

Committee on Research
Srikantan Nagarajan, PhD, Chair

ANNUAL REPORT

2013-2014

Issues reviewed and acted on by the Committee included:

- Funding of twenty-six Individual Investigator or Shared Instrument Grants through participation in the Research Allocation Program (RAP), UCSF Campuswide. Most funded ever.
- Selection of the 2014-2015 Faculty Research Lecturers in Basic, Clinical, and Translational Science
- Discussion of the ongoing changes to Research Allocation Program (RAP), including Hardship Grants
- Discussion of Mission Bay Academic Building
- Discussion and opining on Space Governance Policies & Procedures

Task Forces, Special Committees, and Sub-Committees:

- Indirect Cost Recovery Task Force—Matthew Springer and Stuart Gansky
- Ad Hoc Committee on Evaluations/Input to OE Implementation, Senate APB Committee – Janet Myers
- Office of Sponsored Research Advisory Group – Janet Myers and Duan Xu
- RAP Executive Steering Committee – Srikantan Nagarajan
- RAP Review Committees –Judith Moskowitz, Srikantan Nagarajan, Stuart Gansky, Judith Hahn, Edward Murphy, Janet Myers, Duan Xu
- Task Force on Academic Space Planning-- Judith Hahn, Srikantan Nagarajan, Duan Xu

Issues for Next Year (2014-2015)

- Funding of Individual Investigator and Shared Instrument Grants through participation in RAP
- Ongoing discussion and partnership with Campus Leadership in the support of faculty researchers
- Selection of the 2015-2016 Faculty Research Lecturers in Basic, Clinical, and Translational Science

2013-2014 Members

Srikantan Nagarajan, Chair
Janet Myers, Vice Chair
Kirsten Bibbins-Domingo
Adam Carrico
Janine Cataldo
Susan Chapman
Carol Dawson-Rose
Daniel Fried
Stuart Gansky
John Gross
Dieter Gruenert
Judith Hahn

Tomoki Hashimoto
Sunita Ho
Donna Hudson
John Imboden
Ajay Jain
Stephen Massa
Dieter Meyerhoff
Judith Moskowitz
Edward Murphy
Matthew Springer
Norah Terrault
Duan Xu

Number of Meetings: 9

Senate Analyst: Alison Cleaver

Systemwide Business

University Committee on Research Policy (UCORP)

Committee on Research UCORP Representative Judy Moskowitz represented UCSF on this Systemwide committee that fosters, formulates, coordinates, revises general research policies and procedures, and advises the University of California President Janet Napolitano on research matters affecting the University.

Topics explored this year included:

Reclassification of SRAs into Different Categories

Systemwide many SRAs are being reclassified into career positions. While this is good for many, it is causing budgetary constraints for those faculty with such staff – who have been given no warning of this forthcoming, and now immediate, change. The reclassification also results in a salary increase.

Reviews of Current UCR Projects

Committee members reviewed the provided UCORP document ([Appendix 1](#)) which details reviews of various research programs currently funded by Systemwide UC directly—and whether these programs still fit the UCOP mission and if yes, should they receive pre-existing funding level or a different level.

Divisional Business

Topics Explored during 2013-2014

Process Topics:

Limited Submission Opportunities

Resource Allocation Program (RAP) Grant Funding Breakdown

Selection of the 2014-2015 Faculty Research Lectures (FRL) Recipients

2014 FRL – Clinical Science (James Barkovich)

2015 FRL – Basic Science (Susan Fisher)

2015 FRL – Translational Science (Charles McCulloch)

Policy Topics:

*Administrative Overworking of Faculty
Building Update (CSB/UCH)
Chancellor's Search Committee
Federal Government Relations Office
Gift & Endowment Tax Proposed Changes
HR Tracking System Issues
Indirect Cost Recovery Recommendations
IT Changes
OnCore Coverage Analysis
State of Research & Research Culture at UCSF
Strategic Investment Roadmap for Shared Resource Facilities (COREs) at UCSF
Subcontracting Changes
Sustainability*

Senate Committee Workings: Membership Needs for COR

PROCESS TOPICS

Limited Submission Program Opportunities

COR members participated in reviewing Limited Submission Opportunities (LSO) grant submissions during the year, as facilitated by Gail Fisher in the Research Development Office. LSOs are grant opportunities that limit the number or types of applications that can move off-campus, and consequently, require internal coordination. LSOs are managed by the Limited Submission Program which has an Advisory Committee charged with establishing policies and procedures for the LSP. At least one member of the LSP Advisory Committee serves on each grant review committee.

COR members reviewed 13 opportunities from such groups as Burroughs Wellcome Investigators in the Pathogenesis of Infectious Disease and V Foundation Translational program.

Resource Allocation Program (RAP) Grant Funding

Individual Investigator Grants Awarded: 24

Shared Instrument Grants Awarded: 3

Total Grant Money Awarded: \$836,231

Roughly ten COR members sat on RAP Review Committees, reviewing two cycles of grants (Fall and Spring).

Overall, the COR funded 27 grants during the 2013-2014 academic term: 20 were funded during the Fall 2013 cycle, and 7, during the Spring 2014 cycle. Combined, the Academic Senate funded grants totaling \$836,231 during this academic year.

- **Individual Investigator Grant**
Through the Resource Allocation Program (RAP), committee members approved funding for twenty-four Individual Investigator Grants during the academic term. Combined grants totaling over \$731,231 were funded.
- **Shared Instrument Grant**
Through the Research Allocation Program (RAP), COR committee members approved funding for three Shared Instrument/Equipment Grants totaling \$105,000.00.
- **Travel Grants**
The Academic Senate office, under the auspices of the Committee of Research, granted thirty-eight travel grants during the 2013-2014 academic term. These grants are funded from Opportunity Funds. Of the \$20,000 available for travel grants during the past academic term, the Senate office awarded grants in the amount of \$12,462.20. Of these applications, seven were requests for travel to conferences outside of the United States.

Selection of the 2014-2015 Faculty Research Lectures Recipients

Committee members reviewed several candidates and voted to honor three lecturers during the 2014-2015 term. Those to be honored are:

- Faculty Research Lecture - Basic Science (Winter 2015) is Dr. Susan Fisher, Obstetrics, Gynecology & Reproductive Sciences
- Faculty Research Lecture - Clinical Science (Fall 2014) is Dr. James (Jim) Barkovich, Radiology & Biomedical Imaging
- Faculty Research Lecture - Translational Science (Spring 2015) are Dr. Charles (Chuck) McCulloch, Biostatistics

Preliminary Discussion of FRL Proposed Changes

COR members discussed:

1. Expanding the Call to include teams of two or more faculty in addition to individual faculty.
2. Expanding the Translational Science definition to specifically include:
 - a. Health policy/behavioral and social scientists—including both bench-to-bedside and straight policy researchers. Exemplars will be provided to address any uncertainty of inclusion.
 - b. Sending the Call for Nominations specifically to Chairs of these departments – so they're aware of being included.

Further discussion will be held in Fall 2014.

2013 Faculty Research Lecture - Clinical Science

Since 2001, this award has been bestowed on an individual member or members of the UCSF faculty with outstanding achievements in clinical research. Nominations are made by UCSF faculty, who consider the clinical research contributions of their colleagues and submit nominations for this prestigious award to the Academic Senate Committee on Research. Each year, the Committee on Research selects the recipient of this award.

Following extensive discussion at the end of the 2012-2013 academic term, members voted by secret ballot to select Dr. Kristine Yaffe, PhD as the recipient of the 2013 Faculty Research Lectureship in Clinical Science.

The lecture, titled “Optimizing Cognitive Aging” took place on October 28, 2013. ([Appendix 2](#))

2014 Faculty Research Lecture - Basic Science

Each year, the Faculty Research Lecture proudly acknowledges the outstanding scientific achievements made by a member of the UCSF Academic Senate. Academic Senate members are asked to consider the contributions of their colleagues when they make nominations for this prestigious award so that the University community may recognize their scientific achievements.

After discussion, members voted by secret ballot to select Dr. Jonathan Weissman as the 2013 Faculty Research Lecturer in Basic Science.

His lecture, titled “From the Cradle to the Grave: My Life at UCSF Watching Proteins Being Made, Folded, and Degraded” was held on March 6, 2014. ([Appendix 3](#))

2014 Faculty Research Lecture - Translational Science

In selecting faculty to receive this award, the Senate recognizes the immense value of those who translate bench science to a bedside clinical practice directly benefiting both patients and legions of other clinicians worldwide

COR members voted to select Drs. Deborah and John Greenspan, to jointly receive the 2013 Translational Science lectureship. Their lecture, “We Did It With a Little Help From Our Friends,” was held on May 29, 2014. ([Appendix 4](#))

POLICY TOPICS

Administrative Overworking of Faculty

Faculty Welfare Committee Chair Paul Green led an open discussion to hear COR members concerns about administrative overworking and financial overburdening of faculty members.

- COR members highlighted the excessive surveys and trainings, and the lack of oversight by the campus as a whole in monitoring the amount of training.
- For example, all IACOC policy changes require a new review process. Members suggested the new review processes should only be implemented after an actual grant renewal is received.
- The lack of administrative support impacts morale.
- Members discussed ways in which faculty help the development office reach their goals and alleviate some of the pressure on faculty.

Chair Green agreed to continue the discussion with the Faculty Welfare Committee. They will develop metrics and methods/pathways to bring to the administration’s attention.

CSB/UCH Building Update

Senate Representative, Matija Peterlin, provided an update on the status of the academic planning committee. Clinical Sciences building is the most seismically compromised building at Parnassus, followed by UCH, then Long. Moffitt-Long will eventually be replaced by a new hospital on the LPPI footprint. CSB decant slated to begin in 2015.

The new buildings will be sealed off without hallways between buildings. This is intended to increase security and allow for the open-workspace design similar to Mission Hall. Faculty on the Advisory Board members asked if Campus Planning would wait on the CSB/UCH design to learn from the Mission Hall implementation to see how the Mission Hall design works before implementing in CSB or UCH. Campus administrators replied that they do not have enough time to wait for results. University Hall will no longer be demolished, since the integrity of the hill would be compromised.

The building committee has seen four plans: traditional, hybrid, suite space and activity-based (same as open space). The initial vote showed that people were against the open space model. Hybrid II is the current plan being promoted.

Guest Peterlin provided physical blueprints. COR members present in the room examined the plan and were pleased by office placement. COR supported the Hybrid II idea as presented.

Chancellor's Search Committee

The UC Regents and the UCSF Chancellor Search Committee met with key groups at UCSF. The Senate Committee Chairs presented the needs of the Senate as a whole and of Senate members. The three points stressed were partnership, engagement, and shared governance.

COR members agreed that UCSF's incoming Chancellor should have the following qualities:

1. Familiarity with research at the campus and NIH level, including familiarity with the different types of research occurring at the University.
2. Increase shared partnership between the different UCSF and UC campuses.
3. Research should be seen as an investment, not an expense. Ongoing cuts and increased administrative/financial burden being placed on faculty is only decreasing morale.

Federal Government Relations Office Presentation

Jennifer Wickre, UCSF Representative, provided an overview of the office and its efforts on behalf of UC Systemwide and UCSF in particular. UCSF is the only campus with an office-specific lobbyist.

In response to the brain initiative, guest Wickre advised that it has potential, but hasn't yet produced sufficient funding. Research Development Office Director Gretchen Kiser is working on outreach.

COR members wondered what the reasons were for changing the salary cap on NIH grants. Guest Wickre advised that the proposal came from House Appropriations Committee to cap salaries. It was not meant to be a permanent cap but has become one.

COR members inquired about the increase in agencies funding biomedical research (DoD, etc.) and whether Capitol Hill has any concern with efficiencies in funding models and redundancies in funding efforts. Guest Wickre reported she was not aware of any concerns.

Gift and Endowment Tax Proposed Changes

COR discussed the Gift and Endowment Tax Proposed Changes. COR members questioned why faculty were being asked to cover the gap in funds. Chair Nagarajan advised that departments and units will be asked to cover the gap not individual faculty.

COR members asked if the financial interest on vacant endowments/STP funds will be returned to departments. At present, the interest goes to the Development Office. Members advised that if the proposed gift/endowment tax changes are implemented, the Development Office should renege on this practice and return interest back to departments.

Members also considered whether taxes could function like a Roth IRA, whereby all taxes are paid upfront and not at the point of disbursement.

The Committee agreed that the Administration should be reminded that these modifications put an added burden on faculty and may therefore induce them to leave the university. Many junior clinicians and mid-level faculty have chosen to depart due to a lack of support and financial constraints.

HR Tracking System Issues

AVC David Odato, Human Resources, and Jason Stout, Program Manager, HR Tracking System, provided an overview of the HR Tracking System ([Appendix 5](#)). The program was developed for administrative employees who are experienced with working with HR tracking systems and is therefore not as user friendly as it could be. Faculty, who must now use the system due to a lack of support staff, may be frustrated with the system's design.

Guest Stout invited feedback and will follow up with key COR members who self-identified as having issues to see how the system can be improved.

Indirect Cost Recovery Task Force Recommendations

AVC of Budget and Resource Management Teresa Costantinidis, Indirect Cost Recovery Task Force members, and COR members Matthew Springer and Stuart Gansky presented the recommendations of the task force. Some of the issues facing the task force were the opportunity to grow new strategic programs, while protecting critical existing ones. Members discussed the following points:

- The task force recommended putting a cap on the waivers so that all grants have a ten percent ICR. This will generate \$3 million annually.
- Members discussed research being looked upon as an investment not an expense by administration.
- if departments or schools limit who can apply for certain grants, academic freedom and faculty development may be inhibited.
- UCSF should focus on developing general endowment funds. Fundraising and philanthropy would raise far more money than the projected \$3 million savings from ICR.

The COR agreed to draft a formal Communication to Susanne Hildebrand-Zanki, Associate Vice Chancellor, Research summarizing its discussion. ([Appendix 6](#))

IT Changes at UCSF

Joe Bengfort, CIO, UCSF provided an overview of the IT changes at UCSF. IT is aiming to consolidate the skills and IT services of the campus and Medical Center. He reported that the cost investment in IT is increasing. IT is exploring whether any of its current services can be outsourced to reduce cost. IT will establish groups focused on data warehousing, data access, analytics, and within the clinical enterprise strategic plan. A new position for an Analytics & Data Warehousing Director is being developed. Guest Bengfort encouraged members to email him directly with feedback and recommended having a COR member on the Subcommittee on Research Technology. ([Appendix 7](#))

COR members raised questions about the following topics:

- *Videoconferencing:* Guest Bengfort reported that Medical Center and campus are now on the same videoconferencing system. A unified video communication system, combined with desktop video sharing, will be piloted in Summer 2014.
- *Encryption:* Members raised issues about how data sharing equipment and encryption could impact research. Guest Bengfort discussed data sharing with BOX. At present the UC System doesn't have an agreement that ensures HIPAA guidelines are being met. He has urged UCOP to expedite obtaining such an agreement.
- *High speed computing:* Members discussed the possibility of inviting Neil Risch, Michael Fischback, and Brad Dispensa to present on high-end computing. UCSF uses an ICHS system Input is needed from the broader research community on this topic.
- *IT Charges:* Members asked guest Bengfort why they being charged for services they don't use. For example, medical record archiving is not relevant for dry lab researchers. Guest Bengfort is open to revisiting this charging mechanism. He advised that if a faculty member uses clinical data, s/he must pay to protect PHI from being released.

OnCore Coverage Analysis

Jennifer Kallen, Clinical Trials Manager, and Lindsey Watt, OnCore Coverage Project Analyst provided an overview of OnCore Coverage Analysis ([Appendices 8 & 9](#)). Coverage Analysis bills information ahead of time and will upload to APeX. Since coverage decisions change over time, they will have to be standardized. As of July 1, 2014, site teams will have to input data into OnCore. Anything that has to be billed could be considered a clinical trial. Three groups (ITR (Industry-sponsored and therapeutic), Clinical Trials Manager Team, and the Division of Cardiology) are participating in a pilot program.

The Coverage Analysis team will perform an analysis of all clinical trials. Most clinical trials will be audited and the analysis will increase transparency. UCSF has recognized that its past methodologies were insufficient for data gathering. This process will hopefully result in more appropriate billing to sponsors and outside agencies.

This runs parallel to CHR except for IDE (Investigational Device Exemption). The intention is to have all clinical trials active within ninety days. There will also be an integration with IRIS soon so important to have IRB # inputted into OnCore.

During this process, IDE codes from FDA should be provided early in the process. Members asked that requesting this information be added into the OnCore Work Flow.

OnCore training for investigators is being developed.

Treatment of complications is billable. An investigator can provide an anticipated issue list to guest Kallen's team. Cohort or patient injury is considered separate from complications and is coded differently.

Space Governance Policies & Procedures

At both the May and June 2014 meetings, COR members discussed the proposed policies as presented at www.space.ucsf.edu in re impact on faculty. They presented preliminary review findings at the June 2 Senate Division Meeting. A secondary discussion was held at the June COR meeting when Space Co-chair Bruce Wintroub attended to discuss. A formal Communication to the Space Governance Committee and to Division Chair Chehab, and also EVCP Bluestone was drafted and sent in July 2014. ([Appendix 10](#))

State of Research and Research Culture at UCSF

Keith Yamamoto, Vice Chancellor, Research provided an overview of the current status of research at UCSF. Research changes so rapidly, it now leads to big changes in how we teach and conduct research. VC Yamamoto discussed Campuswide initiatives to spur creative scientific thinking, which may result in a change in research culture. He provided an overview of the key campus offices that enable research: ITA, RDO, and the Federal Government Relations Office based on DC. The Federal Government Relations Office, along with UCSF's RDO, have been developing a survey to show Capitol Hill the impact of the government sequester on UCSF researchers.

Strategic Investment Roadmap for Shared Resource Facilities (COREs) at UCSF

Julie Auger, Executive Director, Research Resource Program, and Mary Beth Baker, Consultant, m2b Consulting attended a meeting to discuss how to help researchers make discoveries faster. The requested feedback on their five to ten-year vision for the COREs at UCSF.

COR members advised that Engineering and Robotics R&D was missing from their list of research subgroups at UCSF.

Guests Auger and Baker reported that they're examining where it makes to centralize technologies amongst the COREs.

Acting Chair Springer asked if statistical support was represented. Guest Baker advised it could be included in computation support, which includes dry lab researchers and computational health sciences.

Guest Auger reported that a focus group would be formed to explore where existing COREs should be leveraged into discipline groups. She further advised that there are areas of research that may become COREs within 5-10 years. UCSF needs to create infrastructure now in order to take advantage of upcoming scientific achievements/fields of invention.

At present, this project will be funded by strategic investment funded out of the Med Center. There are no plans for it to become a recharge brought down to all faculty--only to those who use the COREs. This is the existing policy.

In response to the question of how to reach faculty in these fields together, COR members advised that putting this into a self-identification open proposal mechanism to engage faculty in this process and invite feedback.

Subcontracting Changes

Marge O'Halloran, Director, Research Management Services (RMS) and Regnier Jurado, Manager, Contracts & Grants, provided an overview of organizational changes to the subcontracting group at UCSF.

The Office of Sponsored Research divided into three groups: Government & Business Contracts, Research Development Office, and Research Management Services. The current re-organization was initiated June-July 2013 with the full rollout effective March 2014. The groups and departments who have piloted the post-award/post-acceptance process have expressed challenges.

COR members asked if the change will result in a reduction in time from award acceptance to funds activation within the UCSF system. (The current time is upwards of sixty days.) Guest O'Halloran reported that the goal is to reduce the time to thirty days.

For 2012-2013 the subcontracting group processed 1,615 subcontracts. At present they have just three subcontracting analysts. COR members asked about the feasibility of having analysts process 500+ annually. Guest O'Halloran advised that it is not sustainable. Additional analysts will be added when possible. COR members emphasized that having adequate staff is paramount for success and for ease of post-award process.

COR members asked to have both guests O'Halloran and Jurado return in Fall 2014 to discuss metrics for measuring success of these restructuring changes. See attachment for full presentation information.

Sustainability

Gail Lee, UCSF Sustainability Manager, provided an overview on pathways for labs and offices to be certified green. She recommended lab managers contact her office and a "living green" intern will provide an assessment. She further recommended exploring the green-labs-planning@googlegroups.com site.

COR members asked for documentation as to what percentage of green issues are lab-level or if they're operational-level. COR members questioned how sustainability fit into the overall UCSF mission. Analyst Cleaver advised that nearly all new initiatives on campus have a sustainability component. Sustainability is also a high priority for the new UC President as well as for Chancellor Desmond-Hellman.

Considering the already heavy load of administrative duties faculty, faculty requested that free services and benefits be emphasized in these sustainability initiatives. COR members also expressed concern about budget constraints. While rebates might be useful, funding may prevent faculty from acting immediately. Thus, an opened-ended option would be preferable.

COR discussed how best to frame the issue of sustainability to appeal to faculty. Members also questioned who receives the long-term benefit of lab/office green certification. Members spoke to the issue of the lack of videoconferencing capability in many rooms on campus.

COR agreed that many of these issues fall under the Faculty Welfare Committee's jurisdiction and passed along their concerns to the FWC Chair.

COMMITTEE MATTERS

Discussion on Membership Needs for COR

Committee on Research Liaison Jyu-Lin Chen, Committee on Committees (COC), discussed which groups of faculty, if any, are not represented on COR. Members discussed the varied campuses (VAMC, SFGH) and different faculty series (HS Clinical, In Residence, Ladder Rank, Adjunct, and Clinical X). Members also discussed including faculty who conduct basic, clinical, and/or translational research, as well as faculty who use both wet and dry labs on the committee. COC will reach out to these groups of faculty to gauge their interest in COR in 2014-2015.

Appendices

- [Appendix 1:](#) UCOP Review of Currently-funded Programs Systemwide
- [Appendix 2:](#) “Optimizing Cognitive Aging,” FRL-Clinical Science, Dr. Kristine Yaffe, October 28, 2013
- [Appendix 3:](#) “From Cradle to Grave: My Life at UCSF Watching Proteins Be Formed, Degrade, and Die,” FRL-Basic Science, Dr. Jonathan Weissman, March 6, 2014
- [Appendix 4:](#) “We Did It With a Little Help From Our Friends,” FRL-Translational Science, Drs. Deborah & John Greenspan, May 29, 2014
- [Appendix 5:](#) HR Tracking System Overview
- [Appendix 6:](#) Memo, Indirect Cost Recovery Task Force Recommendations
- [Appendix 7:](#) IT Changes @ UCSF
- [Appendix 8 & 9:](#) OnCore Coverage Analysis
- [Appendix 10:](#) COR Communication to Senate Division Chair Chehab and EVCP Bluestone in re Space Governance Policies & Procedures

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