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EXPIRED SPONSORED FUNDS CLOSE-OUT INITIATIVE

by Susan Lin, Assistant Controller for EMF,
Controller's Office

In October 2008, EMF identified more than 6,000 funds past their expiration dates that are still "open" on the ledger. Of these, 1,500 have expenditures in excess of budget totaling close to \$40 million. In addition, there are a number that have accounts receivable balances that have never been paid by the sponsor.

These funds have a detrimental affect on the Campus' financial statements, cause incorrect calculations on F&A that can never be billed, and mask sponsored project financial issues.

While all of these funds must eventually be properly closed, the Controller's Office is concentrating on the funds with deficit balances first. Those funds with the largest and oldest balances are the first priority.

To assist RSAs in understanding the expired sponsored funds closeout process, EMF conducted two townhall meetings in December 2008. The Powerpoint presentation along with the EZ and complete checklists for the close-out procedures are available for download under the Award Closeout section at the following link: http://acctg.ucsf.edu/extramural_funds/communications/index.htm

The recorded DVD for the townhalls is also available for purchase through Matt Epperson, Operations Manager at Instructional and Research Tech Services, at Matt.Epperson@ucsf.edu

Please contact your service team or Daniel King at 514-2065 or email to emfsvcdesk@ucsf.edu with questions or for assistance.

UPDATES ON THE QUALITY OF IMPROVEMENT PROJECT (QIP)

by Sharine Dinwiddie, Project Officer, QIP,
Office of Research

The Office of Research is committed to improving the quality & efficiency of support services provided to the UCSF community & principle investigators. We have implemented the Quality Improvement Program (QIP) to ensure consistency and excellence while implementing changes supporting this initiative. The QIP Officer analyzes the division's main processes and identifies opportunities for improvement. Through this review, process workloads are quantified and time-to-completion expectations are aligned with resource requirements. The end result includes: performance standards, design measurement tools, technological suggestions, monitoring and reporting results. Several divisions within the Office of Research have been selected for process improvements. One major area currently being reviewed is the Contracts and Grants division.

The following **general changes** cover the whole division and are in various phases of implementation:

Reorganization: The division was restructured from Sponsor-Department to main areas of work. The division is now split into three groups: Proposals, Awards, and Subcontracts (100% completed).

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Training Material: Team managers were instructed to provide internal training material for their staff members (50% completed).

Metrics: Each team was provided with standard tracking templates to allow the management to standardize the expected time-to-completion (T2C). These are used to generate metrics and service level agreements (SLAs) for campus support (33% completed).

Separation of duties: Each position was reviewed and modified for clear accountability, personal ownership, and best support of office needs (66% completed).

Customer Relation Management System: An external vendor is being reviewed for an internal system to support an integrated customer support and document management system (25% completed).

Management Training: Clear areas were identified where the management team needs additional development (100% completed).

Internal Training Tools: Each team developed an internal checklist to support consistency in reviews and feedback (100% completed).

Mail Sorting & Distribution: The process was streamlined, centralized and consolidated from five separate reviews to one individual role (100% completed).

Management Tools: Awards team (through ACCESS) and Subcontracts team (through RAS) added new reports to show T2C for

team workload, a detail listing by individual analyst, and workflow reports to monitor and measure overall team productivity (100% completed).

System Enhancements: The ACCESS database supporting Awards tracking was enhanced to support automated mail merge for department notifications of missing documentation. Additional fields were added to track sponsor delays, department delays and internal hand-offs (100% completed).

These are just a few of the main areas currently being addressed. This is a large effort that has included many representatives throughout campus. As we continue working together to improve the efficiency and quality of services, departments will continue to receive periodic updates. If you have questions or suggestions, please forward them to Sharine Dinwiddie, PMP, Quality Improvement Project Officer at sharine.dinwiddie@ucsf.edu. The Office of Research is committed to excellence in service, while supporting the UCSF research community to advance health worldwide.

POLICY/PROGRAM UPDATES

by Joseph Wilson, Assistant Director

UC Retirement Benefit Contributions in Proposals

At the September 2008 meeting of the Board of Regents, a plan was announced for the resumption of employee and employer contributions to the UC Retirement Plan (UCRP) effective July 1, 2009. The actual amounts of the employer contribution will be decided at a future Regents meeting. However, estimated amounts have been

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provided here for the purpose of developing budgetary projections.

Effective immediately, because of the employer contribution, the employee benefit rates increased cost should be reflected in all sponsored project applications for academic and staff personnel. Please note that these are escalating rates, therefore if a budget proposal covers two UC fiscal years (i.e. 10/1/08 - 9/30/09), a combination of the two benefit rates should be used in the proposal (i.e. for academic personnel--9 months at 17%, and 3 months at 22%).

It is important that all proposals being submitted to Contracts and Grants, especially considering the upcoming NIH deadlines, to reflect these new rates. UCRP expenses will be a direct charge to all sponsored project contracts and grants as of July 1, 2009.

Dates	Academic	Staff
July 1, 2008 to June 30, 2009 (No Change)	17%	25%
July 1, 2009 to June 30, 2010 (New)	21%	29%
July 1, 2010 to June 30, 2011 (No Change)	21%	29%
July 1, 2011 to June 30, 2012 (New)	23%	31%
July 1, 2012 to June 30, 2013 (New)	25%	33%
July 1, 2013 to June 30, 2014 (New)	27%	35%

For proposals prepared using Cayuse software, the manual override function will need to be used in order to include these

escalating fringe rates for academics and staff. OSR is working directly with the vendor to determine a comprehensive work-around for this issue. If you have any questions regarding the information presented, please contact Joan Kaiser, Contracts and Grants Director at joan.kaiser@ucsf.edu or Debbie Caulfield, Proposal Manager at Debbie.Caulfield@ucsf.edu.

Subaward Request Form Instructions Now Available

To assist with the process of setting up subawards to outside institutions, instructions for completing the Subaward Request Form have been posted and are now available on the C&G webpage at: <http://www.research.ucsf.edu/cg/forms/cgUCSFform.asp>.

The Subaward Request Form is used when a request is made to issue a subaward to an outside institution. These instructions are intended to facilitate completion of the Subaward Request Form and clarify the material needed by C&G to issue the subaward.

Questions related to these new instructions, or the Subaward Request Form itself, can be directed to andrew.boulter@ucsf.edu

Changing a PI, Department, or RSA on an Award in RAS

There are times after an award has been set up in the Research Administration System (RAS) that changes within RAS are needed, such as when a PI moves to a new department, the PI on an award changes, or if the RSA (Research Service Administrator) assigned to manage an award changes.

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Procedures on how to have these changes authorized and then set up in RAS (Research Administration System) are posted on the [C&G webpage](#).

New NIH Policy on Resubmission Applications

The NIH has announced a change to its policy for submitting resubmission (amended) grant applications in its [October 8, 2008 Guide to Grants and Contracts](#). Beginning with applications intended for the January 25, 2009 due dates and on, all original new applications and competing renewal applications will be permitted only a single resubmission (A1). For this and subsequent cohorts of original new and competing renewal applications, any second resubmission (A2) will be administratively withdrawn and not accepted for review. Applicants who fail to receive funding after two submissions may resubmit, but only if the application is fundamentally revised to qualify as new. A new application is expected to be substantially different in content and scope with more significant differences than are normally encountered in an amended application. Note that there is no time limit for the submission of the original and subsequent resubmission.

Original new and competing renewal applications that were submitted prior to January 25, 2009 will be permitted two resubmissions (A1 and A2). For these “grandfathered” applications, NIH expects that any A2 will be submitted no later than January 7, 2011, and NIH will not accept A2 applications after that date.

This policy applies to **all** applications, including applications submitted under the NIH Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs, Career Development Awards, Individual Fellowships, Institutional Training Grants, Resource Grants, Program Projects, and Centers. Currently no resubmissions are permitted for applications received in response to a Request for Applications (RFA) unless it is specified in the Funding Opportunity Announcement, in which case only one resubmission will be permitted.

Questions may be forwarded to Debbie Caulfield, C&G Proposal Team Manager, at debbie.caulfield@ucsf.edu.

New Requirement to Register the Results of Clinical Trials on ClinicalTrials.gov

This communication is being distributed to inform you of a new requirement to register the results of clinical trials on ClinicalTrials.gov. Please note that ClinicalTrials.gov will be providing additional information about this new requirement in 2008-2009. To stay informed and ensure that your clinical trials are properly registered, please follow the steps at the end of this memo.

Effective September 27, 2008, results of clinical trials of FDA approved drugs, biologics, and devices must be reported on ClinicalTrials.gov within 12 months of the estimated or actual completion date of the trial, whichever date is earlier.

Section 801 of the Food and Drug Administration Amendments Act of 2007 (FDAAA, [Public Law 110-85](#)) mandates the establishment of a database for clinical trial

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results, as well as other requirements for the registration of clinical trials. The ClinicalTrials.gov registration system (the [Protocol Registration System](#), or “PRS”) has recently been expanded to collect results data. Effective September 27, 2008, completion of the “Results” section in the PRS will be a legal requirement for clinical trials that meet certain criteria (defined below). As with all other requirements for the registration of clinical trials, failure to report results on ClinicalTrials.gov may result in loss of funding and/or the inability to publish in a journal that is a member of the International Committee of Medical Journal Editors (ICMJE). Investigators are responsible for ensuring that the information they provide is correct, complete, readily understood by the public, and that it is updated in a timely manner. Connect to C&G Reps. Memos at this link for additional information: <http://www.research.ucsf.edu/cg/about/cgWhatsnew.asp>

If you are not familiar with the requirement to register clinical trials on ClinicalTrials.gov, please review the [May 2008 Memo on Clinical Trial Registration](#) available on the Industry Contracts Division (ICD) Website at www.research.ucsf.edu/icd

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.

Update on C&G Quality Improvement Project Changes

Various process improvements are being implemented at C&G in order to streamline

and standardize the services we provide. The following information is an update on current reengineering improvements.

New Service Level Agreement for Outgoing Subawards

Effective November 1, 2008 a Service Level Agreement (SLA) is being implemented at C&G for outgoing subawards. The C&G office is committed to drafting and distributing to subcontractors for signature all subawards (both domestic & international) **within 10 working days from the date that requests are received at C&G**. Please note that this service level is based upon completion of the Subaward Request Form, attachment of all required supplemental material, and PI signature inclusion.

To request setup of a subaward, departments should complete the Subaward Request Form available at:

<http://www.research.ucsf.edu/cg/forms/cgUCSFform.asp> If you have questions about the material required for setup of an outgoing subaward, please contact Andrew Boulter, Subaward Team Manager, at andrew.boulter@ucsf.edu.

RAS Email Notification Procedures

To streamline the setup of incoming awards, the C&G RAS Award Setup Team will now be attaching copies of awards and award modification material directly to RAS award email notifications. You may notice that the language on email notifications has been simplified as well in order to improve communication with PIs and research administrators. Questions regarding RAS

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award setup procedures may be directed to Joan Kaiser at joan.kaiser@ucsf.edu.

New C&G Email Boxes

The C&G office is committed to full on-line processing of proposals, awards, and subawards. In a move in this direction, new email boxes have been setup for receipt of material at C&G as described below. **Please note that hard copies of proposals are still required by C&G at this time.** Whenever possible, departments are encouraged to submit material to C&G by email to the following addresses:

CGProposalTeam@ucsf.edu *(for Just-In-Time material, or other pre-award correspondence handled by the **C&G Proposal Team**)

CGAwardTeam@ucsf.edu *(for awards, award modifications, and post-award actions requiring institutional signature such as rebudgeting, change of PI, no-cost extension requests, etc. handled by the **CG Award Team**)

CGSubawardTeam@ucsf.edu (for submittal of Subaward Request Forms or other actions related to setup of outgoing subawards handled by the **C&G Outgoing Subaward Team**)

* Note: In cases where it may not be clear which C&G email address to apply, use either the Proposal Team or Award Team email address and C&G will sort the material as needed.

C&G remains committed to providing campus customers with high-level service. Campus announcements of process changes will be provided on an ongoing basis during

the fall and winter as changes are implemented. If you have questions or suggestions, please forward them to Sharine Dinwiddie, PMP, Quality Improvement Project Officer at sharine.dinwiddie@ucsf.edu or to Joan Kaiser, Director C&G at joan.kaiser@ucsf.edu.

MEET MARIA DALL'ERA, MD
Assistant Professor of Clinical Medicine, Division of Rheumatology
by Linda Lew, Research Services Analyst, Division of Rheumatology



LL: I noticed that you acquired your undergraduate degree from UCB, then completed your MD, residency and fellowship here at UCSF. Are you a Bay Area native or do you just happen to love staying within the UC system?

MD: You have noticed my lack of adventurousness when it comes to my education and training. One of my beloved medical school mentors, Dr. Lawrence Tierney at the San Francisco VA Medical Center, used to joke that the furthest east I ever ventured was Berkeley, California. The truth is that I love the University of

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California system and couldn't be happier with the education that I have received. I am a fourth generation Bay Area native, and all of my extended family lives here. I feel very fortunate that I have been able to stay in San Francisco and continue to enjoy all that the Bay Area has to offer.

LL: What are some changes you've experienced in your career path here at UCSF from a medical student to a faculty?

MD: I have had the privilege of staying at UCSF throughout my medical career. The two largest changes that I experienced during my time at UCSF occurred during my residency. I distinctly remember the attempt at the UCSF-Stanford merger followed by the disintegration of that merger just two years later. Talk about two cultures colliding!

I also have vivid recollections of the closure of the Mount Zion inpatient service. Several of my friends were in the midst of their residencies at Mount Zion, and they then joined me at UCSF for their final year(s) of training. Although my friends were extremely sad to see Mount Zion close, they soon became very excited about their new beginning at UCSF and their exposure to the exceptional faculty and staff here.

LL: You were recently appointed as the new Director of the Clinical Trials Center (CTC). What have been some obstacles you've encountered in this transition and what are your plans for the CTC?

MD: I am very pleased to have been given the opportunity to direct the Clinical Trials Center, and feel exceedingly fortunate to be working with such a dedicated and talented staff. Without them, I would not be able to do

what I do. The obstacles I have encountered are those surrounding the inherent challenges of conducting clinical trials in a disease as complex as lupus. Trial design in lupus is fraught with difficulties because of the heterogeneity of the disease manifestations and the waxing and waning course of the disease. In large part because of these difficulties, we have not had a new medication approved for the treatment of lupus in over 30 years. This dismal statistic motivates me to want to work to complete high quality lupus clinical trials so that we will have safer and more effective medications to offer our patients in the years to come.

LL: What attracted or inspired you to pursue the field of rheumatology or more specifically, to the study of lupus?

MD: I was initially attracted to the field of rheumatology because of the multi-disciplinary nature of the specialty. The rheumatologic disorders often involve multiple organ systems and require the clinician to think broadly about differential diagnosis.

In addition, I entered rheumatology shortly after the dawn of the use of biologic therapies. The "biologics" are a class of drugs that target specific aspects of the immune system. I was an immunology major in college, and was excited by the increasing understanding of the immunopathogenesis of the rheumatic diseases and the subsequent development of these novel medications.

Last but not least, I was deeply impressed with the Rheumatology faculty whom I was

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exposed to on a regular basis- wonderful clinicians and scientists such as Drs. Ken Sack, Ken Fye, and David Wofsy. One could not envision a more inspiring and enthusiastic group of teachers and mentors. To them, I will always be grateful.

I was attracted to lupus because of the complexity of the disease and the opportunity to care for young women- a group disproportionately affected by this disease. Most importantly, I was fortunate to have the great lupus researcher, Dr. David Wofsy, as my direct mentor. It is because of him that I am standing here today.

LL: Can you describe one exciting discovery/moment in your research career?

MD: I was thrilled when we successfully completed and published our phase I clinical trial of a novel biologic agent for the treatment of lupus: TACI-Ig. Our trial was the first trial of this drug in lupus patients and has set the stage for the currently enrolling phase II/III trial.

LL: Lastly, what are some extracurricular activities you like to do on your free time?

MD: During my free time, I enjoy exploring all that the Bay Area has to offer with my husband and two young daughters. We can frequently be found hiking in the Presidio and Marin Headlands and spending time at the Crissy Field Beach and Museum of the Farallons. Lastly, I am an avid tennis player, and am anxiously awaiting the day when my daughters are old enough to play!

BEST IN RESEARCH ADMIN. OF GRANTS (BRAG) AWARD



The Research Administration Unit is proud to announce that **Ross Beard** is the January 2009 BRAG Awardee. Ross is a Research Services Analyst for the Division of Prevention Sciences (DPS) located on Beale Street. Ross joined DPS less than a year ago in March 2008 but has made incredible strides in helping the Division to resolve old issues and submit proposals in a timely manner. He has definitely made a strong impression during the short time he has been with the Department. Here are just a few of the comments from his nominators.

“Ross has worked tirelessly to clean-up the substantial backlog inherited from his predecessor. During this time, his level of accuracy has been unfailing, and he has never missed a pre-award deadline. He regularly contributes to the team’s best practices. In addition to his RSA responsibilities, Ross finds time to develop new tools that increase the efficiency of the entire RSA team, including a new template for the reconciliation of rent and network

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expenses.”

“He dove into serious pre-award efforts and contributed dedication to the successful completion of the proposal as though it were his own. He had a lot to learn and many skills to develop in a short time, and he definitely met the challenge. Through it all, he maintained a great composure and sense of humor.”

“I was so impressed at how organized, thorough and conscientious he was. In addition, he has such a good way with people that all of my interactions with him were enjoyable. He maintained a sense of humor and a tireless spirit. After not knowing who he was, I now have a profound respect, admiration and affection for him. This is the way Ross affects people. He goes out of his way to make sure our work is the best it can be.”

“Mr. Beard on more than one occasion has gone "beyond the call of duty" to administer grants. Because of Mr. Beard, what was rapidly becoming an incredibly frustrating process became a manageable experience.”

MEET ELISSA KESZLER

Division Administrator, Lung Biology Center, SFGH

by William Rypcinski, Research Services Analyst, Smoking Cessation Leadership Center, DGIM

WR: Can you tell us about your educational background and how you came to work for UCSF? How did you become a division administrator?

EK: I’ve always had an interest in medicine and when I started Stanford for my undergraduate degree, I was a pre-med in the human biology program. My focus was on the interactions between neuroscience, behavioral biology, and psychology, and their impact on human performance.



After Stanford, I moved to San Francisco still trying to find my direction and I began working for a behavioral health insurance company. It was there that I learned how much finance, policy, and business impacted the medical world. I then realized that a MBA would help me more than a MD in my future professional endeavors.

My next job brought me to UCSF. Suzanne Sutton, then the Division Administrator of DGIM, hired me as an AAIH. This was an excellent opportunity to get a foot in the door at UCSF and learn more about the business operations of a medical research unit. I interacted with Suzanne on a daily basis, observed what she did in her job, and I realized that I wanted to one day become a division administrator.

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In DGIM, I became a RSA, working under Solat Navab, and then had an opportunity to work for Dr. Steve Schroeder, who was starting the Smoking Cessation Leadership Center (SCLC). It was exciting to take part in the fight against tobacco and to help save and improve lives. Plus, I had always enjoyed working with the Robert Wood Johnson Foundation - the primary funder of Dr. Schroeder's Center.

After 3 years with the SCLC and an MBA degree nearly under my belt, I found out about a division administrator job at the Lung Biology Center (LBC). Dr. Schroeder and Connie Revell, Deputy Director of the SCLC, were consistently supportive of me, great mentors, and had always encouraged me to pursue my career goals. I decided to apply for the division administrator position because it seemed like a perfect fit. Not only did it relate to both my biology and business educational background, but it is also an area that is close to my heart. My uncle, a non-smoker, had recently passed away from lung cancer, my cousin has cystic fibrosis, and I am a swimmer with asthma.

WR: Can you tell us about your experience making the transition from a RSA to a division administrator? What personal and professional challenges did you face in your new role?

EK: My new division administrator job was challenging because it involved things that I never encountered in my RSA jobs. I had to learn about facilities management, human resources, and academic affairs. In addition to that, the Lung Biology Center is a basic science research center with wet labs that work with various chemicals, animal and

human tissue, and radioactive materials. So I had to become familiar with those things and how they are treated. But I was extremely fortuitous in that I have a chief, Dean Sheppard, whom I greatly respect and who was very patient with me. I am also part of an outstanding administration team. That, coupled with support from central administration and other division administrators, made my transition smooth.

WR: What do you like about your job? What do you dislike?

EK: I like UCSF's and the LBC's mission, which is basically to save lives, reduce suffering, and teach others to do the same. I also like the people in the LBC. It's really a fantastic division. I wouldn't say that I dislike anything, but the job can be challenging. As a division administrator, you have to have your hands in everything. You need to be able to operate both on the surface and dive deep into an issue when it's needed. It takes effort to find the right balance.

WR: I understand that you are in the Academic Business Officer's Group (ABOG). Can you tell me about this and how you have benefitted from participation?

EK: Suzanne encouraged me to join ABOG when I was an AAI. I'm currently the treasurer and the co-chair elect with Katy Rau next year. ABOG is a great organization for staff because of its programs, workshops, and networking opportunities. Faculty members host talks about their research, which helps staff understand their work and how the staff help make it all possible. The ABOG community is also a great

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opportunity to network with other staff members within the university. The variety of people from the different departments can provide a platform to exchange ideas and get support from co-workers. It is also fun. You get the opportunity to meet new people and do fun activities. I definitely recommend it to all staff positions at the AIII level and above.

WR: If you were given the opportunity to make one change regarding (any) UCSF policy, what would it be and how would it impact the university? By the way, the sky is the limit so there are no funding restrictions.

EK: Well, if we are talking at the blue sky level, and I got to change anything at UCSF, it would not be a policy. Instead it would be to increase resources and funding for technological advancement in the University's infrastructure. So much efficiency is lost on a daily basis because of obsolete operational systems. UCSF is an international frontrunner in medical research. Our infrastructure needs to be as advanced and efficient as possible to help our faculty members, clinicians, and researchers maintain that position.

WR: What advice would you give to a RSA who wants to become a division administrator?

EK: First of all, you need to ask yourself why you want to become a division administrator. You need to know the job. It's not a good idea to pursue the position just to advance yourself professionally - as there are many different paths for advancement. Talk to a division administrator about the daily tasks and challenges that they face and

determine if these are the things you want to do.

WR: What do you like to do when you are not at work?

EK: Anything fun. I love water polo, skiing & snowboarding, surfing, swimming, and other sports. I recently did an open water swim for a cancer research fundraiser. I'm also getting into snowboarding more this year. I'm so excited it is snowing in the mountains right now. I can't wait to get up there!

A DAY IN THE LIFE OF AN RSA

by Alice Chin, Research Services Analyst,
Division of Hematology/Oncology

I came to UCSF and the Division of Hematology/Oncology in June of 2007. I must say that my time here has proven to be one of the most interesting and challenging experiences that I've ever had. The life of an RSA is not a normal one. It is full of twists and turns and you always have to expect the unexpected.

Prior to UCSF, I worked in financial services in private industry. Little did I know what I was getting into when coming to UCSF. Arriving here was a bit of a shock for me. The world of academia is very different from the outside world! There are many more rules, procedures and policies. Departments also function as their own entities, which is completely new to me. It also makes for a lot more communication, coordination and paperwork to get things done. Overhead rates also add an interesting touch to the mix.

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Many of my friends ask me what I do as an RSA and my answer is usually “I do a lot of things!” I’m also still learning as I go. My tasks as an RSA are very varied. One minute I’m working on a grant submission, another minute I’m working on a clinical trial, putting out a fire for my principal investigator on an issue, or generating budget status reports. The tasks are never ending.

However, the job is not without its rewards. There is never a dull moment. I am learning so much about public administration, grant and clinical trials and the proposal process, as well as budgets, finances and accounting. There is also nothing like the satisfaction I feel when my proposal is successfully submitted and it’s even better when it is awarded. It makes me feel as though I am doing something right. Overall, this job is more than I expected in a good way and I’m glad to have made the decision to come to UCSF.

STAFF UPDATES

Linda Lew was recently promoted from an Analyst I RSA position to an Analyst III RSA position in the Division of Rheumatology. Linda was the RSA for the Division of Pulmonary for the past two and a half years. In her new role, she will be overseeing pre- and post-award administration for the Division, which includes clinical trials managed through the Clinical Trial Center.

Tanjira Wilawanchit recently became an RSA for the Division of General Internal Medicine in October 2008. She was most recently the project assistant for the Smoking Cessation Program within the Division for almost two years. She first joined UCSF in

2006 as the Administrative Assistant to Medicine’s Central Administration located at Laurel Heights.

Raymond Fong was promoted to an Analyst II RSA position in the Division of Gastroenterology. He was most recently an RSA in the Division of Geriatrics for the past year and a half. He will part of a 3-member research administration team in GI.

Eric Ormsby joined UCSF in October 2008 to become an RSA in the Division of Hematology/Oncology. He is the new post-award RSA for all governmental and non-profit sponsored awards for the Division. Prior to joining UCSF, Eric was at Columbia University in the Herbert Irving Comprehensive Cancer Center as the Project Manager of the \$17 million, NCI-funded Support Grant.

Lidia Espino has recently assumed the pre-award responsibilities for clinical trials in the Division of Rheumatology. Since 2006, she has been the Lead Clinical Research Coordinator for the Clinical Trials Center, which she will continue. Before coming to UCSF, Lidia worked at Stanford University as an External Relations Associate.

Sue Ngo is the Program Manager for the UCSF Liver Center. Sue holds a BS in managerial economics from UC Davis. She worked previously as an investment analyst in the private sector and more recently at CAPS in its grants administration. She is responsible for oversight of the Center’s financial and academic operations, including the research administration of the Center’s program project grant.

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Jennifer Paloma is an RSA in the Positive Health Program at SFGH. She manages the pre- and post award processes for city-funded contracts and financial management support for Dr. Brad Hare, the Medical Director. She is also the liaison between the SFDPH AIDS Office and Positive Health Program for all contract preparation, invoicing submission, completing monitoring reports and coordinating site visits for each clinical project.

Kiesha Thomas joined the Division of Endocrinology and Occupational and Environmental Medicine at SFGH in October 2008. Previously, she worked for the School of Dentistry for 3 years as an RSA managing training grants and coordinating department activities.