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# VISITING SCHOLAR/ VISITING POSTDOC FELLOWSHIPS AT STANFORD BIO-X 2020

Information and guidelines for applicants



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## Information about the call

Grant capital:  
DKK 8 million

Award amount:  
Up to DKK 4 million per grant  
Approx. DKK 1 million per year, for a total of 4 years

Application form opens:  
5 November 2019

Application deadline:  
11 February 2020 at 2 pm CET

Applicant notification:  
May 2020

Earliest start date:  
21 September 2020

Latest start date:  
25 January 2021

Review committee:  
Committee on Interdisciplinary Research and  
Committee at Stanford Bio-X

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# 1 VISITING SCHOLAR/VISITING POSTDOC FELLOWSHIPS AT STANFORD BIO-X 2020

These guidelines are intended to assist you in the application process when applying for a grant from the Novo Nordisk Foundation (NNF). It is important that you carefully read these guidelines before initiating the application process, as the guidelines contain the complete call text as well as instructions regarding the completion of the application.

NNF will treat all applicant and application information confidentially. Read more about how NNF processes personal data under 'privacy & security' in the online application system, NORMA. See how to access NORMA in section 2 of these guidelines.

Furthermore, please read 'General Terms and Conditions' for grants from NNF that all Grant Recipients must comply with:

<http://www.novonordiskfonden.dk/en/content/conditions-grants>

## 1.1 PURPOSE

With this call, the NNF invites young, ambitious researchers to apply for a *Visiting Scholar/Visiting Postdoc Fellowship at Stanford Bio-X* in interdisciplinary research with a biomedical and biotechnological focus at the highest international level. The fellowship offers an opportunity to carry out a research project where 3 years are dedicated to work at the prestigious Stanford University in Palo Alto, California, USA, under the Stanford Bio-X Institute, followed by up to 1 year at a university or other public or non-profit research institution in Denmark. **PLEASE NOTE:** *the selected fellows will be called either visiting scholar or visiting postdoc at Stanford Bio-X depending on the appointment title they have with their hosting Danish institution for the duration of their fellowship.*

Located in the Silicon Valley in California, Stanford University (<http://www.stanford.edu>) is one of the world's leading universities, with a strong tradition in education and research. Stanford Bio-X (<https://biox.stanford.edu>) is the pioneering interdisciplinary institute that was established in 1998 at Stanford University with the mission to catalyze novel research across disciplines, to generate groundbreaking interdisciplinary knowledge, and to create the solutions of tomorrow within biomedicine and biotechnology, for the benefit of human health. Clinicians, engineers, physicists, chemists, computer experts, as well as researchers in biomedicine and natural science, are brought together at Bio-X in cross-disciplinary structures for the benefit of human health and have set a new standard for width and creativity in science. Bio-X has successfully cultivated over 5000 interdisciplinary teams with innovative and novel research, resulting in high-impact publications, start-ups, and strong collaborations with industry. The successful applicant will experience a research environment here unlike any other in the world.

With this grant, the NNF wishes to support promising young researchers to become the driving force in the interdisciplinary solutions for tomorrow's biomedical and biotechnological challenges. The foundation seeks to accomplish these objectives by two means:

- By giving the awardee the opportunity to obtain research experience, training and knowledge in a unique interdisciplinary environment at the highest international level, while also openly exchanging intellect and ideas with Stanford peers.

- By associating the awardee to a Danish research institution throughout the project, thereby facilitating the return of the awardee from Stanford, and his/her continued research career in the Danish research environment.

## 1.2 AREAS OF SUPPORT

It is possible to apply within all research fields, under the condition, that it is of interdisciplinary structure with potential applications to biomedicine, human health or biotechnology.

## 1.3 ELIGIBILITY

The successful candidate:

- Will have obtained a PhD degree within 5 years of the fellowship start date.
- Will have a solid education in and experience within natural and technical sciences, biomedicine and/or biotechnology, and a deep interest for interdisciplinary research.
- Must document that he/she will be employed by a Danish university or other public or non-profit research institution (that will also administrate the grant) during the entire fellowship period.
- Is excited to take this opportunity to boost his/her own career, as an investment for a future as a leader in Danish research.
- Has a significant association to the Danish educational system or research environment, e.g. by having graduated from a Danish University or worked as a postdoc in Denmark.

**IMPORTANT:** *Please be aware that you may not be entitled to the same employment conditions during your stay abroad as those at your home institution. Specifically, privileges in connection with parental leave may differ significantly. You are therefore encouraged to familiarize yourself with relevant rules and regulations, both at your home institution and the relevant municipality of residence in your home country, as well as your hosting institution (i.e. Stanford University).*

### The general conditions (a-h) apply to grant applications to NNF

- *The 'applicant' in the rules below refers to the main applicant responsible for submitting the application. There are no general rules for co-applicants.*
- *There may be additional application conditions for individual calls, if so these are specified in the guidelines in section 1 under 'Eligibility'.*
- *If an applicant submits applications exceeding the allowed in points a-d, the latter application(s) will receive administrative rejection.*
- *Points g-h are relevant only if you currently hold an active NNF grant.*

a) An applicant may submit only one application per call.

b) For the NNF grant type "Project grants"<sup>2a</sup>, an applicant may submit only one application per calendar year.

c) An applicant may submit one application for either the NNF grant type "Investigator Grants"<sup>2b</sup> or "Postdoctoral fellowships" and may not submit another application for either grant type while the application is under review. If the applicant receives a written rejection from NNF for the submitted application, the applicant may again apply for either grant type.

d) An applicant may submit only one application for a specific purpose/project per calendar year. Submitting two or more applications for different purposes/projects to different calls is permitted, as long as it is not to the same type of grant<sup>2</sup>.

e) When applying for grants that do not allow funding for the applicant's salary, the applicant must be able to account for own salary during the entire grant period applied for.

f) NNF does not allow double funding of project-specific expenses. If an applicant has applied for, or has received, funding for the project or parts of the project from others, this must be detailed in the budget of the application. If the applicant receives funding for the project or parts of the project from other sources following submission of the NNF application, NNF should be contacted as soon as possible.

g) It is not possible to hold more than one active grant of the same grant type<sup>2</sup>. Researchers with an active grant of a specific type may be able to apply for a new grant of the same type during the final year of the grant, however, a new grant cannot be activated until the existing grant is completed and no longer active. The only exemption to this is that researchers with an active 'Project Grant'<sup>2a</sup> awarded by a specific committee may apply for another 'Project Grant' while their current grant is active if all three following requirements are met:

- it is awarded by a different committee,
- it is for a different purpose/project, and
- the applications are not submitted within the same calendar year.

h) It is permitted to hold two or more active grants of different types<sup>2</sup>, i.e., researchers with an active grant of a specific type may apply for a new grant of a different type.

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<sup>2</sup> An 'NNF grant type' is defined by the general grant frame and/or support function. Three examples of individual NNF grants that are three different NNF grant types are: 'Challenge Programme Grants', 'Steno Collaborative Grants' and 'Tandem Programme Grants'. Two examples of NNF grant types that include multiple NNF grants having the same general grant frame and support function are:

<sup>2a</sup> Type 'Project Grants' includes: Project Grants for Biotechnology-based Synthesis and Production Research; Project Grants in Endocrinology and Metabolism; Project Grants in Clinical and Translational Medicine; Project Grants for Clinical Nursing Research; Project Grants in Bioscience and Basic Biomedicine, Project Grants for Art History Research.

<sup>2b</sup> Type 'Investigator Grants' includes: Emerging Investigator; Ascending Investigator; Distinguished Investigator; NNF Young Investigator; NNF Laureate Investigator, Investigator Grant in Art History Research, Excellence Project for Young Researchers within Endocrinology and Metabolism, Borregaard Clinical Scientist Fellowship, Research Stipend in General Practice, and Advanced Grant in Endocrinology and Metabolism.

## 1.4 FUNDING

A total of up to DKK 8 million is available for grants. The NNF will award approx. DKK 1 million per year, for a total of DKK 4 million per fellowship.

**Up to 2 fellowships will be funded in 2020 to start at Stanford University during the fall quarter of 2020.**

**Applicants** may apply for funding for the following types of expenses (**please note**, that the funds will be given by the NNF to the hosting Danish institution to administrate for the entire duration of the fellowship):

- Salary for applicant, including pension, corresponding to collective agreements of Danish public institutions for postdoctoral fellows. Applicants should also check with the hosting Stanford department/school (based on who the Stanford hosting PI is) on any minimum salary required for Stanford visiting scholars or visiting postdocs.
- Direct costs related to the research, including consumables, participation in conferences (max. DKK 25.000 per budget year), services, and publications (max. DKK 25.000 per budget year) and bench fee. Bench fees must be specified in the budget, and may only be used for operating expenses, lab consumables, and access to lab space and facilities that cannot be included within another individual budget category. To include a bench fee in the budget, the fee must be part of the general expenses policy of the institute/institution and apply for all employees for which the policy concerns.

A minimum of DKK 209.000 must be requested per year for total costs, of which 8% (a minimum of DKK 16.720 per year) must be reserved for administrative expenses at Stanford. The funds for this entire portion of the budget will be transferred from the hosting Danish institution to Stanford during the 3 years that the visiting scholar or visiting postdoc is at Stanford. **The applicant should discuss and get the Stanford hosting PI's approval on the use of these funds before submitting the application.**

- Expenses related to travelling and relocation to and from Denmark (up to DKK 50.000 during the first and last year for recipient and possibly family).
- Expenses related to living abroad (up to DKK 50.000 per year abroad, for health insurance, visa, etc. for recipient and possibly family. If you are traveling with children up to additional DKK 50.000 per year can be included).

Administrative support may account for a maximum of 5% of the total budget and must be included therein.

**The administrative support:**

- can cover expenses such as for accounting, payment of salaries, purchasing, hiring, as well as auditing and financial reporting on the project
- cannot cover administrative expenses that are not directly related to the project
- can via the host institution be shared between the institutions of the main- and co-applicant(s), as detailed in the application budget
- is not automatically included in the grant, and must be stated/applied for in the application budget, but should not be specified in detail

**NNF will not award funding for:**

- commercial activities
- overhead



The grant may not be used to cover 'overhead' (i.e. rent, electricity, water, maintenance etc.)

## 1.5 LANGUAGE

The application and any additional uploads must be written in English.

## 1.6 APPLICATION PROCESS

### Before applying

The applicant must personally establish contact with a Stanford Bio-X affiliated faculty member who will be the applicant's primary research mentor for the duration of the fellowship. This will ensure placement in a hosting Stanford lab where the project will be carried out should the applicant be selected. The applicant should work with the Stanford host PI on the research proposal in the application, as well as brainstorm potential other Bio-X affiliated faculty members who could be co-mentor(s) on the interdisciplinary research conducted during the 3 years at Stanford. In addition, the Stanford PI will need to provide a letter of recommendation stating his/her commitment to hosting the applicant, and endorsement of the research project. To identify a hosting Stanford Bio-X affiliated PI, refer to this Bio-X webpage for more information: <https://biox.stanford.edu/highlight/rfp-live-visiting-scholar-or-visiting-postdoc-fellowships-stanford-bio-x-funded-novo>.

**Please note:** If you need help facilitating the contact and interaction between applicant and Stanford Bio-X faculty, please contact Stanford Bio-X Industry & Strategic Alliance Manager Hanwei Li ([lihanwei1@stanford.edu](mailto:lihanwei1@stanford.edu)).

- The applicant must also confirm their host institution in Denmark through a letter of commitment and recommendation by the Danish institution. Please ensure that the Danish host institution agrees to administering the entire grant should the applicant be selected.
- The applicant will need to verify with the Tech Transfer Office of his/her Danish host institution that they are in accordance with **Stanford University's SU-18A** form (please go to <http://otlportal.stanford.edu/su18a> for details and the link to the terms). Stanford University requires that all incoming visiting scholars or visiting postdocs sign the SU-18A as it addresses the disclosure and assignment of intellectual property from the visiting scholars or visiting postdocs because they are formally employed by, and also financially supported through, an external organization. *The visiting scholars or visiting postdocs **may not** bring any proprietary work from his/her home institution to be carried out in Stanford facilities during the duration of the visiting scholar or visiting postdoc appointment.*
- The applicant needs to agree that if selected, he/she will spend a minimum of 3 years at Stanford and up to 1 year in Denmark.

### Applying

The application must be completed and submitted using NNF's online application and grant management system, NORMA, which can be accessed from: <https://norma.novonordiskfonden.dk>. Further information on how to access and navigate in NORMA can be found in chapter 2.

The applicant must submit the following through the NNF's application system:

- **CV** with list of publications.
- **Project description** of the work that will be conducted at Stanford University with the Bio-X affiliated faculty, along with budget requested with breakdown shown. Research proposal must clearly demonstrate the nature of interdisciplinarity (i.e. the merging of at least 2 different disciplines), novelty, and innovation in impacting human health as well as indicate the potential secondary Bio-X PI(s) who could be the applicant's co-mentor(s).
- **Hosting and support letters:**
  - 1 signed letter of support from the hosting Stanford faculty including endorsement of the proposed research project.
  - 1 hosting letter from hosting Danish institution that also guarantees the return and integration to this institute for up to 1 year following the 3 years at Stanford and confirms its role in administering the fellowship throughout the 4 years, and is aware of and accepts the Stanford University SU-18A agreement regarding IP rights. If and only if the applicant is selected, he/she will then need to electronically sign and submit the SU-18A through this link (<http://otlportal.stanford.edu/su18a>) right before coming to Stanford.
  - 1 other professional letter of support.

### If selected

- Earliest start date will be **Monday, 21 September 2020**, to coincide with Stanford University's official academic year start in the fall quarter. The fellowship must start no later than **Monday, 25 January 2021**.
- Each visiting scholar or visiting postdoc fellow will have 6 months after starting at Stanford to confirm at least one other Stanford Bio-X affiliated faculty member as his/her co-mentor while conducting the 3 years of interdisciplinary research at Stanford. The visiting scholar or visiting postdoc is to work closely with all his/her mentors so that the resulting project is truly interdisciplinary with the integration of multiple research areas. **The Fellow must report to Bio-X who the Stanford Bio-X affiliated faculty co-mentor(s) are within 6 months of starting at Stanford.**

- It is important that IP rights agreements are established between the Danish institution and Stanford University (through Stanford's Office of Technology Licensing) by a signed SU-18A form. If selected, this form (<http://otlportal.stanford.edu/su18a>) must be signed and submitted electronically to Stanford's Office of Technology Licensing prior to starting at Stanford, with a PDF confirmation copy sent to Stanford Bio-X.
- Stanford Bio-X will work with the selected fellow and the Stanford PI mentors on a development plan during the first 6 months of the fellowship at Stanford University.



When all applications have been assessed, applicants will be notified about whether or not they have been awarded a grant. The notification e-mail will be sent from [noreply@norma.novonordiskfonden.dk](mailto:noreply@norma.novonordiskfonden.dk) to the e-mail address entered on initial registration.



NNF does not provide feedback in case an application is not selected for funding.

## 1.7 ASSESSMENT CRITERIA

NNF's Committee on Interdisciplinary Research will primarily assess the applications based on the following criteria:

- The interdisciplinary nature, novelty and ambition of the proposed research project
- The scientific excellence and personal drive of the applicant
- The appropriateness of the hosting research group at Stanford Bio-X
- Letters of commitment and recommendation

If you have an active grant from NNF, this may be taken into consideration in the evaluation of your application for a new grant. In general, it is recommended that the Grant Recipient has delivered results on the active grant(s) before submission of a new application to NNF. If you apply, while having an active grant from NNF, you must describe how the project you propose in this application is different from and/or coherent with the project(s) already funded and briefly describe the progress of the already funded project(s).

## 2 THE APPLICATION AND GRANT MANAGEMENT SYSTEM – NORMA

Sections 2 and 3 provide guidance on completing and submitting an application through NNF's online application and grant management system NORMA. Section 2 contains general technical information, while section 3 contains information specific to the individual call. All the fields of the application form must be completed in accordance with these guidelines and the instructions in NORMA.

### 2.1 USER REGISTRATION

NORMA can be accessed through links on NNF's website or directly at:

<https://norma.novonordiskfonden.dk>

Before you begin, please read the instructions and technical information on the login page.

If you do not have a user profile in NORMA, you can register by clicking on REGISTER AS APPLICANT. You will be asked to fill in a contact form, which will appear in a new window. Main applicant should only have one user profile. Use your work e-mail address for registration. After the registration you will receive an e-mail with username and password. You can now log in to NORMA. When you log in for the first time, you will be asked to change your password.

Applicants who have previously applied for a grant from NNF or have an active grant may already have a user profile in NORMA. If you are in doubt, an existing user profile can be retrieved by clicking FORGOT PASSWORD and entering an e-mail address. If you have a user profile in the system you will receive an e-mail with login information and a new password within 5–10 minutes.

A registered user that submits an application is legally responsible for the truthfulness of the content of the application.

If you experience technical problems, please contact NORMA Support: [norma-support@novo.dk](mailto:norma-support@novo.dk).



An applicant cannot change the e-mail address provided at registration. Please contact NORMA Support if you need to change your e-mail address.

### 2.2 CREATING AN APPLICATION

To initiate a new application, you first need to identify the call and grant you wish to apply for. In NORMA, go to the OPEN CALLS tab, which is located in the upper right corner of the screen. All currently available grants are visible in tabs that are sorted by NNF's overall grant areas.

Initiate an application by clicking the blue APPLY NOW button. Your draft application is then created and will remain a draft version until you actively submit the application.

You can create and subsequently edit a draft version of the application until the deadline. A draft application can be saved by clicking SAVE DRAFT and may be deleted at any time up to the deadline by clicking CANCEL APPLICATION. An application is not submitted to NNF until an applicant has clicked SUBMIT.

The application comprises tabbed sheets that need to be completed but not necessarily in chronological order. Fields marked with a red star (\*) are obligatory to fill in.

You can review the application at any time by clicking OPEN under MY APPLICATIONS on the NORMA front page. The whole application, including any currently entered data, can be downloaded as a PDF file by clicking on APPLICATION PDF. Make sure the PDF is readable and formatted appropriately before submitting your application.

## 2.3 TEXT AND ILLUSTRATIONS

### FILLING IN THE FIELDS

For all applications, the individual fields must be completed in accordance with these guidelines and the instructions supplied in NORMA.



To prevent loss of data, it is essential to press SAVE DRAFT before you leave NORMA or navigate in the system.

### APPLICATION TEXTS

Text from e.g. Word can be copied and pasted into most text fields of the application. It is, however, important to check that formatting, special letters and symbols have not been converted or lost in the text fields after copying and pasting. If the formatting looks wrong in NORMA and in the PDF, you can try to change all text to 'Normal' under the tab FORMAT.

Available functions for formatting text are at the top of the text fields. Some shorter text fields do not have the option to format.



For readability purposes, standard fonts, font size 11-12, and line spacing between 1.0 and 1.5 must be used.

### ILLUSTRATIONS

In the PROJECT INFORMATION tab, illustrations with figures/charts/tables/images etc. related to the project description can be uploaded (a maximum of four illustrations are allowed). Include illustration number and legend/caption for each illustration file when uploading. The illustrations will be integrated in the final application PDF.

The following file formats for illustrations are accepted in the system: JPG, JPEG, PNG, BMP. The maximum accepted size for each illustration is 1050\*1650 pixels.

## 2.4 SUBMITTING THE APPLICATION

The application in its entirety must be submitted electronically via the application system by clicking SUBMIT. It is not possible to submit an application or any part of it by standard mail or e-mail. Any material submitted outside the application system will not be included in the evaluation and will not be returned.

All applicants must read and accept NNF's Standards for Good Research Practice before submitting the application. A link can be found in the top right corner next to your name. Further, the applicant must declare that the information provided in the application is true and accurate.

An application cannot be submitted unless all the required fields have been completed. Fields in the application that are incorrectly completed or incomplete will be listed in a pink box at the top of the application. Clicking on each individual line marked in red takes you directly to the incomplete field. The pink box will disappear when you select SAVE DRAFT. This allows you to continue with the application and submission.



A list of any incorrect or incomplete entries will be autogenerated when you click SUBMIT. Amending incorrect or incomplete entries can be time-consuming, so we recommend submitting applications well before the deadline.

If you wish to modify a submitted application before the deadline, it is possible to reopen the application. Be aware that the application must be resubmitted before the deadline. Applications cannot be modified after the submission deadline.

Once the application has been submitted, a confirmation of receipt will be sent to the e-mail address used for logging into the system. If you do not receive a confirmation of receipt (please check your spam folder), you should contact NNF as soon as possible using the contact details on page 3.

If you wish to withdraw a submitted application after the deadline you must contact NNF via e-mail, using the contact information on page 3.



Please remember to check that the PDF version of the application is legible and contains all entered information and uploads before submitting the application.

## 3 APPLICATION CONTENT

This section provides guidelines on the content required in the sections of the online application form for this call.

### 3.1 APPLICANT INFORMATION

Enter information on the main applicant and administrating institution in the following tabbed sheets:

- Contact person
- Personal information
- Current institution
- Educational information
- Administrating institution
- Applicant information



Registering a new administrating institution in NORMA can take up two working days. The application can be edited but cannot be submitted before this information is registered. We therefore recommend that you register an administrating institution in good time.

## 3.2 PROJECT INFORMATION

Enter a description of the project under the PROJECT INFORMATION tab. A maximum of four illustrations can be uploaded here.

### GRANT PERIOD

After you enter the start and end dates for the grant, NORMA generates a grant period in whole years. The grant period is the duration of NNF's grant for the project.

### PROJECT TITLE

Please provide a short title for the project (maximum 150 characters, including spaces).

### BRIEF PROJECT DESCRIPTION

Please provide a brief stand-alone summary of the project describing its purpose, target group and activities. (maximum 2000 characters, including spaces).

### PROJECT DESCRIPTION

Can be a maximum of 20,000 characters (including spaces, line breaks and special characters). Please describe your proposed research project in detail – including purpose, background, methods, collaborations, and the significance of the project. Up to four illustrations can be uploaded to the project description.

### LITERATURE REFERENCES

Please provide the reference information for the literature cited in the project description (maximum 4000 characters, including spaces).

### LAY PROJECT DESCRIPTION

Please provide a brief summary for non-experts in lay language. If the application is awarded a grant, the text may be used for publication (maximum 1000 characters, including spaces).



Please note that the application should address all the assessment criteria listed in subsection 1.7.

## 3.3 BUDGET

The budget only comprises of the information entered in the BUDGET tab. Additional budget information attached under UPLOADS or added under other tabs than BUDGET will not be considered.

Before you begin to fill in the budget template, enter GRANT PERIOD START DATE and GRANT PERIOD END DATE under the PROJECT INFORMATION tab and press SAVE DRAFT. The budget must be entered in budget years following the grant period and not calendar years.

Complete the budget as follows:

- Click on the blue OPEN/EDIT icon to open a budget in a pop-up window.
- Click the + key to add budget rows.
- Select one of the budget headings, enter an amount under VALUE (DKK) and specify what the amount is for under DESCRIPTION.
- All amounts must be stated in Danish kroner (DKK) without decimal points, commas or spaces. NORMA automatically inserts the thousands separator.
- Save and close the budget spreadsheet by clicking SAVE and CLOSE (in that order) and then return to the BUDGET tab.

Any comments about the budget can be entered in the SUPPLEMENTARY INFORMATION field.

Funding, both received and applied for, from the applicant's own organisation and from other sources should be entered under ADDITIONAL CONTRIBUTIONS FOR THE PROJECT. The amount entered should be the total sum for the entire grant period. The NNF does not allow double funding and there can be no budgetary overlaps between projects. It must be clearly described in the INFORMATION FOR ADDITIONAL CONTRIBUTIONS field what the additional contributions cover and how the project proposed in this application is different from the project already funded or applied for from other parties than NNF. If the applicant, post application submission, receives funding for the project or parts of the applied project from others, the NNF must be contacted as soon as possible.



Applicants may only apply for the types of expenses listed in section 1.4.

### 3.4 UPLOADS

**All uploads must be in PDF format.** NORMA automatically places these uploads at the end of the application. Please respect the page limitation and the upload requirements stated in the call. Uploads in excess of these limits may not be considered for evaluation.

### 3.5 PREVIOUS AND CURRENT GRANTS FROM NNF

If you have received any grants from NNF as an applicant or a co-applicant within the past five years, you must provide the application number, project title, grant period (in years), grant amount and the percentage share of the grant (100% if there is no co-applicant). Briefly summarize how any of the grants are related to the current application.

If you have previously submitted other applications in the same calendar year, summarize how these applications are related to the current application.

## The Novo Nordisk Foundation

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The Novo Nordisk Foundation is an independent Danish Foundation with corporate interests. The objective of the Novo Nordisk Foundation is twofold: To provide a stable basis for the commercial and research activities conducted by the companies within the Novo Group and to support scientific and humanitarian purposes.

The vision of the Novo Nordisk Foundation is to contribute significantly to research and development that improves the lives of people and the sustainability of society.