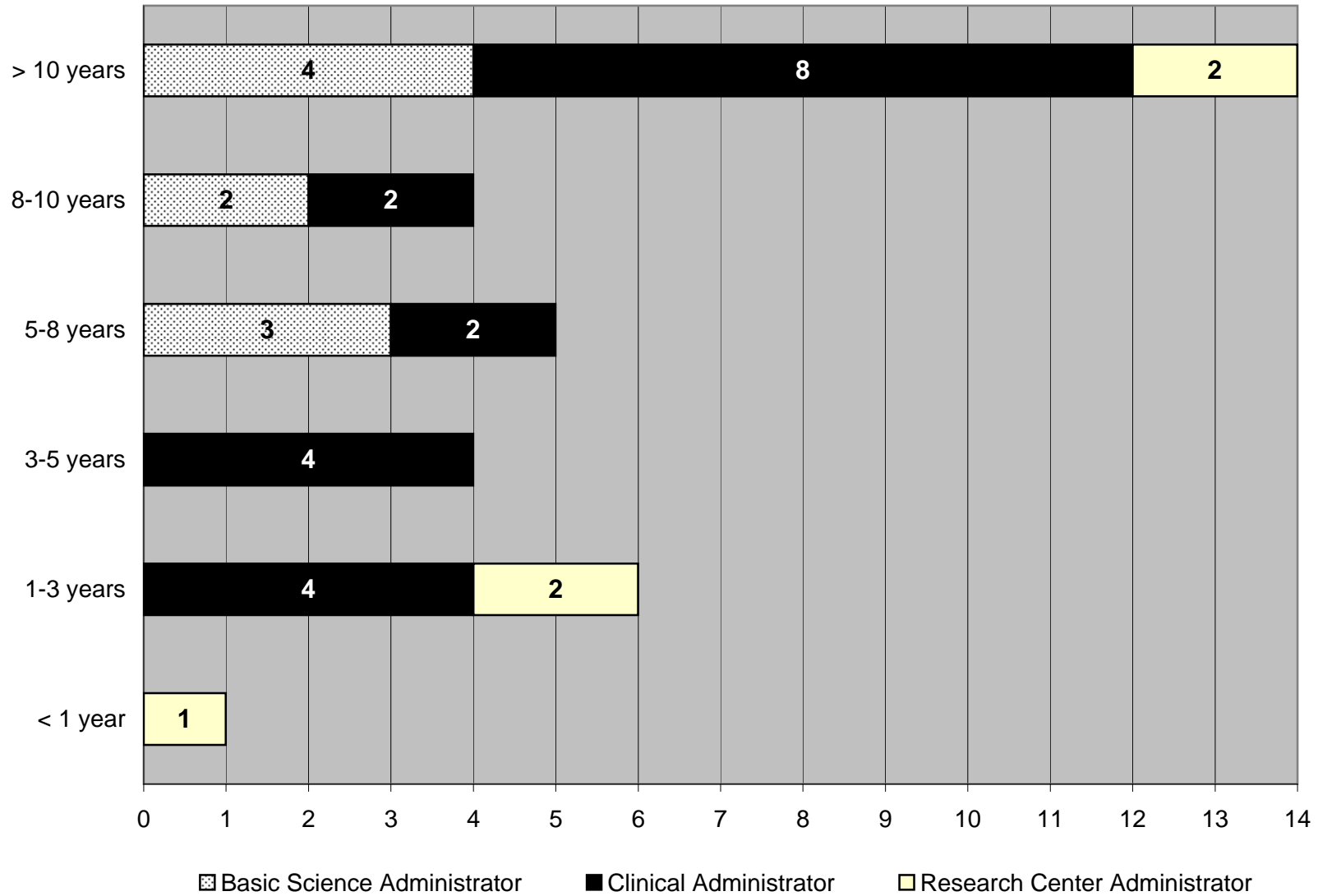


# Administrator Survey Results 2008

## Administrator Survey Respondents by Tenure and Departmental Classification



## Administrator Survey Results 2008

3. Please rate your level of agreement with the following statements. (1-strongly disagree; 2-disagree; 3-agree; 4-strongly agree)	Basic Science Administrator	Clinical Administrator	Center Administrator	Overall Mean
I have an effective working relationship with my chair/chief/director.	3.78	3.47	3.20	3.52
I am treated fairly by my chair/chief/director.	3.78	3.53	3.00	3.51
I can speak freely to my chair/chief/director on a variety of topics.	3.67	3.47	3.20	3.48
Professional development is important to me.	3.44	3.47	3.20	3.42
I am held accountable in my work.	3.33	3.19	3.80	3.33
My department/division/center is well-managed.	3.44	3.24	2.80	3.23
My work environment is collegial.*	3.56	3.24	2.40	3.19
My chair/chief/director encourages my professional development.*	3.56	3.00	2.80	3.13
My department/division/center is able to meet its deadlines.	3.25	3.06	3.20	3.13
I feel competent in all aspects of my job.	3.33	3.00	3.00	3.09
I feel challenged in my work.	3.22	3.18	2.60	3.09
I know what is expected of me in my job.	3.00	3.12	3.00	3.06
I am aware of critical dates and deadlines.	2.78	3.29	2.80	3.06
I am happy in my job.	3.11	3.12	2.80	3.06
I get a sense of accomplishment from my work.	3.11	3.00	3.00	3.03
I am able to balance work priorities with my personal life.	3.22	2.88	3.20	3.03
I feel appreciated at work.	3.38	3.00	2.60	3.03
I intend to work in the SOM for the foreseeable future.	3.11	3.00	2.80	3.03
I am adequately trained for the tasks I perform.	3.11	2.88	2.80	2.94
The morale in my department/division/center is generally high.	3.11	2.94	2.60	2.94
During this past year, I had opportunities for professional development.*	3.33	2.88	2.40	2.93
I would recommend the SOM as a great place to work.	3.00	2.94	2.40	2.87
I have the resources that I need to do my work well.	3.11	2.76	2.60	2.84
My job description accurately reflects what I do on a daily basis.	2.89	2.88	2.60	2.83
I have the opportunity to do what I do best every day.	2.89	2.76	2.80	2.81
A spirit of cooperation exists between the SOM and my department/division/center.	2.78	2.88	2.40	2.77
I am well informed about SOM policies.	2.56	2.94	2.40	2.74
I feel confident in the SOM's senior leadership.	2.56	2.94	2.40	2.73
My skills and abilities are utilized effectively by the SOM.	2.88	2.76	2.40	2.73
I feel connected with other administrators.*	3.22	2.71	1.80	2.71
I have received effective mentoring while in my current position.	2.89	2.53	2.60	2.65
The SOM values honest feedback.*	2.25	2.88	2.40	2.63
Hard work is usually rewarded in the SOM.	2.44	2.76	2.40	2.61
Administrators regularly exchange information/ideas with one another.*	3.11	2.53	2.00	2.61
I know how my department/division/center fits into the SOM's future.	2.67	2.65	2.20	2.58
Teamwork is promoted in the SOM.	2.56	2.59	2.25	2.53

\*statistically significant difference between groups

## Administrator Survey Results 2008

<b>3. Please rate your level of agreement with the following statements. (1-strongly disagree; 2-disagree; 3-agree; 4-strongly agree)</b>	<b>Basic Science Administrator</b>	<b>Clinical Administrator</b>	<b>Center Administrator</b>	<b>Overall Mean</b>
In the last seven days I have received recognition or praise for my work.	2.75	2.53	2.20	2.53
I feel supported by UVA's central administration (e.g., OSP, HR, ITC, etc.).	2.25	2.59	2.40	2.47
I know the strategic vision for the SOM.	2.56	2.53	2.00	2.45
The SOM considers my opinion before making important decisions that affect my department/division/center.	2.11	2.65	2.00	2.38

## Administrator Survey Results 2008

4. Please list Current & Ideal Allocation of Time (%)	Basic Science Administrator Mean	Clinical Administrator Mean	Center Administrator Mean	Overall Mean
Academic Affairs (faculty) - Current Time Allocation (%)	3%	12%	4%	8%
Academic Affairs (faculty) - Ideal Time Allocation (%)	3%	10%	5%	7%
<b>Difference</b>	<b>0%</b>	<b>-2%</b>	<b>0%</b>	<b>-1%</b>
Accounting, Budgeting, & Finance - Current Time Allocation (%)	29%	26%	24%	26%
Accounting, Budgeting, & Finance - Ideal Time Allocation (%)	27%	23%	16%	23%
<b>Difference</b>	<b>-2%</b>	<b>-3%</b>	<b>-8%</b>	<b>-3%</b>
Business Planning - Current Time Allocation (%)	5%	8%	5%	6%
Business Planning - Ideal Time Allocation (%)	7%	12%	11%	11%
<b>Difference</b>	<b>2%</b>	<b>5%</b>	<b>6%</b>	<b>5%</b>
Clinical Administration - Current Time Allocation (%)	1%	11%	16%	9%
Clinical Administration - Ideal Time Allocation (%)	1%	10%	1%	6%
<b>Difference</b>	<b>0%</b>	<b>-1%</b>	<b>-15%</b>	<b>-3%</b>
Education & Student Affairs - Current Time Allocation (%)	3%	5%	4%	4%
Education & Student Affairs - Ideal Time Allocation (%)	2%	4%	5%	3%
<b>Difference</b>	<b>-1%</b>	<b>0%</b>	<b>1%</b>	<b>-1%</b>
Facilities Management - Current Time Allocation (%)	5%	3%	7%	4%
Facilities Management - Ideal Time Allocation (%)	3%	2%	8%	3%
<b>Difference</b>	<b>-2%</b>	<b>-1%</b>	<b>1%</b>	<b>-1%</b>
Health & Safety Management - Current Time Allocation (%)	3%	3%	5%	3%
Health & Safety Management - Ideal Time Allocation (%)	3%	2%	5%	3%
<b>Difference</b>	<b>0%</b>	<b>-1%</b>	<b>1%</b>	<b>0%</b>
Human Resources Management - Current Time Allocation (%)	17%	14%	17%	15%
Human Resources Management - Ideal Time Allocation (%)	16%	10%	11%	12%
<b>Difference</b>	<b>-1%</b>	<b>-4%</b>	<b>-6%</b>	<b>-3%</b>
Information Technology Management - Current Time Allocation (%)	5%	5%	8%	6%
Information Technology Management - Ideal Time Allocation (%)	4%	3%	7%	4%
<b>Difference</b>	<b>-1%</b>	<b>-2%</b>	<b>-1%</b>	<b>-2%</b>

## Administrator Survey Results 2008

4. Please list Current & Ideal Allocation of Time (%)	Basic Science Administrator Mean	Clinical Administrator Mean	Center Administrator Mean	Overall Mean
Legal - Current Time Allocation (%)	2%	4%	2%	3%
Legal - Ideal Time Allocation (%)	2%	3%	1%	2%
<b>Difference</b>	<b>0%</b>	<b>-1%</b>	<b>0%</b>	<b>-1%</b>
Professional Development - Current Time Allocation (%)	3%	2%	3%	3%
Professional Development - Ideal Time Allocation (%)	5%	6%	7%	6%
<b>Difference</b>	<b>2%</b>	<b>4%</b>	<b>4%</b>	<b>3%</b>
Program Management - Current Time Allocation (%)	4%	9%	9%	7%
Program Management - Ideal Time Allocation (%)	10%	9%	14%	9%
<b>Difference</b>	<b>6%</b>	<b>0%</b>	<b>4%</b>	<b>2%</b>
Research Administration - Current Time Allocation (%)	29%	8%	32%	17%
Research Administration - Ideal Time Allocation (%)	28%	7%	38%	18%
<b>Difference</b>	<b>-1%</b>	<b>0%</b>	<b>6%</b>	<b>1%</b>
Strategy & Strategic Planning - Current Time Allocation (%)	2%	6%	7%	5%
Strategy & Strategic Planning - Ideal Time Allocation (%)	6%	13%	13%	11%
<b>Difference</b>	<b>4%</b>	<b>7%</b>	<b>6%</b>	<b>6%</b>

*Other areas identified: development/fundraising, marketing, mentoring, and space management.*

## Administrator Survey Results 2008

<b>5. Please rate the level of importance of organization and professional development sessions in each topic area. (1-not important; 2-somewhat important; 3-important; 4-very important)</b>	<b>Basic Science Administrator</b>	<b>Clinical Administrator</b>	<b>Center Administrator</b>	<b>Overall Mean</b>
Finance	3.56	3.27	3.60	3.41
Budgeting	3.44	3.31	3.40	3.37
Leadership & Management	3.25	3.38	3.40	3.34
Accounting	3.44	3.25	3.40	3.33
Communication	3.63	3.25	3.00	3.31
Human Resources Management	3.25	3.25	3.20	3.24
Sponsored Projects	3.56	2.88	3.40	3.17
Compensation	3.44	2.94	3.00	3.10
Ethics & Legal	2.75	2.94	3.20	2.93
Information Technology Management	3.00	2.75	2.80	2.83
Academic Affairs (faculty)	2.50	2.88	2.60	2.72
Health & Wellness	2.67	2.50	2.80	2.60
Education & Student Affairs	2.67	2.50	2.40	2.53
Facilities Management	2.63	2.25	2.80	2.45
Clinical Administration*	1.19	3.00	2.00	2.43

*Other areas identified as important: development and team building*

<b>6. Please rate the level of importance of each skill area to your daily work as an administrator. (1-not important; 2-somewhat important; 3-important; 4-very important)</b>	<b>Basic Science Administrator</b>	<b>Clinical Administrator</b>	<b>Center Administrator</b>	<b>Overall Mean</b>
Building effective teams and teamwork	3.33	3.69	3.80	3.60
Empowering and delegating	3.44	3.38	3.80	3.47
Leading positive change	3.44	3.38	3.80	3.47
Motivating others	3.22	3.40	3.60	3.37
Building relationships by communicating supportively	3.38	3.31	3.40	3.34
Managing conflict	3.11	3.38	3.40	3.30
Solving problems analytically and creatively	3.22	3.31	3.20	3.27
Developing self-awareness	3.00	3.31	3.20	3.20
Managing personal stress	3.00	3.00	3.20	3.03
Developing technical skills	3.00	2.94	3.00	2.97
Developing cultural competency	2.75	3.00	3.20	2.97
Gaining power and influence	2.11	1.88	2.60	2.07

\*statistically significant difference between groups

## Administrator Survey Results 2008

### Open-Ended Responses

#### 7. What strength(s) can the School of Medicine build upon to create positive change?

1. The School of Medicine has a wonderful pool of talented committed employees which is its greatest asset.
2. The excellent staff that are in place
3. The knowledge, skills and talent of the faculty and staff.
4. Historically, there was a spirit of team work and collaboration. However, over the past 10 years those two positives have really become negatives. the departments and center follow the lead of the SOM and Medical Center. The leaders of the SOM and Medical center have to foster an environment of collaboration. Instead, they are putting into place standards that encourage each department to focus on their own bottom line and not the collective good. I think the relationship between the SOM and Medical Center has really gone sour. There was a time that the leaders of each understood the importance of collaboration. Now, they are each trying to make the BOV happy--and they are simply not working well together.
5. improved communication
6. Brad Haws and Anne Kromkowski are fantastic.
7. Great staff
8. Provision of competent support staff at SoM offices. Expand proactive communication regarding deadlines as well as role changes within the school.
9. Collective expertise of individuals
10. Strength of upper-level administration -- Brad Haws & Anne Kromkowski -- and experience/strength of a few key department administrators.
11. The SOM is attempting to standardize measurements of Departmental financial performance. There should be closer reporting relationships on the finance/business areas of Depts. and the SOM.
12. teamwork and collaborative problem solving
13. you have a great group of administrators who spend too much of their time in knee-jerk/reaction busywork instead of capturing their expertise/creative problem solving to focus on forward looking initiatives.
14. Develop a dialog from superiors to employees, there is no communication. A little appreciate goes a long way too.
15. I think that the Dean's Office staff is terrific and can only hope that they always keep up the good work. I know that I can get an answer to my questions and advice when I need it.
16. collegial environment
17. Satisfied.
18. Brad is a breath of fresh air in the Dean's office. He needs to be here more and less at HSF. Replace Nancy Dodd with someone equally as skillful.
19. I think the current effort to encourage UVA employees to be treated by UVA physicians addresses this question. We have wonderful physicians and the school is willing to put measures into place (blocked appointment times, part of work day) to encourage employees to use them.
20. Better communication and less stumbling blocks.
21. Collegial atmosphere pervades-connecting information and building off of success. Sharing and applying systems and approaches that work, to improve operations.
22. Build upon the current/new leadership by implementing new programs and initiatives while they are still new. Using the newness factor allows some leniency in trying out new directions without the political motivations or barriers which could allow the field to see more change rapidly. These changes however should be beneficial and not add another layer of red tape for the field.
23. SOM gets high grades on "Communication". I would suggest to the SOM to modify the style of communication into different format such as small group settings, one-on-one meetings, etc., and reduce the traditional monthly meeting where half the people dont attend, no attendance is taken, and if minutes are kept they are released months after the fact.
24. SOM has a number of very talented people who possess the ability to help solve problems and "grow" the enterprise.
25. Excellent employees and faculty.

## Administrator Survey Results 2008

### Open-Ended Responses

#### 8. What are the most significant challenges facing the School of Medicine? How would you address them?

1. Effective, timely, communication as all parties weather the storms of change and uncertainty.
2. Tightening of income streams - financial issues
3. Recruiting and retention of personnel. School of Medicine must be willing to look at more successful models at other institutions and make changes where necessary to compete. An more open-minded approach to change is needed at UVa.
4. I think there is a significant leadership void. It appears the senior leaders manage the crisis of the day, without a vision toward what they want the SOM to become and how to make it happen. The SOM leaders can all recite every problem, but it is rare for them to present solutions. We are facing challenges, and the challenges will require strong individuals who are capable of making the best decisions for the welfare of the University. I worry that we don't have those people in place. The new dean must show greater leadership than did T. Garson. He seemed more interested in his C.V. than in U.Va. A simple start would be to have the new dean attend part of the monthly administrator's meeting in McKim. Maybe 15 minutes--he could talk about a subject that is important, take a couple questions and get on with his day.
5. change, compensation, restructuring, competitiveness with other institutions
6. Revenues. Attrition.
7. New technology
8. Budget shortfall and retention. Look at current systems and replace as necessary with improved automation. TOO MUCH MANUAL WORK REQD. There is a tremendous amount of duplicate work done because systems don't talk to each other.
9. Organizational/Budgetary We as a school need to determine the expectations and role that each department should play in our collective success and build financial models that provide the resources needed for each department to do "their part" well. This model also needs to include what our role and expectations are with the hospital and Health System in general. All of the departments can be likened unto a company's "product mix" - we need all of them in order to be successful. Some of them are not profit makers but are integral to the success of the company.
10. We are stretched way too thin, administratively. We have no depth to respond to the multitude of changes and requirements, in addition to our day-to-day operational responsibilities, and essentially no time for strategic planning and/or business development, although I perceive that we are responsible/accountable for doing so. As a result, everything becomes a crisis -- or lags if it does not become a crisis. This has created a culture in which the faculty/staff of many departments think that their respective needs will not be met unless they create a crisis. We need strategic direction, and time to develop plans that fit with that direction.
11. It seems there is a financial crunch underway, and it is not clear to me what will be the funding priorities of the SOM. This is likely to result in counterproductive emails/proposals/etc. which will eat up both Departmental and SOM time and resources.
12. financial pressures - creative, shared approaches to getting the work done compliance - education, accountability changing medical environment - staying ahead of the curve and developing proactive plans for changing our world
13. Providing a healthy work environment for employees. There are too many unhappy employees in the SOM
14. recruiting and retaining expensive specialists; expanding capacity in primary care. Difficult financial tradeoffs.
15. Reduced grant funding. Our departmental infra structures are dependent on external funding, we need to look at ways to revise current practices to better support our PI's as they must cast a wider net for funding. Better support isn't just direct admin support but needs to flow down from the central administration/OPS etc.
16. It appears to be money to support essential programs and I don't have any novel ideas of how to address this issue. We are somewhat at the mercy of the economy and the University administration, and I am not convinced that the University administration is as supportive of the SOM as it should be. Improving that relationship/support should be a priority, but I suspect that we are constantly attempting to do that. Keep it up????
17. Budget cuts and the state of the economy. Keep a positive attitude and work with other departmental personnel to stay within budget limits and continue to find ways to cut spending while making sure that it does not impact patient care.
18. Budget cuts. Talk to the Basic Science administrators and the chairs together and let us help with ideas and programs.

## Administrator Survey Results 2008 Open-Ended Responses

### 8. What are the most significant challenges facing the School of Medicine? How would you address them? (continued...)

19. Recent and anticipated budget cuts, the reduction in the FMV of the endowments, the current sponsored program funding environment, and declining clinical reimbursements challenge the financial stability of the departments and School. Departments will need to explore other business options to ensure financial solvency. The School should examine how to best encourage and support viable, well-planned ventures.
20. All paperwork flow is so stringent and when one person is out no one else works on their paperwork (i.e. Visa's). I would like to see more cross training.
21. Financial and human resources: The financial position of the SOM is weakening and identifying additional revenue opportunities for the School, departments, HSF and the Medical Center are crucial in maintaining and growing the Health System. Expense reductions are necessary and departments need to work together to creatively use personnel and provide growth opportunities for staff.
22. The budget or lack of budget seems to be the most critical. Looking at ways to streamline depts/divs/ctrs administrative tasks in a more centralized way would eliminate the need to have those positions in the field which in turn should eliminate a huge portion of budgets. However, due to our nature this is a hard pill to swallow and implement but could be critical in the coming years to be truly successful. Centralizing HR functions (recruiting, hiring, maintenance, compensations and classification changes) centrally would provide a one stop shop with only one set of procedures/processes to go by which would eliminate the need for SOM to waste time doing secondary reviews before sending to Central and eliminate those time consuming task from the field. This would also provide a staff that is more efficient and knowledgeable and cut down on miscommunications. Visa processing is similiar in nature and requires secondary reviews. These secondary reviews can take weeks to process (sometimes) as there is no consistency or accountability it seems. With current technology and very little tweaking some online forms could be easily created for all dept/divs/ctrs to follow the same processes and then have a central team handle the actual requests to Central HR, etc. Streamlining the grant process to online forms would also be beneficial and those can be bought cheaply or built easily. I think most of these rely on strong leadership within your IT dept and the resources there have to be proactive and strategic and of course know how to design, develop, and maintain these programs quickly. Although these IT initiatives are sometimes viewed as shadow systems, they do meet the immediate needs of the clients you serve thus giving the SOM better visibility and the appearance of trying to help rather than having various meetings and talking about change but never really implementing change. If built correctly they can be changed and modified and also provide you a backup data repository that can be used for more effective reporting against and in correlation to the Oracle data.
23. Challenges facing the SOM is the availability of funds to support different departments.
24. Resources will be more limited due to the economic pressures that we are experiencing and will experience over the next year or two. We need more collaboration and sharing. Also, this environment requires more shared leadership versus centralized control than in the past. While Garson pushed translational research, DeKosky needs to refocus around patient care and growing the clinical enterprise or the SOM will see declining revenues in the future.
25. Supporting the teaching and research missions with far less money; central organizations reorganizing workloads and forcing work on the SOM and departments; recruiting excellent faculty; effective and pertinent training.

### 9. What is the most important change you would like to see made to improve the School of Medicine as a place to work?

1. Strength communication links so that telephone calls and e-mails are returned in a timely manner. Many outgoing e-mails and meetings delegate yet another pressing deadline (s). Along the way, words of thanks and/or appreciation would enhance the morale.
2. That processes be simplified to the maximum degree possible, and that information is communicated timely and clearly.
3. Better communication. Meetings are great but people hear things differently. Although not popular, I think it is very important to back up everything in writing. That way, you encounter less confusion. I would love to see more electronic tracking systems used for documents. Consistent interpretation of policies and procedures.
4. work flow tracking

## Administrator Survey Results 2008

### Open-Ended Responses

#### 9. What is the most important change you would like to see made to improve the School of Medicine as a place to work? (continued...)

5. I don't feel that the SOM values the administrators or senior staff. Personally, outside of UVa I am seen as an effective and strong administrator, within UVa I feel isolated and underutilized. In the past 5 years I have not once met with senior SOM leaders. That is really unfortunate. By contrast, I remain a valued high level consultant for several very strong universities.

6. Better communication.

7. There should be an opportunity for the Chairs, Dept Admin's and SoM executive staff to meet together. It seems that now the relationships betw the chair and the SoM, the Administrators and the SoM and the Chair and the Administrators all exist separate and distinct from each other. Qrtly? Semi-annual mtg?

8. I enjoy working in the SOM immensely already. Brad Haws has made tremendous strides in sharing information with us and being "open" about the issues. I suppose just continued improvement in communications and inclusion in future planning would help build "team" and make this an even better place to work. At times each department seems like a silo.

9. I don't mind working hard -- I'm probably a workaholic, given my consistant 10 - 12 hour work days. But I generally feel like I work in a silo -- even though I have frequent interactions with others in the SoM and HSF -- and no matter how hard or how long I work, I feel like I can't get on top of the game (and it's a bit demoralizing). It seems that everyone is so overloaded/overwhelmed, that we can't even effectively help each other. I think more of a team work structure / organization / culture may help.

10. Decisions must be made much more quickly: a negative response immediately is much preferred to a negative response (or no response) for months/years.

11. shared vision and shared accountability

12. Better communication and more thoughtful flow-down of tasks - far too much of my administrative time is spent "re-creating the wheel" while my peer administrators are doing the very same thing in the next office. FWIW, I am concerned about the population explosion of positions up in the Dean's office/Accounting & Budget office without any apparent benefit (i.e. load relief / support) trickling down to the front line admin. groups.

13. See 7 and 8.

14. More financial support for essential services/programs.

15. My only suggestion here is to find a way to reduce the amount of paperwork.

16. COMMUNICATION!!!! Don't shut out the administrators. We are a good group of caring individuals and want to help in any way we can.

17. Improved process for pay changes. This is an especially bureaucratic process requiring significant follow up by the Department. When trying to encourage an employee to take additional responsibilities and reward them for doing so, it is frustrating to have to submit a temp pay request and then a pay action 7 request several months later. With the risk that the proposal will not be approved, the manager isn't left with much of a carrot to encourage employees with.

18. I would like to see the time it takes to get paperwork signed off on take much less time than it takes currently.

19. Better communication of deadlines from central offices. There are a host of priorities that face administrators that are outside control and central offices need to plan their work more effectively so we can reduce the number of urgent requests that require same or 1 day turnaround by depts. We do not have the staff to handle.

20. Better centralization of similiar processes to lessen the burden on depts and to have less repetitive positions. More flexibility.

21. The SOM is a great place to work, but we can stand improvement. My suggestion includes having the chairs and adminsitators attend the same monthly meeting. I dont mean having administrator representative sit in the same meetings with the chairs, because we have that now, and I have not heard any of these representative report anything back.

22. More consideration of others and their value to the SOM. We must find ways to better utilize everyone's talents and technology use such that the SOM can accomplish its goals and grow without having to exponentially increase support staff.

23. Better and more effective communication of all kinds – email, meetings, etc.

## Administrator Survey Results 2008

### Open-Ended Responses

#### 10. What are your opinions of the support you receive from central administration (e.g., OSP, HR, ITC, Accounts Payable, etc.)?

1. It really differs by office. Some focus on providing good customer service to departments/centers who must remain focused on generating revenue through clinical and research endeavors. There is a vast difference among central administration regarding the role of department/division administrators. This greatly alters the support provided.
2. Good
3. Support from ITC is a joke. Thank God for our LSP. I have no problems with Accounts Payable or Purchasing. HR has always been weak. In my opinion, they are an obstacle to employees' advancement and sometimes to the departments hiring process. Their rules for promotion seem to be contrary to the State of Virginia and their deadlines for responding to requests are ridiculous. Their systems are backwards. OSP has been weak as well. They have a lot of positions but the work is done in the departments for the School of Medicine. I'm sure their role for the other schools is much stronger.
4. It is extremely variable. SOM OSP is currently staffed by a lot of people who have little experience and I think that is a serious issue. H.R. within SOM is o.k. but again, the high turn over rate makes it difficult to find people who know the answers. I find it very hard to get answers from the SOM senior leadership. I know that they are busy, but we all are. Anne K. is good, but long delays. Brad does not answer, or if he does it is too late. Nancy is excellent--just the facts--but she knows her facts. Debbie Hasenei too often provides half answers to questions--maybe she is being told to respond with only part of the information. Overall, I have seen a significant decline in the level of respect for professional staff. This started with Jay Scott but it has not improved. I sense conflict between the SOM OSP and UVA OSP and the same for SOM HR and UVA H.R. Too often these conflicts are not worked out, so the managers and administrators have to "dance" around the conflicts between central administration in SOM and UVA.
5. overall good
6. Satisfactory. Not stellar by any means.
7. I feel very supported by the Dean's Office staff with finance, budget, and HR issues. I have found OSP to be extremely supportive. My assistant...interacts with ITC, A/P, and purchasing much more than I do and often comments that they are very helpful.
8. Central HR is getting better, but only because Jenn Oliver is now over there and directly working with SoM departments. Employee Relations is usually good to work with. Purchasing is generally OK, as long as you know with whom to work, and you go directly to that person. A/P is OK. We have chronic problems with OSP. Accounts Payable is generally OK, as long as you follow their rules and their timelines (no crises allowed).
9. Depends greatly on the individual. Some very helpful, some obviously filling a seat. It is not unusual to get conflicting answers to questions as I am passed from person to person in the bureaucracy.
10. I have seen tremendous improvement in the approach from individuals in the SOM offices as being there to help and support the departments. I'd love to see more support from ITC or an internal source for IT.
11. OSP has been improving (Sharon Boyd and Andrew are really doing a great job on education and training and helping us prep for potential audit issues). Stewart Craig's office seems to be working well with the pre/post award processing. I do not find HR to be helpful but I believe the worker bees are shellshocked with the pressures associated with the relentless rush to restructure (even when the level of preparedness does not come close to meeting the timelines being imposed). We desperately need to have the record retention policies w/in accounts payable/purchasing to match up with federal grants requirements. Lots more point by point comments could be made but overall I don't feel well supported by central admin - especially with regard to deadlines. They seem to be unaware of who their customer is (IMO faculty/students).
12. Acct's payable, purchasing and OSP are wonderful for information and direction.
13. On scale of 1-5 with 5 being the best: OSP -- 3; HR -- 2; ITC -- 3 (but I'm not the person who deals directly with ITC); Accounts Payable -- 5; Purchasing -- 5. I think that central administration should look at Procurement Services as an example of a central service that works well for the University's employees and copy their customer service plan throughout the U. For starters, someone ALWAYS answers the phone there.
14. adequate but could be better
15. Satisfied with support from all of the above. Only thing I would suggest is prompt reply to e-mails and telephone messages.

## Administrator Survey Results 2008 Open-Ended Responses

### 10. What are your opinions of the support you receive from central administration? (continued...)

16. It's getting better but still has an us against them feeling.

17. About six months ago, central HR designated HR liasons for each Department. This approach significantly improved my departments interactions with HR. We received prompt responses to questions and were able to deal with one person for all departmental concerns. This approach may be valuable for other central administration areas.

18. I feel as though since oracle went live that many central functions have been dumped back on the departments. Some central departments NEVER answer their phones you are constantly getting voice mail with no calls back in a reasonable period of time. Some you never get calls back on.

19. The culture has changed over the past few years. It used to be that central offices were arrogant and demeaning to departments, but the customer service orientation has seemed to triumph. I have seen big improvements in HR and OSP in the past couple of years as partnering with depts and the School.

20. Support is adequate but again communications is critical. OSP, HR, and Procurement have pretty well established policies/procedures which it seems that the SOM hinders us by adding that layer of additional review. The central offices above have great support when called directly but a lot of times we do get back from them that although these are our policies the SOM (dept/div/ctrs) may have different rules which kind of defeats them providing support. One set of rules for everyone - period. ITC is a different story as a lot of us have to deal with 2-3 different IT groups to get things done. Since most of my IT needs are ITC based then I have had no issues but when we have to go to the other groups it is sometimes like pulling teeth because again they have different policies then the other. There really needs to be one group of rules for everyone no matter who provided the support.

21. Good.

22. They are dumping their work on the departments; they do not seek our input when redesigning; poor communication.

23. Central Administration continues to unfairly shift their previous work, responsibilities, and costs down to Schools/Business Units/Departments. This continues to create great stress and additional work without more resources at the local levels. Procurement and UHR have been the worst offenders. Procurement has shown little regard in their "dumping" on departments. They seldom consider input from the end user about their concerns about planned change. The new VP of HR "talks" creating a supportive environment but her "lieutenants" just push her agenda with little regard of how their proposed changes will impact the performance of the business units in keeping and attacting quality employees. They show little regard for supporting experienced employees who have worked at UVA over 15 years. They seem only interested in moving the bottom 1/3 to the middle as the basis of compensation.