

**KU Center for Research Satisfaction Survey
September 2003**

**Verbatim Comments – Edited
By Academic/Administrative Unit Affiliation Within Each Research Unit**

Research Unit: Center for Research on Learning

Education

- I think it would be useful to obtain corporate bank cards (Visa, MC) in order to cut down on the confusion concerning cash advances and multiple business credit cards (Walmart, Target, etc)
- I have been lead to believe that the mission of KUCR is to support research activities occurring at KU, unfortunately in my work with them it has become blatantly clear that they are only there for the bottom line, money. They do not support us as researchers, but rather determine which hoops we have to jump through. The amount of time and energy put into the politics with KUCR is ridiculous and takes time and money AWAY from the valuable research that all KU researchers are doing. KUCR does not seem to care about the NATURE of our research or its utility and validity only that it brings in money. If anything occurs out of this evaluation, I would hope it would be to lessen or at the very least, clarify the requirements of KUCR in order for us as researchers to be able to focus more of our time on our actual research and less time jumping through unnecessary hoops. KUCR would not exist if it was not for the large amounts of research that is brought in by the reputation and knowledge of KU researchers, KUCR needs to remember and value this fact.
- I believe KUCR should revisit its mission statement and evaluate whether the mission is still appropriate. Additionally, KUCR should evaluate whether the mission, as currently crafted, is being fulfilled. I believe current actions and focus of KUCR are not aligned with that mission. I don't see service to the research community as the driving force in the organization. Rather, I sense that making sure that KUCR is a strong entity and in charge is more important. Actions seems to indicate that the core reason for existence of KUCR is to grow itself service to research centers is secondary.
Policy decisions are made with little or no input from the research community, often with negative consequences for research projects. For example, pay rates and schedules for GRA were changed with no regard to the impact that action has on project budgets. Decision making by KUCR can be exceedingly slow. Payment to part time employees takes too long and we lose good staff. Policy decisions are often made unilaterally and with negative results on the ability of PIs/project directors to conduct their research. Nobody wants to break the law, but lets use a little common sense and at least ask the research community for input before changes are mad

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- First, the not for profit, structure of KUCR which places it at an arms length from the University is a positive. The issues seem to be more related to whether the policies and practices that have been put into place take advantage of this structure to enhance the work of the research community. It may be growing pains that merely need to examine to ascertain where KUCR is in the evolution into what it can be versus what it currently is. Sometimes it appears that mission is to build KUCR in contrast to doing what is necessary to enhance the work of the research community that is comprised of individuals who pursues research support and do the research. When that is realized then KUCR grows as a consequence. Decision should be made to facilitate research not build the KUCR resource base. There is a difference even though the results may be the same.

One of the expectations when the KUCR model was created was that there would be increased flexibility due to the arms length relationship with the University. This does not seem to have been achieved. No one wants to intentionally violate any agency requirements. There are times when it is important to work out solutions to problems yet when those situation occur it seems that the routin

- Could be much more supportive in supporting and providing incentives for extending research and development efforts to benefit the local economy and further funding.
- 1. KUCR needs to improve communication with members of the research community
 - a. KUCR fails to seek input from the research community when establishing policy. Policies are determined unilaterally by KUCR staff. For example, researchers have no voice in determining how IDC funds are distributed and used.
 - b. Existing policies are frequently changed without notifying the research community.
- 2. Many existing KUCR policies stifle rather than facilitate the work of researchers
 - a. There is excessive documentation and paperwork required from the research community. Many of the “rules” present significant barriers to researchers.
 - b. Decision making by KUCR is often very slow or delayed for excessive periods of time. To be competitive and successful, researchers need to be able to move quickly – this reality of often not acknowledged by KUCR staff.
 - c. There is a general lack of flexibility and willingness on the part of KUCR to work with researchers to solve problems and create solutions. Rather, the prevailing mind set seems to be one of ensuring that all of the “rules” are followed versus trying to find solution s to facilitate the work o
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No Academic/Administrative Unit Affiliation

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- If KU and KUMC are truly one University then why is it so difficult to write a contract/grant including staff from both? It seems KUCR puts its interest in getting its indirect monies ahead of supporting innovative research that helps fulfill KU's mission.
- 1. Lack of Communication: Other than SPA, lack of communication from all areas of KUCR has had a direct impact on staff as well as researchers. KUCR has failed to communicate new or changed policies.
2. Unclear Policies: The policies created by KUCR impact the researchers/staff and the research itself. Researchers and staff should be included in policy decisions.
- Communication needs to be dramatically improved! New policies are createdold policies are changed...we never know until we are in trouble for breaking the policy!!! Additionally, staff are never contacted for input on policies. Issues that critically impact our daily responsibilities are affected and we have no say so whatsoever. These policies tend to put barriers in our day that create more work, more documentation, more paperwork and a very difficult environment in which to work. Why not try the approach of getting input from those most affected...work on solving our problems rather than creating more problems! Thank you for this opportunity to voice my opinion.

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**Verbatim Comments – Edited
By Academic/Administrative Unit Affiliation Within Each Research Unit**

Research Unit: Schiefelbusch Institute for Life Span Studies

CLAS – Social Sciences

- In many ways, KUCR seems tied to some of the same restrictions as the state and therefore doesn't provide investigators with enough flexibility, especially in terms of appointments of GRAs and payment of professionals on grant funding. KUCR seems to put restrictions on uses of funds beyond those of the funding agency.
- In general I think KUCR is very responsive. However, sometimes it feels to me that some staff members get too caught up in regulating and not facilitating the work of individual investigators. However, I'm impressed by the professionalism of the staff and their dedication. A small attitude adjustment would help occasionally.
- Website needs to be kept more up-to-date - e.g., changes in F A rate mileage rate last year were not posted to website for several months
- The policies for GRA tuition assistance need to be clarified.

Education

- With the current funding situation in Washington, especially in Dept. of Ed., having to complete an HSC-L approval post grant submission(that perhaps has a 1 in 50 chance of funding, seems a waste of time(both KUCRs and the PIs. In order to submit the grant initially, an Item 12 attachment to ED 424 is prepared and approved, so it would be a better use of our time to await funding to complete the full HSC-L approval process.
- My two most important suggestions for the improvement of KUCR services are that the staff there:
 1. Communicate changes of policy, procedure, requirements, schedules, allowable expenses, etc., etc. (everything that has to do with proposal submission for external funding support) on a regular basis--EVERY TIME a change is approved. On multiple occasions, I have learned about such an occurrence (i.e., Oh, that has changed now somewhere in the middle of efforts to get a proposal submitted. Changes seem very untimely and, to be honest, often arbitrary. (and to boot, when the information is finally communicated, the darn people often aren't even civil in the process....)
 2. Get their act together internally, and provide CONSISTENT information. I have received exactly opposite answers, in regard to questions I have asked, within literally 3-4 days. I have been told No, it isn't necessary to submit _____, only to be called and reprimanded for not submitting same 3 days later. (and if the contradictions ended there, it might not be so bad in one instance this summer, I was given answers back and forth and back and forth a total of five different times--in regard to the same question concerning human subjects approval requirements.

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Research Unit: Schiefelbusch Institute for Life Span Studies

- In most cases, my dissatisfaction is not with any particular person at KUCR. I understand the need for the functions KUCR provides. However, in the time I have been here, I have been increasingly frustrated by the increased demands, often redundant, placed on PIs, and the absolute lack of any input from PIs on policies and practices implemented by KUCR. Pronouncements and judgments seem to come from on high without adequate notification or any opportunity for PIs to become informed, respond, or to identify how such pronouncements impact the process of developing grants and proposals. Key aspects of the KUCR function, like human subjects review, are grossly understaffed and the burden to PIs in responding to each of these demands increases to such a degree that there are tangible disincentives to submitting grant proposals.
- A written policy statement that includes services offered, definitions of important terms/classifications, procedures for working with KUCR, estimated timeline for completion of various activities, etc. Part of the reason for my low opinion of KUCR could largely be based on how difficult it is to understand how they operate, how to operate with them, and why they operate the way they do. KUCR decision making seems, from my perspective, to be made without any particular or consistent logic and without explanation. Again, this could, in part, be a matter of my own failure to understand KUCR. What is not reflected in this survey is that I believe KUCR does a very good job protecting the University's interests--a very important role they need to play. On the other hand, I have never felt that they were interested in actually helping the researchers.

No Academic/Administrative Unit Affiliation

- Takes too long to get budget summaries back to department. Should be only one contact person for every area such as contracts and negotiation, etc so that information given will always be the same. Each invoice paid should have a check cut or a copy of each invoice should be sent with check to vendor--this would alleviate alot of problems departments have with vendors. Takes too long to get airfare posted to Peoplesoft when using KUCR credit card for payment. When making corrections on Peoplesoft KUCR should leave the original entry and make a credit to zero out.
- someone should specialize in training grants. I've had several problems with financial management and with ensuring that postdocs get such things as an e-mail account and library privileges.

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Research Unit: Schiefelbusch Institute for Life Span Studies

- **Proposal Processing Issues**

It seems that post-award personnel are driving many of the decisions regarding proposal processing. We are becoming more and more conservative. There are times when we are not even allowed to ask an agency for something to get “prior approval”. Policies should be prioritized by the funding agency first, state second, and university/KUCR third. Often our own internal policies are more restrictive than those from the external funding agencies or state.

Coupled with this is a “cookie-cutter” approach to policies at times. Just because we are having certain issues with one agency, this does not necessarily generalize to others. In addition, if a KU department is not acting properly, often policies are put into place, which effect all departments and centers. Again, this makes doing business more restrictive at times.

In addition, policies are not vetted with departments or research centers. We would appreciate the opportunity to provide feedback when policies affect our operating procedures.

We wish there was more consistency in the review process. With a dozen reviewers (?) with various levels of expertise (with a variety of agencies) and experience, we often are rehashing old issues.

- Paperwork gets held up on desks at KUCR. Answers/problems do not get down to us.
- KUCR needs to get back out from under the Provost. The duplication of administrative staff is nuts. First through LSI, then through KUCR and then through KU/State of Kansas. No wonder not much of the 45.5% indirect can not be returned to the investigators. Heck, at arch rival MU, the PI is automatically returned 25% while it is only 4% at KU. Are the researchers at MU 21% more deserving? Do we get 21% more support?
- KUCR has become more bureaucratic than the old KU system. They are generally helpful in some situations and roadblocks in others. Extreme frustration by investigators is common. It is extremely difficult to hire new staff, almost impossible to promote staff. People must take on added responsibilities without compensation, causing morale problems and reluctance of staff to put forth extra effort as they see no reward. The personnel problems from KUCR and EEO policies and procedures will lead to a diminution of the quality of research staff over time.
- How about some sort of courier service/campus mail from the outlying research buildings to central campus?

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Research Unit: Schiefelbusch Institute for Life Span Studies

- 1. Personnel, hiring issues have been a problem. Off campus facilities need flexibility in hiring local persons and non-Ku students. We also need flexibility in determining salary ranges corresponding to local ranges and individual experience. Third issue, we need to continue to recruit and pay high-level graduate students, with pay scale higher in some cases than a university cap. KUCR could provide more advocacy for extenuating circumstances e.g., difficulty recruiting due to location, job requirements. Requests have been denied in about 80% of cases.
- 2. Are there circumstances where a percentage of grant funds are sent back to the departmental units to support improvements in equipment, furniture, temporary positions to complete additional jobs? That was a part of the initial discussion when KUCR was instituted, but I am not sure that has happened or it is not reported back to all persons in the departments.

Other Academic/Administrative Unit Affiliation

- Seems like more of a bottleneck than a helpful institution
- New vendor setup process is great, good work!

Open many more opportunities for feedback. Listen to the needs of investigators and directors and act on it. Work to support, not hold up, action of investigators on fast breaking opportunities. Be proactive with respect to the one campus initiative life sciences initiative. Think larger than Lawrence, open up to partners in Greater Kansas City. Support the Centers and Institutes at a greater level. Speed up release of new sponsored project budget summaries on new projects, takes too long.

Pharmacy

- Question 22 is ambiguous. Do you mean total for the life of the grant or do you mean this year? My response is for the 4-yr total award. Did you want to include both dc and idc? An improvement would be to give PIs credit cards so they can purchase small parts and supplies directly. Every communication with a staff person takes time. For small items easy to obtain (via local retail or via internet) it is a waste of time to involve staff. The credit card option is exercised at many research universities.

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Research Unit: Schiefelbusch Institute for Life Span Studies

University Administration

- I am an Administrative Assistant on 12 or more grants under Life Span and Special Education, when there are problems in setting up a grant we are never notified when the Principal Investigators are notified. Frequently the Principal Investigator does not even realize that their grant is held up, because they didn't respond. In the last year we have had grants sent to KUCR to be set up and they have sat on someone's desk for MONTHS, because they didn't tell the administrative people that there was a problem with having all the information. Usually it is something simple such as the human subjects information not filled out and submitted to David Hann. David Hann is very responsive once he has the information. On a normal grant set up, it is taking 6 weeks or more for the grant to get set up and returned to the PI and administrative staff. This is way too long. In some case the grant is over before the grant or subcontract is set up.

Another problem area is in making payments on vouchers. The voucher process is way too slow for the business to actually receive a check. The normal process is that the business will get a check in 4 weeks from the time we get the bill. We will enter the bill within 1-2 days and it will take 3-4 weeks from t

Unknown Academic/Administrative Unit Affiliation

- The transfer of grants management from KU to KUCR was supposed to free PIs from state regulations, reduce unnecessary red tape, and in general streamline the process. We have found that some regulations set up by KUCR are actually more difficult than state regulations. Should review policies and procedures.
- It is frustrating when new vendors take so long to be input in PeopleSoft on the UKANS side. KUCR side spoils me and enters new vendors immediately, which is very much appreciated.

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Research Unit: Higuchi Biosciences Center

CLAS – Humanities

- A portion of indirect costs need to be returned to the departments for improvement of faculty/student recruiting and for infrastructure (an item for which indirect costs are intended).

Pharmacy

- Overall grant-related services provided through the Higuchi Biosciences Center are excellent. It would be nice to have person(s) at KUCR who develop good working relationships with program officers, etc., in federal funding agencies. These individuals should be in a position to help mobilize relevant groups of KU faculty to make rapid responses to new funding opportunities before they even become widely advertised.

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Research Unit: Information and Telecommunications Technology Center

Engineering

- The proposal preparation group headed by Barbara Earl is outstanding, they are great to work with and very responsive to the needs of the PIs they get it, they are customer focused. However the rest of KUCR needs to be more customer focused. They need to have procedures and policies that help the PIs. Changes in procedures and policies should be vetted with the PIs to expose unintended consequences. PIs have no mechanism to impact or even comment on the establishment of KUCR procedures and policies. KUCR's overly conservative interpretation of external policies and regulations is an impediment to growing our research and technology transfer, it also frustrates the PIs.
- The budgeting/tracking systems are obtuse and hard for PIs to use. I liked it better when the reports were printed and more was done by KUCR/CRINC.

There could be improved mentorship of PI on what monthly/quarterly/final reports are due to different agencies, and how to leverage one grant into multiple grants.

- Re-organize SPA to serve PIs and CoIs needs. Currently investigators feel like SPA is one more obstacle to overcome in actually getting research done. Some of the personnel who day-to-day help investigators are excellent, but the procedures are not at all investigator friendly. SPA could learn a lot about customer service from Proposal Services.
- KUCR management does not behave like they are a service organization and they seem to not know who their customers are. Policies and procedures are changed willy-nilly without consulting the PIs or staff. This is very unfortunate. If KUCR did not have a monopoly, I would take my business elsewhere. Fortunately, the folks in payroll and who set up the GRA appointments are very very good and pleasant and this lessens the pain of dealing with KUCR.
- Bring KUCR back out from under Strong Hall as CRINC was.

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**Verbatim Comments – Edited
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Research Unit: Kansas Biological Survey

CLAS – Natural Sciences and Mathematics

- What does KUCR do for me, beyond Proposal Services? Not much that I can see for the 44.5% overhead they suck up. I subscribe to the University of Iowa's Research Administration website for proposal opportunities.....KUCR is usually nonexistent or too late. KUCR's main function, near as I can tell, is to place as many roadblocks in my path as a PI as possible. New, seemingly arbitrary rules and regulations on hiring, on GRAs, on allowable expenditures, on travel policies and rates. Astoundingly poor expense tracking, from a PIs perspective, I really have no clear idea of how much money I have in my grant accounts. Compare this to the system used by my colleague at Iowa State, who gets itemized expenditures and reports on a regular basis. That function, along with payroll and purchasing, seems to have been dumped on the research units. Don't tell me we have DEMIS - that miserable abomination is the bastard child of a computer programmer only an accountant could love. Give me a clear, simple, web-based report of what has been spent in each category, including funds encumbered and recent expenditures. Generate a better database of proposals submitted and proposals funded so that every time I need a Current and Pending sheet for a
- It would be helpful if KUCR could help us learn more about impending grant availability rather than just publishing information as it appears on the agency web site. This is tougher to do, but it would give researchers an edge over other universities that are not already doing this for their faculty.
- Communication with faculty, staff, and administrators need improvement across the board.

No Academic/Administrative Unit Affiliation

- It would be helpful for KUCR to visit research units, say yearly, and give a presentation on what services are available and what assistance you can provide. Although some people in each unit may be aware of KUCR's multiple functions, I feel that many are unaware of the full breadth of services provided. I think that more personal contact, not with unit directors, but with those further down the chain who may have great ideas and enthusiasm but don't have regular contact with KUCR beyond submitting expense reports.

Other Academic/Administrative Unit Affiliation

- Improve means for PIs to identify whom to contact for specific questions at KUCR.

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Research Unit: Kansas Geological Survey

No Academic/Administrative Unit Affiliation

- See #17. Also, if they don't provide proposal preparation services (in 90% of the time for us they don't), perhaps more of the overhead could be returned to the PI. If that's part of their service but they don't have to provide it to us, then the money could be better used building a research program rather than paying them for signing a prepared proposal.
- KUCR needs to develop more timely billing practices that are consistent with the contracts they are administering. They should provide a report to the PI of paid and pending invoices and do a better job of communicating directly with the PI throughout this process. Finding out from the funding agency long after a research project has been completed and all charges posted that the agency has not been successfully billed by KUCR when KUCR has made no effort to inform the PI of the problem is not acceptable.
The PI should be made aware of these problems, the corrective action taken and generally be advised by KUCR that grant accounting activities are current with the key milestones completed in the research project.
- Given that I bring in about \$1MM/yr as a senior scientist, it would have been a little less than palatable to have to classify myself as a Unclassified Nonfaculty with a rank Other. No pulldown for Scientist? No rank?

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**Verbatim Comments – Edited
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Research Unit: Natural History Museum/Biodiversity Center

CLAS – Natural Sciences and Mathematics

- There is a major disconnect between graduate education and KUCR. The graduate school is a non-entity when it comes to a positive research posture at KU thoughts about moving into the top group of research institutions should begin with new leadership, and the understanding by the office of the Provost that the concept of research needs to be highly visible and not something avoided in the media in the state. The only research reported in the KU news is related to grants received relative to dollar amount with little about the actual research. The administration at KU is far too interested with undergraduate education and has paid little attention to the graduate realm. Postdoctoral fellows are very rare on this campus. There were sweeping recommendations regarding people and infrastructure associated with the graduate school that have been ignored. Current leadership at KU lacks the major research institution focus that it wishes to emulate. Until that changes no real issues will be addressed. New discussion groups and white papers will do nothing to improve the situation. Although the university wishes to climb on the life sciences band wagon, who in the upper administration has any knowledge of these areas? The highest ranking p
- Improve or abandon DEMIS so categories correspond to those budgeted
- I have 2 major and 1 minor complaint: 1) KUCR does not have an accounting system that allows you to encumber salary money on grants. How can we aspire to be in the top 25 without this simple thing? The accountant in our unit has to run a shadow accounting system for us to know what funds are available. 2) As far as I know, there is no support for purchasing except to give you a P.O. number and expect you to purchase things yourself. I just don't have time to do this. 3) The newsletter that comes out never includes program announcements in the biological sciences. It includes only life sciences, which is generally interpreted to mean only medical grants. On the plus side, the people in proposal development have been very helpful in doing budgets for me. However, in the past year, I have had to jump through 4 or 5 more hoops of bureaucratic forms and letters than I did with a similar submission last year. These hoops are put there by KU, not by the granting agency.

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Research Unit: Natural History Museum/Biodiversity Center

- 1. grant financial reports are difficult to read and understand previously suggested that the grant finances be reported according to that agency's budget sheet and categories, e.g., report NSF grant finances and balances via an NSF type budget form, so that the PI can easily understand expenditures, categories and current balances.
- 2. The KUCR form that accompanies every proposal for admin signatures for distribution of IDC should automatically have a calculation of the amt or IDC to particular unit and/or individual based on the listed percentage appointment on the form of the PI and co-PIs. This would save administrators time in calculating what the IDC distribution should be, especially for jointly appointed PIs and co-PIs. Also, this form should be circulated AFTER an award is received rather than when a proposal is submitted, given that 2/3 of proposals are declined, making the effort at calculating the correct potential IDC distribution a wasted effort 2/3 of the time.

All of these suggestions have previously been discussed with KUCR administration.

No Academic/Administrative Unit Affiliation

- Unclassified, senior IT position description and promotion management seems to be in total paralysis. I'm also very frustrated that I cannot offer deserving grant-funded employees, the raises I have budgeted and have funding for. I also cannot offer bonuses or any other form of remuneration for excellent performance and job loyalty. KU Human Resources and KUCr need to completely overhaul the way research IT positions are classified and promoted.

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**Verbatim Comments – Edited
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Research Unit: Research Service Units

CLAS – Natural Sciences

- The most frustrating item is when the department has to track down or find an answer for one section of KUCR because the file is not complete or paper work is not where it should be. When the person in KUCR has to go find the file it takes days to get any response back. Subcontracts on the budget summaries are not helpful in any way for reporting purposes. If there is cost-share for a grant it would be nice to have a copy of the letter showing the amount and whom promised to contribute the money. The notes on the bottom of the budget summary is a good start but it would cut down on the time and phone calls the department has to make to get the money if we knew whom promised the money in the first place. I used to receive an email copy of the budget summary when created. Then we would wait until issued, signed and approved before using the money. I loved that because I at least knew the grant was being issued and that is was coming. If it took more than a week for the paper copy to show up I could start calling to find out what was wrong. We didn't have to wait (sometimes a month) to receive notice that the grant even existed. That practice stopped and has never started back up again. I wish that would have continued beca

Other Academic/Administrative Unit Office

- The quality of KUCR services outrank those of most other universities and should be lauded. Some areas of possible improvement include web site (not always the most intuitive for finding forms, instructions, deadlines, etc.) and in publicizing research alerts (how regularly does this service occur? I haven't seen many alerts recently)

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Research Unit: Other Research Centers/Institutes

CLAS – Humanities

- The biggest problem is lack of communication across the board. People involved in grant development, whether PIs or supporting staff need to know what the policies are and be notified when they change (both internal KUCR and external agency policies). We need to know WHY certain rules are in place, and we need consistency from those who assist with preparing applications. One KUCR proposal reviewer will tell me a policy or rule and the next time with a grant to the very same agency in which I will have done as told earlier, another reviewer will give me opposing information and act like I am an idiot for not knowing it. I am always wondering if I am expected to absorb information about changes in procedures or policies by osmosis. There needs to be a clear set of policies and standard operating procedures easily available to any PI or grant development assistant on the KUCR website. A FAQs page, a term definitions page, and a policies and procedures page on the website, EASILY findable from the home page would REALLY help with these critical issues.
- I would appreciate more energy and funds devoted to humanities research.
- KUCR should be more directly involved in graduate recruitment. The success of the research mission is not alone about faculty PIs--it also concerns increasing the number of post-docs, of attracting good graduate students. In short, KUCR needs to develop a wider research mission.

CLAS – Natural Sciences and Mathematics

- More help with grant tracking and expense project. Make grant summary printouts readable!!!!
- Improve employment services. I will never pit another grant through KUCR until they improve their hiring services. HBC is infinitely better.
- Continue to provide a vision for the expansion of KU research through entrepreneurial activities e.g., buying Oread labs adding more space promoting more centers. Continue with an everything is possible attitude. The historic fixed sum game mentality of KU was stifling.

CLAS – Social Sciences

- There are tens of millions of dollars of research funding available in the social sciences that KUCR has completely ignored -- why???? This is new money! -- it doesn't detract from existing sources, it adds to it. What is going on here??

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**Verbatim Comments – Edited
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Research Unit: Other Research Centers/Institutes

- KUCR has done an extraordinary job of increasing the portfolio of funded research at KU. In the process, KU has become a more intellectually dynamic place. I do worry that research dollars are becoming the ends, not the means, with the value of research measured in the dollars earned, not the insights gained. The emphasis on dollars privileges certain fields, for example those that are NIH funded, over others. A \$30k grant can be more competitive and make a greater contribution to science or the humanities than a \$300k grant. I hope KU will not be blinded by dollars. That said, KUCR has lead an important culture shift at KU to encourage faculty to engage at the highest levels of research engagement.
- Create fewer bureaucratic obstacles and forms to fill out, and do more to facilitate the process of completing required paperwork.
- Bias against social sciences/humanities. PRI Hall center aren't even mentioned as options for research unit affiliation--and these have been infinitely more helpful than KUCR in terms of providing information and administering. So much of KUCR set up assumes needs/activities of hard sciences. Not helpful with non-US fieldwork needs. Onerous requirements for overseas travel reimbursements (for example, taxi receipts)--ridiculously time-consuming and not practical in third world travel.

Education

- I am disappointed in KUCR's inflexibility in regard to FA returns. KUCR takes 86% of the FA money--yet will not fund data ports, buy furniture, or support all communications costs. Such a policy is or borders on a misinterpretation of what FA costs are to be used for.

Engineering

- On item 3, I have been very satisfied in my most recent experience. That has not been true in all cases during the past 12 months.

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Research Unit: Other Research Centers/Institutes

No Academic/Administrative Unit Affiliation

- I have not always been given consistent information when preparing budgets for the proposal (what is allowed and what is not allowed) and also when paying vouchers, contractual service forms and cash advances. Not only does it make it frustrating for me, but also the folks that I serve (i.e. faculty, vendors, etc.).

Can we get more accurate information for proposal budgets for tuition charges? I stopped putting too much effort into these budgets, because I know they will get changed once they land in proposal services. I would be happy to have them accurate from the start, but I am not aware of tuition charges or salary increases, etc. Would it be more practical for the faculty to have proposal services build their budgets from the beginning?

In addition, we want to turn in correct information for vouchers and contractual service forms, i.e. lists of participants. However, we keep hearing different instructions from KUCR. At one time, we were to include all participants and their social security numbers for cash advances. We have worked hard with project coordinators to make sure they turn in accurate information. The project coordinators are then told that as long as they have the SSN number on file, they do not need

Social Welfare

- I think perhaps the two major issues that undergird most of the problems we have with KUCR are related to the apparent lack of respect inherent in the manner in which they interact with others and extreme risk avoidance. Some examples follow.

I was appalled to learn, in a recent meeting with the Administrator of our largest funder, that the funder is treated as poorly by KUCR as is KU faculty and staff.

I was also dismayed by the offer-of-employment letter that I was recently asked to review. It would be good to welcome a new employee to KU and make a few positive comments before we explain all of the ways in which their job is unstable. I am sure the letter protects us in every conceivable way from legal action. I am also sure that need not be so discourteous.

When moving off campus due to overcrowding of our campus site, we were unable to use any of the available offices managed by KUCR. I am not sure why since they continued to remain empty. After months of looking at potential commercial sites which were either unsuitable or unaffordable, we finally obtained permission to rent the first KUCR site we had seen. I don't know how much time I spent searching for an office but it was significant and it was time

University Administration

- The Hall Center is one of the most successful experiments in the recent history of KU. Most recently, they have won major grants of national and international significance, had foisted upon them a trove of new responsibilities and continue to increase their reach to faculty outside of the humanities. Why can't they get more assistance?

**KU Center for Research Satisfaction Survey
September 2003**

**Verbatim Comments – Edited
By Academic/Administrative Unit Affiliation Within Each Research Unit**

Research Unit: Other Research Centers/Institutes

Unknown Academic/Administrative Unit Affiliation

- Web-based instruction/guidance, such as with Blackboard, for PIs and, subsequently, Inventors (Intellectual Property / tech tran issues)

No Acad/Admin Unit

- Don't see any major issues.

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**Verbatim Comments – Edited
By Academic/Administrative Unit Affiliation Within Each Research Unit**

Research Unit: No Research Unit Affiliation

Architecture and Urban Design

- Because of the efforts of the PI, the student receives a stipend of \$18000, together with an additional \$3000 for tuition. It is then absurd for KUCR or KU to dip into the meager \$3000 that the PI has for travel, to pay additional student tuition fees! There is hardly any incentive left to the faculty member to pursue such grants any more!
- Attach pro-active entrepreneurial Research Officers to academic units (much like endowment does for fund raising) to boost research initiative activity

Business

- The business school computer equipment is deplorable. Technical support is nonexistent.
- My contact with KUCR is principally with GRA appointments and I would appreciate having clear and well-articulated guidelines for salary and appointment issues.
- I'm not even sure what KUCR can do for me. Everybody seems to think that Business Schools should be easily able to attract grant money because of corporate donations, but that's not true. There are actually very few funding sources that sponsor research that would get published in top tier journals. Corporations like to give money but largely for scholarships. Most other funding sources want applied research such as economic development plans, etc., but that's not the type of research that gets published in good business journals, which want social science grounded research studying business problems usually with large samples.

KUCR could help the Business School generate more research contracts by helping us figure out which few NSF programs are accepting applications, publicizing the process and holding some workshops where maybe past NSF grant winners in business talk about the process. Also, we are very poorly informed of other grant opportunities for studying organizations through the Army Research Institute, etc.

Finally, I would like KUCR, the Business School and the Kauffman Foundation to have a pow-wow to discuss possible funding opportunities. KU's Business School desperately needs research faculty in the area of h

CLAS – Humanities

- Simplify your international travel accounting procedures. My father was a CPA, my sister is a CPA, but your rules look like your accountants don't know how to handle or don't have the moxy to handle the IRS agents looking over their shoulders.
- Save the money on the funding opportunities bulletin. Centralize forms and funding opportunities on website. Work in concert with Hall Center.

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**Verbatim Comments – Edited
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Research Unit: No Research Unit Affiliation

- It may seem silly that I've completed this although I've had no contact with KUCR, but I noticed that there is no mention of the HGDO in the Hall Center. They are extraordinarily helpful for us in the Humanities. Is there a need for me to use KUCR when I have HGDO?
- It makes no sense why we cannot get a budget report each month that reflects salaries and supply purchases, encumbered and paid. This information comes from two places -DEMIS and the biology accounting office. We have to figure out what funds remain each month.

CLAS – Natural Sciences and Mathematics

- We hope to be in a position soon to comment more on the grant admin. side of kucrs mission!
- Use more of the Federal indirect cost funds to support poorly maintained lab facilities.
- Try to keep the level of service high. If it means increasing the overhead by a few percentage points I'd say do it.
- The way budget reports are presented is obscure and its hard to get a clear idea what's where. It takes more work than necessary to read.
- The proposal prep services are great and the people who work in that area are very helpful. This is a wonderful service to PIs that colleagues at many other universities do not enjoy.

The grant administration end is less easy to deal with to get questions answered about spending, reporting, approving purchase orders, etc. Help with reporting and the associated requirements and deadlines would be most useful.

Regarding the question about federal relations, it seems that there is lobbying for very specific research areas to the detriment of others (e.g., life sciences above all other research).

- KUCR has been a ghost ship without a leader. Lets hope for better luck next time.
- I've found that overall the services at KUCR very helpful. I would like to acknowledge three people that I've found both extremely helpful and very pleasant to deal with: Brad Callahan, Tammy Graham and Christine Fosher.

One area that KUCR could improve on is how they deal with new faculty in regards to their start-up packages. I've been frustrated with not being informed about my start-up funds partially coming through KUCR and partially on state-side. I had a difficult time getting information about how this works, if funds are carried over between years, etc. As a new faculty member, with funds from several different sources it was very hard to make long term plans.

- It would be useful to have someone who had worked with DOD. I think there may be opportunities for me to link up with DOD but I find it very difficult to work through their web site.

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**Verbatim Comments – Edited
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Research Unit: No Research Unit Affiliation

- I wish that the DEMIS financial reports were more user friendly. We need a software program that allows for easier management of finances once the grant is awarded. It would also be nice if encumbrances could be made such that we were aware of money that is truly available in the grant.
There are several staff at KUCR that have been particularly helpful - Landra Fair in Pre-proposal services and Roger Martin in Public Relations. I think that Bob Barnhill has done a great job in taking CRINC to a KUCR entity that is truly functional. Look at the increase in KU external funding - KUCR works!
- I could be wrong, but I dont think KUCR has the equivalent of Kathy Porsch, who does a superb job for humanities-related research. In particular, she does a very good job of highlighting funding opportunities.
- Further enhance proposal preparation services.
Provide accounting statements that are understandable. The present are close to gibberish unless you work with them daily.

Cut the administrative fat and invest in the faculty

CLAS – Social Sciences

- They are doing a great job!!!
- In the past (when Andie Loving was outreach coordinator) my answer to #2 and #15 would have been Very Satisfied. More recently, I have asked for assistance locating additional funding sources (I currently have one grant, have applied for 2 more, and was looking for backup applications). The person in the Outreach Coordination office basically told me to find something on my own. I was really disappointed, and worry that the non-contingent nature of their positions (i.e., they get paid regardless of our success in generating funds) prevents them from taking their jobs seriously. I have also been negatively impressed by the attention to detail of some of the staff in the grant preparation department. In the past I have used LSI to help prepare a grant application. This summer, I decided to use KUCR to help prepare applications for 2 federally funded grants (totalling \$400K each)-- I really regret that decision. The person that worked with me was not very organized, not very knowledgeable, and apparently not very concerned about whether I got the grant or not. Again, I can only assume that it is because KUCR gets a cut of the grant even if they don't do anything for the grant (unlike LSI-- which gets paid from a grant only if
- I was grateful for the help in making NSF applications. Good budget work, glad you handled the Fastlane part. Much better than help I got through IPPBR several years ago.

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**Verbatim Comments – Edited
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Research Unit: No Research Unit Affiliation

Education

- There should be a reallocation of indirect cost returns to provide incentives to faculty to increase their seeking of external funds, rather than KUCR retaining 84%-86%. KUCR must become more customer service oriented--too many times staff members are rude, condescending, and inconsistent in the application of rules (sometimes it seems that staff members make up the policies or certainly apply them in various ways). KUCR primarily supports scientific research and treats disparagingly those who receive grants without full indirect cost returns. Very little support is provided to faculty who are not affiliated with a recognized research center.
- Nothing follows
- KUCR staff are reported to treat project staff as people to keep in line rather than as people who are bringing (or are trying to bring money in) and who deserve to be supported and treated as worthy, enterprising scholars. KUCR comes off as a money-grabbing, over-controlling gate keeper rather than a support unit.
- In my experience, KUCR has done little for me, but has succeeded in getting in my way several times. I refer to the hassle one goes through when submitting a proposal to them that they must review. What is it that they are reviewing? Substantively, I don't know and procedurally, I am not sure either. On top of this, they send out harassing letters at the end of the grant period, warning you that all expenditures made on a specific grant will be investigated to make sure they are appropriate to said grant (nearly verbatim). This is troubling as well and suggests that KUCR doesn't understand its role at KU: which, in my opinion, is to serve faculty and staff in their quest for external funding.
- I think information out could be improved significantly. It seems we spend alot of time trying to find out how to get a specific answer to a question rather than just getting the answer. Also, we've recently requested some information about setting up an income account and before we could even have a discussion with someone, we received an email saying, essentially, no. We've never received ANY information related to funding opportunities that related to education/human services - most information such as this related directly to the hard sciences. For the most part, KUCR staff are very helpful and friendly and not bureaucratic. It seems that it is the system, not the people, which make it difficult to work with. I think the workshops are very useful and more of them (especially with hiring people!) would be helpful.
- I have had excellent interactions with individuals within KUCR, such as individuals from grants and contracts and the research compliance division. It appears that individuals w/in KUCR are more than willing to help and assist grants and staff but that there appears to be a large set of top-down policies that get in the way of this assistance. The decisions that come down from KUCR often appear to be arbitrary and punitive to those in the field. Therefore resulting in negative perceptions of KUCR's purpose and level of assistance. Certainly, addressing this issue is of critical importance to KUCR and grant staff.

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**Verbatim Comments – Edited
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Research Unit: No Research Unit Affiliation

- Survey item 19 above reflects an issue related to KUCR's frame of reference (reflected in its structure, policy, and procedures) with regard to the KU research enterprise. That is, KUCR emphasizes and elevates research centers at the expense of research-oriented and research-productive academic departments. This centers-only orientation works to the disadvantage of such departments, in part, because KUCR fails to adequately recognize them as viable and productive research units, as well as because KUCR policies/procedures often fail to take the administrative capacity of such departments into consideration (e.g., they don't have the grants management staff or the research-only researchers of centers to meet KUCR proposal submission timelines, some of its monitoring and accountability rules, etc.). Moreover, the fact that these departments get no IDC return prevents them from being able to build/maintain the grants management staff necessary to comply fully with KUCR's center-oriented policies/procedures.

Engineering

- There is a need to provide the flexibility that was once offered by CRINC to have KUCR employees and not be forced to have everyone a KU employee. This would help the research enterprise greatly.
- Perhaps it already exists, but if not, it would be very nice to have a new to KU investigator guide that gives instructions on who to contact for what services and how to handle certain commons situations. For example, spell out clearly simple things like how is a GRA appointed, what paperwork needs to be filled out for that appointment, how often must it be filled out, what demis is and how to use it, etc. If such a guide does exist, it would be nice to give it to investigators specifically when they first work with KUCR (not just as one of the many new faculty handouts).

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**Verbatim Comments – Edited
By Academic/Administrative Unit Affiliation Within Each Research Unit**

Research Unit: No Research Unit Affiliation

- KUCR has turned into a big, inefficient, university body, no longer interested in the best interests of the researcher. The spirit of CRINC, which did a wonderful job serving the school of engineering, is nothing but a distant memory.

KUCR keeps too much overhead, essentially starving the people units doing the research. I would challenge the administration to look at national averages on how much overhead is returned.

KUCR has lost track of their mission - which should be to SERVE the researchers, making it as easy as possible to be a successful researcher at KU.

Even though KU-Lawrence and KU-Medical Center are one university, KUCR has failed to take the leadership role in helping the two campuses become one university at the level of research. I continue to have nothing but problems working between the two campuses.

Why KU ever hired _____ is beyond my imagination. I hope the administration has learned something from their faulty decisions.

On the positive side - KUCR is the most friendly building to be in because of the people. The people are very friendly and respectful.

I've had nothing but positive experiences with grant preparation - keep up the good work!

- Budgeting changes (even relatively small ones) during the course of a grant can often lead to increases in fringe and/or overhead. These are difficult for PIs to track, because they can be small. However, they can add up to significant over-expenditures. Thus, KUCR should send a warning to the PI when the encumbered funds (and associated fringe/overhead) come within 5% of the budget year or total grant. This would help prevent over-expenditures.

I feel it is inappropriate for them to seize funds from grantees to cover over-expenditures without consulting (or even notifying) the PI. This has occurred recently. Sometimes these over-expenditures occur because of budgeting problems for which KUCR staff are partially at fault and/or poor communication or miscommunication. Given the amount of overhead collected by KUCR, I feel small over-expenditures could/should even be absorbed by KUCR. Certainly, the courtesy of an email or memo to the PI indicating the project over-expenditures and amount to be paid. Thus, departments and PIs could better manage funds, instead of having a crisis when the funds are found missing sometime later.

Fine Arts

- KUCR is a hoop we have to jump through. For a unit in the Humanities we would be better off without having to use them. Basically we award them part of a grant we right and they provide no services for. When we have had them help with budgets they have been done wrong.

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Research Unit: No Research Unit Affiliation

- In the Fine Arts, we were told that KUCR was not there to help us locate or secure external funding, so my experience KUCR has been obviously limited. If KUCR will assist researchers in areas other than the sciences, then that message needs to be conveyed more clearly. The message we have received is that only the Hall Center will assist individuals in the Fine Arts. However, the Hall Center says they primarily focus on the humanities and give fine arts what help it when time permits.

No Academic/Administrative Unit Affiliation

- Some of the people I have spoken with did not always listen to what I was asking. They responded with a pat answer, so I know my question was not being heard. It would have been nicer if the person had said, I do not know the answer, and I will find out the information you need from another person. Instead you would be passed on to another person, then another, then another!!
- Not relating to improvement, but must make a comment. Mr. David Hann is fantastic! He has been extremely helpful throughout.
- KUCR has tried hard to work with me- I work in student affairs and we are not traditional grant receivers although we have a few now. Everyone I have talked with at KUCR has been helpful and never treated me with anything but respect. I may not be the PI in name, but I do manage the grants that come through our department. I also took the Research 101 class and found it very helpful.
- For the new person dealing with KUCR, it is extremely confusing. Over the past year, we have dealt with NUMEROUS people. Always being referred to someone else. I feel like I have probably talked to every single person in that building. I asked for some type of meeting to figure out how everything works. Was referred to Research 101 class. This class meets monthly for 10mos. It is extremely hard to attend every class. Some of the sessions are not applicable. Yet, KUCR staff act like we should know how it all works...You cannot simply refer to someone else all the time, nor can you get all of your answers in an efficient manner from a website which is their other answer. The people in SPA (Shelley Gehrke) are nice, helpful. Also, we got a lot of help this second grant from proposal services. Carole Depew was very nice, helpful. We are not researchers but were able to get this grant to help fund the services that we provide. I was not even aware that KUCR would help with publicity/media. Our grant award was only \$45,000 but it was NEVER announced by KU to anyone. In the future if we get grants, we will try to do this on our own.

Other Academic/Administrative Unit Affiliation

- My unit is part of the overhead calculation, and is reimbursed from overhead dollars for the support we provide. The amount we receive has remained fixed for years, even though the amount of overhead being generated has increased tremendously. We could better support researchers if the manner in which overhead is distributed was recalculated.
- Keep up the good work!

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**Verbatim Comments – Edited
By Academic/Administrative Unit Affiliation Within Each Research Unit**

Research Unit: No Research Unit Affiliation

- Definition of training contracts compared to research contracts
- I was highly satisfied with my experience, so I don't have any suggestions for improvement, but I thought you might be interested to know that my rank is Librarian II and that my experience was with the New Faculty Research Grant.

Pharmacy

- I think it would help me a lot if I would have one KUCR person to correspond with for all of my grant applications and all grant money management related issues. Since I joined KU some three years ago I probably have learned to know 1/3 of the KUCR staff, which on the one hand is a pleasure, but on the other hand is quite ineffective. Part of the problem is that KUCR does not happen to have an effective central database for each of the PIs w/ up-to-date information on biosketch and funding history. That is, with each person I deal with I also often invent the wheel new.
- Abolish it and start again with professionals who are knowledgeable about the research world and who have some commitment to HELPING the faculty in their research endeavors rather than making them as difficult as possible. I would especially recommend the replacement of ____ and ____ with more highly trained individuals with some sympathy and understanding of research and funding processes. In contrast, the more junior staff is generally quite helpful.

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**Verbatim Comments – Edited
By Academic/Administrative Unit Affiliation Within Each Research Unit**

Research Unit: No Research Unit Affiliation

Social Welfare

- Every time I turn around I feel like KUCR is getting in my way. There is not an attitude of being helpful. It feels like I pay you to hassle me. The indirect cost rate is embarrassing and ridiculous. It limits the grants and contracts we can go after. We cannot be competitive. It is also applied so inconsistently or at least is not explained to PIs very well. Do a better job of communicating with us. What are the rules around indirect? What does indirect go for? What are the services you provide? Put on a face of being of service to us rather than a continual barrier.
- 1. Keep and increase the P.I. return of indirect. 2. Increase the indirect returned to the Units. 3. Decentralize decision-making to reduce the hurdles/barriers/rules and regulations that are not supportive. 4. Devise a way to increase the base salary or otherwise provide incentives to researchers who are already maxed-out on summer salary and course buy-outs. 5. Improve communication with P.I.s re: contract negotiations and budget expenditures.

University Administration

- The sharing of knowledge and information needs to be drastically improved. Requests for information are either ignored or finally achieved with an enormous amount of foot-dragging.

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**Verbatim Comments – Edited
By Academic/Administrative Unit Affiliation Within Each Research Unit**

Research Unit: Unknown Research Unit Affiliation

Business

- Need more outreach to university units, especially by the top administrator.

More attention needs to be paid to research of all kinds, not just research that brings in large dollars for KU

CLAS – Humanities

- There is little or no support for Humanities from KUCR.
- I think my dissatisfaction resulted from the loss of a staff member, so my assessment may not be fair. Please keep the positions filled.

CLAS – Social Sciences

- The biggest issue has been that we need help in identifying potential sources of funds-- agencies, foundations, etc. The COS mechanism is only part of the answer. We need some folks at KUCR who become knowledgeable about what we do, are knowledgeable about funding organizations, and help put us together as potential funded projects. We need some chumming of the waters to draw more money here.

No Academic/Administrative Unit Affiliation

- I enjoy working with the proposal services staff, they are always helpful and efficient. I enjoy working with those in the trenches in SPA, always helpful. However, we have difficulty getting timely budget summaries out of SPA. ALWAYS have difficulty getting employment services request processed. _____ is extremely hard to work with. No matter what we submit, she either sits on it or requires us to make changes that in our opinion are not warranted. She is not an HR professional and should not be the gatekeeper on search materials, especially if KUHR and EO agree with our original submission. I have chosen not to indicate my research unit affiliation for fear of retaliation from these particular comments. I hope my comments will still be considered. Thank you.

Social Welfare

- I really appreciate the guidance of the center. Special thanks to David Hann for his helpfulness in every way!

Unknown Academic/Administrative Unit Affiliation

- support staff do their best, but central administrators NEVER have or give time needed or give attention to PI needs on even the most significant matters....they are absolutely non-responsive, non-communicative, and unaware of what it means to have a grant/contract..._____, unfortunately, is out of touch and fails to communicate or understand...too bad.

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Research Unit: Unknown Research Unit Affiliation

- KUCR ought to be about the business of facilitating research and grant work, not being an obstacle. They only get in the way and make life more difficult. I think it is a scandal that we are forced to deal with these people. The only person who even tries to be accommodating is Joanne Altieri, but what can one person do in that place. Bring back the old days!
- I recently moved here from a big ten university and I'm very impressed with the services offered by KUCR. Thanks!

Other Academic/Administrative Unit Affiliation

- I appreciate KUCR's quick review of the applications we send through them. I wish they would exempt us from indirect costs, which is something many other universities do for departments like mine.

Comments Received from the Internet

- I have completed the survey and submitted it but find that it is far too simplistic to be useful from the perspective of an investigator. The scale of 1-5 will yield quantitative data that will depict in only the grossest way what the levels of satisfaction are. What is utterly missing from the survey is the opportunity to specify why we are satisfied or not and what we believe are some appropriate courses of action for the KUCR and the investigators. The open-ended question, What do you suggest, does not really let us target the pin-points of our satisfaction/dissatisfaction, linked to each of the items of the survey, and thus you/we will not have information, from the survey, that identifies the precise problems, the apparent causes of those problems, the potential remedies for them, and the perspectives of the stakeholders. I can only hope that KUCR surveyors will devise an additional and more problem-solving approach.

I also must note that the questions themselves make assumptions about the role of KUCR that do not always fit the reality of our lives. In general, the assumptions are that only KUCR performs various role. The reality is that staff at one of the research entities assumes so many of those responsibilities and thus coordinates between the investigators and the KUCR staff. That interface is not likely to be uncovered, and its benefits enhanced and its limitations mitigated, by the survey. Again, I can only hope that KUCR surveyors will devise a way to get at the "one university" / interfacing units issues that are so critical to the research mission.

As the survey goes forward, it seems to me that this is a good time for KU administrators to also inquire about the relationship of KUCR with EEO and HR. Far too often, we investigators propose individuals for appointment whom we regard to be essential but find that EEO and HR are too heavy-handed in reviewing our judgments, often for reasons to which EEO and HR do not provide us. One consequence is that investigators are like ping-pong balls in a three-table game: KUCR, EEO, and HR all have a chance or more to hit the ball off of their own or another player's table. The consequence of that process is that investigators are required to do an extraordinary amount of administrative work -- far more than we have been required to do even in

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Research Unit: Unknown Research Unit Affiliation

the past five years -- and to defer and arguably dilute their research work. So, I would hope that as the KUCR evaluation is undertaken, careful and indepth consideration will be given to this aspect of the "one university" concept and to minimizing the administrative burden on investigators.

I look forward to meeting with the wonderful Jim Roberts as he visits a research unit with which some of us are affiliated. He has been unfailingly cooperative, creative, and hands-off. In meeting with him, I will express these sentiments but, of course, you are entitled to them, too. Together with Jim, you can make KU a better place for research, but the survey alone will put only a small dent into the enhancement/improvement initiative.

- First, many areas of research support are wonderful and I am very satisfied. Those areas include funding opportunities, proposal services [especially strong area], research compliance, employment services, public and media relations, research information, workshops and training, Federal relations and information availability.

1. The assistance of staff such as David Hann, Jenne Accurso, Michele Ginavan, and Joanne Altieri is always helpful, timely, and friendly. [I am sure that other staff could be included but I am blanking on their names.]
2. My concerns are based in an apparent conflict with interpreting KUCR's statement of purpose ["KUCR is here to serve the KU research community"] and mission statement ["to develop and enhance the resources that promote the growth and excellence of research and creative activity at U of KS."]

Too often KUCR's policies, procedures, and practices seem self-serving to KUCR or another group and at the expense of promoting "the growth and excellence of research." More specifically the interest seems to be in "developing and enhancing resources" for KUCR and KU academe rather than for KU research.

Perhaps the mission statement should be reviewed or the policies and procedure should be reviewed to check that they do support "the growth and excellence of research."

1. Solutions to this issue might include [a] investing more time into gathering the perspectives of researchers in the development phase of policies and procedures, [b] developing better communication strategies within KUCR and with the KU research community, [c] increasing the timeliness of response to issues or questions that are posed. If a response is not available, keeping parties informed on the progress being made would be helpful. Some of the issues likely require legal, accounting, and administrative level discussions and letting us know that is important.

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Research Unit: Unknown Research Unit Affiliation

2. A great example for us of policy development that has significantly influenced our work was this fiasco around GTA and GRA appointments. While equitable salaries may be desirable, the GTA funding comes from university funds. Increasing GRA salaries comes from our research dollars which reduces funding for the research activities. How can you expect GRA salaries to be equal across research units when the university perpetuates salary and benefit disparities among departments and across campuses? Shouldn't the same rule of supply and demand cover the marketplace of GRA and student hourlies who we recruit and hire? Given the significant variation in task demands, grant resources, timelines, required expertise, goals, and organizational features, the research staff are in a better position to work out GRA salary issues than KUCR.
3. The reward structure and support for researchers is significantly different than for faculty. The university makes a significant commitment to faculty and significantly less to researchers. Isn't it the deans who are engaged in the conversations about distribution of the indirect dollars? I don't see how the deans have an interest in the researchers that generated those dollars. I've certainly not been asked for suggestions on what would improve our ability to compete for and complete research.
4. Are we one university with a Lawrence campus, a KUMC-Kansas City campus and a KUMC-Wichita campus? If we are one university, shouldn't the reward structure for receiving grants be similar? How is it that KUMC researchers have a salary and benefits increase when they are successful in a grant competition, but not so on the Lawrence campus?
5. Since KUCR has positioned itself in the role of approving student and staff hires, they have to be knowledgeable about Federal rules. Our difficulties in hiring persons who are on visas have been significant.
6. I am troubled that in this survey two questions were for "faculty only." The questions concern the number of years of service at KU and rank? How are those questions relevant to faculty but not researchers?

Thank you for this opportunity. I'll stop because my sense is that these comments are getting too lengthy. I hope that these comments are useful in your review and desire to improve services.