Example 1

K23 Selection Committee
NHLBI
National Institutes of Health
Bethesda, MD

RE: K23 Mentored Patient-Oriented Research Career Development Award for Hubert Chen

Dear Sir or Madam:

Dr. Chen's qualifications: Dr. Chen is one of our most highly ranked senior pulmonary trainees. He began as a fellow at the Cardiovascular Institute (CVRI), having already completed MPH training at the Harvard School of Public Health. This followed a stellar performance in his internal medicine training at Stanford University, where he also received his MD degree. In his residency, Dr. Chen received the Ebaugh Award for Research, but even as medical student, he received the Dean's Award for Distinguished Research in Pulmonary and Critical Care related to a full year of pulmonary-related bench research. Prior to that, he received his undergraduate training at the prestigious Pomona College, where he also received multiple awards, graduated magna cum laude, and wrote an honors thesis in molecular biology.

I have served as Dr. Chen's principal research mentor since early in his fellowship training. Dr. Chen completed his initial clinical training in both pulmonary medicine and an additional six months of extra specialization in critical care medicine. During this period, he also completed the UCSF Training in Clinical Research (TICR) postgraduate summer course (2003) and then, in the 2004-5 academic year, participated in the Advanced Training in Clinical Research (ATCR) program that follows. The TICR-ATCR is an interdisciplinary program that is structured and scheduled to complement ongoing research by post-doctoral fellows, including in its curriculum practical training in research design; applied methods, such as survey techniques; and advanced biostatistical methods. Dr. Chen has effectively used this training to leverage the strong theoretical underpinning he had already received through his prior MPH training at the Harvard School of Public Health. Shortly after completing his initial clinical year, Dr. Chen successfully competed for an individual NRSA; thereafter, he was selected by Genentech to be supported through a sponsored interdisciplinary research program they have initiated, the first UCSF fellow from any subspecialty to be so chosen.

The above synopsis makes clear that the overall structure of Dr. Chen's training program to date has been broad-based and robust and that his career development trajectory has been unwavering and paced for the long haul. My role as his mentor has been and will continue to be insuring that he has a supportive environment that allows his to thrive, that he has the resources made available to him to carry out his work, and that he receives the training that provides new skills while honing the research skills at which he is already adept. All of this is meant to insure that he has didactic knowledge and practical experience necessary to evolve into a fully independent investigator, competing successfully at the R01 level and beyond.

I take this role very seriously. Dr. Chen is the only fellow I have been mentoring directly since he joined my research group. I have taken a similar one-on-one approach with earlier mentored CVRI pulmonary fellows, all of whom have successfully pursued careers in academic medicine. Dovetailing with this role, I also serve as the CVRI pulmonary training grant (Jay Nadel, PI) lead on clinical research training. In this capacity, I work with other core faculty supervising research fellows focusing on clinical methods (ranging from translational research to medical ethics). We have developed a systematic approach to such training that is built upon a research advisory committee model. This committee is comprised of the principal mentor and two other faculty who provide regular periodic feedback on the fellow's research goals, objectives, concrete plans, and performance. Dr. Chen's committee has met face-to-face every 6 months. These meetings not only provide him with valuable feedback, but they also help me calibrate my guidance and oversight of his work.

Dr. Chen attends the regular formal research meetings of our airways research group, which includes other physician-investigators, social scientists, a psychometrician, industrial hygienists, and a biostatistician. Dr.

Chen plays an active role in these meetings, engaging issues of overall study design for multiple projects related to asthma, COPD, and rhinitis, as well as presenting work-in-progress from his own specific investigation. Over and above this group interaction, all of the individual members of the study team will be available to Dr. Chen for consultation and collaboration as needed. A key member of this group and a close collaborator of my own (Dr. Patricia Katz) has evolved to become a co-mentor for Dr. Chen's proposed K23 program. Two others form the group, Dr. Yelin and Dr. Shibowski, who have agreed to serve as technical advisors. I have worked closely with Dr. Demarco, another of Dr. Chen's co-mentors, as a clinical colleague over many years and more recently in the research related to Dr. Chen's preliminary data. Dr. Chen's other co-mentor and technical advisor are not current collaborators of my own, but they do represent very important research disciplines (qualitative research and medical economics) in which I have had research experience. I view these as critical new areas of skills acquisition for Dr. Chen, and I fully support his roster of co-mentors and technical advisors. I anticipate being directly engaged with these mentors in order to facilitate the proposed training program.

As Dr. Chen's primary mentor, I remain available on a daily basis for brief ad hoc meetings, combined with regularly scheduled on-on-one progress reviews weekly. His research environment includes space within the Division of Occupational and Environmental Medicine, which rents all of its space at 350 Parnassus Avenue (Suite 609) adjacent to the main medical center complex of UCSF. Dr. Chen's dedicated space within the Division suite is a solo 75 sq. ft. space equipped with his own computer and printer. This office is directly across an inner hallway from my own, such that we can communicate easily by voice sitting at our own desks. Dr. Chen has available to him advanced statistical software licensing (SAS) and other specialized software, as needed. The Division administrator oversees all regular supplies and support material without differentiating between Dr. Chen and the full-time academic faculty co-located here. Above and beyond these resources, Dr. Chen will have of the resources of the UCSF Cardiovascular Research Institute available to him.

Dr. Chen's UCSF clinical responsibilities have been limited to a weekly pulmonary specialty practice in which I also attend. During the period of the proposed Award, Dr. Chen may take on attending responsibilities, including Critical Care practice. This would certainly fit well with his overall prior training and future goals. If this is undertaken, however, we will insure does not erode the 75% protected research time to which I am personally and institutionally committed, being vital as it is to Dr. Chen's career development. Regular Pulmonary-centered clinical educational activities for Dr. Chen include weekly grand rounds and a weekly case conference, as well as an annual research retreat. The educational component Dr. Chen's K23 proposal is innovative, well balanced between didactic and practicum components, and will provide a powerful springboard for the next stage of his career development.

On a personal level, I am impressed by Dr. Chen's professionalism, commitment to research, and superb knowledge base. He has a demonstrated acumen for creative scholarship and research productivity well in advance of the vast majority of fellows, even at his senior level of training . This makes it a real pleasure to serve as his mentor and makes me want to work even hard in his behalf. I believe that Dr. Chen has a real future in academic pulmonary medicine. Dr.Chen's training focus in quality of life as it is related to pulmonary disease addresses an important and understudied area. It will provide him with a unique niche, and it will provide the discipline with a substantive contribution.

Sincerely,

Paul Blanc, MD
Professor of Medicine
Division Chief, Occupational Medicine

Example 2

December 3, 2003

Brinda Emu, MD
Infectious Diseases Fellow
J. David Gladstone Institute of Virology and Immunology
Box 1234

Dear Brinda:

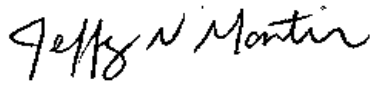
I am writing to express my strong support and enthusiasm for your proposed career development plan and research project (Immune Correlates of Protection in Drug-Resistant HIV), which you are submitting to the National Institute of Allergy and Infectious Diseases, and I would be pleased to serve as a co-mentor. I understand that my role will focus on your training in research design, data management, and statistics

As you know, I have a strong interest in clinical research training. I am Co-Director of the UCSF NIH K30-sponsored Training in Clinical Research (TICR) Program, and I serve as the Director of the UCSF Advanced Training in Clinical Research (ATCR) Certificate Program and the UCSF Master's Degree Program in Clinical Research. I am also the Director of the Population Sciences Core of the NIH-sponsored UCSF-Gladstone Institute of Virology and Immunology Center for AIDS Research (CFAR) and the Director of the Data and Biostatistical Analysis Core of the UCSF California AIDS Research Center (CARC).

I would be pleased to work with you closely while you are enrolled in the ATCR course and to provide advice regarding the design and implementation of your proposed studies. I also agree to be your primary advisor regarding data management and statistical analysis of the results obtained from these studies. As we have worked closely together in designing the cross-sectional study reported in your preliminary results section, and as I am co-director of the SCOPE study, I believe I will be able to provide appropriate guidance and mentoring in these areas.

I am pleased that you are applying for this career development award, and I look forward to working together with you and your mentoring committee should your project be funded.

Best wishes,



Jeffrey N. Martin, M.D., M.P.H.

Example 3

(8) DESCRIPTION OF INSTITUTIONAL ENVIRONMENT

I will conduct this research as a faculty member at the **University of California, San Francisco**. This campus of the University of California is devoted solely to the health sciences. This unique focus results in a remarkably rich environment for a clinical and translational researcher. The **UCSF CTSI** and **UCSF Cancer Center** have a set of core laboratories available to researchers without their own laboratory space. I will continue to utilize the **UCSF Flow Cytometry Core Laboratory** to conduct the proposed research. I also have access to the UCSF **CTSI Pediatric Clinical Research Center** (PCRC) to assist with specimen collection and processing for the proposed research. The PCRC also supports my ongoing phase 1 clinical trials through specialized inpatient and outpatient nursing care. The UCSF CTSI will provide the biostatistical support needed to complete the proposed statistical analyses. The UCSF CTSI also provides peer-mentorship and ongoing instruction for young investigators developing a clinical and translational research career.

The **Department of Pediatrics** and the **Division of Pediatric Hematology/Oncology** are committed to my successful development as an independent clinical and translational investigator. They have provided the time, money, space, and personnel for me to launch my research career. At the time of my recruitment, the Department of Pediatrics guaranteed at least 75% protected research time. I was also given start-up funds to develop pilot data to support larger grant funding. I have a private office in which to conduct my research. I have administrative support to further focus my time on research efforts. In addition to my mentorship team described above, the Department of Pediatrics has an early faculty development program. This program will oversee my academic development over the next several years to ensure that I am proceeding towards successful promotion.

The Division of Pediatric Hematology/Oncology has an existing infrastructure for conducting clinical research. Within this context, I work with a group of clinical research assistants skilled in clinical and translational research, including one assistant dedicated solely to my projects. They manage the data collection and regulatory aspects of my research projects. I also work with a research nurse practitioner to assist in the care of patients involved in my research studies. A dedicated investigational drug pharmacist supports our clinical studies of novel compounds.

UCSF is a member in good standing in the national **Children's Oncology Group** (COG). As such, I have access to Ewing sarcoma patient samples for the proposed research and for potential future studies. I also participate in Ewing sarcoma clinical trial development as a member of the COG Bone Tumor Committee. I am therefore able to interact with international experts in the care of patients with Ewing sarcoma. These contacts will prove invaluable as I incorporate our flow cytometry assay into future national Ewing sarcoma clinical trials.

Example 4

May 4, 2006

National Institute of Diabetes & Digestive & Kidney Diseases
National Institutes of Health
6701 Rockledge Drive
Bethesda, MD 20892

Re: Institutional Commitment to Neera Gupta, MD

Dear Sir or Madam:

I am writing to convey my strongest support for Dr. Neera Gupta, who is submitting an application to the National Institute of Diabetes & Digestive & Kidney Diseases for a Mentored Patient-Oriented Research Career Development Award (K23).

Dr. Gupta is finishing a 3-year research fellowship in Pediatric Gastroenterology and Nutrition. At the completion of her fellowship in June 2006, we intend to appoint Dr. Gupta as an Assistant Professor, with a full-time appointment in the Division of Pediatric Gastroenterology, Hepatology, and Nutrition.

Under the mentorship of Drs. Heyman, Lustig, Vittinghoff, and Kohn, Dr. Gupta will devote 80% effort to the development of her clinical research career. To ensure that Dr. Gupta has adequate time to pursue these activities, her clinical responsibilities will be restricted to 4 weeks of attending on the pediatric gastroenterology clinic and 1-2 half-days per month performing procedures on patients with inflammatory bowel disease and general gastroenterology patients, thus enabling her to devote the vast majority of her time to her career development training and research activities.

We are strongly committed to ensuring Dr. Gupta's future success as an independent researcher and will provide the necessary supplies, personnel, and mentorship to guarantee her success. Specifically, the Department of Pediatrics at UCSF agrees to provide her:

- A private office and secretarial support.
- Computing equipment and statistical software.
- Equipment (including telephone, photocopying services, office supplies).
- Administrative support for grant assistance and management.
- Senior level mentorship and regular career counseling, both through Dr. Gupta's primary mentor and co-mentors and through leadership in the Department of Pediatrics.
- Opportunities for formal and informal training through seminars, courses, and conferences.
- Opportunities for obtaining additional funds, both extramural and intramural by making her aware of funding opportunities, providing assistance on grant writing, and promoting her collaborative research across departments and at other institutions.

We have clear expectations for Dr. Gupta's career advancement at UCSF. We expect her to continue towards promotion to Associate Professor of Medicine within 7 years of her promotion to Assistant Professor. Supporting her with this award will be invaluable in guaranteeing her academic progression.

Sincerely,

Samuel Hawgood, M.D.
Professor of Medicine, and Chair
Department of Pediatrics, University of California San Francisco