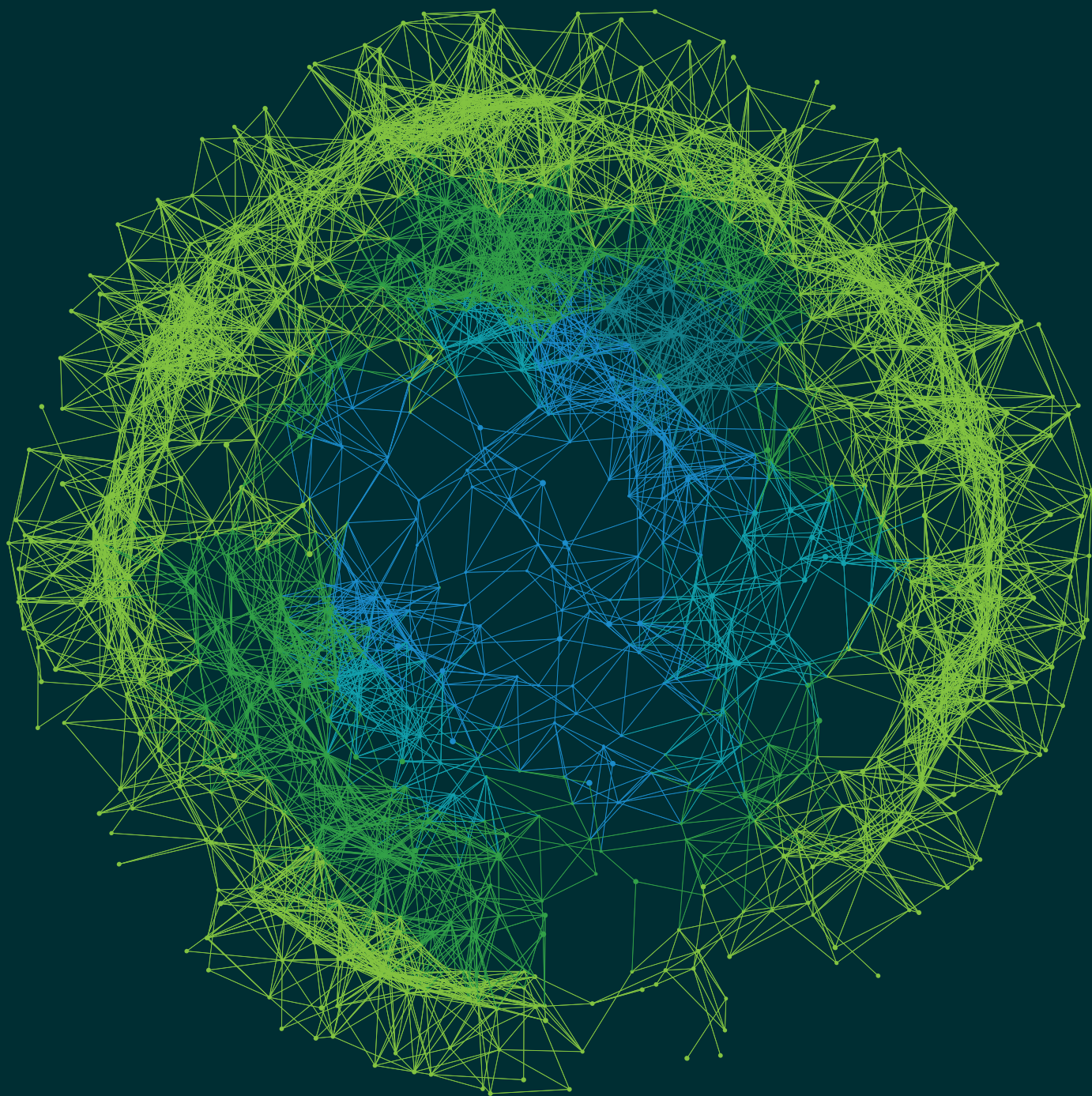


UCSF Office *of* Research

FY 2024 ANNUAL REPORT





CONTENTS

Priority Projects:



Welcome

From Vice Chancellor for Research Harold Collard, MD, MS

I am pleased to present the Fiscal Year 2023-24 Annual Report for the Office of Research. The Office of Research is the primary location of institutional research infrastructure and resource support for UCSF's research community. It is housed in the Office of the Executive Vice Chancellor and Provost (EVCP) under the leadership of UCSF's Vice Chancellor for Research. This inaugural report aims to create more visibility and transparency into the UCSF Office of Research activities and highlight the incredible work the people in the Office of Research do to support them.

I am proud of the milestones achieved and progress made this last year, and I have immense gratitude for all the leaders and staff of the Office of Research. In this report, I feature a few of the many projects currently underway:

Clinical Trial Excellence: Launched in Fall 2023, improving the clinical trial experience at UCSF for researchers and other stakeholders.

AI Infrastructure: Positioning UCSF for continued leadership in AI and computational science.

Equity in Research: Investing in the core principles of DEI and anti-racism across all Office of Research initiatives and the UCSF research enterprise.

Community Building: Fostering connection and collaboration at UCSF through Research Community-Building Small Grants.

National Advocacy: Elevating UCSF's researchers and research priorities with Local, State, and Federal policy-makers.

This report is just one of several new efforts to communicate more effectively with the Office of Research's stakeholders. My goal is to provide multiple ways for members of the UCSF research community to engage in bidirectional communication with me and my office, to foster deeper engagement and understanding of our institutional efforts to support UCSF's research mission, and to partner with all community members to improve our service and support across the institution.

I welcome all comments, questions, reflections, and concerns you may have about the Office of Research and UCSF's research mission. I can be reached at

Harold Collard, MD, MS
Vice Chancellor for Research
University of California San Francisco

About The Office of Research

The Office of Research is the chief institutional administrative unit for advancing research at UCSF and the primary representative of the broad research interests of UCSF to the University of California system. The Office of Research provides leadership, direction, and management of campus-wide research administration, infrastructure, and services, and oversees the operations of multiple administrative units.

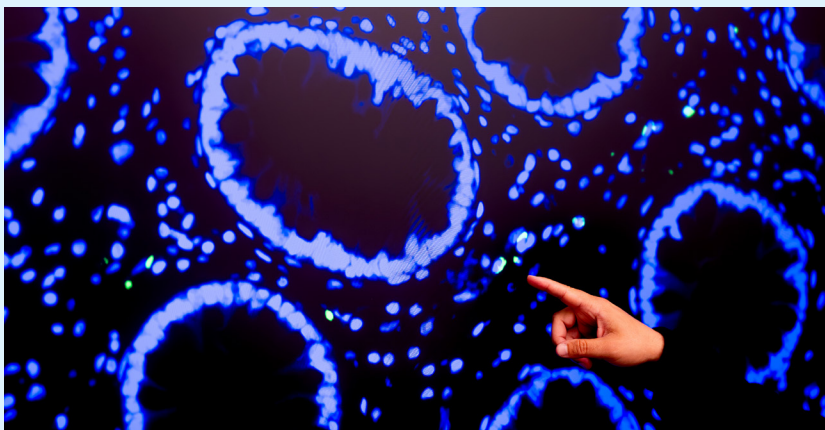
LEADERSHIP

PICTURED LEFT TO RIGHT, BY LINE

- **HAROLD COLLARD**, MD, MS,
Vice Chancellor for Research
- **VANESSA JACOBY**, MD, MAS,
Associate Vice Chancellor for Clinical Research and
Director of the Clinical and Translational Science Institute
- **TUNG NGUYEN**, MD,
Associate Vice Chancellor for Research Inclusion,
Diversity, Equity and Anti-Racism
- **IDA SIM**, PHD, MD,
Chief Research Informatics Officer
- **BRIAN SMITH**, Senior Associate Vice Chancellor,
Research Infrastructure and Operations
- **MANDY TERRILL**, Assistant Vice Chancellor,
Associate Chief Information Officer for Research
- **WINONA WARD**, Assistant Vice Chancellor,
Office of Sponsored Research



About The Office of Research



SUPPORTED RESEARCH UNITS

By the Numbers

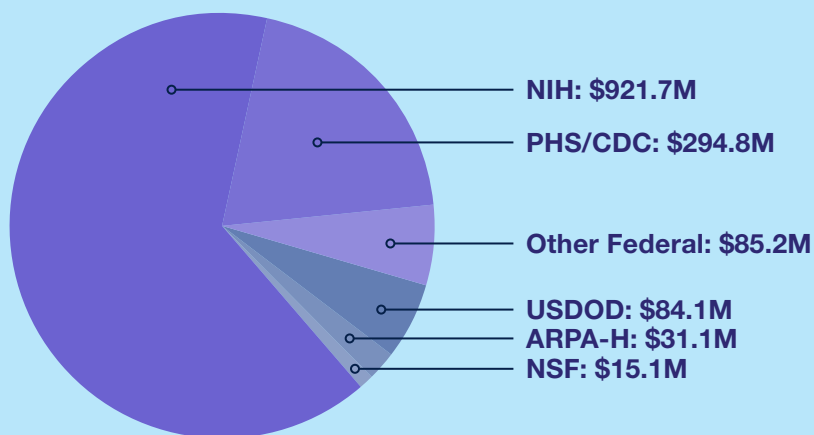
FISCAL YEAR 2024

Total Overall Amount Awarded for UCSF Research

\$2,789M

Total Federal **\$1,432M**

\$1,432M



Total Private/For-Profit and Non-Profit Entities

\$846M

Total Local/Other Governmental Organizations

\$313M

Total State Agencies/California

\$179M

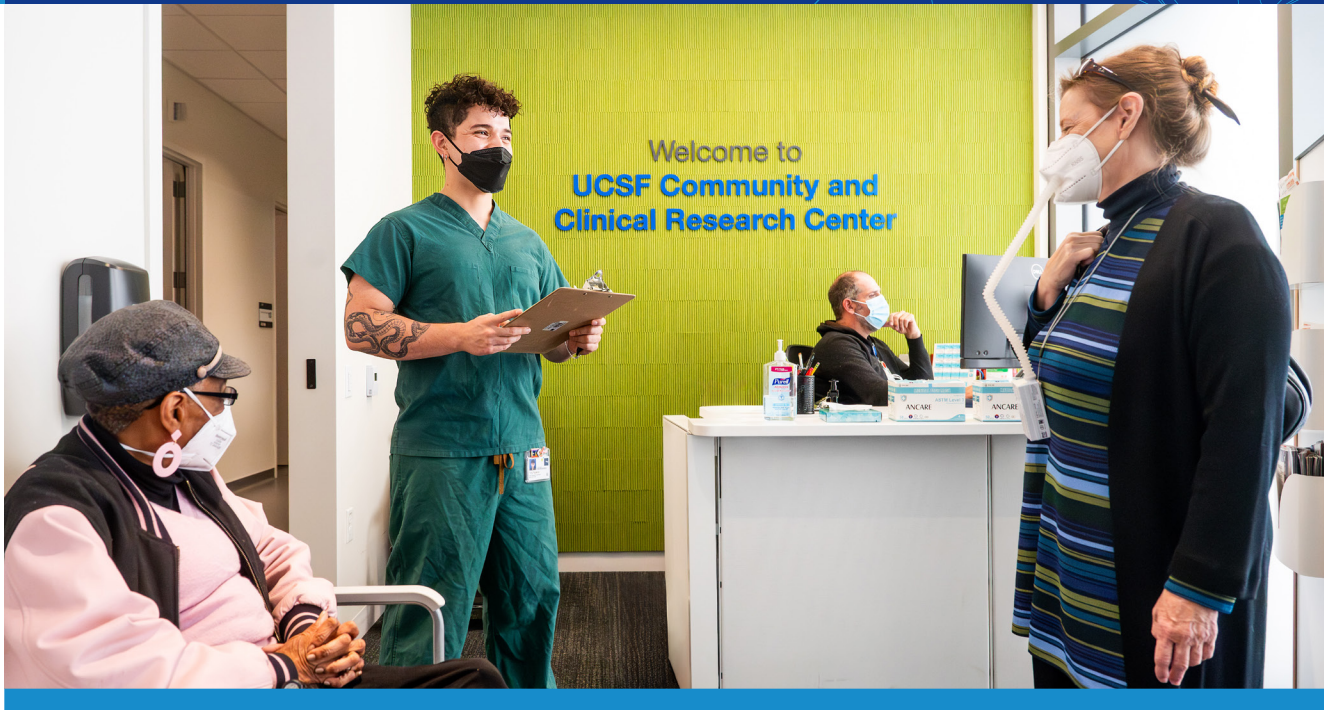
Total Intercampus/Special State

\$19M

Fellowships Awarded by NIH

\$5.6M

Clinical Trial Excellence



Clinical trials are foundational to determining if promising new drugs, devices and digital tools are beneficial to patients.

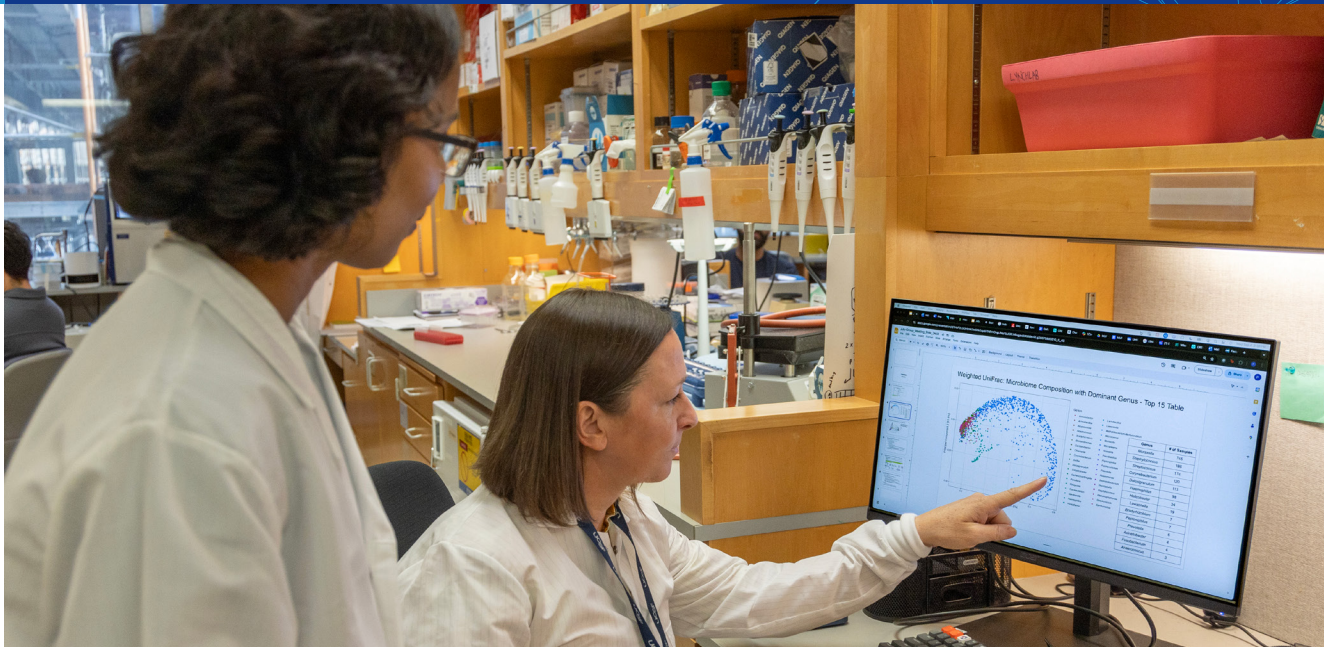
They are highly complex and costly, and ensuring participant agency and safety are paramount. To start or “activate” a clinical trial at UCSF is a major undertaking and requires strong collaboration across multiple stakeholders in the Office of Research, investigator teams, and study sponsors.

Launched in Fall 2023, The Clinical Trial Excellence Campaign (CTEC) aims to scale tried and tested operational improvements to the broader UCSF clinical trial activation process to improve the clinical trial process for all stakeholders.

GOALS

The campaign aims to improve internal and external stakeholder engagement, knowledge, and satisfaction of key stakeholders with the goals of:

- **Shortening activation times** and improving the overall activation process. This is measured using a key metric of time from protocol submission to contract execution.
- **Improving communication and transparency** in the activation process.
- **Developing a culture of shared responsibility** between operational units, study teams, and external stakeholders including sponsors and CROs.



OUTCOMES TO DATE

- Reduced steps and shorter time frames for budget and coverage analysis, document preparation, contract processing, and regulatory review, including:
 - A HRRP overall median Time to Approval of 67 days for 262 Full Committee studies from July 1, 2023-June 30, 2024.
 - An OCTA median of 32 days for 80 new industry studies from receipt to budget draft completion.
- New resources for PIs and study teams, including advanced trainings for coverage analysis and budgeting, study team and sponsor guides for industry clinical trial activation, an IRB submission checklist, and new HRRP Diversity, Equity, Inclusion, and Accessibility (DEIA) workgroup initiatives.
- The development of a Key Performance Indicator (KPI) dashboard, which will allow for the quantification of quality improvement and efficiency-building metrics to be reported as more data is acquired.



Attending the IRB meetings as Principal Investigator has facilitated addressing potential queries in real-time as well as gaining a deeper understanding and appreciation for the specific issues that are considered by the IRB during the trial activation process. I see this as a valuable step in the trial activation process.

RAHUL AGGARWAL, MD



With the introduction of ChatGPT in early 2023, artificial intelligence (AI) became an urgent and broad imperative for UCSF's biomedical research community.

The Office of Research established two new leadership positions in 2023 to help lead UCSF's AI infrastructure development: the Chief Research Informatics Officer (Ida Sim) and the Associate Chief Information Officer for Research (Mandy Terrill). Together, Ida and Mandy have worked with other UCSF leaders to quickly create new tools, roll out enhanced computational environments, and develop new training, consultation, and community resources for the UCSF research community.

GOALS

To support our community, our goals included:

- **Defining a knowledge computing technical strategy** to inform and drive AI investments.
- **Providing access to AI tools**, environments, and resources.
- **Developing training and support** for the research community.
- **Broad enterprise engagement** to listen and respond to our researchers' needs.



OUTCOMES

- Helped UCSF to launch Versa, UCSF's enterprise-wide secure generative AI platform, currently with 1,410 chat users and 72 API users (as of April 11, 2024).
- Developed and began construction of UCSF's Facility for Advanced Computing, a modern high-performance computing environment to facilitate large AI and machine-learning jobs.
- Provided seminars on AI implementation and novel AI evaluation methods.



As a researcher investigating natural language processing for EHR data, UCSF HPC environments have been critical to the success of every research project of mine. I have used GPU and multi-CPU environments in multiple ways and have used Versa APIs for querying OpenAI models, which have been foundational for my research.

Without these resources, none of my publications (across NEJM-AI, JAMIA, CPT, and JCE) would have been possible, and neither would we have received our NIH-NCI grant for analyzing Large Language Models (LLMs) in oncology.

MADHUMITA SUSHIL, PHD



The Associate Vice Chancellor for Research-IDEA (AVCR-IDEA) is dedicated to fostering accountability for diversity, equity, inclusion, and anti-racism in the UCSF research enterprise and supporting anti-racism scholarship that contributes to understanding and uprooting racial hierarchies and their harmful health consequences.

In 2023, the AVCR-IDEA team launched two priority projects that exemplify this mission:

1 The UCSF Research Participant Demographic Dashboard

Created in collaboration with the Research Action Group for Equity (RAGE) and the Research Technology (RT) program (both part of the Office of Research's CTSI), the UCSF Research Participant Demographic Dashboard provides the first description of the diversity of research participants in NIH studies across UCSF. The Dashboard serves as a foundational tool for understanding the current distribution of research participants, establishing a baseline, and monitoring outcomes for our efforts to diversify research participants.

2 Anti-Racism Scholarship Consultation Service

In collaboration with the UCSF Office of Diversity and Outreach (ODO), Research Action Group on Equity (RAGE), and the Consultation Services Program (CS), the AVCR-IDEA team launched a new consultation service called Research for Antiracism Consultation & Education (RACE).

UCSF researchers and their collaborative partners can receive free consultation to learn about how to incorporate anti-racism frameworks, principles and methodology into their research.



GOALS

- The Dashboard aims to **increase diversity among clinical research participants and establish a baseline for departmental research leaders** to examine their own metrics and identify progress and potential areas for improvement. Additionally, the Dashboard increases transparency by making this information accessible.
- The Research for Antiracism Consultation & Education (RACE) Service aims to **provide unique technical assistance and didactic content on antiracism research design, implementation, and dissemination** to further advance the new field of anti-racism health research.



The consultation was extremely helpful...it will help us refine the research questions and objectives, select appropriate research methodologies, develop equitable community engagement strategies, and strengthen the research rationale and its potential impact on advancing antiracism efforts.

ANTI-RACISM CONSULTATION RECIPIENT

OUTCOMES

- The Dashboard was made public in January 2024 with detailed data collected and curated from enrollment reports submitted to the NIH ASSIST system from 2016 to 2023.
Users can now access data regarding the gender, race and ethnicity of research participants in clinical trial and non-clinical trial studies for UCSF or in a particular department, with comparators from the Bay Area, California and the U.S.
- Launched in February 2024, RACE has delivered 9 consultations, 77% of which returned post-consultation evaluation surveys. All indicated that the consultation was “very helpful” in expanding their knowledge of anti-racist research theories and methodologies and that they are likely to refer peers and colleagues to the service.
Longer-term outcomes to be assessed include the production of stronger scholarship and improved funding proposals.

Community Building



The Office of Research’s Research Community-Building Small Grants Program provides one-time funds of up to \$10,000 to support activities that build engagement and collaboration to support equity and belonging in the UCSF research community.

GOALS

The program aims to:

- **Supporting initiatives** that enrich UCSF’s research community
- **Funding conferences** that facilitate research engagement and collaboration
- **Fostering events** that bring new research ideas and perspectives to UCSF

OUTCOMES

- 10 total proposals supported in September 2023 and February 2024
- \$70,000 in grant funding given
- A variety of community-building events supported, including conferences, symposiums, and faculty luncheon series at Mission Bay and Parnassus



The grant is helping rebuild the community post-pandemic by resuming seminars for faculty to share unpublished work, facilitate discussions, and initiate collaborations, especially important for junior faculty.

HILDE SCHJERVEN, PHD, ASSOCIATE PROFESSOR, SCHOOL OF MEDICINE



The Office of Research partners with the Office of Science Policy and Strategy to lead UCSF’s engagement with research policy makers, regulators, and funders at the Local, State, and Federal level in service to the research mission. At the national level, this involves close collaboration with the Vice Chancellor for Community and Government Relations and the Director of Federal Government Relations.

Priority issues addressed in the past year include Federal funding for biomedical research at NIH, NSF, ARPA-H, PCORI, and other agencies, stipend levels for graduate students and postdoctoral scholars, national infrastructure efforts for research AI and high-performance computing, and opportunities for health system-embedded/enabled research through creating learning healthcare systems.

GOALS

The goals of the Office of Research’s national science policy and advocacy effort are:

- **Increasing NIH (and other federal agency) funding** for biomedical research.
- **Advocating for reform** to research grant mechanisms and payment caps to allow researchers more flexibility and opportunity to fund research.
- **Developing institution engagement and visibility** in key policy areas (e.g., NIH funding, AI, workforce development, health equity) through targeted efforts with Congress and relevant agencies.
- **Developing skills and provide experience** in science policy and advocacy for trainees and junior faculty researchers.



OUTCOMES

- Preserved flat funding for NIH in 2024 (a decline of less than 1%), overcoming the House Appropriations Committee proposal to cut NIH by \$3.8 billion (approximately 8%).
- Successfully advocated with the Senate Appropriations Committee to direct the NIH to evaluate the adequacy of compensation for trainees and postdoctoral scholars leading to increasing stipends and benefits for all NIH-supported postdoctoral scholars.
- Brought UCSF content experts to meet with key policy makers and administrators on NIH funding, AI, and learning healthcare system priorities resulting in visibility and ongoing strategic collaboration for UCSF.
- Co-developed and funded a national science policy and advocacy program for UCSF junior faculty researchers interested in engaging directly with policy makers.



Hearing the perspectives from the various congressional offices was very helpful for shaping UCSF's strategy and tactics for implementing a Learning Health System. I developed a greater appreciation for the federal Center for Medicare and Medicaid Innovation's interest and efforts in promoting Learning Health Systems. Research advocacy is a critically important function!

**RALPH GONZALES, MD, MSPH, ASSOCIATE DEAN FOR CLINICAL INNOVATION
AND CHIEF INNOVATION OFFICER FOR UCSF HEALTH**



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