May 15th, 2012

Dear [Name],

As the Executive Vice Chancellor and Provost at UCSF, it is my pleasure to confirm the strong institutional support of UCSF for your application for [position] at UCSF. As the Executive Vice Chancellor and Provost, I am responsible for all research activities and the support mechanisms that enable UCSF to continue its outstanding history in basic, translational and clinical science. This includes everything from grant management to common research resources (Cores) and the research communities that revolve around Centers, such as those proposed for your [field]. Perhaps it is best to understand my commitment to [field] research by first describing my involvement in these fields of research and the development of a research Center and Cores prior to becoming Executive Vice Chancellor and Provost.

Over the past decade, I have witnessed the expansion throughout UCSF of a strong research community in [field]. This has occurred in no small part as a result of your tireless activities as a leading voice for [field] research at UCSF. Because of your efforts, many departments and programs throughout UCSF now have active and highly collaborative research activities in these fields. A large number of junior and senior investigators have been recruited through global searches, many of which you have directly been involved in. In addition to your endeavors, a number of [field]-focused activities have been established, including the UCSF Center [name], hosted at the [department], as well as the more recent work of the [department]. It is appropriate that you now have turned your attention to providing the infrastructure to bring these multi-center and pan-departmental activities together under the [name]. I am pleased with the way in which this process has strengthened the already strong connections amongst these activities, and I look forward to the exciting research that this multi-disciplinary group will bring to [field] research.

We have had neighboring laboratories and offices for over a decade, so you know that promoting research in [field] is particularly close

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to my heart. From 2003 to 2007, I was the Director of the [redacted], of which you are a member. There, I became the first Director of the [redacted]. The [redacted] is, like your proposed [redacted], a pan-departmental Center that organizes and brings together all researchers in that field at UCSF. With your experience in participating activity as the [redacted] of that [redacted] since its inception ensures that you are well aware of the benefits and stumbling blocks in launching the [redacted].

While the Director of the UCSF [redacted], I also contributed to campus-wide efforts in expanding research activities. During that time, the [redacted] developed a long-term strategic plan that included the creation of a [redacted]. In fact, three of the five young, tenure-track faculty recruited to the [redacted] during my tenure as Director were focused on [redacted]. The first was [redacted], who joined us in [redacted] and is now an Associate Professor with two active R01s and a third pending, non-overlapping R01. For your [redacted], I note that, while successfully launching her laboratory in the [redacted], Dr. [redacted] led the development of the much-needed [redacted] Core. In the past 18 months, we also recruited [redacted], who studies the [redacted] and, mostly recently, [redacted], who has an equally exciting research program in the [redacted]. Dr. [redacted] just received a top score of 10 on his first R01 application, which is yet another outstanding indicator of the quality of scientists attracted to UCSF.

I also know that a major focus of your [redacted] is to bring together basic, translational and clinical research into a pan-departmental home that will serve all constituencies and remove any administrative or technical barriers that would prevent cross-disciplinary interactions amongst them. As you know, my own research in immunity spans the basic to translational disciplines, and I have been committed to ensuring that the facilities are in place. As the Director of the Diabetes Center, I was instrumental in building UCSF’s GMP facility, which my laboratory routinely uses to manufacture novel reagents that are being provided to our human subjects. I am very impressed by the strength of the translational aspect of your application. With an equal number of clinical and basic researchers, most of whom already collaboratively interact within each of their constituencies, a [redacted] would have exceptional potential for massively expanding interactions between these groups of scientists towards bringing innovative ideas to the bedside and the community.

Finally, prior to becoming Executive Vice Chancellor, I served as the Vice Chancellor for Research. During that time, I led a campus-wide effort to define
opportunities to increase the efficiencies of Core operations at UCSF through promoting Core consolidation and cooperation, mixed with the provision of high quality infrastructure that optimally supports the Cores. The development of the Research Resources Program, present in my Executive Vice Chancellor’s office, will certainly help your Core operations. I am particularly proud of that achievement, as it fundamentally improves the research capabilities throughout UCSF. Your [Redacted] would continue that tradition, and I am very pleased to say that UCSF supports this application whole-heartedly.

In summary, I am convinced that your proposal will allow UCSF to harvest the benefits of an integrated center in [Redacted] research. The Center will be far more than the sum of its already outstanding parts and will help continue the exponential growth in this critical research area in the coming years. As the Executive Vice Chancellor and Provost, I am committed to help you achieve this vision through continuous institutional support for the development of [Redacted]-related research and training at UCSF. I am certain that the proposed [Redacted] will produce exciting and important advances in these fields.

Sincerely,

Jeffrey A. Bluestone, PhD
A.W. and Mary Margaret Clausen Distinguished Professor