#7

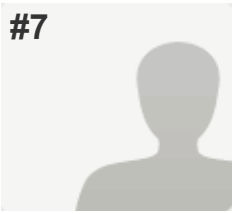**COMPLETE**

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

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

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

Name

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

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

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

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

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

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

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

N/A

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

No

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

N/A

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

We have excellent communication channels between the Chancellor's Office and the President's Executive Office and Office of the Secretary of the Regents; they are helpful and responsive.

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

Name

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

Academic personnel policy guidelines and reporting	Our campus uses or has recently used this service, The quality of this service is exceptional

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

Compilation and analysis of student, academic and administrative data across the system	Our campus uses or has recently used this service, The quality of this service is good
Performance reporting development and coordination	Our campus uses or has recently used this service, The quality of this service is good
Systemwide surveys and analysis	Our campus uses or has recently used this service, The quality of this service is good

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

Undergraduate admissions requirements setting and guidance	Our campus uses or has recently used this service, The quality of this service is good
ApplyUC system management and pre-admission verification	Our campus uses or has recently used this service, The quality of this service is good
Analytical Writing Placement Exam administration and coordination	Our campus uses or has recently used this service, The quality of this service is good
Financial aid policy development and coordination	Our campus uses or has recently used this service, The quality of this service is good
Student loan servicing	Our campus uses or has recently used this service, The quality of this service is fair

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

N/A

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

No

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

Within admissions, no redundancy.

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

The Academic Personnel policy coordination is excellent; the UCOP office interacts with and coordinates with Academic Personnel offices on the campuses, providing a balance between system wide and campus AP policies. Common policies and practices for faculty recruitment, appointments, tenure and merit reviews, salaries, etc. are important for the University of California to function as one university system. Complementary, cognate, or parallel offices do not represent redundancy.

Within admissions, UCOP provides essential coordination between the campuses. Major events such as UC Counselor Conferences, Ensuring Transfer Success (ETS) are critical to the needs of high school and community college counselors. UCOP leads the coordination of these events.

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

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

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

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

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

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

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

California Institute for Science and Innovation	Our campus participates or has recently participated in this program, The quality of this program is exceptional
President's Postdoctoral Fellowship Program	Our campus participates or has recently participated in this program, The quality of this program is exceptional
Natural Reserve System (NRS) management	Our campus participates or has recently participated in this program, The quality of this program is exceptional
UC Observatories	Our campus participates or has recently participated in this program, The quality of this program is exceptional
Graduate program outreach and coordination	Our campus participates or has recently participated in this program, The quality of this program is exceptional
Research policy analysis and coordination	Our campus participates or has recently participated in this program, The quality of this program is exceptional

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

Eligibility in the Local Context program to identify top performing California students	Our campus participates or has recently participated in this program, The quality of this program is good

Q24: **Innovative Learning Technology InitiativeIf your campus participates or has recently participated in a program, please rate the quality of that program by checking one rating.**

Systemwide online course creation and enhancement facilitation; cross-campus enrollment system	Our campus participates or has recently participated in this program, The quality of this program is good

Q25: **Are any of the programs administered on behalf of campuses by the Office of the President's Academic Affairs division redundant or partially redundant with regard to functions that are already performed at your campus?**   No

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

The UCOP Office of Academic Affairs consults with and coordinates the campus Academic Affairs offices. At times it directs, at times it provides services. It is complementary, not redundant.

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

The ELC program and students identified by the program are important to our recruitment efforts.

The UC Education Abroad Program, UC Washington Center, and UC Sacramento Center are well-run; UCOP took important steps to reorganize them several years ago and to devise a sustainable business model. They coordinate well with the campus programs and serve an important role academically, with many economies of scale. The California Digital Library, as well as the efforts to share common off-site storage for books, has served important system wide functions for the campus libraries, also providing many economies of scale.

The President's Postdoctoral Fellow Program represents one of the most important efforts nationally to increase faculty diversity by supporting a diverse range of postdoctoral students in a very competitive program and creating a pipeline for UC campuses to recruit excellent and diverse faculty.

UC plays an important role in disseminating and coordinating policies for graduate study and research. The Multi-Campus Research Programs and Initiatives have played a major role in leveraging strengths and programs across UC campuses.

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

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

Name

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

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

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

Safety programs and emergency management	Our campus uses or has recently used this service, The quality of this service is exceptional
UC captive insurance company operations (Fiat Lux) design and management	Our campus uses or has recently used this service, The quality of this service is exceptional

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

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

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

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

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

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

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

HR and payroll system project implementation	Our campus uses or has recently used this service, The quality of this service is good

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

N/A

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

No

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

N/A

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

UCOP services in the area of Capital Assets & Strategies are very important to the campus. System-wide coordination of long-term capital planning and debt issuance are critical for the success of the campus. Bond issuance and system-wide debt management services have been an excellent resource for our campus.

UCSB is situated in the California Coastal Zone. Our Long Range Development Plan and large capital projects are submitted to the Coastal Commission for approval. This is a very detailed and thorough process that goes beyond CEQA. We work closely with the Office of General Counsel and the Physical and Environmental Planning unit at UCOP to effect approvals and entitlements for our plans and projects. Their guidance and efforts complement the efforts of our staff, producing extraordinary results.

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

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

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

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

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

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

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

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

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

Respondent skipped this question

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

Project management for systemwide initaitives and programs	Our campus uses or has recently used this service, The quality of this service is exceptional

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

N/A

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

No

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

N/A

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

The Energy and Sustainability unit at UCOP is an excellent resource that guides and supports the university's effort to achieve carbon neutrality by 2025. Their work product is of the highest quality.

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

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

Name

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

Cyber Security initiative strategy and implementation	Our campus participates or has recently participated in this program, The quality of this program is good
Q51: UCPath CenterIf your campus participates or has recently participated in a program, please rate the quality of that program by checking one rating.	*Respondent skipped this question*
Q52: Are any of the programs administered on behalf of campuses by the Office of the President's Chief Operating Officer division redundant or partially redundant with regard to functions that are already performed at your campus?	No

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

N/A

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

N/A

PAGE 9: UC Health (Central / Administrative Services)

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

Name

Q56: UC HealthIf your campus uses or has recently used a service, please rate the quality of that service by checking one rating.	*Respondent skipped this question*
Q57: If applicable, please list the services not currently offered by the Office of the President's UC Health division that you believe would be useful to campuses.	*Respondent skipped this question*

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

No

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

Respondent skipped this question

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

Respondent skipped this question

PAGE 10: Government Relations (Central / Administrative Services)

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

Name

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

Advocacy for the University at the State and Federal levels	Our campus uses or has recently used this service, The quality of this service is exceptional
Agency partnership management	Our campus uses or has recently used this service, The quality of this service is good

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

N/A

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

No

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

N/A

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

For local, state, and federal governmental relations issues, having the UCOP Governmental Relations Offices in Sacramento and Washington, D.C., is a tremendous asset and important to the successful operation of governmental relations at our campus. We benefit from the partnerships they maintain with federal and state officials, and their strong advocacy of the University and its priorities in education, research, and public service. Along with our campus colleagues, the Washington, D.C., and Sacramento offices provide timely information on legislation, attend and testify at hearings, and coordinate and support advocacy events and outreach. With guidance and support from UCOP and the UC Regents, our campus is better positioned to connect with legislators, legislative staff, members of the administration, and agency leadership and staff.

PAGE 11: Public Affairs (Central / Administrative Services)

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

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

Coordinate public engagement events that amplify University-wide priorities, including increased enrollment of California undergraduates and outreach to California high school and community college students	Our campus uses or has recently used this service, The quality of this service is exceptional

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

Respond to media inquires and data requests that affect the University as a whole and its relationships to external stakeholders	Our campus uses or has recently used this service, The quality of this service is exceptional

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

Systemwide policy coordination and oversight for campus volunteer and private support-related matters including allocation of bequests and fundraising initiatives	Our campus uses or has recently used this service, The quality of this service is exceptional
Review and consulatation of specific gift agreements including large gifts, endowed chair agreements, and significant namings	Our campus uses or has recently used this service, The quality of this service is exceptional
Oversight for endowment administration matters (including campus foundation endowments)	Our campus uses or has recently used this service, The quality of this service is exceptional
Systemwide planned giving program administration	Our campus uses or has recently used this service, The quality of this service is exceptional

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

Coordinate cross-campus alumni and constituent issues	Our campus uses or has recently used this service, The quality of this service is exceptional
Support campus alumni and constituent relations programs by hosting systemwide events and programs	Our campus uses or has recently used this service, The quality of this service is good
Coordinate and support legislative and community third-party advocacy	Our campus uses or has recently used this service, The quality of this service is good

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

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

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

Systemwide HR/benefits/retiree communications	Our campus uses or has recently used this service, The quality of this service is exceptional
Systemwide admissions and financial aid communications for prospective undergraduate/graduate students	Our campus uses or has recently used this service, The quality of this service is exceptional
Undergraduate online application design and support	Our campus uses or has recently used this service, The quality of this service is exceptional
Design/development/maintenance of websites that provide consistent, shared policy information across system (e.g., UCNet employee portal; sexual violence prevention; cybersecurity)	Our campus uses or has recently used this service, The quality of this service is good
Coordinated communications tools/resources (digital, print, social) supporting systemwide initiatives and policy priorities that campuses leverage and localize	Our campus uses or has recently used this service, The quality of this service is good
Systemwide dissemination of regental/presidential actions that campuses leverage and localize on their channels (digital, print, social)	Our campus uses or has recently used this service, The quality of this service is exceptional
Provision of systemwide tools and platforms (e.g., photography, digital asset management, etc.) through shared purchasing that provide campuses with valuable assets at discounted rate	Our campus uses or has recently used this service, The quality of this service is exceptional

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

Admissions uses UCOP digital assets (photography, logos, etc.) in our marketing materials & PowerPoints. Need to expand the online application is essential and UCOP does an excellent job maintaining the system. UCOP collaborates closely with the campuses to ensure the application meets our needs & works with our technology.

Q75: **Are any of the services provided to campuses by the Office of the President's Public Affairs division redundant or partially redundant with regard to functions that are already performed at your campus?**

No

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

N/A

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

System-wide and campus communications are cooperative, coordinated, and complementary; even when messages are similar, they are not redundant but rather reinforce and amplify each other. At times the university needs to speak with one voice, and in this the role of UCOP is critically important and valuable.

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

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

Name

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

| Systemwide patent administration | Our campus uses or has recently used this service, The quality of this service is good |

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

N/A

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

No

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

N/A

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

N/A

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

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

Name

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

Systemwide Audit Services (in coordination with campus audit departments)

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

Systemwide Cybersecurity Audit Services

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

Systemwide Audit Program Administration (oversight, coordination, guidance, reporting, professional development, technology solutions)

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

Systemwide Compliance Services (in coordination with campus compliance departments)

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

Systemwide Healthcare Compliance Services

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

Systemwide Privacy Compliance Services

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

Systemwide Research Compliance Services

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

Systemwide Export Control Compliance Services

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

Systemwide Sexual Violence, Sexual Assault and Sexual Harassment Compliance Services

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

Systemwide Compliance Program Administration (oversight, coordination, guidance, reporting, professional development, technology solutions)

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

Systemwide Investigations (in coordination with campuses)

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

Systemwide Coordination and Consultation on Allegations of Improper Governmental Activities

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

Presidential Policy Administration

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

Presidential Delegations of Authority Administration

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

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

N/A

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

No

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

N/A

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

The Office of the President's Ethics, Compliance and Audit Services Division provides timely guidance and coordination for system-wide audits and facilitates communication among the campuses. Some examples of the communication scheduled involving all of the campuses are monthly Audit Director's teleconferences, periodic meetings involving any planned system changes related to the centralized audit system (TeamMate), and data analytics and IT auditor topic discussions.

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

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

Name

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

Respondent skipped this question

Q92: **Are any of the program elements administered on behalf of campuses by the Office of the President's Agriculture and Natural Resources division redundant or partially redundant with regard to functions that are already performed at your campus?**

No

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

Respondent skipped this question

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

Respondent skipped this question

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

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

Name

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

Respondent skipped this question

Q97: Are any of the elements of this program administered on behalf of campuses by the Office of the President's Office of the National Labs division redundant or partially redundant with regard to functions that are already performed at your campus?

No

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

Respondent skipped this question

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

Respondent skipped this question

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

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

Name

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

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

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

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

N/A

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

No

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

N/A

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

No Comments.

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

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

Name

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

Systemwide legal services on business transactions and land use	Our campus uses or has recently used this service, The quality of this service is exceptional
Systemwide legal services on educational affairs and campus services	Our campus uses or has recently used this service, The quality of this service is exceptional
Systemwide legal services on health law and medical center services	Our campus uses or has recently used this service, The quality of this service is exceptional
Systemwide legal services on litigation, labor and employment	Our campus uses or has recently used this service, The quality of this service is exceptional
Systemwide legal services on governance and compliance	Our campus uses or has recently used this service, The quality of this service is exceptional

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

N/A

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

No

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

N/A

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

The Office of General Counsel is a valuable resource for our campus. In addition to our campus chief counsel, our campus relies on the expertise of the entire office extensively for advice on a full gamut of legal matters.

PAGE 18: Academic Senate (Academic / Public Service Program)

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

Name

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

Academic policy decisions, analysis and coordination for all campuses	Our campus participates or has recently participated in this program, The quality of this program is exceptional

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

No

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

None

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

As the centralized mechanism for intercampus consultation and collaboration, the systemwide Academic Senate is essential to the effective operation of UCSB's Academic Senate.

PAGE 19: Conclusion

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

As a smaller campus we are reliant on UCOP for many services. While we may have similar personnel working on similar issues, these are not overlapping efforts. Rather they are complimentary in nature with UCOP personnel sharing the workload. UCOP also provides a system-wide overview and perspective, sharing the workload and benefiting all campuses, especially our smaller campus. UCOP services frequently streamline and focus issues in preparation for more detailed campus efforts.