, IAO and CGA developed the survey
 - met multiple times to set objectives, develop survey design dimensions and questions, interpret results and develop action items

Design

- Questions were multiple choice, with three optional open-ended comment questions
- Questions measured up to 8 research administration service quality dimensions:
 - Overall satisfaction
 - Timeliness
 - Accuracy
 - Knowledge/Expertise
 - Reliability
 - Effective communications
 - Taking initiative
 - Helpfulness
- The 8 research administration service quality dimensions were measured across 4 departments:
 - Campus shared Services (CSS)
 - Sponsored Projects Office (SPO)
 - Industry Alliances Office (IAO)
 - Contracts & Grants Accounting (CGA)
- The 8 research administration service quality dimensions were measured across 6 processes:
 - Award set-up
 - Post-award reporting
 - Post-award spending management
 - Purchasing, procurement and reimbursements
 - Hiring
 - Award closeout

Distribution & Response Rate

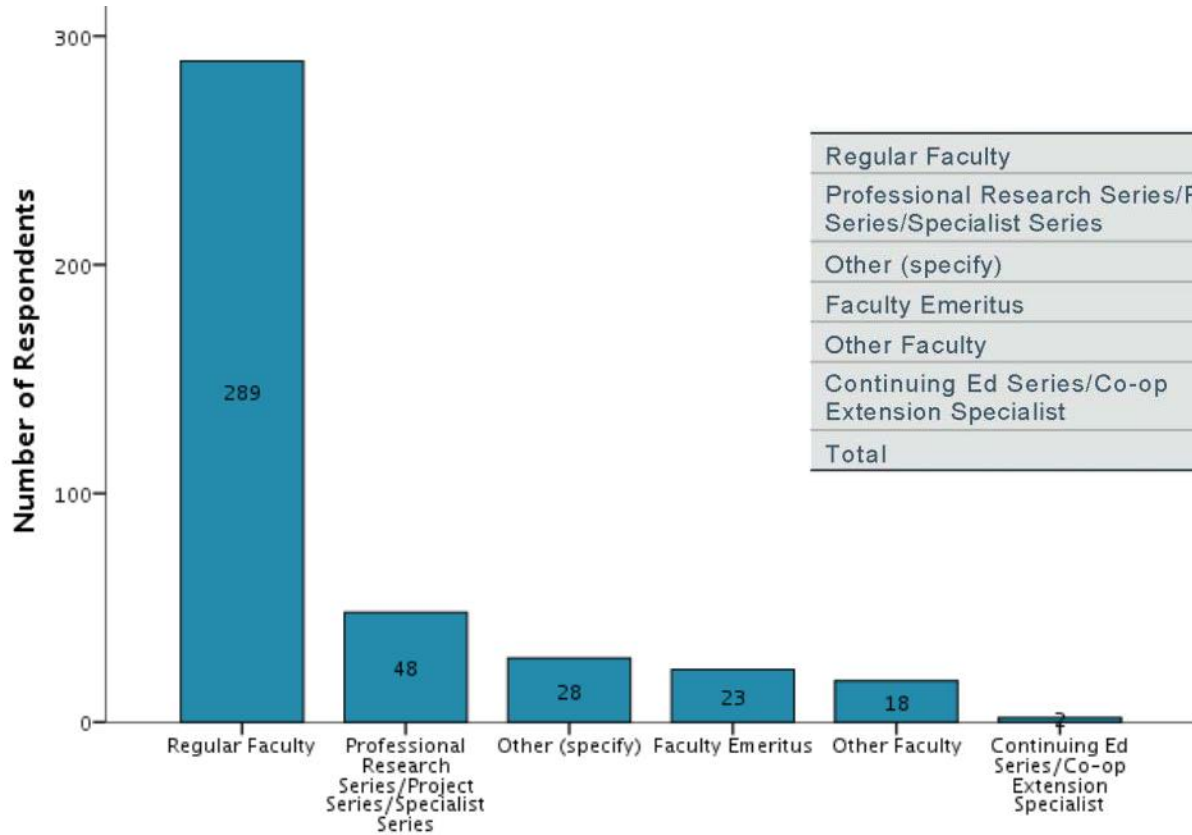
- Confidential survey open from February 8- 22, 2017
- Sent link to Qualtrics survey via email invitations to 2,051 UC Berkeley faculty and professional researchers who are currently participating in internally-funded or sponsored research
 - Email distribution list generated from PI Portfolio system
 - Email invitations came from VC Research and RA E2E Initiative Advisory Committee
- 20% Response Rate (408 respondents)

Who responded to the survey?

Characteristics of Survey Respondents

Survey Respondents by Appointment Type

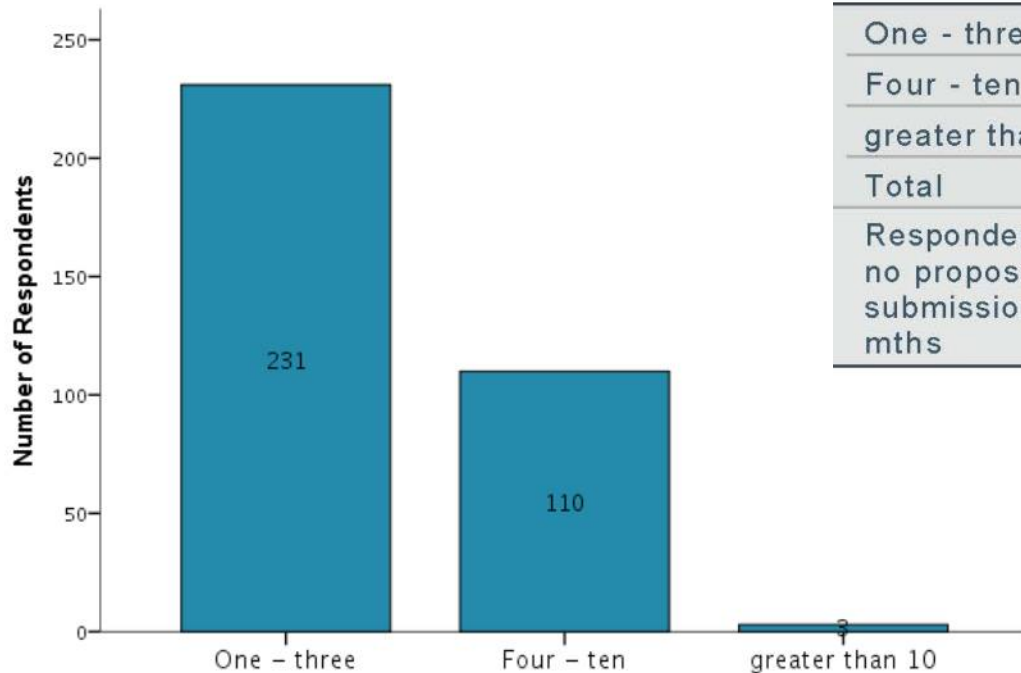
What is your primary appointment type at UC Berkeley?



	Frequency	Percent	Cumulative Percent
Regular Faculty	289	70.8	70.8
Professional Research Series/Project Series/Specialist Series	48	11.8	82.6
Other (specify)	28	6.9	89.5
Faculty Emeritus	23	5.6	95.1
Other Faculty	18	4.4	99.5
Continuing Ed Series/Co-op Extension Specialist	2	.5	100.0
Total	408	100.0	

Survey Respondents by Number of Proposals Submitted

How many research proposals for extramural funding did you submit in the last 12 months?



	Frequency	Percent	Cumulative Percent
One - three	231	56.6	67.2
Four - ten	110	27.0	99.1
greater than 10	3	.7	100.0
Total	344	84.3	
Respondents indicated no proposal submissions in last 12 mths	64	15.7	

Number of Years as Researcher at UC Berkeley

How many years have you been a researcher at UC Berkeley?

The average years as a research is 16.8, within a range of 0 years to 65 years.

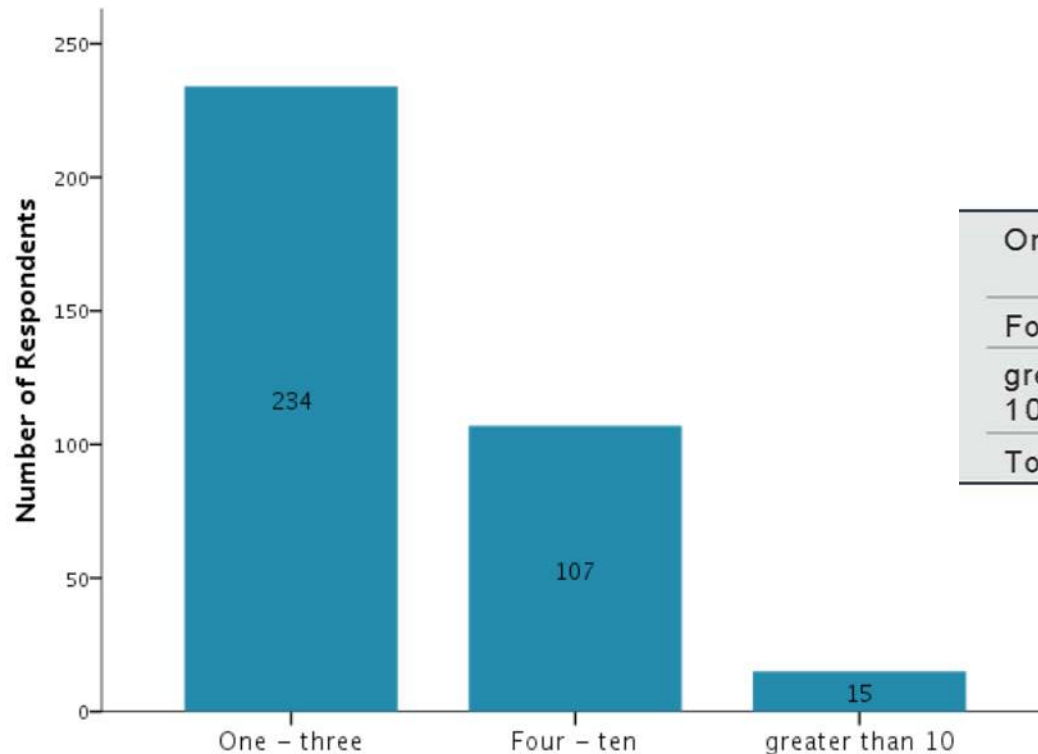
Mean	16.8
Median	15.0
Mode	5.0
Std. Deviation	12.5
Minimum	.0
Maximum	65.0

75% of respondents have been a research at UC Berkeley for 25 years or less.

N	Valid	408
Percentiles	25	7.0
	50	15.0
	75	25.0

Survey Respondent by Number of Current Awards

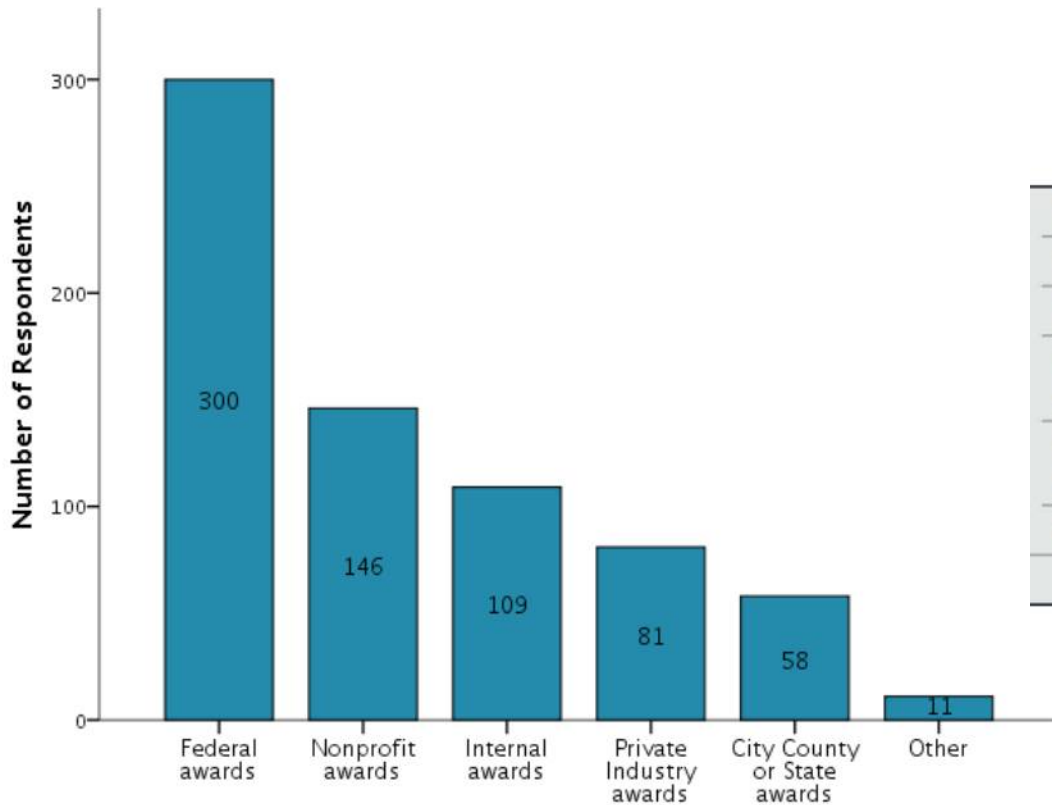
Currently, for how many awarded research contracts and/or grants are you the Principal Investigator (Co-PI)?



	Frequency	Percent	Cumulative Percent
One - three	234	57.4	65.7
Four - ten	107	26.2	95.8
greater than 10	15	3.7	100.0
Total	356	87.3	

Survey Respondents by Type of Research Funding Awards

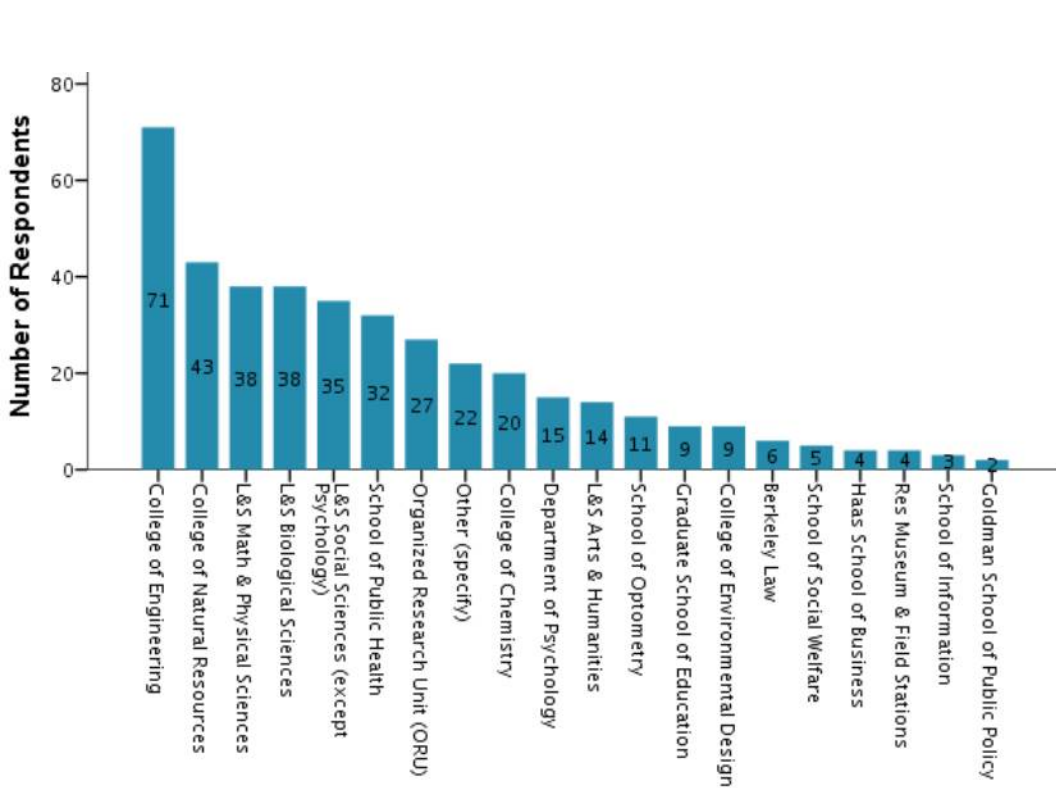
What type of funding sources support your current sponsored research?



	Responses		Percent of Cases
	N	Percent	
Federal awards	300	42.6%	84.3%
Nonprofit awards	146	20.7%	41.0%
Internal awards	109	15.5%	30.6%
Private Industry awards	81	11.5%	22.8%
City County or State awards	58	8.2%	16.3%
Other	11	1.6%	3.1%
	705	100.0%	198.0%

Respondents by Divisions

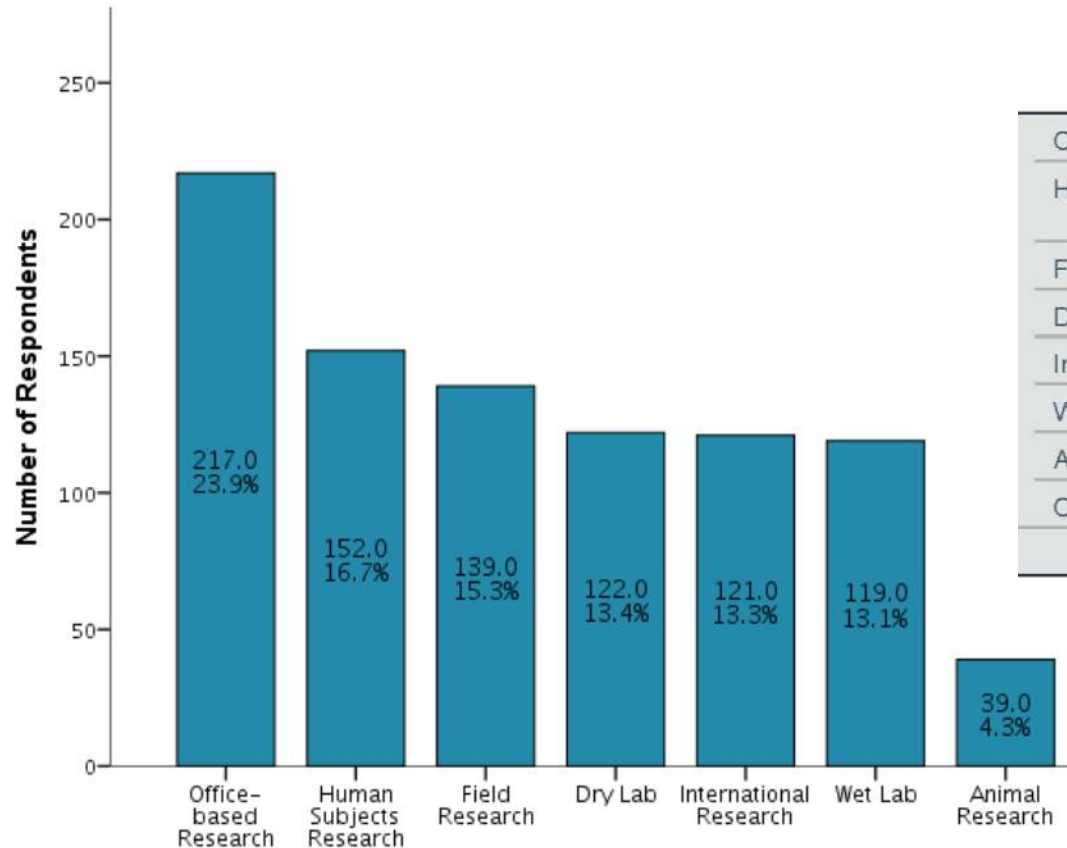
Which is the primary division (i.e., college, school, unit) that you are affiliated with for your research administration?



Division	% Survey Respondents	% Total Population
Organized Research Unit (ORU)	6.6	25.0
College of Engineering	17.4	13.9
L&S Math & Physical Sciences	9.3	9.1
College of Natural Resources	10.5	8.9
L&S Biological Sciences	9.3	7.7
L&S Social Sciences	12.3	7.5
School of Public Health	7.8	4.9
Other (specify)	5.4	3.9
L&S Arts & Humanities	3.4	3.7
College of Chemistry	4.9	3.6
Berkeley Law	1.5	2.5
Haas School of Business	1	2.2
Goldman School of Public Policy	0.5	1.3
Graduate School of Education	2.2	1.2
School of Optometry	2.7	1.1
Res Museum & Field Stations	1	0.9
College of Environmental Design	2.2	0.9
School of Social Welfare	1.2	0.9
School of Information	0.7	0.4

Respondents by Type of Research

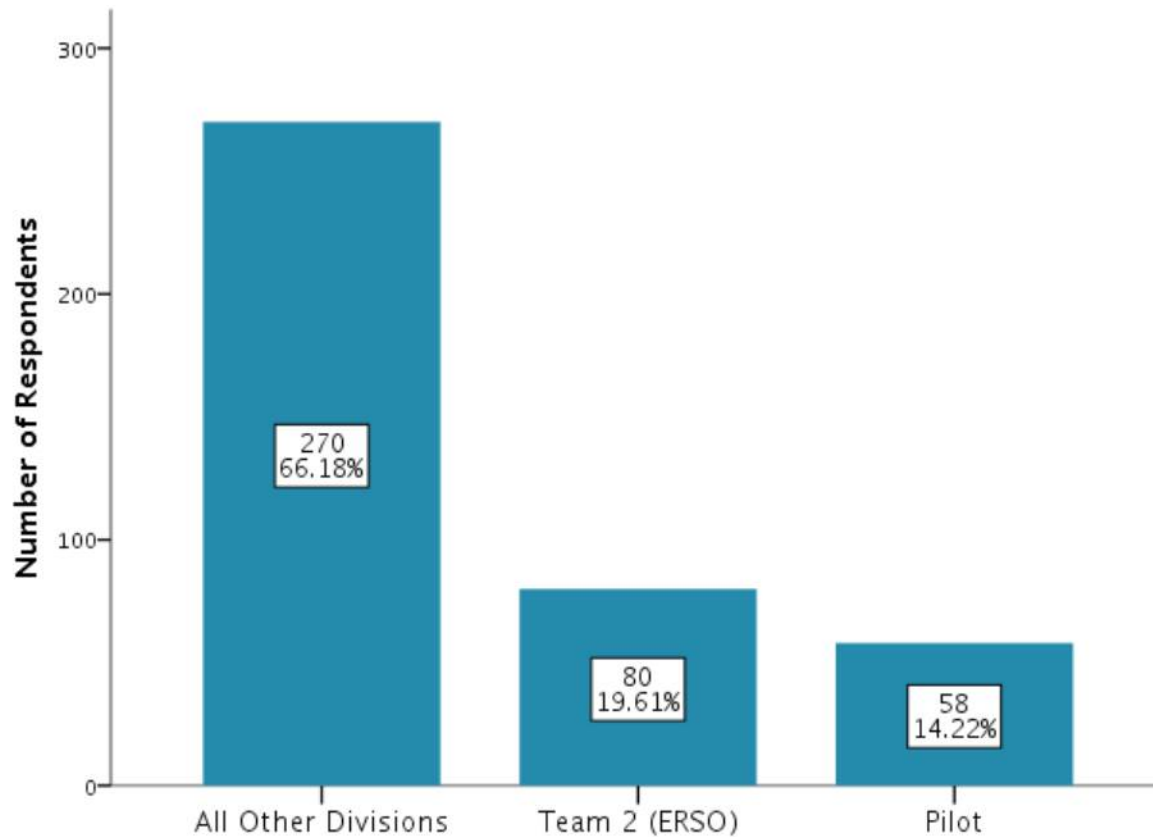
What type of research do you conduct? Check all that apply.



	Responses		Percent of Cases
	N	Percent	
Office-based Research	217	23.3%	53.2%
Human Subjects Research	152	16.3%	37.3%
Field Research	139	14.9%	34.1%
Dry Lab	122	13.1%	29.9%
International Research	121	13.0%	29.7%
Wet Lab	119	12.8%	29.2%
Animal Research	39	4.2%	9.6%
Other Research	24	2.6%	5.9%
	933	100.0%	228.7%

Respondents by Division Group

Divisions were recoded into three Division Groups.



Division Group	Division
Pilot	College of Chemistry L&S Math & Physical Sciences
Team 2 (ERSO)	College of Environmental Design College of Engineering
All Other Divisions	College of Natural Resources College of Chemistry College of Engineering L&S Biological Sciences L&S Arts & Humanities L&S Math & Physical Sciences L&S Social Sciences (except Psychology) Department of Psychology Berkeley Law Goldman School of Public Policy Haas School of Business School of Optometry School of Public Health Graduate School of Education (15) School of Social Welfare (16) School of Journalism (17) School of Information (18) Res Museum & Field Stations (19) Organized Research Unit (ORU) (20) Other (specify)

Overall Satisfaction with RA End to End

Overall Satisfaction Summary

- **35%** satisfied or somewhat satisfied with RA end to end services and processes
 - Average score: 3.6 (1=satisfied, 5=dissatisfied)
 - 58% dissatisfied or somewhat dissatisfied

- **32%** agree or somewhat agree that RA services and processes help them spend more time on research (rather than admin)
 - Average score: 3.5 (1=satisfied, 5=dissatisfied)
 - 58% disagree or somewhat disagree

**Overall Satisfaction with RA
E2E Services**

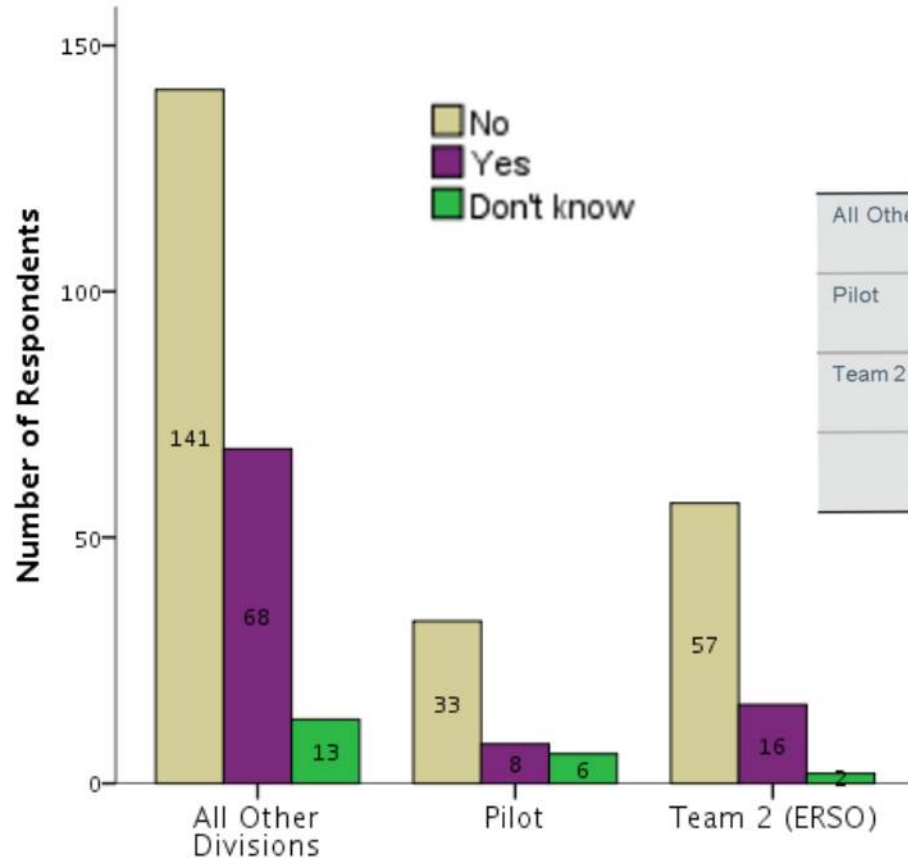
	Valid Percent
Satisfied	13.7
Somewhat satisfied	20.9
Neither satisfied nor dissatisfied	7.8
Somewhat dissatisfied	31.4
Dissatisfied	26.2
Total	100.0

**RA helps PI spend more
time on research**

	Valid Percent
Strongly agree	11.9
Somewhat agree	20.3
Neither agree nor disagree	9.9
Somewhat disagree	23.8
Strongly disagree	34.0
Total	100.0

Confidence in Proposal Support Services by Division Group

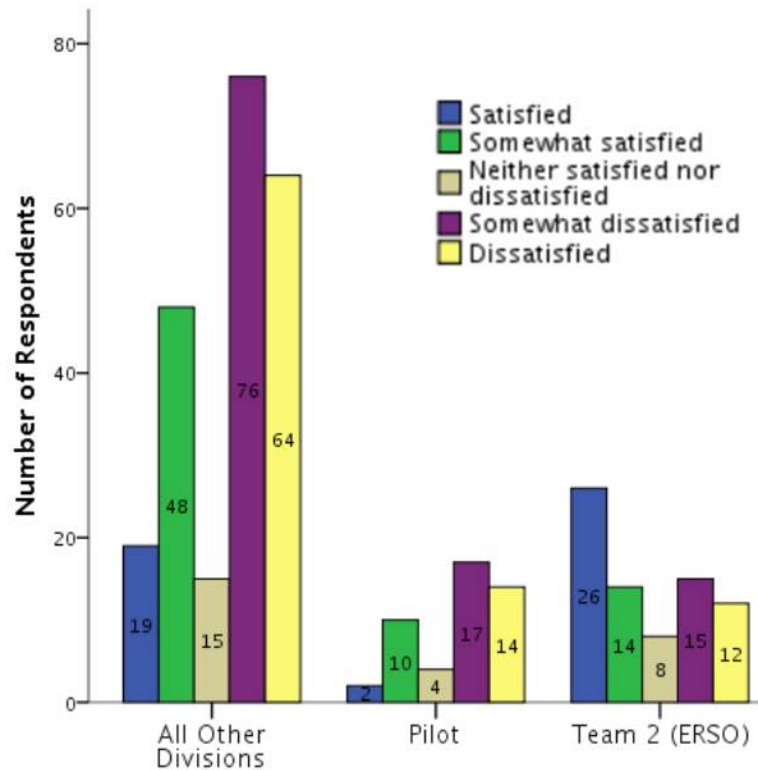
In the past 12 months, have you ever NOT submitted a proposal because of a lack of faith in the proposal support services?



		Respondent indicated no proposal submission in last 12 mths	Don't know	No	Yes
All Other Divisions	Count	48	13	141	68
	% within Division group	17.8%	4.8%	52.2%	25.2%
Pilot	Count	11	6	33	8
	% within Division group	19.0%	10.3%	56.9%	13.8%
Team 2 (ERSO)	Count	5	2	57	16
	% within Division group	6.3%	2.5%	71.3%	20.0%
Total		64	21	231	92
		% within Division group	5.1%	56.6%	22.5%

Overall Satisfaction with RA by Division Group

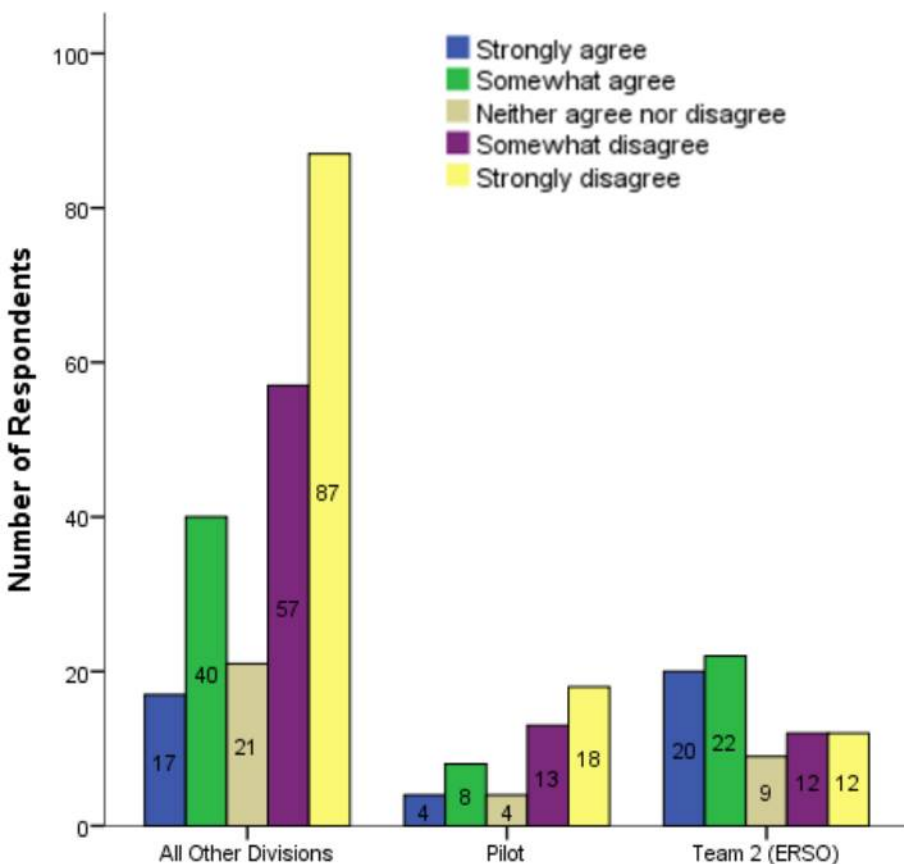
Thinking back over the last 12 months, please rate your overall satisfaction with UC Berkeley services and processes for managing your sponsored research from proposal submission to fund account closeout.



		Satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Dissatisfied	Total
All Other Divisions	Count	19	48	15	76	64	222
	% within Division group	8.6%	21.6%	6.8%	34.2%	28.8%	100.0%
Pilot	Count	2	10	4	17	14	47
	% within Division group	4.3%	21.3%	8.5%	36.2%	29.8%	100.0%
Team 2 (ERSO)	Count	26	14	8	15	12	75
	% within Division group	34.7%	18.7%	10.7%	20.0%	16.0%	100.0%
Total	Count	47	72	27	108	90	344
	% within Division group	13.7%	20.9%	7.8%	31.4%	26.2%	100.0%

Impact on Research Time by Division Group

Research administration support that you receive at UC Berkeley helps you spend more time on your research (i.e., rather than track down policies and fill out confusing forms).



		Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
All Other Divisions	Count	17	40	21	57	87
	% within Division group	7.7%	18.0%	9.5%	25.7%	39.2%
Pilot	Count	4	8	4	13	18
	% within Division group	8.5%	17.0%	8.5%	27.7%	38.3%
Team 2 (ERSO)	Count	20	22	9	12	12
	% within Division group	26.7%	29.3%	12.0%	16.0%	16.0%
Total	Count	41	70	34	82	117
	% within Division group	11.9%	20.3%	9.9%	23.8%	34.0%

Overall Service Satisfaction and Drivers of Satisfaction

Campus Shared Services RA

Samples of qualitative comments received about CSS RA

"After CSS, I ended up spending more time dealing with grant-related things, including hiring personnel (filling out forms, etc.) than before. I feel like the University is making the PIs do all the work...and leaving us with very little time to do what we do best...the actual research."

"The people we deal with in CSS are constantly changing, and most are overloaded with work..."

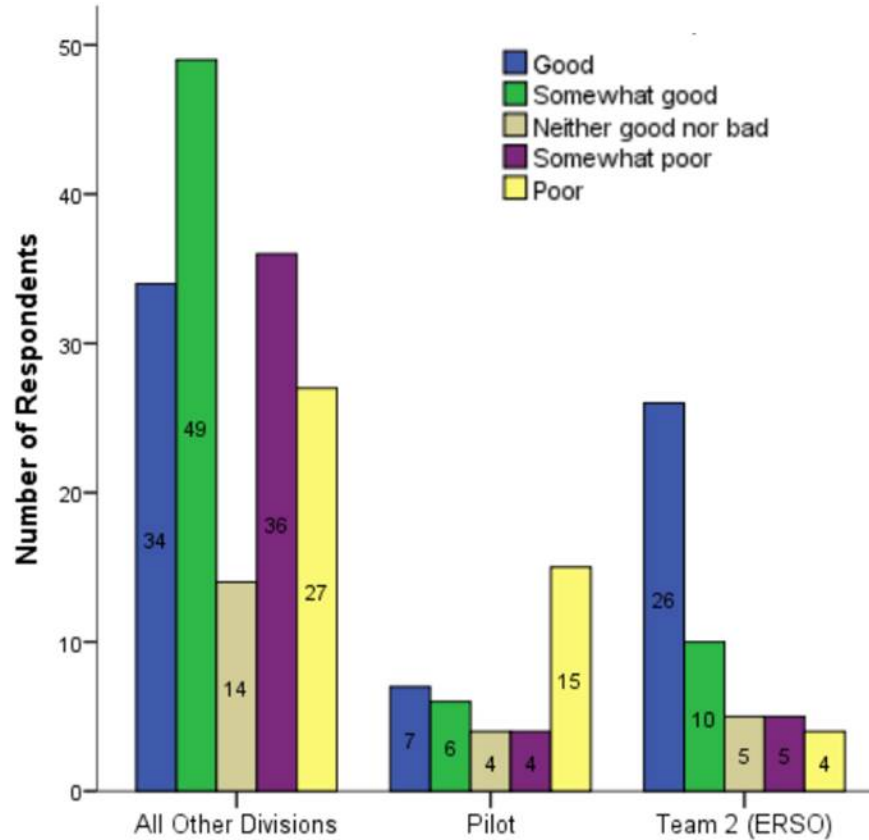
"Generally committed people who are working hard and trying to do their best."

"My individual grants contract manager is amazing."

"My experience with CSS has historically been terrible. This all changed when I began working with a new grant manager who is outstanding. My impression is that the system works well when you have a responsive and hard working and knowledgeable administrator."

CSS RA Overall Service Rating

Thinking back over the last 12 months, please rate your overall experience with CSS RA in developing your research proposals.

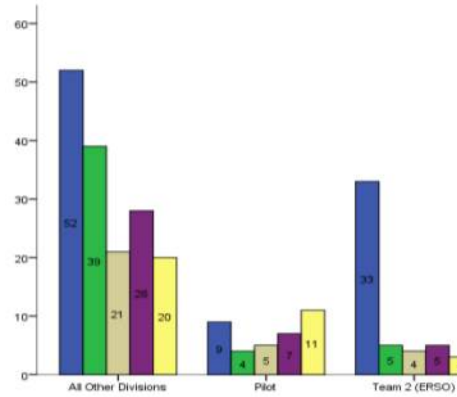


		Good	Somewhat good	Neither good nor bad	Somewhat poor	Poor	Total
All Other Divisions	Count	34	49	14	36	27	160
	% within Division group	21.3%	30.6%	8.8%	22.5%	16.9%	100.0%
Pilot	Count	7	6	4	4	15	36
	% within Division group	19.4%	16.7%	11.1%	11.1%	41.7%	100.0%
Team 2 (ERSO)	Count	26	10	5	5	4	50
	% within Division group	52.0%	20.0%	10.0%	10.0%	8.0%	100.0%
Total	Count	67	65	23	45	46	246
	% within Division group	27.2%	26.4%	9.3%	18.3%	18.7%	100.0%

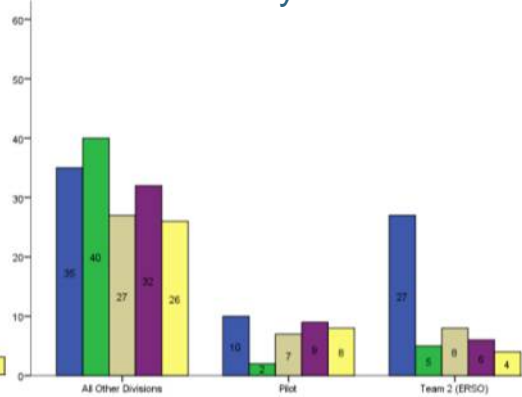
CSS RA Pre-award Satisfaction Drivers by Level

- Satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Dissatisfied

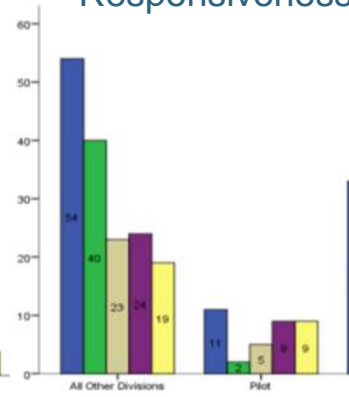
Timeliness



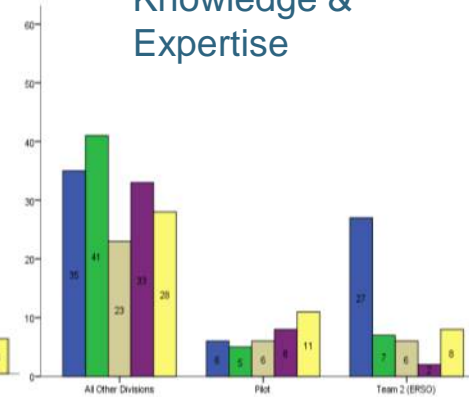
Accuracy



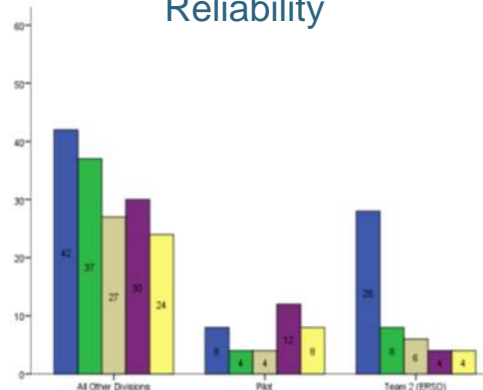
Responsiveness



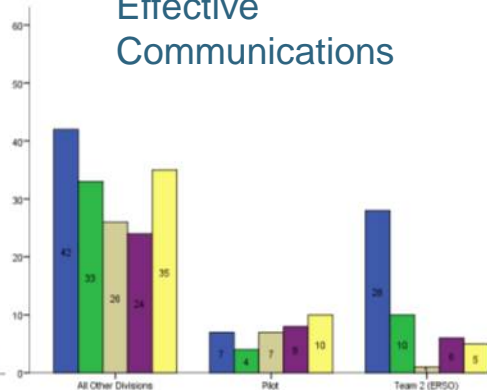
Knowledge & Expertise



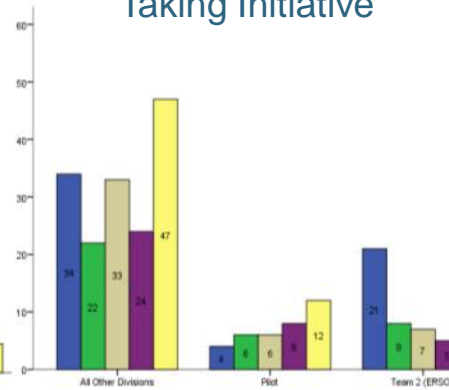
Reliability



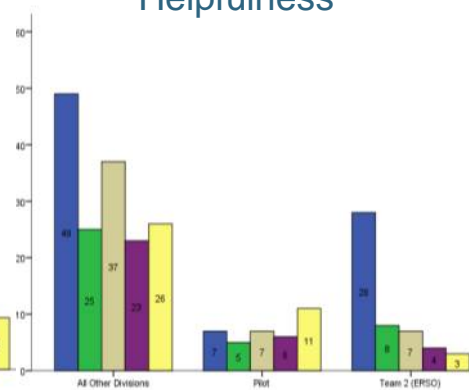
Effective Communications



Taking Initiative

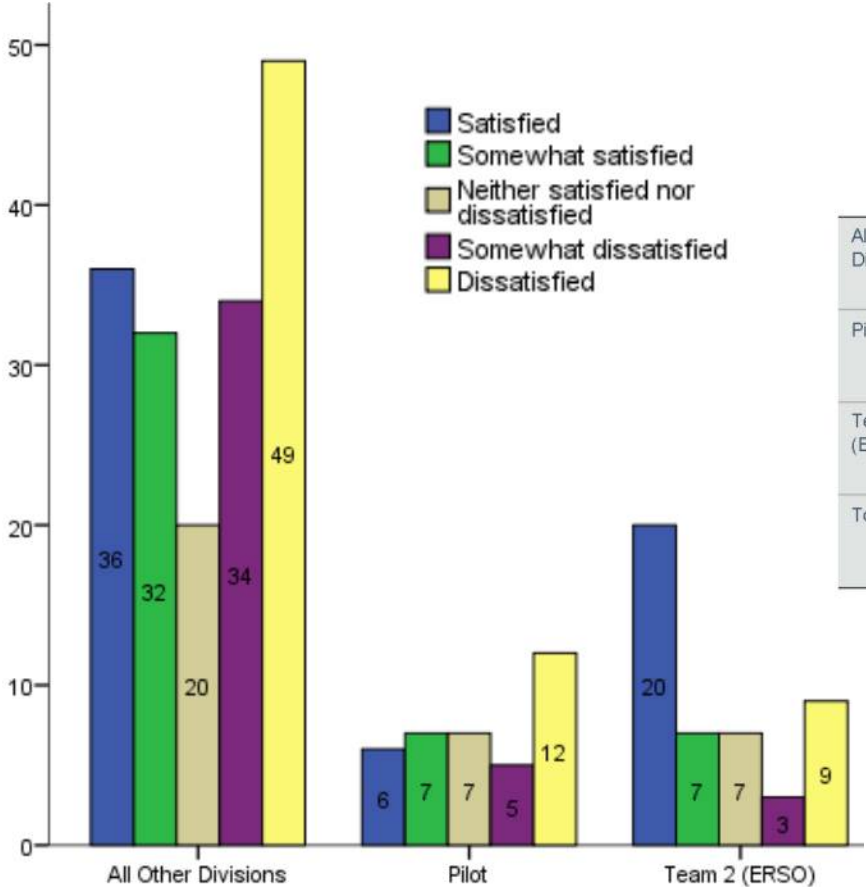


Helpfulness



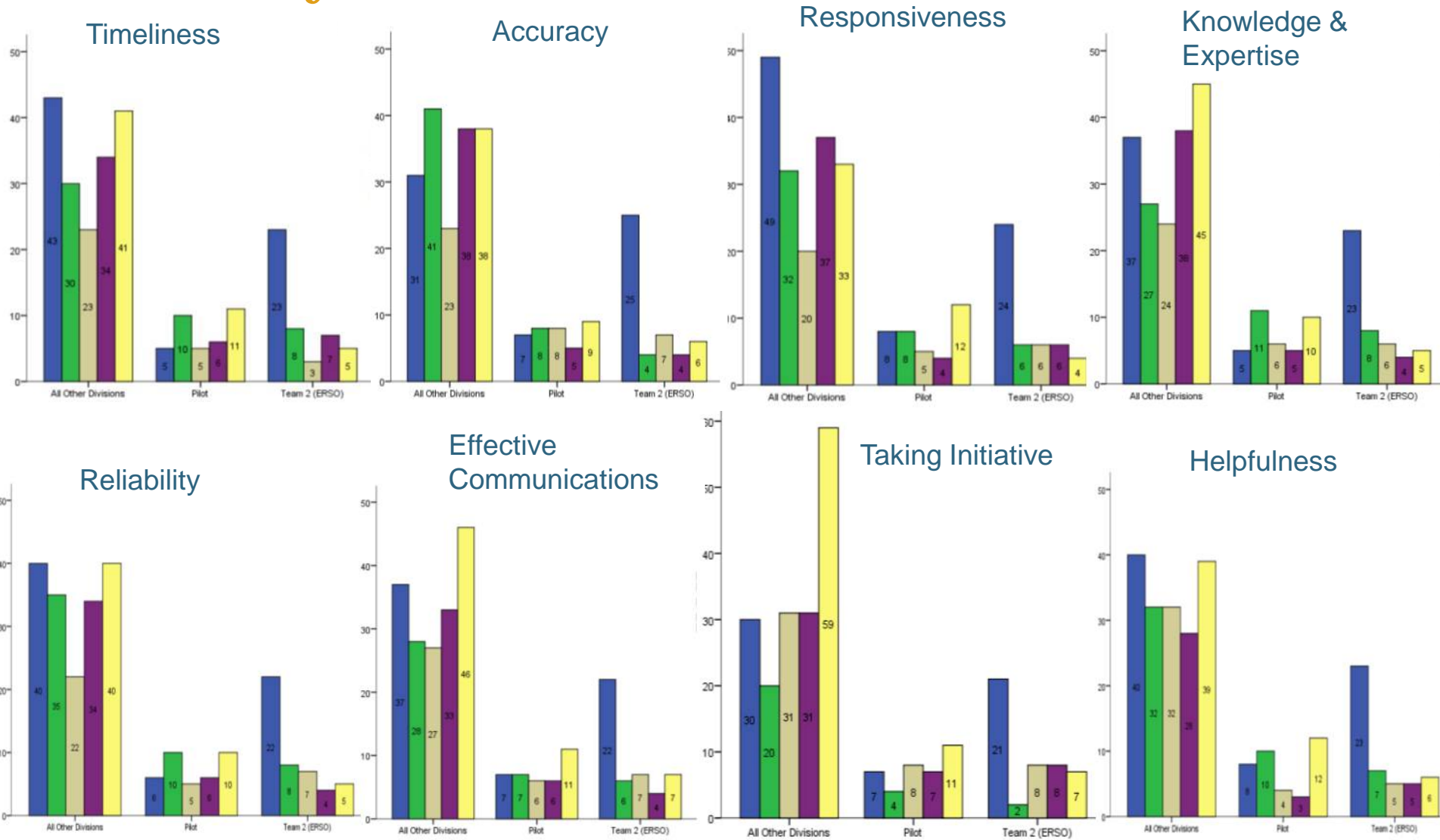
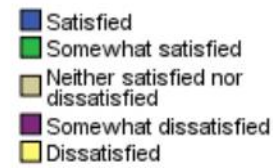
CSS RA Post-award Overall Satisfaction

Please rate your satisfaction level with CSS-RA in managing your contracts and grants award funding.



		Satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Dissatisfied	Total
All Other Divisions	Count	36	32	20	34	49	171
	% within Division groups	21.1%	18.7%	11.7%	19.9%	28.7%	100%
Pilot	Count	6	7	7	5	12	37
	% within Division groups	16.2%	18.9%	18.9%	13.5%	32.4%	100%
Team 2 (ERSO)	Count	20	7	7	3	9	46
	% within Division groups	43.5%	15.2%	15.2%	6.5%	19.6%	100%
Total	Count	62	46	34	42	70	254
	% within Division groups	24.4%	18.1%	13.4%	16.5%	27.6%	100%

CSS RA Post-award Satisfaction Drivers by Level



Overall Service Satisfaction and Drivers of Satisfaction

Industry Alliances Office

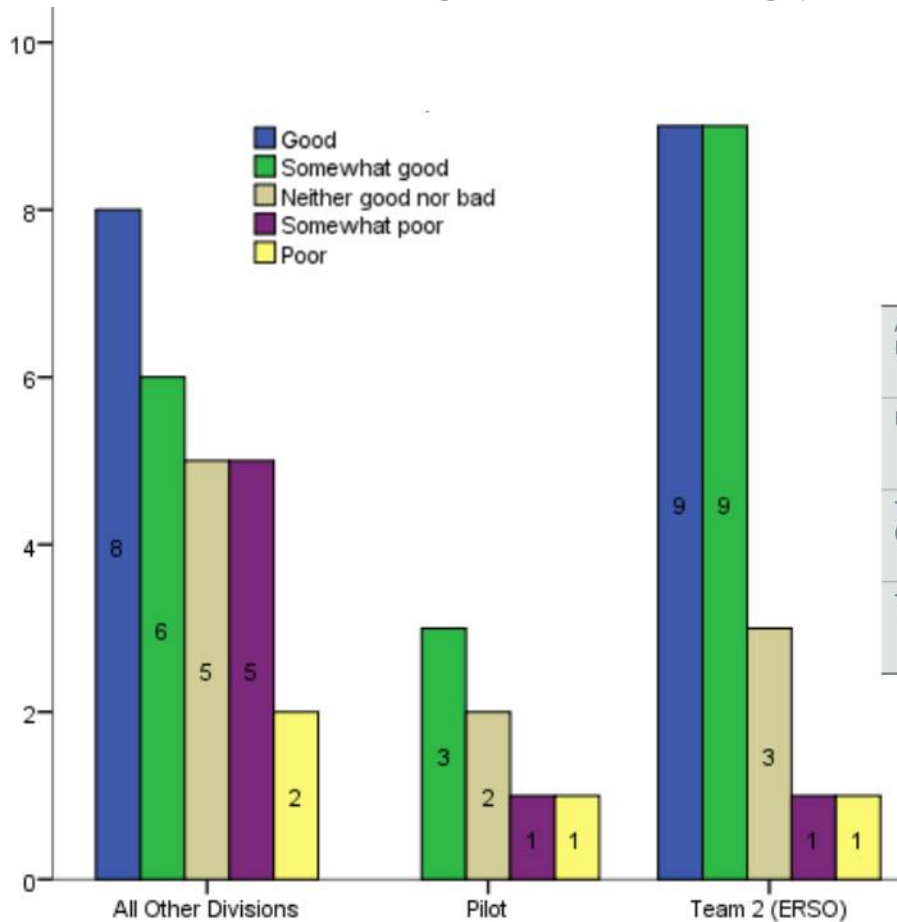
Sample of qualitative comments received about IAO

"The IAO Office is very, very good. A great example of how research administration should work at Berkeley."

"Promote greater coordination between SPO and IAO. They don't seem to know who needs to do what or coordinate their efforts very well."

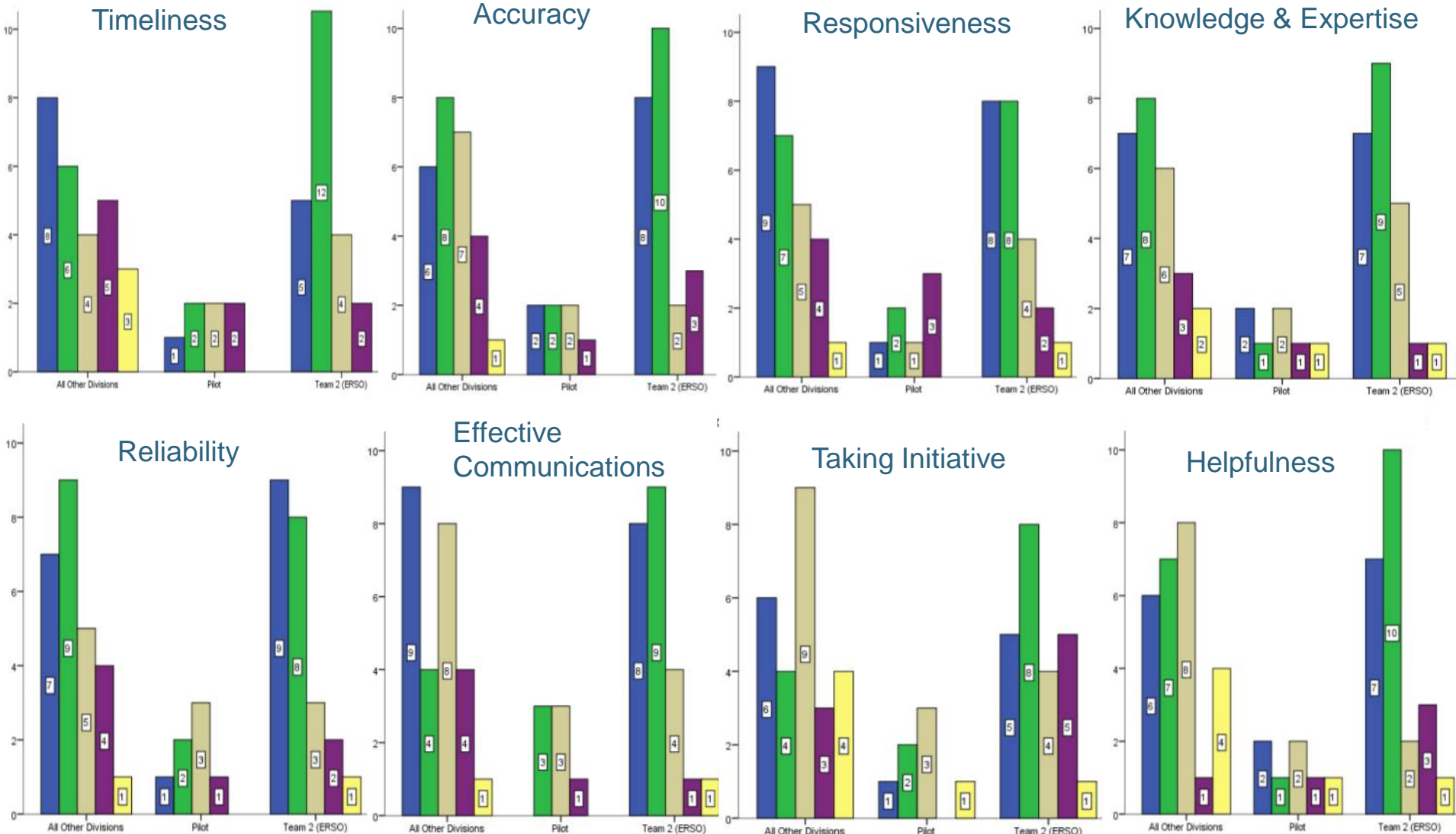
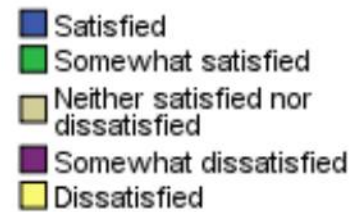
IAO Overall Service Rating

Thinking back over the last 12 months, please rate your overall experience with IAO in reviewing and submitting your research proposals.



		Good	Somewhat good	Neither good nor bad	Somewhat poor	Poor	Total
All Other Divisions	Count	8	6	5	5	2	26
	% within Division group	30.8%	23.1%	19.2%	19.2%	7.7%	100.0%
Pilot	Count	0	3	2	1	1	7
	% within Division group	0.0%	42.9%	28.6%	14.3%	14%	100.0%
Team 2 (ERSO)	Count	9	9	3	1	1	23
	% within Division group	39.1%	39.1%	13.0%	4.3%	4.3%	100.0%
Total	Count	17	18	10	7	4	56
	% within Division group	30.4%	32.1%	17.9%	12.5%	7.1%	100.0%

IAO Satisfaction Drivers by Level



Overall Service Satisfaction and Drivers of Satisfaction

Sponsored Projects Office

Sample of qualitative comments received about SPO

"I find that [SPO] are focused mainly on protecting the University and that they don't prioritize being helpful to PIs."

"SPO approval of proposals is very slow."

"I have found SPO to be consistently effective."

"SPO needs to staff up to provide more timely, respectful service."

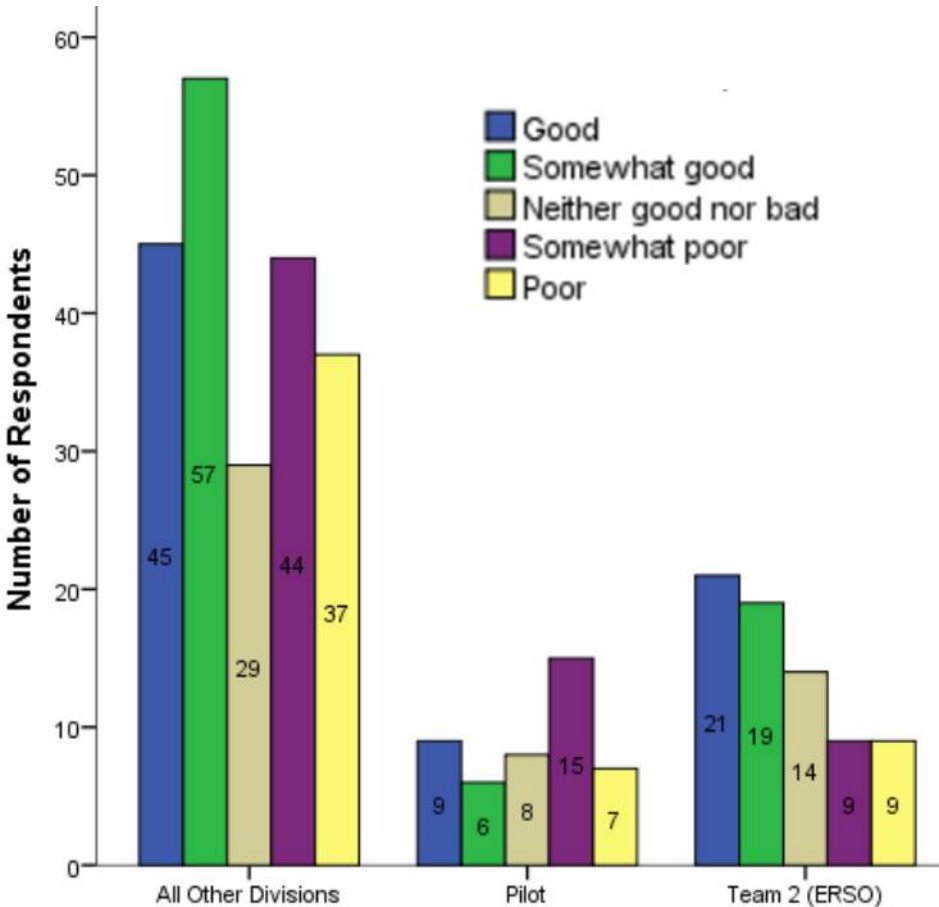
"SPO is great at submitting new grants...no concerns there."

"Seems very hard to have an actual conversation with SPO...lots of emails."

"Despite receiving grants 2-3 weeks before deadlines, it appears everything is submitted at the last minute via SPO greatly increasing stress and leaving no room for error. In the last few months it has improved..."

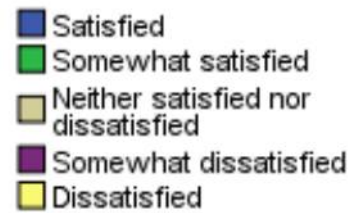
SPO Overall Service Rating

Thinking back over the last 12 months, please rate your overall experience with SPO in reviewing and submitting your research proposals.

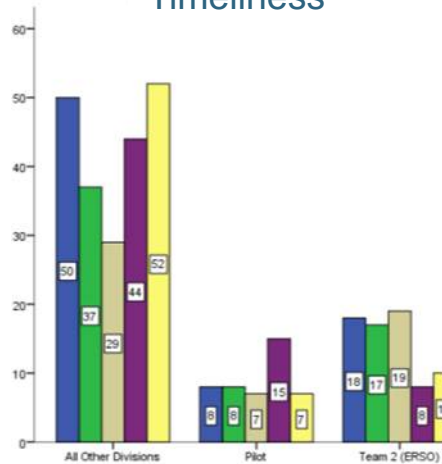


		Good	Somewhat good	Neither good nor bad	Somewhat poor	Poor	Total
All Other Divisions	Count	45	57	29	44	37	212
	% within Division group	21.2%	26.9%	13.7%	20.8%	17.5%	100%
Pilot	Count	9	6	8	15	7	45
	% within Division group	20.0%	13.3%	17.8%	33.3%	15.6%	100%
Team 2 (ERSO)	Count	21	19	14	9	9	72
	% within Division group	29.2%	26.4%	19.4%	12.5%	12.5%	100%
Total	Count	75	82	51	68	53	329
	% within Division group	22.8%	24.9%	15.5%	20.7%	16.1%	100%

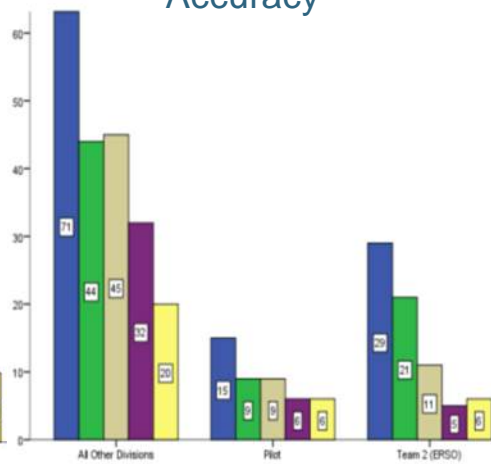
SPO Satisfaction Drivers by Respondent Count



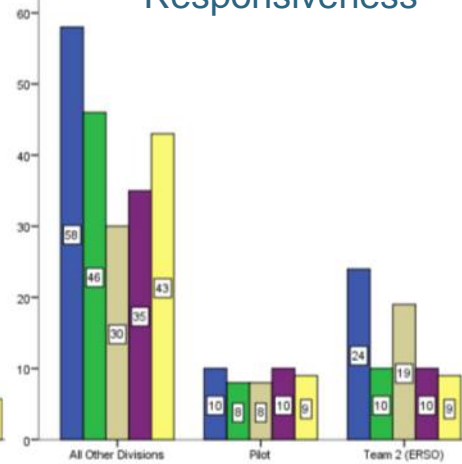
Timeliness



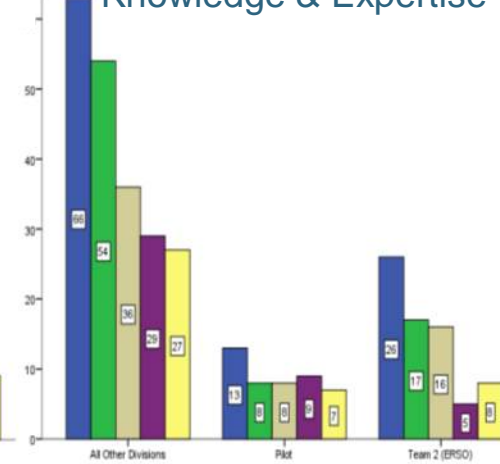
Accuracy



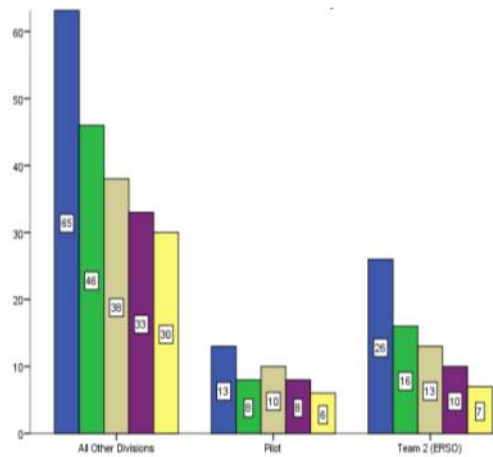
Responsiveness



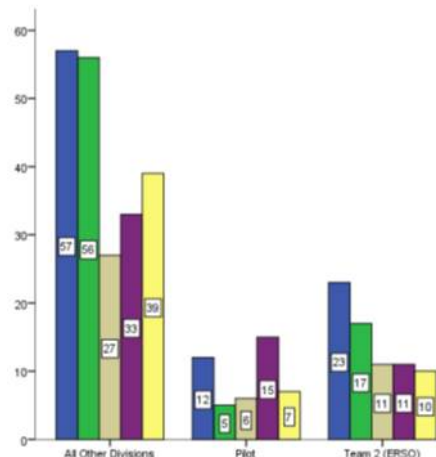
Knowledge & Expertise



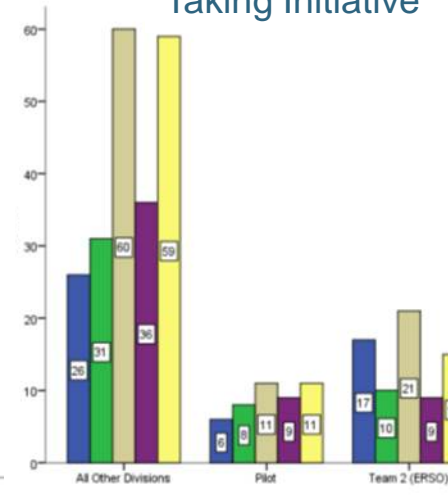
Reliability



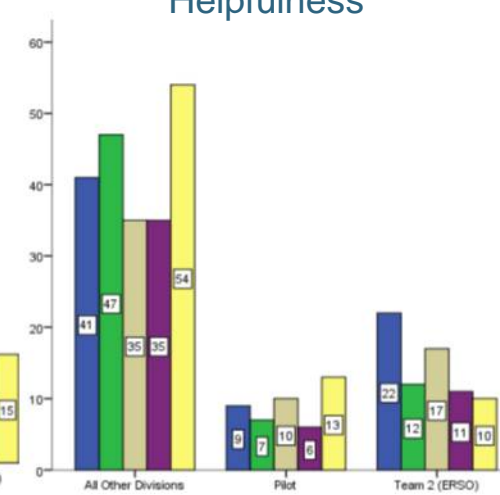
Effective Communications



Taking Initiative



Helpfulness



Overall Service Satisfaction and Timeliness of Invoicing

Contract & Grants Accounting

Sample of qualitative comments received about CGA

"I think the fiscal accounting is good and reliable."

"CGA...take an adversarial attitude rather than being supportive of research activities."

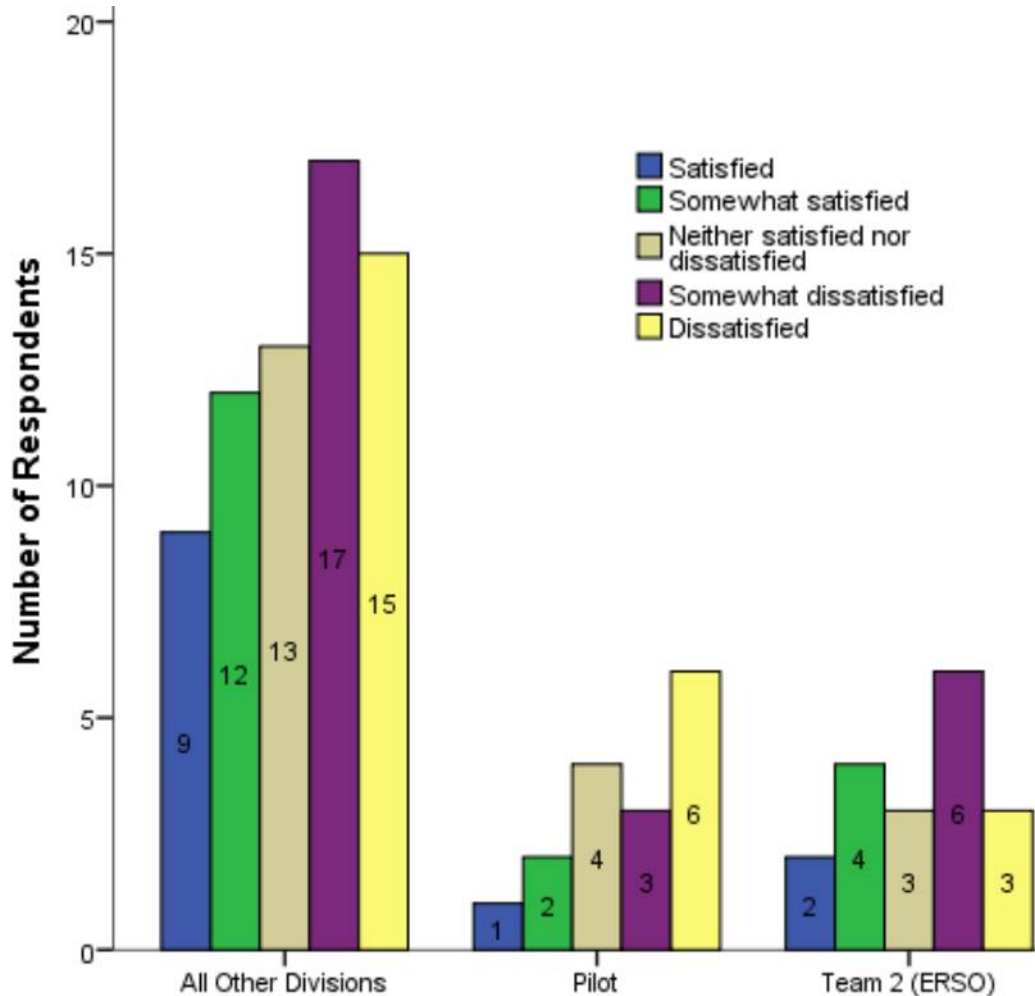
"...I regularly receive complaints from funding agencies that they do not receive timely invoices. They also...do not seem to care about facilitating research."

"CGA must stop automatic invoicing of clients that require a quarterly report with the invoice."

"CGA has on several occasions closed out grants that still have \$ in them without contacting us and giving us a chance to spend down...they are good people trying to do good work...I sense that they can often get overworked and tied up in bureaucracy."

CGA Overall Service Satisfaction

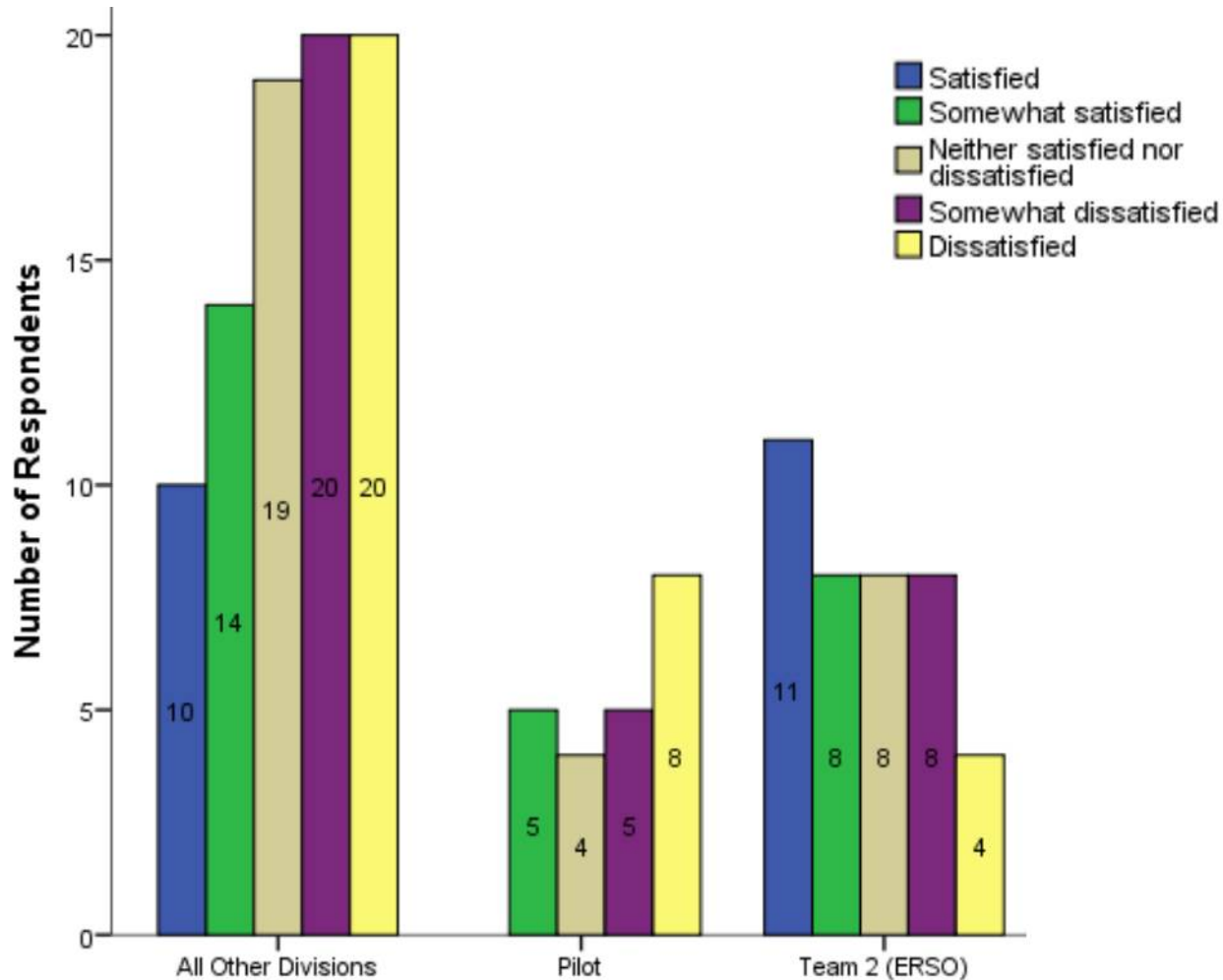
Please rate your satisfaction with services provided to you by CGA.



		Satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Dissatisfied	Total
All Other Divisions	Count	9	12	13	17	15	66
	% within Division groups	13.6%	18.2%	19.7%	25.8%	22.7%	100.0%
Pilot	Count	1	2	4	3	6	16
	% within Division groups	6.3%	12.5%	25.0%	18.8%	37.5%	100.0%
Team 2 (ERSO)	Count	2	4	3	6	3	18
	% within Division groups	11.1%	22.2%	16.7%	33.3%	16.7%	100.0%
Total	Count	12	18	20	26	24	100
	% within Division groups	12.0%	18.0%	20.0%	26.0%	24.0%	100.0%

CGA Timeliness of Invoicing

Please rate your satisfaction with the timeliness of the invoicing of the sponsors of your contracts and/or grants awards.

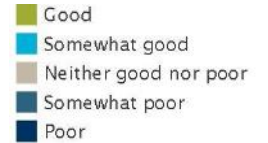


Satisfaction with specific RA processes

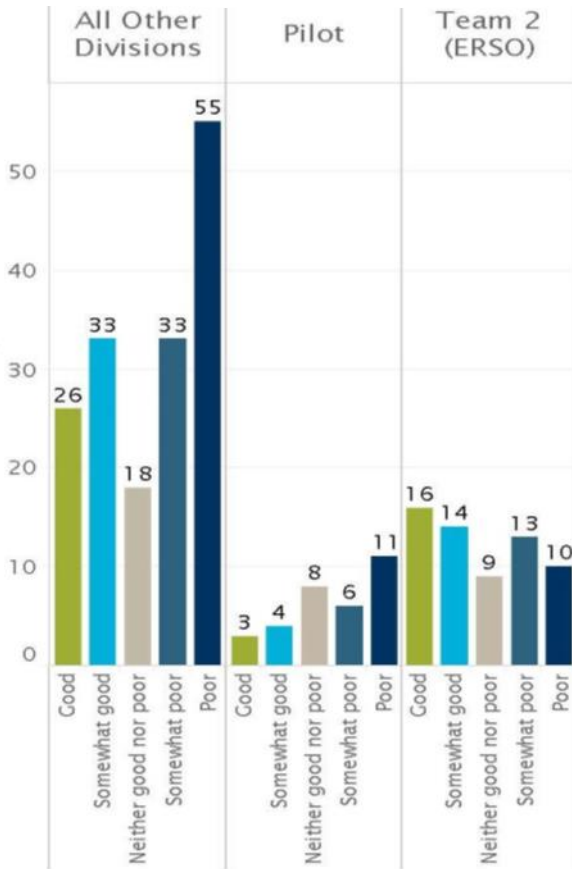
RA Processes

Award Set-up

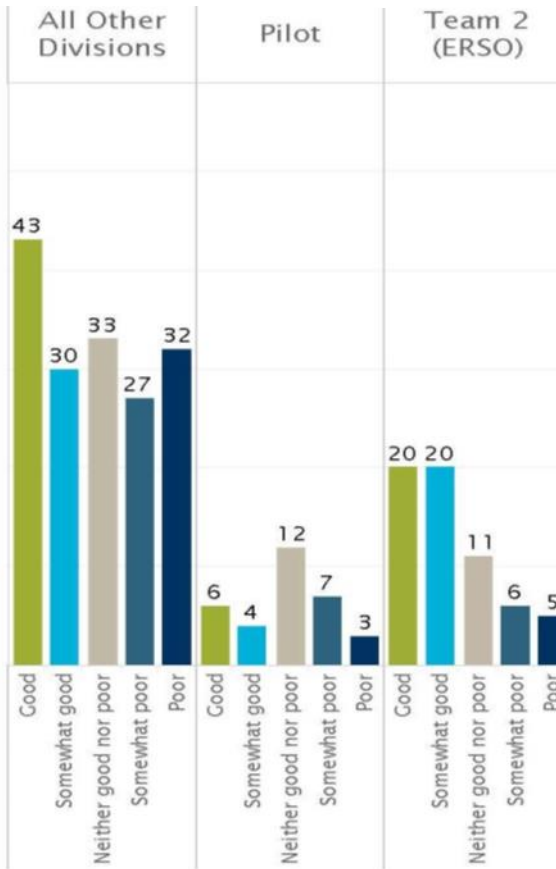
Thinking back over the last 12 months, how do you rate the set-up of your awards in the period of time after your award was negotiated/accepted to when you were able to start spending money



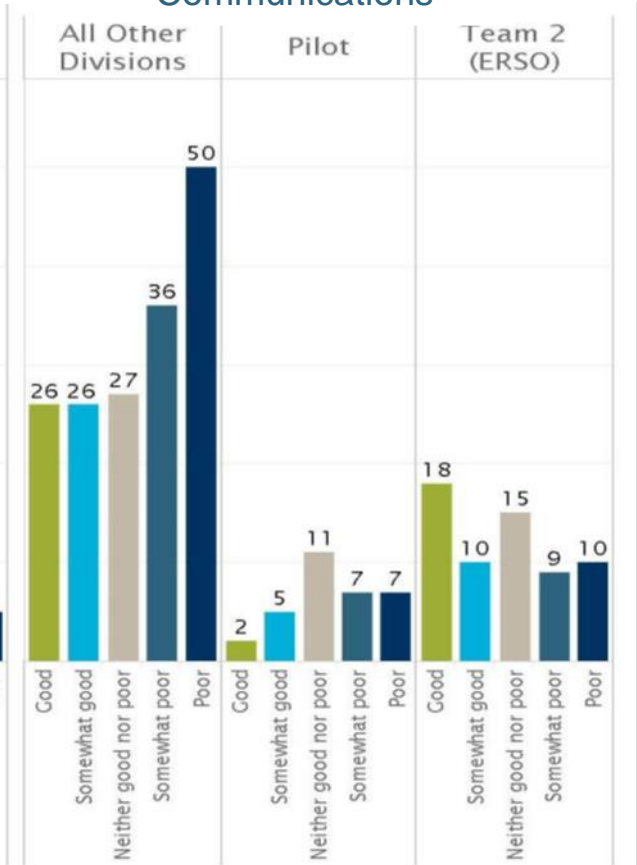
Timeliness



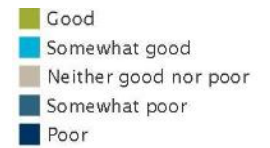
Accuracy



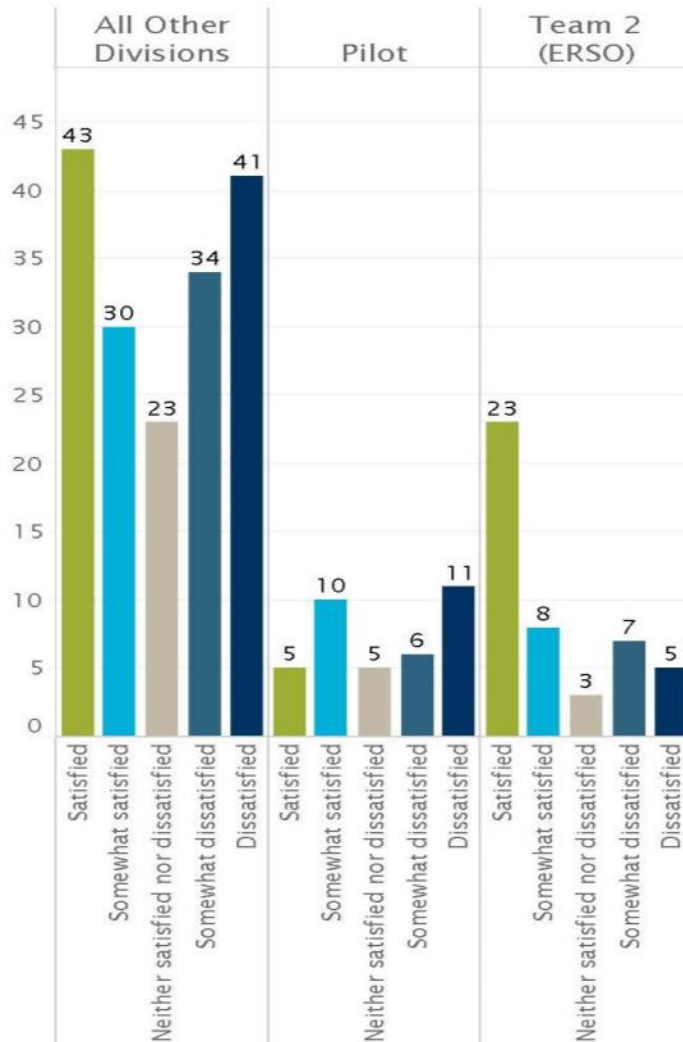
Effective Communications



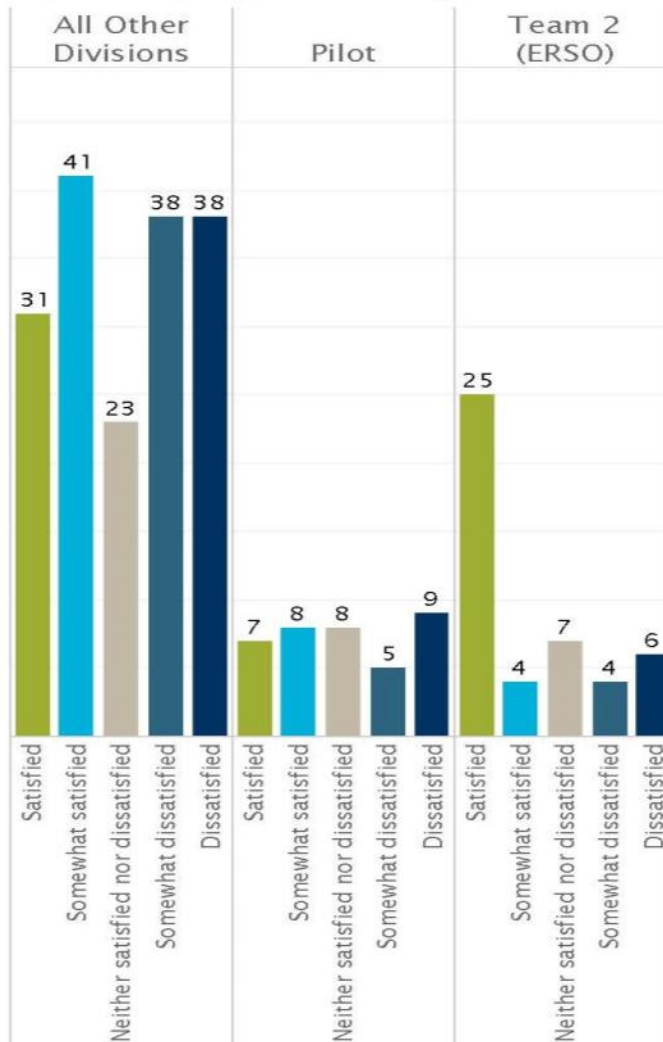
Post-award Reporting



Timely Reporting of Portfolio and Projections



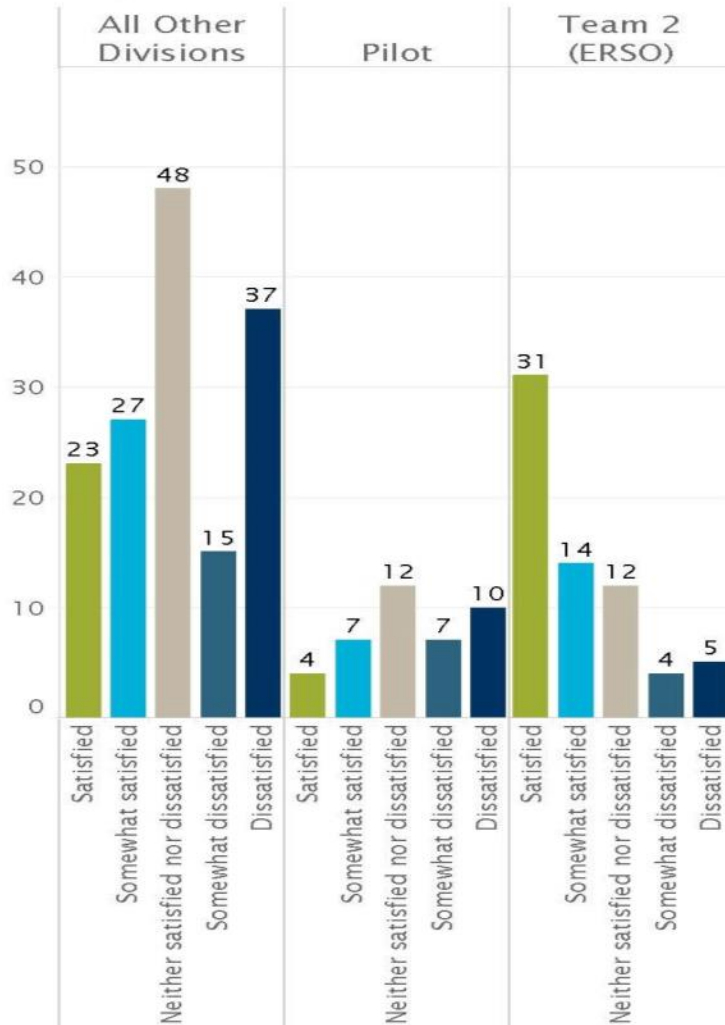
Accurate Tracking of Spending Against Budget



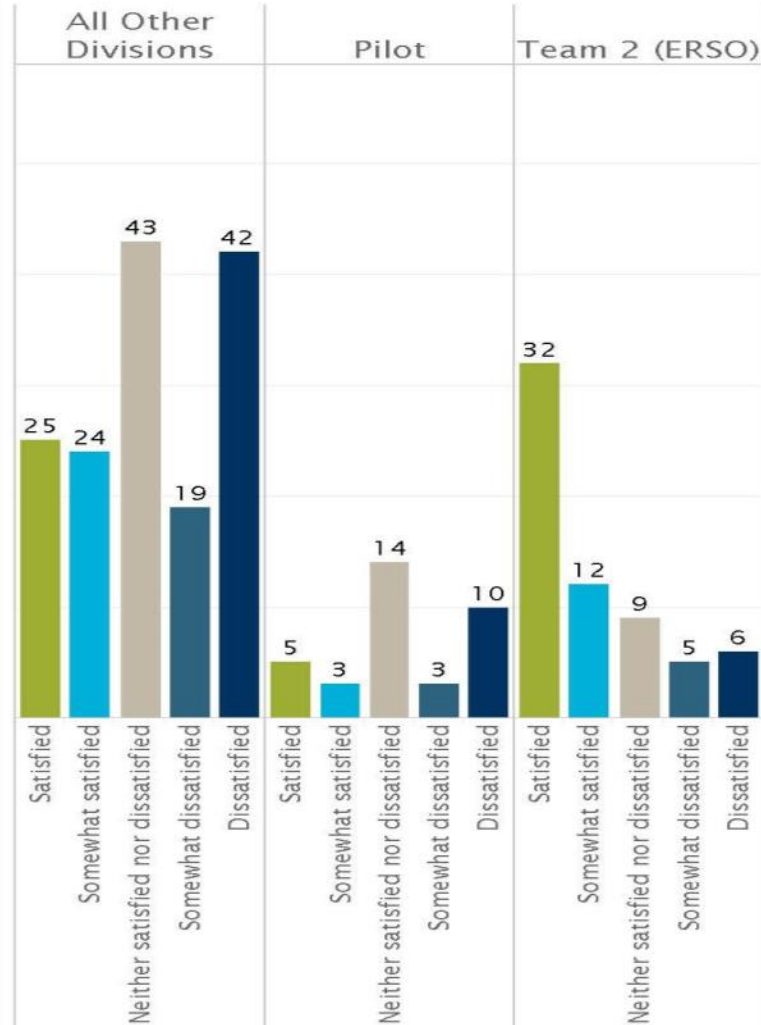
Post-award spending management



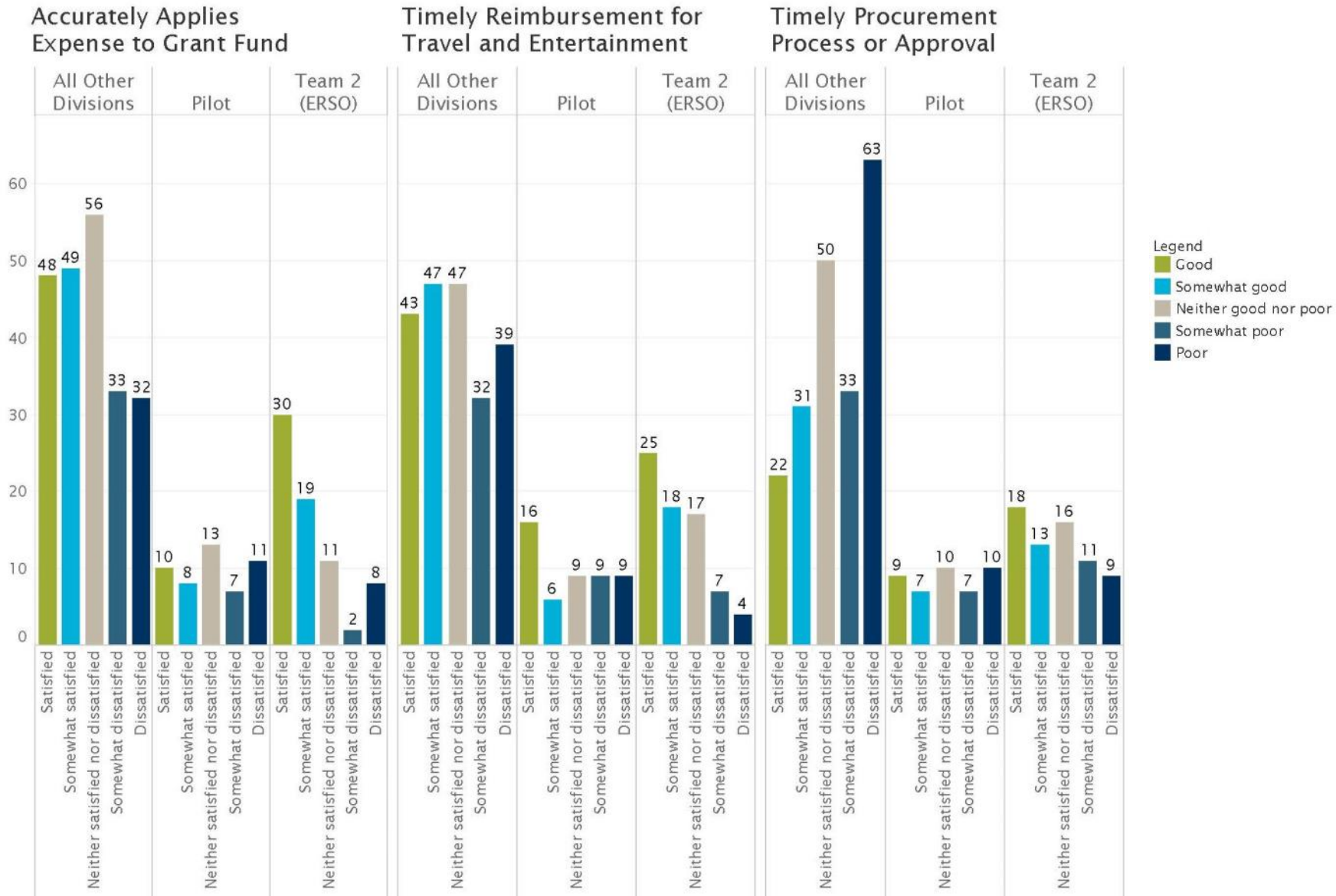
Timely Transfer of GSI/GSR Between Grant Funds



Timely Transfer of Other Personnel Between Grant Funds



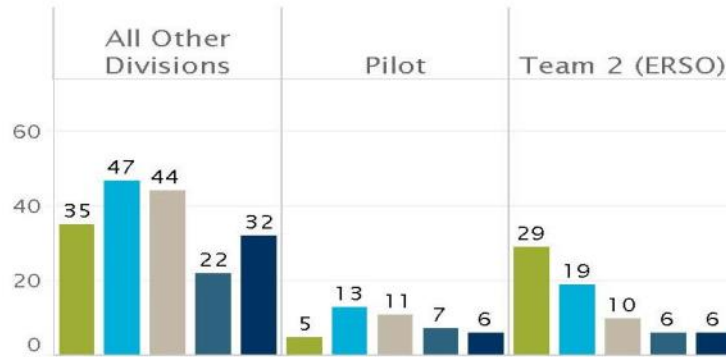
Purchasing, Reimbursement, Procurement



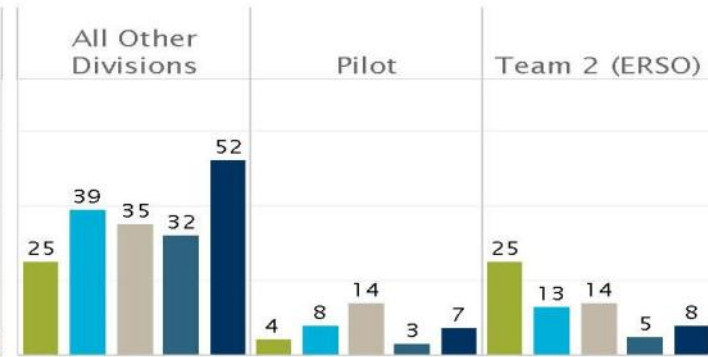
Human Resources



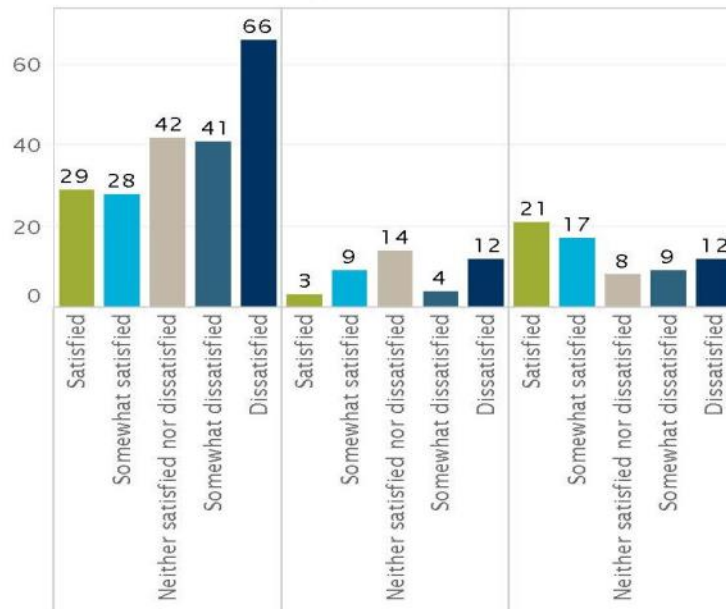
Timely Process of Hiring GSI/GSR



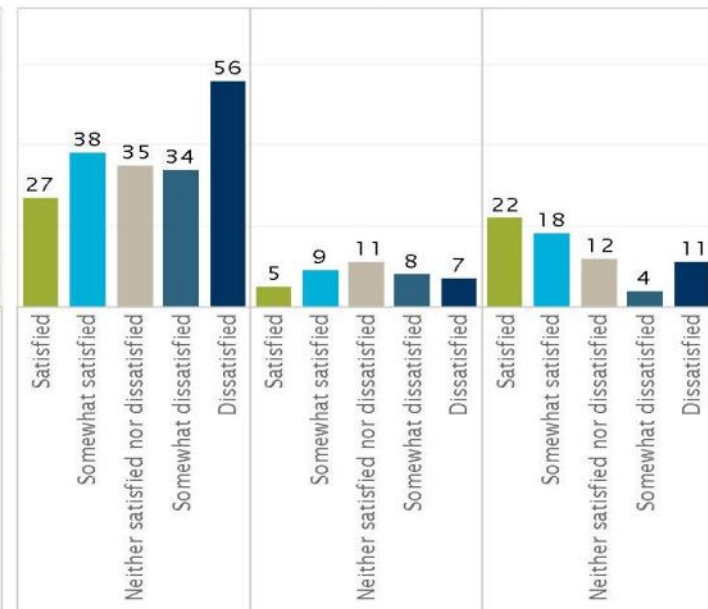
Timely Process of Hiring Other Personnel



Proactive Hiring Communications



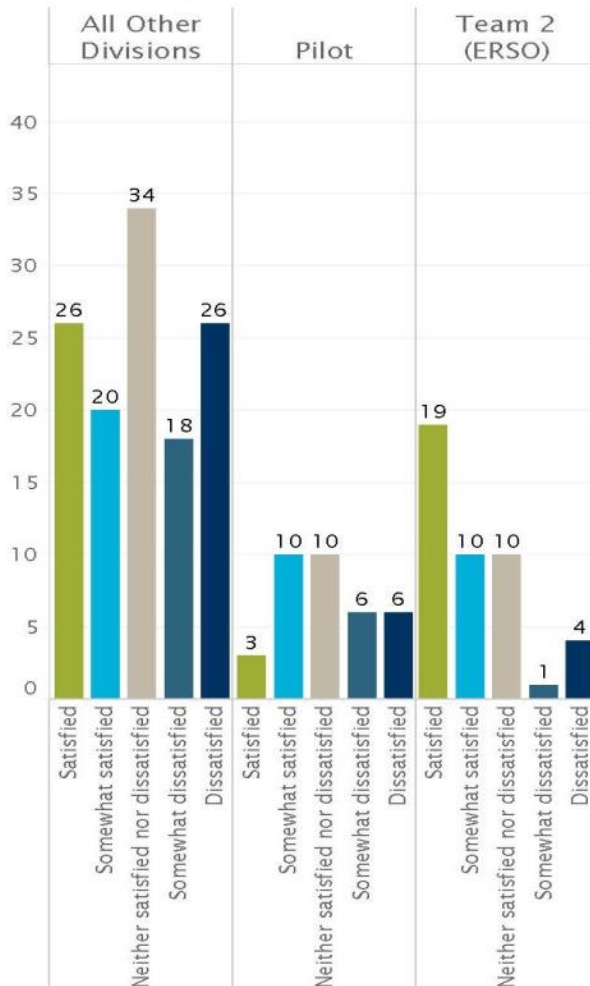
Helpfulness in Hiring Employees



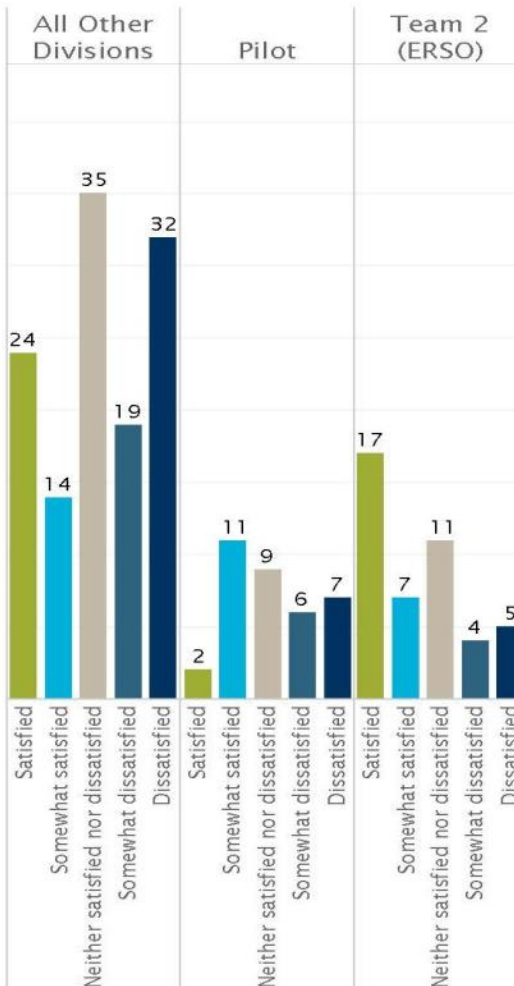
Award Closeout



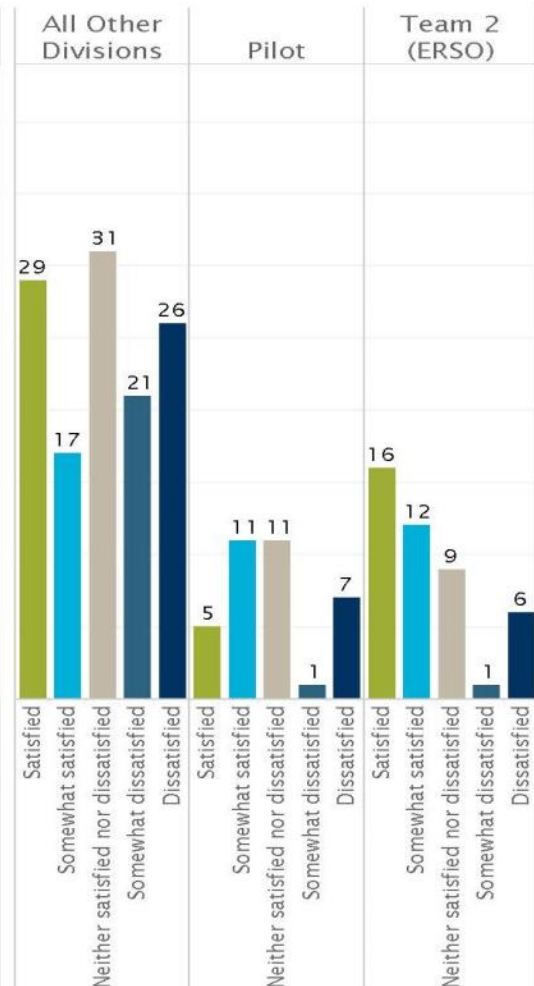
Award Closeout Accuracy



Award Closeout Effective Communications



Award Closeout Timeliness



Free-form Text Questions Summary

Qualitative Responses Summary

Qualitative Responses

Respondents were asked 3 optional, free-form text questions:

Of the 408
survey
respondents

What specific ideas do you have to improve research administration at UC Berkeley?

303 answered

What works well in the research administration process at UC Berkeley?

244 answered

Any additional comments?

159 answered

The results were analyzed by a small team using an inductive, open-coding content analysis to uncover **most frequent types of responses and major themes or patterns.**

Similar major themes were found across all three questions, and are combined in the summary results.

Success depends on the individual RA

- Performance of individual CSS RA's impact PI's research administration service quality experiences.
 - Responses often mentioned **specific individuals with either outstanding work or poor performance**
 - Respondents frequently reported CSS RAs to be **friendly and willing to help** but not always trained or competent
 - Similar theme expressed for SPO staff, though less frequently
- Respondents commonly expressed concern about CSS RAs being **overworked and overwhelmed**

"I have found marked differences in the expertise and competence in the staff in Campus Shared Services."

"Research administration support requires dedicated staff. I understand that we are in a budget crunch, but having less admin support means that researchers and faculty have to spend more of their time on things other than research--on details that should be taken care of by skilled, intelligent research administration support staff who are well-trained and not stretched too thin."

"There is also huge variation in quality of service from different post-award RA people. Somehow the sending of account statements should be monitored to ensure these are sent at least once every two months."

"ERSO has been fantastic if you work with a good administrator. I have had 5 different administrators in 7 years. Now I have a truly fantastic person and everything works smoothly!"

"Without [my CSS RA] putting in extra hours to follow up on all the broken pieces of HR and other administrative hurdles, things would fall apart."

PIs want stable relationship with RAs

- **High staff turnover rate of CSS RAs impacts relationship with PI, portfolio knowledge retention, and process quality**
 - Commonly expressed a desire to reward and **retain through compensation high-performers**
 - Perceptions of **no consequences for poor performance** because they are reassigned within the organization
 - Decentralization frequently suggested as one way to improve accountability between RA and PI
- PIs value having **personal connections of trust** with RA
 - **Personal relationship with face-to-face interactions** with their RA, especially as opposed to communicating solely through email
 - Placing CSS and other research staff "closer" (both physically, and in terms of experience/personal interactions) to PIs and the research team

"My research administrator [redacted] is AMAZING, please compensate her well."

"Reward people taking initiative, even if they occasionally get it wrong. it is very important to feel like I have someone THINKING about my needs, not just pushing paper."

"Grant proposal preparation is improving. but what would really help is to have a real person to interact with face to face who could take responsibility for managing the whole research portfolio instead of multiple confusing ever-changing people performing different tasks."

"Having people physically proximate to PIs, with subject area and contextual knowledge is key."

"It was easier to communicate when the staff were in the same building..."

SPO Processes

- Positive feedback on **specific SPO staff**
- **PIs not feeling like partners in processes with SPO**
 - Perceive SPO as not helpful or flexible in the process
 - Expressed desire for SPO attitude of helping the PI not hindering research efforts for “red tape rules”
- SPO commonly perceived as too **slow** in setting up **sub-awards**, providing **proposal feedback**, and negotiating and **setting up awards**
 - Reportedly months behind schedule in some cases
 - Perceived as embarrassing and detrimental to other institutions
 - Perceived risk loss of funding
 - Stated late in spending funds affects the research project
- Reported poor communication and/or too much emailing
- **Grants portal is not transparent** about the process for PI to anticipate proposal feedback

“Sub-contract management by SPO is actually a risk - we've nearly lost major subcontract funding because of delays in SPO.”

“I realize the rules must be enforced and we need to have the rules, but SPO isn't very good at helping me figure out the right way to do something – ‘no, you can't do that is usually as far as it goes.’”

“SPO is understaffed, and thus creates bottlenecks at multiple points in the grant process.”

“Overall there seems to be little ...understanding of the special concerns of units that get funding from foundations and other non-federal sources. I understand those sources don't bring in the lucrative indirect costs that federal grants do, but they are the only available source of funding for many types of studies.”

“We should initiate a ‘sampling’ model, rather than run full compliance on everything we touch.”

Post-award processes impacting the research process

Hiring Processes Hinder Research

- Frequent reports of very slow process for hiring students, postdocs, and contractors with real impacts on research.
 - impacts students getting paid on time, which creates personal hardships for these individuals.
 - Delays in hiring postdocs once the individuals are identified can either impact research project timeline or it cost good candidates that take a position with another institution.
- Setting up and executing vendor contracts was noted as prohibitively slow, and impacted timely hiring of contractors to conduct research.

“I have routinely had my student employees not be paid, have had appointments terminated before the original appointment date, was unable to post ads (i.e. ServiceNow simply cancelled my request and wouldn't tell me why), and am generally unable to get answers to why this has happened... This is the number one factor that makes me unenthusiastic about submitting future grants through UC”

Post-award processes impacting the research process

Simplify Spending of Funds

- Reports of too many approvals causing reimbursements and purchasing of supplies and equipment to take too long to meet project needs.
 - However, in some cases, it was noted that reimbursements for travel had improved recently.
- Reports of too many forms to select from in Bear Buy make it difficult to use.
 - More support for faculty in this area was frequently recommended.

“At my previous institution, there was one staff review and most orders were sent to the vendor the day I submitted them.”

“...intensively use PI Portfolio and even so, at times my grants or contracts are not associated with me due to mistakes in setting up chart strings, so I effectively have to run a shadow book-keeping system.”

“I don't feel like I have clear support for and information about tracking expenses relative to my grant, although this may be partially my fault for not trying hard enough to use the tools that are available to me.”

Improvements in Managing Budgets

- Mixed reviews for post-award administration.
 - In some cases, respondents report that reporting doesn't exist for them while others were satisfied with post-award
- PI Portfolio often reported as an improvement in tracking expenses to budget reporting, but still needing some work.
 - Not transparent enough; difficult to interpret in some cases.
- Suggestions for reports be more user-friendly for PI perspective
 - e.g., “chartstring” doesn't necessarily mean anything to a PI
- Comments around more comprehensive financial planning support such as spend rate projections

Additional ideas for improvement

Multiple respondents expressed needs/desires for the following:

- Grant writing support
- Checklist with clear steps for common funding applications
- Digital signatures
- New faculty need to be matched experienced RAs and/or provided extra help with proposal process
- Improvement of the human subjects approval process;
- More timely and communicative invoicing and award closeout services from CGA

“It would be helpful to have a check list of forms, documents, templates for common NIH or NSF applications, especially for Jr. Faculty ...”

“...checklists/requirements that were maintained by SPO or CSS, so that when a PI says to CSS, "I'm applying for XXX funding," the PI would receive a checklist for that (common) funding mechanism.”

“Reduce turnover.”

“Processing timelines need to be revised in order to ensure reliable processing of requests submitted early.”

“Assign experienced RAs to new faculty.”

“Permit expenditures up to a threshold.”

“Make Phoebe simpler.”

“Reward and retain talented staff.”

Perceived Impact of RA processes on PIs Time & Proposal Submission Motivations

- PIs expressed an **increase in the amount of time they need to devote to research administration** to make up for deficiencies in RA process
 - PI have to put in extra time to manage confusing, opaque processes and/or unclear roles of individuals
 - Want one point of contact; people and procedures change too much for clients to keep up
 - Don't understand how HR, RA, purchasing/ reimbursements are divided in CSS
- Others expressed **choosing not to submit grants at UCB or via CSS** if possible because the process is too challenging
 - Some respondents reported that perceived poor RA has led high-quality individuals to leave or seriously consider leaving UCB
- Some expressed a perception that humanities PIs do not receive as good RA support as sciences PIs

"...feels like a confusing swirl of people because we never see them in person."

"Well, first of all, I have no idea with the invention of 'CSS' where my grants are or who administers them."

"I run nearly all of my grants through IRLE... I cannot overstate what a huge difference having the assistance of the non-CSS non-SPO staff at IRLE has made... If I had to work directly with CSS/SPO, I simply wouldn't be doing funded research."

"I had such a hard time applying to one state grant agency ... that I have vowed not to do that again. In the sciences there is experienced staff to help; not in the humanities."

"I am disinclined from applying for additional funding with CAL as the primary awardee. I know many others who are seeking other institutions through which to run grants."