



Networks of Centres
of Excellence

Réseaux de centres
d'excellence

Networks of Centres of Excellence Program

Networks of Centres of Excellence New Initiative – 2005 Competition

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Networks of Centres of Excellence Program

Background

The Networks of Centres of Excellence (NCE) program is a federal program administered jointly by 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. The program is managed by a Steering Committee made up of the Presidents of the three granting agencies and the Deputy Minister of Industry Canada. Day-to-day administration is provided by the NCE Directorate made up of staff from the three granting agencies.

The NCE Steering Committee is launching an NCE New Initiatives (NCE-NI) as a pilot program. It invites NCE-NI Proposals for the 2005 Competition for NCE-NI. Approximately \$1M per year will be available to support NCE-NI.

Prospective applicants should refer to the *NCE Program Guide* for detailed information about the NCE Program.

NCE Program Goal

The goal of the NCE Program is to mobilize Canada's research talent in the academic, private and public sectors and apply it to the task of developing the economy and improving the quality of life of Canadians. This goal is consistent with, and reinforces, the three pillars of the federal Science and Technology Strategy: sustainable job creation and economic growth; improved quality of life; and advancement of knowledge.

NCE-NI Program Goal

The NCE-New Initiative (NCE-NI) has been created to support networking among well-established researchers or research teams to encourage them to develop new partnerships with receptor communities. The funding is not intended to support research as it is expected that the teams will already have existing research funds. NCE-NI

funding shall support networking activities among researchers whose work seeks ultimately to improve the well-being of Canadians, be it social, health-related and/or economic.

NCE-NI has been designed to respond to a need of both the researchers and the receptor communities, a need for interaction, partnership and networking. For some groups, elements of networking are already in place but they lack the infrastructures and the resources to support their networking activities. The goal of this new initiative is to facilitate the creation of networks. NCE-NI is different from Research Management Funds (RMF). It is not intended for existing networks, nor is it intended for networks successfully completing the end of an NCE funding cycle.

Description of the NCE-NI

The NCE-NI will fund the networking of researchers involved in leading-edge research that addresses critical issues of scientific, intellectual, social, economic and/or cultural significance in areas of strategic importance for Canada. The networking should be nation-wide, multidisciplinary and multisectoral and should integrate the research and development priorities of all participants. The NCE-NI will serve the needs of the receptor and partner communities, as well as those of the academic community. Networking activities supported by the NCE-NI must involve receptor communities (e.g. public sector, private sector and/or NGOs). The NCE-NI will fund the networking activities (networking costs, network administration, etc.) and may not be used for the support of research itself. It is the objective of networking activities to provide a platform for coordination and intellectual exchange.

Examples of activities that could be supported under the NCE-NI program:

- conferences, colloquia, workshops, summer workshops, seminar series, organized meetings for exchange of information;
- managing the distribution of applied publications, involving students in these activities;

- student incentives for collaboration with receptors;
- training activities, training courses such as internships or apprenticeships;
- exchange of scientific results, ideas and innovation amongst the existing user community;
- user training fora where receptors can interact with university researchers;
- establishment of a common website, email discussion groups;
- information, dissemination and outreach;
- policy making;
- national and international cooperation;
- liaising with parties interested in the area of research on a national and/or an international level; knowledge transfer to fellow researchers, decision makers and the public at large; faculty exchanges, mobility (e.g. academic sent to an NGO for a number of months and vice-versa);
- management of the overall activities, including administration and communications, etc.

Expected Results

The objective of the NCE-NI is to create broadly-based collaboration among researchers from various disciplines, sectors and institutions, with industry, government, stakeholders and communities. This program will allow researchers to expand their work by establishing and strengthening national and international collaborations with their receptor communities (industry, government, or not-for-profit organizations). This program is designed to bring together researchers from different disciplines to share and nurture ideas and methods that challenge research. It is also designed to encourage the creation of national and international networks of, and partnerships among, researchers, companies, industries, governments, other organizations and communities that will promote and sustain research in social sciences and humanities,

health sciences, natural sciences and engineering for the benefit of the Canadian social and/or economic development.

Target Areas

In general, NCE-NI competitions will be open to all research areas. The NCE Steering Committee will decide on the need to target areas for new networks prior to each competition taking into consideration:

- the amount of funding available;
- the broad areas already represented in the ongoing networks; and
- the need to promote or develop specific areas in accordance with national needs.

Class of recipients

Organizations eligible to receive funds are universities, affiliated hospitals and research institutes, and post-secondary institutions having a research mandate. Researchers and organizations that receive NCE-NI funds must meet the general eligibility requirements of one of the three federal granting agencies partnering in the program.

Participants from government and the private sector, while not eligible to receive NCE-NI funds, are required to play an active role in the network.

An industry consortium may receive funds to administer a network.

Responsibilities of the Host Institution are described in the *NCE Program Guide*.

Competition Process

The NCE Directorate will provide pre-screening services and advice to applicants for eligibility. The deadline for submission of proposals is **September 12, 2005, 4:30 p.m. EST**.

2005 Competition Budget for NCE-NI

The 2005 Competition for NCE-NI has a total budget of **\$1M per year**. It is anticipated that the successful NCE-NIs will

be awarded in **December 2005**. As always, the NCE competition budget is subject to

availability of federal funds.

Timetable: 2005 NCE-NI Competition

Dates	Milestones
May 2005	Competition Announcement
July 25, 2005	Deadline for pre-screening services by the NCE Directorate
September 12, 2005	Deadline for Receipt of Application
September 2005	Peer Review of Applications
December 2005	New NCE-NI Awards Announcement

Application Requirements

Funding to Establish a Network

Networks compete for NCE-NI funding cycles of two to four years. The maximum period of support for the NCE-NI is four years. Eligible proposals must be of such a scope that they require a minimum annual budget of \$200,000 and a maximum annual budget of \$400,000.

Installments of the grant award will be released subject to:

There being an appropriation by Parliament for the fiscal year in which payment is to be made.

Extension Period

Extensions beyond the four-year period of the grant are possible to use funds remaining in their account at the end of the grant period, but they are not automatic: at least three months before the end of the grant period, the network director must request an extension in writing, outlining the reasons for, and financial implications of, the request.

Duration of NCE-NI Grants

NCE-NI grants are awarded for a period of 2 to 4 years. Applicants must submit a progress report on activities to NCE program directorate on a yearly basis. Payment of grant installments is subject to satisfactory

annual evaluation of the progress of the project against the milestones originally proposed by applicants. The NCE program directorate makes recommendations to the NCE Steering Committee who makes the final decision. If the Steering Committee deems progress to be unsatisfactory, NCE may suspend or cancel funding.

NCE-NI Applications

Following announcement of an NCE-NI competition, applicants proposing new networks must submit an NCE-NI application. An NCE-NI application for a new network consists of:

- A strategic plan addressing the five NCE-NI program criteria (including a proposed budget);
- Curriculum vitae information of key participants; and
- Letters of support and a summary of contributions from supporting partner organizations.

Program Criteria and Evaluation Process

Program Criteria

To ensure that the program objectives are met, proposals will be assessed against the five criteria outlined below. Networks will also be evaluated on an ongoing basis during tenure of a grant against these same

criteria. Continuation of funding is subject to satisfactory annual evaluations against the Milestone report by the NCE program directorate. Every year, the NCE program directorate makes recommendation to the NCE Steering Committee. The final decision is made by NCE Steering Committee. If the Steering Committee deems progress to be unsatisfactory, NCE may suspend or cancel funding.

The five program criteria are described below:

1) Expected impacts - Social, cultural, economic and/or health related well-being improvement

The applicants have to describe expected impacts. The value-added or impact of the network can be in one or more of the following areas:

- Likelihood that new products, processes or services derived from University research can be commercialized by firms operating in Canada and that these will strengthen the Canadian industrial base, enhance productivity, and contribute to long-term economic growth and social benefits;
- Prospect for social and/or health related innovation from the knowledge generated by University research and the implementation of effective public policy through collaboration with the public sector;
- Effective collaboration with the private and public sectors in technology, market development, and public policy development; and
- The impact, or potential impact, on the partners' science and technology, social and/or health related capabilities and practices;

There is another way of transferring knowledge to groups of users. Public policy-makers draw on the expertise of networks of researchers who have researched different issues of scientific, intellectual, social, economic and/or cultural significance in areas of strategic importance for Canada.

Networks of experts either feed in ideas and analysis to the policy-making process or proactively develop new policy agendas. Another important way by which knowledge is spread is through the training that higher education offers to industry.

The transferred knowledge should:

- Fulfill the needs of the policy-makers;
- Be internalized by the policy-makers. It should guide their actions into the policy-making process; and
- Be applied not only by the policy-makers who requested the knowledge, or by those approached, but also by all the stakeholders involved in the concerned policy field.

The NCE-NI supports networking activities among researchers whose work seeks ultimately to improve the well-being of Canadians, be it social, health related and/or economic.

2) Excellence and contributions of the researchers

- The achievements of the researchers;
- Past experience in collaborative research;
- Past experience at training future researchers;
- Past experience at grant management, ability to establish and maintain a solid management structure that will ensure the effective integration of team members; and
- Leadership and necessary skills for managing a complex, multidisciplinary and multi-institutional program.

3) Development of partnerships

One of the key areas of the NCE-NI is Dissemination and Outreach. In order for the

project to succeed, it is vital to proactively raise awareness of the network, attract interest and ultimately participation in the network from the academic community, business, government, other organizations and communities.

- Effective research and technology development links between academic institutions, federal and provincial agencies, private sector participants, other organizations and communities;
- Promotion of the development of links with appropriate receptor communities;
- Multidisciplinary, multi-sectorial approaches in the network activities;
- Evidence that an effort has been made to include all suitably qualified groups;
- Optimization of resources through the sharing of equipment and research facilities, databases and personnel; and
- Presence, nature and extent of contributions from the private sector and federal and provincial agencies, and prospects for increasing commitments as the work progresses.

4) Knowledge and/or Technology Transfer to receptor communities Strategy (KT and/or TT Strategy)

One of the main goals of the NCE-NI is to serve the needs of the receptor and partner communities, as well as those of the academic community. Researchers are encouraged to create practical applications for their research. It is crucial to increase knowledge and/or technology transfer skills among academics and professionals to promote research/evidence-based decision making.

Therefore the NCE-NI should provide training to researchers and to students to

transfer knowledge to receptor communities, to educate them in the field of knowledge transfer with the aim of building capacity.

The network members will have:

- To identify appropriate research findings and to engage the researchers involved to support knowledge transfer and/or technology transfer; and
- To implement an effective knowledge transfer and/or technology transfer program, including means to engage their receptor communities;

Training of HQP through multidisciplinary and partnership activities is an important component of the KT and/or TT Strategy.

- Ability to encourage young researchers to transfer to receptor communities the knowledge they have acquired in areas and technologies critical to Canadian productivity, economic growth, public policy and quality of life;
- Training researchers to work with partners;
- Development of the entrepreneurship qualities of the HQP; and
- Training strategies that promote multidisciplinary and multisectorial research approaches and encourage trainees to consider the economic, social and ethical implications of their work.

5) Management of the network

Each network must possess an organizational structure appropriate for the management of the business functions of a complex multidisciplinary, multi-institutional program. These elements must include:

- The presence of effective leadership and expertise in the business management functions, in particular

- with respect to managing and partnership;
- A structure to ensure that appropriate policy and financial decisions are made and implemented;
- Effective internal and external communications strategies; and
- Effective budgeting mechanisms.

Review and Decision Process

The NCE-NI Peer Review Process

To make sure that only excellence is funded and that all applications are treated fairly, the NCE-NI program uses a peer review system. Peer review is an assessment of proposals or research contributions by impartial experts in the specific fields.

The NCE Directorate will receive and review the applications. It will provide feedback to applicants regarding eligibility and chances for success.

Peer Review Committee

The NCE Steering Committee is comprised of the presidents of the three federal granting agencies and the deputy minister of Industry Canada. The NCE Steering Committee will appoint a Selection Committee as part of the peer review process. This committee will be composed of international-calibre experts from the academe, the public and the private sectors with broad expertise representing the domains of the three granting agencies.

The Selection Committee will:

- Review the Applications according to the NCE-NI criteria;
- Recommend new NCE-NI for funding and funding levels;
- Provide a confidential report to each group that submitted an application underlining the strengths and weaknesses for each selection; and

- Provide an overview of the competition for the public.

The names and affiliations of the members of the Selection Committee will be included in the final report of the Selection Committee. This report will be available at www.nce.gc.ca after the new networks are announced.

The Selection Committee will transmit a priority-ranked list of networks recommended for funding along with a list of recommended awards to the NCE Steering Committee for decision.

The Steering Committee will:

- Decide which new NCE-NI will receive funding; and
- Establish NCE-NI funding levels.

The decisions reached by the NCE Steering Committee are final. There is no appeal process.

Announcement of Competition Results

A confidential evaluation report for each application will be made available to the corresponding group of applicants. A public report from the Selection Committee will provide an overview of the competition along with a summary analysis of each application recommended for funding.

Guidelines for Completing an Application

NCE-NI Program

Background

Following announcement of an NCE-NI competition, applicants proposing new NCE-NI networks must submit an application consisting of:

- A strategic plan addressing the five NCE-NI program criteria (including a proposed budget);
- Curriculum vitae information of key participants; and

- Letters of support and a summary of contributions from supporting partner organizations.

Applicants 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-NI Program Guide*.

Requirements for NCE-NI 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 NCE-NI grant. 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.

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-NI Funds

All Networks of Centres of Excellence must pay careful attention to environmental

considerations in their decision to fund network projects proposals. Their Management Structure shall establish a process for environmental review that is comparable to the process established by NSERC in fulfillment 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 Competition is to fund NCE-NI networks. Applications will be screened for eligibility.

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

Deadline Date

The application and required copies must be received at the NCE Directorate by **Monday September 12, 2005, 4:30pm EST**.

Mailing Address

Networks of Centres of Excellence Program
16th 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 an NCE-NI application

In order to ensure that the program objectives are met, applications will be assessed against the five program criteria outlined in the NCE-NI 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-NI Program

Indicate the total funding requested from the NCE-NI program for the network as a whole for years 1 to 2, 3 or 4. (Transfer amounts from Budget page G.1, line A.)

We anticipate that between 2 and 5 networks will be funded. We have currently set aside a budget of \$1M/Year.

Installments of the grant award will be released subject to:

There being an appropriation by Parliament for the fiscal year in which payment is to be made.

It is anticipated that the successful new networks will be awarded in December 2005.

See the *NCE Program Guide* for information on eligible expenditures and use of NCE-NI funds. **However, keep in mind that no research expenses are eligible under NCE-NI.** This takes precedence over the NCE Program Guide.

Signatures on the Application Form

The original *2005 NCE-NI Competition (application)* form must be signed on page "A" by the proposed Network 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 Network 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-NI program criteria, provide:

- an alphabetical list of key individuals
- 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;
 - 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 2, 3 or 4 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 expected impact on the the well-being of Canadians, be it social, health-related and/or economic.

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-NI program. The strategic plan must consist of an integrated 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-NI funding adequately highlighted. The onus is on the applicant to provide sufficient information to enable the Selection Committee to evaluate the relationship with other sources of support (held or applied for) and to recommend the appropriate NCE-NI 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-NI Program Guide**. Guidelines for the presentation of the Strategic Plan are found below.

The strategic plan is limited to **33 pages**, to be allocated amongst six sections. Within the overall limit of 33 pages, the suggested length of sections may be adjusted as needed.

1) Socio-economic Context (approximately 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 four-year time frame, on Canada's productivity, health and social systems, and/or public policies.

2) Expected impacts - Social, cultural, economic and/or health related well-being improvement (approximately 5 pages)

Please discuss:

- The likelihood that new products, processes or services derived from University research can be commercialized by firms operating in Canada and that these will strengthen the Canadian industrial base, enhance productivity, and contribute to long-term economic growth and social benefits;
- The prospect for social and/or health related innovation from the knowledge generated by University research and the implementation of effective public policy through collaboration with the public sector;
- The effective collaboration with the private and public sectors in technology, market development, and public policy development; and
- The impact, or potential impact, on the partners' science and technology, social and/or health related capabilities and practices;

If applicable, please discuss how the knowledge transfer and/or the technology Transfer will:

- Fulfill the needs of the policy-makers;
- Be internalized by the policy-makers. It should guide their actions into the policy-making process; and
- Be applied not only by the policy-makers who requested the knowledge, or by those approached, but also by all the stakeholders involved in the concerned policy field.

3) Excellence and contributions of the researchers to the NCE-NI

Please provide common CVs as well as a resume (approximately 5 pages) of how the

key researchers will contribute to the NCE-NI.

4) Development of partnerships

(approximately 5 pages)

Provide details on the planning process including the consultations undertaken with partners in developing the application.

Include in your discussion:

- the incremental value of a multidisciplinary, multisectorial approach to achieving the network's objectives;
- the strategy to build on existing relationships and to initiate effective new linkages among academic institutions, federal and provincial agencies, private sector participants, other organizations and communities;
- efforts to promote the development of links with appropriate receptor communities;
- 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; and
- a description of the network's strategy for achieving the projected levels of non-NCE contributions.

5) Knowledge and/or Technology Transfer to receptor communities Strategy (KT and/or TT Strategy)

(approximately 5 pages)

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

- implementing an effective knowledge transfer and/or technology transfer program, including means to engage their receptor communities;
- identifying appropriate research findings and to engage the researchers involved to support knowledge transfer and/or technology transfer;
- accelerating exchange of research results within and beyond the network;
- use and potential impact of network-generated knowledge for technology or market development; and
- use and potential impact of network-generated knowledge for public policy development, social innovation or social program delivery;

Please also discuss the ability to:

- Encourage young researchers to transfer to receptor communities the knowledge they have acquired in areas and technologies critical to Canadian productivity, economic growth, public policy and quality of life;
- Train researchers to work with partners;
- Develop the entrepreneurship qualities of the HQP; and
- Establish training strategies that promote multidisciplinary and multisectorial research approaches and encourage trainees to consider the economic, social and ethical implications of their work.

6) Management of the network

(approximately 5 pages)

High quality management will be vital to the success of the network. Each network must have an administrative structure capable of

managing a complex multidisciplinary and multi-institutional program. The structure should be designed to deal with the typical project management challenges and problems associated with a diverse collection of researchers, partners from companies, industry, governments, other organizations and communities.

The management structure should seek to build on the partners' established best practice and be of sufficient scale to manage a complex network.

The particular structure varies according to the needs and size of the individual network, but must be detailed by the proponents in the Network Agreement and approved by the NCE Steering Committee.

The NCE directorate strongly encourages voluntary participation in the network management.

The objectives of the management activity include:

- Overall project management;
- Daily management of the network activities, resource allocation and monitoring;
- Conflict resolutions and corrective actions;
- To ensure timely transfer of knowledge and/or technology to receptor communities;
- To implement and oversee the appropriate quality control on the network activities;
- To document and disseminate network activities.

Management Structure

(approximately 4 pages):

In the context of NCE-NI, the networks are given the latitude to choose the most appropriate management structure according to the complexity of their needs. Therefore, the NCE directorate does not impose any fixed structure but requires the

networks to have a Network Director with the appropriate background and expertise to direct the business and management of the network. The Network Director provides the leadership and direction for all of the network operations and ensures control and accountability on a day-to-day basis. The proposed management structure has the overall responsibility for the management, direction and financial accountability of the network, including the approval of financial accountability of the network. This proposed management structure is accountable to the NCE Steering Committee. The names and affiliations of its members are considered public information.

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

- the proposed network management structure, defining the roles and responsibilities of the different committees or persons, 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; and
- external communication mechanisms: strategies for disseminating network knowledge, successes and activities to the scientific community, stakeholders and the general public.

Each network must possess an organizational structure appropriate for the

management of the business functions of a complex multidisciplinary, multi-institutional program. These elements must include:

- The presence of effective leadership and expertise in the business management functions, in particular with respect to managing and partnership;
- A structure to ensure that appropriate policy and financial decisions are made and implemented;
- Effective internal and external communications strategies; and
- Effective budgeting mechanisms.

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, G.2 and G.3)

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

Indicate, for years 1 to 4, the total funding being requested from the NCE-NI 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 1 and 2, is required in Book 2.

Incremental Contributions from Partner Organizations (page G.2)

Using one page G.2 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-NI Funds for the Administrative Centre (page G.3)

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 1 to year 4 period.

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

Letters should confirm participation and/or expected new incremental in-kind or cash contributions by network partners and/or impact anticipated by the user sector.

Letters of support 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 Network Director or another key member of the Network 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 Management Structure

Short biographies of proposed members of the Management Committee 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 application, the proposed Network Director will identify, on line, up to 20 CVs to be included with the application submitted for review. CVs should be included for the Network Director, proposed members of Management Structure and for key members of the Network.

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

Book 5: Signature Pages of Management Structure members (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 Network Director will administer any NCE-NI award in accordance with the directives of the Management Committee.

Reminder

The deadline for receipt of the application and required copies at the NCE Directorate is **September 12, 2005** 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
16th 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 *NCE Network Agreement*, *NCE Funding Agreement*, and details about the NCE-NI 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

An application consists of five books, prepared as follows. Each book must be fully paginated, with tabs for each section. Use the **2005** Competition (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 Management Structure.

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 Individuals Participating in the Network