CLOSEOUT PROCEDURES FOR FEDERAL NON-SNAP AWARDS
By Susan Lin, Assistant Controller and Suzanne Sutton, Director of Research Administration

The NIH Grants Policy Statement requires that award expenditures be consistent with the approved budget period. In the past, for non-SNAP awards that require annual Federal Financial Reports (FFRs), EMF has closed funds after the expiration of the entire project or award rather than at the fund year level or annual budget. Effective immediately, for each annual budget period after an FFR is filed, EMF will close out Federal non-SNAP awards by budget period at the fund year level to prohibit further charges posting to that budget period. The closeout will occur at the time of the FFR filing and applies to both interim and final FFRs.

As part of the close-out process, expenditures will be treated as follows:

a. Costs incurred after the FFR has been filed or cost overruns in the current budget, which benefit future projects in the same competitive segment, may be transferred to the subsequent period per the terms and conditions of the award.

b. Costs incurred after the FFR has been filed or cost overruns in the final budget, which benefits a new or competing continuation, may be transferred as pre-award costs to the next competitive segment. The costs must be incurred 90 days before the start of the next competitive segment and allowed in the grant document. If the costs do not benefit the future budget, the costs will have to be written-off to the Department's discretionary fund.

c. If there is a remaining budget, in order for EMF to carryover an unobligated balance, a formal request must be received by the NIH and approved first. If a formal carryover approval is not received and approved by the NIH, the original award will be reduced and the value of the unobligated balance will be reduced in WebLinks. It is the responsibility of each department to understand the terms and conditions of their awards to fulfill the requirements outlined by the awarding agency.

Each fund year will be closed per these new procedures but departments are advised to ensure that their speedchart numbers are set-up correctly in Weblinks and that purchase orders are updated annually by contacting Purchasing to ensure that the correct fund year is attached to multi-year purchase orders. The purchase order system is not tied to Weblinks and does not update the associated fund years automatically.

Please reference the Grants Policy Statement under the Pre-Award (Pre-Agreement) Costs Section for more detail.

PROPOSAL ROUTING THROUGH CAYUSE
by Joseph Wilson, Assistant Director of Research Administration

All proposals prepared in the Cayuse platform must now be “routed.” What does this mean?
In March 2009, the Contract and Grants (C&G) Office in the Office of Sponsored Research (OSR), began to require proposals be uploaded electronically into the Research Administration System (RAS). With few exceptions, the OSR Form, Conflict of Interest (COI) Forms, etc. are uploaded into the PeopleSoft under Grants/Documents Tab. This is a big improvement, which eliminates sending paper copies back and forth amongst the various campuses.

Cayuse, the vendor software we use to prepare all National Institutes of Health (NIH) proposals, as well as a number of other Federal proposals, has always had the capability of routing proposals to multiple UCSF reviewers prior to submission.

In routing a proposal, the Research Services Analyst (RSA) starts a chain, which can be as simple as the RSA and the C&G Proposal Team. In order to work correctly, the RSA must construct the chain and submit the proposal to C&G on-time (by 9 am 4 working days prior to the due date, soon to be 5 working days as of February 1, 2010 deadlines). While the C&G analyst reviews the proposal, the Principal Investigator (PI) may continue to work on his/her Research Plan, Abstract, Narrative, and Bibliography. The Budget, Biosketches, and other Administrative sections are locked by C&G. Further revisions to these sections cannot be made without restarting the OSR review process. When the proposal has been reviewed and approved by C&G, it is routed back to the RSA. The RSA uploads the final research plan, and submits the proposal to the appropriate agency by the due date. It is the responsibility of the PI and the RSA to monitor the proposal’s progress through Cayuse, Grants.gov, and the Electronic Research Administration (eRA) site.

The primary benefit of electronic routing is that it allows the PI several additional days to work on the research plan and other scientific portions, as described above.

C&G’s formal policy is to reject all late proposals. Appeals to C&G to accept a late proposal can be presented on the PI’s behalf by the Associate Dean in the School of Medicine and the Department’s Associate Chair for Finance & Administration. Appeals are only made when there is an exceptional reason that was beyond the PI or division’s control. In addition, there is no guarantee that C&G will accept the appeal. The grant review process for a late proposal does not begin until an appeal is approved by C&G.

Joyce Abe, Lead Interim Manager of the Proposal Team and Alina Leong, Interim Manager of the Proposal Team were interviewed to obtain their insight on electronic submission and the Cayuse routing process. Some of their comments are summarized here:

• Routing Chain: keep it simple. If you initially include the PI and/or a departmental reviewer, remove these individuals from the chain prior to submission to C&G. The sequence of routing is important; the fewer individuals, the better.
• Make sure at least one other RSA or colleague has complete access to your Cayuse proposal. If you are sick or
away due to an emergency, that individual can route and submit the proposal on your behalf.

- Use RAS to see which analyst your proposal is assigned to.
- Cayuse is not RAS. Proposals that are not routed must be submitted to RAS.
- Late Submissions: whether through Cayuse or RAS, please be honest as to why a proposal is late. Valuable time can be lost otherwise.
- Professional Profiles must be linked to a Username (see Cayuse Training Modules for further information).
- Internal documents (OSR Form, COI documents, etc.) should be uploaded to the Supporting Documents section in Cayuse.
- C&G’s Service Commitment: 4 working days in, 4 working days out.
- If a complete hard copy is needed, do not submit the proposal electronically through RAS.

Make sure the RSA’s contact information is listed in the Cayuse area for “person to be contacted on matters involving this application,” where the Institutional Official contact info was listed. This ensures that the RSA will receive all e-mail notifications from Grants.gov and the eRA Commons during the submission process, which is important if there are any errors during submission.

To summarize, the Cayuse routing process is one of many ongoing improvements the C&G Office has introduced to streamline processes and expedite the time it takes to move a proposal through the submission process. For further information: http://or.ucsf.edu/cg/7861-DSY.html

Please forward any questions to Sharine Dinwiddie, PMP, Quality Improvement Project Officer at sharine.dinwiddie@ucsf.edu or to Joyce Abe, Lead Interim Manager, Proposal Team at joyce.abe@ucsf.edu

POLICY/PROGRAM UPDATES
by Joseph Wilson, Assistant Director

California Institute for Regenerative Medicine (CIRM) - Approval to Use Higher Salary Cap Rates
The currently salary caps that should be applied to CIRM awards are as follows: Investigator: $207,000; Pre-doctoral: less than or equal to $26,000; Post-doctoral: $37,000 to $54,000; Clinical Fellow: $67,000 to $77,000. These rates are effective for any new awards issued on or after January 1, 2008. However, for ongoing CIRM awards that have a budget period, which started prior to January 1, 2008, the new rates, should not be applied until the start of the next budget period for that individual grant on or after January 1, 2008. Rebudgeting of funds would be allowable for these awards to cover the increased cap rates.

Export Control Regulations - How to Avoid Criminal Charges
Faculty and staff at UCSF are reminded that there are imposed restrictions under Export Control Regulations, which must be adhered to. Consequences for violations of Export Control Regulations are severe and can result in civil and criminal charges against both the individual researchers and the University.
To protect yourself and the University, UCOP has created a summary document entitled "Export Compliance in a Nutshell". If you or others in your department run into any of the situations described in this document (which include, but are not limited to: shipping equipment out of the U.S., traveling outside the U.S. with a laptop or camera, restrictions on publication within a contract document, or performing research in a restricted country such as Cuba, Iran, North Korea, Sudan, or Syria) please contact the following offices for further guidance to assure that appropriate export regulations are followed.

For shipping items out of the country and related questions, contact EH&S c/o Brynte.Johnson@ucsf.edu.

For sponsored research agreement questions, contact Industry Contracts c/o Theresa.OBrien@ucsf.edu.

Further campus information on Export Controls, including Export Control PowerPoint Training slides, can be located at Export Controls.

Find Funding Resources Fast - Grants, Fellowships, and Other Funding Opportunities
The UCSF Office of Sponsored Research subscribes to “Community of Science (COS) Funding Opportunities” to afford our researchers access to the “largest, most comprehensive database of available funding”. Use “COS Funding Opportunities” to:
• Search over 25,000 records representing over 400,000 individual funding opportunities from numerous sponsors across all disciplines.
• Create and save up to 40 search profiles. Run your searches whenever you wish and share them with colleagues so they can run the search for themselves.
• Organize, track and share up to 200 records and receive same-day alerts when your tracked records are updated.
• Receive new and relevant funding information alerts via e-mail every week.
• Promote your work widely and identify possible collaborators.

Access to this system is complimentary to UCSF faculty, staff, and trainees.

For further information and to get started, visit our COS Funding Opportunities webpage and the OSR Funding Opportunities website for OSR-identified funding opportunities and other funding resources.

COIAC Federal PI Certification Form Now Required for All Federal Proposals
Effective immediately, UCSF is collecting the COIAC Federal PI Certification Form from PIs for all proposals being submitted (a) to all federal agencies, (b) to all agencies that have adopted the federal regulations, and (c) to all flow-through subcontracts where the prime funding is from a federal agency or an agency that has adopted the federal regulations – regardless of the coding on the OSR Approval Form for “Purpose.” For additional details, please view the COI website: http://or.ucsf.edu/osr/coi.html.
NIH Reminder to Grantees of Closeout Responsibilities

In the recent NIH Grant Notice NOT-OD-09-128, NIH reminds grantees that they must provide final closeout reports on the financial, programmatic, and administrative aspects of their grant within 90 days after the project period end date. This notice provides information on the requirements for each of the reports (Final Financial Report, Final Progress Report, and Final Invention Statement and Certification).

C&G: Availability of Cayuse424 Routing and Submission Training Materials

Contracts & Grants (C&G) has available training materials that will provide guidance to assist campus departmental personnel and UCSF investigators with the Cayuse424 routing and submission process. Specifically, C&G has developed:

• Cayuse 424 Routing User’s Guide
• Cayuse424 Routing and Submission Lessons Learned
• Guidance on Successful Proposal Submission
• Proposal Routing Review & Approval

Additionally, copies of the memos/communications that were sent, including the Cayuse Support Options and the Schedule of Deadline for the Submission of Federal Proposals are available.

All of these training materials can be found on the dedicated Cayuse Routing Process webpage on C&G’s website: http://or.ucsf.edu/cg/7861-DSY.html. Please check back regularly for additional training and updated materials. For more information, please contact Alina Leong at (415) 476-0703 or alina.leong@ucsf.edu

CAYUSE424 Support Options for Routing and Electronic Submission of Federal Proposals

Customer support options for problems during the proposal upload, routing, and submission process is available as follows:

Primary Support – Tier 1: Please contact Cayuse using one of the following options between 7:00 a.m. and 5:00 p.m. Monday through Friday:
• Email: Support@cayuse.com
• Phone: (503) 297-2108, Option #2
• During normal business hours, Cayuse will respond to e-mails within 30 minutes and to voicemails within 10 minutes. For after-hours emergencies, please email Cayuse with “URGENT” in the subject line.

Secondary Support – Tier 2: If you are unable to reach Cayuse for Tier 1 support, please contact UCSF Contracts & Grants using one of the following options between 8:00 a.m. and 5:00 p.m. Monday through Friday:
• Email: CGProposalTeam@ucsf.edu
• Phone: (415) 476-2977
• C&G does not offer after hours support.

Account Set-up and Password Reset Support: For (i) initial account set-up and/or (ii) resetting passwords for existing accounts, please contact OAAIS Customer Support using one of the following:
• Submit a request to Online Customer Support at: http://help.ucsf.edu. From this page you will also be able to view the status of your open request.
• Send and e-mail to cayuseinformation@ucsf.edu
• Call (415) 514-4100, Option #2
Additional training, information and assistance on the submission of proposals to Grants.gov and eRA Commons can be accessed as follows:

**Grants.gov**
- Contact center: (800) 518-4726, 7:00 a.m. to 9:00 p.m. EST, Monday through Friday (closed on federal holidays)
- Grants.gov HELP Website: http://www.grants.gov/help/help.jsp. Includes FAQs, Stakeholder Webcasts, applicant resources, and other information you may find helpful.

**eRA Commons**:
- Help Desk: (866) 504-9552 or (301) 402-7469, 7:00 a.m. to 8:00 p.m. EST, Monday through Friday (closed federal holidays).
- Online Help Desk: [http://ithelpdesk.nih.gov/eRA; Answering questions between 7:00 a.m. and 8:00 p.m. EST, Monday through Friday (closed federal holidays).](http://ithelpdesk.nih.gov/eRA)
- Commons Support page: [https://commons.era.nih.gov/commons-help/home.htm](https://commons.era.nih.gov/commons-help/home.htm)
- Commons FAQ: [https://commons.era.nih.gov/commons-help/home.htm](https://commons.era.nih.gov/commons-help/home.htm)

**Deadline for Proposals to the Office of Sponsored Research (OSR)**
Under existing UCSF policy the deadline for the submission of proposals for extramural support to the OSR is 9:00 AM four working days prior to the agency deadline.

In response to the high volume of late submissions in the past, the Chancellor’s Executive Committee has endorsed strict enforcement of the OSR proposal submission deadline for proposals with an agency deadline of October 1, 2009 or later. The deadline for proposals with an agency deadline of February 1, 2010 or later will be 9:00 AM five working days prior to the agency deadline, which is consistent with peer institution standards.

1. **All** proposals are subject to the OSR proposal submission deadline. This includes, but is not limited to, grants, cooperative agreements, contracts, subcontracts, fellowships and non-competing continuations.
2. Incomplete proposals will be returned to the originating department, and may be resubmitted prior to the OSR deadline. Resubmissions will be managed in the same manner as new submissions, and will be reviewed in the order received. Resubmissions received after the OSR proposal submission deadline will not be reviewed or transmitted to the agency.
3. Exceptions to funding agency deadlines must be provided by authorized agency personnel in writing, and must be submitted with the proposal to the appropriate division of the OSR prior to the OSR deadline. Proposals submitted after the OSR deadline will not be reviewed or transmitted to the agency.

**Instructions for Submitting Complete Proposals Prior to the OSR Deadline**
To be considered complete, all proposals for extramural support must address the following compliance criteria and include all applicable documentation: OSR Approval Form, human and animal subject regulations, conflict of interest disclosures,
cost accounting standards, and use of appropriate F&A rates.

**New ClinicalTrials.gov Reporting Requirement – Adverse Events**

A new memo was issued describing a new legal requirement for the submission of adverse events information when providing results to ClinicalTrials.gov. Faculty and staff are encouraged to review this memo in detail to ensure that clinical trial results are registered in accordance with applicable laws and regulations. It is located on the Contracts and Grants website: [http://listsrv.ucsf.edu/cgi-bin/wa?A0=CGANNOUNCE](http://listsrv.ucsf.edu/cgi-bin/wa?A0=CGANNOUNCE)

For questions, please contact ClinicalTrials.gov at register@clinicaltrials.gov. You may also contact the Industry Contracts Division of the Office of Sponsored Research at UCSF at industrycontracts@ucsf.edu.

**New Contracts & Grants Proposal Team Interim Managers & New Institutional Official for Proposal Submission**

It is my pleasure to announce that effective September 1, 2009 Joyce Abe and Alina Leong assumed the role of Interim Managers of the Contracts & Grants Proposal Team. Joyce Abe will be responsible as the Lead Manager and Signing Official for all proposal-related matters. Her responsibilities include supervision and training of the C&G Proposal Team; review and submission of federal, state and local government, and nonprofit proposals; oversight of the C&G Help Desk; and serving as liaison to campus personnel and faculty for proposal-related matters.

Alina Leong will be responsible for the review and submission of all federal, state and city contract proposals; review of IPAs; oversight of C&G website content pertaining to the submission of proposals; and will serve as the University business point of contact for the Cayuse system, which includes the management of escalated “Remedy” tickets from the internal Cayuse Help Desk.

For ALL proposals, please identify Joyce Abe as the Institutional Official. Please note: to identify Joyce Abe as the Institutional Official on the SF424 RR (page 2, Box 19) in Cayuse424 select “Joyce Abe” from the auto-fill drop-down list in Box 19.

For ALL proposals developed in Cayuse424, when completing Applicant Information on the SF424 RR (page 1, Box 5) please enter the name and contact information of the departmental individual responsible for receiving/responding to Grants.gov and eRA Commons validation/error communications.

For additional information please contact the C&G Help Desk at (415) 476-2977, Monday through Friday from 8:30 am to 12:30 pm.

**Using a Current CHR Approval for a New Grant or Contract**

The CHR must review and approve the use of an existing approved CHR protocol in support of new funding before Contracts and Grants may accept the new award. Accordingly, if you are adding a new funding source to an existing approved study protocol, you must add the new funding to the CHR application as part of a modification application. In many cases, this
can be reviewed quickly by CHR Analysts as an administrative modification. Once reviewed and approved, the CHR will add the new award to the protocol record in Research Online. Note that the PI of the award must also be listed among the investigators on the CHR application.

To add the new funding:
1. Describe the new funding source in Section B, Summary of Modifications, in the Modification Request for Minor and Administrative Changes Form. Be sure to include the grant title and PI, if applicable. Also, please explain if there are any significant discrepancies between the CHR application and the grant or contract, or if this is a training grant.

2. If you are adding federal funds and UCSF is the prime grant holder, you must submit one of the following:
   • the Research Plan, including the Human Subjects, Section E of your NIH grant,
   • for other federal proposals (contracts or grants), the section of the proposal describing human subjects work, or the section of your progress report if it provides the most current information about your human subjects work.

3. If necessary, update the list of Key Personnel in the Application Form. The CHR will review the modification and add your new funding source to Research Online. You and the Contracts and Grants administrators have access to this database and will be able to verify that the new funding source has been added.

Please note that a minor or major modification will be required if you are adding a new funding source and any of the following points are true:
• You are modifying the research and the changes do not qualify as administrative modifications.
• You are changing the PI, Co-PI or anyone named on consent documents.

If you have any questions, please call 415-476-1814 and ask to speak with the Analyst of the Day or email us at chr@ucsf.edu.
Phone: 415/476-1814; fax 415/502-1347; chr@ucsf.edu

Research Investigators Handbook
An updated version of the Research Investigator Handbook (previously known as the New Investigator’s Quick Guide) is now available on the Office of Research webpage. This handbook covers a variety of topics useful for both new and current UCSF investigators with a focus on the areas of:
• Setting up Office and Research Space (with an expanded section on UCSF Research Support Services)
• Obtaining Regulatory Committee Approvals
• Finding, Obtaining, and Managing Funds
• Being Responsible
• Leaving or Transferring Funds/Specimens Out of UCSF

Questions/suggestions concerning the updated handbook should be directed to Joan Kaiser, Research Policy and Compliance Coordinator at joan.kaiser@ucsf.edu.
New NIH Forms
In mid-December, Cayuse will release an update that will include support for all the new NIH forms outlines in [http://grants.nih.gov/grants/guide/notice-files/NOT-OD-09-149.html](http://grants.nih.gov/grants/guide/notice-files/NOT-OD-09-149.html) as well as form support for the training (T) opportunities. According to the announcement “Applicants must download and use the new application packages for submissions targeting due dates on or after January 25, 2010.” Once the Cayuse424 update is complete (mid-December), you will be able to download and submit these new forms and opportunities. You will also be able to “transform” any proposals using the current forms-set to the new form-set after the update.

If there are any questions regarding Cayuse’s support for these new forms, please contact Cayuse Technical Support at (503) 297-2108 ext 201 or via email at support@cayuse.com.

New UCSF CAS Appendix C: Guidelines on the Allowability of Meals on Sponsored Project Awards
The UCSF Charging Practices for Sponsored Project Awards (Cost Accounting Standards) have been updated to include a new section entitled CAS Appendix C: UCSF Guidelines on the Allowability of Meals on Sponsored Project Awards. These new guidelines should be reviewed and adhered to when preparing sponsored project proposals, and when charging meals to sponsored project awards at UCSF.

Should questions arise concerning the new meal guidelines when preparing proposals, please contact the C&G Proposal Team at CProposalTeam@ucsf.edu. For questions relating to actual meal charges on sponsored project awards, please contact Debbie Caulfield, EMF Compliance Manager at Debbie.caulfield@ucsf.edu.

Cost Accounting Standards On-line Class Now Available
A new on-line course entitled “Cost Accounting Standards: Charging Practices on Sponsored Awards” is now available at the UC Learning Center. The estimated time commitment for completing this class is 30 – 45 minutes. This course is highly recommended for all research administrators and faculty at UCSF working with sponsored projects.

The objective of this on-line class is to learn the proper application of cost accounting principles to be used when preparing sponsored project proposals, and when managing sponsored project awards. Topics covered include:

- Charging Practices for Sponsored Projects - Policies and Principles
- Types of Costs: Direct and Indirect
- Cost Considerations: Allowability, Reasonableness, Allocability, and Consistency
- Budget Justification Considerations
- Case Studies
- Quiz

Questions concerning course content can be directed to the EMF Compliance Manager at debbie.caulfield@ucsf.edu, while questions concerning use of the UC Learning Center or enrollment in the course can be directed
C&G Announces the Release of New Training Initiative Job Aids

These job aids are directed at research administrators and managers (RSAs and MSOs) who are responsible for pre-award activities.

- The OSR Approval Form Data Definitions and Completion Instructions Job Aid provides detailed instructions of what to include in each field of the OSR Approval Form.
- The Proposal Matrix Job Aid, a comprehensive guide that lists the types of grants and contracts and the documentation required for each type of proposal submission.
- The Proposal Budget Job Aid provides in-depth, detailed guidance on proposal budget preparation.
- The Clinical Trials Budgeting Methods & Best Practices Presentation provides detailed guidance and best practices to assist in developing quality clinical trial budgets.
- The OSR Pre-Award Responsibilities Job Aid provides guidance on the responsibilities of OSR personnel during the proposal process.

To access these job aids, please visit: [http://or.ucsf.edu/cg/cg/rsa/jobaids/jobaids.html](http://or.ucsf.edu/cg/cg/rsa/jobaids/jobaids.html). If you have any questions or comments about the content of this job aid, please e-mail CGProposalTeam@ucsf.edu anytime or contact the C&G Proposal Team Help Desk at 476-2977, Monday through Friday from 8:30 am to 12:30 pm.

New NSF Proposal and Award Policies and Procedures Guide (PAPP)

The National Science Foundation (NSF) has posted a revised version of the NSF Proposal and Award Policies and Procedures Guide (PAPP) [NSF 10-11]. The new PAPP guide will be effective for proposals submitted on or after January 4, 2010.

The Guide is divided into two main parts: the “Grant Proposal Guide” and the “Award & Administration Guide.” At the beginning of each section, NSF has summarized the significant changes being made in the revision. While there are several revisions discussed, two notable changes that Principal Investigators and Research Service Administrators (RSAs) working with NSF proposals/awards should be aware of are:

- Responsible Conduct in Research (RCR) training requirements are now included for all undergraduate, graduate, and postdocs working on NSF research and training awards. The campus is currently in the process of developing a formal plan for provision of training as required under the Guide, and announcements on how to comply with the NSF RCR requirements will be issued prior to January 4, 2010.
- The “Award & Administration” section of the Guide includes a new requirement for submission of project outcome reports by Principal Investigators. Currently, NSF does not require a final project outcome report per se, only a final annual report, which is used primarily for communication with NSF Program Officers. The new final project outcome report will be used for the
purpose of providing information to the
general public in lay terms on project
outcomes, and must be submitted
electronically via Research.gov. NSF will
not review these reports, but will post
each of them for the public “exactly as
submitted.”

Questions about the “Grant Proposal Guide”
section of the PAPP can be addressed to the
CG Proposal Team at cgproposals@ucsf.edu,
while questions related to the “Award &
Administration” section should be forwarded
to the CG Award Team at
cgawardteam@ucsf.edu.

MEET JACK YOUNGREN, PHD
Associate Adjunct Professor, Division of Endocrinology/Metabolism
by Joseph Wilson, Assistant Director of Research Administration

JW: What did you want to be when you
were growing up?
JY: I wanted to be a lawyer, as I like the
logical construction of arguments and the
idealism of law. I really never got into science
until I was in college.

JW: What motivated you to become a
scientist?
JY: My first interest was human physiology.
My undergraduate and graduate degree is in
Kinesiology, the study of the principles of
biomechanics, physiology, and neuromuscular
control in relation to human movement. I was
attracted to the major just by reading the
description of what would be taught in the
core courses. My doctorate is in Physiological
Science, where I focused on cardiovascular
and muscle physiology.

My early study was with Jim Barnard at
UCLA. His primary interest was exploring
the ability of lifestyle to affect your health
and your propensity to develop disease.
Working with him introduced me to the field
of diabetes, which is profoundly affected by
diet and exercise habits.

JW: How long have you been at UCSF?
JY: I have been at UCSF 16 years. I started
as a post-doc fellow. UCSF offered
phenomenal opportunity career-wise. After
a short transition, I made the commitment to
stay here; I actually grew up in the Bay
Area. Working at UCSF allowed me to
conduct research, which would have been
impossible at many other institutions.

JW: What do you expect from our new
chancellor, Susan Desmond-Hellman?
Any concerns?
JY: I’m really excited about her background
in and commitment to research. One of my
main concerns is funding, and the current
low levels of success. Also, space is a
continuing concern. Like many researchers
at UCSF, I don’t have my own committed
space. I have to admit, I’m still learning
how UCSF works, with all of its interrelated funding sources.

**JW: Can you speak to the mentors in your career?**

**JY:** I have had a number of mentors who have contributed to my development as a researcher and scientist. I’ve found those scientists who were always asking the philosophical, big pictures questions to be most inspirational.

**JW: What are you known for primarily?**

**JY:** Diabetes research. Unlike the Diabetes Center at UCSF, which primarily conducts research on Type I, my research is with Type II. It is becoming more prevalent. More recently I’ve been doing much more research on cancer. One area of interest is the mechanism by which exercise helps protect against the development of breast cancer in woman.

**JW: What is your life like outside of work?**

**JY:** One big change is that I got married last year. My wife is a Naturopathic doctor. Our areas of expertise are very different, but we share an appreciation for lifestyle-based preventive medicine.

I also coach a running club, which I have been involved with a long time. I have combined my enjoyment of running with my training in exercise physiology, and have written about biomechanics and the science of running, including a chapter in the book *Run Strong*.

**MEET MAXINE DAVIS**

*Division Administrator, Geriatrics*

by Joanne Dang, RSA, Division of Geriatrics

Maxine Davis (L) and Joanne Dang (R)

**JD: Can you tell us a little bit about yourself? What made you to pursue a career in Research Administration?**

**MD:** I started working at UCSF as a Billing Analyst I in the Department of Anesthesia back in October 1997. I’ve always had an interest in numbers and analyzing problems as well as streamlining processes. This has helped in my career as my managers have seen that I was keen to learn new things and that I consistently produced accurate data.

I was recruited into an Analyst I position in the Division of Geriatrics in April 2000 and was exposed to sponsored projects. This lead to my interest to know more about why sponsored projects were budgeted a certain way at the time of proposal as well as learning more about what you can and can’t do with federal funds. At that time, our division had a shared RSA through the Department who worked for two other divisions. Over time, the division’s research
portfolio grew to a size that warranted a full-time RSA at which time I applied for that position.

**JD: How has your RSA background helped you in your new role?**

**MD:** As a RSA, I learned more about what PIs were thinking when they established a budget for their new grants, which also helped me to put the pieces together of the financial work I was already doing for the division. I gained more knowledge about the PIs’ plans for new funding and no-cost extensions, which assisted me in providing more accurate data during the division fiscal year budget preparation. This gave me a much larger and clearer picture of our division fiscal status, which is one of the key elements towards keeping the division fiscally sound.

**JD: What are some of the challenges that you encounter in your day to day work as DA?**

**MD:** Finding enough time to get everything done! Filling staff vacancies and training staff takes a good portion of my time. The furloughs are also a challenge due to the new policies and procedures and additional time it takes to correctly manage payroll. I learn more every day about the faculty recruitment and promotion process. The Division of Geriatrics has faculty and staff located on the Parnassus campus, at SFGH and the SFVAMC. Over half of our faculty have dual UC/VA appointments and we have staff hired through UCSF, SFVAMC & NCIRE. Keeping up with the changes to the policies and procedures at these three different institutions is a challenge.

**JD: How important is research to your Division?**

**MD:** Research is very important to our division. Every junior faculty member that is recruited in the research series has applied for or received a career development award. 36% of our division budget is currently supported by research.

**JD: Some of your PIs hold dual appointments with UCSF and the VA. Do you work and support the VA Research Administration?**

**MD:** I am involved in the management of our division’s VA and NICRE administered research funds however you (Joanne) handle the bulk of the grants management. This means learning administrative and fiscal systems at two additional institutions and their policies and processes for grants management.

**JD: In your career at UCSF, what has been thus far, the most rewarding experience?**

**MD:** This is a difficult question to answer as I don’t have one experience that stands out the most to me. Working at UCSF has been rewarding. Each job that I have done has exposed me to different groups of people, all of whom I have great respect for. To work for an institution and a division that supports and promotes top notch education, health care and research is the best experience I’ve had in my professional career.

**JD: What advice can you offer to RSAs wishing to take on a management position?**

**MD:** Have patience with your faculty and your staff; always keep an open mind to
learning and sharing your knowledge; keep yourself organized; find a mentor.

**JD:** What activities do you enjoy when you’re not deeply immersed in Research Administration?

**MD:** I really enjoy being outside, gardening, hiking, camping and spending time with family and friends, including my two dogs Annie and Bandit.

**BEST IN RESEARCH ADMIN. OF GRANTS (BRAG) AWARD**

The Research Administration Unit is proud to announce that **Lei Lei Win** is the January 2010 BRAG Awardee. Lei Lei originally joined the Division of Prevention Sciences in April 2006 as an Accounting Assistant and was promoted in July 2008 to become an RSA. She has done a superior job in her new role. Lei Lei also received 13 nominations, which is the most any single RSA has ever received in the history of the BRAG Award.

“Having worked with Lei Lei this past year has been a pleasure. In most instances she exceeds expectations. She works very independently but still recognizes that she is in a learning phase at CAPS/UCSF and continues to communicate with me and her peers when she needs assistance. She is extremely conscientious in meeting deadlines without sacrificing quality. When an assignment is delegated to her, I have confidence that the job will be completed and completed well.”

“She has quickly become a top performer in pre award and is always volunteering to take on additional proposals even though her workload has been full. Lei Lei looks for ways to improve our process and is eager to learn and to take on new challenges. We have benefitted from her work ethic and her good nature. We are so very fortunate to have such a dedicated and all-around wonderful person on our team.”

“She remembers my deadlines better than I do, and has also helped facilitate communication and tasks between several international colleagues with ease.”

“In this time of pressure and high demand, she continues to amaze me!”

“Lei Lei is exceptionally skilled and prompt in her work. She is always able to address complex questions about subcontracts and formatting and to document her responses with links to NIH guidelines. This demonstrates that she is not content to simply ask other RSAs about past submissions but actively finds the answer from the authoritative source. She is calm despite hectic deadlines and always makes time even for little questions.”

“She is always exceeding her actual job description and achieving a far higher standard for herself, and allowing those of us lucky enough to work with her to achieve
ourselves. It really is something to be commended and recognized.”

“She is conscientious and careful in her work, friendly and warm in her professional interactions, and eager to contribute to the team and the organization as a whole. She is truly an example of one person who can make a world of difference in the workplace, and who can create a supportive and less-pressured atmosphere for all around her.”

Congratulations, Lei Lei!

**A DAY IN THE LIFE OF AN RSA**
by Kristen Ha, RSA, AIDS/HIV Division, SFGH

I came to UCSF earlier in the year after working for a number of years in the financial services industry. So having worked in a fast-paced environment managing pension funds, I thought I was well-prepared for work as an RSA. After all, I thought RSA work was nothing more than grant preparation and submission, award setup, post-award management, and BSRs, but then there are the human resources functions of preparing salary calculators, PETs, etc. all while trying to keep abreast with the constant UCSF and sponsor agency policy changes. I have to admit that some of those NIH policies are rather dry and difficult to understand. Sometimes, I wish I can put it under my pillow and hope that through osmosis, I would absorb all the information overnight. But, realistically, this is a pipedream so this position definitely requires a lot of self-education.

Life as an RSA is certainly like a rat race! At times, the demands and stresses of this job make my previous life of stock trading pale in comparison! Despite the challenges of this position, there are certainly rewards. I am fortunate to work with a wonderful group of colleagues (one of them being my schoolmate from high school)! My colleagues always say I am lucky to be supporting just the HIV/AIDS Division Chief while they have to cater to 10-plus PIs. Of course, I tell them that the challenge of supporting one PI is that it can either be a hit or miss - we may or may not get along. So, I feel part of this job requires that I employ the art of managing people – understanding their working styles and what kind of communication technique I should employ to ensure the information is conveyed to them effectively. With my PI, I understand that she is always pressed for time given that she has many other tasks to take care of so she likes succinct answers to

Moreover, I learned that the full gamut of RSA responsibilities not only encompasses the usual grant preparation and submission, award setup, post-award management, and BSRs, but then there are the human resources functions of preparing salary calculators, PETs, etc. all while trying to keep abreast with the constant UCSF and sponsor agency policy changes. I have to admit that some of those NIH policies are rather dry and difficult to understand. Sometimes, I wish I can put it under my pillow and hope that through osmosis, I would absorb all the information overnight. But, realistically, this is a pipedream so this position definitely requires a lot of self-education.

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her questions. Therefore, I always anticipate the types of questions she might ask and have those answers prepared in advance of our weekly meetings to ensure things flow smoothly. Fortunately, I have cultivated a strong working relationship with my PI. Aside from our PI-RSA relationship, she offers some sound advice on how to navigate the UCSF system so that I can advance my career. All in all, I have gained a tremendous amount of research administration knowledge and I am sure this background will serve me well as I carve out my career path at UCSF!

**STAFF UPDATES**

**Cheri Habayeb** transferred to the Department of Medicine, Division of Nephrology in October 2009 to be the RSA for Alan Verkman’s lab. She was most recently in the Controller’s Office, Extramural Funds as a compliance accountant.

**Marienna Murch** has been promoted to Analyst IV Supervisor in the Division of Pulmonary in November 2009 where her responsibilities include assistant division administration and research administration. Marienna was in the Division of Nephrology for the past three years, supporting the research administration activities of Alan Verkman’s lab.

**Yvette Villicana** transferred from the Department of Anesthesia to Medicine, Division of Gastroenterology in September 2009 to be the Research Manager. Her responsibilities include overseeing the research administration services of another RSA and managing a portfolio of her own, which includes gifts and endowments.