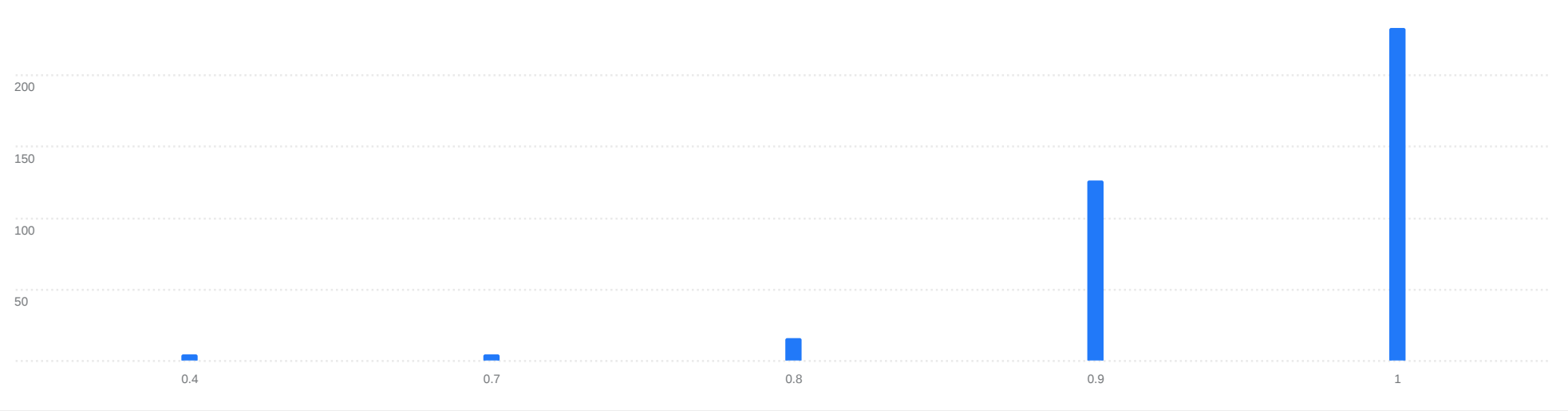
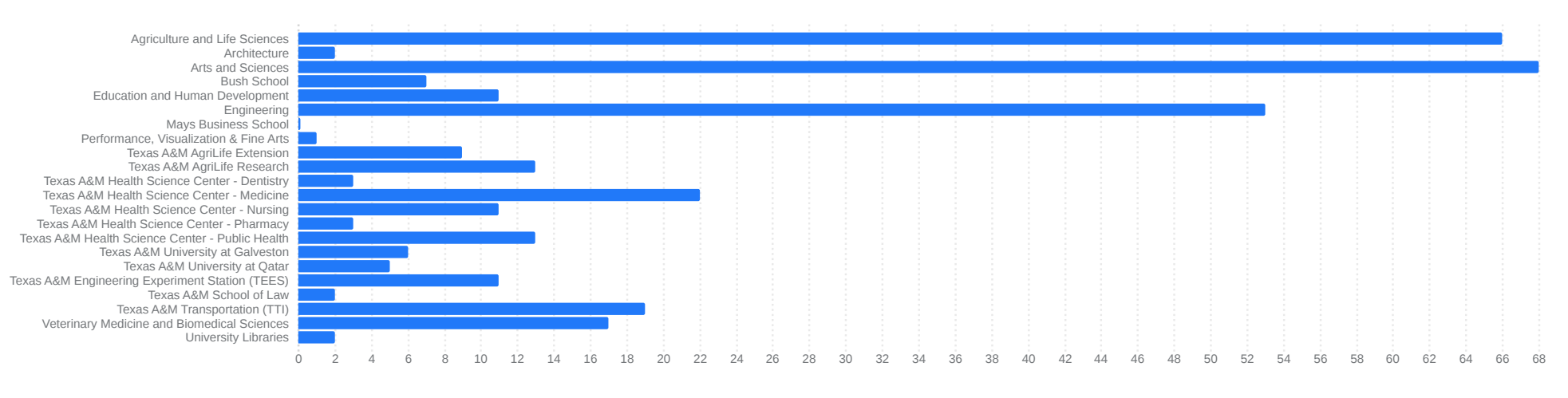


Q_RecaptchaScore 383 ⓘ



Section 1.1 College/School/Unit Affiliation 344 ⓘ



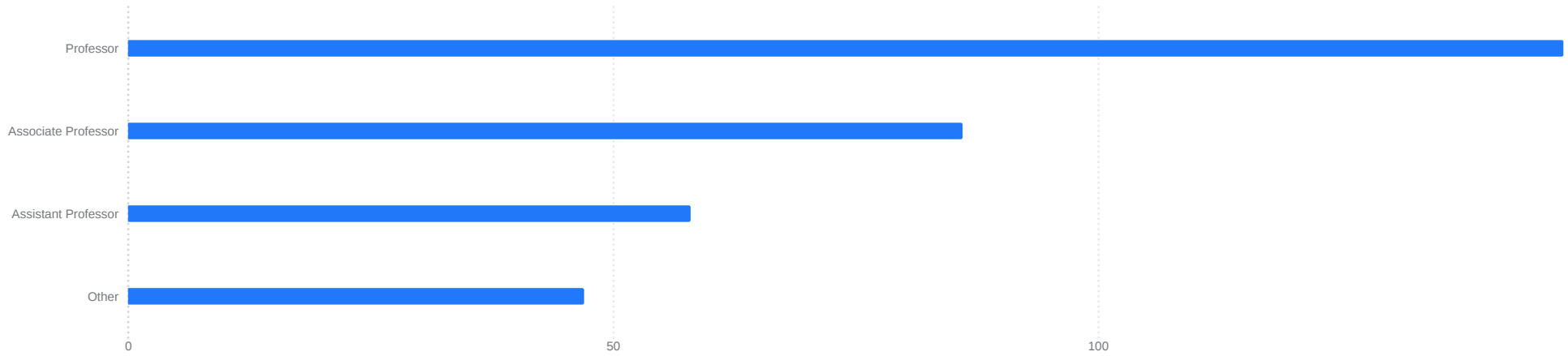
Section 1.1 College/School/Unit Affiliation 344 ⓘ

Q5 - Section 1.1 College/School/Unit Affiliation	Percentage	Count
Agriculture and Life Sciences	19%	66
Architecture	1%	2
Arts and Sciences	20%	68
Bush School	2%	7
Education and Human Development	3%	11
Engineering	15%	53
Mays Business School	0%	0
Performance, Visualization & Fine Arts	0%	1
Texas A&M AgriLife Extension	3%	9
Texas A&M AgriLife Research	4%	13
Texas A&M Health Science Center - Dentistry	1%	3
Texas A&M Health Science Center - Medicine	6%	22
Texas A&M Health Science Center - Nursing	3%	11
Texas A&M Health Science Center - Pharmacy	1%	3
Texas A&M Health Science Center - Public Health	4%	13
Texas A&M University at Galveston	2%	6
Texas A&M University at Qatar	1%	5
Texas A&M Engineering Experiment Station (TEES)	3%	11
Texas A&M School of Law	1%	2
Texas A&M Transportation (TTI)	6%	19
Veterinary Medicine and Biomedical Sciences	5%	17
University Libraries	1%	2

Section 1.1 College/School/Unit Affiliation 344 ⓘ

Section 1.1 College/School/Unit Affiliation	Average	Minimum	Maximum	Count
Agriculture and Life Sciences	3.00	3.00	3.00	66
Architecture	4.00	4.00	4.00	2
Arts and Sciences	8.00	8.00	8.00	68
Bush School	5.00	5.00	5.00	7
Education and Human Development	6.00	6.00	6.00	11
Engineering	7.00	7.00	7.00	53
Mays Business School	-	-	-	0
Performance, Visualization & Fine Arts	15.00	15.00	15.00	1
Texas A&M AgriLife Extension	2.00	2.00	2.00	9
Texas A&M AgriLife Research	1.00	1.00	1.00	13
Texas A&M Health Science Center - Dentistry	12.00	12.00	12.00	3
Texas A&M Health Science Center - Medicine	23.00	23.00	23.00	22
Texas A&M Health Science Center - Nursing	24.00	24.00	24.00	11
Texas A&M Health Science Center - Pharmacy	25.00	25.00	25.00	3
Texas A&M Health Science Center - Public Health	26.00	26.00	26.00	13
Texas A&M University at Galveston	16.00	16.00	16.00	6
Texas A&M University at Qatar	17.00	17.00	17.00	5
Texas A&M Engineering Experiment Station (TEES)	18.00	18.00	18.00	11
Texas A&M School of Law	22.00	22.00	22.00	2
Texas A&M Transportation (TTI)	19.00	19.00	19.00	19
Veterinary Medicine and Biomedical Sciences	20.00	20.00	20.00	17
University Libraries	21.00	21.00	21.00	2

Section 1.2. Rank 339 ⓘ



Section 1.2. Rank 339 ⓘ

Q6 - Section 1.2. Rank - Selected Choice	Percentage	Count
Professor	44%	148
Associate Professor	25%	86
Assistant Professor	17%	58
Other	14%	47

Section 1.2. Rank 339 ⓘ

Section 1.2. Rank	Average	Minimum	Maximum	Count
Professor	1.00	1.00	1.00	148
Associate Professor	2.00	2.00	2.00	86
Assistant Professor	3.00	3.00	3.00	58
Other	4.00	4.00	4.00	47

Section 1.2. Rank: Other ⓘ

They changed our titles none apply

Center Director

Associate Research Scientist

Research Scientist

Research Scientist

Research Engineer

Assistant Research Scientist

Instructional Assistant Professor

Professor Of The Practice

Research Scientist

Center Director

Associate Research Scientist

gave up tenure as full professor, now staff

Instructional Assistant Professor

Extension Program Specialist

Research Associate Professor

Research Scientist

Senior Research Scientist

Research assistant professor

Research Engineer

Program Specialist

Senior Research Engineer

Assistant Research Scientist

Staff

Research Scientist

Assistant Research Engineer

Research Professor

Researcher

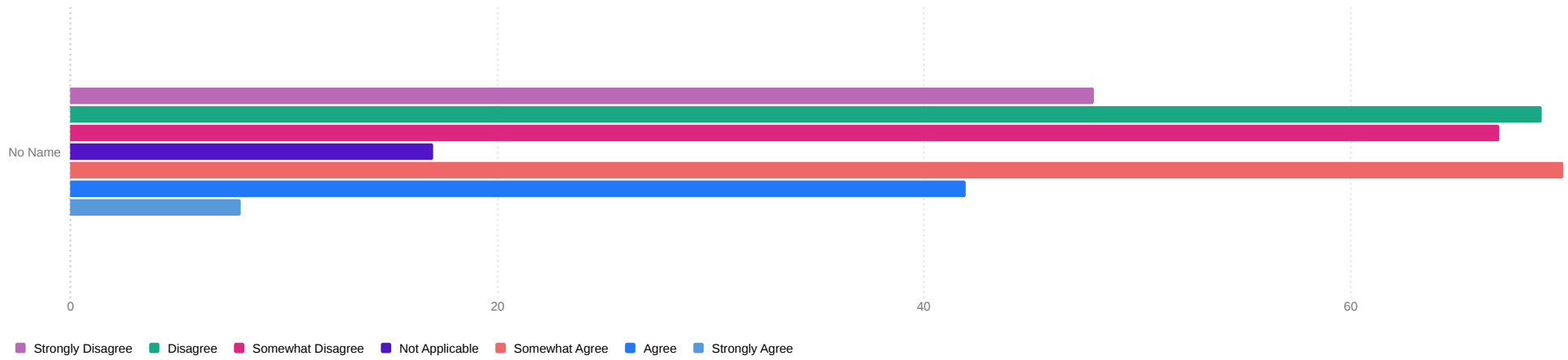
Associate Research Scientist

Research Scientist

Research Scientist

Clinical Asst. Prof

Section 2.1. There is sufficient seed funding available to support novel concepts or ideas. 321 ⓘ



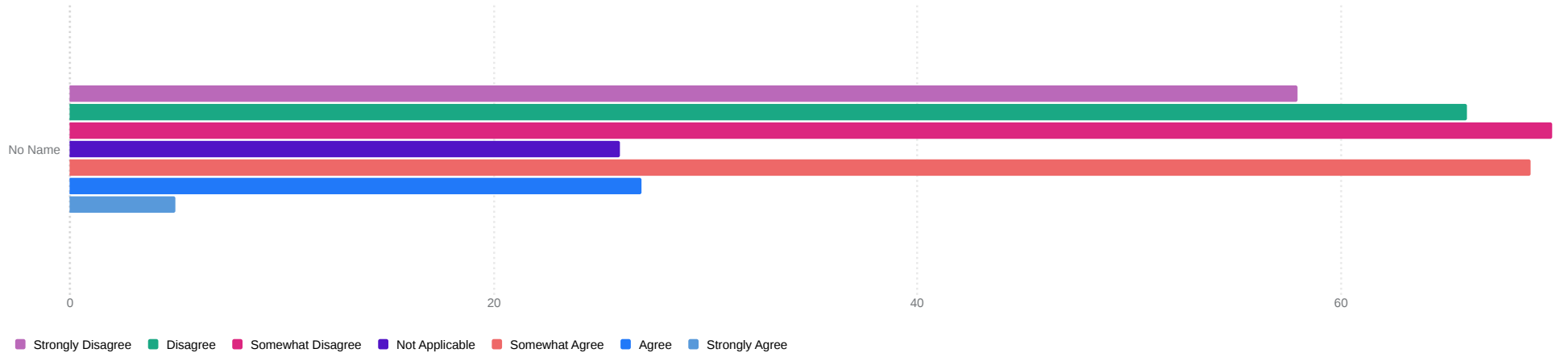
Section 2.1. There is sufficient seed funding available to support novel concepts or ideas. 321 ⓘ

Section 2.1. There is sufficient seed funding available to support novel co...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	48	69	67	17	70	42	8

Section 2.1. There is sufficient seed funding available to support novel concepts or ideas. 321 ⓘ

Section 2.1. There is sufficient seed funding available to support novel co...	Average	Minimum	Maximum	Count
No Name	11.47	9.00	15.00	321

Section 2.2. The process for obtaining seed funding is transparent. 321 ⓘ



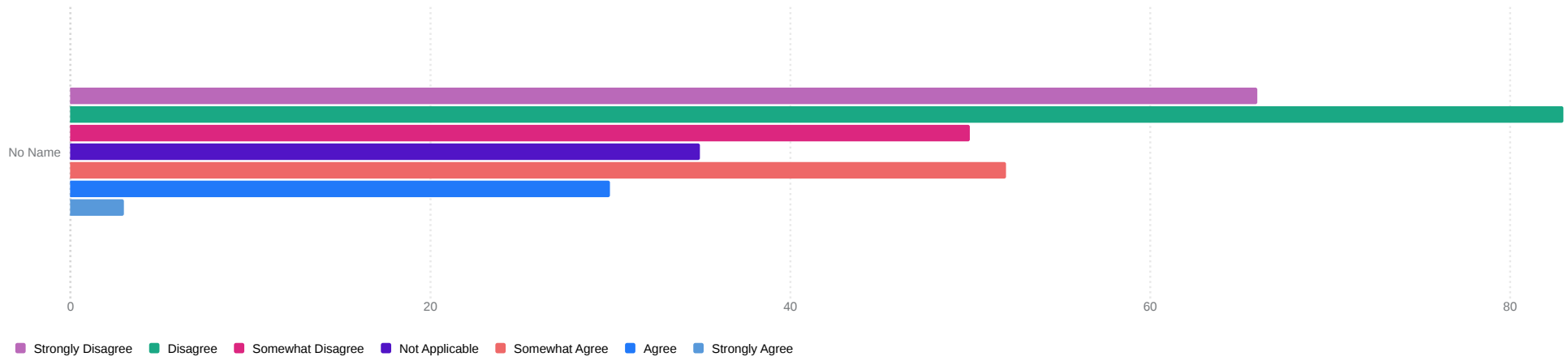
Section 2.2. The process for obtaining seed funding is transparent. 321 ⓘ

Section 2.2. The process for obtaining seed funding is transparent.	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	58	66	70	26	69	27	5

Section 2.2. The process for obtaining seed funding is transparent. 321 ⓘ

Section 2.2. The process for obtaining seed funding is transparent.	Average	Minimum	Maximum	Count
No Name	11.26	9.00	15.00	321

Section 2.3. There is "bridge" funding available to assist PIs to bridge gaps between funded proposals. 319 ⓘ



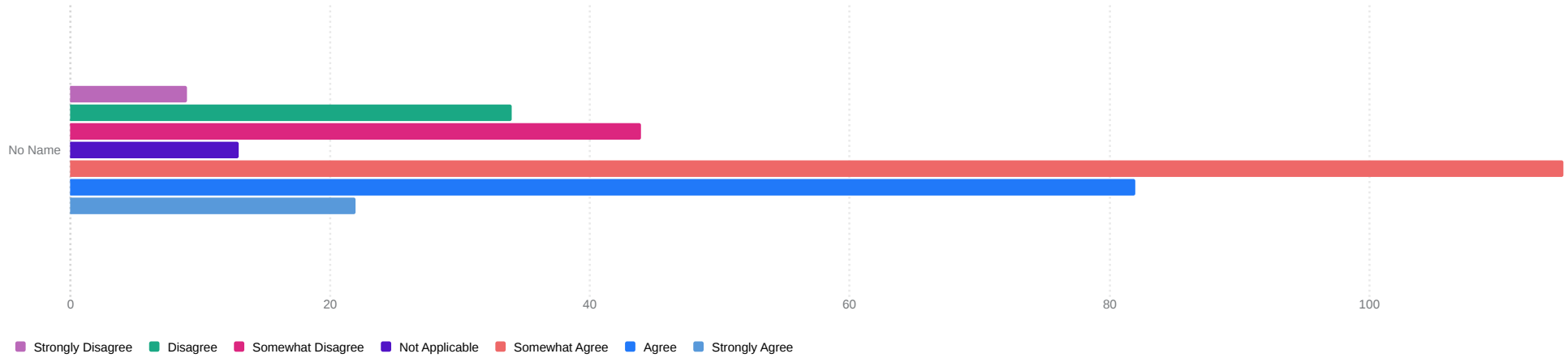
Section 2.3. There is "bridge" funding available to assist PIs to bridge gaps between funded proposals. 319 ⓘ

Section 2.3. There is "bridge" funding available to assist PIs to bridge ga...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	66	83	50	35	52	30	3

Section 2.3. There is "bridge" funding available to assist PIs to bridge gaps between funded proposals. 319 ⓘ

Section 2.3. There is "bridge" funding available to assist PIs to bridge ga...	Average	Minimum	Maximum	Count
No Name	11.08	9.00	15.00	319

Section 2.4. I have opportunities for team building and networking to enhance my research program(s). 319 ⓘ



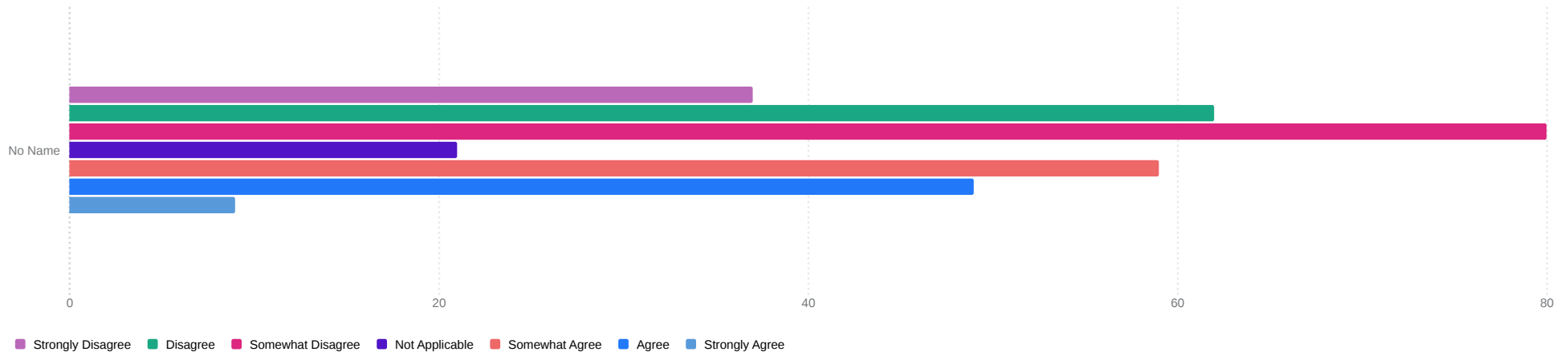
Section 2.4. I have opportunities for team building and networking to enhance my research program(s). 319 ⓘ

Section 2.4. I have opportunities for team building and networking to enhan...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	9	34	44	13	115	82	22

Section 2.4. I have opportunities for team building and networking to enhance my research program(s). 319 ⓘ

Section 2.4. I have opportunities for team building and networking to enhan...	Average	Minimum	Maximum	Count
No Name	12.65	9.00	15.00	319

Section 2.5. There is assistance available to establish and maintain collaborations within and across colleges. 317 ⓘ



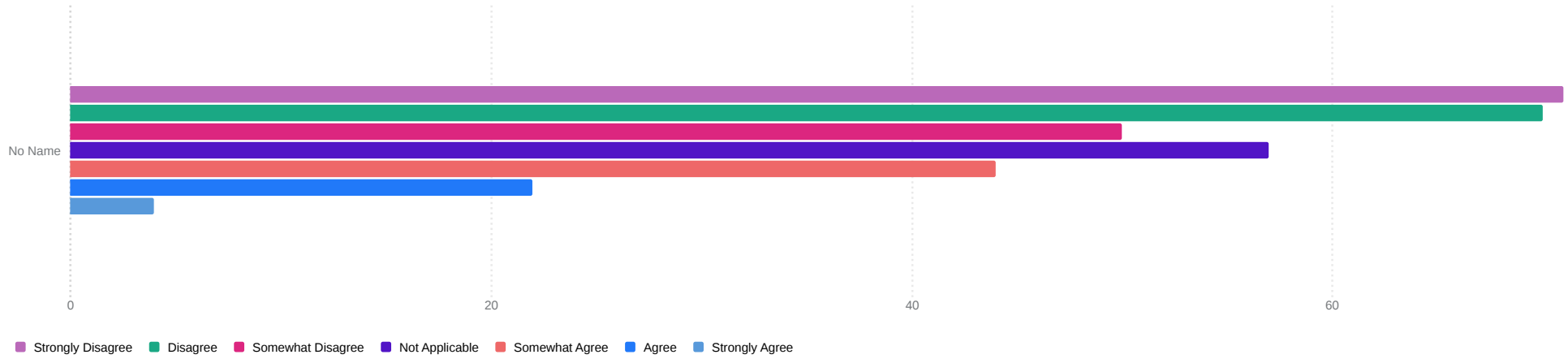
Section 2.5. There is assistance available to establish and maintain collaborations within and across colleges. 317 ⓘ

Section 2.5. There is assistance available to establish and maintain collaborations within and across colleges.	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	37	62	80	21	59	49	9

Section 2.5. There is assistance available to establish and maintain collaborations within and across colleges. 317 ⓘ

Section 2.5. There is assistance available to establish and maintain collaborations within and across colleges.	Average	Minimum	Maximum	Count
No Name	11.59	9.00	15.00	317

Section 2.6. There is sufficient support to establish and maintain international collaborations. 318 ⓘ



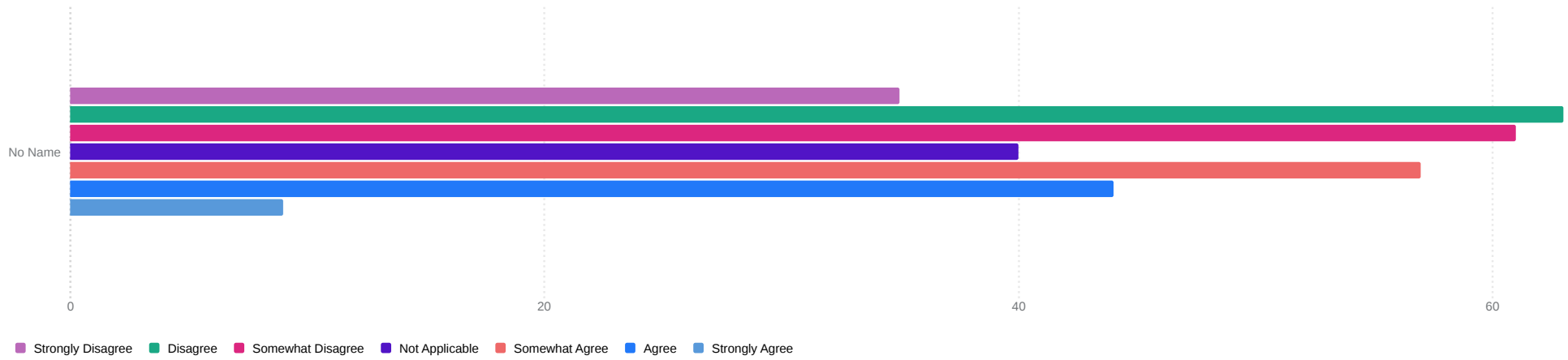
Section 2.6. There is sufficient support to establish and maintain international collaborations. 318 ⓘ

Section 2.6. There is sufficient support to establish and maintain internat...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	71	70	50	57	44	22	4

Section 2.6. There is sufficient support to establish and maintain international collaborations. 318 ⓘ

Section 2.6. There is sufficient support to establish and maintain internat...	Average	Minimum	Maximum	Count
No Name	11.05	9.00	15.00	318

Section 2.7. Core facilities are straightforward to identify. 309 ⓘ



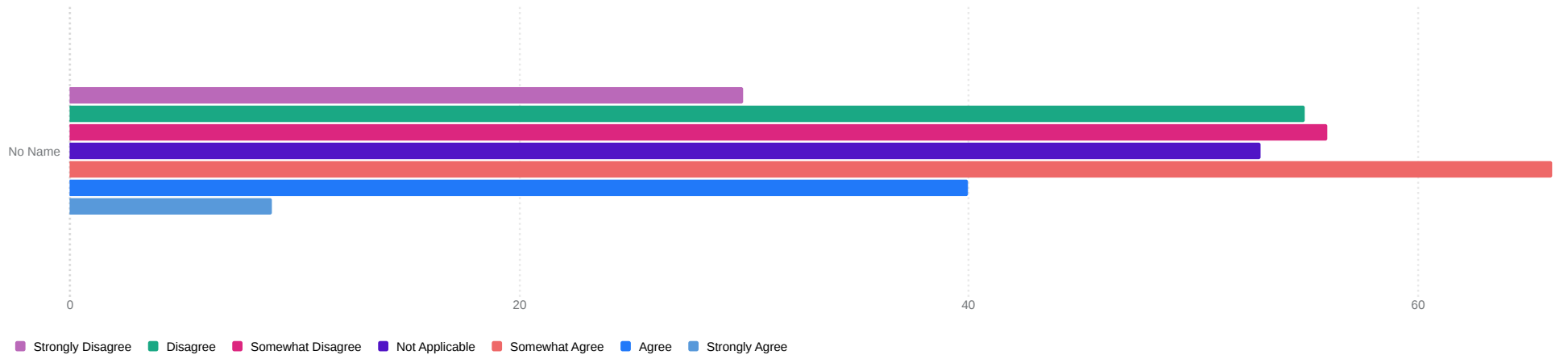
Section 2.7. Core facilities are straightforward to identify. 309 ⓘ

Section 2.7. Core facilities are straightforward to identify.	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	35	63	61	40	57	44	9

Section 2.7. Core facilities are straightforward to identify. 309 ⓘ

Section 2.7. Core facilities are straightforward to identify.	Average	Minimum	Maximum	Count
No Name	11.61	9.00	15.00	309

Section 2.8. Core facilities are straightforward to access. 309 ⓘ



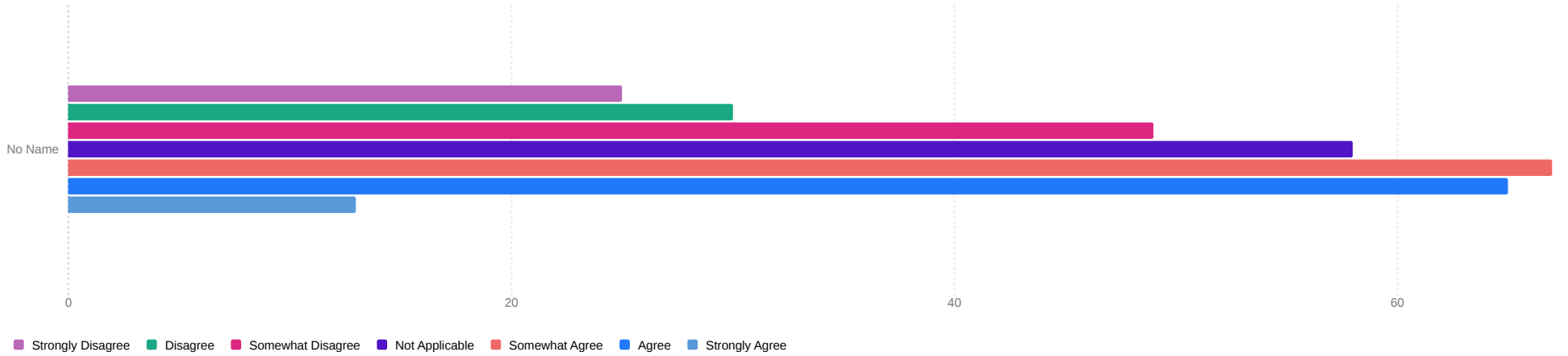
Section 2.8. Core facilities are straightforward to access. 309 ⓘ

Section 2.8. Core facilities are straightforward to access.	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	30	55	56	53	66	40	9

Section 2.8. Core facilities are straightforward to access. 309 ⓘ

Section 2.8. Core facilities are straightforward to access.	Average	Minimum	Maximum	Count
No Name	11.73	9.00	15.00	309

Section 2.9. There are appropriate core facilities available on campus to support my research needs. 307 ⓘ



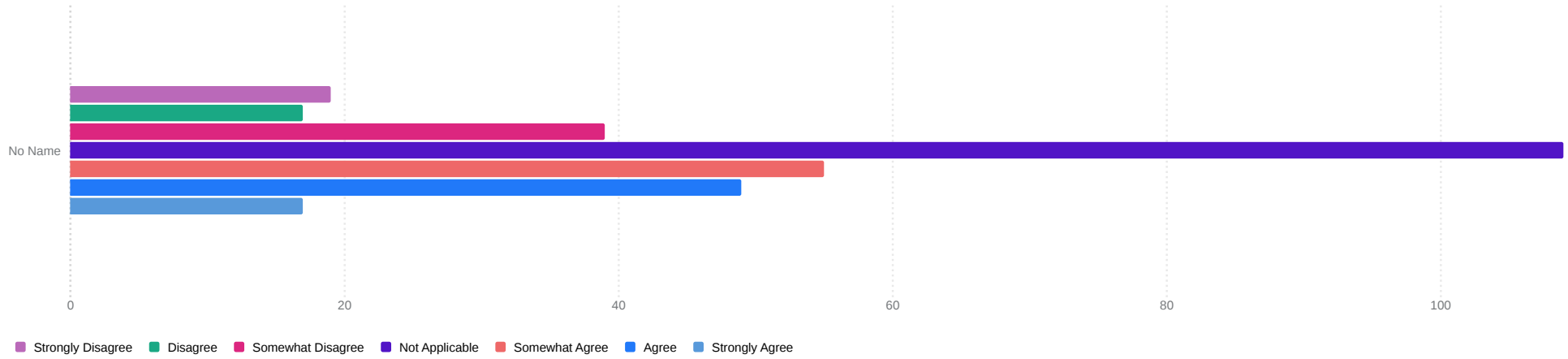
Section 2.9. There are appropriate core facilities available on campus to support my research needs. 307 ⓘ

Section 2.9. There are appropriate core facilities available on campus to s...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	25	30	49	58	67	65	13

Section 2.9. There are appropriate core facilities available on campus to support my research needs. 307 ⓘ

Section 2.9. There are appropriate core facilities available on campus to s...	Average	Minimum	Maximum	Count
No Name	12.17	9.00	15.00	307

Section 2.10. The fees for core facilities are appropriate and competitive with other service centers that I am familiar with. 305 ⓘ



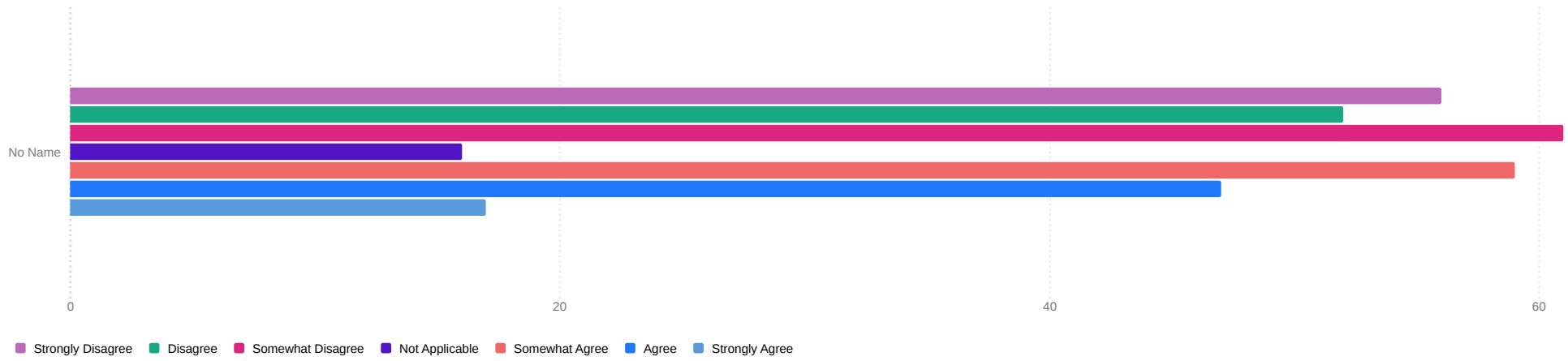
Section 2.10. The fees for core facilities are appropriate and competitive with other service centers that I am familiar with. 305 ⓘ

Section 2.10. The fees for core facilities are appropriate and competitive...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	19	17	39	109	55	49	17

Section 2.10. The fees for core facilities are appropriate and competitive with other service centers that I am familiar with. 305 ⓘ

Section 2.10. The fees for core facilities are appropriate and competitive...	Average	Minimum	Maximum	Count
No Name	12.24	9.00	15.00	305

Section 2.11. There is sufficient administrative support for proposal preparation in my unit. 308 ⓘ



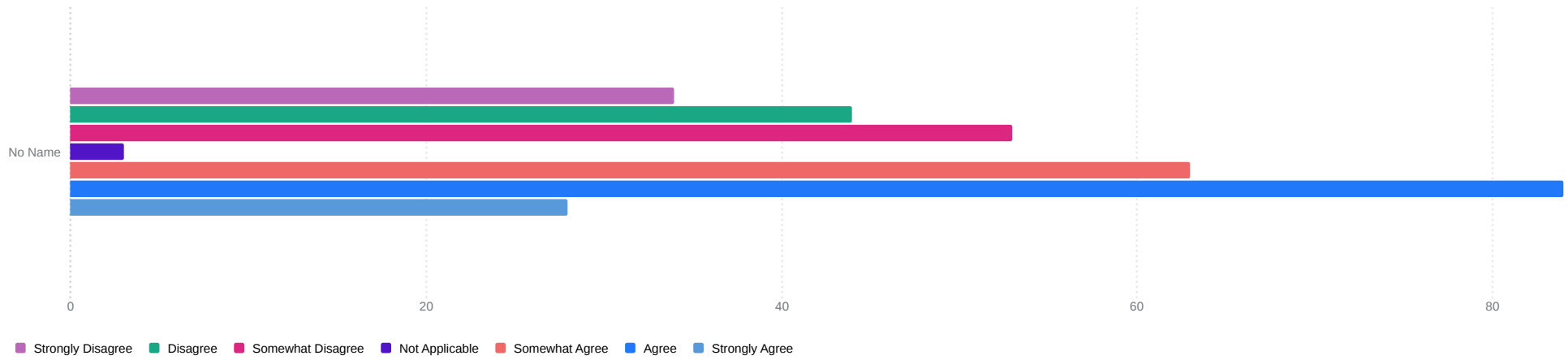
Section 2.11. There is sufficient administrative support for proposal preparation in my unit. 308 ⓘ

Section 2.11. There is sufficient administrative support for proposal prepa...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	56	52	61	16	59	47	17

Section 2.11. There is sufficient administrative support for proposal preparation in my unit. 308 ⓘ

Section 2.11. There is sufficient administrative support for proposal prepa...	Average	Minimum	Maximum	Count
No Name	11.58	9.00	15.00	308

Section 2.12. There is sufficient administrative support for proposal preparation from SRS. 309 ⓘ



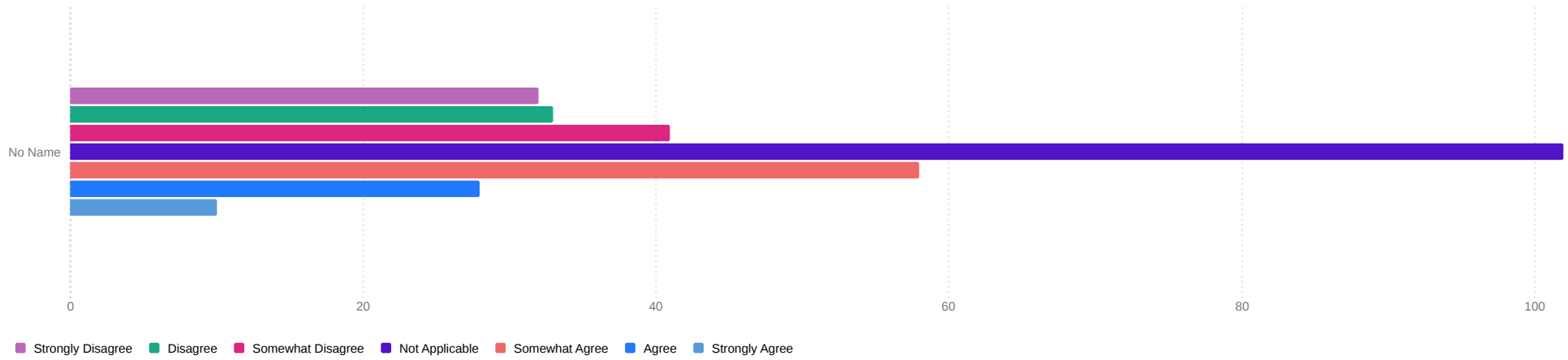
Section 2.12. There is sufficient administrative support for proposal preparation from SRS. 309 ⓘ

Section 2.12. There is sufficient administrative support for proposal prepa...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	34	44	53	3	63	84	28

Section 2.12. There is sufficient administrative support for proposal preparation from SRS. 309 ⓘ

Section 2.12. There is sufficient administrative support for proposal prepa...	Average	Minimum	Maximum	Count
No Name	12.23	9.00	15.00	309

Section 2.13. There are resources available to support the preparation of large multi-investigator awards (e.g., T32, U, or P). 304 ⓘ



Section 2.13. There are resources available to support the preparation of large multi-investigator awards (e.g., T32, U, or P). 304 ⓘ

Section 2.13. There are resources available to support the preparation of l...

	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	32	33	41	102	58	28	10

Section 2.13. There are resources available to support the preparation of large multi-investigator awards (e.g., T32, U, or P). 304 ⓘ

Section 2.13. There are resources available to support the preparation of l...	Average	Minimum	Maximum	Count
No Name	11.81	9.00	15.00	304

I would like to get the information about these resources, what they do and how I can work with them

Proposal development

I have not been made aware of resources related with large multi-investigator awards...I think a good starting point would be to ensure faculty are made aware of these resources.

If these resources exist, visibility would be first. Sharing with faculty that there are resources and how to access/utilize them would be a great start.

Accounts to charge time to, Biz Dev training

Graphic designer to help with figures. Also someone to help students apply to fellowships including NSF GRFP.

There is a need for long-term access and support for computing facility to analyze large sensitive data.

An explanation of what awards you are referencing...

Resources available to everyone rather than a few.

Better service, enough personal to provide assistance, more facilities, lower fees

What are these examples? e.g., T32, U, or P ; How can you expect us to know all these acronyms.

graphics support lacking

support to prepare tables and to develop boilerplate sections (institutional resources, institutional letters, etc) for T32 proposals

Proposal preparation support locally (since this is agency and discipline specific). None of these resources are curated on a website or even listed as services appropriate for a large university this size.

administrative assistants.

1. A grants coordinator in our department with specialized training. 2. SRS staff with knowledge about NIH and human subjects research, 3. Scientific support for early career investigators (mentorship, review, examples shared), 4. Community/stakeholder engagement (or at least support for PIs to engage these essential populations for NIH funding).

Researchers with experience in getting these proposals funded being hired by and retained by TAMU.

Dedicated staff that is easy to access for assistance.

Well, there does appear to be support for SOME PIs - just not all of us. Even help with relatively simple things like getting all the PIs biosketches, C&P and COI forms in the correct format would be really helpful.

seed grants, streamlined and transparent support

Administrative support to coordinate collaborations between different units and prepare grant applications

Less flack when last minute opportunities arise; help with budget justifications (there is almost ZERO help on these except checking totals and miscellaneous formatting); SRS personnel appear to be OVERLOADED (maybe that is my perception) this leads to possible mistakes and frustration on both sides; clear and transparent rules; updated website with contact info and resources;

I have had extreme lags in post-awards in particular, such as contract negotiation and IRB

A staff person dedicated to grant prep

Compliant computing that allows for analysis of sensitive data. Vidal is a prototype system now, but may go away which will be a problem.

Dedicated staff for the identification, writing and costing of proposals

A more hands-on proactive and engaging approach from SRS to facilitate and foster proposal development. This probably means MORE PERSONNEL AND FEWER PROPOSALS PER SRS STAFF PERSON, as well as a change in MO ... to not only allow but encourage, facilitate and expedite proposal development.

More time from SRS to get the budget and other documents back sooner for questions and changes.

Administrator support for proposal preparation; incentives to get researchers together to initiate these proposals; SRS with knowledge of these proposals.

Help with graphics

course release, a true technical writer, graphic artist

I would put strongly agree for 2.11 but that is only because one person is doing way too much in order to provide strong support. If we could get more people in our research office that would be incredibly helpful.

Transparency in the use of idc at college/TAMUG level

Professional reviewers who can help improve not only the proposal structure but also persuasive arguments

More support for the acquisition of more grants

Proposal preparation funding available for all TAMU PIs an Co-PIs

Ensuring faculty and leadership are aware of the resources and they are available to all colleges and not just the mega-colleges

The proposal support from Dr. Pathikonda is excellent. Several success stories in MSEN

It would be good to have people who are at least somewhat capable of understanding what science is and what research entails. More than material resources, it would help to have the human resources cooperate with any sort of developmental activities.

Department/college level coordination committee, online portals to identify collaborators and available resources

People - knowledgeable, accessible people NOT SOFTWARE. Not newbies - veterans. Find some.

SRS personnel are overloaded and dont generally have bandwidth for a lot

More training for those off campus, better integration between teaching, research and extension. Instead of us all competing for the same space and money, we should be more unified in what we do. To do that more than one representative from departments need to be more engaged with others.

The support from sponsored resources gets worse every year. Everyone in my department who can goes outside for grant processing to avoid them (which costs TAMU massive amounts overhead). After receiving money from grants, they constantly mess up and slow down actual research processes. I have tried to work on an international grant. I was approved to do so but then had to keep going through approvals eventually getting stuck from actually doing research.

These type of grants often require institutional "buy in." A T31/32 would require institution to guarantee funding (matching funds) and the level of institutional student support I have not seen available here. If the grant is requesting 5-6 slots, would the university provide funds to match another 3-4 students?

Significant improvement to reduce administrative bureaucracy in SRS related to support budget related activities during the project period. Too much hair-splitting related to how can and cannot spend the research \$ that we work hard to get!

Consults on proposal pitches and guidance on navigating these conversations, duas, mtas, document templates, admin support for collecting administrative proposal docs.

I would like to have the administration out of my hair.

Mostly just better networking, but I also do weird things so it might just be me.

More proactive resources that may contribute to the strategic preparation of the proposal rather than just the text editing and art work.

Grant writers who can assist in taking current and preexisting proposals and helping with broader application to improve likelihood and amounts of grants received. I have also asked for assistance with seeking and identifying additional funders to no avail.

easier access to support staff to collect data for tables and other University-wide data. PI should not be responsible for getting every College or School Dean o board with the distribution of IDC etc. VPR/Agrilife should make those conversations easier and more transparent. Intuitional support should not be relying so heavily on Departments

Space, well equipped to conduct human subject research; infrastructure for recruiting human participants

Professional grant writers and editors to help us write/edit proposals

These services do nothing to help build the proposal like they are intended to do...all these services do is keep track of our effort instead of actually performing real meaningful tasks...way before my time these services would put / write the supplemental parts..we should have more people who are paid to help secure these grants

Incentives to work across campuses.

Proposal support in school's research office increase; currently there is ONE person submitting multiple projects a week.

There are resources available for large multi-investigator awards but the quality is not acceptable. I swore off trying for multi-PI or large-scale centers because there was high turnover in staff and because the staff were at time resistant to listening to my needs. This includes TEES and VPR

Dedicated staff who have actual time to work with PIs, not just send out emails telling them what is on the to-do list.

Our unit does not have ANY support for proposal preparation. Just last week we were made aware of an AgriLife unit to help with large multi-million, multi-institutional proposal preparation/networking.

More efficient help from SRS.

There is a huge issue with these grants: since you must have collaborators from outside the college this makes it impossible for, say, a mathematician to get a grant with a biologist. On the other hand a mathematician can get a grant with a computer scientist or engineer, since they happen to be in different colleges. Why should one be encouraged over the other? Remove these barriers.

We receive the list of RFPs available but one week before the deadline and/or without any kind of filtering. It would be great to have the RFPs sent in advance so we can plan the proposals. Also, maybe some kind of targeting, not receiving all available. Many of the proposals require a series of other documentation that are somewhat difficult to obtain.

I would like to see better and more frequent communication from SRS. I know of several instances where PI's proposals were delayed or submitted at the very last minute due to slow response from SRS. I also would like more clarity on support for fellowships and proposals to foundations. I was told last year that SRS wouldn't support my application for an extremely prestigious fellowship because it wasn't to a federal agency.

Overall I am happy with core facilities. The support should continue and improved. The university should not waste funds to support individual faculty labs which might be often underutilized. The research scientist support for core facilities can be increased. RDF funding MUST BE increased. It has reduced significantly in the last 2 years. When it was first established, it was very good. Now the amount of funding allocated for RDF is extremely low.

A research proposal writing center, where PI can come in bring their ideas and a professional grant writer can help with the actual writing with the proper language and organization of documents.

Less resources and more people working at SRS who are knowledgeable and competent.

a modern responsive and responsible sequencing core.

Much improved communication is needed; web site access; newsletter updates; much better leadership coming from the Department.

Course buyouts for faculty pursuing center-level proposals. The current support is very inconsistent in this regard, despite the university strongly pushing for more of these. It takes money to make money. :)

More funding for administrative staff who are dedicated to large (T32, U, P) proposal preparation for the individual units.

Raised awareness around the proposal preparation support that is available including communication to SRS, who can direct PIs with large proposals to proposal assistance. Raised awareness to DHs about providing time to prepare big proposals and open support from the Dean(s) for this.

Help compiling and completing paperwork. It takes more time to coordinate biosketches, COI, etc... than it does to write a proposal sometimes. When budgeting on the front end of a proposal items are included as 'other' or 'supplies' or even 'equipment' but then when it is time to spend money there are issues because things should have been budgeted differently. This also takes an extraordinary amount of time to sort out.

Dedicated Business Development and Proposal/Grant Writing staff. Instead of just identifying opportunities and providing templates, we desperately need staff and more funding to support proposal preparation/writing.

The law school needs a person to specifically help coordinate grants, aid in seeking funding, and assist in application process and find ways to have more collaboration with TAMU and the Law School. Additionally, having a sound grant management system for recording grant outcomes and preparation for grant reports is needed.

Other institutions have a position dedicated to this. Identifying opportunities and initiating teams with the advice on how to use skill sets and combinations of same to win awards. We should have that.

I am a College of Engineering faculty on the Galveston Campus and would like to see more investment in research infrastructure related to field work on that campus since (on the research side) it is the main distinctive feature of the campus that makes it unique and gives TAMU an edge: direct access to bay and gulf waters.

Help finding and organizing much of the historical data needed for training grants, partial salary support to incentivize the PIs that spend considerable time and effort organizing and submitting these proposals. Opportunities to submit for seed funding support to gather preliminary data needed to put together a competitive multi investigator programmatic grant proposal. This is particularly important if the team crossed departmental or college/school boundaries.

U and P awards need seed funding for data generation.

Depends on what one classifies as being "large multi-investigator awards". To me \$5 million or more is "large". To answer your question, which proportion of submitted grant proposals that are multi-disciplinary and which have proposed budgets \geq \$5 million receive "resources available to support the preparation ..."? If the answer is less than 25-33% then the resources to support the development of such grants are not readily available. More importantly, which proportion of grant proposals with budgets \geq \$ million actually request resources to help to develop such proposals? If the answer is less than 25-33%, then you have a major problem in terms of perceived relevance in helping faculty to improve their science by helping to improve their grant competitiveness.

Mentoring, workflows, etc. There is only so much one can learn from seminars/workshops. There is not enough mentoring

stability in SRS, more assistance with budget creation, budget justification

I don't know what is available. It is hard to find out what is available. I would like to see support for interdisciplinary meetings, for identifying potential collaborators, for identifying relevant collaborative initiatives.

Not one person in the VPRs office has any experience with successfully competing for grants (at least in the last not recently). Need qualified people in the VPR office.

Basically, this is a case of the tail wagging the dog: Technicians ordering up material somewhat thoughtlessly. The T32 team is a good example.

More support staff for SRS and more support for T32 proposal development and programs

These would vary enormously between disciplines and I would worry about resources going on what might be merely a whim

More transparency in identifying exactly what resources are available and who to contact.

Maybe site with all information available and all all help which is available.

Currently there is no support for proposal preparation in my department. Working with SRS is difficult because the turnover there is very high.

When I asked for help on an I/UCRC I was turned down because there wasn't enough indirect for the University on an I/UCRC project to make it worth while to help the PI. I/UCRC brings visibility and can coalesce a consortium to be competitive for larger grants and projects.

Administrative support for the preparation of large grants, also for the preparation of R01 type proposals, both for the paperwork and submission steps, but also for figure preparation etc.

In a perfect situation, investigators should be driving the aims, research plans, animal/human documents, and biosketches. All other ancillary documents could be handled by administrative staff. More importantly, SRS needs to be informed that there are certain ways to do things that may be slightly different than NIH instructions, and they need to stop burdening PI's to re-do edits that are minor (i.e. sending a grant back because one biosketch does not have things in reverse chronological order).

better IT support

an assistant is needed to put all paperwork together and prepare submission forms.

More seed funding for junior investigators and novel ideas.

I would like to see: 1. Lower fees of cores 2. More accessible resources for grant preparation and administration 3. VPR do a better job making opportunities more visible!

A designated writer/staff person to coordinate all the entities on a large multi-institutional proposal

There should be more staffing support that is targeted towards schools or topic areas. For example, having proposal support from staff that are familiar with education would be more useful than just a person who does graphic. This would be the VPR paying for and assigning support at the college level or lower (department, center/institute, etc).

Large animal model testing core (acquiring and/or developing large animals, imaging, muscle testing, neurological testing, CMAX and PK studies, dosing studies, etc.)

My work is social sciences and applied research, the core facilities, multi-investigator grants, proposal supports seem to revolve around hard sciences and health professions.

who knows about such resources? I have been here over 30 years and am not aware of such services currently.

We do most of the work ourselves... a dedicated assistant will be helpful.

As Qatar based researcher, there is practically no guidelines about how to apply or international grants. You have to figure it out yourself.

Seed money to establish collaborations and track record to be competitive.

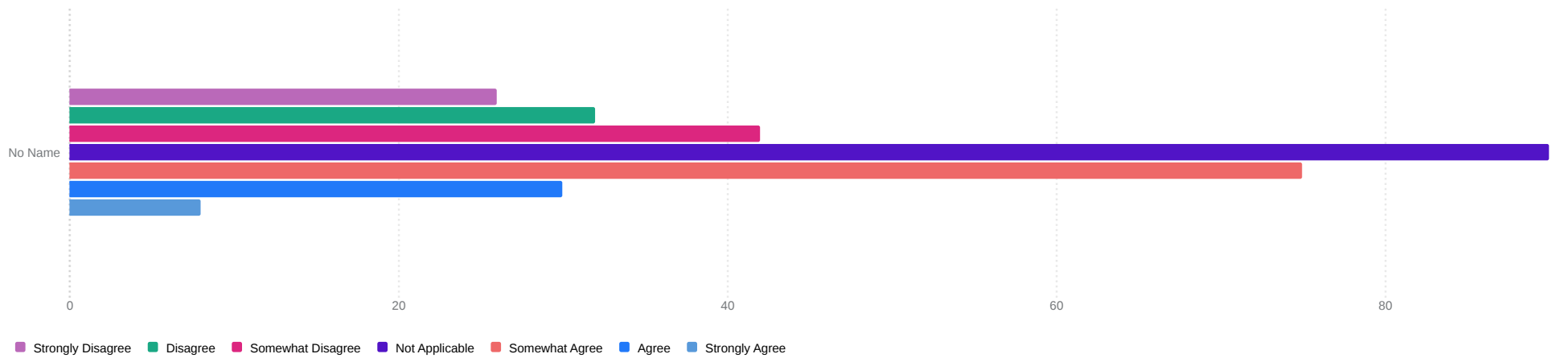
Less employee turnover. I've forwarded paperwork only to have it sit in limbo as my POC had left TAMU. Plus good to build rapport with people and hard when have a different person each semester.

T32 preparation support. Had a faculty meeting last week where Agrilife sent their proposal development team, who specifically told us they would not be able to help with T32 unless they had no other work, since it is not an IDC-generating project.

Responsive SRS

Proposal writing support, support for preparing professional figures, etc.

Section 2.14. There are resources available for larger multi-institutional proposals. 303 ⓘ



Section 2.14. There are resources available for larger multi-institutional proposals. 303 ⓘ

Section 2.14. There are resources available for larger multi-institutional...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	26	32	42	90	75	30	8

Section 2.14. There are resources available for larger multi-institutional proposals. 303 ⓘ

Section 2.14. There are resources available for larger multi-institutional...	Average	Minimum	Maximum	Count
No Name	11.92	9.00	15.00	303

Same as above

I have not been made aware of resources related with large multi-investigator proposals...I think a good starting point would be to ensure faculty are made aware of these resources.

I am not aware of how to begin the process of applying for a multi-institutional grant.

Explicit guidance on policies, procedures, and contact persons for routing multi-institutional proposals

Education about what resources are available. They may be available, but I wouldn't know where to find them.

The process is not transparent and seems to be at the whim of leadership.

The university does not provide support for large grants ... it depends on the college

resources for multi-institutional engineering education proposals

administrative assistants with the background to be useful.

Announcements regarding these proposals including information about what resources are available and how to access them. TAMU administration is like a secret society - if you are not a member of the secret society, you never hear about these things and do not have access to them.

A program that is well communicated to the faculty at large. Apparently it exists, but is not known by many faculty.

Well, there does appear to be support for SOME PIs - just not all of us. Even help with relatively simple things like getting all the PIs biosketches, C&P and COI forms in the correct format would be really helpful.

Administrative support to coordinate collaborations between different units from the VPR office.

More help with getting documents together (LOS, C&P, Bios, COI, budget justification, subcontracts, data management plans, logic models, etc). The little help that was available really wasn't that knowledgeable about anything other than writing, which is helpful, but it is difficult to write and manage all the documents, particularly with many PIs and orgs. There are too many answers that end in a hard 'no' without any suggestions on how to make it happen. We have to be creative and spend efforts fighting to make things happen, even when it is the best interest of the proposal and institution.

I cannot think of who to speak to or what office to contact for this kind of activity. A dean? VPR? Who in their offices might address?

A staff person

Networking for new PIs. We don't know where to start.

Dedicated staff for the identification, writing and costing of proposals

Maybe TAMU funding targeted in this way, to encourage it.

course release, a true technical writer, graphic artist

Guidance on IP, authorship, budget allocation & administrative support

There are so many contract and IRB barriers for multi-institutional proposals. As the PI of multi-site grants, TAMU doesn't have the mindset or ability to move forward in a timely manner to lead or be prime on a larger multi-institutional proposal. Struggles are both with contracts and IRB understanding.

Capable people who have some sense of how research and collaboration work. Not just lip service and the promise of finding a consultant who can do the job for you.

Stronger work ethics of SRS personnel.

There is limited assistance in working on various proposals and the assistance that is available is not transparent.

Funding for planning grants

Where are they, I have no list of whom to reach out for what? This goes back to off campus relations research and extension don't always work well together. And very limited interaction with campus departments based on discipline the resources need to be unilateral so that others also know what happens in extension and research off campus.

Access to well connected people!

Mostly just better networking, but I also do weird things so it might just be me.

Explicit help with buyout time and hiring outside consultants.

See above and easier agreement to return IDC or provide significant Institutional support to ensure interactions with other institutions rather than leave it u to individual PIs and their departments

unless you are in engineering you dont have the access to reasonable graphics teams etc..

There are resources available for large multi-investigator awards but the quality is not acceptable. I swore off trying for multi-PI or large-scale centers because there was high turnover in staff and because the staff were at time resistant to listening to my needs. This includes TEES and VPR

Proposal writing support with staff (e.g., collection/organize various elements).

More efficient help from SRS.

Although it is possible to get such a grant, the support is only in QC from SRS. There is no one qualified to help with such grants in most departments. Some departments have large resources for this (eg. chemistry) while others have little-to-no staff support.

Same comment above applies.

Larger multi-insitutional proposals require time commitment for the few PIs. Unfortunately, the university does not provide help for course release etc for hard working faculty to consider putting together large proposals. On the contrary, those faculty are in general are penalized by not providing support and space.

The research efforts at Galveston are highly concentrated in the STEM areas, with little to zero support to social and behavioral sciences. Some effort was tried and failed for interdisciplinary research, as several meetings and workshops happened but no real proposal was generated.

Recently, I have taken to using the offices at other universities to do the coordination and heavy lifting for multi-insitutional proposals. This was not the case 15-20 years ago, but SRS is not what we have 15-20 years ago.

Much improved communication is needed; web site access; newsletter updates; much better leadership coming from the Department.

More funding for administrative staff who are dedicated to large multi-institutional proposal preparation for the individual units.

It all falls to the researchers and they typically have to "eat" the time spent writing and preparing proposals, which often include many things that do not require their expertise and could be coordinated and completed by business development professionals.

There are resources but the time it takes to prepare such proposals without a grant management/proposal team at law school makes it difficult to even consider attempting such proposals.

see above

This type of proposal requires funding that is not readily available.

If you can show me clear internal advertising of the availability of funding that is received by at least 25-33% of our faculty to write large multi-institutional grants, then I will raise my assessment accordingly.

Mentoring, workflows, etc. There is only so much one can learn from seminars/workshops. There is not enough mentoring

I don't know whether there are.

Adhesion to requirement guidelines posted and accountability

Support to build teams is missing; successful multi-institutional proposals require lengthy efforts at development.

Grant writing support

Maybe site with all information available about this and all all help which is available.

See previous

Same as above: There should be more staffing support that is targeted towards schools or topic areas. For example, having proposal support from staff that are familiar with education would be more useful than just a person who does graphic. This would be the VPR paying for and assigning support at the college level or lower (department, center/institute, etc). There staff also should be able to help find and communicate with potential collaborators at others institutions. Thus these staff need to be familiar with particular fields/subject areas.

A dedicated and experienced staff who could efficiently contribute to both multi-investigator and multi-institutional awards.

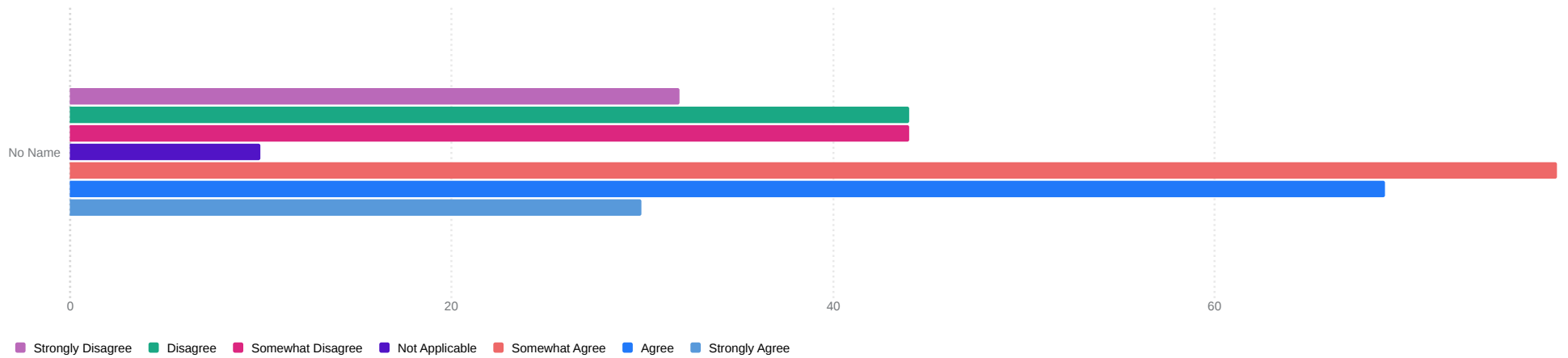
Any administrative and travel support will be helpful.

Seed money to establish collaborations and track record to be competitive.

IRB coordination among multiple sites

Supportive and responsive SRS

Section 2.15. I have support in managing grant budgets and accounting after the award is received. 307 ⓘ



Section 2.15. I have support in managing grant budgets and accounting after the award is received. 307 ⓘ

Section 2.15. I have support in managing grant budgets and accounting after...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	32	44	44	10	78	69	30

Section 2.15. I have support in managing grant budgets and accounting after the award is received. 307 ⓘ

Section 2.15. I have support in managing grant budgets and accounting after...	Average	Minimum	Maximum	Count
No Name	12.25	9.00	15.00	307

The Research Development Fund (RDF), which I submitted to in the 2015-2016 time frame was blatantly non-transparent. I twice proposed a topic that was solicited as a topic of interest for an RDF, and in fact an AD had specifically asked me to submit an RDF proposal on current collaborating research that I was leading between two colleges on the College Station campus. I had extremely strong external letters of support from high and well placed individuals in the federal government, saying that if the RDF was awarded they would support it with serious dollars. It was a "game changer" in the words of the support letters. The RDF proposal was interdisciplinary across three colleges on the College Station campus. However, it was never even read by the Deans and the VPRs office and whomever evaluated them. I know this because one person who was in the meeting told me afterward it was never even read or discussed because one of the Deans had a pet project they wanted to get funded, and which was awarded an RDF. The next year another Dean had a pet project and it too got funded so this happened two years in a row. Two issues here. First, the RDF submissions might as well be limited to Deans only since they get their way regardless, and the rank and file faculty are not even in the picture. Second, the transparency of the process was non-existent and there was no evaluation or summary comments provided. I approached one of the ADs in my college about why it was not considered competitive, and he said it was never considered but would not say why. I have not teamed to lead or submit an RDF since.

I do not have much support in managing grant budgets, but I do have support accounting after the award is received.

There are no budget management tools (or any project management tools) available for PIs to use once projects are awarded, and the budget templates used for proposals are not sufficient for planning a project.

This is a comment about infrastructure for life science and biohazardous research - facilities particularly for biohazards are not readily accessible so I have to go offsite to out of state locations. Poor top level management is a concern for all animal research. Staff support is excellent but there is a large leadership gap at the VPR level

We need better support in terms of computing infrastructure. VIDAL is an example of the type of support we need. This should be supported by University for perpetuity. It is a crucial type of resource for data-intensive and sensitive research. A lot of research needs this.

There is a need for long-term access and support for computing facility to analyze large sensitive data. Resources that exists (e.g., prototype Vidal system) do not appear to have long-term funding support. This makes it hard for PIs to start projects on this system if they are unsure about its long-term stability and viability for any large database project. A long-term commitment towards the maintenance/support of such systems would therefore be appreciated, and important for research.

No departmental grants person, so very little support with grant budgets and accounting.

Managing grant budgets takes up far too much time and energy; individual people may be supportive but the system as a whole is dysfunctional.

Unfortunately, most of the seed grants require collaborations between units. If you've conducted any research, you should be aware that within a unit itself, there is much diversity in disciplines. Now, because you are forcing us, we invite someone from other units solely for the sake of securing funding, donate those funds to them, and that's it. There is no post-award assessment. This is a totally screwed-up process. Appoint a highly successful professor to assist you with this. You are wasting millions of dollars.

Post-award function of SRS is terrible. Even mundane NIH and NSF projects take a long time to be setup. There is nothing to negotiate, puzzling. Even NIH R01, from year to year, setting up additional funding takes forever. Research compliance, such as IBC, is also way too slow and do not work closely/properly with SRS, significantly delaying project setup.

Post-award support is poorly executed, and I did not even realize that it exists. It should - it has in institutions I have been at in the past - post-award is poorly poorly executed, and costs PIs significant issues administratively at extramural agencies.

SRS is slow to respond to requests and often gets information and funding wrong.

The administrative support, knowledge of the limited staff that do exist, and other critical resources (e.g., community engagement) are not inkeeping with a top research institution - particularly for human subjects health research (and NIH funding). I have not pursued relevant grants, had to pull applications, and have had errors made in post-award charges/accounting all due to our inferior infrastructure.

SRS does not do a good job in preaward or post award for what they are taxing us. All I get is a budget from them. I do all the rest myself in Cayuse. Post award has improved but still has gaps.

Serious accounting deficiencies are being experienced since the administrative assistants were centralized and moved away from the direct supervision of the DH of my unit.

There is almost zero communication between pre-award, post-award, and accounting. They do not understand each other's processes. We had several pieces of equipment awarded, but post award they tried to split the quotes into equipment and supplies, which have different IDC. We cannot spend hours getting quotes and using them, supposedly correctly, during pre-award only to find that postaward we need to rebudget. Rules cannot change between pre- and post-award. There are numerous accounting errors that must be rectified with paperwork. Overall, I'm not hired to be an accountant. I realize some of that is part of the job, but it certainly takes significant time from my ability to do research.

Post award management is not sufficient.

I think post-awards could be more proactive in reaching out to PIs to help utilize funding

Comment relates to research support in general. SRS is completely undermanned. So are college and departmental resources in support of more standard projects (grants, contracts, etc) much less larger projects. There IS more support for *proposals*, but what is offered to support large awards is insufficient. Major awards are not properly internally resourced for success and strong external visibility. Departmental business support (which comes from centralized staff in engineering) is also grossly insufficient, both in quantity and quality.

Office staff have been cut and are asked to do too much. Faculty spend time doing accounting tasks. This did not used to be the way under a decentralized model and regardless of model we need to work toward the goal of faculty being able to generally expect that their bills are paid correctly and on time.

There is no help for managing grant budgets or accounting after an award is received. I have not even received training on how to manage a budget. Furthermore, it is very difficult to figure out information in Meastro such as which students are being charged to what projects.

finance is a black box; they do the accounting, but there is no communication with PIs, no assistance in managing budgets. Often significant mistakes in assigning personnel effort, etc are made

I was fortunate to develop collaborations upon arriving at TAMU many years ago. However, the past 10 years have proven very, very difficult to meet colleagues from other colleges on campus. When I have met colleagues in which there was some potential for shared interest, I was put off by their blatant pecuniary motivations. I have not pursued cross-campus collaborations for some time.

SRS's knowledge of NIH funding is spotty. Some staff are ok at this but on average they are lacking knowledge in this area. Also, it would be nice if there was regular dissemination of any changes introduced by NIH, such as the need to digitally sign Other Support, changes to consultant letters etc that were recently introduced. It is stressful to find out about these changes while submitting/preparing an application, and in the worst case, applications could be withdrawn if NIH procedures are not followed. SRS could regularly desminate these changes, with examples. Other institutions have these changes described on their webpages (I often find these and refer to them, as TAMU does not seem to have these resources available).

funding initiatives, bridging gaps, introductions to program managers-- these appear to be backdoor cliques and favorites. I have witnessed program managers being told a group of researchers were not available for a meeting-- none of us were ever asked.

Not sufficient Insufficient support at every stage from proposal development to post award support. I have never been replied by my account manager at SRS when I asked assistance on time and always have to follow up multiple times to get a response.

There are great challenges when Dean's discretion interferes with PI's fiscal responsibilities. Dean's discretion can get in the way of budgets and carrying award expectations/work plans.

I have 5 active grants and I cannot even get replies to emails where I ask to spend the money to hire for instance survey firms abroad to conduct my research. When I get a reply they tell me they are severely understaffed. In the meantime I'm behind my timeline and I'm sure I'll have to ask the sponsors (all of them) to extend the grants if possible. It's a disaster.

The biggest problem we have with the VPR and SRS offices is that they are filled with clueless people who have no intention or ability to be helpful. Besides the people leading these offices, I also wonder if the old mode of VPR offices can even function in the complex and large landscape of an institution like TAMU. Lastly, there is no transparency on how the IDC dollars are spent and why there are no resources for seed projects or developing new collaborations. The last few initiatives have been disastrous flops with no outcomes.

Seed funding has been completely eliminated at AgriLife Research and at Departmental levels, that used to be available and was highly effective.

I personally don't care to participate in "large" multi-investigator/institutional proposals

I have a center. From my viewpoint, the purpose of faculty-led centers should be multidisciplinary research. The 7.5% IDC that we receive is not sufficient to support my admin and gives me no cushion at all for research staff between contracts. TEES answer is for centers to do workforce development. A center should not have to do workforce development to function.

Support is distant. Largely inaccessible since it is usually done by EMAIL: (Staff are mixed in their abilities and in their interest/dedication to getting the job done)

There haven't been many seed funding opportunities these two years compared to five years ago; the seed funds like T3 that promoted interdisciplinary collaboration were very helpful. SRS staff are the most critical personnel to successful proposal writing/submissions. They need to be paid well, trained to demonstrate highest level of work ethics, and commit to helping investigators get their proposals submitted on time. It's extremely stressful when your proposal is due in a week, and you cannot get a hold of your SRS person, especially when it is a multi-institutional proposal. Investigators should be provided with the contact information of a main SRS Officer, and the information of a supervisor or "project floater" kind of staff who can help out. Can there be a system where SRS persons' performance on each proposal is evaluated by the PIs? Post-award admins also need more training and a system where they can exchange ideas or ask for help. It seems that for divisions that do not get funded by a certain agency frequently, the admin assigned lacks the knowledge to assist with annual reports and other activities. This is not surprising, but what is surprising is that they also don't seem to consult their colleagues or have a system for support. I give an example of what I mean by "staff work ethics": Things don't get done until they are urgent and specifically requested by PIs. New investigators need a lot of guidance both pre- and post-award, and many times they don't even know what to request or how to get started. If they ask a legitimate question (such as about what cost-sharing is and how to meet the cost-sharing requirements of a proposal), they are not provided the whole answer, but just a short one alluding to how difficult it is to do it. Many investigators, after receiving such replies, would give up on pursuing it. This is hindering our university's goals related to research excellence. Another issue is, for tenured professors, especially in some colleges where big labs are not a must, the work related to managing a big grant is several times the effort of just teaching and doing some smaller scale research without external funding. Purchases, hiring, account management, and all aspects of grant management take too much time away from the actual research. If the processes are not transparent and streamlined, it becomes a big burden for PIs, and in a way discourages people from getting external grants.

Not only do I have to do my own grant accounting, but my request for allocation of salaries among grants is now four months (and counting) late being implemented.

Again SRS doesn't have bandwidth--and queries often take some time for response

Lack of accountability at Galveston Campus with RGSO funds for faculty grants and student fellowships.

Please bring back the knowledge of what the land grant system is and how we are funded and how that funding supports our efforts. Put that back out there so everyone knows how to leverage those rules to their advantage.

I find the administrative hassles and the obvious way the University has gone cheap on administrative support far more damaging to my ability to secure funds than any lack of funding for research.

Unless there is department-specific support, PIs are generally on their own with regard to billing and budget management. When mistakes happen they can be catastrophic.

There is no apparent support to help you create a budget. Ask your business office person to tell you what is the tuition rate? Well, good luck with that!

See my comment above...

Administrative support for proposals that includes templates, e.g. budget justification template etc. Support for proposals with boiler plate data per university, college, facility. Visibility of core resources, demos or walk thru orientations would be fantastic. Training ops at core facilities? How to leverage cores for proposals?

After funding is received, working with contracts and grants is nearly impossible. I visit with them each time about coding items and I am still told I can not spend grant funds because they are coded wrong. I try not to fund anything through A&M

IN general, I have experienced a significant degradation of service from SRS and TEES in terms of timeliness and effectiveness of support for various steps in grant proposal development. Also, it is taking painfully TOO LONG when it comes to reviewing NDAs from potential sponsors (industry)

The process for invoicing subawards is confusing. They often state 2 months for the bill and only charge for 1 month of effort. This should be more straightforward

We need a campus-wide plan and institutional support to help faculty get more NIH funding. Core services are third rate and need injection of \$\$ and efforts to make use easy and operations transparent. In many situations, easier to use services off campus, e.g. in Houston vs try to navigate the core system here

SRS post award service is insufficient. They are slow in responding to requests, and they are often inaccurate. I feel that they interfere with the smooth operation of my studies.

High turnover in post-award makes planning difficult.

while SRS keeps track of grants, i do not have support managing them. i don't necessarily expect this, but it is not available as far as i know.

I feel like the VPR's office and TEES think they know better than the researchers that actually have boots on the ground doing the research or active in the field.

Lack of basic administrative support in individual units impairs grant proposal development

It is EXTREMELY difficult to manage the budgets of projects with Maestro and lack of business support within departments for "regular faculty" (i.e., those who are not administrators).

SRS staff are normally overworked

There have been long delays (more than 6months) between purchases using grant funds and when they are recorded in Maestro budgets. This has resulted in overdrafts as most purchases are entered in a timely manner, giving the appearance of an "up to date" balance. It makes it difficult to trust the account balances for planning purposes.

Bills are not paid in time, this is worse since the "higher efficiencies that were going to be apparent with centralization". They have made our Business offices less efficient because they hire the lowest trained personnel at the least expensive salaries.

Lack of transparency on the use of RDF funds is disappointing. RDF funding is going down consistently. As a faculty I am really curious why RDF funding has been reduced.

Things run by the university are like big government services: too inefficient, too cumbersome, too constrained by the unique A&M way of worshiping at the alter of compliance.

The support mainly comes in the form of negative feedback that I am doing something wrong

The personnel turnover at SRS makes it difficult to manage grants/proposals.

The budget folks in the Department don't have much time to help faculty. They used to assist with budget management. SRS post award appears to lack information/access and lean on Departments to fill the void.

SRS is somewhat slow in setting up account for funded projects. The work almost always begins without any funds available to pay for it, which is a problem.

Negotiation of proposals prior to awards is very slow.

Budget management is a serious challenge. Maestro is opaque and cumbersome, and most administrators aren't able to help do the creative accounting needed to maximize grant funds to support multiple students and postdocs. They are busy with other duties and lack time. It is not clear if this is part of their job profile and if so if they are made aware of this. This leaves a lot of money on the table and forces to spend too much time sorting out budgets.

Addition of Sanger Sequencing in a Core on campus would be incredibly helpful. Most companies provide poor service.

There are too many limits to how the funding can be used. I should be able to purchase Stata. I should be able to hire RAs that are not TAMU students (or keep students on more than 3 months after they've graduated).

MAESTO and RIMS are impenetrable and there is little to no training or useful information on how to use them. So much of the funding end is "BYO" or "DIY". It would make significant sense to put more emphasis on others to find the funding and manage budgets/projects (based on researcher input) so that researchers could focus more on research.

As a college of engineering faculty with research accounts across part 10, 02, and 28 system components, it will be most welcomed if our Admin can have access to see accounts across all these parts. Repeatedly, when asking for assistance I'm being told: "Oh, I don't have access to Part 10". This needs to be fixed.

SRS has been helpful with grant budgets.

having to submit receipts through concur is a massive time drain

Re: core facilities, it would be good to consider SECURE research computing a core facility. I.e. something compliant for HIPAA that could be used for research. There are some ad hoc solutions across campus but there are returns to scale in this in the same way as HPRC

There a strong need in funding "onboarding". No mentoring, no collaboration between the existing PIs and newcomers

I think our main SRS person (enters in proposal numbers and gets it submitted through the college) does a great job, but she is all by herself and needs more support.

They try, but it is often a mess. One problem is our categories of spending do not line up with granting agencies' categories. It is hard to track spending by "their" categories. The overhead comes out so late and is so different from what is initially projected that it is possible for a grant to run out of time before the PI can tell if there is money left. It is very hard to track where the overhead goes, and check whether the allocation is correct.

Grant fund management (setting up or administering project accounts) is severely under supported. There are often delays of months for tasks that should take days to complete.

Associated business infrastructure. SRS proposal development rocks. Simple contracts take forever. Centralization actions has made it impossible to get to the right human -- the past two years have plunged us backwards a decade as far as admin support for administrative tasks is concerned.

There is no leadership in the VPR office. They have no clue how to pursue NIH in particular, which is where the largest pot of federal funds reside and ultimately what aspirational peer institutions based perceptions of other institutions on. Meetings and workshops without a defined target is a complete waste of time.

in regards to section 2.15, i have support but it is not reliable. For example, I get the impression that when I notify SRS via email that my progress is submitted in Maestro, this then starts the process of submitting the financial report. I thought Maestro would keep everyone in the loop of deadlines and what needs to be submitted. However, it seems like I'm the one who has to verify that someone at SRS has fulfilled their role. Additionally, the support staff who have access to grant accounts at the school level have many errors in cash flow in and out of accounts. I request a correction at least once a month on a transaction that I filled out all the forms with the proper (and asked for) information and yet errors still occur monthly. It seems like I'm overseeing the support staff who are supposed to be 'overseeing' the account.

SRS folks don't know the rules, engage funding agencies when they shouldn't and don't listen well. Maestro is useless for faculty - it is written for accountants with a very inefficient organization that makes it impossible to gather information that a PI wants; local BA support is similarly frustrated so that planning is very difficult and timely monitoring nearly impossible; it could be much better

The Accounts Management in my department is in shambles. I have to become an accountant to keep track of my own spending and that of my students. Half the time, charges are billed to the wrong account. Overall I am spending way too much time managing accounts rather than getting them

Support from my department is good. Support at the off-campus center is abysmal.

I think SRS and AgriLife staff do their best to help us but i sense they are under-staffed. Would like to see more investment in support of grant proposal development =

Far from enabling international collaborations, this university is typically in the business of hindering them instead, by forcing endless bureaucratic certifications and recertifications of lists of collaborators and their home countries and constant micromanagement of international travel and communications.

Some staff in my unit don't respond or make mistakes that it takes personal time for me to correct

In my unit, management of grant budgets and accounting depends heavily on the personnel in the PI's departmental business office. Consequently, there is high variability depending on the personnel in departments, and due to high turnover of personnel in these roles.

It is very difficult in my Department to get help identifying the status of my funding contracts and help in managing the same. emails go unanswered and emails received are cryptic and share no helpful information.

Support is fairly limited and I have to do most of the work myself

Too many projects and not enough support staff. Everyone is always overwhelmed.

It might be on the sponsor side, but the delay for no cost extensions to be processed is longer than the time before submission that the nce is allowed to be submitted.

I feel like I'm a lone wolf. I get minimal help and support. SRS and others in administration are quick to say "no" or "you can't do that". But they don't offer alternative or help me find alternatives. The TAMU magic 8 ball only has one response "no". I am aware that at other institutions, faculty receive more help in a variety of ways including identifying opportunities, making opportunities with mission organizations, and preparing certain aspects of the proposal, including scientific graphic design, proofreading, and preparing pro-forma portions like CVs, and other items.

We receive almost no funding for proposal development.

There is no help provided in managing budgets, discussing long-term strategies, encumbrance for the future, etc. As PI's, we are left to fend for ourselves on how to do these things, and are then constantly berated for "doing things wrong." If we ask for help, we are often ignored or told it is our responsibility. The amount of time faculty spend doing staff duties at the university is inordinate, and is frankly costing this university millions in lost grant opportunities due to this burden.

1) Intra-TAMU funding possibilities, which are usually critical for testing new ideas and line(s) of research, are way too focused on interdisciplinary research and collaborative work, and virtually no program encourages grant submission from individual PIs. This is a major drawback. 2) Administrative support besides submission/grant management (all from SRS) is inexistent. 3) Internal (intra-TAMU) grants seem to be preferentially awarded to connected people at the College and University levels rather than based on the relevance of the proposal.

Regarding Section 2.12, the SRS staff are highly professional and do a great job but are overworked and underpaid. Given their importance to securing extramural funding, I feel this needs to be addressed.

insufficient facilities for doing research

Our college offers nearly no support for managing budgets post-award. We just get monthly statement on balances. Not support for monitoring spending, tracking and double checking what items are charged to the right accounts etc.

I have yet to see or really utilize any of the resources or supports as I do not seem eligible for many of them - I am staff not faculty and my focus is applied research, social sciences. If there are supports available that I am eligible for, they are not well advertised.

The Office of the VP for Research seems invisible for the most part on this campus. There is little or no communication from that office to inform about core facilities or assistance with any aspect of research. The focus seems to be on compliance expansion.

SRS post-award is great. My department, however, does not have enough staff to effectively manage the parts of award administration that they need to do. Much worse since the reorganization/consolidation.

There is virtually no support for new social science investigators just starting out. Almost all of the existing support is focused on big grants (experienced investigators) or natural sciences.

It takes too long to negotiate new projects after they are awarded. There is becoming less support than previously for managing accounts on existing projects.

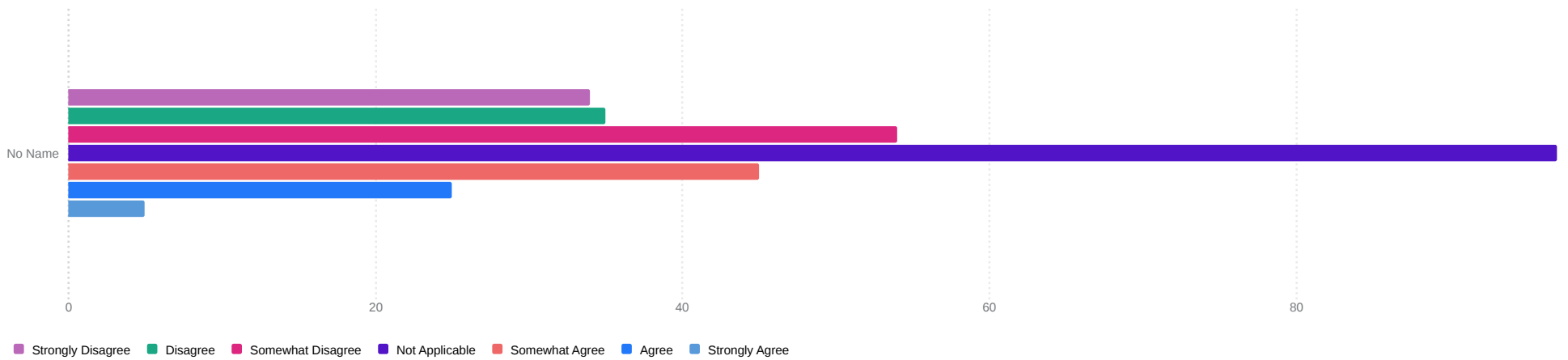
I'm very nervous as I have cost reimburseable grants expiring with no clear path on how to expense them. The centralization of our dept business offices has been a disaster.

Substantial turnover in business office since centralization. New policies have made it easier for untrained HR/business office folks to do their jobs by pushing more work onto faculty.

Information provided to PI regarding to funding as raw number is not helpful. It may be good for the account administrator but to PI, dollar values make little to no sense.

I think funding and infrastructure needs a proper overhaul. Core facilities are understaffed.

Section 3.1. The general mechanisms for engaging with industry are sufficient. 295 ⓘ



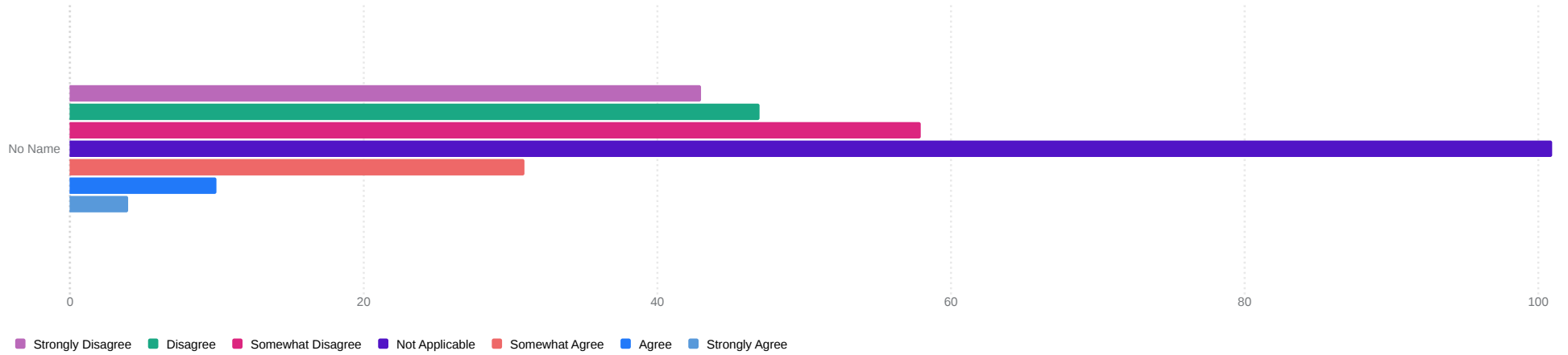
Section 3.1. The general mechanisms for engaging with industry are sufficient. 295 ⓘ

Section 3.1. The general mechanisms for engaging with industry are suffice...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	34	35	54	97	45	25	5

Section 3.1. The general mechanisms for engaging with industry are sufficient. 295 ⓘ

Section 3.1. The general mechanisms for engaging with industry are sufficie...	Average	Minimum	Maximum	Count
No Name	11.61	9.00	15.00	295

Section 3.2. The resources available to connect industry partners looking for specific expertise to PIs are sufficient. 294 ⓘ



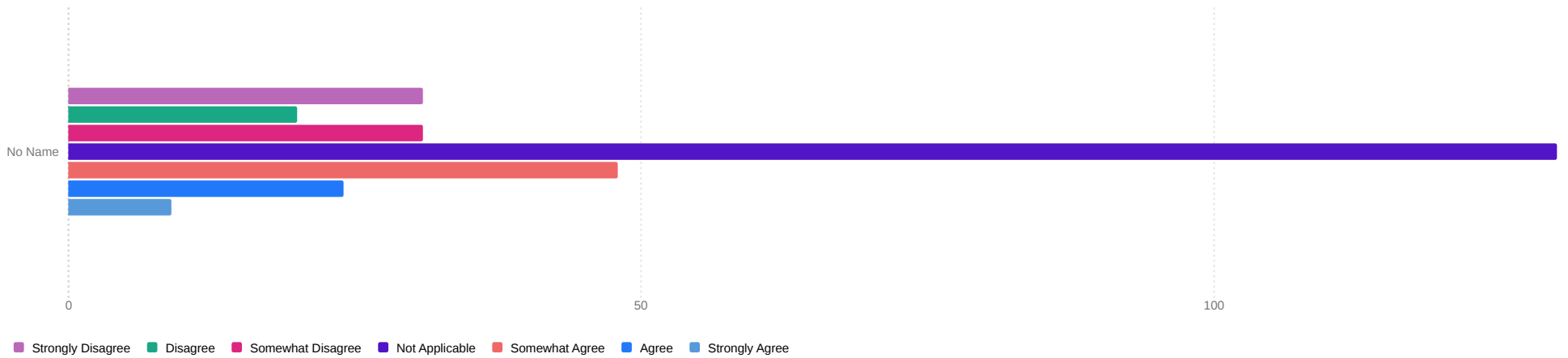
Section 3.2. The resources available to connect industry partners looking for specific expertise to PIs are sufficient. 294 ⓘ

Section 3.2. The resources available to connect industry partners looking f...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	43	47	58	101	31	10	4

Section 3.2. The resources available to connect industry partners looking for specific expertise to PIs are sufficient. 294 ⓘ

Section 3.2. The resources available to connect industry partners looking f...	Average	Minimum	Maximum	Count
No Name	11.26	9.00	15.00	294

Section 3.3. I receive sufficient System member support for developing non-disclosure agreements. 293 ⓘ



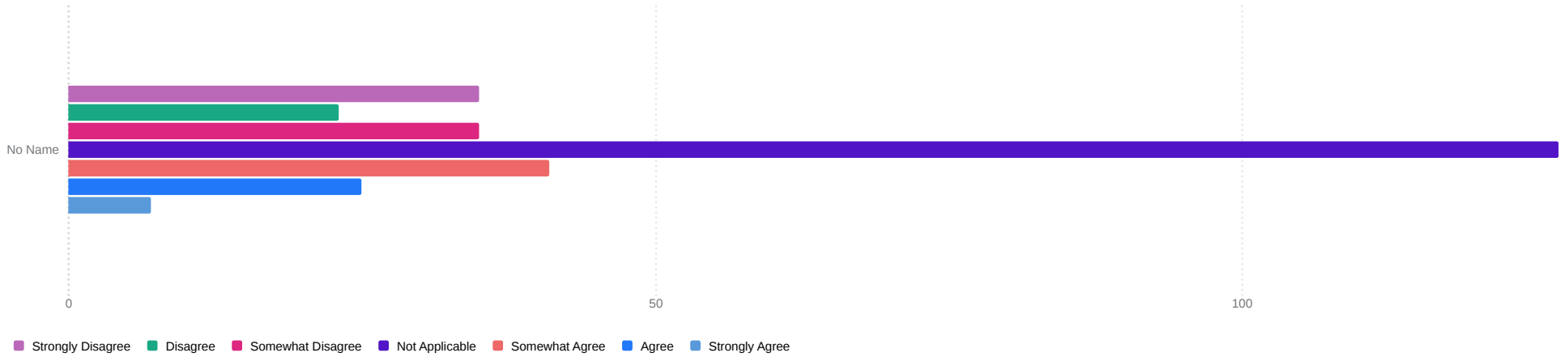
Section 3.3. I receive sufficient System member support for developing non-disclosure agreements. 293 ⓘ

Section 3.3. I receive sufficient System member support for developing non-...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	31	20	31	130	48	24	9

Section 3.3. I receive sufficient System member support for developing non-disclosure agreements. 293 ⓘ

Section 3.3. I receive sufficient System member support for developing non-...	Average	Minimum	Maximum	Count
No Name	11.86	9.00	15.00	293

Section 3.4. There is sufficient administrative support for the processing of industry-sponsored contracts. 293 ⓘ



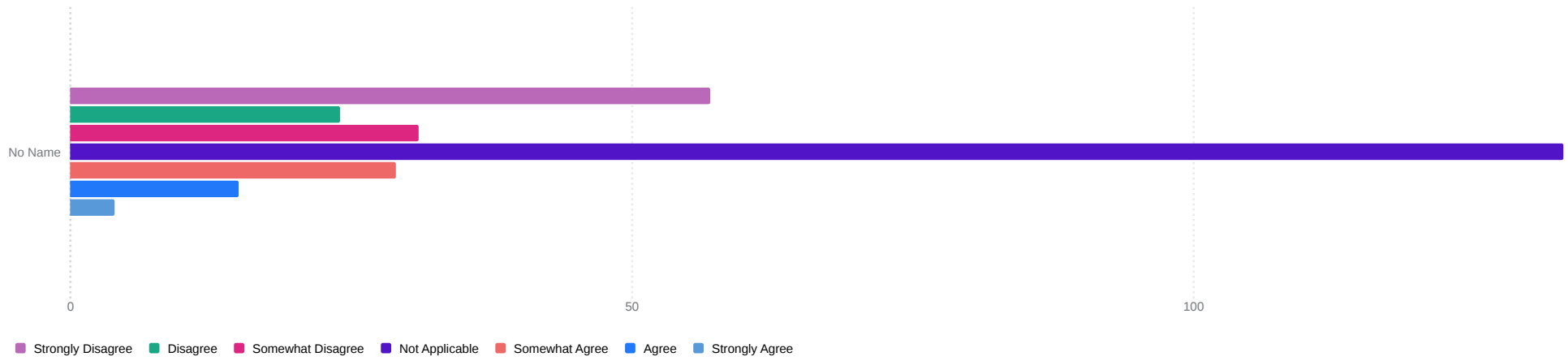
Section 3.4. There is sufficient administrative support for the processing of industry-sponsored contracts. 293 ⓘ

Section 3.4. There is sufficient administrative support for the processing...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	35	23	35	127	41	25	7

Section 3.4. There is sufficient administrative support for the processing of industry-sponsored contracts. 293 ⓘ

Section 3.4. There is sufficient administrative support for the processing...	Average	Minimum	Maximum	Count
No Name	11.75	9.00	15.00	293

Section 3.5. The negotiation of industry-sponsored contracts is done in a timely way. 293 ⓘ



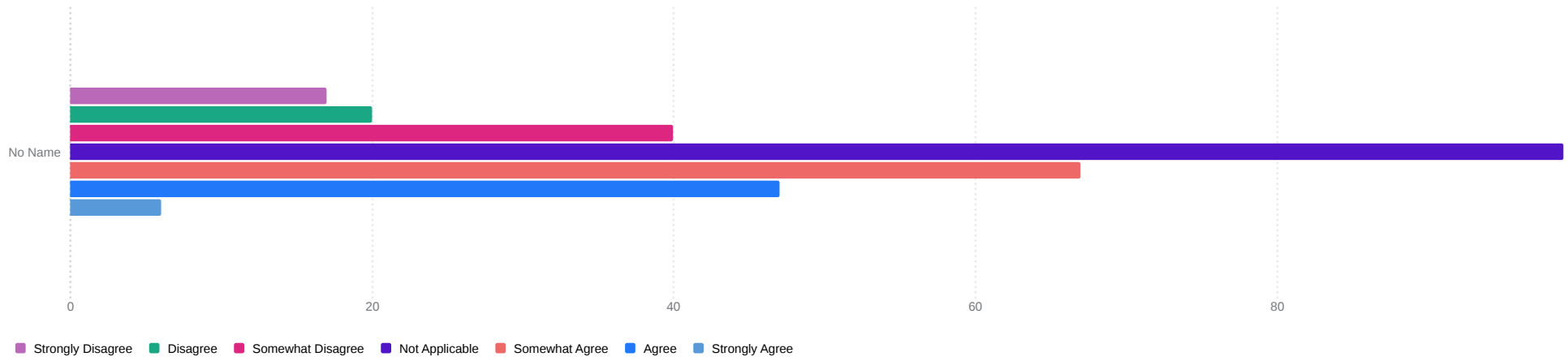
Section 3.5. The negotiation of industry-sponsored contracts is done in a timely way. 293 ⓘ

Section 3.5. The negotiation of industry-sponsored contracts is done in a...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	57	24	31	133	29	15	4

Section 3.5. The negotiation of industry-sponsored contracts is done in a timely way. 293 ⓘ

Section 3.5. The negotiation of industry-sponsored contracts is done in a...	Average	Minimum	Maximum	Count
No Name	11.39	9.00	15.00	293

Section 3.6. Policies for disclosures are transparent. 296 ⓘ



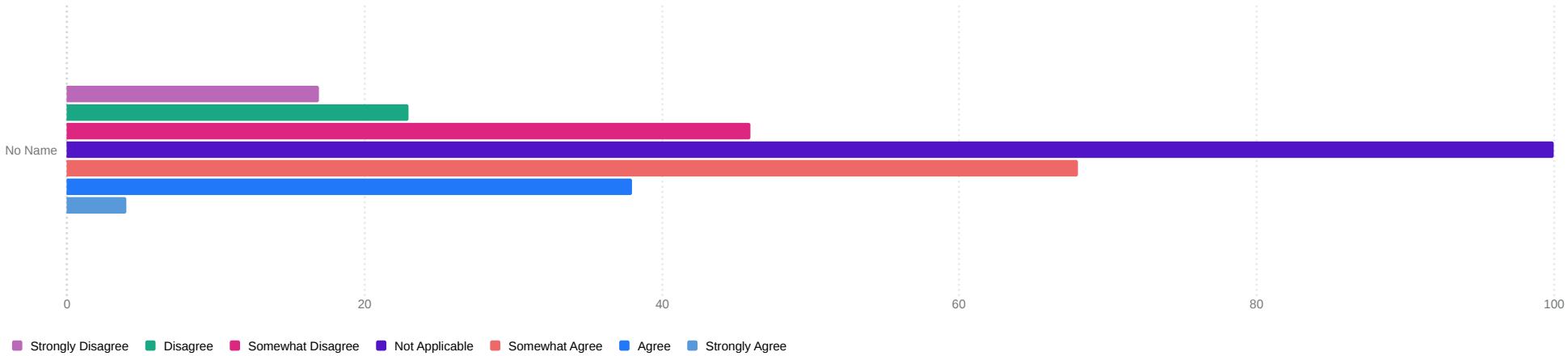
Section 3.6. Policies for disclosures are transparent. 296 ⓘ

Section 3.6. Policies for disclosures are transparent.	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	17	20	40	99	67	47	6

Section 3.6. Policies for disclosures are transparent. 296 ⓘ

Section 3.6. Policies for disclosures are transparent.	Average	Minimum	Maximum	Count
No Name	12.16	9.00	15.00	296

Section 3.7. Procedures for disclosures are transparent. 296 ⓘ



Section 3.7. Procedures for disclosures are transparent. 296 ⓘ

Section 3.7. Procedures for disclosures are transparent.	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	17	23	46	100	68	38	4

Section 3.7. Procedures for disclosures are transparent. 296 ⓘ

Section 3.7. Procedures for disclosures are transparent.	Average	Minimum	Maximum	Count
No Name	12.04	9.00	15.00	296

I was not aware any of this existed

Contracting needs to be expedited because many contracts with companies are for short duration (months).

industry contracts take forever with no reason. nobody is taking ownership of contract setup and following up.

TAMU is NOT business friendly. We are slow and outdated and stress over items that are almost never of importance to the university or faculty.

TAMU will never be competitive because they blow up their IP process every 2-3 years and then take years getting a new process in place. Only to blow it up again after 2-3 years.

The time to response is extremely slow. I also feel that the few times I was engaged in this, the questions almost made it seem like the contracting people were not on my side. I understand they are trying to be protective, but this needs a fundamental shift in thinking. Corporate lawyers do everything they can to make things work. Our lawyers sometimes don't. Not to say that the entire office is like that.

Many years ago, when Glen Matthews was at SRS, contract negotiations were fast. Then, for a few years it has been very slow. I lost at least two contracts because of this. However, I have noticed a change in the last two semesters. There is more support from SRS and the contracts negotiations are much faster (almost as fast as before). On the other hand, post-award support has always been excellent.

It is almost impossible to establish a contract with industrial sponsors. The regulation is extremely rigid and it often takes months for even a small change on the contract to be approved.

Overall, I have much better support for corporate and industry than I do for federal. They do a good job and are very helpful.

What are the criteria for the university/school to support invention disclosures is unclear.

Again, contract negotiations has been a MAJOR lag for me, potentially hurting partner relationships

The extensive delays and lack of communication with industry partners has become a huge obstacle for us in TEES. It has been embarrassing and led to external partners developing a rather negative view of TAMU.

Companies operate on QUARTERLY budgets. Any tasks done in this area should happen within a quarter 100% of the time.

contracting is often a bottleneck, and the communication is significantly poor. I have ~a dozen confidentiality agreements that were never executed and signed by TAMU a year after submission, and I never know the status of these agreements without reaching out, and only sometimes receive a response

the slow response is almost a slap in the face to companies trying to work with us.

Recently lost a grant opportunity because fees are too high.

The time to get any MOA/MOU/contract processed seemds unnecessary long--my sense not enough staff to process in a timely fashion and absence of/use of templates to speed up the process

I chose "not applicable" because I do not have experience or knowledge on these questions.

The disclosures system (Huron) is not bad, but it's sometimes challenging because you answer something on page 2 and then have to go back to page 1, and so on

Most the time we need more up front training on what to watch for, what we can and can't do. Maybe a course in Aspire

The process to write non-disclosure agreements is too lengthy and makes collaborations with industries very difficult. Also, TAMU is very picky and makes many changes to the agreements the companies have already written with lawyers.

In a nutshell, industry sponsor engagement has become a disaster in recent years. I am apalled at how bad it has become, right from NDA review, contract support, pre and post award management. We dont get timely responses to emails requesting help, sometimes delays of days to weeks and only after several reminders. I personally dont have much enthusiasm left for going after industry projects and industry-govt collaborations.

Insufficient expertise to identify industry partners. For example, i have an early stage invention and I keep getting offered discussion with late sage investors/industry.

i don't work with industry too much but when i did have a grant with an industry partner, the funding aspect was painful and discouraging.

It is a black box and has been constantly changing of the decade or so I've been here. I have NEVER gotten my NDA's or contracts processed in a timely manner. I have had to pester, and that is not how I like to conduct business.

Why do simple contracts take so long??????

Contracts can be EXTREMELY slow.

Not enough staff in the contract office

After we filed the patent, the item fell in nobody's land. I mentioned I identified a company but nobody did anything. So why do we patent something if there is no follow up?

COALS or Agrilife is not helpful, often create blockages: I have known contracts that fell off because Agrilife asked for publication when the industry and the PI were not interested because the type of work would not lead to a publication. Or the amount of money was small and the amount of paperwork that COALS/agrilife asked for was too much effort for the amount of funding being discussed

HURON SUCKS. Unnecessarily complicated.

I the past 2018/2019 we lost an opportunity with the industry because the contract analysis took over 6 months.

There is little emphasis on Life Sciences related projects in my College and AgriLife.

Industrial funding is among the most free type of money, yet the university treats it as though it is lesser than NSF, NIH, etc. There is only one person that handles NDAs for all of Engineering, which makes the process far too slow (often takes weeks, when it should only take days to get an NDA in place). We need one or two more proposal negotiators as well.

I have no idea how to do this. No-one talks about it, only boasts that they got an industry contract. There is no knowledge/experience transfer on how to get those contracts, but the demand is high

Sometimes it takes WAY too long to process contracts. This can delay projects substantially. Once, the delay was so long (several months of back and forth on contract terms) that the lead organization on the team told us that, as much as they enjoy working with our researchers and value our work, they will be hesitant to include us on teams in the future. Our contracts staff are great; the issue seems to be within our contracting procedures.

OGC here at A&M is the worst I have ever seen at a University. It took 6+ months for an NDA to be reviewed and signed. Not sure if they are understaffed, or are not equipped to deal with academic contracts. It has been worrisome how many folks agree that this office is significantly a problem in working with industry partners and/or other consortiums. Huron is quite possibly the worst system I have ever been forced to use as well. The fact that we are now using it for IRB is mind-boggling. In a year, folks will wish they would have updated IRIS rather than switched to Huron.

The time from industry contact to getting a contract in place is terrible. The turnaround time in my last experience was a full calendar year.

Disclosures, IP licensing and patenting are incredibly slow, some industry contracts have been held up for YEARS by short staffing at the commercialization office.

Embarrassingly slow and convoluted

The process for contract approvals is way too slow. Companies can lose interest before the contract is approved because it takes months even for a fairly routine contract.

Transparent to those who use --less so to first time users.

I've processed 20-30 contracts over the past 2 years with the contracts office. There doesn't seem to be any continuity of services. I worked with TAMUS UGC to generate a standard sales contract. I use this same contract for any sales of our products and each time I submit a contract like this I have a different experience. I get the same follow up questions regarding IT risk so this tells me no one in contracts or IT is documenting the previous approval. Additionally, the contracts office timeliness of processing contracts between May and August is consistently unreliable. It has taken 3+ months to process a contract if it is submitted in this time period. The justification I was given is that many staff take vacation in the summer months which slows down processing these agreements and also creates more questions because a staff member may be reviewing a type of contract they have limited to no experience reviewing. More staffing is needed if contracts office is going to be that short staffed during the summer months or better yet, allow the faculty to take the summer off too.

MTAs are very poorly executed and greatly hindered by "security" concerns; it is almost impossible to develop serious international collaborations because of this

For some reason there has been a deterioration in the ability to find someone to help with anything. I have been at the university for 30 years and this is the worst. I believe that this is due to centralization: We have no idea who to ask for what and we are redirected to 10 different people for any one task

I think the problems with delays are likely attributable to under-staffing not poor performance or effort by those responsible

There have been recent changes in processes and procedures related to the transition to Huron. These do not seem to have been effectively/consistently communicated to the PI community.

Generally this is ok. Some lower-level staff are not useful or competent, but overall I've had reasonable experiences. Mark Andrews was great to work with. So is Marcy. Some folks below them could use some training in customer service and how to make a "no" in to a "yes". As in "I see what you are trying to do, you can't do it that way, but here are some options that you can work."

I have had very little experience with industry engagement, but that is simply due to a lack of information on the topic. I have no idea how to get involved or connected, and therefore do not pursue any of these endeavors.

it took too long to get a contract signed.

If I deal with industry I do it. I don't depend on others.

Contracts have been always been dramatically slow compared to SRS proposals. It is always due to TAMU having higher bureaucratic rules than the funder and TAMU trying to force things on the industry partners.

I have an industry grant with FujiFilm/Agrilife and it took two years to fully execute, delaying the start of the project and also delaying the start of a student's PhD. This timeline needs to be shortened.

I refer to the office for handling disclosures and the office of "NO" as they seem to have little interest in most ideas.

The review of contract, including review of a contract renewals, takes several months. Even buying a software that costs few thousands requires an approval from the office of contract which takes easily 3 to 4 months to solve. This makes us not credible and industry

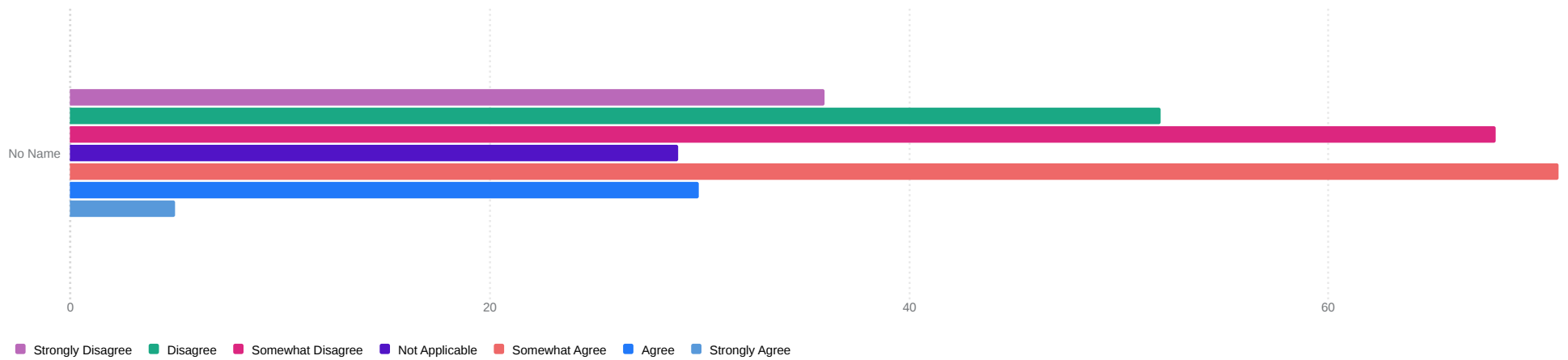
No support for industry engagement. Totally off the radar.

It takes too long to negotiate contracts with industry.

Industry usually hates working with TAMU. I've had several heated conversations about how other schools are much easier to work with.

I have horrific experiences in getting funding from industry. The funding took forever to get approved and arrive. Abysmal.

Section 4.1. Information regarding cost sharing is clear. 291 ⓘ



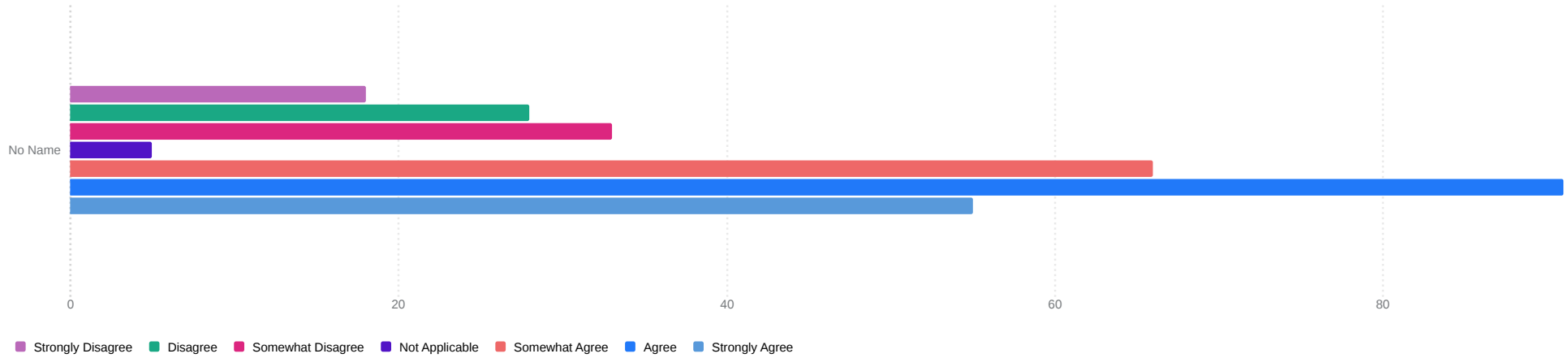
Section 4.1. Information regarding cost sharing is clear. 291 ⓘ

Section 4.1. Information regarding cost sharing is clear.	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	36	52	68	29	71	30	5

Section 4.1. Information regarding cost sharing is clear. 291 ⓘ

Section 4.1. Information regarding cost sharing is clear.	Average	Minimum	Maximum	Count
No Name	11.54	9.00	15.00	291

Section 4.2. My research projects are consistently handled by the same individuals (or small consistent group) within SRS. 296 ⓘ



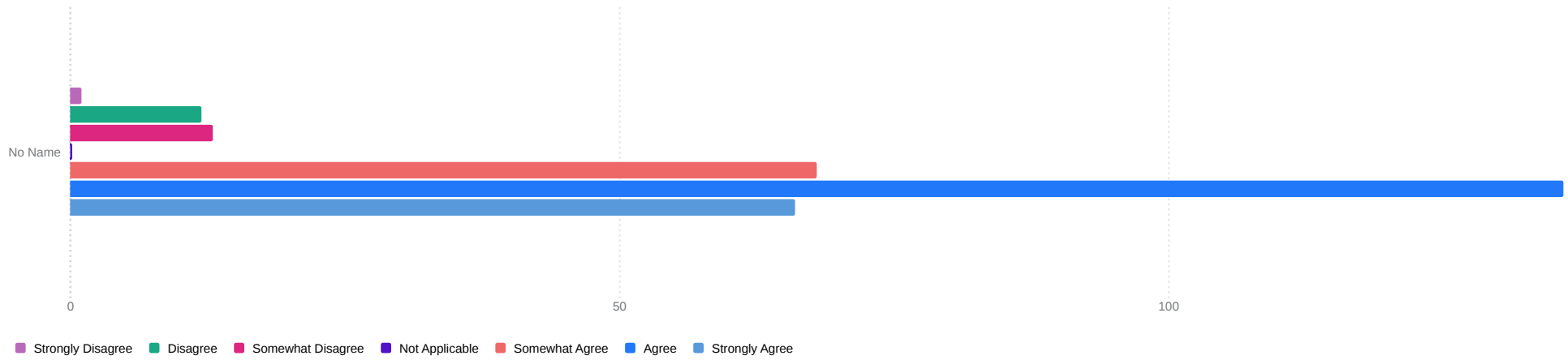
Section 4.2. My research projects are consistently handled by the same individuals (or small consistent group) within SRS. 296 ⓘ

Section 4.2. My research projects are consistently handled by the same indi...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	18	28	33	5	66	91	55

Section 4.2. My research projects are consistently handled by the same individuals (or small consistent group) within SRS. 296 ⓘ

Section 4.2. My research projects are consistently handled by the same indi...	Average	Minimum	Maximum	Count
No Name	12.91	9.00	15.00	296

Section 4.3. I am familiar with the Proposal Submission Guidelines for submitting proposals. 296 ⓘ



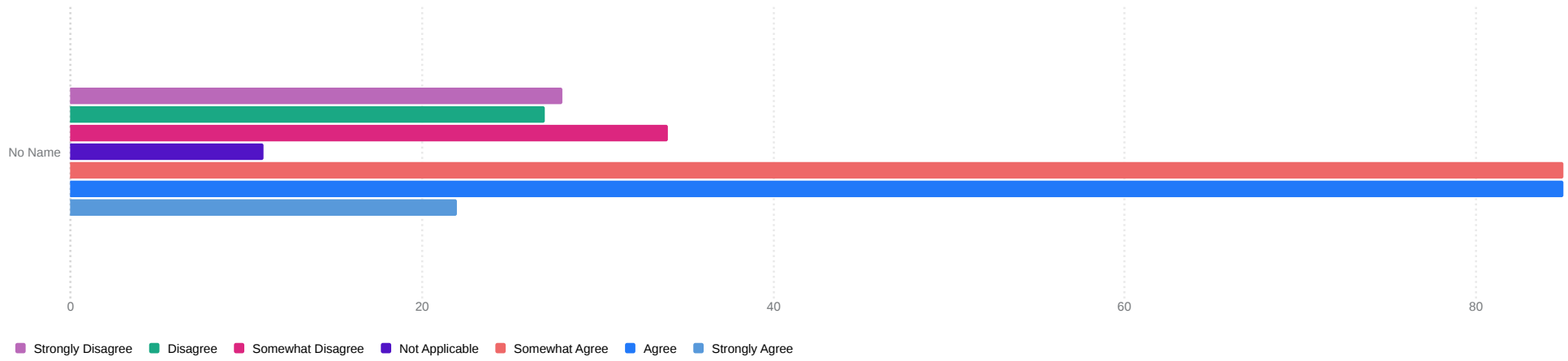
Section 4.3. I am familiar with the Proposal Submission Guidelines for submitting proposals. 296 ⓘ

Section 4.3. I am familiar with the Proposal Submission Guidelines for subm...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	1	12	13	0	68	136	66

Section 4.3. I am familiar with the Proposal Submission Guidelines for submitting proposals. 296 ⓘ

Section 4.3. I am familiar with the Proposal Submission Guidelines for subm...	Average	Minimum	Maximum	Count
No Name	13.68	9.00	15.00	296

Section 4.4. After I have completed any outstanding compliance items, my new accounts for research projects are set up in a timely way. 292 ⓘ



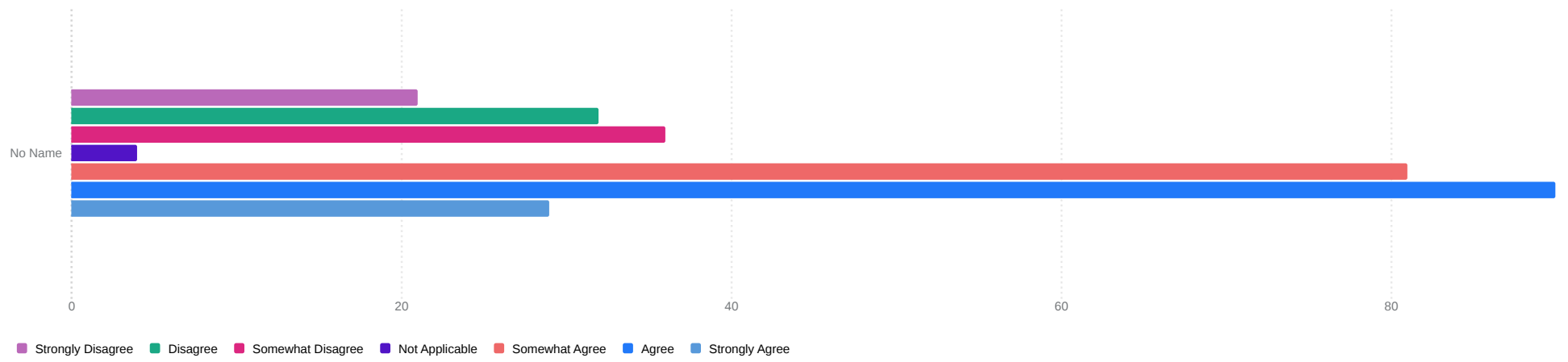
Section 4.4. After I have completed any outstanding compliance items, my new accounts for research projects are set up in a timely way. 292 ⓘ

Section 4.4. After I have completed any outstanding compliance items, my ne...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	28	27	34	11	85	85	22

Section 4.4. After I have completed any outstanding compliance items, my new accounts for research projects are set up in a timely way. 292 ⓘ

Section 4.4. After I have completed any outstanding compliance items, my ne...	Average	Minimum	Maximum	Count
No Name	12.51	9.00	15.00	292

Section 4.5. My account balances are up to date in Maestro. 293 ⓘ



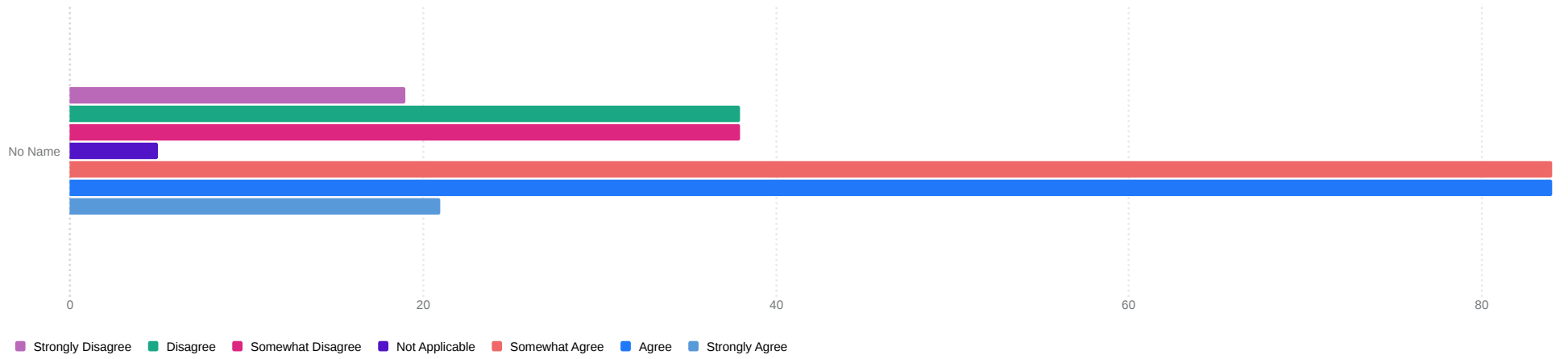
Section 4.5. My account balances are up to date in Maestro. 293 ⓘ

Section 4.5. My account balances are up to date in Maestro.	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	21	32	36	4	81	90	29

Section 4.5. My account balances are up to date in Maestro. 293 ⓘ

Section 4.5. My account balances are up to date in Maestro.	Average	Minimum	Maximum	Count
No Name	12.63	9.00	15.00	293

Section 4.6. The information provided in Maestro is accurate and updated in a timely manner. 289 ⓘ



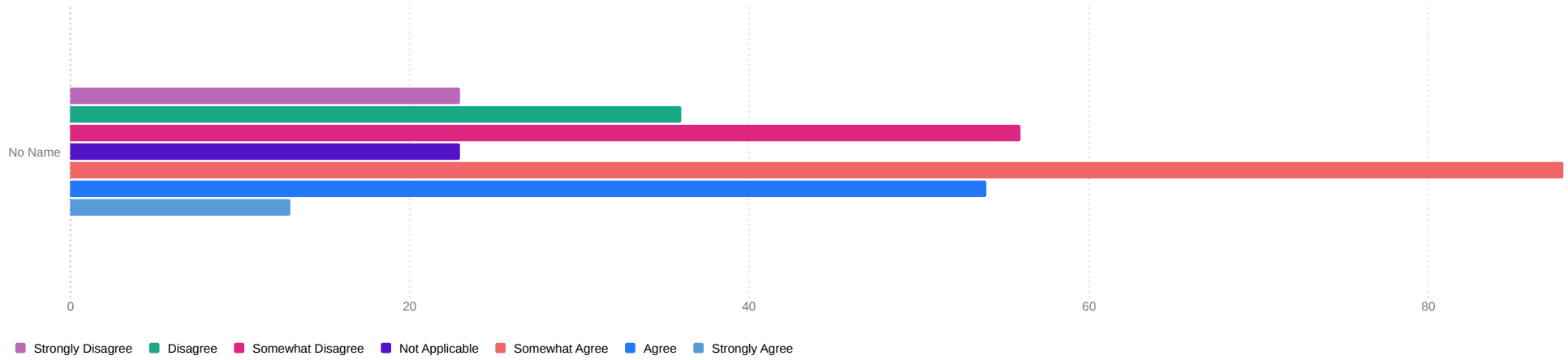
Section 4.6. The information provided in Maestro is accurate and updated in a timely manner. 289 ⓘ

Section 4.6. The information provided in Maestro is accurate and updated in...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	19	38	38	5	84	84	21

Section 4.6. The information provided in Maestro is accurate and updated in a timely manner. 289 ⓘ

Section 4.6. The information provided in Maestro is accurate and updated in...	Average	Minimum	Maximum	Count
No Name	12.50	9.00	15.00	289

Section 4.7. The process for the closeout of grants and contracts is clear and reasonable. 293 ⓘ



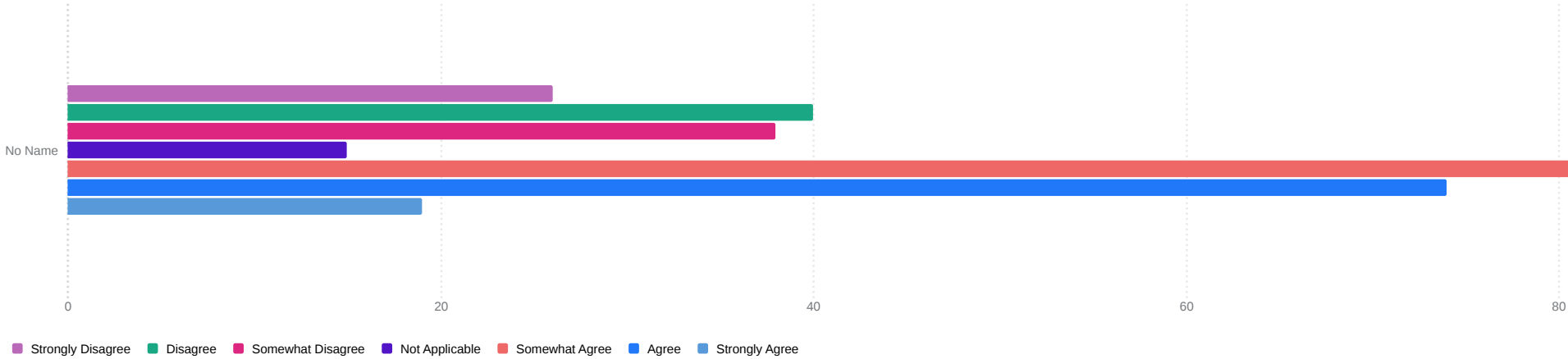
Section 4.7. The process for the closeout of grants and contracts is clear and reasonable. 293 ⓘ

Section 4.7. The process for the closeout of grants and contracts is clear...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	23	36	56	23	88	54	13

Section 4.7. The process for the closeout of grants and contracts is clear and reasonable. 293 ⓘ

Section 4.7. The process for the closeout of grants and contracts is clear...	Average	Minimum	Maximum	Count
No Name	12.13	9.00	15.00	293

Section 4.8. Post-award administration of my research projects are handled in a timely manner. 293 ⓘ



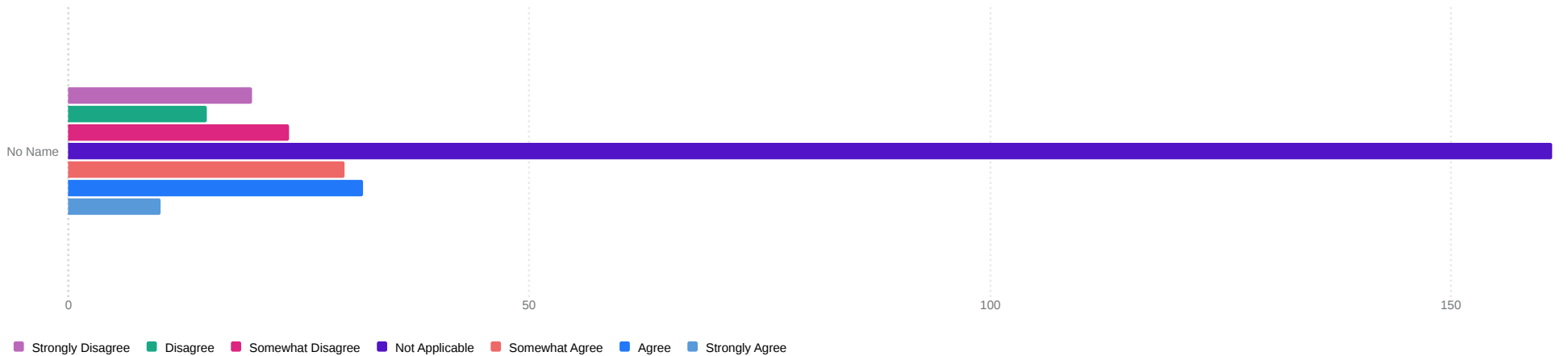
Section 4.8. Post-award administration of my research projects are handled in a timely manner. 293 ⓘ

Section 4.8. Post-award administration of my research projects are handled...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	26	40	38	15	81	74	19

Section 4.8. Post-award administration of my research projects are handled in a timely manner. 293 ⓘ

Section 4.8. Post-award administration of my research projects are handled...	Average	Minimum	Maximum	Count
No Name	12.31	9.00	15.00	293

Section 4.9. The invoicing and collection of contracted funds from industry partners is effective. 292 ⓘ



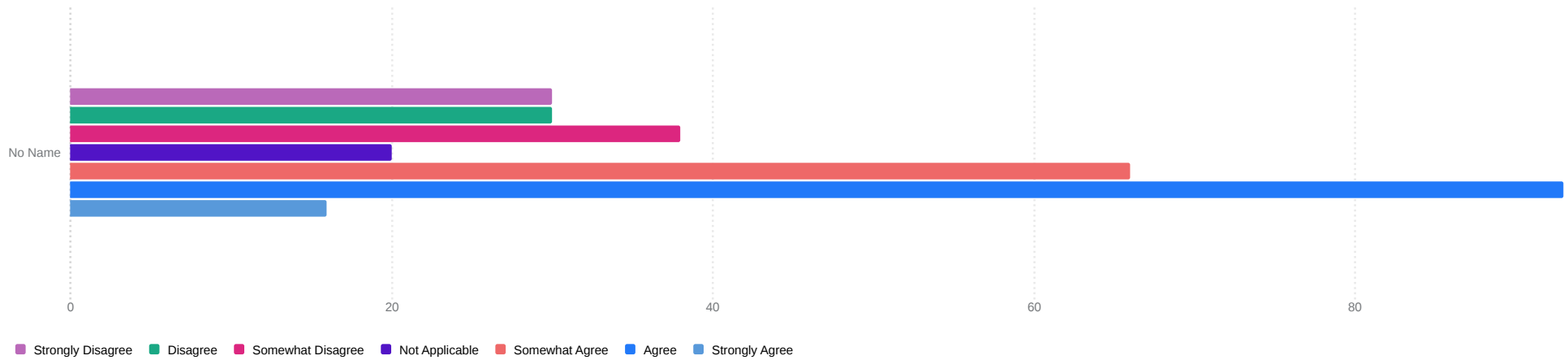
Section 4.9. The invoicing and collection of contracted funds from industry partners is effective. 292 ⓘ

Section 4.9. The invoicing and collection of contracted funds from industry...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	20	15	24	161	30	32	10

Section 4.9. The invoicing and collection of contracted funds from industry partners is effective. 292 ⓘ

Section 4.9. The invoicing and collection of contracted funds from industry...	Average	Minimum	Maximum	Count
No Name	12.03	9.00	15.00	292

Section 4.10. The process for grant related travel reimbursement is reasonable. 293 ⓘ



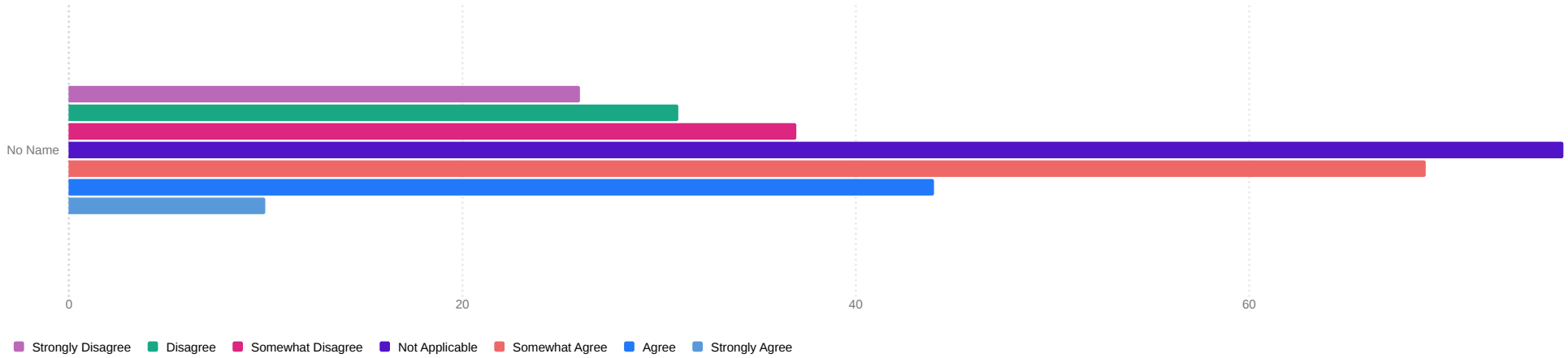
Section 4.10. The process for grant related travel reimbursement is reasonable. 293 ⓘ

Section 4.10. The process for grant related travel reimbursement is reasona...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	30	30	38	20	66	93	16

Section 4.10. The process for grant related travel reimbursement is reasonable. 293 ⓘ

Section 4.10. The process for grant related travel reimbursement is reasona...	Average	Minimum	Maximum	Count
No Name	12.38	9.00	15.00	293

Section 4.11. Establishment of my sub-awards/contracts with other institutions is straightforward. 293 ⓘ



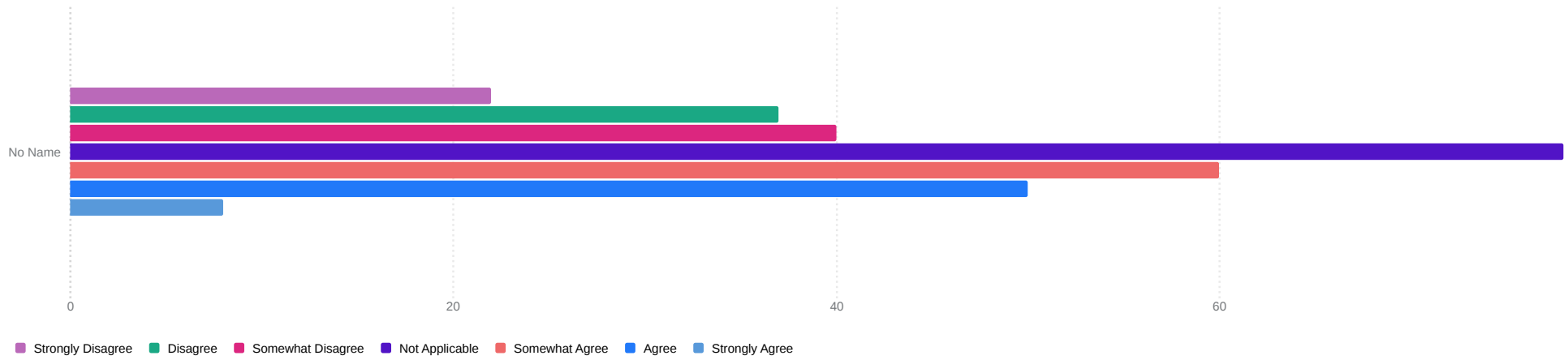
Section 4.11. Establishment of my sub-awards/contracts with other institutions is straightforward. 293 ⓘ

Section 4.11. Establishment of my sub-awards/contracts with other instituti...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	26	31	37	76	69	44	10

Section 4.11. Establishment of my sub-awards/contracts with other institutions is straightforward. 293 ⓘ

Section 4.11. Establishment of my sub-awards/contracts with other instituti...	Average	Minimum	Maximum	Count
No Name	12.03	9.00	15.00	293

Section 4.12. The management of sub-awards/contracts with other institutions is straightforward. 295 ⓘ



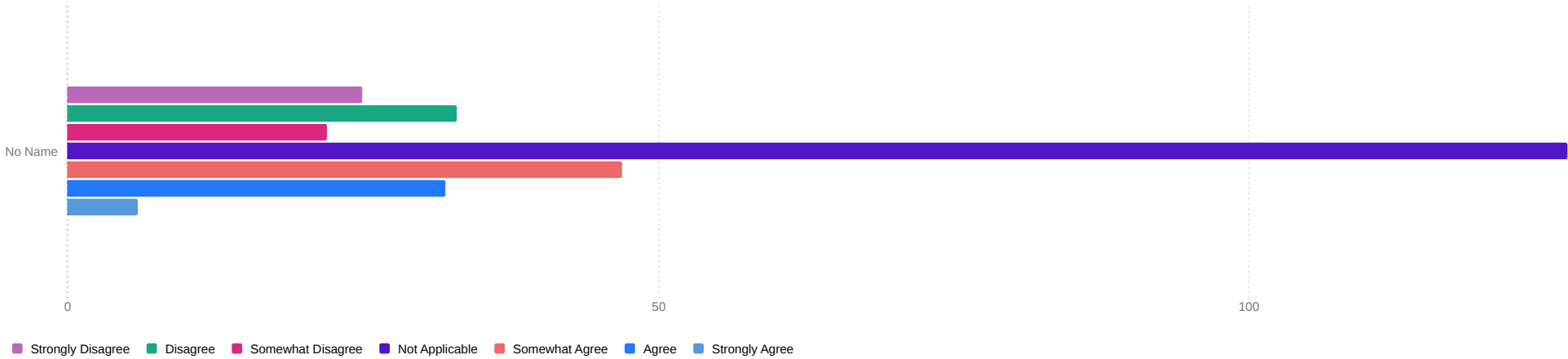
Section 4.12. The management of sub-awards/contracts with other institutions is straightforward. 295 ⓘ

Section 4.12. The management of sub-awards/contracts with other institution...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	22	37	40	78	60	50	8

Section 4.12. The management of sub-awards/contracts with other institutions is straightforward. 295 ⓘ

Section 4.12. The management of sub-awards/contracts with other institution...	Average	Minimum	Maximum	Count
No Name	12.01	9.00	15.00	295

Section 4.13. The negotiation of non-industry-sponsored contracts is done in a timely manner. 292 ⓘ



Section 4.13. The negotiation of non-industry-sponsored contracts is done in a timely manner. 292 ⓘ

Section 4.13. The negotiation of non-industry-sponsored contracts is done i...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	25	33	22	127	47	32	6

Section 4.13. The negotiation of non-industry-sponsored contracts is done in a timely manner. 292 ⓘ

Section 4.13. The negotiation of non-industry-sponsored contracts is done i...	Average	Minimum	Maximum	Count
No Name	11.88	9.00	15.00	292

Post-award administrative processes to set up projects and provide charge numbers in a timely fashion has been poor ever since TEES Research Services merged with SRS. I am pleased with all phases of the process except for post-award, and specifically with getting a charge number in a timely manner.

Need more guidance on sub-awards/contracts between System members, including between non-departmentalized units of Agrilife Extension and faculty in Texas A&M Departments/Colleges

Receiving funds from government agencies is straightforward; receiving funds from independent agencies is impossible!

It's all too slow and not transparent.

The issue with SRS is that the top individuals overseeing it often display egotistical behavior, making it challenging for us. Sometimes, we receive unpleasant emails addressed to upper administration, complaining about us not submitting documents according to their deadline. Despite some of us bringing in millions of dollars in grant funding from federal agencies, there seems to be a lack of recognition. A satisfactory solution would involve implementing a system to identify successful faculty members who are adept at navigating submission processes, formatting guidelines, and other intricacies of proposals. This would ensure adherence to federal guidelines without unnecessary micromanagement. Instead, SRS personnel tend to overlook our expertise and resort to sending harassing emails, which only exacerbates the situation. While I understand the importance of deadlines, there should be trust placed in the capabilities of experienced faculty members. Therefore, such harassing communications should be avoided, especially when we are working day and night trying to put together the best proposals. When we get those grants, there is only one person assisting all faculty members with post-award management, leading to significant delays in our post-award processes. This delay, particularly in setting up project awards has serious repercussions, as it impedes our ability to use funds for paying the salaries of our graduate students and postdoctoral fellows. It's evident that SRS requires restructuring, including the recruitment of knowledgeable directors who have prior experience in similar roles. Hiring accomplished faculty members as directors and advisors could greatly enhance the efficiency of the entire process. These are just my two cents on the matter.

very slow project setup and subcontract setup. Nobody is taking ownership of setting it up. Email goes out and then everybody is just waiting. Constantly have to track every single step for paperwork to move forward

We lack severely in this management - in fact, it has sometimes taken 1+ year to set up sub awards with contracting universities - resulting in budget cuts from funding agencies because we have not been able to process things in a timely manner. This is extremely disappointing and nothing is ever done post-award in a timely manner, including submitting close out reports.

Contracts and IT are in the way and mostly serve as barriers. Once someone works with us thru them they no longer want to work with us again

I have had particular issues with personnel costs and my reports to my local admin not being processed or applied (and had to be corrected months later, in the following fiscal year).

Sub contracts take too long to get set up and too long to access once the funding is available. This process needs to be streamlined to make it less unwieldy and more timely in delivery of the monies.

The information in Maestro is useless. It is not an actual 'real-time' reflection of expenditures at any level between FAMIS and Maestro.

Interactions with contracts take too long

They need to be more aware of the process at pre-award

Corporate interactions and multi-institution projects take too long. Months for a simple approval after back-and-forth communication is finally completed. SRS staff are great. Often it seems they have too many tasks.

contracts are always a bottleneck (not always TAMUs fault). my experience its not uncommon for a contract to take upwards of a year

Closeout could really use some improvement. It is impossible to spend down the funds at the end because PIs have no idea what is left to spend except in very general terms.

Account labeling in Maestro is confusing - it is not always clear why grants are partitioned the way that they are in Maestro, making it hard to know where to allocate spending. Salary savings process is unclear.

tends to be more of "found a small error" so send it back and then find another nitpick. It comes across as pushing paper not trying to get things done.

Contracts management is extremely problematic. The timing for budget requests to take place is a barrier.

Pre-Award and post-award support is excellent with several large (MURIs) in our department.

The contract negotiations following the awarding of a grant is frustratingly slow. The process for travel reimbursement is not reasonable for students who are asked to pay money up front that they likely do not have. It took me 8 months to set up a contract with another institution on a collaborative grant.

The use of mysterious acronyms is pervasive at TAMU. Use both the abbreviation and spell out the terms at least in the title and first paragraph of EVERY message you send. Faculty with multiple grants would LOVE to have not only the grant numbers but a few words that distinguish the particular grant, because faculty do not see NSF - Nanostructure as just a 28-xyzwert etc. Your codes mean nothing to the PI - so use BOTH EASY TO ADOPT. USEFUL TO MAKE THINGS GO SMOOTHLY.

Policies need to be more transparent. Physical infrastructure is ok. Teams/personnel need a lot of training and better work ethics.

Standard contracts ought to exist between Texas universities.

The rules/expectations seem to be constantly changing and timeliness of preparation/execution unbearably long. I have had sole source justifications linger/bounce back and forth to everyone's frustration on research/partner side

Integration of Maestro and Huron has been problematic for my grants; SRS has been slow to set up accounts, making time in the award period where funds are not available for use - even interim funding has been problematic. It should not be incumbent on the PI to move the award set up forward, yet I have had to do with two large grants in the past month. It detracts from my ability to focus on project management and research activities.

What is wrong in contracts right now? It is so slow! I am sure they are working hard, but it is not working well right now

The administrative hassles of sponsored research services is the single largest detriment to receiving funding at TAMU. Centralized financial offices are no better. It is baffling to me how this is cost effective. I am still waiting at six months to receive my travel reimbursements; this is common in my department.

Concur is catastrophically problematic for expense recovery.

The SRS office is in general very efficient and communicative.

Maestro is a horrible system... please find something better... and working with SRS staff is not easy!

Ok I have a concern about accessibility! The National Science Foundation wants us to "disseminate" our results and make them accessible, but state law and the university require our results to be WCAG2.0AA compliant. Personally, I budget for this in my own proposals, but there is a lack of communication or awareness of this issue until after the proposal has been submitted and there's no funding for it. I actually know a solution but I don't know who to talk to.

Coding, and reimbursements with grant funds is aggravating to say the least. I don't think I have ever worked with the same individual two years in a row for the past 8 years.

TEES/SRS has clearly major problems w.r.t grants contracts management. I have personally been hit quite badly this past 18 months due to delays, and poor support. All in all, it has become very unpleasant to be a PI at this institution currently due to the gross inefficiencies in administrative support for grants, sub awards, and management

SRS needs to be supported with competitive salaries, to try to prevent the rapid turnover of the best folks. SRS support staff need to be held accountable to the same time lines as PIs and rewarded for success when applications they helped navigate the system are funded.

SRS postaward office (or at least the administrator that I have been working with) is non responsive. Substantially negatively affect the timely progress of the project.

I never understand how to interpret what Maestro tells me, it is always behind and I don't trust using it to keep track of funds since I need a degree in accounting to understand how funds are displayed and kept track of. I honestly just don't use it for any details, just an estimate of total amount left in an award.

It took too long to get my EFRC sub contract set up. My LANL contract was also not set up in a timely manner

SRS and MAESTRO are great. Contracts (outside of SRS) take forever.

Travel: the rules are complicated, ever changing, would be so much simpler if we could use per-diem as other departments in our college do. The rules seem to be upheld at different levels depending on the administrative aid of the unit. The processing of our reimbursement is slow, in part because we are required items that other units do not require. Maestro is never really up to date, Money comes and goes from an account which makes not overspending and making sure we spend all the grant difficult. We spend a lot of time doing accounting work to make sure we don't waste our hard-earned research money, SRS: personnel keep changing and the new people have no experience. We are always teaching them and somewhat helping them do their job, not the other way around. When one person replaces another there seems to be no follow-up, I was asked to justify indirect costs for a project three times, one per year because the person changed. The justification should have been associated with the project, and I don't think it is my job to know how the IDC was negotiated, Plenty of examples of the like.

In 2022, I was a co-PI in a grant that end up leaving almost 10k or thw equivalent of 20% of the grant money in the table because the PI did a poor management of the grant money. My frustration with TAMUG / TAMU division of research is that NOBODY caught this case in time or contacted the other grant PIs to try to use the money in time and we end up losing it.

The staff partners don't communicate all that well. Duplication and delay is common.

Projects that have ended months ago are not closed out until I explicitly request them to be taken care of. It is like pulling teeth to get invoices issued in a timely manner, even when companies are begging for them.

Contracts languish and it takes up to 6 months to get approval and funds available. This causes the need for no cost extensions and when crops are involved, missing an entire year of starting a project.

It took four months to move system money into an account we could charge to, and they still don't have a way for my student workers to charge to it - almost six months after the award (which, again was WITHIN the TAMU system). It is absolutely ridiculous.

negotiation is a major bottleneck that delays setup and discourages running subcontracts through TAMU as opposed to consulting. For a short term (1 year w start date within a few months) foundation project, for example, the project might not be able to be set up to pay students until well within the performance period.

The reimbursement process is cumbersome. It is often the case that the time I spend preparing expense reports costs more (in labor) than the amount being reimbursed. A simpler travel expense reimbursement process would be welcome.

Maestro is consistently 1-2 months behind. At times, it has been better and likely this is due to a staff member having time to process charges.

SRS is reliable always. Contracts -- what a mess. Who is in charge? Why does it take so long?

As mentioned above, SRS staff don't fully understand the "local authority" status we have and are very conservative and inappropriately engage federal agencies over quite simple decisions such as rebudgeting, this has led to confusion by program officers in my case and inappropriate account maneuvers.

Again we were in a winning situation and we have now snatched defeat from the jaws of victory. Our bureaucracy has skyrocketed and has become like swimming in molasses

My worst contracts experience involved the negotiation of a subaward with an out-of-state prime and sponsor. Total nightmare, the contract negotiation dragged out for months and a chargeable account was finally set up 1 week before my first deliverable.

How would faculty know whether Maestro account balances are correct? This is the only information we can see!

Generally, the entire proposal process makes it harder than it should need to be. Too much business / administrative tasks are pushed onto the PIs, who should be technical experts not bureaucracy experts. A well-functioning organization should have the right people with the right skills performing the right jobs. That measure of excellence is missing at TAMU. Instead, people with the right power and position get other people to do what they want.

I don't want to have to be aware of the details of proposal submission- I want SRS to be expert in that and help me in all aspects.

There are so many issues with SRS, I do not think I have enough room. To start, SRS makes our lives much more difficult, not easier. At many of the institutions I have worked at, SRS was a service, not a hindrance. PI's would focus on the research aspects, while SRS took care of everything else. They arranged contracts, subawards, allowed PIs freedom, etc. Here, it is constant oversight and telling us "no." Between the business office and SRS, it is enough to consider leaving this university for good.

SRS has suffered a substantive loss of experience in the last two years. It appears that they are often not replaced in a timely manner, resulting in current staff being overworked. Some of the losses are to be expected (retirement) and can be planned for so that replacements are available quickly, others are individuals leaving for similar roles at other universities which would suggest either a pay gap or excessive workload (or both). These folks are integral to our success as PIs and I believe deserve higher pay and more colleagues.

In some cases, it took longer than one year to pay an invoice.

Post-award set up is always too long and not aligned with other processes in the university. For example, students hired for projects with start dates of 9/1 always cause bureaucratic nightmares for payment. Also, we waste a lot of time doing travel paperwork. UT does per diem - that would be faster and save money by reducing staff loads. Also, it is inappropriate to expect students to pay out of pocket and wait for reimbursement, but we have to do extra paperwork when we pay for them on our travel cards. Everything is terribly slow and often close-out processes want more from me than the sponsor does. It is duplicative and a waste of PI time as well as annoyingly filling up our email inboxes with automated reminders.

Overall OK, needs improvement on timeliness and transparency.

I believe the information on maestro is fairly accurate but its not easily understood or to navigate (even after maestro training). its difficult to find the right documents and information. and you can't clear outdated warnings from your homepage. I would like more detailed information on budgets too.

Again, sine everything is routed through Contracts in main campus, the Qatar researcher I facing multi-layer delays.

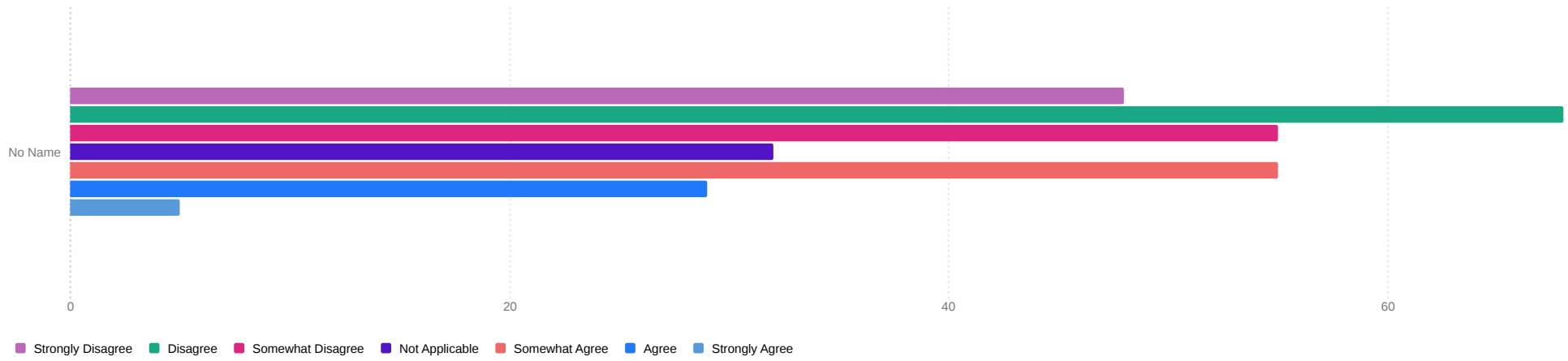
Concur is still a nasty mess. Maestro does not provide accurate account information.

Sub-award contract negotiations did not start without my intervention. They have not been conducted in a timely manner. I have two projects that were negotiated in the last 6 months. It took 3 to 5 months to get the subcontracts in place after the project start date.

Maestro is not reliable or user friendly. I see money come in and leave with no easy way of figuring out what happened without visiting with our business office.

I think that staff are overworked; accountability is lacking due to centralization which means dept heads have no leverage

Section 5.1. There are adequate financial support mechanisms for graduate students. 292 ⓘ



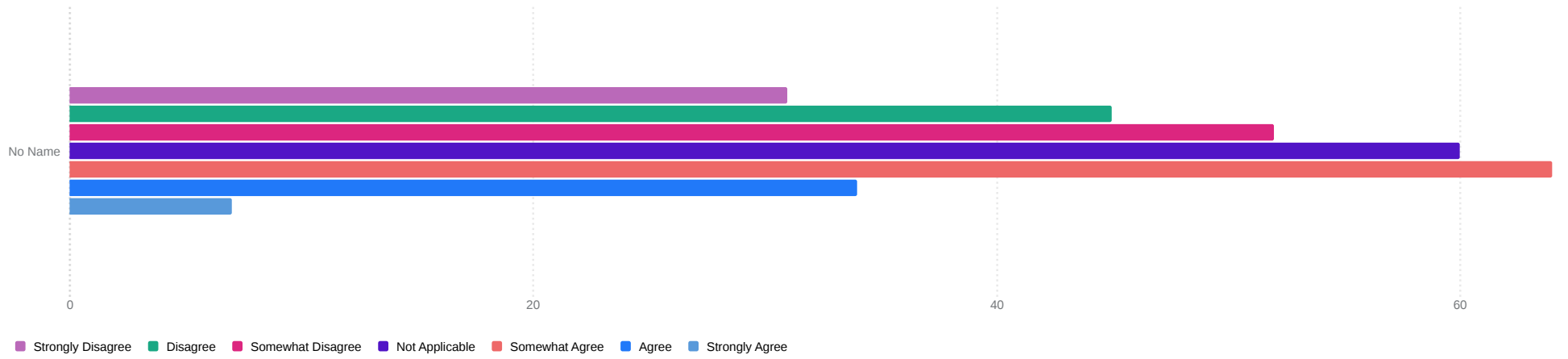
Section 5.1. There are adequate financial support mechanisms for graduate students. 292 ⓘ

Section 5.1. There are adequate financial support mechanisms for graduate s...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	48	68	55	32	55	29	5

Section 5.1. There are adequate financial support mechanisms for graduate students. 292 ⓘ

Section 5.1. There are adequate financial support mechanisms for graduate s...	Average	Minimum	Maximum	Count
No Name	11.29	9.00	15.00	292

Section 5.2. I am able to recruit skilled research staff. 293 ⓘ



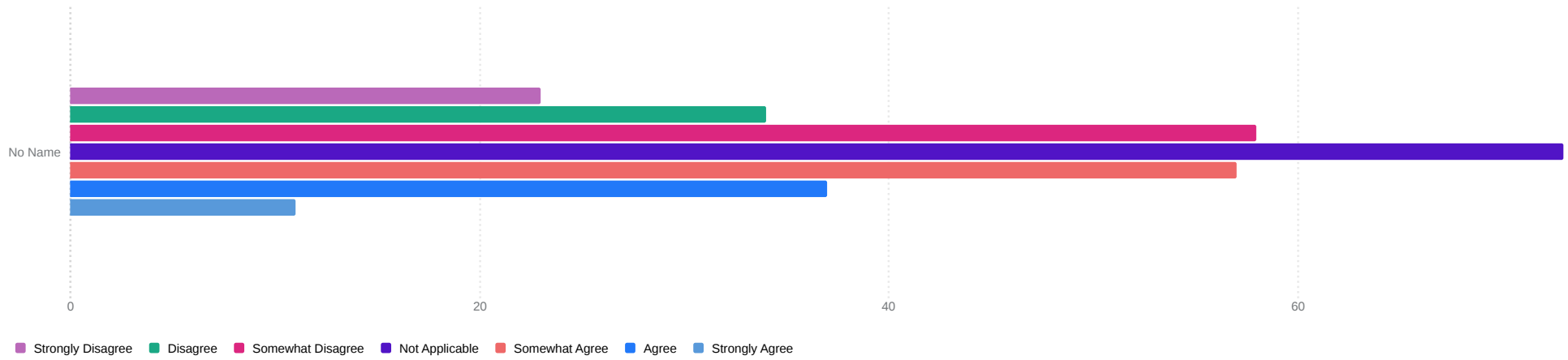
Section 5.2. I am able to recruit skilled research staff. 293 ⓘ

Section 5.2. I am able to recruit skilled research staff.	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	31	45	52	60	64	34	7

Section 5.2. I am able to recruit skilled research staff. 293 ⓘ

Section 5.2. I am able to recruit skilled research staff.	Average	Minimum	Maximum	Count
No Name	11.72	9.00	15.00	293

Section 5.3. I am able to retain skilled research staff. 293 ⓘ



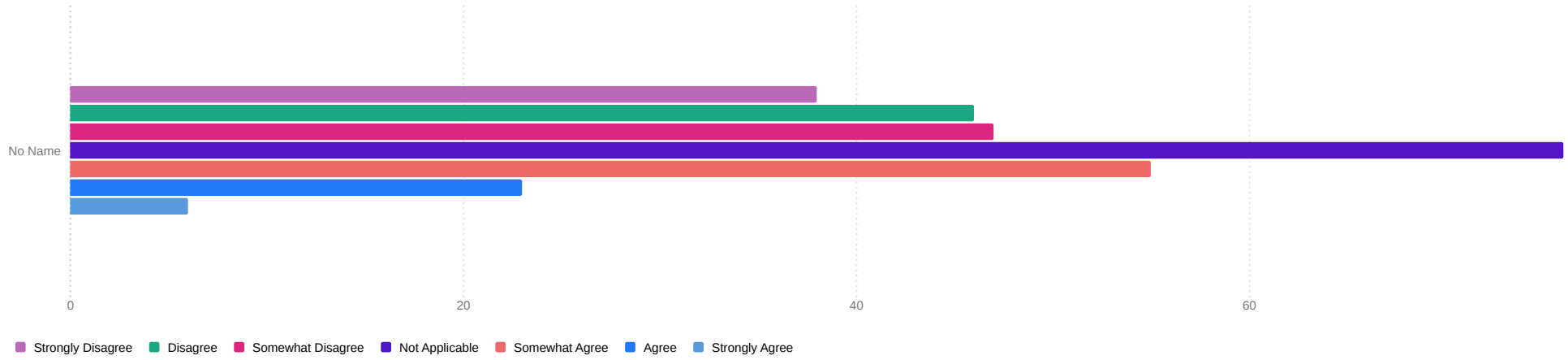
Section 5.3. I am able to retain skilled research staff. 293 ⓘ

Section 5.3. I am able to retain skilled research staff.	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	23	34	58	73	57	37	11

Section 5.3. I am able to retain skilled research staff. 293 ⓘ

Section 5.3. I am able to retain skilled research staff.	Average	Minimum	Maximum	Count
No Name	11.89	9.00	15.00	293

Section 5.4. I am able to recruit highly-qualified post-doctoral fellows. 291 ⓘ



Section 5.4. I am able to recruit highly-qualified post-doctoral fellows. 291 ⓘ

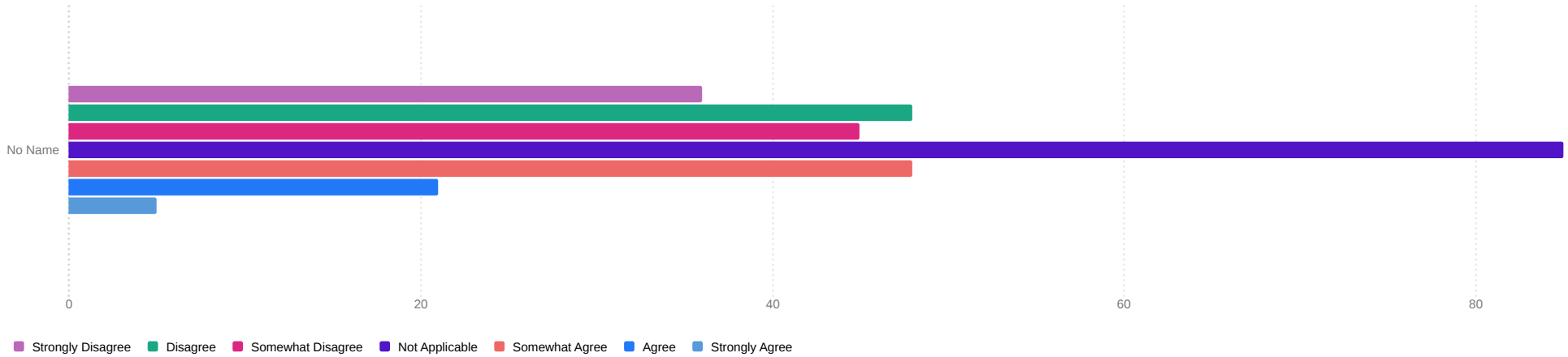
Section 5.4. I am able to recruit highly-qualified post-doctoral fellows.

	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	38	46	47	76	55	23	6

Section 5.4. I am able to recruit highly-qualified post-doctoral fellows. 291 ⓘ

Section 5.4. I am able to recruit highly-qualified post-doctoral fellows.	Average	Minimum	Maximum	Count
No Name	11.54	9.00	15.00	291

Section 5.5. There are sufficient resources available for the professional development of post-doctoral fellows. 288 ⓘ



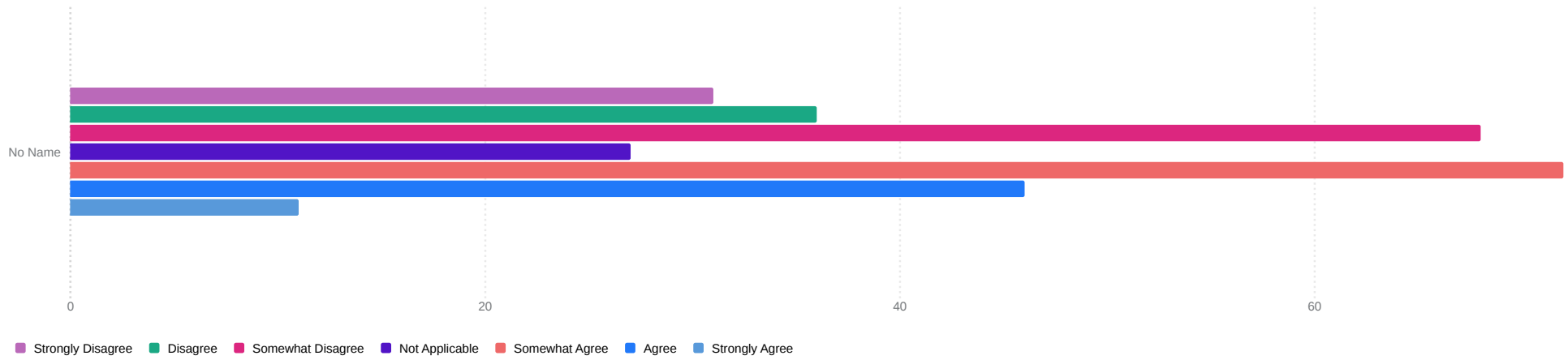
Section 5.5. There are sufficient resources available for the professional development of post-doctoral fellows. 288 ⓘ

Section 5.5. There are sufficient resources available for the professional...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	36	48	45	85	48	21	5

Section 5.5. There are sufficient resources available for the professional development of post-doctoral fellows. 288 ⓘ

Section 5.5. There are sufficient resources available for the professional...	Average	Minimum	Maximum	Count
No Name	11.50	9.00	15.00	288

Section 5.6. The pool of prospective graduate students is highly qualified. 291 ⓘ



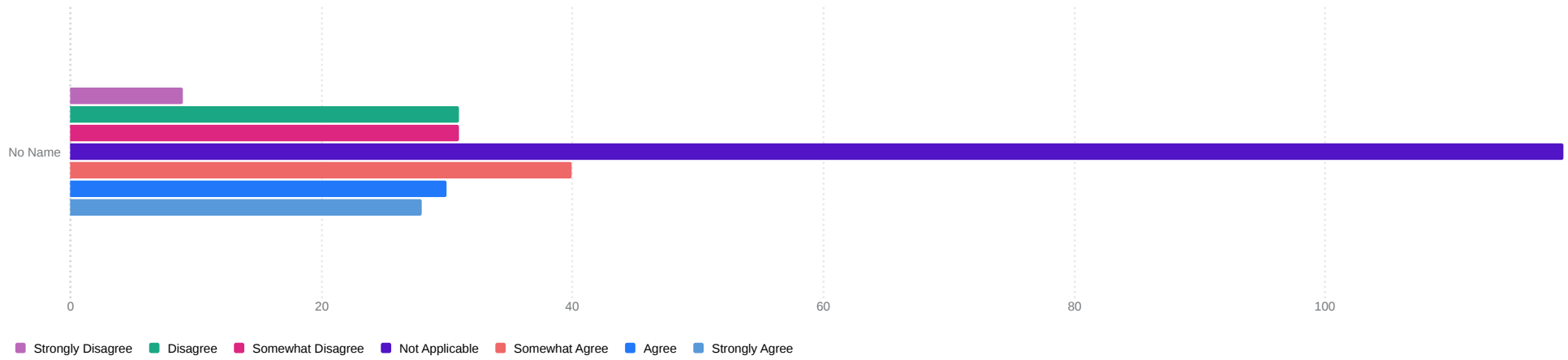
Section 5.6. The pool of prospective graduate students is highly qualified. 291 ⓘ

Section 5.6. The pool of prospective graduate students is highly qualified.	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	31	36	68	27	72	46	11

Section 5.6. The pool of prospective graduate students is highly qualified. 291 ⓘ

Section 5.6. The pool of prospective graduate students is highly qualified.	Average	Minimum	Maximum	Count
No Name	11.88	9.00	15.00	291

Section 5.7. Current export control restrictions are impacting my ability to hire good and highly-trained research personnel. 288 ⓘ



Section 5.7. Current export control restrictions are impacting my ability to hire good and highly-trained research personnel. 288 ⓘ

Section 5.7. Current export control restrictions are impacting my ability t...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	9	31	31	119	40	30	28

Section 5.7. Current export control restrictions are impacting my ability to hire good and highly-trained research personnel. 288 ⓘ

Section 5.7. Current export control restrictions are impacting my ability t...	Average	Minimum	Maximum	Count
No Name	12.22	9.00	15.00	288

higher pay

Higher salaries

The office facilities and support for post-docs tends to be worse than it is for graduate students. Post-docs tend to get placed wherever there is room left over from the graduate students. It should be the other way around.

Applicable to all of them: - Rising salaries. However, with the high indirect costs that we pay from awarded grants, increasing the salaries of post-docs/grads/research staff is unfeasible for the PIs because we are constrained by federal, industry and state funding. - The current state's DEI ban is not helping to attract the best scientists as potential candidates fear what this ban means for them, particularly if they belong to a minority group. How to retain them? - Upgraded facilities (labs, office spaces) and resources (including internet service, professional development) - Easy avenues for networking with Texas A&M scientists, faculty - Transparent decision-making processes (for internal funding, for upgrading facilities and resources)

We need (in PVFA) more funding to be competitive and be able to advertise the funding for graduate students. This should raise the bar. We currently lose the highly qualified to departments that pay better and the best applicants to other schools that provide funding offers.

Better pay grades for post-docs and staff

Better pay, 12-month salary for grad students

Tell the governor to stop acting like a crazy texan.

Higher stipends and better access to healthcare.

export control is a major issue, where bringing individuals from foreign country take a long time, even if they are willing to come.

Have better centralized training programs for postdocs, and other trainees, advertise and streamline websites and resources for trainees

There should be more support for graduate students and post docs. Many move on to other institutions that pay them better and have more resources.

Structured opportunities for professional development, decreased hiring times/delays/lags, support for K awards and other mentored grant mechanisms for postdocs, events and space for postdocs to find community and peer support

Offer competitive salaries. We are in Dallas and have to compete against the likes of UTSW who pay their students and staff way higher salaries than we do.

TAMU needs to do a better job in PR that accentuates why training here is top notch. It is already difficult to recruit here so more resources are needed. More generous stipend support would help too.

higher pay. We are being outbid by places that we shouldn't. All DOE Office of Science FOA now say we should be paying GS a "living wage" with \$45K as a target. I don't know that 45K makes sense, but the MIT LW calculator says we should be paying much more than we are.

Stop the ridiculous export control censorship!

better pay. We don't pay much. Reducing tuition for doctoral candidates to 1 research hour could save faculty considerable money and allow them to provide raises to these student, which encourage them to finish coursework early. I've seen this model work well at other institutions. If not, transparent uses of these tuition funds for grad students would be nice.

In my opinion, being competitive and up to date with academic and industry pay standards will help attract better graduate students and staff.

More school and dept funding. There was little to no support for postdocs that i have here until recently, when they started a group. They don't have travel funds or anything else to enhance their research beyond what the PI provides. I think if it's important for tamu/school/dept, they should have some budgets for these people

Money always helps. Supporting the research and teaching missions such that students want to come here to work with our faculty would help...many recent changes have hampered the mission.

Increased salaries

clearer departmental/college funding agreements for students (i.e. not promising funding through GAR when there is not actual GAR spot available), Dont tell students they are fully funded (implying a fellowship) when you really mean that they will find a PI and that the PI must fund them on a GAR

The School of Nursing has no funding for these positions. It is sad as we are a Tier 1 institution.

In my field, state policies and politics are making it very difficult to recruit and retain women and others from under-represented groups. One potential candidate told me bluntly they would never consider living in Texas.

Build our scientific and cultural reputations, discipline by discipline, as well as overall. Support them well and provide effective opportunities for their impactful engagement, improvement and advancement.

A T32; improving rankings of graduate programs; increase stipends for grad students; offer top-up money for post-docs, to supplement PI-paid salary.

More internal fellowships

The Legislature needs to keep their nose out of DEI. A&M is regarded as a racist university. Stay out of legislating bills that exclude minorities.

Pay them more, give them flexibility, and ensure they have meaningful work to do

pay them with out the HR delay of a month (or two)... other universities can pay a TA or RA within 2 days of onboarding. We have TAs that can't work for the first two weeks of the semester and they don't get paid for a month. Same for the RAs. Our reputation is terrible. Plus we don't pay that much.

Allow more flexible hybrid options. Hard to attract quality nursing postdocs because they make more money clinically and are often not in a position to relocate. Mandating being on campus or AWL with 2 days only working at home does not work for many qualified candidates.

training grants

Do not rely only on the PI to pay everything for graduate students and increase grad student their salary to make TAMU competitive.

Providing quality and abundant space for research staff and research experiments. Currently, we do not have space for research

Sustainable funding support

TAMU has to better address equity and disparities research to impact HSC funded post-docs, graduate students and research staff. New Deans don't understand the importance of these research roles and have actually had a negative impact on new-hires because of interpretation of AWL. This has to be addressed with Dean's and Dr. Reddy with the HSC.

By improving reputation, by being in national news for positive reasons.

Take a good look at the stifling bureaucracy

Flexibility to offer competitive salary, flexible work schedule and opportunities for professional growth/higher education.

We will be able to recruit better postdoctoral trainees and grad students by increasing the quality of the pool that is here. We need a few years of large incentives to get top students and trainees here in order to recruit more top-quality candidates.

Provide more Unit support regarding administrative (secretary) support. Close to 50% of our time goes to administrative overhead (answering phones, responding to what seems to be dozens of oversight committees, purchasing support, travel support. This all falls on individual PI's in my unit, as we only have a single administrative assistant for the entire unit necessitating PI's have to take on too many associate department head task.

With respect to attracting better graduate students, think we need to do a better job of being visible to undergraduate students at peer institutions. Our websites are a disaster. Our pay scales are such that we cannot compete with National Labs. This affects post-doctoral and research staff recruitment.

Interesting you as this. If you had some previous or current faculty as advisors, they could tell you. If, you guys are a bunch of administrators looking for a list of 3 things to do, we aren't communicating. You need to know what doing research is like, you need to know how it feels to do research, what it takes - and while your organization can't do the research, in order to support it, you need to understand it. So, a modest suggestion, invite some PIs (young, old and in-between to give an informal talk to your folks using the theme "what I wished TAMU knew so they could better help me do research. Everything from leaking roofs, power outages, slow response on safety updates, lab inspections, maintenance inspections (so for a concrete example, who messed up with the elevator problem in the NSG? - clearly no PREVENTIVE MAINTANENCE to catch the problem before it shut down the elevators) No spare parts on hand, no real sense of urgency and ...

Have funding to offer competitive salaries--streamline hiring processes

Having better internal funding mechanisms for postdocs, graduate students, and research staff.

We need better (and targeted) marketing of our graduate programs at the Galveston campus. We need fellowships for students that perform well in their first year and should be awarded a GAR position following that - not just fellowships for incoming students. To retain good students, we need to be able to offer them fellowships beyond the first year. We need matching funds for grants to extend GAR positions to 4 years.

In my department graduate student funding comes out of the Department budget. We are very low compared to our peers in stipends and lose out on the most qualified students. An increase in funding would be helpful.

Providing competitive pay lines. For a major research institution, the pay for graduate students is abysmal!

The salaries need to be competitive to be able to attract and retain competitive postdocs and graduate students. This is particularly an issue on the Galveston Campus.

Need \$ support!

Well, former interim Dean Bermudez single-handedly reduced our entire graduate student enrollment by 10%. So, maybe more money? I guess I should try to find money with my grants.

Heating, air conditioning and elevators that are functional.

Provide a way of giving post-docs some funds for continuing professional development, such as attending conferences.

Pay them a competitive wage, don't consider them third rate employees. Recognize them and support them with good health care, common privileges of the University and encourage them to seek extramural funding, rather than punish them when they are successful and make it difficult for them to access the \$ and keep their trainee status

University could consider allocating funding for postdocs

more funding for salary and research

the requirement to pay post-doctoral researchers 54K is ridiculous and is going to kill the research at TAMU. Grant agencies will not provide the funds for this. The public view and press was great for TAMU but the university is not paying these individuals the PIs are -

Better branding, differentiation from peers, increase access to other campuses where expertise may exist.

we could hire presidents who aren't racist, Banks really made it hard to attract people here. we could also address the fact that it is difficult to attract qualified women of reproductive age to a state where abortion is a crime. this has been an issue for colleagues of mine, and my own lab has attracted only qualified males recently for graduate school but my n is so low that i can't say if it is a pattern or not. also, it is disgusting that we are punished for having MS students paid as TAs. this clearly discourages recruiting them (obviously that is by design). for a school that claims to be about training the TX workforce, the difficulty funding MS students without external funding is really disgusting.

Reverse the political changes the Texas legislature and governor recently implemented. Candidates tell me to my face they won't come here because of Texas's politics and restrictions on their lifestyle

better pay, more support, less red tape

Provide more funding to increase their stipend and final support for traveling. Students and postdocs in TAMU receive significantly less final support comparing to those in our peer institutes. It would affect recruiting, retention and our reputation.

Funding. Better resources to guarantee funding for full postdoc or grad term

Increase salaries.

We need a more Dept Driven booths or presence in National meetings. Just a mixer with food and drink is not enough. we must show up with attractive booth, electronic monitors, etc. There are hundreds of potential applicants as postdocs and students that want to go to a Power house.

salary increase

Make the immigration process more user friendly.

Resources. The level of our PhD students has slipped considerably. Postdocs are one bright spot, that can have a significant impact on research, especially for those of us that are isolated by department hiring priorities.

The stipends provided for PhD students from the University are not competitive with other places. Moreover, the lack of support for MS students who are serving as teaching assistants makes us less competitive than other peer institutions.

More grant money, more positions, more marketing. Galveston has about 120 Faculty members (full time) and there are only 3-4 post doc positions on campus. This is not enough, as we have 7 academic departments. The engineering and natural sciences tend to quickly consume the resources for post doc, leaving no chance for the other departments.

Fire the governor

Pay students more; change the political climate in Texas.

current export control is damaging.

push colleges to provide budgets appropriate for a living wage for graduate students.

I believe this is the job of the administration. I do not think this has been a priority of the Dean's office and the like. Instead it has been to pressure faculty to get larger grants.

TAMU needs to subsidize the costs. Times are changing, costs are soaring and funding is flat.

By promoting a culture of research excellence at Texas A&M.

The policies of the university and Texas are hindering graduate student recruitment.

Improved financial support for high-impact graduate students through College/University matching assistantships or fully-funded scholarships distributed to departments would be appreciated. When held at higher levels some programs are less competitive due to the type of research being conducted, not the quality of the students or needs of the program. Distribute assistantships based on graduate population size within departments (rolling graduation numbers, for example).

Allow more freedom in who to hire on an hourly basis, and more freedom in who can be kept on after graduation.

1. Pay them more money. Many graduate students are not payed the living wage. 2. Allow more flexibility about the location where postdocs and older grad students work. I find it hard to persuade people to move to College Station for multiple years. At other institutions, many postdocs in my field work remotely.

Offer more money, but we as scientists do not have this money to offer

Better pay, but also, recruit fewer foreign students. I work on projects that due to security restrictions (which are reasonable) limit who can work on them. Yet when I advertise for students, I get inundated with foreign students I can't hire and 1 or 2 citizens who have few qualifications. The expansion of the student body has also led to a general degradation of student quality. Simply put, we need better students, from Texas.

Re install the rigor of undergraduate educational programs that have been watered down in the last 10 years

Teaching opportunities for postdocs

Reputation of the state, city, and University needs to improve. People want to join high amenity areas and College Station is not one of them

This is very specific to my discipline, but the creation of my department and the ambiguous way that my field of research is now placed across two separate departments has created a situation where this field is now practically invisible at TAMU to outside interested parties (students, post-docs, faculty) other than through personal connections. It is imperative to create a platform connecting faculty and departments working in this field so a united front can be presented with a critical mass and variety of expertise that will attract excellent students, post-doc and faculty.

Several options: 1) waive tuition and fees for the first two years, 2) cover salaries and benefits for the first two years, waive all university IDC capture for the first two years of the grant conditional upon the "saved" funds being used to target hiring

anti DEI policies in the state makes recruiting high quality personnel difficult

No SB17

Better pay, higher remuneration

Pay them a competitive salary. Help the communities build a thriving arts culture and to attract business. The proposed Midtown Park entertainment area is a start. There needs to be more of this effort.

I have not been able to find any graduate students. I think if TAMU had a system where graduate spots could be posted would be most helpful.

Our stipends are low relative to our competitors. Also we do not provide support for research and travel for grad students on a par with our competitors. Rents and living costs have increased, and salaries, stipends have not kept pace. It's about the money.

Be competitive with federal and industry levels

better graduate student stipends, guaranteed summer funding

12 month guaranteed funding for graduate students, increased travel funding for non-grant related travel

Money

provide better benefits than other R-1s to incentivize moving to a rural area.

TAMU is behind the times in supporting graduate students in biomedical sciences. The norm is full support (not by the mentor, or by TA, but by the program) until candidacy. This is a major issue. Postdoc salaries need to be higher but there is little room in most federal budgets. While it is a big ask, some salary subsidy would be helpful.

1. We need to make the visa process much better

Improve academic programs.

Invest more money in graduate student stipends and services

Applications for positions at all levels in my department are down 40% year-over-year, especially from women. The best way to get better people - students/postdocs and faculty - would be to replace the current TX governor and legislature with folks who will repeal SB17 and restore freedom of individual health decisions in the state.

More funding for grad students. My dept can only fund 2 grad students per year out of 20-30. That is insufficient. We are losing good grad students to peer institutions. I like our grad students, but they often lack high-level skill sets and require hand-holding. This limits faculty's ability to produce higher-quality work at a fast pace.

Current stipend levels barely constitute a living wage, and the disparity with industry employment continues to grow. Without new funding options, the pool of qualified candidates will continue to dwindle. Granted, this is a nationwide problem, not just a TAMU problem. But if TAMU can come up with a solution, it is an opportunity to make a step change leap up in our national reputation.

funding between grants so funding can be promised at the time of admission.

God staff have no career path here and will eventually leave to find more opportunities.

We must have more scholarships.

Pay more, but with bridge funding for faculty, who have limited budgets.

A major challenge as a PI is how to fully fund graduate students. I receive little help or guidance on strategies to fund students when between projects. Students don't want to come if they need to be worried about their funding. In my entire graduate school career, I never once had to ask my adviser if or how I was going to be funded. At TAMU, it seems that it is foremost on the minds of the students. It would be beneficial for all to provide a clear pathway to fully fund students. As long as the PI is trying to get external funding, then there needs to be a safety net so that graduate students can continue to make degree progression and complete their research, which is often needed as preliminary results in proposals.

For graduate students- combined life science umbrella recruiting program. This would be very very helpful in recruiting highly qualified graduate students. The postdoc situation is trickier because BCS is not a desirable location to live as a postdoc, and the regressive nature of the laws in TX hasn't helped any (no DEI, etc)

Post-docs are almost a lost cause at this point given the amount of abuse they take with little job prospects. The only hope is to give them amazing salaries (like 80K or more), or the entire concept of a postdoctoral fellow is destined to die off in the next 10 years as they all leave for other, better paying, and more enjoyable experiences. For graduate students and research staff, same concept. We already have a good pool of graduate students across campus, but many are torn and make financially-based decisions. We need to start paying them WELL, so they choose graduate school over other opportunities. With the amount of money this university spends on athletics, if they really want research to succeed, they need to pony up. Its going to cost money to get us to be top ranked and get top ranked talent, full stop.

1) Doing, promoting, and recognizing more impactful science (e.g., publication in high-visibility journals), not just numbers.

better benefits, salary

more funding for post-docs!

While we cannot do partner hires for all of these positions, I would like to see an office that works to help partners find jobs in the community. College Station is a difficult place for someone to "break into;" any assistance we can provide in this area will increase our chances of recruiting top individuals.

improve the reputation of TAMU; offer competitive scholarships to exceptional applicants

By offering better conditions

I have no idea

Be a less Racist influenced University. No promising Pist-Docs want to join a racist influenced university

If we bring in our own external funding to support these people, we should be able to pay them more than the what the university allows.

Graduate student stipends need to increase across the university to account for inflation and rising costs of housing in BCS. It is ridiculous what terrible wages we offer students and expect them to move across the country or world for.

Improve the funding across all departments for post-docs and grad students

I can't speak to post-docs and grad students as I don't hire them often. But research staff salary bands are very low. I believe they should be reviewed and updated.

There has been no money from internal sources for support of laboratory or office staff. All that is done, ordering, travel, etc are done by the PI.

pay more

After hiring a postdoc, it takes 8-12 months to get them on campus. This is a huge delay.

Merit and diversity fellowships (if the latter are still a thing) are ineffective. Negative publicity about the State of Texas and its political extremism have deterred many top graduate students, post-doctorals and research staff.

This is a problem nationally. It has become a much greater problem after the cost of attending graduate school in engineering increased dramatically. We do not have a funding model that is competitive with other institutions.

We have to increase our financial support and make them feel like a part of the team.

Increase emphasis on umbrella programs and interdisciplinary sciences. Students want choices.

raise visibility of faculty research; reward faculty for high profile publications and original discoveries.

We have been trying to hire a post doc for over a year with no success.

The process is cumbersome for when a graduate student receives external funding. They are essentially fired and put in a new position, which gives them a gap in health insurance. The whole process is more arduous than it needs to be and puts a burden on the faculty member. Then the way the students is paid and reimbursed is complicated and non-transparent.

My department head refuses to request sufficient TA support from the dean.

Our students are typically supported through grant funding; usually, we don't receive funding through the university to hire postdocs or graduate students. In addition, in my department, whenever Fulbright scholars approach me to be part of my research team, I couldn't get them hired just because we have administrators who are reluctant to define a way to recruit those Fulbright scholars to our department. Many times, we are asked to pay out-of-state tuition, which prevents us from hiring those individuals.

We have not been able to attract or retain talented scientific workforce - we have significant local competition yet we are unable to set ourselves apart. Improve connectivity between urban areas and B/CS allowing trainees to see that this is not a remote location "in the middle of nowhere"

It took 4 months to hire my research coordinator in 2022. I was lucky not to lose him, but this imposed considerable hardship on an excellent research staff person.

Until we purge the VPR office of xenophobic attitudes we will continue to lose well-funded researchers who take their students and staff with them when they leave for more equitable and safer research environments.

The ability to assist in the funding of F31 and F32 proposal recipients is insanely hard here at TAMU. This needs to be addressed and rectified.

Need to have flexibility to pay competitive salaries for everyone: GS, PD, Research staff and technical staff

Many international students, staff, and even faculty have huge issues with getting visas in a timely fashion. I know of numerous examples where we make it a pain for them to be here.

Qualified domestic graduate students are rare. We are the largest undergraduate engineering school in the US, and yet we are absolutely terrible at recruiting our own top students to graduate school here.

Get Nursing Funding for Post Docs!

pay them with out the HR delay of a month (or two)... other universities can pay a TA or RA within 2 days of onboarding. We have TAs that can't work for the first two weeks of the semester and they don't get paid for a month. Same for the RAs. Our reputation is terrible. Plus we don't pay that much.

Hiring full time research staff is difficult at best. HR salary bands do not keep pace with markets. Additionally, from need to hire is an easy 6-8 months

Based on my experience with my hires the quality of grad students, post docs and research personnel is extremely low at TAMU, compare to previous institutions I worked for.

Texas A&M University does not appreciate the importance of laboratory technical support personnel (lack of any financial support to retain that position). It is very challenging to maintain and ensure safe and efficient lab operations without such personnel.

Because Nursing is a "young" college, there is a lack of support for research staff. The new Dean and some "old guard" leadership not involved with research does not embrace an R1 mindset and this needs to be reinforced from the Provost office to understand the importance of teaching, RESEARCH, and service. Additionally, given that a majority of our extramural projects focus on medically underserved, we need to address health disparities and that is very difficult when the research work is occurring in Texas.

Restrictive administrative guidelines to offer competitive salary has been a major hurdle.

We need to fix ongoing issues with the disbursement of NRSA fellowships, particularly for graduate students.

infrastructure matters. The faculty can deal with the students and post docs. Maybe more attention help vis a vis VISAs since the government processes for these seem to have become more tedious

My Department/College lacks appropriate funding for graduate students. Any grants I submit have funding for graduate students to offset this lack of support. With funding and tuition for students in my proposal, I have no room/opportunity for postdoc researchers.

There is a lack of transparency and accountability for RGSO grad fellowships. They also are only available for incoming students as a recruiting mechanisms. Some funds should be considered available for year 2 and 3 doctoral students as well who are performing well but do not have funding options besides GAT.

pay grad students more. and only one title, not this back and forth with GAT and GAR and Fellowship--causes problems with benefits!

The hiring process is too slow. Procedures to approve staff, student and postdocs salary raises are obstructive and unnecessarily cumbersome.

The problem is not my ability to select qualified individuals but to access funding to support basic needs, such as project and lab management, which are essential to submitting winning grants that support the research and students /staff they will manage. Similarly with GARs and postdoctorals, when I can identify excellent individuals but without at least bridge funding, it is challenging to fully take advantage of their expertise and contributions in carrying out and developing new research. Pay at or above NIH should be the norm. Disseminating open positions to recruiting pools, social media, professional organizations would be appreciated. I find I am put hustling my position announcements just to get them seen.

They are negatively impacted by facilities --heating, cooling, functional elevators.

Need more accomodation from HR when it comes to hiring/starting salary, pay raises and promotions. They tend to serve as gate keepers that want to reduce the amount of raise, or setting upper limits that are well below the max value for the position under consideration. I have not understood the reason for this.

more fellowships

Stipend for graduate students is not competitive with peers and limit to 1 year funding limits the number of mentors that are available.

Fees keep increasing, salaries keep increasing even while in the middle of a project and the increase was not planned when the budget was prepared.

The change in our ability to apply tuition/fee waivers MS students on teaching assistantships has cut our recruitment of these important students by 80% since implementation. This has crashed our graduate student population and is impacting our ability to hire teaching assistants to teach the growing undergraduate population. This should be reversed!

Postdocs seem a bit isolated from the greater campus community

One problem I have run in to in a department that does not have a PHD program is the lack of ability to hire PhD students qualified to work on my projects. This is because of the expectation that to admit a student departments often have to guarantee funding to them and so there are no available students - all are accounted for. On one project I have had to get a department to admit and allocate a student for me and had to promise I could fund them for 4 years. I actually could not use the money for the student the first year at all since there was no one to hire. Without student labor capacity I typically do not even bother to write in student funding to my grants and contracts anymore since it is so hard to hire someone. There is no way to identify students in need of funding and since jobs for aggies was changed I don't even know where I would try.

Pay them what they should be paid. In some of our colleges, our PhD students are the lowest on campus, in the region, and in Texas. BCS is already a small city with not a lot to do. There is little to attract them here when competing with UTA. All PhD students should be on 12 month contracts. I have no idea why 9 month contracts are even a thing here. I imagine the same is true for recruiting post-docs. Research staff is difficult to recruit and retain unless they are an Aggie. Faculty that are not Aggies would like the opportunity to have recruitment pools that are larger than just former students.

The salary scale for research staff lags behind the times. Entry positions now need justification to hire more than the minimum amount. For example, the a newly graduated student being hired as a Research Assistant is directed to \$30,000 in starting salary. These potential personnel can easily make 15,000 more than that in local industry. A&M needs to update their entry position recommendations so that we retain people easier. Yes, I know that justification requests to hire at greater than the minimum band can be don, but the definitely should not have to be if A&M is with the times.

I am moving to hire more technicians and postdocs and rely less on graduate students for research. Most PhD students will work in industry and do not rely on publications for their career plans. Are we admitting and churning out too many PhDs?

We are NOT commensurate

Money drives quality and quantity

The graduate programs at TAMU are old fashioned in the sense that they are department centered and faculty need to have joint appointments to get access to students and students see a limited array of faculty. Modern graduate programs overcome the primary barrier of departments. This is not "umbrella" but true tans-departmental graduate programs. T32s are effectively non-existent because of this barrier. The IDP should be utilized more and supported better by the university. If utilized properly, and this will take creative accounting, the T32 to can raise and ENTIRE program dramatically.

There is a disconnect between academic programs and applied research programs. Students are not prepared for applications in the discipline.

The requirement for graduate students on an assistanship to be enrolled full-time for the entirety of their degree program is ridiculous. When students are taking research credit hours, faculty are paying the university for services that students are not using. It is a waste of faculty money and a stressor that should be eliminated.

It took extremely long to get approval for the export control

Time to get DS2019 issued by this University for postdocs have become a huge problem! This has to be addressed and fixed.

due to recent restrictions on international students, our graduate program has suffered

The quality of applicants is generally low.

Tuition should be waived for graduate research assistants not charged to the PI. This is a major disincentive to funding graduate students.

Job positions for research staff and postdocs are confusing and often limiting. They should be more flexible to accommodate different sources of funding and tasks for the staff.

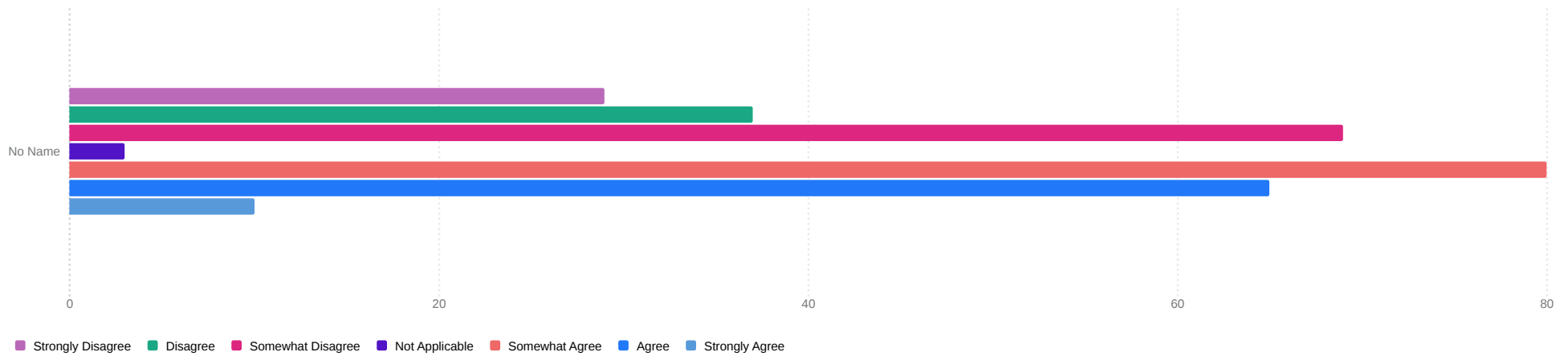
Need way more funds for graduate students so the investigator doesn't have to foot the bill for everything, in addition to research related supplies/reagents, equipment, per diem for animals, etc.

I can't speak to post-docs and grad students as I don't hire them often. But research staff salary bands are very low. I believe they should be reviewed and updated.

Support for graduate students is only from external funds. There is not a frequently updated and transparent communication regarding any internal funds to support graduate students.

Students from the US don't want to go to grad school. I have a lot of international applicants, but since we can't use the GRE anymore I don't have a way to vet them. I'm very worried about keeping my research program going due to lack of available students and not so much funding as I have plenty of money.

Section 6.1. The general administrative burden with regard to training (CITI, TrainTraq) is appropriate. 293 ⓘ



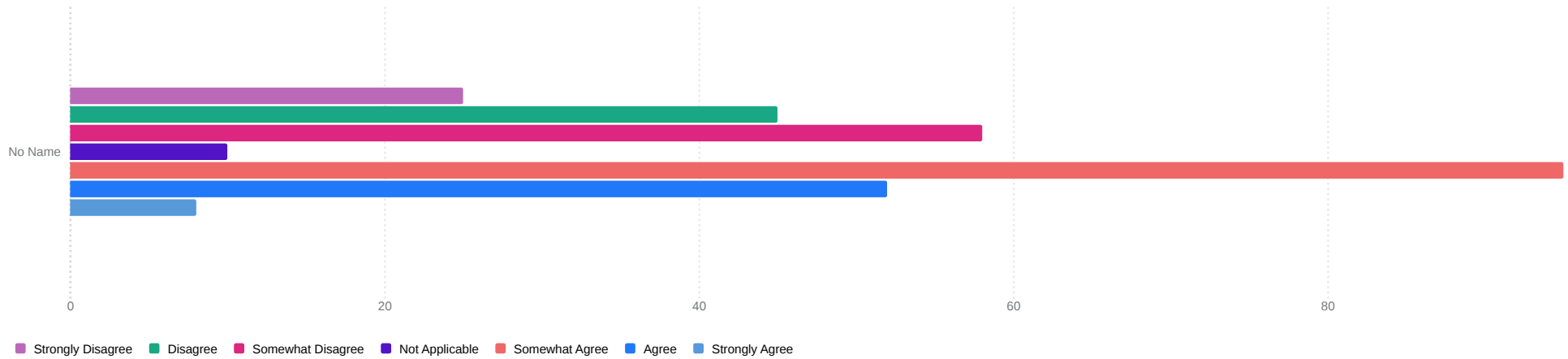
Section 6.1. The general administrative burden with regard to training (CITI, TrainTraq) is appropriate. 293 ⓘ

Section 6.1. The general administrative burden with regard to training (CIT...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	29	37	69	3	80	65	10

Section 6.1. The general administrative burden with regard to training (CITI, TrainTraq) is appropriate. 293 ⓘ

Section 6.1. The general administrative burden with regard to training (CIT...	Average	Minimum	Maximum	Count
No Name	12.03	9.00	15.00	293

Section 6.2. The general administrative burden with regard to research compliance is appropriate. 293 ⓘ



Section 6.2. The general administrative burden with regard to research compliance is appropriate. 293 ⓘ

Section 6.2. The general administrative burden with regard to research comp...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	25	45	58	10	95	52	8

Section 6.2. The general administrative burden with regard to research compliance is appropriate. 293 ⓘ

Section 6.2. The general administrative burden with regard to research comp...	Average	Minimum	Maximum	Count
No Name	12.00	9.00	15.00	293

While it depends on which reviewer you are assigned, I have often found the IRB to be slow to the point of impeding progress on projects and often not well versed on standard methods in my field. Even minor amendments often take a long time to get approved. I will say that some of the staff members are amazing to work with, but there is a lot of inconsistency. The switch to Huron right now is also creating a lot of burden in our lab. We are recreating protocols that are already approved, then not getting quick approval we need to make amendments, and are being told the office can't provide support on the new system.

If TrainTraq compliance training were required only ONCE per year, it would be acceptable. I receive multiple mandatory training each semester, and I understand that it is likely a reflection of the type of research that I conduct. But once per year rather than each semester (including summer) would be an improvement.

Research compliance policies are difficult to understand and to follow because (1) the process is often inconsistent, and (2) the process for filling out paperwork is often very tedious, lengthy and sometimes, in my opinion, unnecessary. Example for (1), during the hiring process it is often unclear to me which actions HR should take and which are the ones I should take because who completes these actions change from one hiring to the next. Consistency during the process would be my suggestion. Example for (2), each gas receipt for a business trip needs to have the following information: my name, Account of project it will be charged, my signature, license plate of the car. For every given business trip all receipts will be charged to the same account and adding all this information to each single receipt seems unnecessary. In addition, the fuel receipts need to be handed to the business office although they were paid with the fuel card and I would think they should have an electronic copy of them. This might seem like no big deal but when you do business trips that last one or two weeks and accumulate a good pile of receipts for a given trip, I would think that providing this information to the business office just once for all receipts should suffice to avoid the burden of adding the information to every single receipt. Using electronic/digital software linked for instance to the fuel card would simplify the administrative burden.

Some of the systems are designed poorly and the process could be improved if the user interface were clear.

Huron has been a major administrative burden and a source of confusion for the PI.

Need more guidance on preparing and submitting IRB materials for collaborations across System entities, including non-departmentalized units of AgriLife Extension and units within Texas A&M University

It seems like the IACUC wants something slightly different every few years, which means I have to re-write and re-organize my AUP, which takes lots of time. The IRIS system is not flexible. The process to get new lab members trained and then for IACUC to know that have completed training is more complicated than it needs to be; there should be a better system where it's clear what needs to be completed and IACUC knows that it has been completed for approval.

The training takes a lot of time, is burdensome and isn't very relevant to my undergraduate workers. It would be more useful if it were streamlined for undergraduate researchers.

compliance officers should use some common space and need to be accountable. Safest way to not cause any compliance issue is simply not doing any research.

Inefficiency in processing of compliance requirements makes everything take much longer than necessary, often required repeated resubmissions because of errors in the instructions. Compliance is used to inhibit research rather than facilitate safe research. Compliance staff do not see themselves as facilitators, they see themselves as bosses demanding compliance.

can't skip to quizzes directly in some on-line required training- wastes time

There was a lot of redundancy in the CITI training therefore the time involvement could have been reduced by requiring fewer modules.

CITI training records don't interface well with Traintraq. I was getting notifications to complete training that was already completed.

Too much time needed to do these trainings.

There are so many different training systems (trainraq, radiation safety, whatever the IRB training is called, for some) that also don't connect to safety systems (bioraft). When students are on fellowships, they are not automatically added training, requiring manual addition or safety violations then manual additions. I want my staff to be safe, but every time I turn around there is somethign else I need to assign, find, tell, etc. Bioraft should be able to know when people are trained without having to get someone to look it up for us.

the new huron system has backed things up significantly. everything else is a burden but i understand it

There is a training for everything, while non-faculty tasks get piled onto faculty. It just eats into time. I am left with the feeling that these trainings 1) often waste my time, 2) are not sufficient to fully inform me about many issues they are related to, and 3) solely exist as institutional CYA (e.g. "We trained you that one time for 30 minutes on a highly complex and context-dependent problem, so now we can fire you and shift all blame onto you to avoid institutional accountability for a failure")

Writing an AUP is daunting

Train traq trainings are long and of various levels of quality and detail. When several trainings are due at the same time, the length of these trainings encourages disengagement, clicking through to the end as quickly as possible, and not learning from the training. This gives the impression that these trainings are just a CYA check box for the university, and that actually learning the material is not important.

There is too much paperwork that is not actually effective in improving compliance, and the frequency of renewal paperwork for many things is also too burdensome. For example, renewing collaborators we host annually should be a simple, no change, not fill out the many forms and get the many approvals all over again.

Simply too much bureaucracy all around. Too many reports across all areas of academic life.

Receptiveness is a bit obnoxious. Keep costs in mind, too: every hour is ~\$25 to \$100+, depending on level (grad student ... to Prof)

Lab safety doesn't communicate back when I have a need for clarification. It is a one way system only. Many systems are automated and send unclear emails with no human to respond to. It means PIs get tons of emails that look serious but are just an computer loading demands up on our time with no clear route to resolution.

CITI takes 3-6 hours to complete.way too long for accomplished researchers.

have to do the same training over and over if you teach more than one med class.

I waste 10%-20% of the contract period on paperwork with IT, RSO and compliance before the funds are deposited in accounts to get started. These tasks could be done in <1hr, but instead they spend hours in meetings feeling g us what we have to do, and months in email making corrections or chasing follow up data. A 1 hour "working" meeting up front should do it. The RSO and compliance roles are redundancy and stepping all over each other. Wasting 10-20% of the schedule on this is amateurish.

Doing the same training yearly over and over for 25-30 years does not make much sense.

For different compliances (e.g. AUP, BL2,...), we have to use different websites/platforms. Each is very burdensome, and very often, the languages used to ask questions are confusing and not clear.

Small change requests can be done by staff and we can submit with description of changes

Time lapse creates difficulties with regard to compliance. Clinical trials and research in healthcare has to address both research compliance and healthcare provider compliance, also providing a level of complexity.

For example, for each foreign collaborator, we have to disclose both in Huron and Maestro. And it has to be done every year even if the project and collaborators have not changed. This is redundant and very time-consuming especially if one is involved in many international collaboration projects. As far as I know, we have one of the most burdensome disclosure procedures in the nation.

I'm not sure if there is going to be a section on irb approval. Just in case there is not, I want to highlight that the migration from iris to Huron was a disaster. All the documents attached to existing applications did not migrate. I'm being told I have to manually re-upload all the documents for each project into Huron. This is absurd

What makes it burdensome is that you can never get timely or straightforward answers. The paperwork is not the issue.

going through the same courses year after year and the number of course just wastes time.

Unclear distribution of duties between RSO and agencies which leads to confusion and delays

Many of the trainings feel redundant and/or are too long. Having to wait for slides to be read to me is extremely frustrating. The new requirements for training for "programs" with youth are being applied too broadly and many of the items are insultingly straightforward. I think these are coming from a good place, but those of us doing work with children are already far beyond this in terms of how we think about protecting research participants.

TAMU resorts to outsourced SOFTWARE to do all its work. The standard response on just about any issue is hear are some videos, watch these, here are some pdfs - read these - INSTEAD OF: see minute 2:50 for the fix of that issue and refer to page 17 column 2.22 for how to do whatever. Instead of a crisp FOCUSED RESPONSE, we are given TOO MUCH information that we need to wade through to try to find the hidden clues that we need. SO MORE IS BAD, LESS IS GOOD.

So many trainings, all of the time. All the training detracts from actually doing the research.

Grad students are concerned about the 4 hours of face-to-face workshops required. Not so much the time commitment but the compliance piece.

I deal mainly with Human Subject Compliance on primarily exempt research. The rules seem to be different for every project.

Abolish CITI, centralize all training courses.

Cut down the bureaucracy... things are out of control, too many reporting requirements... reduce duplicate data/reporting requirements...

Research compliance guidelines are not visible, seem non transparent, often change mid process without formal communications. For some processes, as with IRB processes, submissions are returned several times for different reasons/edits/clarifications, yet all reasons should be communicated in the first review and return (not compounding over time resulting in an inefficient and unnecessarily time/labor intensive process).

There is far too much administration at TAMU.

Half of this compliance involves just checking a box. It takes me longer to get into Maestro than it does to complete to administrative compliance. Seems like more unnecessary work that I don't have time for.

There are too many emails from Maestro that either do not pertain to me or essentially do not need any action. It is confusing what Maestro wants us to do.

We have way too many training classes, and they are often focused on irrelevant topics.

The main issue is response time. It takes "forever" to get an approval.

Let me give you a recent example. I'm doing an IRB modification. And the only change that I'm proposing to make is the location of data storage, because my lab has moved. In the IRB portal, I have to recreate the entire study protocol, simply because IRB had moved to a different platform. Why is this type of administrative burden falling on the researchers? I don't see why the protocol cannot be transferred across platforms. It's almost as if we are dealing with this type of administrative tasks ALL DAY long, day after day, in order to get to the science part. This is simply too much!

it takes too much time to click through this. the university should buy everyone lunch and have a seminar 1 h and everything is done

i feel like i spend too much time in training and compliance. i wish TAMU would trust us more and require the same trainings maybe 1/2 the itme.

I feel like I am under a microscope with regard to compliance. My colleagues at other universities have no such burden.

too many trainings are required, and they are redundant

The general trend past few years has been an increasingly top down attitude to catch investigators doing wrong rather than the attitude that administration's job is to support research. The compliance staff is helpful, but the admin burden on faculty/PIs has been greatly increasing recently after a period of improvement not long ago.

Yes. Constantly doing trainings, and having to perform more administrative tasks for which we also need training. Exam[les AG617 asks to provide documents that should already be within the system, having to deal with the credit card, extra burden for travel reimbursement, CITI trainings that I need to do and that do not apply to the type of research that I perform

The IRB process here is more complicated and cumbersome than any of my prior institutions. I know that we are transitioning to Huraon, so I am hopeful that when the transition is completed, we will be in a better place, but I'm not confident.

Support staff should manage this--I have no Support for this

Traintraq is a sophomoric joke. We are supposed to take classes on ethics and waste, fraud, and abuse, principles which our administrators clearly do not follow. The training about traveling abroad was not written by anyone who has lived, worked, or seriously traveled abroad. The guidelines are laughable (e.g. recommending that one get a burner laptop for travel to Britain, and if course not being able to help do that). I think this reflects the dramatic parochialism of administrators and staff at TAMU.

Far too much paperwork for the average faculty member. The Department does nothing to assist its faculty.

The university asks for more than the various funding agencies ask for, which seems unnecessary. Everything is done with an eye toward lawsuit prevention rather than efficacy/efficiency.

The burden isn't the system, the burden is getting the system to work! The administrative and information systems support is beyond non-sensical. It can (and has) taken years to accomplish some very basic things that are not complex and have been done before. Administratively, any support takes months, if you can find someone that has any idea what they are doing, and often they give you the wrong answer or kick it to someone else. It is a never-ending Kafkaesque merry-go-round you can never get off and nothing ever gets seems to get done.

Every compliance and COI issue requires multiple points of communication and justification. We have already signed blanket statements. If something arises, let us address it once and once only. Let us get away from online forms that crash or do not function properly. Let us work with qualified humans.

iRIS causes issues with items from AUPs going missing when a new version is submitted. Check boxes are unchecked. Text disappears.

Texas A&M's research compliance has become extremely onerous. Our mid-level administrators, faculty, staff, students, and post-docs all waste so much time filling out worthless bean-counting forms, when we should be using our time to produce creative thought. The number of people who are now hired to carry-out HR, risk and compliance, purchasing, and the rest of the plethora of reporting requirements, and the amount of time that our people have to spend to "feed" these requirements severely erode the individual and collective "per capita" inflation adjusted performance of our faculty. The amount of money that we spend on OGC lawyers who seem to always add more levels of bureaucracy and inefficiency to our system seems to continually erode the efficiency of Texas A&M at producing quality science and developing cost-effective solutions to clientele challenges. We can certain claim that we are one of the biggest universities in the U.S. and world, but we need to make real improvements to get us above our 47th ranking "Best Colleges is National Universities" and 148th ranking as "Best Global Universities". I believe we can easily get rid of 60% of the bureaucracy and associated paperwork, and thereby by reduce stress and increase efficiency by 10 to 20%.

Compliance procedures are time consuming and not design with faculty efficiency in mind. Part of the problem is that processes are explained in lengthy and confusing emails that few of us have time to fully read and interpret. We either need a dedicated person helping us to keep track of all these administrative tasks so we do not make mistakes or at least someone that can simplify the explanations of the tasks at hand by distilling actionable items to essential, easy to understand instructions. Faculty is asked to do too many things distracting them from creating innovative ideas and securing funding for those.

Too many unnecessary training.

They are disruptive. Come and go in the middle of high workload periods. A dedicated period for all this would be better. Simplify the process.

Add staff, train staff. Too late now, but don't move to Huron. This is an R1. My previous institution was a University smaller than our College of Engineering, with an IRB system and staff that is far better than what is in existence here. There are systems that work, and work well; unfortunately, TAMU did not take the time or money to survey a wide number of institutions to be well informed before making a switch to Huron.

This is a pervasive problem by may be due to national law. But having to fully renew IBC and IACUC protocols every 3 years is onerous. Many grants from federal agencies are 5 year awards and this means that faculty must fully renew their protocols in the middle of approved funding when goals haven't changed.

It is possible to implement appropriate IRB controls without the level of administrative burden that we have. Some schools are worse, of course, but many are more flexible and better. This hits me hard, as it takes 10 times as much time to get IRB approval here as it did at my prior school. The attorneys are in charge, and their goal is not to make my research successful while protecting subjects; their goal is to protect the university from any conceivable liability. The faculty should have a much stronger say.

Multiple systems with multiple formats for compliance: IRIS, Concur, Huron, EHS, etc all have their own systems to learn to navigate, and they are generally not user-friendly. Each additional admin piece seems small ("only" one more form to fill out) but these can build up to hours per week to identify, and figure out how to complete them. It seems like we used to have staff to help with this, but the move to "self-serve" online tools means I am spending more and more time on doing things like scanning receipts and filling out forms.

Additional administrative unit requirements, not required by state or agency, are purely unit based subjective!

Paperwork and required trainings just keep multiplying. I wish I had an idea how to simplify it. I get the feeling that this problem is a very low priority item for those with the authority to do something about it.

Some of the trainings are too frequent and time consuming

The new Huron IRB system is a hot mess

The trainings and time in trainings are not for the purpose of actual learning and applying the content to the current research setting. Unfortunately, anytime I've asked a question in a live RCR session that applies to research at TAMU, the presenters can't answer the question. It's clear they are only there to tell us the regulation. How to comply to regulation is not discussed or answers when asked.

The process for MTAs is mindless and wasteful and unproductive. Risk management is out of control. As a Cornell study illuminated over a decade ago, "shadow work" dumped on faculty is becoming a huge drain and saps enthusiasm and energy.

In my opinion the research staff is overzealous in doing compliance At the very least I expect that universities inside texas have a uniform policy. Just do what Univ of Texas does. No other university has the kind of vetting regime for invited participants to conferences. SO much so that many faculty refused to come to TAMU. We are moving our conferences to other venues. Similar situation with overseas travel etc. It looks like we have too many people iwth no other purpose than to harass faculty on compliance due to imaginary fears.

Not sure what the solution is but think every faculty member i know is feeling burned out by the unebbing tide of compliance burden

A&M has the most complicated IRB among the 3 institutions I've been at. It's geared toward medical research and not toward social science.

A summary of the minimum required training that most people need, the frequency of the training, and by what authority the training is mandated should be clearly posted somewhere. Currently, various trainings pop up at seemingly random intervals. If PIs know what trainings they need (and why), it might be helpful to have an option for all of them to be completed in one block of time (like within a few days during the summer or between sessions), and then be done with training for the next few years.

These are done to suit a pre-defined, one-size-fits-all model for convenience of SRS rather than the PI

IRB compliance does not focus on important things. I had a doctoral student who had to do three revisions and nothing about his research changed, only filling in their form changed.

Too much, to long,, to often.

I have not found any of the training assigned to be useful. Just a box that has to be ticked.

In many cases, I have found that the requirements are pushed onto the PI by compliance staff with little understanding of the requirements. They just read the instructions and execute without being able to understand and explain. We are an institution of education. We require our students to comprehend and explain materials in class, why do we not require our support staff to be able to explain the reason and rationale behind a requirement instead of dictate like the Gestapo?

TOO MUCH TRAINING. Just allow folks to take the test for certain trainings - and if they can pass call them trained. Yikes. How many times do I have to take FERPA and information awareness training ... i.e. sit through the slides before I am called expert. These are annual trainings that could be cut down to just the test- to do the training if you don't pass. Same for chemicals training, and blood borne pathogens training etc etc.

There are a lot of different agencies that inspect the laboratories here such as IACUC, safety, IBC, etc. Some seem reasonable, and want to make sure the labs are in good working order. However, some have egregious demands such as excessive labeling of reagents, purchasing new equipment for storage of chemicals, etc. We have to start eliminating this burden, otherwise again, PIs are going to spend all their time doing these things that is preventing them from writing grants and teaching students.

The time spent dealing with IBC, IACUC, EHS, export control, training/Traintraq, etc. is now accounting for such a large amount of my time that it is impeding on the progress of my research. Suggestion for simplification are: 1) Implementation of new control/measures only when necessary. It seems that many things we now have to do are useless, and decided by administrators who have no knowledge of how things are done in a lab. 2) Templates that can be re-used, e.g., for IBC and IACUC permits.

the IRB process is horrific and significantly longer than similar institutions.

why do we need to take the same tests over and over? First time I understand, but...

The IRB staff are great and highly responsive; however, getting initial approval can be difficult and the time to secure can be unpredictable. Perhaps having more staff and more frequent IRB meetings would be beneficial.

Duplicated trainings and it's never clear what is needed since things are always changing. Specifically for ag and tamu based accounts.

The animal compliance office specialists pretend to be experts in the research field and require too many minor details on experimental procedures and scientific rationale for experiments. From time to time, different specialists have very different opinions on the same AUP regarding the description of experiments in the AUP, pain in animals, etc. It takes days for the PI to respond to their extremely long list of questions even a previously approved AUP.

Compliance and IRB time

The online training portals may be necessary, but they should all be slated to renew at the same time each year (August). I hate having to go in regularly to check on some training. The training systems also do not speak to each other well. I had different emails for CITI training that traintraq didn't recognize and I kept getting reminders. The legalistic language of the compliance are also very difficult to understand. As a behavioral scientist, I have to constantly mark no on many items that will never apply to me (e.g., animal studies, national security, etc.)

seems perpetual;

I am not sure if this is what you're asking for but in terms of IRB, it's incredibly burdensome to go back and forth with our representative for review. Other institutions have a model of IRB where the representative will meet with you and help you design the project to be in compliance but also reduce risk and still fulfill your research goals beforehand. This would be helpful here.

I was unhappy when biosafety got involved with BS level 1 organisms, that don't have human health risks. The program grossly overestimates the risk of these organisms, and want all these restrictions that would apply to organisms that pose a health threat (i.e. not usually BS level 1). Anytime something changes (i.e. a protocol, new organism that needs attention, but that lacks any health risk), it can take a year or more to make any changes to the permits. How absurd for something that poses no health risk.

There are requirements imposed that are not mandated by any federal funding agency. TAMU imposes rules and regulations not required or justified.

We spend too much time doing paperwork and other administrative stuff.

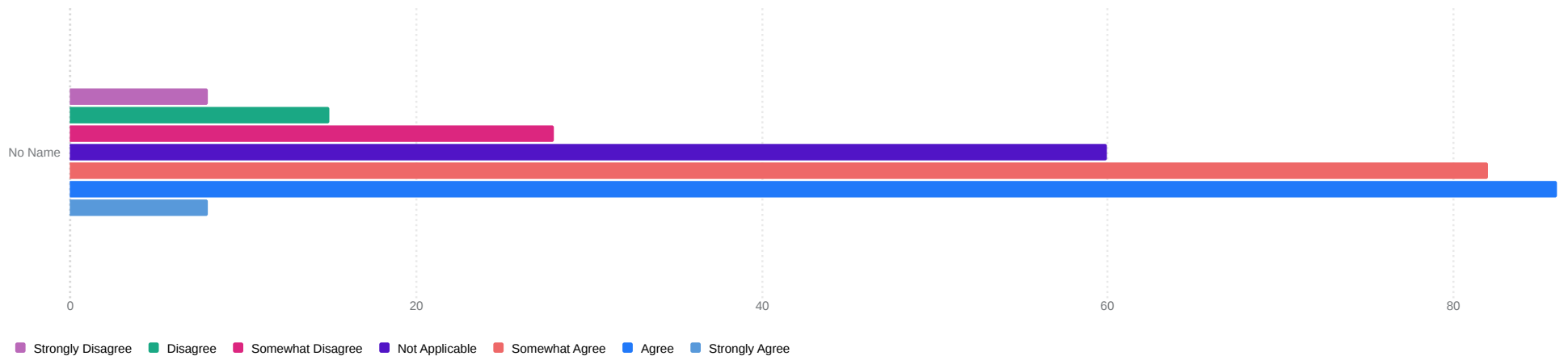
The follow-up of contract and the negotiation of industry is always a nightmare. The office of contract has a rigid behaviour and this impacts our discussions. An example, my collaborators everywhere can easily buy a software from their grant. We are not allowed to sign an EUL (even for a softer of \$1000). The discussion between the vendor and contracts office takes very long and it happened to me that they did not agree, so I could not buy the software: NOBODY is giving an answer to why is this happening?

The growth in the number of required trainings seems to be endless. Where will it stop?

The training is terrible. I do not need a voice to read slides to me, and on many of the slides, I cannot see all of the text until the voice stops reading. I would prefer a written PDF with all information written out in paragraph form. I download the PDF and look it over. Then, there should be an online test to confirm compliance.

It seems like all that I do is training and paperwork. There is so much bureaucracy that there is no time left to do what I was hired for. I work with EHS, IACUC, IBC, and IRB. I also have to have separate teaching and research protocols.

Section 6.3. The completion of relevant training is conveyed between appropriate entities in a timely way (i.e., animal welfare assurance to SRS). 287 ⓘ



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Section 6.3. The completion of relevant training is conveyed between approp...	Strongly Disagree	Disagree	Somewhat Disagree	Not Applicable	Somewhat Agree	Agree	Strongly Agree
No Name	8	15	28	60	82	86	8

Section 6.3. The completion of relevant training is conveyed between appropriate entities in a timely way (i.e., animal welfare assurance to SRS). 287 ⓘ

Section 6.3. The completion of relevant training is conveyed between approp...	Average	Minimum	Maximum	Count
No Name	12.68	9.00	15.00	287

Our department is filled with staff who are incompetent in fulfilling their roles. For example, we hired teaching staff who have no prior experience in teaching because our administrators are extremely biased towards hiring those individuals, either because they've worked with them in a previous role or for some other reason. Because of these practices, we have a bunch of staff who don't know how to help us. I must say that this is not applicable to all the staff, although Texas A&M has all these rules and regulations to prevent bias in hiring or nepotism, none of those things are practiced in reality. The human resources personnel keep a close eye on these things, which causes the quality of our staff, including faculty, to decline. This is really unfortunate. Nepotism is rampant and no steps are taken to prevent it. In fact, administrators are encouraging it.

I think we need more training opportunities on campus (e.g., face to face RCR training). This would also support training grants for postdocs and grad students who need to demonstrate thorough formal training in these subjects

No changes should be a one check question

The requirement for the RCR training was not communicated well to me, to my postdoc or to my graduate student.

I get weekly notices about compliance, but it is often difficult to know what specifically we are supposed to do, particularly for large grants that may have multiple compliance items. Particularly prior to awarding (so we can start the process before the money gets to Maestro).

More direct assistance with problems.

There is NO compliance check for working with human cadaveric materials, despite the state having regulations and laws governing their use. This results in faculty being non-compliant with state law and regulation for performing work done under a grant or contract that has gone through all compliance checks.

The privacy officer has been very helpful whenever I get stuck on things. I wish research compliance staff can have his attitude of trying to enable research as the highest priority in their job.

There is no communication between the different groups and platforms.

I have not had that much trouble with research compliance.

It would be amazing to actually meet someone who is in this area of RESEARCH COMPLIANCE. But that is not likely since the only contact to the people doing the research is by EMAIL! :(

The transition to HURON still affects researchers, especially those who had approved studies within IRIS ongoing. The HURON report guidelines related to international collaboration or voluntary editorial roles are entirely unclear, and each officer provides a different suggestion as to what should be reported and how.

Sometimes there are differences between what IRB and Privacy/compliance units expect which add to investigator burdens.

Better communication on internal requirements vs. external for a proposal are not always clear. Having to complete an IRB file before a funding deadline on a Thursday afternoon is a lot when the system closes on noon the next day.

It may be useful to hire more staff at IRB or increase their salaries. The turnover is quite high.

The literal reading of the university rules are that every individual faculty member should know how to make their research products WCAG2.0AA compliant. This is absolutely unreasonable.

Compliance seems to overreact to minor things that my other colleagues at other institutions never have to deal with

Administration needs to focus on how to promote researcher success rather than being the compliance police. Too many administrators overseeing faculty research compliance in areas they have no real experience.

My sense is that the Animal Compliance is extremely suspicious of investigators in general which does not help those of us that want to do things correctly. It seems they are looking for the smallest of things to give us more paper work and back and forth by design. Not need to do this. We are responsible people.

This domain has grown exponentially over the past 2 decades. The Department needs to help its faculty in this regard.

Repeated notifications of compliance issues that are in fact not out of compliance is bothersome. Even within groups (EHS/Biosafety/Lab Safety) there are gaps in when laboratories are compliant or not. These notifications regularly disrupt programs as PI's try to rectify the situation. The IRIS system is among the worst I have used and I understand it is going away, but quite frankly, it is most of the problem.

Reduce paperwork greatly.

The IRB is consistently inconsistent. With Huron, it will only become more difficult as word document versions and such will be mixed up, etc. One staff member in particular that has been assigned to protocols of mine has very little training and has left comments that are completely inappropriate (i.e. questions that imply the consent process should be less than for healthy groups) or leaves comments that make no sense.

Research compliance issues are more than administrative burden. More research support and investment in assisting PIs compliance and resources is needed. Support of PI research that requires various services has declined greatly in the past 2-3 years. Animal welfare office is overly aggressive at times, but animal care and veterinary staff support is excellent. Biosafety staff are helpful with details.

The current compliance regime is the worst that I have seen. We are now afraid of our own shadows when we travel or try to organize a conference. The time spent on compliance has increased so much that many international collaborations are not pursued jsut due to this.

Research compliance staff are generally responsive. Export controls staff are very helpful.

Travel compliance seems to have improved, but the tone remains negative and one-size for all. I find it insulting to ask to visit a country that is in the top 5 or 10 in both safety and anti-corrupt and be badgered about filling out a training course when, on a worldwide basis, the US is in the bottom half in safety and not in the top 20 for anti-corruption.

The process of getting international collaborators from high-risk countries is not open or transparent despite the restrictions supposedly being in place to support open and transparent research.

In many cases, I have found that the requirements are pushed onto the PI by compliance staff with little understanding of the requirements. They just read the instructions and execute without being able to understand and explain. We are an institution of education. We require our students to comprehend and explain materials in class, why do we not require our support staff to be able to explain the reason and rational behind a requirement instead of dictate like the gestapo?

Training for the new Huron system should have been made widely available.

No idea. I get my certificate right away- so I'm not sure how that is conveyed to sRS.

substantially reduce burdens on the PI regarding AUP amendment and approval.

The completed trainings do not show up to the IACUC/AWO. So the PI needs to waste time to email the personnel so that they can let the IACUC/AWO know that the training is completed. Days and weeks go by waiting.

It is overly burdensome and must be the component of the university that has flourished and is often redundant in what is inspected. A lot of silly rules like chemicals being at eye level for the shortest person.

We are using a lot of different tools and applications in the university that is becoming a burden to deal with: Meastro, Huron, Yujaa, Workday, TimeTraq, TrainTraq.... An active research faculty would need a dedicated administrative person to fill in all these forms.

Research compliance is essential, but the culture of research compliance should not be adversarial to the research enterprise as a whole. Biosafety and SRS have done a better job with this. EH&S has gotten worse.

The compliance folks are top notch. They are awesome and we should pay them more. However, our legislators and admin need to figure out how to reduce the burden its too much.

The iRIS system is very difficult to use and this fact impacts my willingness to move my program in new directions (requiring onerous updates to IBC protocols, etc..)

Assistance with proposal preparation to consist of ASSEMBLING and COLLATING a proposal. For proposals submitted through BCDC or very large ones SRS provides good and very welcome help. But for professors who are not submitting those they are on their own. Frequently, help with the budget is provided and is very welcome, but beyond that it is hit or miss if faculty will get more assistance than that.

Artificial intelligence services/programs

PVFA needs a grant writer and grant researcher.

Biz Dev training and support, project management tools and training, disbursal of vacation and sick leave across all sponsors throughout an entire fiscal year

Accountant to help how to maximize current funding and make funding need projections

There is a need for long-term access and support for computing facility to analyze large sensitive data.

Better administrative support, specifically talented individuals who are appropriately compensated.

Stop thinking about creating something new. We don't need that. Work on streamlining existing processes. Support the obvious functions, such as project setup, subcontract, contract negotiation, compliance, etc. I don't think TAMU is capable of doing complex projects, and they is no will. Upper leadership all the way to VPR is clueless on what it takes to do research and obtain large funding.

We severely lack core facilities that integrate across schools and resource management or even competitive research infrastructure

I'm too new in the world of research to know.

statisticians, clinical trial coordinators, large grant administrative staff that help organize, edit and review grants.

community/stakeholder engagement, streamlined support of collaboration with local institutions (e.g., hospitals), removal of administrative barriers to community-partnered research

IRB personnel who could work more with faculty and grad students; international research travel support; college level and uni level better publicity for faculty who garner prestigious awards (and networking for faculty wishing to apply for such awards)

It is not easy to figure out how to find and submit proposals. There is no published flowchart that I could find that outlines the entire process for submitting proposals and the process that is entailed. I think creation of a flowchart or a single documents that outlines the steps would be very beneficial to new faculty. Some help with information/graphic design would be very useful and ultimately creating good media consumable multimedia content for high value projects would go a long way to helping with the A&M research brand

Apparently the VPR and equivalent agency associate directors for research or equivalent are meeting regularly to discuss opportunities for synergism, but no reports from or opportunities for inputs to these meetings are forthcoming.

graphics art support, communication support - particularly for things like DOE web highlights or NSF nuggets, or even high profile plenary talks. Good graphics could be used in multiple ways

better accounting and HR. All the accounts are completely a mess. I'm constantly finding mistakes. I have zero confidence that my accounts are managed properly. Hiring processes and moving people around on accounts is slow, tedious, frustrating, and often doesn't get done correctly. I just had a note about all my accounts expiring and I needed to update... there was a problem with every single person with expiration date, account or both. One person was on an account that wasn't even mine!

grant writers

Staff and facilities dedicated to preclinical research with large animals, especially with GLP-like services

Basic administrative support for billing, travel, facilities that get handled effectively and in a timely manner

More seed money for interdisciplinary research A&M needs to be at the table for federal opportunities so we can plan in advance for big grants

seed funding for non tenure-track faculty,

Opportunities for Nursing Post Docs

compliant computing to analyze sensitive data as a permanent infrastructure

grant writing services

More support, probably a mix of centralized and decentralized (Unit) levels), to launch, explore and establish new solo and collaborative research endeavors.

SUBstantial increase in administrative support for submission of NIH grants (e.g., to help PIs draft documents) - this requires staff with KNOWLEDGE of NIH funding submission who keep up with changes on this front; communication of changes in NIH policies (e.g., changes to document formatting) that are conveyed to TAMU researchers as soon as they happen (ideally before they are implemented); incentives for large-scale NIH projects like T32s or Us; more large scale pilot projects (like the T3 or x-grant) within TAMU - higher funding is needed to obtain prelim data suitable to most NIH submissions.

Effective liaison between faculty & TAMU government relation offices in Austin & Washington DC.

None

enough support people that 1 person being ill doesn't threaten proposal preparation or setting up awards. a bevy of technical writers and graphic artists. a working version of maestro

HSC grant writing workshops would be helpful; more assistance in the research office would help

HR

clear and user friendly online tools

Proposal development support; enough space for conducting research; equitable allotment of space

Facilities service is not being functional at all. I requested to install new 220V lines in my lab in November (more than 2 months ago) and nothing has been done. How can I be more productive? It is getting worse and worse after the unit reorganization. We need more SRS pre-award staff. Each staff member is handling too many proposals, I feel.

implementation of AI for various processes

NIH grant writing workshops that are real time and allow focus and consulting (ie, not Hanover online), with all the new Deans at TAMU, more needs to be offered about research identity. There are Deans that think it is acceptable to put all resources into teaching. Guidance to Dean's about School/Department IDCs and how those can be used to motivate research productivity and the state laws about them being used for research (and not teaching, curriculum development, etc)

Non-centralized SRS. It takes a long time sometimes through multiple persons to communicate with the centralized SRS.

We need better and more grant admin staff

Seed funding for new collaborative initiatives. These should use a formula funding approach where efforts to obtain funding for multidisciplinary projects should be rewarded. The VPR's office should stop trying to tell us what the research priority areas should be for TAMU. They want to encourage teams that will bring recognition to TAMU in key areas. However, its laughable to think they know what will be important or useful in 5 years. Teams do not form or work that way. They should quit this ridiculous approach. They dont understand science. The most amazing progress arises spontaneously and cannot be engineered or contrived by people forcibly put into teams, where they are all trying to push their own agendas. This is foolish beyond belief.

collaboration between A&M and the AgriLife Agencies.

Affordable services for assaying hormones (HCRF is not affordable) and more options for resources to recruit community research participants.

We don't need more of the same. We need DIFFERENT APPROACH. Get people to work together - not just respond via standard emails and attached Software

There should be more coordination and assistance related to building teams and developing proposals

Comprehensive accounting support

Individual investigators often have to negotiate multiple units with no administrative support--and PIs are left to deal with a huge amount of day to day administrative tasks--which should be offloaded if anywhere to offload

Without a comparison, it's hard to know. There is a lot of redundancy in some aspects of things (reporting). It would be nice to remove the redundancy and decrease time on administrative burdens.

Marcom could do a better job of telling our research "stories" - particularly those that cross multiple faculty, labs, departments. For example, a "story" on microplastics or disaster risk reduction at the Galveston campus.

More people

n/a

Targeted bulletins related to large (program) grant RFAs.

Support personnel at local/dept level that can help with the creation of budgetary forms and interpretation of policies

There should be more help with proposal writing/editing available for the Galveston campus.

A simplified business model that will allow me to focus on research and not on the business aspects of doing research... Need improvement in "research business" support.

Actual administrative support for developing research proposal documents that are required for submission to funding agency. Awareness at pre submit as to content and format for administrative docs. Templates per funding partners. Review of docs for content appropriate and formatting. Assist preparing budget justification for project needs based on proposed budget. Administrative burdens on the PI are cumbersome, sometimes excessive, requiring administrative and not scientific expertise, and are limiting to timely and winning submission.

There is already too much administration. We do not need more.

Elevator repair, air conditioning repair

Return more funds to researchers. For example, in engineering we raised student fees a few years back with the promise the funds would be returned to researchers who support the students who pay the fees. So far none has come back, with funds being kept at the Department and College level. Doing research, including developing large proposals, is very time consuming. The return of these funds to researchers is crucial.

An officer that can be informed of a major problem that can act quickly and effectively to resolve the problem.

more available animal space. Difficult to house mice and large animals. We need a dedicated swine facility and expanded vivarium for mice. NIH \$\$\$ will not grow without comparable state-of-the-art vivarium. More accessible and available Seahorse technology (cellular metabolism instrument), easily searchable cores and their management path. Less bureaucracy in finding where services are located and how to pay

A competitive postdoc fellowship program

good finance management, pilot study funding

professional grant writer/editor for sciences

More startup funding and bridge funding. Peers at other Universities are getting 2 M startup packages.

My biggest constraint is at the College Dean level. She doesn't come from a research background and has limited experience as a Dean (not sure how she got hired). She denies every request that comes through because she doesn't understand research and how grants work.

The general decline in activities that encourage and enable PI driven, collaborative research as evidenced by falling research expenditures rankings.

It would be immensely helpful for productive, senior faculty to have aging equipment replaced. Most grant budgets do not permit acquisition of capital equipment as the budget is already very lean. Large "center-level" proposals and acquisitions take lengthy periods, and are generally focused on multi-million \$ equipment. Equipment in the sub-\$100k is nearly impossible to acquire. Senior faculty are drawn to external opportunities as a new start up would allow them to replace their aging equipment.

Bring back the OFFICE BUSINESS PERSONNEL that know what they were doing. With Aggiebuy and more regulations I find myself trying to learn PROCARD on my own name! Why is this, this is not my personal business is a State of Texas Public Agency! Why should the business card be in my name?

Research proposal writing centers, like other universities of the size of TAMU have.

IT is a mess. And we should have a development officer and a marketing person--I used to know who to tell when something newsworthy happened, that seems to be broken currently.

Per diem system for travel

a responsive and responsible sequencing facility

university support for SIBS core facility

Much more budgetary planning is required. Stop trying to foist restrictions on our ability to put aside funds to run our programs. Stop capping our endowed chairs at \$100K. Let the PI take charge of their monies without frivolous restrictions.

A mechanism to provide hard money to productive soft funded research scientists. We lose strong researchers who want to stay and be a part of our community because we cannot guarantee bridge funding or a percent of hard funding for them.

Local Sanger Sequencing capacity in one of our Core facilities.

ability to purchase computer equipment with my own administrative control, ability to purchase software to install on non-Bush school owned computers

The SRS team for my unit seems overburdened, and often is unresponsive for >1 week.

Dedicated staff to manage project development and grant/proposal writing that shifts some of the burden off of researchers.

Grant management office at Law School would be beneficial -- especially for clinical programs

I wish some of the professional services (e.g., soil testing lab) were more reasonably priced. Subsidy from the University?

Concerted effort to better bridge the gap between CS and GV campus for an easier exchange of talent and better use of facilities. This includes providing reliable transportation between the two campuses.

Editorial help with grant writing and manuscripts especially for ESL folks.

Only if we get rid of a large amount of unnecessary existing paperwork.

Centralized, secure research computing. For example, the system at UW is outstanding <https://www.sccc.wisc.edu/>

Mentoring, not just trainings, but personal training and mentoring, PI collaboration

Fund for open access publishing. Previous institution had a fund through the library that you could apply for up to \$2000 to assist in publishing open access. If you want to be competitive with NIH R01s and fellowships, the senior faculty with 3+ R01s should NOT be allowed to submit another as PI, only as multi-PI with a junior faculty member as the contact PI. If you actually want to support and retain faculty, successful senior faculty must sacrifice to help those coming behind them. Granted, this is not an A&M problem only. The NIH was right when they tried to cap the number of R01s. Truly was one policy change that could have actually made an impact for junior and mid-career faculty.

Project budget management and forecasting software

It would be great if there were someone who was skilled in matching ideas/proposals with foundations/funding agencies. It would be great if there were someone who could comment on the actual proposal -- that is does it make sense? is it well structured? Are there bits missing? -- instead of just compliance.

Admin support to deal with travel, compliance, reporting, etc. would help. The commercialization office is understaffed and is hindering our ability to commercialize IP.

Enthusiasm and investment in PIs. More admin support so I don't have to waste so much time tracking down who to call or solving business office issues on my own. I could spend more time on research and students.

There needs to be a quick-strike team for RFAs. Not waiting till they are released but when they are presented as concepts at NIH council. VPR office should be looking for these and then being proactive in identifying appropriate teams.

More support for MRI facilities.

Better access to greenhouses like plant path has

opportunities for junior to partner with previously NSF funded faculty. This is a requirement for any 'new' PI to NSF. TAMU should establish a program where NSF-funded faculty join junior faculty NSF proposals. Otherwise once those senior faculty retire, the upcoming generation of junior faculty won't be awarded NSF grants, then A&M will have to hire another set of senior faculty because of their current NSF funding.

TAMU has everything but much is buried by bureaucracy.

A key item is shared research equipment and resources. Currently due to the extremely siloed approach faculty are needlessly buying and hoarding equipment that wastes a lot of resources. If there is a systematic college or university wide plan for shared resources not only for high end but for any equipment, it will be great. If this is done at a nominal cost so that equipment can be maintained, that will be good also. It is also worth setting up items for dual use: teaching and research. Currently these are mostly segregated at the College level (for the negg college anyway) and this hurts both our teaching and research mission

I do not have access to research facilities/infrastructure. My colleagues' research equipment and facilities are woefully outdated, and even dangerous.

More scholarships for graduate students
More administrative support with grant submissions
More administrative support to deal with compliance burden
Stop changing the people assigned to assist with pre- and post-award administration every year or 2.

Some (many?) federally funded grants require some kind of community engagement plan that, to be competitive, would involve initiatives pertinent to DEI. Therefore, it would be helpful to have some resources available to help PI's address these proposal elements while still complying with the current circumstances associated with SB17. I know that there have been some communications about general parameters, but some more specific

Better transparency on who to contact for specific problems. Timely and informative response to my emails of inquiry.

A program to financially support postdocs and soft-money researchers to mentor students in research that is not part of their externally-funded research program.

More transparent opportunities for seed funding or bridge funding

Bring back T3 program. Establish formal mechanisms for bridge and seed funding. Put more \$\$ into animal care facilities and staff. Those folks are chronically underpaid and turnover is high- we all rely on them. the VPR office should be establishing goals (in terms of research \$\$ to bring in or other metric) and then should be making it easy as possible for PIs to apply and maintain grant awards. Let good ideas bubble up from the level of individuals doing the work, and let the whole strategic research areas business go. Research is fundamentally inefficient- and the job of the VPR office should be to be as efficient as possible in supporting the basic science process (i.e. don't add to the inherent inefficiency!).

Clearly university level rules regarding joint appointments. How the joint appointment payment impact course buyout, summer salary, etc.

administration to track grant spending, more popular press communication of research activities

funding for repair of lab instruments

To have an office linked with the sponsored agencies with opportunities for submitting proposals and to keep pis informed about these opportunities.

Other universities provide research support at units smaller than the VPR office. For example through institutes or centers. These provide more discipline or topic specific support through staff that know their respective fields. Continuing to place support staff and programs at a VPR level makes them too general to be useful. Also continuing to do seed funding from the VPR level also seems like it could be better used at by decision-makers closer to the topics and research. E.g., Colleges could provide their own seed funding if the VPR would provide them the money. Currently, the models for cross-college collaboration are really poor. It seems that any new initiatives (such as the environment/resilience push from College of Arts and Sciences) must be only within one college. This dramatically limits the potential of TAMU to do transformative research when Colleges are competing with each other for funding/indirect/credit etc. There must be models that foster cross-college collaboration in ways that the Schools and Colleges will also be rewarded for encouraging that collaboration.

Large animal (pig, dog, goat, sheep, etc.) testing core, pig transgenic core/service, fully functional and accessible mass spectrometry core

support for more research communications

gene editing core for animals

Office of contract is a blackbox. Once the agreement is sent, you are at their mercy. When we asked our Dean, the answer "I can't help, everybody is complaining", so how can we improve?

statistical consulting for social science graduate students

We need a funding model that allows me to recruit highly qualified PhD's while my proposals are in review. Most institutions recruit based on statistics and have a safety net if too many students show up. We do not have this model and can only recruit after we have secured the funding. By then, it is usually too late.

We need a pipeline for international students, that includes vetting and recruiting the best and brightest. We do not have a functional physical plant. SSC should be fired. Our facilities seem to be falling apart around us. Deal with floods, fires, rodent infestations, leaky roof, insects, electrical issues, its just a mess. We've deferred maintenance to the point of being a health and safety issue.

The UT system has more than 60 NIH T32 training programs. The TAMU system has 4. Rather than just telling faculty to "get more students", the University should actively (key word there) support the development and submission of a massive number of T32 proposals.

Administrators who understand research and grants are also as important as undergraduate education

Grant support, financial management, better staffed core facilities, seed funding for collaborations

SRS management of No Cost Extension requests and requests for plus-up funding requests and for mid-contract compliance tracking and assistance has been excellent, and appreciated.

supercomputer services

There are more internal grant opportunities for PVFA than other institutions I have worked at.

Flexibility of work hours and location

Our facilities are well equipped and SRS staff is typically responsive.

I am currently using the prototype VIDAL system led by Dr. Hue Chung Kum. This is an absolutely necessary system that TAMU should start perpetually fund. This would make external grant applications easier across many departments.

Core facilities

Current Vidal system could help serve this purpose; however, it appears that it does not have guaranteed long term support.

TTI's editing service for project deliverables is very helpful.

Srs is okay.

I have a platform to pursue my dream research because I am able to bring external grants

SRS proposal preparation is working relatively smoothly.

Individuals handling the administrative aspects of contract management are very well informed about the processes in play. More importantly, they are willing to share that knowledge with novices like me.

notifications of grant funding opportunities in time to write the proposal.

seed grant opportunities.

Maestro is great, as are the Export Controls network of offices, although it would be great to have regular (e.g., quarterly) updates from both of these (i.e., not just when there is an Export Controls crisis).

Corporate engagement is great! Love them. They are very helpful. Overall, I think the people are great, but the policies, workload, and lack of communication make it inefficient.

pre awards

SRS

Postdoc program is great!

IRB and compliance

the prototype vidal system for compliant computing

pre-proposal processing

Need more (MUCH MORE) RDF and RDF-like programs to promote research diversity (scientific), innovation, efficacy, opportunity and quality. We are too freaking conservative; to be "great", we need to have elements "on the edge".

Internal funding is reasonably plentiful and helps support submissions and foster collaborations across areas; SRS staff are flexible and supportive (e.g., in helping PIs meet deadlines).

Funding announcements are issued on a timely basis

Core Labs

SRS—centralized and well-trained to handle routine tasks around funded research

our SON research office is very efficient; our research director is very knowledgeable and skilled (don't want to burn her out)

SRS pre award is great, post award is good. Problem is turnover.

SRS is very helpful & effective; VPR offers support that should be continued

Help with grant application and budget preparation. The person who helps me is great and fast.

Nothing is effective. It's all handwavy and window dressing.

Very excited about the new website for community participant recruitment.

Not a lot is going well. We seem to be in a mindset to not make mistakes. To keep things tidy. To take our time. That's NOT how to get GREAT RESEARCH DONE AND ATTRACT (and retain) GREAT RESEARCHERS.

Individual proposal writing is adequate

Proposal submissions comply with requirements and deadlines.

Our school has developed a good research development unit within our office of research ththat is very responsive.

I think the process with SRS works well. As long as communication is good, the process is smooth.

SRS pre-proposal is excellent. Suen and Cheyenne have been responsive, proactive, and professional.

I love the fact that we have a "crew" who we work with. Brookelyn and Johnny are so patient, kind and diligent but I also know they can get overwhelmed.

TAMU's interdisciplinary proposals provide nice incentives for people in Colleges other than mine to contact me about research and proposals.

SRS staff are competent and reliable.

In my view, the lack of sufficient (number) of individuals to support the efforts already being made make things at times worst.

The SRS office is very efficient.

Maintaining the "play ground" where the researchers can "play"...

Cannot praise post award enough! In general. Contracting is great. Our school infrastrucutr and expertise much improved and responsive, supportive, knowledgeable, but not fully structured to support all needs. Research services have very much improved over recent years, buy there are still big steps forward that will help faculty convey strong proposals and facilitate funding of good research.

None.

I love the TAMU HPRC! I don't know if that was part of your group's work but I wanted to throw that out there.

libraries have been great

There is good support in the development of proposals.

none seem to be very effective.

TIGM is wonderful, even though woefully understaffed and underfunded. Cores should not be generating revenue but be as close to cost neutral as they can, accomplished at other institutions with consistent and reliable financial support. As PIs get \$\$ from grants, do not change the fee structure so the grants are unable to pay the contracts. Provide funds to help with service contracts so that investigators are not charged for this. Ensure cores have sufficient support in terms of support staff

seed grants

HPCC is fantastic and Genomics and Bioinformatics Services should get more support than they do

Budget support; seed grants are good but we need more (and more often to allow flexibility on timing).

Most of those have disappeared. MAESTRO and SRS, staff support for animal care, IBC support have remained very PI focused and helpful.

Currently, I am very satisfied with the research infrastructure.

I don't know what you do. Maybe you should remind us every so often?

microscopy center

SRS pre-award staff are fantastic.

SRS has improved greatly in the past 5 years. Submissions go more smoothly and personnel are more capable.

SRS is quite helpful, but the turnover in personnel is problematic. If turnover can be rectified (improved pay, more staff, etc.) gaining stability would help everyone.

I mostly find Maestro to be pretty easy to use (at least the main functions).

there is a community wide agreement that we work together to apply for and work grant projects

Traintraq is straightforward and easy to use/comply with and use.

not sure

Lab spaces are very adequate, start-up packages very competitive

SRS

Administrative staff in my department are very helpful. Also SRS staff have followed up with outside institutions on my behalf to help with contracts or DUAs.

When we hire the best faculty for each position, we are building our foundation. When we add bureaucracy, we are eroding our efficiency.

HPRC is excellent just does not serve all needs. Am usually happy with SRS outside of negotiations. Excited for IRB changes that will make that process more straightforward.

SRS workshops are ok.

Support for proposal development

The people who help on with proposal prep (budget, requirements, technical proposal characteristics) are great.

Grants preparation/SRS has been good and effective. Training online (TrainTraq) is generally easy.

My SRS department representatives the past few years have all been efficient, patient, and a pleasure to work with.

SRS

I miss the previous research admins who were frequently visible and actively cheered on and supported PI efforts in a variety of ways. Current admin seems to just hunt for ways to make research more difficult for all. Even the most effective programs all seem to be in decline the past two years.

SRS is great with pre and post award support

Our own agrigenomics lab and high throughput plant transformation really keep us competitive.

grant proposal writing assistance

Computing!

Support for multinvestigator or multi university large grants

Export controls staff are very helpful.

I think pre-award support for grants is excellent but sense they're understaffed because i have had to assume more and more responsibilities

Compared to my previous institutions I've found the initial preparation of budgets here to be far easier and faster - I'm used to having to develop the budget myself from scratch so having an SRS contact take my vague instructions and put something together is really nice.

SRS proposal preparation services have improved greatly over the past two years (at least in my unit). Please keep up the efforts to attract and retain good people!

post award financial management

We have not had permanent leadership in place for the past two years and so most everything has become cumbersome and a burden. No one at the top wants to take ownership because they are in interim positions.

SRS does a good job of submitting my proposals even if I procrastinate in initiating the process

Institutional biosafety seems to be working well m.

SRS staff are professional and responsive. Unfortunately, there are not enough staff there relative to the number of PIs we have at TAMU.

SRS assistance to submit grant proposals.

IT support seems to go well.

The infrastructure is TAMU's strength, animal care is a strength, everything else leaves much room to be desired

I do appreciate my SRS supports - they have done many things for me over the years and help me in complex situations.

The library in general, and ability to access material is fantastic. Our local IT person does a great job.

What services are offered?? That it not obvious.

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
30	30	10	20	10	N/A
30	30	10	20	10	N/A
50%	10%	10%	5%	20%	5%
15	35	N/A	20	15	15
N/A	N/A	N/A	N/A	N/A	N/A
30	10	10	20	30	N/A

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
20	15	5	20	20	20 (invited lectures, conferences, peer review, department seminars)
10	10	10	40	30	N/A
30	15	15	20	20	0
N/A	N/A	N/A	N/A	N/A	N/A
20	20	N/A	20	30	10
10	2	20	18	40	10
N/A	N/A	N/A	N/A	N/A	N/A
10	15	5	50	20	N/A
10	10	10	20	30	20
15	20	0	15	30	20
N/A	N/A	N/A	N/A	N/A	N/A
20	20	20	20	10	10
30	20	10	15	15	10
20	20	30	20	10	N/A
10	25	15	15	15	20 staff meetings, mentoring and guiding employees, meeting with sponsors, writing updates
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
30	30	2	8	30	N/A
10	5	5	40	30	10 - personnel management and development

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
5	5	15	5	5	15
20	10	0	10	60	0
20	30	10	10	30	N/A
30	20	10	10	20	10 - student mentorship
15	20	20	15	30	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
5	10	5	25	20	I'm half time teaching? How does that figure in
10	5	25	20	25	15; brainstorming ideas with colleagues for new opportunities
15	25	20	15	20	5
10	30	10	10	10	30 : guide students, postdocs, etc.
20	10	20	20	20	10
N/A	N/A	N/A	N/A	N/A	N/A
40	5	15	20	20	N/A
25	25	40	N/A	10	N/A
N/A	N/A	N/A	N/A	N/A	N/A
40	15	20	10	10	5
30%	30%	1%	5%	5%	29%
10	10	N/A	30	30	20 (project management/meetings/outreach)
40	10	15	10	20	5 used for hiring staff, lab management, grant management, animal/lab training, inspection, etc.
10	10	N/A	30	40	10

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
10	25	10	25	25	5
10	50	5	10	20	5
10%	15%	0	20%	10%	45 - mentoring students
N/A	N/A	N/A	N/A	N/A	N/A
20	10	20	20	20	10 lab meetings
25	15	10	25	25	N/A
20	10	0	30	30	0
N/A	N/A	N/A	N/A	N/A	N/A
15	25	25	20	10	5
10%	30%	N/A	20%	20%	20% (mentoring/supervising)
5	15	5	5	10	60
N/A	N/A	N/A	N/A	N/A	N/A
20	25	5	5	25	20
5	10	5	5	15	60 (talking and working with researchers (PD, grads, and undergrads)
5	10	50	10	5	20
15	15	20	10	40	N/A
10	5	60	10	10	5
20	10	20	10	20	10
30	20	5	20	20	5
N/A	N/A	N/A	N/A	N/A	N/A
30	20	0	20	20	10

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
25	15	20	20	20	0
15	10	40	10	10	15
10	10	0	50	20	10
25	35	15	10	10	5
10	10	N/A	20	20	40 (managing staff, IRB applications, developing study materials, literature reviews, dissemination, networking, team meetings)
20	25	10	5	20	20
N/A	N/A	N/A	N/A	N/A	N/A
70	5	15	5	5	N/A
N/A	N/A	N/A	N/A	N/A	N/A
50	8	2	10	30	0
10	10	10	35	5	30 Exploring
10	40	20	10	10	10 time advising grad students
N/A	N/A	N/A	N/A	N/A	N/A
2%	5%	75%	3%	5%	I spend all my weekend in the lab doing bench work mainly because I was not able to find well trained people or people who are highly committed to research..
25	10	2	15	45	3 meetings
25	25	10	10	20	N/A
50	10	10	10	10	10
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
20	20	10	5	25	20 (technical support for student in the lab)

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
40	20	1	12	20	8, communications with collaborators. and lab members
20	15	2.5	40	20	2.5
N/A	N/A	N/A	N/A	N/A	N/A
25	35	0	5	10	25
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
10	20	20	30	20	10 (emailing staff)
30	5	30	25	10	0
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
30	20	5	10	10	25 (training)
30	20	5	15	20	10
20	10	40	10	5	15
25	15	10	20	25	5 for professional service
15	68	2	5	5	5
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
10	20	5	15	5	5

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
10	30	20	20	20	N/A
20	20	15	15	15	15
5	5	0	40	40	5
15	5	0	15	15	15 supervising and training graduate students, 7 reading scientific papers, 15 attending scientific conferences, 13 reviewing papers and proposals
30	20	0	10	20	20 in my field one needs to spend time on contuous partnership building/community engagement
25	45	10	10	10	N/A

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
25	15	10	15	15	20 - project management
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
30	10	0	0	10	50 conducting outreach education
10	10	0	30	50	N/A
10	25	15	25	25	N/A
50	15	5	5	25	N/A
10	15	20	25	30	N/A
20	40	5	5	20	10
40	20	10	10	10	10
20	10	15	35	20	N/A
30	100	20	10	0	a lot, budget revisions
20	40	10	10	10	10, supervision/management/monitoring of research students
10	20	25	25	20	N/A
10	5	75	0	10	0
5	25	40	20	10	N/A
20	20	10	10	10	30
N/A	N/A	N/A	N/A	N/A	N/A
80	20	0	0	0	0
N/A	N/A	N/A	N/A	N/A	N/A
20	10	30	25	15	0

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
N/A	N/A	N/A	N/A	N/A	N/A
30	20	20	20	10	N/A
5	20	1	30	30	14
25	20	5	5	25	20. Collaborations, compliance, ordering, animal issues, AALAC and other inspections
20	40	10	10	10	10
N/A	N/A	N/A	N/A	N/A	N/A
30	5	10	20	25	10
N/A	N/A	N/A	N/A	N/A	N/A
20	5	N/A	40	35	N/A
N/A	N/A	N/A	N/A	N/A	N/A
15	10	40	20	12.5	2.5
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
5	10	5	40	20	20 (training students, fieldwork, etc.)
50	20	0	10	10	10
N/A	N/A	N/A	N/A	N/A	N/A
20	10	5	45	20	N/A
15	20	40	10	10	5
N/A	N/A	N/A	N/A	N/A	N/A

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
40	10	0	10	40	N/A
15	10	15	35	20	5
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
5	15	5	5	20	50
30	15	10	10	15	20, graduate student mentoring
25	5	1	20	29	20% on student advising because often they are not good students
10	10	25	25	25	5
25	30	5	15	20	N/A
20	15	15	20	15	15 (Mentoring trainees)
60	20	5	5	10	0

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
25	10	10	25	20	10
15	20	10	10	25	20
N/A	N/A	N/A	N/A	N/A	N/A
35	15	0	30	20	0
15	10	25	15	20	15 field prep for all projects
50	10	5	10	20	5
20	40	10	15	10	5
5	15	20	20	20	20
N/A	N/A	N/A	N/A	N/A	N/A
20	15	0	30	25	15
10	50	20	0	0	20
N/A	N/A	N/A	N/A	N/A	N/A
15	25	10	15	15	20
30	10	20	10	30	N/A
15	10	50	10	15	N/A
10	5	0	60	20	5
30	10	20	20	15	5
15	20	30	20	15	N/A
10	30	10	10	40	0
25	25	10	10	20	0
20	10	10	10	30	20
25	10	0	25	25	15 in the research setting- I don't use a lab.

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
20	30	5	15	10	20 on reporting
20	20	5	5	25	25
15	20	05	10	30	20 (collaborating, writing emails to collaborators, testing preliminary ideas and protocols, reading, etc)
20	50	5	10	10	5
65	10	10	5	20	N/A
20	10	0	40	30	N/A
10	30	30	20	10	N/A
5	5	N/A	50	40	N/A
10	20	5	5	10	50 - training and mentoring students
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
15	5	N/A	40	40	N/A
80	0	5	0	15	0
10	5	0	40	40	5
10	20	20	20	30	N/A
N/A	N/A	N/A	N/A	N/A	N/A
30	20	0	20	30	N/A
10	60	10	10	10	0
N/A	N/A	N/A	N/A	N/A	N/A
5	30	20	15	5	25 other duties assigned

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
15	40	10	15	10	10 hunting for info, repeating requests, turning in aggie works orders, required time wastin
20	30	10	10	20	10
20	20	20	10	30	N/A
N/A	N/A	N/A	N/A	N/A	N/A
20	20	10	10	10	30
10	25	40	15	10	0
15	15	N/A	N/A	N/A	N/A
30	20	15	15	20	N/A
20	20	5	10	20	25
20	25	5	20	20	10
10	10	N/A	20	20	40 (i.e. enabling students/postdocs in their research)
N/A	25	N/A	20	15	40 (managing grad students)
30	20	15	15	20	0
20	5	20	30	25	N/A
4%	4%	0%	50%	15%	N/A
20	15	0	25	40	5
20%	20%	30%	10%	10%	10%
10	5	0	75	10	0
10	10	N/A	10	N/A	N/A

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
10	20	50	10	10	0
20	20	30	20	10	N/A
25	15	1	1	25	33, training students
10	15	25	40	10	N/A
15	50	15	10	10	N/A
3	25	N/A	47	25	N/A
25	10	0	25	25	15
10	40	10	20	20	0
N/A	N/A	N/A	N/A	N/A	N/A
50	25	5	5	15	0
30%	3%	10%	30%	10%	N/A
10	5	50	10	20	5
N/A	N/A	N/A	N/A	N/A	N/A
10	20	5	10	25	30 (spent with my lab personnel - students, etc- to mentor their research and progress).
25	15	15	20	25	N/A
10	5	0	50	35	N/A
5	15	30	25	15	10
10	30	5	20	25	10
20	15	45	10	10	0
25	10	N/A	25	25	15

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
I have no idea for any of these questions	N/A	N/A	N/A	N/A	N/A
20	10	25	20	25	N/A
30	30	10	10	10	N/A
20	20	20	15	20	5
5	5	80	5	5	N/A
5	5	5	50	35	5
20	25	10	10	15	20 supervision and project management
15	50	5	10	10	10
20	25	10	15	20	10 - research meetings, advising students
20	20	10	20	20	10
20	20	15	20	20	5
N/A	N/A	N/A	N/A	N/A	N/A
10	20	20	10	10	N/A
10	15	0	10	15	50 - managing staff, meeting with clients, etc.
5	5	60	15	15	N/A
15	20	20	15	10	20
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
20	15	N/A	45	10	10
5	15	25	25	5	25
5	15	10	20	10	N/A

CURRENT % Time Spent on Proposal Preparation:	CURRENT % Time Spent on Administrative Paperwork:	CURRENT % Time Spent in Research Lab:	CURRENT % Time Spent on Research Analysis:	CURRENT % Time Spent on Research Writing:	CURRENT % Time Spent on Other Research Items (please explain):
N/A	N/A	N/A	N/A	N/A	N/A
15	30	0	25	30	N/A
35	25	10	15	15	N/A
10	60	5	5	15	5
20	10	20	10	20	20
NA	20%	40%	20%	10%	10%
15	20	25	10	20	10 (reading/literature review
10	10	30	20	20	10
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
5	50	0	5	5	35 (direct patient care)
N/A	N/A	N/A	N/A	N/A	N/A
20	20	5	15	10	10

IDEAL % Time Spent on Proposal Preparation:	IDEAL % Time Spent on Administrative Paperwork:	IDEAL % Time Spent in Research Lab:	IDEAL % Time Spent on Research Analysis:	IDEAL % Time Spent on Research Writing:	IDEAL % Time Spent on Other Research Items (please explain):
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
15	10	10	40	25	N/A
50	5	10	15	20	N/A
10%	5%	50%	10%	25%	N/A
25	5	N/A	25	25	20
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
13	2	15	30	25	15 (invited lectures, conferences, peer review, department seminars)
N/A	N/A	N/A	N/A	N/A	N/A
10	10	30	20	30	0
N/A	N/A	N/A	N/A	N/A	N/A
10	5	N/A	40	40	5
10	2	28	30	20	10
N/A	N/A	N/A	N/A	N/A	N/A
12	3	10	40	35	N/A

IDEAL % Time Spent on Proposal Preparation:	IDEAL % Time Spent on Administrative Paperwork:	IDEAL % Time Spent in Research Lab:	IDEAL % Time Spent on Research Analysis:	IDEAL % Time Spent on Research Writing:	IDEAL % Time Spent on Other Research Items (please explain):
10	0	20	30	30	10
10	5	0	45	20	20
N/A	N/A	N/A	N/A	N/A	N/A
25	5	15	25	25	5
30	5	10	30	15	10
20	10	30	20	20	N/A
20	25	10	10	10	25
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
15	10	20	25	30	N/A
10	5	5	50	20	10 - personnel management and development
10	5	25	10	10	5
20	0	20	20	60	10
25	5	15	15	30	5 - outreach/application
20	10	20	20	20	10- student mentoring
15	5	20	15	45	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
5	2	33	20	25	15
15	5	20	30	25	5

IDEAL % Time Spent on Proposal Preparation:	IDEAL % Time Spent on Administrative Paperwork:	IDEAL % Time Spent in Research Lab:	IDEAL % Time Spent on Research Analysis:	IDEAL % Time Spent on Research Writing:	IDEAL % Time Spent on Other Research Items (please explain):
20	10	20	10	20	20 : guide students, postdocs, etc.
20	5	20	25	25	5
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
25	0	50	N/A	25	N/A
N/A	N/A	N/A	N/A	N/A	N/A
10	5	40	20	20	5
25%	5%	10%	10%	30%	20%
10	10	N/A	30	30	20 (project management/meetings/outreach)
40	5	18	15	20	2
5	5	N/A	40	40	10
20	5	10	30	30	5
25	5	15	20	30	5
25	0	5	25	10	35 - working with graduate students
N/A	N/A	N/A	N/A	N/A	N/A
30	5	25	10	20	10
30	5	15	20	30	N/A
20	10	0	30	30	0
N/A	N/A	N/A	N/A	N/A	N/A
15	5	30	25	20	5
20%	5%	N/A	25%	25%	25% (mentoring/supervising)
10	5	25	25	20	15

IDEAL % Time Spent on Proposal Preparation:	IDEAL % Time Spent on Administrative Paperwork:	IDEAL % Time Spent in Research Lab:	IDEAL % Time Spent on Research Analysis:	IDEAL % Time Spent on Research Writing:	IDEAL % Time Spent on Other Research Items (please explain):
N/A	N/A	N/A	N/A	N/A	N/A
15	15	25	20	20	5
30	5	5	5	25	30
1	1	80	15	3	0
20	5	15	15	45	N/A
20	5	25	25	20	5
10	5	30	20	30	5
10	5	20	30	30	5
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
30	5	20	20	25	0
10	5	50	15	15	5
15	5	0	40	25	15
20	15	15	20	20	0
10	5	N/A	20	40	20
20	5	20	15	25	15
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
30	5	10	20	30	5
10	10	10	30	20	20
5	5	30	30	30	N/A

IDEAL % Time Spent on Proposal Preparation:	IDEAL % Time Spent on Administrative Paperwork:	IDEAL % Time Spent in Research Lab:	IDEAL % Time Spent on Research Analysis:	IDEAL % Time Spent on Research Writing:	IDEAL % Time Spent on Other Research Items (please explain):
N/A	N/A	N/A	N/A	N/A	N/A
30%	1%	25%	15%	20%	9% exploring collaborations, literature review, service, learning new skills etc.
30	5	2	15	45	3
25	5	20	20	30	N/A
40	5	10	20	20	5
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
40	5	15	5	30	5
45	1	1	15	30	8, communications with collaborators and lab members
15	10	3	40	20	2
N/A	N/A	N/A	N/A	N/A	N/A
15	10	25	10	25	15
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
30	5	30	25	10	0
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
25	5	10	20	25	15
20	10	30	15	20	5

IDEAL % Time Spent on Proposal Preparation:	IDEAL % Time Spent on Administrative Paperwork:	IDEAL % Time Spent in Research Lab:	IDEAL % Time Spent on Research Analysis:	IDEAL % Time Spent on Research Writing:	IDEAL % Time Spent on Other Research Items (please explain):
25	5	30	20	20	N/A
20	10	15	25	25	5
5	1	1	45	45	2
13	2	0	20	15	15 supervising and training graduate students, 7 reading scientific papers, 15 attending scientific conferences, 13 reviewing papers and proposals
30	10	N/A	20	20	20
25	20	10	20	25	N/A
20	10	15	20	25	10 - project management
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
20	10	0	0	20	50 outreach education
10	5	5	40	40	N/A
10	10	20	30	30	N/A
35	5	20	20	20	N/A
10	10	25	25	30	N/A
40	5	20	5	30	0
20	0	30	30	10	10
N/A	N/A	N/A	N/A	N/A	N/A
20	1	40	20	20	1
25	10	20	10	25	5

IDEAL % Time Spent on Proposal Preparation:	IDEAL % Time Spent on Administrative Paperwork:	IDEAL % Time Spent in Research Lab:	IDEAL % Time Spent on Research Analysis:	IDEAL % Time Spent on Research Writing:	IDEAL % Time Spent on Other Research Items (please explain):
10	5	35	25	25	N/A
0	0	90	0	10	0
5	5	40	30	20	N/A
20	20	10	10	10	30
N/A	N/A	N/A	N/A	N/A	N/A
25	5	10	40	10	10
N/A	N/A	N/A	N/A	N/A	N/A
10	5	40	30	15	N/A
N/A	N/A	N/A	N/A	N/A	N/A
5	5	30	30	30	N/A
5	0	20	45	30	0
20	5	20	20	25	10
20	10	20	20	20	10
N/A	N/A	N/A	N/A	N/A	N/A
20	5	20	20	30	5
N/A	N/A	N/A	N/A	N/A	N/A
10	0	N/A	50	40	N/A
N/A	N/A	N/A	N/A	N/A	N/A
10	0	50	10	30	0
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A

IDEAL % Time Spent on Proposal Preparation:	IDEAL % Time Spent on Administrative Paperwork:	IDEAL % Time Spent in Research Lab:	IDEAL % Time Spent on Research Analysis:	IDEAL % Time Spent on Research Writing:	IDEAL % Time Spent on Other Research Items (please explain):
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
30	10	0	20	20	20 - presentation
N/A	N/A	N/A	N/A	N/A	N/A
25	5	5	45	20	N/A
15	15	40	10	15	5
N/A	N/A	N/A	N/A	N/A	N/A
20	2	25	25	25	3
10%%	5%	50%	15%	20	N/A
30	15	0	20	35	0
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
13	2	45	20	15	N/A
N/A	N/A	N/A	N/A	N/A	N/A
23	5	2	15	45	10
50	5	10	15	20	0
10	5	0	55	25	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A

IDEAL % Time Spent on Proposal Preparation:	IDEAL % Time Spent on Administrative Paperwork:	IDEAL % Time Spent in Research Lab:	IDEAL % Time Spent on Research Analysis:	IDEAL % Time Spent on Research Writing:	IDEAL % Time Spent on Other Research Items (please explain):
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
10	0	20	30	40	N/A
20	5	20	25	25	5
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
5	5	20	20	20	30
20	5	10	20	30	15, graduate student mentoring

IDEAL % Time Spent on Proposal Preparation:	IDEAL % Time Spent on Administrative Paperwork:	IDEAL % Time Spent in Research Lab:	IDEAL % Time Spent on Research Analysis:	IDEAL % Time Spent on Research Writing:	IDEAL % Time Spent on Other Research Items (please explain):
27	3	20	30	10	10 mentoring students/post-docs
10	10	25	20	25	10
20	5	5	30	40	N/A
20	5	15	20	20	20 (Mentoring trainees)
50	0	10	10	30	0
25	5	30	20	20	0
20	10	30	10	20	10
N/A	N/A	N/A	N/A	N/A	N/A
30	5	0	35	30	N/A
15	10	25	15	20	15
60	3	5	10	20	2
10	20	40	20	10	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
5	5	0	40	40	N/A
10	10	20	20	10	20
N/A	N/A	N/A	N/A	N/A	N/A
10	5	20	15	15	35
30	5	25	10	30	N/A
N/A	N/A	N/A	N/A	N/A	N/A
5	2	0	70	20	3
20	5	15	20	35	5

IDEAL % Time Spent on Proposal Preparation:	IDEAL % Time Spent on Administrative Paperwork:	IDEAL % Time Spent in Research Lab:	IDEAL % Time Spent on Research Analysis:	IDEAL % Time Spent on Research Writing:	IDEAL % Time Spent on Other Research Items (please explain):
10	10	40	25	15	N/A
20	10	10	10	50	0
10	10	25	25	30	N/A
30	5	10	20	25	10
20	5	N/A	25	25	25
25	5	15	25	25	5
30	5	5	5	30	25
35	5	10	10	30	10 ((collaborating, writing emails to collaborators, testing preliminary ideas and protocols, reading, etc)
30	0	20	20	20	10
40	5	20	5	30	N/A
25	1	0	34	40	0
8	2	40	40	10	N/A
5	5	N/A	40	40	10 - developing new research opportunities (prior to proposal stage)
20	0	10	10	20	40 - training and mentoring students, helping them write fellowships
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
5	0	N/A	50	45	N/A
40	0	10	10	40	0
10	5	0	40	40	5
20	5	20	25	40	10 long term planning

IDEAL % Time Spent on Proposal Preparation:	IDEAL % Time Spent on Administrative Paperwork:	IDEAL % Time Spent in Research Lab:	IDEAL % Time Spent on Research Analysis:	IDEAL % Time Spent on Research Writing:	IDEAL % Time Spent on Other Research Items (please explain):
N/A	N/A	N/A	N/A	N/A	N/A
15	5	20	20	40	N/A
20	10	30	20	20	N/A
N/A	N/A	N/A	N/A	N/A	N/A
5	10	50	20	10	5
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
20	3	25	30	20	2
20	10	30	10	20	10
20	5	30	15	30	N/A
N/A	N/A	N/A	N/A	N/A	N/A
20	20	10	10	10	30
25	5	40	15	15	0
N/A	N/A	N/A	N/A	N/A	N/A
30	5	20	20	25	N/A
20	5	25	15	20	15
25	5	5	25	25	15
10	0	N/A	30	30	30
10	5	N/A	25	50	10
15	5	20	20	20	20 - Thinking, networking, activities to generate new research ideas and directions
25	5	20	25	25	N/A

IDEAL % Time Spent on Proposal Preparation:	IDEAL % Time Spent on Administrative Paperwork:	IDEAL % Time Spent in Research Lab:	IDEAL % Time Spent on Research Analysis:	IDEAL % Time Spent on Research Writing:	IDEAL % Time Spent on Other Research Items (please explain):
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
20	5	20	20	20	15
10	0	0	70	20	0
N/A	N/A	N/A	N/A	N/A	N/A
20	10	30	20	20	0
15	5	40	20	20	N/A
25	5	5	5	25	35
10	5	15	40	30	N/A
20	10	30	20	20	N/A
5	5	N/A	40	40	N/A
25	5	0	25	25	20
20	10	20	25	25	0
N/A	N/A	N/A	N/A	N/A	N/A
25	1	25	24	25	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
25	1	14	30	30	N/A
10	0		50	40	N/A
15	5	25	25	25	5

IDEAL % Time Spent on Proposal Preparation:	IDEAL % Time Spent on Administrative Paperwork:	IDEAL % Time Spent in Research Lab:	IDEAL % Time Spent on Research Analysis:	IDEAL % Time Spent on Research Writing:	IDEAL % Time Spent on Other Research Items (please explain):
10	10	20	25	25	5
19	1	50	20	10	0
25	05	N/A Research in school 25	15	25	05
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
20	10	10	30	20	5
40	2	15	15	20	8
3	2	80	5	10	N/A
5	5	5	50	35	5
20	5	25	20	20	10
35	10	15	10	25	5
15	5	15	25	25	15
20	1	19	20	20	10
30	10	10	10	30	5
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
10	5	0	15	30	40
5	5	60	15	15	N/A
25	5	25	15	10	20
N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A
10	5	N/A	70	10	5

Big Concern #1:	Big Concern #2:	Big Concern #3:
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A

Big Concern #1:	Big Concern #2:	Big Concern #3:
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
Interim reports, and annual reports	Timely implementation of project charge number after contract award	N/A
Limited possibility of funding for infrastructure	Concern to attract the best scientists if available infrastructure is not appropriate	N/A
finding the right students to do the work	finding time to do the research without the burden of administration	finding funding for the work
focus on coverage instead of research	siloeed talent	no incentive to advance
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
Having more grant writing support	Having infrastructure for sensitive data	Funding
Student Quality	Lab Space	Time for publishing
N/A	N/A	N/A
There is a need for long-term access and support for computing facility to analyze large sensitive data.	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
Teaching load too high	Not enough admin help with accounts	N/A
Not being able to pay my staff between grants--how do i get bridge funding?	N/A	N/A
Bridge funding	Seed funding	Student mental health
N/A	N/A	N/A
Forcing collaboration on seed grants	Allocating seed grants to faculty who proved to be unsuccessful, thus wasting doallrs	SRS-- Horrible

Big Concern #1:	Big Concern #2:	Big Concern #3:
Too much time spent on administrative functions to get research project moving	Recruitment of qualified research personnel	Improved equipments in core facilities
recruiting graduate students who can work on my projects	maintaining the software licenses needed to do my research	securing enough research funding to support my graduate students
Coverage for me and my employees	Writing proposals and taking vacation with no or very little financial support to cover my time	Finding work that my people are passionate about
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
Lack of infrastructure for research (lots of things are outdated or ancient)	Lack of a collaborative or intra-institutional expert collabs	Administrative support is a nightmare for real - it is non-existent
Politicians who say they want to de-emphasize research and higher education	Lack of emphasis on technology transfer into industry	Unwillingness to fund research to investigate a company's claims of a technology breakthrough
IT/contracts	Contracts/IT	Commercialization office & lawyers
funding the project	publishing the work	presenting the work at conferences
admin barriers to community-engaged research	anti-dei climate	lack of admin support for grant writing and budgets
Getting enough external grant funding	Being punished for inadvertently being out of compliance, rather than being helped	Foreign collaborations being impossible to find because of our reputation for xenophobia
IRB application	export control	administrative burden around reporting
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
Poor support in bioinformatics here	N/A	N/A
improper accounting	improper accounting	improper accounting
aging lab infrastructure at Agency off-campus research centers	trouble recruiting/retaining quality technical staff in competition with industry	traditional commodity group and industry funding sources are disappearing
student financial support	N/A	N/A

Big Concern #1:	Big Concern #2:	Big Concern #3:
ability to pay people appropriately	administration not understanding	increasing oversight by administration that results in too much time wasted
N/A	N/A	N/A
Lack of timely subcontracts	SRS holding up progress post award	N/A
N/A	N/A	N/A
N/A	N/A	N/A
keeping everyone paid correctly	finding time for research with so many other demands on time	making sure there are sufficient funds to do what is needed to progress research
N/A	N/A	N/A
proposal preparation	research project	collaboration
N/A	N/A	N/A
Admin support issues - understaffing, turnover, etc	N/A	N/A
SSC services are insufficient to address needs and can interrupt work for long periods of time	Administrative burden	Money
Recruitment of qualified students/staff to Texas & Texas	Lack of adequate post-award support	Budget cuts due to administration mistakes
N/A	N/A	N/A
N/A	N/A	N/A
funding	new graduate students	N/A
No opportunity for new Ph.D. advancement in nursing	No networking between colleges/schools	No funding for nursing post docs
N/A	N/A	N/A
Unsafe research infrastructure	Police state, punitive nature of college leadership and administrative state	Compliance and Administrative Burdens
having good students/staff	vidal will not be renewed	grant/contract administration is not being processed on time
Funding	Safety	Staff
N/A	N/A	N/A

Big Concern #1:	Big Concern #2:	Big Concern #3:
deadline	budget is correct (format, etc)	N/A
not enough time	not enough money	costs to PIs resulting from centralization
N/A	N/A	N/A
not enough collaborators with similar interests for grant submission	College Station limiting recruitment of talented staff and students	not sure department will be supportive (e.g., in giving more space) if i get more funds
N/A	N/A	N/A
Getting and keeping good people	Small logistic mistakes getting in the way of good proposals	New rules being implemented that suddenly upend our group infrastructure
Funding	Broken equipment	Lack of trained students to operate equipment
N/A	N/A	N/A
New Deans that don't understand research	New Dean who doesn't defend faculty under attack by racist organizations	Greedy business Deans who don't understand indirect splits
N/A	N/A	N/A
Competitive Graduate Student Stipends	Competitive Post-Doc salaries	TAMU Siloism
Nothing	Nothing	Nothing
that the status and account balances are wrong	that the whole process, especially grant administration, is not there to help but to check off boxes	that there are more and more rules so that if we miss one, the administration can punish us
lack of skilled support (no PhD program in nursing currently, no postdocs - hard to get them), can't pay enough to attract/retain high quality project coordinators	not enough bandwidth in our research office to support all faculty who want to do research	too few tenure-track/tenured faculty in our department (hard to make a PhD program)
HR-getting the right people	Bureaucracy—so many forms and approvals	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
proposal report due dates	slow research progress by students	access of equipment TAMU does not have
Experimental Facilities & Instrumentation	Continuous funding	Motivated students
Compliance redundancy with RSO	RSO redundancy with compliance	IT issues being driven from the backseat by RSO and compliance

Big Concern #1:	Big Concern #2:	Big Concern #3:
N/A	N/A	N/A
finding productive stuff, students	Burden of paying for students from research grants (tuition, salary, benefits) that are useless and do not produce any usable data	Non-transparent top down decision making, overbloated expectations without proper support
Vivarium facilities - poor supervision, oversight and organization	N/A	N/A
N/A	N/A	N/A
No space for labs	Lack of space delaying projects	IT services constrain buying high performance PCs
N/A	N/A	N/A
N/A	N/A	N/A
Facilities service	Funding	N/A
I do not have any bridge fund to support my research in between grants.	I have to pay graduate students their benefits and tuitions & fees out of my limited grant money.	Too much bureaucracy in lab inspections and other compliances-related stuff.
Completing analysis	Writing reports	Preparing/writing proposal
N/A	N/A	N/A
Dean Support	Work load, not enough time	Research investments
N/A	N/A	N/A
N/A	N/A	N/A
Reporting	Disclosure	Paperwork
N/A	N/A	N/A
Reputational Risk	Mud slinging by colleagues	Retaliation by jealous faculty
N/A	N/A	N/A
N/A	N/A	N/A
Funding for trainees	Funding for new ideas	Challenges with trainees
keeping students funded	meeting expectations	N/A

Big Concern #1:	Big Concern #2:	Big Concern #3:
Sustained funding in order to keep a fully soft money center operational	Silos and lack of collaboration across organizations and shared services	Having the support to be successful
Poor quality administration	Disparity in resource allocation and incentives to faculty	Lack of long-term vision and support
obtaining funding	funding graduate students	being productive
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
Computer issues	deadlines	Mental Health
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A

Big Concern #1:	Big Concern #2:	Big Concern #3:
BUILDING INFRASTRUCTRE	turnover in staff	inability to connect to staff other than by emails that are answered days later
cannot get a hold of SRS officer a week before proposal due date	cannot get a hold of admin three days before annual report due date	There are various routes to do things that only senior professors or those who hold admin positions know, and explicit/implicit barriers for new investigators
Getting responses from SRS	Getting responses from SRS	Getting responses from SRS
Continuity of funding	Meeting deadlines	N/A
contracts--lack of timeliness	lapsed budgets--time to sort out	lack of admin support on post award side
Funding my staff and students	Having time to actually do the work	N/A
Set up of grant award	Compliance with grant award	Lack of accountability at RGSO - not clear what funds are available for faculty/student awards and how the final decisions are made - shared governance is not being achieved.
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
hassles with administration (finance and SRS) that prevent me from doing research	being appropriately reimbursed for travel	that a failure to follow one of the uncountable number of policies dooms my research
N/A	N/A	N/A
N/A	N/A	N/A
External funding	Funding staff	Funding students
outdated infrastructure	seed funding	time to develop proposals
Support grad students	Secure funding	Actual research issues
Not having summer funds for graduate students who are supported by GATs	Lack of preliminary data for proposals to make them more competitive	Lack of funds for publication in high-impact journals
Not being able to manage funds from different projects	Operating budgets	Loosing funds at the end of the project due to poor admin support on budgets.
Feeling like so much of my time expertise and scholarship is wasted on admin, time i would spend on writing to get more funding!	Need funding for postdoc and grad researcher, even if bridge funding	Streamline proposal prep of standard docs

Big Concern #1:	Big Concern #2:	Big Concern #3:
Too much administration	N/A	N/A
Accessibility	N/A	N/A
N/A	N/A	N/A
facilities	federal funding	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
Not worth the effort; the regulations and time spend on proposal writing are much higher than in the past.	N/A	N/A
N/A	N/A	N/A
project administrative delays	project accounting	project human resources
Funding streams	Student and staff support	Distractions from attending to research
Animal facilities	Compliance	Needing more grant \$\$
Recruitment	Recruitment	Space
N/A	N/A	N/A
Funding for supporting graduate students	funding for supporting research	publications
N/A	N/A	N/A
N/A	N/A	N/A
Money	paper work	money
With some rare exceptions, the P office is terrible, will lose IP protection	I will fall behind on state of the art technology; that it is either unavailable or poorly allocated	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A

Big Concern #1:	Big Concern #2:	Big Concern #3:
N/A	N/A	N/A
questions like this	N/A	N/A
timely responses	reporting	N/A
N/A	N/A	N/A
Lack of effective support for large-scale center-level proposal development	VPR's office does not seem to understand how research really works	N/A
the Dean of the College denying everything and not supporting research	How to win an NIH grant (I've tried 5 times)	IDC split - the College doesn't have departments so gets the full 35% and doesn't use it to support the key projects in the College
N/A	N/A	N/A
Finding funds to repair instrumentation that should be shared - like building autoclaves, etc.	TAMU declining stature in research (hurts recruiting, grant success, etc)	finding sufficient resources
N/A	N/A	N/A
Project administration	Administrative paper work	Sufficient research funds
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
staff/student wellbeing and effectiveness	low lab productivity due to resource/core limits	allocating time between all required tasks/ low centralized support and lab staff funding
N/A	N/A	N/A
Qualified personnel leaving	Unable to pay personnel/ grad students	Increased Adm/Business office work
grants	paperwork, including compliance, to allow research to be done	lab issues such as equipment-associated
100% funding for myself	100% funding for my employees	50% funding for my students
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A

Big Concern #1:	Big Concern #2:	Big Concern #3:
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
No bridge funding	No admin support	Bad grad students
N/A	N/A	N/A
N/A	N/A	N/A
accounting office	HR	travel reimbursement
our building is falling apart	insufficient back up power	inappropriate IT support

Big Concern #1:	Big Concern #2:	Big Concern #3:
graduate student support	equipment repair, insurance (field deployments)	proposal funding rate
N/A	N/A	N/A
Bad culture for research in the Department	Lack of support from the college.	Lack of support from AgriLife
Aging equipment	Ability to fund students	Ability to engage in foreign collaborations
N/A	N/A	N/A
maintenance costs	renewal costs	user costs
Funding graduate students	Replacing old equipment	N/A
Paying for personnel	Securing funding	Failing infrastructure
If I can use the money in the way I need to use the money (it is too restricted)	If something about the grant administration is going to be screwed up	N/A
Getting a proposal budget from SRS is sometimes a struggle.	Recruiting good grad students and postdocs is hard in this location	When is the real end date for my grants? It is not clear in Maestro
new ideas	finding funding	peopl
Funding (proposals)	Facility	Research staff/Graduate students
deadlines	paperwork that needs to be collected and filled out	N/A
N/A	N/A	N/A
N/A	N/A	N/A
Funding/coverage gaps	Time available to get funding do all the proposal writing	Getting the money spent when I can't get the admin to move the money-set up the accounts
Complete so many reports without support	making sure SRS is not giving me wrong advice	Dealing with wrong advice from SRS
N/A	N/A	N/A
Budget spreadsheets that malfunction or don't align with sponsor justifications	Administrative conetralization of services	Ever Increasing IDC
Keeping lab funded (scoring extramural grants)	Keeping research personnel happy (and paid)	Big ideas for the next proposal
N/A	N/A	N/A
Incompetence of Administrators	Time until funding is available after award is received	N/A

Big Concern #1:	Big Concern #2:	Big Concern #3:
finding good grad students	keeping up with deadlines	project / summer funding
N/A	N/A	N/A
N/A	N/A	N/A
Maintaining adequate extramural funding	Lack of bridge funding and if there is funding it is politics determines who gets it.	N/A
N/A	N/A	N/A
Availability of graduate students at remote sites or in programs without PhD students	Lack of workload allocation for graduate student teaching outside of my department	Contracts with outside institutions take a really long time
When will I complete current set of analyses	When will I find time to finish writing the latest paper	When will I find time to write my next big grant proposal
quality of facilities	inadequate resources for teaching	university investment in quantity of students over quality of students
Lacking funding for grad students	Not having time to prepare proposals	Not having mental space due to constant distractions regarding anti-academic climate
Too old and need constant repair	Rising personnel cost	Summer salary
N/A	N/A	N/A
That administration undervalues social science as a potential contributor to research funding and overemphasizes medical/hard science	That expensive research infrastructure efforts across campus are duplicated, hard to find, and end up wasted	that administration will think of research as something that should "fund itself" rather than as investment in the future of the university and part of the land grant mission, which it is
Export compliance	Paperwork	not enough pay
not enough time/budget for research opportunity development (e.g., networking) - can't use research funds for it	contracting delays	N/A
Getting an external grant in an extremely competitive time	Finding the time to write solid proposals	Finding funds to publish open access
A&M has not kept up with infrastructure. Buildings are in terrible condition and many need full gut renovations and not patch work.	Because of poor quality infrastructure, recruitment and retention is going to be a huge problem on campus as other universities have better infrastructure.	N/A
N/A	N/A	N/A
N/A	N/A	N/A
Finding animals to conduct research	Cost of using animals for projects	N/A

Big Concern #1:	Big Concern #2:	Big Concern #3:
Career progression for junior staff	Leadership training (lack of)	N/A
I have a department head who doesn't support my research -- it is not to his taste. His decisions can shut me down. Do I have any recourse about this?	The IRB is highly legalistic, and does not "think" about the criteria or what makes sense. It used to but some years ago there were staffing and structural changes. Now it is all about dotting is and crossing ts. Does the consent form have the exact suggested language in the SOP v. is it something people can easily understand? I could go on.	Will I spend out my grant correctly? The last few times I've ended up with money left over because the accounting folks could not tell me if there was money left or not. This is a big inconvenience for everyone.
N/A	N/A	N/A
Obtaining funding	Retaining good staff	Having enough lab and office space
Loss of awarded grants due to poor grant management (this has already happened)	PI liability for financial mismanagement of grant funds by SRS	N/A
N/A	N/A	N/A
programmatic biases	lack of field resources	lack of qualified personnel
N/A	N/A	N/A
N/A	N/A	N/A
broken equipment and facilities	inability to get internal support for solving problems or initiating new projects	finding a new job
lack of organized core structure	lack of campus research leadership	N/A
unstable leadership and changing/unpredictable priorities	inconsistent/unstable support for infrastructure	N/A
N/A	N/A	N/A
federal budget	state budget	staff
maintaining funding	publishing	personnel matters
funding	protected time	wasted time
How to fund my research students	Where to find some one off equipment for use	How to expand international collaboration without running into Compliance issues
lack of access to infrastructure	lack of access to infrastructure	outdated equipment and facilities
Getting funding for my lab	Falling behind in professional development because of compliance burden	Getting funding for my lab

Big Concern #1:	Big Concern #2:	Big Concern #3:
SB17 has made TAMU proposals uncompetitive or even ineligible given national DEI priorities from funding agencies e.g. NSF, NASA,	SB17 and TX's health freedom crackdown are restricting my ability to assemble a strong research team incl. students/postdocs	Constant administrator churn makes the future research priorities of TAMU unclear, so it's hard to know my future here
N/A	N/A	N/A
Inability to recruit qualified students, postdocs, and personnel	Lack of access to adequate lab space due to growth of faculty outpacing growth of lab facilities	Too much time spent on administrative issues, reporting, compliance
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
lack of transparency	poor efficiency in response	poor communication
N/A	N/A	N/A
N/A	N/A	N/A
Being able to secure adequate funding	Infrastructure being able to support my research needs and not have my experiments runner by core infrastructure failures	Logistics associated with physical maintenance of research material
Support for graduate students	Quality of preparation of graduate students	N/A
Is the lack of temperature control in my lab ruining my experiments? In Heep building	Am I going to be able to pay my students if student salaries increase?	N/A
restricted international collaborations	continuation of funding	mentoring students
N/A	N/A	N/A
Lack of proposal funding	Lack of collaboration	Bureaucracy, even internally
Tenure	Funding	Publishing
extreme difficulty in obtaining extramural funding	inability to hire qualified research staff	retention of faculty/staff
length of time for industry contracts	cost of graduate students	N/A
Loss of funding	Loss of funding	Loss of funding
N/A	N/A	N/A
The procedure for Recruiting postdoc is too slow	HR needs to improve efficiency	N/A

Big Concern #1:	Big Concern #2:	Big Concern #3:
N/A	N/A	N/A
Funding	Not enough time to do what I have to do	Finding the right personnel
N/A	N/A	N/A
N/A	N/A	N/A
Length of time it takes to get consultants processed	Small size of bridge accounts while contract negotiations are going slower than expected.	Lack of bridge funding when one is between projects.
N/A	N/A	N/A
no electric power supply in lab	no funds to repair lab instruments	few people at TAMU care about fixing facility problems
Behind time completing proposals	Unable to carry out all the main involvements	Not to have the qualifications for applying for large interdisciplinary research grants.
N/A	N/A	N/A
N/A	N/A	N/A
TAMU reputation	Faculty leaving	External attacks
N/A	N/A	N/A
Keeping the infrastructure I have.	Getting people to do the work.	Dealing with new regulations.
N/A	N/A	N/A
Getting SRS to execute contracts takes forever!	N/A	N/A
New rules/policies	N/A	N/A
TAMU's strong college model undermines interdisciplinary collaboration	I spend more time on paperwork than mentoring students on research	ethical reviews and IRB are more about paperwork than actually addressing ethics or risk
Getting hammered by PETA and the CVMBS about my dog breeding/work	Getting my lab space taken away by the VPR and the vet school	Getting grants
funding support	research progress	recruiting
N/A	N/A	N/A
N/A	N/A	N/A

Big Concern #1:	Big Concern #2:	Big Concern #3:
salaries and maintainig staff	feeling isolated within the college	lack of time to write and promote final results
Finding or retaining skilled technicians	Keeping the funding necessary for my employees	Replacing costly equipment
Compliance	Continuing Funding	Administrative overload
N/A	N/A	N/A
N/A	N/A	N/A
Random decisions: example: as an active research faculty: I was asked to stop my research because the university decides that our department will be converted to a teaching ONLY division. I was hired as a research active faculty.	University leader does not value the research our campus as an example)	Our leadership does not dedicate funds for research infrastructure.
N/A	N/A	N/A
My building is falling apart! Water lines break, HVAC goes out, floods destroy my research equipment and materials!	My building is falling apart! Water lines break, HVAC goes out, floods destroy my research equipment and materials!	Seriously this keeps me up every night and has SERIOUSLY affected my research program!
N/A	N/A	N/A
IT support for research (NOT just teaching)	new investigators getting help with funding proposals	consistent faculty losses/retirements
Finding graduate students	Negotiating contracts	Contract reporting
Facilities falling apart around me	Recruiting and retaining good grad students	Narcisism - We are so worried about bean counting that we forget why we do what we do as its not considered important when we go up for promotion
N/A	N/A	N/A
Changing rules do to combining Colleges	No one can decide waht to do in a reasonabal time frame	Lack of discussion with the stake holders
power failure	flooding	HVAC failure
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
Dean of school/college does not understand research	N/A	N/A

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Assistance with proposal preparation beyond just the budget	Assistance with preparing and submitting interim reports and annual reports	N/A	N/A	N/A
Ensuring early-career scientists and assistant professors are aware of all the opportunities of resources for funding, professional development etc.	Decrease administrative burden proposing the use of new digital technologies	Facilitate open discussions about experiences	Facilitate transparent and open leadership	N/A
Advocate for better support for faculty serving in administrative roles	better, more competent support staff	workshops for faculty on how to find grants	advocate for all schools to have a grant writer/finder	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
Improve SRS	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Invest more in shared data resources that can be accessed by all faculty for research and grant preparation.	Ensure access to high performance data storage and computing for large sensitive data.	N/A	N/A	N/A
Provide covered time in proposal development	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Better system for grad students with external funding	More accounting support for grants pre and post	N/A	N/A	N/A
Education about resources that are available	Ensure information provided eg on university websites is accurate and complete	Provide resources assist with promoting and publicizing my research results	Assist with fundraising--the past dean/president broke the system we had enjoyed and benefited from, specifically the EADC	Provide reasonable support for computing, facilities, etc. Right now i dont ask for help because they just break things.
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
SRS -- do an overhaul	Don't force multiple agency collaboration for seed grants	Provide seed grants to faculty who already have a track record of success or early career faculty	Address nepotism.	Address implicit bias
Put pressure on VPR that he is not doing his job properly. We call it incompetence.	Put pressure on SRS post-award funtions	Reduce unnecessary buereratic burden, such as in IBC	Improve core facilities, as well as basic building maintenace that negative impact labs (SSC shoudl do a far better job, which is probaly related to insufficient funding provided by the univeristy on building maintenacne)	CPI shoudl stop getting into politics, listen to faculty who are actually obtaining research contracts, work with university to raise philanthropic money for research
N/A	N/A	N/A	N/A	N/A
More support for writing proposals	More funding to cover vacation and such that isn't on the back of projects	More opportunities to connect to other system members	More finding to cover training, supervision of employees, etc	More knowledge about and access to facilities
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Hire more research admin at SRS	Localize SRS people in departments	Create better websites to share resources	Hold more researh centric events	N/A

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
Actively monitor and report on trends in politics and policy that might affect publicly-funded research	Pass along info about successful researcher "self-promotion" efforts that seem to work among those who fund research	N/A	N/A	N/A
eliminate contract office	eliminate IT office and use AI	return Commercialization to a faculty friendly group	N/A	N/A
N/A	N/A	N/A	N/A	N/A
support for community partner era commons ID assignment	knowledgable departmental grants person	decreased barriers to hiring research staff	N/A	N/A
Demand transparency in all policies and procedures.	Expose inapropriate behavior of administration when it occurs	Be a strong advocate for a collegiate, safe working environment for all researchers	N/A	N/A
graduate student research travel funds	better international research travel support	networking among faculty to elevate their visibility	lower the administrative burden on grants processing for faculty	support for annual inventory of lab equipment
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Better bioinformatic support	N/A	N/A	N/A	N/A
There should be a business administrator solely to support research in a unit or department	The business administrator should report directly to the department head, not to the fiscal office or other entity	The business administrator position should be full-time	The business administrator should prioritize graduate student support	The business administrator needs to be trained to deal with issues that pertain solely to international students, post-docs, and faculty
EC should try to keep regular (perhaps quarterly) meetings with Chancellor.	strongly encourage CPI reps on committees to provide reports in newsletter. If they are not making the committee meetings then CPI needs to find another rep.	Could General meeting have update from VPR/TEES/TALR Associate Directors of Research meetings?	N/A	N/A
N/A	N/A	N/A	N/A	N/A
ability to pay people appropriately	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Faster SRS subcontracting for post award	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
Open communications	N/A	N/A	N/A	N/A
help with budget justifications (at least review or provide templates with how to report calculations)	clear rules that are consistent pre- and post-award	communication between pre-, post-, accounting, HR, and PIs	N/A	N/A
N/A	N/A	N/A	N/A	N/A
simplify/accelerate hiring process	improve post award management	accelerate proposal/contract preparation	improve collaboration opportunities	decrease/simplify administrative paperwork/training/lab inspection
Proactive staff that helps to facilitate grant procurement from scratch for those that want it	Alleviate bottlenecks, such as IRB and Contract negotiations for me	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Culture of Competence	Building Infrastructure	Administrative burden	Bridge funding	Seed grant funding
advocate for increased staffing within SRS, especially post-award	advocate for more research \$\$ to be locally distributed so depts/teams can decide the best use of funds	increase mechanisms for gap funding so research staff are easier to hire and retain	seek consolidation of core facilities with overlapping resources	N/A
N/A	N/A	N/A	N/A	N/A
Simplify AUP	Core labs	N/A	N/A	N/A
seed funding	graduate student recruitment	N/A	N/A	N/A
Helps support the SON to elevate to a tier 1 research institution	support post doc funding for nursing	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Streamline administrative state reporting and compliance at TAMUS, COALS, AgriLIFE	Coach leadership on being progressive rather than leading through punitive police state lens.	Decentralize website development group	Demolish and replace unsafe research infrastructure in COALS and AgriLIFE	Coach leadership and administration on invention of administrative rules that don't exist creating unnecessary bad business burdens on faculty and departmental and AgriLIFE Center leadership
research compliance such as IRB	SRS	making a more stable infrastructure of successful prototypes such as vidal	pilot and bridge funding working with VPR	networking opportunities
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
N/A	N/A	N/A	N/A	N/A
Facilitate Vertical Communications -- to/from labs to administrators (yields great ideas and morale)	Augment elite student recruitment schemes, e.g. GREAT program	Augment RDF-like programs with PI (stakeholder) decision-making	Re-start X-grant- and T-grant-like programs, or some other creative mechanisms to launch new research areas	N/A
N/A	N/A	N/A	N/A	N/A
advocate for large scale internal pilot funds (e.g., \$50K or more per year for at least 2 years)	advocate for more administrative support for grant preparation	advocate for NIH expertise within SRS and a mandate to stay up-to-date with NIH policies/procedures	advocate for incentives to recruit talented grad students or post-docs to TAMU; incentives should be available to all (e.g., higher stipends; top-ups for post-doc hires), not merit-based/competitive (these already are in place, at least for grad students)	N/A
N/A	N/A	N/A	N/A	N/A
More money always makes things easier	More and better trained staff (Working with research enterprise staff should make our lives easier not harder)	N/A	N/A	N/A
Pairing successful grant writers with those less successful to teach others	Getting the full resources needed to attract and retain scientific staff for running core facilities	Reducing the amount of paperwork and automated emails	Have a RFP hunting team that pairs funding programs specifically to PIs	N/A
N/A	N/A	N/A	N/A	N/A
Assure investigators that federal grants are controlled by federal law, not Texas anti-DEI LAW.	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Competitive Graduate Student Stipends	Lack incentives for collaborative research	Rewarding collaborative research	Incentive program project proposals	Encourage/incentive sabbatical more effectively
Look for collaborations that work and build on them	Elevate researchers and their achievements	Engage more with studentd	Engage more with distant sites	Build up data infrastructure across campus
make researchers the customer- that the point of SRS and grant administration is to really help the professors	go back to giving SRS bonuses for awards	fix maestro	N/A	N/A
Advocate for funding for GARs & postdocs (seed grants for their proposals?)	Improve communication between SRS and TAMU Innovation - TAMU Innovation should support researchers more	Education Deans/department heads on value of research among their faculty	Support ADRs - have a liaison to the ADR committee	Advocate for flexible workplace policies for faculty and postdocs

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
Soft money is soft money—should be able to hire at market.	Time spent hiring and required paperwork should be reduced.	Less pushback on being flexible about the two above points	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
scholarship does not equal grant money	value research advancements such as publication in flagship journals	N/A	N/A	N/A
Academic facility use - OTRC	N/A	N/A	N/A	N/A
Simplify TCP form process	Combine RSO and Compliance	Increase pay for post docs and research engineers	Engineering needs more faculty and research lab space	Engineering needs a higher ratio of grad students to undergrad students
N/A	N/A	N/A	N/A	N/A
financial support to have graduate students	core facility upgrade	funds for pilot projects	N/A	N/A
LARR & CMP - decisions are being made without critical faculty input	IACUC - IRIS is horrible for AUP submission; poor communication	N/A	N/A	N/A
Designated SRS staff specialized for each major funding agencies	Prompt response to PI	N/A	N/A	N/A
Convey space constraints to admin	Suggest setting up a unit for proposal support	Ask admin to allot space as per acquired funding	Communicate continually with PIs	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Facilities	Funding for Technical support personnel	More personnel for pre-award	N/A	N/A
All graduate students should be supported by the university (tuition, fee, benefits) regardless they are Research Assistants or Teaching Assistants.	Bridge fund should be available and transparent to all.	Please simplify all the compliances (e.g. filing AUPs, Biosafety, EHS,.....)	The compliance offices should have good communication skills and relationships with the principal investigators.	EHS and Biosafety lab inspections should be combined as one inspection per year, but not 2 or even more per year.
Qualified Support Staff in Proposal Preparation	Account for project communication time (meetings, emails, chats, calls)	Project Emergency Funding	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
figure out what it takes to do RO1 research	get to know some PIs and develop understanding of their needs/concerns	N/A	N/A	N/A
improve knowledge/work ethnics among SRS pre- and post award officers.	Clarify international collaboration policies and how to report. Do not punish researchers who are willing to work hard and be active in the field.	N/A	provide seed funding at small amounts, like T3	introduce a performance evaluation system for SRS personnel based on PI experience
SRS should require personnel to respond to inquiries within 24 hours	SRS should have a second person assigned to post-grant administration	SRS managers should make their contact info available to researchers	SRS should have a feedback/complaint line available	SRS should adopt procedures for accountability of their personnel
Do quick open-ended surveys every 3-6 months with just one question: what has been your biggest obstacle to research effectiveness in the past 3-6 months?	N/A	N/A	N/A	N/A
fix contract system!	hire more personnel in post awards	N/A	N/A	N/A
Recognize research administrative burdens	Help all colleges work similarly regarding all processes	Streamline administration for less redundancy, more efficiency	N/A	N/A
Improve MarCom coverage of research to promote grad programs and research enterprise	Improve support of project management tools such as Teams - having templates/staff to help with project set up would be amazing!	Improve shared governance culture around campus resources for faculty/student awards (internal).	Improve GAR funding by encouraging a raise in base pay at Galveston campus.	Encourage international student services to hire a permanent person to represent and help international student GARs at the Galveston campus.

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
improve financial services	improve SRS	improve IRB	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Improved business model	Have a salary bucket where I can have all my salary \$ saved for future use	Need to discuss this in-person	Give me a call and I will tell you!	Work with funding agencies to improve funding models.
Advocate to reduce admin stress on PI	Program for protected time for proposal prep	Need project management at all levels, not just big grants that can afford salary for admins	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Accessibility	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
vested administration really makes a difference --vast recent improvement	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Return a higher percent of the funds associated with research to the PI	N/A	N/A	N/A	N/A

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
N/A	N/A	N/A	N/A	N/A
clear lien of com0pliance approvals	reduction of various administrative delays	more seed funding	funding to bridge intervals between grants	an officer to resolve complaints
Support for growing and maintaining established research agenda	Internal funding for larger project development	Staff support specifically dedicated to research efforts	N/A	N/A
Educate VPR about the value of NIH and the need for investment	Provide competitive stipens and salaries for traiees, not just unfunded mandates	Remove Hatch grant requirements form every Agrilife recruitment or request. Not all can manage to write these	Be open to BIG ideas that can help improve reserach environment	provide starupp support, not just ofer to match whatever deparment can provide. Departments are cash poor, so recruiting is extremely diffcult
Get more research space	Push for more human subject research recruitment edfort	Push for a postdoc fellowship program	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
More freedom to do research	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
SRS personnel move around A LOT. i have new people almost annually. please pay them more so they can be retained and researchers have more stability.	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
ensuring Deans have a research background to support researchers at the college - level	ensuring TAMU leadership understand and support research and not just growing undergraduate education	more financial support to help hire postdocs	disseminate the message across the university that research is a top priority (at least top 3)	more respect for PIs
N/A	N/A	N/A	N/A	N/A
Push for more research friendly administration	Faculty centric approach to compliance	Reduce demands on researchers for administrative tasks	Improve researcher voice in resource decisions or give IDC back to researchers	Improved animal resources to ensure full accreditation
N/A	N/A	N/A	N/A	N/A
Reduce paperwork	Enhance project administration support	Decrease contract completion time	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
graduate student fellowships/TA/funding	increased support for core/shared services and funding of pilots for preliminary grant data generation	Better mentoring and support of junior faculty- better oversight and accountability of leadership to ensure faculty support and address concerns	need to provide opportunities to graduate students and postdocs that have real-world value for their goals to increase reputation of programs and ultimately feed back into improved recruiting potential	fact is fewer trainees see value in graduate degrees, and the models may need to shift to support faculty driven research through other means, and providing higher value experiences to students when they are accepted for graduate study
N/A	N/A	N/A	N/A	N/A
Limit how much adm burden is passed from Business office to us	Eliminate personal Procard and go Back to Business Card	Uniform and truthful Travel regulations: each unit allows different things	N/A	N/A
improve quality and speed of services such as those related to equipment	alleviate bureaucracies from PI	N/A	N/A	N/A
SRS	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Publish policies, e.g. bridge funding	Can you fix MarComm?	Can you fix IT?	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
use per diem system for travel	treat everyone equally	N/A	N/A	N/A
demand better IT service	demand transparent and logical budgets that reflect activity and ROI	N/A	N/A	N/A
reduce IDC (not possible, I know)	N/A	N/A	N/A	N/A

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
N/A	N/A	N/A	N/A	N/A
Help us protect our monies from the university who keep trying to regulate what we do.	N/A	N/A	N/A	N/A
Obtain funds to renew aging equipment for productive PIs	Support rather than villainize foreign research collaboration	Request great support of central characterization facilities	Increase access to TA positions for deserving graduate students	N/A
N/A	N/A	N/A	N/A	N/A
Keep pushing SRS to improve	Support ways to increase faculty research time	Promote mechanisms to support research staff	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Make improvements to failing infrastructure a priority	Provide faculty with rationale when decisions are made that change current policies	Improved pay for staff (update statewide pay plan)	Standardize allowable pay between 02, 06, 07 so 02 stops hiring away 06/07/College employees with higher pay than we are allowed to apply.	Continue to emphasize that the research arm of TAMU is just as important as the undergraduates. Our faculty scholars are critical to the top education that the students receive and this seems lost in the allocation of resources.
Work with IT to standardize use rules across campus (ex. can I buy software and put it on my home computer?)	N/A	N/A	N/A	N/A
More oversight and workload clarity at SRS	More flexible work location for students/postdocs/researchers	Burn rate graphs in maestro are unusable - improve them	Put the real end date for the funding somewhere on Maestro (not just the end date of the year the funding is officially assigned to)	N/A
N/A	N/A	N/A	N/A	N/A
Increase number of seed grants	Increase internal funding	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Reduce administrative burdens	Focus less on opportunity identification and more on funding development/growth	Address workforce issues and procedures with HR/Finance (quality/quantity of support)	Find a way to simplify and combine the different accounting and management systems we have to utilize when managing projects	Simplify reporting within the project management systems to make them easier to understand/use/accurate

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
Have SRS trained on specific grants and their requirement especially how grantor view expenditures, carryovers etc.	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Public recognition of the role we play (and the scale) in funding the university	Pay needs to be raised to reflect the cost of housing in the area	N/A	N/A	N/A
More funds to improve seminar series	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
grad student hiring	research account management help	reliable transport between CS and GV	equivalent pay structure between CS and GV for same work	N/A
e VPR to improve SRS support	Pressure VPR to use IDCs for more seed and bridge funding	Increase and organize better cores	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Bridge Funding	Access to human samples for translational research	Increase animal facility access	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Connecting graduate students to researchers with common interests more actively (rather than passive website information)	Advocating for workload to include external department students	Advocating for more time for faculty to do research especially in departments that have heavier teaching loads (make it more standard with lower teaching loads across departments)	Work with contracts to identify what barriers they see in the contract process so PIs can help in any way we can to facilitate or improve the process.	N/A
Lead a major push back on escalating bureaucracy	N/A	N/A	N/A	N/A
invest in tenure track faculty rather than APT	upgrade/maintain current facilities	invest more in departmental administration (e.g., travel, accounts, QA)	Remove admin responsibilities from faculty	N/A
Push for delegation of administrative tasks	Push for stopping increasing faculty responsibilities	Demand a response to anti-DEI policies that align with scholarly research on DEI	Make faculty feel their academic freedom is being protected by TAMU	Fight politicization of study fields (e.g., university policies during COVID were not science based, current TAMU reaction to anti-DEI policies is anti-scholar)

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
Infrastructure	More seed funding	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Continuing to advocate for the value of research to TAMU, and the state	Continuing to identify bottlenecks and barriers for researchers and working to improve them	Building solidarity across campus on these important issues that affect us all	N/A	N/A
Mentoring (personalized)	Higher pay for early-career	Lessen administrative burdeon	N/A	N/A
review and streamline contracting procedures	simplify/shorten expense report/reimbursement process	N/A	N/A	N/A
Work with HR to push administrative work back to staff. I'm not sure how we got to this culture where faculty are doing more and more admin work. Pay staff a good salary, have promotion ladders in place.	Work with administration to standardize PhD contract pay and terms. Provide bridge funding for PhD students on 9 month contracts	Value NIH F fellowships as much as an R01 for a PI. Those take so much more effort than an R01.	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Bringing together PIs that have shared interests in different fields	A better system to find animals for projects	N/A	N/A	N/A
More proposal development support	Better budget tracking and management tools	N/A	N/A	N/A
Get faculty in charge of compliance instead of attorneys	Seed/project dev. money available for more than product development (many of us don't make products at all)	Improve publicity of research (often my coauthors on projects have much better PR)	Make it easier for people to find collaborators	N/A
N/A	N/A	N/A	N/A	N/A
Provide admin support for PI's, less reliance on self-service portals	Harmonize compliance to one system	N/A	N/A	N/A
Track timeliness of SRS tasks in an open and transparent way (# days from award notice to established accounts, number of days between expenses incurred and expenses posted to MAESTRO, etc.)	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
be \$ competitive	get rid of prog bias	denounce cronyism	reward performance	improve admin leadership

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Ensure that qualified people who support PIs are responsible for research administration	more central equipment not supported by PIs (instrument repair, autoclave maintenance, facilities upgrades)	more animal facilities and better prices	biosafety and animal care	more supportive research office
Recruit a qualified VPR	N/A	N/A	N/A	N/A
research facilities need more admin support	advocate for fixes to IRB system	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
alter complexity of lab renovations	deferred maintenance is huge issue	lack of greenhouse and growth room resources limits plant research	N/A	N/A
Have HR deal with HR issues (e.g. accommodations, leave, hiring, onboarding new employees to TAMUS)	IT to support technology longer than 6 years and/or reimburse PI for remaining value of technology to put toward new technology	Require PIs to use core facility services before farming outside of TAMU (if the finance dept can force me to purchase through aggiebuy instead of amazon, then surely we can require PIs to use existing core facilities before going to an outside vendor)	Better resources to for research abroad (e.g. travel cards, knowledgeable travel staff, IT staff and resources to comply with export controls in timely manner)	Less burden on PI to be the person who checks and balances all the support offices tasks.
kill the old boy network; stop the in-bred leadership	sunset programs	get rid of the 10% IDC set aside for PIs and use it to do productive things	convince the Univ to act like an R1 university	reduce faculty shadow work; force the administrative structures to end the make work attitude
Work to reduce administrative work especially with regard to compliance issues	Work on creating shared resources	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Find solutions to compliance burden	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
More money for grad students	Small grant opportunities (e.g., 5-10k)	N/A	N/A	N/A

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
Many large-scale initiatives still seem to be coming from "top down" decision making (e.g., RELIS, centers tied to DoD, DoE, NASA, etc.). Please continue to be an advocate for bottom up, organically originating, strategic initiatives	Please advocate for more transparency about how top-down initiatives benefit the rank and file PIs at TAMU (e.g., RELIS, TAMUQ, etc.). What is the measure of success? What are the consequences if success is not achieved?	PI morale is negatively impacted by a focus on recruitment of "national academy" members, particularly those at later stages of their careers. Can comparable resources be invested in nurturing our own faculty?	While there was some increase in the merit pool last year, PI salaries have still lagged the rate of inflation during the past few years. This also negatively impacts morale, and is compounded by enormous amounts of funds being spent on things like the head football coach. I worry that if the current trends continue, we will not be able to offer competitive compensation to our faculty and will lose them.	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Admin transparency	Admin efficiency	Admin effectiveness	Better admin communication	fill all interim positions
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Advocate for more accountability with facilities/infrastructure maintenance	Advocate for less cumbersome paperwork for reimbursements and other financial transactions	Advocate for tuition/fee waivers for MS students, not just PhD	N/A	N/A
Scholarships	Support for graduate students if the grant is interrupted	Some support for PI in case of emergency	N/A	N/A
Improved/updated infrastructure	inter-department collaboration	more opportunities for students to write/submit grants	N/A	N/A
encourage transparency in the review of international collaborations	more support in mentoring students including guidelines and funding	funding support for students and postdocs and soft money researchers to mentor beyond their funded projects	provide clarity on how indirect is used	N/A
Create PI-oriented processes, not administrator-orient processes	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Seed funding	Bridge funding	Broader Impacts support	Grant-writing support	N/A

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
bridge and seed support for research	mechanisms to retain faculty- 2nd startup	bolster SRS so its properly staffed and can provide better assistance to PIs	bolster animal care and use \$\$ so we can retain qualified staff - do not charge pIs more, our cage charges are already high relative to others	point out issues with facilites, IT, HR etc to the powers that be to lower administrative burdens in these areas
N/A	N/A	N/A	N/A	N/A
Get more funding	Get more funding	Get more funding	Get more admin help	Get better core resources
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Reducing the administrative burden	Trying to have administrators that understand how things are going in a research lab.	Promoting internal funding for single-investigator proposal	Stopping the emphasis on number and rather value impact	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Push for more SRS staff and improved salaries	Push for more IRB staff and improved salaries	Push for development of a more substantive bridge funding program for projects awaiting contracts	Push for development of a more substantive bridge funding program for PIs between projects	Push for removal of RDF from indirect and return the funds to PI, or allow PIs to opt out of RDF consideration in return for keeping their indirect.
N/A	N/A	N/A	N/A	N/A
Decentralize facility management and place good people in key positions	provides back-up power generator	provides funds to fix lab instruments	provides funds to fix broken walls and pipes	treat PIs with respect and care about PI's research
Discussing the IDC across colleges and lines of research	Providing better opportunities for external funding	Support PIs who already have demonstrated knowledge and skills securing external fundings	Recognize PIs and Co-Pis in their efforts securing large extending funding	Work in multiple ways to enhance the efforts to secure large external fundings
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Tell leadership to avoid external racist pressures	Provide. Jr Faculty with protection	Raise salaries for P&T Faculty	N/A	N/A
N/A	N/A	N/A	N/A	N/A

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
Confront administration on our behalf to deal with our problems.	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Quit adding tasks to the PI	N/A	N/A	N/A	N/A
CPI should promote the importance of centers and institutes are spaces of interdisciplinary research that should be support by TAMU	CPI should focus on reducing PI paperwork burden	CPI should promote hiring of talented research support staff and being sure all support units have enough staff to do timely work	CPI should foster cross-college collaboration	CPI should NOT be just a repeat of faculty senate.
Help promote researchers work in the media, even if the extremists get upset about it	Help prevent colleges and the university from throwing researchers under the bus for the research they were recruited to do while still expecting them to bring in millions of dollars in funding to do said research	Stop the VPR/colleges with their over reach from taking researchers lab space away, even if it was in their offer letter to give it to them	N/A	N/A
more internal funding opportunities	hiring efficiency	less paperwork on compliance	cutting edge instrument in the core facility	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
newsletter with summarized updates easy access	N/A	N/A	N/A	N/A
I need to be able to hire people to work in agriculture, without maybe any degrees, and be able to pay them enough to keep them. The requirements are too high for a relatively low salary.	Ability to fabricate or replace equipment. It would be nice if Texas A&M had a department to try and assist with keeping old farm equipment functional. It would likely mean fabricating things that can't be replaced.	N/A	N/A	N/A
VP communicate about resources	Review and report on effective core facilities	Improve funds for graduate student recruitment and retention	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
Improve shared governance	Transparency for internal funds	Have a tool to be able to follow the progress of contract negotiations between TAMU and our partners	Alleviate the administrative burden	Resuming the T3 and XGrants
N/A	N/A	N/A	N/A	N/A

Suggestion #1:	Suggestion #2:	Suggestion #3:	Suggestion #4:	Suggestion #5:
Push the new higher administration to solve infrastructure and classroom problems before any new pet projects (e.g. new administrative offices, new campuses, etc.)	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
campus Stata license that covers all faculty and graduate students	embedded IT staff who understand the research needs of the units	N/A	N/A	N/A
Study the GAR recruiting methods of peers and implement them	Get Maestro budgets to be fully loaded by the start date of every project	Reduce unnecessary administrative oversight	N/A	N/A
Reduce administrative burden - Make each administrator fill out their own paperwork and determine how much time that they contribute to the problem	Fire 75% of admin faculty/staff	Tell legislators and granting agencies, that we are being strangled by rules, regs and paperwork	Work on increasing support for grad students. I'd like to pay more, but not sure if sponsors would pay for it as we are competing with private labs now that are not regulated	Promote faculty/staff who do service to TAMU and the community, as TAMU does not care about it when it comes to promotion and pay raises
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
RDF/Core facility management oversight	T32 proposal development/support	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

The pieces are already in place to produce a good research infrastructure. The coordination and particular services chosen to be provided, and prioritized, are where the improvement is needed and desired.

ADDRESS bias in hiring.

need to have don't know in some answer possibilities Need to define if %s apply to all our time or just the research portion of our tenure earning-keeping tasks

The centralized system of business administrators is a failure that will implode as the DH has no control over the performance of the individual that serves the needs of the PI in the unit. There is a backlog in accounting that is reflected in the lack of correlation of expenditures with those reflected in Maestro. If this continues, the system will implode when grants and contracts start showing negative balances that cannot be corrected. The current solution is for PI to perform the duties of business administrators who are meant to support these researchers, whose time and expertise is in other areas, not in accounting!

One item of concern is travel reporting/reimbursement. I spend a lot of time preparing these reports and in many cases these are returned. Here are some of my concerns: One of the issues is that we do not have any training regarding the types of accounts that can be used for certain expenses, and basic definitions such as "business meeting". There are certain restrictions that are not clear and impose an unnecessary burden on the filing of these reports. For example, there is a limitation for using PI incentive funds to pay for a meal with my research group to reward them for their performance and hard work. While I agree that international travel needs approval (export control concerns), I do not agree with the need to request approval for domestic travel for PIs. Finally, I would like to suggest that the personnel processing these requests improve their attitude towards PIs. In many cases, the communications when rejecting a report are not polite. They are supposed to be a support organization and they should not have an attitude of "I am going to get you", but "how can we help you".

We appreciate the CPI!

The Administrative compliance burdens, administrative invention of rules that don't exist, and police state nature of administration in the TAMUS, COALS, and AgriLIFE are burdensome and depressing.

I don't think our leaders and policymakers have any clue about the degree to which our institution is damaged by repressive and antagonistic state policies toward education, toward social issues, toward women's health (and reproductive health, in particular).

Currently there are not much support for non-tenure track research faculty.

I have serious concerns about the integrity and transparency of my VPR.

Thank you for your work. I am not expected to have a research portfolio, but I am able to do so because of your efforts.

As someone who submits several proposals every year (6-8) of various scales, I find that SRS never fails to leave a bad taste in our mouths; people with big titles at SRS are hostile and have caustic attitudes towards faculty. There have been occasions where project scopes were modified because they were not generating enough IDC (e.g., due to participant costs). The business model is a major problem. Then there is the matter of how they manage their workflow. If there are multiple proposals going in around the same time, they sit on their hands until deadline day, even when the PI has provided final documents in advance. This puts a lot of pressure on PIs on submission day with last-minute requests. All the planning to get things done in advance is wasted. Perhaps I am being too harsh, but the majority of my interactions with SRS have been with individuals who have no idea about what it takes to do research, do not care about the outcomes (except the IDC), and do not appreciate the effort that goes into developing a new proposal. It takes me an average of 400 hours to develop a proposal, often after-hours efforts, but our entire process is hostage to people who work 8-5 with a 1.5-hour lunch break where they will not be disturbed. And even the slightest expression of impatience of urgency will bring one or the other onerous mid-managers to chasten you. This system lies somewhere on the scale between downright hostile and comically inept.

Organize an in-person meetings where I can talk to someone about this subject for about 30 minutes!

Thank you to the CPI for all you do!

If I could get someone at the Office of Research to meet with me to discuss how to budget for accessibility in federal grants, we could probably bring in a good amount of money to the university.

The administrative inefficiencies that have accumulated are at a tipping point in our ability to be successful in executing on funded research projects. The issues are cross cutting , and very acute especially with industry sponsors, or non standard programs (DoD contracts, center grants, etc). Issue include delays in agreement reviews, timely execution, pre and post award grant budget management. These have to be fixed after understanding the root causes for these issues. When I joined A&M in 2015, I was impressed at the speed and efficiency of the institution and agencies. However in the past 2-3 years, I have been progressively dissappointed as to where we are today with budget problems, and administrative bottlenecks and inefficiencies. Before we talk about new vision and growth for the university in terms of research, these foundational issue HAVE to be addressed. New programs and buildings are not going to solve our problems, since we are not set up to deliver on research commitments effectively at this stage.

After a period of low morale, the environment got a lot better for a while. Now it seems like we are in a deep decline with more micromanaging and administrative burdens than ever before. Not so much fun to be a faculty member here any more.

Research operations vary widely across colleges. COALS is in the dark ages! The Dean and Director of AgriLife don't seem to care about NIH funding and the required infrastructure to conduct cutting edge research. It is all about commodities.....

Thank you for your efforts to improve the research environment on campus.

I think it is important for the university admin to understand that grants are seen differently in different fields. For engineering and science, grants are essential and count as a research output for promotion. For social science, policy, humanities, business they are seen as an input: if you need grants to do your research then get them, otherwise not important. These fields do not run on overhead, they generally do not count a grant as a research output. OTOH if the university wants grants to be a general criterion for evaluation this needs to be very clear starting at the recruitment stage, because it will affect who we try and recruit.

TAMU could be a great university, but it is not. the bureaucracy here is overwhelming. the shadow work is suffocating. we are too in-bred, hire our own to lead us. very limited view of what is possible results.

Thanks for all you do to advocate for PIs at Texas A&M!

The culture under former Dean Banks and former President Banks became very anti-faculty. Centralization of support make it administrator-centric and not focused on bringing value to the PI / customer.

The IT here is a mess and overly burdensome/restrictive. I mentioned criticisms to my IT department, particularly about how little control we have over our own machines, and their answer was that if we put in a ticket, it is usually resolved that same day. This is clearly not true, sometimes weeks go by and I have to remind them about my situation. This would be facilitated by having a superuser password (in Windows; this would be akin to having a Unix "sudo" command).

Thank you for your service.

Change research administrators at TAMU; hire active and productive PIs for key administrative positions.

How can a university with such great expenditures for research have a VP for Research that does not recognize productive programs to support interdisciplinary teams and their activities? The Office of the VP for Research seems invisible.

Thank you for your time and efforts.
