Introductions

• We are…
  • Grace Liu, Associate Director, Awards
  • Kassie Obelleiro, Training Officer
  • Shanna Nation Jose, Contract and Grant Analyst, Proposals
  • Paula Noble, Contract and Grant Officer, Negotiations and Subawards
  • Victoria Van Mouwerik, Contract and Grant Analyst, Subawards

• Who are you?
  • Name and department
  • What do you hope to learn today?
Learning Objectives
After today's class you should:

• Have a basic understanding of the Sponsored Programs functions
• Identify the Sponsored Programs “team” that supports your department/unit
• Understand the roles and responsibilities of the department and other units
• Understand the Best Practices of submitting to Sponsored Programs
  • Proposals, Awards and Subawards
• Know where to find resources

Class Handouts

• Today's Presentation
• UC Davis Contracting Offices
• Sponsored Programs Useful Links
Class Outline

• Sponsored Projects Overview
• Sponsored Programs Overview
• Sponsored Programs Functions
• Working with Sponsored Programs
• Best Practices
  • Proposals
  • Awards
  • Subawards
• Resources

Sponsored Projects Overview

• What is a Sponsored Project?
• Gifts vs. Grants
• Who Signs What?
  • Activity
What is a Sponsored Project?

- Essential elements
  - External funding;
  - Academic unit; and
  - Tasks or other activities being conducted for external party (deliverable)
- Individual activities in which UC Davis provides deliverables to an outside funder are sponsored projects
- Gifts do not include “deliverables”
- Sale of something by a non-academic unit does not qualify as a sponsored project
  - Examples: Ticket to an athletic event; Books and memorabilia in the bookstore

Quick Guide to Gift/Grant Determination

In general, classify funds as GIFTS when the following characteristics exist:

- No contractual requirements;
- No quid pro quo;
- No audit requirements;
- No obligation to return unspent funds;
- No intellectual property rights to donor;
- No obligation for reports (reports not tied to payments);
- However, stewardship progress reports okay
- Qualifies for tax treatment as charitable contribution by donor

In general, classify funds as GRANTS when the following characteristics exist:

- Provision for audits;
- Grantor receives consideration (can be detailed technical/expenditure reports);
- Involves testing of proprietary products;
- Research is directed to satisfying specific grantor requirements (e.g., precise scope of work specified rather than a general area of research);
- Specified period of performance or termination at discretion of grantor;
- Unexpended funds returned to grantor;
- Patent/IP rights requested by grantor.

Determination can only reliably be made upon reading the award document!
### Who Signs What?

**Sponsored Programs**

- Proposals for extramural (outside) funding (except for pre-proposals that do not require an institutional signature)
- Extramural awards for research, training, and public service (including those from federal, state, non-profit and for-profit sponsors)
- Subawards
- Service (Other Sponsored Activity) agreements (if no approved rate)
- Confidentiality agreements in anticipation of research funding
- Teaming agreements in anticipation of proposal submissions

**InnovationAccess**

- Licenses to patent rights & UC copyrights* (but not UC trademarks, logos**)
- Material transfer agreements
- Data use agreements
- Confidentiality agreements covering discussions about UC intellectual property
- Proprietary software licenses (not “off-the-shelf” software purchases)
- Beta-test agreements

---

* Purchasing published/copyrighted materials, including periodicals and electronic media, is done through Campus Contracting Services.
** UC Davis Trademark Licensing manages UC trademarks, name & logos

---

**Graduate Studies**

- External graduate student fellowship applications and awards
- External postdoctoral scholar grants and fellowships

**Office of Foundation and Corporate Giving**

- Gift agreements
- Acceptance of donations

**Campus Contracting Services**

- Purchase orders and agreements
- Business contracts (expense, no-cost and revenue)
- Equipment loans
- Revenue (service) agreements with an approved rate and commission agreements

**Design & Construction Management**

- Major infrastructure, building and renovation projects
- Real Estate Services:
  - Off-campus leasing
  - Faculty home loans
  - Property management services

---

*Except for UCDHS*
Who Signs What? Health System Contracts

Clinical Trials
- Industry funded clinical trial agreements for the health system
  - Prospective testing in human subjects & require IRB review
  - Examine the Efficacy, Safety or Benefits of a FDA reviewed Medical Intervention involving a Drug, Device, Treatment or Diagnostic
  - Fully funded, directly or indirectly, by a For-Profit Entity

Health Affairs Contracts
- Non-research service agreements
- Non-research independent consultant agreements
- Non-research independent contractor agreements for professional services
- Affiliation agreements
- Training agreements
- Facility transfer agreements
- Intergovernmental Personnel Act (IPA) agreements
- Expert witness agreements when primary to course and scope of faculty appointment
- Facility use agreements and permits of less than one year in duration
- Data Use Agreements involving the disclosure of patient health information
- Confidential Disclosure Agreements

Health Plan Contracts
- Managed care contracts
- Healthcare payer contracts

Who Signs What? UCDHS Material Management
- Acquires goods and services for the health system*

*Non-medical, professional independent contractor agreements for SOM departments are processed through Campus Purchasing
Consulting Agreements?

Can researchers sign consulting agreements?

• Typically – Yes, if the consulting activities are **outside of their UC scope of work and do not use university resources**.

• Before engaging in outside consulting activities, researcher should:
  • Check with their Chair or Dean prior to engaging
  • Review UCOP’s “Guidance for Faculty and other Academic Employees on Issues related to Intellectual Property and Consulting”

• It is recommended that they have outside legal counsel review to avoid any conflict of obligations. (Example: UC Patent Policy)

---

**THE CONSULTING AGREEMENT CHRONICLES**

Your news source for following the rules - Since 1879

2010: “UC Regents sue UC professor for engaging in non-UC work”

2014: “University Regents sue…” The UC Board of Regents has filed a $1 million lawsuit against a UC professor, for allegedly failing to contribute to a university-sponsored profit-sharing plan that would benefit research and other projects at the school…”

---
Activity 1: Who Signs What?

1. A principal investigator (PI) from your department has received an award from an industry sponsor to conduct a clinical trial on a new pharmaceutical. The award terms and conditions, include that the PI must sign an agreement that he will keep the research observations and results confidential until they are published.

*May the PI sign this agreement? If not, which office should?*

Activity 1: Who Signs What?

2. A researcher in your department has been approached by a researcher at Harvard University that would like to conduct experiments on a new non-biologic material she has developed in her laboratory. She understands that a Material Transfer Agreement (MTA) is needed, but she asks you which office she needs to work with to get the appropriate approval/signature.

*Once the MTA request has been completed, which office does it need to be submitted it to for signature?*
Sponsored Programs Overview

- Funding Process at UC Davis
- Why have a Sponsored Programs Office?

Overview of the Funding Process at UC Davis

1. **Investigator** has an idea, looks for funding opportunities.
2. **PI writes proposal**.
3. **Department helps prepare details**.
4. **Proposal sent to Sponsored Programs Office**.
5. **Agency reviews proposal & decides whether or not to fund**.
6. **Proposal sent through Sponsored Programs to funding agency**.
7. **Sponsored Programs reviews terms and conditions for conformity with UC policies and negotiates as needed**.
8. **Department sets up the fund with Contracts & Grants Accounting**.
9. **PI conducts research, spends award**.
10. **Department monitors expenditures**.
11. **Award ends & Final Reports are submitted**.
12. **Sponsored Programs in association with Contract and Grants Accounting complete close-out**.
13. **PI uses results to develop more proposals**.
14. **Sponsored Programs accepts award on behalf of the Regents**.
15. **Sponsored Programs reviews terms and conditions for conformity with UC policy and negotiates as needed**.
16. **Department monitors expenditures**.
17. **Final Reports are submitted**.
18. **Sponsored Programs in association with Contract and Grants Accounting complete close-out**.
19. **PI uses results to develop more proposals**.
20. **Sponsored Programs accepts award on behalf of the Regents**.
21. **Sponsored Programs reviews terms and conditions for conformity with UC policy and negotiates as needed**.
22. **Department monitors expenditures**.
23. **Final Reports are submitted**.
24. **Sponsored Programs in association with Contract and Grants Accounting complete close-out**.
25. **PI uses results to develop more proposals**.
Why have a Sponsored Programs Office?

Required by UC Policy
Delegations of Authority
Ensure Institutional Efficiency
Compliance with Sponsor Requirements

Required by UC Policy

• UCOP Policy 95-01 effective 12/14/1994
• Employees receiving any part of their salary through the University, or whose activities use any University resources or facilities, must submit their proposals for extramural support through the appropriate local contracts and grants office. Awards must be made to The Regents of the University of California.
Delegation of Authority

- Contract and Grant Manual 2-200
- No solicitation or application for extramural support of research, training, or public service programs shall be made officially in the name of The Regents without the prior approval of The Regents or of an authorized official of the University. This authorization is by formal delegation of contract and grant authority. Standing Order 100.4(dd) authorizes the President of the University to solicit and accept or execute such proposals and awards, with stated exceptions. The President has redelegated this authority . . . to the appropriate Vice Chancellors, Deans, Directors, and Contract and Grant Officers.

Ensure Institutional Efficiency

- Consistency in:
  - Proposals and award terms
  - Review of application of F&A Rates
  - Review of application of Fringe Benefit Rates
  - Review of Institutional Commitments
  - Institutional Perspective (rather than departmental) when working with sponsors
  - Coordination Among Campus Offices Interfacing with Sponsors
Ensure Institutional Efficiency: Consistency in Proposals

- Institutional attribution
- Appropriate use of rates
- Compliance requirements
- Comply with Federal regulations regarding a Drug Free Workplace
- Provide a smoke-free workplace
- Comply with Public Health Service regulations regarding Misconduct in Science
- Comply with the Civil Rights Act of 1964
- Comply with the Rehabilitation Act of 1973
- Comply with Public Law 92-318 which prohibits discrimination on the basis of sex
- Comply with the Age Discrimination Act of 1973
- Comply with the Federal regulations regarding Conflict of Interest
- Lobbying disclosure

Ensure Institutional Efficiency: Application of F&A Rates

- F&A Rates:
  - Negotiated with the government based on documented and audited costs
  - Most administrative costs are “departmental administration” costs
  - Use of rate simplifies budgeting and reduces institutional costs
  - University rates are significantly lower than corporate rates
    - F&A Rates do not fully cover institutional overhead
    - Unless you have grounds for a UCOP exception, apply the full applicable rate in proposal
      - UCOP does not waive indirect costs for for-profit entities
      - The sponsor must have a documented policy regarding a lower F&A Rate
Ensure Institutional Efficiency: Application of Fringe Benefit Rates

- Negotiated with the government each year
- Rate based on documented costs in prior year
- Negotiated rate adjusted for over or under recovery
- Use of rate is more predictable for project budgeting and expenditures

Ensure Institutional Efficiency: Review of Institutional Commitments

- Appropriate authorizations for department/college commitments
- Cost share requirements
- Approved F&A contributions
- Limited submission compliance
Ensure Institutional Efficiency:
Institutional Perspective

- Publication Rights
- Acceptability to Regents
  - Propriety
  - Political sensitivity
- Limitations on Research
  - Future research by PI
  - Current and future research of other faculty
- Appropriate F&A Recovery
  - Right to full recovery of F&A

Compliance with Sponsor and University Requirements

- Electronic system registration
- Tax ID, DUNS, etc.
- Reps & Certifications
  - IRB
  - IACUC
  - Conflict of Interest
  - Export Control
- Single consistent point of contact
- Special sponsor requirements
- Terms and Conditions
Functions of Sponsored Programs

• Sponsored Programs
• Proposals
• Awards
• Negotiations
• Subawards
• Closeouts

Sponsored Programs

• Reviewing and submitting research proposals
• Negotiating and accepting awards on behalf of the Regents
• Drafting, negotiating, and executing (outgoing) subawards for collaborative research

Source: Policy #PPM 230-01 and PPM 230-02
Proposal Process

1. SPO receives proposal
2. SPO reviews the proposal for campus compliance, sponsor compliance and terms & conditions
3. SPO receives all outstanding documents and approves proposal for submission
4. SPO coordinates with department staff and/or Principal Investigator on needed information
5. SPO, department staff or Principal Investigator submit proposal to sponsor

Proposals Team Review

**Campus Compliance**
- Lead PI and Chair/Director Certification; Dean and other department approval, if applicable
- Principal Investigator Eligibility
- Cost-sharing certification, if applicable
- Informed Participation, if applicable
- Final Scope of Work
- Subcontractor information, if applicable
- Budget and Budget Justification
  - Review abstract or Scope of Work to ensure appropriate F&A Rate is applied

**Sponsor Compliance**
- Principal Investigator and Institutional Eligibility
- Limited Submission Selectee documentation, if applicable
- Human and animal subjects
- BUA approval, if rDNA or pathogenic agents
- Stem Cell Use approval, if applicable
- Human Anatomical Specimen approval, if applicable
- Financial Conflict of Interest
- Sponsor- and program-specific administrative requirements
Proposals Team Review

- Sponsored Programs confirms inclusion of:
  - The "science"
    - Project Summary
    - Project Description
  - Documents supporting the "science"
    - Current and pending support
    - References Cited
    - Biographical Sketches
    - Appendix information

- However, Sponsored Programs does not review:
  - Formatting
    - Table of Contents
    - Page margins
    - Font/pitch
    - Line spacing
    - Characters per inch
    - Page limitations

Award Process

1. SPO receives agreement.
2. SPO reviews the agreement and notifies the Principal Investigator and Department Administrator of outstanding documents.
3. SPO receives all outstanding documents and negotiations are successful.
4. SPO signs the agreement and sends it to the Sponsor.
5. SPO initiates contract negotiations with the sponsor, if needed.
6. SPO receives the fully-signed agreement from the Sponsor.

Copies of the fully-signed agreement are available to:
- Principal Investigator
- Department Administrator
- Contracts & Grants Accounting
- Other campus units as needed (e.g., Equipment Management, Risk Management, etc.)
Awards Team Review/Functions

- Receive Required Items
  - Cayuse SP Proposal (completed and approved)
  - Budget Information
  - Final Scope of Work

- Review acceptability of Terms and Conditions under UC and UC Davis policies and regulation including:
  - Integrity in research;
  - Appropriateness of the activity to the University;
  - Protection of human and animal subjects and the environment;
  - Use of University facilities;
  - Adherence to personnel policies;
  - Intellectual property;
  - Conflicts of interest;
  - Recovery of full costs, direct and indirect (F&A); and
  - Liability insurance and indemnification

Awards Team Review

- Review Terms and Conditions to identify areas that conflict with UC Policy including the 1999 UCOP policy Principles Regarding Rights to Future Research Results in University Agreements with External Parties
  - Open dissemination of research results and information
  - Commitment to students
  - Accessibility for research purposes
  - Public benefit
  - Informed participation
  - Legal integrity and consistency
  - Fair consideration for university research results
  - Objective decision-making
Awards Team Review

- Outstanding Compliance Documents
  - Cost-share certification
  - Human and animal subjects approval
  - Export control
  - Use of biological materials approval
  - Financial Conflict of Interest items
  - Stem Cell Research approval
  - Use of Anatomical Specimens approval
- Interacts with campus counsel, UCOP, Risk Management, InnovationAccess, Research Compliance and Integrity, etc. when necessary

Negotiations Team Functions

The Negotiation Team provides specialized support for UC Davis’ research mission in the area of complex contract negotiations and is responsible for review/negotiation of the following:
- All Awards from For-Profit Entities
- All Federal Contracts or flow through awards issued to UCD under a Federal Contract
- Master Agreements
- Non-Monetary Agreements such as:
  - Collaborative Research Agreements
  - Confidentiality Agreements
  - Teaming Agreements
  - Memorandums of Understanding
- Awards which are designed by the Executive Associate Vice Chancellor as campus special interest (e.g. Bechtel Foundation)
What Terms Does Sponsored Programs Negotiate? What are the Risks?

**Severity of provision requiring negotiation**

- Payment conditional on "satisfactory" performance
- Reporting timelines
- Atypical intellectual property rights
- Contract governed by foreign law
- Payment in currency other than USD
- Policy non-compliance that may need exception from UCOP
- "Business Decision" made in consultation with dept.

---

**Prime Award has been executed and processed.**

PI/Department submits Subaward Request form and required documents to subawards@ucdavis.edu. Do not submit request through Cayuse SP.

SPO sends a fully executed version of the agreement.

SPO determines if additional documents or information is needed.

Subrecipient returns signed documents to SPO.

SPO drafts and sends a subaward agreement/amendment to subrecipient.

Once the subaward agreement is fully executed, SPO awards the subaward in Cayuse SP.
Subawards Team Review

• Required documents
  • Subaward Request Form
  • Subrecipient Commitment Form or Multiple Campus Award (MCA) Commitment Form*
  • Subrecipient's Scope of Work
  • Subrecipient's Budget and Budget Justification
  • Additional Elements Required by the Sponsor (e.g. sponsor required invoice report form, etc.)

*FDP Pilot Program
UCD is participating in the Federal Demonstration Partnership (FDP) Expanded Clearinghouse Pilot. This pilot is testing the use of on-line entity profiles to decrease the amount of duplicate information collected from potential subrecipient institutions.

Participating pilot institutions will not fill out the full three-page Subrecipient Commitment Form. Instead, participating institutions should complete the one-page FDP Pilot Subrecipient Project Information sheet.

Closeouts

• Closeout (definition): The process by which the Sponsor determines all applicable administrative actions and required work of the award have been completed by the grantee.

• Requirements vary by sponsor.

• Common requirements are:
  • Final Financial Report – Completed by Contracts and Grants Accounting
  • Final Technical Report – Completed by Principal Investigator
  • Final Equipment Report – Completed by Equipment Management
  • Final Patent Certification – Completed by Principal Investigator or SPO with assistance from Innovation Access, when needed
    • Required even if no inventions from the award
Working with Sponsored Programs

• Roles and Responsibilities
  • Activity
• Who We Are
• Contacting Sponsored Programs

Roles and Responsibilities

Principal Investigator
• What gets done and how
• Creative genius
• Writing the proposal
• Conducting the work
• Reporting, disclosures and publication
• Ensuring the proposal, including the budget, has been prepared in accordance with all applicable policies and regulations
• Agreeing to abide by all applicable rules, policies and regulations
Roles and Responsibilities

Department/College Administration

Administrative Staff
- Proposal preparation assistance
  - Primary interface with Sponsored Programs
- Assist in conducting research
  - Regulatory requirements
  - Purchasing
- Assist with closeout
  - Monitor deadlines
  - Formatting reports, disclosures
  - Publication preparation

Chair/Dean
- Commit unit resources
  - Authorizing the Internal Processing Form
- Support/advise PI

Sponsored Programs
- Answer questions and provide access to institutional resources
- Review proposals and awards for:
  - Institutional commitments
  - Adherence to regulatory requirements
  - Institutional endorsement of proposals
- Submit proposals when required by the sponsor
- Issue outgoing subawards
- Maintain proposal and award database/records
- Coordinate Just-in-Time requests
- Negotiate and accept awards
- Reporting assistance
- Close-out assistance
Roles and Responsibilities

Contracts and Grants Accounting
- Fund allocation
- Fiscal oversight and reporting
- Coordination with auditors
- Effort reporting
- Cost share reporting
- Fiscal closeouts

Activity: Roles and Responsibilities

Match the following roles with the appropriate responsibilities.

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Principal Investigator</td>
<td>___ Negotiate award terms</td>
</tr>
<tr>
<td>B. Department Admin Staff</td>
<td>___ Write the research proposal</td>
</tr>
<tr>
<td>C. Department Chair/Dean</td>
<td>___ Assist with preparation of proposal budget</td>
</tr>
<tr>
<td>D. Sponsored Programs</td>
<td>___ Commit institutional resources</td>
</tr>
<tr>
<td></td>
<td>___ Develop research idea</td>
</tr>
<tr>
<td></td>
<td>___ Monitor research project spending</td>
</tr>
<tr>
<td></td>
<td>___ Prepare sponsor reports</td>
</tr>
<tr>
<td></td>
<td>___ Issue outgoing subawards</td>
</tr>
</tbody>
</table>
Who We Are – Structure of Sponsored Programs

Contacting Sponsored Programs

• General inquiries:
  • Proposals: proposals@ucdavis.edu
  • Awards: awards@ucdavis.edu
  • Subawards: subawards@ucdavis.edu
  • Negotiations: OR-SPO-Negotiation-Team@ad3.ucdavis.edu
  • Closeouts: closeouts@ucdavis.edu
  • eRA: SPOeRAHelp@ucdavis.edu
  • Cayuse Rapid Response Team: ORCayuseHelp@ucdavis.edu
  • Training: SPOTraining@ucdavis.edu

• Contact your analyst: http://research.ucdavis.edu/contact-us/sponsored-programs/
  • Select the appropriate tab

Leadership Proposals Awards Subawards Negotiation Team Closeouts eRA & Training
Contacting Sponsored Programs

- Provide the:
  - Cayuse SP Project, Proposal, Award or Subaward Number and
  - Lead Principal Investigator’s name
- Be prepared with:
  - Reason for calling/emailing
  - Solicitation or other relevant documents

Best Practices

- Working with your Sponsored Programs teams on:
  - Proposals
  - Awards
  - Subawards
Best Practices: Working with Your Proposals Team

• Timely submission:
  • Submit for Routing to allow for all department level approvals before receipt by Sponsored Programs
  • To Sponsored Programs at least five (5) days before the sponsor deadline
  • To sponsor two (2) days before the sponsor deadline
• Submit a complete package for review
  • Must include (at a minimum):
    • Completed Internal Processing Form/Cayuse SP proposal,
    • Draft Scope of Work, and
    • Budget and Budget Justification
    • PI Exception, if applicable
    • Electronic Form 800, if applicable (https://or-forms.ucdavis.edu/)
  • Also include the Solicitation, Request for Proposals and/or communication from the sponsor re: proposal submission requirements/guidelines

Best Practices: Working with Your Awards Team

• Follow UC’s rules
  • Apply the correct Indirect Cost (IDC)/F&A rate. Consult with Sponsored Programs early and often.
  • Complete necessary compliance documents & provide to Sponsored Programs.
  • Avoid ATF's if possible. Provide Sponsored Programs an opportunity to review a proposed project before an award arrives.
  • Read email from award analyst carefully. Upon request for PI concurrence, alert Sponsored Programs promptly if PI disagrees with awards terms.
  • Coordinate with other offices in advance if down-stream contracting is needed:
    • Need a purchase order – Talk to Campus Contracting Services
    • Portion of award includes construction requiring a public bid - Talk to DCM early.
Best Practices: Working with Your Subawards Team (Outgoing Subawards)

• Subawards:
  • Submit Subaward Request Form and all requirement documents to subawards@ucdavis.edu
  • Ensure packet is complete and sent in one email (prefer separate email per subaward request transaction)
  • Check Cayuse for status prior to contacting your analyst

Resources

• Common Acronyms
• Office of Research Website
• Guide to Research Compliance
• SPARK Training Website

• Listserv Subscriptions
• Research Administration Forums
• Other Classes
Common Acronyms

- BAA: Broad Agency Announcement
- BUA: Biological Use Approval
- CGA: Contracts and Grants Accounting
- COI: Conflict of Interest
- F&A: Facilities & Administrative rates; also referred to as indirect cost rate (IDC or ICR) or "overhead"
- FOA: Funding Opportunity Announcement
- IACUC: Institutional Animal Care and Use Committee
- IP: Intellectual Property
- IRB: Institutional Review Board
- PI: Principal Investigator
- RCI: Research Compliance and Integrity
- RCR: Responsible Conduct of Research
- RFA: Request for Applications
- RFP: Request for Proposals
- SBIR: Small Business Innovation Research
- SPO: Sponsored Programs unit in the Office of Research
- STTR: Small Business Technology Transfer

Office of Research Website
http://research.ucdavis.edu/
Guide to Research Compliance


SPARK Training Website

http://spark.ucdavis.edu/training/
Office of Research Listserv
Subscriptions

• C&G Listserv: https://lists.ucdavis.edu/sympa/info/ovcr-cg

• Other Office of Research Listservs:
  http://research.ucdavis.edu/resources/listserv-subscriptions/
  • Core Facilities Program
  • Digital Millennium Copyright Act (DMCA)
  • Funding
  • Institutional Review Board (IRB)
  • Research Compliance and Integrity (RCI)
  • Responsible Conduct of Research (RCR)
  • Research Unit Lists

Monthly Research Administration Forum

• The fourth Wednesday of each month from 8:30-10am
  (January – October)
• Located at Sponsored Programs office
• 1850 Research Park Drive, Davis.
• Reminders are sent out via the OVCR-cg listserv (visit our website to sign up for this listserv)

TIP: CGA, IRB, RCI and other units provide important updates at the Forum too!
Other Classes Offered by SPO

- Proposal Preparation and Submission
- Writing a Proposal Budget: Lab
- Understanding the Award Process
- Electronic Research Administration

Visit the SDPS website for a list of dates and times and to sign up. [http://sdps.ucdavis.edu/](http://sdps.ucdavis.edu/)

Q & A

- What questions do you have?

- Don’t forget your evaluation forms!
Thank You!

For research-related announcements, you can now follow SPO on Twitter and YouTube!

SPO

@UCDavis

Sponsored Programs
UC Davis