



Networks of Centres
of Excellence

Réseaux de centres
d'excellence

Networks of Centres of Excellence

2005 Competition

Guidelines for Completing a Full Application

The NCE Program is a federal initiative administered jointly through the Natural Sciences and Engineering Research Council (NSERC), the Canadian Institutes of Health Research (CIHR) and the Social Sciences and Humanities Research Council (SSHRC) in partnership with Industry Canada.

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Canada^{ca}

Networks of Centres of Excellence

Background

As outlined in the *2005 Letter of Intent Guidelines*, selected groups are invited to submit full applications for new networks following peer review of Letters of Intent. Candidates submitting full applications are advised to read these application instructions, the *NCE Program Guide*, the *NCE Network Agreement*, and the *NCE Funding Agreement*. These documents are available at www.nce.gc.ca.

To ensure that the program objectives are met, **proposals will be assessed against the five program criteria** outlined in the *NCE Program Guide*.

Requirements for the full application have been streamlined to focus development on the strategic elements of the proposed network and to reduce the overall effort required from the research community when applying for a new NCE. Increased emphasis is placed on establishing, at the outset, the thematic research and strategic directions of the proposed network, as well as developing the governance structure necessary for running network operations. Networks are provided increased flexibility, following the final funding decision by the NCE Steering Committee, to efficiently develop their suite of specific research projects.

For further information, consult the NCE Directorate:

- by phone: (613) 995-6010
- by facsimile: (613) 992-7356
- by e-mail: info@nce.gc.ca

Privacy Act Statement

The information you provide is collected under the authority of the *Natural Sciences and Engineering Research Council Act*, the *Canadian Institutes of Health Research Act*, and the *Social Sciences and Humanities Research Council Act*.

The information is stored in a series of data banks described in *Info Source*. Details on the use of this information are provided in Appendix C of the *NCE Program Guide*.

Environmental Review Policy for Networks Receiving NCE Funds

All Networks of Centres of Excellence must pay careful attention to environmental considerations in their decision to fund network projects proposals. Their Boards of Directors shall establish a process for environmental review that is comparable to the process established by NSERC in fulfilment of its obligations, pursuant to the *Canadian Environmental Assessment Act (CEAA)*. All project proposals within the network shall be reviewed for potential environmental effects. For additional information see the *NCE Program Guide*.

Eligibility of Networks

The objective of the 2005 Competition is to fund new NCE networks. Networks funded for two seven-year funding cycles are ineligible for additional NCE funding other than Research Management Funds (see the *NCE Program Guide* for details). As Letters of Intent will have been screened on this basis (see *Letter of Intent Guide 2005 Competition*), the strategic direction and research themes of the full application should correspond closely to those outlined in the Letter of Intent. Full

applications will also be screened for eligibility, as only proposals for new NCE networks will be considered in the 2005 Competition. Full applications for NCE networks that would be a continuation of a current or previously funded NCE network will be deemed ineligible and rejected from the 2005 competition.

Final decisions on eligibility will be taken by the NCE Steering Committee.

Deadline Date

The full application and required copies must be received at the NCE Directorate by **Monday, April 5, 2004, 4:30 p.m. EST.**

Mailing Address

Networks of Centres of Excellence
Program
10th Floor, Mail Room
350 Albert Street
Ottawa, Ontario K1A 1H5

General Presentation

Print must be in black ink, of letter quality (minimum standard), single-sided (original), double-sided (copies), with no more than six lines per inch. The type size for fonts measured in points (pts) must be no smaller than 12 pts. If measured in characters per inch (cpi), it must be no more than 10 cpi. Condensed type is unacceptable.

Use white paper, 8½ x 11 inches (21.5 cm x 28 cm), with margins of ¾ of an inch (1.75 cm) (minimum) all around. Enter the title of the network at the top of every page and number the pages consecutively.

Graphs and illustrations may be included, but will count as part of the page limits set out below. Either single or double column presentation of text, graphs or illustrations is acceptable. **Any extra material will be removed.**

Guidelines for completing a full application

In order to ensure that the program objectives are met, full applications will be assessed against the five program criteria outlined in the *NCE Program Guide*.

Book 1

Section A: General Information (page A)

Network

Indicate the title of the network, including an acronym, as it will be used for publication and communication purposes. Avoid using "Network of Centres of Excellence" or "NCE" in the title or acronym.

Amounts Requested from NCE Program

Indicate the total funding requested from the NCE program for the network as a whole for years 0 to 4. (Transfer amounts from Budget page G.1, line A.)

We anticipate that two new networks will be funded. For purposes of planning, please note that the competition budget is as follows:

2004-2005	Year 0	\$0.5M
2005-2006	Year 1	\$9 M
2006-2007	Year 2	\$9 M
2007-2008	Year 3	\$10 M
2008-2009	Year 4	\$10 M

It is anticipated that the successful new networks will be announced in July 2004 and begin operations in the fall of that same year. Year 0 funding will allow for a ramping-up start. The anticipated year 0 funding of \$250K per network will provide funds required for initial activities, over a period of six to eight months, that precede the flow of research funds beginning 2005–2006. Those activities would include hiring administrative staff, initial meetings of the Research Management Committee and the interim Board of Directors, and costs associated with the first open call for project proposals (see Section E, Strategic Plan, Network Management). By using a small portion of first cycle funds at year 0, new networks can begin research operations at the beginning of year 1.

See the *NCE Program Guide* for information on eligible expenditures and use of NCE funds.

Funding for years 5, 6 and 7 is established through a process involving external review of progress towards achieving network milestones and meeting the goals and objectives of the NCE program. The NCE funding for each of years 5, 6 and 7 will not exceed the sum of the NCE funds received by the network through to year 4, divided by 4.

Signatures on the Application Form

The original *2005 NCE Competition (full application)* form must be signed on page “A” by the proposed Scientific Director and the President or CEO of the proposed Network Host Institution.

Letter from Host Institution

A covering letter of one to two pages must be signed by the proposed Scientific Director and the President or CEO of the institution that proposes to host the Network Administrative Centre. The signatures on the letter must match the signatures on Section A of the Application Form.

Section B: Alphabetical List of Key Individuals

To assist the Selection Committee in its evaluation of all NCE program criteria, provide:

- an alphabetical list of key individuals (i.e., Scientific Director, Theme Leaders, proposed members of the Research Management Committee and Board of Directors, and interim Chair of the Board).
- for each individual, the alphabetical list must provide the following:
 - Name;
 - Organization, Department and Position;
 - Province;
 - Percentage of salaried time to be devoted to the network;
 - Role in the network: Scientific Director (SD), Theme Leader (TL), Proposed member of the Research Management Committee (RMC), Board of Directors (BOD), and interim Chair of the Board (CBOD);
 - An asterisk if a Common CV is provided.

Section C: Network Vision

To assist the Selection Committee in its evaluation of all program criteria, describe a vision of what the network proposes to achieve, including specific goals and objectives (maximum one page). The vision should describe the expected end results of the research after seven years, especially with respect to the expected outcomes and impacts on partners and the user sector.

Section D: Summary of Proposal for Public Release

Provide a one-page summary describing the network, its proposed research program, and expected impact on the Canadian economy and quality of life. Write for a general audience using plain language, as it may be used for communication purposes, such as press releases or the NCE Website.

Section E: Strategic Plan

The strategic plan should provide a framework for the operation of the network and be designed in the context of the goal and objectives of the NCE program. The strategic plan must consist of an integrated research and business management strategy during the proposed funding period.

Potential overlap with similar initiatives should be addressed and the incremental value that would be provided by NCE funding adequately highlighted. The onus is on the applicant to provide sufficient information to enable review committees to evaluate the relationship with other sources of support (held or applied for) and to recommend the appropriate NCE funding level. A consequence of not providing adequate information to enable a selection committee to assess

the relationship to other research support is that the committee can recommend reduced or no funding.

Applicants must **refer to the Program Criteria described in the *NCE Program Guide***. Guidelines for the presentation of the Strategic Plan are found below.

The strategic plan is limited to **40 pages**, to be allocated amongst six sections. Within the overall limit of 40 pages, the suggested length of sections may be adjusted as needed.

Socio-economic Context (approx. 4 pages)

To assist the Selection Committee in its evaluation of all program criteria, define the problem areas, the anticipated incremental economic and social benefits to Canada. Describe the potential impact, over a seven-year time frame, on Canada's productivity, health and social systems, and/or public policies.

Proposed Research Program (approx. 15 pages)

The network research program should be developed in collaboration with all of the relevant stakeholders, and should integrate industry, university and government priorities. Give an overview of the network's research program through to year 4. Include in your discussion:

- a description of the scope of the research program, its focus and general objectives at the level of themes;
- a brief review of the current state of knowledge in the field;
- a brief review of Canadian expertise in this field, and the anticipated

- ability of Canadian researchers to contribute to the research program;
- an explanation of the incrementality that would be achieved by NCE funding;
- an explanation of the relationship of the research program to similar scientific work and initiatives conducted elsewhere in Canada and abroad;
- a description of how the research priorities of the participating sectors have been integrated and incorporated into the network's research program.

Organize the network's proposed research program into major theme areas. **For each major theme area:**

- identify the Theme Leader;
- describe how the theme area fits the network's overall vision, how it relates to other theme areas, how it responds to receptor needs, and how it is anticipated to evolve through to year 4;
- describe, where relevant, how new and emerging social and ethical issues will be addressed, using specific examples where possible;
- summarize the specific objectives and milestones, by theme.

Development of Highly Qualified Personnel (approx. 4 pages)

Include in your discussion:

- the network's strategy to train highly qualified personnel and increase their marketability;
- capacity of the user sector to absorb these people and retain them within Canada;
- incremental value of the network's training strategy to current academic practices, including future targets (e.g., projected number of

incremental trained personnel annually).

Networking and Partnerships (approx. 4 pages)

Provide details on the planning process including the consultations undertaken with partners (academic, private, and/or public) in developing the application.

Include in your discussion:

- the incremental value of a multidisciplinary, multisectorial approach to achieving the network's research and business objectives;
- the strategy to build on existing relationships and to initiate effective new linkages among universities, industry and government sectors;
- efforts to include suitably qualified parties across Canada and internationally both initially and as the network evolves (if foreign expertise is required, provide details);
- how the use of resources will be optimized through sharing of equipment, research facilities, databases and personnel;
- a description of the network's strategy for achieving the projected levels of non-NCE contributions.

Knowledge and Technology Exchange and Exploitation (approx. 4 pages)

Include, in your discussion, the network's plans and strategy with respect to:

- accelerating exchange of research results within and beyond the network;
- use and potential impact of network-generated knowledge for technology or market development;

- use and potential impact of network-generated knowledge for public policy development, social innovation or social program delivery;
- management and protection of Intellectual Property for network research.

Network Management

Refer to the *NCE Program Guide*, *NCE Network Agreement* and *NCE Funding Agreement* for basic requirements.

Key Management Objectives (approx. 4 pages.)

In the context of the next seven years, include in your discussion:

- the proposed network management structure, defining the roles and responsibilities of the Board, network committees, ad-hoc groups, etc., in coordinating network activities, monitoring progress, setting schedules, allocating resources, and monitoring spending;
- an organizational chart;
- a summary of expertise that will be required of key administrative personnel;
- the nature and extent of involvement of the user sector or network partners in research planning and network management, including plans to increase this involvement;
- your rationale for planning to incorporate the network or not;
- internal communication mechanisms;
- external communication mechanisms: strategies for disseminating network knowledge, successes and activities to the scientific community, stakeholders and the general public.

First Open Call for Project Proposals (approx. 5 pages)

- Provide detailed plans for the first open call for project proposals within the various themes. This open call would take place during year 0 following a positive NCE funding decision. Provide details about the call, the ensuing review, and the decision process that would be used.

Section F: References Cited.

Use extra pages as required to provide a bibliography (including titles) of all references cited in Sections D, E or G.

Section G: Budget (pages G.1 to G.5)

Summary of Anticipated Funding for the Network (page G.1)

Indicate, for years 0 to 4, the total funding being requested from the NCE program (line A) as well as the anticipated new incremental cash support (lines B to F) and new incremental in-kind support (lines H to L) from all of the other sources. Where a commitment of new incremental cash or new incremental in-kind support is made, a Letter of Support certifying the contributor's commitment to the costs of the network, for at least year 0 and 1, is required in Book 2.

Proposed Expenditures of NCE Funding for the Network (page G.2)

Provide a detailed summary of the proposed expenditures of NCE funds for the network as a whole, by the categories listed, for years 0 to 4 only.

Salaries and Stipends (page G.2, line 1)

For the payment of stipends for students and postdoctoral fellows, follow the regulations of the Granting Agency under whose mandate the research of the network falls.

Operation of Core Facilities (page G.2, line 2)

If Core facilities are to be funded through the proposed NCE, provide details on the operating costs of each facility on a separate page (one page per facility). Detail the salary and maintenance costs to be paid by the network.

Equipment (page G.2, line 3)

List equipment to be purchased/rented and the cost on separate page(s). Provide details on operating and maintenance costs for each piece of equipment costing more than \$150,000 and specify how these costs will be covered.

Materials and Supplies (page G.2, line 4)

Provide details for any extraordinary requirements on a separate page.

Computing Costs (page G.2, line 5)

Provide details on a separate page if required.

Travel Expenses (page G.2, line 6)

List on a separate page anticipated field trips, conferences and travel related to network research for which funds are requested for each year, excluding both the Network Annual meeting and meetings of Network Committees and Board of Directors (see also page G.2, line 8).

Administrative Centre (page G.2, line 7)

Report the total expenditures from page G.5, line 9).

Management and Networking (page G.2, line 8)

On a separate page, provide details for each category related to the costs of managing the research that is not included in the Administrative Centre. This includes the cost of attending workshops and committee meetings related to the functioning of the network in cases where it is not part of the budget of the Administrative Centre.

Other Expenditures (page G.2 line 9)

List any other expenditures not included in any of the above categories. Provide details on a separate page.

Proposed Expenditures of NCE Funds by Major Theme Area (page G.3)

Using **one page for each major theme area**, provide a detailed summary of the proposed expenditures of NCE funds years 1 to 4, for the budget categories indicated.

Incremental Contributions from Partner Organizations (page G.4)

Using one page G.4 per partner organization, provide details on new incremental cash and new incremental in-kind contributions. A letter from each partner organization confirming each incremental contribution must be included in Book 2.

Proposed Expenditures of NCE Funds for the Administrative Centre (page G.5)

Using additional headings where necessary, detail the costs associated with operating the administrative centre for the network, including costs for

salaries, annual meetings, communications, technology transfer, etc. for the year “0” to year 4 period only. Transfer the total proposed expenditures to page G.2, line 7.

Book 2: Letters of Support to the Network as a Whole (bound, 40 copies)

Letters should confirm expected new incremental support, new incremental contributions, participation by potential network partners, and/or impact anticipated by the user sector.

Letters of supports will normally:

- come from a senior executive with influence over a research budget;
- make commitment especially in terms of financial or in-kind support;
- indicate how the network would help their organization; and
- indicate past associations with the proponents of the proposed network.

For Book 2, provide a table indicating name of organization, page number, new incremental cash commitment, if any, and value of new incremental in-kind contribution, if any, to the proposed network.

Sort letters of support by category (academic, private, government and other).

The signatures of authorized officers of supporting organizations certify that the organization:

- agrees with the content of the application and will provide the committed resources; and
- agrees to the publication of the organization's name as a supporter of the network.

If the Scientific Director, a Theme Leader or a potential Network

Investigator is also a principal of a collaborating or supporting organization, another senior official must sign on behalf of the organization.

Book 3: Short Biographies of Proposed Members of the Board of Directors.

Short biographies of proposed members of the Board of Directors should be provided, each not exceeding one page in length.

Book 4: CVs from the Common CV System

The NCE Directorate has adopted the Common CV system, in which applicants complete CVs on-line at www.commoncv.net. For each full application, the proposed Scientific Director will identify, on-line, up to 20 CVs to be included with the application submitted for review. CVs should be included for the Scientific Director, Theme Leaders, and proposed members of the Research Management Committee.

Access to the CV database for each full application will be provided by the NCE Directorate to the Expert Panel and the NCE Selection Committee.

Book 5: Signature Pages of Theme Leaders (bound original, no copies)

Only the original of pages forming Book 5 are required. Do not provide copies.

The signature of each individual is required to confirm their willingness to participate in the network as described in the application, and to indicate their agreement that the Scientific Director will administer any NCE award in accordance with the directives of the Board of Directors.

Reminder

The deadline for receipt of the full application and required copies at the NCE Directorate is **April 5, 2004** by 4:30 p.m. EST. CVs may be entered into the Common CV system until then. Please send the original of books 1, 2, 3 and 5, plus 40 copies of books 1, 2 and 3 to the NCE Directorate:

Networks of Centres of Excellence
10th floor, Mail Room
350 ALBERT
OTTAWA ON K1A 1H5

Tables, graphs and figures may be included within the page limits noted above. **Any extra material will be removed.**

The *Letter of Intent Guide for the 2005 Competition* (containing background information on the competition process and competition schedule), *2005 Guidelines for Completing a Full Application*, 2005 full application form, *NCE Network Agreement*, *NCE Funding Agreement*, and details about the NCE program can be obtained at www.nce.gc.ca.

For more information, please contact the NCE Program at

Telephone: (613) 995-6010
Fax: (613) 992-7356
E-mail: info@nce.gc.ca

Checklist

A full application consists of five books, prepared as follows. Each book must be fully paginated, with tabs for each section. Use the **2005** Competition (full application) form available on the NCE web site.

Book 1 (original + 40 copies)

- Section A: General Information.
- Covering letter from Host Institution.
- Section B: Alphabetical list of Key Individuals.
- Section C: Network Vision.
- Section D: Summary of Proposal for Public Release.
- Section E: Strategic Plan.
- Section F: References Cited.
- Section G: Budget.

Book 2 (originals + 40 copies)

- Letters of Support

Book 3 (originals + 40 copies)

- Short Biographies of Proposed Members of the Board of Directors.

Book 4 (CV forms: on-line submission)

- As described in the Guidelines above, the NCE Directorate has adopted the Common CV system. CVs are prepared on-line.

Book 5 (originals, **no copies**)

- Original Signature Pages of Theme Leaders