Q12 Please provide any additional comments related to changes in the academic climate at UCSF you wish to offer:

Answered: 186   Skipped: 202

#	Responses	Date
1	It is all just a phone tree, pushing work to the end user. Administration keeps expanding at expense of research, teaching, and patient care. Navel gazing.	4/8/2014 9:40 AM
2	Operational Excellence has diminished the capacity and prestige of professionals at every level at UCSF - although it may save money upfront - the long-term end result will clearly be costly in terms of inability to acquire extramural funding and diminished professional capacity, negative self-perception & inefficient mechanism for performing clinical activities.	4/7/2014 5:01 PM
3	I believe the increasing burden on the faculty to raise money for the administration is untenable in the long term. The RMS and HR charges have taken away virtually all departmental IDC recovery making administration even more difficult. The cost of OE has been added to annually increasing fringe benefit and indirect cost rates. A UCSF salary of $100,000 requires an additional $122,000 for the benefits and indirect costs.	4/7/2014 4:37 PM
4	We were trying to get health insurance coverage for our newly adopted baby. Human resources got her name wrong four times and it took six months to finally get things straightened out. The insurance company could not fix anything without it first being first fixed in Human Resources. And then there was the insulting hostile letter from the company you hired to verify everyone's elligability demanding that if we do not provide documentation of our marriage within three weeks, our insurance would be cancelled. That was a first letter of contact. And then you did it again for our daughter, even though , in both circumstances, all documentation had been submitted. We had the same experience when the University switched to Connexis for the tax deductible prepaid out of pocket health plan. Nasty letters demanding documentation or else as a first contact, even though all the documentation had been submitted and we had to resubmit it all again. We opted out the next year because of the hassle involved. Incompetent and hostile. That is my impression of Operational Excellence.	4/7/2014 3:40 PM
5	Q.8. It may not be OE in itself that has made things so much worse– it is the business-oriented campus climate in general which led to OE and to other changes that negatively impact faculty– for example, proposing to eliminate faculty offices, which is outrageous, and shows total disrespect for faculty and ignorance of what faculty like myself do. Staff input: Q.2. The new setup may have added some efficiency up front (when we're actually 'pre-award') but may actually be less efficient later in the processs. Q.6. Not sure there have been increased costs to the department for HR, but there are increased costs for our center. Basically HR, IT, etc. is passed on to the Departments and the PIs and grants/contracts. Because of that, we pay more than before. RE ITFS: The ITFS piece is much more clunky and not more streamlined than before, but it is new and therefore might just need to work out some kinks.	4/7/2014 2:43 PM
6	Too much turnover in OE, makes it difficult to establish relationships and efficiency	4/6/2014 9:17 PM
7	It seems like all personnel management and grants management have gotten more unwieldy and impersonal and expensive with the move towards "excellence." Hope that this survey will encourage reconsideration of the many layers of changes that have led to a less nimble university.	4/6/2014 1:54 PM
8	Issues that impinge negatively on academic climate: NIH grant funding is much more difficult to obtain. Collaborations with industry more difficult to obtain by our institution requiring higher overhead and salary support for faculty. Faculty compensation relative to other institutions continually dropping.	4/6/2014 11:36 AM
9	It is close to impossible to get the human resources department to get things done.	4/6/2014 11:00 AM

10	Efficiencies that should save time really don't. More work falls onto faculty, since most systems are online, creating more admin work (without admin support staff, or inadequately trained support staff)). Since OE staff are centalized, no longer in departments, they are not as accessible, or are overloaded and can't provide assistance. I do not know about costs to department, because this information is not shared with faculty.	4/6/2014 10:55 AM
11	Staff morale is poor. Talented people can't be compensated and leave. Rapid turnover causes errors and projects to be stalled. The lack of infrastructure and support is appalling, much worse than I experienced in 3 institutions I was part of before coming to UCSF. Where are my hard-earned indirect costs from my grants? Nowhere to be seen and totally opaque. Furthermore tacked-on costs to my funds will drive me away from this institution.	4/6/2014 10:39 AM
12	Of all of the problems that accompany a downturn in the economy and budget cuts, this has been the absolute worst change I have ever seen. It is unbelievably inefficient and expensive. As a Division Chair with a large number of hires taking place, the change from a local HR person to someone offsite has resulted in an incredibly stressful and time consuming process.	4/6/2014 10:38 AM
13	The main effect of OE on my work at UCSF has been the decreased morale and general fear of staff on job security.	4/5/2014 9:51 PM
14	The most telling comment I can make here is that I don't have time to comment any more than this, because on this Saturday night, I'm trying to catch up on all of the authorization renewals, grant writing, and the committee service and teaching preparation that I do out of the goodness of my heart because the university sure doesn't pay me to do it, all as the administration has been trying to tell me that it's unreasonable for people like me to expect to have an office... Actually, I do have one additional OE comment, which is that the impact on IT has been quite good and that regrettably was not included in this survey, so while my responses have ranged from negative to neutral, my overall impression of OE in its entirety is somewhat positive.	4/5/2014 9:17 PM
15	everything is more complicated and staff can not keep up with the new systems and time needed for training separation of staff from the division impairs my ability to build community and team spririt post awards management is a mess,largely due to complexities of databases and inability to get reports that provide me with the needed information	4/5/2014 7:39 PM
16	The amount of work that has been pushed down to faculty has substantially increased, making it more difficult to focus on research and providing road blocks for progress.	4/5/2014 4:59 PM
17	I know my department appreciates it, but administrative responsibilities increases yet I have maintained about the same amount clinical responsibilities, want to be considered valuable knowledgeable about decision I make, but person life and research effort has suffered a bit as a result. Balancing act is difficult .	4/5/2014 4:51 PM
18	The biggest problem with current admin systems is that the university has essentially transformed into a self-service system for faculty. Ever increasing amounts of time must be spent on tasks that could and should be delegated. The multiple, complex, and constantly changing computer systems are extremely difficult to keep track of and to manage. Having to submit "tickets" to get questions answered is very inefficient because questions cannot be clarified, and often the wrong question gets answered. The OE system of separating pre and post award means that ONLY the PI knows full information, and so must essentially oversee and be on top of all details. For staff it is extremely difficult to administer a grant that you haven't yourself submitted -- so PI must spend time coordinating everything. It is also hard to have people who are not intimately knowledgable about a department or ORU and its particular type of research do grant preparation. In my past position, where my program manager was also in charge of grants, I could submit twice the number. And most importantly, there are no local "experts" who can answer questions that come up day to day.	4/5/2014 3:31 PM
19	As a faculty member in a department that will not cover the NIH salary gap for its faculty, there is very little incentive for me to apply for federal grants or to pursue promotion. The outcome of both is that I need to search for additional "discretionary" funds to cover my salary gap.	4/5/2014 3:28 PM
20	The time has come to assess the impact of OE in terms of real dollars saved by collecting actual data from departments and schools.	4/5/2014 3:04 PM
21	A thinly disguised cost cutting move and centralization of power that has made many processes more difficult to understand and affect. Whereas, HR questions previously could be answered by an identifiable person in the department, they are now centralized with nameless, faceless and often unreachable people. We have exchanged expert help for bland, jack-of-all-trades, rotating generalists who know little about specific environments. Bah Humbug!!!!	4/5/2014 2:58 PM

22	As a clincian educator with many responsibilities, including managing 125 volunteer clinical facutly who teach medical students and residents in our dept, the new HR systsem has been a nightmare. Long response times, no responses. Inside line is that the wrok volume for the new HR clusters is totally overlodaing their staff, which makes my staff work harder, and now we are paying more for HHR so from my point of view, Operation Excellence is a failure.	4/5/2014 2:29 PM
23	Over the past 5 years, the administrative burden for UCSF faculty (and staff) has increased substantially. Unfortunately, this has coincided with a substantial decrease in extramural support. The combination of these 2 factors has made UCSF an institution where very few feel secure in their positions and the increased work load for faculty is not sustainable.	4/5/2014 2:04 PM
24	This has been a horrible example of passing on work the PIs. As with the clinical side (introduction of Epic/Apex), the work load has been moved to doctors, rather than support staff. This is penny wise and pound foolish. In this competitive environment where many exceptional investigators are failing to get grants, UCSF should be looking for ways to decrease investigator work loads. Operational Excellence has increased the workload and passed the costs on to the Departments, that are suffering.	4/5/2014 1:52 PM
25	Mission Hall plans indicate a serious lack of respect for clinical faculty research needs and successes. Bureaucracy and micromanagement by central admin is stifling.	4/5/2014 1:51 PM
26	Questions 1-6 not applicable	4/5/2014 1:29 PM
27	The academic climate is poor since we have more skilled administrative staff working on our grants but less skilled and fewer administrative staff in our department. The contracts and grants person I work with has changed 3 times in the last 3 years. Right now I am working with a great person, Jason Shane, but previously I was very stressed when I submitted a grant since the C&G person made mistakes every step of the way. The new policy of having the PI meet face to face with the C&G person when we start working on a grant is excellent - it helps with communication and trust.	4/5/2014 1:17 PM
28	Human resources is less response and much more inefficient than it was when the process was in our school. There were two instances in our group in the past two years were it took more than 6 weeks to get a new hire paid. HR has nor been service oriented.	4/5/2014 1:08 PM
29	Involve the faculty, and any affected end-users, in discussions at the most preliminary of stages. We unfortunately had persons inexperienced as an actual end-user making decisions that, when input was requested, were considered (by administration--a big failure there) to have gone too far to start over. We need an element of administrative accountability to creep in if we are to change that, as it must be done, in order for UCSF to retain its lofty position. That means there has to be replacement of individuals who consistently fail to understand that their position entails working from the grass-roots up with the end-users. The top-down approach has not worked and must be changed.	4/5/2014 1:04 PM
30	Increase cost, less flexibility, and make us less competitive for obtaining grants.	4/5/2014 1:02 PM
31	The increase in costs takes into account the fact that our faculty and staff are doing much more pre-award work than before, correcting errors, having to remind overworked pre-award staff to meet deadlines, much more closely reviewing work that in the past was reliably done correctly. The preaward had not in ANY way made things more efficient. Contracts and Grants still creates delays AND there is a "one size fits all" approach that additionally has consequences. All in all - very problematic and costly. Moreover, this really impacted morale. The same is true for HR and more. HR is no longer focusing on the program's needs. They are simply doing what they are told and have a very limited perspective. Before with our own HR person, we could ask "How can we achieve this desired outcome?" The HR staff person would consider all the options and come up with one - totally allowable, totally appropriate and recommend it. Our HR staff persons solved problesm. Now, the HR people are less knowledgable, more overworked, and totally not in a position to think about options or solve problems. So the HR program is just a pass through. We are having do to all the HR work ourselves. Many programs are hiring HR liaisons so this is costing the enterprise MORE not less. This actually doesn't work that well. In addition to overall costing more money, these more creative people run into HR which is not really able to respond. The overall "cost" to the morale of the enterprise is enormous. Faculty thought that the program's leadership could have prevented OE - both pre-award and HR from happening so trust in leadership was undermined. Faculty and staff wonder - how could our Chair "let this debacle happen?" Doesn't anyone "up there" realize this is not a good idea? On top of that, the "staff engagement" and the "Gallup" activities were viewed as manipulation coming from the highest levels of the enterprise, helping the very highest level people "look good." Offering awards if groups would say that OE has been a positive change was not viewed positively to say the least.	4/5/2014 12:35 PM

32	It is increasingly difficult to know who to call or talk to, and when you find someone they move. Everyone is overwhelmed and takes forever to respond.	4/5/2014 12:25 PM
33	Pre-award made significant errors in one of my NIH proposals, possibly preventing the possibility of getting funded. My departmental chair believes that our prior in-house pre-award team would not have made these grave errors.	4/5/2014 12:09 PM
34	Growth at UC has affected the climate in many different ways, mostly positive. Our institution is more vibrant than ever, but is also a bit more spread out. Strategies for management should include campus location-specific strategies and considerations. OE has had some beneficial effects (likely more uniform policy implementation), but comes at a higher cost to individual departments and much of the work has just been displaced or added at the departmental level. Further, some central functions and people performing them are removed from the local departments/divisions and this depersonalization diminishes effectiveness and overall morale.	4/3/2014 12:24 PM
35	These centralized departments make everything take longer - no face to face contact is a real prolem. These workers to not seem to be solutions oriented and the different departments (for example RMS and COI) are not well-integrated. Much more work for the PI. Leads to less time on research and thus in the long run fewer grant monies. Thus the inefficiencies loose money in the long run.	4/1/2014 2:11 PM
36	My funding is all grant related thus staff under my employ by definition cannot participate in administrative related tasks. The burden has been entirely on me and has been problematic in instances where the consolidation has overly burdened the admin staff resulting in errors and communication lags.	4/1/2014 10:57 AM
37	The move to redevelop/sell the Laural Heights facility has had a negative influence on the academic climate. Clearly UCSF does not value the scholarship that takes place outside of the clinic setting.	4/1/2014 10:21 AM
38	The centralizing of IT services and HR has been a disaster; especially IT. That plus the arcane rules of encrypting all lab data (lumping it in with PHI) has been terrible for lab research and productivity; services are worse than before and regulations are making working in academia very difficult to untenable. This corporatizing of academia with a "CEO" chancellor that leaves once a better offer comes along and after making sweeping changes that are supposed to improve efficiency is suboptimal to say the least.	4/1/2014 8:31 AM
39	Esp pre award- lot of problems as it seems not as much support for preparing budgets. We never get to sit down in person and discuss. They could be in another state.	3/31/2014 4:57 PM
40	More training for faculty when new computer programs are introduced. Not aware such training sessions available for campus faculty?	3/31/2014 4:34 PM
41	for recent searches, the process has slowed down abit for us as in the past, our group was able to focus on our needs, but now, they are so busy that is is more difficult to get processes moving along, and we supplement the work with our department-paid assistants. As for faculty life overall, there seems to be alot of talk but in the end, the faculty did not get offices at mission Bay, and i still see faculty working very long clinical hours, as well as non-union staff, without relief from the hospital to provide extra staff to relieve both faculty and the current staff.	3/31/2014 4:18 PM
42	With the centralization of IT, our department IT department which has been outstanding in providing desktop support has evaporated. I put in a request for installation of a software which our department pays for. It has been more than 2 weeks and no action has been taking. I am deeply frustrated by the centralizaton of IT support.	3/31/2014 2:48 PM
43	I am assuming you are asking about changes that have occurred since the centralization of HR and grant support services. That is how I have answered these questions, but it is not clear to me if these changes are attributable to Operation Excellence. Essentially, we lost an HR person but gained another one and the pre-award responsibilities have been centralized to someone with more skill.	3/31/2014 2:43 PM
44	There has been substantial efforts to make the pre-award process work in OE. Despite these efforts, there has been a substantial degradation of the pre-award process. More work has to be shifted onto overworked faculty, as the RSA are heavily overworked. There is also substantial instability in staffing. Our team has lost nearly half the RSA's in a year. Overall, this program has a few good features, but has not saved us any money, and has degraded our pre-award process.	3/31/2014 2:22 PM

45	The name is a cruel joke. There's nothing "excellent" about it. I miss the days when we had personal relationships with the people who helped us with pre-award and other admin needs. Having the same person do pre and post award makes much more sense. Those individuals knew how we worked, understood our proposals and were more available. Now we spend way too much time training new people, explaining our work and simply trying to get hold of them. The system gets an F in my book.	3/31/2014 2:21 PM
46	In the last 5 years, UCSF has shifted from engaging faculty input to "ramming" decisions through without faculty input, at significant cost to faculty and staff in not only time, but cost. Morale has reached all time lows and faculty have a clear sense that all funds at UCSF are being funneled to build buildings and consolidating the rental market (i.e., faculty coerced to occupy Mission Bay to cover the cost of the excess vacant and poorly designed space). I am lucky in that I conduct transdisciplinary research with faculty from across the Institution and it is clear that the environment I describe above is agnostic to series, School, or faculty/staff. This environment has caused many faculty and staff that I know to leave the Institution with many more on the horizon. The Chancellor leaving has only contributed further to the feelings of disappointment. After many promises and grand vision, administrative-heavy decisions have been made that are not int he interest of the faculty and staff that make this Institution great, the Chancellor has "kicked off" after doing a lot harm that will likely not be undone. The Stanford merger is a small mistake in comparison to the poorly thought out changes that have occurred int he last 5 years (e.g., OE, Open space planning).	3/31/2014 2:13 PM
47	Pre award is much better, but wasn't all that good before in our dept. Whether the improvement will justify the new charges isn't yet clear. HR is as bad as always, especially non academic, but costs more than prior to OE.	3/31/2014 1:51 PM
48	First, I appreciate being asked. One of the most frustrating parts of OE is not feeling like there is anyone interested in feedback. OE, especially on the HR side has been a huge disappointment. I have expressed this to my department. However, HR is so insular that I don't know if my experience is unique to my representative or is across the board. For example, I was originally told that I couldn't contact my HR representative directly. I could only go through our department HR rep and then they would talk to HR. This has been crazy slow. Also, when I do try to directly contact HR because positions to be posted or hires are not moving forward, I typically don't get a response. Lastly, I have asked many times but still don't know who is the supervisor of my HR rep to discuss these issues. With respect to pre-award, the quality of work substantially diminished after OE as compared to before OE even though my pre-award specialist didn't change. I attribute this to the amount of work they were now being asked to do. Please, please, please don't touch post award. It is not broken!	3/31/2014 1:29 PM
49	I would say that the grants pre-award process has improved with OE. Human Rescources has not improved, and has been terrible for years. The logistics of hiring staff, even with already awarded grant money, are incredibly difficult and delay reserach projects for months. Perhaps this will improve under OE, but I have not seen that yet.	3/31/2014 12:53 PM
50	OE has definitely cost more for our Division. Since it charges even the part time volunteer faculty, we don't have the liberty of getting more part time volunteer faculty as before. Faculty seems to have to do every thing online by oneself, the H&R just just sent the web link, every thing has one link these days. The turn over rate of staff at HR is so fast, I hardly know who is responsible for what specific jobs and type of faculty. Staff at HR are so specialized now as well. Every one seems to over work with electronic tasks while lacking staff resources for help.	3/31/2014 12:12 PM
51	Negative change relates to decreased State support, increased benefit costs, increased infrastructure and service support costs (IT) allocated to direct costs -- all done with reasonable arguments but all having significant negative impact in an era of low NIH pay lines and modular grants.	3/31/2014 12:08 PM
52	There seems to be a culture for disregard of faculty voices. I think the climate has been significantly and negatively impacted by OE, discussions surrounding conducting research (e.g., increase tax, allowing faculty to apply for grants with lower indirects, etc.) and space at Mission Hall and space plans for other locations. Researchers in particular feel under siege at UCSF.	3/31/2014 11:58 AM
53	New "office space" at Mission Bay is a joke. Lack of support for the academic mission is evident at every turn.	3/31/2014 11:54 AM

54	While pre-award is working well, human resources is an absolute disaster. In the past year, I had: 1) months of delays in my academic appointment caused by errors made by HR staff, 2) weeks of delays in sending an offer to a postdoc candidate due to nonresponsiveness by HR staff, 3) inability of HR staff to process a quick-hire, such that I had to consult with the manager who then had to have another HR employee take on the assignment, and 4) one of my staff member's salary was unexpectedly cut by 50% due to an error by HR staff on reappointment (there was no change in funding support). I am spending a great deal of my time as an asst. professor trying to just get staff hired/reappointed. My department recently had to hire a liason to work with HR. This liason can only communicate with HR but she cannot herself complete HR tasks...when she used to be able to do so prior to OE. A similar arrangement was made in another department with which I am affiliated. Therefore, it appears the departments still need HR staff, but post-OE these staff are not empowered to do anything themselves, effectively adding more people to do the same job as before, with poorer results. Costs have increased and efficiency has greatly decreased.	3/31/2014 11:48 AM
55	you have another copy of this which I submitted last week; why did you send me another?	3/31/2014 11:36 AM
56	Overall, OE has substantially hampered my efforts to be a productive faculty member. I spend much more time on administrative activities that could be done by someone else. It has made me less able to write grants and meet my other faculty obligations. OE could work if we had systems that work. I'm tired of senior level administrators pretending that OE is the greatest thing to ever happen here and taking all the credit and bonuses for a failed effort. The other tactic on the part of senior administrators is to blame the mid level analysts who have been left with the mess and are often doing the best they can with systems that don't work. Preaward is not the only change over the past 5 years that has made life worse for faculty; iMedris still does not work and has actually lengthened CHR turnaound. Moodle is a very basic online course system and was certainly not designed with any faculty needs in mind. We need accountability and expertise in systems change overall in our senior level administrators.	3/31/2014 11:33 AM
57	The problem with OE at this point is that different people work with me for every hiring/grant, etc, and as such, the process takes longer than needed because of ongoing education about the specifics of my program. Also response time to inquiries is much longer than it was.	3/31/2014 11:20 AM
58	OE has disrupted efficient existing operational units in our division. In several instances extremely knowledgeable personnel have been replaced by ineffective individuals. I recognize that this query is about grant submission. I suggest you also inquire about other aspects of OE which are also far short of expectations (purchasing, etc.).	3/31/2014 11:16 AM
59	this doesnt help UCSF Fresno at all, increased costs, fewer resources	3/31/2014 11:14 AM
60	The HR absolutely stinks. It is inefficient, partly because the personnel are overloaded, some are incompetent and others ignorant of their duties and responsibilities. In many cases instead of them advising us, we are the ones to remind them. It was the most stupid idea ever. We had an excellent Departmental assistance in the past, that now has been dismantled and the services at their worst ever.. It is even worse as far as the student services are concerned.	3/31/2014 11:10 AM
61	This program has done nothing to enhance our productivity and increase moral @ UCSF - we have people departing in mass and are left with whomever loves increased bureaucracy	3/31/2014 10:48 AM
62	The main things, beyond financial pressures, that progressively worsen the academic climate are 1) the progressive increase in bureaucracy and meaningless redundant regulations, and 2) shifting of effort and responsibility OFF admin and ONTO faculty themselves. This will not improve until admin and faculty work together, at the division level, rather than having an administrative structure where all staff are answering to some hierarchy that is offsite and removed from the Division.	3/31/2014 10:48 AM
63	I am not sure my perspective is representative because my ORU has worked hard to limit the additional burden OE places on faculty. This has been good for our faculty but not so good for our staff. The situation regarding HR is especially stressful for staff because the HR office is organized in such a way that no one person is accountable for meeting our department's needs. Our staff has also struggled with the pre-award process for contracts because the staff responsible for reviewing contracts seem overwhelmed and are at times unresponsive to requests for status reports. Of all of the OE initiatives, pre-award for grants has worked best for our faculty because we have a dedicated OE staffer who works hard to meet our needs in a timely fashion. I have heard that other ORUs and departments have not been so fortunate.	3/31/2014 10:31 AM
64	The preaward system is working well and the personnel are very knowledgeable and helpful. HR is working very poorly. The people are not familiar with the workings of our department and are either too busy or unable to provide the needed support.	3/31/2014 10:26 AM

65	The lack of communication among various branches is very poor, perhaps underpinned by the turnover in personnel and positions.	3/31/2014 10:23 AM
66	Questio 7 assumes that Operational Excellence for Faculty appointment and advancement exists. My experience with the academic advancement process has been very frustrating, paperwork is not getting processed, communicatin on progress only occurs when I initiate it, it is extremly time consuming to make sure that the package goes through the process.Work on my promotion to Associate Professor started in 2012, is supposed to be retroactive as of July 1, 2013 and is still not finalized (March 31, 2014). As OE for faculty does not exist, it is not possible tosay in #7 whether it improved or decreased.	3/31/2014 10:13 AM
67	Unfortunately, OE has failed to improve the situation here at UCSF. In particular, pre-award grant processing has now become a bureaucratic nightmare in which my Project Managers are needing to step in and resolve/expedite issues that were not a problem in the past. And we have also lost the personal commitment and satisfaction that existed when I knew my grants manager and built a long-standing relationship. Given all this, I am absolutely shocked that the costs for accomplishing these tasks are more than before. If I had known this was going to be the outcome, I would have asked that our department commit the resources to hiring some additional staff so that they could handle the workload, rather than centralizing through OE.	3/31/2014 10:04 AM
68	The big drawback is that I no longer have faces/names and personal relationships with the people who handle various functions for me.	3/31/2014 9:51 AM
69	Post award delays in Grants and Contracts have become intolerable but this pales in comparison with the lack of competence in HR. I am beginning to conemplate early retirement rather than continue to contend with systems that are rapidly deteriorating.	3/31/2014 9:39 AM
70	The university is providing less and less support to my research program while asking more from our research budget. The IT charges that we are forced to put on our grant application budget should be covered by the indirect costs. The custodial support is poor at our buildings and there is a lot of turn over in the "centralized" HR and pre-award staff, making it difficult to have continuity in terms of support.	3/31/2014 9:33 AM
71	the climate in part is due to external factors such as greater challenges in getting funding, increased demand from clinical setting (much more time to do charting, etc with EHR).	3/31/2014 9:33 AM
72	Current administration has subscribed to a top-down approach that may be more appropriate for a corporate environment than for an academic institution where there is supposed to be collegiality and trust. OE is not working. Grant pre-award is complicated by too-frequent changes in RSC personnel, too many people without knowledge of the area in which they are working, and the absence of a relationship between grant support staff and the investigators. HR/Personnel is just terrible: slow, inefficient, and a major stumbling block for hiring, and for discipline.	3/31/2014 9:32 AM
73	"Operational Excellence" from the beginning was an Orwellian term for firing people. It centralized functions which were better performed locally. It was a very ill conceived idea. I hope it will be reversed. The academic part of UCSF will never be a corporation and should not be modeled on corporations. There were a very few things that seemed to improve such as the ucsf.myaccess website. Predictably, service for everything else went down hill. One way to avoid future disasters like OE and that incredible fiasco of the Stanford-UCSF merger would be to really get the faculty involved before implementing any major campus wide administrative changes. It's as if the higher administration is completely unaware of how the faculty do their jobs and even worse, don't really care.	3/31/2014 9:28 AM
74	We are moving into the new space at Mission Bay - the big room with desks - and I plan to start looking for a new job because of it.	3/31/2014 9:22 AM
75	Although issues such as workhours, sleep deprivation, diversity, quality of life are discussed, there are still many long hours taken on by clinical faculty (and clinical non-union staff) that stretch the limits, The multiple sites with lack of office space at Mission bay will add alot of stress to the system.	3/31/2014 9:18 AM
76	It is reasonable that the introduction of a new system such as OE will initially result in increased effort on everyone's part. However the key issues with OE in its current form include the inadequate staffing levels in the various areas within OE. Another is staff turnover. Addressing these two issues would help immensely with how the system operates, is perceived and, ultimately, it's long-term success.	3/31/2014 9:12 AM

77	Administration is less supportive of the faculty than in the past. The continued efforts to increase taxes on the faculty and to expand the bureaucracy are undermining the academic mission and growing the size of the administration.	3/31/2014 9:11 AM
78	Operations Excellence has resulted in me and my staff having to work much harder (on getting grant documents and hiring staff), incompetence (deadlines have been missed, support documents not collected), profound delays (in hiring) and complete lack of accountability - its impossible to tell where tasks are in the process, tasks get dropped, bounced between individuals, etc. It has been shocking how profoundly negative it has been to my otherwise very productive and successful research group	3/31/2014 9:11 AM
79	OE is a pathetic joke.	3/31/2014 9:08 AM
80	Too lean! Few resources for faculty! I have become an admin asst in addition to my faculty teaching responsibilities! I am being stretched away from teaching to zero resources for work that is more expensive when I do it! I am choking with extraneous work!!!!!	3/31/2014 9:06 AM
81	OE is also less personal, dislocated and inefficient. Email communication with single subjects and questions is a time waster over face to face meeting in which multiple concerns can be addressed. Pre-award personnel are too far away to meet with face to face. Overall it is worrisome in that it creates more doubt about processes and outcomes.	3/31/2014 9:05 AM
82	Initially there was a lot of turnover in my OE cluster, so each time I had a new grant or subcontract, I had to invest quite a bit of time to initiate a new relationship, check the accuracy of work, etc. That part has stabilized, and it appears that things are improving. I hope things continue on that course.	3/31/2014 9:03 AM
83	Good idea, bad implementation. The grants staff know less than me about their job and ask me to do things for them that my grants manager used to do for me. The people are nice but the overall effect of the system is to increase the amount of work I do. The costs to the department are less but the advantage to the individuals actually engaged in the work of the university (teaching, research and patient care) is negligible to non-existent. Whoever is in charge of this mess should be replaced.	3/31/2014 9:03 AM
84	The changes to Human Resources have been particularly detrimental to smooth operations. Also, I would appreciate some transparency in terms of change in cost for the university--what are the actual savings?	3/31/2014 9:01 AM
85	you are not asking about IT, which is part of OE	3/31/2014 8:50 AM
86	The administrative staff bundles work as pdf's and collects data for transmission to us. I've become the printer for the administration. I'm not a typist, I'm a professor and a clinician. The current system simply shifts all the real work to us.	3/31/2014 8:41 AM
87	I have just now competed a grant submission. It was an extremely frustrating experience. Our timeline was significantly SHORTENED due to the new medris submission process. Our pre-award person was very rigid and also made quite a number of errors--very bad experience!	3/28/2014 9:41 AM
88	I think charging per grant submission is highly counter productive. It penalizes those who apply for many grants and will dissuade faculty from applying for some grants that they might have received. It seems to be a gross overreach on the side of the university administration. OE has only increased my workload and this plan would charge me to do even more work than I had done prior.	3/27/2014 5:24 PM
89	In general I feel that operation excellence implementation has increased the time many small tasks are taking. A recent example for me is the annual filling out of financial conflict of interest. In the past anytime I needed to submit similar information I signed a piece of paper and it took maybe 30 seconds. Now I have to log into a more complicated form, the program is not compatible with explorer, not mentioned in the email sent out with the link. Thus by the time I tried, were not successful, contacted help desk, got it done, I had spent at least 30 minutes. Every time I get a request along these lines on my email I cringe at the time sink I am facing. Another expample of an issue is the purchasing of systems that does not really meet our needs, such as the HBS timesheets. So it works for vacation but not for other leave types. So we now still have to submit paper for professional leave for meetings etc. Also there are limitations on when you can log information in HBS. The time windows are not always easy to work around. It would be better if one could plan ahead and enter vacation further ahead of time. When there are issues with IT it is not satisfactory to call in a leave a ticket and have an unknown delay in getting issues addressed. We are now so dependent on computer functionality that speed is of the essence in fixing things in order to get critical things done. It also help to know the person you are working with and have them physically available rather than over the phone only.	3/27/2014 12:09 PM

90	While faculty and staff at UCSF are wonderful (large reason that many of us stay), the administrative burden is becoming more and more overwhelming, particularly in the current challenging funding climate where more work has to be done already on smaller budgets. I think an improvement in these systems to help decrease the burden for faculty (and their staff) would help improve the environment for faculty at UCSF substantially.	3/25/2014 9:11 AM
91	The costs for OE have increased dramatically and have gone beyond that provided by the increase IDR for industry sponsored research. We did this more efficiently for less money in our own department. The costs projected for next year are incredible. OE needs to reduce the internal costs or close shop and return what indirects we used to have.	3/24/2014 9:08 PM
92	Like a phone tree now instead of human service, more work falls back to me and my admin.	3/24/2014 12:24 PM
93	Ranks right up there with the Stanford Merger as a brilliant idea.	3/24/2014 9:16 AM
94	It's all about money. It's every "man" for himself. The SOM is staring at the ceiling.	3/24/2014 8:20 AM
95	Everything (Core costs, Animal Housing etc) is more expensive at UCSF than elsewhere and yet we get the same amount of money for an RO1 than anyone else. Faculty at USCF are not treated well and are really being squeezed.	3/23/2014 5:55 PM
96	difficult to sort out ucsf issues vs. dismal nih funding climate. suspect latter is the main force.	3/23/2014 3:58 PM
97	personnel responsivity is a joke pre award support is dramatically diminished	3/23/2014 3:16 PM
98	From my point of view, the major problem in OE appears to be the lack of responsibility that naturally accompanies having staff located in distant locations. It is hard to quantify exactly how this problem impacts productivity - but it certainly fosters a dangerous sense of "I would rather pawn this task off to some other unit" rather than "I like this person, I see them in the hall and I want to help them navigate the system to get their job done". In this way, OE will certainly deteriorate the culture of UCSF and generate a cadre of administrators that are disconnected from their faculty.	3/23/2014 1:33 PM
99	HR has been truly awful	3/21/2014 10:29 PM
100	Please undo Operational Excellence measures. Bring back pre-award, ITS and HR staff to our departments. OE broke things that were working well within manageable budgets. OE is a disaster except for the possible few at the top who have received bonuses.	3/21/2014 5:08 PM
101	I joined the faculty after finishing fellowship training at UCSF four years ago. I do not perceive significant changes in the academic climate at UCSF; people (faculty and staff) complain about Operational Excellence but it has not impacted my daily work much. The exception is that I got a small educational grant and had a hard time figuring out how to pay for project-related costs out of that grant; had to send several e-mails within my department for clarification.	3/21/2014 2:41 PM
102	centralized services in some areas have diminished my access to such services - such as IT	3/21/2014 10:04 AM
103	Our department lost all our best pre-award grants people due to OE.	3/21/2014 9:55 AM
104	There is a lot of uncertainty, and staff often admit to not knowing what the future holds for them. They seem stressed and overworked, but so are the faculty.	3/21/2014 1:46 AM
105	OE has impacted IT services in my department--that was not addressed in your survey and should have been. The impact has been a negative one!	3/20/2014 7:42 PM
106	We have had substantial problem with personnel issues. it is difficult to get answers to important questions. Simple issues now require substantial effort just to figure out how to proceed. Then, there is substantial effort in follow-up as nothing is real-time - one has to place a ticket, then wait for a response, then spend more time later re-addressing it. Most of the paper work has been pushed to faculty. Overall, the climate for research is worse than it was 5 years ago. Regarding the pre-award work, it is only stable because we went from working with an individual who provided poor support to a new individual who goes above and beyond - the system itself has not helped. I believe the operation excellence has probably saved the University money, but it is penny wise, pound foolish. I now spend more time doing support functions and less time with scientific work. Very frustrating	3/20/2014 5:14 PM

107	Pre-award and OE has been extremely detrimental to our research operations. The system itself creates great inefficiency by dividing up activities among multiple persons and thus requiring the PIs to have many more meetings. The theory is that the pre and post award teams communicate but in reality the pre-award people seem overwhelmed, putting off things until the last minute. they are working with many different persons, and do not seem to have a firm grasp of one persons portfolio. This system requires much more time for the PIs to explain things to the pre award persons over and over. The quality of work is poor. The turnover in the staff is high. There has been no progression over the time since this system started to now interms of improving systems. The experience in our unit witht this new system has been extremely poor and adds a stress to our faculty and research teams.	3/20/2014 5:04 PM
108	OE is a disaster in every respect! The burden of work is placed on the faculty member. UCSF is a horrible work environment. I think about leaving every single day.	3/20/2014 2:44 PM
109	Concerned re ability of UCSF to be competitive in attracting and retaining new faculty	3/20/2014 1:57 PM
110	I had a terrible experience with a recent grant submission. The OE pre-award team is very distant from me and has scant idea of the complexities of my work. Single worst experience I have had here. At the last minute, they claimed that I violated their deadlines and refused to complete the grant. What they did do (compiling biosketches and attempting to standardize) had several errors, such as mispelling my name. This event showed me that there is not a committment to excellence in providing support to the faculty.	3/20/2014 1:54 PM
111	OE has increased complexity and decreased flexibility, e.g. for the customized financial reports some donors require. The trend to charge for every service is a challenge, especially for junior investigators, and funds going to administration detract from funds available for research and education. The university seems focused on expensive new buildings rather than devoting resources to research, training, education and patient care.	3/20/2014 1:13 PM
112	The switch to e-proposals was extremely painful. Lack of training and notification, the learning curve was steap, and the process took much longer and the final product much worse. A terrible change!	3/20/2014 1:10 PM
113	Pre-award process working well but outgoing Subcontracts department is terrible, as is the Human Resources and Academic promotion pieces	3/20/2014 1:02 PM
114	I think the climate is worse, simply because of the more challenging funding situation r.e. NIH, which makes it harder to sustain a job long-term funded 95% by NIH grants; it has nothing to do with OE. It is clear UCSF has no plans to change the way faculty positions are funded. I have watched several of my hard-working, smart colleagues retire or quit research or move elsewhere, due to using up their In Residence bank. That doesn't make me feel optimistic about my own changes, or those of other Ph.D. faculty in clinical departments.	3/20/2014 12:01 PM
115	So sad. OE was bully tactic.	3/20/2014 11:43 AM
116	The grant OE seems to be working but HR is a dismal failure. There are no cost savings with either.	3/20/2014 11:23 AM
117	Despite the issues below, I have to say that OE has helped standardize the training/knowledge base of specialists and in some cases has made operations more focused and efficient. Issues: Pre-post award: Teams don't have the time to collaborate, so much of the transition from pre to post-award falls on the Unit personnel. For example the Pre-award RSM team doesn't keep pay plans for the Unit, so they make budget suggestions/changes in the dark. Overall, communications and timely responses have been a challenge, especially given teams are in separate locations, and have multiple reporting responsibilities. This is true of Pre- and Post-Award as well as HR/LER. Turnover in OE staff has been debilitating: For one HR/LER issue (spanning 2 ½ year) we have had 6 LER Specialists; 3 HR Service Center Managers, 3 HR Specialists, and 4 different HR generalists. The amount of time needed to bring each of these up to speed on the issues for this one situation is ridiculous. The SRS system is cumbersome, doesn't address all the HR needs, and still requires emails and follow up that take more than previous department-centered models. Some tickets have gotten lost or deleted. So many new online systems and operational changes have been forced upon us, that training for everything hasn't been possible. My staff and I have struggled to keep up, and a lot of time and energy has gone into trying to stay efficient and effective.	3/20/2014 10:47 AM
118	OE staff turnover frequently. Very difficult to establish relationships and expectations with staff turnover.	3/20/2014 10:40 AM
119	Operational excellence has been an unmitigated disaster. I wish we could take some of the resources we were are putting into new buildings into supporting our junior faculty.	3/20/2014 10:28 AM
120	NO clear guidelines for promotion. No checklist or target waypoints. Lack of transparency.	3/20/2014 10:13 AM

121	In my opinion, operational excellence has worsened service to our department, and was poorly implemented	3/20/2014 10:01 AM
122	Central HR is almost completely useless at this point. They provide no actual help with hiring, firing, or employee performance issues. The time it takes to try to hire someone (or fire someone, frankly) is so incredibly long that it's really not acceptable and is a major impediment to our research.	3/20/2014 9:35 AM
123	OE in HR has led to delays, misunderstandings, ignored requests, inability to rely on the assigned person (they keep reassigning us) and general dissatisfaction.	3/20/2014 9:16 AM
124	A few aspects of OE have been OK, but in general, it has made life as a member of the UCSF faculty worse, more expensive, and more difficult.	3/20/2014 9:15 AM
125	Operation Excellence has stripped our Department of staff, leaving a skeleton crew. As a result, a far greater burden of administrative work falls by default to faculty.	3/20/2014 8:58 AM
126	A colleague referred to the "Wal-Martization" of UCSF recently and I think that's an apt description of what is happening. Divisions which took great care to have built custom systems which served them well are having these systems destroyed in favor of a one-size-fits-all-centralized system. This is true whether we're talking about space (e.g., Mission Hall cubicle farm) or OE for pre-award services or IT. We have people from central admin come and tell us that "we know what it is that you do", and then in the next breath when they say to us what it is that we do it's clear they have zero clue about what it is that we do. I understand the value of centralization and economies of scale and some things have gotten better as a result of centralization. But on balance, it's indicative of the decline of this once-proud institution. And it's like watching a once vibrant and lively old friend slowly fade away and die in old age and poor health. It is also my sense that how these transitions have been handled (in a very top-down, non-communicative way) has also been problematic for many faculty. I think that has contributed to many of my colleague's resentment of OE, along with the pragmatic problems associated with numerous mistakes on the budgets and paperwork of submitted grant proposals, many of which again relate to the OE people not understanding what it is what we do in our division how our research projects work.	3/20/2014 8:58 AM
127	Pre-award has been OK. Really the increased work load has been the decision to not have Pre-award do biosketches and other admin tasks. This means more work for higher paying faculty. The HR has been a disaster. They have been completely overwhelmed since starting with OE and the level of incompetence is alarming. It is clear that this is more related to specific personnel rather than the OE system but nonetheless it is not working.	3/20/2014 6:43 AM
128	Operational excellence has had a negative impact on my work at UCSF in several notable ways. 1) HR: the HR reorganization has slowed what were already very slow processes, leading to confusing and at time very upsetting interactions for my staff, who have difficulty getting accurate answers to their questions. We recently had to reduce the support for a research nurse and it took over 4 months to implement this change, despite prompt notification that the grant support was ending and submission of all required paperwork. During this time my unit incurred ongoing expense supporting a staff member for whom we did not have funding. In addition, this staff member was given upsetting and conflicting information from HR. From a managerial perspective, it was very difficult to get a response from HR. I was repeatedly told that the reduction in time would be processed but felt that no one took the lead on this activity and it was very difficult to communicate with HR and get transparency about the timeline. 2) Preaward grant preparation- the OE reorganization has substantially slowed down the pre-award process. I feel the RSAs that are assigned to me are overworked and do a poor job communicating with me about grant. If I have a time sensitive grant, it requires multiple phone calls and email to ensure that the grant paperwork will be processed and sometimes even this is not effective. I recently had a very time sensitive grant that was delayed over six weeks- I was repeatedly told "it is being taken care of- it will go out next week." I had to call the head of UCSF research oversight to get the grant to actually be processed. It has been very disappointing and frustrating to see the grant process become slower and less efficient as a result of OE. As a PI, I feel that I have less support from RSA's than previously and feel that any personal relationship and accountability between myself and the RSA's has been removed by the reorganization 3) CTBSC- For industry trials, I am now required to use the CTBSC for budgeting which is a lengthy and onerous process, and comes with substantial fees for set up that are mandatory. The CTBSC staff do not have experience with the kind of research that I do. The addition of this requirement has led to substantial cost, delays and considerable frustration when conducting industry sponsored research.	3/20/2014 6:20 AM
129	Exactly what I should expect of pre-award grant processing staff is unclear. Are there guidelines about who should be doing what in the new OE system?	3/20/2014 4:55 AM

130	Fewer support staff to help means more work for me. It's a bit frustrating, considering the very high overhead and fees that are routinely charged - always paying more and getting less seems to be the trend at ucsf...	3/20/2014 4:26 AM
131	Most staff in our dept have been laid off. Faculty now do what staff used to do. Computer problems now are handled by professors wasting time on the phone with the Help desk whereas before, computer staff in our dept fixed computer issues while faculty were in their research lab or teaching or other productive activities.	3/20/2014 3:21 AM
132	There are a number off factors contributing to the perceived worsening of the academic climate over the past 5 years. However, chief among those that relate to OE are 1) the negative impact on staff morale and 2) the heavy handed top-down approach taken in implementation of this and other cost-containing measures that did not adequately assess stakeholder needs and priorities.	3/20/2014 1:56 AM
133	Taking a very simplistic view on OE, I have not been able to understand (nor has anyone explained) some positive aspects to splitting pre-award people from post-award. As no doubt many have relayed this critique, the old system (working with someone to prepare a grant application, then continuing to work with that person as you conduct the project on that awarded grant) was both logical and enjoyable. The new system has lots of problems, and my broad sense is that no one understands (or at least is articulating/arguing) what the positives are for splitting the two halves. But I can say I'm getting used to the new system. The particular post award RSA I work with is exemplary in every way, so my general experiences have been wonderful.	3/20/2014 1:33 AM
134	Pre-awards, after initial difficulties, is working well but still costing our department more than before OE. Centralized HR is not working well. there is poorer communication with HR staff than when we managed within the department, processing is slower and department administration are spending too much time completing tickets. Plus, costs are substantially greater for HR with OE. We hope these problems can either be resolved very soon - or OE planners do the right thing of calling the HR component unsuccessful and returning to non-centralized administration.	3/19/2014 11:34 PM
135	The process is completely obstructive and an obstacle to research.	3/19/2014 11:01 PM
136	The processing time for awards and sub-awards has increased substantially - to the point that it has become a major impediment to my work. We need more staff in the Contracts and Grants Division	3/19/2014 10:34 PM
137	There should have been phased in efforts of some of the changes instead of dogmatic inflexible decisions imposed upon departments and divisions by the administration. OE has not only been a disaster with regard to increased time and money, it has substantially compromised relationships between faculty and staff and confidence in the staff performance.	3/19/2014 10:18 PM
138	Administration has become more bloated and administrative services have deteriorated	3/19/2014 10:10 PM
139	IT is also part of OE, I think it has not improved but may be cheaper. Some of he problems may be related to the needvtomencrypt however.	3/19/2014 9:56 PM
140	There is a woeful lack of support for physicians, leading to frustration with completing medical records, nights and weeks spent performing secretarial duties, and non-billable work that is then held against us for lack of "productivity." And the work that I perform is not even billed for or coded correctly, and I have received virtually NO support to correct this. I plan to leave UCSF when another opportunity presents itself.	3/19/2014 9:56 PM
141	There is decreased support for the mission and work of PIs. Concomitantly, there are increasing and bloated charges to PIs that directly take resources from scientific research and give them to inefficient bureaucracies. It is eroding the ability to productively manage research grants and to conduct the research.	3/19/2014 9:50 PM
142	Not only has OE been much less efficient and more costly, but it came with a heavily bureaucratic top down dogmatic management style that is the antithesis of everything that attracted me to UCSF and kept me here. If I was younger, I would be gone. Period.	3/19/2014 9:35 PM
143	Re: Pre-award - I think the net effect on time is about the same because some processes have been streamlined. The grants analysts assigned to me are not consistent and it is more difficult to get prompt feedback on necessary grant planning and budget issues, so the time is definitely more stressful.	3/19/2014 9:20 PM
144	There has been a large amount of staff turnover which makes continuity impossible and each new RSA feels like a wild card.	3/19/2014 9:11 PM

145	Operational excellence has de-personalized things...there seems to be a revolving door of personnel, and I am not sure who is really accounatble for many of the issues that arise. As a result, things often do not happen in timely fashion, and there is no real sense of team, with rapid turnover and shifts in personnel. The "operation excellence" was mis-named.	3/19/2014 9:11 PM
146	too much staff turnover has led to more work for grant originators. with the turnover the new staff is unfamiliar with grants and history. leads to mistakes and creates more work for the PI	3/19/2014 8:56 PM
147	Make the climate a place where you foster growth, not hinder it.	3/19/2014 8:56 PM
148	HR end being done twice once by the new system and then by us	3/19/2014 7:49 PM
149	Administration has gained power and faculty has ceded it. There are far too many unproductive admin personnel with supervisory portfolios and not enough admin to help where the discoveries are made and the patients are cared for. We are made great by our faculty and our culture. We will be beggared by a parasitic administrative culture that rewards mediocrity and lacks dynamism.	3/19/2014 7:21 PM
150	Since pre- and post- award have been separated it seems that things are chaotic, and no one person owns the responsibility for making sure that things get done and get done correctly. Worst of all, we have had probably SIX different people in pre- and post-award in the past 18-24 months! This whole system of separating pre- and post-award is seriously flawed in my opinion and experience. I have observed a number of times how it 1) creates confusion; and 2) doubles the work.	3/19/2014 7:07 PM
151	If I was an early or mid career clinical researcher at UCSF I believe I would have already left or would certainly be looking for other more promising academic opportunities.	3/19/2014 7:04 PM
152	The faculty is overall depressed, they are being hit from all sides, less grant funding, more unfunded mandates and regulations, less administrative support, more clinical responsibilities, more teaching responsibilities (with little to no compensation for any additional work), more costs for benefits, retirement. and overall perception that the university is going to do little to support faculty additionally	3/19/2014 7:02 PM
153	Changing over to the new way was a complete hassle. Horrible transition	3/19/2014 6:57 PM
154	no respect- cubicles and not even offices for faculty at MB	3/19/2014 6:39 PM
155	I have seen a significant decline in services since operation excellence has occurred. I am very disappointed in this system at UCSF	3/19/2014 6:38 PM
156	My rank is Clinical Instructor (not listed on the choices).	3/19/2014 6:36 PM
157	The climate has totally changed. The freedom to develop new concepts and areas to explore has disappeared. I now feel like I'm working for a bank, with constant pressure to bring in more money and to reduce expenses. I would not have come to UCSF if it had been like this in the 1980s and would have left if it had been like this in the 1990s and 2000s. I frequently think about leaving these days.	3/19/2014 6:23 PM
158	OE has been fine for pre-award, terrible for HR.	3/19/2014 6:21 PM
159	Pre-award processing and signature more effective. HR handling of personnel has been negatively affected.	3/19/2014 6:18 PM
160	My interactions with OE staff require as much effort as previously. On top of that, the interactions are more focused on fulfilling the staff's requirements for procedure monitoring. So, I still do all of the work while adding the procedural fulfillment to my burden. I have asked often 'why are you wasting your time filling and filing these forms when you could actually be helping me?'. There is no good answer to that question. Just 'it is what we are required to do now'. The starting point for those initiatives should be to a) simplify and b) orient them towards the users' needs. Sadly, OE and all recent administrative initiatives seem to be focused towards fulfilling unnecessarily complex administrative issues. If one were to look at the inefficiencies in administration with the mindset of 'simplify', we wouldn't need to introduce these complex systems. Then there are many other examples of items that have come up in which faculty and staff are presented with a really bad decision that is a fait accompli. It's demoralizing to the faculty and staff.	3/19/2014 5:43 PM
161	My academic division is spending 50% more for pre- and post-award than before OE and the service is poorer by far. We are on our fourth pre-award person and our fifth post-award person. The work is more alienating because the pre-award people have no ownership of the academic mission since they are not divisional employees.	3/19/2014 5:43 PM

162	The OE project is the second-worst thing to happen in the last 5 years, exceeded only by the misbegotten Mission Hall fiasco.	3/19/2014 5:36 PM
163	The bureaucracy at UCSF is out of control. Specifically, the endless expansion of recertification for lab personnel and the onerous nature of IACUC protocols and amendments have reached an almost outrageous level. There is no QC. The recertification of my lab staff for lab safety takes over 90 minutes. To have experienced lab personnel asked trivial lab safety questions over and over is ridiculous. To have to provide IACUC experimental details that have little to do with animal use and safety is a pointless exercise that just makes life harder for us here, a lot harder. It's very easy for some committee to show that it's "doing its job" by adding more and more requirements, but where is the restraining force? Who questions the need for all of this crazy documentation? The answer seems to be NOBODY.	3/19/2014 5:36 PM
164	The name Operational Excellence is unfortunately ironic and oxymoronic. The change has seemed neither operational nor excellent.	3/19/2014 5:30 PM
165	Operational excellence has been an unmitigated disaster for clinical researchers throughout our Department of Medicine. We have lost multiple trials, failed to recoup funding in a timely fashion, and lost relationships with many industry sponsors who now feel that the delays no longer justify the costs of doing business with UCSF. Perhaps UCSF leadership is prepared to abandon this source of funding for our clinical research faculty, but the loss of clinical and translational research will be amplified by negative impacts on referral practices and clinical care.	3/19/2014 5:28 PM
166	HR is just BROKEN. It is completely messed up. Contracts and grants is working great.	3/19/2014 5:28 PM
167	The climate is worse because the funding situation is dire. Making detailed budgets solely for inter departmental use when submitting a modular grant is counterproductive. The benefits rate used to make these calculations is a gross underestimation of actual costs.	3/19/2014 5:27 PM
168	Why don't we get to rate IT OE? It has had the biggest direct negative effect on me.	3/19/2014 5:25 PM
169	It's somewhat difficult to sort out the impact of an single change such as OE as in my Department there have been so many other changes that have occurred at the same time. Each has had an impact and collectively there's been a synergistic effect so that overall things feel worse, more jumbled, more disconnected, no one knows who is doing what or who should be doing what. It may be this cumulative impact that is being felt. Any one thing would likely have been OK, been tolerable; altogether they've become annoying, frustratng and burdensome.	3/19/2014 5:19 PM
170	Preaward has been generally excellent for us and has been a good separation from post award. However, it costs too much money, and our department has subsequently increased our grant costs to cover the lost revenue from the shift in funds to pre award. The Human Resources has been very problematic. I have spent hours on just trying to figure out maternity leave hours for ONE staff person. Further, human resources made a mistake and paid this staff person TWICE, then I had to pay for this mistake while UCSF was trying to get the money back from the employee. This took hours of my time, my staff's time, our support staff's time in the department. Further, there has been more "taxes" levied on faculty, but no commensurate increase in funding to offset costs. It has been a slow and taxing effect on me and my staff.	3/19/2014 5:15 PM
171	Now that everything is centralized, it seems harder to get things moving along as quickly and urgently as possible for grant funding and awards distribution compared to the old system. For instance, I had many delays in my award funding being distributed to collaborating campuses. Neither myself nor my Division's budget person were fully aware of these delays and the reasons behind them until things became quite dire. This didn't happen in the old system where each department was in charge of doing their own grant money dispersal, and thus I knew exactly who to contact with issues or questions.	3/19/2014 5:14 PM
172	Question 7. Some OE initiatives have improved my work--IT consolidation positive and RMS fairly neutral. However, HR has had a very bad effect. My current understanding is that my department will hire someone to do HR or liase with HR, I'm not really sure what the post is. But either way, this should not be necessary. It's not clear why HR is so poorly functioning, nor what step are being made to improve the situation.	3/19/2014 5:13 PM
173	We have been fortunate in working with a truly talented pre-award team member (Christine Morris) recently, and with her, things have actually been better than before OE. However, other Pre award OE employees have been much worse. And HR is definitely much worse: we have to continue to employ at least 1.5 FTEs in our department in addition to whatever we are paying for the services OE provides.	3/19/2014 5:10 PM

174	The cooperative, collegial spirit between administration and faculty has eroded.O/E was imposed with insufficient faculty input with assurances that it would make life better. When it has not, the administration seems to have simply dug in instead of being open to experimenting with better options (eg competitive models with some choice which could improve performance).	3/19/2014 5:09 PM
175	I am concerned that population-based and translational work has suffered under the current focus on bench science and "personalized medicine"	3/19/2014 5:07 PM
176	I just started working here this year, so I have nothing to which to compare.	3/19/2014 5:06 PM
177	UCSF is an academic institute and should have an environment that fosters academics. It should not be run like a corporation. Seems like there is a fee for everything now and who ever is a good salesperson can thrive, others will perish.	3/19/2014 5:04 PM
178	One large problem is the large turn over of staff in grants administration and HR, it is unacceptable.	3/19/2014 5:03 PM
179	The academic climate at UCSF is designed in a way that obstructions are created for faculty, rather than ways that improve the ability of faculty to complete productive work. The regulatory requirements are extraordinary. Faculty from other institutions who come here are often in disbelief at the time required to complete basic academic functions.	3/19/2014 5:01 PM
180	It seems to me that the general working environment for faculty (and staff) at UCSF has significantly worsened due to many factors but OE is one of them. It feels like the University is warring against faculty. The plans for Mission Hall are the most egregious example but OE is another.	3/19/2014 4:58 PM
181	Much of UCSF's success is measured by the number / amount of grants, yet OE has created a less efficient, more error prone, less personalized, and more cumbersome grant process. I will never understand this. Why doesn't UCSF make it EASIER to submit grants, rather than harder and more costly? The Human Subjects process is just as cumbersome.	3/19/2014 4:57 PM
182	I am in a department that had excellent pre award support, and the new system is a significant step down. The distance from my office to RMS makes it very inefficient to get work done, and the high turnover rate has been extremely frustrating.	3/19/2014 4:54 PM
183	HR is an absolute nightmare due to the disconnect between the department and the centralized HR group. Everything gets turned back two or three times due to trivial issues that would have been quickly resolved if HR remained within the department and communicated with post-award. The whole ticketing system is a joke because now we have dedicated personnel just to file tickets for the PI's.	3/19/2014 4:52 PM
184	If it was not for the SOP Dean's office, our life would have been much harder.	3/19/2014 4:50 PM
185	Even non-competitive renewals have become an ordeal under the new system. There seems unnecessary attention to details, leaving not enough time for important matters. However, I should say this also depends on the pre-award personnel involved--they have varied dramatically in their knowledge and productivity.	3/19/2014 4:49 PM
186	Didn't we do a survey on OE already sponsored by the Dean/Chancellor? The results must be very bad so the leadership is not sharing the survey results? (vs. trumpeting the positive earlier preliminary survey results to push through OE).	3/19/2014 4:47 PM