



LETTER OF INTENT INSTRUCTIONS

(revisions/updates are in red font)

The Canada First Research Excellence Fund (the Fund) Letter of Intent (LOI) for Competition 2 of the Fund consists of five mandatory parts:

1. [LOI Institutional Strategy \(Part A\) Form](#)
2. [LOI Scientific Strategy \(Part B\) Form](#)
3. Attachments:
 - [Scientific Strategy Proposal](#)
 - [Biosketches](#) for up to 10 key individuals for the scientific strategy
4. [Suggested Reviewers Form](#)
5. [LOI Administrative Form](#)

These instructions provide details on completing and submitting all of the above. Please read the instructions in full prior to completing any of the parts.

Parts 2 and 3 above should be submitted as one integrated, searchable PDF (not a scanned image). Parts 1, 4 and 5 should be submitted as three separate, searchable PDF attachments (with the exception of the signed signature page included in the Administrative Form, which can be a scanned copy).

Each eligible institution can be identified as the lead for only one LOI that includes a single scientific strategy (Part B).

The completed LOI must be uploaded into the Fund's application portal by **9 p.m. (eastern), November 9, 2015**.

To request setting up or re-activating a Fund application portal account, please send an email to information@cfref-apogee.gc.ca with a clear subject line referencing the institution well in advance of the LOI submission deadline.

For questions on the LOI process, please send an email to information@cfref-apogee.gc.ca.

LOI Adjudication

Each LOI will be adjudicated by an expert peer review panel and by the selection board using the following selection criteria:

- **Criterion 1: Scientific merit and demonstrated capacity to lead on an international scale – Current Position and Existing Strengths/Capacity:** the LOI proposal must describe the institution's existing strengths/capacity, international position and reputation of global excellence and global leadership in the proposed research area(s), and briefly describe how the grant would be used to achieve the scientific strategy's stated objectives. This includes:
 - level of excellence of the existing research underpinning the proposed initiative;
 - institution's faculty research strength in the proposed area(s); and
 - quality of the institution's relevant research facilities, as well as of the opportunities and environments for research training.
- **Criterion 2: Strategic relevance to Canada:** alignment of the proposed initiative with the [Government of Canada's science, technology and innovation priority research areas](#) (note that only initiatives aligned with the Government's priority research areas can be invited to submit an application).

A scientific strategy must comprise a high-level research program or initiative in an institutional priority research area of focus. The LOI must present information to assess the institution's existing scientific capacity in the area that it proposes to advance in a scientific strategy at the application stage (part of criterion 1) and the alignment of the proposed research area(s) of focus with the federal ST&I research priority areas (part of criterion 2).



The focus of selection will be whether an institution meets the threshold and standard for consideration under the Fund, i.e., does the letter of intent appropriately respond to the Fund's intended goals and ambition, based on these two key elements of the selection criteria. Specifically, a letter of intent must meet a minimum rating of "Fully Satisfactory" on criterion 1 noted above, and align with the federal ST&I research priority areas for criterion 2, as rated by the Review Panel and Selection Board.

Expert reviews will not normally be sought for the review of an LOI except to supplement the expertise of the expert review panel. This will be determined on a case by case basis, as required.

Each LOI will be considered a holistic package and will be adjudicated accordingly. The LOI proposal will need to demonstrate that the institution has the existing strengths/capacity to advance to a position of global leadership (i.e., be among the top 1%-10% of centres of academic excellence globally) and to sustain world leadership in the proposed area(s). The Fund's objective is not to develop capacity where there is emerging potential.

A scientific strategy will have one common theme and can include multiple thrusts; the proposal must clearly demonstrate how these thrusts or sub-themes are linked and how they can be brought together to provide a coherent strategic focus for the institution under a clearly integrated institutional leadership to implement the initiative. The institution must make the case, in its proposal, for the choice of theme and sub-themes, and must describe how advancing these would serve the institution's overall strategic focus for global excellence. Submitting a scientific strategy with multiple sub-themes which do not all meet the standards of excellence expected for the Fund will weaken the overall competitiveness of the proposal and might raise doubts with respect to the institution's ability to self-assess its global position and to establish objectives that are aligned with its demonstrated strengths (as assessed under criterion 1 – Scientific merit and demonstrated capacity to lead on an international scale). It may also be perceived as demonstrating a weakness in the institution's ability to make the difficult choices that will undoubtedly be required to successfully implement an initiative of the scale and scope of a CFREF award (an underlying element to criterion 3 – Quality of the implementation plan).

While there is no limit to the number of proposals in which it can be listed as a **partner**, an institution can be identified as the **lead** institution for **only one** proposal within a given competition.

The LOI results will be announced in January 2016; a list of institutions invited to submit an application will be posted on the CFREF website.

Part 1: Institutional Strategy (Part A) Form

Complete each of the required fields (with a grey box) in the form.

Institutional Strategy Summary

Provide a summary (250-word maximum) describing the institution's overall strategy, relative to the Fund, to achieve global excellence and leadership in research, in areas of strategic relevance for Canada. This summary may be used for publicity and program communications purposes.

Funding Request

Grant funding can be requested to support the implementation of the institutional strategy as a whole, separate from and complementary to funding requested for implementation of the scientific strategy. Examples of institutional strategy implementation activities include (but are not limited to) support for: co-ordination of the scientific strategy (if applicable); governance of the initiative; communications activities; and contributions towards an international initiative that extends beyond the scope of the scientific strategy. It is not mandatory to request grant funding for the implementation of the institutional strategy.

Indicate the sources of funding, and how funds will be used, among the two categories of eligible expenses (direct and indirect costs) for the implementation of the institutional strategy. (Funding requested for and allocated to the scientific strategy must be outlined in the Scientific Strategy (Part B) Form.)



In terms of contributions from the institution, only incremental commitments subject to the grant being awarded should be included. Existing and on-going commitments (e.g., existing faculty salary, existing lab space) should be described in the presentation of the institution's current strengths and capacity.

Please refer to [the Canada First Research Excellence Fund website](#) for details on eligible costs under each expense category.

Enter the approximate total amount of funding (rounded to the nearest thousand) that will be requested for the duration of the grant (if applicable) for the implementation of the institutional strategy (implementation plan).

Include planned expenses to be incurred as of September 1, 2016. Include funding and contributions (one-time and ongoing) committed and available as of September 1, 2016 (not retro-active). Do not include funds from NSERC, SSHRC, CIHR, any tri-agency program or Canada Foundation for Innovation (CFI).

Note: All grants will be for a duration of seven (7) years. If a grant is awarded, the total budget will be disbursed to the institution in installments over the duration of the grant.

The total funding requested to cover the indirect costs of research cannot exceed 25 per cent of the total grant amount. However, the funding requested to cover the indirect costs of research in any of Part A and Part B can exceed 25 per cent of the total requested for that Part.

A budget justification is not required for the LOI. The purpose of the funding request outline in the LOI is to get a sense of the scale of the institution's request for CFREF funds and to gauge demand. It will also be used by the Selection Board to identify a manageable number of proposals to invite to submit an application while ensuring a healthy level of competition.

Part 2: Scientific Strategy (Part B) Form

Complete each of the required fields (with a grey box) in the form.

Research Thematic Areas: there is no list of possibilities for the research themes. Feel free to use the vocabulary that best suits your proposal, including items from lists provided by the three federal granting agencies and the Canada Foundation for Innovation, if appropriate.

Research Disciplines: [click here for list of codes](#)

Scientific Strategy Summary

Provide a summary (300-word maximum) describing the scientific strategy that will enable the institution to excel globally in this research area and create long-term economic advantages for Canada. Outline the main elements of the proposed research initiative and the nature of high-level activities to be funded. This summary will be used in the LOI adjudication process, for the early recruitment of adjudicators for the application stage, and for publicity and program communications purposes.

Alignment with federal Science, Technology and Innovation Strategy (ST&I) Priority Research Areas and Focus Areas

Refer to the [Government of Canada's Science, Technology and Innovation \(ST&I\) Policy website](#) for further information on these priority and focus areas, particularly Section [4.0 Focusing on Priorities](#).

Partners



Please list all presently secured and potential partners. This information is required by the Fund Secretariat to ensure potential adjudicators/ reviewers are not in a conflict of interest with the lead institution or any key individuals involved with the research initiative.

A partner is an institution or organization, rather than an individual. Do not list every institution or organization with which a faculty member in the area of research may have a professional relationship or with whom they have co-published. **Partners are contributing partners with a defined and very concrete role to play in the implementation of the strategy.** These roles reflect strategic alliances and collaborations at the institution level. List as potential partners only those that have been approached and whose involvement is planned for the latter years of the initiative or is dependent on completing earlier phases of the initiative.

Note: Letters of support from secured partners are not to be included with the LOI. These will only be required at the application stage.

Participating Individuals

Key Individuals:

List up to 10 individuals who will hold a key leadership role in the implementation of either the Institutional Strategy (e.g., university administrator, head of centre or institute) or the Scientific Strategy (e.g., scientific director, lead researcher of any of the key research directions or areas that are the focus of the proposal).

Per the instructions for Attachments - Biosketches in Part 3 below, provide a Biosketch (two pages maximum each) for these 10 key individuals for the proposed scientific strategy.

The above information will assist adjudicators with assessing the existing faculty research strengths and its leadership in relation to the research objectives proposed.

Funding Request

Grant funding can be requested to support the implementation of the scientific strategy. Indicate the sources of funding, and how funds will be used, among the two categories of eligible expenses (direct and indirect costs) for the implementation of this scientific strategy. (Note that funding requested for and allocated to the institutional strategy must be outlined in the accompanying Institutional Strategy (Part A) Form.)

In terms of contributions from the institution, only incremental commitments subject to the grant being awarded should be included. Existing and on-going commitments (e.g., existing faculty salary, existing lab space) should be described in the presentation of the institution's current strengths and capacity.

Please refer to [the Canada First Research Excellence Fund website](#) for details on eligible costs under each expense category.

Enter the approximate total amount of funding (rounded to the nearest thousand) that will be requested for the duration of the grant (if applicable) for the implementation of the scientific strategy.

Include planned expenses to be incurred as of September 1, 2016. Include contributions (one-time and ongoing) committed and available as of September 1, 2016 (not retroactive). Do not include funds from the Natural Sciences and Engineering Research Council (NSERC), Social Sciences and Humanities Research Council (SSHRC), Canadian Institutes of Health Research (CIHR), any tri-agency program, or the Canada Foundation for Innovation (CFI).

Note: All grants will be for a duration of seven (7) years. If a grant is awarded, the total budget will be disbursed to the institution in installments over the duration of the grant.

The total funding requested to cover the indirect costs of research cannot exceed 25 per cent of the total grant amount. However, the funding requested to cover the indirect costs of research in any of Part A and Part B can exceed 25 per cent of the total requested for that Part.



A budget justification is not required for the LOI. The purpose of the funding request outline in the LOI is to get a sense of the scale of the institution's request for CFREF funds and to gauge demand. It will also be used by the Selection Board to identify a manageable number of proposals to invite to submit an application while ensuring a healthy level of competition

Part 3: Attachments – Proposal and Biosketches

Scientific Strategy Proposal

- Must not exceed **5 pages**.
- The proposal should address the LOI selection criteria outlined below, as well as any other relevant information that relates to these criteria. Information must be provided under the Headings and Sub-Headings outlined below. The scale of reference for all evidence, indicators, and data is to demonstrate leadership in a global context.
- Tables, charts, graphs, illustrations and scientific references may be included, and are encouraged to help summarize information, but will count as part of the page total.
- Any extra pages or materials other than those requested will be removed.
- Either single- or double-column presentation of text, graphs and illustrations is acceptable.
- The institution's name must appear at the top of each page. Number all pages. Use 12-point or larger Times New Roman font. Paper must be 8 ½" x 11" (21.5 cm x 28 cm). All page margins must be set at a minimum of ¾" (1.87 cm).

Proposal Headings and Sub-Headings

Heading 1: Summary of Proposed Scientific Strategy: This section should briefly outline the proposed scientific strategy and describe the high-level research initiative. It should provide the context and basis for where the institution is headed based on its current position and existing strengths/capacity. This will not be adjudicated, but will help adjudicators to assess whether the institution has the strengths/capacity to successfully implement the proposed scientific strategy.

Criterion 1: Scientific merit and demonstrated capacity to lead on an international scale

Heading 2: Current Position and Existing Strengths/Capacity: This section must describe the institution's existing strengths/capacity, international position and reputation in the priority area. Address the following elements:

Sub-Headings:

- 1) **Level of excellence of the existing research.** Demonstrate that the existing research underpinning the proposed initiative is world-leading, as evidenced by the institution's degree of commitment to foster and enhance the proposed area over time and how this scientific strategy fits within confirmed strategic priorities of the institution. For example:
 - institutional investments in the research area over the past five years, such as the trend in the number of current faculty positions, Canada Excellence Research Chairs, Canada Research Chairs, prestigious industrial and endowed chairs and other similar positions devoted to this research area over the past five years (provide a table of relevant trends in number of faculty and Chair positions in this research area and the appropriate comparison data for other research areas of comparable size at the institution as well as averages for the institution as a whole). Avoid subjective information (e.g., "have hired aggressively in this area") and provide concrete data and comparison data to demonstrate the extent to which excellence in this area has been developed as a clear priority; and
 - internal research support from the institution (in particular, competitively allocated and externally reviewed).

Explain how your institution's demonstrated priority and commitment to this area compares with that of competing research centres globally (postsecondary or other) and with the support that these competitors have access to (i.e., government priority funding; private sector commitments to a specific geography, etc.).



Describe how your institution's level of research excellence in this area compares to others on a global scale, particularly the best in the field, and your institution's unique advantages and complementary strengths.

- 2) **Existing faculty research strength.** Outline the strengths of the institution's faculty in the proposed area, including (for example):
- key researchers involved in the research area(s); identify their sub-areas of focus, their most important research contributions and any highly prestigious international prizes/awards;
 - significant research issues in this area where researchers at your institution have provided insights, contributions and advances in the last five years, situating your comments in a global context;
 - current involvement in major national and international collaborations in this research area, including role of key researchers and institutions; and
 - evidence of international leadership in the area, using indicators such as, for example, comparative citation data on institutional publications in the research area where bibliometrics are appropriate (not all research areas) and/or patents (in particular those that are being used), creation of novel products and processes, spin-off companies, etc.

This section should describe the strength of the faculty as a whole, and not just the strength of individual, key researchers. Please list the relevant faculty, their areas of expertise (in brackets next to name or in one line), and speak to the complementarity and how the mix lends itself to tackling the broad research questions of scientific strategy program of research. Provide aggregate (e.g., department-wide) and multi-individual bibliometric data (like science watch ranking of an institution in a given field).

Note: Information in this section should be complementary to the biosketches provided. It should not duplicate information.

- 3) **Quality of the institution's relevant research facilities.** Indicate the quality of the institution's relevant research facilities, as evidenced by, for example:
- institutional investment in the research facilities related to this area over the past five years (e.g., investments in space, infrastructure, labs, libraries, databases, data repositories, etc.; overhead; special administrative support);
 - recruitment of researchers and trainees that is based primarily on access to these facilities;
 - quality and suitability of current relevant research facilities (unique, leading-edge);
 - use by researchers from other national and international research groups; and
 - competitive/peer-reviewed allocation of access to these facilities.
- 4) **Quality of the opportunities and environments for research training.** Indicate the quality of the opportunities and environments for research training as evidenced by the following, for example:
- Institutional investments in training in the research area over the past five years, such as new graduate and undergraduate programs and courses, and innovative initiatives for enriched training environments (e.g., multidisciplinary, technician training, etc.), such as mobility and hosting of trainees to experience other research groups (public and private) and facilities (national, international and remote access where applicable). To be cited, these initiatives should extend beyond cultural exchanges, study abroad or standard co-op placements. They should involve high value-added training that set trainees apart in their area (joint degrees, integrated modules of curriculum with partners, summer/winter graduate schools, unique facilities and know-how and joint supervision with world-leading groups, etc.).
 - Data on research trainees enrolled and graduated per annum for five years (split by masters, PhD, postdoctoral) in the research area, including information on highly prestigious student scholarships and awards offered by the institution or held by trainees recruited to the institution.
 - Data on placement of graduates (including employment) and recruitment of trainees both to and from other world-leading research centres and groups (public and private).

Criterion 2: Strategic relevance to Canada



Heading 3: Alignment of the proposed initiative with the [Government of Canada's science, technology and innovation priority research areas](#) (note that only initiatives aligned with the Government's priority research areas will be invited to submit an application).

- Describe how your institution's proposed science, technology and innovation strategy will contribute to advancing the Government of Canada's science, technology and innovation priority research areas and/or sub-priority areas;
- Describe the extent to which there is alignment with provincial and territorial priorities; and
- Explain what other Canadian groups and organizations (all sectors) are active in this research area, the focus of those activities, and how your institutional initiative will relate to those activities.

Biosketches

To assist adjudicators with assessing the strengths of the team and its leadership, these will provide background information on the key individuals who will be involved in the implementation.

- For the proposed scientific strategy, you may provide a Biosketch **for up to 10 key individuals** who will hold a key leadership role in either the implementation of the Institutional Strategy (e.g., university administrator, head of centre or institute) or the Scientific Strategy (e.g., scientific director, lead researcher of any of the key research directions or areas that are the focus of the proposal).
- Each Biosketch is a maximum of 2 pages. These do not count in the proposal page limit.
- The Biosketch should include the following information and headings, as relevant to the proposal:
 - Key Individual's Name
 - Education/Training: Include only current and/or completed degree programs.
 - Employment/Affiliations: List current, primary position/ appointment, place of employment (if at an academic institution, indicate if tenured or tenure-track, full-time or part-time), and other academic and professional work experience, including administrative appointments.
 - Research Funding: List sources of support currently held or applied for in the past four (4) years. **(This heading may not apply to administrators and can be removed.)**
 - Most Significant Contributions (up to five): List most significant contributions to research and/or practical applications over the last six (6) years. Contributions made more than six (6) years ago but for which the impact is being felt now may also be included. For each, briefly describe the significance in terms of influence on the target community, use by other researchers or end users. For collaborative contributions, briefly describe role. **(For administrators, this heading can be modified to 'Most Significant Achievements' for listing experience/ accomplishments in leading large research initiatives.)**

A Biosketch template is provided. In the template, complete each of the required fields in the form. **The Biosketch template is 'unlocked' to allow applicants to more easily add content specific to the key individual.**

The names of the applicant institution and of the key individual should appear at the top of each page. Number all pages. Use 12-point or larger Times New Roman font. Paper must be 8 ½" x 11" (21.5 cm x 28 cm). All page margins must be set at a minimum of ¾" (1.87 cm).

Part 4: Suggested Reviewers (mandatory)

The institution must suggest a minimum of five potential adjudicators/ expert reviewers for the proposed scientific strategy. Please add your suggestions to the Suggested Reviewers form. If you would like to suggest more than five reviewers, feel free to attach an additional page of the Suggested Reviewers form, and preferably integrate into a single PDF.

This should be uploaded as a separate, searchable PDF entitled: Suggested Reviewers-Institution Name-Title or Research Area.

To request that the Secretariat not invite an individual(s) to review the application, send an email to information@cfref-apogee.gc.ca with a clear subject line referencing the institution.



Suggested reviewers should be able to evaluate the LOI and/or full application in the language in which it is written. The program's administration reserves the right to make the final selection of adjudicators/ reviewers for any scientific strategy and may opt to not use any of the suggestions.

Reviewers cannot:

- be a faculty member at a Canadian institution (excluding adjunct professors);
- be affiliated with the applicant institution(s) (including hospitals and research institutes) or with an organization receiving financial support from that institution;
- have held a position at the institution(s) applying to the program in the last six years;
- be involved in the proposed program of research;
- be a potential recruit for this Scientific Strategy; or
- be in a position to directly benefit from the outcome.

The following criteria will be used to identify conflicts of interest:

At the level of the institution(s):

- has been employed by the applicant institution(s) in the last six years
- has a professional relationship with the applicant institution(s)
- is currently affiliated with the applicant institution(s) or the key partner organizations or companies*, including research hospitals and research institutes
- is in a position to gain or lose financially/materially from the funding of the application
- has had long-standing scientific or personal differences with the applicant institution(s)

* Key partner organizations or companies are those identified in the application as secured contributing partners with a defined and very concrete role to play in the implementation of the proposal. For those identified as potential partners, a situation of conflict may or may not be material and will be managed on a case by case basis.

At the level of individuals**:

- will receive professional or personal benefit resulting from the application under review
- is in a position to gain or lose financially/materially from the funding of the application;
- has a professional relationship with an applicant involving sustained contact in the last six years;
- is a relative or close friend, or have a personal relationship with an applicant
- has had long-standing scientific or personal differences with an applicant
- is closely professionally affiliated with an applicant, as a result of having in the last six years:
 - frequent and regular interactions with the applicant in the course of their duties at their department, institution, organization or company;
 - been a supervisor or a trainee of the applicant; and
 - collaborated in research or training, published or shared funding with the applicant, or have plans to do so in the immediate future.

** Individuals are those who hold a key leadership role in the implementation of either an Institutional Strategy (e.g., university administrator, head of centre or institute) or a Scientific Strategy (e.g., scientific director, lead researcher of any of the key research directions or areas that are the focus of the proposal).

Part 5: LOI Administrative Form

Complete each of the required fields (with a grey box) in the form.

The Institution Contact Person should be a senior institutional representative.

Page 2 is the signature page. A scanned PDF copy of the completed and signed signature page must be included with your LOI. The signed hardcopy should follow by mail.



Note:

If an institution was successful in Competition 1:

It may submit an application in Competition 2 to support an initiative in a different research thematic area; funds cannot be requested for the support of an initiative that simply builds on the same research thematic area that was funded in Competition 1. The institution will have to demonstrate, in its proposal, that it has the capacity and the resources to successfully carry through a second ambitious institutional initiative of the scale and scope that is expected of a CFREF award, to advance the institution's overall strategy for global excellence.

If an institution was not successful in Competition 1:

It may resubmit a proposal addressing the same focus area(s) in competition 2 (or a different area). However, to reduce the burden on the Fund's peer reviewers given that the inaugural competitions will be held in close succession, the program's management reserves the right to carry forward to Competition 2 any relevant peer review assessments from Competition 1. If, in consultation with the chairs of the review panels, management deems that a Competition 2 proposal is sufficiently similar to a proposal submitted by the same institution for Competition 1, it may decide not to solicit new assessments for the proposal.

Submitting the LOI

All parts of the LOI (forms and attachments) must be uploaded into the Canada First Research Excellence Fund application portal by **9 p.m. Eastern, November 9, 2015**. It consists of five mandatory parts:

1. LOI Institutional Strategy (Part A) Form
2. LOI Scientific Strategy (Part B) Form
3. Attachments:
 - Scientific Strategy Proposal
 - Biosketches for up to 10 key individuals for the scientific strategy
4. Suggested Reviewers Form
5. LOI Administrative Form

To request setting up or re-activating a Fund application portal account, please send an email to information@cfref-apogee.gc.ca with a clear subject line referencing the institution well in advance of the LOI submission deadline.

Parts 2 and 3 should be submitted as one integrated, searchable PDF (not a scanned image). Parts 1, 4 and 5 should be submitted as three separate, searchable PDF attachments (with the exception of the signed signature page included in the Administrative Form, which can be a scanned copy).

To upload your **LOI** documents, please follow these steps:

1. From the drop-down Applicants menu, select Applicant Library.
2. A folder with your account name is in the Applicant Library. This is the folder to which you have access to upload documents. Click this folder to open it.
3. In the folder, you will see a toolbar menu. Select Upload. The Application Upload window will appear.
4. In this window, select the Browse button to select the files you want to upload.
5. Select OK to upload the files.
6. You may upload documents to your library until the deadline on **November 9**.

After the deadline, applicants will no longer have access to the portal.

For questions on the LOI process, please send an email to information@cfref-apogee.gc.ca.

Context – Competition 2 Application Stage



Only LOIs demonstrating that the institution has the capacity for global leadership in the proposed research area(s) that align with the Government of Canada's science, technology and innovation priority research areas, will be invited to submit an application. Specifically, letters of intent must meet a minimum rating of "Fully Satisfactory" on criterion 1 noted above, and align with the federal ST&I research priority areas for criterion 2, as rated by the Review Panel and Selection Board. Only a manageable number of proposals for the Review Panels and Selection Board to consider will be invited to submit an application; while ensuring a healthy level of competition.

The LOI results will be announced in January 2016; a list of institutions invited to submit an application will be posted on the CFREF website.

At the application stage:

In Part A - Institutional Strategy, an institution will present a formal overall institutional strategy, relative to the Fund. This strategy should indicate how the institution plans to achieve the Fund's ambitious objectives, in areas of strategic relevance for Canada and in line with approved corporate strategic plans. Part A must describe in detail how the grant would be used to achieve the institutional strategy's stated objectives. It should also provide broad context and justification for the strategic choice of area(s) of focus and the overall institutional direction toward a position of global excellence and leadership in research. That is, the institution must make the case for the choice of research area(s) and must describe how advancing these would serve the institution's overall strategy for global excellence and leadership.

The Institutional Strategy (Part A) will need to outline a coherent strategic approach and plan; the onus is on the institution to make a compelling case for any sub-components within the scientific strategy and how these support the Institutional Strategy. In other words, how these components are linked and can be brought together under the institution's overall integrated strategic approach and a clearly integrated institutional leadership to implement the initiative.

Part A will be used in the adjudication of applications to assess the strategic and managerial aspects of the proposal. Specifically, it will be used to assess elements related to selection criterion 3: Quality of implementation plan:

- the institution's vision and willingness to commit internal resources towards supporting the proposed initiative;
- demonstrated strength of the institution's research culture and standards;
- quality of the implementation and risk management plans; and
- suitability of the institution's performance measurement plan as a basis for monitoring progress and assessing results.

The intended audience for Part A will be generalists and scientific experts in the area(s) of research.

In Part B - Scientific Strategy, an institution will present a scientific strategy that addresses the Fund's selection criterion 1 - Future Potential, and criterion 2 – potential to create long-term economic advantages for Canada, foster innovation, leverage additional resources and promote knowledge mobilization through partnerships (see details below).

Part B must describe in detail how the grant would be used to achieve the scientific strategy's stated objectives. It should briefly review key evidence of the institution's international position and reputation in the priority area, and demonstrate the potential and promise of the program of research over the duration of the award, in terms of scientific impact at a global level, societal (including economic) impacts, as well as impact on the institution's position of global excellence and global leadership in the research area.

Part B will be used to assess the remaining elements related to selection criteria 1 and 2:

Criterion 1: Scientific merit and demonstrated capacity to lead on an international scale – Future Potential

- originality and positioning of the proposed research with respect to existing national and international capacity;
- potential for the proposed research to provide breakthrough impact on a global scale; and
- potential for the institution to demonstrate global research leadership in the proposed area(s).

Criterion 2: Strategic relevance to Canada



- potential for the proposed research to create long-term economic advantages for Canada;
- potential for the research results to foster innovation (e.g., to create or build upon commercial endeavours, advance public policy or otherwise mobilize research discoveries); and
- ability of the proposed initiative to leverage additional resources and promote knowledge mobilization through partnerships with:
 - the private sector;
 - international research institutions; and/or
 - public sector, academic and philanthropic organizations, both in Canada and abroad.

The intended audience for Part B is scientific experts in the area(s) of research.