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8/7/2019

Understanding the Awards Process

Toolkit

[Kassie Obelleiro](#)

SPONSORED PROGRAMS, OFFICE OF RESEARCH
UNIVERSITY OF CALIFORNIA, DAVIS

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Learning Objectives

After attending the Understanding the Awards Process class, you should:

- Know the **award lifecycle**
- Understand **advance accounts** and the process
- Identify **unacceptable terms** and those needing negotiation
- Identify **important information** in an award agreement

Award Mechanisms

Sponsors utilize various award mechanisms to provide funding. It is important to determine the award mechanism as this information determines which UC Davis office is responsible for reviewing and accepting that award.

Gifts

A “gift” is defined as a unilateral transfer of money, property, or other assets by a donor to the recipient for the recipient’s ownership and use. The donor makes no claims on the recipient in connection with the gift. **Gifts at UC Davis are processed and managed through the Office of Foundation and Corporate Giving.**

Gifts normally have the following characteristics:

- The gift allows the Principal Investigator (PI) significant freedom to change emphasis within a general area of work.
- No deliverables are involved.
- Separate accounting procedures are not required.
- The donor has no audit rights.

Below are some common characteristics of gifts and grants to help in analyzing whether an award is a gift or grant. Remember that, determining if an award is a gift or grant requires reading the entire award agreement.

General Characteristics of Gifts	General Characteristics of Grants
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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

Clinical Trial Contracts with Private Pharmaceutical Companies

A clinical trial combines research with the testing of practical applications in biomedicine. Clinical trials/studies are usually funded by pharmaceutical companies seeking approval of new pharmaceutical products or treatments by the Food and Drug Administration (FDA).

Clinical trial agreements are usually fixed-rate agreements.

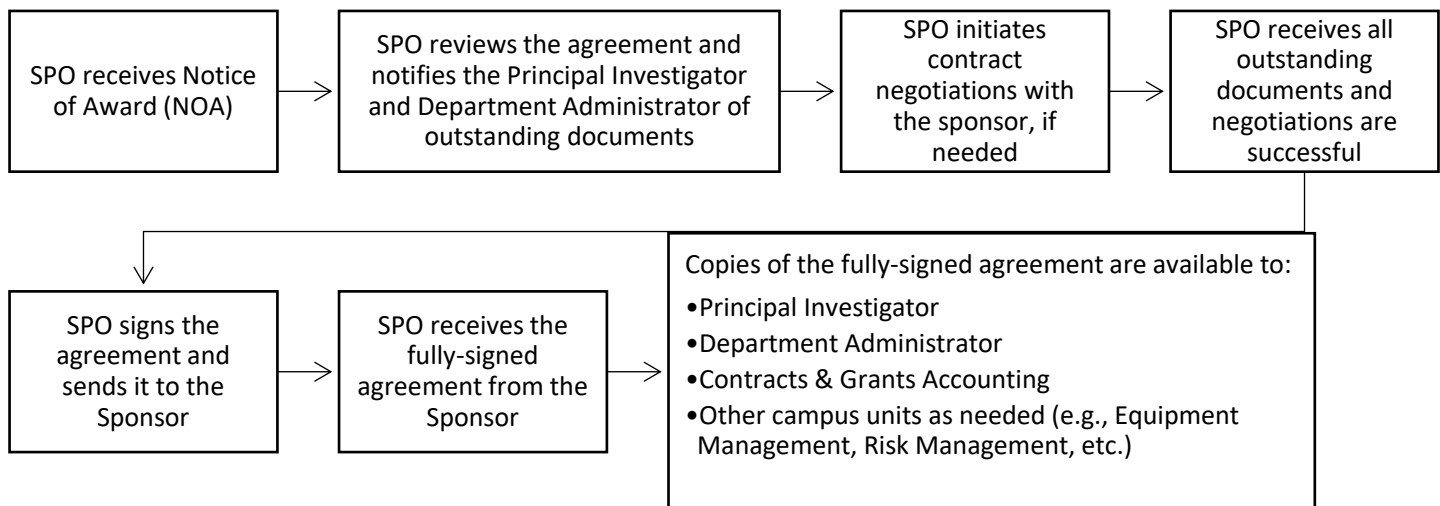
Human subject clinical trial contracts with private pharmaceutical companies are handled by UC Davis Health Systems Clinical Trials Contracts. All other clinical trials are handled by Sponsored Programs in the Office of Research.

Award Mechanisms Processed by Sponsored Programs

General Characteristics of Grant	General Characteristics of Cooperative Agreement
<ul style="list-style-type: none"> • Assistance relationship • PI has significant freedom to change the emphasis within the general area • Minimal deliverables • Benefits of the project are to the nation and world 	<ul style="list-style-type: none"> • Similar to a grant • BUT scientific or programmatic staff at the Sponsor assist with, guide, coordinate or participate in the project

General Characteristics of Contract	General Characteristics of Subaward
<ul style="list-style-type: none"> • Procurement relationship • Legally binding contract with: <ul style="list-style-type: none"> ○ Detailed financial and legal requirements ○ Specific statement of work ○ Specific set of deliverables and/or reports due to the sponsor • A federal contract typically includes Federal Acquisition Regulations (FARs) 	<ul style="list-style-type: none"> • Award issues from another institution (Prime Awardee) to UC Davis • UC Multiple Campus Awards (MCAs) <ul style="list-style-type: none"> ○ Prime Awardee and Subrecipient are both UC campuses

Award Process



Working with Sponsored Programs

The award process begins when the notice of award (NOA) from the sponsor is received by Sponsored Programs. Sponsored Programs may receive NOAs directly from the Sponsor or from the PI or department contract and grant administrator. Upon receipt of an NOA, the PI or department contract and grant administrator should email the NOA and accompanying communication from the Sponsor and include the Cayuse SP Proposal Number and PI's name to awards@ucdavis.edu. If hard copy signatures are required, the PI or department contract and grant administrator must also send the original documents to Sponsored Programs via inter-campus mail.

Once the NOA has been assigned to a Sponsored Programs analyst, that person will be listed on the associated Internal Processing Form in Cayuse SP.

Tip: Do NOT upload award materials to Cayuse SP.

Sponsored Programs Review

The assigned Sponsored Programs analyst will review the:

- Proposal documents for completeness
- Outstanding compliance items
- Award documents for acceptability of Terms and Conditions

Proposal Documents

The goal of the award review of the proposal documents is to ensure all required documents were received at proposal stage and request any required documents that were not submitted to Sponsored Programs. The following **proposal documents** are required for all awards:

- Cayuse SP Internal Processing Form (IPF)
 - Fully routed, certified by the PI and co-PIs and approved/authorized by the involved unit heads
- Budget Information
 - Budget
 - Budget Justification, strongly encouraged even if not required by the sponsor
- Final Scope of Work

If the sponsor is a State of California agency that has adopted the California Model Agreement (AB20), the proposal documents must be on the template agreement. The California Institute for Regenerative Medicine (CIRM), Public Interest Energy Research Program (PIER), Electric Program Investment Charge and California Marketing Boards do **not** utilize the Model Agreement.

Outstanding Compliance Items

Compliance requirements vary by sponsor, program and scope of the project. Part of the Sponsored Programs award review is to evaluate the project to determine what compliance items are required and ensure receipt of those required items. Common compliance requirements include:

1. Cost-shared certification: If the project includes cost sharing in the form of effort/employee time, cash matching, equipment or other contributions.
2. Export control issues: If the project includes any international activity.
3. Protocol Approval and Protocol Certification Form: If the project includes animal and/or human subjects.
4. Approval for:
 - a. Use of biological materials (BUA)
 - b. Stem Cell research
 - c. Use of anatomical specimens' approval (HASTOC)
5. Financial Conflicts of Interest (COI):
 - a. Form 700-U
 - i. Awards from non-governmental sources not on the exempt list
 - ii. Required by the State of California
 - iii. Signed at award acceptance (no more than 30 days before award acceptance)
 - b. Form 800
 - i. Awards from the NSF, CIRM and UCOP Special Programs
 - ii. Non-PHS awards that involve human subjects
 - c. PHS COI
 - i. Awards from any PHS agency or other Sponsor that has adopted the PHS regulations
 - ii. List of sponsors: <https://research.ucdavis.edu/policiescompliance/coi/phs/>
 - iii. Online Training (required every 4 years) and annual PHS e-disclosure
 - d. Statement of Economic Interests Supplemental Form
 - i. Positive disclosures
 - ii. Required before award can be released

Financial COI Disclosures

Research Compliance and Integrity (RCI) in the Office of Research is responsible for the managing the COI process at UC Davis. Financial disclosures are filed online at: <https://or-forms.ucdavis.edu/>. PI's must initiate and submit the disclosure. However, PI's may establish an administrative contact to complete the form.

Note that both Form 800 **and** PHS COI should not be submitted. Only the appropriate one, based on the funding agency, should be submitted.

Award Terms and Condition

The Sponsored Programs analyst will also review the award documents to ensure the terms and conditions are acceptable to the University of California (UC) and to UC Davis. Specifically, terms and condition must:

- Be acceptable under UC/UC Davis policies and regulations regarding:
 - 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)
 - Liability insurance and indemnification
- Not conflict with the following *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

In addition to the above requirements, the award terms and conditions must also be acceptable to the PI. The PI and department contract and grant administrator should read the award agreement thoroughly and inform Sponsored Programs if any terms/conditions are unacceptable to the PI.

Award Execution

After the award has been accepted and is fully executed, Sponsored Programs will change the award status in Cayuse SP to Active. The final award is available to the PI, department contact and Contracts and Grants Accounting (CGA) in Cayuse SP. CGA will then work with the department to establish the fund/account.

The PI should notify, as applicable:

- Human Resources
- Payroll
- co-PIs
- Other involved departments (academic and non-academic)

Understanding Award Terms

Sponsored Programs is responsible for reviewing, negotiating and accepting the award. As the person primarily responsible for the project, the PI must also carefully read the award terms and conditions.

Specifically, the PI has the following responsibilities regarding the award:

1. Scientific integrity and management of the project
2. Financial management of the project funds
3. Adherence to all University policies
4. Adherence to agreement term and conditions including:
 - a. State and federal policy and regulations (law)
 - b. Reporting
 - c. Record keeping requirements

Because award agreements are often dense, Sponsored Programs has prepared the following tips for understanding the award terms and conditions:

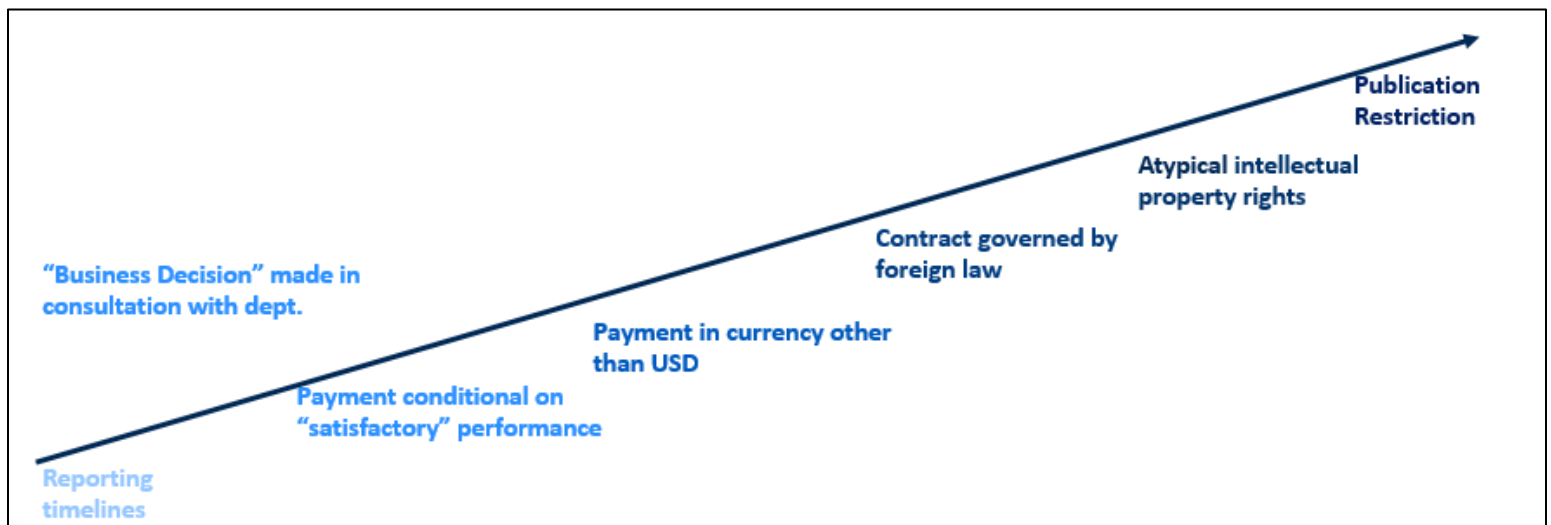
- Review each award carefully as not all awards from a particular sponsor or even funding program are identical
- Identify and note important terms, such as:
 - Start date for spending
 - Reports, deliverables, invoicing, prior approvals and deadlines
 - Award restrictions, including anticipated vs. obligated funding
- Determine when to make requests related to:
 - Post-award changes such as the budget, scope of work, performance period and project personnel
 - Prior Approval: Pre-award spending (i.e., spending before an Award is executed)

Negotiating Changes

<p>Sponsored Programs is the primary negotiator with the sponsor</p>	<p>SPO negotiates when award terms</p>	<p>Principal Investigator concurrence is critical</p>
<ul style="list-style-type: none"> •SPO will keep the PI and department informed of the progress •Check Cayuse SP for status and notes •Contact your SPO analyst for details not in Cayuse SP 	<ul style="list-style-type: none"> •Violate university policy; •Would put UC activities in conflict with California or federal law; •Lack legal integrity (do not further UC's missions; or with which UC cannot reasonably comply); •Researchers find objectionable; or •Would negatively impact or limit other UC research programs 	<ul style="list-style-type: none"> •Terms may be consistent with policy and law but unacceptable to a PI or department •Please read the award and sponsor guidelines carefully •Inform the assigned SPO analyst of problematic (to the PI) terms

Severity of Terms Requiring Negotiation

Not all problematic award terms and conditions that cannot be negotiated out of an agreement will stop an award from being accepted. Below is a diagram depicting the severity of various types of terms.



Post-Award Actions

Post-award actions are those actions occurring after the award has been fully executed. Some common post-award actions include issuing outgoing subawards, modifying existing awards, completing and submitting progress reports to sponsors and closing-out awards.

Subawards

Subawards Overview

A subaward is an agreement for the Prime Applicant/Awardee to send funding to another institution to perform activities associated with a sponsored project. A subaward agreement is not appropriate for every agreement for UC Davis to send money to/accept money from another institution. One of the first steps is determining what type of agreement is appropriate. The type of agreement will inform which office the PI/department contract and grant administrator should work with and also the documents necessary to process the agreement.

- *Campus Contracting Services*: Independent contractor agreements, independent consultant agreements, purchase orders, etc.
- *Health System Contracts*: Non-research service agreements, independent contractor agreements and independent consultant agreements
- *UCDHS Material Management*: Purchase orders for goods and services for the health system
- *Sponsored Programs*: Subawards, service agreements (if no approved rate), teaming agreements, etc.

Following are general characters to assist in determining if a subaward or vendor/service agreement is appropriate. However, review the *Subaward vs. Vendor/Service Agreement* guidance document for details of determining the appropriate type of agreement.

Subawards	Contractor/Vendor Agreements
<ul style="list-style-type: none">• Scope of Work:<ul style="list-style-type: none">○ Is intellectually significant and separable from the overall project○ Could result in intellectual property or publishable results (including co-authorship)○ Requires animal and/or human subjects' approval• The entity has programmatic decision-making	<ul style="list-style-type: none">• Scope of Work:<ul style="list-style-type: none">○ Does not reflect a specific, clearly defined, intellectual contribution to UC Davis' Scope of Work○ Does not require animal and/or human subjects' approval• Good/services are offered commercially<ul style="list-style-type: none">○ Service Agreement – Agreement for services○ Vendor Agreement – Agreement to purchase “goods”• The entity does not have programmatic decision-making

If the subaward is incoming, meaning that UC Davis is the Subrecipient, the subaward is treated the same as other awards. However, if the subaward is outgoing, meaning UC Davis is the Prime Applicant/Awardee, the Sponsored Programs Subawards team is responsible for reviewing, negotiating and accepting the Subaward agreement.

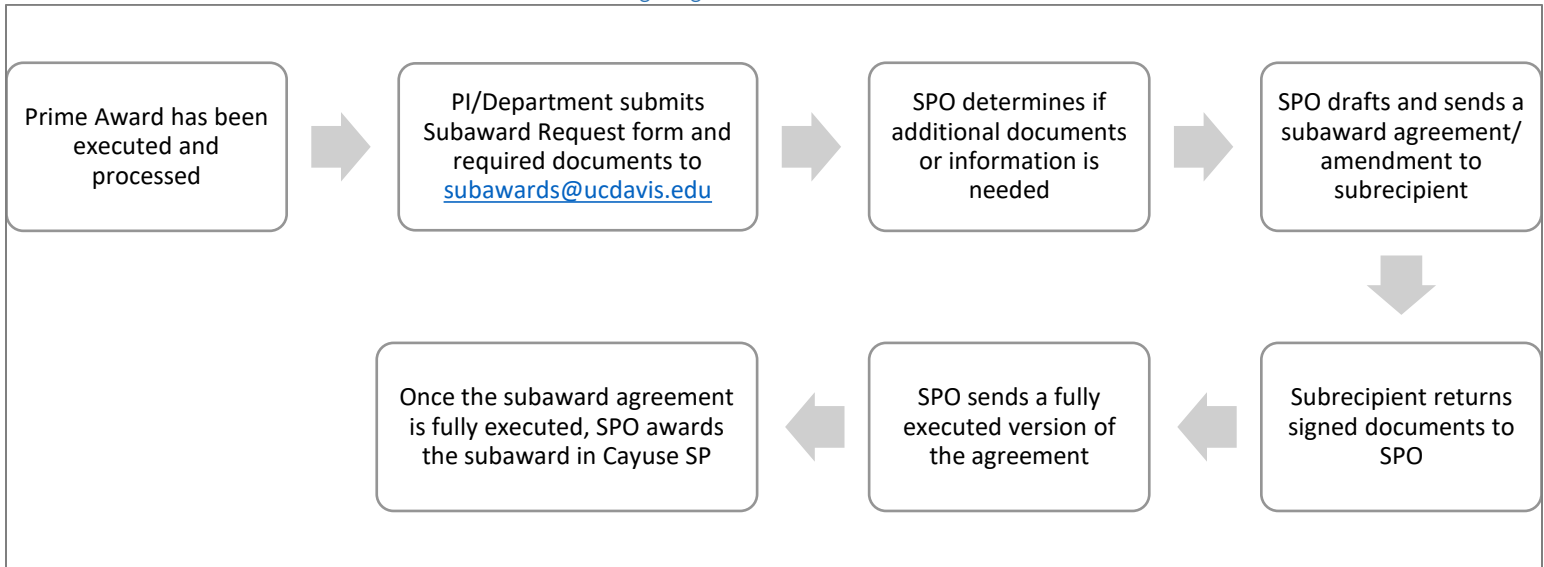
Outgoing Subawards

Tier 1: Prime Sponsor – NSF, NIH or other funding entity

Tier 2: Prime Recipient– UC Davis (Flow-through entity)

Tier 3: Subrecipient – Usually another university or research institution

Outgoing Subawards Process



Subawards Required Elements

Once the Award is fully executed **and** the PI is ready to initiate a subaward, the following must be submitted via email to subawards@ucdavis.edu in two (PDF) documents.

1. Subaward Request Form (PDF 1)
2. Subrecipient Documents (PDF 2)
 - a. Appropriate Subrecipient Commitment Form
 - i. Subrecipient Commitment Form: Subrecipient is not participating in the FDP Expanded Clearinghouse
 - ii. FDP Subrecipient Pilot – Supplemental Project Information Form: Subrecipient participating in the FDP Expanded Clearinghouse
 - iii. Multiple Campus Award (MCA) Commitment Form: Subrecipient is another UC campus
 - b. Mini Audit Questionnaire, if applicable
 - i. Not required for MCAs and zero dollar transactions
 - c. Subrecipient's Statement of Work
 - d. Subrecipient's Budget and Budget Justification
 - e. Sole Source Justification Form, if subrecipient was not selected via competitive bid
 - f. Subrecipient's COI

Tip: Indicate the Cayuse SP Project Number and Lead PI's name in the email. Use the PI/Department Checklist for Subawards available on the Sponsored Programs website.

Sponsored Programs Review

The Sponsored Programs analyst will review the Subaward materials for:

1. Inclusion of all required element/documents
2. Basis for selection of the subrecipient(s):
 - a. Competitive: Requires Request for Proposals/Quotes information
 - b. Sole Source: Requires Sole Source Justification Form
3. Risks and compliance:
 - a. Federal Audit Clearinghouse (A-133): <https://harvester.census.gov/facweb/>
 - b. FDP Clearinghouse: <https://fdpclearinghouse.org/>
 - c. Mini-Audit Questionnaire
 - d. Visual Compliance: <https://www.visualcompliance.com/index.html>
 - e. SAM Registration
 - f. Financial COI Disclosures
 - g. F&A Rate Determination
 - h. FFATA: <https://www.fsrs.gov/>

Award Modifications/Amendments

Some modifications are allowed by a sponsor and may require prior-approval from the sponsor; while other sponsors may not allow specific modifications at all. Always read the sponsor guidelines to determine what changes are allowed, which ones require prior approval and how to make the requests to the sponsor. Some award modifications require submission to SPO via email while others are submitted directly in Cayuse SP. Below is an explanation of the some of the most common award modifications.

Carryforward Requests

If the PI has an unexpended balance at the end of a budget period and wants carry those funds over to the next budget period, submit a carryforward request.

1. Determine if the sponsor will allow carryforward requests and the required information/documents.
2. Submit all required progress reports to the sponsor.
3. Submit the request to SPO via email to: awards@ucdavis.edu and include the following:
 - a. Cayuse SP Project/Award Number
 - b. PI's name
 - c. Amount of funds to be carried over into the next budget period (indirect/direct)
 - d. Identify any restricted funds
 - e. Explanation of the unobligated balance
 - f. Breakdown of each parent and supplement, if applicable
 - i. Reason the fund were not spent in the current budget year
 - ii. Explanation of why the work cannot be accomplished through rebudgeting
 - iii. Explanation of the impact on the award if the carryforward is not allowed
 - iv. Expenditure plan with the description of future activities
 - g. SPO submits the Carryforward request to the sponsor

No-Cost-Extensions

If a PI requires more time, but no additional funds, to complete a project the sponsor **may** allow a No-Cost-Extension (NCE).

1. Determine if the sponsor will allow NCEs and the required information/documents.
2. Submit the request to SPO via email to: awards@ucdavis.edu and include the following:
 - a. Cayuse SP Project/Award Number
 - b. PI's name
 - c. Correspondence from the sponsor
 - d. Justification for the extension; including the revised project timeline
 - i. Note that extensions will not be approved simply to expend the unobligated balance.
 - e. Balance of funds remaining by cost category
 - f. SPO will submit the NCE request to the sponsor

Personnel Changes

If the original project team changes after the proposal phase or after the proposal has been awarded, the change must be submitted to SPO for review and approval.

1. Determine if the sponsor allows personnel changes and their requirements for making the request.
2. Submit the request to SPO by completing and submitting an Internal Processing Form (IPF)/Proposals in Cayuse SP. Note the following:
 - a. Short Project Name: [Cayuse SP Project #] [Action] [PI Name] [Sponsor]
"A18-1234 Change in PI Apple USDA"
 - b. Proposal Type: Amendment
 - c. Personnel Tab: Add the new/changed personnel
 - d. Budget: Indicate any changes to cost sharing; Enter "0" in all other amount fields

Administering Unit Changes

If the administering unit changes after the proposal phase or after the proposal has been awarded, the change must be submitted to SPO for review and approval.

1. Determine the new administering unit (Admin Unit).
2. Submit the request to SPO by completing and submitting an Internal Processing Form (IPF)/Proposals in Cayuse SP. Note the following:
 - a. Short Project Name: [Cayuse SP Project #] [Action] [PI Name] [Sponsor]
"A18-1234 Change Admin Unit Apple USDA"
 - b. Admin Unit: Select the new unit
 - c. Proposal Type: Amendment
 - d. Budget: Indicate any changes to cost sharing; Enter "0" in all other amount fields

Progress Reports

External sponsors typically require progress reports at different stages of the project. Requirements are found in the award agreements and other sponsor guidelines. The PI is responsible for determining the required technical and program reports and associated deadlines, formats and submission methods. The PI is also responsible for submitting the required ethical and program reports.

Timely submission of required reports is critical as not doing so has consequences for both the PI and the university. For example, if a report is not submitted on time, the sponsor may withhold additional funding from the PI. Additionally, complete failure to submit a report may result in the sponsor from withholding additional funding to the university, not just the PI.

In most cases, the PI submits the progress reports directly to the sponsor without going through Sponsored Programs. However, some systems may require Sponsored Programs approval and/or submission. PIs and key personnel should ensure they have the needed profiles/registrations in sponsor electronic Research Administration (eRA) systems. For example, if the award is funded by the National Institutes of Health (NIH), the PI and key personnel must complete their profiles in eRA Commons before reports can be submitted.

Tip: Contact SPOeRAHelp@ucdavis.edu if assistance is required.

Award Closeout

All awards go through the closeout process at completion of the award period. The official definition of award closeout is the process by which the Sponsor determines all applicable administrative actions and required work of the award have been completed by the grantee. The Sponsored Programs Closeout Analyst (closeouts@ucdavis.edu) assists PIs with the closeout process.

Closeout requirements vary by sponsor. Therefore, it is critical that PIs and department contract and grant administrators thoroughly read the award agreement and all sponsor guidelines to determine the requirements for the particular award.

Common closeout requirements include the following reports:

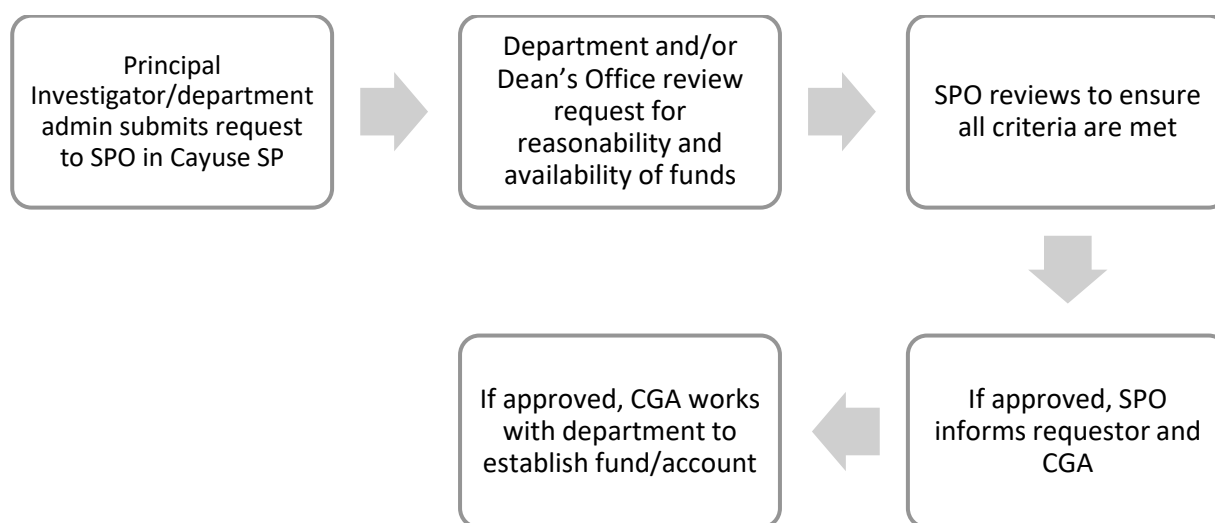
1. Final Financial Report:
 - a. Completed by CGA
 - b. CGA will send a notification 90 days before the award end date
 - c. Use the CGA Award Closeout Checklist
 - d. Review financial ledgers to determine if:
 - i. Re-budgeting is needed
 - ii. All expenses are allowable and incurred during the award period
 - iii. Payroll appointments have changed (to ensure not further expenses are recorded)
2. Final Technical Report:
 - a. Completed by Principal Investigator
 - b. May require SPO submission/approval
3. Final Equipment Report:
 - a. Completed by Equipment Management
4. Final Patent Certification:
 - a. Completed by PI or SPO with assistance from Innovation Access, when needed
 - b. Required even if no inventions from the award

Advance Accounts

UC Davis [policy 230-06](#) provides Principal Investigator's the opportunity to plan activities and under certain circumstances, begin a project before actual receipt of the award document. An Advance Account may be established for a project prior to receipt of award **only** if all of the following criteria are met:

1. There is a compelling reason to expend funds prior to receipt of award.
2. There is written confirmation to the Office of Research from the sponsor's contract officer or grants management officer that an award is forthcoming.
3. The requested advance dates fall within the sponsor's anticipated award period.
4. The guidelines from the sponsor do not prohibit commitment of funds before an award is fully executed.
5. Expenditures will be in accordance with the expected budget categories and limits, sponsor's guidelines and UC Davis policies and procedures.
6. There are funds available within the department, organized research unit or college/school to cover the expenditures in the event an award fails to materialize.

Advance Account Process



Advance Account – Required Documents

The following documents are required when requesting an Advance Account:

1. Completed and routed Advance Account Request form in Cayuse SP, including the:
 - a. Sponsor contact
 - b. Department Account Number to be changed in the event the sponsor does not fund the project
 - c. Amount of request
 - d. Project period for requested funds
 - e. Justification for request
2. The following documents must be uploaded as Proposal Attachments to the original Cayuse SP Proposal:
 - a. Evidence of firm commitment from the sponsor
 - b. Compliance items must be complete for an Advance Account request to be approved
 - c. eDisclosures do not need to also be uploaded in Cayuse SP

Resources

Common Acronyms

- AB20: Assembly Bill 20
- BAA: Broad Agency Announcement
- BUA: Biological Use Approval
- CGA: Contracts and Grants Accounting
- COI: Conflict of Interest
- ERA: Electronic Research Administration
- F&A: Facilities & Administrative rates; also referred to as indirect cost rate (IDC or ICR) or “overhead”
- FOA: Funding Opportunity Announcement
- GMS: Grant Management System
- HASTOC: Human Anatomic Specimens and Tissue Oversight Committee
- IACUC: Institutional Animal Care and Use Committee
- IPF: Internal Processing Form
- 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
- PHS: Public Health Service
- RPPR: Research Performance Progress Reports
- SBIR: Small Business Innovation Research
- SPO: Sponsored Programs unit in the Office of Research
- STTR: Small Business Technology Transfer

Sponsored Programs Contacts

- SPO Contact Us webpage: <http://research.ucdavis.edu/contact-us/sponsored-programs/>
- Awards: awards@ucdavis.edu
- Subawards: subawards@ucdavis.edu
- Closeouts: closeouts@ucdavis.edu
- eRA Help: SPOeRAhelp@ucdavis.edu
- Cayuse Help Desk: ORCayuseHelp@ucdavis.edu
- Training: SPOTraining@ucdavis.edu

Office of Research Listservs

- 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
- SPARK: https://lists.ucdavis.edu/sympa/subscribe/spark_info

Online Systems

- BUA Application: <http://safetyservices.ucdavis.edu/article/biological-use-authorization-bua>
- Cayuse 424 and SP: <https://ucdavis.cayuse424.com/>
- eCOI System: <https://or-forms.ucdavis.edu/>
- eRA Commons: <https://era.nih.gov/>
- IACUC Application: <https://iacuc.ucdavis.edu/protocol/>
- IRBNet: <https://www.irbnet.org/release/index.html>
- Research.gov: <http://www.research.gov/>

Websites and Online Documents

- AB20 Model Template Agreement: <https://www.dgs.ca.gov/OLS/Resources/Page-Content/Office-of-Legal-Services-Resources-List-Folder/Model-Contract-Language>
- eCOI User Guides: <https://research.ucdavis.edu/policiescompliance/coi/>
- FDP Clearing House: <https://fdpclearinghouse.org/>
- Guide to Research Compliance: http://research.ucdavis.edu/wp-content/uploads/UCDavis_Guide_to_Research_Compliance_-20132.pdf
- Guidelines for implementing the Principles: <http://www.ucop.edu/research-policy-analysis-coordination/files/Principles%20Guidelines.pdf>
- NIH RPPR Resources:
 - RPPR website: <https://grants.nih.gov/grants/rppr/index.htm>
 - RPPR Instruction Guide: <https://grants.nih.gov/grants/rppr/index.htm>
 - Screenshots for the R01-like RPPR: https://grants.nih.gov/grants/rppr/rppr_screen_shots.pdf
 - RPPR FAQs: <https://grants.nih.gov/grants/rppr/faqs.htm>
- Office of Research Website: <http://research.ucdavis.edu>
- Principles Regarding Rights to Future Research Results: <https://www.ucop.edu/research-policy-analysis-coordination/policies-guidance/future-research-results/index.html>
- Sponsored Programs Website: <https://research.ucdavis.edu/proposals-grants-contracts/spo/>
- Sponsors/Agencies that have adopted PHS regulations for COI: <https://research.ucdavis.edu/policiescompliance/coi/phs/>
- Sponsored Programs Research Administration Kiosk (SPARK) Website: <http://spark.ucdavis.edu/training/>
- Subaward Checklist: https://research.ucdavis.edu/wp-content/uploads/Subaward_PI-Department_Checklist.pdf
- Training Sessions at Research Park: <https://research.ucdavis.edu/proposals-grants-contracts/spo/spo-training/>