

BUILDING A PARTNERSHIP DEVELOPMENT APPLICATION

A STEP-BY-STEP GUIDE



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Introduction

A Very Different Application

When deciding to prepare a SSHRC Partnership Development Grant application, it is important to keep in mind that this opportunity is significantly different from an Insight Grant (IG), or Insight Development Grant (IDG). This is not an appropriate grant opportunity for reworking and re-submitting a previous IG or IDG application. The application has multiple components and, as such, a successful SSHRC Partnership Development Grant application requires organization and preparation. This guide was prepared to aid researchers in remaining organized throughout this multi-stage process. Through my experience in assisting researchers in applying for this opportunity in the past, we suggest that researchers give themselves a minimum of three months, where preparing this application is their primary focus.

While this guide is met to assist researchers in managing the process of applying for a PDG, ***nothing in this guide should be interpreted to replace a thorough and detailed reading of the program guidelines and other policy documents provided by the Tri-Council.***

Finally, this guide does not include the steps associated with entering and selecting options from the SSHRC application itself. As the principal applicant, you should be routinely logging into the SSHRC secure site to familiarize yourself with the Partnership Development Grant application. While I recommend working in a word processor in preparing a draft, as if there is a problem with your internet connection or the SSHRC server (which has been known to occur) you can lose data. We recommend sending a draft in word to the Research & Knowledge Mobilization Facilitator (PhebeAnn Wolframe-Smith, sshrc.research@lakeheadu.ca) for feedback and revision prior to entering the information into the form.

The Basics

SSHRC defines partnerships as “[a] bilateral or multilateral formal collaboration agreement between an applicant and one or more partner organizations.” Partnerships must include at least one Canadian postsecondary institution and at least one partner beyond the institution or organization administering the grant funds.

Partnerships do not have to include non-academic partners and may be partnerships between academic institutions only. In the context of the proposed project, partners commit to work collaboratively to achieve the proposed project objectives for mutual benefit. Within the application itself, partners must provide evidence that they have agreed to the project, describing both their level of participation and their contributions.

Partnership Development Grant applicants can propose a project that fits within the objectives of the Insight Program umbrella and/or the Connection program umbrella.

Both Insight and Connection Objectives

<div style="border: 1px solid black; padding: 2px; display: inline-block;">Program</div>	Insight Program ↔ Connection Program
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Mechanism</div>	
Individuals & Teams	<ul style="list-style-type: none"> ◆ Insight Development Grants ◆ Insight Grants
Partnerships	<ul style="list-style-type: none"> ◆ Connection Grants
	<ul style="list-style-type: none"> ◆ Partnership Engage Grants ◆ Partnership Development Grants ◆ Partnership Grants

Figure 1: SSHRC Grant programs by program and mechanism

The objectives of the Insight program are to:	The objectives of the Connection program are to:
<ul style="list-style-type: none"> build knowledge and understanding from disciplinary, interdisciplinary and/or cross-sector perspectives through support for the best researchers; support new approaches to research on complex and important topics, including those that transcend the capacity of any one scholar, institution or discipline; provide a high-quality research training experience for students; fund research expertise that relates to societal challenges and opportunities; and mobilize research knowledge, to and from academic and non-academic audiences, with the potential to lead to intellectual, cultural, social and economic influence, benefit and impact. 	<ul style="list-style-type: none"> facilitate the multidirectional flow of social sciences and humanities knowledge among researchers and between the campus and the larger community, in order to enhance intellectual, cultural, social and economic influence, benefit, and impact; increase the accessibility and use of social sciences and humanities research knowledge among academic and non-academic audiences; support the building of reciprocal relationships among social sciences and humanities researchers, and between social sciences and humanities researchers and those in a position to either co-create or use research knowledge; support the development of social sciences and humanities research networks and tools designed to facilitate scholarly work; and make such networks and tools more accessible to non-academic audiences.

Figure 2: Objectives of Insight and Connection programs

Evaluation Criteria for Partnership Development Grants

1. Challenge—The aim and importance of the endeavour (50%):

- originality, significance and expected contribution to knowledge;
- appropriateness of the literature review;
- appropriateness of the theoretical approach or framework;
- appropriateness of the methods/approach (including the co-creation of knowledge);
- [quality of training and mentoring](#) to be provided to students, emerging scholars and other highly qualified personnel, and opportunities for them to contribute;
- potential for the project results to have influence and impact within and/or beyond the social sciences and humanities research community; and
- potential for long-term viability and identification of progress indicators.

2. Feasibility—The plan to achieve excellence (20%):

- probability that the objectives will be met within the timeline proposed;
- quality and genuineness of the formal partnership and associated management and governance arrangements and leadership, including involvement of partner organizations and others in the design and conduct of the research and/or related activities;
- appropriateness of the requested budget and justification of proposed costs;
- indications of other planned resources, including leveraging of [cash and in-kind support](#) from the host institution and/or from partner organizations;
- quality and appropriateness of the knowledge mobilization plans, including effective dissemination, exchange and engagement with stakeholders within and/or beyond the research community, where applicable; and appropriateness of the strategies for conducting the activity/activities proposed.

3. Capability—The expertise to succeed (30%):

- quality, quantity and significance of past experience and published and/or creative outputs of the applicant and any co-applicants relative to their roles in the partnership and to their respective stages of career;
- evidence of other knowledge mobilization activities (e.g., films, performances, commissioned reports, knowledge syntheses, experience in collaboration / other interactions with stakeholders, contributions to public debate and the media) and of impacts on professional practice, social services and policies, etc.;
- evidence of contributions to the [development of talent](#);
- experience in formal partnerships; and
- potential of the applicant/co-applicants to make future contributions.

Creating the Partnership

Step 1: Collaborate

The most successful applications to this program emerge out of long-term collaborations or in-depth discussions between the applicant, co-applicants, collaborators and representatives from the partner organizations. Whether or not you already work with the proposed partner organization, the first step should be to organize a team meeting with all prospective applicants, collaborators, and representatives from partner organizations to discuss and define the scope and objectives of the project, including how it fits within the identified needs of each partner.

In order to be a partnership, the proposed project should result from both your interest as a researcher and the identified needs of your partner(s).

It is also important to note that this program is a “development” program, meaning that under this program SSHRC commits to fund either activities undertaken by new partnerships or new activities undertaken by established partnerships. If you already work with the partner organization(s), the activities proposed should differ in a significant way from your activities to date. Be prepared to justify these differences in your proposal.

Step 2: Define your Roles

You must have involvement from at least one organization or institution, beyond Lakehead University, to count as a Partnership project.

Like an Insight Grant application where all roles of the research team must be thoroughly defined, all individuals and organizations must be assigned a role in the project. SSHRC utilizes a specific vocabulary to define the various roles individuals and organizations may play in a Partnership Development project. As SSHRC’s terminology is sometimes confusing, we recommend that researchers use Figure 3 (see below) to determine the roles for all individuals and organizations involved in the project.

It is not mandatory that Lakehead University be listed and confirmed as a partner on the project. It is sufficient for meeting the requirement that at least one postsecondary institution be involved in the partnership and that Lakehead acts as the host institution (which is distinct from being a formal partner). That said, it will strengthen your application significantly if Lakehead University (whether through your Faculty or the university as a whole) is making cash or in-kind contributions to the project beyond the support typically available to all faculty. When such contributions are being made, approach the Office of Research Services to see whether it is appropriate for Lakehead to formalize its partnership on the project through providing a letter of engagement. Please note that both securing the partnership of Lakehead University as well as any contributions will require a time commitment from the lead applicant but it will pay off in a stronger overall application.

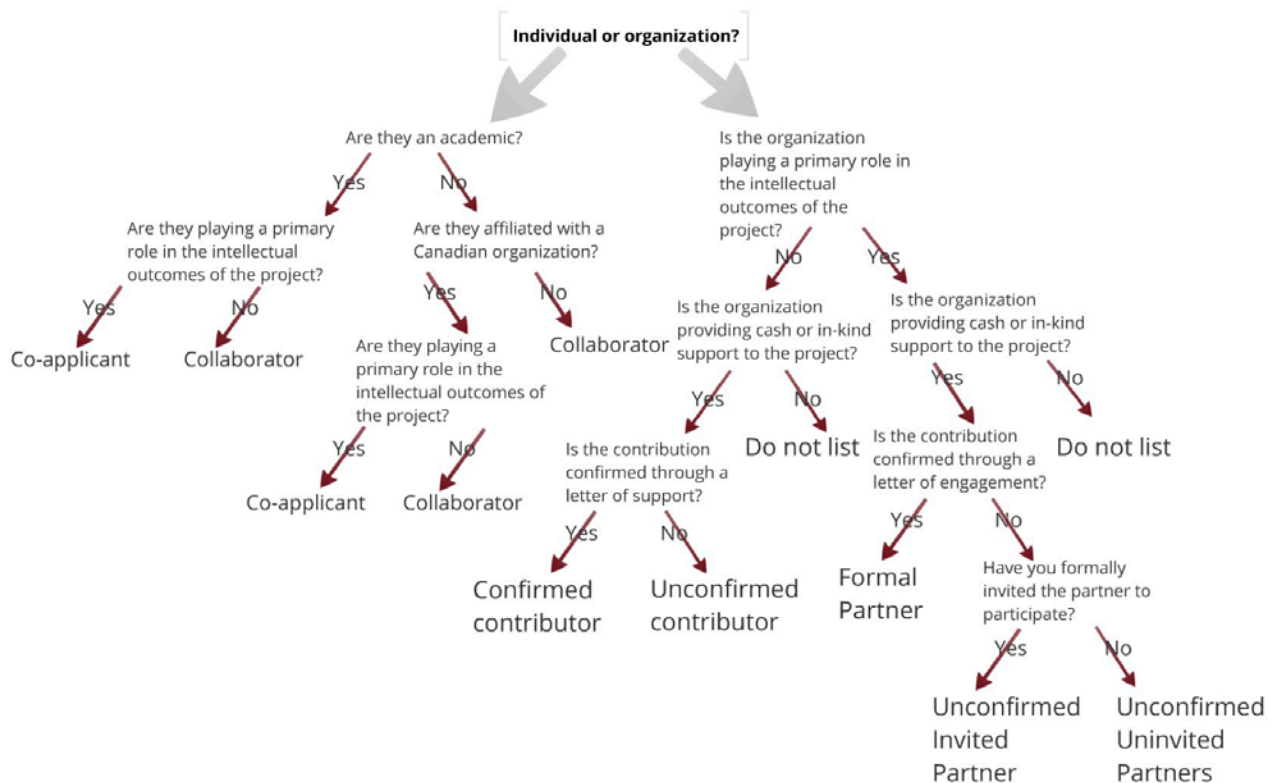


Figure 3: Assigning roles in the partnership according to SSHRC's terminology

Step 3: Begin Defining Intellectual and Financial Contributions

It is also important to keep track of potential intellectual and financial contributions from investigators, collaborators, partners and contributors. This will reduce the effort required to prepare drafts of several components of the application.

Use the table below to assist you in beginning to define the intellectual and financial contributions from organizations that qualify as formal partners, according to SSHRC's definitions.

NAME	ROLE (SSHRC TERMINOLOGY)	INTELLECTUAL CONTRIBUTIONS	FINANCIAL CONTRIBUTIONS

NAME	ROLE (SSHRC TERMINOLOGY)	INTELLECTUAL CONTRIBUTIONS	FINANCIAL CONTRIBUTIONS

Step 4: Gather Partnership Evidence

SSHRC requires that partnership applicants not only provide letters of support from partner organizations but provide evidence of formal partnership, such as:

- Strategic plans that mention the project
- Formal agreements (i.e., Memorandums of Understanding) between partner organizations*
- Intellectual property agreements between partner organizations and/or individual investigators*
- Motions or resolutions passed by governing bodies of partner organizations as recorded in meeting minutes

Internally at Lakehead, we require that one of your pieces of evidence be a Partnership Agreement. A risk assessment must be performed for this agreement by Sue Wright (swright@lakeheadu.ca) and it must be signed by the PIs, and signing authorities for all partners. This process takes time and should be done well in advance. Agreement templates are available [here](#).

CHECKLIST FOR EVIDENCE OF FORMAL PARTNERSHIP DOCUMENTATION

- Financial (cash or in-kind) contributions are outlined in the documentation
- All contributions are confirmed as eligible as per SSHRC's instructions (see Tri-Council Financial Administration Guide)
- You have met with a staff member from Lakehead's ORS about contributions from Lakehead University.

At this stage, you should also meet with a staff member from Lakehead University's Office of Research Services (ORS) to begin the process of confirming cash or in-kind contributions from Lakehead University.

Use the table on the next page to keep track of the type of evidence and contributions from partners.

* Researchers interested in preparing intellectual property or other formal agreements should contact both the Office of Research Services and the Economic Development and Innovation Office at Lakehead University at least two months prior to the application deadline to begin drafting the required documentation.

ORGANIZATION NAME	TYPE OF EVIDENCE	FINANCIAL CONTRIBUTIONS LISTED

ORGANIZATION NAME	TYPE OF EVIDENCE	FINANCIAL CONTRIBUTIONS LISTED

Indigenous Research Considerations

Close to the start of the application you are asked whether your project involves Aboriginal/Indigenous research as defined by SSHRC. (SSHRC is in the process of changing its terminology from Aboriginal to Indigenous and both appear on different pages of their site). If you check 'yes' you are signaling to the adjudication committee that the application should be reviewed according to SSHRC's definition of Indigenous research and its guidelines for the merit review of Indigenous research. Indigenous research *is not* any research involving Indigenous people or topics of concern to Indigenous people. SSHRC's definition of Indigenous Research is:

Research in any field or discipline that is conducted by, grounded in or engaged with First Nations, Inuit, Métis or other Indigenous nations, communities, societies or individuals, and their wisdom, cultures, experiences or knowledge systems, as expressed in their dynamic forms, past and present. Indigenous research can embrace the intellectual, physical, emotional and/or spiritual dimensions of knowledge in creative and interconnected relationships with people, places and the natural environment.

Whatever the methodologies or perspectives that apply in a given context, researchers who conduct Indigenous research, whether they are Indigenous or non-Indigenous themselves, commit to respectful relationships with all Indigenous peoples and communities.

This understanding of Indigenous research reaffirms SSHRC's support of research by and with Indigenous peoples. Research by and with Indigenous peoples and communities emphasizes and values their existing strengths, assets and knowledge systems.

If checking 'yes,' your research should fall under this definition. You should also be familiar with and following the Tri-Council Policy Statement [Chapter 9: Research Involving the First Nations, Inuit, and Métis People of Canada](#)

Be aware that you may need to take more time to develop your partnership with (an) Indigenous organization(s) and/or community/communities in order to meet the Indigenous research criteria and to come to an agreement with your partner(s) on how you will ensure reciprocity, handle decision making and the use of data, and/or meet [OCAP](#) principles (Ownership, Control, Access and Protection). For guidance on establishing agreements, we encourage you to contact our Ethics Officer Sue Wright at swright@lakeheadu.ca

Step 5: Draft the Goal and Project Description (five pages)

The project description is the heart of the proposal and drafting it should be the next step in preparing the components of your SSHRC Partnership Development Grant application.

Ensure that your project description contains enough information for reviewers to properly assess your application. We advise that you utilize all five pages to describe your project and address the adjudication criteria. If you provide less than the maximum number of pages allowed, the application may be at a disadvantage compared to those applicants who utilized all of the space available to them.

Remember that committees for the Partnership Program tend to be composed of reviewers from multiple sectors and disciplines. While reviewers will be selected that are the best fit for your application, the project must appeal to and be understandable by individuals from a wide variety of disciplines and backgrounds. Use lay language as much as possible and explain any specialized terminology. The project description falls under Challenge in the evaluation criteria (50%)

CHECKLIST FOR GOAL AND PROJECT DESCRIPTION

- You use SSHRC's language in headings derived from the bulleted list in the program guidelines, in the order in which they appear in the guidelines
- The objectives of the proposed partnership are stated briefly, including their relevance for all partners.
- You explicitly connect your project objectives to the objectives of the Insight Program and/or Connection Program (see page 2).
- You double-checked that you addressed each of the program evaluation criteria as listed under the Evaluation Criteria in the program guidelines (see page 3).
- You explained clearly the significance and originality of the proposed partnership, as well as what potential contributions to knowledge and knowledge mobilization the project and its activities will make.
- If applicable, you have described and defended by appeals to the literature the theoretical approach/framework that forms the basis for the proposed partnership.
- You have described and justified the research strategies and major activities (i.e., approaches and procedures for data collection and analysis) that make up the methodology of the proposed research.
- You defend the feasibility of the project within the chosen duration (1-3 years). This can be best achieved by including a breakdown of project activities in a timeline.
- Your description minimizes jargon/specialized language, and defines and explains thoroughly any that you do use.

Step 6: Send Invitations

All co-applicants, collaborators, and invited partners have to accept an electronic invitation via the SSHRC secure site to confirm their participation in the project. This process can be very time-consuming for many organizations and individuals as the organization's contact person or the individual researcher must set-up a SSHRC account (if they do not already have one) and upload the required documents.

It is imperative that researchers begin securing confirmation from partner representatives, co-applicants and collaborators as soon as possible. **In our experience, it is often during the invitation stage that researchers encountered the most delays and difficulties in submitting a Partnership Development Grant application.** Beginning this process early will insure that you do not face the difficult decision of having to submit without confirmation from a key partner or fail to meet the deadline.

Researchers should be prepared and schedule appropriate time to walk international collaborators and non-academics through this process.

It is important to note that even if you begin this step early in the application process, partner representatives must re-log on to their SSHRC accounts after you have finalized the budget (steps 17-19) in order to confirm the contributions you list under "funds from other sources."

Your application will only be "Verified Successfully" once all co-applicants, collaborators and partners have successfully completed and verified their components of the application.

Co-applicants and Collaborators

All co-applicants and collaborators affiliated with a postsecondary institution must submit a full SSHRC CV. This includes collaborators based at postsecondary institutions outside of Canada.

While co-applicants and collaborators from a non-academic organization have the option of submitting a full SSHRC CV, they can also choose only to complete the following, mandatory fields:

- Identification module — Correspondence language
- Identification module — Permanent postal code
- Current Position module — Organization, department, start date
- Current Position module — Address
- Current Position module — Primary phone number
- Research Expertise module — Keywords

- Research Expertise module — Discipline #1

We suggest that co-applicants and collaborators from non-academic organizations only complete a full SSHRC CV if they have experience that easily falls into the SSHRC CV categories. Having them complete it without this experience will not necessarily add to your application. In addition to completing the SSHRC CV, co-applicants and collaborators must also provide electronic attachments describing their research contributions and relevant experience.

Participants affiliated with a postsecondary institution

Role	Research Contributions	Relevant Experience
Co-applicants	Mandatory	Mandatory
Collaborators	Optional	Optional

Participants affiliated with a non-academic organization

Role	Research Contributions	Relevant Experience
Co-applicants	Optional	Mandatory
Collaborators	Optional	Optional

Figure 4: Required attachments for co-applicants and collaborators

These documents must conform to the SSHRC instructions (see Step 14: Research Contributions and Step 15: Relevant Experience). It is important to note that your co-applicants and collaborators will be able to attach non-conforming documents (i.e., wrong margins, font, spacing, etc.) to their SSHRC CVs and it is up to you as the principal applicant to ensure that all documents conform to the SSHRC formatting requirements.

Formal Partners

Formal partners must nominate someone to complete the requirements of the SSHRC application from their end. I would highly recommend that you work with partners to select an individual to serve as the contact, who will be able to complete the required components of the application quickly and provide a high level of communication back to the research team (such as an executive or administrative assistant). It is not important to have the signing authority of the organization serve as the partner contact. The individual completing the Invited Partner component of the SSHRC application must provide the following information after they have set up their SSHRC account:

- Contact information for the organization and contact person
- Address
- Email
- Web address

In order to confirm their participation, partners must have a prepared letter of engagement (no page limit). Principal applicants should ask partners to forward this letter to them separately as they will not be able to view the contents of the letter through the SSHRC secure site, even when they generate a PDF of the whole application at the verify stage.

TEMPLATE FOR LETTER OF ENGAGEMENT:

DATE

SSHRC Adjudication Committee
Partnership Development Grant
Social Sciences and Humanities Research Council
350 Albert Street
Ottawa, ON K1P 6G4

Dear SSHRC Adjudication Committee:

RE: Letter of Engagement for "PROJECT TITLE"

I am pleased to confirm <INSERT ORGANIZATION'S NAME> endorsement and support of the Partnership Development Grant being submitted by <INSERT PRINCIPAL APPLICANT'S NAME> entitled "PROJECT TITLE".

INSERT STATEMENT OF PROJECT'S OBJECTIVE AND OVERLAP WITH ORGANIZATION'S MANDATE, PRIORITIES OR PLANS.

We are pleased to confirm that <INSERT ORGANIZATION'S NAME> will contribute <LIST OF CASH OR IN-KIND CONTRIBUTIONS> to this project.

IF THERE ARE ANY UNCONFIRMED CONTRIBUTIONS AT THIS TIME, INSERT A DESCRIPTION OF THEM HERE.

INSERT DESCRIPTION OF HOW ORGANIZATION WILL PARTICIPATE IN PROJECT GOVERNANCE.

INSERT DESCRIPTION OF WHAT ORGANIZATION HOPES TO ACHIEVE THROUGH PARTNERSHIP.

IF NEEDED, INSERT ADDITIONAL STATEMENT ABOUT WHY PROJECT IS RELEVANT AND TIMELY.

Sincerely,

INDIVIDUAL ABLE TO LEGALLY BIND ORGANIZATION
TITLE

cc: PRINCIPAL APPLICANT

Complete Additional Attachments

Step 7: Description of Formal Partnership (four pages)

Using the information gathered during steps 2 and 3, you should complete the four page attachment on Participant Involvement. Do not underestimate the importance of the governance structure.

CHECKLIST FOR DESCRIPTION OF FORMAL PARTNERSHIP

- You use SSHRC's language in headings derived from the bulleted list under this section in the program guidelines in the order they appear in the guidelines
- You defend why a partnership approach is the best method for achieving the project's objectives.
- You clearly outline the governance structure of the partnership, including a clear description of the involvement of all partners in the decision-making processes.
- You outline and justify the purpose of the contributions the partners will make to the intellectual leadership and outcomes of the project.
- You realistically describe the likely challenges encountered by your particular project and what will be done to address them. (This may be good section to again make reference to governance.)
- You explain the specific expertise each partner organization brings to specific project activities.

Step 8: Description of Participants Involvement (two pages)

Using the information that you gathered during steps 2 and 3 and the drafting of the Description of the Formal Partnerships component, you should now complete the two page attachment on Participants Involvement.

This differs from the Description of Formal Partnerships as this section emphasizes what the individuals, as opposed to organizations, bring to the project. While you can describe the relevant skill sets of partner representatives, more space should be devoted to describing the required expertise needed to complete the project, and which individuals associated with the project contribute these required skills.

CHECKLIST FOR DESCRIPTION OF PARTICIPANTS INVOLVEMENT

- You use SSHRC's language in headings derived from the description of this section in the program guidelines, in the order in which they appear in the guidelines
- You list and justify all required expertise to complete the project. This should be done without reference to the skill sets of particular individuals or organizations involved in the project.
- You list all individuals (principal applicant, co-applicants, collaborators, partner representatives), indicating whether they are from the academic sector or non-academic sector.
- For individuals from the non-academic sector, you identify whether they are from: (i) a not-for-profit organization; (ii) a philanthropic foundation; (iii) the public sector; (iv) the private sector; or (v) other (specify).
- For all individuals, you define their role and/or responsibility within the project, making appropriate reference to the governance structure. You should also detail and justify what project activities they will be involved in.
- For each individual, you detail the skills and expertise they bring to the project, which ensure that they can complete their assigned roles and responsibilities.

Step 9: Description of Previous SSHRC Funding (one page)

This section does not need to be completed if you have not previously held SSHRC funding.

Remember that the Partnership Development Grant program funds new formal partnerships or existing partnerships that are taking on new directions or activities. This is the section to describe how the proposed activities differ from previous research funded by SSHRC.

This is especially necessary if any components of your CV indicate that this is an existing research program or partnership. The main thing to keep in mind is to show reviewers that despite past SSHRC funding, this is a “developing” partnership, activity or research direction.

When this section is completed in a successful way, the previous SSHRC funding is not a hindrance to success of this application but contributes in a meaningful way to the feasibility of the new project.

CHECKLIST FOR DESCRIPTION OF PREVIOUS SSHRC FUNDING

- You describe the results and impacts of past SSHRC activity and connect these results/impacts to the new activities described in the proposal.
- You describe any perceived overlaps, but make sure to justify how the overlap is minimal or false, because this project is new.
- You describe any value added that your previous SSHRC-funded activity will bring to these new partnership activities (i.e., equipment, data sources, etc.)

CHECKLIST FOR DESCRIPTION OF PREVIOUS SSHRC FUNDING

- You describe how the partnership may have arisen from links established during past SSHRC activity.

Step 10: Description of Training and Mentoring (one page)

As SSHRC is committed to supporting student training, this is an essential component of the application.

It is important not only to include what responsibilities students will have on the partnership project but how you will provide them with the necessary training and mentoring needed to complete these tasks. Any reference to employability and/or career opportunities beyond academic appointments will be well-received.

CHECKLIST FOR DESCRIPTION OF TRAINING AND MENTORING

- You use SSHRC's headings derived from the bulleted list under this section in the program guidelines.
- You describe in detail the exact nature of the training and mentoring that students and post-doctoral fellows will access as a result of funding this project.
- You describe in detail your capacity as principal applicant (as well as the capacity of your team members where appropriate) to provide students and post-doctoral fellows with these opportunities.
- You describe the skills that students and other HQP will acquire as a result of their participation.
- You include the number of students, emerging scholars and/or other HQP that will be developed as a result of this application.
- You detail any career development opportunities that students and/or other HQP will have access to as a result of their involvement in this project.

Step 11: Knowledge Mobilization Plan (two pages)

SSHRC is increasingly emphasizing knowledge mobilization as a component of all funded research projects, regardless of whether they fall within the Insight or Connection Programs. SSHRC defines knowledge mobilization as “the reciprocal and complementary flow and uptake of research knowledge between researchers, knowledge brokers and knowledge users—both within and beyond academia—in such a way that may benefit users and create positive impacts within Canada and/or internationally, and, ultimately, has the potential to enhance the profile, reach and impact of social sciences and humanities research.”

Successful knowledge mobilization (KMb) plans identify and justify target audiences, defend the selection of activities to reach that target audiences, outline a plan for undertaking those activities within the period of funding, and a process for evaluating success. KmB falls mainly under feasibility in the evaluation criteria (20%)

CHECKLIST FOR KNOWLEDGE MOBILIZATION PLAN

- You clearly state the purpose (i.e., raise awareness, increase knowledge, change public discourse) of KmB activities in the context of your project.
- You identify and justify the selection of appropriate target audiences (academic and non-academic) inside and outside your area of research specialization.
- You identify any previous relationships you or your partners may have with your target audience through associations, networks or previous projects.
- You make reference to specific needs of your target audience and explain how access to your partnership activities may address these needs.
- You describe how the target audience will be involved in the partnership activities (the earlier in the project the better).
- You describe the usefulness of the partnership activities to your target audience.
- You describe what activities you will do to specifically reach out to your target audience.
- You describe how your research team will undertake these activities. (Will you do the KmB? Will a graduate student? Will your partner organizations? Will the team work together?).
- You describe how your proposed activities will gain the attention of your target audience.
- You include an approximate costing for your KmB activities. (Make sure to include these later in the project budget.)
- You provide a monthly or yearly schedule of your KmB activities.

Step 12: Expected Outcomes - Summary (text box)

This summary differs from the Knowledge Mobilization Plan as it details the short to long-term outcomes from your research. The Knowledge Mobilization Plan details concrete activities you will undertake to disseminate your research; the expected outcomes summary attempts to identify the potential impact your research may have, not only in response to your concrete dissemination activities, but more generally. This section should be a narrative justifying these outcomes (i.e., policy change, curriculum development, commercialization) as opposed to a listing of your tangible outputs (i.e., conference presentations, journal articles, manuscripts).

Make sure you do not repeat the activities you described in the Knowledge Mobilization Plan.

CHECKLIST FOR EXPECTED OUTCOMES - SUMMARY

- You explicitly connect your narrative to your selections from the drop-down menus in the Expected Outcomes component of the application.
- You identify the potential short- and long-term impacts of your partnership.
- You justify why you think your partnership will result in the impacts you outline in the drop-down menus.
- You provide a justification for all outcomes identified in the drop-down menus.
- You connect your potential impacts to your audience selections.
- You fill the allocated space.
- You preview the summary (by scrolling to the relevant section of the Generated PDF) to ensure that text is not cut off on the printed copy.

Research Contributions & Relevant Experience

Step 13: Update your SSHRC CV

Make sure all your components of your SSHRC CV are up-to-date by reviewing and verifying the components of the CV section.

Step 14: Upload your Research Contributions (four pages)

Make sure your Research Contributions conform to SSHRC formatting requirements:

- Times New Roman font
- 12pt font size minimum
- Minimum of 6 lines per inch
- 1.87cm margins around all edges

CHECKLIST FOR RESEARCH CONTRIBUTIONS

- You use the headings outlined in the instructions in the order presented.
- You group your research contributions according to the categories listed (refereed contributions etc.)
- You identify publications that have resulted from previous SSHRC funding with an asterisk (*) in the left margin.
- You only include contributions from the last six years, except where your dates are altered due to career interruptions.
- You specify your role in all co-authored publications.
- Recent Graduates: You list all theses.
- You include complete biographical notices for all publications, including page numbers.
- For publications in languages other than English or French, you provide a translation of the title and name of the publication.
- You list and justify your five most significant research contributions from your career as a whole; the six year rule does not apply to these five contributions.
- You list and justify all career interruptions or special circumstances (e.g. any personal leaves as well as administrative duties that have limited research output), especially those who identified as emerging scholars under category 4. (See SSHRC guidelines for definition.)
- You indicate your role in supervising and/or co-supervising ongoing and/or completed theses, listed by the study level of the student.

CHECKLIST FOR RESEARCH CONTRIBUTIONS

- Where known, you describe what your former students have gone on to do after completing their studies.
- You describe the contributions you have made to involve students in your past research activities.
- You specify if your ability to supervise students has been limited by a lack of graduate program in your discipline, while focusing on the mentorship you have been able to provide

Step 15: Relevant Experience (four pages)

In this section, you must describe your experience in participating in and/or leading formal partnerships. Given that SSHRC defines formal partnerships as “[a] bilateral or multilateral formal collaboration agreement between an applicant and one or more partners”, not all collaborative research experience will count as experience in leading formal partnerships.

Experience related to the project, but that does not qualify as experience in leading formal partnerships, should also be included in this section under the title “previous experience related to the objectives of the partnership”. Relevant experience can include:

- working within or with communities and/or organizations
- non-academic career information
- voluntary work

CHECKLIST FOR RELEVANT EXPERIENCE

- You identify all experience in participating in formal partnerships, leading formal partnerships, and/or other previous experience relevant to your project’s objectives.
- You provide a brief description of the work you performed for all activities listed.
- You justify how this work has prepared for your role and responsibilities in this project.
- You describe the skills you developed through the listed activities.

Like Research Contributions, this section must also conform to all SSHRC formatting requirements.

Step 16: Double-check co-applicants' and collaborators' attachments

This is not something you want to discover at the last minute. Take time now to double-check the formatting of all attachments to make sure they conform to the SSHRC formatting requirements and follow-up where necessary.

Project Budget

Now that you have completed these attachments, it's time to compile your costs and contributions into your budget, budget justification and contributions plan.

It is essential that identical values appear in all sections of the application. For example, the same values should appear in the “Contribution Plan” as appear on the “Funds from Other Sources” as appear in the letters of engagement.

The best way to ensure that all these values are identical is to prepare these sections of the application at approximately the same time.

Step 17: Complete the “Funds Requested from SSHRC” and the “Funds from Other Sources”

Enter in all financial information into these two forms available within the electronic application form if you have not already done so. These values must match the values that appear in the Contributions Plan (see step 19).

Step 18: Budget Justification (two pages)

Your budget justification should not only break costs down into individual expenses, but it should provide a narrative for what each expense contributes to the overall project. Once projects are rated as “successful” and “unsuccessful”, budget justification pages of successful applications are read by the committee separate from the application in order to assess the value and purpose of each expense. As such, the budget justification pages should leave the reader with a basic sense of what the project entails and why each of the expenses are required to achieve the objectives of the project.

Keep in mind that SSHRC operates on the principle of “minimal essential funding” and will cut budgets if they feel that the project could still be completed with a smaller budget. If the committee feels that the budget is not well-justified, they may feel that the grant is not competitive. If 30% or more of the project budget is deemed unjustified, the project can be failed on the feasibility criteria. Projects with higher budgets (within the allowable range – in this case projects requesting closer to \$200 000 – will be scrutinized more closely.

CHECKLIST FOR BUDGET JUSTIFICATION

- You use the headings from the “Funds Requested from SSHRC” page to organize your justification in the order they appear.
- You not only justify the amounts by breaking down each line item, but explain why each expense is required to achieve the project objectives. You should make reference to the objectives you listed in the description.
- Personnel expenses should be justified by explaining why these people (with their level of experience) are required to achieve the project objectives.
- Justify why any non-student personnel need to be hired to meet the project's objectives (e.g. the importance of hiring a community research assistant who is living ‘on the ground’ in a remote community)
- Travel expenses are justified by making reference to Lakehead University's Travel Expenses Policy and/or previous experience traveling to these locations.
- You provide a justification for all expenses that appear in the “Other” category.
- You include a brief justification for all cash and in-kind contributions from other sources. (This will be more thoroughly described in the “Contributions Plan”.)
- Two independent quotes are appended where the amounts in the professional/technical services exceed \$25,000 to one contractor.
- Your budget total reflects the requirements of the project and is not inflated in order to reach the program maximum (\$200,000).

Step 19: Contributions Plan (one page)

You should double-check that all contributions are SSHRC eligible as defined in the [Guidelines for Cash and In-Kind Contributions](#) (see External Resources section).

If you have been following this manual, you should already possess most of the required information by this stage to quickly complete this component.

CHECKLIST FOR CONTRIBUTIONS PLAN

- You use the headings from the bulleted list under this section of the guidelines to organize this component of the application.
- You describe, not just list, the confirmed contributions from Lakehead University (as discussed and confirmed in step 3). You explain the purpose of these contributions for achieving the project's objectives.
- You describe, not just list, the confirmed contributions from other partners and contributors (see terminology distinction in step 2). You explain the purpose of these contributions for achieving the project's objectives.
- You provide a plan (including listing organizations, team members responsible, methods of approach and timeline) for seeking additional contributions during the life of the grant. This timeline should continue throughout the duration of the grant.
- You describe how this additionally sought support will assist the team achieving the project objectives.
- All funds listed here also appear in the "funds from other sources" form.

Step 20: List of Potential Partners and Contributors

Based on the Contributions Plan, compile the finalized list of potential partner organizations and other contributors (for this distinction see step 2; two pages).

The list should include organization name, contact person, address and website.

The list should be broken down into the following categories:

- Confirmed partners
- Unconfirmed partners
- Confirmed contributors
- Unconfirmed contributors

Step 21: Summary Page

The summary forms an important part of your application as it provides a concise description of the proposed research in non-technical language, which the public can understand. It is probably the most used component of your application and should not be taken lightly. Reviewers may re-read the summary the night before the adjudication to “jog” their memory about your project. Other committee members may read your summary so that they can follow the discussion between the two or three reviewers and may use this to inform their opinions if the reviewers cannot reach a decision on the application by consensus. SSHRC will use the summary pages to communicate the content of successful applications to policy-makers and the general public. The summary also provides evidence your ability to communicate your research clearly to a general audience. When partners log into the secure SSHRC site, it is the project summary that they will be asked to read.

For these reasons, the summary should read as a standalone document.

Avoid simply cutting and pasting wording from your detailed description into the summary page. This will most likely frustrate your reviewers, who will notice when they are being asked to read something twice.

CHECKLIST FOR SUMMARY PAGE

- You clearly state the problem or issue that the proposed partnership addresses.
- You state the overall goal and objectives of the project.
- You describe the breadth of the partnership and how you have meaningfully engaged partners to date (this should have happened in step 1 and thorough the preparation of the application).
- You state whether the project falls within the Insight and/or Connection Program and what type of partner activity is undertaken.
- The summary does not contain any jargon or specialized language.
- You preview the summary to ensure that text is not cut off on the printed copy.

Step 22: Verify and Submit

Finally, it is time to verify and submit your application.

Be aware that because of the complex nature of this application and required participation of other in the application process, your application may not verify even though you have completed all the necessary components. It may be the case that your partners, co-applicants, and collaborators have not completed all the necessary steps, which may be preventing verification. It is important to give yourself sufficient time to follow-up with partners, co-applicants, and collaborators if need be.

Please note that when you “submit” your application, it does not go directly to SSHRC but is sent to the Office of Research Services to begin the process of securing internal approval.

This needs to be done prior to the internal deadline (two weeks before the external SSHRC deadline) to insure your application receives a full review by the staff of the Office of Research Services.

Submitting prior to the internal deadline allows you to get the most of this review. The review is important because staff double-check your application to ensure it addresses all adjudication criteria, includes all the necessary attachments, and confirms the eligibility and accuracy of all budgetary figures. This review is especially important for this program where it is possible to verify and submit with a number of components being incorrectly attached or formatted.

Applicants should note that they must send the completed [Research Proposal Approval Form \(RPAF\)](#) to the Office of Research Services in order for the application to receive institutional approval and be submitted to SSHRC.

Checklist & External Resources

Section One: Identification

- You complete all necessary background questions.
- You indicate whether your research falls under the criteria of Indigenous research as described in the [TCPS 2 Chapter 9](#).
- You indicate your alignment with any of [SSHRC's joint initiatives](#), as applicable.

Section Two: Activity Details

- You respond to the additional parameters (ethics, environmental impacts, key words, etc).
- You select one or more formal partnerships (eg., networks for research) .
- You identify and rank in order of importance up to 5 *Disciplines* that are relevant to your proposal (one is mandatory), three *Areas of Research* related to your proposal (one is mandatory), and, if relevant, *temporal periods, geographical regions and countries*.

Previous SSHRC Funding (if applicable)

- You describe results of past SSHRC activities and how they will impact the new project.
- You describe overlaps, but justify the overlaps as minimal because the project is new.
- You describe the added value of previous SSHRC activity (new partners, equipment, data, etc).

Project Description

- The document conforms to SSHRC margins, font and page size rules.
- The objectives of the proposed partnership are stated briefly, including their relevance for all partners, and are connected to objectives of the Insight or Connection Program.
- You re-read the evaluation criteria and confirm that the program description addresses these criteria.
- You clearly describe and justify the methodology, theoretical framework, and review of the literature.
- You describe the significance and originality of the proposed project as well as explain your knowledge mobilization of the project.
- You defend your requested timeframe (up to 3 years).

Description of Formal Partnerships

- You defend why a partnership approach is the best method for achieving objectives.
- You clearly outline the governance structure with a clear description of partners' involvement in project leadership how the partner's expertise will benefit the project, and how the partner will benefit from the project.
- You address potential challenges to the partnership and how they will be addressed.

Participants Involvement

- You list and justify all required expertise to complete this project. This should be done without reference to the skill sets of particular individuals or organizations involved in the project.
- You list all individuals involved in the project and whether they are from the academic sector or non-academic sector (here state if they are from a foundation, public, private or other sector).
- You detail and justify the project activities that all individuals will do and their expertise.

Description of Training and Mentoring

- You use SSHRC headings from the bulleted list in this description.

- You describe in detail the exact nature of the training and mentoring of students and post-docs, the total number you will hire, why you have chosen students at this level, and any career development opportunities available to students as per [SSHRC's guidelines for effective re-search training](#)

Knowledge Mobilization Plan

- You clearly state the purpose (raise awareness, increase knowledge, change public discourse).
- You justify the selection of an appropriate target audience outside research specialization.
- You identify relationships, address special needs of target audience, target audience in the partnership activities (earlier the better) and describe usefulness of partnership activities.
- You provide a timeline of activities, appropriateness of activities, and cost.

Expected Outcomes - Summary

- You identify short- and long-term impacts of your project
- You justify why you think your partnership will result in the impacts outlined in the proposal.
- You justify all outcomes and connect impacts to your audience selections.
- You preview printed version to ensure text is not cut off

Research Contributions

- You use headings, ordering and classifying as outlined in SSHRC instructions.
- You only include contributions from the last six years, except for dates altered due to interruptions and your most significant research contributions (which can span whole career)
- If you are a new scholar, list your thesis.

Relevant Experience

- You identify and describe all experience in participating in formal partnerships, leading formal partnerships and previous experience relevant to the project's objectives.
- You describe and justify how this work has prepared you for project role/responsibilities

Budget Justification

- You use the headings from "Funds Requested from SSHRC" to organize your justification.
- You justify and explain each expense to achieve project objectives.
- You justify travel expenses through citing Lakehead's Travel Policy and/or any policies applicable to your partner organization
- Your budget reflects the requirement of the project without going over the \$200,000 max.

Contributions Plan

- You list and describe Lakehead's contribution to the project as well as partner contributions.
- You describe a plan for seeking out additional contributions during the life of the grant.

Summary Page

- You clearly state the problem, goal, objectives, and breadth of the partnership, *in non-technical lay language (no jargon!)*
- You print off this page and scan to determine if it's been cut-off.

Evidence of Formal Partnership

- You spoke with a member of the Office of Research Services to begin organizing this necessary documentation.
- You list Financial and/or in-kind contributions are outlined in the documentation.

Lakehead University Resources

Research Services Application Checklist

Lakehead University/Tri-Agency Financial Guide

Research Proposal Approval Form (RPAF)

<https://www.lakeheadu.ca/research-and-innovation/forms/research-services/node/15023>

Lakehead University Travel Expense Policy

<https://www.lakeheadu.ca/faculty-and-staff/policies/financial/travel-expense-policy>

SSHRC Resources

Partnership Development Grant Program Overview & Evaluation Criteria

http://www.sshrc-crsh.gc.ca/funding-financement/programs-programmes/partnership_development_grants-subventions_partenariat_developpement-eng.aspx

Partnership Development Grant Program Application Instructions

https://webapps.nserc.ca/SSHRC/Instructions-Help/pdg_instr_e.htm

Accept Invitation - Invited Partners Instructions

https://webapps.nserc.ca/SSHRC/Instructions-Help/partners_e.htm

Guidelines for Cash and In-Kind Contributions

http://www.sshrc-crsh.gc.ca/funding-financement/policies-politiques/cash_inkind-es-peces_en_nature-eng.aspx

Tri-Agency Financial Administration Guide

http://www.nserc-crsng.gc.ca/professors-professeurs/financialadminguide-guideadminfinancier/index_eng.asp

SSHRC's Guidelines for Effective Research Training

http://www.sshrc-crsh.gc.ca/funding-financement/policies-politiques/effective_research_training-formation_en_recherche_efficace-eng.aspx?pedisable=true

Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (2nd edition)

<http://www.pre.ethics.gc.ca/eng/policy-politique/initiatives/tcps2-eptc2/Default/>

Other Resources

Bennet, A. & Bennet, D. (2007). Knowledge Mobilization in the Social Sciences and Humanities: Moving from Research to Action. Frost, WV: MQI Press.

Shore, A.R. & Carfora, J.M. (2011). *The Art of Funding and Implementing Ideas: A Guide to Proposal Development and Project Management*. London: Sage.