Managing Your Research Career

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UCSF Faculty Development Day
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Outline

- Managing Time
- Building a research portfolio
- Obtaining funding
- Writing papers
- Obtaining CHR approval
Time is your most valuable resource

- Always more to do than time available
- No one else will protect your time
- Time spent on one thing = time not spent on another
- Think about whether you would want to do this tomorrow (not in the distant future)
- Remember: you will feel just as busy later
# Managing Time

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Some Time Management Strategies

• Hire help whenever possible
• Delegate tasks as much as possible
• Set time aside for writing
• Set blocks of time to think
• Turn off email and minimize other distractions
• Negotiate with Chair for protected time
• Decide on % time devoted to research, teaching, clinical practice, administration
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Building a Research Portfolio

- Establish yourself in your Department
- Create realistic 5 year plan that builds on itself
  - Some ideas not fundable (reasons other than science)
- Great when one grant can provide pilot data for the next
- Identify strong mentors diverse in discipline and expertise
- Co-Investigators and Collaborators in/outside UCSF
- Community Partnerships
- Industry collaborations and partnerships
Building a Research Portfolio cont.

• Labor
  – Research assistants (hire carefully)
  – Pre-doctoral students (medical/dental/nursing/pharmacy/grad)
  – Post-doctoral fellows
  – Volunteers (foreign, undergrad, pre-med, SFSU, USF, UCB)

• CTSI resources (http://accelerate.ucsf.edu/)
  – Find mentors, collaborators
  – Research consulting and other services, access to databases
  – Partnerships with community, industry
Research Resources

Resources available to all researchers at UCSF and affiliated

Find Experts, Collaborators & Mentors

- UCSF Profiles
- Community Engagement Consultation Services
- UCSF International Projects Database

Work with Industry

Quick answers and extensive consultation on how to engage in industry partnerships.

- Work with Industry FAQ
- Catalyst Award
- Preclinical CRO Vendor Program

Did you know?

Each year, UCSF investigators receive in excess of 7000 hours of consultations encompassing everything from biostatistics and data management to geographical information systems (GIS) and research ethics.
Find UCSF Research Core Facilities & Services
A searchable database that provides information on over 80 UCSF research facilities, services, and contacts.
  > UCSF Core Database

Get Research Advice – Consultation Services
Provided by UCSF faculty and senior staff.
  > Consultation Services
  > Consultation Services Recharge Policy

Use Clinical Research Services
8 physical locations provide services that help to translate promising clinical research ideas into successful protocols.

Work with the Community
Information and consultation to conduct research in community settings and successfully integrate community partnerships.
  > Community Engagement Consultation Services
  > Community-Engaged Research Guides and Resource Manuals
  > Community-Engaged Research Articles, Reports, and Books
  > Community-Engaged Research Presentations and Tools

Conduct Comparative Effectiveness Research
Support for investigators interested in assessing the effectiveness of clinical interventions and other T2 translational research.
  > Comparative Effectiveness Large Datasets Inventory

Additional Resources
- Office of Research
- Research Investigator Handbook
- Contracts & Grants
- Committee on Human Research (CHR)
- School of Medicine Investigator Resources
- Library and Center for Knowledge Management

Biospecimens and Tissues
- UCSF Biospecimen Guide (pdf 1MB)
- Tissue Specimen Guide (pdf 84KB)
- BioShare — the Immune Tolerance Network's (ITN) Biomarker Sample Sharing Program

Regulatory Guides & Information
- How to register your study at ClinicalTrials.gov
- Clinical Trials Networks Best Practices
http://hub.ucsf.edu/

Clinical Research Resource HUB

tools, templates, guidance and go-to ...

WHO YOU ARE
- Investigators
- Study Staff
- Participants
- Partners & Affiliates

TRIAL MANAGEMENT
- Budgeting & Billing
- Consent Development
- Data & Safety Monitoring
- Data Management
- Feasibility & Scientific Review
- Protocol Development
- Recruitment Strategy
- Regulatory Binder
- Safety Reporting
- Study Management

Click Below to Get Started!

Investigators

Study Staff

Partners & Affiliates

Participants

TRAINING
- APex / STOR / UCare
- Clinical Research Coordinators
- Clinical Trial Budgeting
- Good Clinical Practice
- Human Subjects
- iRIS / CHR
- Investigator Resources
- New Coordinators
- New Investigators
- OnCore
- Safety Courses

UCSF QUICK REFERENCE
- Contracts & Grants
- Cores Search
- Ethics & Compliance
- Glossary
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Rigorously peer-reviewed grants demonstrate investigator independence and recognition

1. US government research grants (NIH, DOD, VA)
2. Foundation or society grants (e.g., American Cancer Society, American Heart Association)
3. Investigator-initiated research funded by industry
4. Industry-sponsored research funded by industry

Funding is hard to get, diversify your portfolio, apply to non-NIH sources too (2-3pm workshop)
NIH Grants
(National Institutes of Health)

Small Grant (R03)
Exploratory / Developmental Grant (R21)
Research Project Grant (R01)

Trainings

PRE-BAC

MIDDLE

INSTITUTIONAL TRAINING GRANT (T34)
INSTITUTIONAL TRAINING GRANT (T32)
INDIVIDUAL NRSA FELLOWSHIP (F31, F30)
INDIVIDUAL NRSA FELLOWSHIP (F32)
PATHWAY TO INDEPENDENCE AWARD (K99/R00)
MENTORED RESEARCH SCIENTIST DEVELOPMENT AWARD (K01)
MENTORED CLINICAL SCIENTIST DEVELOPMENT AWARD (K08)
MENTORED PATIENT-ORIENTED RCDA (K23)
MENTORED QUANTITATIVE RCDA (K25)

INDEPENDENT SCIENTIST AWARD (K02)
MIDCAREER INVESTIGATOR AWARD IN PATIENT-ORIENTED RESEARCH (K24)

Senior Scientist Award (K05)

Graphic represents a small sample of NIH funding mechanisms available.
Career Development Grants

• UCSF programs: KL2 Career Development Awards and more at http://accelerate.ucsf.edu/funding

• NIH (K awards, Minority or R01 Supplements)

• VA Research & Development: http://www.research.va.gov/funding/

• Foundations: http://foundationcenter.org; http://www.cof.org/

• Societies: usually disease-specific

• Industry: www.pfizerfellowships.com/Partnerships.aspx
Faculty Career Development Awards

On this page:
- Resource Allocation Program (RAP)
- UCSF Institutional Career Development Awards (K12)
- NIH Faculty Career Development Awards
- Other Career Development Awards

UCSF Resource Allocation Program (RAP)

The Resource Allocation Program (RAP) provides a variety of UCSF funding opportunities, including those sponsored by CTSI:

- **Under-Represented Faculty in Clinical and Translational Research Awards** These awards aim to encourage fellows and junior faculty from economically or educationally disadvantaged backgrounds to remain in academia.
- **Post Childbearing Professional Development Leave Award Program** Awards for women clinical and translational research faculty who are returning to work after childbearing leave and to relieve them of non-research responsibilities for up to 3 months after maternity leave.
- **See all RAP Career Development Awards**

UCSF Institutional Career Development Awards (K12)

CTSI KL2 Clinical Research Career Development Awards. Faculty Scholars are chosen each year to pursue clinical and translational research projects for 3-5 years with training and mentoring. The program includes a master's degree in clinical research for those who do not have such training, a supportive environment, modest financial resources, and access to core faculty who provide expertise and guidance in research design, measurement and questionnaire design, study coordination, data management, biostatistical analysis, and scientific writing.

AHRQ K12 PARTNERS Program. PARTNERS (PATIENT CENTERED OUTCOMES RESEARCH: Applied Research Transforming Engaged Real-world Systems) is a collaboration between the Palo Alto Medical Foundation Research Institute (PAMFRI), the University of California San Francisco (UCSF) and San Francisco General Hospital and Trauma Center (SFGH). It is designed to train clinician-researchers for the effective generation and uptake of patient centered outcomes research (PCOR). Scholars will receive two years of salary and research support and are expected to dedicate at least 75% effort to the program.

Building Interdisciplinary Research Careers in Women's Health (BIRCHWH). The UCSF Women's Health Clinical Research Center and the Division of Research (DOR) at Kaiser Permanente sponsor BIRCHWH, an NIH K12 supported program to train junior faculty to be successful, independent clinical and translational investigators in women's health.

See also...
- Office of Sponsored Research:
  - Funding Resources
  - News & Notices
  - Limited Submission Applications
Grant Writing Guidance

Maximize your chances of being funded by learning from grant writing experts.

Proposal Libraries

Learn by example: view examples of successful UCSF proposals generously provided by members of the UCSF community (UCSF access only).
Research grants

• UCSF intramural grants – http://rap.ucsf.edu/grants/
• UC Office of the President Research Funding Programs www.ucop.edu/research-grants-program/
• National Institutes of Health (NIH)
• Patient-Centered Outcomes Research Institute (PCORI)
• Agency for Health-Care Research and Quality (AHRQ)
Research grants cont.

- Health Resources and Services Administration (HRSA) [http://www.hrsa.gov/grants/index.html](http://www.hrsa.gov/grants/index.html)
- Industry (Investigator-Initiated Research programs)
- TRDRP (Tobacco-Related Disease Research Program) [http://www.trdrp.org/](http://www.trdrp.org/)
We help researchers build collaborative research teams, pursue funding opportunities, deliver effective proposals & administer awards.
General Funding Resources

- PIVOT – [http://pivot.cos.com/](http://pivot.cos.com/) from the new UCSF OSR website, sign-up for training or just set-up free automated search in your area of interest
- Grantmakers in health – [www.gih.org](http://www.gih.org)
- Grateful patients (via development office)
Grants administration

Pre-award
- Budgeting
- Letters of support
- Paperwork/signatures
- Biosketches and other support pages
- Uploading documents
- Internal deadlines

Post-award
- Hiring and purchasing
- Budget projections
- Progress reports
- Agency correspondence
Other extremely useful grant-writing resources

- http://grants.nih.gov/training/resources.htm
- http://www.niaid.nih.gov/researchfunding/Pages/default.aspx
- http://grants.nih.gov/grants/grant_basics.htm
- http://grants.nih.gov/grants/grant_tips.htm
Writing Papers

• Carve out writing days, times and even places
• Shed perfectionistic tendencies
• Collaborate with peers, postdoctoral fellows, students
• Diversify projects: low-risk and high-risk
• Carefully choose research topics
Carefully Choose Research Topics

Importance

Feasibility

AVOID

Senior Investigator

Mid-career Investigator

Junior Investigator

Importance

Feasibility
Authorship (order of importance*)

1. First author
2. Last author (senior)
3. Second author
4. Penultimate author
5. Middle authors

* Relative to field and series, merit and promotion

International Committee of Medical Journal Editors' website "Who is an author?" which lists roles and responsibilities of authorship

Clarify up front, preferably in writing
Authorship Criteria

1. Substantial contributions to conception or design; or acquisition, analysis, or interpretation of data; AND

2. Draft paper or revise it critically for important intellectual content; AND

3. Final approval of version to be published; AND

4. Agreement to be accountable for all aspects of the work; ensure questions related to accuracy/integrity are appropriately investigated and resolved.

Authors should be accountable for their work, identify contributions of co-authors, and have confidence in everyone’s integrity.
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Obtaining CHR/IRB Approval

- Committee on Human Research: www.research.ucsf.edu/chr/index.asp
- Call CHR 415-476-1814 for planning and advice
- Expedited Review vs. Full Committee Review
- UCSF/CITI Human Subjects Protection Basic Course
- Allow 4-10 weeks for approval
- SFGH and VA require additional approvals
Q & A
Tidbits on Writing

• Discuss authorship and corresponding author early, send email to confirm but authorship can change if someone does not do their share.

• Drafts are drafts; they can be rough when shown to colleagues for input (avoid perfection timesink)

• Set time aside for writing

• Different methods to help a trainee write a paper depends on trainee
  • Prep an outline
  • Prep a timeline
  • Have them write specific sections
  • Have them prepare an Abstract
  • Have them give a presentation of the work for the proposed paper
  • Sketch out figures and tables
Tidbits on Writing cont.

- Prepare figures and tables at manuscript quality as you’re going along
- As PI, set the specs for figures and data presentation in the lab – what software package, what style, what colors for controls vs. samples
- Review target journal’s format and guidelines for manuscript preparation
- Take Mimi Zeiger courses on campus
Tidbits on Grants and Funding

- Diversify your funding portfolio
- Remember that grants need to be tailored to an agency and to the RFA/FOA; this means that it is a bit of a marketing piece.
- Be careful when considering hiring new people too soon, using small grant awards
- Sign up for training to use the Pivot funding opportunity database search tool (through RDO)
- Innovation & Technology Alliance (ITA) offers workshops on entrepreneurship; QB3 and CTSI also offer resources to help with understanding the business aspects