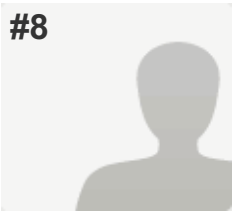


#8



COMPLETE

PAGE 2: Validation

Q1: 1: Please enter the email address for the individual who originally received the link to this survey. Your email address will be used to validate your response and to identify duplicate responses.

Q2: Please enter your numeric survey code. The survey code was provided to you in the email that contained the link to this survey.

PAGE 3: General Services, President's Executive Office, and Secretary of the Regents

Q3: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q4: General Services Provided by All Divisions of the Office of the PresidentIf your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Policy creation, management, and compliance	Our campus uses or has recently used this service, The quality of this service is good
Regents meeting preparation, presentation, reporting and engagement	Our campus uses or has recently used this service, The quality of this service is exceptional
Advocacy on behalf of the University	Our campus uses or has recently used this service, The quality of this service is good
Coordination and consultation within the University	Our campus uses or has recently used this service, The quality of this service is good
Inquiries, requests, and correspondence	Our campus uses or has recently used this service, The quality of this service is good

Q5: President's Executive Office If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Presidential Initiatives (Eg. Carbon Neutrality Initiative, Global Food Initiative and UC Mexico Initiative)	Our campus uses or has recently used this service, The quality of this service is good
Systemwide senior executive recruitment and personnel management	Our campus uses or has recently used this service, The quality of this service is good
Presidential correspondence and calendaring	Our campus uses or has recently used this service, The quality of this service is good

Q6: Secretary of the Regents If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Planning, preparation, conduct, and documentation of the Regents meetings	Our campus uses or has recently used this service, The quality of this service is exceptional
Research, analysis and coordination in support of Regents' requests	Our campus uses or has recently used this service, The quality of this service is good
Regents correspondence and calendaring	Our campus uses or has recently used this service, The quality of this service is good
Regents campus visits	Our campus uses or has recently used this service, The quality of this service is good
Student regent and student advisor systemwide recruitment and student Regent support	Our campus uses or has recently used this service, The quality of this service is good

Q7: If applicable, please list the services not currently offered by the President's Executive Office, the Secretary of the Regents, and the general services provided by all divisions that you believe would be useful to campuses.

Respondent skipped this question

Q8: Are any of the services provided to campuses by the President's Executive Office, the Secretary of the Regents, or the general services provided by all divisions redundant or partially redundant with regard to functions that are already performed at your campus?

No

Q9: If applicable, please list the services that you feel are redundant, partially redundant, or services that would be better performed locally.

Respondent skipped this question

Q10: Do you have any specific comments that you would like to share regarding the services provided by the President's Executive Office, the Secretary of the Regents, or the general services provided by all divisions? Include any comments about the importance of these services, the input your campus has regarding services offered, or anything else that you believe would be useful and relevant to our audit.

Respondent skipped this question

Q11: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q12: Academic Personnel and ProgramsIf your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Academic personnel policy guidelines and reporting

Our campus uses or has recently used this service, The quality of this service is exceptional

Q13: Institutional Research and Academic PlanningIf your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Compilation and analysis of student, academic and administrative data across the system

Our campus uses or has recently used this service, The quality of this service is exceptional

Performance reporting development and coordination

Our campus uses or has recently used this service, The quality of this service is exceptional

Systemwide surveys and analysis

Our campus uses or has recently used this service, The quality of this service is good

Q14: Student AffairsIf your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Undergraduate admissions requirements setting and guidance

Our campus uses or has recently used this service, The quality of this service is good

ApplyUC system management and pre-admission verification

Our campus uses or has recently used this service, The quality of this service is exceptional

Analytical Writing Placement Exam administration and coordination

Our campus uses or has recently used this service, The quality of this service is good

Financial aid policy development and coordination

Our campus uses or has recently used this service, The quality of this service is good

Student loan servicing

Our campus uses or has recently used this service, The quality of this service is good

Q15: If applicable, please list the services not currently offered by the Office of the President's Academic Affairs division that you believe would be useful to campuses.

Systemwide development and sponsorship of interactive workshops, specifically through interactive theater and trainings.

Q16: Are any of the services provided to campuses by the Office of the President's Academic Affairs division redundant or partially redundant with regard to functions that are already performed at your campus?

No

Q17: If applicable, please list the services that you feel are redundant, partially redundant, or services that would be better performed locally.

Respondent skipped this question

Q18: Do you have any specific comments that you would like to share regarding the services provided by the Office of the President's Academic Affairs division? Include any comments about the importance of these services, the input your campus has regarding services offered, or anything else that you believe would be useful and relevant to our audit.

Our office works collaboratively with AP [Academic Personnel] Policy and Programs where it comes to confirming policy interpretation or asking about exceptions to policy. My staff have developed good working relationships with UCOP's AP staff and this has resulted in productive solutions.

We are working collaboratively to ensure timely communication.

PAGE 5: Academic Affairs (Academic / Public Service Programs)

Q19: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q20: Academic Personnel and Programs If your campus participates or has recently participated in a program, please rate the quality of that program by checking one rating.

UC Press	Our campus participates or has recently participated in this program, The quality of this program is exceptional
UC Washington Center (UCDC)	Our campus participates or has recently participated in this program, The quality of this program is good
UC Sacramento Center	Our campus participates or has recently participated in this program, The quality of this program is exceptional
UC Scout	Our campus participates or has recently participated in this program, The quality of this program is good
California Digital Library	Our campus participates or has recently participated in this program, The quality of this program is good

Q21: Diversity and Engagement If your campus participates or has recently participated in a program, please rate the quality of that program by checking one rating.

College access and outreach programs for K-12 students	Our campus participates or has recently participated in this program, The quality of this program is good
Teacher preparation and professional development programs for K-12 teachers	Our campus participates or has recently participated in this program, The quality of this program is good
Transfer pathways and access outreach for community colleges	Our campus participates or has recently participated in this program, The quality of this program is exceptional

Q22: Research and Graduate Studies If your campus participates or has recently participated in a program, please rate the quality of that program by checking one rating.

State funded research administration (Breast Cancer, HIV/AIDS and Tobacco)	Our campus participates or has recently participated in this program, The quality of this program is good
Institute of Transportation Studies	Our campus participates or has recently participated in this program, The quality of this program is exceptional
California Institute for Science and Innovation	Our campus participates or has recently participated in this program, The quality of this program is good
President's Postdoctoral Fellowship Program	Our campus participates or has recently participated in this program, The quality of this program is exceptional
Natural Reserve System (NRS) management	Our campus participates or has recently participated in this program, The quality of this program is good
Graduate program outreach and coordination	Our campus participates or has recently participated in this program, The quality of this program is good
Research policy analysis and coordination	Our campus participates or has recently participated in this program, The quality of this program is good

Q23: Student Affairs If your campus participates or has recently participated in a program, please rate the quality of that program by checking one rating.

Eligibility in the Local Context program to identify top performing California students	Our campus participates or has recently participated in this program, The quality of this program is good
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Q24: Innovative Learning Technology Initiative If your campus participates or has recently participated in a program, please rate the quality of that program by checking one rating.

Systemwide online course creation and enhancement facilitation; cross-campus enrollment system	Our campus participates or has recently participated in this program, The quality of this program is fair
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Q25: Are any of the programs administered on behalf of campuses by the Office of the President's Academic Affairs division redundant or partially redundant with regard to functions that are already performed at your campus? No

Q26: If applicable, please list the programs that you believe are redundant, partially redundant, or would be better administered locally.

The data reporting requirements around waivers of indirect costs is redundant on our campus -we report in our system and we must also fill in data in the REMS system.

The international agreement oversight piece is also currently redundant - due primarily to signature authority issues.

There is partial redundancy in policy/procedure development - however, this is not a negative thing, see further comments below.

Q27: Do you have any specific comments that you would like to share regarding the programs administered by the Office of the President's Academic Affairs division? Include any comments about the importance of these programs, the input your campus has regarding programs offered, or anything else that you believe would be useful and relevant to our audit.

UCEAP is nationally recognized as having one of the broadest portfolios of top-tier exchange partners in the country.

RFPF Faculty Hiring Incentive Program. We are very pleased with this program, especially the funding that was provided to support a portion of the start-up costs for those former PFPs hired into STEM faculty positions. We hope those funds can again be allocated in the coming year(s).

The role that RPAC plays in uniform development of systemwide policies in response to regulatory changes is invaluable. Tremendous time and effort is saved for the campuses when we use the power of ten, guided by RPAC, to more efficiently respond to regulatory change. This service is invaluable. Wendy Streitz and her group are amazing. In the area of human subjects protection, again, the support of legal counsel and RPAC is invaluable and results in less cost and redundancy by consolidating expertise and sharing this between all campuses.

PAGE 6: Chief Financial Officer (Central / Administrative Services)

Q28: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q29: Financial Accounting If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Financial statement preparation	Our campus uses or has recently used this service, The quality of this service is good
Coordination of systemwide fiscal close and the annual financial audit	Our campus uses or has recently used this service, The quality of this service is good
Management of the financial and costing issues for federal and other extramurally funded projects	Our campus uses or has recently used this service, The quality of this service is good
Financial Management and reporting for UC Retirement System (UCRS), health and welfare benefits, and retiree health	Our campus uses or has recently used this service, The quality of this service is good
Centralized accounting and financial reporting for endowment funds, campus foundations, other UC affiliated organizations and deferred gifts	Our campus uses or has recently used this service, The quality of this service is good
Record and reconcile investment transactions for the income pools, as well as the UCRS funds	Our campus uses or has recently used this service, The quality of this service is good
Policy and procedures regarding payroll, disbursements and tax matters, preparation of consolidated tax returns, evaluation of new tax developments, interpretation of tax laws and coordination of IRS exams	Our campus uses or has recently used this service, The quality of this service is good

Q30: Risk Services If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

UC SHIP/Insurance side (UCHealth oversees the delivery of medical services)	Our campus uses or has recently used this service, The quality of this service is exceptional
Safety programs and emergency management	Our campus uses or has recently used this service, The quality of this service is good
UC captive insurance company operations (Fiat Lux) design and management	Our campus uses or has recently used this service, The quality of this service is exceptional

Q31: Procurement Services If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Coordinate and conduct strategic sourcing efforts in high-spend categories	Our campus uses or has recently used this service, The quality of this service is exceptional
Perform data analytics and manage systemwide technologies	Our campus uses or has recently used this service, The quality of this service is good

Q32: Budget Analysis and Planning If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Preparation of annual systemwide budget	Our campus uses or has recently used this service, The quality of this service is exceptional
External reporting and advocacy	Our campus uses or has recently used this service, The quality of this service is good
Allocation of State resources and management of systemwide student fees	Our campus uses or has recently used this service, The quality of this service is good

Q33: Capital Asset Strategies and Finance If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Capital asset management, including capital budgets, project design and long range development plans	Our campus uses or has recently used this service, The quality of this service is good
California Environmental Quality Act	Our campus uses or has recently used this service, The quality of this service is exceptional
Negotiation and closing of the purchase, sale, and lease of real property	Our campus uses or has recently used this service, The quality of this service is good
Construction services and facilities	Our campus uses or has recently used this service, The quality of this service is good
Bond issuance and systemwide debt management	Our campus uses or has recently used this service, The quality of this service is exceptional
Mortgage lending program for faculty and senior staff	Our campus uses or has recently used this service, The quality of this service is good

Q34: UCPATH Program Management Office If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

HR and payroll system project implementation

Our campus uses or has recently used this service, The quality of this service is good

Q35: If applicable, please list the services not currently offered by the Office of the President's Chief Financial Officer division that you believe would be useful to campuses.

Respondent skipped this question

Q36: Are any of the services provided to campuses by the Office of the President's Chief Financial Officer division redundant or partially redundant with regard to functions that are already performed at your campus?

No

Q37: If applicable, please list the services that you feel are redundant, partially redundant, or services that would be better performed locally.

The CFO division is very focused on understanding and addressing campus needs in their delivery of services. In particular, OP CEQA staff provide very prompt service to campus needs and excel at providing an overall system-wide perspective for the campus to consider. The same is true for the budget office and the Strategic Sourcing team. In each of these cases, the number of staff seems quite small compared to the workload and the level of service they provide.

Q38: Do you have any specific comments that you would like to share regarding the services provided by the Office of the President's Chief Financial Officer division? Include any comments about the importance of these services, the input your campus has regarding services offered, or anything else that you believe would be useful and relevant to our audit.

Respondent skipped this question

PAGE 7: Chief Operating Officer (Central / Administrative Services)

Q39: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q40: Human Resources If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Labor agreement strategy, negotiation, and administration for 12 systemwide labor agreements with 10 unions	Our campus uses or has recently used this service, The quality of this service is good
Research, policy development, benefit design and costing, actuarial analysis for the UC Retirement Plan (UCRP) and Retirement Savings Program (RSP): Defined Contribution, Tax-Deferred 403(b), and 457(b) Deferred Compensation	Our campus uses or has recently used this service, The quality of this service is good
Call center support and administration for active and retired employees	Our campus uses or has recently used this service, The quality of this service is good
Staff engagement, fair treatment under policy, and complaint resolution coordination and collaboration	Our campus uses or has recently used this service, The quality of this service is good
Health benefits strategy and programs	Our campus uses or has recently used this service, The quality of this service is exceptional
Staff and executive compensation policy and program management	Our campus uses or has recently used this service, The quality of this service is good
Personnel training and development, talent acquisition and executive recruitment	Our campus uses or has recently used this service, The quality of this service is good

Q41: Information Technology Services If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

IT policy development, interpretation and coordination	Our campus uses or has recently used this service, The quality of this service is good
Campus payroll system and other systemwide systems support	Our campus uses or has recently used this service, The quality of this service is fair
IT Initiative (Digital Copyright, Electronic Accessibility, Records Management)	Our campus uses or has recently used this service, The quality of this service is good
Wide area network (Corporation for Education Network Initiatives in CA - CENIC) contract management	Our campus uses or has recently used this service, The quality of this service is good

Q42: Energy and Sustainability If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Negotiation and procurement of electricity as a commodity	Our campus uses or has recently used this service, The quality of this service is good
Carbon neutrality and sustainability planning, coordination and management	Our campus uses or has recently used this service, The quality of this service is exceptional

Q43: UCOP Operations If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Respondent skipped this question

Q44: Project Management Office If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Respondent skipped this question

Q45: If applicable, please list the services not currently offered by the Office of the President's Chief Operating Officer division that you believe would be useful to campuses.

Respondent skipped this question

Q46: Are any of the services provided to campuses by the Office of the President's Chief Operating Officer division redundant or partially redundant with regard to functions that are already performed at your campus?

Partially

Q47: If applicable, please list the services that you feel are redundant, partially redundant, or services that would be better performed locally.

Negotiation of labor contracts is supported by campus and OP efforts. I view the redundancy as important to ensure that both systemwide and local campus perspectives, opportunities and constraints can be considered in the process.

Q48: Do you have any specific comments that you would like to share regarding the services provided by the Office of the President's Chief Operating Officer division? Include any comments about the importance of these services, the input your campus has regarding services offered, or anything else that you believe would be useful and relevant to our audit.

COO Nava and her Chief of Staff Cathy O'Sullivan are great partners for the campus. Rachael has a great sense for how to balance systemwide objectives with local campus issues and I appreciate her focus on a set of strategic goals and issues that benefit from either an integrated UC strategy or support of a set of best practices that campuses can adopt as appropriate to fit local opportunities and constraints.

PAGE 8: Chief Operating Officer (Academic / Public Service Programs)

Q49: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q50: Information Technology Services If your campus participates or has recently participated in a program, please rate the quality of that program by checking one rating.

Cyber Security initiative strategy and implementation

Our campus participates or has recently participated in this program, The quality of this program is good

Q51: UCPath Center If your campus participates or has recently participated in a program, please rate the quality of that program by checking one rating.

Respondent skipped this question

Q52: Are any of the programs administered on behalf of campuses by the Office of the President's Chief Operating Officer division redundant or partially redundant with regard to functions that are already performed at your campus?

Partially

Q53: If applicable, please list the programs that you believe are redundant, partially redundant, or would be better administered locally.

Security Strategic Planning
 Security Vulnerability and Threat Detection
 Security Risk Management
 Security Policy Management
 Security Training & Outreach

Q54: Do you have any specific comments that you would like to share regarding the programs administered by the Office of the President's Chief Operating Officer division? Include any comments about the importance of these programs, the input your campus has regarding programs offered, or anything else that you believe would be useful and relevant to our audit.

OP developing a centralized cyber security course has been a benefit to the campus.

PAGE 9: UC Health (Central / Administrative Services)

Q55: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q56: UC Health If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Coordination and oversight of the academic medical centers and health professional schools across the UC System

Our campus uses or has recently used this service, The quality of this service is exceptional

Medical Supply Chain and Procurement coordination (LSFV)

Our campus uses or has recently used this service, The quality of this service is exceptional

Self Funded and Share Risk Arrangement Health Plans (UC Care/Health Net)

Our campus uses or has recently used this service, The quality of this service is exceptional

Independent analysis of the medical, financial, and public health impacts of proposed health insurance benefit mandates and repeals (CHBRP)

Our campus uses or has recently used this service, The quality of this service is exceptional

Promote and Support Innovations at the UC medical center/ campuses and hospitals to improve quality (CHQI)

Our campus uses or has recently used this service, The quality of this service is good

Q57: If applicable, please list the services not currently offered by the Office of the President's UC Health division that you believe would be useful to campuses.

Respondent skipped this question

Q58: Are any of the services provided to campuses by the Office of the President's UC Health division redundant or partially redundant with regard to functions that are already performed at your campus?

No

Q59: If applicable, please list the services that you feel are redundant, partially redundant, or services that would be better performed locally.

Respondent skipped this question

Q60: Do you have any specific comments that you would like to share regarding the services provided by the Office of the President's UC Health division? Include any comments about the importance of these services, the input your campus has regarding services offered, or anything else that you believe would be useful and relevant to our audit.

Respondent skipped this question

PAGE 10: Government Relations (Central / Administrative Services)

Q61: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q62: Government Relations If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Advocacy for the University at the State and Federal levels

Our campus uses or has recently used this service, The quality of this service is good

Agency partnership management

Our campus uses or has recently used this service, The quality of this service is good

Q63: If applicable, please list the services not currently offered by the Office of the President's Government Relations division that you believe would be useful to campuses.

Respondent skipped this question

Q64: Are any of the services provided to campuses by the Office of the President's Government Relations division redundant or partially redundant with regard to functions that are already performed at your campus?

No

Q65: If applicable, please list the services that you feel are redundant, partially redundant, or services that would be better performed locally.

Respondent skipped this question

Q66: Do you have any specific comments that you would like to share regarding the services provided by the Office of the President's Government Relations division? Include any comments about the importance of these services, the input your campus has regarding services offered, or anything else that you believe would be useful and relevant to our audit.

Respondent skipped this question

PAGE 11: Public Affairs (Central / Administrative Services)

Q67: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q68: Executive Communications and EngagementIf your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Coordinate public engagement events that amplify University-wide priorities, including increased enrollment of California undergraduates and outreach to California high school and community college students

Our campus uses or has recently used this service, The quality of this service is good

Q69: Media RelationsIf your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Respond to media inquires and data requests that affect the University as a whole and its relationships to external stakeholders

Our campus uses or has recently used this service, The quality of this service is exceptional

Q70: Institutional AdvancementIf your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Systemwide policy coordination and oversight for campus volunteer and private support-related matters including allocation of bequests and fundraising initiatives

Our campus uses or has recently used this service, The quality of this service is exceptional

Review and consulatation of specific gift agreements including large gifts, endowed chair agreements, and significant namings

Our campus uses or has recently used this service, The quality of this service is exceptional

Oversight for endowment administration matters (including campus foundation endowments)

Our campus uses or has recently used this service, The quality of this service is exceptional

Systemwide planned giving program administration

Our campus uses or has recently used this service, The quality of this service is exceptional

Q71: Alumni & Constituent AffairsIf your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Coordinate cross-campus alumni and constituent issues

Our campus uses or has recently used this service, The quality of this service is exceptional

Support campus alumni and constituent relations programs by hosting systemwide events and programs

Our campus uses or has recently used this service, The quality of this service is exceptional

Identify and negotiate shared contracts

Our campus uses or has recently used this service, The quality of this service is fair

Coordinate and support legislative and community third-party advocacy

Our campus uses or has recently used this service, The quality of this service is exceptional

Q72: Issues Management, Policy Analysis & Coordination (IMPAC) If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Analyze state legislation impacting UC, develop policy positions, develop responses to legislative and other elected officials' requests for information, and coordinate UC's sponsored legislation process	Our campus uses or has recently used this service, The quality of this service is exceptional
Manage and coordinate systemwide response on key policy issues affecting the University	Our campus uses or has recently used this service, The quality of this service is good

Q73: Marketing Communications If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Systemwide HR/benefits/retiree communications	Our campus uses or has recently used this service, The quality of this service is exceptional
Coordinated communications tools/resources (digital, print, social) supporting systemwide initiatives and policy priorities that campuses leverage and localize	Our campus uses or has recently used this service, The quality of this service is good
Systemwide dissemination of regental/presidential actions that campuses leverage and localize on their channels (digital, print, social)	Our campus uses or has recently used this service, The quality of this service is good

Q74: If applicable, please list the services not currently offered by the Office of the President's Public Affairs division that you believe would be useful to campuses. *Respondent skipped this question*

Q75: Are any of the services provided to campuses by the Office of the President's Public Affairs division redundant or partially redundant with regard to functions that are already performed at your campus? No

Q76: If applicable, please list the services that you feel are redundant, partially redundant, or services that would be better performed locally. *Respondent skipped this question*

Q77: Do you have any specific comments that you would like to share regarding the services provided by the Office of the President's Public Affairs division? Include any comments about the importance of these services, the input your campus has regarding services offered, or anything else that you believe would be useful and relevant to our audit. *Respondent skipped this question*

PAGE 12: Research Innovation and Entrepreneurship (Central / Administrative Services)

Q78: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q79: Research Innovation and Entrepreneurship If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Systemwide patent administration

Our campus uses or has recently used this service, The quality of this service is good

Coordinate research, innovation and entrepreneurship programs

Our campus uses or has recently used this service, The quality of this service is fair

Q80: If applicable, please list the services not currently offered by the Office of the President's Research Innovation and Entrepreneurship division that you believe would be useful to campuses.

The vision, objective and areas for "coordination" are neither obvious nor clearly defined since at a fundamental level, innovation and entrepreneurship and centralized coordination are antithetical concepts.

It is important to note that RI&E division is new and so there is limited experience of any kind working with this division.

Q81: Are any of the services provided to campuses by the Office of the President's Research Innovation and Entrepreneurship division redundant or partially redundant with regard to functions that are already performed at your campus?

Partially

Q82: If applicable, please list the services that you feel are redundant, partially redundant, or services that would be better performed locally.

Respondent skipped this question

Q83: Do you have any specific comments that you would like to share regarding the services provided by the Office of the President's Research Innovation and Entrepreneurship division? Include any comments about the importance of these services, the input your campus has regarding services offered, or anything else that you believe would be useful and relevant to our audit.

Campuses have been working under UC Policy, state statute and federal tax law for many years now. It will be important to ensure that the new RI&E team is informed and knowledgeable regarding all of the policy, legal, tax and regulatory frameworks within which campuses are required to operate for consistency and orderly implementation of directions and initiatives flowing out of RI&E to individual campuses.

It will also be important to ensure that there is alignment between Presidential budgetary mandates, recharge and other financial pass-throughs and costs allocated to individual campuses with respect to RI&E initiatives to ensure that incentives are aligned between campus activities in support of I&E and financial penalties that accrue to campuses from OP for performing these activities .

PAGE 13: Ethics, Compliance and Audit Services (Central / Administrative Services)

Q84: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q85: Ethics, Compliance and Audit Services If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Systemwide Audit Services (in coordination with campus audit departments)	Our campus uses or has recently used this service, The quality of this service is exceptional
Systemwide Cybersecurity Audit Services	Our campus uses or has recently used this service, The quality of this service is exceptional
Systemwide Audit Program Administration (oversight, coordination, guidance, reporting, professional development, technology solutions)	Our campus uses or has recently used this service, The quality of this service is exceptional
Systemwide Compliance Services (in coordination with campus compliance departments)	Our campus uses or has recently used this service, The quality of this service is good
Systemwide Healthcare Compliance Services	Our campus uses or has recently used this service, The quality of this service is good
Systemwide Privacy Compliance Services	Our campus uses or has recently used this service, The quality of this service is fair
Systemwide Research Compliance Services	Our campus uses or has recently used this service, The quality of this service is good
Systemwide Export Control Compliance Services	Our campus uses or has recently used this service, The quality of this service is good
Systemwide Sexual Violence, Sexual Assault and Sexual Harassment Compliance Services	Our campus uses or has recently used this service, The quality of this service is good
Systemwide Compliance Program Administration (oversight, coordination, guidance, reporting, professional development, technology solutions)	Our campus uses or has recently used this service, The quality of this service is good
Systemwide Investigations (in coordination with campuses)	Our campus uses or has recently used this service, The quality of this service is good
Systemwide Coordination and Consultation on Allegations of Improper Governmental Activities	Our campus uses or has recently used this service, The quality of this service is exceptional
Presidential Policy Administration	Our campus uses or has recently used this service, The quality of this service is good
Presidential Delegations of Authority Administration	Our campus uses or has recently used this service, The quality of this service is good

Q86: If applicable, please list the services not currently offered by the Office of the President's Ethics, Compliance and Audit Services division that you believe would be useful to campuses.

Respondent skipped this question

Q87: Are any of the services provided to campuses by the Office of the President's Ethics, Compliance and Audit Services division redundant or partially redundant with regard to functions that are already performed at your campus?

No

Q88: If applicable, please list the services that you feel are redundant, partially redundant, or services that would be better performed locally.

Respondent skipped this question

Q89: Do you have any specific comments that you would like to share regarding the services provided by the Office of the President's Ethics, Compliance and Audit Services division? Include any comments about the importance of these services, the input your campus has regarding services offered, or anything else that you believe would be useful and relevant to our audit.

ECAS has been instrumental in establishing collaborative relationships amongst the ten campuses allowing us to leverage expertise of others. There are numerous venues for the exchange of ideas primarily through cost efficient monthly conference calls

PAGE 14: Agriculture and Natural Resources (Academic / Public Service Programs)

Q90: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q91: Agriculture and Natural Resources If your campus participates or has recently participated in an element of this program, please rate the quality of that element by checking one rating.

UC Cooperative Extension research and extension services	Our campus participates or has recently participated in this program element, The quality of this program element is exceptional
UC Agricultural Experiment Station at UC Berkeley, UC Davis and UC Riverside	Our campus participates or has recently participated in this program element, The quality of this program element is exceptional
Nine Research and Extension Centers located across California	Our campus participates or has recently participated in this program element, The quality of this program element is good
Ten statewide public service programs and institutes	Our campus participates or has recently participated in this program element, The quality of this program element is exceptional
Peer-reviewed journal and extension publications from research directed by ANR researchers	Our campus participates or has recently participated in this program element, The quality of this program element is exceptional
20,000 volunteers delivering statewide programs	Our campus participates or has recently participated in this program element, The quality of this program element is good
Compliance with federal and state government agreements	Our campus participates or has recently participated in this program element, The quality of this program element is exceptional

Q92: Are any of the program elements administered on behalf of campuses by the Office of the President's Agriculture and Natural Resources division redundant or partially redundant with regard to functions that are already performed at your campus? No

Q93: If applicable, please list the program elements that you believe are redundant, partially redundant, or would be better administered locally.

No real redundant programs, ANR programs and services complement our mission.

Q94: Do you have any specific comments that you would like to share regarding the program elements administered by the Office of the President's Agriculture and Natural Resources division? Include any comments about the importance of these program elements, the input your campus has regarding programs offered, or anything else that you believe would be useful and relevant to our audit.

RESPONSE 1: The program elements, both at the campus and at ANR are aligned to our land-grant mission. While the campus does not have direct control over ANR managed programs, we do have a vehicle for input into those programs via representation on the ANR Program Council and via ongoing conversations and joint activities among campus and ANR leaders. Our faculty primarily utilize UCD research and outreach facilities, but in some cases also make use of the REC system managed by ANR. We look forward to increased REC IT and facility updates to broaden their capability and utility as research sites. We place high value on the statewide programs and their volunteer network that makes their work possible, and many faculty have relationships with these programs. Federal and state reporting involves multiple streams of funding, some handled by campus and others by ANR, following a long-established division of responsibilities. At the campus level we work to ensure highest level of compliance and we look forward to further streamlining our related processes to maximize efficiencies.

RESPONSE 2: We enjoy an outstanding relationship with ANR and greatly appreciate the partnership to advance our land-grant mission and to serve the citizens of California.

PAGE 15: Office of the National Labs (Academic / Public Service Program)

Q95: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q96: Office of the National LabsIf your campus participates or has recently participated in a program, please rate the quality of that program by checking one rating.

Respondent skipped this question

Q97: Are any of the elements of this program administered on behalf of campuses by the Office of the President's Office of the National Labs division redundant or partially redundant with regard to functions that are already performed at your campus? No

Q98: If applicable, please list the elements of this program that you believe are redundant, partially redundant, or would be better administered locally.

NA

Q99: Do you have any specific comments that you would like to share regarding the program administered by the Office of the President's Office of the National Labs division? Include any comments about the importance of these programs, the input your campus has regarding programs offered, or anything else that you believe would be useful and relevant to our audit.

NA

PAGE 16: Chief Investment Officer (Central / Administrative Service)

Q100: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q101: Chief Investment Officer If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Management of an investment portfolio of retirement, endowment and cash funds

Our campus uses or has recently used this service, The quality of this service is good

Q102: If applicable, please list the services not currently offered by the Office of the President's Chief Investment Officer division that you believe would be useful to campuses.

Regular discussions on performance returns and future expectations would be helpful to the campus foundations and their boards. Quarterly investment calls would be helpful as would reestablishing the annual Foundation Investment Forum.

Q103: Is the service provided to campuses by the Office of the President's Chief Investment Officer division redundant or partially redundant with regard to functions that are already performed at your campus? Partially

Q104: If applicable, please list the elements of the service that you feel are redundant, partially redundant, or services that would be better performed locally.

The campus uses four different investment vehicles - there is understandably some duplication/redundancy in investments.

Q105: Do you have any specific comments that you would like to share regarding the service provided by the Office of the President's Chief Investment Officer division? Include any comments about the importance of these services, the input your campus has regarding services offered, or anything else that you believe would be useful and relevant to our audit.

The campus foundations would welcome more interaction and discussion with the CIO's key investment managers.

The GEP should report a single return for its GEP composite and GEP campus foundation returns.

PAGE 17: Office of General Counsel (Central / Administrative Services)

Q106: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q107: Office of General Counsel If your campus uses or has recently used a service, please rate the quality of that service by checking one rating.

Systemwide legal services on business transactions and land use

Our campus uses or has recently used this service, The quality of this service is exceptional

Systemwide legal services on educational affairs and campus services

Our campus uses or has recently used this service, The quality of this service is good

Systemwide legal services on health law and medical center services

Our campus uses or has recently used this service, The quality of this service is exceptional

Systemwide legal services on litigation, labor and employment

Our campus uses or has recently used this service, The quality of this service is exceptional

Systemwide legal services on governance and compliance

Our campus uses or has recently used this service, The quality of this service is exceptional

Q108: If applicable, please list the services not currently offered by the Office of the President's Office of General Counsel division that you believe would be useful to campuses.

More in house litigation

Q109: Are any of the services provided to campuses by the Office of the President's Office of General Counsel division redundant or partially redundant with regard to functions that are already performed at your campus?

Partially

Q110: If applicable, please list the services that you feel are redundant, partially redundant, or services that would be better performed locally.

Respondent skipped this question

Q111: Do you have any specific comments that you would like to share regarding the services provided by the Office of the President's Office of General Counsel division? Include any comments about the importance of these services, the input your campus has regarding services offered, or anything else that you believe would be useful and relevant to our audit.

Respondent skipped this question

Q112: Please provide the name, title, and email address of the subject matter expert who provided the answers for this section.

Name

Q113: Academic Senatelf your campus participates or has recently participated in a program, please rate the quality of that program by checking one rating.

Academic policy decisions, analysis and coordination for all campuses

Our campus participates or has recently participated in this program, The quality of this program is exceptional

Q114: Are any of the elements of this program administered on behalf of campuses by the Office of the President's Academic Senate division redundant or partially redundant with regard to functions that are already performed at your campus?

No

Q115: If applicable, please list the elements of this program that you believe are redundant, partially redundant, or would be better administered locally.

Respondent skipped this question

Q116: Do you have any specific comments that you would like to share regarding the program administered by the Office of the President's Academic Senate division? Include any comments about the importance of these programs, the input your campus has regarding programs offered, or anything else that you believe would be useful and relevant to our audit.

The systemwide Academic Senate is critically important. It represents the voice of the faculty in shared governance at UC. Apart from its contribution to policy at UCOP, it coordinates input received from the ten campus divisional Senates and synthesizes that input to provide in response to consultation requests or in order to make decisions regarding Senate areas of responsibilities. This is a high-functioning unit which "punches above its weight" as UCOP-level unit.

PAGE 19: Conclusion

Q117: Are there any additional comments or information that you would like to provide that would be useful and relevant to our audit?

Respondent skipped this question