

Discovery Foundation Awards (DISC0)

Informational Webinar December 16, 2024



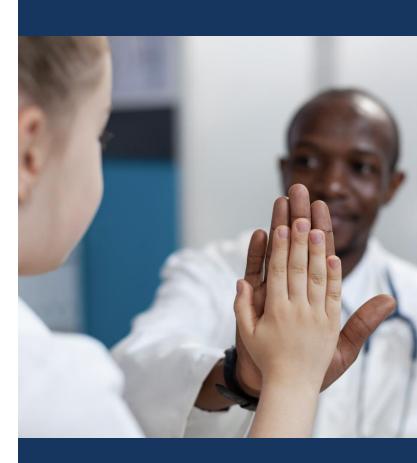
Quick Announcements

- This webinar pertains to Foundation Awards due February 6, 2025
- This is the final Foundation Awards Cycle. CIRM will announce new discovery stage funding opportunities in response to recommendations from our Governing Board
- Q&A will focus on general questions. If you have questions related to your specific project, please submit them or request a consultation at <u>discovery@cirm.ca.gov</u>



Our Mission

Accelerating world class science to deliver transformative regenerative medicine treatments in an equitable manner to a diverse California and world.





Webinar Panelists



Kelly Shepard Director, Discovery & Education



Uta Grieshammer CIRM Fellow, Discovery & Education



Chan Lek Tan Sr. Science Officer, Discovery & Education



Janie Byrum Sr. Science Officer, Discovery & Education



Hayley Lam Director, Portfolio Development & Review



Mira Sarwal Sr. Grants Management Officer, Grants Management



Ruby Karimjee Project Manager Discovery & Education



Agenda

1 Part 1: Presentation

- Program Overview and Updates
 - Single PI Track
 - Team Track
- Review Process and Criteria
- Application Components and Considerations
- Information and Resources
- Common Issues



3:00 - 3:45pm

3:45 - 4:00pm



Program Overview and Updates



DISC0: Foundation Award Program Objective and Scope

Foundational or mechanistic research leading to novel discoveries or technologies to:

- Understand the basic biology of stem and progenitor cells.
- Advance the application of stem cells in basic research.
- Advance the application of stem cells in regenerative medicine
- Address bottlenecks in regenerative medicine
- Extend regenerative medicine to diverse human populations.





DISC0: Foundation Award Scientific Eligibility

Proposed research MUST:

- 1. Identify and address a knowledge gap or bottleneck
- Be centered on human biology. Use of non-human models should be justified, and any findings should be validated in human tissue or models.
- **3. Include human stem cell use OR genetic research relevant to stem cell and gene therapies,** e.g. application of stem cell models for disease modeling or technology development.

Program Structure: Two Tracks

	Single PI Track	Team Track				
Duration	3 years	3 years				
Max budget (Direct)	\$1.5M	\$3M				
CA eligibility	California non-profit or fo	r-profit research institutions				
Applicant Team	Single Principal Investigator Co-Investigators not required	Single Principal Investigator Min 1 Max 2 Co-Investigators				
Min % effort	15% (PI)	15% (PI), 10% (Co-I)				

Two Tracks: Single PI and Team

Which track should I apply to?

Single-PI Track	Projects with discrete objectives that are achievable under the leadership of a single investigator
Team Track	<u>Multidisciplinary collaborations</u> of 2-3 investigators that can benefit from unique synergy of diverse perspectives <i>From Review Criteria (PA page 10):</i> <i>Do proposed collaborations (particularly for Team Track projects) offer</i> <i>a unique synergy or advantage that augments the potential impact of</i> <i>the project?</i>

Investigator Eligibility

- PI and co-I (team track) MUST be an employee of a **CA-based organization**
- No substantially similar or overlapping activities pending review or approval under **any** CIRM opportunity.

Principal Investigator	1 PI required for all applications Must commit at least 15% effort to project Cannot submit more than 1 DISC0 application per cycle
Co-Investigator	Designation applied to Team Track apps only (min 1, max 2) Must commit at least 10% effort to project Cannot be part of same lab at PI
Data project manager	Required for projects with substantial omics data generation Commit at least 15% effort

What activities will CIRM Fund?

- Basic research into human stem cell biology
- Investigating stem cells or their derivatives as tools for research or medicine
- Genetic research relevant to human biology and stem cells or regenerative medicine
- Extending the applicability of discoveries to diverse populations
- Bottlenecks in the development of stem cell-based and gene therapies
- Reverse translation studies related to regenerative medicine
- Study of human tissues as ground truth for stem cells models or regenerative medicine
- Tool/tech development related to stem cells or regenerative medicine
- Target and biomarker discovery related to regenerative medicine

"Regenerative medicine" includes stem cell-based therapies and gene therapies. "Stem cells" includes stem and progenitor cells

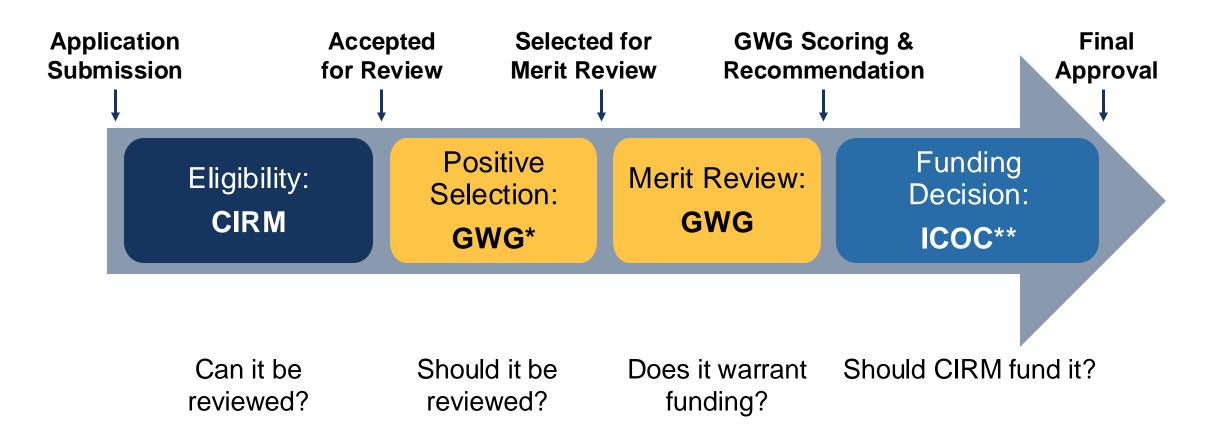
Out of Scope Activities (DISC0 will NOT fund)

- X Activities relevant to optimizing a therapeutic approach or selecting a development candidate, rather than addressing a knowledge gap
- X Translational, preclinical and clinical stage activities targeted by CIRM's translational and preclinical programs
- X Projects that propose solely or mainly to derive new pluripotent stem cell lines from somatic cells or embryos
- X Activities that already budgeted or paid for under a prior, existing or future CIRM award



Review Process and Criteria

Application Review Process



*Grants Working Group **Independent Citizen's Oversight Committee

Positive Selection

Review Process for High Volume* Programs

- Stage 1: "Positive Selection"- GWG members conduct a pre-review of all applications to identify a subset that they believe are most impactful and responsive to the program.
- Stage 2 : Applications selected by any given GWG member in Stage 1 move to Stage 2, Merit Review.
- > Unselected Applications: do not advance to Stage 2 nor receive critiques

* A two-stage review is conducted when the total number of applications exceeds the capacity of a CIRM GWG panel to review in a single session.

Scientific Review Criteria

- 1. Does the project hold the necessary **significance and potential for impact***?
- 2. Is the rationale sound?
- 3. Is the project **well planned and designed**?
- 4. Is the project **feasible**?
- 5. Does the project uphold principles of diversity, equity and inclusion (DEI)?
- * Assessment of impact now includes consideration of how proposed collaborations (particularly for Team Track projects) offer a unique synergy or advantage that augments the potential impact of the project

Previous DISC0 Review Summaries

				Engl	ish	<u>v</u> 000	0000			
					California Inst	itute for Regene	erative Medicine			
For Researchers 🔹	For Patients 🔹	Our Impact 🔹	About CIRM 🔹	News and Events 🔹	Contact Us	Search	٩			
FUNDING OPPORTUNIT	IES									
Information for Applican	ts	For previ	ious versio	ns of the DISC	Co, DISC2	2, and Rel	MIND-L Pro	ogra	am Annou	ncements,
All Funding Opportunitie	rs	please re	efer to our	Previous Fun	ding Opp	ortunities	s page. Fut	ture	applicant	s who are
COVID-19		intereste	ed in readir	ng reviewer fe	edback o	on previou	us DISCo, l	DIS	C2, and Re	MIND-L
Discovery		applicati	ons, pleas	e refer to the	review su	ummaries	s below.			
Translational		F			~					
Clinical		Foundat	ion Applic	ation Review	Summa	ries				
Infrastructure		 DISC 	CO, 2022							
Education		 DISC 	0, 2023							
Previous Funding Oppor	tunities	 DISC 	Co, 2024							
	For Researchers FUNDING OPPORTUNIT Information for Applicant All Funding Opportunities COVID-19 Discovery Translational Clinical Infrastructure Education	FUNDING OPPORTUNITIES Information for Applicants All Funding Opportunities COVID-19 Discovery Translational Clinical Infrastructure	For Researchers For Patients FUNDING OPPORTUNITIES Information for Applicants All Funding Opportunities COVID-19 Discovery Translational Clinical Infrastructure Education	For Researchers For Patients Our Impact About CIRM • FUNDING OPPORTUNITIES Information for Applicants All Funding Opportunities COVID-19 Discovery Translational Clinical Infrastructure Education DISCO, 2022 DISCO, 2023	For Researchers For Patients Information for Applicants All Funding Opportunities CovID-19 Discovery Translational Clinical Infrastructure Education DISCO, 2022	California Instructure For Researchers For Patients Our Impact About CIRM + News and Events + Contact Us FUNDING OPPORTUNITIES Information for Applicants For previous versions of the DISCo, DISCa please refer to our Previous Funding Opportunities covid-ag Discovery Interested in reading reviewer feedback of applications, please refer to the review su Translational Education DISCo, 2022 DISCo, 2023	For Researchers or Patients Our Impact About CIRM News and Events Contact Us Search FUNDING OPPORTUNITIES Information for Applicants ALI Funding Opportunities CovirD-19 Discovery Translational Clinical Infrastructure Education	For Researchers For Patients About CIRM News and Events Contact Us Search Q FUNDING OPPORTUNITIES Information for Applicants For previous versions of the DISCo, DISC2, and ReMIND-L Previous Previous Funding Opportunities page. Funding opportunities page. Funding reviewer feedback on previous DISCo, applications, please refer to the review summaries below. Translational Education DISCo, 2022 DISCo, 2023	For Researchers for Patients Our Impact About CIRM News and Events Contact Us Search. Generative Medicine For previous Versions of the DISCo, DISC2, and ReMIND-L Progrative please refer to our Previous Funding Opportunities page. Futures interested in reading reviewer feedback on previous DISCo, DISC plactations, please refer to the review summaries below. Forundation Application, please refer to the review summaries below. Foundation Application Review Summaries DISCO, 2022 DISCO, 2023	For Researchers For Patients Our Impact About CIRM News and Events Contact Us Search Q FUNDING OPPORTUNITIES Information for Applicants All Funding Opportunities Q FUNDING OPPORTUNITIES For previous versions of the DISCO, DISC2, and ReMIND-L Program Annound please refer to our Previous Funding Opportunities page. Future applicants interested in reading reviewer feedback on previous DISCO, DISC2, and Reading applications, please refer to the review summaries below. Translational Foundation Application Review Summaries 0 Infrastructure DISCO, 2022 DISCO, 2023





Application Components and Considerations

Application: Getting Started

Log-in at http://grants.cirm.ca.gov/ Select "Start a DISC0 Grant Application"

Other Things You Could Do

- Browse current Open Programs to start a new application
- Review Your Applications to see all previously submitted, expired, abandoned, and withdrawn applications

RFAs and Programs Open For Applications	Actions
DISC 0 CIRM Foundation - Discovery Stage Research Projects: DISC0 Grant Application	Start a DISCO Grant
	Application

You cannot use these links to create applications for any other PI/PD.

Application: Components

ONLINE SECTION

- Eligibility
- Personnel
- Project, including Positive Selection Preview Page
- Funding
- Certifications

UPLOADS SECTION (Attachments)

Required- must use templates provided

- Proposal
- Timeline
- Biographical Sketches for Key Personnel
- PI (and Co-I, Team track) Other Support
- Solvency Worksheet & Documentation (for-profit applicants only)

Optional

٠

Quotes

Letters of Support

IP, Licenses, MTA

Required sections will change from "Incomplete" to "Complete"

Instructions	
Print View	
Eligibility	
Eligibility	Incomplete
Personnel	
PI and AOO	Incomplete
Key Personnel	Incomp (1)
Partners	
Review Exclusions	
Project	
Project Title	Incomplete
Positive Selection Preview	Incomplete
<u>Keywords</u>	Incomplete
Public Information	Incomplete
Funding	
Consultants / Subcontracts / Service Contracts	Empty
<u>Co-funders</u>	Empty
CIRM Funds Calculator	Incomplete
Budget Justification	Incomplete
Certifications	
Institutional Approvals and Oversight	Incomplete
Uploads	
Document Uploads	Incomplete

Application: Positive Selection

Positive Selection Preview provides the primary description of the application available to reviewers in the first phase of the review process

Applicants are encouraged to devote significant attention to the completion of this page

Positive Selection Preview

When the number of applications received in a cycle significantly exceeds the number that can be reviewed by the GWG panel, the GWG members conduct the review in two stages. This section will serve as the primary basis for the first stage of review, in which GWG members will select a subset of applications to advance to the second and final stage of review. Do not include any identifying information in this section (e.g., name, organization)

1. Project Summary

1a. What is the expected knowledge gap, bottleneck, or outcome addressed by the proposed research?

0/500

1b. What research is proposed to address this knowledge gap, bottleneck, or outcome? Provide a succinct summary.

Instructions	
Print View	
Eligibility	
<u>Eligibility</u>	Incomplete
Personnel	
PI and AOO	Incomplete
Key Personnel	Incomp (1)
Partners	
Review Exclusions	
Project	
Project Title	Incomplete
Positive Selection Preview	Incomplete
<u>Keywords</u>	Incomplete
Public Information	Incomplete
Funding	
Consultants / Subcontracts / Service Contracts	Empty
<u>Co-funders</u>	Empty
CIRM Funds Calculator	Incomplete
Budget Justification	Incomplete
Certifications	
Institutional Approvals and Oversight	Incomplete
Uploads	
Document Uploads	Incomplete

Application: Budget

- Direct and Indirect Project Costs entered by year in Funds Calculator
- Subcontracts, co-funding entered in separate section, pulled into Funds Calculator
- All costs/year justified in narrative Budget Justification section

Total CIRM Funded Direct Project Costs	Year 1	Year 2	Year 3	Total
Personnel				0
Supplies				0
Equipment				0
Travel				0
Data Sharing				0
Other				0
Subcontracts (<u>sum</u> of the <u>full subcontract amounts</u> entered in the 'Consultants/Subcontracts/ServiceContracts' table)				
Total CIRM Funded Direct Project Costs	0	0	0	0

Instructions	
Print View	
Eligibility	
<u>Eligibility</u>	Incomplete
Personnel	
PI and AOO	Incomplete
Key Personnel	Incomp (1)
Partners	
Review Exclusions	
Project	
Project Title	Incomplete
Positive Selection Preview	Incomplete
Keywords	Incomplete
Public Information	Incomplete
Funding	
Consultants / Subcontracts /	Empty
Service Contracts	
<u>Co-funders</u>	Empty
CIRM Funds Calculator	Incomplete
Budget Justification	Incomplete
Certifications	
Institutional Approvals and	Incomplete
<u>Oversight</u>	
Uploads	
Document Uploads	Incomplete

Application: Uploads

NA	ME STATUS T	EMP		TES UPLOADED F	ILES	UPLOAD BUTTON
*	Document Name Proposal Please refer to the template for instructions. Template last updated xx/dd/yyyy	Status Incomplete		Diploaded Files	Acceptable File Types	Jpload Choose File
*	Project Timeline Please refer to the template for instructions. Template last updated xx/dd/yyyy	Incomplete	MSWord	none	pdf [Choose File
*	Biographical Sketches for Key Personnel Please refer to the template for instructions. Template last updated 10/14/2013	Incomplete			pdf [Choose File
	Letters of Support If Applicable In a single PDF, provide any signed letters documenting the following: 1. Institutional support 2. Collaborations 3. Commitment of co-funding	Complete	none	none	pdf [Choose File
*	PI and Co-Investigator Other Support Please refer to the template for instructions. Template last updated xx/dd/yyyy	Incomplete	MSWord	none	pdf [Choose File
*REQUIRED	IP, Licenses and Material Transfer Agreements If Applicable Please provide a description of any relevant intellectual property or licensing/material transfer agreements.	Complete	none	none	pdf [Choose File

Instructions	
Print View	
Eligibility	
<u>Eligibility</u>	Incomplete
Personnel	
PI and AOO	Incomplete
Key Personnel	Incomp (1)
Partners	
Review Exclusions	
Project	
Project Title	Incomplete
Positive Selection Preview	Incomplete
<u>Keywords</u>	Incomplete
Public Information	Incomplete
Funding	
Consultants / Subcontracts /	Empty
Service Contracts	
<u>Co-funders</u>	Empty
CIRM Funds Calculator	Incomplete
Budget Justification	Incomplete
Certifications	
Institutional Approvals and	Incomplete
<u>Oversight</u>	

Uploads

Document Uploads

Incomplete

For-Profit Applicants: Solvency Worksheet & Documentation

SECTION 1: CASHFLOW Enter historic cash outflows and inflows. If your company is less than 6 months old, provide the full available history. Enter positive numbers only (even for outflows) *Third party costs may include all non-clinical, clinical and manufacturing expenses. **Historical Cashflow** Prior 180 days cash inflo Prior 180 days cash outflow Payroll and benefits Proceeds from financings Third party costs* Proceeds from ATM Capital expenditures Proceeds from lines of credit Proceeds from collaborations / out Rent / lease costs licensing activity Other overhead costs Proceeds from grants Other Other Total Total storic Net Cash Flow lance on Date of Submissi Enter cash outflows and inflows for the next 180 days. *Third party costs may include all non-clinical, clinical and manufacturing expenses. Forward-Looking Cashflow Next 180 days cash outflow Next 180 days cash inflow Payroll and benefits Proceeds from financings Third party costs* Proceeds from ATM Capital expenditures Proceeds from lines of credit Proceeds from collaborations / out Rent / lease costs licensing activity Other overhead costs Proceeds from grants Other Other Total Total orward Looking Net Cash Flow lance After 180 Davs

Solvency Supporting Documentation

As instructed in the Solvency worksheet, append all required supporting documentation after this page. Delete the sample entries and page numbers and complete the Table of Contents to help CIRM staff navigate your documentation.

Bank Statement Instructions: If required to provide bank statements, the statements must show account owner, starting balance and ending balance. Account numbers and individual transactions may be redacted. Statement cover pages and/or online account snapshots are acceptable. Publicly traded companies may provide SEC filings to verify cash-on-hand if those filings cover the relevant time periods.

Table of Contents

Document Description	Starting Page Number
[Company Name] Bank Statement 1 Dated 08/31/2023	2
[Company Name] Bank Statement 2 Dated 08/31/2023	3
[Investor Name] Term Sheet	5
[Agency name] Notice of Award 6/15/23	6

You must use provided Templates Found in Uploads Section

Application: Proposal Template

DISCOVERY

SUCCESSION REPLY IN
DISC0 (Foundation Awards):
Funding Opportunity for
Discovery Stage Research



RM

CIRM

Proposal Template 09.24.2024

- Use the current required Word Template
- Adhere to prescribed page limits
- Maintain formatting (preset fonts, margins)
- Follow instructions for each section
- Convert to PDF when finished to upload
- Do not alter margins, font size, etc.
- Do not exceed page limits
- Do not leave sections incomplete
- **Do not** use a "**DIY**" template

Application Process: Resubmitting

DID NOT previously pass Positive Selection Submit as a new application No Resubmissions under Team Track

R M

DID previously pass Positive Selection and received a merit score and GWG comments:

- Designate as a resubmission by selecting "yes" in the Positive Selection Preview section
- Complete Resubmission Statement in the Proposal Template (Uploads)

5. Revised Submission
Are you resubmitting a substantially similar proposal that addresses GWG reviewer comments received in a previous review under the same RFA/PA?
Note: Applicants cannot choose to submit as either a 'new submission' or a 'resubmission.' If this application is substantially similar to a prior application that received comments from CIRM reviewers, please select 'Yes'
\bigcirc No, this is a new application
b. If yes, please enter the prior application number:
0/20

Contacts and Deadlines

Applications due February 6, 2025 at 2pm PT

PROGRAMMATIC QUESTIONS discovery@cirm.ca.gov

REVIEW QUESTIONS review@cirm.ca.gov

BUDGETING AND GRANT ADMIN QUESTIONS grantsmanagement@cirm.ca.gov



https://www.cirm.ca.gov/abou t-cirm/funding-opportunitiesdiscovery-stage-research/

Recording of this webinar and slide deck will be posted in ~1 week

Information and Resources for Applicants



Information and Resources for Applicants

- Data Sharing
- Human Embryo & Embryo Model Research in California
- CIRM hiPSC Repository
- Shared Resources Labs for Stem Cell-Based Modeling



CIRM Data Sharing Requirement

1. Develop a Data Sharing and Management Plan (DSMP)

- Metadata Catalog
- Data Use Limitations (DUL) Institutional Certification
- Questionnaire

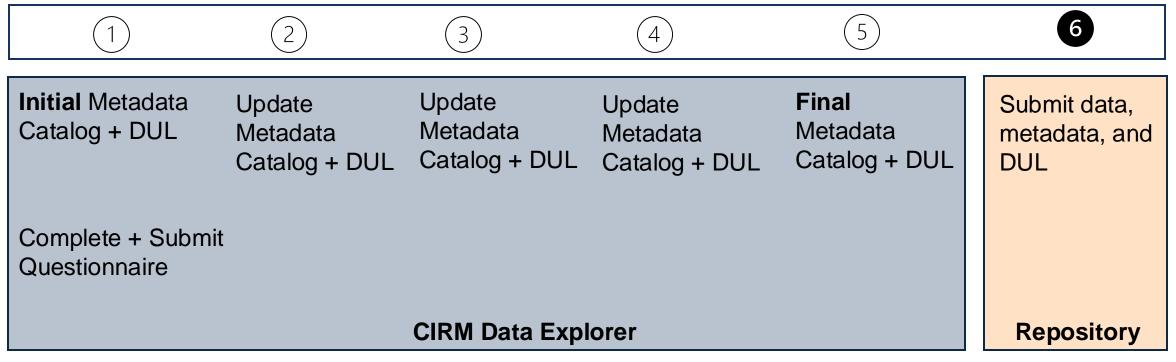
2. Deposit data in data repositories by end of award

- dbGaP
 Flow Repo
- GEO
 NeMO
- Pride etc.



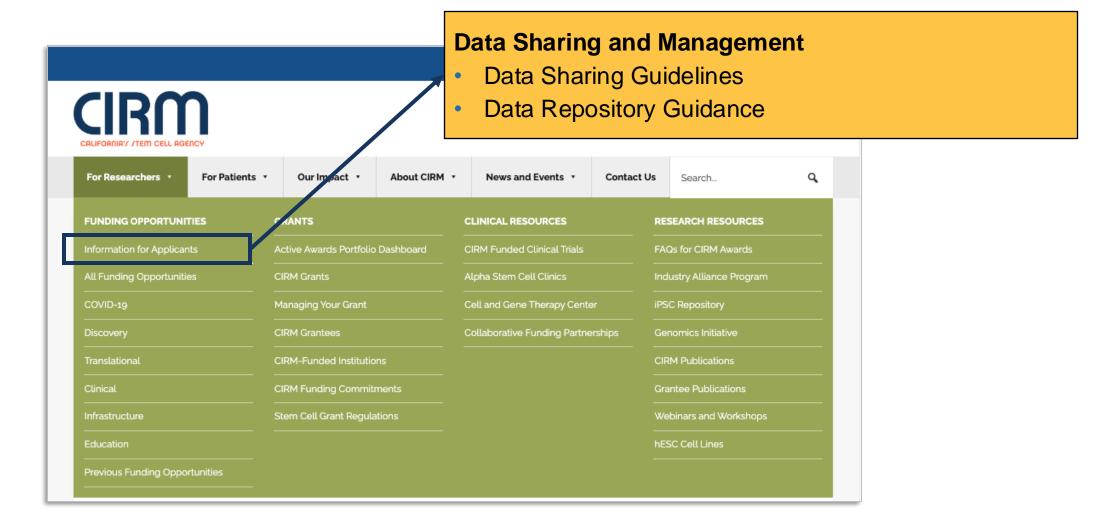
CIRM Data Explorer

- Public dashboard
- Search for CIRM-funded datasets
- Report progress against DSMP



CIRM Award

Information for Applicants



Human Embryo and Embryo Model Research in California

1. Regulations – Embryo Research

- CIRM <u>regulations</u>
- California Department of Public Health (CDPH) <u>Guidelines for Human Stem Cell Research</u>

"The following activities are not eligible for CIRM funding" / "Activities Not Permitted" "(b) The culture in vitro of (i) any intact human embryo ..., after the appearance of the primitive streak or after <u>12 days</u> whichever is earlier."

2. <u>CIRM Guidance</u> for Oversight of Human Stem Cell-Based Embryo Models

"...human stem cell-derived embryo models that mimic peri- and post-implantation stages of development. CIRM recommends that:

- (1) protocols involving such models be subject to annual SCRO review and approval...
- (2) the reason for the use of the ... model shall be included in the scientific rationale
- (3) the experimental stopping point should be defined ahead of time and not be open-ended."

CIRM hiPSC Repository (2600 lines)

RM

- Repository managed by FUJIFILM Cellular Dynamics
- Diverse ancestries including African, Admixed American (i.e. Hispanic, Native American), East & South Asian, European
- Standardized consents, iPSC derivation and QC testing
- Pre-negotiated license agreement available for commercial use
- SNP genotyping data on almost entire collection and WGS data on 299 lines available



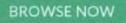
https://www.fujifilmcdi.com/search-cirm/



CIRM Human Induced Pluripotent Stem Cell Repository

6 Diseases Classes, 17 Diagnoses Matched Controls for All Diseases

- Age-Related Macular Degeneration
- Alzheimer's Disease
- Autism Spectrum Disorder
- Cardiomyopathies
- Cerebral Palsy
- Diabetic Retinopathy
- Epilepsy
- Fatty Liver Diseases
- Hepatitis C
- Intellectual Disabilities
- Major Depressive Disorder
- Movement Disorders (ADCY5)
- Optic Nerve Hypoplasia
- Phelan-McDermid Syndrome
- Primary Open Angle Glaucoma
- Pulmonary Fibrosis



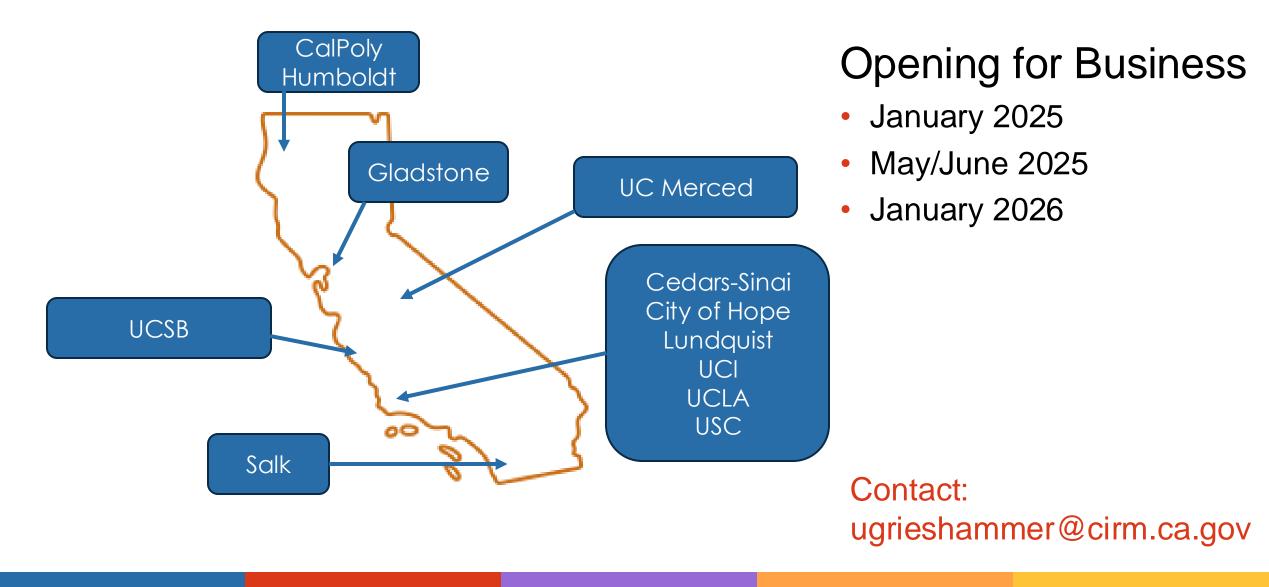
Shared Resources Labs (SRLs) for Stem Cell-Based Modeling

Infrastructure Program to support California Researchers and Educators by

- Providing access to core facility, specialized services and equipment
- Sharing models/expertise and resources for research broadly across CA
- Training researchers
- Providing educational resources / activities
 - Including formal techniques courses



Shared Resources Labs (SRLs) for Stem Cell-Based Modeling



SRLs: Stem Cell-Based Modeling Expertise & Technologies

SRL	Organs / Tissues Modeled (2D, organoids)	Technologies / Services (Also available: omics, CRISPR, imaging, flow cytometry)
Cedars-Sinai	brain, heart, bone, blood, gut, lung, liver	automation, metabolism, organ-on-chip
СОН	brain, heart, breast	single cell proteomics, electrophysiology, bioprinting, hypoxic incubators
Gladstone	brain, heart, immune	automated cell culture and imaging, LNP delivery, HTP drug screening
Humboldt	brain	
Lundquist	brain, heart, blood, lung, bone, cartilage, intestine, pancreas	metabolism
Salk	brain (aging)	metabolism, direct reprogramming
UCI		imaging mass cytometry, 3D bioprinting
UCLA	brain, skeletal muscle	automated cell culture and imaging, small molecule screening
UCM	vascular	small animal models for stem cell-based model characterization, microfluidic microvascular networks
UCSB	brain, retina, embryo (neuro dev)	HTP drug screening, HTP lenti generation, HTP ELISAs
USC	brain, kidney, intestine, cartilage	electrophysiology

SRLs: Courses & Workshops

SRL	Courses and other educational opportunities	
Cedars-Sinai	Stem Cell Techniques, Advanced Organoid / Organ Chip Training	
СОН	Stem Cell Techniques & Models	
Gladstone	Stem Cell Techniques, Bioinformatics Workshop	
Humboldt	Summer Experience, Clinician Professional Development	
Lundquist	Stem Cell Techniques	
Salk	Stem Cell Techniques, Models of Brain Cell Types to Study Aging	
UCI	Stem Cell Techniques, Training Mass Cytometry (Helios/CyTOF), Imaging Mass Cytometry (Hyperion), Bioengineering / Bioprinting Bootcamp	
UCLA	UCLA Stem Cell Techniques, Basic and Advanced Automation Training	
UCM	UCM Stem Cell Techniques, Advanced Characterization of iPSCs In Vivo: Small Animal Imaging	
UCSB	Stem Cell Techniques, Integrated Embryo Models (Neural Dev) Workshop	
USC	USC Stem Cell Techniques	



Common Issues

Common Eligibility Issues

Projects that:

- Focus on animal biology rather than human; missing human cell validation studies
- Not framed around filling knowledge gap / overcoming bottleneck, even if proposing allowable activities (too "product focused")
- More appropriate for DISC2, TRAN or CLIN programs
- Not using required template(s) for Uploads
- % PI, co-I effort below allowed minimum

Common Merit Issues

Projects that are:

- **Premature**/too exploratory: not enough preliminary data to support rationale or likelihood of impact in the duration of grant
- Poorly responsive unconvincing link to stem cells, regenerative medicine
- Feasibility risks in experimental design; missing expertise on team or uncertain access to necessary tools or resources
- **Poorly written**, difficult to follow (grantsmanship)
- Failure to acknowledge relevant, existing literature
- Poor DEI Statement

Question & Answer