

# **‘Challenges and Needs of the Research Administrator Workforce’**

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## **Survey Report**

JULY 2024

A man in a dark suit and tie is standing in front of a large audience, gesturing with his hands as if speaking. The audience is seated in rows of chairs, facing the speaker. The background is a blurred conference room.

# Project Scope

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## ABOUT

The goal of this research is to understand the challenges and needs of the Research Administrator Workforce members.

**Sample Size** | 2441

**Fieldwork Dates** | 17 June - 17 July 2024

**Methodology** | Online Quantitative Interview

## SAMPLE BREAKDOWN

**Region** | West: 21%, Northeast: 29%, South: 30%, Midwest: 20%

**Type of Academic Institution** | R1 with medical school: 47%, R1 without medical school: 21%, Predominantly Undergraduate Institution (PUI): 12%, R2 without medical school: 8%, R2 with medical school: 6%

**Classification of Academic Institution** | Public: 67%, Private: 28%, Land Grant: 16%, Minority-serving: 9%, HBCU: 1%



# Executive Summary

# Executive Summary

## Respondent Profile

- The survey primarily captured responses from research administrators working in pre-award and post-award functions within central offices and departments.
- Respondents possess an average of 14 years of research administration experience, with 5.1 years in their current role.

## Employment and Compensation

- The hybrid work model is prevalent, with over half of respondents working in this arrangement.
- Average annual salary for respondents is \$106,000.
- Research administrators in the sample have experienced an average of 2.3 promotions and 2.4 job changes throughout their careers.

## Organizational Structure

- The most common reporting structure is 'Pre-Award and Post-Award report to Research'.
- 'Lack of research administration capacity to assist faculty with proposal development, submissions to sponsors, and managing awards' is seen as the most problematic scenario among several situations.
- Consistent and clear job descriptions, enhancing cross-departmental collaboration and communication, and more RA staff are the top-3 suggestions to improve in how research administration responsibilities are structured within the organization.

# Executive Summary

## Roles and Responsibilities

- Participants acknowledge that RA is considered as a special skill set within their organization. Lack of consistency in RA roles seems to be the most prominent improvement area related to RA roles and responsibilities.
- The vast majority of the respondents are aware of 'Certified Research Administrator designation', and one-third are certified.
- The most prominent challenge related to Pre-award and Post-award functions is seen as 'Inequities in resource and staff allocations between Pre-award and Post-award teams'.
- All the aspects of RA roles are perceived as underestimated/overlooked by more than half of the respondents.

## Roles and Responsibilities (cont.)

- Ensuring compliance with requirements, and providing expert/administrative support are seen as the major roles of research administrators.
- There is some polarization on the fit between job role and title, with just over a third of respondents saying there is a good match between the two, and a quarter of respondents saying there is rarely or never a match.

## Salary and Compensation

- Inequalities between similar roles are seen as the most important issues in terms of salaries and pay scales.

# Executive Summary

## Salary and Compensation

- While the majority of the participants think that research administrator positions are standardized to some degree, about a one-fifth of the participants think that they are not standardized at all.
- HR department policies and inability to accommodate the nuances of research administrator roles are seen as the biggest challenge that prevent the organization from creating consistency around titles, roles and pay scales.
- Almost one-third of the participants encountered issues related to the new hires' salaries to a significant / very significant extent.

## Salary and Compensation (cont.)

- Inequalities between similar roles are seen as the most important issues in terms of salaries and pay scales.
- Every two out of five participants observed situations related to their organizations' fiscal restraints impacted salaries, pay increases and the ability to hire sufficient numbers of RA staff to a significant / very significant extent.

# Executive Summary

## Recruitment and Retention

- Limited pool of high-quality candidates and lower salaries compared to other opportunities are seen as the biggest challenges for recruiting research administrators.
- Workload & stress, competitive salaries/benefits of competitors, and limited career advancement opportunities are seen as the biggest challenges for retaining research administrators.
- More than one-third of the participants think that they will be likely to look for other employment opportunities.
- Pay/salary increase is the most prominent reason that impacts participants' decision to look for other employment opportunities.

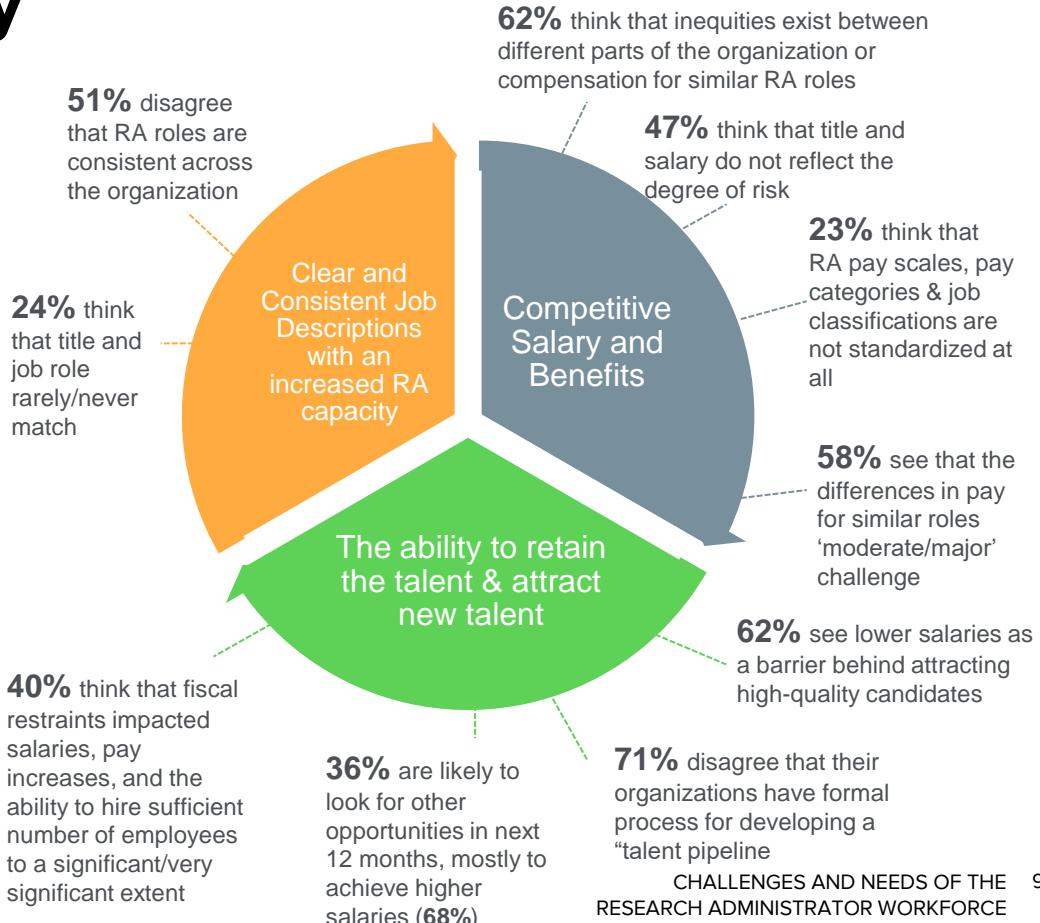
## Training

- Less than half of the participants agree on the statements related to on-the-job training and professional development.
- Every two out of five participants observed situations related to their organizations' fiscal restraints impacted salaries, pay increases and the ability to hire sufficient numbers of RA staff to a significant / very significant extent.
- Competitive salary, training & development, retaining the existing staff, recruiting more staff and consistent & clear job descriptions are the most recommended strategies from research administrators.

# Executive Summary

**Overall, needs, pain points and challenges of the research administrators address three main action areas:**

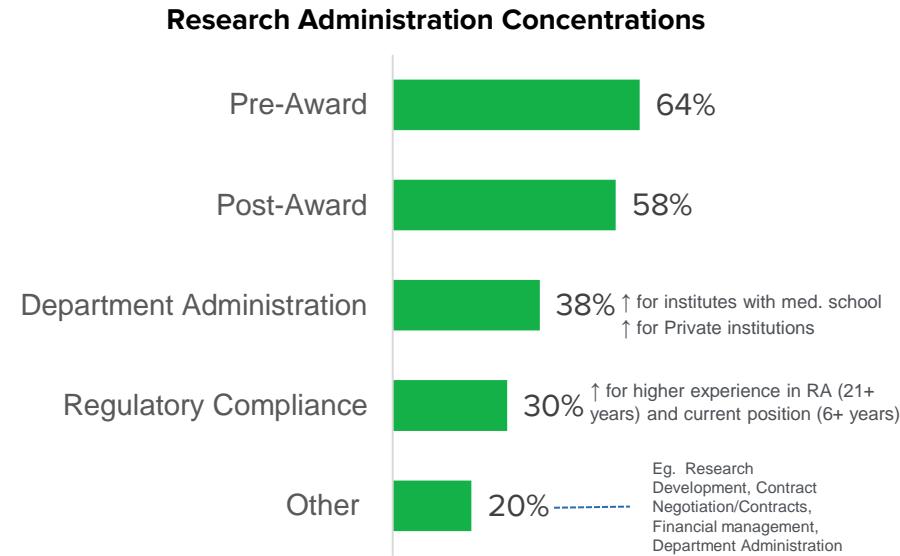
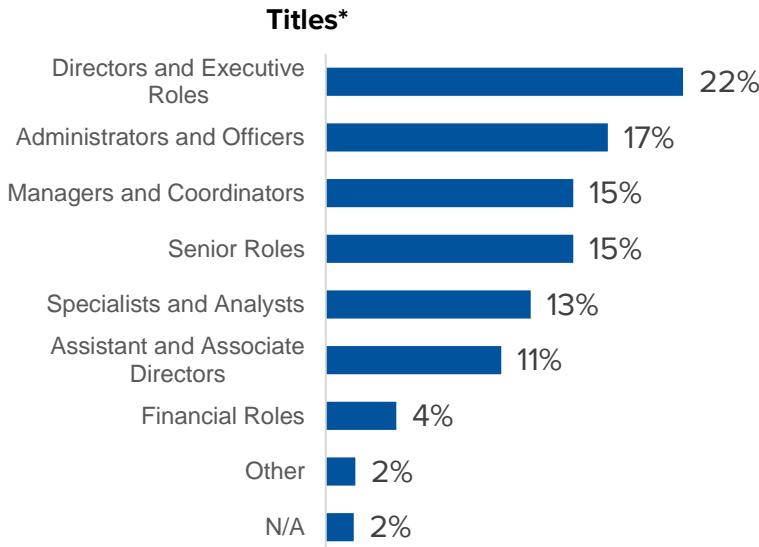
- Ensuring clarity and consistency in their roles,**
- Providing competitive salaries & benefits,**
- Retaining the existing talent and being able to attract the top talent to the area.**



# Respondent Profile

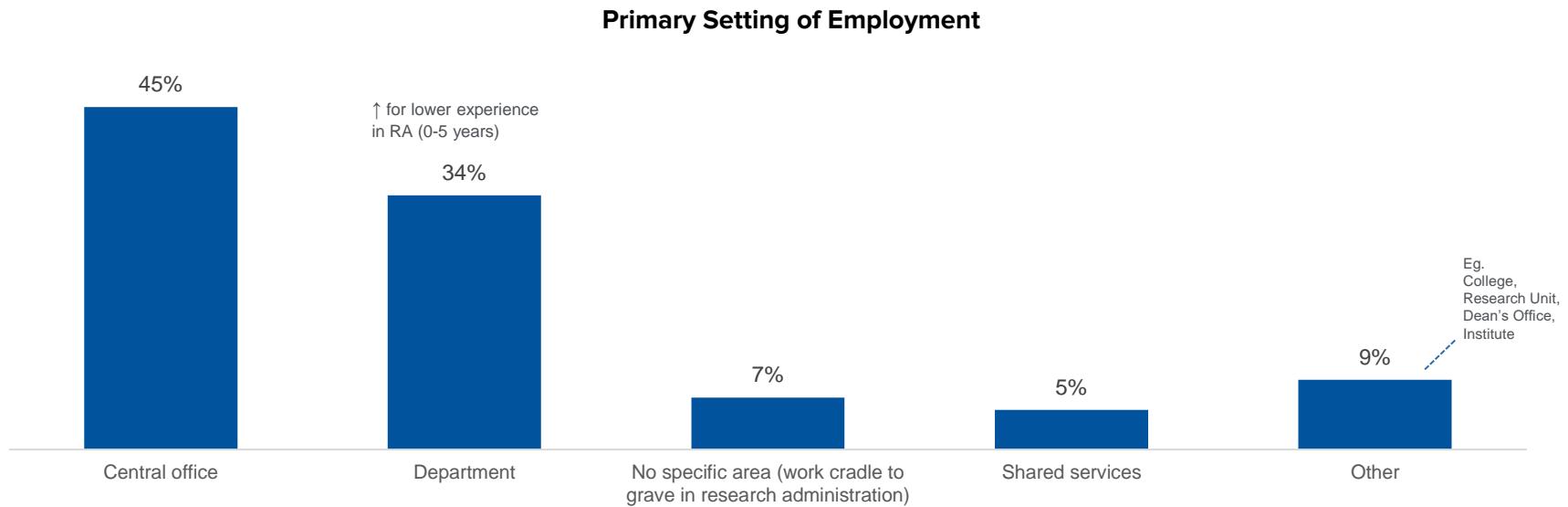
# Titles & Research Administration Concentrations

Most of the respondents work in Pre-award and Post-award concentrations.



# Primary Setting of Employment

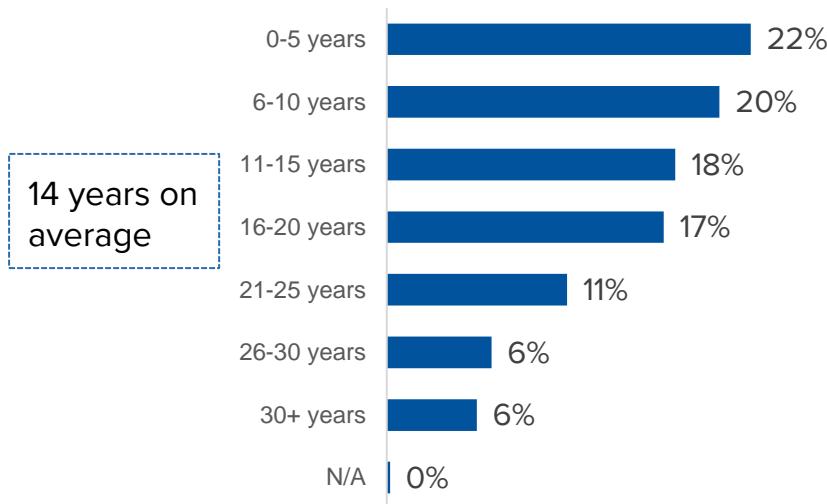
Central Office and Department are the primary settings of employment for the majority of the respondents.



# Experience – Total, and in the Current Position

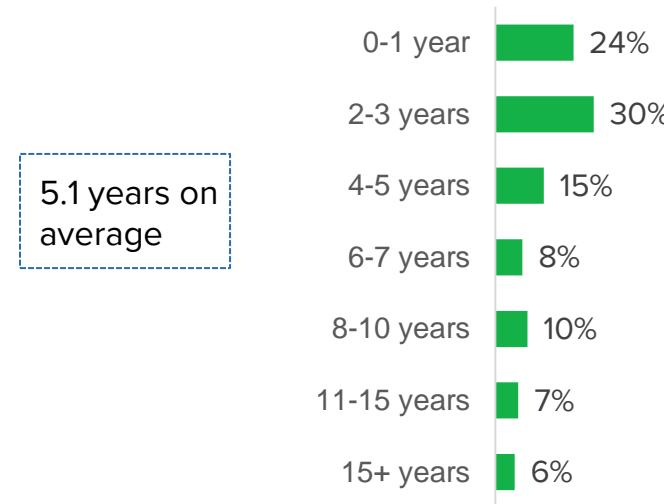
On average, respondents have 14 years of experience in Research Administration field and 5.1 years of experience in their current position.

**Total Experience in Research Administration**



Q4. How many years have you been working in the field of research administration:

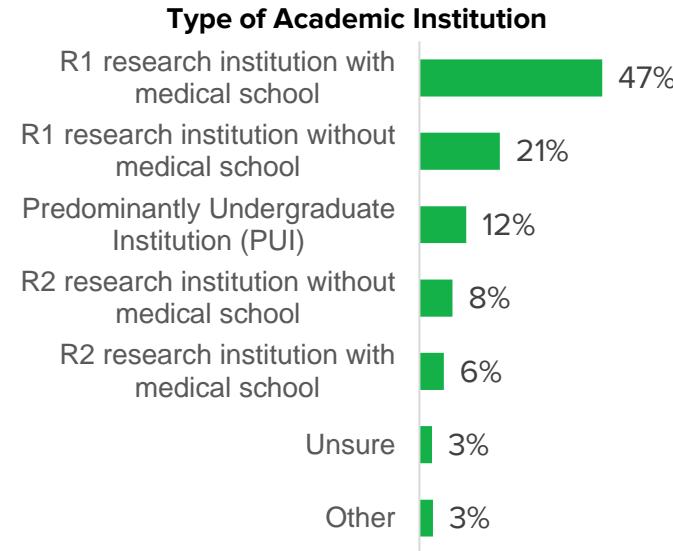
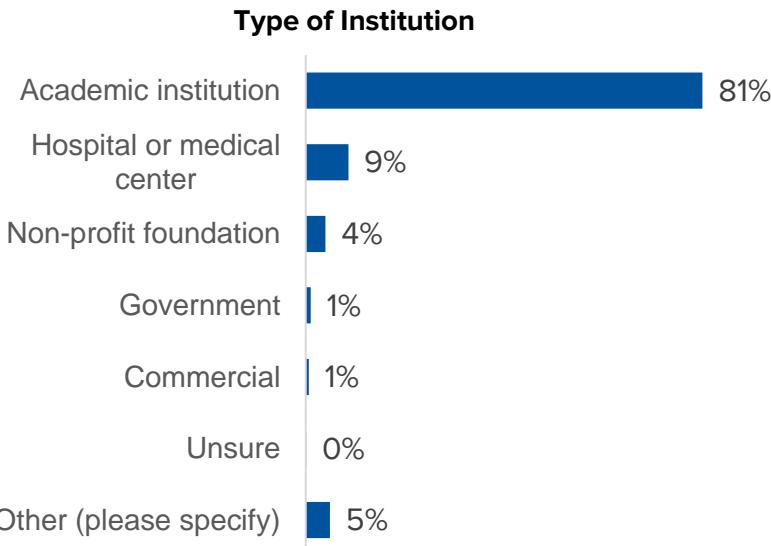
**Experience in the Current Position**



Q5. How many years have you been in your current position:

# Type of Institution & Academic Institution

Majority of the respondents work at an academic institution. 'R1 research institution with medical school' is the most common academic institution type.

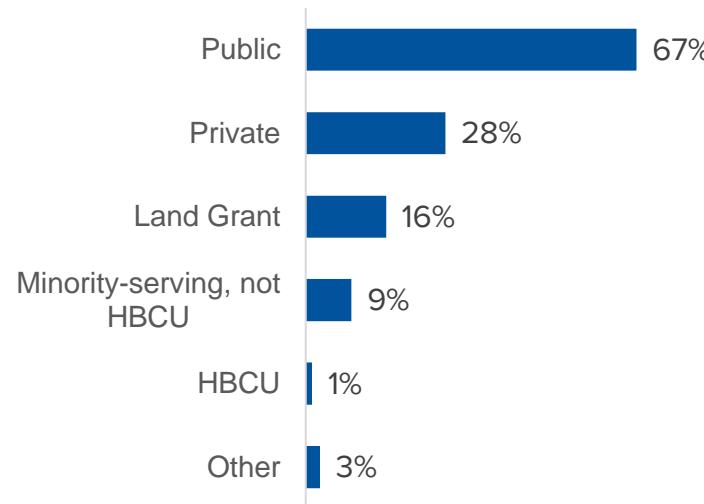


# Classification of Institution & Amount of Research Expenditure

Two-thirds of the academic institutions are classified as 'public'.

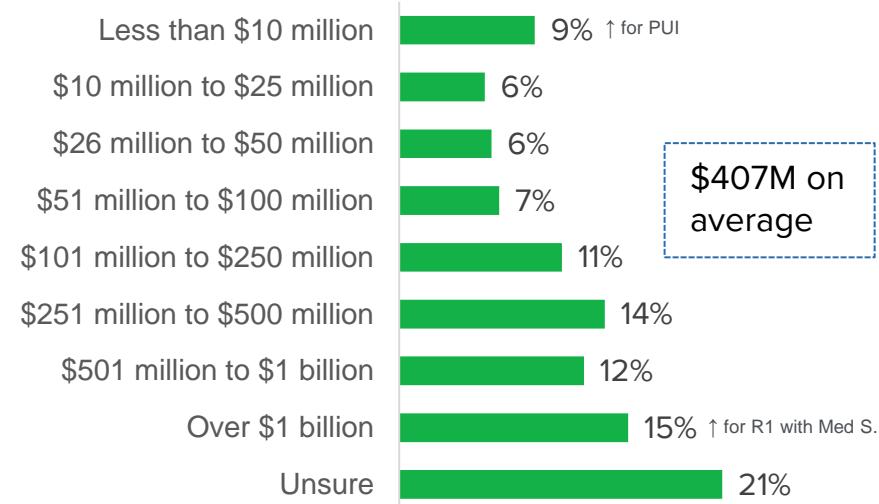
Slightly more than half (53%) of the institutions spend less than \$500 Million for research in 2023.

**Classification of Academic Institution**



Q8. What is the classification of your academic institution?

**Amount of Research Expenditure in FY23**



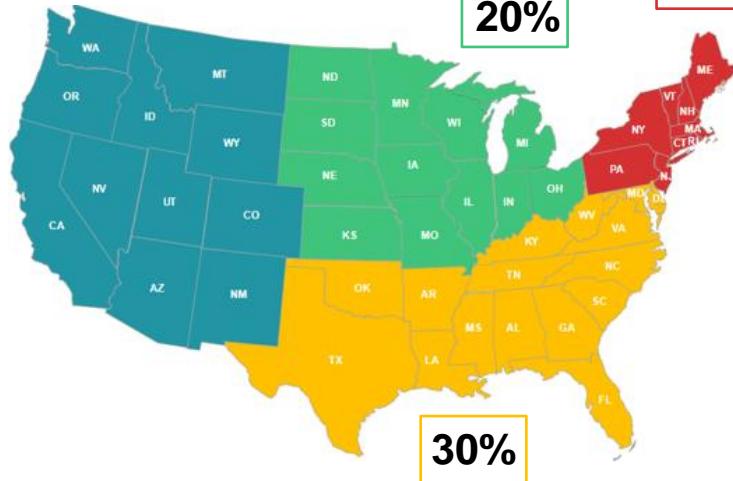
Q9. What was your institution's research expenditures in FY23?

# Location

Vast majority of the respondents reside in the same state as their institution.

Region of the Institution

21%



Q11. What region of the country is your organization?

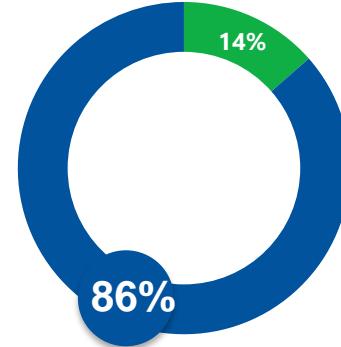
(N=2329)

Whether participants reside in the same state as their institution

14%

86%

Yes  
No

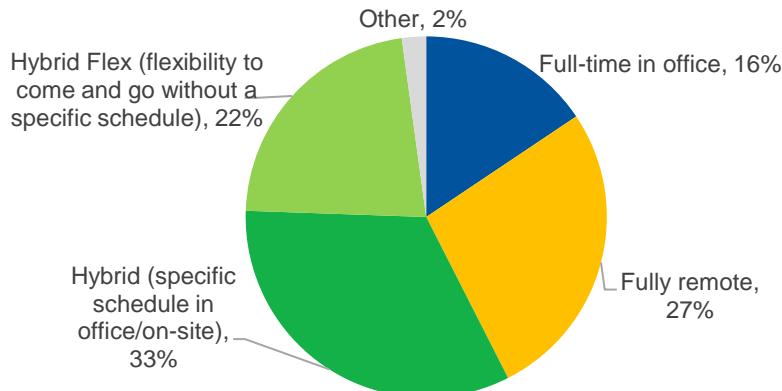


Q12. Do you live in the same state as your organization?

# Work Arrangement and Annual Salary

Slightly higher than half of the respondents work hybrid (55%), and the average annual salary is \$106K on average.

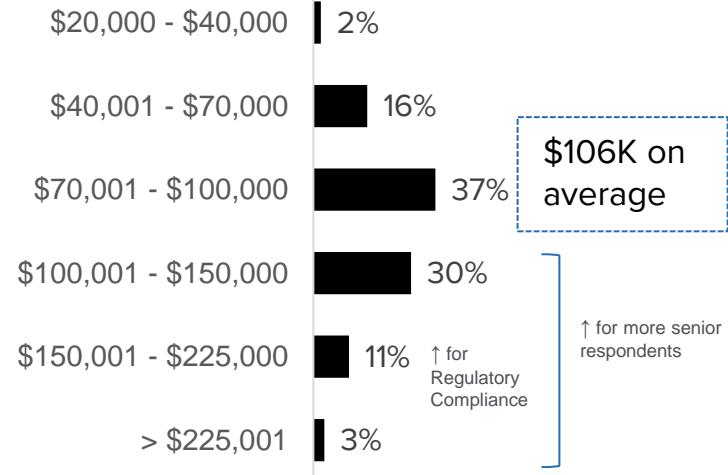
Type of Work Arrangements



Q10. What work arrangement do you have?

(N=2352)

Current Annual Salary



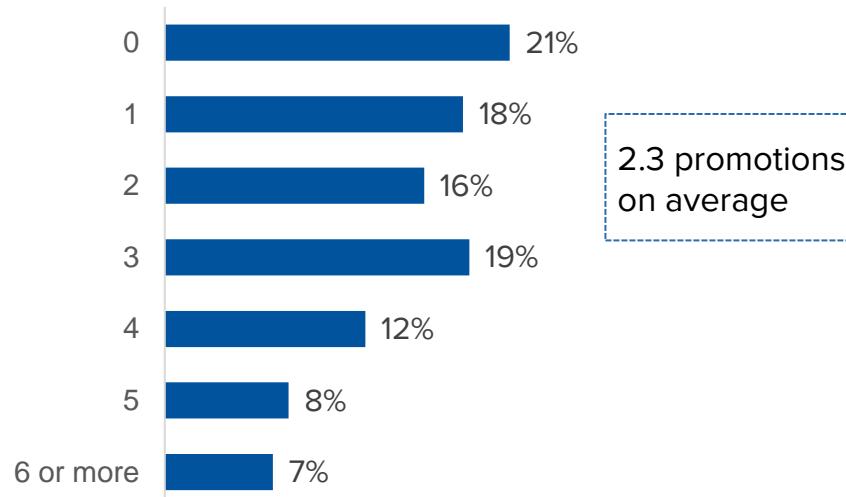
Q13. What is your current annual salary?

(N=2326)

# Number of Promotions and Job Changes

Respondents have been promoted 2.3 times as research administrators, and they had 2.4 job changes in their careers on average.

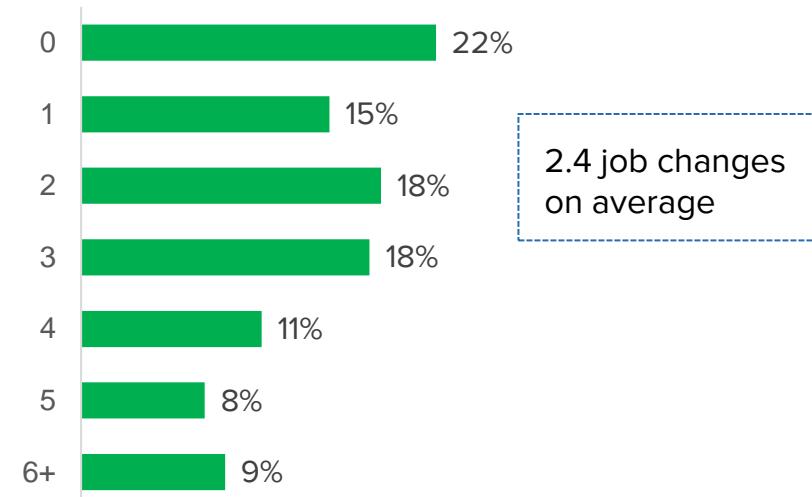
**Number of Promotions**



Q14. How many times have you been promoted in your career as a research administrator?

(N=2320)

**Number of Job Changes**



Q15. How many job changes have you had in your career as a research administrator?

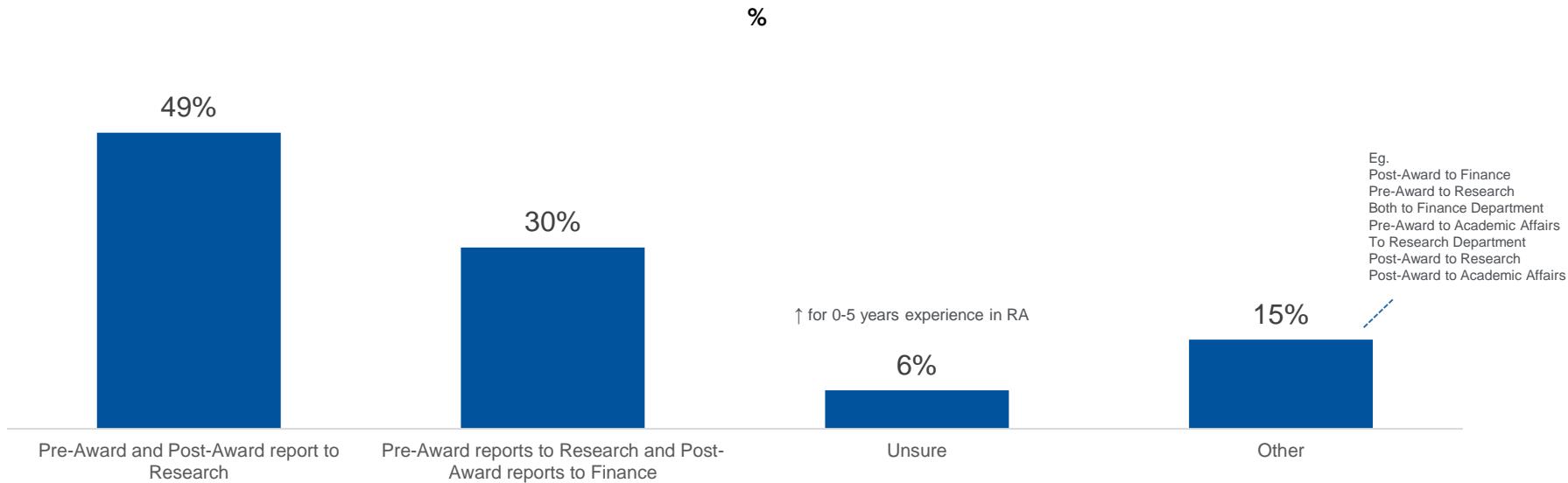
(N=2324)



# Organizational Structure

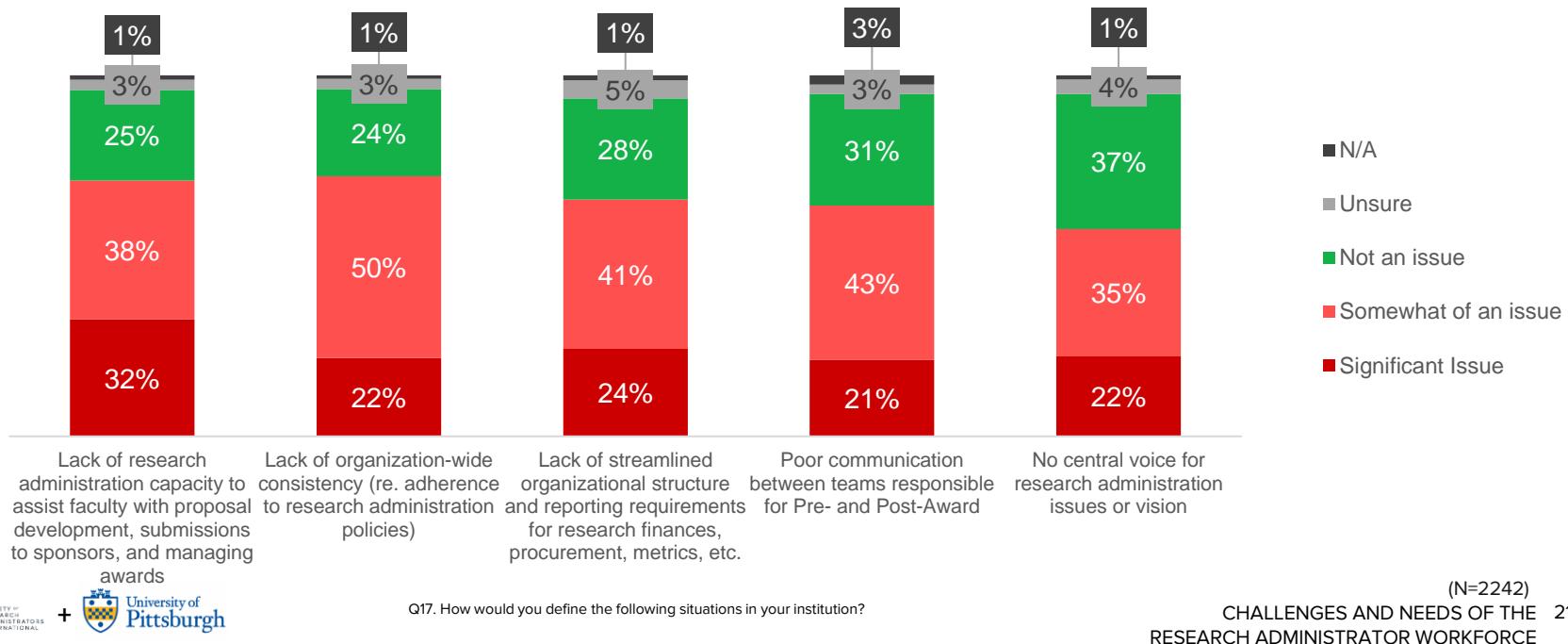
# Type of Reporting Structure

‘Pre-Award and Post-Award report to Research’ is the most common reporting structure.



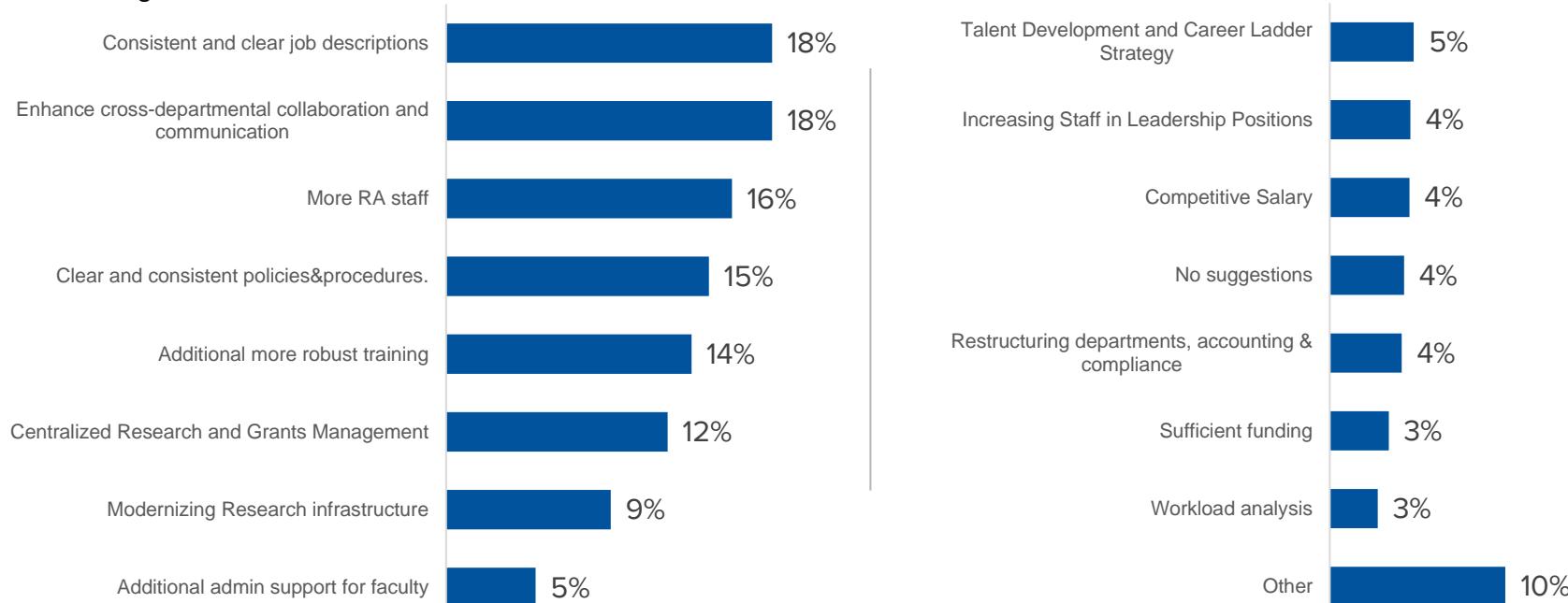
# Perceptions on Different Situations

Among several situations, 'Lack of research administration capacity to assist faculty with proposal development, submissions to sponsors, and managing awards' is seen as the most problematic scenario.



# Suggestions on Improvement

Consistent and clear job descriptions, enhancing cross-departmental collaboration and communication, and more RA staff are the top-3 suggestions to improve in how research administration responsibilities are structured within the organization.



Q18. If you were the president/chief research officer, what would be the one thing that you would improve in how research administration responsibilities are structured within your organization?

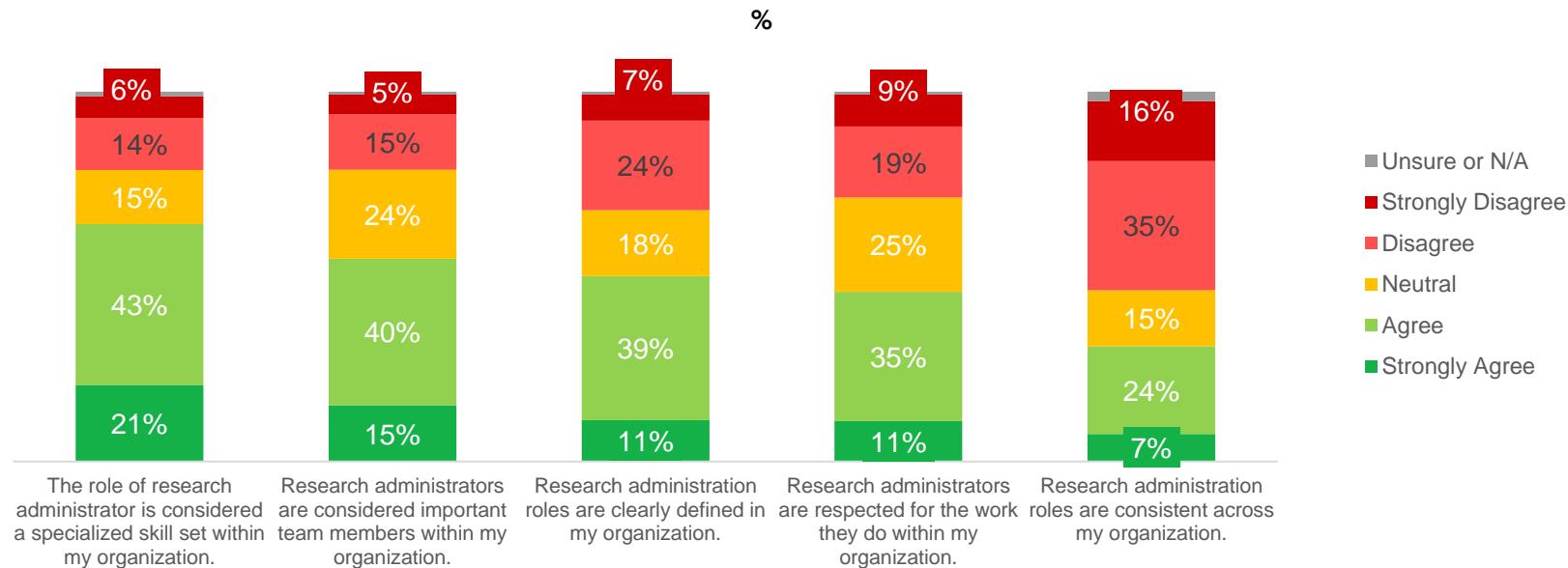
(N=1651)



# Roles and Responsibilities

# Perception of Research Administrators' Roles and Responsibilities

The majority agree that the role of research administrator is considered a specialized skill set within their organization. Lack of consistency in RA roles seems to be the most prominent improvement area related to RA roles and responsibilities.

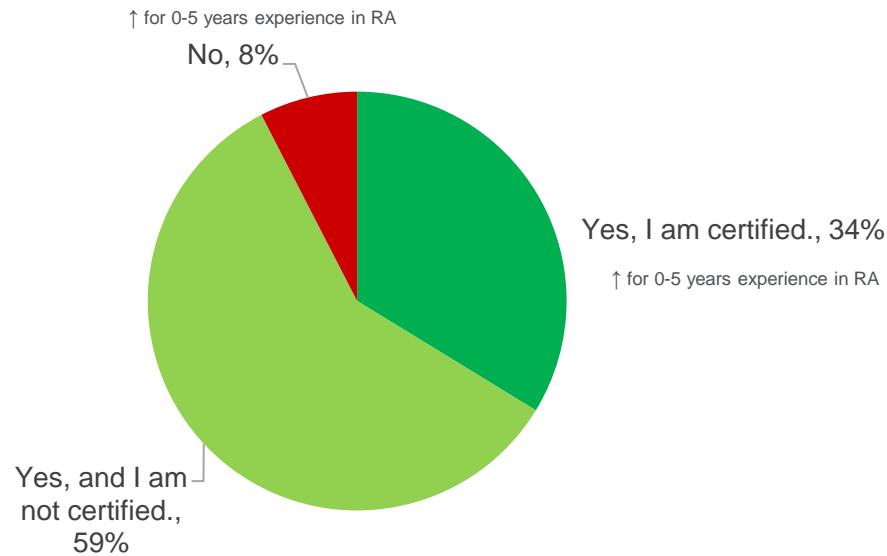


Q19. To what degree do you agree with the following statements about research administrator roles and responsibilities?

# Awareness of Certified Research Administrator Designation

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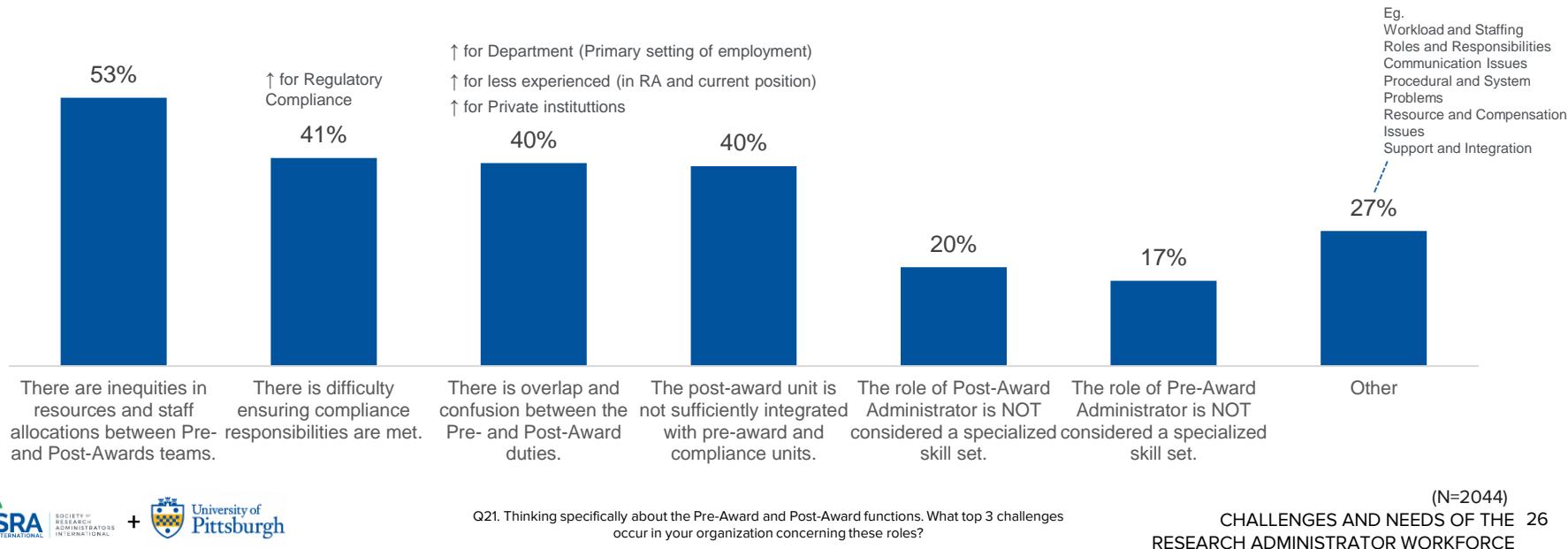
The vast majority of the respondents are aware of 'Certified Research Administrator designation', and one-third are certified.



Q20. Are you aware that there is a Certified Research Administrator designation?

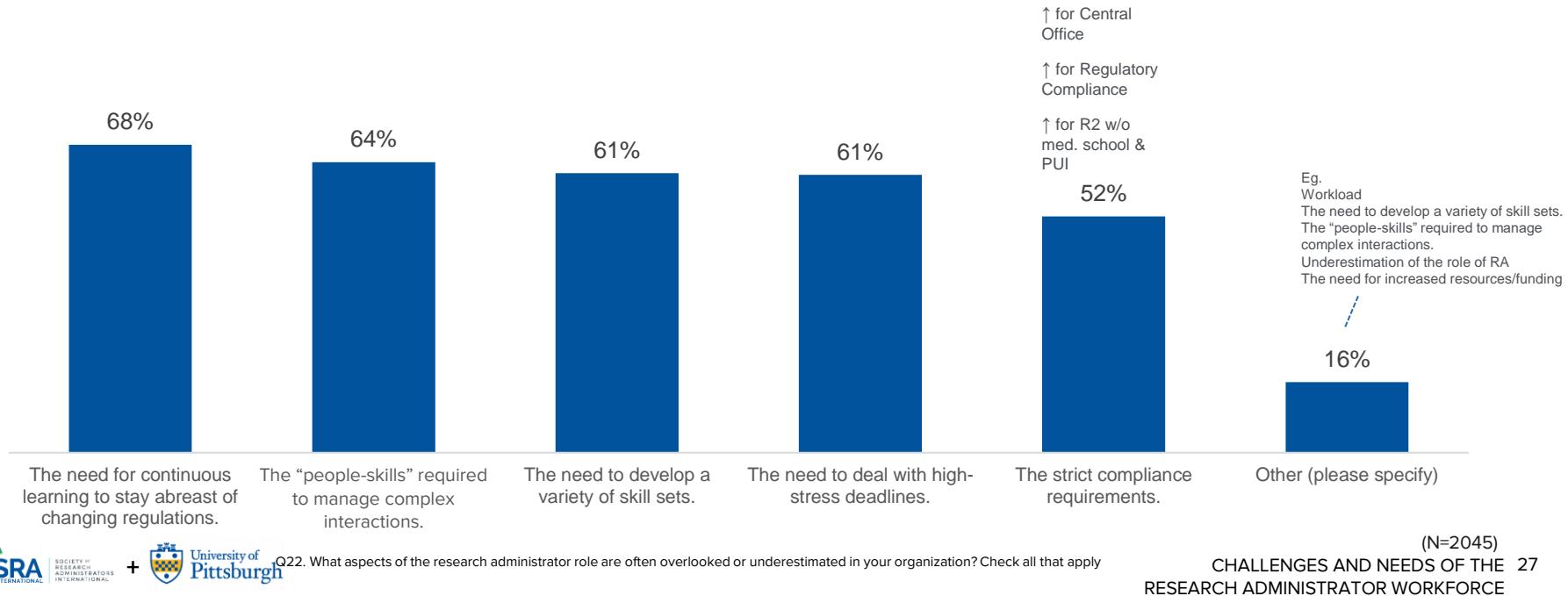
# Top Challenges related to Pre-Award and Post-Award functions

Inequities in resource and staff allocations between Pre-award and Post-award teams are seen as the most prominent challenge. Difficulty in ensuring compliance responsibilities are met, overlap and confusion between Pre- and Post-award duties, and insufficient integration of post-award unit to pre-award unit are seen as other major challenges.



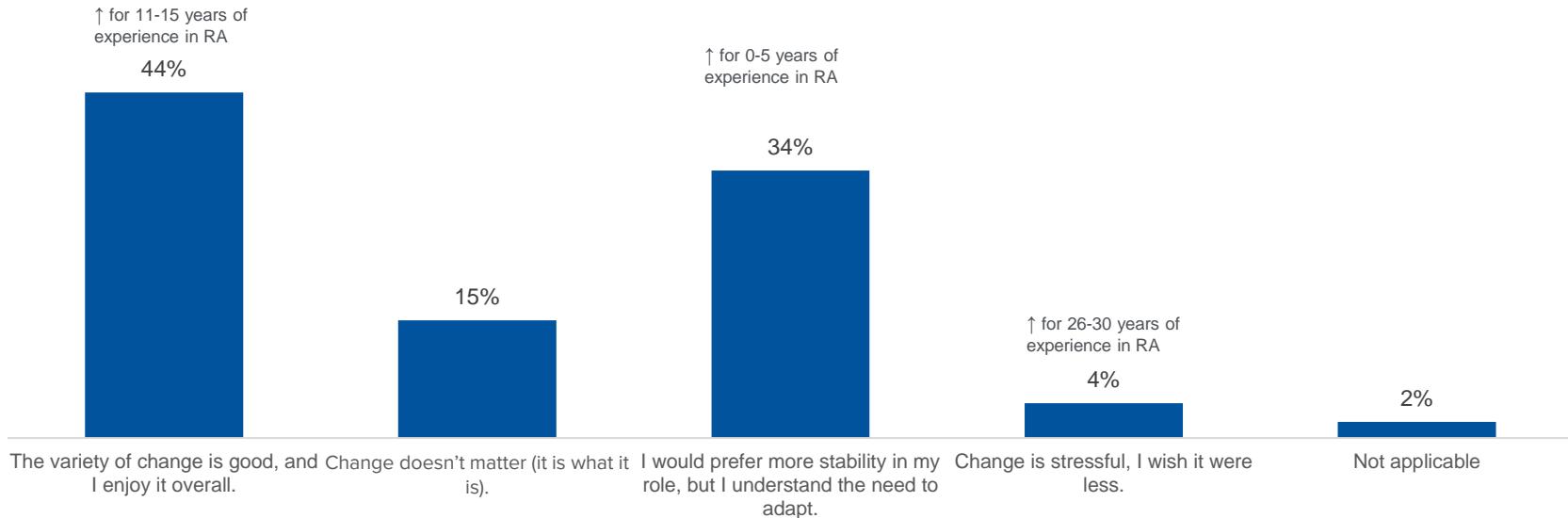
# Overlooked/Underestimated Aspects of Research Administrator Role

All of the needs/requirements are seen as being often overlooked/underestimated by at least half of the participants.



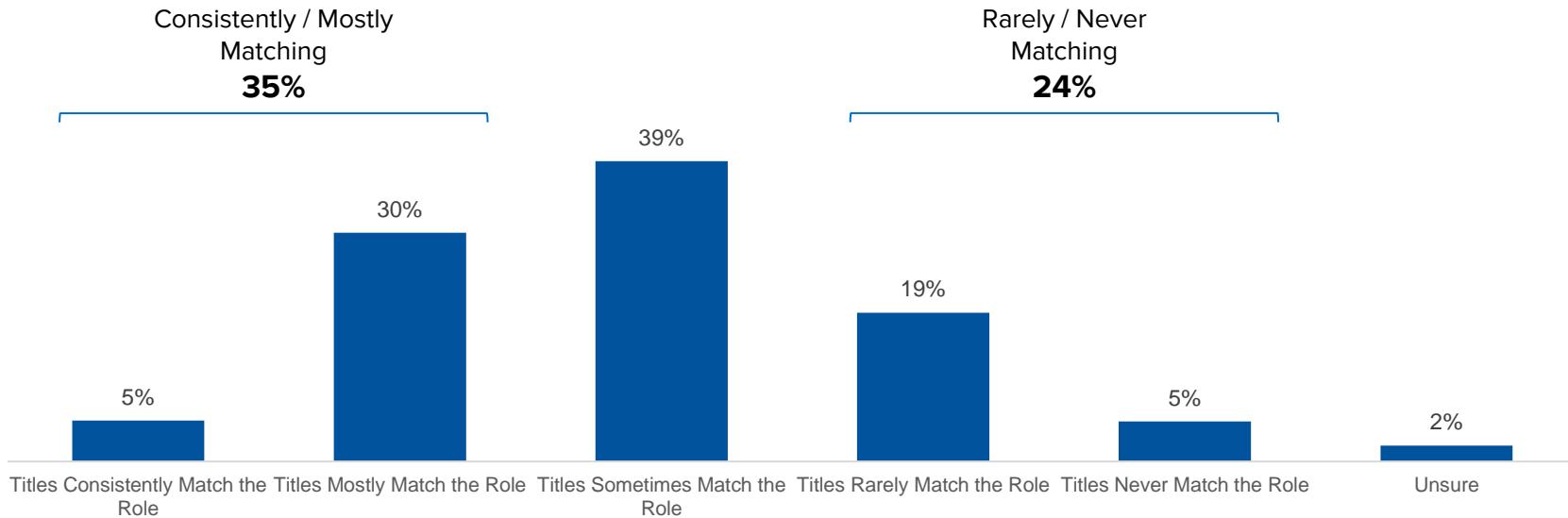
# Perception towards 'Change'

Overall, there is not a negative perception towards change – only 4% thinks that it is stressful while one-third prefer more stability in their roles.



# Match between the job role and title

There is some polarization on the fit between job role and title, with just over a third of respondents saying there is a good match between the two, and a quarter of respondents saying there is rarely or never a match.



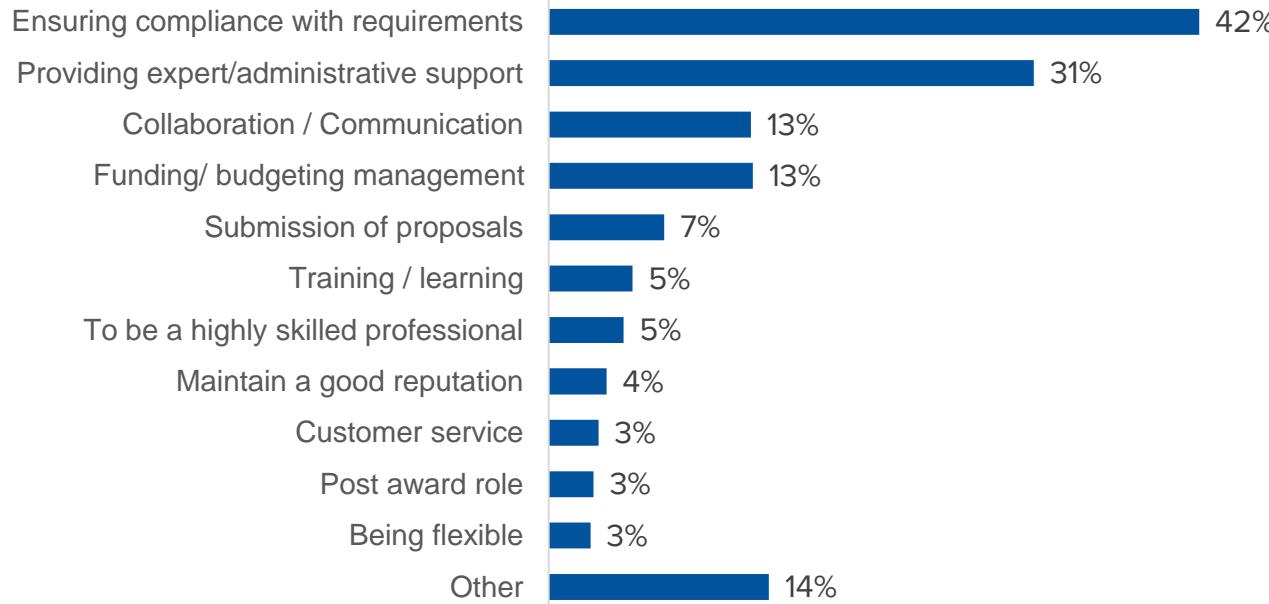
Q24. To what degree do you feel job titles match the roles and responsibilities of research administration positions in your organization?

(N=2134)

# Most Important Role of Research Administrators

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Ensuring compliance with requirements, and providing expert/administrative support are seen as the major roles of research administrators.



Q25. What, in your opinion, is the most important role of a research administrator in your organization?

(N=1563)

# Most Important Role of Research Administrators

## *Sample verbatims*

*Ensuring compliance with federal, state, and institution laws and regulations.*

*Mitigating financial risk - which could come from issues related to administration, compliance, HR, etc.*

*Educating the organization on regulations and requirements and creating a culture of compliance.*

*Managing post award*

*Mitigating financial risk - which could come from issues related to administration, compliance, HR, etc.*

*To get the proposals out on time.*

*Liason between offices on campus, sponsors, etc.; central point for information for PI's*

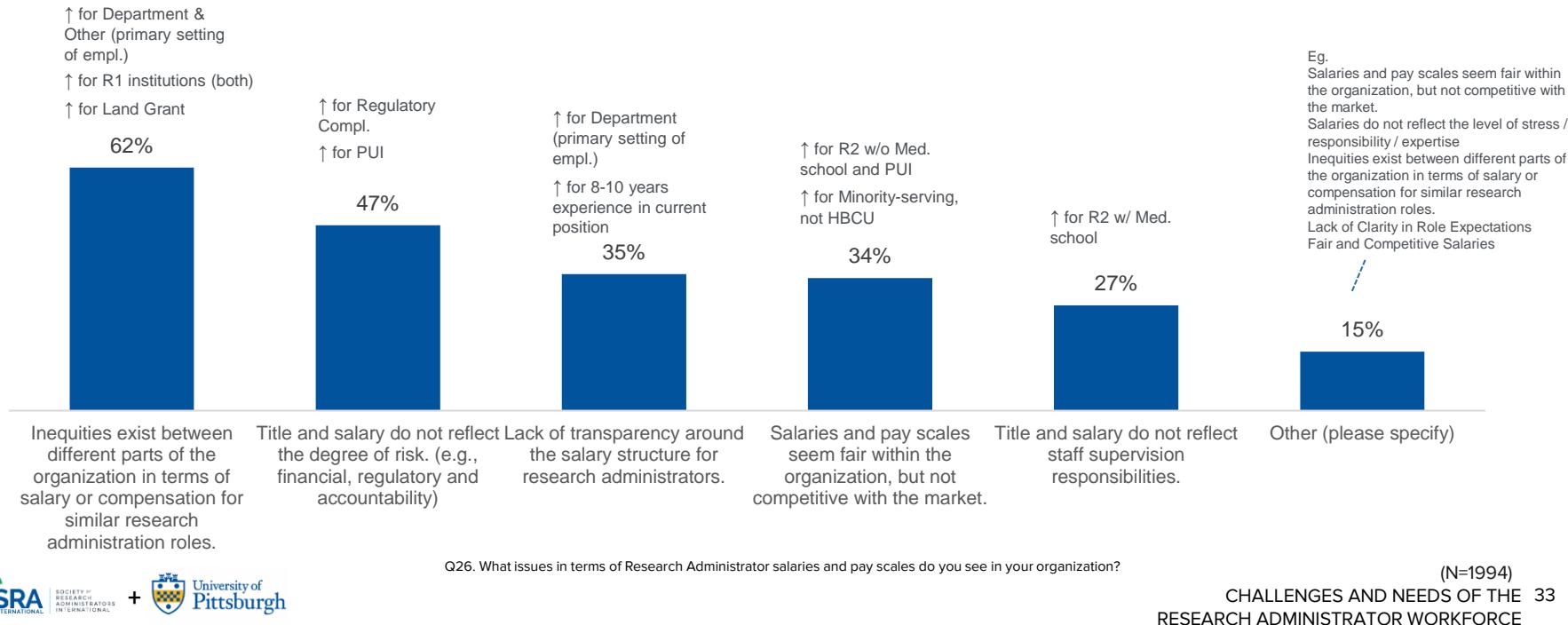
*Adhering to compliances and deadlines while also ensuring that faculty receive proper customer service.*



# Salary and Compensation

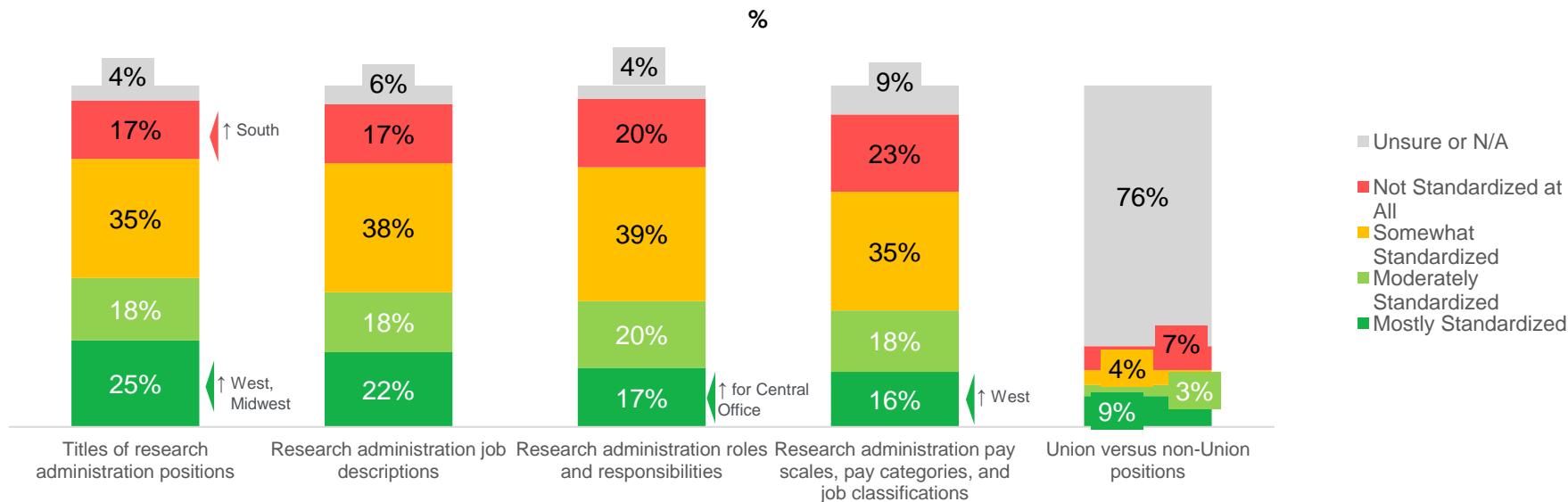
# Issues About Salaries and Pay Scales

Inequalities between similar roles are seen as the most important issues in terms of salaries and pay scales. Almost half of the participants think that title and salary do not reflect the degree of risk, and this is seen as the second major issue.



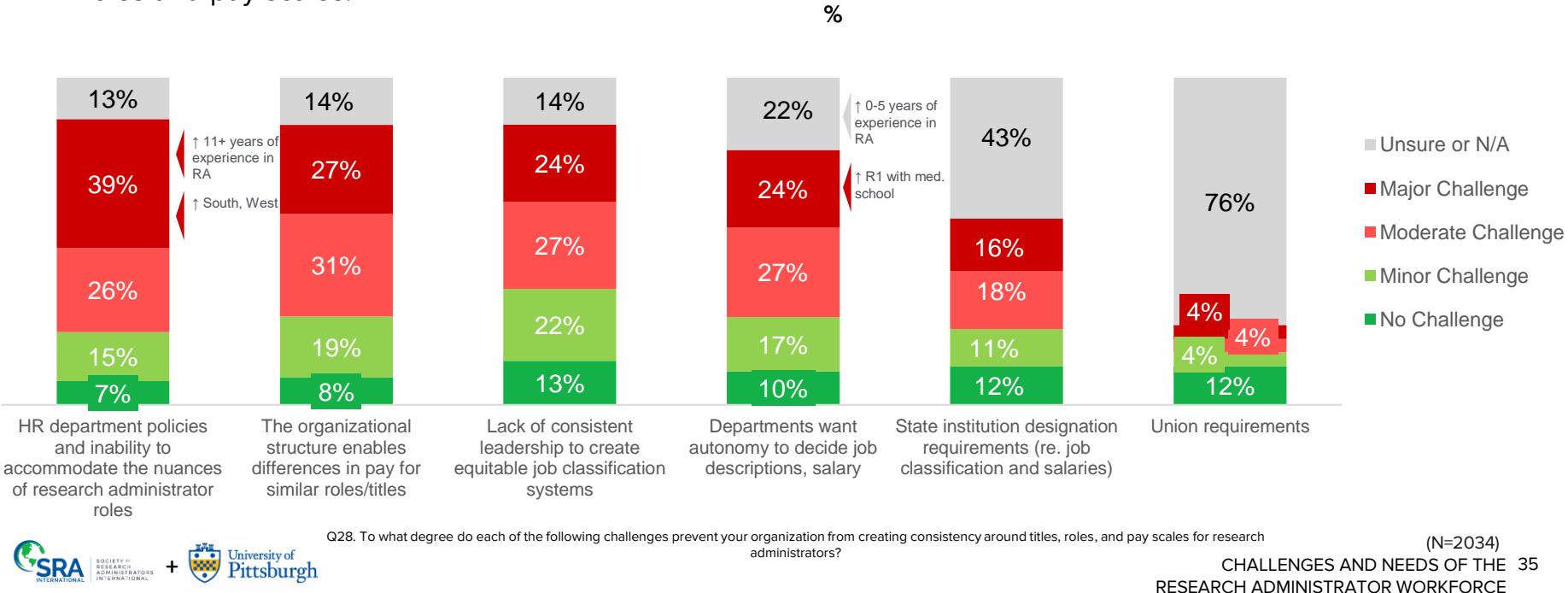
# Level of Standardization

While the majority of the participants think that research administrator positions are standardized to some degree, about one-fifth of the participants think that the positions are not standardized at all.



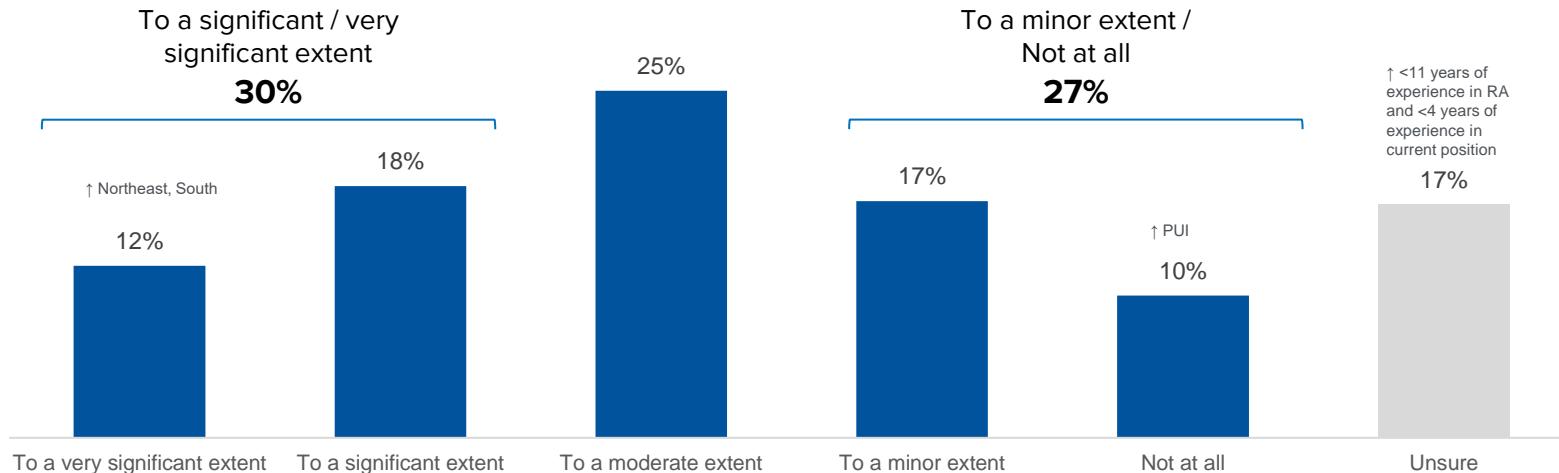
# Challenges that prevent the organization from creating consistency around titles, roles and pay scales

HR department policies and inability to accommodate the nuances of research administrator roles are seen as the biggest challenge that prevent the organization from creating consistency around titles, roles and pay scales.



# Issues About New Hires' Salaries

Almost one-third of the participants encountered issues related to the new hires' salaries to a significant / very significant extent.



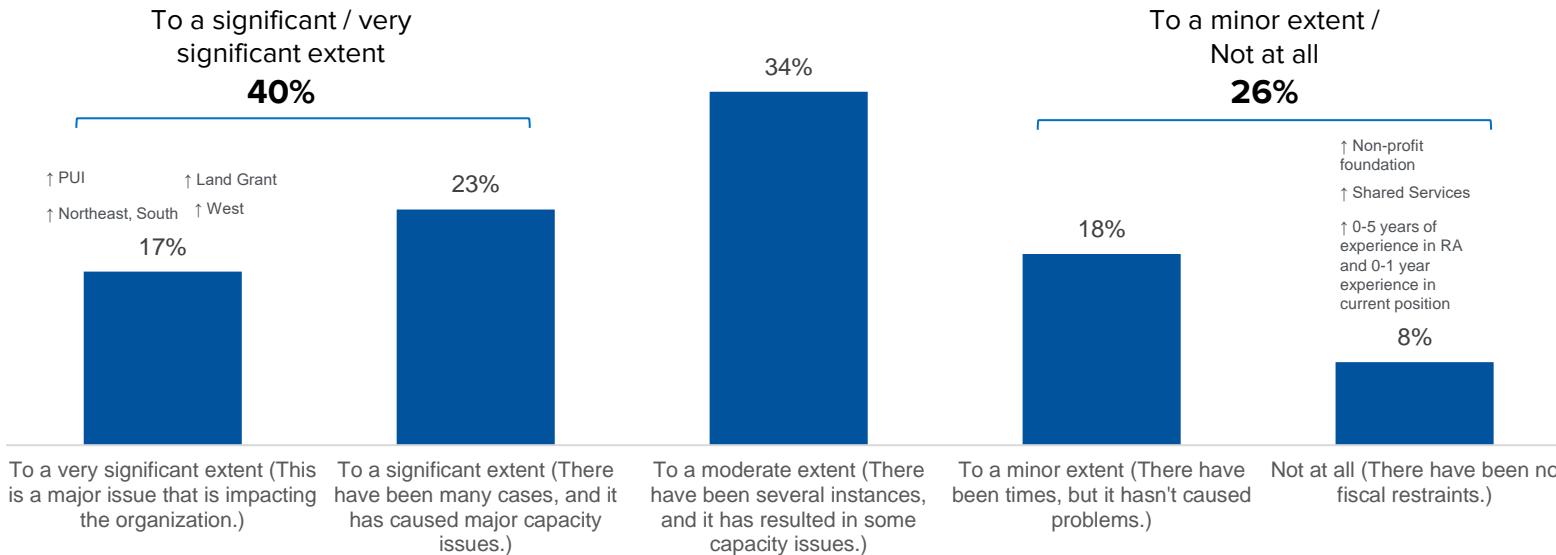
Q29. Have you encountered issues at your organization around new hires coming in at a higher salary than current staff in research administration positions?

(N=2040)



# Impact of Fiscal Restraints on Salaries, Pay Increases, and Ability to Hire Sufficient Number of Employees

Every two out of five participants observed situations related to their organizations' fiscal restraints impacted salaries, pay increases and the ability to hire sufficient numbers of RA staff to a significant / very significant extent.





SRA INTERNATIONAL  
2018 ANNUAL MEETING

# Recruitment & Retention



SOCIETY  
OF  
RESEARCH  
ADMINISTRATORS  
INTERNATIONAL



University of  
Pittsburgh

## What is the Arecibo Observatory

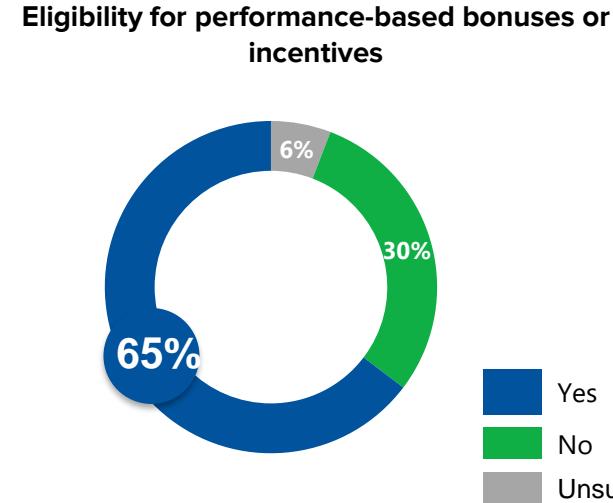
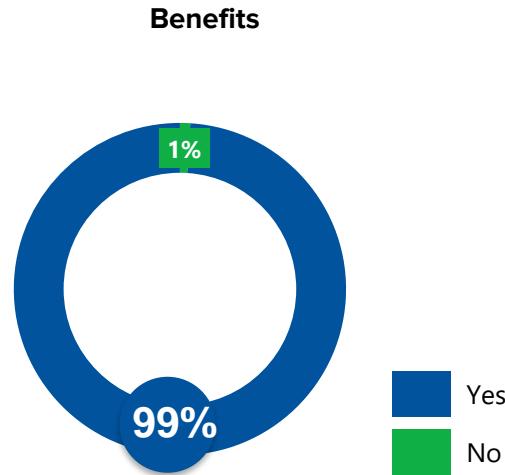
For more than 50 years, the observatory's 1,000-foot (305-meter) radio telescope was the world's largest single-aperture telescope, from its completion in 1963 until July 2016 when the [Five hundred meter Aperture Spherical Telescope \(FAST\)](#) in China was completed. It is used in three major areas of research: [radio astronomy](#), [atmospheric science](#), and [radar astronomy](#). Scientists who want to use the observatory submit proposals that are evaluated by an independent scientific board.

The origins of the observatory trace to late 1950s efforts to develop [anti-ballistic missile \(ABM\)](#) defenses as part of the newly formed [ABM's](#) ABM umbrella-effort, Project Defender. Even at this early stage it was clear that the use of [radar decoys](#) would be a serious problem at the long ranges needed to successfully attack a warhead, ranges on the order of 1,000 miles (1,600 km).

Today, the Arecibo Observatory performs [Radio Astronomy](#), [Atmospheric Science](#), and [Planetary Science](#). The Observatory is also involved in [Asteroids and Planets](#) and [Space Debris](#) studies. The Observatory's [Planetary Radar](#) is used to "heat" the [Asteroids and Planets](#) and [Space Debris](#) to track them. The Observatory's [Planetary Radar](#) is used to "heat" the [Asteroids and Planets](#) and [Space Debris](#) to track them.

# Benefits, and Eligibility for performance-based bonuses or incentives

Almost all of the participants' roles include benefits, and two-thirds of them are eligible for performance-based bonuses/incentives.



Q31 Does your current role include benefits such as healthcare, retirement plans, etc.?

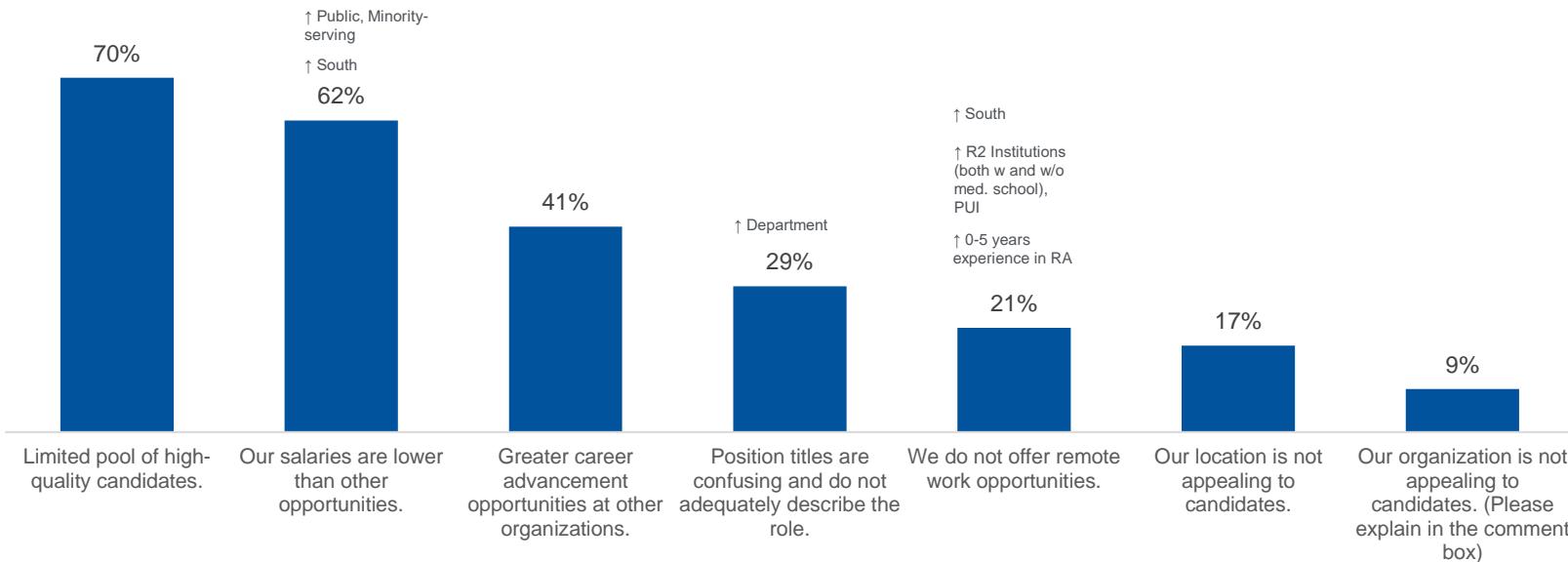
(N=2024)

Q32. Are you eligible for performance-based bonuses or incentives?

(N=2024)

# The biggest challenges for recruiting research administrators

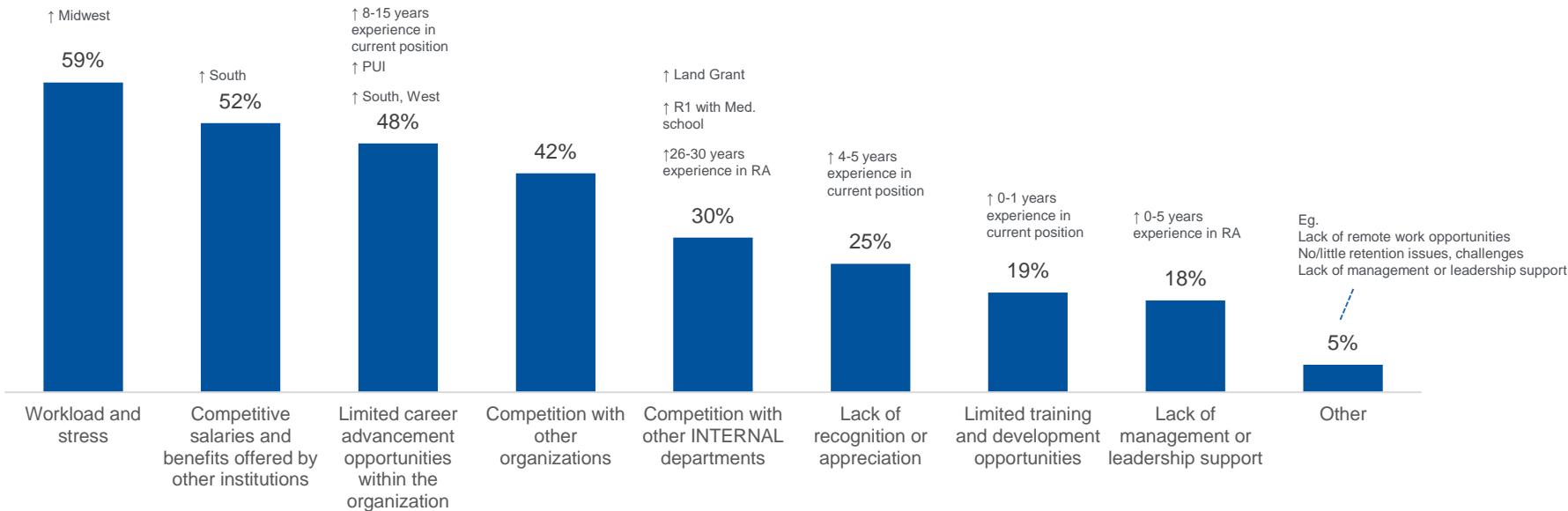
Limited pool of high-quality candidates and lower salaries compared to other opportunities are seen as the biggest challenges for recruiting research administrators.



Q33. What are the top 3 biggest challenges for recruiting research administrators in your organization?

# The biggest challenges for retaining research administrators

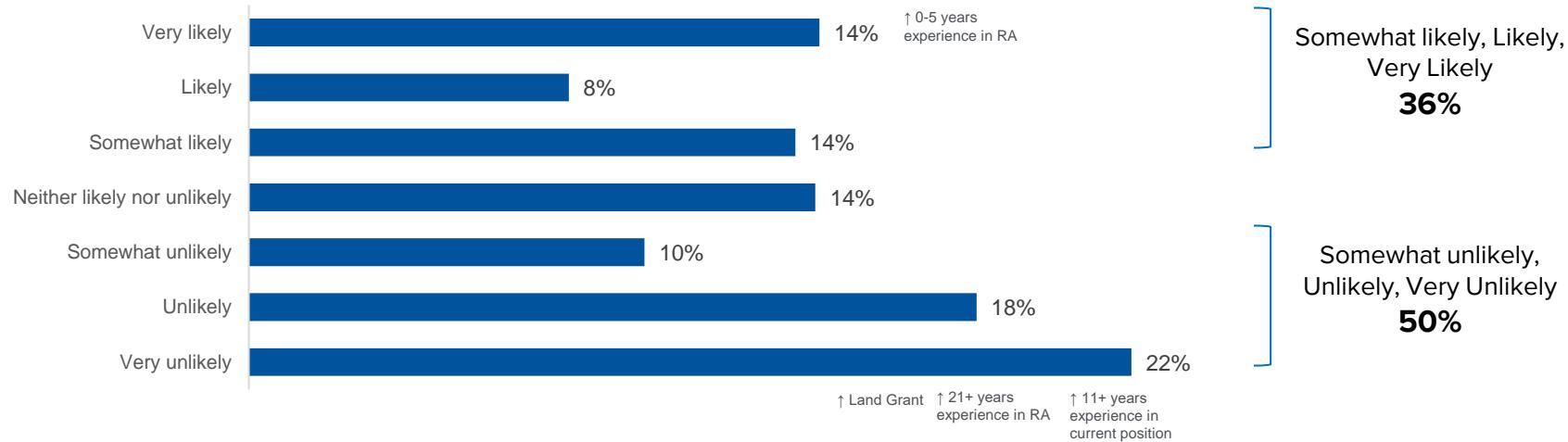
Workload & stress, competitive salaries/benefits of competitors, and limited career advancement opportunities are seen as the biggest challenges for retaining research administrators.



Q34. What are the top 3 most significant challenges for retaining research administrators?

# Likelihood of Looking for Other Employment Opportunities in next 12 months

More than one-third of the participants think that they will be likely to look for other employment opportunities.

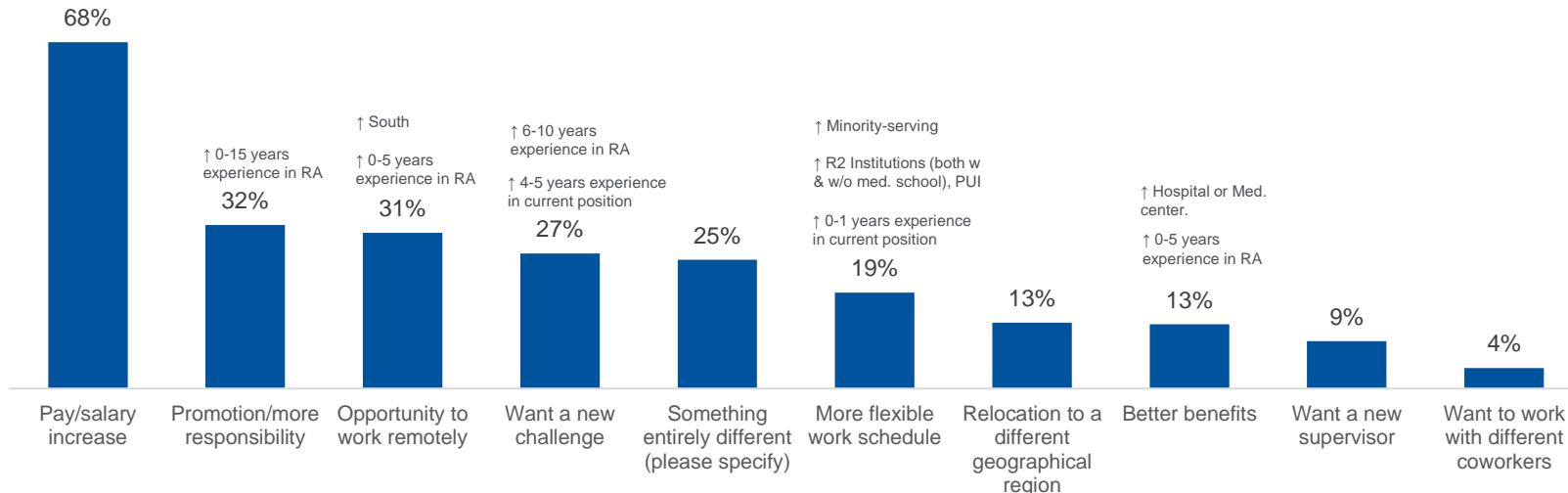


Q35. What is the likelihood that you will be looking for other employment opportunities within the next 12 months?

# Top reasons that impact research administrators' decisions to look for other employment

Pay/salary increase is the most prominent reason that impacts participants' decision to look for other employment opportunities.

↑ 0-10 years  
experience in RA  
↑ 0-3 years experience  
in current position



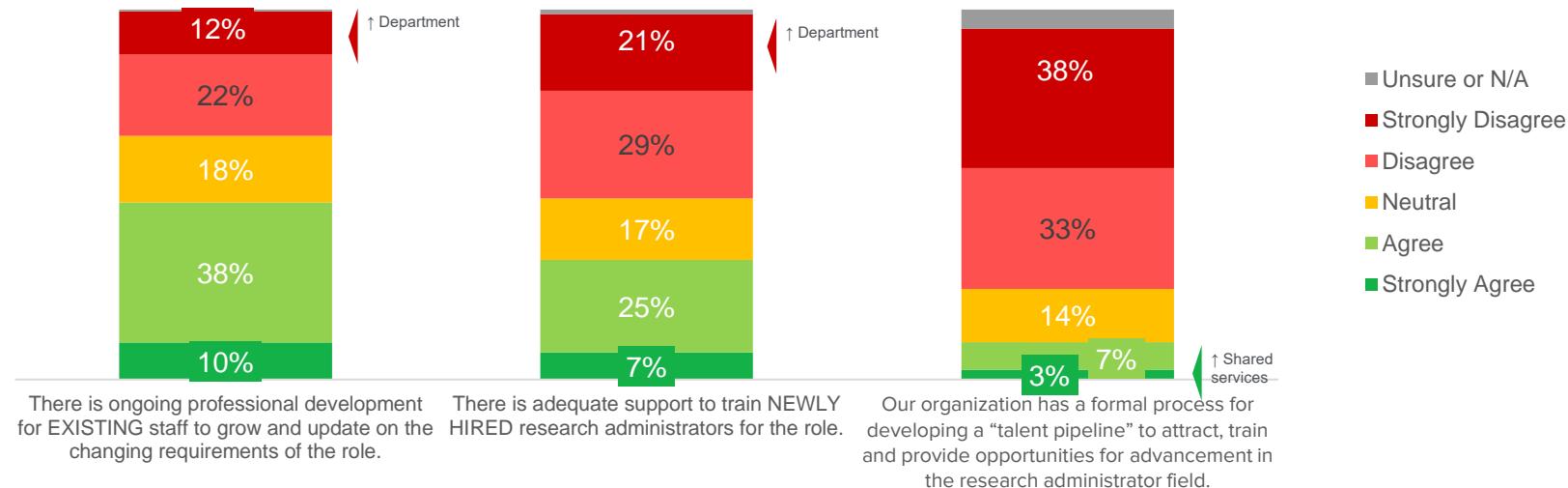
Q36. Please select up to three reasons that will impact your decision to look for other employment.



# Training

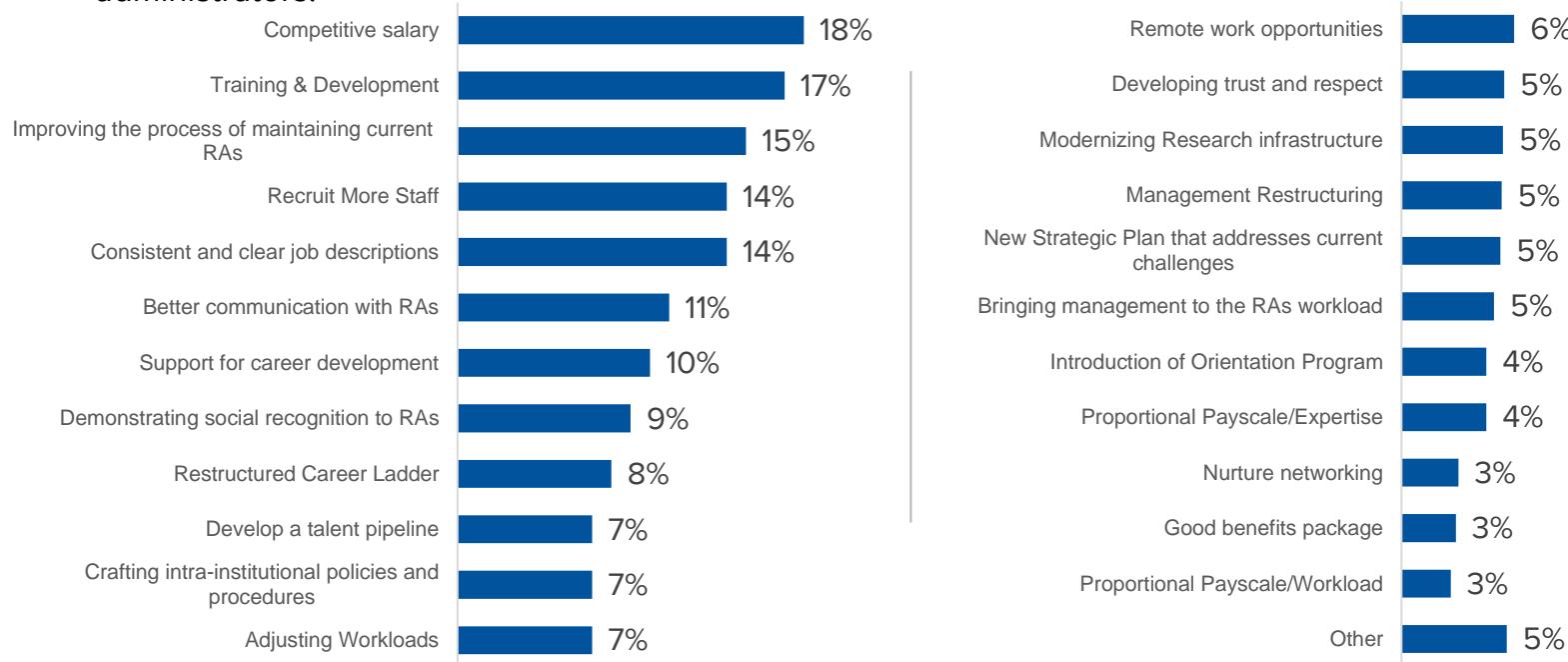
# Perception of on-the-job training and professional development

Less than half of the participants agree on the statements related to on-the-job training and professional development.



# Recommended strategies to address the challenges

Competitive salary, training & development, retaining the existing staff, recruiting more staff and consistent & clear job descriptions are the most recommended strategies from research administrators.



Q38. What is the most important strategy your organization should undertake to address the challenges around research administration? Open-ended question

# Recommended strategies to address the challenges

## Sample verbatims

Training and development specific to compliance with sponsor and institutional requirements

Reduce perceived stressors to maintain current staff

We need to hire new staff. It's too late to back up on centralization, which was a bad idea. However, they made that change without hiring enough staff to handle it

Define a path for advancement for my position

Establishing a career ladder that makes sense, and creating a pipeline to feed that ladder

Higher pay

Appreciate and invest in the role. It is relatively new compared to other roles in institutions that have existed since inception. That does not mean that it is less important. The powers that be need to understand and recognize this instead of continuing to burn people out.

Communicating the support available to departments and faculty and how our groups interact and support each other.

# Job Titles

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
	A	B	C	D	E	A	B	C	D	E	
<i>n</i>	2441	1558	1407	723	927	497	1100	817	167	224	127
Directors and Executive Roles	22%	22%	21%	34%	21%	32%	30.1% B	10%	23.4% B	22.8% B	20.5% B
Administrators and Officers	17%	18%	18%	14%	20%	11%	13%	23.9% A D	18%	14%	16%
Managers and Coordinators	15%	16%	16%	13%	18%	13%	11%	20.8% A	13%	13%	25.2% A D
Senior Roles	15%	17%	16%	13%	14%	15%	15%	16%	20%	14%	9%
Specialists and Analysts	13%	12%	11%	9%	8%	12%	13%	12%	12%	13%	13%
Assistant and Associate Directors	11%	10%	9%	10%	10%	11%	14.2% B	7%	7%	12.9% B	8%
Financial Roles	4%	2%	7%	3%	6%	2%	3%	6.5% A	1%	5%	6%
Other	2%	2%	1%	2%	2%	3%	1%	2.3% A	3.6% A	4.5% A	1%

Q1. What is your current title?

# Job Titles

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:						
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years
n	2441	A 542	B 495	C 428	D 412	E 269	F 155	G 133	A 579	B 732	C 360	D 199	E 240	F 171	G 143
Directors and Executive Roles	22%	8%	17.4% A	19.6% A	28.4% A B	33.5% A B C	36.8% A B C	41.4% A B C	18%	18%	26%	29.6% A B	25%	28%	25%
Administrators and Officers	17%	29.3% B C D E F G	15%	15%	14%	9%	14%	15%	20%	18%	17%	12%	13%	16%	18%
Managers and Coordinators	15%	14%	18.8% F G	18.7% G	15%	15%	8%	5%	17%	17%	13%	16%	13%	12%	11%
Senior Roles	15%	10%		16.8% A	17% A	19.3% A	16%	14%	16%	14%	15%	15%	16%	19%	16%
Specialists and Analysts	13%	24.4% B C D E F G	12%	9%	8%	7%	7%	8%	15.7% E F	14.9% E F	10%	10%	7%	5%	13%
Assistant and Associate Directors	11%	5%	12.7% A	14% A	13.6% A	11.2% A	10%	10%	7%	11%	12%	13%	16.7% A	12%	10%
Financial Roles	4%	6.5% D	6%	4%	2%	4%	4%	2%	5%	4%	4%	3%	5%	6%	2%
Other	2%	3%	1%	1%	1%	1%	3%	4%	1%	2%	3%	2%	1%	1%	4%

Q1. What is your current title?

# Job Titles

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure
		A	B	C	D	E	F	A	B	C	D	E	F	G
n	2441	1965	15	25	211	98	120	908	400	121	164	223	67	62
Directors and Executive Roles	22%	22%	13%	16%	19%	18%	22%	17%	22%	33.9% A G	24%	36.8% A B G	32.8% A G	8%
Administrators and Officers	17%	17%	0%	24%	15%	19%	21%	17%	18%	17%	15%	14%	10%	32.3% E F
Managers and Coordinators	15%	14%	13%	12%	24.2% A	14%	14%	16.2% E	12%	15%	14%	7%	19%	15%
Senior Roles	15%	14%	13%	8%	22%	12%	19%	18.8% C E	14%	5%	9%	10%	10%	5%
Specialists and Analysts	13%	13%	27%	20%	8%	18%	13%	11%	12%	14%	17%	12%	16%	23%
Assistant and Associate Directors	11%	12.4% D	7%	0%	3%	6%	4%	13%	15%	10%	15%	13%	3%	5%
Financial Roles	4%	4%	7%	8%	6%	3%	1%	5%	5%	3%	4%	3%	5%	10%
Other	2%	1%	13.3% A	12% A	2%	5%	3%	1%	2%	0%	2%	3%	3%	2%

Q1. What is your current title?

# Job Titles

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
		A	B	C	D	E	F	G	A	B	C	D
n	2441	7	1309	552	318	25	181	56	460	685	702	482
Directors and Executive Roles	22%	0%	23%	21%	20%	40%	33%	34%	22%	20%	24%	21%
Administrators and Officers	17%	29%	17%	19%	15%	16%	16%	9%	17%	19%	15%	19%
Managers and Coordinators	15%	0%	12%	18%	18%	8%	8%	16%	15%	15%	14%	16%
Senior Roles	15%	43%	14%	17%	14%	12%	13%	16%	16%	16%	15%	14%
Specialists and Analysts	13%	14%	15%	6%	15%	4%	16%	11%	9%	12%	14%	15.4% A
Assistant and Associate Directors	11%	14%	12%	14%	12%	12%	11%	13%	11.5% D	12% D	13.1% D	6%
Financial Roles	4%	0%	5%	4%	5%	4%	2%	2%	5%	4%	3%	5%
Other	2%	0%	2%	1%	2%	0%	1%	0%	2%	2%	1%	2%

Q1. What is your current title?

# Research Administration Concentrations & Primary Setting of Employment

	Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
		Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
		A	B	C	D	E	A	B	C	D	E	
	n	2433	1558	1407	723	927	497	1098	816	167	224	127
Q2. What research administration concentration(s) do you work in?	Pre-Award	64%	100% BCD	71%	73%	69%	54%	63%	63%	81.4% A B D E	63%	62%
	Post-Award	58%	64%	100% ACD	73%	69.5% A	44%	51%	64.2% A	77.8% A B D E	59%	52%
	Regulatory Compliance	30%	34%	37.4% A	100% ABD	37%	36%	32.4% B E	24%	50.9% A B D E	30.8% E	14%
	Department Administration	38%	41%	45.8% A	47% A	100% ABC	29%	14%	67.8% A C D E	45.5% A	44.2% A	32.3% A
	Other (please specify)	20%	17%	16%	24.8% ABD	16%	100%	23.3% B	12%	29.3% B	33% A B E	18%
Q3. Which of the following organizational units best matches the primary setting of your employment?	n	2435	1558	1406	723	927	497	1100	817	167	224	127
	Central office	45%	44.4% BD	39.4% D	49.2% ABD	17%	52%	100%	0%	0%	0%	0%
	Department	34%	32.8% C	37.3% AC	27%	59.7% ABC	19%	0%	100%	0%	0%	0%
	No specific area (work cradle to grave in research administration)	7%	8.7%	9%	11.8% AD	8.2%	10%	0%	0%	100%	0%	0%
	Other (please specify)	9%	9%	9%	10%	11%	15%	0%	0%	0%	100%	0%
	Shared services	5%	5.1% C	4.7% C	2.5%	4.4% C	5%	0%	0%	0%	0%	100%

# Research Administration Concentrations & Primary Setting of Employment

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:							
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years	
Q2. What research administration concentration(s) do you work in?	n	2433	540	494	428	411	269	154	133	577	731	360	198	240	171	142
	Pre-Award	64%	57%	64%	65%	66%	66%	73.4% A	71%	63%	63%	59%	71%	71%	58%	68%
	Post-Award	58%	54%	55%	56%	61%	63%	65%	63%	58%	57%	51%	63%	60%	55%	68.3% C
	Regulatory Compliance	30%	22%	24%	26%	32.8% A	41.3% A B	46.1% A B	43.6% A B C	23%	27%	31%	39.4% A B	34.6% A	38.6% A	39.4% A
	Department Administration	38%	35%	38%	42%	38%	38%	40%	39%	36%	39%	39%	45%	39%	33%	42%
	Other (please specify)	20%	17%	19%	21%	23%	23%	20%	29.3% A	17%	20%	24%	19%	25%	22%	19%
	n	2435	541	494	428	412	269	154	133	578	731	359	199	240	171	143
	Central office	45%	39%	45%	45%	46%	51.7% A	48%	55.6% A	43%	45%	49%	45%	40%	56.1% E	41%
Q3. Which of the following organizational units best matches the primary setting of your employment?	Department	34%	42% D E F G	34%	34%	32%	26%	27%	25%	36%	33%	32%	34%	36%	26%	38%
	No specific area (work cradle to grave in research administration)	7%	6%	7%	6%	8%	8%	8%	7%	5%	7%	8%	8%	9%	6%	9%
	Other (please specify)	9%	8%	8%	10%	10%	9%	14%	10%	10%	9%	7%	10%	10%	8%	11%
	Shared services	5%	6%	7%	5%	5%	5%	3%	3%	7%	6%	5%	4%	5%	4%	2%

# Research Administration Concentrations & Primary Setting of Employment

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?							
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure	
		A	B	C	D	E	F	A	B	C	D	E	F	G	
	n	2433	1962	15	25	211	97	120	906	400	121	164	222	67	62
Q2. What research administration concentration(s) do you work in?	Pre-Award	64%	64%	60%	56%	65%	63%	64%	67.8% B D	56%	65%	54%	73.9% B D	64%	57%
	Post-Award	58%	57%	40%	60%	64%	70%	60%	57%	53%	62%	47%	60%	64%	68%
	Regulatory Compliance	30%	28%	47%	60% A D	28%	44.3% A	43.3% A	24%	28%	25%	29%	42.8% A B C G	43.3% A G	16%
	Department Administration	38%	36%	27%	36%	52.6% A	42%	45%	42.8% B D E	29%	45.5% B D E	22%	24%	40%	39%
	Other (please specify)	20%	20%	53.3% A D E	24%	19%	16%	31.7% A	17%	23%	15%	26%	19%	25%	21%
	n	2435	1965	15	24	211	97	120	908	400	121	164	223	67	62
Q3. Which of the following organizational units best matches the primary setting of your employment?	Central office	45%	47.9% D E	13%	25%	36%	31%	37%	38%	58.5% A G	54.5% A G	66.5% A G	60.1% A G	48%	29%
	Department	34%	33%	7%	29%	45.5% A B	35%	32%	41.7% B D E	23%	28.9% E	20%	14%	35.8% E	58.1% B C D E
	No specific area (work cradle to grave in research administration)	7%	5%	26.7% A	29.2% A	10%	22.7% A D	13.3% A	4%	2%	5%	4%	17% A B C D G	6%	2%
	Other (please specify)	9%	9.7% D	40% A D E F	8%	3%	7%	10%	11%	12%	9%	5%	6%	9%	5%
	Shared services	5%	5%	13%	8%	7%	4%	8%	6%	5%	3%	5%	2%	2%	7%

# Research Administration Concentrations & Primary Setting of Employment

Q2. What research administration concentration(s) do you work in?

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
		A	B	C	D	E	F	G	A	B	C	D
n	2433	7	1307	552	318	25	181	54	460	683	701	481
Pre-Award	64%	57%	63.4%	67%	63.2%	72%	72.9% BD	67%	67%	66%	61%	64%
Post-Award	58%	57%	55.2%	61.6% BDF	49.4%	44%	45.9%	57%	59%	59%	56%	58%
Regulatory Compliance	30%	29%	27%	30%	27%	24%	34%	37%	28%	27%	28%	37% A B C
Department Administration	38%	57%	34.4%	41.8% BDF	30.2%	32%	30.4%	35%	36%	40%	37%	37%
Other (please specify)	20%	43%	19.5%	19.7%	25.5% BC	32%	25%	41%	19%	19%	21%	23%
n	2435	7	1309	552	318	25	181	56	460	684	701	482
Central office	45%	43%	50.6% C	41.5%	50.9% C	56%	58% C	46%	49.3% B	39%	48.5% B	46.7% B
Department	34%	29%	30.7% F	37.9% BDF	25.5% C	20%	22.1%	29%	32%	38.6% C	30%	32%
No specific area (work cradle to grave in research administration)	7%	0%	4.2%	7.2% BD	1.9%	16%	5.5% D	9%	6%	8.6% C	5%	8%
Other (please specify)	9%	29%	10.2% C	6.9%	15.4% BC	4%	10%	13%	9%	8%	11%	8%
Shared services	5%	0%	4.3%	6.5% B	6%	4%	4%	4%	4%	6%	5%	5%



\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Total Experience in Research Administration & Current Position

Q4. How many years have you been working in the field of research administration:

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?				
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services
<i>n</i> 2438	A 22%	B 20%	C 21%	D 16%	E 21%	A 18%	B 19%	C 27.8% D 20%	E 19%	A 19%
0-5 years	22%	20%	21%	16%	21%	18%	19%	A 27.8%	E 19%	A 19%
6-10 years	20%	20%	19%	16%	20%	19%	20%	B 20%	E 17%	B 26%
11-15 years	18%	18%	17%	16%	19%	18%	17%	C 18%	E 16%	C 18%
16-20 years	17%	17%	18%	19%	17%	19%	17%	D 16%	E 19%	D 18%
21-25 years	11%	11%	12%	15%	11%	13%	12.6% B 9%	E 13%	D 11%	E 11%
26-30 years	6%	7%	7%	10%	7%	6%	7%	B 5%	C 8%	B 10%
30+ years	6%	6%	6%	8%	6%	8%	7%	C 4%	D 5%	C 6%
<i>n</i> 2437	A 24%	B 23%	C 24%	D 18%	E 22%	A 20%	B 23%	C 25%	D 17%	E 25%
0-1 year	24%	23%	24%	18%	22%	20%	23%	E 25%	C 17%	B 30.7%
2-3 years	30%	30%	30%	27%	30%	30%	30%	D 29%	E 29%	C 31%
4-5 years	15%	14%	13%	15%	15%	18%	16%	B 14%	C 17%	A 12%
6-7 years	8%	9%	9%	11%	10%	7%	8%	D 8%	E 9%	B 9%
8-10 years	10%	11%	10%	12%	10%	12%	9%	C 11%	A 13%	D 11%
11-15 years	7%	6%	7%	9%	6%	8%	9%	B 6%	C 7%	E 6%
15+ years	6%	6%	7%	8%	6%	5%	5%	D 7%	E 8%	C 7%

# Total Experience in Research Administration & Current Position

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:							
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years	
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	
Q4. How many years have you been working in the field of research administration:	n	2438	542	495	428	412	269	155	133	579	732	360	199	240	171	143
	0-5 years	22%	100%	0%	0%	0%	0%	0%	39.4% B C D E F G	30.7% C D E F G	19.7% D E F G	2%	1%	2%	1%	
	6-10 years	20%	0%	100%	0%	0%	0%	0%	22.8% F G	23.9% F G	22.2% F G	25.6% F G	21.3% F G	1%	1%	
	11-15 years	18%	0%	0%	100%	0%	0%	0%	16%	16%	21%	22%	20%	27.5% A B	0%	
	16-20 years	17%	0%	0%	0%	100%	0%	0%	11%	15%	17%	22.1% A	24.2% A B	21.6% A	26.6% A B	
	21-25 years	11%	0%	0%	0%	0%	100%	0%	0%	7%	7%	9%	13.6% B	15% A B	24.6% A B C	
	26-30 years	6%	0%	0%	0%	0%	0%	100%	0%	2%	5%	6%	6%	9.6% A	9.4% A	
	30+ years	6%	0%	0%	0%	0%	0%	0%	100%	1%	3%	4.7% A	8.5% A B	9.2% A B	14% A B C	
Q5. How many years have you been in your current position:	n	2437	542	495	428	411	269	155	133	579	732	360	199	240	171	143
	0-1 year	24%	42.1% B C D E F G	26.7% D E F G	22.2% F G	15%	15%	9%	6%	100%	0%	0%	0%	0%	0%	0%
	2-3 years	30%	41.5% C D E F G	35.4% E G	27%	27%	19%	23%	15%	0%	100%	0%	0%	0%	0%	0%
	4-5 years	15%	13%	16%	18%	15%	12%	14%	13%	0%	0%	100%	0%	0%	0%	0%
	6-7 years	8%	1%	10.3% A	10.3% A	10.7% A	10% A	7.7% A	12.8% A	0%	0%	0%	100%	0%	0%	0%
	8-10 years	10%	1%	10.3% A	11% A	14.1% A	13.4% A	14.8% A	16.5% A	0%	0%	0%	0%	100%	0%	0%
	11-15 years	7%	1%	0%	11% A B	9% A B	15.6% A B	10.3% A B	18% A B	0%	0%	0%	0%	0%	100%	0%
	15+ years	6%	0%	0%	0%	9.2% A B	15.6% A B	21.3% A B D	18.8% A B	0%	0%	0%	0%	0%	0%	100%

\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Total Experience in Research Administration & Current Position

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?							
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure	
		A	B	C	D	E	F	A	B	C	D	E	F	G	
	n	2438	1965	15	25	211	98	120	908	400	121	164	223	67	62
Q4. How many years have you been working in the field of research administration:	0-5 years	22%	23%	13%	20%	20%	26%	15%	20%	23%	22%	31.1% A	28%	13%	38.7% A F
	6-10 years	20%	21%	7%	12%	23%	25%	13%	21%	21%	22%	18%	17%	21%	19%
	11-15 years	18%	18%	20%	16%	20%	11%	12%	18%	18%	18%	16%	19%	21%	11%
	16-20 years	17%	17%	13%	20%	13%	17%	23%	18%	18%	19%	17%	13%	18%	16%
	21-25 years	11%	11%	27%	16%	11%	9%	18%	12%	7%	7%	13%	11%	15%	7%
	26-30 years	6%	6%	20%	0%	8%	7%	8%	7%	8%	6%	2%	4%	5%	3%
Q5. How many years have you been in your current position:	30+ years	6%	5%	0%	12%	6%	4%	10%	5%	6%	6%	3%	7%	8%	5%
	n	2437	1964	15	25	211	98	120	907	400	121	164	223	67	62
	0-1 year	24%	24%	27%	12%	24%	24%	20%	25%	24%	25%	20%	24%	24%	19%
	2-3 years	30%	30%	40%	24%	28%	38%	27%	29%	29%	30%	38%	27%	25%	42%
	4-5 years	15%	15%	13%	20%	14%	10%	12%	17%	15%	14%	15%	12%	12%	16%
	6-7 years	8%	8%	0%	4%	9%	10%	8%	8%	10%	8%	7%	8%	12%	2%
Q6. What is your current position:	8-10 years	10%	9%	20%	4%	13%	10%	13%	9%	10%	9%	7%	14%	9%	8%
	11-15 years	7%	7%	0%	24% A E	8%	4%	11%	7%	6%	8%	5%	9%	8%	3%
	15+ years	6%	6%	0%	12%	4%	3%	10%	5%	6%	6%	8%	5%	10%	8%



SOCIETY OF  
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ADMINISTRATORS  
INTERNATIONAL



\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Total Experience in Research Administration & Current Position

Q4. How many years have you been working in the field of research administration:

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
n	2438	7	1309	552	318	25	181	56	460	685	702	482
0-5 years	22%	29%	24%	20%	24%	20%	24%	5%	23%	21%	23%	23%
6-10 years	20%	43%	21%	19%	21%	16%	17%	18%	21%	20%	19%	19%
11-15 years	18%	0%	18%	18%	18%	20%	21%	21%	20%	15%	20%	17%
16-20 years	17%	14%	16%	18%	18%	24%	11%	23%	15%	18%	17%	18%
21-25 years	11%	14%	10%	12%	12%	16%	16%	20%	8%	12%	10%	13%
26-30 years	6%	0%	6%	7%	4%	4%	7%	7%	6%	6%	6%	6%
30+ years	6%	0%	5%	6%	3%	0%	5%	5%	7%	7%	4%	4%
n	2437	7	1308	552	317	25	181	56	460	685	701	482
0-1 year	24%	14%	25%	22%	26%	24%	23%	11%	24%	23%	24%	24%
2-3 years	30%	43%	28%	32%	33%	52%	29%	21%	25%	29%	32%	34.9% A
4-5 years	15%	29%	16%	16%	14%	8%	17%	16%	17%	15%	16%	12%
6-7 years	8%	0%	8%	8%	10%	0%	7%	18%	8%	9%	7%	8%
8-10 years	10%	0%	9%	10%	7%	0%	9%	11%	10%	11%	9%	9%
11-15 years	7%	0%	7%	5%	8%	12%	7%	9%	9%	6%	8%	6%
15+ years	6%	14%	6%	6%	4%	4%	8%	13%	5%	7%	5%	6%

# Type of Institution & Academic Institution

Q6. At what type of institution do you work

	Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
		Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
	<i>n</i>	2436	1557	1406	723	927	497	1099	817	167	224	127
Academic institution		81%	80.7% CD	79%	75.4%	76.4%	78%	85.7% B C E	78.5% C	58%	84.8% C	74.8% C
Commercial		1%	1%	0%	1%	0%	2%	0%	0%	2.4% A B	2.7% A B	2%
Government		1%	0.9%	1%	2.1% A	1%	1%	1%	1%	4.2% A B	1%	2%
Hospital or medical center		9%	8.9%	10%	8.3%	12% AC	8%	7%	11.8% A D	12% D	3%	11% D
Non-profit foundation		4%	3.9%	5%	5.9% A	4%	3%	3%	4%	13.2% A B D E	3%	3%
Other (please specify)		5%	5%	5%	7%	6%	8%	4%	5%	9.6% A	5%	8%
Unsure		0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%
	<i>n</i>	1945	1247	1098	538	698	382	934	632	96	188	95
Q7. Which of the four below best describes your academic institution?												
R1 research institution with medical school		47%	49.2% CD	47.1% CD	40%	55.6% C	41%	37%	60% A C	34%	52.7% A C	58.9% A C
R1 research institution without medical school		21%	18%	19%	21%	17%	24%	25.1% B C	15%	8%	25% B C	19%
Predominantly Undergraduate Institution (PUI)		12%	13.2% D	12.2% D	17.7% ABD	7.6%	11%	14.3% B	5%	39.6% A B D E	7%	5%
R2 research institution without medical school		8%	7%	7%	8.7% D	5.2%	11%	11.7% B D	5%	6%	4%	8%
R2 research institution with medical school		6%	6%	7%	6%	8%	5%	7%	6%	6%	6%	3%
Other (please specify)		3%	3%	3.9%	5.4% B	4%	5%	3%	4%	4%	3%	1%
Unsure		3%	3%	4%	2%	3%	3%	2%	5.7% A	1%	2%	4%



\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Type of Institution & Academic Institution

Q6. At what type of institution do you work

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:							
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years	
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	
	n	2436	542	495	428	411	269	154	133	579	730	360	199	240	171	143
Academic institution	Academic institution	81%	83%	81%	83%	81%	77%	77%	77%	82%	81%	83%	80%	77%	77%	80%
	Commercial	1%	0%	0%	1%	1%	2%	2%	0%	1%	1%	1%	0%	1%	0%	0%
	Government	1%	1%	1%	1%	1%	2%	0%	2%	1%	1%	1%	1%	0%	3.5%	A
	Hospital or medical center	9%	8%	10%	10%	7%	9%	10%	9%	9%	8%	8%	9%	11%	9%	6%
	Non-profit foundation	4%	5%	5%	3%	4%	3%	5%	3%	4%	5%	3%	5%	4%	2%	2%
	Other (please specify)	5%	3%	3%	3%	7%	8%	7%	9%	4%	4%	4%	5%	6%	8%	8%
	Unsure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%
	n	1945	444	395	351	330	205	117	102	467	582	296	160	182	131	115
Q7. Which of the four below best describes your academic institution?	1-R1 research institution with medical school	47%	40%	49%	48%	48%	52%	51%	42%	49%	45%	51%	46%	43%	47%	40%
	2-R1 research institution without medical school	21%	21%	21%	21%	21%	14%	27%	24%	21%	20%	20%	24%	22%	18%	22%
	5-Predominantly Undergraduate Institution (PUI)	12%	14%	10%	12%	9%	12%	8%	15%	11%	11%	9%	11%	17%	16%	10%
	4-R2 research institution without medical school	8%	12%	7%	7%	8%	11%	3%	5%	7%	11%	8%	7%	7%	6%	11%
	3-R2 research institution with medical school	6%	6%	7%	6%	7%	4%	6%	7%	6%	6%	6%	6%	6%	8%	6%
	6-Other (please specify)	3%	2%	4%	4%	4%	5%	3%	5%	3%	3%	3%	5%	3%	4%	6%
	Unsure	3%	5%	3%	2%	3%	2%	2%	3%	3%	5%	3%	1%	3%	2%	4%

# Type of Institution & Academic Institution

Q6. At what type of institution do you work

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure
		A	B	C	D	E	F	A	B	C	D	E	F	G
n	2436	1965	15	25	211	98	120	907	400	121	164	223	67	62
Academic institution	81%	100%	0%	0%	0%	0%	0%	100%	100%	100%	100%	100%	100%	100%
Commercial	1%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Government	1%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Hospital or medical center	9%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Non-profit foundation	4%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%
Other (please specify)	5%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%
Unsure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
n	1945	1943	0	0	0	0	1	908	400	121	164	223	67	62
1-R1 research institution with medical school	47%	47%	0%	0%	0%	0%	100%	100%	0%	0%	0%	0%	0%	0%
2-R1 research institution without medical school	21%	21%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%
5-Predominantly Undergraduate Institution (PUI)	12%	12%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%
4-R2 research institution without medical school	8%	8%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%
3-R2 research institution with medical school	6%	6%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%
6-Other (please specify)	3%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
Unsure	3%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%

# Type of Institution & Academic Institution

Q6. At what type of institution do you work

	Total	What is the classification of your academic institution? Check all that apply:							Region				
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West	
		A	B	C	D	E	F	G	A	B	C	D	
	n	2436	7	1308	552	318	25	181	56	460	685	701	482
Q6. At what type of institution do you work	Academic institution	81%	100%	100%	100%	100%	100%	100%	83.9% B D	76%	87.4% B D	75%	
	Commercial	1%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	
	Government	1%	0%	0%	0%	0%	0%	0%	0%	1%	2%	1%	
	Hospital or medical center	9%	0%	0%	0%	0%	0%	0%	10%	10.5% C	6%	9%	
	Non-profit foundation	4%	0%	0%	0%	0%	0%	0%	3%	5.1% C	1%	7.5% A C	
	Other (please specify)	5%	0%	0%	0%	0%	0%	0%	3%	6%	4%	8.1% A C	
	Unsure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
	n	1945	7	1308	551	318	25	181	56	387	521	613	362
Q7. Which of the four below best describes your academic institution?	1-R1 research institution with medical school	47%	14%	44.7% F	52.1% BF	48.7% F	32%	33.1%	41%	51.7% C D	53.4% C D	42%	39%
	2-R1 research institution without medical school	21%	0%	21.8% C	17.6%	33.6% CF	4%	18.2%	14%	15%	22%	27.4% A D	16%
	5-Predominantly Undergraduate Institution (PUI)	12%	0%	11%	13.1%	2.2%	16%	18.8% BD	25%	11%	9%	10%	16.9% B C
	4-R2 research institution without medical school	8%	0%	10.2% C	4.7%	8.5% C	36%	18.8% BCD	7%	7%	5%	7%	18% A B C
	3-R2 research institution with medical school	6%	14%	6.6% D	5%	3.5%	4%	6%	5%	8.8% B	4%	8%	4%
	6-Other (please specify)	3%	14%	3%	3%	2%	4%	6%	5%	3%	3%	3%	4%
	Unsure	3%	57%	2.4%	4%	2%	4%	0%	2%	4%	4%	3%	2%

# Classification of Institution & Amount of Research Expenditure

Q8. What is the classification of your academic institution?

	Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
		Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
		A	B	C	D	E	A	B	C	D	E	
	n	1946	1248	1099	539	699	383	934	633	96	188	95
Public		67%	66%	66%	66%	64%	67%	70.9% B	64%	57%	71%	59%
Private		28%	30%	31%	30%	33%	29%	25%	33% A D	41.7% A D	20%	37.9% A D
Land Grant		16%	16%	14%	16%	14%	21%	17%	13%	6%	26.1% B C	21.1% C
Minority-serving, not HBCU		9%	10.6% B	7.6%	11.3% BD	7.9% C	12%	11.2% B	6%	10%	10%	8%
HBCU		1%	1%	1%	1%	1%	2%	2%	1%	4%	1%	1%
Other		3%	3%	3%	4%	3%	6%	3%	3%	5%	4%	2%
Unsure		0%	0%	0%	0%	1%	1%	0%	0%	0%	1%	0%
	n	2341	1505	1353	694	883	474	1062	778	160	216	123
\$10 million to \$25 million		6%	6%	6%	7.1% D	4.6%	6%	7.7% B	2%	10.6% B	5.6% B	5.7% B
\$101 million to \$250 million		11%	9%	11%	11%	11%	14%	12.8% B C	8%	4%	15.3% B C	11%
\$251 million to \$500 million		14%	14%	13%	11%	11%	17%	15%	11%	11%	16%	17%
\$26 million to \$50 million		6%	6%	6%	7.3% D	4.5%	5%	8.9% B	3%	6%	4%	3%
\$501 million to \$1 billion		12%	13%	11.3%	12%	14.2% B	11%	11.8% C	13.4% C	4%	16.7% C	11%
\$51 million to \$100 million		7%	7%	6%	6%	6%	7%	9.2% B	4%	7%	4%	3%
Less than \$10 million		9%	9.8%	9.8%	15.3% ABD	7.9%	11%	9.9% B	5%	26.9% A B D E	8%	6%
Over \$1 billion		15%	17%	17%	15%	16%	12%	12%	19.3% A C	8%	18.1% C	19.5% C
Unsure		21%	19.3% C	20.3% C	15.9% AB	24.8% ABC	17%	13%	34.3% A C D	22.5% A	13%	24.4% A

# Classification of Institution & Amount of Research Expenditure

Q8. What is the classification of your academic institution?

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:							
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years	
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	
	n	1946	444	395	352	330	205	117	102	466	583	297	160	182	131	115
	Public	67%	71%	69%	68%	63%	63%	63%	68%	70%	64%	70%	64%	66%	73%	66%
	Private	28%	25%	27%	28%	30%	33%	35%	30%	26%	30%	29%	28%	31%	23%	30%
	Land Grant	16%	17%	17%	17%	18%	18%	11%	9%	17%	18%	15%	19%	12%	19%	10%
	Minority-serving, not HBCU	9%	10%	8%	11%	6%	14%	10%	9%	9%	9%	10%	8%	9%	10%	13%
	HBCU	1%	1%	1%	1%	2%	2%	1%	0%	1%	2%	1%	0%	0%	2%	1%
	Other	3%	1%	3%	3%	3.9% A	5.4% A	3%	3%	1%	2%	3%	6.3% A	3%	4%	6%
	Unsure	0%	1%	1%	0%	0%	1%	0%	0%	0%	1%	1%	0%	0%	0%	1%
	n	2341	522	469	414	398	259	146	129	553	703	350	188	228	168	138
	\$10 million to \$25 million	6%	5%	4%	4%	6%	10% B C	6%	7%	5%	6%	3%	7%	5%	9%	7%
	\$101 million to \$250 million	11%	9%	12%	11%	10%	11%	14%	12%	10%	10%	13%	13%	9%	11%	10%
	\$251 million to \$500 million	14%	12%	12%	14%	17%	14%	12%	12%	14%	12%	16%	13%	14%	14%	12%
	\$26 million to \$50 million	6%	6%	6%	8%	4%	7%	9%	6%	4%	7%	4%	7%	8%	8%	9%
	\$501 million to \$1 billion	12%	7%	15.4% A	12%	13.3% A	11%	17.8% A	15.5% A	11%	12%	13%	15%	12%	12%	13%
	\$51 million to \$100 million	7%	7%	6%	9%	6%	4%	8%	8%	7%	6%	7%	4%	8%	8%	5%
	Less than \$10 million	9%	10%	8%	9%	7%	10%	9%	9%	8%	9%	9%	9%	13%	8%	9%
	Over \$1 billion	15%	9%	15%	17.6% A	17.8% A	20.1% A	14%	14%	15%	15%	15%	15%	16%	14%	15%
	Unsure	21%	34.9% B C D E F G	22%	16%	18%	13%	11%	17%	26% E	23%	19%	17%	15%	16%	20%

# Classification of Institution & Amount of Research Expenditure

Q8. What is the classification of your academic institution?

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?							
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure	
		A	B	C	D	E	F	A	B	C	D	E	F	G	
n	1946	1945	0	0	0	0	0	907	400	121	164	223	67	62	
Public	67%	67%	0%	0%	0%	0%	0%	65%	71.3% G	71%	81.1% A E G	65%	66%	50%	
Private	28%	28%	0%	0%	0%	0%	0%	31.6% D	24%	23%	16%	32.3% D	28%	35.5% D	
Land Grant	16%	16%	0%	0%	0%	0%	0%	17.1% E	26.8% A C E F	9%	16.5% E	3%	8%	10%	
Minority-serving, not HBCU	9%	9%	0%	0%	0%	0%	0%	7%	8%	8%	20.7% A B	15.2% A	15%	0%	
HBCU	1%	1%	0%	0%	0%	0%	0%	1%	0%	1%	5.5% A B	2%	2%	2%	
Other	3%	3%	0%	0%	0%	0%	0%	3%	2%	3%	2%	6%	5%	2%	
Unsure	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	2%	6.5% A	
n	2341	1889	13	21	203	94	118	878	397	119	158	217	63	57	
\$10 million to \$25 million	6%	6%	0%	10%	3%	9%	9%	1%	3%	7.6% A	17.1% A B	19.4% A B	9.5% A	7% A	
\$101 million to \$250 million	11%	11%	0%	5%	11%	13%	9%	9.2% E	19.4% A E	14.3% E	10.8% E	1%	5%	10.5% E	
\$251 million to \$500 million	14%	14%	23%	0%	14%	4%	10%	16.4% D E	24.9% A C D E G	5.9% E	6.3% E	1%	9.5% E	2%	
\$26 million to \$50 million	6%	6%	8%	5%	5%	12%	9%	1%	3%	15.1% A B	24.1% A B E G	10.6% A B	7.9% A	2%	
\$501 million to \$1 billion	12%	13%	0%	0%	8%	6%	9%	20.3% C D G	14.4% C D	3%	2%	0%	11.1% D	4%	
\$51 million to \$100 million	7%	7%	8%	10%	7%	5%	9%	3%	7.3% A	25.2% A B E F G	17.7% A B E F	3%	2%	4%	
Less than \$10 million	9%	8%	30.8% A	24%	7%	24.5% A D F	9%	1%	0%	5% A B	5.7% A B	50.7% A B C D F G	25.4% A B C D G	2%	
Over \$1 billion	15%	17.1% D E	8%	14%	7%	2%	8%	30.4% B C D F G	10.1% D	6%	1%	0%	5%	10.5% D	
Unsure	21%	19%	23%	33%	36.9% A	25%	29%	18%	18%	18%	16%	14%	25%	59.6% A B C D E F	

\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Classification of Institution & Amount of Research Expenditure

Q8. What is the classification of your academic institution?

Q9. What was your institution's research expenditures in FY23?

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
		A	B	C	D	E	F	G	A	B	C	D
n	1946	7	1309	552	318	25	181	56	386	522	614	362
Public	67%	0%	100% CDF	2.4%	77% C	64%	90.6% CD	55%	75.9% B	40%	79.5% B	76% B
Private	28%	0%	1%	100% BDF	2.5% B	20%	6.1% BD	21%	21%	56.5% A C D	16%	18%
Land Grant	16%	0%	18.7% C	1.4%	100% BCF	36%	23.8% C	20%	17.9% B	12%	17.8% B	20.4% B
Minority-serving, not HBCU	9%	0%	12.5% C	2%	13.5% C	8%	100% BCD	29%	4%	2%	11.7% A B	22.7% A B C
HBCU	1%	0%	1.2%	0.9%	2.8% BC	100%	1%	5%	0%	1%	2.6% A	1%
Other	3%	0%	2%	2%	4%	12%	8.8% BCD	100%	1%	3%	3%	4.7% A
Unsure	0%	100%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%
n	2341	5	1270	540	310	24	178	56	457	680	697	482
\$10 million to \$25 million	6%	0%	5.5% D	5.6% D	1.9% BCF	4%	7.9% D	9%	4%	4%	7%	7.7% B
\$101 million to \$250 million	11%	20%	10.9% D	10% D	15.2% BC	8%	18.5% BC	14%	9%	13%	11%	9%
\$251 million to \$500 million	14%	0%	14.6%	13.3%	23.2% BCF	17%	14.6%	11%	14%	14.6% D	16.4% D	8%
\$26 million to \$50 million	6%	20%	6.8% CD	4.1%	2.6%	25%	9.6% CD	11%	7%	4%	5%	11.2% B C
\$501 million to \$1 billion	12%	0%	14.8% C	10%	19.7% BCF	0%	10.7%	7%	13%	9%	12%	16% B
\$51 million to \$100 million	7%	0%	7.4% CD	4.4%	2.9%	8%	8.4% CD	7%	6%	6%	8%	6%
Less than \$10 million	9%	20%	7% D	10.7% BD	1.3%	13%	11.8% BD	9%	11%	8%	8%	8%
Over \$1 billion	15%	20%	15.7% F	20% BF	21.3% BF	8%	5.1%	20%	19.9% C D	17.5% C	12%	12%
Unsure	21%	20%	17.2% D	21.9% BDF	11.9%	17%	13.5%	13%	17%	25% A	20%	22%

\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.



SOCIETY  
OF  
RESEARCH  
ADMINISTRATORS  
INTERNATIONAL



# Location & Work Arrangement

Q10. What work arrangement do you have?	Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
		Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
		A	B	C	D	E	A	B	C	D	E	
	n	2352	1512	1357	695	888	478	1066	781	162	217	124
Full-time in office	n	16%	15%	16.1%	19.3% A	19.4% AB	18%	15%	14%	18%	19%	15%
Fully remote	n	27%	28.2% CD	26.8% CD	20.6%	20.3%	22%	28%	25%	33%	23%	36%
Hybrid (specific schedule in office/on-site)	n	33%	33%	34%	30%	35%	29%	32%	37%	28%	30%	32%
Hybrid Flex (flexibility to come and go without a specific schedule)	n	22%	22%	21.5%	28.3% AB	24%	25%	23%	22%	19%	25%	17%
Other (please specify)	n	2%	2%	2%	1%	2%	5%	2%	2%	3%	3%	1%
	n	2329	1497	1343	686	878	470	1055	777	158	213	124
Q11. What region of the country is your organization?	Midwest	20%	21%	20%	19%	19%	18%	22%	19%	17%	19%	16%
	Northeast	29%	30%	30%	27%	31%	27%	25%	34% A	37.3% A	26%	34%
	South	30%	29%	29%	28%	30%	31%	32.2% C	27%	21%	37.6% B C	30%
	West	21%	20.7%	20.9%	25.9% ABD	20.2%	24%	21%	20%	25%	17%	20%
	n	2336	1503	1348	692	887	475	1060	777	161	214	122
Q12. Do you live in the same state as your organization?	Yes	87%	86%	87%	89%	88%	88%	87%	87%	82%	88%	84%
	No	14%	14%	13%	11%	12%	12%	13%	13%	18%	12%	16%

# Location & Work Arrangement

Q10. What work arrangement do you have?

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:																				
		0-5 years		6-10 years		11-15 years		16-20 years		21-25 years		26-30 years		30+ years		0-1 year		2-3 years		4-5 years		6-7 years		8-10 years		11-15 years		15+ years	
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	A	B	C	D	E	F	G	A	B	C	D	E	F	G
	n	2352	526	467	417	400	260	147	131	555	705	351	191	230	169	138													
	Full-time in office	16%	17%	14%	15%	16%	18%	15%	15%	13%	14%	18%	11%	17%	22%													25.4% A B D	
	Fully remote	27%	25%	30%	29%	28%	28%	19%	21%	30.1% G	29.6% G	27%	24%	27%	19%	15%													
	Hybrid (specific schedule in office/on-site)	33%	36%	33%	32%	29%	31%	39%	36%	35%	32%	32%	34%	30%	36%	33%													
	Hybrid Flex (flexibility to come and go without a specific schedule)	22%	20%	22%	22%	25%	21%	26%	24%	18%	23%	22%	29.8% A	23%	21%	22%													
	Other (please specify)	2%	2%	2%	3%	2%	2%	1%	5%	3%	1%	1%	2%	3%	2%	5.1% B													
	n	2329	523	463	411	397	255	146	131	551	701	346	189	228	165	136													
	Midwest	20%	20%	21%	22%	17%	15%	19%	24%	20%	16%	23%	20%	21%	24%	18%													
	Northeast	29%	28%	30%	25%	31%	33%	30%	38%	29%	28%	29%	34%	33%	24%	35%													
	South	30%	31%	29%	34%	31%	27%	31%	22%	30%	32%	32%	25%	28%	36%	24%													
	West	21%	21%	20%	20%	22%	25%	21%	15%	21%	24%	16%	21%	18%	16%	23%													
	n	2336	519	468	415	397	257	146	131	553	702	347	191	226	167	137													
	Yes	87%	87%	85%	86%	85%	86%	91%	94%	80%	85%	89.6% A	90.1% A	93.4% A B	89%	94.9% A B													
	No	14%	13%	15%	15%	15%	14%	9%	6%	20.3% C D E G	15.4% E G	10%	10%	7%	11%	5%													

# Location & Work Arrangement

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure
		A	B	C	D	E	F	A	B	C	D	E	F	G
n	2352	1898	13	21	204	94	119	884	398	120	159	217	63	57
Full-time in office	16%	16%	15%	24%	12%	14%	14%	9%	13%	32.5% A B	27.7% A B	28.1% A B	27% A	22.8% A
Fully remote	27%	25%	61.5% A	33%	37.3% A	30%	29%	35% B C D E F	21.4% E	11%	17%	10%	13%	29.8% C E
Hybrid (specific schedule in office/on-site)	33%	35.4% D	0%	38%	18%	31%	27%	33%	39%	31%	42%	35%	35%	30%
Hybrid Flex (flexibility to come and go without a specific schedule)	22%	21%	15%	5%	31.9% A	25%	28%	21.4% D	24.4% D	25% D	10%	20%	24%	16%
Other (please specify)	2%	2%	8%	0%	1%	1%	2%	2%	2%	1%	3%	7.4% A B	2%	2%
n	2329	1883	10	20	203	93	118	878	397	117	159	216	59	57
Midwest	20%	21%	0%	15%	22%	13%	12%	22.8% B	15%	29.1% B	16%	19%	22%	26%
Northeast	29%	28%	50%	50%	36%	38%	34%	31.7% C D	29%	18%	17%	23%	22%	35%
South	30%	32.6% D E	30%	35%	21%	11%	21%	29%	42.3% A D E	39%	26%	30%	32%	28%
West	21%	19%	20%	0%	21%	38.7% A D	33.1% A	16%	15%	14%	40.9% A B C G	28.2% A B	24%	11%
n	2336	1887	11	21	204	94	117	881	397	118	158	215	61	57
Yes	87%	88% B	46%	76%	81.9% B	81%	80%	86%	88%	90%	91%	91%	89%	90%
No	14%	12%	54.5% A D	24%	18%	19%	20%	14%	12%	10%	10%	9%	12%	11%

\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Location & Work Arrangement

	Total	What is the classification of your academic institution? Check all that apply:							Region				
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West	
		A	B	C	D	E	F	G	A	B	C	D	
	n	2352	5	1276	543	312	25	179	56	460	685	702	480
Q10. What work arrangement do you have?	Full-time in office	16%	40%	18.4% CD	10.3%	13.5%	32%	21.2% CD	21%	15% B	7%	25.5% A B D	12.7% B
	Fully remote	27%	40%	22.9%	31.9% BF	26%	4%	19%	16%	24%	32.3% A C	21%	31.7% C
	Hybrid (specific schedule in office/on-site)	33%	0%	36.8% C	31.5%	38.8% C	44%	36%	32%	34%	37%	31%	30%
	Hybrid Flex (flexibility to come and go without a specific schedule)	22%	20%	19.2%	24.7% B	21%	16%	21%	25%	25%	23%	20%	23%
	Other (please specify)	2%	0%	3%	2%	2%	4%	2%	5%	2%	1%	2%	3%
	n	2329	5	1264	540	312	25	179	56	460	685	702	482
	Midwest	20%	40%	23.2% CF	15% D	22.1% CF	4%	7.8% BCD	9%	100%	0%	0%	0%
	Northeast	29%	20%	16.5% F	54.6% BDF	19.2% F	20%	6.1% BCD	29%	0%	100%	0%	0%
	South	30%	20%	38.6% C	18.5%	34.9% C	64%	40.2% C	32%	0%	0%	100%	0%
	West	21%	20%	21.8% C	11.9%	23.7% C	12%	45.8% BCD	30%	0%	0%	0%	100%
Q11. What region of the country is your organization?	n	2336	5	1268	541	310	25	179	56	455	684	697	480
	Yes	87%	100%	91% C	79.7%	90% C	84%	94% C	95%	91.4% B	78%	91.7% B D	86.5% B
	No	14%	0%	9.1%	20%	10%	16%	6.1%	5%	9%	22.2% A C D	8%	13.5% C
Q12. Do you live in the same state as your organization?													

# Annual Salary, # of Promotions, and # of Job Changes

	Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
		Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
		A	B	C	D	E	A	B	C	D	E	
	n	2326	1494	1341	687	883	472	1053	777	159	212	123
Q13. What is your current annual salary?												
	\$20,000 - \$40,000	2%	1.7% D	3%	3%	3.2% A	3%	2%	3%	3%	1%	3%
	\$40,001 - \$70,000	17%	15%	15.8% CD	12.5% B	12.8% B	14%	14%	18%	18%	18%	20%
	\$70,001 - \$100,000	37%	39.3% C	37.7% C	28.1% ABD	36.8% C	27%	33%	44.9% AD	38%	30%	33%
	\$100,001 - \$150,000	30%	30.7%	31%	33%	34.5% A	32%	29%	29%	28%	36%	33%
	\$150,001 - \$225,000	11%	10.3%	10.2%	17.5% ABD	10.2%	17%	15.4% B	5%	11.3% B	11.3% B	11%
	> \$225,001	3%	3.3%	3.1%	6% ABD	2.5%	7%	6% B	1%	1%	3.8% B	1%
	n											
Q14. How many times have you been promoted in your career as a research administrator?	Average	2.3	2.4	2.4	2.6	2.4	2.6	2.5	2.1	2.4	2.4	2.4
	n											
Q15. How many job changes have you had in your career as a research administrator?	Average	2.4	2.5	2.5	2.7	2.5	2.6	2.5	2.1	2.3	2.6	2.5

# Annual Salary, # of Promotions, and # of Job Changes

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:								
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years		
		A	B	C	D	E	F	G	A	B	C	D	E	F	G		
	n	2326	518	464	413	397	257	145	129	551	695	346	191	230	164	136	
Q13. What is your current annual salary?	\$20,000 - \$40,000	2%	4%	3%	3%	2%	0%	1%	1%	2%	3%	2%	2%	2%	5%	2%	
	\$40,001 - \$70,000	17%	42.9% D E F G	24.9% C F	14.9% D E	10.4% D F G	4%	6%	3%	9%	24.3% C D E F G	17.7% E F	15%	9%	9%	11%	10%
	\$70,001 - \$100,000	37%	41.7% G	47.6% F G	47.6% D E	41.9% E F G	33.2% G	28%	21%	16%	44.5% C E F	40%	32%	33%	30%	31%	32%
	\$100,001 - \$150,000	30%	8%	27.6% A	33.7% A	43.3% A B	40.5% A B	46.9% A B	31% A B	19%	30.2% A B	32.1% A B	37.7% A B	39.1% A B	34.1% A B	33.8% A B	
	\$150,001 - \$225,000	11%	3%	6%	9.4% A	13.4% A B	19.5% A C	21.4% A B	28.7% A C D	8%	8%	14.7% B C	9%	15.2% B C	15.9% B C	16.9% B C	
	> \$225,001	3%	1%	1%	2%	3.8% A B	6.2% A B	6.9% A B	14.7% A C D	2%	1%	4.6% B C	9.9% A B	4.8% A B	4%	4%	
Q14. How many times have you been promoted in your career as a research administrator?	Average	2.3	0.6	1.9	2.5	3.0	3.4	3.7	4.2	2.0	2.1	2.5	2.7	2.6	2.6	2.7	
Q15. How many job changes have you had in your career as a research administrator?	Average	2.4	0.8	1.9	2.7	3.1	3.3	3.5	4.0	2.3	2.3	2.6	2.7	2.6	2.3	2.0	

# Annual Salary, # of Promotions, and # of Job Changes

Q13. What is your current annual salary?

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?							
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure	
		A	B	C	D	E	F	A	B	C	D	E	F	G	
	n	2326	1880	14	21	202	90	117	877	397	118	157	212	62	57
	\$20,000 - \$40,000	2%	2%	14.3% A D F	23.8% A D F	2%	4%	3%	1%	1%	5.1% B	2%	3%	4.8% B	8.8% A B
	\$40,001 - \$70,000	17%	18.6% D F	14%	10%	5%	14%	5%	14%	20%	17%	24.8% A	28.3% A	16%	36.8% A
	\$70,001 - \$100,000	37%	38%	7%	24%	34%	31%	35%	39%	37%	35%	34%	42%	39%	42%
	\$100,001 - \$150,000	30%	29%	43%	19%	38%	31%	31%	32.8% G	28%	33.1% G	26%	22%	19%	11%
	\$150,001 - \$225,000	11%	9%	7%	24%	16.8% A	17%	20.5% A	9%	11.8% E	7%	12%	4%	17.7% E	2%
	> \$225,001	3%	3%	14%	0%	5%	2%	6%	4%	3%	3%	1%	3%	0%	
Q14. How many times have you been promoted in your career as a research administrator?	229	167	133		2320	1870	14	21	203	92	117	870	390	118	156
		2.3	2.3	3.2	2.5	2.3	2.7	2.8	2.5	2.3	2.1	2.0	1.6	2.3	1.6
Q15. How many job changes have you had in your career as a research administrator?	228	166	134		2324	1874	14	20	203	92	118	871	392	119	156
		2.4	2.4	3.9	2.7	2.4	2.5	2.6	2.5	2.5	2.3	2.1	1.8	2.3	1.9

# Annual Salary, # of Promotions, and # of Job Changes

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
		A	B	C	D	E	F	G	A	B	C	D
n	2326	5	1264	537	311	25	177	55	456	677	697	473
\$20,000 - \$40,000	2%	20%	2%	2%	1%	0%	2%	0%	2%	1%	3.2% B	2%
\$40,001 - \$70,000	17%	20%	20.3% C	12.5%	19.6% C	24%	20.3% C	18%	18%	14%	21.2% B D	12%
\$70,001 - \$100,000	37%	0%	40%	35%	42%	32%	38%	42%	39%	37%	38%	36%
\$100,001 - \$150,000	30%	60%	26.3%	35.9% BDF	25.1%	32%	23.7%	20%	29%	34.3% C	25%	32%
\$150,001 - \$225,000	11%	0%	9%	11%	9%	4%	11%	15%	9%	12%	9%	13%
> \$225,001	3%	0%	3%	4%	3%	8%	5%	6%	3%	3%	3%	4%
Q13. What is your current annual salary?												
Q14. How many times have you been promoted in your career as a research administrator?	2.3	1.4	2.2	2.5	2.1	2.0	2.4	2.6	2.3	2.3	2.3	2.4
Q15. How many job changes have you had in your career as a research administrator?	2.4	1.8	2.3	2.5	2.3	2.0	2.3	2.4	2.2	2.5	2.4	2.5

# Appendix // Organizational Structure

Detailed results among

- > RA Concentrations,
- > Organizational Units,
- > Experience in RA,
- > Experience in current position,
- > Type of Institute,
- > Type of Academic Institution,
- > Classification of Academic Institutions,
- > Region

# Type of Reporting Structure

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
	A	B	C	D	E	A	B	C	D	E	
<i>n</i>	2236	1440	1291	666	842	454	1020	737	151	211	116
Pre-Award and Post-Award report to Research	49%	48%	50%	47%	46%	51%	52.5% B	45%	42%	52%	45%
Pre-Award reports to Research and Post-Award reports to Finance	30%	31.2% C	30%	26.9%	33.4% C	24%	30%	33.4% D	23%	22%	35%
Unsure	6%	5%	5%	6%	7%	6%	4%	9.1% A	7%	8%	9%
Other (please specify)	15%	16%	15.7%	19.5% BD	14.6%	19%	14%	12%	29.1% A B E	18%	12%

# Type of Reporting Structure

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:						
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years
		A	B	C	D	E	F	G	A	B	C	D	E	F	G
n	2236	490	454	398	376	250	141	123	527	659	337	186	222	161	132
Pre-Award and Post-Award report to Research	49%	50%	49%	50%	47%	48%	51%	47%	50%	50%	50%	55%	44%	51%	39%
Pre-Award reports to Research and Post-Award reports to Finance	30%	26%	29%	30%	35%	29%	31%	35%	30%	29%	31%	29%	28%	29%	39%
Unsure	6%	13.3%	B C D E F G	7%	4%	3%	3%	3%	8%	7%	6%	4%	5%	3%	5%
Other (please specify)	15%	11%	15%	16%	15%	19.6%	A	15%	15%	12%	15%	14%	13%	23%	A

# Type of Reporting Structure

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure
		A	B	C	D	E	F	A	B	C	D	E	F	G
n	2236	1821	12	18	193	83	106	850	382	113	154	208	62	53
Pre-Award and Post-Award report to Research	49%	49%	33%	28%	58% F	40%	40%	50.7% E	52%	55%	51%	39%	42%	42%
Pre-Award reports to Research and Post-Award reports to Finance	30%	31%	17%	39%	25%	24%	32%	32.6% E	32%	33%	27%	22%	27%	32%
Unsure	6%	6%	17%	11%	6%	6%	9%	5%	7%	3%	7%	6%	8%	17% A C
Other (please specify)	15%	14%	33%	22%	10%	30.1% A D	20%	12%	9%	10%	15%	33.2% A B C D G	22.6% B	9%

# Type of Reporting Structure

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
		A	B	C	D	E	F	G	A	B	C	D
n	2236	5	1235	514	300	24	171	53	437	647	667	460
Pre-Award and Post-Award report to Research	49%	40%	52.6% C	41.4%	54.3% C	67%	48%	47%	51.3% D	46%	56.1% B D	40%
Pre-Award reports to Research and Post-Award reports to Finance	30%	40%	28%	37.9% BDF	26.3%	25%	26.9%	26%	30%	31%	28%	33%
Unsure	6%	20%	6%	5%	8%	0%	9%	4%	5%	7%	6%	7%
Other (please specify)	15%	0%	13%	15%	11%	8%	16%	23%	13%	16.2% C	11%	19.1% C

# Perceptions on Different Situations

Lack of organization-wide consistency (re-adherence to research administration policies)

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?				
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services
	A	B	C	D	E	A	B	C	D	E
n 2240	1445	1295	671	845	456	1024	737	152	210	116
Not an issue	24%	23%	25%	22%	25%	20%	20%	29.6% A	26%	24%
Significant Issue	22%	22%	22%	24%	23%	22%	22%	21%	25%	23%
Somewhat of an issue	50%	52%	50%	51%	48%	53%	55.1% B	45%	43%	49%
Unsure	3%	3%	3%	2%	3%	3%	2%	4.3% A	4%	1%
n 2238	1445	1295	670	844	455	1022	737	152	210	116
Not an issue	28%	28%	29%	25%	26%	22%	28%	29%	26%	23%
Significant Issue	24%	23.9%	25%	27.9% A	28.3% A	28%	22%	25%	30%	28%
Somewhat of an issue	41%	41%	43%	43%	42%	43%	43%	40%	37%	43%
Unsure	5%	5.7% BCD	3.3%	2.5%	3.3%	5%	5%	5%	5%	4%
n 2235	1441	1294	671	845	454	1021	737	151	210	115
Not an issue	31%	32.3% D	32% D	33.2% D	27.1%	26%	34%	30%	36%	25%
Significant Issue	21%	21.6%	20.4%	20%	26.2% ABC	23%	18%	25% A	18%	28.1% A
Somewhat of an issue	43%	42%	43%	39%	42%	43%	44%	40%	36%	41% 57.4% BC
Unsure	3%	1.5%	1.5%	3.4% AB	3%	4%	2%	3%	1%	2%
n 2230	1438	1291	670	841	455	1020	733	151	210	115
Not an issue	38%	37.8% D	37.3% D	36.7% D	30.7%	39%	41.7% B	33%	34%	38% 37%
Significant Issue	22%	22%	21.5%	24%	25.2% B	24%	18%	25.1% A	28%	26% 22%
Somewhat of an issue	35%	35%	37%	35%	38%	32%	37%	36%	31%	32% 35%
Unsure	4%	4%	4%	3%	5%	3%	3%	6% A	5%	2% 5%
n 2230	1437	1288	667	841	454	1019	733	151	210	116
Not an issue	25%	25%	25%	24%	24%	23%	21%	30% A	30%	21% 32%
Significant Issue	33%	34%	33%	35%	35%	36%	36.6% B	27%	29%	39.5% B
Somewhat of an issue	38%	39%	38%	38%	39%	37%	39%	39%	37%	36% 36%
Unsure	3%	1.7%	3.4% A	2%	2%	2%	3%	3%	2%	2% 6%

Q17. How would you define the following situations in your institution?

\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Perceptions on Different Situations

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:							
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years	
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	
Lack of organization-wide consistency (re-adherence to research administration policies)	n	2240	488	453	398	380	250	142	125	529	658	338	186	222	163	132
	Not an issue	24%	24%	23%	25%	26%	19%	28%	29%	23%	24%	22%	26%	23%	31%	27%
	Significant Issue	22%	25.8% F	22%	22%	22%	20%	13%	18%	24%	23%	25%	25%	16%	16%	14%
	Somewhat of an issue	50%	44%	52%	49%	50%	57.6% A	57%	51%	48%	49%	51%	46%	58%	49%	58%
	Unsure	3%	5%	3%	3%	2%	2%	1%	0%	5%	3%	2%	3%	2%	2%	1%
	n	2238	487	452	398	380	250	142	125	529	657	338	185	222	163	132
	Not an issue	28%	27%	28%	25%	26%	28%	38%	36%	27%	27%	25%	29%	26%	33%	36%
Lack of streamlined organizational structure and reporting requirements for research finances, procurement, metrics, etc.	Significant Issue	24%	27%	24%	24%	25%	26%	18%	20%	25%	27%	21%	24%	24%	24%	21%
	Somewhat of an issue	41%	37%	41%	46%	45%	42%	37%	40%	39%	40%	49%	42%	46%	36%	36%
	Unsure	5%	8%	6%	5%	4%	3%	3%	1%	8%	5%	4%	5%	2%	4%	3%
	n	2235	488	452	397	378	250	141	125	527	657	338	186	220	163	132
	Not an issue	31%	33%	27%	30%	30%	34%	32%	36%	30%	31%	29%	36%	30%	31%	32%
	Significant Issue	21%	22%	23%	23%	20%	21%	16%	18%	21%	22%	24%	20%	18%	17%	
	Somewhat of an issue	43%	40%	44%	42%	46%	40%	46%	44%	44%	42%	42%	36%	44%	45%	48%
Poor communication between teams responsible for Pre- and Post-Award	Unsure	3%	3%	3%	4%	1%	3%	4%	0%	3%	2%	4%	2%	4%	3%	2%
	n	2230	485	452	395	378	250	141	125	524	656	336	185	222	163	132
	Not an issue	38%	38%	37%	35%	34%	38%	43%	48%	40%	39%	35%	36%	33%	43%	35%
	Significant Issue	22%	20%	21%	25%	23%	25%	18%	20%	18%	22%	27%	24%	23%	27%	
	Somewhat of an issue	35%	34%	36%	35%	40%	35%	35%	29%	37%	34%	34%	38%	39%	30%	36%
	Unsure	4%	6%	5%	4%	3%	2%	2%	2%	4%	5%	5%	2%	3%	2%	2%
	n	2230	483	452	396	379	250	142	124	527	651	339	186	220	163	132
No central voice for research administration issues or vision	Not an issue	38%	38%	37%	35%	34%	38%	43%	48%	40%	39%	35%	36%	33%	43%	35%
	Significant Issue	22%	20%	21%	25%	23%	25%	18%	20%	18%	22%	27%	24%	23%	27%	
	Somewhat of an issue	35%	34%	36%	35%	40%	35%	35%	29%	37%	34%	34%	38%	39%	30%	36%
	Unsure	4%	6%	5%	4%	3%	2%	2%	2%	4%	5%	5%	2%	3%	2%	2%
	n	2230	485	452	396	379	250	142	124	527	651	339	186	220	163	132
	Not an issue	25%	29%	26%	23%	23%	20%	27%	28%	27%	26%	25%	23%	21%	28%	21%
	Significant Issue	33%	29%	30%	37.9% F	38%	32%	23%	32%	31%	33%	30%	32%	37%	33%	34%
Lack of research administration capacity to assist faculty with proposal development, submissions to sponsors, and managing awards	Somewhat of an issue	38%	36%	40%	36%	35%	46%	47%	37%	36%	38%	43%	41%	39%	33%	41%
	Unsure	3%	4%	4%	3%	2%	2%	1%	1%	4%	2%	3%	4%	2%	4%	3%
	n	2230	483	452	396	379	250	142	124	527	651	339	186	220	163	132
	Not an issue	25%	29%	26%	23%	23%	20%	27%	28%	27%	26%	25%	23%	21%	28%	21%
	Significant Issue	33%	29%	30%	37.9% F	38%	32%	23%	32%	31%	33%	30%	32%	37%	33%	34%
	Somewhat of an issue	38%	36%	40%	36%	35%	46%	47%	37%	36%	38%	43%	41%	39%	33%	41%
	Unsure	3%	4%	4%	3%	2%	2%	1%	1%	4%	2%	3%	4%	2%	4%	3%

Q17. How would you define the following situations in your institution?

\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Perceptions on Different Situations

	Total	At what type of institution do you work:							Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure	
Lack of organization-wide consistency (re. adherence to research administration policies)	n	2240	1820	12	19	194	83	109	848	383	113	154	208	62	53
	Not an issue	24%	24%	8%	26%	32%	21%	23%	27.1% E	24%	20%	20%	14%	23%	30%
	Significant Issue	22%	21%	25%	26%	24%	23%	28%	20%	19%	24%	23%	26%	33.9% G	9%
	Somewhat of an issue	50%	52%	42%	42%	41%	51%	46%	50%	54%	54%	53%	57%	39%	47%
	Unsure	3%	3%	0%	0%	3%	4%	3%	3%	3%	3%	5%	2%	3%	8%
	n	2238	1818	12	19	194	83	109	847	382	113	154	208	62	53
	Not an issue	28%	28%	25%	32%	34%	27%	18%	32.1% E	26%	19%	24%	21%	27%	36%
	Significant Issue	24%	24%	25%	16%	27%	25%	27%	21%	25%	29%	26%	30.8% A	29%	17%
	Somewhat of an issue	41%	42%	25%	37%	36%	39%	49%	43%	40%	46%	45%	42%	39%	32%
	Unsure	5%	5%	0%	5%	2%	6%	4%	4%	8.9% A	4%	5%	5%	3%	9%
Lack of streamlined organizational structure and reporting requirements for research finances, procurement, metrics, etc.	n	2235	1817	11	19	193	83	109	847	382	113	154	207	62	53
	Not an issue	31%	31%	36%	53%	34%	30%	29%	29%	23%	26%	38.3% B	47.3% A B C	36%	25%
	Significant Issue	21%	21%	18%	16%	22%	24%	20%	22.9% E	24.6% E	19%	21%	12%	18%	15%
	Somewhat of an issue	43%	44%	27%	26%	37%	41%	41%	44%	47.9% E	50.4% E	36%	33%	42%	53%
	Unsure	3%	3%	0%	0%	3%	0%	5%	2%	4%	5%	3%	2%	2%	4%
	n	2230	1813	12	19	192	82	109	844	383	111	154	207	62	53
	Not an issue	38%	37%	42%	37%	45%	34%	41%	37.7% E	40.7% E	31%	42.2% E	25%	34%	36%
	Significant Issue	22%	22%	8%	16%	18%	32%	26%	21%	19%	20%	24%	32.4% A B	19%	26%
	Somewhat of an issue	35%	36%	17%	37%	33%	31%	28%	36%	35%	44%	29%	39%	42%	34%
	Unsure	4%	4%	8%	5%	4%	1%	5%	5%	4%	3%	5%	1%	3%	0%
Poor communication between teams responsible for Pre- and Post-Award	n	2230	1814	12	19	192	83	107	846	381	113	154	208	60	53
	Not an issue	25%	24%	25%	32%	34.9% A	25%	29%	27%	25%	20%	18%	17%	22%	30%
	Significant Issue	33%	33.8% D	25%	42%	22%	28%	32%	32%	32%	36%	44%	39%	35%	21%
	Somewhat of an issue	38%	39%	33%	16%	40%	39%	36%	39%	40%	40%	33%	41%	40%	38%
	Unsure	3%	3%	0%	0%	2%	4%	2%	3%	3%	2%	5%	3%	2%	6%
	n	2230	1814	12	19	192	83	107	846	381	113	154	208	60	53
	Not an issue	25%	24%	25%	32%	34.9% A	25%	29%	27%	25%	20%	18%	17%	22%	30%
	Significant Issue	33%	33.8% D	25%	42%	22%	28%	32%	32%	32%	36%	44%	39%	35%	21%
	Somewhat of an issue	38%	39%	33%	16%	40%	39%	36%	39%	40%	40%	33%	41%	40%	38%
	Unsure	3%	3%	0%	0%	2%	4%	2%	3%	3%	2%	5%	3%	2%	6%
No central voice for research administration issues or vision	n	2230	1813	12	19	192	82	109	844	383	111	154	207	62	53
	Not an issue	38%	37%	42%	37%	45%	34%	41%	37.7% E	40.7% E	31%	42.2% E	25%	34%	36%
	Significant Issue	22%	22%	8%	16%	18%	32%	26%	21%	19%	20%	24%	32.4% A B	19%	26%
	Somewhat of an issue	35%	36%	17%	37%	33%	31%	28%	36%	35%	44%	29%	39%	42%	34%
	Unsure	4%	4%	8%	5%	4%	1%	5%	5%	4%	3%	5%	1%	3%	0%
	n	2230	1813	12	19	192	82	109	844	383	111	154	207	62	53
	Not an issue	38%	37%	42%	37%	45%	34%	41%	37.7% E	40.7% E	31%	42.2% E	25%	34%	36%
	Significant Issue	22%	22%	8%	16%	18%	32%	26%	21%	19%	20%	24%	32.4% A B	19%	26%
	Somewhat of an issue	35%	36%	17%	37%	33%	31%	28%	36%	35%	44%	29%	39%	42%	34%
	Unsure	4%	4%	8%	5%	4%	1%	5%	5%	4%	3%	5%	1%	3%	0%
Lack of research administration capacity to assist faculty with proposal development, submissions to sponsors, and managing awards	n	2230	1814	12	19	192	83	107	846	381	113	154	208	60	53
	Not an issue	25%	24%	25%	32%	34.9% A	25%	29%	27%	25%	20%	18%	17%	22%	30%
	Significant Issue	33%	33.8% D	25%	42%	22%	28%	32%	32%	32%	36%	44%	39%	35%	21%
	Somewhat of an issue	38%	39%	33%	16%	40%	39%	36%	39%	40%	40%	33%	41%	40%	38%
	Unsure	3%	3%	0%	0%	2%	4%	2%	3%	3%	2%	5%	3%	2%	6%
	n	2230	1814	12	19	192	83	107	846	381	113	154	208	60	53
	Not an issue	25%	24%	25%	32%	34.9% A	25%	29%	27%	25%	20%	18%	17%	22%	30%
	Significant Issue	33%	33.8% D	25%	42%	22%	28%	32%	32%	32%	36%	44%	39%	35%	21%
	Somewhat of an issue	38%	39%	33%	16%	40%	39%	36%	39%	40%	40%	33%	41%	40%	38%
	Unsure	3%	3%	0%	0%	2%	4%	2%	3%	3%	2%	5%	3%	2%	6%

Q17. How would you define the following situations in your institution?

\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Perceptions on Different Situations

Lack of organization-wide consistency (re-adherence to research administration policies)

Lack of streamlined organizational structure and reporting requirements for research finances, procurement, metrics, etc.

Poor communication between teams responsible for Pre- and Post-Award

No central voice for research administration issues or vision

Lack of research administration capacity to assist faculty with proposal development, submissions to sponsors, and managing awards

	Total	What is the classification of your academic institution? Check all that apply:							Region				
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West	
		A	B	C	D	E	F	G	A	B	C	D	
	n	2240	5	1234	514	299	23	171	53	440	646	668	460
	Not an issue	24%	60%	23%	24%	23%	22%	21%	17%	27%	25%	23%	22%
	Significant Issue	22%	0%	20%	22%	20%	17%	22%	28%	18%	25.4%	A	22%
	Somewhat of an issue	50%	20%	53%	51%	54%	57%	54%	53%	52%	46%	51%	54.1% B
	Unsure	3%	20%	3%	3%	3%	0%	2%	2%	2%	3%	3%	3%
	n	2238	5	1232	514	299	23	171	53	440	645	667	460
	Not an issue	28%	40%	29%	26%	24%	22%	29%	23%	31%	29%	27%	25%
	Significant Issue	24%	40%	24%	23%	23%	30%	28%	28%	20%	25%	26%	25%
	Somewhat of an issue	41%	20%	40%	46.9% BF	44%	39%	36.3%	47%	44%	41%	40%	42%
	Unsure	5%	0%	6%	3.9%	8.7% C	4%	5%	2%	5%	4%	5%	6%
	n	2235	5	1230	515	299	23	171	52	439	646	666	459
	Not an issue	31%	0%	31% D	30.7% D	21.1%	35%	29.2% D	29%	37.1% C	31%	26%	32%
	Significant Issue	21%	20%	21%	21%	23%	13%	21%	19%	17%	23.7% A	24% A	19%
	Somewhat of an issue	43%	80%	43.2%	43.3%	51.5% BC	48%	46%	52%	41%	40%	45%	45%
	Unsure	3%	0%	3.3% C	1.6%	3%	0%	2%	0%	3%	3%	4%	1%
	n	2230	5	1231	510	299	23	171	53	437	644	665	458
	Not an issue	38%	60%	38%	33%	40%	39%	36%	32%	43%	35%	37%	35%
	Significant Issue	22%	20%	21%	24%	25%	22%	24%	26%	18%	25.3% A	21%	23%
	Somewhat of an issue	35%	20%	36%	38.2% D	30.1%	30%	36%	42%	35%	35%	36%	35%
	Unsure	4%	0%	4%	3%	5%	4%	4%	0%	4%	3%	4%	5%
	n	2230	5	1229	513	298	23	171	53	438	645	664	457
	Not an issue	25%	0%	23.2% F	25.5% DF	19.5%	30%	16.4%	15%	24%	27%	24%	25%
	Significant Issue	33%	60%	35%	31%	36%	39%	38%	42%	36%	29%	34%	32%
	Somewhat of an issue	38%	40%	38%	41%	42%	22%	43%	42%	37%	40%	38%	40%
	Unsure	3%	0%	3%	2%	3%	4%	2%	2%	3%	2%	3%	3%

Q17. How would you define the following situations in your institution?

\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Appendix // Roles and Responsibilities

Detailed results among

- > RA Concentrations,
- > Organizational Units,
- > Experience in RA,
- > Experience in current position,
- > Type of Institute,
- > Type of Academic Institution,
- > Classification of Academic Institutions,
- > Region

# Perception of Research Administrators' Roles and Responsibilities

Research administration roles are clearly defined in my organization.

	Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?				
		Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services
		A	B	C	D	E	A	B	C	D	E
	n 2144	1400	1248	643	809	442	981	702	142	205	112
Strongly Agree		11%	10.9% D	10%	9%	8.2%	12%	12%	9%	13%	11%
Agree		39%	38.7% D	37%	37%	33.5%	34%	42%	38%	32%	33%
Neutral		18%	18%	18%	18%	20%	17%	17%	19%	20%	15%
Disagree		24%	23.9% D	26%	27%	28.1%	28%	23%	26%	24%	28%
Strongly Disagree		7%	8%	8%	9%	10%	9%	6%	7%	10%	10%
	n 2141	1398	1248	643	809	441	979	702	142	204	112
Strongly Agree		8%	7.1% D	7%	7.5% D	4.9%	9%	8.6% B	5%	12% B	5%
Agree		24%	22% D	22.8% D	21.8% D	17.3%	22%	28.5% B	18%	23%	20%
Neutral		15%	15%	14%	15%	14%	15%	16%	13%	20%	12%
Disagree		35%	36%	36%	32.8%	39.6% C	32%	32%	40.9% A	30%	33%
Strongly Disagree		16%	17.2%	17.4%	19%	22.1% AB	19%	13%	20.5% A C	10%	25% A C E
	n 2145	1402	1250	642	809	442	982	702	143	205	111
Strongly Agree		21%	22%	21%	20%	18%	23%	21%	18%	27%	22%
Agree		43%	42%	43%	38.6%	43.8% C	40%	44%	46%	34%	39%
Neutral		15%	15%	15%	16%	16%	12%	14%	16%	14%	16%
Disagree		14%	14%	14%	15%	15%	14%	15%	14%	13%	14%
Strongly Disagree		6%	5.7%	5.8%	8.7% ABD	5.9%	9%	6%	5%	10.5% B	9%
	n 2143	1400	1248	643	808	442	980	702	143	205	111
Strongly Agree		11%	12%	11%	10%	10%	11%	10%	11%	13%	11%
Agree		35%	36%	33%	33%	34%	33%	34%	37%	33%	34%
Neutral		26%	25%	27%	25%	28%	23%	25%	27%	26%	21%
Disagree		19%	18%	20%	21%	18%	22%	21%	18%	16%	20%
Strongly Disagree		9%	9%	8%	11%	9%	10%	9%	7%	13%	13.2% B
	n 2144	1400	1249	643	809	441	980	702	143	205	112
Strongly Agree		15%	16%	14%	15%	14%	15%	15%	15%	13%	17%
Agree		40%	40%	41%	37%	41%	34%	37%	44%	37%	42%
Neutral		24%	24%	24%	24%	25%	26%	25%	23%	28%	21%
Disagree		15%	15%	16%	17%	14%	16%	16%	13%	14%	18%
Strongly Disagree		5%	5%	5%	6%	5%	8%	6%	4%	8%	2%

Q19. To what degree do you agree with the following statements about research administrator roles and responsibilities?

# Perception of Research Administrators' Roles and Responsibilities

Research administration roles are clearly defined in my organization.

Research administration roles are consistent across my organization.

The role of research administrator is considered a specialized skill set within my organization.

Research administrators are respected for the work they do within my organization.

Research administrators are considered important team members within my organization.

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:							
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years	
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	
	n	2144	462	440	377	365	238	139	119	515	628	322	176	211	152	129
Strongly Agree	11%	10%	10%	13%	13%	12%	11%	12%	11%	11%	12%	9%	14%	13%	8%	
Agree	39%	41%	39%	37%	36%	40%	42%	42%	42%	38%	35%	38%	37%	41%	43%	
Neutral	18%	19%	20%	17%	19%	14%	14%	19%	16%	20%	20%	18%	15%	17%	18%	
Disagree	24%	24%	25%	24%	25%	24%	22%	25%	24%	24%	26%	27%	26%	23%	22%	
Strongly Disagree	7%	6%	5%	9%	8%	9%	9%	3%	6%	7%	7%	10%	7%	5%	8%	
n	2141	460	440	377	365	237	139	119	514	626	322	176	211	152	129	
Strongly Agree	8%	8%	7%	7%	8%	8%	7%	9%	7%	7%	9%	6%	9%	11%	7%	
Agree	24%	25%	24%	22%	22%	22%	25%	29%	27%	23%	19%	25%	23%	30%	22%	
Neutral	15%	15%	16%	14%	15%	17%	15%	13%	15%	16%	14%	14%	15%	13%	18%	
Disagree	35%	36%	38%	36%	35%	30%	35%	31%	35%	35%	39%	31%	35%	32%	36%	
Strongly Disagree	16%	13%	13%	18%	19%	21%	17%	15%	14%	16%	18%	22%	18%	14%	14%	
n	2145	462	440	378	365	238	139	119	515	628	322	176	211	153	129	
Strongly Agree	21%	19%	20%	21%	21%	23%	22%	24%	24%	20%	18%	19%	22%	20%	20%	
Agree	43%	47%	45%	44%	42%	39%	45%	36%	45%	46%	42%	43%	38%	40%	40%	
Neutral	15%	16%	14%	13%	16%	14%	13%	17%	13%	14%	15%	14%	17%	16%	17%	
Disagree	14%	13%	15%	14%	17%	14%	13%	11%	12%	12%	18%	18%	14%	16%	12%	
Strongly Disagree	6%	4%	5%	7%	4%	9.2% A	7%	10%	4%	5%	6%	7%	8%	7%	9%	
n	2143	463	438	378	364	238	139	119	515	627	321	176	211	153	129	
Strongly Agree	11%	10%	10%	11%	12%	12%	12%	9%	12%	11%	8%	13%	12%	14%	8%	
Agree	35%	36%	35%	35%	32%	36%	37%	39%	41%	35%	34%	31%	32%	31%	29%	
Neutral	26%	27%	25%	28%	25%	24%	23%	24%	25%	26%	25%	27%	21%	25%	32%	
Disagree	19%	21%	22%	15%	20%	18%	19%	16%	15%	22%	23.4% A	17%	20%	17%	19%	
Strongly Disagree	9%	5%	8%	10.8% A	10.4% A	9%	10%	12%	6%	6%	9%	13%	13.3% A B	12%	12%	
n	2144	463	440	377	365	238	138	119	516	627	322	176	211	152	129	
Strongly Agree	15%	16%	13%	15%	16%	19%	13%	19%	16%	16%	13%	16%	18%	16%	9%	
Agree	40%	41%	41%	41%	38%	35%	41%	40%	46.3% E	40%	37%	36%	34%	39%	36%	
Neutral	24%	25%	26%	21%	23%	25%	25%	20%	22%	25%	27%	20%	25%	22%	30%	
Disagree	15%	14%	16%	15%	17%	13%	16%	12%	12%	15%	17%	19%	15%	15%	15%	
Strongly Disagree	5%	3%	5%	7%	6%	7%	5%	8%	3%	4%	6%	8.5% A	8.1% A	7%	9.3% A	

Q19. To what degree do you agree with the following statements about research administrator roles and responsibilities?

\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Perception of Research Administrators' Roles and Responsibilities

Research administration roles are clearly defined in my organization.

Research administration roles are consistent across my organization.

The role of research administrator is considered a specialized skill set within my organization.

Research administrators are respected for the work they do within my organization.

Research administrators are considered important team members within my organization.

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?							
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure	
		A	B	C	D	E	F	A	B	C	D	E	F	G	
		2144	1746	10	18	185	78	103	813	365	108	152	200	61	48
Strongly Agree	11%	11%	20%	0%	17.8% A	10%	11%	11%	10%	7%	14%	11%	5%	6%	
Agree	39%	39%	30%	50%	32%	36%	46%	40%	42%	34%	34%	42%	33%	35%	
Neutral	18%	18%	20%	6%	18%	18%	18%	18%	16%	24%	16%	17%	25%	23%	
Disagree	24%	25%	0%	33%	23%	27%	17%	24%	26%	22%	32%	23%	30%	27%	
Strongly Disagree	7%	7%	10%	6%	8%	8%	9%	7%	7%	10%	4%	8%	8%	4%	
n	2141	1743	10	18	185	78	103	812	364	108	151	200	61	48	
Strongly Agree	8%	7%	20%	0%	12%	9%	8%	6%	6%	5%	13.2% A	12%	5%	6%	
Agree	24%	23%	40%	28%	25%	23%	31%	21%	23%	24%	26%	32.5% A	21%	19%	
Neutral	15%	15%	0%	17%	18%	18%	13%	14%	15%	18%	15%	19%	12%	17%	
Disagree	35%	36%	10%	39%	28%	35%	32%	40% E	38.2% E	33%	31%	20%	34%	41.7% E	
Strongly Disagree	16%	17%	10%	11%	16%	14%	16%	18.6% E	17%	17%	14%	9%	24.6% E	8%	
n	2145	1748	9	18	185	78	103	814	366	108	152	200	61	48	
Strongly Agree	21%	20%	66.7% A C	11%	24%	26%	27%	20%	18%	18%	22%	22%	26%	15%	
Agree	43%	44%	11%	39%	43%	42%	40%	47%	45%	37%	40%	40%	31%	42%	
Neutral	15%	15%	0%	11%	14%	18%	17%	15%	15%	19%	15%	11%	18%	15%	
Disagree	14%	14.8% E	0%	22.2% E	13%	3%	13%	14%	13%	20%	16%	16%	15%	19%	
Strongly Disagree	6%	6%	11%	6%	5%	9%	4%	4%	8%	6%	6%	11% A	8%	4%	
n	2143	1746	10	18	184	78	103	813	366	108	152	200	60	48	
Strongly Agree	11%	10%	20%	11%	14%	20.5% A	14%	11%	8%	6%	13%	12%	12%	8%	
Agree	35%	35%	40%	33%	33%	27%	41%	36%	37%	29%	30%	33%	37%	40%	
Neutral	26%	26%	10%	17%	28%	27%	21%	26%	24%	31%	28%	24%	23%	19%	
Disagree	19%	20%	0%	22%	17%	14%	17%	19%	19%	24%	21%	21%	15%	21%	
Strongly Disagree	9%	9%	20%	17%	8%	10%	7%	7%	11%	10%	7%	11%	12%	8%	
n	2144	1746	10	18	185	78	103	812	366	108	152	200	61	48	
Strongly Agree	15%	14%	20%	11%	18%	28.2% A	18%	15%	12%	10%	18%	14%	20%	15%	
Agree	40%	40%	40%	28%	41%	32%	48%	43.1% E	41%	32%	33%	31%	36%	48%	
Neutral	24%	25%	20%	28%	25%	19%	18%	23%	26%	32%	25%	26%	28%	15%	
Disagree	15%	16%	0%	11%	12%	12%	15%	15%	13%	21%	20%	21%	10%	13%	
Strongly Disagree	5%	5%	10%	11%	4%	8%	3%	4%	7%	5%	5%	8%	7%	8%	

Q19. To what degree do you agree with the following statements about research administrator roles and responsibilities?

\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Perception of Research Administrators' Roles and Responsibilities

Research administration roles are clearly defined in my organization.

Research administration roles are consistent across my organization.

The role of research administrator is considered a specialized skill set within my organization.

Research administrators are respected for the work they do within my organization.

Research administrators are considered important team members within my organization.

	Total	What is the classification of your academic institution? Check all that apply:							Region				
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West	
		A	B	C	D	E	F	G	A	B	C	D	
	n	2144	5	1181	495	295	23	166	51	424	610	642	444
Strongly Agree		11%	20%	11%	11%	17%	9%	4%	11%	11%	11%	12%	
Agree		39%	0%	39%	42%	40%	39%	38%	39%	38%	39%	41%	
Neutral		18%	20%	18%	17%	17%	9%	12%	18%	20%	19%	16%	
Disagree		24%	20%	26%	22.6%	25%	30%	30.7% C	28%	23%	25%	25%	
Strongly Disagree		7%	20%	7%	6%	7%	0%	8%	12%	7%	6%	9%	
	n	2141	5	1178	495	295	23	163	51	424	610	639	444
Strongly Agree		8%	0%	7%	7.9% F	5%	17%	3.1% C	2%	6%	7%	8%	10%
Agree		24%	60%	23%	23%	19%	9%	24%	26%	27%	22%	23%	24%
Neutral		15%	0%	14.9%	16%	16%	17%	21.5% B	10%	16%	17%	14%	14%
Disagree		35%	0%	36%	36%	36%	39%	31%	39%	32%	36%	35%	38%
Strongly Disagree		16%	20%	18%	13.9%	20.7% C	9%	18%	24%	15%	16%	19.2% D	13%
	n	2145	5	1182	496	295	23	166	51	424	610	643	444
Strongly Agree		21%	20%	18.5%	22.8% B	19%	22%	16%	12%	20%	22%	20%	21%
Agree		43%	0%	43%	47%	45%	39%	43%	57%	45%	47%	40%	41%
Neutral		15%	40%	15%	13%	12%	17%	11%	2%	17%	13%	14%	16%
Disagree		14%	20%	16.1% C	11.1%	16%	17%	18.1% C	18%	13%	13%	17%	13%
Strongly Disagree		6%	20%	6%	5%	6%	0%	9.6% C	12%	4%	4%	7.8% A	7%
	n	2143	4	1182	495	295	23	166	51	424	609	642	444
Strongly Agree		11%	0%	9.1%	13.5% BDF	6.8%	9%	6%	4%	13%	12%	10%	11%
Agree		35%	50%	34%	37%	38%	39%	32%	39%	40%	35%	32%	35%
Neutral		26%	0%	27%	24%	25%	17%	31%	28%	21%	27%	26%	27%
Disagree		19%	0%	20%	18%	21%	17%	19%	18%	18%	19%	22%	17%
Strongly Disagree		9%	50%	9%	8%	8%	13%	10%	12%	8%	7%	10%	10%
	n	2144	5	1181	495	295	23	166	51	424	611	641	444
Strongly Agree		15%	0%	13.2%	18% BDF	12%	17%	11%	12%	17%	16%	14%	15%
Agree		40%	40%	40%	39%	42%	35%	37%	43%	43%	41%	35%	42%
Neutral		24%	40%	24%	25%	25%	26%	28%	26%	21%	25%	26%	23%
Disagree		15%	0%	16%	14%	14%	13%	16%	10%	12%	14%	19.3% A B	14%
Strongly Disagree		5%	20%	6%	4%	6%	4%	4%	10%	6%	4%	5%	7%

Q19. To what degree do you agree with the following statements about research administrator roles and responsibilities?

# Awareness of Certified Research Administrator Designation

	Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					How many years have you been working in the field of research administration							How many years have you been in your current position:							
		Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area	Other (please specify)	Shared services	0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years	
n	2143	A 2143	B 1401	C 1248	D 642	E 808	A 442	B 979	C 702	D 143	E 205	A 112	B 463	C 440	D 378	E 364	F 237	G 139	A 119	B 515	C 627	D 322	E 175	F 212	G 153	A 128
Yes, and I am not certified.	59%	58%	61%	59%	58%	58%	56%	60%	64%	61%	63%	74.1% B C D E F G	59%	51%	53%	50%	58%	59%	59%	62%	58%	51%	53%	60%	60%	
Yes, I am certified.	34%	36%	33%	32%	33%	30%	37.6% B	31%	29%	32%	29%	11% 32.3% A	43.9% A B	43.7% A B	45.6% A B	38.1% A	37% A	33%	32%	34%	43%	39%	31%	32%		
No	8%	5.6%	6.5%	9.2% AB	9.3% AB	11%	6%	9%	7%	7%	9%	14.9% C D E F G	9%	5%	4%	4%	4%	8%	7%	8%	5%	9%	10%	8%		
	Total	At what type of institution do you work:						Which of the following best describes your academic institution?							What is the classification of your academic institution? Check all that apply:							Region				
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure	Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West	
n	2143	A 2143	B 1747	C 10	D 18	E 184	F 78	G 103	H 814	I 365	J 108	K 152	L 200	M 61	N 48	O 5	P 1182	Q 495	R 296	S 23	T 166	U 51	V 424	W 612	X 641	Y 443
Yes, and I am not certified.	59%	59%	20%	61%	57%	59%	61%	59%	58%	54%	60%	62%	59%	63%	40%	57%	62% F	60%	61%	52%	53%	58%	63%	56%	58%	
Yes, I am certified.	34%	34%	50%	22%	35%	30%	28%	37%	35%	33%	34%	32%	20%	25%	20%	36%	32%	36%	35%	42%	43%	34%	30%	37.8% B	33%	
No	8%	7%	30%	17%	9%	12%	11%	5%	7%	13% A	7%	7%	21.3% A B D E	13%	40%	7%	6%	5%	4%	6%	4%	8%	7%	6%	9%	

# Top Challenges related to Pre-Award and Post-Award functions

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
	A	B	C	D	E	A	B	C	D	E	
<i>n</i>	2045	1345	1192	622	772	427	947	656	139	195	107
There are inequities in resources and staff allocations between Pre- and Post-Awards teams.	53%	51.8% C	53.4% C	47.1%	55.7% C	51%	51%	53%	47%	65.1% A B C	61%
There is difficulty ensuring compliance responsibilities are met.	41%	40.2% C	41% C	49.5%	38.6% C	42%	45.3% B	35%	52.5% B	37%	36%
There is overlap and confusion between the Pre- and Post-Award duties.	40%	40.1% C	40.6% C	35%	41.6% C	36%	39%	45.1% C	31%	37%	36%
The post-award unit is not sufficiently integrated with pre-award and compliance units.	40%	39%	37%	38%	41%	38%	41%	39%	32%	43%	35%
The role of Post-Award Administrator is NOT considered a specialized skill set.	20%	18.3%	23.1% A	22%	21.9% A	19%	19%	22%	17%	22%	17%
The role of Pre-Award Administrator is NOT considered a specialized skill set.	17%	19.2% B	15%	19.5% B	18%	18%	17%	16%	17%	18%	16%

# Top Challenges related to Pre-Award and Post-Award functions

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:						
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years
n		A	B	C	D	E	F	G	A	B	C	D	E	F	G
There are inequities in resources and staff allocations between Pre- and Post-Awards teams.	2045	430	417	360	357	230	132	117	475	604	313	172	204	147	120
	53%	54%	56%	54%	49%	54%	49%	53%	57%	52%	54%	52%	46%	54%	53%
There is difficulty ensuring compliance responsibilities are met.	41%	37%	42%	41%	48%	38%	42%	39%	43%	42%	44%	44%	39%	35%	34%
There is overlap and confusion between the Pre- and Post-Award duties.	40%	48.1% E	42.2% E	39%	40%	29%	33%	39%	44%	46% C D	35%	33%	35%	35%	34%
The post-award unit is not sufficiently integrated with pre-award and compliance units.	40%	41%	38%	43%	41%	34%	37%	41%	38%	39%	41%	42%	38%	44%	36%
The role of Post-Award Administrator is NOT considered a specialized skill set.	20%	18%	19%	20%	20%	24%	22%	13%	20%	18%	19%	22%	19%	18%	25%
The role of Pre-Award Administrator is NOT considered a specialized skill set.	17%	15%	14%	19%	17%	21%	18%	17%	14%	15%	18%	19%	21%	19%	23%

# Top Challenges related to Pre-Award and Post-Award functions

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure
		A	B	C	D	E	F	A	B	C	D	E	F	G
n	2045	1679	8	17	161	77	101	776	356	104	143	195	60	46
There are inequities in resources and staff allocations between Pre- and Post-Awards teams.	53%	53.9% E	50%	41%	55%	35%	54%	57.6% E	52%	52%	52%	45%	50%	57%
There is difficulty ensuring compliance responsibilities are met.	41%	42%	50%	47%	37%	40%	38%	36%	47.8% A	37%	42%	55.9% A C	38%	50%
There is overlap and confusion between the Pre- and Post-Award duties.	40%	40%	38%	53%	41%	39%	36%	42%	40%	42%	35%	34%	37%	60.9% D E
The post-award unit is not sufficiently integrated with pre-award and compliance units.	40%	41.2% D	38%	29%	29%	29%	41%	39%	47%	48%	42%	36%	40%	35%
The role of Post-Award Administrator is NOT considered a specialized skill set.	20%	20%	38%	6%	14%	17%	19%	19%	21%	26%	19%	21%	20%	17%
The role of Pre-Award Administrator is NOT considered a specialized skill set.	17%	17%	13%	18%	21%	16%	8%	16%	14%	24%	19%	22%	20%	13%

# Top Challenges related to Pre-Award and Post-Award functions

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
n		A	B	C	D	E	F	G	A	B	C	D
There are inequities in resources and staff allocations between Pre- and Post-Awards teams.	2045	5	1134	478	286	22	157	50	400	582	617	427
There is difficulty ensuring compliance responsibilities are met.		53%	40%	55%	52%	55%	55%	58%	58%	52%	54%	55%
There is overlap and confusion between the Pre- and Post-Award duties.		41%	40%	39.9%	45.4% B	41%	82%	40%	54%	36%	42%	42%
The post-award unit is not sufficiently integrated with pre-award and compliance units.		40%	20%	40%	41%	43%	32%	37%	36%	41%	40%	41%
The role of Post-Award Administrator is NOT considered a specialized skill set.		40%	20%	40%	45%	39%	23%	43%	42%	37%	41%	42%
The role of Pre-Award Administrator is NOT considered a specialized skill set.		20%	40%	22.2% C	15.3%	23.1% C	5%	24.2% C	24%	18%	16%	22.5% B
		17%	40%	18%	14%	19%	14%	20%	18%	18%	13%	19.1% B
												17%

# Overlooked/Underestimated Aspects of Research Administrator Role

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
	A	B	C	D	E	A	B	C	D	E	
n	2106	1378	1228	629	797	436	964	691	139	201	110
The need for continuous learning to stay abreast of changing regulations.	68%	68.1%	70%	73% A	71%	68%	69%	66%	61%	71%	67%
The “people-skills” required to manage complex interactions.	64%	63%	65%	63%	66%	65%	63%	63%	63%	67%	67%
The need to develop a variety of skill sets.	61%	62%	64%	65%	64%	59%	64%	60%	53%	61%	61%
The need to deal with high-stress deadlines.	61%	64%	62%	62%	64%	59%	60%	64%	60%	63%	56%
The strict compliance requirements.	52%	52.7%	52.5%	61.2% ABD	48.3%	56%	57.5% B	44%	58.3% B	48%	51%

# Overlooked/Underestimated Aspects of Research Administrator Role

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:						
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years
n	2106	A 452	B 434	C 371	D 358	E 234	F 137	G 117	A 506	B 616	C 317	D 174	E 209	F 149	G 125
The need for continuous learning to stay abreast of changing regulations.	68%	61%	69%	71%	70%	72%	68%	64%	68%	64%	72%	71%	72%	62%	66%
The "people-skills" required to manage complex interacti	64%	64%	67%	61%	65%	63%	62%	61%	66%	64%	66%	63%	64%	56%	61%
The need to develop a variety of skill sets.	61%	57%	63%	64%	61%	60%	62%	66%	63%	58%	67%	64%	66%	54%	62%
The need to deal with high-stress deadlines.	61%	62%	57%	61%	63%	60%	65%	67%	60%	59%	59%	63%	65%	64%	66%
The strict compliance requirements.	52%	46%	56.5% A	49%	55%	57%	53%	48%	51%	50%	54%	55%	55%	53%	50%

# Overlooked/Underestimated Aspects of Research Administrator Role

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure
		A	B	C	D	E	F	A	B	C	D	E	F	G
n	2106	1718	8	18	180	77	102	803	362	104	147	197	60	46
The need for continuous learning to stay abreast of changing regulations.	68%	67%	63%	44%	67%	68%	78%	69%	67%	67%	65%	65%	70%	65%
The “people-skills” required to manage complex interacti	64%	64%	63%	39%	65%	60%	65%	66%	65%	68%	59%	55%	67%	63%
The need to develop a variety of skill sets.	61%	61%	50%	56%	64%	62%	71%	62%	66%	64%	56%	54%	55%	46%
The need to deal with high-stress deadlines.	61%	62%	38%	50%	57%	66%	57%	63%	61%	64%	63%	57%	53%	61%
The strict compliance requirements.	52%	52%	38%	56%	46%	53%	58%	46%	55%	52%	62.6% A B F G	69.5% A B F G	42%	46%

# Overlooked/Underestimated Aspects of Research Administrator Role

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
n	2106	A 4	B 1161	C 488	D 293	E 22	F 164	G 51	A 413	B 601	C 637	D 434
The need for continuous learning to stay abreast of changing regulations.	68%	75%	69.2% C	63.7%	68%	68%	70%	84%	68%	69%	65%	68%
The “people-skills” required to manage complex interactions.	64%	50%	63%	67%	65%	68%	63%	75%	64%	63%	63%	65%
The need to develop a variety of skill sets.	61%	50%	61%	60%	62%	46%	64%	63%	60%	62%	61%	62%
The need to deal with high-stress deadlines.	61%	25%	62.4% D	61%	55.6%	64%	65.2% D	71%	61%	59%	62%	62%
The strict compliance requirements.	52%	0%	51.2%	54%	50.2%	68%	61.6% BD	63%	49%	50%	51%	58%

# Perception towards 'Change'

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
	A	B	C	D	E	A	B	C	D	E	
n	2133	1398	1244	641	807	436	979	698	142	201	112
The variety of change is good, and I enjoy it overall.	44%	45%	43%	47%	44%	48%	45%	42%	42%	48%	49%
Change doesn't matter (it is what it is).	15%	14%	15%	16%	15%	14%	16%	15%	13%	14%	12%
I would prefer more stability in my role, but I understand the need to adapt.	34%	34%	36%	32%	34%	29%	34%	35%	38%	32%	37%
Change is stressful, I wish it were less.	5%	5%	4%	4%	5%	4%	4%	6%	4%	4%	3%
Not applicable	2%	1%	1%	1%	2%	4%	2%	2%	3%	1%	0%

# Perception towards 'Change'

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:						
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years
n	2133	A 460	B 440	C 375	D 363	E 237	F 137	G 119	A 514	B 624	C 320	D 176	E 211	F 151	G 127
The variety of change is good, and I enjoy it overall.	44%	38%	40%	49.3% A	47%	46%	47%	53%	43%	46%	41%	49%	42%	47%	43%
Change doesn't matter (it is what it is).	15%	12%	16%	18%	14%	15%	18%	15%	13%	16%	18%	13%	17%	12%	20%
I would prefer more stability in my role, but I understand the need to adapt.	34%	44.1% C F G	36.6% F	28%	35.3% F	33%	20%	24%	38%	33%	36%	30%	32%	35%	30%
Change is stressful, I wish it were less.	5%	3%	5%	5%	3%	3%	11.7% A D E	3%	4%	4%	4%	6%	8%	3%	3%
Not applicable	2%	3%	2%	1%	1%	3%	2%	4%	2%	2%	2%	3%	2%	3%	4%

# Perception towards 'Change'

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure
		A	B	C	D	E	F	A	B	C	D	E	F	G
n	2133	1741	8	18	184	78	102	812	363	108	152	200	61	46
The variety of change is good, and I enjoy it overall.	44%	44%	75%	56%	46%	42%	49%	43%	44%	39%	47%	47%	48%	39%
Change doesn't matter (it is what it is).	15%	15%	0%	6%	17%	19%	17%	16%	14%	14%	15%	15%	13%	9%
I would prefer more stability in my role, but I understand the need to adapt.	34%	35%	25%	33%	30%	36%	31%	35%	36%	43%	32%	32%	31%	46%
Change is stressful, I wish it were less.	5%	5%	0%	6%	5%	3%	3%	5%	5%	2%	3%	5%	5%	4%
Not applicable	2%	2%	0%	0%	3%	0%	0%	2%	2%	3%	4%	3%	3%	2%

# Perception towards 'Change'

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
		A	B	C	D	E	F	G	A	B	C	D
n	2133	5	1180	493	294	22	165	51	423	606	641	442
The variety of change is good, and I enjoy it overall.	44%	20%	43%	44%	41%	55%	41%	45%	44%	47%	43%	42%
Change doesn't matter (it is what it is).	15%	0%	15%	15%	15%	23%	14%	16%	16%	16%	14%	14%
I would prefer more stability in my role, but I understand the need to adapt.	34%	80%	36%	33%	39%	23%	40%	35%	35%	31%	36%	36%
Change is stressful, I wish it were less.	5%	0%	4%	6%	3%	0%	4%	2%	4%	4%	5%	5%
Not applicable	2%	0%	2%	2%	2%	0%	2%	2%	2%	2%	2%	3%

# Match between the job role and title

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
	A	B	C	D	E	A	B	C	D	E	
<i>n</i>	2134	1399	1242	642	805	439	979	698	143	202	111
Titles Mostly Match the Role	30%	28.9%	D	28%	26%	25%	27%	32%	27%	24%	30%
Titles Consistently Match the Role	5%	5.4%	D	5%	5%	4%	7%	6%	4%	8%	3%
Titles Sometimes Match the Role	39%	39%	39%	38%	41%	36%	39%	39%	42%	35%	39%
Titles Rarely Match the Role	19%	19%	20%	22%	22%	20%	18%	20%	20%	24%	19%
Titles Never Match the Role	5%	6%	6%	8%	7%	7%	4%	6%	5%	5%	5%
Unsure	2%	2%	2%	2%	2%	3%	2%	3%	1%	4%	1%

Q24. To what degree do you feel job titles match the roles and responsibilities of research administration positions in your organization?

# Match between the job role and title

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:						
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years
n	2134	459	440	377	364	235	138	119	513	623	320	176	212	153	127
Titles Mostly Match the Role	30%	29%	31%	28%	29%	26%	30%	39%	32%	31%	26%	30%	27%	30%	28%
Titles Consistently Match the Role	5%	6%	3%	5%	4%	9%	5%	8%	5%	5%	4%	5%	7%	5%	8%
Titles Sometimes Match the Role	39%	40%	39%	40%	42%	35%	36%	31%	39%	40%	42%	38%	41%	31%	34%
Titles Rarely Match the Role	19%	18%	19%	20%	18%	21%	21%	19%	16%	19%	22%	19%	17%	25%	23%
Titles Never Match the Role	5%	3%	6%	6%	6%	7%	7%	3%	5%	4%	4%	7%	7%	8%	5%
Unsure	2%	3.9%	C	3%	1%	1%	2%	1%	1%	3%	1%	2%	1%	2%	3%

Q24. To what degree do you feel job titles match the roles and responsibilities of research administration positions in your organization?

# Match between the job role and title

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure
		A	B	C	D	E	F	A	B	C	D	E	F	G
n	2134	1742	8	18	183	78	103	814	362	108	152	199	61	47
Titles Mostly Match the Role	30%	30%	13%	6%	28%	32%	23%	30%	30%	27%	32%	37%	23%	28%
Titles Consistently Match the Role	5%	5%	13%	6%	6%	5%	8%	5%	6%	3%	7%	6%	7%	2%
Titles Sometimes Match the Role	39%	39%	50%	50%	38%	35%	43%	40%	39%	45%	38%	30%	31%	40%
Titles Rarely Match the Role	19%	19%	13%	28%	21%	18%	21%	19%	21%	14%	16%	18%	26%	17%
Titles Never Match the Role	5%	5%	13%	11%	5%	9%	4%	5%	3%	7%	4%	7%	12%	11%
Unsure	2%	2%	0%	0%	3%	1%	1%	2%	2%	5%	2%	3%	2%	2%

Q24. To what degree do you feel job titles match the roles and responsibilities of research administration positions in your organization?

# Match between the job role and title

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
		A	B	C	D	E	F	G	A	B	C	D
n	2134	5	1179	494	296	23	165	51	423	607	640	443
Titles Mostly Match the Role	30%	20%	30%	31%	29%	35%	28%	31%	32%	30%	28%	29%
Titles Consistently Match the Role	5%	0%	5%	6%	4%	17%	4%	2%	5%	4%	6%	7%
Titles Sometimes Match the Role	39%	20%	39%	38%	41%	30%	38%	47%	40%	40%	39%	37%
Titles Rarely Match the Role	19%	20%	18%	19%	21%	17%	21%	14%	15%	19%	20%	21%
Titles Never Match the Role	5%	20%	5%	5%	3%	0%	6%	4%	5%	5%	6%	4%
Unsure	2%	20%	2%	2%	2%	0%	4%	2%	3%	2%	2%	2%

Q24. To what degree do you feel job titles match the roles and responsibilities of research administration positions in your organization?

# Appendix // Salary and Compensation

Detailed results among

- > RA Concentrations,
- > Organizational Units,
- > Experience in RA,
- > Experience in current position,
- > Type of Institute,
- > Type of Academic Institution,
- > Classification of Academic Institutions,
- > Region

# Issues About Salaries and Pay Scales

	Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?				
		Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services
		A	B	C	D	E	A	B	C	D	E
n	1994	1312	1173	605	759	412	915	654	129	189	105
Inequities exist between different parts of the organization in terms of salary or compensation for similar research administration roles.	62%	63%	63%	61%	66%	64%	61%	65.4% C	49%	68.8% C	58%
Title and salary do not reflect the degree of risk. (e.g., financial, regulatory and accountability)	47%	47.6%	50.8%	56.7% ABD	49.3%	47%	48%	47%	53%	47%	42%
Lack of transparency around the salary structure for research administrators.	35%	35%	36%	37%	37%	36%	33%	39.9% A E	35%	33%	25%
Salaries and pay scales seem fair within the organization, but not competitive with the market.	34%	34%	34%	38%	33%	35%	36%	33%	36%	28%	27%
Title and salary do not reflect staff supervision responsibilities.	27%	26.8%	28%	31.4% A	31.9% A	29%	27%	27%	26%	29%	27%

Q26. What issues in terms of Research Administrator salaries and pay scales do you see in your organization?

# Issues About Salaries and Pay Scales

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:						
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years
n		A	B	C	D	E	F	G	A	B	C	D	E	F	G
Inequities exist between different parts of the organization in terms of salary or compensation for similar research administration roles.	1994	414	405	359	341	223	134	115	475	577	304	166	198	141	122
Inequities exist between different parts of the organization in terms of salary or compensation for similar research administration roles.	62%	57%	62%	67%	64%	62%	69%	58%	60%	61%	66%	68%	65%	67%	55%
Title and salary do not reflect the degree of risk. (e.g., financial, regulatory and accountability)	47%	40%	47%	52.9% A	50%	51%	49%	44%	46%	45%	48%	55%	53%	47%	48%
Lack of transparency around the salary structure for research administrators.	35%	37%	36%	38%	36%	28%	31%	32%	32%	33%	39.5% G	36%	44.9% G	34%	23%
Salaries and pay scales seem fair within the organization, but not competitive with the market.	34%	37%	36%	32%	31%	34%	27%	35%	35%	37%	36%	32%	28%	28%	30%
Title and salary do not reflect staff supervision responsibilities.	27%	23%	27%	29%	27%	31%	30%	24%	26%	26%	27%	32%	25%	31%	32%

Q26. What issues in terms of Research Administrator salaries and pay scales do you see in your organization?

# Issues About Salaries and Pay Scales

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure
		A	B	C	D	E	F	A	B	C	D	E	F	G
n	1994	1639	8	18	165	66	95	760	341	101	145	190	59	44
Inequities exist between different parts of the organization in terms of salary or compensation for similar research administration roles.	62%	64.1% E	38%	50%	58%	44%	54%	72.2% D E	71.3% D E	64.4% E	49.7% E	33%	57.6% E	61.4% E
Title and salary do not reflect the degree of risk. (e.g., financial, regulatory and accountability)	47%	48%	38%	50%	44%	44%	48%	45%	47%	55%	48%	60.5% A B F	37%	52%
Lack of transparency around the salary structure for research administrators.	35%	34%	0%	17%	39%	50%	40%	36.1% E	37%	33%	28%	24%	31%	43%
Salaries and pay scales seem fair within the organization, but not competitive with the market.	34%	35%	38%	33%	25%	30%	27%	30%	30%	41%	45.5% A B	50% A B	48%	34%
Title and salary do not reflect staff supervision responsibilities.	27%	27%	25%	33%	29%	27%	30%	27%	26%	41.6% A B D E	17%	23%	34%	27%

Q26. What issues in terms of Research Administrator salaries and pay scales do you see in your organization?

# Issues About Salaries and Pay Scales

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
	A	B	C	D	E	F	G	A	B	C	D	
n	1994	4	1107	467	277	23	149	51	387	575	595	418
Inequities exist between different parts of the organization in terms of salary or compensation for similar research administration roles.	62%	0%	66.7% C	59.1%	71.1% CF	48%	60.4%	73%	63%	63%	63%	60%
Title and salary do not reflect the degree of risk. (e.g., financial, regulatory and accountability)	47%	50%	48%	47%	43%	57%	55% D	57%	45%	46%	50%	49%
Lack of transparency around the salary structure for research administrators.	35%	25%	29.4%	46.3% BDF	28.2%	44%	24.8%	29%	32%	40.9% A C	30%	38%
Salaries and pay scales seem fair within the organization, but not competitive with the market.	34%	50%	35.6%	33%	35%	44%	45.6% BCD	33%	34%	33%	33%	35%
Title and salary do not reflect staff supervision responsibilities.	27%	25%	27%	26%	22%	30%	27%	37%	26%	26%	30%	24%

Q26. What issues in terms of Research Administrator salaries and pay scales do you see in your organization?

# Level of Standardization

## Titles of research administration positions

	Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?				
		Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services
	n 2033	A 1344	B 1198	C 618	D 769	E 419	A 933	B 662	C 134	D 196	E 107
		25% 25.4% CD	25% C	20.7%	21.5%	23%	28%	22%	29%	21%	24%
		Mostly Standardized	Moderately Standardized	Somewhat Standardized	Not Standardized at All	Unsure or N/A					
	n 2034	A 1345	B 1200	C 618	D 771	E 419	A 933	B 664	C 134	D 196	E 106
		22% 22.7% D	22% D	19%	18%	21%	25%	19%	27%	16%	24%
		Mostly Standardized	Moderately Standardized	Somewhat Standardized	Not Standardized at All	Unsure or N/A					
	n 2034	A 1344	B 1198	C 617	D 771	E 419	A 933	B 664	C 134	D 195	E 107
		17% 17% D	16.7% D	14%	12.7%	17%	20.2% B	14%	19%	14%	17%
		Mostly Standardized	Moderately Standardized	Somewhat Standardized	Not Standardized at All	Unsure or N/A					
	n 2034	A 1345	B 1198	C 616	D 770	E 420	A 933	B 663	C 134	D 196	E 107
		16% 16%	16%	15%	15%	15%	18%	14%	13%	15%	22%
		Mostly Standardized	Moderately Standardized	Somewhat Standardized	Not Standardized at All	Unsure or N/A					
	n 2023	A 1336	B 1192	C 612	D 767	E 419	A 928	B 659	C 132	D 195	E 108
		9% 9.2% C	8%	6%	8%	8%	10%	9%	8%	7%	11%
		Mostly Standardized	Moderately Standardized	Somewhat Standardized	Not Standardized at All	Unsure or N/A					

Q27. To what degree are research administrator positions standardized across your organization?

# Level of Standardization

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:							
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years	
Titles of research administration positions		A	B	C	D	E	F	G	A	B	C	D	E	F	G	
	n	2033	428	411	367	346	228	135	116	491	591	305	168	201	144	123
	Mostly Standardized	25%	26%	24%	24%	26%	26%	30%	29%	24%	23%	25%	25%	27%	22%	
	Moderately Standardized	18%	21%	20%	20%	19%	12%	13%	16%	19%	20%	16%	22%	15%	16%	
	Somewhat Standardized	35%	33%	34%	36%	36%	33%	41%	35%	32%	37%	36%	32%	36%	34%	
	Not Standardized at All	17%	14%	17%	18%	16%	24.6% A	19%	16%	16%	14%	21%	17%	18%	19%	
	Unsure or N/A	4%	6.8% C	6%	2%	3%	4%	2%	4%	4%	5%	4%	4%	6%	3%	
	n	2034	428	412	366	347	228	135	116	491	591	306	168	201	144	123
	Mostly Standardized	22%	21%	21%	20%	21%	24%	25%	31%	24%	21%	20%	27%	17%	24%	22%
	Moderately Standardized	18%	20%	18%	18%	19%	16%	12%	13%	19%	20%	13%	20%	17%	17%	11%
Research administration job descriptions	Somewhat Standardized	38%	38%	37%	39%	40%	33%	40%	35%	37%	38%	40%	32%	40%	35%	42%
	Not Standardized at All	17%	14%	17%	20%	17%	22%	19%	15%	16%	16%	22%	16%	18%	19%	19%
	Unsure or N/A	6%	7%	7%	4%	4%	5%	4%	6%	5%	6%	6%	6%	7%	4%	6%
	n	2034	429	412	367	347	227	135	115	490	593	306	168	201	143	123
	Mostly Standardized	17%	18%	15%	15%	18%	17%	22%	23%	19%	17%	17%	18%	14%	21%	16%
	Moderately Standardized	20%	20%	20%	22%	21%	13%	17%	21%	21%	22%	17%	19%	19%	18%	15%
	Somewhat Standardized	39%	40%	41%	37%	40%	40%	35%	40%	39%	38%	40%	36%	42%	41%	42%
	Not Standardized at All	20%	16%	19%	24%	20%	26.4% A	22%	13%	17%	19%	23%	25%	19%	19%	24%
	Unsure or N/A	4%	6.1% D	5%	3%	1%	4%	4%	4%	4%	5%	4%	3%	6%	1%	4%
	n	2034	429	412	366	347	227	135	116	491	592	306	168	201	144	122
Research administration roles and responsibilities	Mostly Standardized	16%	15%	14%	14%	17%	20%	16%	25%	16%	17%	15%	20%	13%	16%	18%
	Moderately Standardized	18%	20%	18%	22%	18%	12%	13%	15%	21.8% G	19%	18%	17%	16%	13%	8%
	Somewhat Standardized	35%	35%	36%	32%	36%	34%	38%	33%	36%	35%	33%	34%	34%	39%	32%
	Not Standardized at All	23%	20%	21%	25%	22%	25%	28%	22%	18%	20%	27%	25%	25%	25%	32.8% A
	Unsure or N/A	9%	11%	10%	7%	7%	8%	4%	5%	8%	10%	7%	4%	11%	7%	9%
	n	2023	424	411	364	345	227	136	114	488	591	302	167	201	142	122
	Mostly Standardized	9%	9%	10%	7%	8%	11%	8%	11%	9%	9%	8%	10%	10%	12%	7%
	Moderately Standardized	3%	4%	3%	2%	3%	4%	4%	4%	3%	3%	3%	5%	3%	6%	2%
	Somewhat Standardized	4%	5%	4%	5%	3%	5%	2%	4%	4%	5%	5%	3%	4%	4%	7%
	Not Standardized at All	7%	9%	6%	6%	6%	8%	10%	4%	8%	7%	6%	6%	4%	4%	12%
Union versus non-Union positions	Unsure or N/A	76%	73%	77%	79%	80%	72%	75%	78%	75%	77%	78%	76%	79%	75%	72%

Q27. To what degree are research administrator positions standardized across your organization?

\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.



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# Level of Standardization

Titles of research administration positions

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?							
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure	
		A	B	C	D	E	F	A	B	C	D	E	F	G	
	n	2033	1665	9	17	174	70	97	774	342	105	148	192	59	45
	Mostly Standardized	25%	23%	44%	12%	39.7% A	27%	37.1% A	23%	23%	20%	25%	23%	20%	22%
	Moderately Standardized	18%	19%	0%	18%	16%	16%	12%	20%	20%	20%	18%	15%	14%	18%
	Somewhat Standardized	35%	36%	44%	41%	28%	37%	30%	39%	34%	31%	36%	29%	37%	36%
	Not Standardized at All	17%	18%	0%	29%	12%	13%	18%	16%	20%	27%	18%	16%	22%	18%
	Unsure or N/A	4%	4%	11%	0%	5%	7%	3%	2%	3%	2%	3%	17.2% A B C D	7%	7%
	n	2034	1666	9	17	173	70	97	777	342	105	147	192	59	45
	Mostly Standardized	22%	20%	11%	12%	36.4% A	19%	31%	20%	21%	16%	25%	23%	12%	18%
	Moderately Standardized	18%	18%	11%	6%	17%	23%	17%	19%	18%	17%	16%	13%	25%	11%
	Somewhat Standardized	38%	39.1% D	44%	47%	27%	37%	32%	43%	37%	38%	36%	31%	32%	40%
	Not Standardized at All	17%	18%	11%	29%	13%	14%	13%	16%	18%	26%	20%	16%	24%	24%
	Unsure or N/A	6%	5%	22%	6%	6%	7%	7%	3%	5%	3%	3%	16.7% A B C D	7%	7%
	n	2034	1665	9	16	175	70	97	775	342	105	148	192	59	45
	Mostly Standardized	17%	16%	22%	13%	22%	17%	27.8% A	15%	16%	14%	22%	20%	10%	20%
	Moderately Standardized	20%	20%	22%	13%	21%	20%	17%	20%	19%	19%	21%	19%	24%	11%
	Somewhat Standardized	39%	40%	22%	31%	33%	37%	40%	43.9% E	42.7% E	37%	31%	29%	36%	42%
	Not Standardized at All	20%	20%	11%	43.8% F	21%	20%	13%	19%	20%	28%	23%	17%	27%	18%
	Unsure or N/A	4%	4%	22.2% F	0%	3%	6%	2%	2%	2%	2%	3%	15.1% A B C D	3%	9%
	n	2034	1665	9	17	174	70	97	776	341	105	148	192	59	45
	Mostly Standardized	16%	15%	11%	0%	26.4% A	17%	23%	15%	14%	11%	20%	17%	12%	9%
	Moderately Standardized	18%	18%	11%	18%	20%	9%	19%	18%	18%	19%	23%	14%	19%	16%
	Somewhat Standardized	35%	36%	56%	29%	28%	41%	28%	39.6% E	36%	29%	28%	26%	39%	40%
	Not Standardized at All	23%	24%	0%	47.1% D	15%	21%	21%	22%	25%	35.2% A	24%	21%	24%	24%
	Unsure or N/A	9%	8%	22%	6%	11%	11%	10%	5%	7%	7%	5%	22.4% A B C D	7%	11%
	n	2023	1656	9	17	173	68	98	770	338	105	148	192	59	45
	Mostly Standardized	9%	10%	11%	12%	8%	3%	4%	10%	7%	8%	14%	12%	10%	11%
	Moderately Standardized	3%	3%	0%	6%	1%	3%	4%	3%	2%	5%	5%	5%	7%	0%
	Somewhat Standardized	4%	5%	22.2% D	23.5% A D E F	2%	3%	3%	6%	3%	3%	3%	4%	5%	4%
	Not Standardized at All	7%	7%	0%	12%	5%	7%	3%	7%	5%	11%	7%	9%	7%	9%
	Unsure or N/A	76%	75%	67%	47%	83.8% C	83.8% C	85.7% C	74%	83.4% A D E	73%	70%	71%	71%	76%

Q27. To what degree are research administrator positions standardized across your organization?

# Level of Standardization

Titles of research administration positions

	Total	What is the classification of your academic institution? Check all that apply:							Region				
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West	
		A	B	C	D	E	F	G	A	B	C	D	
	n	2033	4	1125	475	281	23	152	51	399	585	602	428
	Mostly Standardized	25%	75%	23%	22%	22%	9%	24%	18%	30.6% B C	23%	20%	30.8% B C
	Moderately Standardized	18%	0%	19%	20%	21%	17%	19%	16%	20%	19%	18%	16%
	Somewhat Standardized	35%	0%	35%	36.8% F	35%	48%	27.6%	39%	32%	37%	37%	32%
	Not Standardized at All	17%	25%	19.7% C	12.8%	19.2% C	22%	24.3% C	20%	13%	17%	21.8% A	16%
	Unsure or N/A	4%	0%	2.8%	8.4% BD	2.5%	4%	5%	8%	5%	5%	3%	5%
	n	2034	4	1126	476	282	23	151	51	397	587	603	428
	Mostly Standardized	22%	75%	20%	21%	18%	17%	20%	18%	24%	20%	18%	27.6% B C
	Moderately Standardized	18%	0%	18%	16%	20%	13%	15%	10%	18%	18%	17%	17%
	Somewhat Standardized	38%	0%	39%	38%	37%	35%	36%	41%	38%	38%	40%	34%
	Not Standardized at All	17%	25%	19%	15.8% C	18%	30%	23.2% C	22%	14%	17%	21.2% A	15%
	Unsure or N/A	6%	0%	3.5%	9.2% B	6.4% B	4%	6%	10%	5%	7.3% C	4%	6%
	n	2034	4	1125	476	282	23	152	51	400	584	603	428
	Mostly Standardized	17%	50%	16%	16%	15%	30%	16%	12%	20%	15%	16%	20%
	Moderately Standardized	20%	0%	20%	21%	18%	9%	16%	22%	20%	20%	18%	21%
	Somewhat Standardized	39%	0%	41%	38%	42%	35%	40%	43%	41%	40%	40%	35%
	Not Standardized at All	20%	25%	21%	17%	22%	22%	23%	18%	15%	20%	23.4% A	19%
	Unsure or N/A	4%	25%	2.2%	8% BD	2.5%	4%	4%	6%	5%	5% C	2%	5%
	n	2034	4	1125	476	281	23	152	51	399	587	603	426
	Mostly Standardized	16%	50%	15%	15%	14%	13%	16%	14%	16%	14%	14%	21.6% B C
	Moderately Standardized	18%	0%	19%	18%	19%	13%	17%	20%	24.6% B C D	17%	16%	16%
	Somewhat Standardized	35%	0%	36%	34%	36%	26%	30%	28%	31%	36%	36%	34%
	Not Standardized at All	23%	25%	25.4% C	18.7%	24%	35%	28.3% C	29%	21%	22%	26%	22%
	Unsure or N/A	9%	25%	5%	14.7% BD	7.1%	13%	9%	10%	7%	11.6% C	7%	7%
	n	2023	4	1119	474	279	23	151	51	398	584	594	428
	Mostly Standardized	9%	0%	11.8% C	5.3%	11.5% C	17%	13.9% C	14%	9.3% C	10.6% C	3%	15% C
	Moderately Standardized	3%	0%	4% C	1.9%	3%	0%	6% C	4%	3%	4.3% C	1%	4.4% C
	Somewhat Standardized	4%	0%	5.1% C	2.7%	4%	0%	7.9% C	4%	3%	5.5% C	2%	7.7% A C
	Not Standardized at All	7%	25%	8.7% CD	4.2%	5% BF	13%	10.6% CD	10%	7%	8%	5%	8%
	Unsure or N/A	76%	75%	70.4% F	85.9% BDF	77.1% BF	70%	61.6%	69%	77.6% D	72%	88.7% A B D	65%

Q27. To what degree are research administrator positions standardized across your organization?



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\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Challenges that prevent the organization from creating consistency around titles, roles and pay scales

State institution designation requirements  
(re. job classification and salaries)

Union requirements

Departments want autonomy to decide job descriptions, salary

The organizational structure enables differences in pay for similar roles/titles

Lack of consistent leadership to create equitable job classification systems

HR department policies and inability to accommodate the nuances of research administrator roles

	Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?				
		Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services
		A	B	C	D	E	A	B	C	D	E
	n	2020	1330	1189	613	763	420	924	659	134	195
Major Challenge		16%	16%	15%	17%	14%	17%	18.4% B	13%	14%	19%
Moderate Challenge		18%	16%	17%	15%	17%	15%	19.9% C	17%	9%	18%
Minor Challenge		11%	10%	11%	12%	12%	11%	12%	10%	8%	14%
No Challenge		12%	11%	13%	11%	12%	12%	11%	13%	11%	10%
Unsure or N/A		43%	47%	44%	45%	46%	45%	39%	47.3% A	57.5% A D	40%
	n	1987	1311	1165	607	753	413	917	649	125	192
Major Challenge		4%	4%	4%	5.1% D	3%	6%	5%	3%	5%	3%
Moderate Challenge		4%	4%	5%	5%	5%	4%	4%	3%	3%	5%
Minor Challenge		4%	4%	3%	4%	4%	4%	5%	3%	2%	5%
No Challenge		12%	11%	11%	10%	12%	9%	11%	13%	10%	9%
Unsure or N/A		76%	77%	77%	76%	77%	78%	75%	77%	80%	80%
	n	2023	1336	1191	615	768	420	926	661	132	196
Major Challenge		24%	23%	23%	23%	26%	20%	23.7% C	26.9% C	10%	21.9% C
Moderate Challenge		27%	25.9%	27%	26%	31.1% AC	32%	26%	30%	21%	31%
Minor Challenge		17%	17%	18%	19%	18%	16%	16%	18%	11%	20%
No Challenge		10%	10%	11%	10%	9%	12%	10%	8%	17.4% B D	7%
Unsure or N/A		22%	24.4% D	21.7% D	21.6% D	15.4%	21%	23.8% B	17%	41.7% A B D E	21%
	n	2020	1334	1191	615	765	418	925	658	133	196
Major Challenge		27%	28%	27%	31.9% B	28%	30%	28%	27%	28%	29%
Moderate Challenge		31%	30%	32%	30%	32%	33%	32.3% C	33.3% C	20%	29%
Minor Challenge		19%	18%	19%	18%	20%	15%	18%	18%	20%	22%
No Challenge		8%	8%	9%	9%	9%	9%	8%	8%	12%	6%
Unsure or N/A		15%	15.4% CD	13%	12%	11.2%	13%	13%	15%	20%	14%
	n	2020	1334	1191	614	765	419	924	658	134	196
Major Challenge		24%	24%	22%	24%	24%	26%	24%	23%	27%	21%
Moderate Challenge		27%	26%	27%	30%	29%	29%	25%	28%	19%	33.2% C
Minor Challenge		22%	22%	23%	20%	22%	17%	24%	19%	21%	25%
No Challenge		14%	14%	14%	13%	14%	13%	14%	14%	14%	10%
Unsure or N/A		14%	15%	14%	13%	12%	14%	13%	16%	19%	14%
	n	2020	1332	1190	613	766	420	924	658	134	196
Major Challenge		40%	40%	40%	42%	40%	46%	43%	38%	37%	36%
Moderate Challenge		26%	26%	24.6%	27%	28.7% B	24%	25%	27%	19%	29%
Minor Challenge		15%	14%	16%	14%	15%	11%	14%	15%	16%	13%
No Challenge		7%	7%	7%	7%	7%	10%	7%	6%	10%	8%
Unsure or N/A		13%	13.7% CD	12.8% CD	9.1%	9.8%	9%	11%	14%	18%	12%

Q28. To what degree do each of the following challenges prevent your organization from creating consistency around titles, roles, and pay scales for research administrators?



\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Challenges that prevent the organization from creating consistency around titles, roles and pay scales

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position								
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years		
		A	B	C	D	E	F	G	A	B	C	D	E	F	G		
State institution designation requirements (re. job classification and salaries)	n	2020	426	406	366	346	225	134	115	488	587	305	165	200	144	121	
	Major Challenge	16%	15%	15%	18%	16%	15%	21%	15%	16%	16%	17%	18%	15%	13%	22%	
	Moderate Challenge	18%	20.9%	F	22.2% F	15%	16%	19.1% F	7%	15%	19%	17%	21%	16%	20%	16%	12%
	Minor Challenge	11%	12%	10%	12%	12%	10%	13%	11%	13%	12%	10%	9%	11%	15%	9%	
	No Challenge	12%	11%	12%	10%	14%	16%	8%	10%	13%	14%	10%	10%	9%	14%	11%	
	Unsure or N/A	43%	41%	41%	44%	43%	40%	51%	49%	40%	42%	47%	46%	43%	46%	46%	
Union requirements	n	1987	420	401	360	336	224	130	114	478	581	300	161	194	142	121	
	Major Challenge	4%	4%	4%	4%	5%	5%	5%	4%	3%	5%	3%	6%	3%	5%	8%	
	Moderate Challenge	4%	3%	5%	4%	4%	5%	6%	3%	4%	4%	4%	3%	5%	7%	5%	
	Minor Challenge	4%	3%	5%	5%	5%	3%	7%	4%	5%	3%	4%	7%	5%	5%	3%	
	No Challenge	12%	17.4%	D F	11%	12%	8%	13%	5%	11%	16%	11%	10%	6%	11%	11%	
	Unsure or N/A	76%	73%	76%	76%	81%	71%	79%	76%	74%	76%	76%	81%	76%	73%	74%	
Departments want autonomy to decide job descriptions, salary	n	2023	426	408	363	346	227	135	116	487	588	304	167	202	143	122	
	Major Challenge	24%	21%	24%	23%	24%	26%	32%	20%	21%	24%	26%	28%	25%	23%	23%	
	Moderate Challenge	27%	23%	27%	31%	30%	26%	30%	28%	26%	28%	29%	26%	28%	32%	24%	
	Minor Challenge	17%	16%	16%	15%	17%	19%	16%	19%	17%	17%	16%	20%	13%	17%	18%	
	No Challenge	10%	11%	10%	10%	9%	13%	6%	14%	10%	11%	8%	11%	7%	12%	12%	
	Unsure or N/A	22%	29.3%	E	23%	22%	20%	16%	17%	20%	27%	21%	20%	17%	26%	16%	24%
The organizational structure enables differences in pay for similar roles/titles	n	2020	426	408	363	346	227	133	115	488	587	303	167	199	144	122	
	Major Challenge	27%	25%	24%	29%	26%	32%	33%	30%	22%	26%	32.3% A	35.3% A	26%	33%	28%	
	Moderate Challenge	31%	31%	33%	35%	33%	28%	28%	25%	35%	31%	28%	25%	34%	31%	31%	
	Minor Challenge	19%	19%	18%	16%	20%	21%	18%	22%	18%	20%	21%	17%	16%	19%	16%	
	No Challenge	8%	7%	10%	7%	10%	7%	10%	12%	8%	8%	7%	10%	9%	8%	11%	
	Unsure or N/A	15%	19%	15%	13%	12%	12%	11%	11%	17%	15%	12%	13%	15%	8%	14%	
Lack of consistent leadership to create equitable job classification systems	n	2020	425	406	365	346	227	134	115	488	586	303	167	200	144	122	
	Major Challenge	24%	22%	24%	24%	24%	26%	21%	25%	22%	22%	25%	22%	30%	28%	27%	
	Moderate Challenge	27%	25%	27%	26%	28%	27%	28%	23%	27%	26%	31.7% F	31%	26%	17%	25%	
	Minor Challenge	22%	20%	23%	22%	21%	23%	25%	24%	20%	26%	21%	19%	20%	25%	20%	
	No Challenge	14%	13%	12%	13%	14%	12%	17%	19%	16%	13%	11%	15%	12%	16%	15%	
	Unsure or N/A	14%	20%	14%	15%	13%	14%	8%	10%	16%	14%	13%	14%	14%	14%	14%	
HR department policies and inability to accommodate the nuances of research administrator roles	n	2020	425	406	366	346	225	134	116	488	587	305	166	200	143	122	
	Major Challenge	40%	30%	37%	44% A	41% A	49.8% A	44.8% A	38%	32%	38%	41%	44%	45.5% A	43%	48.4% A	
	Moderate Challenge	26%	25%	26%	24%	27%	23%	28%	28%	26%	23%	27%	28%	26%	31%	23%	
	Minor Challenge	15%	15%	18%	15%	15%	13%	10%	16%	17%	16%	16%	12%	10%	13%	14%	
	No Challenge	7%	7%	6%	8%	7%	6%	9%	10%	7%	9%	6%	7%	8%	6%	7%	
	Unsure or N/A	13%	22.6% B C D E F G	13%	9%	10%	8%	8%	8%	17.6% C	14%	9%	8%	11%	7%	8%	

Q28. To what degree do each of the following challenges prevent your organization from creating consistency around titles, roles, and pay scales for research administrators?

# Challenges that prevent the organization from creating consistency around titles, roles and pay scales

	Total	At what type of institution do you work:							Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure	
		A	B	C	D	E	F	A	B	C	D	E	F	G	
State institution designation requirements (re. job classification and salaries)	n	2020	A 1653	B 9	C 18	D 170	E 71	F 97	A 771	B 339	C 104	D 147	E 191	F 58	G 44
	Major Challenge	16%	17.7% D E	11%	22%	7%	4%	11%	12%	23.6% A	27.9% A	25.2% A	22.5% A	9%	16%
	Moderate Challenge	18%	19.2% D	22%	17%	9%	10%	14%	18%	20%	17%	22%	26%	17%	11%
	Minor Challenge	11%	12%	22%	11%	7%	11%	5%	14%	11%	13%	11%	8%	14%	11%
	No Challenge	12%	11%	22%	11%	14%	18%	11%	13.9% E	9%	10%	13%	5%	10%	7%
Union requirements	Unsure or N/A	43%	40%	22%	39%	63.5% A	56%	57.7% A	42%	37%	33%	29%	39%	50%	54.5% D
	n	1987	A 1631	B 9	C 18	D 163	E 69	F 95	A 757	B 334	C 104	D 147	E 188	F 58	G 44
	Major Challenge	4%	5%	0%	6%	2%	1%	1%	4%	2%	9.6% B	8.2% B	9% B	2%	2%
	Moderate Challenge	4%	5%	0%	0%	1%	0%	3%	5%	5%	2%	3%	6%	7%	5%
	Minor Challenge	4%	4%	44.4% A D E	16.7% D	1%	6%	4%	5%	4%	4%	4%	4%	4%	2%
Departments want autonomy to decide job descriptions, salary	No Challenge	12%	12%	0%	22%	10%	10%	6%	14%	8%	7%	23.1% B C	11%	7%	11%
	Unsure or N/A	76%	74%	56%	56%	85.3% A C	83%	85%	73%	82% A D E	78%	61%	70%	78%	80%
	n	2023	A 1656	B 9	C 18	D 171	E 71	F 96	A 773	B 339	C 105	D 148	E 189	F 59	G 44
	Major Challenge	24%	25.5% E F	22%	22%	18%	10%	12%	30.9% E	23% E	23.8% E	24.3% E	10%	25%	23%
	Moderate Challenge	27%	28%	11%	33%	25%	32%	26%	30.1% D E	31.9% D E	32.4% E	18%	17%	19%	27%
The organizational structure enables differences in pay for similar roles/titles	Minor Challenge	17%	17%	33%	22%	19%	13%	15%	17%	18%	17%	15%	13%	19%	18%
	No Challenge	10%	9%	11%	6%	11%	20%	17%	7%	7%	3%	20.3% A B C	16.9% A B C	10%	9%
	Unsure or N/A	22%	21%	22%	17%	27%	25%	31%	15%	20%	24%	23%	42.9% A B C D	27%	23%
	n	2020	A 1655	B 9	C 18	D 169	E 70	F 97	A 772	B 339	C 105	D 148	E 190	F 58	G 44
	Major Challenge	27%	29.2% D	0%	22%	18%	21%	18%	31%	30%	32%	28%	22%	33%	21%
Lack of consistent leadership to create equitable job classification systems	Moderate Challenge	31%	32%	11%	33%	29%	24%	33%	33%	35%	32%	22%	29%	24%	36%
	Minor Challenge	19%	18%	55.6% A	28%	21%	21%	23%	20%	16%	17%	17%	15%	16%	16%
	No Challenge	8%	8%	11%	11%	12%	16%	12%	6%	7%	5%	14.9% A	10%	5%	5%
	Unsure or N/A	15%	14%	22%	6%	20%	17%	14%	10%	12%	13%	18%	24.7% A B	22%	23%
	n	2020	A 1653	B 9	C 18	D 170	E 71	F 97	A 770	B 338	C 105	D 148	E 191	F 58	G 44
HR department policies and inability to accommodate the nuances of research administrator roles	Major Challenge	24%	24%	11%	39%	18%	20%	25%	24%	21%	30%	28%	26%	19%	21%
	Moderate Challenge	27%	28%	22%	28%	19%	21%	21%	28%	30%	31%	24%	23%	28%	34%
	Minor Challenge	22%	22%	11%	17%	24%	25%	18%	24%	23%	19%	19%	17%	24%	21%
	No Challenge	14%	13%	33%	6%	17%	20%	21%	13%	12%	11%	17%	13%	9%	11%
	Unsure or N/A	14%	13%	22%	11%	22.4% A	14%	17%	11%	14%	11%	13%	21.5% A	21%	14%
	n	2020	A 1653	B 9	C 18	D 170	E 71	F 97	A 770	B 340	C 104	D 147	E 190	F 58	G 45
	Major Challenge	40%	40%	22%	50%	38%	25%	45%	40%	38%	51%	42%	41%	33%	31%
	Moderate Challenge	26%	27%	0%	11%	25%	25%	14%	27%	27%	17%	26%	28%	36%	31%
	Minor Challenge	15%	15%	33%	28%	15%	18%	17%	15%	17%	16%	15%	9%	7%	13%
	No Challenge	7%	6%	22%	6%	9%	18.3% A	12%	6%	7%	4%	10%	5%	7%	2%
	Unsure or N/A	13%	13%	22%	6%	13%	13%	11%	12%	12%	8%	17%	17%	22%	

Q28. To what degree do each of the following challenges prevent your organization from creating consistency around titles, roles, and pay scales for research administrators?

# Challenges that prevent the organization from creating consistency around titles, roles and pay scales

		Total	What is the classification of your academic institution? Check all that apply:								Region			
			Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West	
			A	B	C	D	E	F	G	A	B	C	D	
State institution designation requirements (re. job classification and salaries)		n	2020	4	1119	471	279	23	150	51	395	585	600	421
		Major Challenge	16%	25%	24.5% C	1.9%	20.8% C	39%	25.3% C	14%	12%	9%	24.7% A B D	17.6% B
		Moderate Challenge	18%	0%	25.4% C	4.5%	26.5% C	17%	28.7% C	18%	15%	12%	22.7% A B	20.9% B
		Minor Challenge	11%	0%	15.7% C	3.8%	15.8% C	9%	12.7% C	10%	13%	8%	12%	13%
		No Challenge	12%	25%	11%	13%	10%	13%	7%	18%	11%	14%	11%	11%
		Unsure or N/A	43%	50%	23.7%	77.1% BDF	26.5%	22%	26%	41%	47.8% C D	57.1% A C D	29%	38.5% C
Union requirements		n	1987	4	1106	462	277	22	151	51	393	572	588	416
		Major Challenge	4%	25%	6% CF	1.5%	3.6% F	9%	12.6% BCD	10%	4.3% C	4.9% C	1%	7.5% C
		Moderate Challenge	4%	0%	5.4% C	2.8%	4%	0%	5%	6%	2%	6.8% A C	2%	5% C
		Minor Challenge	4%	0%	5.2% C	1.9%	4%	0%	5.3% C	2%	4.8% C	5.1% C	1%	7.2% C
		No Challenge	12%	25%	13.8% C	8.9%	14.1% C	18%	15.2% C	16%	12%	12%	11%	13%
		Unsure or N/A	76%	50%	69.5%	84.8% BDF	74.4% F	73%	61.6% BCD	67%	77.1% D	72%	84.7% A B D	68%
Departments want autonomy to decide job descriptions, salary		n	2023	4	1122	471	279	23	150	51	399	584	598	422
		Major Challenge	24%	25%	27%	23%	25%	26%	22%	26%	25%	22%	25%	22%
		Moderate Challenge	27%	25%	27%	30%	29%	17%	23%	24%	26%	30%	28%	25%
		Minor Challenge	17%	25%	17%	16%	18%	9%	17%	22%	17%	16%	17%	16%
		No Challenge	10%	0%	10%	7.4%	8%	9%	13.3% C	8%	10%	9%	11%	12%
		Unsure or N/A	22%	25%	20%	24%	20%	39%	24%	22%	23%	24%	19%	24%
The organizational structure enables differences in pay for similar roles/titles		n	2020	4	1120	472	279	23	149	51	398	585	597	420
		Major Challenge	27%	25%	29%	28%	32%	39%	28%	33%	25%	26%	31%	27%
		Moderate Challenge	31%	50%	32%	31%	32%	22%	29%	31%	31%	34%	29%	31%
		Minor Challenge	19%	0%	19%	15%	19%	13%	16%	22%	20%	17%	20%	19%
		No Challenge	8%	0%	8%	7%	5%	4%	5%	4%	9%	7%	9%	9%
		Unsure or N/A	15%	25%	12.1%	18.6% BD	12.2%	22%	22.8% BD	10%	16%	16%	12%	15%
Lack of consistent leadership to create equitable job classification systems		n	2020	4	1119	471	280	23	150	51	397	584	598	421
		Major Challenge	24%	25%	25.6% C	20%	25%	35%	26%	16%	21%	24%	25%	25%
		Moderate Challenge	27%	25%	28%	26%	31%	17%	25%	37%	26%	25%	29%	25%
		Minor Challenge	22%	25%	23%	21%	21%	22%	19%	26%	25%	22%	21%	22%
		No Challenge	14%	25%	11%	15%	12%	17%	12%	10%	14%	14%	13%	13%
		Unsure or N/A	14%	0%	11.9%	17.8% BD	11.8%	9%	18% B	12%	14%	16%	13%	15%
HR department policies and inability to accommodate the nuances of research administrator roles		n	2020	4	1118	471	280	23	150	51	396	584	599	421
		Major Challenge	40%	25%	42.5% C	31%	46.8% C	44%	42.7% C	49%	39%	35%	41%	43%
		Moderate Challenge	26%	50%	27%	27%	23%	22%	26%	29%	25%	26%	26%	24%
		Minor Challenge	15%	0%	13.1%	19.3% BDF	11.4%	17%	10%	8%	16%	17%	14%	14%
		No Challenge	7%	0%	6%	7%	6%	4%	7%	6%	7%	6%	8%	8%
		Unsure or N/A	13%	25%	11.7%	15.5% B	13%	13%	15%	8%	13%	15%	11%	11%

Q28. To what degree do each of the following challenges prevent your organization from creating consistency around titles, roles, and pay scales for research administrators?

# Issues About New Hires' Salaries

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
	A	B	C	D	E	A	B	C	D	E	
n	2040	1345	1200	616	772	420	936	667	134	195	107
Not at all	10%	11% D	10.8% D	11.7% D	8%	11%	11%	7%	20.1% A B	12%	8%
To a minor extent	17%	16%	18%	16%	18%	12%	17%	17%	13%	16%	20%
To a moderate extent	25%	25%	25%	25%	25%	26%	27%	24%	19%	23%	27%
To a significant extent	18%	19%	20%	21%	22%	21%	18%	18%	17%	23%	15%
To a very significant extent	13%	12%	11%	13%	12%	14%	13%	12%	11%	12%	11%
Unsure	17%	16.2% C	15.9% C	12% AB	16%	17%	14%	20.5% A	19%	14%	19%

Q29. Have you encountered issues at your organization around new hires coming in at a higher salary than current staff in research administration positions?

# Issues About New Hires' Salaries

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	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:							
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years	
		A	B	C	D	E	F	G	A	B	C	D	E	F	G	
n	2040	430	413	368	349	228	134	116	492	595	305	168	202	145	123	
Not at all		10%	13%	10%	9%	8%	10%	13%	8%	13%	11%	8%	9%	11%	8%	10%
To a minor extent		17%	16%	16%	14%	19%	23.7% C	14%	23%	17%	18%	17%	17%	16%	15%	20%
To a moderate extent		25%	21%	27%	28%	26%	22%	27%	27%	22%	27%	30%	23%	24%	28%	23%
To a significant extent		18%	11%	17%	22.6% A	20.9% A	20.2% A	21.6% A	22%	15%	15%	21%	21%	22%	27.6% A B	20%
To a very significant extent		13%	8%	11%	15%	13%	16.2% A	17%	11%	9%	11%	14%	17%	13%	17%	15%
Unsure		17%	31.4% B C D E F G	19.1% E F	12%	14%	8%	7%	10%	24.6% C D E F G	19.7% C F	11%	12%	14%	5%	11%

Q29. Have you encountered issues at your organization around new hires coming in at a higher salary than current staff in research administration positions?

# Issues About New Hires' Salaries

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?							
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure	
		A	B	C	D	E	F	A	B	C	D	E	F	G	
n	2040	1669	8	17	175	71	98	778	344	105	149	190	59	45	
Not at all	10%	10%	0%	29.4%	D	8%	17%	14%	8%	7%	10%	8%	26.8% A B C D G	14%	4%
To a minor extent	17%	17%	13%	12%	17%	20%	19%	16%	16%	24%	22%	16%	15%	20%	
To a moderate extent	25%	26%	13%	41%	24%	21%	18%	27%	28%	23%	27%	18%	19%	24%	
To a significant extent	18%	18%	38%	18%	18%	9%	22%	20%	19%	16%	15%	13%	19%	16%	
To a very significant extent	13%	13%	0%	0%	11%	18%	10%	14%	13%	11%	13%	7%	14%	18%	
Unsure	17%	17%	38%	0%	22%	16%	15%	15%	17%	17%	15%	19%	20%	18%	

Q29. Have you encountered issues at your organization around new hires coming in at a higher salary than current staff in research administration positions?

# Issues About New Hires' Salaries

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
		A	B	C	D	E	F	G	A	B	C	D
n	2040	4	1129	476	282	23	151	51	401	586	606	428
Not at all	10%	0%	9.7%	10.5% BD	6%	22%	11%	10%	11%	10%	9%	12%
To a minor extent	17%	0%	18%	15.5%	15.2%	9%	15%	14%	20.9% B	13%	18%	18%
To a moderate extent	25%	50%	26%	23%	29%	13%	31%	28%	29%	24%	25%	23%
To a significant extent	18%	0%	18%	18.7%	23%	26%	17.2%	20%	15%	17%	20%	20%
To a very significant extent	13%	25%	13%	11%	12%	22%	11%	16%	8%	15.2% A	14% A	11%
Unsure	17%	25%	15%	22%	15%	9%	15%	14%	16%	21.2% C	14%	16%

Q29. Have you encountered issues at your organization around new hires coming in at a higher salary than current staff in research administration positions?

# Impact of Fiscal Restraints on Salaries, Pay Increases, and Ability to Hire Sufficient Number of Employees

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
	A	B	C	D	E	A	B	C	D	E	
n	2019	1336	1187	615	766	415	927	658	134	192	107
Not at all (There have been no fiscal restraints.)	8%	9%	8%	6%	7%	8%	6%	9%	10%	10%	15% A
To a minor extent (There have been times, but it hasn't caused problems.)	18%	18%	19%	18%	21%	15%	18%	18%	22%	20%	20%
To a moderate extent (There have been several instances, and it has resulted in some capacity issues.)	34%	35%	35%	36%	34%	36%	35%	35%	36%	29%	31%
To a significant extent (There have been many cases, and it has caused major capacity issues.)	23%	22%	22%	23%	23%	24%	23%	24%	18%	23%	18%
To a very significant extent (This is a major issue that is impacting the organization.)	17%	16%	16%	17%	16%	18%	19%	14%	14%	18%	17%

Q30. Have you observed any situations when your organization's fiscal restraints (like budget freezes), impacted salaries, pay increases and the ability to hire sufficient numbers of research administration staff?

# Impact of Fiscal Restraints on Salaries, Pay Increases, and Ability to Hire Sufficient Number of Employees

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:						
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years
n	2019	A 424	B 407	C 365	D 347	E 225	F 134	G 115	A 481	B 591	C 304	D 167	E 201	F 143	G 122
Not at all (There have been no fiscal restraints.)	8%	13.7% C D E	8%	5%	6%	5%	8%	5%	11.4% D	9%	5%	3%	7%	7%	7%
To a minor extent (There have been times, but it hasn't caused problems.)	18%	21%	20%	17%	16%	16%	23%	17%	20%	22%	17%	12%	15%	18%	15%
To a moderate extent (There have been several instances, and it has resulted in some capacity issues.)	34%	33%	36%	36%	34%	35%	26%	33%	34%	31%	37%	44%	35%	32%	30%
To a significant extent (There have been many cases, and it has caused major capacity issues.)	23%	18%	21%	26%	23%	26%	28%	24%	21%	21%	27%	20%	23%	25%	26%
To a very significant extent (This is a major issue that is impacting the organization.)	17%	14%	16%	16%	21%	17%	15%	20%	14%	16%	14%	22%	20%	19%	22%

# Impact of Fiscal Restraints on Salaries, Pay Increases, and Ability to Hire Sufficient Number of Employees

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure
		A	B	C	D	E	F	A	B	C	D	E	F	G
n	2019	1654	7	18	170	71	97	772	341	103	149	188	59	43
Not at all (There have been no fiscal restraints.)	8%	8%	0%	22%	5%	19.7% A D	10%	8%	8%	11%	3%	5%	14%	14%
To a minor extent (There have been times, but it hasn't caused problems.)	18%	18%	0%	28%	26.5% A E	10%	25%	19%	20%	18%	15%	13%	12%	16%
To a moderate extent (There have been several instances, and it has resulted in some capacity issues.)	34%	34%	29%	11%	39%	42%	33%	34%	34%	23%	36%	36%	31%	30%
To a significant extent (There have been many cases, and it has caused major capacity issues.)	23%	24%	57.1% E	33%	19%	11%	19%	24%	25%	28%	24%	21%	22%	16%
To a very significant extent (This is a major issue that is impacting the organization.)	17%	18%	14%	6%	11%	17%	13%	16%	14%	20%	22%	25.5% A B	22%	23%

# Impact of Fiscal Restraints on Salaries, Pay Increases, and Ability to Hire Sufficient Number of Employees

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
	A	B	C	D	E	F	G	A	B	C	D	
n	2019	3	1122	470	281	22	152	50	395	577	603	426
Not at all (There have been no fiscal restraints.)	8%	0%	7.7% F	8%	6%	0%	3.3%	2%	7%	6%	10%	9%
To a minor extent (There have been times, but it hasn't caused problems.)	18%	0%	17%	21%	15%	18%	14%	16%	18%	20%	19%	15%
To a moderate extent (There have been several instances, and it has resulted in some capacity issues.)	34%	0%	34%	33%	33%	27%	38%	38%	38%	33%	33%	34%
To a significant extent (There have been many cases, and it has caused major capacity issues.)	23%	33%	24%	23%	23%	18%	26%	22%	19%	23%	25%	22%
To a very significant extent (This is a major issue that is impacting the organization.)	17%	67%	17.2%	15.7%	23.5% BC	36%	20%	22%	18%	17%	13%	20.4% C

Q30. Have you observed any situations when your organization's fiscal restraints (like budget freezes), impacted salaries, pay increases and the ability to hire sufficient numbers of research administration staff?

# Appendix // Recruitment and Retention

Detailed results among

- > RA Concentrations,
- > Organizational Units,
- > Experience in RA,
- > Experience in current position,
- > Type of Institute,
- > Type of Academic Institution,
- > Classification of Academic Institutions,
- > Region

# Benefits, and Eligibility for performance-based bonuses or incentives

	Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
		Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
		A	B	C	D	E	A	B	C	D	E	
	n	2024	1333	1193	614	768	420	925	665	134	193	106
Q31 Does your current role include benefits such as healthcare, retirement plans, etc.?	No	1%	1%	1%	1%	1%	3%	1%	1%	2%	2%	2%
	Unsure	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%
	Yes	99%	99%	99%	99%	99%	97%	99%	99%	98%	98%	97%
	n	2024	1333	1192	613	766	420	927	665	133	192	106
Q32. Are you eligible for performance-based bonuses or incentives?	No	65%	66%	64%	64%	62%	67%	67.9% E	63%	56%	66%	54%
	Unsure	6%	6%	6%	5%	5%	5%	5%	6%	8%	6%	9%
	Yes	30%	28%	30%	32%	32.9% A	28%	27%	31%	36%	28%	38%

# Benefits, and Eligibility for performance-based bonuses or incentives

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:						
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years
Q31 Does your current role include benefits such as healthcare, retirement plans, etc.?	A	B	C	D	E	F	G	A	B	C	D	E	F	G	
	n	2024	427	409	366	346	225	133	116	488	593	302	163	201	144
	No	1%	2%	1%	1%	0%	1%	1%	3%	1%	1%	2%	1%	0%	2%
	Unsure	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Yes	99%	97.9% H	98.8% H	98.6% H	100%	99.1% H	99.2% H	96.6% H	99%	99%	98%	99%	100%	98%
	n	2024	426	410	366	346	225	133	116	489	590	303	164	201	144
	No	65%	66%	62%	69%	65%	66%	61%	60%	60%	68%	64%	62%	63%	72%
Q32. Are you eligible for performance-based bonuses or incentives?	Unsure	6%	10.1% C E	6%	4%	5%	3%	4%	5%	9.8% E	6%	5%	4%	2%	4%
	Yes	30%	24%	32%	27%	31%	31%	35%	35%	31%	26%	31%	35%	35%	24%

# Benefits, and Eligibility for performance-based bonuses or incentives

Q31 Does your current role include benefits such as healthcare, retirement plans, etc.?

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?							
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure	
		A	B	C	D	E	F	A	B	C	D	E	F	G	
	n	2024	1655	9	18	175	70	95	771	340	103	149	190	58	45
	No	1%	1%	11.1% A	11.1% A	3%	1%	1%	1%	0%	3%	1%	2%	3%	0%
	Unsure	0%	0%	22%	6%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Yes	99%	99.2% B C	67%	83%	97.1% B	98.6% B	98.9% B C	100%	100%	97%	99%	98%	97%	100%
	n	2024	1657	9	18	174	69	95	771	341	103	149	190	59	45
	No	65%	67.2% C D E	56%	33%	51%	49%	62%	63%	70%	75%	74%	75.8% A	61%	60%
	Unsure	6%	6%	11%	11%	2%	9%	2%	6%	6%	2%	7%	6%	7%	17.8% A C
	Yes	30%	27%	33%	56%	46.6% A	42%	36%	31.4% E	24%	23%	20%	18%	32%	22%

Q32. Are you eligible for performance-based bonuses or incentives?

# Benefits, and Eligibility for performance-based bonuses or incentives

	Total	What is the classification of your academic institution? Check all that apply:							Region				
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West	
		A	B	C	D	E	F	G	A	B	C	D	
	n	2024	4	1118	473	280	23	151	51	398	582	598	426
Q31 Does your current role include benefits such as healthcare, retirement plans, etc.?	No	1%	0%	1.1%	0.4%	1%	0%	1.3% BC	0%	0%	2%	1%	2%
	Unsure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Yes	99%	100%	98.9% F	99.6% F	99%	100%	98.7%	100%	100%	98%	99%	98%
	n	2024	4	1120	474	280	23	151	51	398	581	600	425
Q32. Are you eligible for performance-based bonuses or incentives?	No	65%	100%	67%	66%	69%	70%	78%	78%	63%	63%	67%	65%
	Unsure	6%	0%	6%	7%	6%	13%	5%	2%	6%	6%	5%	6%
	Yes	30%	0%	27%	27%	25%	17%	17%	20%	31%	31%	28%	29%

# The biggest challenges for recruiting research administrators

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
n 1988	A 1310	B 1169	C 605	D 754	E 412	A 918	B 651	C 126	D 188	E 104	
Limited pool of high-quality candidates.	70%	71%	71%	69%	71%	69%	73.2% C	69%	57%	70%	68%
Our salaries are lower than other opportunities.	62%	59.8%	60%	64.1% A	60%	64%	63.8% C	60%	51%	65%	61%
Greater career advancement opportunities at other organizations.	41%	40%	39.9%	44.6% ABD	39.1%	42%	42%	38%	49%	36%	45%
Position titles are confusing and do not adequately describe the role.	29%	29.2%	32%	30%	34.1% A	28%	24%	35.5% A	25%	29%	32%
We do not offer remote work opportunities.	21%	21%	20%	22%	22%	19%	23.4% E	18%	21%	22%	11%
Our location is not appealing to candidates.	17%	16%	16%	19%	15%	21%	20.4% B	15%	18%	13%	11%
Our organization is not appealing to candidates. (Please explain in the comment box)	9%	9%	9%	8%	8%	10%	9%	7%	10%	6%	12%

Q33. What are the top 3 biggest challenges for recruiting research administrators in your organization?

# The biggest challenges for recruiting research administrators

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:						
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years
		A	B	C	D	E	F	G	A	B	C	D	E	F	G
n	1988	419	403	359	337	223	130	115	479	574	301	163	199	141	121
Limited pool of high-quality candidates.	70%	60%	70%	71.6% A	76.3% A	74.9% A	73%	70%	68%	71%	69%	73%	76%	64%	70%
Our salaries are lower than other opportunities.	62%	63%	62%	58%	60%	64%	62%	65%	59%	58%	63%	69%	62%	70%	66%
Greater career advancement opportunities at other organizations.	41%	39%	38%	43%	43%	37%	45%	45%	42%	40%	39%	37%	45%	43%	41%
Position titles are confusing and do not adequately describe the role.	29%	30%	31%	29%	26%	30%	28%	23%	31%	28%	31%	29%	31%	24%	19%
We do not offer remote work opportunities.	21%	27% C	20%	16%	22%	18%	20%	14%	22%	22%	20%	22%	18%	19%	19%
Our location is not appealing to candidates.	17%	16%	18%	19%	15%	18%	19%	13%	18%	18%	17%	17%	17%	16%	14%
Our organization is not appealing to candidates. (Please explain in the comment box)	9%	10%	6%	10%	8%	8%	8%	10%	8%	9%	11%	9%	8%	6%	6%

Q33. What are the top 3 biggest challenges for recruiting research administrators in your organization?

# The biggest challenges for recruiting research administrators

	Total	At what type of institution do you work:							Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure	
		A	B	C	D	E	F	A	B	C	D	E	F	G	
n	1988	1635	8	16	166	66	95	759	338	101	149	187	59	43	
Limited pool of high-quality candidates.	70%	70%	25%	44%	72%	64%	81.1% B C	74.2% E	72.2% E	72%	65%	55%	56%	72%	
Our salaries are lower than other opportunities.	62%	64.6% D F	63%	63%	41%	58%	47%	62%	63%	70%	74%	67%	66%	58%	
Greater career advancement opportunities at other organizations.	41%	40%	50%	31%	42%	47%	37%	35%	38%	37%	53% A B	54.5% A B	49%	40%	
Position titles are confusing and do not adequately describe the role.	29%	28%	25%	38%	38%	33%	31%	32.4% D E	28.4% E	23%	19%	12%	30.5% E	39.5% E	
We do not offer remote work opportunities.	21%	22%	50% D	31%	12%	15%	16%	14%	23.7% A	35.6% A	28.9% A	40.6% A B F	14%	19%	
Our location is not appealing to candidates.	17%	18.6% D	13%	0%	7%	11%	16%	14%	20%	25.7% A	23%	28.3% A	17%	19%	
Our organization is not appealing to candidates. (Please explain in the comment box)	9%	8%	0%	25% F	11%	12%	3%	8%	7%	13%	9%	11%	14%	2%	

Q33. What are the top 3 biggest challenges for recruiting research administrators in your organization?

# The biggest challenges for recruiting research administrators

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
		A	B	C	D	E	F	G	A	B	C	D
n	1988	4	1110	460	280	23	149	51	391	564	593	421
Limited pool of high-quality candidates.	70%	75%	71%	67%	72%	57%	70%	71%	75%	69%	70%	69%
Our salaries are lower than other opportunities.	62%	50%	67.5% C	56.3%	64.6% C	70%	73.8% C	65%	61%	57%	67.6% B	60%
Greater career advancement opportunities at other organizations.	41%	25%	41%	39%	37%	48%	38%	39%	37%	40%	42%	42%
Position titles are confusing and do not adequately describe the role.	29%	0%	28%	28%	30%	13%	28%	24%	30%	29%	25%	32%
We do not offer remote work opportunities.	21%	50%	23.2% C	17.8%	18%	44%	24%	24%	16%	16%	29% A B D	17%
Our location is not appealing to candidates.	17%	0%	19%	17.6%	23.9% C	13%	24%	31%	20%	16%	17%	16%
Our organization is not appealing to candidates. (Please explain in the comment box)	9%	0%	9%	6.7%	6.1%	9%	12.8% CD	12%	7%	8%	9%	10%

Q33. What are the top 3 biggest challenges for recruiting research administrators in your organization?

# The biggest challenges for retaining research administrators

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
	A	B	C	D	E	A	B	C	D	E	
n	1999	1316	1175	609	757	414	918	655	128	191	106
Workload and stress	59%	60%	60%	56%	59%	55%	59%	62%	52%	54%	61%
Competitive salaries and benefits offered by other institutions	52%	50%	49%	52%	47%	55%	56.3% B	47%	50%	49%	45%
Limited career advancement opportunities within the organization	48%	48%	44.9%	50.7% B	49%	52%	49%	45%	52%	50%	43%
Competition with other organizations	42%	41%	40%	42%	39%	45%	46.3% B	37%	40%	38%	44%
Competition with other INTERNAL departments	30%	31% C	31.7% C	25.8%	32.1% C	24%	27.1% C	34.7% A C	13%	30.4% C	38.7% C
Lack of recognition or appreciation	25%	24%	26%	27%	27%	27%	22%	26%	26%	28%	27%
Limited training and development opportunities	19%	19%	20%	20%	23%	18%	17%	21%	16%	20%	23%
Lack of management or leadership support	18%	17%	17%	16%	19%	17%	15%	20%	23%	16%	18%
Openend	5%	5%	5%	6%	3%	7%	6%	3%	7%	8.4% B	6%

Q34. What are the top 3 most significant challenges for retaining research administrators?

# The biggest challenges for retaining research administrators

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:						
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years
		A	B	C	D	E	F	G	A	B	C	D	E	F	G
n	1999	419	404	361	341	225	131	116	481	582	301	164	197	143	122
Workload and stress	59%	58%	64%	58%	65%	55%	52%	56%	58%	60%	63%	64%	57%	52%	59%
Competitive salaries and benefits offered by other institutions	52%	53%	51%	49%	51%	54%	50%	57%	52%	49%	54%	46%	50%	57%	58%
Limited career advancement opportunities within the organization	48%	45%	46%	52%	48%	47%	48%	49%	39%	48%	49%	50%	56.9% A	56.6% A	47%
Competition with other organizations	42%	39%	40%	40%	43%	47%	49%	48%	44%	41%	40%	45%	40%	42%	43%
Competition with other INTERNAL departments	30%	26%	32%	30%	31%	27%	40.5% A	25%	32%	27%	27%	37%	28%	32%	29%
Lack of recognition or appreciation	25%	26%	29%	22%	24%	26%	21%	21%	21%	27%	31.2% A	23%	21%	19%	24%
Limited training and development opportunities	19%	26.3% F	18%	19%	18%	16%	13%	14%	23.1% G	20%	19%	18%	17%	15%	10%
Lack of management or leadership support	18%	23.9% E F G	19%	19%	17%	11%	10%	9%	21%	19%	15%	16%	18%	13%	12%
Openend	5%	4%	6%	5%	4%	8%	5%	8%	6%	5%	5%	5%	6%	5%	5%

Q34. What are the top 3 most significant challenges for retaining research administrators?

# The biggest challenges for retaining research administrators

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure
		A	B	C	D	E	F	A	B	C	D	E	F	G
n	1999	1642	8	18	168	66	95	766	339	101	149	186	59	43
Workload and stress	59%	59%	50%	44%	65%	56%	58%	64.2% E	57%	55%	55%	49%	48%	72%
Competitive salaries and benefits offered by other institutions	52%	53.3% D	38%	61%	41%	47%	41%	48%	53%	64%	60%	62.9% A	53%	58%
Limited career advancement opportunities within the organization	48%	47%	25%	28%	49%	52%	60%	41%	46%	51%	57% A	64.5% A B	48%	44%
Competition with other organizations	42%	42%	38%	33%	47%	47%	33%	39%	44%	34%	50%	48%	37%	42%
Competition with other INTERNAL departments	30%	32.6% D F	13%	22%	15%	23%	11%	44.4% C D E F	35.1% D E	25.7% E	13%	5%	17%	30.2% E
Lack of recognition or appreciation	25%	25%	13%	33%	20%	26%	25%	25%	27%	24%	20%	25%	29%	35%
Limited training and development opportunities	19%	18%	13%	28%	27%	15%	25%	20%	16%	25%	15%	13%	24%	7%
Lack of management or leadership support	18%	17%	13%	44.4% A D	15%	18%	28%	17%	15%	17%	15%	20%	25%	14%
Openend	5%	6%	13%	0%	4%	3%	4%	4%	5%	7%	5%	11.3% A	9%	5%

Q34. What are the top 3 most significant challenges for retaining research administrators?

# The biggest challenges for retaining research administrators

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
		A	B	C	D	E	F	G	A	B	C	D
n	1999	4	1113	467	279	22	150	51	391	576	592	421
Workload and stress	59%	100%	56.7%	63.6% B	60%	27%	55%	57%	65% C	62%	54%	58%
Competitive salaries and benefits offered by other institutions	52%	100%	54.9% C	46.9%	53%	73%	58.7% C	51%	51%	47%	57.1% B	50%
Limited career advancement opportunities within the organization	48%	25%	48%	47%	42.3% F	41%	52.7% D	49%	40%	45%	51.5% A	52.3% A
Competition with other organizations	42%	0%	44.2% C	38.3%	45%	73%	54% BC	33%	39%	42%	44%	42%
Competition with other INTERNAL departments	30%	50%	33.2%	29.6%	42.3% BCF	9%	27.3%	35%	39.1% B C D	25%	29%	28%
Lack of recognition or appreciation	25%	25%	24%	27%	27%	36%	21%	24%	19%	26.4% A	26% A	25%
Limited training and development opportunities	19%	0%	18%	19%	14%	14%	13%	16%	17%	22.7% C	16%	20%
Lack of management or leadership support	18%	0%	16%	18%	15%	23%	15%	16%	16%	19%	17%	19%
Openend	5%	0%	5%	6%	8%	14%	7%	16%	7%	5%	4%	6%

Q34. What are the top 3 most significant challenges for retaining research administrators?

# Likelihood of Looking for Other Employment Opportunities in next 12 months

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
	A	B	C	D	E	A	B	C	D	E	
<i>n</i>	2017	1330	1186	610	764	417	925	662	131	192	106
Very likely	14%	14%	15%	15%	16%	15%	14%	15%	16%	13%	11%
Likely	8%	8%	8%	11%	8%	7%	8%	8%	9%	7%	8%
Somewhat likely	14%	14%	14%	16%	16%	14%	13%	14%	18%	14%	12%
Neither likely nor unlikely	14%	14%	14%	13%	12%	16%	14%	15%	12%	10%	15%
Somewhat unlikely	10%	10%	9%	10%	11%	8%	8%	12%	5%	14%	10%
Unlikely	18%	18%	18%	14%	16%	19%	19%	16%	18%	21%	20%
Very unlikely	22%	23%	22%	22%	20%	22%	23%	20%	24%	21%	24%

Q35. What is the likelihood that you will be looking for other employment opportunities within the next 12 months?

# Likelihood of Looking for Other Employment Opportunities in next 12 months

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:								
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years		
n	2017	424	409	365	344	224	133	116	488	589	301	164	199	144	122		
Very likely	14%	18.6%	G	12%	16%	13%	13%	14%	7%	12%	17%	16%	13%	15%	13%	12%	
Likely	8%	9%	9%	9%	9%	6%	5%	4%	7%	8%	8%	10%	9%	10%	5%		
Somewhat likely	14%	15%	18.1%	E	15.9%	E	11%	7%	11%	13%	14%	15%	16%	10%	12%	11%	12%
Neither likely nor unlikely	14%	15%	16%	12%	15%	15%	12%	13%	14%	13%	17.9%	G	15%	15%	14%	6%	
Somewhat unlikely	10%	12%	8%	10%	11%	9%	11%	7%	11%	9%	9%	11%	13%	6%	7%		
Unlikely	18%	16%	19%	16%	23%	17%	20%	17%	18%	18%	19%	17%	18%	12%	25%		
Very unlikely	22%	16%	18%	22%	19%	33% A B D	28%	38.8% A B C D	24.2% C	19%	14%	24%	20%	34% B C	35.2% B C		

Q35. What is the likelihood that you will be looking for other employment opportunities within the next 12 months?

# Likelihood of Looking for Other Employment Opportunities in next 12 months

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure
		A	B	C	D	E	F	A	B	C	D	E	F	G
n	2017	1653	8	18	172	69	95	771	341	103	148	187	59	45
Very likely	14%	14%	13%	17%	14%	19%	11%	14%	11%	18%	16%	19%	14%	16%
Likely	8%	8%	25%	27.8% A	10%	6%	6%	7%	6%	10%	7%	12%	12%	4%
Somewhat likely	14%	13%	0%	22%	19%	13%	16%	13%	11%	16%	14%	16%	12%	18%
Neither likely nor unlikely	14%	14%	25%	0%	11%	19%	17%	14%	16%	16%	16%	11%	17%	18%
Somewhat unlikely	10%	11%	25%	0%	6%	7%	7%	11%	12%	9%	8%	9%	12%	9%
Unlikely	18%	18%	0%	11%	20%	13%	17%	20%	18%	18%	19%	14%	20%	18%
Very unlikely	22%	22%	13%	22%	20%	23%	26%	23%	27%	15%	21%	19%	14%	18%

Q35. What is the likelihood that you will be looking for other employment opportunities within the next 12 months?

# Likelihood of Looking for Other Employment Opportunities in next 12 months

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
		A	B	C	D	E	F	G	A	B	C	D
<b>n</b>	2017	4	1118	471	281	23	149	51	395	580	599	424
Very likely	14%	25%	14%	16%	12%	22%	10%	10%	13%	12%	16%	16%
Likely	8%	0%	8%	8%	6%	4%	10%	10%	6%	9%	9%	8%
Somewhat likely	14%	50%	14%	12%	13%	17%	15%	6%	13%	14%	13%	14%
Neither likely nor unlikely	14%	25%	14%	13%	14%	17%	12%	14%	13%	15%	15%	12%
Somewhat unlikely	10%	0%	11%	12%	11%	9%	11%	4%	12%	9%	10%	9%
Unlikely	18%	0%	18%	20%	17%	9%	20%	26%	17%	20%	18%	19%
Very unlikely	22%	0%	21.7%	21.2%	28.5% BC	22%	22%	31%	25%	22%	20%	22%

Q35. What is the likelihood that you will be looking for other employment opportunities within the next 12 months?

# Top reasons that impact research administrators' decisions to look for other employment

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
	A	B	C	D	E	A	B	C	D	E	
n	1872	1225	1100	568	714	388	851	630	117	176	97
Pay/salary increase	68%	68%	67%	64%	68%	59%	67%	71%	71%	62%	66%
Promotion/more responsibility	32%	32%	30%	31%	32%	34%	32%	34%	39%	27%	32%
Opportunity to work remotely	31%	32%	31%	31%	32%	24%	30%	31%	41%	27%	25%
Want a new challenge	27%	26%	26%	28%	27%	28%	29%	26%	24%	24%	23%
More flexible work schedule	19%	19%	19%	19%	18%	17%	20%	18%	20%	21%	13%
Better benefits	13%	14%	13%	13%	14%	8%	12%	13%	17%	13%	17%
Relocation to a different geographical region	13%	13%	13%	15%	13%	15%	14%	12%	10%	14%	12%
Want a new supervisor	9%	10%	9%	9%	8%	9%	11%	9%	9%	6%	5%
Want to work with different coworkers	4%	4%	4%	4%	4%	3%	4%	4%	5%	5%	4%

Q36. Please select up to three reasons that will impact your decision to look for other employment.

# Top reasons that impact research administrators' decisions to look for other employment

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:						
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years
n	1872	A 404	B 387	C 345	D 318	E 200	F 117	G 99	A 453	B 563	C 289	D 154	E 173	F 123	G 108
Pay/salary increase	68%	80.2% C D E F G	74.4% E F G	69.3% G	64.5% G	58%	55%	42%	70.9% G	71.6% G	69%	61%	67%	67%	54%
Promotion/more responsibility	32%	35.9% E G	34%	38% E F G	32%	24%	21%	19%	36%	33%	30%	30%	33%	29%	21%
Opportunity to work remotely	31%	38.9% D E G	31%	28%	28%	26%	35%	18%	34%	32%	29%	31%	26%	25%	27%
Want a new challenge	27%	21%	32% A G	28%	28%	25%	33.3% G	15%	23%	25%	36% A B	30%	25%	23%	25%
More flexible work schedule	19%	22%	18%	18%	21%	16%	22%	11%	22.1% C	20%	12%	21%	13%	24%	22%
Better benefits	13%	18.1% C	15%	9%	12%	10%	10%	8%	16%	14%	10%	10%	9%	11%	9%
Relocation to a different geographical region	13%	13%	13%	10%	13%	19%	12%	13%	15%	13%	13%	10%	13%	11%	12%
Want a new supervisor	9%	11%	9%	8%	9%	11%	9%	11%	8%	9%	11%	7%	11%	10%	11%
Want to work with different coworkers	4%	4%	5%	5%	3%	4%	4%	1%	7%	4%	2%	5%	3%	2%	3%

# Top reasons that impact research administrators' decisions to look for other employment

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?						
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure
		A	B	C	D	E	F	A	B	C	D	E	F	G
n	1872	1535	7	17	155	64	92	718	312	96	138	173	57	42
Pay/salary increase	68%	70%	71%	59%	59%	66%	62%	71%	69%	70%	67%	71%	68%	67%
Promotion/more responsibility	32%	32%	14%	35%	36%	42%	23%	33%	32%	34%	33%	27%	32%	31%
Opportunity to work remotely	31%	31%	14%	41%	29%	28%	27%	29%	29%	41%	30%	39%	32%	36%
Want a new challenge	27%	26%	29%	29%	35%	23%	21%	27%	27%	22%	29%	23%	25%	26%
More flexible work schedule	19%	20%	0%	12%	16%	17%	20%	15%	17%	30.2% A	27.5% A	27.2% A	26%	17%
Better benefits	13%	11%	57.1% A	18%	22.6% A	19%	15%	10%	11%	19%	8%	10%	18%	7%
Relocation to a different geographical region	13%	13%	29%	12%	13%	14%	9%	14%	13%	12%	17%	13%	4%	7%
Want a new supervisor	9%	10%	0%	6%	8%	8%	9%	11%	8%	7%	9%	10%	11%	12%
Want to work with different coworkers	4%	4%	0%	6%	1%	5%	3%	4%	5%	4%	4%	5%	7%	5%

Q36. Please select up to three reasons that will impact your decision to look for other employment.

# Top reasons that impact research administrators' decisions to look for other employment

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
	A	B	C	D	E	F	G	A	B	C	D	
n	1872	4	1039	436	261	21	138	44	371	531	555	398
Pay/salary increase	68%	75%	70%	71%	64%	62%	66%	61%	70%	69%	71%	63%
Promotion/more responsibility	32%	50%	30%	36.5% BD	28%	43%	30%	34%	33%	35%	30%	31%
Opportunity to work remotely	31%	0%	33.4% C	26.8%	30%	38%	33%	36%	28%	28%	36.2% B	29%
Want a new challenge	27%	25%	24.8%	30.7% BD	23%	24%	23%	23%	26%	28%	23%	29%
More flexible work schedule	19%	25%	21.6% C	14%	16.9%	19%	27.5% CD	34%	16%	17%	21%	21%
Better benefits	13%	25%	11%	11%	8%	5%	15%	9%	11%	11%	14%	14%
Relocation to a different geographical region	13%	0%	13%	14%	13%	29%	12%	16%	13%	13%	13%	13%
Want a new supervisor	9%	0%	9%	11%	8%	0%	7%	7%	9%	10%	8%	11%
Want to work with different coworkers	4%	25%	5%	4%	5%	0%	4%	5%	4%	3%	5%	4%

# Appendix // Training

**Detailed results among**

- > RA Concentrations,**
- > Organizational Units,**
- > Experience in RA,**
- > Experience in current position,**
- > Type of Institute,**
- > Type of Academic Institution,**
- > Classification of Academic Institutions,**
- > Region**

# Perception of on-the-job training and professional development

To what extent do you agree with the following statements? There is adequate support to train NEWLY HIRED research administrators for the role.

There is ongoing professional development for EXISTING staff to grow and update on the changing requirements of the role.

Our organization has a formal process for developing a "talent pipeline" to attract, train and provide opportunities for advancement in the research administrator field.

Total	What research administration concentration(s) do you work in? Check all that apply					Which of the following organizational units best matches the primary setting of your employment?					
	Pre-Award	Post-Award	Regulatory Compliance	Department Administration	Other (please specify)	Central office	Department	No specific area (work cradle to grave in research administration)	Other (please specify)	Shared services	
	A	B	C	D	E	A	B	C	D	E	
n	2009	1322	1182	609	761	415	921	656	134	192	105
Strongly Agree	7%	7%	7%	5%	6%	6%	8%	6%	4%	7%	14.3% B C
Agree	25%	24%	24%	24%	24%	27%	28%	22%	26%	22%	27%
Neutral	17%	17%	16%	18%	15%	15%	18%	16%	17%	17%	11%
Disagree	29%	28%	29%	29%	31%	28%	29%	30%	28%	27%	30%
Strongly Disagree	21%	22%	22%	22%	24%	21%	16%	25.9% A	20%	25% A	18%
Unsure or N/A	1%	1%	1%	2%	1%	2%	1%	1%	4.5% A B	2%	1%
n	2010	1323	1182	609	762	417	922	657	134	192	104
Strongly Agree	10%	10%	10%	9%	7%	10%	11%	8%	8%	10%	14%
Agree	38%	37.7% D	37%	35%	33%	36%	41%	34%	37%	38%	39%
Neutral	18%	18%	18%	18%	20%	18%	18%	17%	18%	19%	20%
Disagree	22%	22%	23%	26%	26%	22%	20%	25%	26%	21%	19%
Strongly Disagree	12%	12%	12%	12%	13%	13%	10%	15.1% A	11%	11%	8%
Unsure or N/A	1%	1%	1%	1%	0%	1%	0%	1%	1%	1%	0%
n	2009	1323	1182	609	762	416	920	657	134	192	105
Strongly Agree	3%	2.8% D	3%	2%	1%	2%	3%	2%	2%	2%	7.6% B
Agree	8%	8%	7%	8%	7%	9%	8%	7%	6%	5%	13%
Neutral	14%	15%	16.3% D	14%	13%	12%	15%	14%	17%	14%	10%
Disagree	33%	31%	31%	34%	34%	31%	35%	32%	25%	33%	32%
Strongly Disagree	38%	39%	38%	39%	40%	39%	36%	39%	41%	40%	33%
Unsure or N/A	5%	5%	5%	4%	5%	7%	4%	6%	9%	6%	4%

Q37. To what extent do you agree with the following statements?

# Perception of on-the-job training and professional development

To what extent do you agree with the following statements? There is adequate support to train NEWLY HIRED research administrators for the role.

There is ongoing professional development for EXISTING staff to grow and update on the changing requirements of the role.

Our organization has a formal process for developing a "talent pipeline" to attract, train and provide opportunities for advancement in the research administrator field.

	Total	How many years have you been working in the field of research administration							How many years have you been in your current position:						
		0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	30+ years	0-1 year	2-3 years	4-5 years	6-7 years	8-10 years	11-15 years	15+ years
n	2009	A 423	B 406	C 366	D 342	E 223	F 131	G 116	A 484	B 587	C 301	D 165	E 198	F 143	G 121
Strongly Agree	7%	8%	7%	9%	6%	7%	5%	9%	9%	8%	7%	7%	3%	6%	8%
Agree	25%	24%	25%	27%	24%	22%	27%	28%	24%	25%	22%	30%	24%	33%	25%
Neutral	17%	16%	18%	14%	17%	23%	18%	10%	16%	18%	16%	15%	20%	16%	15%
Disagree	29%	31%	28%	29%	29%	26%	31%	28%	31%	27%	34%	24%	28%	26%	32%
Strongly Disagree	21%	20%	20%	20%	24%	21%	17%	21%	20%	23%	20%	22%	22%	18%	17%
Unsure or N/A	1%	1%	2%	1%	0%	1%	2%	3%	0%	0%	2%	2%	3% B	1%	3%
n	2010	A 424	B 407	C 366	D 341	E 223	F 131	G 116	A 484	B 587	C 302	D 165	E 198	F 143	G 121
Strongly Agree	10%	9%	9%	12%	10%	13%	8%	10%	11%	11%	8%	10%	6%	11%	15%
Agree	38%	40%	39%	35%	37%	35%	44%	38%	41%	36%	37%	38%	39%	36%	36%
Neutral	18%	16%	18%	16%	21%	19%	18%	18%	17%	17%	19%	19%	21%	20%	16%
Disagree	22%	23%	21%	24%	21%	23%	19%	20%	21%	23%	24%	17%	23%	20%	22%
Strongly Disagree	12%	12%	12%	12%	11%	10%	11%	13%	10%	13%	12%	15%	10%	13%	11%
Unsure or N/A	1%	1%	0%	1%	0%	0%	1%	1%	0%	0%	1%	1%	1%	1%	1%
n	2009	A 424	B 406	C 365	D 342	E 223	F 131	G 116	A 484	B 587	C 302	D 164	E 198	F 143	G 121
Strongly Agree	3%	3%	3%	2%	1%	4%	5%	6% D	4%	3%	2%	2%	1%	2%	3%
Agree	8%	7%	8%	10%	7%	5%	5%	8%	8%	7%	9%	6%	8%	6%	7%
Neutral	14%	16%	15%	11%	16%	13%	15%	16%	14%	16%	13%	14%	10%	15%	18%
Disagree	33%	32%	35%	32%	33%	33%	31%	33%	33%	32%	32%	32%	37%	34%	28%
Strongly Disagree	38%	35%	36%	40%	39%	43%	38%	32%	35%	37%	40%	43%	37%	39%	39%
Unsure or N/A	5%	7%	4%	6%	4%	3%	5%	5%	7%	5%	4%	2%	7%	4%	5%

Q37. To what extent do you agree with the following statements?

# Perception of on-the-job training and professional development

To what extent do you agree with the following statements? There is adequate support to train NEWLY HIRED research administrators for the role.

There is ongoing professional development for EXISTING staff to grow and update on the changing requirements of the role.

Our organization has a formal process for developing a "talent pipeline" to attract, train and provide opportunities for advancement in the research administrator field.

	Total	At what type of institution do you work:						Which of the following best describes your academic institution?							
		Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)	R1 research institution with medical school	R1 research institution without medical school	R2 research institution with medical school	R2 research institution without medical school	Predominantly Undergraduate Institution (PUI)	Other (please specify)	Unsure	
		A	B	C	D	E	F	A	B	C	D	E	F	G	
	n	2009	1649	9	17	170	68	94	769	339	103	145	190	59	45
Strongly Agree		7%	8%	0%	6%	4%	10%	5%	8%	8%	11%	5%	5%	7%	
Agree		25%	25%	44%	24%	22%	21%	28%	24%	29%	24%	24%	22%	24%	36%
Neutral		17%	16%	11%	12%	18%	29%	16%	16%	16%	20%	17%	17%	14%	11%
Disagree		29%	30%	11%	24%	31%	21%	26%	30%	31%	25%	30%	28%	29%	27%
Strongly Disagree		21%	20%	11%	35%	25%	18%	23%	21%	16%	20%	17%	24%	25%	18%
Unsure or N/A		1%	1%	22.2% A D E F	0%	1%	2%	2%	1%	0%	2%	1%	3.7% A B	3%	2%
	n	2010	1650	9	17	170	68	94	770	339	103	145	190	59	45
Strongly Agree		10%	11%	0%	0%	6%	10%	4%	10%	14%	11%	10%	11%	9%	16%
Agree		38%	39.7% D	44%	35%	27%	31%	32%	39%	45%	38%	39%	38%	31%	36%
Neutral		18%	18%	11%	29%	22%	18%	16%	19%	16%	18%	17%	17%	12%	16%
Disagree		22%	21%	22%	29%	28%	27%	29%	21%	17%	20%	24%	20%	31%	20%
Strongly Disagree		12%	10%	0%	6%	18.2% A	15%	19%	11%	8%	12%	9%	13%	17%	11%
Unsure or N/A		1%	1%	22.2% A	0%	0%	0%	0%	0%	0%	1%	1%	2%	2%	2%
	n	2009	1649	9	17	170	68	94	769	339	103	145	190	59	45
Strongly Agree		3%	3%	11%	0%	6.5% A	0%	0%	3%	2%	3%	1%	1%	0%	4%
Agree		8%	7%	44.4% A D F	24%	7%	12%	4%	8%	10%	2%	4%	4%	5%	9%
Neutral		14%	14%	11%	6%	19%	19%	12%	16%	16%	15%	6%	8%	12%	18%
Disagree		33%	33%	11%	29%	30%	27%	33%	33%	38%	32%	32%	27%	27%	27%
Strongly Disagree		38%	38%	0%	41%	32%	35%	43%	34%	32%	47%	47.6% A B	50% A B	51%	27%
Unsure or N/A		5%	5%	22%	0%	5%	7%	9%	5%	2%	2%	8.3% B	5%	5%	15.6% B C

Q37. To what extent do you agree with the following statements?

\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Perception of on-the-job training and professional development

To what extent do you agree with the following statements? There is adequate support to train NEWLY HIRED research administrators for the role.

There is ongoing professional development for EXISTING staff to grow and update on the changing requirements of the role.

Our organization has a formal process for developing a "talent pipeline" to attract, train and provide opportunities for advancement in the research administrator field.

	Total	What is the classification of your academic institution? Check all that apply:							Region			
		Unsure	Public	Private	Land Grant	HBCU	Minority-serving, not HBCU	Other	Midwest	Northeast	South	West
		A	B	C	D	E	F	G	A	B	C	D
n	2009	4	1111	474	279	23	148	50	392	578	597	423
Strongly Agree		7%	0%	6.8%	9.7% B	8%	22%	5%	4%	9%	5%	8%
Agree		25%	0%	25.3% F	24.3% F	29% F	13%	15.5%	28%	29%	24%	25%
Neutral		17%	0%	17%	13.9%	16%	13%	21.6% C	4%	15%	16%	17%
Disagree		29%	50%	29%	32%	28%	35%	35%	36%	29%	29%	31%
Strongly Disagree		21%	50%	21%	18%	18%	13%	22%	28%	17%	24.4% A	19%
Unsure or N/A		1%	0%	1%	2%	1%	4%	1%	0%	2%	2%	1%
n	2010	4	1112	474	279	23	148	50	393	578	597	423
Strongly Agree		10%	0%	9.6%	14.1% B	13%	30%	10%	12%	11%	8%	11%
Agree		38%	50%	40%	35.7%	44.1% C	17%	41%	38%	42.5% D	38%	39%
Neutral		18%	25%	18%	18%	17%	26%	18%	14%	15%	17%	19%
Disagree		22%	25%	20%	23%	18%	17%	18%	18%	22%	24%	19%
Strongly Disagree		12%	0%	11%	9%	8%	4%	12%	18%	8%	13.7% A	12%
Unsure or N/A		1%	0%	0%	1%	0%	4%	1%	0%	1%	0%	0%
n	2009	4	1112	474	278	23	148	50	393	579	596	422
Strongly Agree		3%	25%	2%	4%	4%	4%	1%	0%	3%	2%	3%
Agree		8%	0%	7%	8%	7%	4%	6%	6%	8%	7%	9%
Neutral		14%	0%	14%	14%	17%	26%	11%	6%	17%	16%	13%
Disagree		33%	0%	32%	35%	34%	26%	33%	34%	34%	33%	32%
Strongly Disagree		38%	75%	39.9% CD	33.3%	33.5%	30%	42%	54%	33%	36%	41%
Unsure or N/A		5%	0%	5%	6%	6%	9%	7%	0%	5%	5%	4%

Q37. To what extent do you agree with the following statements?

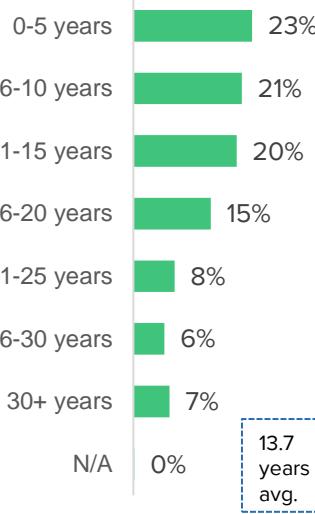
# Appendix // Region

- > **Total Experience in Research Administration,**
- > **Total Experience in the Current Position,**
- > **Work Arrangement,**
- > **Annual Salary,**
- > **Level of Standardization,**
- > **Issues About New Hires' Salaries,**
- > **Impact of Fiscal Restraints,**
- > **The biggest challenges for recruiting research administrators,**
- > **The biggest challenges for retaining research administrators,**
- > **Likelihood of Looking for Other Employment Opportunities in next 12 months,**
- > **Top reasons that impact research administrators' decisions to look for other employment**



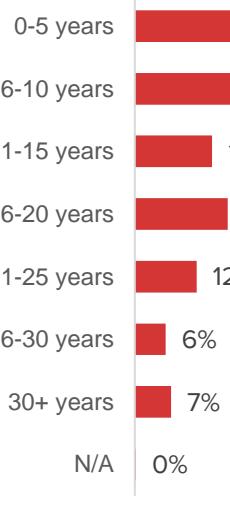
# Total Experience in Research Administration

## Midwest



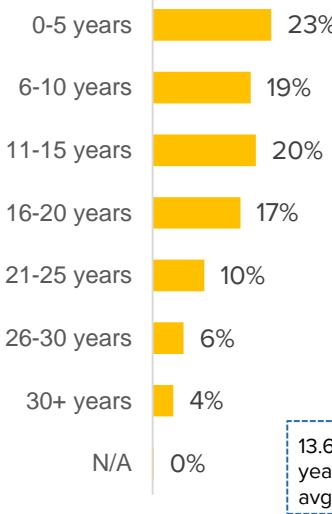
(N=460)

## Northeast



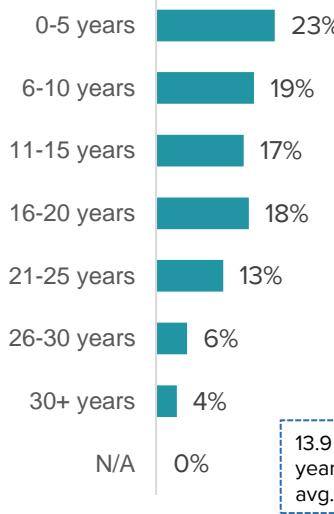
(N=685)

## South



(N=702)

## West



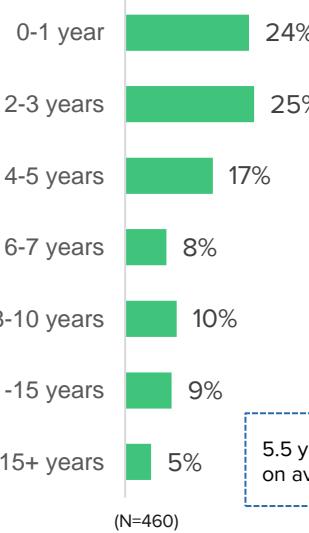
(N=482)

Q4. How many years have you been working in the field of research administration:

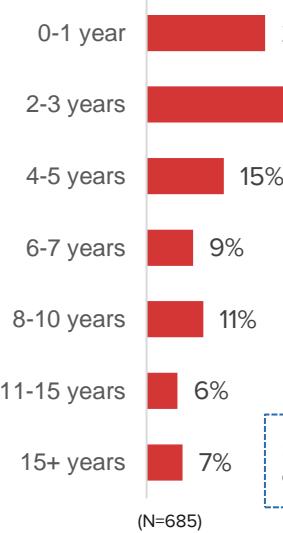


# Total Experience in the Current Position

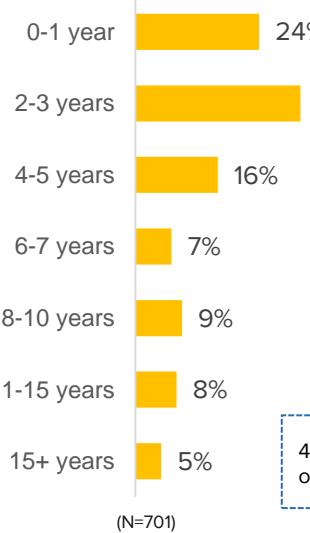
Midwest (A)



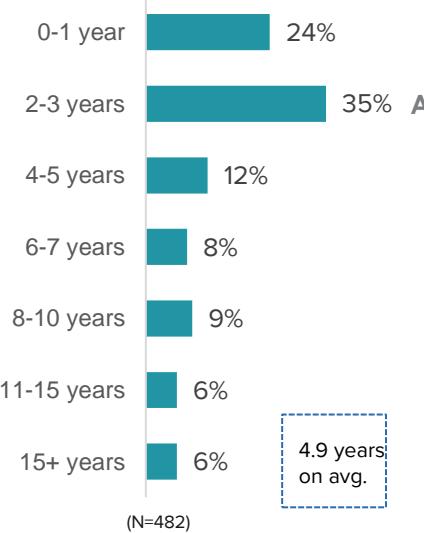
Northeast (B)



South (C)



West (D)



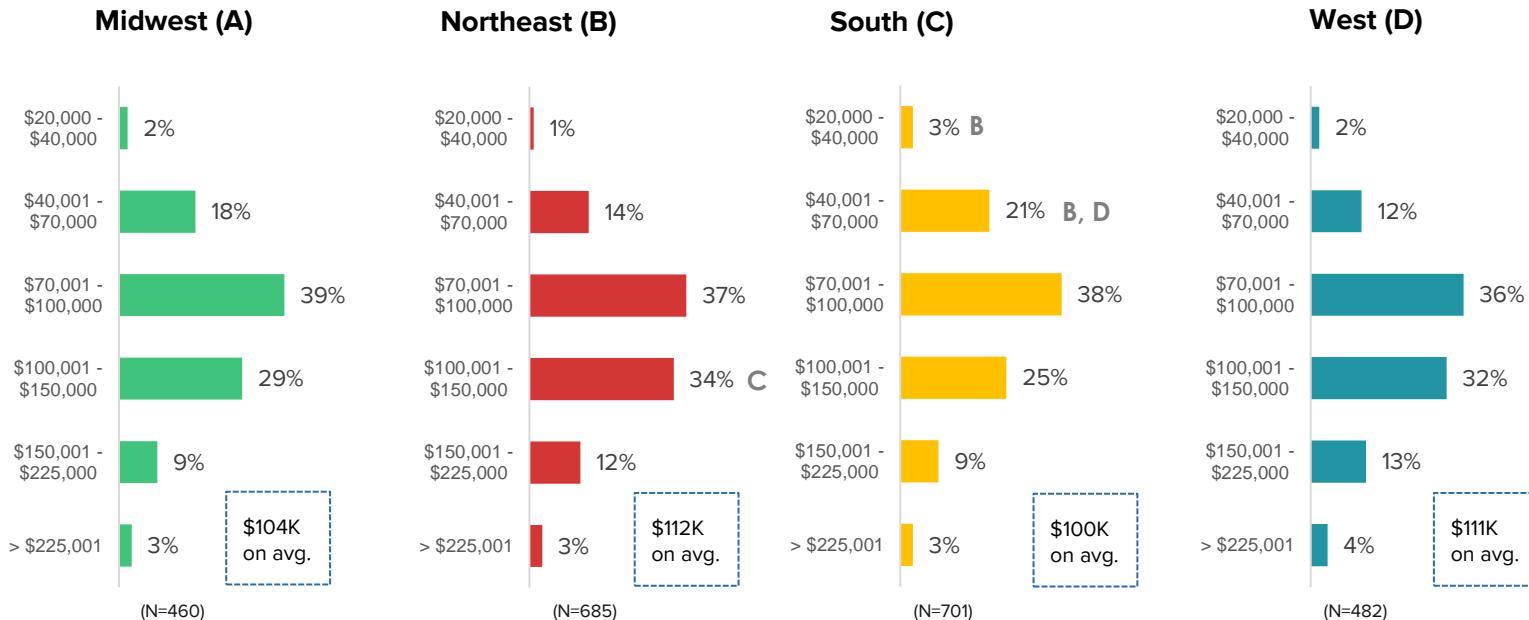


# Work Arrangement





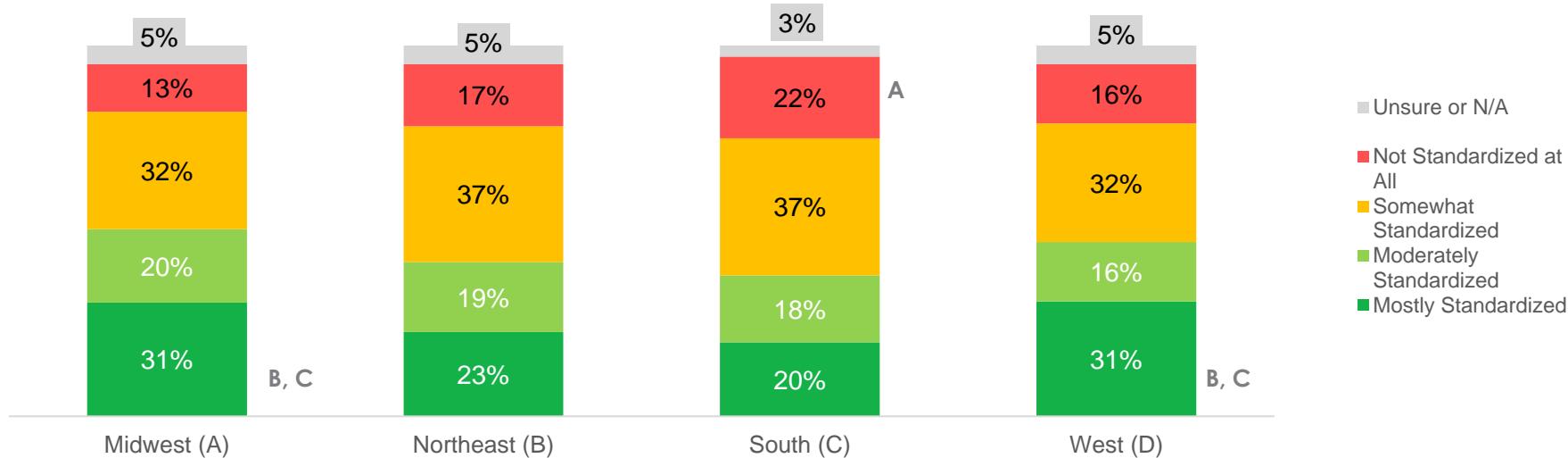
# Annual Salary



# Level of Standardization



## Titles of research administration positions



# Level of Standardization



## Research administration job descriptions

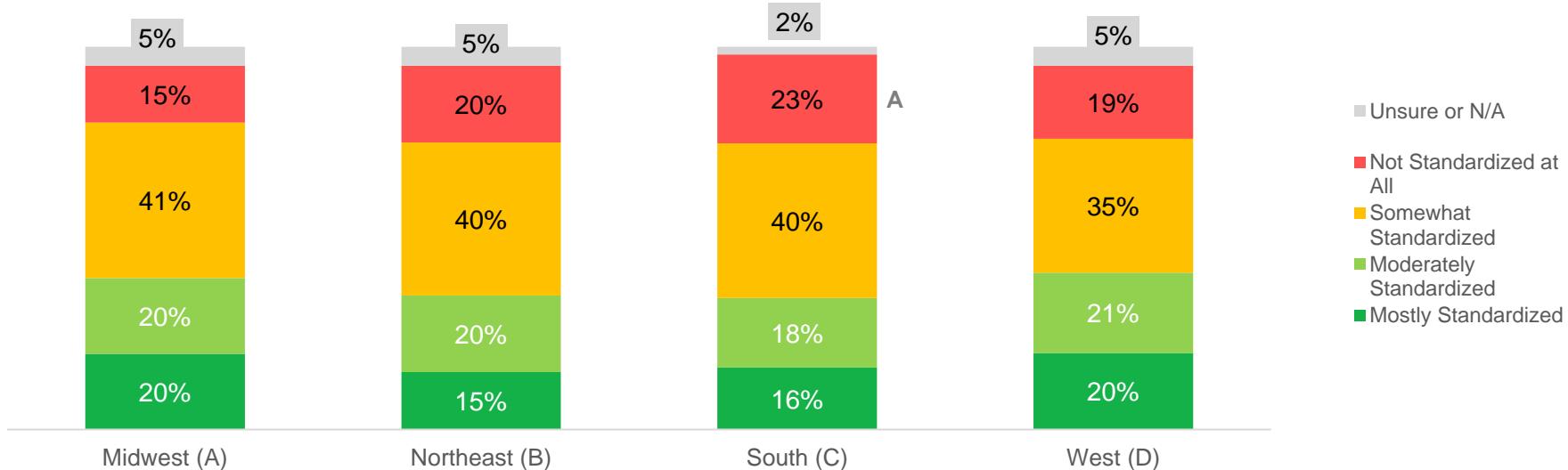


Q27. To what degree are research administrator positions standardized across your organization?

# Level of Standardization



## Research administration roles and responsibilities

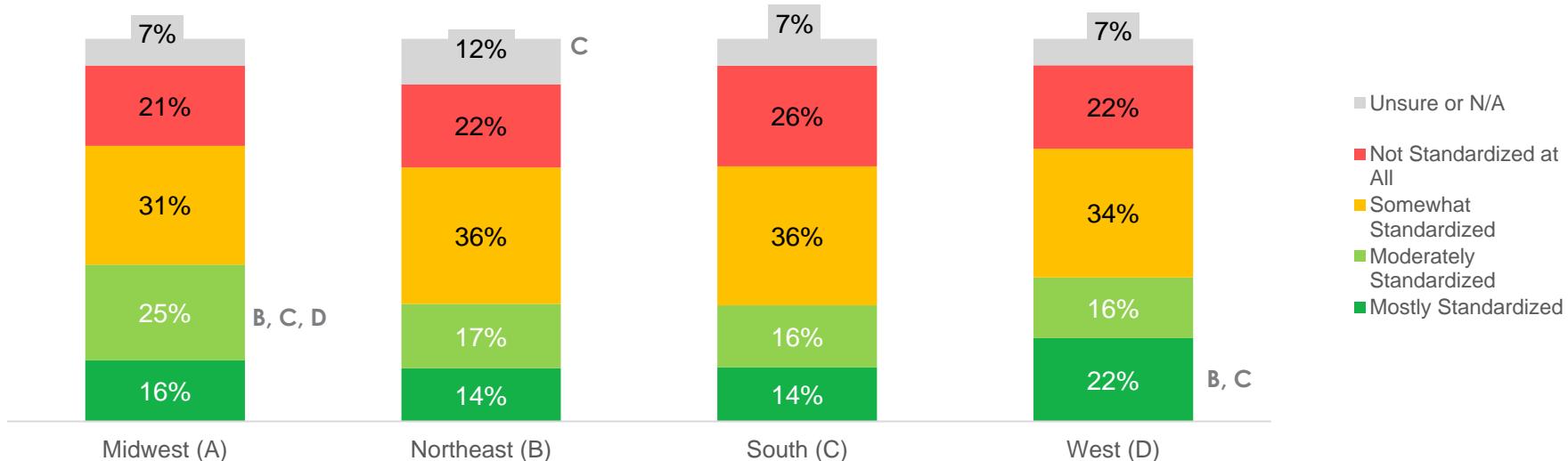


Q27. To what degree are research administrator positions standardized across your organization?

# Level of Standardization



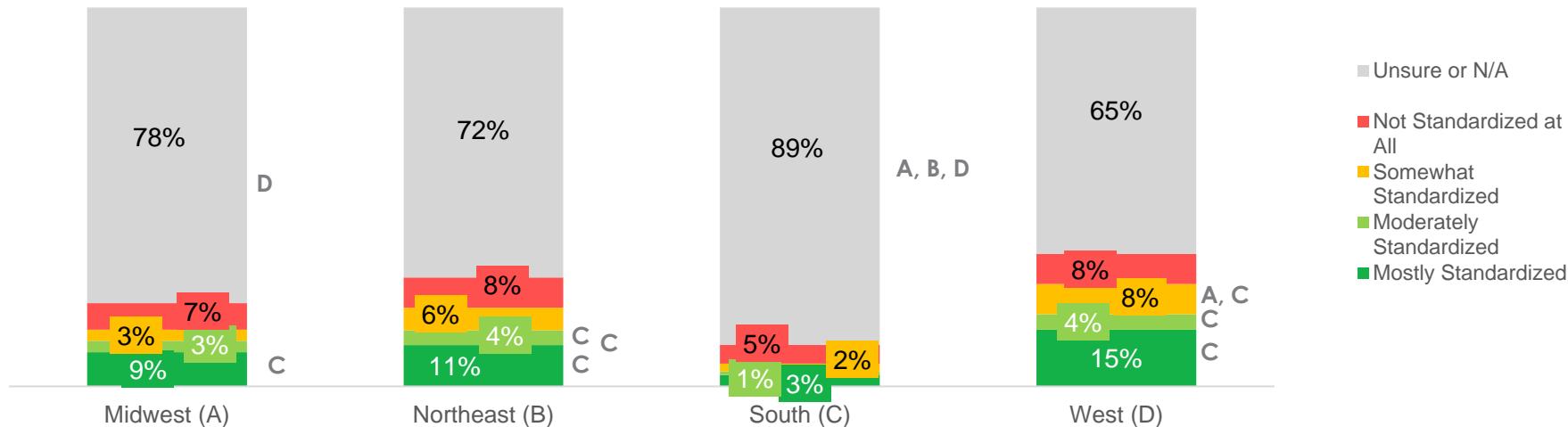
Research administration pay scales, pay categories, and job classifications



# Level of Standardization



Union versus non-Union positions

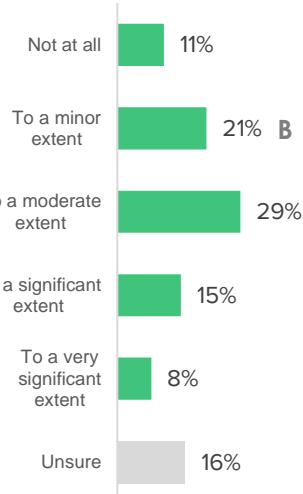


Q27. To what degree are research administrator positions standardized across your organization?

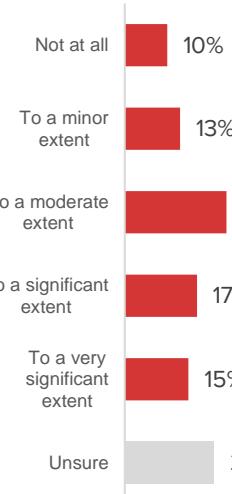
# Issues About New Hires' Salaries



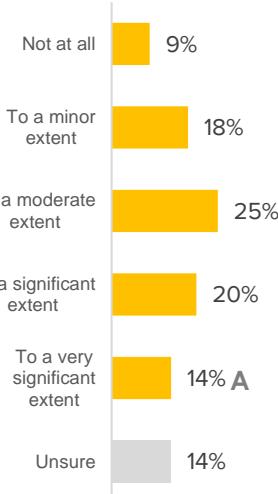
## Midwest (A)



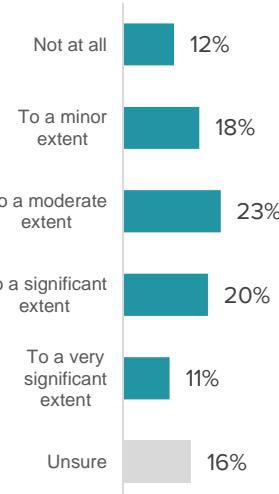
## Northeast (B)



## South (C)



## West (D)



(N=401)

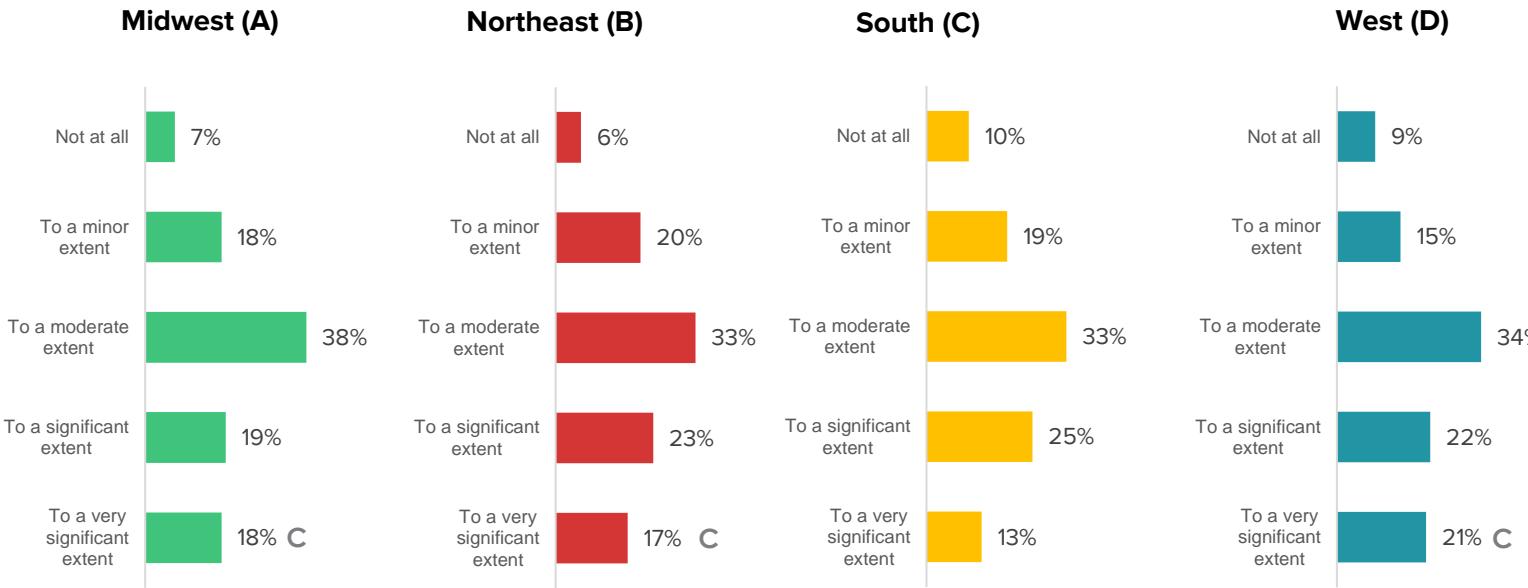
(N=586)

(N=606)

(N=428)

Q29. Have you encountered issues at your organization around new hires coming in at a higher salary than current staff in research administration positions?

# Impact of Fiscal Restraints on Salaries, Pay Increases, and Ability to Hire Sufficient Number of Employees



(N=395)

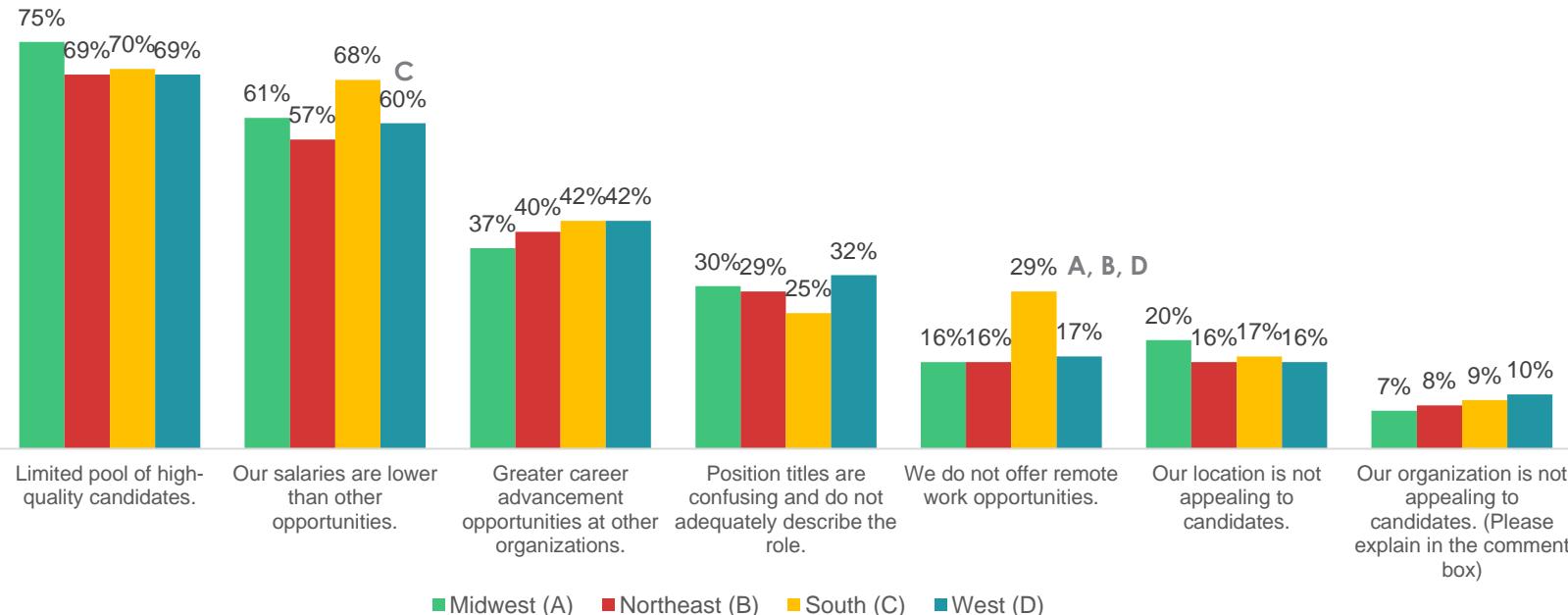
(N=577)

(N=603)

(N=426)

Q30. Have you observed any situations when your organization's fiscal restraints (like budget freezes), impacted salaries, pay increases and the ability to hire sufficient numbers of research administration staff?

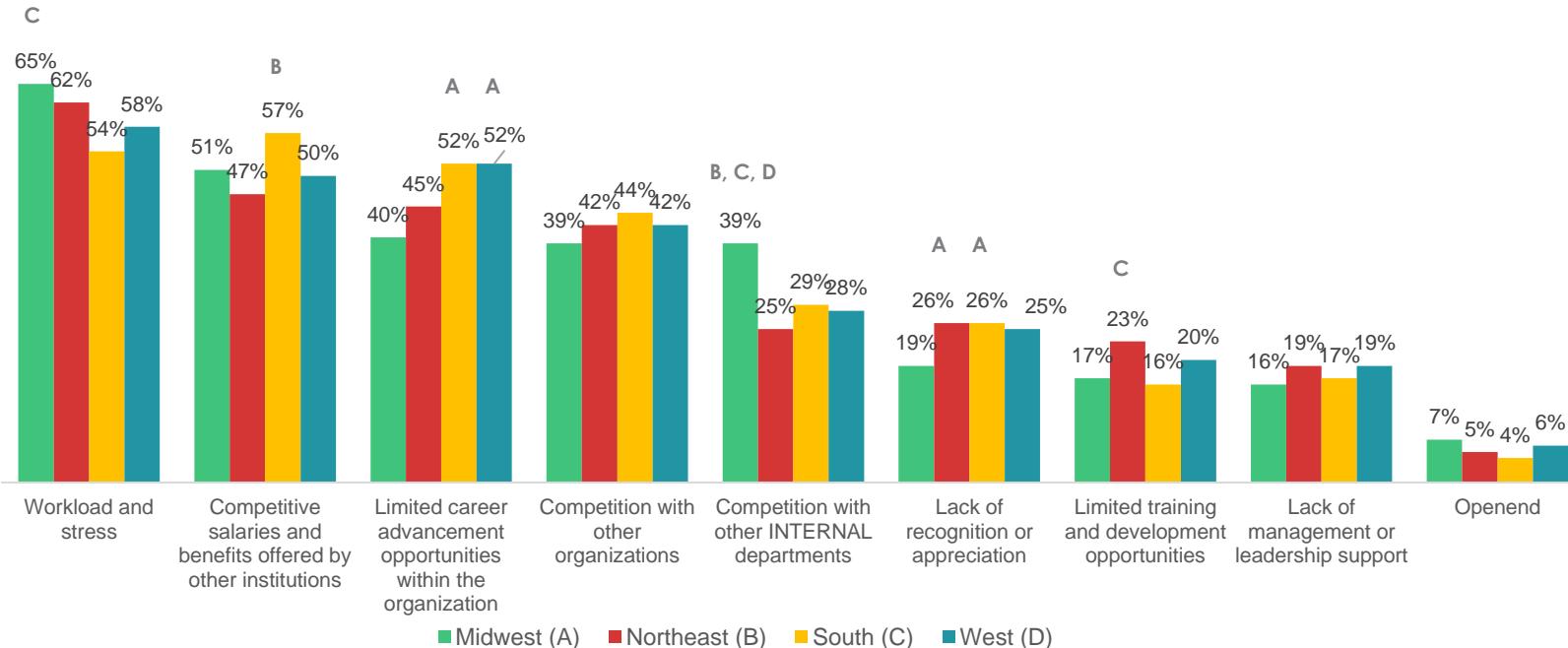
# The biggest challenges for recruiting research administrators



Q33. What are the top 3 biggest challenges for recruiting research administrators in your organization?

\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# The biggest challenges for retaining research administrators

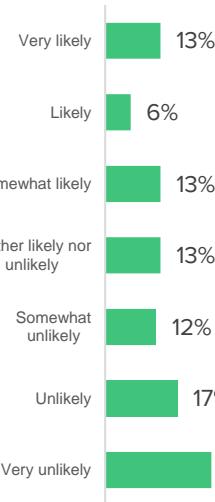


Q34. What are the top 3 most significant challenges for retaining research administrators?

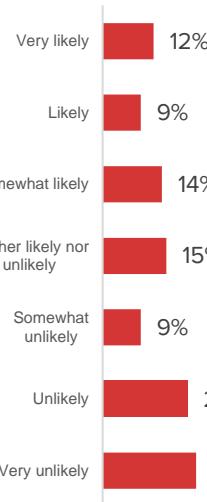
# Likelihood of Looking for Other Employment Opportunities in next 12 months



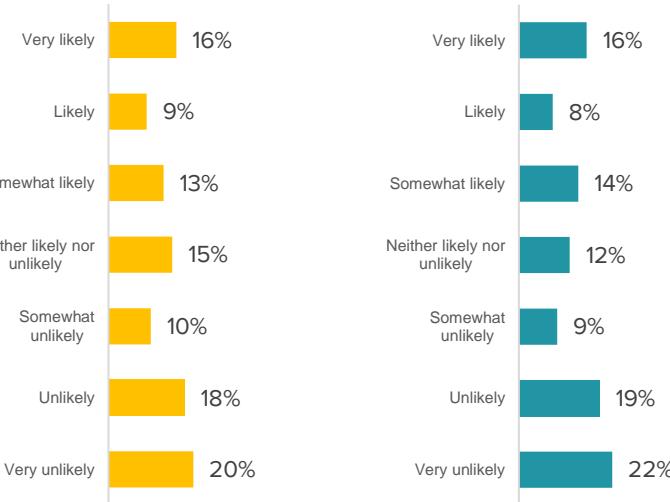
Midwest (A)



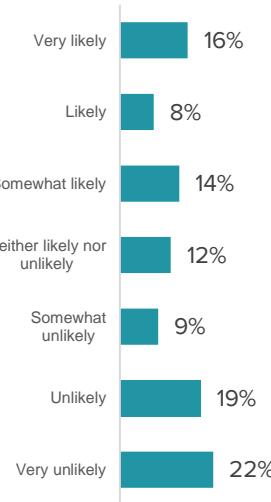
Northeast (B)



South (C)



West (D)



(N=395)

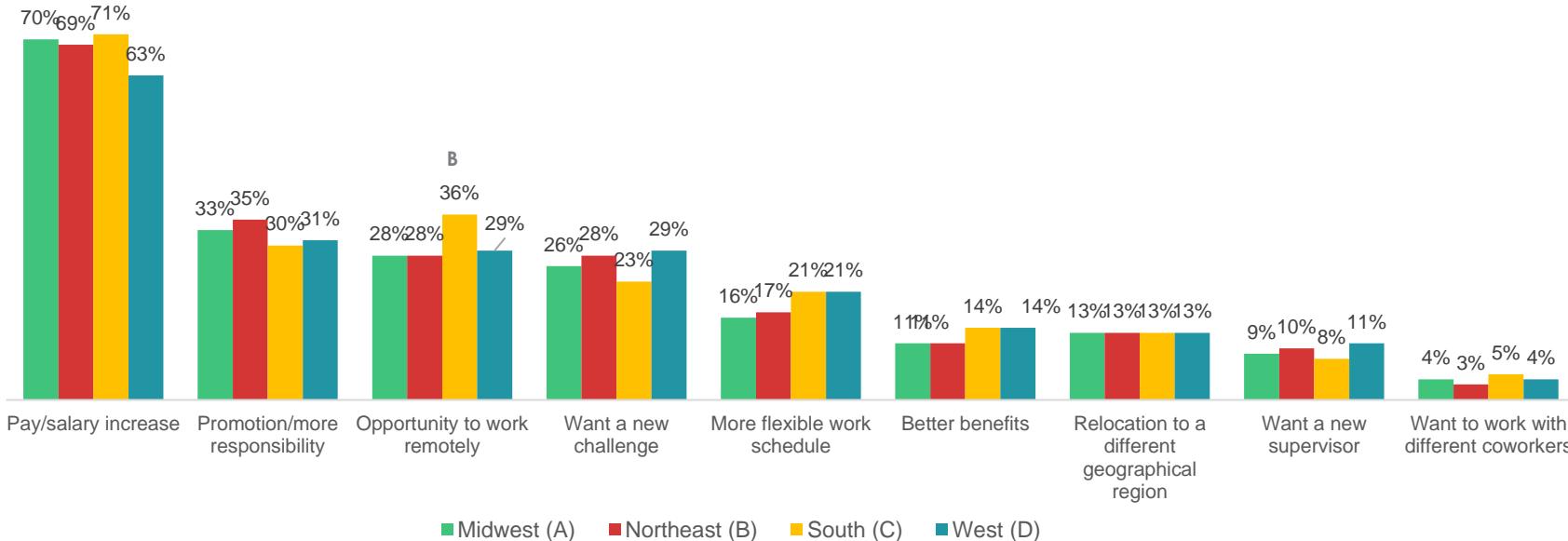
(N=580)

(N=599)

(N=424)

Q35. What is the likelihood that you will be looking for other employment opportunities within the next 12 months?

# Top reasons that impact research administrators' decisions to look for other employment

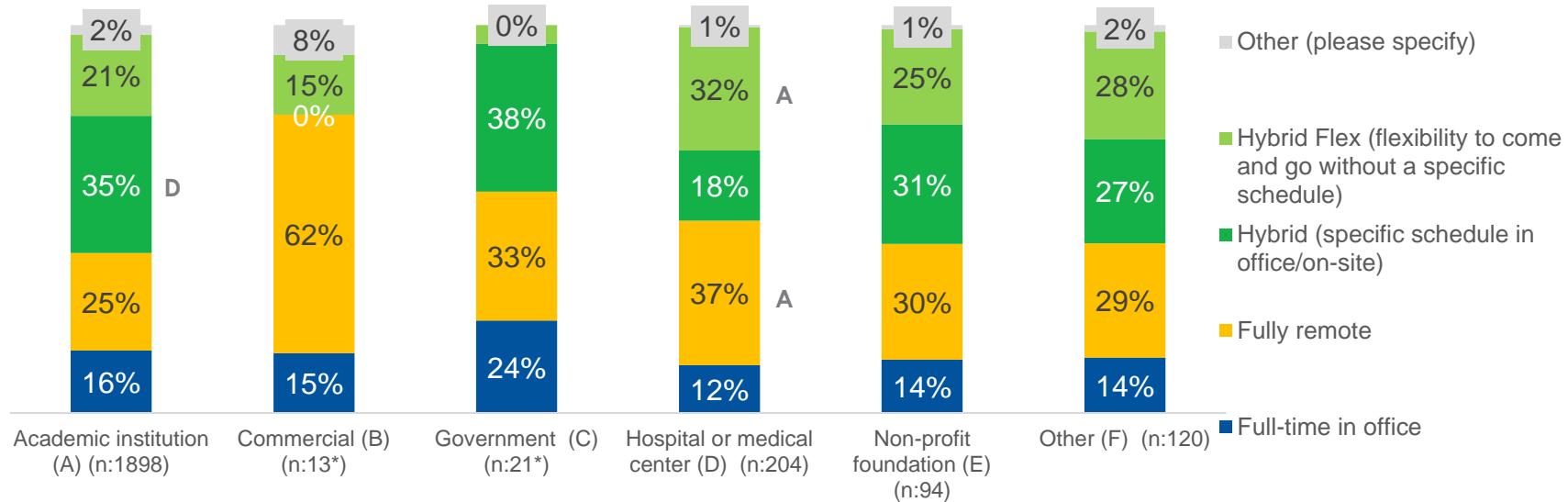


Q36. Please select up to three reasons that will impact your decision to look for other employment.

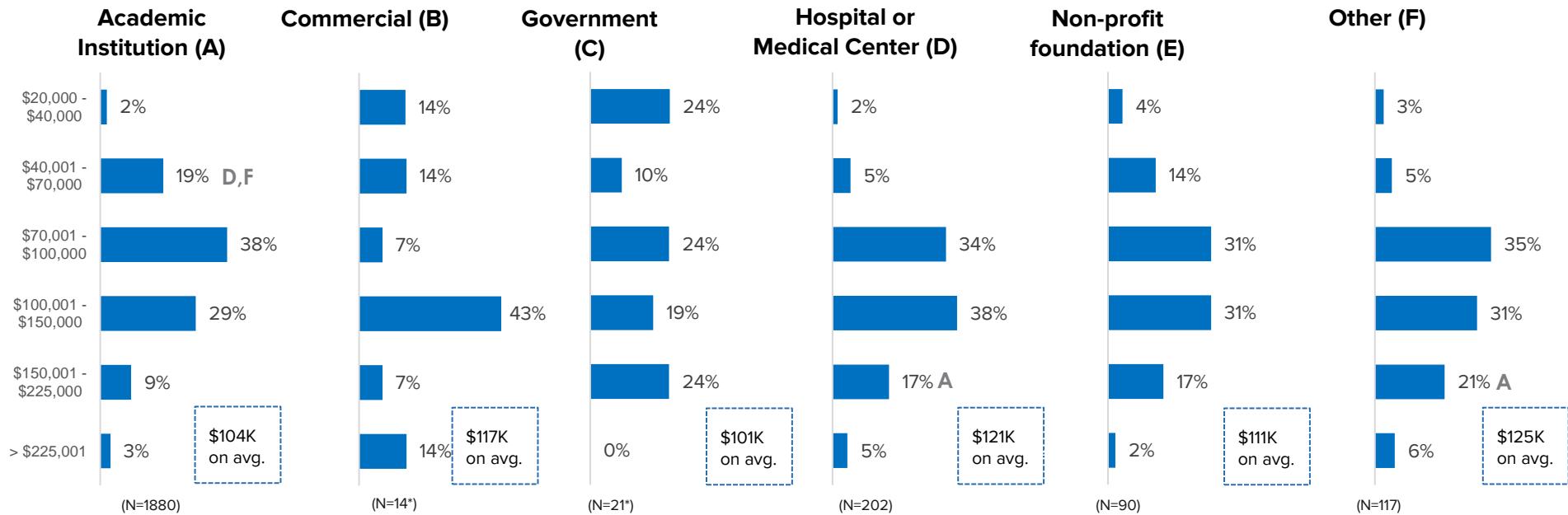
# Appendix // Type of Institution

- > Work Arrangement,
- > Annual Salary,
- > Level of Standardization,
- > Issues About New Hires' Salaries,
- > Impact of Fiscal Restraints,
- > The biggest challenges for recruiting research administrators,
- > Perception of on-the-job training and professional development,

# Work Arrangement

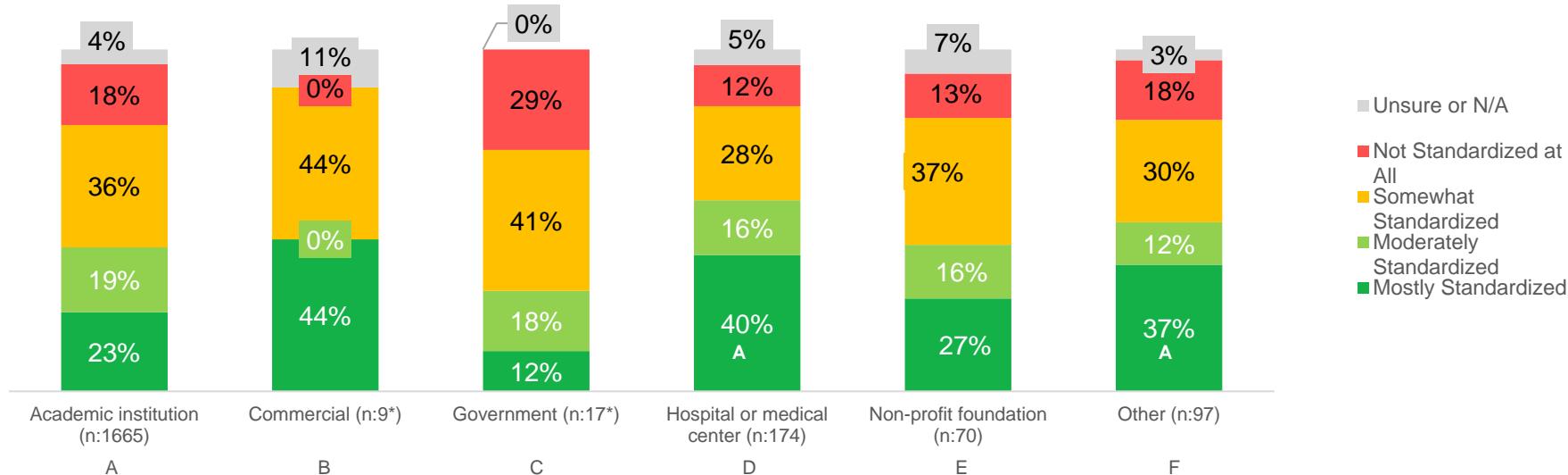


# Annual Salary



# Level of Standardization

## Titles of research administration positions



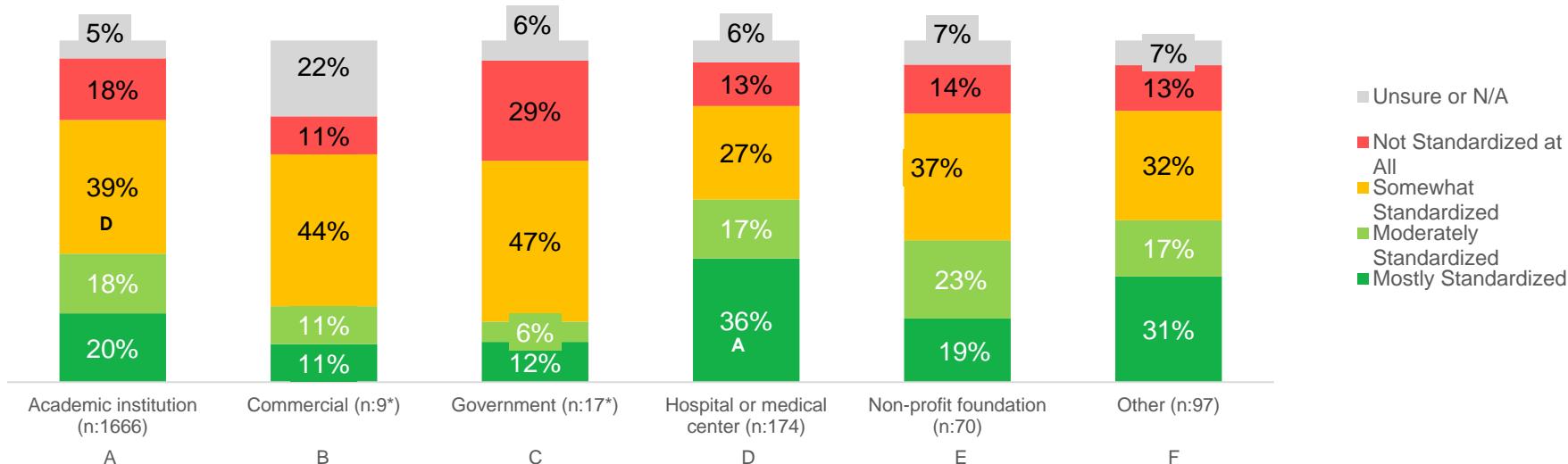
Q27. To what degree are research administrator positions standardized across your organization?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Level of Standardization

## Research administration job descriptions



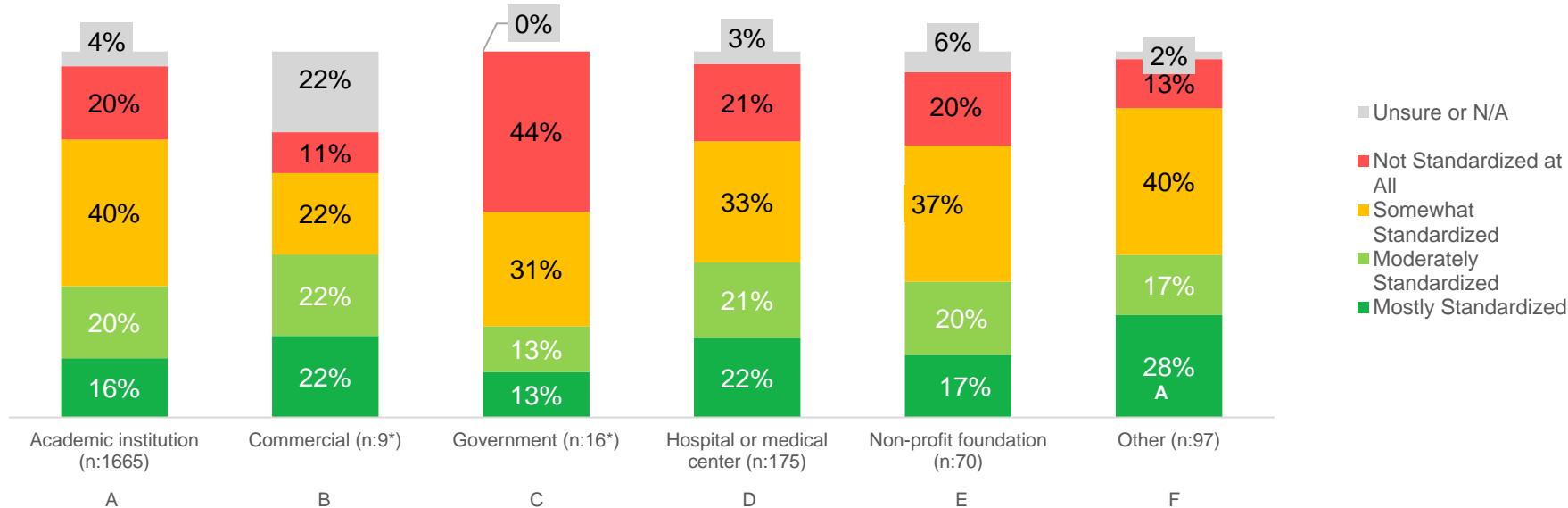
Q27. To what degree are research administrator positions standardized across your organization?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Level of Standardization

## Research administration roles and responsibilities



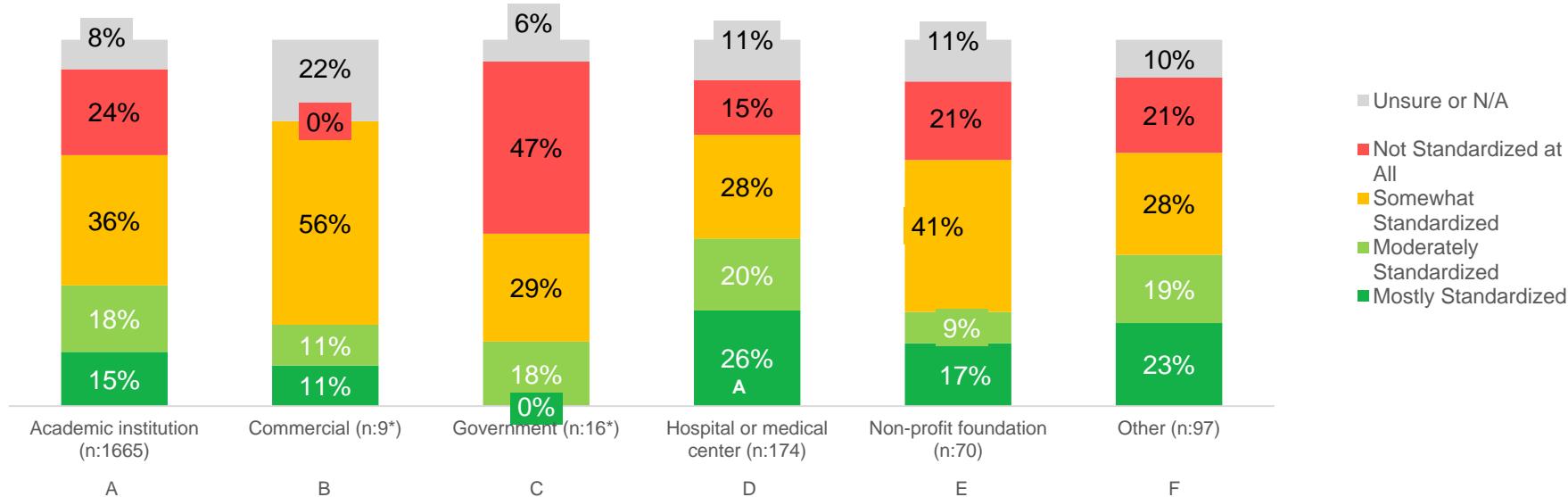
Q27. To what degree are research administrator positions standardized across your organization?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

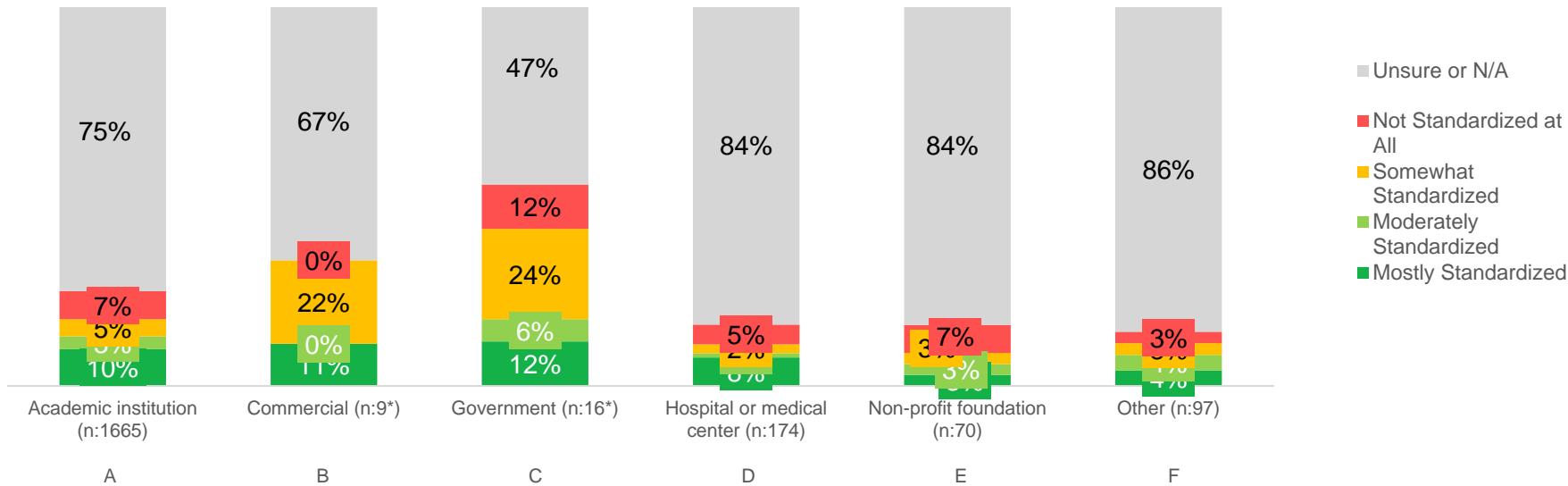
# Level of Standardization

Research administration pay scales, pay categories, and job classifications



# Level of Standardization

## Union versus non-Union positions

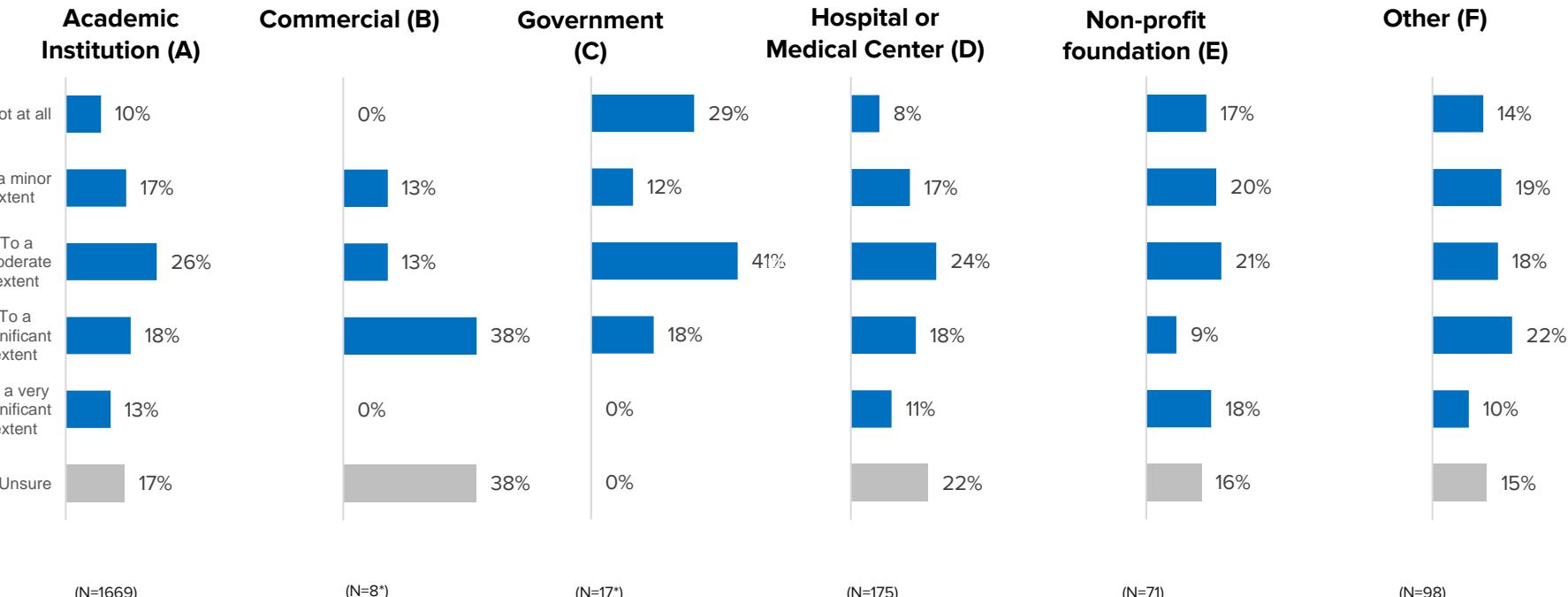


Q27. To what degree are research administrator positions standardized across your organization?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Issues About New Hires' Salaries



(N=1669)

(N=8\*)

(N=17\*)

(N=175)

(N=7)

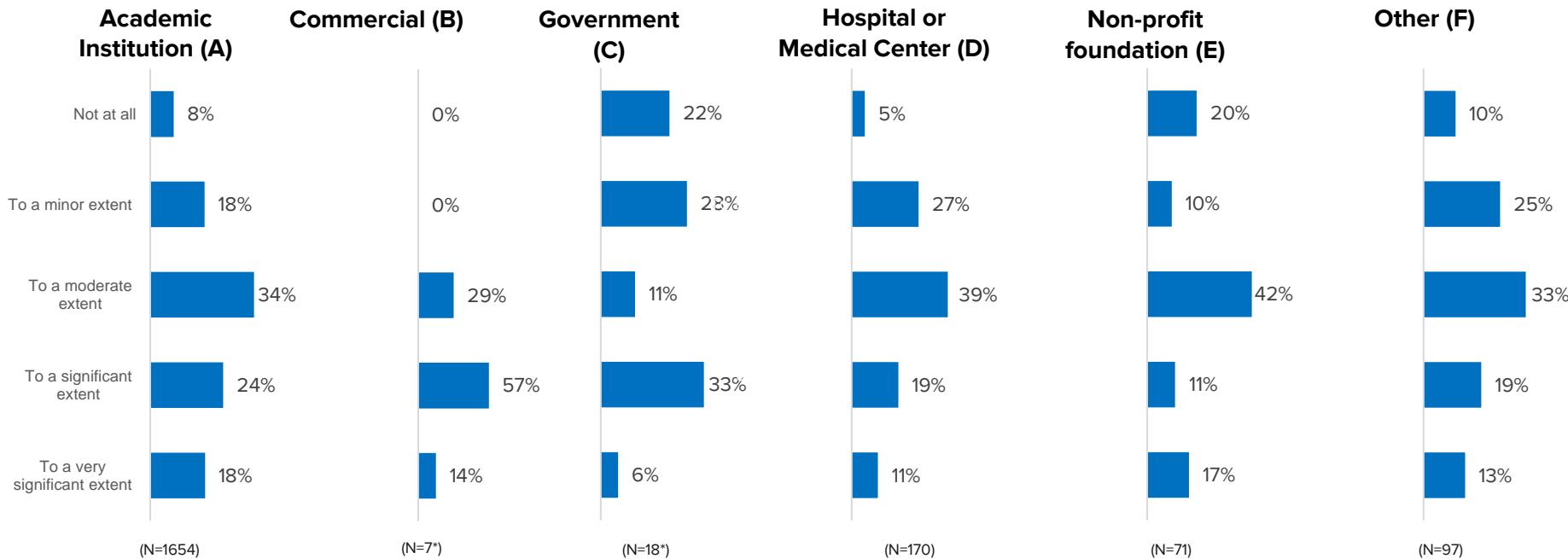
(N=98)

Q29. Have you encountered issues at your organization around new hires coming in at a higher salary than current staff in research administration positions?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Impact of Fiscal Restraints on Salaries, Pay Increases, and Ability to Hire Sufficient Number of Employees



Q30. Have you observed any situations when your organization's fiscal restraints (like budget freezes), impacted salaries, pay increases and the ability to hire sufficient numbers of research administration staff?

\*Very low base

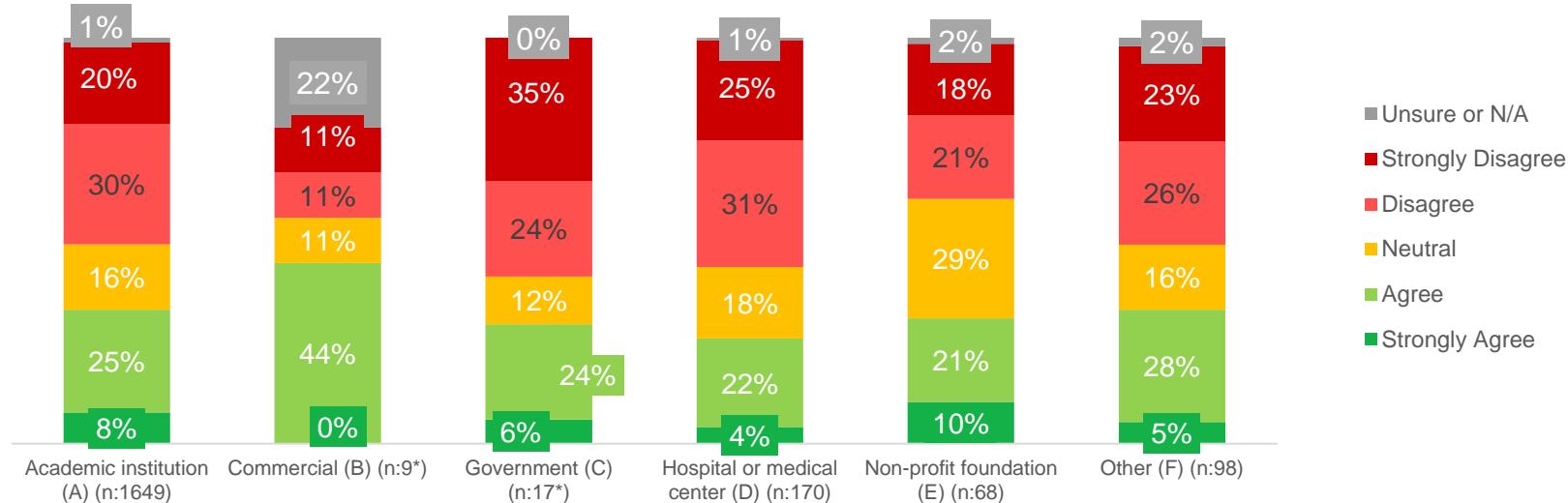
\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# The biggest challenges for recruiting research administrators

	Academic institution	Commercial	Government	Hospital or medical center	Non-profit foundation	Other (please specify)
n	1635	8	16	166	66	95
Limited pool of high-quality candidates.	70%	25%	44%	72%	64%	81%
Our salaries are lower than other opportunities.	65% D,F	63%	63%	41%	58%	47%
Greater career advancement opportunities at other organizations.	40%	50%	31%	42%	47%	37%
Position titles are confusing and do not adequately describe the role.	28%	25%	38%	38%	33%	31%
We do not offer remote work opportunities.	22%	50%	31%	12%	15%	16%
Our location is not appealing to candidates.	19% D	13%	0%	7%	11%	16%
Our organization is not appealing to candidates. (Please explain in the comment box)	8%	0%	25%	11%	12%	3%

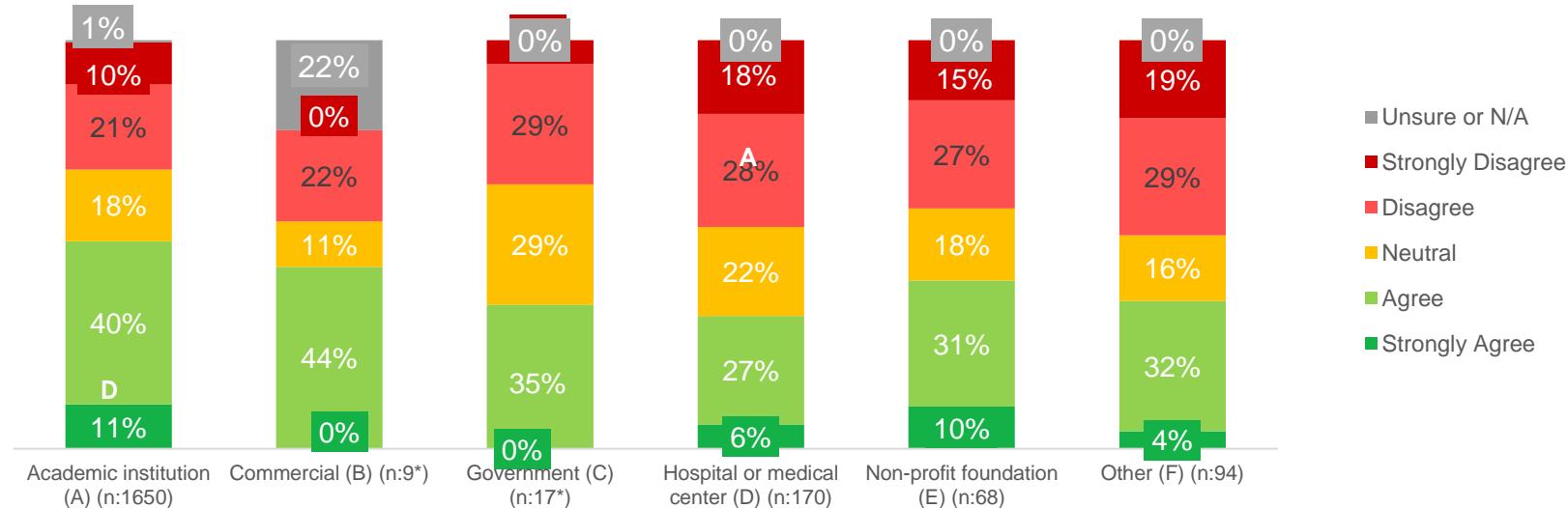
# Perception of on-the-job training and professional development

There is adequate support to train NEWLY HIRED research administrators for the role.



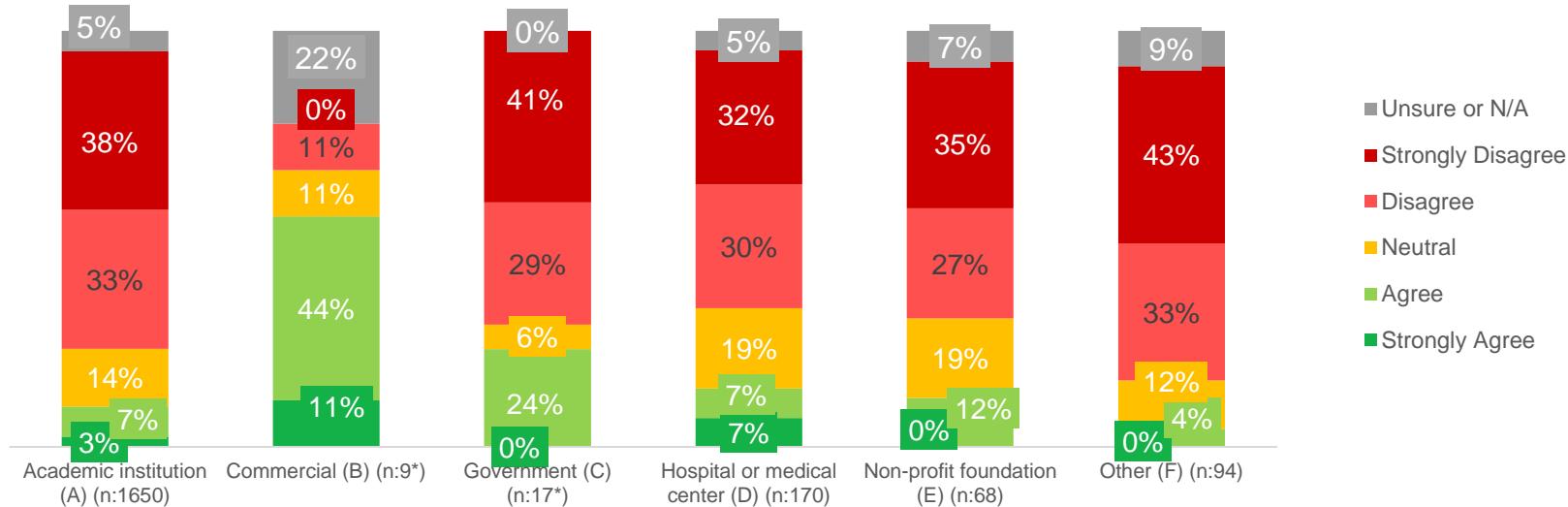
# Perception of on-the-job training and professional development

There is ongoing professional development for EXISTING staff to grow and update on the changing requirements of the role.



# Perception of on-the-job training and professional development

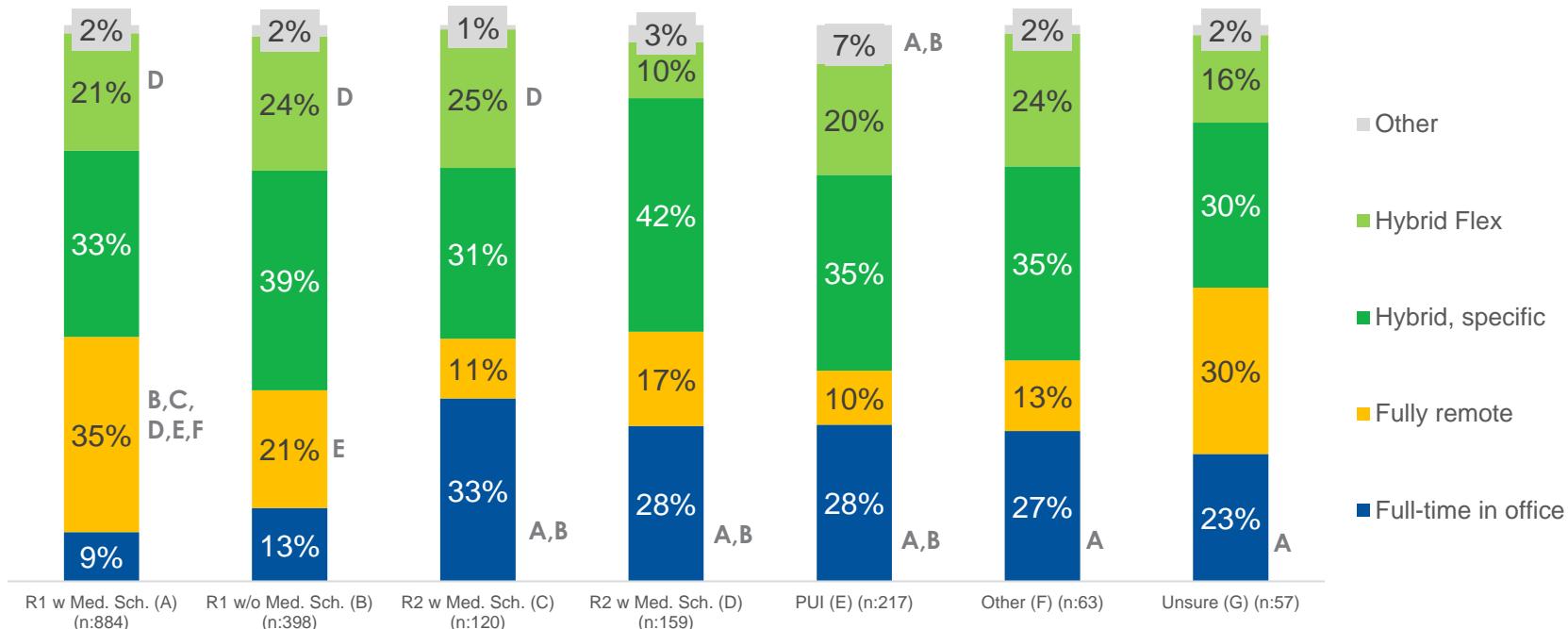
Our organization has a formal process for developing a “talent pipeline” to attract, train and provide opportunities for advancement in the research administrator field.



# Appendix // Type of Academic Institution

- > Work Arrangement,
- > Annual Salary,
- > Level of Standardization,
- > Issues About New Hires' Salaries,
- > Impact of Fiscal Restraints,
- > The biggest challenges for recruiting research administrators,
- > Perception of on-the-job training and professional development,

# Work Arrangement



Q10. What work arrangement do you have?

\*Very low base

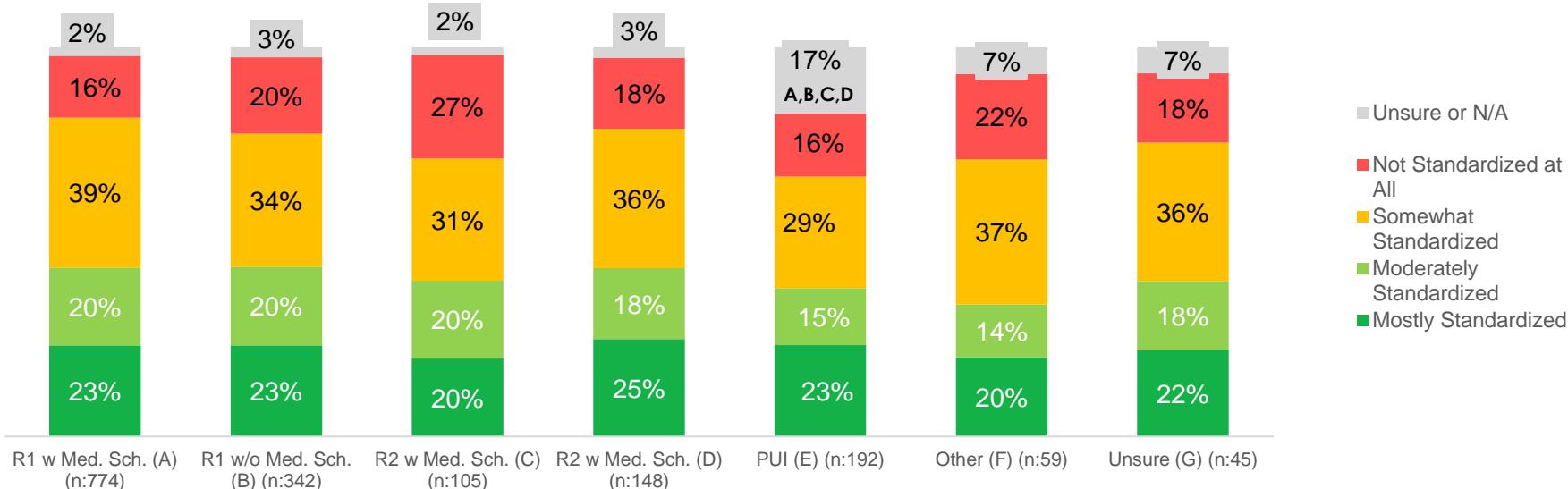
\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Annual Salary

	R1 research institution with medical school A	R1 research institution without medical school B	R2 research institution with medical school C	R2 research institution without medical school D	Predominantly Undergraduate Institution (PUI) E	Other (please specify) F	Unsure G
n	877	397	118	157	212	62	57
\$20,000 - \$40,000	1%	1%	5% B	2%	3%	5% B	9% A,B
\$40,001 - \$70,000	14%	20%	17%	25% A	28% A	16%	37% A
\$70,001 - \$100,000	39%	37%	35%	34%	42%	39%	42%
\$100,001 - \$150,000	33% G	28%	33% G	26%	22%	19%	11%
\$150,001 - \$225,000	9%	12% E	7%	12%	4%	18% E	2%
> \$225,001	4%	3%	3%	3%	1%	3%	0%
Average		\$109K	\$106K	\$102K	\$102K	\$88K	\$108K
							\$75K

# Level of Standardization

## Titles of research administration positions



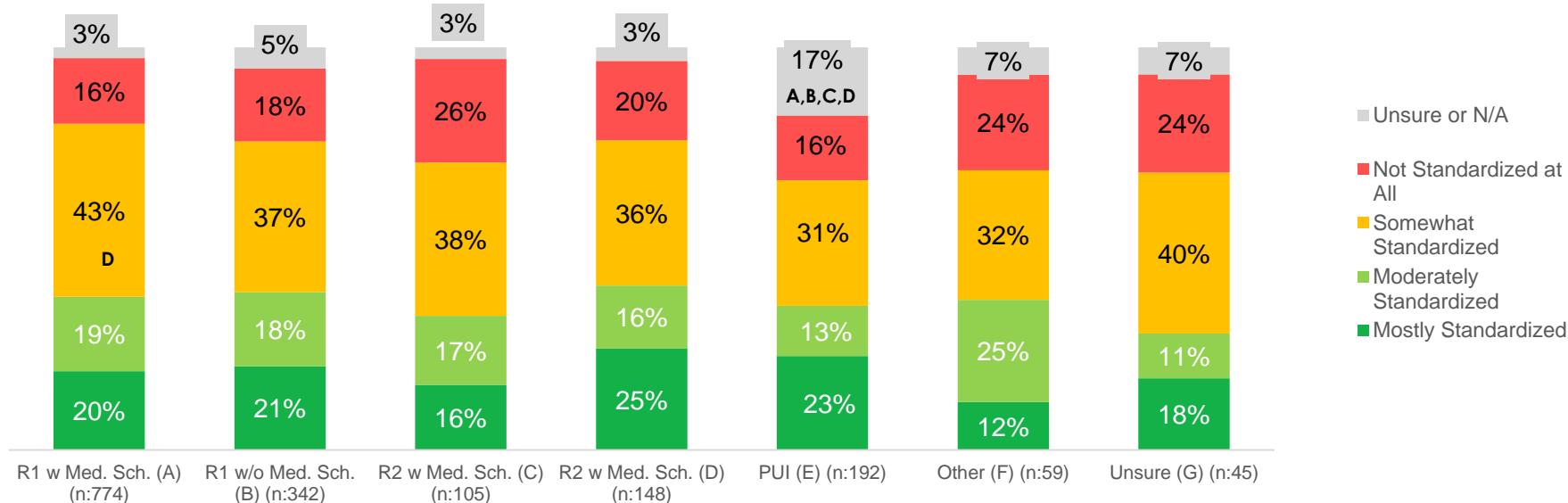
Q27. To what degree are research administrator positions standardized across your organization?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Level of Standardization

## Research administration job descriptions



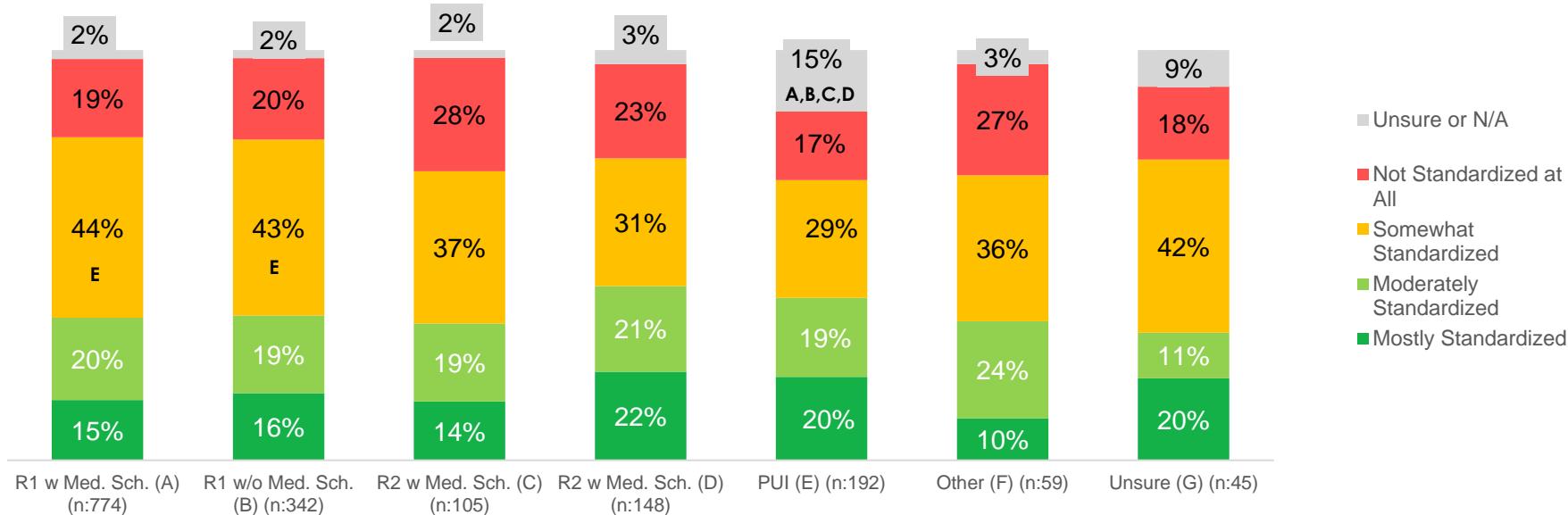
Q27. To what degree are research administrator positions standardized across your organization?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Level of Standardization

## Research administration roles and responsibilities



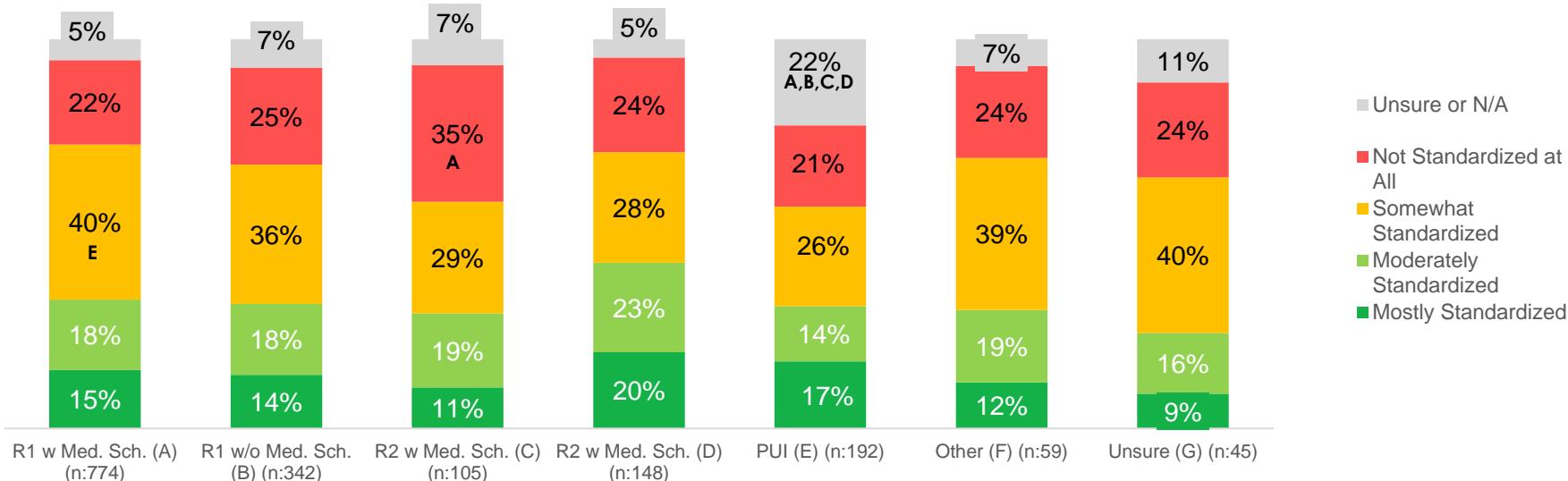
Q27. To what degree are research administrator positions standardized across your organization?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Level of Standardization

Research administration pay scales, pay categories, and job classifications



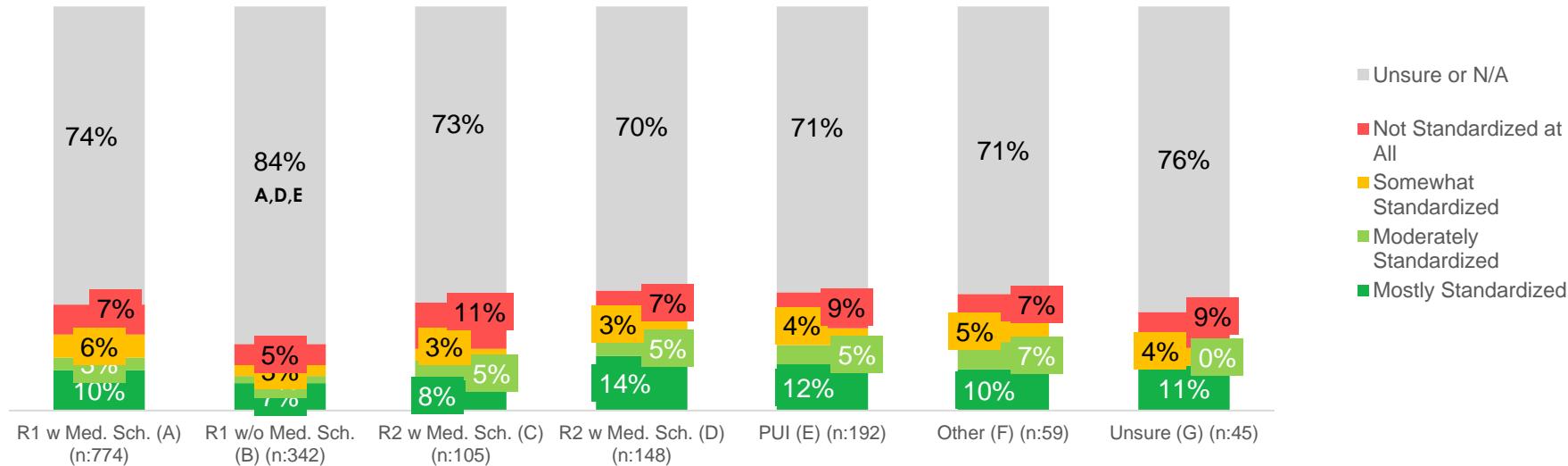
Q27. To what degree are research administrator positions standardized across your organization?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Level of Standardization

## Union versus non-Union positions



Q27. To what degree are research administrator positions standardized across your organization?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Issues About New Hires' Salaries

---

n	R1 with medical school	R1 without medical scho	R2 with medical school	R2 without medical scho	PUI	Other	Unsure
	A	B	C	D	E	F	G
Not at all	8%	7%	10%	8%	27% <b>ABCDG</b>	14%	4%
To a minor extent	16%	16%	24%	22%	16%	15%	20%
To a moderate extent	27%	28%	23%	27%	18%	19%	24%
To a significant extent	20%	19%	16%	15%	13%	19%	16%
To a very significant extent	14%	13%	11%	13%	7%	14%	18%
Unsure	15%	17%	17%	15%	19%	20%	18%

Q29. Have you encountered issues at your organization around new hires coming in at a higher salary than current staff in research administration positions?

# Impact of Fiscal Restraints on Salaries, Pay Increases, and Ability to Hire Sufficient Number of Employees

	R1 with medical school A	R1 without medical school B	R2 with medical school C	R2 without medical school D	PUI E	Other F	Unsure G
n	772	341	103	149	188	59	43
Not at all	8%	8%	11%	3%	5%	14%	14%
To a minor extent	19%	20%	18%	15%	13%	12%	16%
To a moderate extent	34%	34%	23%	36%	36%	31%	30%
To a significant extent	24%	25%	28%	24%	21%	22%	16%
To a very significant extent	16%	14%	20%	22%	26% AB	22%	23%

# The biggest challenges for recruiting research administrators

	R1 with medical school A n 759	R1 without medical school B 338	R2 with medical school C 101	R2 without medical school D 149	PUI E 187	Other F 59	Unsure G 43
Limited pool of high-quality candidates.	74% E	72% E	72%	65%	55%	56%	72%
Our salaries are lower than other opportunities.	62%	63%	70%	74%	67%	66%	58%
Greater career advancement opportunities at other organizations.	35%	38%	37%	53% AB	55% AB	49%	40%
Position titles are confusing and do not adequately describe the role.	32% DE	28% E	23%	19%	12%	31% E	40% E
We do not offer remote work opportunities.	14%	24% A	36% A	29% A	41% ABF	14%	19%
Our location is not appealing to candidates.	14%	20%	26% A	23%	28% A	17%	19%
Our organization is not appealing to candidates.	8%	7%	13%	9%	11%	14%	2%

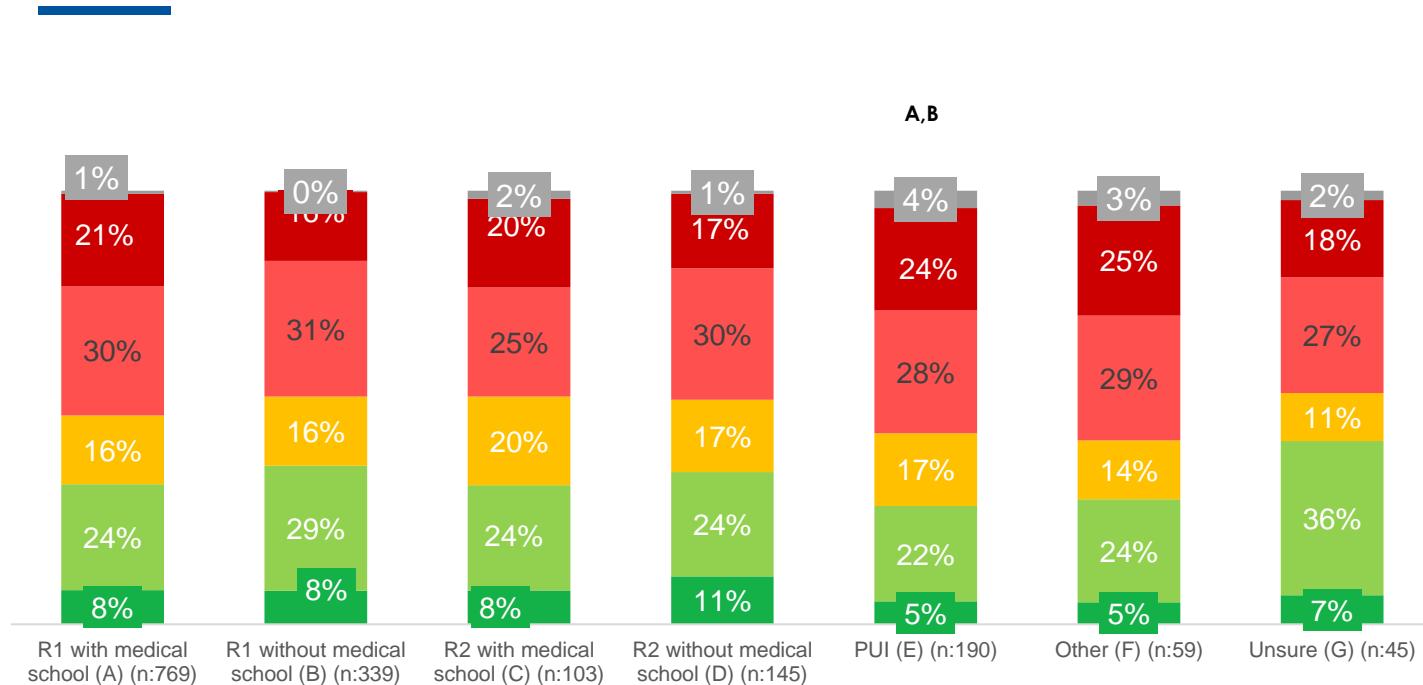
Q33. What are the top 3 biggest challenges for recruiting research administrators in your organization?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

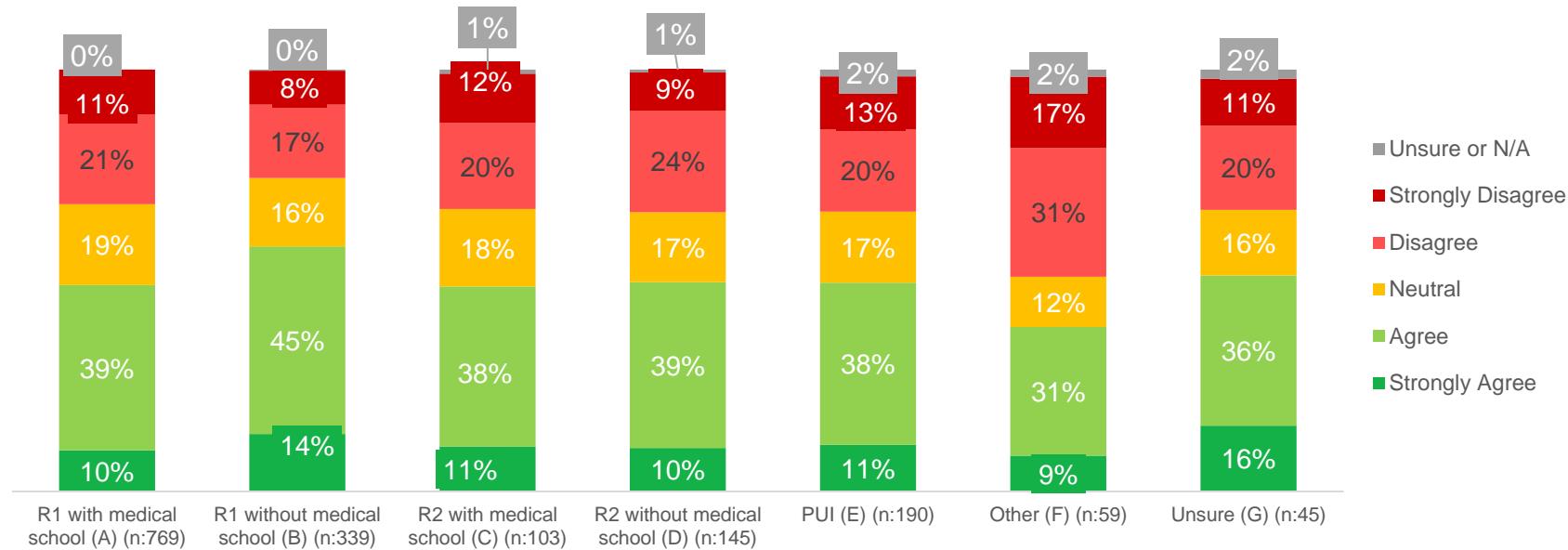
# Perception of on-the-job training and professional development

There is adequate support to train NEWLY HIRED research administrators for the role.



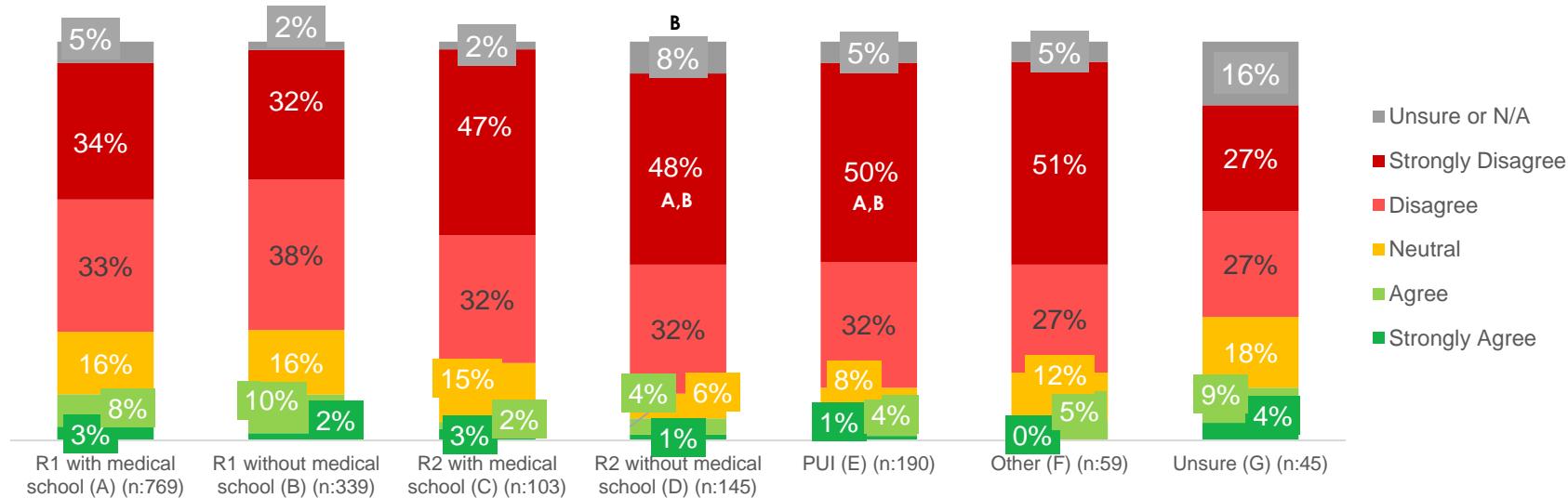
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# Perception of on-the-job training and professional development

Our organization has a formal process for developing a “talent pipeline” to attract, train and provide opportunities for advancement in the research administrator field.

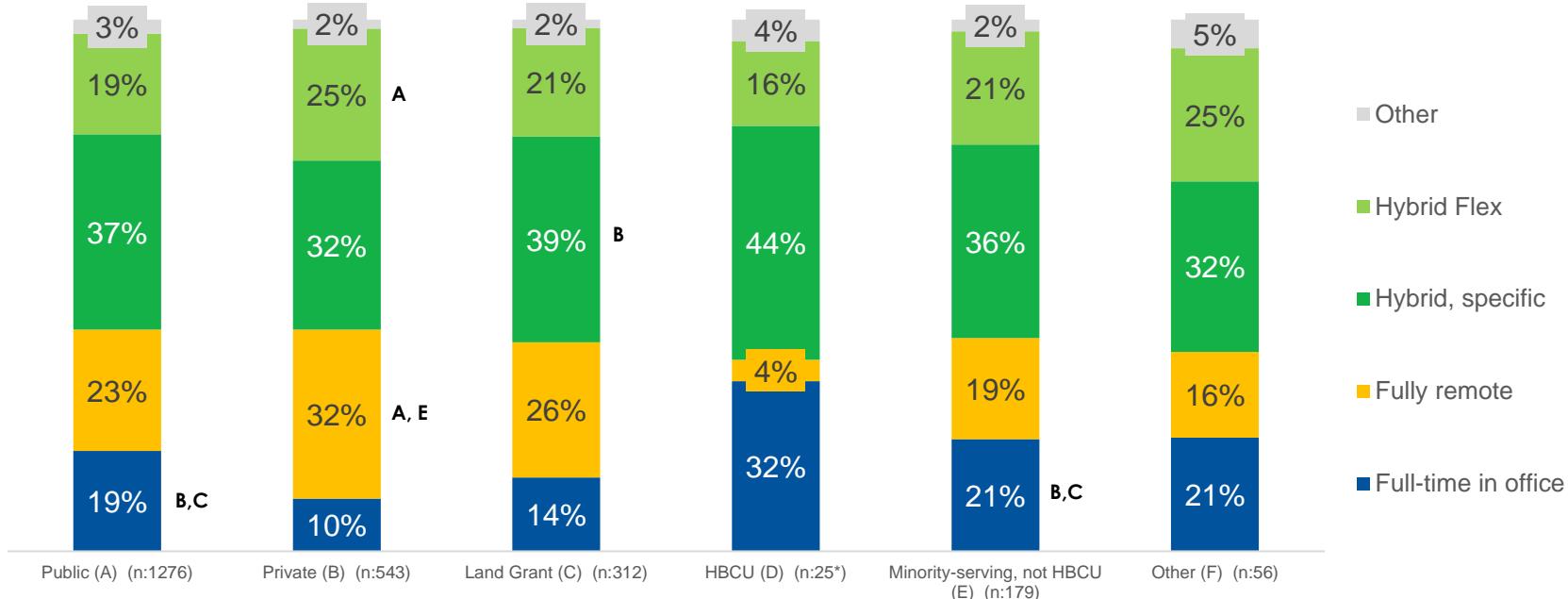


# Appendix //

## Classification of Academic Institution

- > Work Arrangement,
- > Annual Salary,
- > Level of Standardization,
- > Issues About New Hires' Salaries,
- > Impact of Fiscal Restraints,
- > The biggest challenges for recruiting research administrators,
- > Perception of on-the-job training and professional development,

# Work Arrangement



Q10. What work arrangement do you have?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Annual Salary

	Public A	Private B	Land Grant C	HBCU D	Minority-serving, not HBCU E	Other F
n	1264	537	311	25	177	55
\$20,000 - \$40,000	2%	2%	1%	0%	2%	0%
\$40,001 - \$70,000	20% <b>B</b>	13%	20% <b>B</b>	24%	20% <b>B</b>	18%
\$70,001 - \$100,000	40%	35%	42%	32%	38%	42%
\$100,001 - \$150,000	26%	36% <b>ACE</b>	25%	32%	24%	20%
\$150,001 - \$225,000	9%	11%	9%	4%	11%	15%
> \$225,001	3%	4%	3%	8%	5%	6%
Average	\$102K	\$112K	\$102K	\$106K	\$106K	\$112K

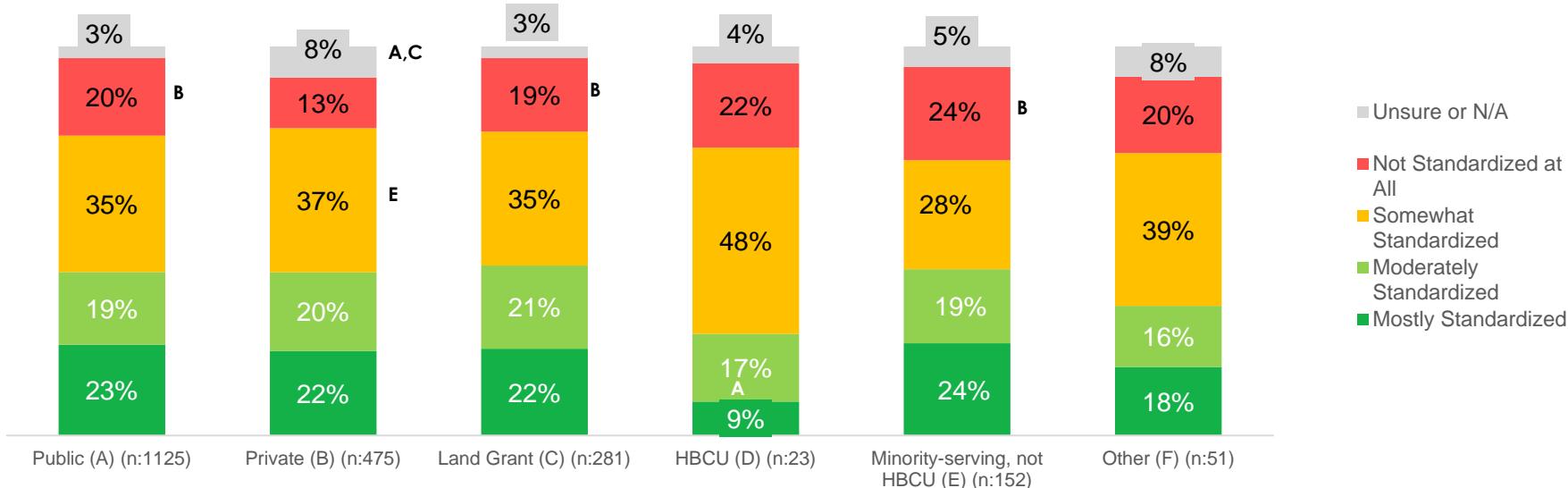
Q13. What is your current annual salary?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Level of Standardization

## Titles of research administration positions



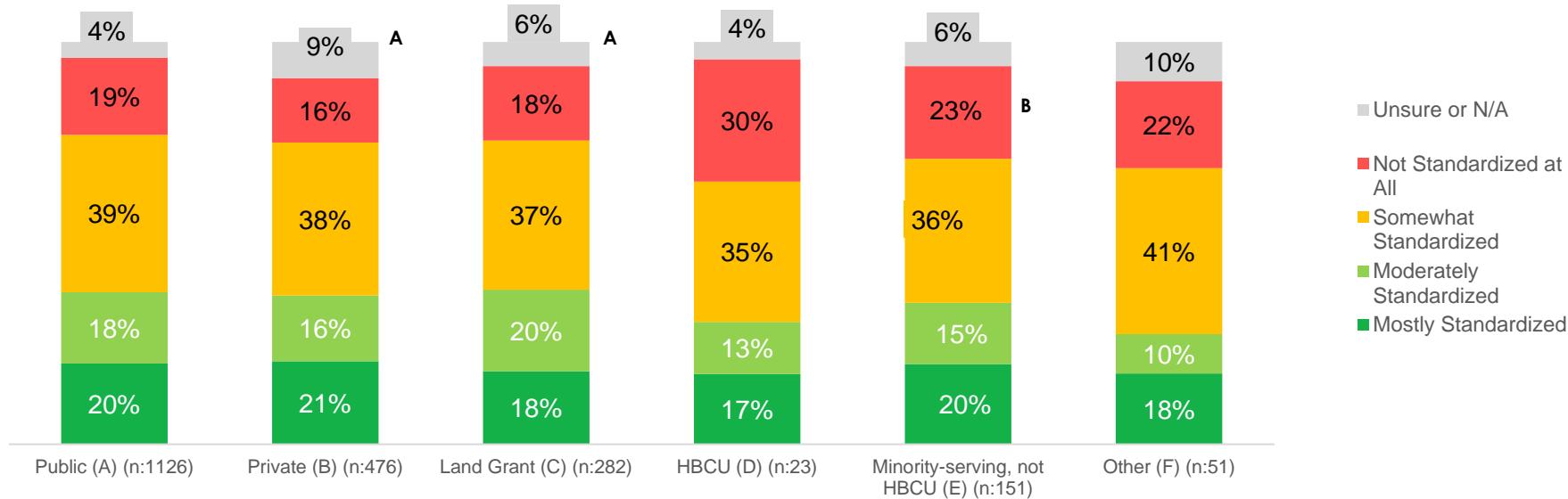
Q27. To what degree are research administrator positions standardized across your organization?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Level of Standardization

## Research administration job descriptions



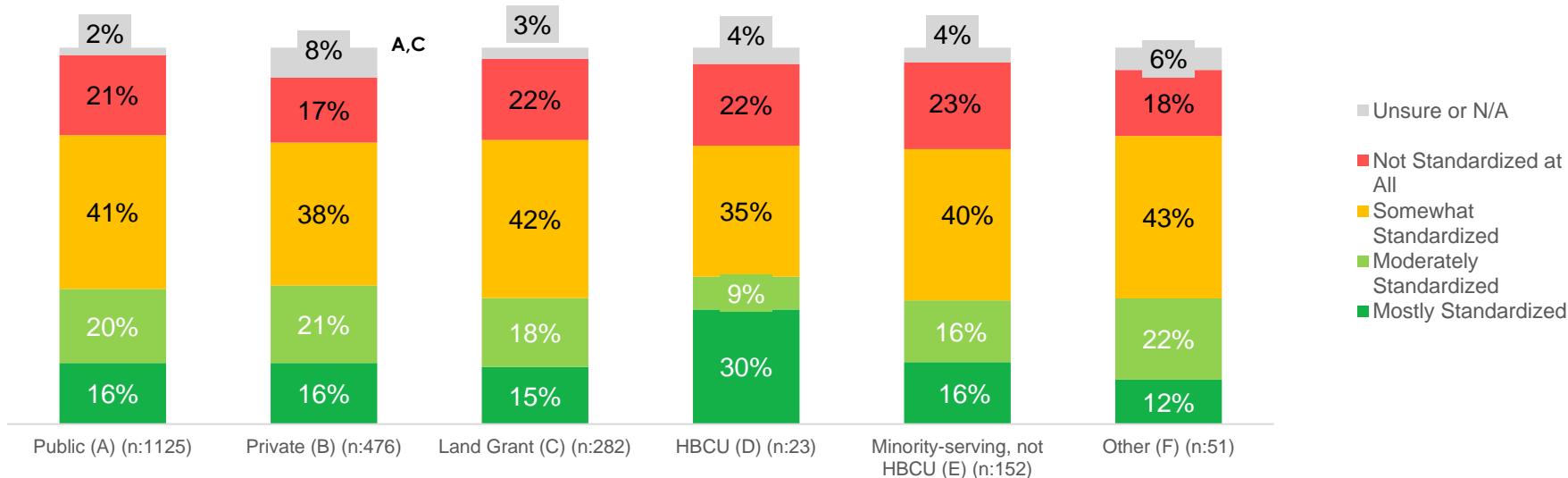
Q27. To what degree are research administrator positions standardized across your organization?

\*Very low base

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# Level of Standardization

## Research administration roles and responsibilities



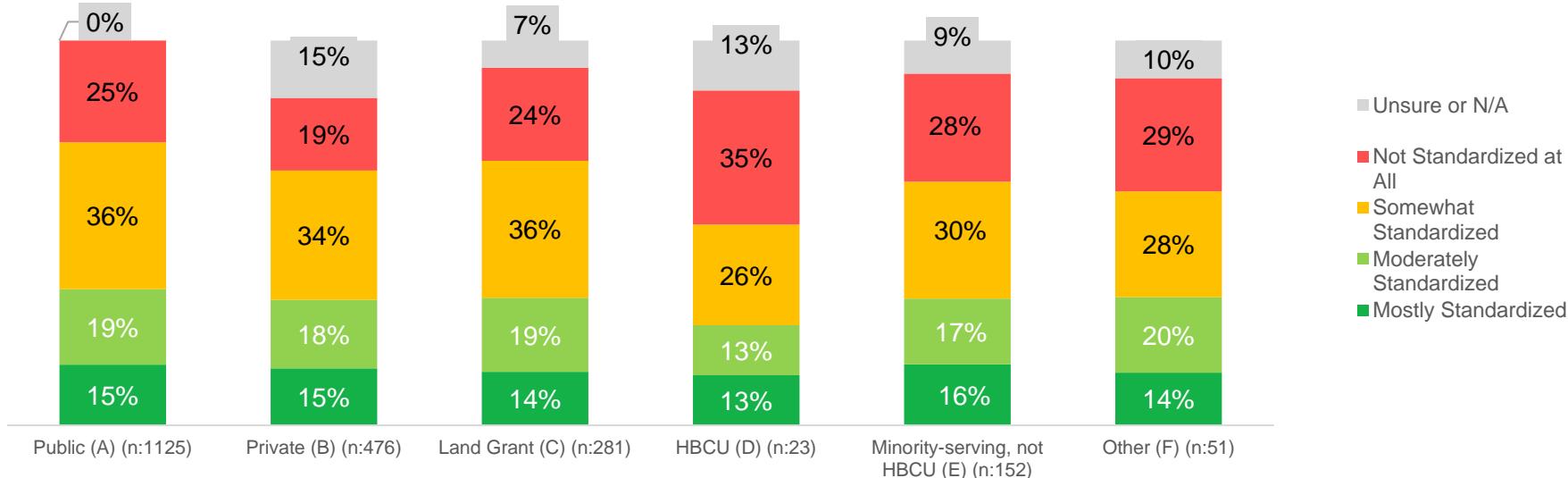
Q27. To what degree are research administrator positions standardized across your organization?

\*Very low base

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# Level of Standardization

Research administration pay scales, pay categories, and job classifications



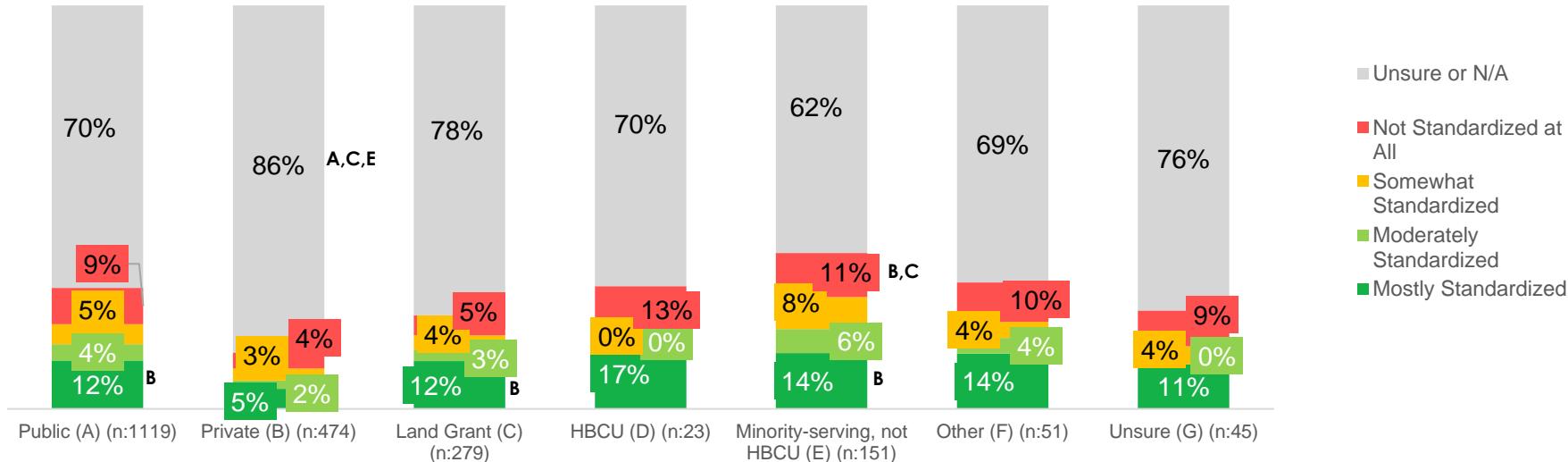
Q27. To what degree are research administrator positions standardized across your organization?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Level of Standardization

## Union versus non-Union positions



Q27. To what degree are research administrator positions standardized across your organization?

\*Very low base

\*\*Within rows different UPPERCASE letters indicate significance at the 95% confidence level.

# Issues About New Hires' Salaries

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	Public A	Private B	Land Grant C	HBCU D	Minority- serving, not HBCU E	Other F
n	1129	476	282	23	151	51
Not at all	10%	11% AC	6%	22%	11%	10%
To a minor extent	18%	16%	15%	9%	15%	14%
To a moderate extent	26%	23%	29%	13%	31%	28%
To a significant extent	18%	19%	23%	26%	17%	20%
To a very significant extent	13%	11%	12%	22%	11%	16%
Unsure	15%	22%	15%	9%	15%	14%

Q29. Have you encountered issues at your organization around new hires coming in at a higher salary than current staff in research administration positions?

# Impact of Fiscal Restraints on Salaries, Pay Increases, and Ability to Hire Sufficient Number of Employees

	Public A	Private B	Land Grant C	HBCU D	Minority- serving, not HBCU E	Other F
n	1122	470	281	22	152	50
Not at all	8% <b>E</b>	8%	6%	0%	3%	2%
To a minor extent	17%	21%	15%	18%	14%	16%
To a moderate extent	34%	33%	33%	27%	38%	38%
To a significant extent	24%	23%	23%	18%	26%	22%
To a very significant extent	17%	16%	24% <b>AB</b>	36%	20%	22%

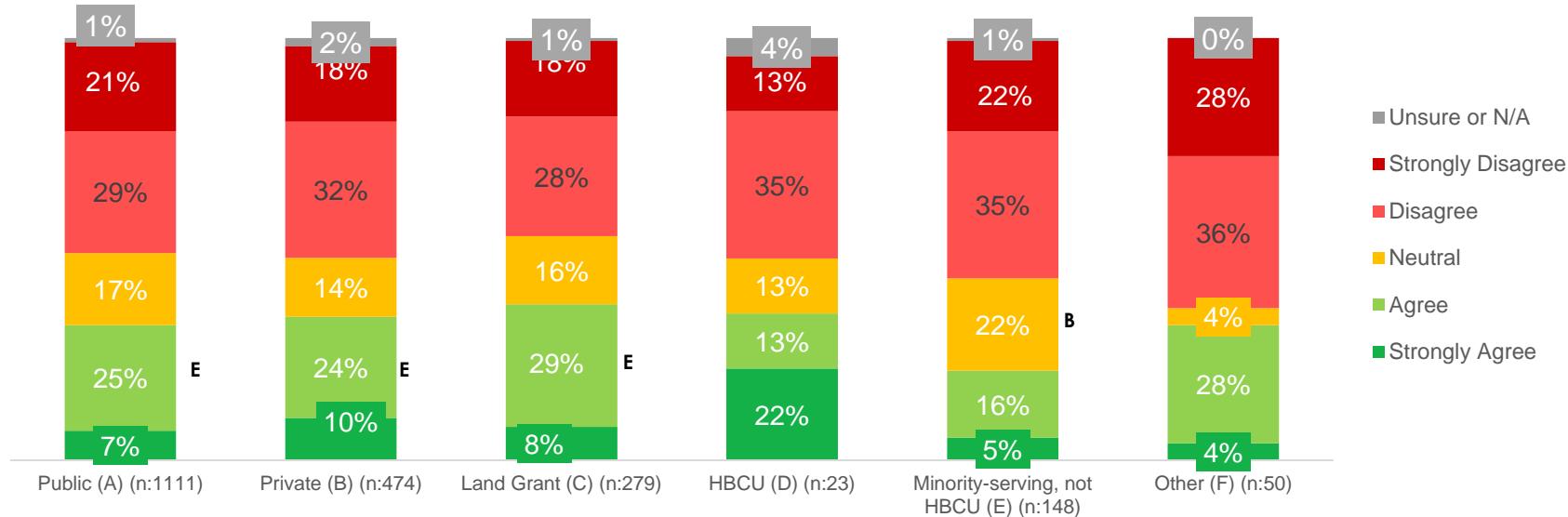
# The biggest challenges for recruiting research administrators

	Public A	Private B	Land Grant C	HBCU D	Minority-serving, not HBCU E	Other F
n	1110	460	280	23	149	51
Limited pool of high-quality candidates.	71%	67%	72%	57%	70%	71%
Our salaries are lower than other opportunities.	68% <b>B</b>	56%	65% <b>B</b>	70%	74% <b>B</b>	65%
Greater career advancement opportunities at other organizations.	41%	39%	37%	48%	38%	39%
Position titles are confusing and do not adequately describe the role.	28%	28%	30%	13%	28%	24%
We do not offer remote work opportunities.	23% <b>B</b>	18%	18%	44%	24%	24%
Our location is not appealing to candidates.	19%	18%	24% <b>B</b>	13%	24%	31%
Our organization is not appealing to candidates.	9%	7%	6%	9%	13% <b>B,C</b>	12%

Q33. What are the top 3 biggest challenges for recruiting research administrators in your organization?

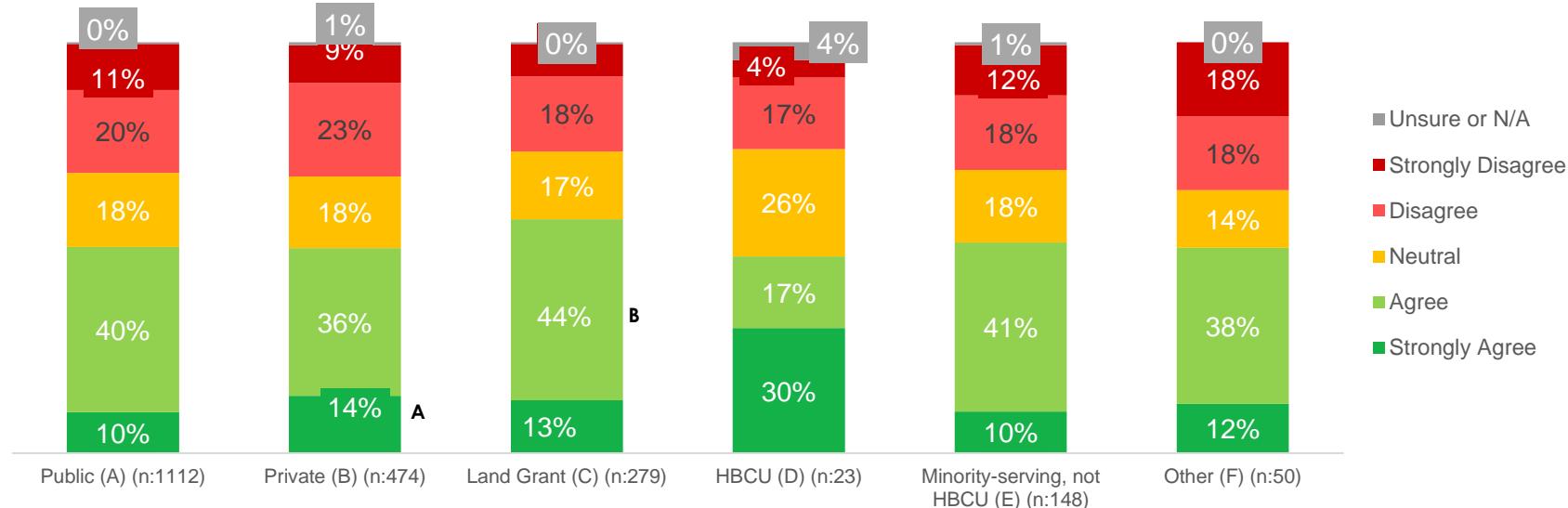
# Perception of on-the-job training and professional development

There is adequate support to train NEWLY HIRED research administrators for the role.



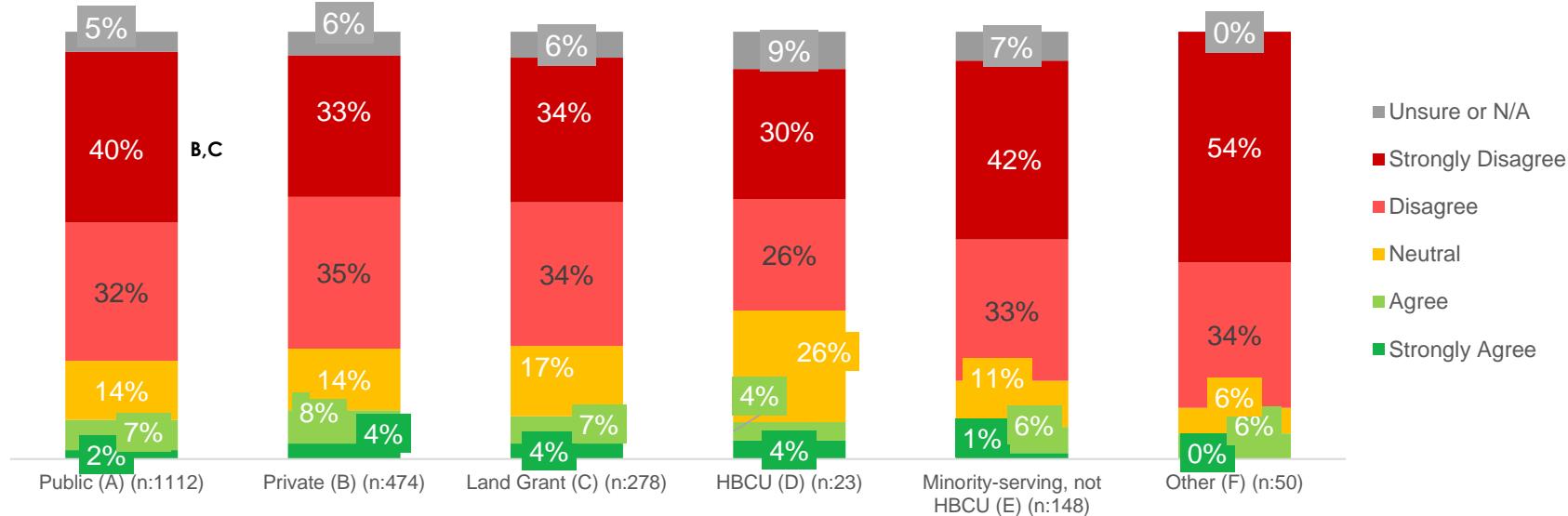
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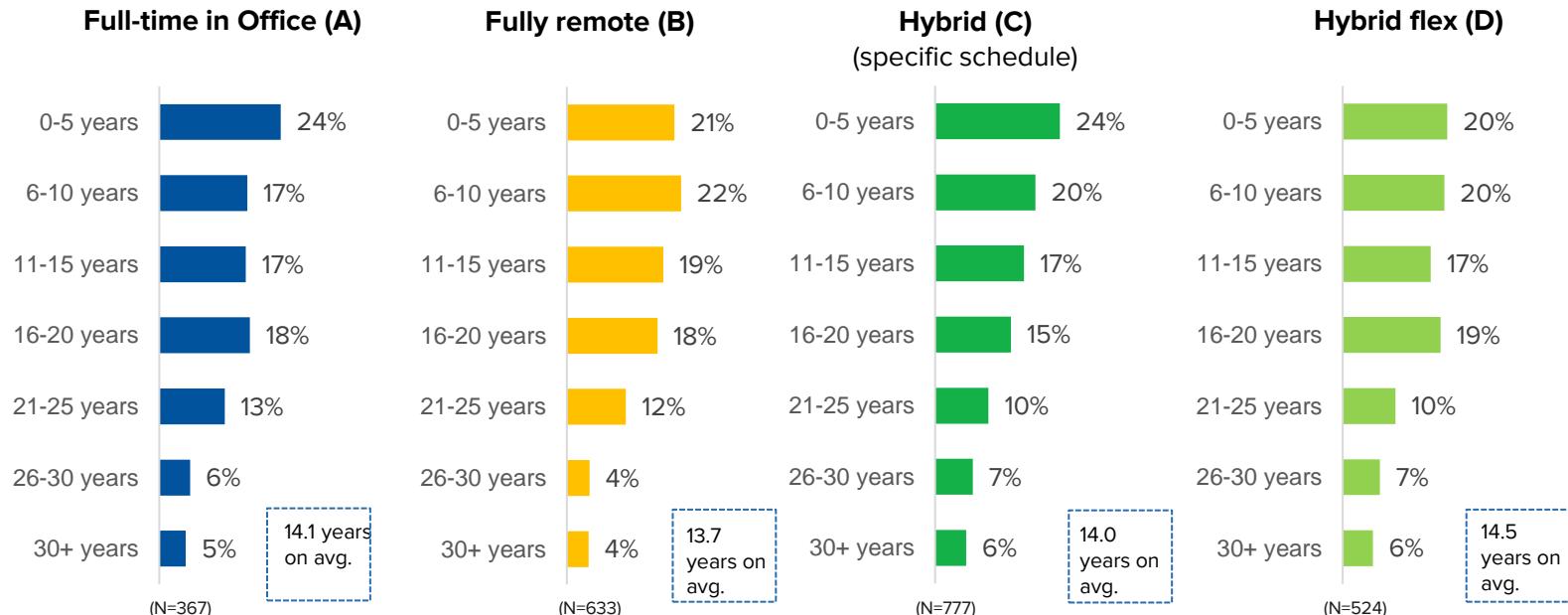


# Appendix // Work Arrangement

- > **Total Experience in Research Administration,**
- > **Total Experience in the Current Position,**
- > **Annual Salary,**
- > **Level of Standardization,**
- > **Issues About Salaries and Pay Scales,**
- > **Issues About New Hires' Salaries,**
- > **Impact of Fiscal Restraints,**
- > **The biggest challenges for recruiting research administrators,**
- > **Perception of on-the-job training and professional development,**

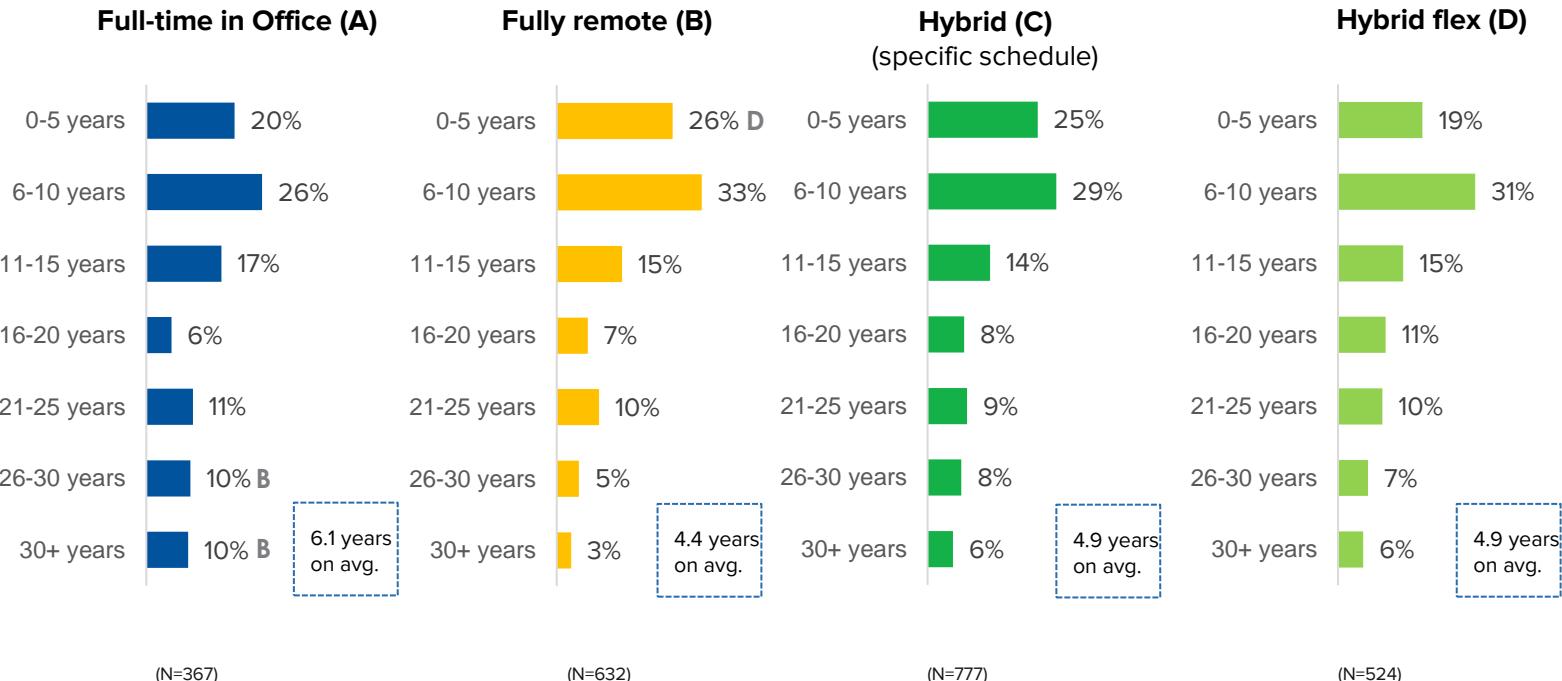


# Total Experience in Research Administration



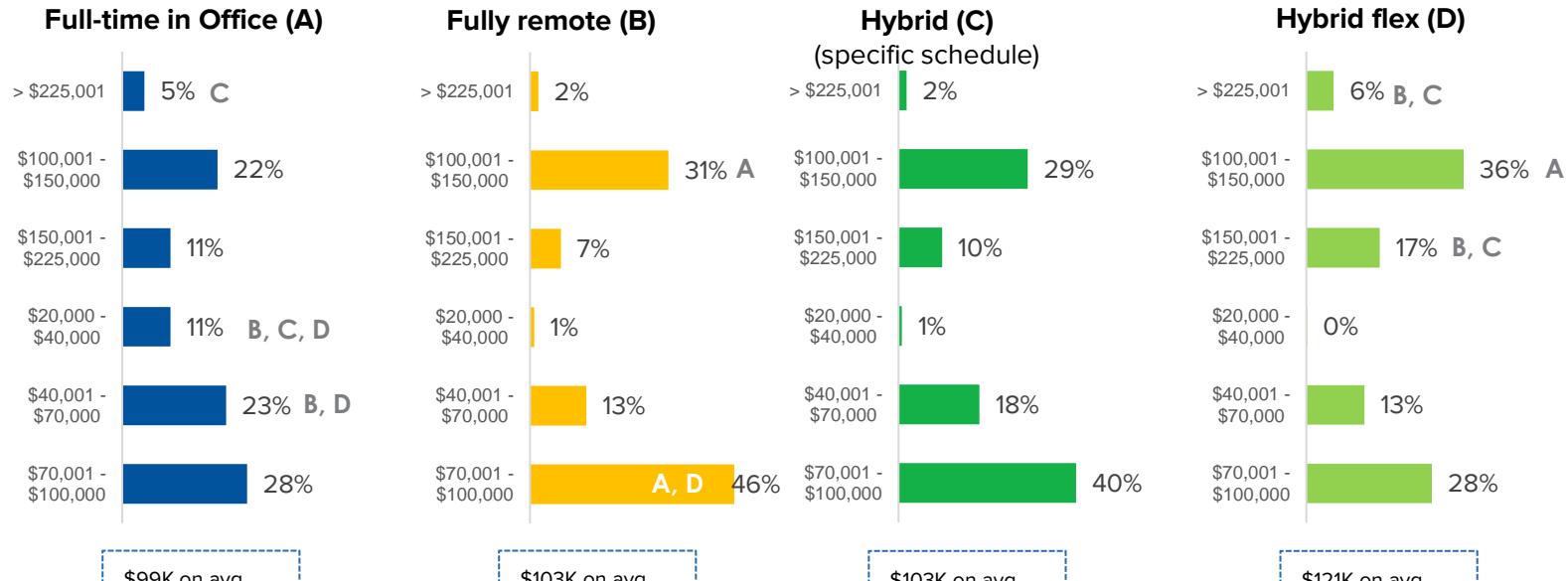


# Total Experience in the Current Position

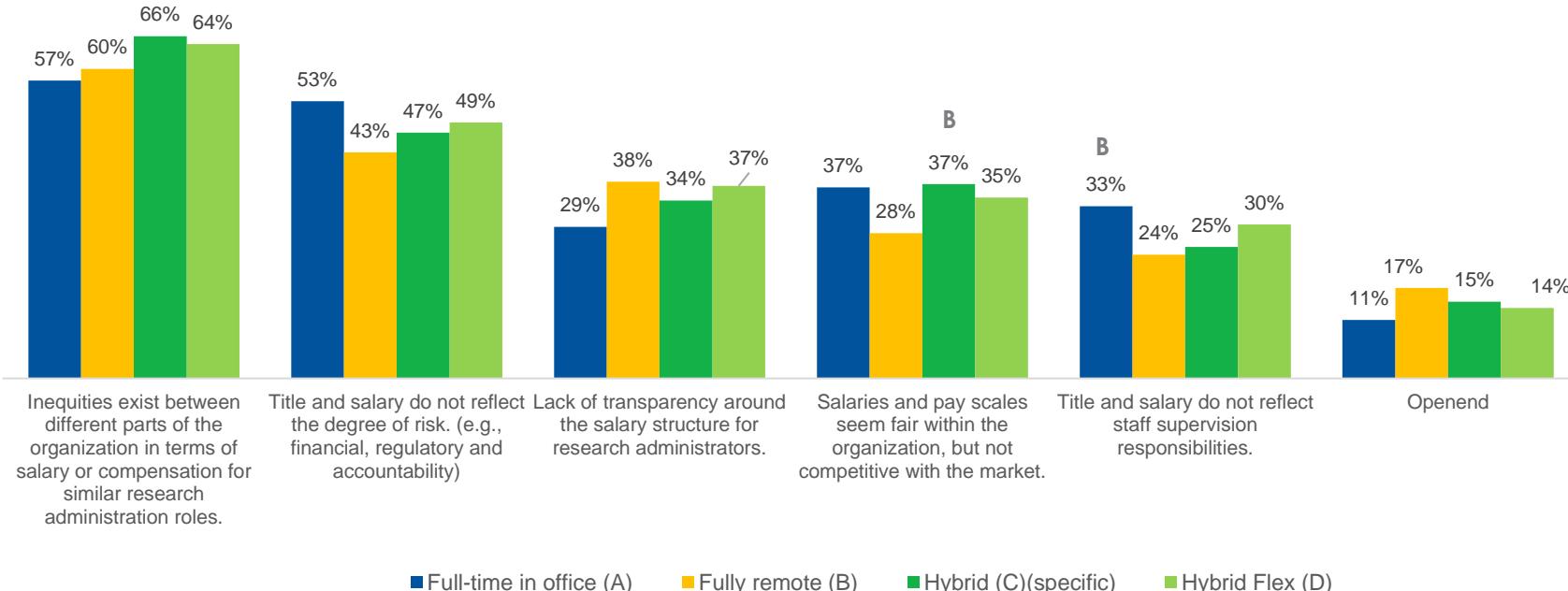




# Annual Salary



# Issues About Salaries and Pay Scales

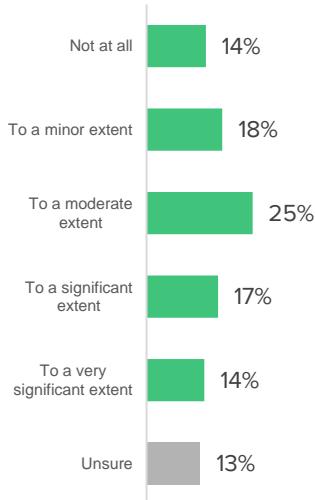


Q26. What issues in terms of Research Administrator salaries and pay scales do you see in your organization?

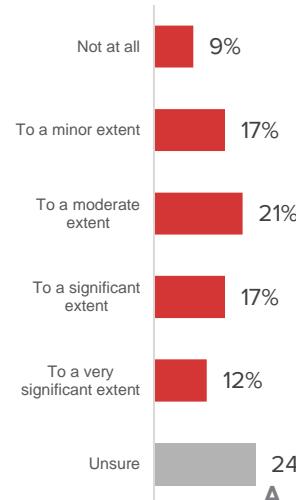
# Issues About New Hires' Salaries



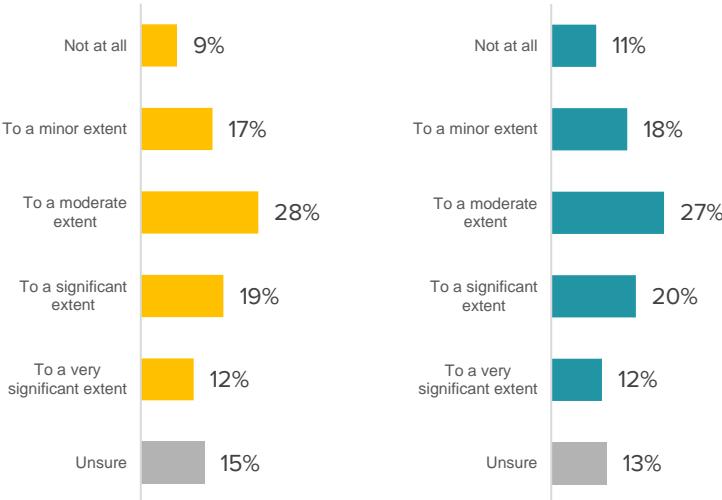
## Midwest (A)



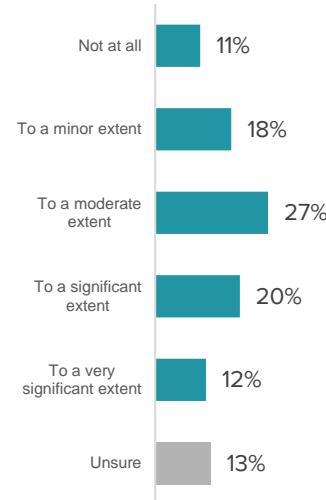
## Northeast (B)



## South (C)



## West (D)



A, C, D

(N=308)

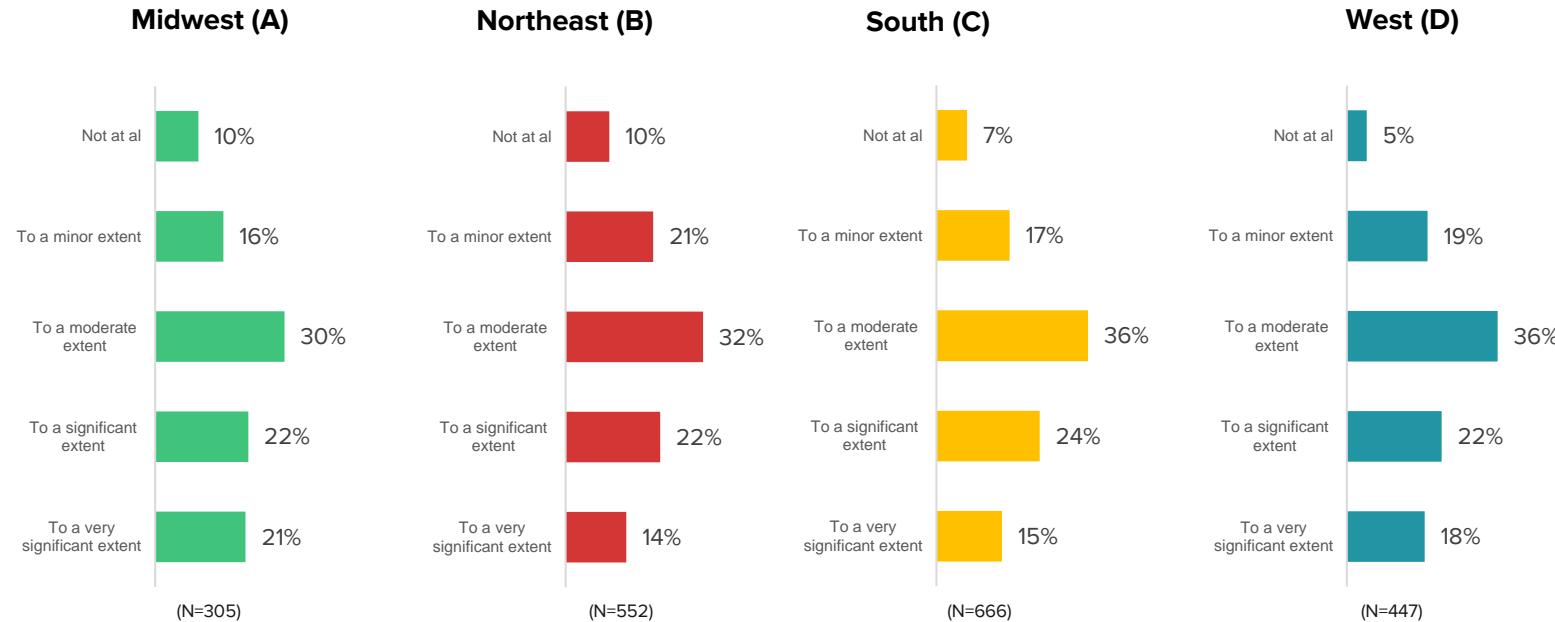
(N=561)

(N=668)

(N=452)

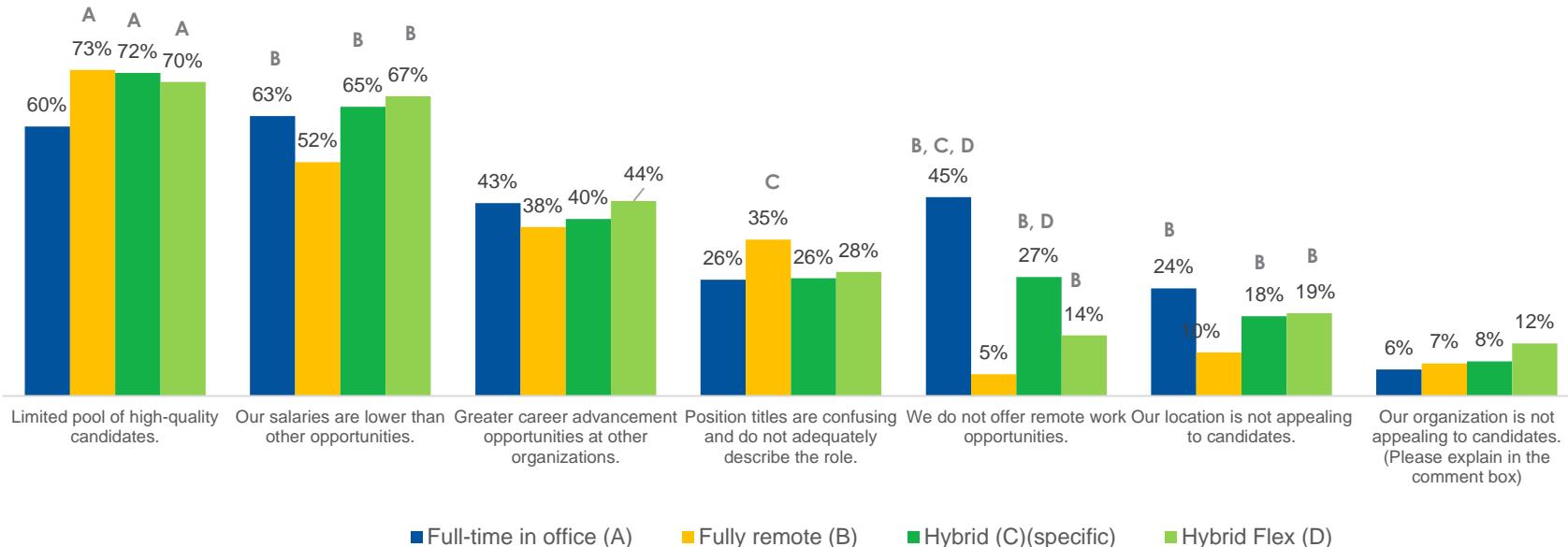
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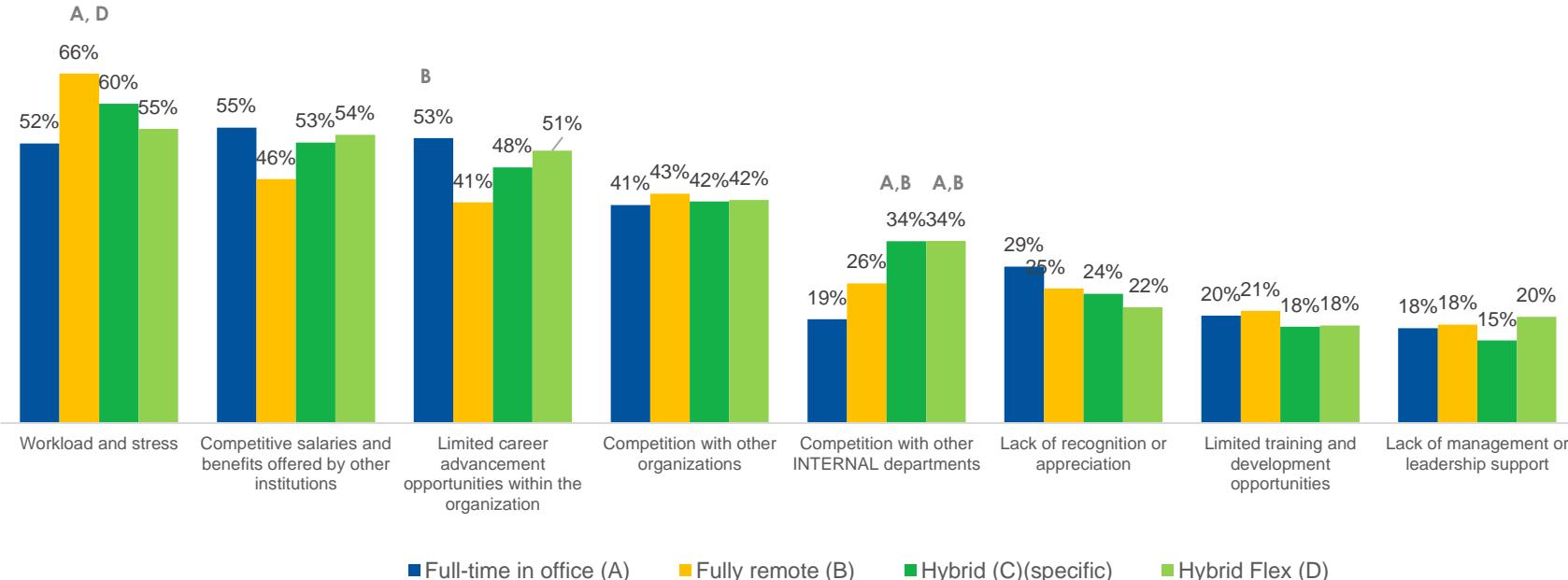
Q30. Have you observed any situations when your organization's fiscal restraints (like budget freezes), impacted salaries, pay increases and the ability to hire sufficient numbers of research administration staff?

# The biggest challenges for recruiting research administrators



Q33. What are the top 3 biggest challenges for recruiting research administrators in your organization?

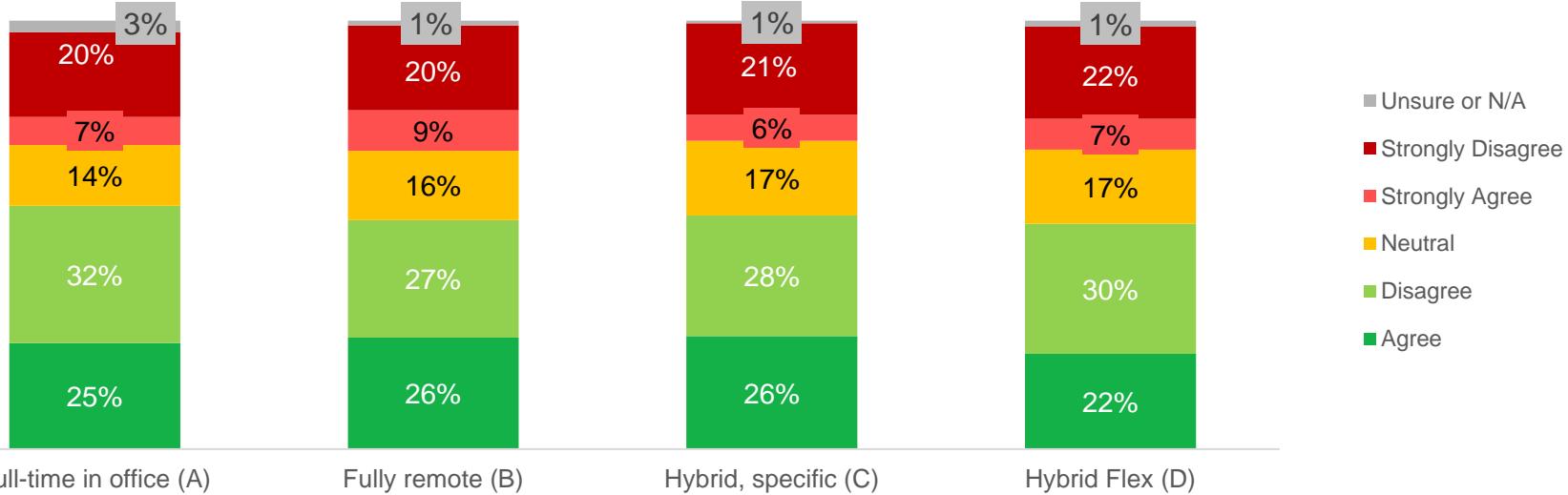
# The biggest challenges for retaining research administrators



Q34. What are the top 3 most significant challenges for retaining research administrators?

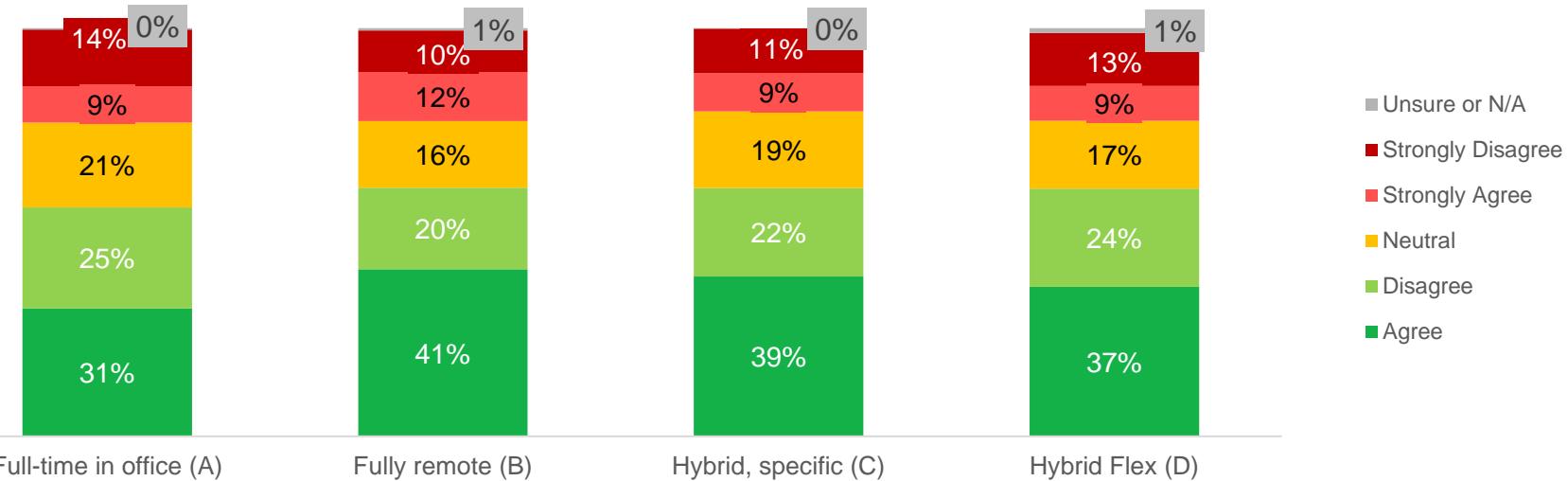
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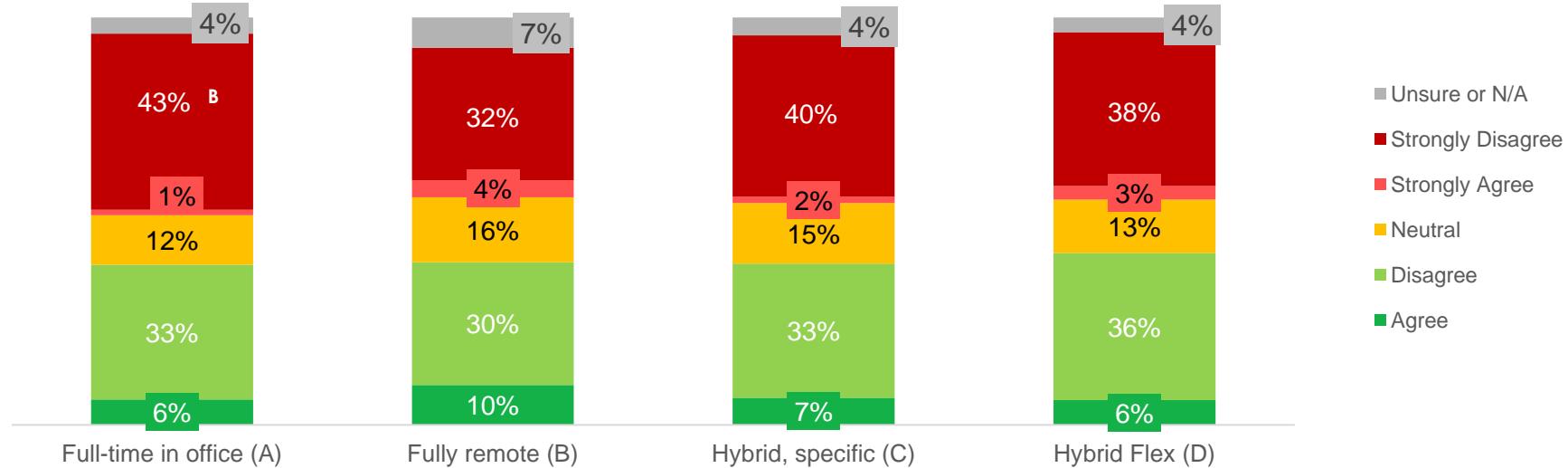
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# Thank You



SOCIETY OF  
ADMINISTRATORS  
IN INTERNATIONAL



CHALLENGES AND NEEDS OF THE 226  
RESEARCH ADMINISTRATOR WORKFORCE