Networks of Centres of Excellence

Letter of Intent Guide
2012 NCE Network Competition

The Networks of Centres of Excellence (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.

Summary

Networks of Centres of Excellence Program

Background

The Networks of Centres of Excellence (NCE) Program invests in Canadian research and entrepreneurial talent to translate and apply knowledge to produce economic and social benefits for Canadians. The Program plays an important role in mobilizing some of Canada's best research talent found in the Canadian academic community, and in engaging Canadian and international partners of the private, public, and non-profit sectors. Together, they expand the global knowledge frontier to generate and implement multifaceted solutions to complex Canadian issues, which increases the benefit of research and research training for the benefit of society.

The NCE Program goal, objectives, and expected results and outcomes are detailed in the NCE Program Guide found on the website (www.nce-rce.gc.ca)

2012 NCE Network Competition

Context

The 2012 NCE Network Competition is comprised of two components: 1) new 5-year networks applying for their first funding cycle and 2) 7-year networks applying for their second funding cycle. **This guide reflects the Letter of Intent stage of the competition for new 5-year networks.**

The NCE Steering Committee invites potential applicants to submit a Letter of Intent (LOI) for the 2012 NCE Network Competition. The LOI must describe the problem(s), challenge(s), or opportunity(ies) that the proposed Network will address, as well as the proposed Network's vision, socioeconomic context, budget and key participants. It should also summarize how the proposed Network will address the five NCE Program Criteria, the NCE Program goals and objectives and the competition framework.

Competition Process

Based on a review of all LOIs submitted to the 2012 NCE Network Competition, selected applicants will be invited in **the spring of 2011** to submit a Full Application with a submission deadline in **the summer of 2011.**

Applicants who's LOIs pass the initial screening process may request NCE funds to assist them in preparing a Full Application. Full Application Preparation (FAP) funding of up to $25,000 is tenable until the completion of the Expert Panel meeting, and can be used for application-related expenses such as travel (for application preparation and to attend the Expert Panel meeting), communications and workshops, as well as for secretarial, clerical and co-ordination services.

To request FAP funding, applicants must submit a one-page letter outlining their required budget including a brief rationale of proposed expenses.

Competition Framework

Review Criteria:

Applicants are required to meet the five NCE Program Criteria:

- Excellence of the research program
- Development of Highly Qualified Personnel (HQP)
- Networking and partnerships
- Knowledge and technology exchange and exploitation
- Management of the network

In addition, the proposed Network must:

- be solution-driven and involve partners and the receptor community in identifying and addressing the

problem(s), challenge(s), or opportunity(ies) and in implementing the solutions;

- demonstrate world-class capacity to address the problem(s), challenge(s), or opportunity(ies), and develop and enhance collaborations with relevant international partners that would contribute to Canada's abilities and reputation for international leadership in areas of importance to Canada;
- advance knowledge and/or technology in the Network's area(s) of focus for the benefit of Canadian society;
- outline the impacts the Network will provide within the timeframe of the proposed funding cycle through its multifaceted programs, partnerships and knowledge mobilization activities; and
- outline a plan for lasting value and long term impacts beyond the conclusion of NCE funding.

Networks are expected to be multidisciplinary and to involve the significant and meaningful participation of researchers whose expertise falls under the domains of two or more of the federal granting agencies, where appropriate.

Target Areas:

As for all new NCE Competitions, the Steering Committee has taken many factors into consideration and has established the need for target areas for new networks.

Four priority research areas were established by the 2007 S&T Strategy. Based on these, the 2008 *Science, Technology and Innovation Council* (STIC) report established 13 research sub-priority areas, which will be the target areas for the 2012 NCE Network Competition.

New networks must contribute to one or more of the 13 STIC sub-priority areas within the relevant S&T priority area(s). Moreover, it is understood that all research

fields covered by SSHRC, CIHR and NSERC are important in the advancement of knowledge and innovation in these target areas. Applicants should consider all dimensions of these target areas in the broadest sense of the social, economic, technological and wellness elements that they represent. Applicants are responsible for the clear articulation of the networks' key problems, challenges, or opportunities, and the interpretation of how they align with these target areas.

The four S&T priority areas and the 13 STIC sub-priority research areas are:

Environmental science and technologies:

1. Water (health, energy, security)
2. Cleaner methods of extracting, processing and using hydrocarbon fuels, including reduced consumption of these fuels

Natural resources and energy:

3. Energy production in the oil sands
4. Arctic (resource production, climate change adaptation, monitoring)
5. Biofuels, fuel cells and nuclear energy

Health and related life sciences and technologies:

6. Regenerative medicine
7. Neuroscience
8. Health in an aging population
9. Biomedical engineering and medical technologies

Information and communication technologies:

10. New media, animation and games
11. Wireless networks and services
12. Broadband networks
13. Telecom equipment

The 2012 NCE Network Competition is looking for a balanced portfolio of networks.

Subject to requests submitted and funding available, it is therefore anticipated a maximum of one new network in a given S&T priority area will be supported.

Budget

It is anticipated that **four to five new networks** may be funded in the 2012 NCE Network Competition and begin operations in 2012.

New networks will be eligible to receive funding for up to two five-year terms for a total of ten years. Progress for each new network will be assessed annually, and may result in continued funding, conditional funding, or the phasing out of a network before the end of the award.

For networks funded for two consecutive five-year terms, a third (and final) term could be available where the Network has developed and built on its partnerships to progressively transform itself into a partner-driven network. In a partner-driven network, the partners become the lead applicants. The partners define the business plan and the research agenda. The proposed business plan will be assessed on its viability and whether it has the potential to successfully translate the Network's knowledge and technologies to the user community.

Timetable

Dates	Milestone
July, 2010	Competition Announcement
November 24, 2010	**LOI Submission Deadline**
March 2011	Invitations for Full Applications
August 2011	Full Application Deadline
September 2011	Expert Panel Reviews
March 2012	Release of Funds

Eligible Recipients

Eligible recipients must meet the general eligibility requirements of one or more of the three federal granting agencies partnering in the Program.

Recipients eligible to receive a NCE grant are:

- *Network host:* Canadian universities and post-secondary institutions with a mandate for research and their affiliated institutions (including hospitals, research institutes and other not-for-profit organizations), or a private-sector consortium that hosts a network, and associated researchers
- *Networks of Centres of Excellence:* a not-for-profit corporation incorporated under Part II of the Canada Corporations Act, and their Network members and associated researchers

As a condition of eligibility, networks funded through the NCE Program shall incorporate as a not-for-profit organization and have an established Board of Directors responsible

for the approval of their annual financial reports and audits, before funding is released.

Program Criteria

To ensure that the NCE Program goals and objectives are met, proposals are assessed against the five NCE Program Criteria, relevance to the NCE Program goals and objectives and relevance to the target research areas. Networks are evaluated on an ongoing basis during tenure of a grant against these same criteria. Research excellence is a necessary condition for the initial and the continued funding of a network; however, it is not the sole condition, because the goal of the Program is also reflected in the four additional criteria.

1. Excellence of the Research Program

The Network's research program must be driven to address Canadian needs and problems, and is therefore expected to be multidisciplinary and multisectoral.

Elements being considered are:

- the excellence, focus and coherence of the research program;
- the balance between research into new discoveries and the application of research breakthroughs to address practical problems facing Canadians;
- the achievements of the researchers in the continuum of research and their ability to contribute to the realization of the Network's objectives;
- the value added by the Network's multifaceted approach, in terms of having all the critical linkages in place to generate world-class research breakthroughs, to apply that knowledge to practical solutions, and to commercialize innovations that produce social and economic benefits;
- the extent to which the program will contribute to Canada's abilities and

reputation for international leadership in areas of high economic and social importance to Canada;
- the extent to which new and emerging social and ethical challenges are an integral part of the research program; and
- the relationship of the proposed research program to similar work conducted in Canada and abroad.

2. Development of Highly Qualified Personnel (HQP)

The training and retention of HQP is imperative to maximize the effectiveness of the Networks' contribution to the wealth, wellness and well-being of Canadians. The Training Program proposed by the Network is expected to add value to the formal training initiatives already available through the academic community and should aim at helping HQP find employment in the Canadian economy (i.e., private sector partners, government, etc.). The multidisciplinary and multisectoral nature of a network should be utilized to provide unique mentorship and training opportunities to maximize HQP retention and integration in all facets of the workforce.

Elements being considered are:

- the ability to attract, develop and retain outstanding researchers in research areas and technologies critical to Canadian productivity, economic growth, public policy and quality of life; and
- training strategies that expose HQP to the full range of economic, social, and ethical implications of the Network's research by involving them in activities from the initial research discovery to its application through to practical social and economic benefits.

3. Networking and Partnerships

The Network must demonstrate that it has brought together the key individuals and organizations needed to generate and implement multifaceted solutions to the complex Canadian challenges it is designed to address.

Elements being considered are:

- effective research and technology development links between national and international academic institutions, federal and provincial agencies, non-governmental organizations and private sector participants;
- multidisciplinary, multisectoral approaches in the research program;
- demonstration that the right partners/individuals are at the table to address the proposed issue, including international partners when applicable;
- optimization of resources through the sharing of equipment and research facilities, databases and personnel; and
- presence, nature and extent of contributions from the private, public and not-for-profit sectors, and from international partners, as well as the prospect for increasing commitments as the work progresses.

4. Knowledge and Technology Exchange and Exploitation

NCE Networks are expected to generate social and economic benefits by ensuring the rapid flow of ideas and innovations from researchers to Canadian receptors. Applicants are expected to demonstrate that the appropriate activities will be undertaken and the appropriate resources allocated to maximize those benefits.

Elements being considered are:

- the new products, processes or services to be commercialized by firms operating in Canada as a result of the Network's activities and the extent to which these will strengthen the Canadian economic base, enhance productivity, and contribute to long-term economic growth and social benefits;
- the social innovations to be implemented as a result of the Network and the extent to which these will contribute to more effective public policy in Canada;
- effective collaboration with the private, public and not-for-profit sectors in technology, market development, and public policy development;
- the extent to which the Network will help the partners develop strong receptor capacity to exploit current and future research breakthroughs;
- effective management and protection of Canadian intellectual property resulting from Network-funded research; and
- the extent to which additional/complementary knowledge, and/or technology a foreign counterpart is contributing to Canada by an international partner, when international partnerships are relevant.

5. Management of the Network

Each network must have an organizational structure appropriate for the management of the research and business functions of a complex multidisciplinary, multi-institutional program.

Elements being considered are:

- a board and committee structure to ensure that appropriate policy and financial decisions are made and implemented;
- the presence of effective leadership and expertise in the research and the business management functions;
- a defined strategic and operational plan highlighting the proposed networks objectives and milestones;
- a defined governance process;

- effective research planning and budgeting mechanisms; and
- effective internal and external communications strategies.

Review and Decision Process

To ensure that only excellent research is funded and that all applications are treated fairly, the NCE Program uses a comprehensive review process, in which proposals are assessed by impartial experts in the specific fields. In addition, the NCE Secretariat ensures that representatives from the relevant sectors are also present to assess all five criteria of the NCE Program.

NCE Steering Committee

The NCE Steering Committee is comprised of the Presidents of the three federal granting agencies, the Deputy Ministers of Industry Canada and Health Canada and, as an observer, the President and CEO of Canada Foundation for Innovation. The Steering Committee will:

- appoint members of the NCE Standing Selection Committee;
- based on the recommendation of the review process:
  - decide which applicants to invite to submit Full Applications for new networks;
  - decide which applicants will receive funding for new networks;
  - establish funding levels; and
- prepare a report for publication at the end of the competition process. This report will be available on the NCE website after the new networks are announced.

Decisions of the NCE Steering Committee are final. There is no appeal process.

NCE Standing Selection Committee

The NCE Standing Selection Committee (hereafter "Selection Committee") will be composed of international-calibre, highly accomplished individuals with broad expertise representing the domains of the three federal granting agencies, across all sectors. All Selection Committee recommendations are provided to the Steering Committee. The Selection Committee will:

- review LOIs according to the five NCE Program Criteria, the NCE Program goals and objectives, and any framework identified for the specific competition;
- make recommendations to the Steering Committee regarding which applicants should receive invitations to submit Full Applications;
- review Full Applications according to the five NCE Program Criteria, the NCE Program goals and objectives, and any framework identified for the specific competition while considering the applicants' Expert Panel Reports; and
- make recommendations to the Steering Committee regarding which applicants should receive funding for new networks and at which funding levels.

Expert Panels

The NCE Secretariat will assemble interdisciplinary and multisectoral Expert Panels to review Full Applications. Expert Panels will:

- assess Full Applications according to the five NCE Program Criteria, the NCE Program goals and objectives, and any framework identified for the specific competition;
- meet with applicants;
- provide written reports of their evaluations of Full Applications; and
- comment on the appropriateness of the requested budget.

The reports from the Expert Panels will be provided to the Selection Committee, the NCE Steering Committee, and ultimately to the respective applicants. During the deliberations of the Selection Committee, the Chair or a designated member of each Expert Panel will be available to respond to questions and provide additional information.

Guidelines for Completing a Letter of Intent

The LOI provides information on the proposed Network in relation to the goals and objectives of the NCE Program. It will be used in the screening process to determine which applicants will be invited to submit Full Applications. It will be evaluated according to the five NCE Program Criteria, as well as the competition framework.

The LOI should be submitted on behalf of the proposed Network by an academic researcher (i.e., "the applicant", who is also the proposed Scientific Director for the Network) who is eligible to receive funding from one of the three federal granting agencies, and by the proposed host institution.

The LOI must be developed in collaboration with relevant stakeholders. Applicants must clearly indicate how the proposed Network's research program will integrate industry, receptor partners, academia and government priorities. Furthermore, it is imperative that applicants define the problem(s), challenge(s), or opportunity(ies) for which they will generate solutions. The potential social and economic impacts of the Network will be assessed to determine whether the human dimension has been integrated into the Network plan.

Applicants should define the framework and performance indicators for the implementation of the proposed Network.

Furthermore, the Selection Committee will assess whether the appropriate stakeholders are well integrated into the Network plan. Private, public and not-for-profit sector participants should be informed that their level of involvement as well as their cash and/or in-kind commitments will be critical to the success of the Network. These commitments should be clearly indicated in the Application Form. Discussions of eligible in-kind contributions can be found on the granting agencies' websites (see page 14).

Should multiple LOIs be submitted in the same field of research, the Selection Committee *may* suggest that those applicants submit a single joint Full Application.

Deadline

The deadline for submission of the LOI for the 2012 NCE Network Competition is **Wednesday, November 24, 2010. LOIs must be received by the NCE Secretariat by 4:30 p.m. Eastern Standard Time.**

Number of Copies

One unbound original plus twenty-five (25) paper copies and one USB stick with a PDF version of the letter of intent.

Mailing Address

Networks of Centres of Excellence
16th Floor, mailroom
350 Albert Street
Ottawa, ON K1A 1H5

The NCE Secretariat will confirm receipt of the application with the applicant within 3 weeks of reception.

General Presentation

Print must be in black ink, of letter quality (minimum standard), 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 3/4 of an inch (1.905 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.**

What to Include in the LOI

1. Host Institution Covering Letter (maximum 2 pages)

A letter, signed by the proposed Scientific Director and the President or CEO (or delegate) of the institution that proposes to host the Network administrative centre (i.e., the Host Institution), must be included. This letter should outline the nature of anticipated support from the proposed Host Institution. Host Institutions play an important role in networks, through both direct support of the administrative centre and by participating in network governance through ex-officio voting membership on the Board of Directors.

The signatures on the letter should match the signatures on Section A of the Application Form.

Please review guidelines for the meaning of signatures (see page 14).

2. NCE 2012 LOI Application Form (Excel File)

The LOI Application Form is available on the NCE web site.

Section A: Summary Information

Complete and sign Section A of the LOI Application Form for the 2012 NCE Network Competition. The following information must be provided:

- **Scientific Director**: name, personal identification number (PIN) of one of the three federal granting agencies (if available), the preferred language of correspondence and the percentage of the total salaried time committed to the Network by the Scientific Director
- **Network title**: name and acronym of the proposed Network (in both official languages) as it will be used for publication and communication purposes
- **Keywords**: up to ten keywords related to the proposed Network
- **Research areas**: identify at least one STIC sub-priority research area that will be addressed by the proposed Network
- **Anticipated number of:**

    - **Participating researchers** involved in Network activities at participating universities, research centers and post-secondary institutions with a research mandate who would be funded by the proposed Network (excluding graduate students, postdoctoral fellows and research associates)
    - **Participating Institutions:** Canadian universities, research centres and post-secondary institutions which have a research mandate and which are eligible to receive funding from one of the three federal granting agencies
    - **Private sector partners**: companies, industries and private institutions collaborating with the

Network through signed agreements

- **Receptor community partners**: hospitals, not-for-profit associations, provincial, federal or municipal government institutions collaborating with the Network through signed agreements

- **Five primary contributing stakeholders:** provide the names of up to five key contributing *non-academic* stakeholders and the signatories of their letters of support. Also indicate the stakeholders' in-kind and/or cash support committed to the proposed Network.
- **Signatures**: of the Scientific Director and President or CEO (or delegate) of the proposed Host Institution. Also include the mailing address, telephone and fax numbers, and e-mail address for the proposed Scientific Director.

Please review guidelines for the meaning of signatures (see page 14).

Section B: Anticipated Expenditures

Use Section B of the LOI Application Form to indicate the anticipated expenditures of both NCE and non-NCE sources of funds (if applicable) for the proposed Network (years one to five). Round all values to the nearest $0.1M.

Please note: eligible expenses are the direct costs of research and facility access, stipends for research trainees, the direct costs of research dissemination and science promotion, and other specific expenses associated with the management of an NCE Network (see the NCE Program Guide for more information on eligible expenses).

In general, the regulations of the granting agency into whose domain the Network's research falls will apply to that Network. In addition, networks must adhere to the regulations and administrative policies found in the Tri-agency *Use of Grant Fund*s document and the *NCE Program Guide* (see page 14). Please note that the *NCE Program Guide* is being finalized for the 2012 NCE Network Competition and will be available on the NCE website shortly.

Section C: Anticipated Funding

Use Section C of the LOI Application Form to indicate the cash and in-kind funding available from the non-NCE primary contributing stakeholders listed in Section A, if applicable (years one to five).

Note: at the LOI stage of the competition, it is not required to provide details of all anticipated sources of funding.

Section D: Explanation of Expenditures and/or Funding

Use Section D of the LOI Application Form to provide any required explanation or narrative of the anticipated expenses and/or funding. Use only the space provided.

3. *Socioeconomic Context (Maximum ½ page)*

Provide a summary describing the context within which the Network would be positioned to generate multifaceted solutions to complex Canadian problem(s), challenge(s), or opportunity(ies).

Define the problem(s), challenge(s), or opportunity(ies), and the incremental economic and social benefits to Canada that the Network will provide through its multifaceted program, partnerships and knowledge mobilization activities.

Applicants must demonstrate that the proposed Network is focused on addressing complex challenges facing Canadians from a multidisciplinary perspective. Furthermore, applicants should demonstrate how knowledge generated by the Network

will be applied to practical solutions, leading to innovations that produce social and economic benefits for Canadians.

4. Network Vision (Maximum ½ page)

Describe a vision of what the Network proposes to achieve, including specific goals and objectives. The vision should describe the expected end-results and impacts within a five to ten year time frame, especially with respect to the expected outcomes and impacts on partners and on the user sector for the benefit of Canada and Canadians.

5. Excellence of the Research Program

Biographies (Maximum 2 pages)

- Provide a list (or table) of the names and affiliations of the individuals who have agreed to participate in Network activities.
- Also include brief biographies for each individual (maximum 200 words) to summarize relevant accomplishments.

Research Program Plan (Maximum 2 pages)

Network research programs must be developed in collaboration with relevant stakeholders, and must integrate industry, receptor partners, academia, and government priorities. New networks would be expected to be multidisciplinary and to involve the participation of researchers whose expertise falls under the domains of two or more of the federal granting agencies, where appropriate.

Applicants should develop research approaches that ensure the effective application of research to solve important problems for Canada by having an appropriate balance within the research continuum and promoting interdisciplinary collaboration to generate solutions.

Applicants must be able to demonstrate that the proposed Network possesses world-class capacity to address the problem(s), challenge(s), or opportunity(ies) described in the Network's research program.

Give an overview of the Network's proposed research program, including:

- a brief review of the current state of knowledge in the field;
- a definition of the problem(s), challenge(s), or opportunity(ies) that the Network will address;
- the scope, focus and general objectives of the Network and how the proposed research program will attain those objectives;
- the integration of research projects and themes into a coherent research program that generates solutions that will be implemented to produce social and economic benefits for Canadians;
- the relationship of the research program to similar work conducted elsewhere in Canada and abroad;
- the extent to which the program will contribute to Canada's abilities and reputation for international leadership in the areas being addressed by the Network;
- the anticipated incremental value of the Network relative to other efforts in the area (e.g., provincial Centres of Excellence, CIHR Institutes, other research consortia or initiatives); and
- a discussion of the collaborations necessary to attain the objectives of the Network.

6. Development of Highly Qualified Personnel (Maximum 1 page)

Outline the Network's strategy to capitalize on the Networks' structure to develop highly qualified personnel (HQP). Also outline the Network's strategy to expose HQP to the full range of economic, social and ethical implications of the Network's research by involving them in activities from the initial

research discovery to its practical application. Moreover, demonstrate how the Network will add value to training opportunities already available with innovative mentorship programs and initiatives already available through the academic community. Discuss how the Network will enhance HQP capacity in relation to the needs of the receptors.

7. Networking and Partnerships (Maximum 1 page)

Networking is intended to integrate research teams and programs and to promote effective interactions and partnerships with the user-sector outside the academic community. These networking and partnership activities should demonstrably assist the Network in addressing the problem(s), challenge(s), or opportunity(ies) for which they are generating solutions.

- Identify the key proposed partners in the Network and explain the critical capacity that each contributes to ensuring that the Network achieves its objectives.
- Discuss existing linkages and the Network's proposed strategy to build new linkages among industry, receptor partners, academia and governments across Canada and abroad.
- Indicate the anticipated level of support from sources other than NCE funding and describe the Network's strategy for achieving the projected levels of contribution.
- Discuss the nature and anticipated extent of involvement of the private and user sector in the research.

8. Letters of Support from Primary Non-academic Contributing Stakeholders (Up to 5 letters, maximum 1 page per letter)

Letters of Support from the primary non-academic contributing stakeholders listed in the LOI Application Form must be included

(if applicable). Up to five letters may be included. Letters should:
- come from a senior executive with influence over a research budget;
- indicate the level, duration, and nature (cash and/or in-kind) of anticipated support for the proposed Network;
- describe potential involvement and added-value of the proposed Network to the stakeholder's current and future activities;
- indicate current and past associations with individuals participating in the proposed Network's activities;
- not be template formatted by the applicant; and
- be dated and signed no earlier than 6 months prior to the LOI submission deadline.

9. Knowledge and Technology Exchange and Exploitation (Maximum 1 page)

NCE Networks are expected to generate social, economic, technological and wellness benefits by ensuring the rapid flow of ideas and innovations from researchers to receptors. Applicants are expected to demonstrate that the appropriate activities will be undertaken and the appropriate resources allocated to maximize those benefits.

- Discuss the new products, processes or services to be transferred or commercialized by firms operating in Canada as a result of Network activities and the extent to which these will strengthen the Canadian economic base, enhance productivity, and contribute to long-term economic growth and social benefits.
- Discuss how the Network will create an environment that encourages collaboration between the user-sectors; provide concrete examples such as the application of research to technology, market development, health systems or public policy innovations.

- Discuss the anticipated impact of addressing the problem(s), challenge(s), or opportunity(ies) identified by the Network, over a five-year period, on Canada's productivity, environment, health and social systems and/or public policy.

10. Management (Maximum 1 page for text and 1 page for organizational chart)

Give an overview of the proposed Network's management, taking into consideration the following points:

- A strong management with clearly defined responsibilities for shaping the strategic plan and direction of the Network is essential.
- Networks must also establish a Board of Directors responsible for the approval of the annual financial reports and audits that are required for all incorporated entities.
- Describe the proposed management structure of the Network.
- Discuss the nature and anticipated extent of involvement of the industrial and user-sector in research planning, direction and management of the Network.
- Outline the administrative and operational structures of the proposed Network, with regards to co-ordination of activities, setting schedules, monitoring the Network's progress towards its strategic goals, and allocation of resources.

11. Explanation of Overlap (Maximum 1 page, if applicable)

Where there is significant overlap or reasonable potential for perceived overlap between a proposed Network and (a) currently or previously funded initiative(s), provide a short explanation describing, both qualitatively and quantitatively, the differences between the proposed Network and the currently or previously funded

initiative(s). Describe how the proposed Network will compliment or build on the activities of the other initiative(s), as well as the incremental value of the proposed Network.

Reminders

The deadline for submission of the LOI for the 2012 NCE Network Competition is **Wednesday, November 24, 2010. LOIs must be received by the NCE Secretariat by 4:30 p.m. Eastern Standard Time.** Send the unbound original plus twenty-five (25) paper copies and one USB stick with a PDF version of the application to the NCE Secretariat:

Networks of Centres of Excellence
16th floor, mailroom
350 Albert Street
Ottawa, ON K1A 1H5

The NCE Secretariat will confirm receipt of the application with applicants within three weeks of receipt.

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

The *LOI Guide - 2012 NCE Network Competition*, the *NCE LOI Application Form for the 2012 Competition*, and details about the NCE Secretariat can be obtained at www.nce-rce.gc.ca.

For more information, please contact the NCE Program at:

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

On-line Resources

NCE website

http://www.nce-rce.gc.ca

Information Regarding the Meaning of Signatures

http://www.nserc-crsng.gc.ca/OnlineServices-ServicesEnLigne/Approvals-Approbation_eng.asp

http://www.cihr-irsc.gc.ca/e/22630.html#1-B3

Information Regarding In-kind Eligibility

www.nserc-crsng.gc.ca/NSERC-CRSNG/Policies-Politiques/orgpartners-orgpartenaires_eng.asp

http://www.cihr-irsc.gc.ca/e/3758.html

Tri-Agency *Use of Grant Funds*

http://www.nserc-crsng.gc.ca/Professors-Professeurs/FinancialAdminGuide-GuideAdminFinancier/FundsUse-UtilisationSubventions_eng.asp

2012 LOI Guide

http://www.nce-rce.gc.ca/_docs/competitions/NCE-2012-RCE/LOIGuide_eng.pdf

2012 LOI Application Form

http://www.nce-rce.gc.ca/_docs/competitions/NCE-2012-RCE/LOIApplication_eng.xls

Checklist

Each LOI **must not exceed** 22 pages including the Application Form, and each section must be submitted in the following order. The maximum number of pages permitted for each section is indicated below.

☐ Host Institution Covering Letter (2 pages)

☐ NCE 2012 LOI Application Form – Summary Information (Section A) (1 page)

☐ NCE 2012 LOI Application Form – Anticipated Expenditures (Section B) (1 page)

☐ NCE 2012 LOI Application Form – Anticipated Funding (Section C) (1 page)

☐ NCE 2012 LOI Application Form – Explanation of Expenditures and/or Funding (Section D) (1 page)

☐ Socioeconomic Context (1/2 page)

☐ Network Vision (1/2 page)

☐ Excellence of the Research Program

  o Biographies (2 pages)

  o Research Program Plan (2 pages)

☐ Development of Highly Qualified Personnel (1 page)

☐ Networking and Partnerships (1 page)

☐ Letters of Support from Non-academic Stakeholders (1 page per letter, max. 5 letters)

☐ Knowledge and Technology Exchange and Exploitation (1 page)

☐ Management (2 pages: 1 page text, 1 page organizational chart)

☐ Explanation of Overlap (**if applicable**) (1 page)