

## PARTICIPANTS' INVOLVEMENT

### The expertise needed for success

CMC requires:

- Experienced executive leadership equipped to marshal diverse agendas and resources and solve high-level problems while effectively overseeing simultaneous major projects. See the roles of K. Pendakur and Jacks below.
- Specialized, respected research expertise qualified to create and manage CFPs, vet proposals, support researchers, and create and sustain networks for conducting research and mobilising knowledge. See the roles of Ali, Bilodeau, Hiebert, Preston, Wong, and Worswick.
- Expertise in partnership development and the nourishment and support of partner relationships, particularly in the sphere of knowledge co-creation, and experience working with community and government partners. Successful partnerships require attention, frequent communication, and mutual access to influential voices. See the roles of K. Pendakur, Germain, Hiebert, Jacks, Preston and R. Pendakur.
- A sizeable, diversified, and flexible array of committed research talent to deliver the substantial research objectives. See the role of the Collaborators.

All applicants and collaborators are from the academic sector. Their roles in the governance structure are described under *Governance*. Across all their activities, the Applicant and all Co-applicants will develop and maintain partner relationships and focus on fulfilling partnership obligations and aspirations around co-creating knowledge.

Applicant K. Pendakur will be **Director** of CMC. This role crafts, instils and carries through a strategic vision, and inspires confidence in partners. It takes responsibility for the accountable, effective management of significant resources, signs year-end financial reporting, chairs the Board of Directors and is accountable to SSHRC. It manages day-to-day operation of national office of CMC, including staff and contractor/supplier management and financial management of project funds. With the **Associate Director** (Co-Applicant Jacks), the Director is jointly responsible for website content and maintenance, arranging meetings, editing and publishing the Working Paper Series, writing annual reports, conducting midterm evaluation, and organizing conferences and workshops. As Associate Director, Jacks works alongside and in support of the Director, managing the Working Paper series and also specializing in knowledge mobilization activities with community partner foci. K. Pendakur and Jacks have extensive experience and proven expertise in leading complex, large-scale cross-sectoral research partnerships.

Jacks and K. Pendakur will also share the role of **Community Leader**, developing and supporting community partners in ways analogous to the Regional and Federal Leader roles (see below).

**Co-Applicants** Ali (Children, Youth and Families), Bilodeau (Cultures and Communities), Hiebert (Cities), Preston (Social Integration), Wong (Transnationalism) and Worswick (Economy and Markets) will be **Priority Area Leaders** – national research co-ordinators and facilitators who lead consultations with partners and researchers in their areas and use those to develop the research vision and shape CFPs. These participants are renowned in their fields and have extensive experience in the partnered research co-ordination which is the engine of CMC. They embrace the range of social science fields and methodologies, offer multi-lingual capacity, and represent the academic research talent at the nucleus of the partnership. They will keep researchers connected, support their collaborations with direction and resources, and manage communications around their topics, including engagement in local knowledge mobilization activities and producing topical workshops. They also spearhead academic knowledge mobilization, including producing workshops and conferences.

Germain (Quebec), Hiebert (BC), Preston (Ontario) and Wong (Prairies) will be **Regional Leaders**, and R. Pendakur will be **Federal Leader**, liaising with provincial and federal agencies, respectively, to facilitate use of research knowledge (see *Knowledge Mobilization*) and help them access expertise of our research network. They will develop new partnerships and attract future governmental contributions to, and participation in, the partnership. Fully-fledged CMC partners will be the main focus of their work, but these roles will offer support to interested agencies even when those are unable to commit to partnership activities, in order to promote the uptake of research and lay the foundations of future collaboration. Germain, Hiebert, and Preston were co-directors of regional Metropolis Centres with substantial experience working with provincial government partners. R. Pendakur worked in a number of federal government departments researching issues related to immigration and diversity for 18 years prior to 2006, and likewise has substantial experience with the workings of the federal public service. Further, through his work in the Federal government he has built a large and broad network of research and policy experts whose work is related to the core areas of the CMC.

### ***Collaborators***

The research capacity of CMC is defined by the vast pool of expertise among its Collaborators, about 120 academics from a wide variety of fields and disciplines forming the research community that proposes projects in our annual calls for proposals. Many Collaborators have experience working with regional Metropolis Centres over the last 17 years, but any researcher at a Canadian post-secondary institution who has an established track record in one or more priority research areas, or intends to conduct research on these areas, can apply to join the partnership as a Collaborator. We expect significant new numbers of academics to join over our 7-year project.

Collaborators' primary responsibility will be to deliver the research objectives of the project. Each is participating on the understanding that they will devise a research program and submit a research proposal to at least 1 of our CFPs over the 7-year duration. In the cases where they are awarded research funding, they will deliver at least one Working Paper and one policy brief within two years. Based on experience, we project that in about 2/3 of these cases they will also deliver publications in peer-reviewed academic journals. Collaborators whose projects pass the adjudication process will be converted to co-applicant status for the duration of their projects.

There will be no upper limit on the number of applications Collaborators can make, nor on the number of funded projects they may be awarded, as long as working papers from previous CMC-funded projects are complete and they demonstrate to the Adjudication Committee that they have the capacity to undertake the research. Collaborators may bid to undertake research projects alone or in any size and combination of team drawn from the Collaborator pool, as long as they can describe the role and demonstrate the genuine participation of each member.

In the cases where they are awarded research funding, Collaborators will be available to participate in at least one communications event, apart from any academic conferences where their research is presented. Such an event may be a direct briefing to policy partners or stakeholders, e-symposia, our national conferences, or similar knowledge mobilisation events as might emerge as applicable and responsive as our partnerships develop and the ramifications of the research crystallize.

Collaborators will also be responsible for delivering the student training and mentoring that must be a part of every research proposal. They will produce compelling plans for involving and training student research assistants and execute those plans if their bid is successful. They will participate fully in our audit of the student training experience and in any other auditing activities CMC may undertake.

Collaborators (when converted to co-applicants following a successful proposal) will be responsible for managing (relatively small) research funding budgets according to the policies of their respective institutions, and for maintaining all financial records in a complete, transparent, and fully documented fashion.