

*The Chancellor's Council on Faculty Life (CCFL),
Faculty Development Program presents:*

Money Matters

Understanding Economic and Fiscal Realities for Successful Academic Careers

Thursday, July 31, 2008 / 1-3 p.m.
521 Parnassus Avenue
Room N 225

A panel of experienced campus experts will discuss:

- Strategies for attracting foundation and philanthropic funding for your great ideas
- Pathways for exploring entrepreneurial opportunities
- What is RAP and why you should know about it
- Responsible management of your money
- How to work effectively with staff managing your salary and accounts
- Ways to avoid potential financial conflicts of interest
 - the procedures, policies, laws, and regulations

Light refreshments will be served.

Click [here](#) to register.

For additional information please contact
Heather Nichols at hnichols@acadpers.ucsf.edu

FACILITATORS

Patricia A. Arean, PhD
*Professor, Department of Psychiatry
Member, Chancellor's Council on Faculty Life*

Mitchell D. Feldman, MD, MPhil
*Director of Faculty Mentoring
Office of the Vice Provost, Academic Affairs*

PANELISTS

James W. Asp II
*Associate Vice Chancellor,
University Development and Alumni Relations*

Robert Duca, MBA
*Associate Dean,
Administration and Finance, School of Pharmacy*

Paulette Gregg, MBA
*Assistant Director,
Cardiovascular Research Institute*

Deanna Ruth Rutter, JD
*Conflict of Interest Manager,
Office of Sponsored Research*

Gail Schechter, PhD
Director, Center for Bioentrepreneurship

Frederic Waldman, MD, PhD
Professor, Department of Laboratory Medicine

CHANCELLOR'S COUNCIL ON *Faculty Life*

Faculty Development Program



Chancellor's Council on Faculty Life (CCFL) Faculty Development Program

Money Matters: Understanding Economic and Fiscal Realities for
Successful Academic Careers

Thursday, July 31, 2008 / 1-3 p.m.

Upcoming Events Sponsored by the CCFL and Office of Academic Affairs, Faculty Development and Advancement:

Faculty Information and Welcoming Week
September 8-10, 2008 / VAMC, PARN, LHTS, SFGH

An Insiders Guide to Advancement and Promotion at UCSF
Thursday, October 23 at 1-3 p.m. / Parnassus, Room N 217

Conflict Resolution
February 2009, Date and Location TBA

For more information, see: <http://academicaffairs.ucsf.edu/>

INTRODUCING a new series sponsored by the Chancellor's Council on Faculty Life (CCFL): Wellness Grand Rounds. Wellness Grand Rounds consists of lectures and/or workshops and is one of CCFL's initiatives to create a supportive work environment for faculty. Some lectures will introduce faculty to wellness-oriented programs. For additional information please contact Melanie Fisch at 415/514-0421 or melanie.fisch@ucsf.edu.

Wednesday, September 17, 2008, Noon-1:00 pm, HSW 302 Parnassus
Simulcast to 600 16th Street, Genentech Hall, Room S 261

Why Zebras Don't Get Ulcers and Faculty Do: Stress and Health

Robert M. Sapolsky, PhD

*John A. and Cynthia Fry Gunn Professor, Dept. of Biological Sciences,
Stanford University Depts. of Neurology and Neurological Sciences and of Neurosurgery*



Stanford News Services

Acclaimed neuroscientist and author Dr. Robert Sapolsky will lecture on understanding the adaptive physiological benefits of activating the stress-response in reaction to short-term physical stressors. The mechanisms by which the stress-response, if activated chronically for psychogenic stress, can increase the risk of disease will also be discussed, as well as the broad features of successful stress management. All faculty will benefit from this dynamic lecture.

Wednesday, January 21, 2009
Noon-1:00 pm
Room TBA, Parnassus

Mindfulness and Well-Being

Kevin Barrows, MD

*UCSF Health Sciences
Assistant Clinical
Professor of Family and
Community Medicine and
Director of Mindfulness
Programs, UCSF Osher
Center for Integrative
Medicine*



Wednesday, October 1, 2008, 12:15-1:15 pm, HSW 302, Parnassus

Retraining the Brain for Resiliency and Joy

Laurel Mellin, MA, RD

Director, Developmental Skills Training Center for Excellence, UCSF Center for Health and Community and UCSF Associate Clinical Professor of Family and Community Medicine and Pediatrics



Laurel Mellin introduces a novel intervention, Developmental Skills Training (DST), that provides faculty with practical tools to "flip the switch" from stress to positive emotional states. Repeated experience in using the tools retrains the brain for resiliency and high-level well-being. Developed at UCSF, the DST method is based on an integration of neuroscience and attachment theory and is used nationwide. The scientific basis of this method will be discussed. In addition, an overview of the DST 5-point system for stress management and improved communication with students, colleagues and patients will be presented. Six-week courses on the method will be offered to faculty this fall through the CCFL. Registration and schedule are available on the Academic Affairs website at <http://academicaffairs.ucsf.edu>.

Wednesday, April 22, 2009
Noon-1:00 pm
Room TBA, Parnassus

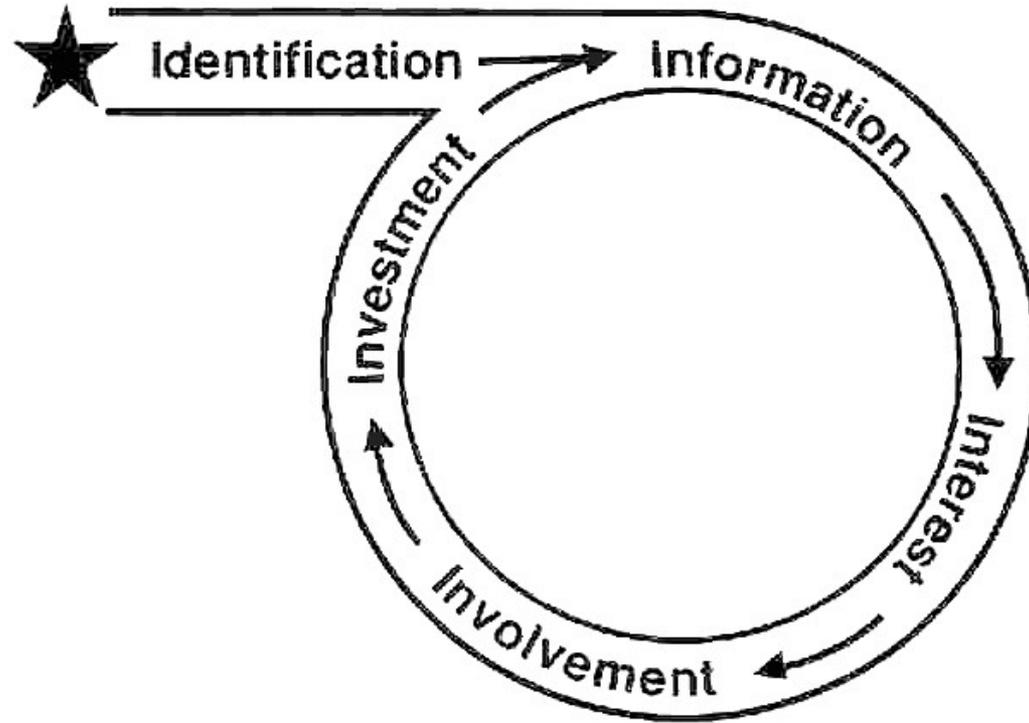
Healthy Aging for the Health Professional

Donald Abrams, MD

*UCSF Professor of Clinical
Medicine and Osher
Foundation Endowed
Chair in Clinical Programs
in Integrative Medicine*



The Five I's



Contacts

▶ *General fundraising queries:*

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▶ *For questions regarding individual donors, or to find out which development officer serves your department:*

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WEB LINKS for RESEARCH FUNDING

<http://waldman.ucsf.edu/ucsf.funding/>

RAP

<http://rap.ucsf.edu/>

Also see RAP funding agencies (icons in upper right corner)

Academic Senate

<http://senate.ucsf.edu/0-funding/I-COR-InvsResGrant.pdf>

<http://senate.ucsf.edu/0-funding/I-COR-sharedequipgrants.pdf>

<http://senate.ucsf.edu/0-funding/as-travelgrants.html>

NIH

<http://grants.nih.gov/grants>

Office of Extramural Research – A to Z for NIH grants

<http://cms.csr.nih.gov/AboutCSR/OverviewofPeerReviewProcess.htm>

How the peer review process works

<http://waldman.ucsf.edu/ucsf.funding/nih.review.pdf>

Yamamoto Committee proposals to NIH Director

The UCSF Center for BioEntrepreneurship educates, enables, and empowers scientists to develop innovative technologies through industry interactions.

CBE Mission

- Educate aspiring entrepreneurs in key business skills
- Promote commercialization of innovative technologies
- Facilitate interactions between academia and industry

CBE Courses

- *Idea to IPO...and Beyond*
- *Drug Discovery and Design*
- *Corporate Finance Survival Skills*
- *Intellectual Property ... Life Sciences*

CBE Programs

- Scientist to CEO ... Real life success stories
- Camp Entrepreneur ... Learn entrepreneurial skills
- Coaches on Campus ... Industry experts come to UCSF
- Career Development ... Transition from academia to business
- Innovation Competition ... Pitch innovative ideas for prize money
- Biotech State of the Union ... Annual report on life sciences industry

CBE Services

- Find promising commercializeable technologies
- Obtain funding to demonstrate proof of concept
- Enlist industry mentors to advance technologies
- Write business plan (technology, market, team, IP)
- Create optimal venue for showcasing technologies
- Match VC areas of expertise with each technology
- Polish pitch presentations to potential investors

Managing Money at UCSF
or Financial Spring Training for Faculty

Rob Duca

Associate Dean, Administration and Finance
School of Pharmacy

Paulette Gregg

Assistant Director
Cardiovascular Research Institute



PAULETTE & ROB'S TOP TEN LIST FOR MANAGING MONEY AT UCSF

6. If not satisfied, speak with manager
7. If it doesn't make sense, question
8. Meet regularly with RSA/analyst
9. Expect regular financial reports
10. It's easier using managers & past



PAULETTE & ROB'S TOP TEN LIST FOR MANAGING MONEY AT UCSF

1. PI has ultimate responsibility,
so make it a strong partnership
2. Always give credit to others!
3. Who will do what by when
4. Early communication & feedback
5. Projections key, especially salaries

NATIONAL INSTITUTES OF HEALTH

Changes in Peer Review Target Young Scientists, Heavyweights

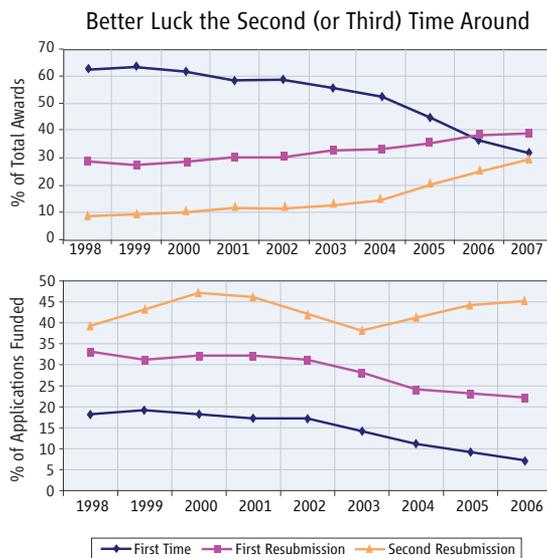
After a year of gathering advice on how to improve its overloaded peer-review system, the U.S. National Institutes of Health (NIH) last week unveiled a plan to ease the workload on both applicants and reviewers and to help young investigators. The changes incorporate many recommendations from two advisory committees. But NIH rejected a suggestion aimed at eliminating an apparent bias favoring researchers who resubmit their grant applications after being turned down.

NIH Director Elias Zerhouni asked internal and external advisory working groups last June to suggest ways to cope with a record number of applications, a continued flat budget, and a shortage of quality reviewers. NIH's response to their report (*Science*, 29 February, p. 1169) was presented last week to the director's advisory committee by the co-chair of both panels, Lawrence Tabak, director of the National Institute of Dental and Craniofacial Research. Cell biologist Keith Yamamoto of the University of California, San Francisco, who co-chaired the external group, says he's "disappointed" that NIH rejected the advice on resubmitted proposals but that he's "basically happy with" the overall response.

NIH plans to shorten the allowed length of applications from 25 pages to 12, to focus more on the anticipated impact of the research and less on methods and other details. Proposals will be given scores on five criteria, not just an overall score, to provide clearer feedback. In addition, reviewers will score all applications, even those in the bottom of the pile that are now "triaged," or set aside. At the end of a study section meeting, reviewers will rank applications to reduce ambiguity.

NIH also followed suggestions for making reviewing more attractive to busy researchers.

For example, reviewers can participate in 12 sessions over 6 years instead of 4 years and potentially share the duty with a colleague. Those receiving high-prestige awards from NIH or holding at least three basic research grants will be obliged to serve if asked. NIH



Tough sledding. Resubmitted applications are claiming a growing share of the overall pool of funded R01 research grants (*top*), and the success rate for first-time proposals, which make up about two-thirds of all applications, has plummeted to single digits (*above*).

will also offer a grant extension of up to \$250,000—about 9 months' funding—to some 500 reviewers who have participated in at least 18 study section meetings. Tabak says this is intended to compensate them for time away from the bench spent preparing for and attending each meeting. NIH has not yet estimated the costs, but Tabak says "it is a zero-sum game" assuming most would have their grants renewed anyway.

However, NIH officials nixed a key recommendation to jettison a system that allows researchers who don't win funding the first time around to resubmit the proposal up to two more times. Reviewers tend to favor these amended applications over first-time submissions, the working groups found, perhaps

because the applicants responded to reviewers' comments or because reviewers know it's the investigator's last shot. Since the doubling of NIH's budget then ended in 2003, the share of the total pot claimed by first-time submissions has shrunk from about 60% to 30% (see lower graph). To level the playing field, the two panels recommended that all proposals be considered "new" so that resubmitted ones get no particular advantage. NIH also rejected the proposal that fatally flawed applications be labeled "not recommended for resubmission," instead leaving it up to reviewers to offer this advice in comments.

These two proposals didn't go over well with the community. "There was a huge outcry about this. People feel like they need a second chance, a third chance," Zerhouni says. "We're not comfortable with changing the system radically to reduce the number of resubmissions," says Howard Garrison, public affairs director of the Federation of American Societies for Experimental Biology in Rockville, Maryland, which urged NIH to abandon these ideas.

Instead, NIH plans to "carefully rebalance success rates among" the three types of submissions so as to fund a larger portion on the first round, according to Tabak. The burden will fall on each institute's advisory council.

To help out young, first-time investigators, NIH will review their proposals separately within a study section. Officials plan to pilot setting a funding cutoff point for all early-stage proposals across all study sections. Since 2007, Zerhouni has set a goal of funding at least 1500 new investigators a year, about 150 more than in 2006. NIH also plans to double its funding for high-risk awards to about 1% of the agency's R01 budget.

NIH also tempered a suggestion aimed at distributing scarce resources. The advisory panel had recommended that NIH require principal investigators to spend at least 20% of their time on each grant, creating a de facto cap of four grants. But Zerhouni says it is "not practical to have a hard-and-fast rule" because the amount of time scientists spend on non-research activities, such as teaching, varies by institution. Instead, applicants who already have \$1 million in NIH funding will have to explain why they need more.

NIH plans to implement the changes over the next 18 months.

—JOCELYN KAISER