

# Better. Together.

Creating positive impact through  
collaboration



Hello, Oki, Tansi! This document is a guidebook for community members interested in collaborating with the University of Calgary (UCalgary) researchers to inform practice, co-create solutions, and explore pathways to positive social change, social innovation, and social entrepreneurship. It provides information on how to initiate and navigate collaborations with UCalgary, emphasizing our institution's commitment to the "Ahead of Tomorrow" strategy, integrating Indigenous ways of knowing and learning, and focusing on placing the community at the centre of all endeavors.

*Creating momentum for positive impact.*

The University of Calgary is committed to excellence in research, teaching, and community engagement. At UCalgary, we prioritize collaborations that foster innovation, address societal challenges, and enrich the university and community.

### **Ahead of Tomorrow**

The ["Ahead of Tomorrow"](#) strategy embodies UCalgary's vision for the future, emphasizing community engagement and partnerships as core principles. As outlined in this strategy, UCalgary is dedicated to placing community at the centre of all initiatives, ensuring that collaborations are mutually beneficial and aligned with the community's needs.

### **li'taa'poh'to'p**

The [Indigenous Strategy](#) serves as University of Calgary's guide on its path of transformation and communicates its commitment and responsibility for truth and reconciliation.

This strategy includes four visionary circles: Ways of Knowing, Ways of Doing, Ways of Connecting, and Ways of Being.

**"Never doubt that a small group of thoughtful; committed citizens can change the world; indeed, it's the only thing that ever has." - Margaret Mead**



## **Table of Contents**

### **Initiating Collaboration – Ways of Knowing**

Initiating the Journey.....	1
Timeline & Process.....	2

### **Ways of Connecting**

Basket of Resources.....	4
--------------------------	---

### **Institutional Processes & Procedures – Ways of Doing**

Agreements.....	8
Research Ethics & Compliance.....	10

## Initiating Collaboration – Ways of Knowing

Before embarking on a research collaboration with the university, consider these questions:

- Is the work/project aligned with your organization's mission?
- Does the UCalgary research group align with these interests?
- Are there specific questions or issues that research/evidence can help address?
- Is there mutual benefit between your organization and the research project?
- Are your community members or organization staff willing to actively participate in decision-making and facilitating some or most of the research?
- Does the work align with UCalgary's [mandate](#) and [mission](#)?

**If yes, then it's time to plan the journey.**

### Initiating the Journey:

1. Identify Collaboration Goals: Clearly define the objectives and outcomes you seek to achieve.
2. Research Potential Partners: Explore [UCalgary's faculties](#), research institutes, and community engagement initiatives to identify potential collaborators whose expertise aligns with your project goals.
3. Reach Out: UCalgary has a robust [social innovation ecosystem](#) of staff supports, programs, and other resources spanning across faculties, departments, centres, hubs, and institutes. Connecting with these groups puts you in contact with our ecosystem. Members can guide you in the right direction for your project.



## Initiating Collaboration – Ways of Knowing

There are different collaboration approaches, including:



### Rapid Research

Reviews providing short, plain-language reports on specific questions.



### Consultation

Expert opinions on specific issues.



### Student Projects

Student engagement in community-led projects.



### Collaboration

Longer-term collaboration aligning community need and academic interests.

## Timeline and Process:

Collaboration timelines vary depending on the objectives and outcomes of the project. For example, research partnerships may span over a few months to years. If your project requires research ethics board approval (i.e. working with human research participants) or requires a legal agreement, these processes can take up to 6 months to finalize. You are encouraged to reach out to us as early as possible so we can support you in determining your needs, and initiate these processes as required.

1. **Initial Contact:** Upon reaching out, you will connect with a UCalgary representative to discuss your collaboration potential. If you have not connected with the right individual or resource, you will be referred to someone who can support. Refer to the Ways of Connecting section to get started.
2. **Needs Assessment:** During this discussion, a needs assessment is conducted to understand the project requirements and determine how best to support your objectives.
3. **Proposal Development:** Together we will develop a project proposal outlining goals, deliverables, timelines, and resource requirements.
4. **Agreements:** Depending on the nature of the project, agreements may be required. These agreements may include legal agreements and memoranda of understanding.

5. **Research Ethics Certification:** May be required to ensure compliance with established ethical standards and guidelines to protect individuals and communities participating in the research.
6. **Project Implementation:** Upon agreement on terms and completion of necessary documentation, the collaboration will commence as per the outlined timelines and milestones.

### Case Examples:

**Project:** Utilizing research and evidence to inform the development of a community facing/serving program.

**Goals and deliverables:** Review of comparable programs and studies that support similar programs. Identify opportunities, challenges, and activities. Use evidence to inform program development and identify viability.

**Resources needed:** Research, literary review, survey, interviews, data analysis, reporting.

**Funding sources:** External funding, Mitacs (student stipend)

**Agreements needed:** Legal, research ethics certificate.

Timeline from initial engagement to project start: **6 months.**

**Project:** Data analysis review of curated public data to inform the development of a community and government report.

**Goals and deliverables:** Data review, identify other data sources of interest, data analysis and reporting.

**Resources needed:** Research, data analysis, reporting.

**Funding sources:** None

**Agreements needed:** None

Timeline from initial engagement to project start: **1 month.**

## Ways of Connecting

UCalgary has a vast basket of resources available to community members, including:

### UCalgary's Social Innovation Ecosystem

#### **Hunter Hub for Entrepreneurial Thinking**

The Hunter Hub is a dynamic community centre that supports innovators and changemakers helping to accelerate ideas from concept to impact through programs and events that embed entrepreneurial thinking into curricular, extra-curricular, and experiential learning opportunities.

Learn more [here](#).

#### **Social Innovation Initiative (SII)**

The Social Innovation Initiative is supported by the Office of the Vice-President (Research) to mobilize academic experience and transdisciplinary expertise into solutions for complex social challenges.

The SII serves researchers, community agencies, and UCalgary's social innovation ecosystem to provide an avenue for community agencies and groups to explore collaborative engagements, including research and evaluation, resources, and connection.

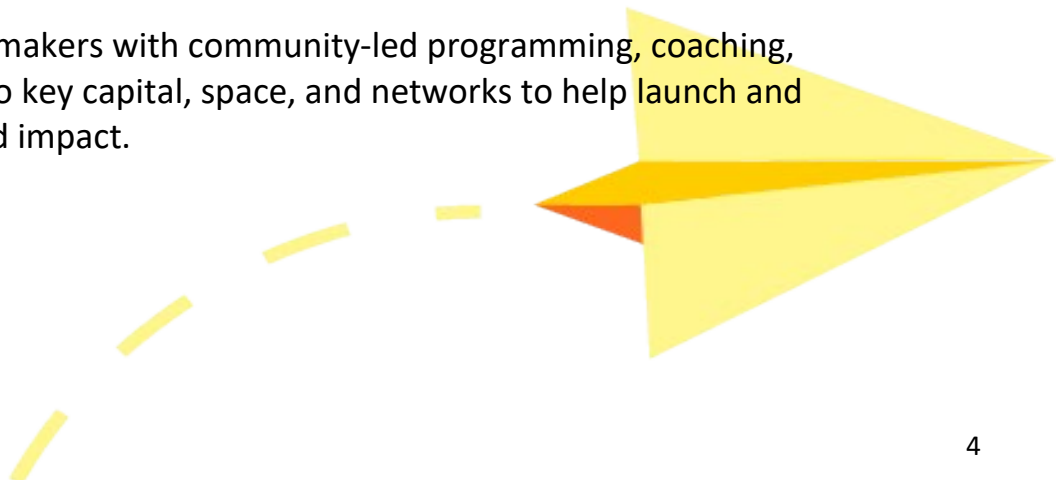
Learn more [here](#).

#### **Innovate Calgary, Social Innovation Hub (SIH)**

The Social Innovation Hub (SIH) draws upon the expertise, experience, and input of diverse social entrepreneurs, innovators, and partners to re-imagine what innovation means, who an innovator is and how innovation happens.

The SIH connects changemakers with community-led programming, coaching, mentorship, and access to key capital, space, and networks to help launch and scale their innovation and impact.

Learn more [here](#).



## **Knowledge to Impact (KI)**

Knowledge to Impact builds and supports meaningful partnerships for research between the University of Calgary and community organizations. KI's goal is to support these collaborative efforts to create knowledge with impact for the benefit of the community at large.

KI supports partnership matchmaking, research collaboration, knowledge mobilization planning, and research impact assessments.

Learn more [here](#).

## **Department of Community Health Sciences (CHS)**

Committed to making a difference, the CHS is guided by three strategic focus areas: reimaging education, pursuing meaningful research, and creating with communities. Through authentic community engagement, CHS contributes to improvements to public health policy and programs at local, national, and international levels.

Learn more [here](#).

## **Research Support**

### **Indigenous Research Support Team (IRST)**

IRST serves to provide the opportunity for Indigenous communities to connect with a research body that can help facilitate and identify endeavors they would like to explore.

Learn more [here](#).

### **Health Equity Hub – O'Brien Institute for Public Health**

The Health Equity HUB supports health equity scholars to translate research into social change, and to make improvements in service delivery (health care and community programs).

Learn more [here](#).



## **Faculty of Social Work Professional Development**

A space for connection, practical knowledge, and inclusion by making shared knowledge accessible through the professional development program, and other community initiatives.

Learn more [here](#).

## **UCalgary Libraries & Cultural Resources**

Community members are welcome to access UCalgary's library collection by obtaining a Community card by visiting UCalgary Libraries with a government issued photo ID and proof of residency.

Learn more [here](#).

## **Equipment and Space**

### **Equipment and Research Concierge Program, Innovate Calgary**

In partnership with UCalgary, this program provides community with access to specialized equipment and expertise across university facilities to support research and projects.

The program connects community members and industry to instrumentation, services, and experimental design expertise.

Visit [here](#) to get started.

### **Collision Space, Hunter Hub for Entrepreneurial Thinking**

The Hunter Hub's campus location includes the Collision Space, a multi-use venue to gather, work, and meet.

This space is great for formal and informal meetings, lectures, workshops, events, and more.

Visit [here](#) to learn more and to submit a booking request.

*Note: Parking fees are not included in space/venue bookings. Visit [parking services](#) for fees and access.*

## **Student Supports**

UCalgary offers a diverse pool of talented students who can contribute to collaborative projects through internships, research opportunities, community engagement, volunteering, and experiential learning.

### **Centre for Career & Personal Development**

The center supports students to enhance their career and personal journey. Through comprehensive services, programs, and connection to industry and community partners, they help students develop their talents and thrive as individuals. These include:

- Co-op and Internships
- Micro-placements
- Employer events
- Student hires

UCalgary operates the [Elevate platform](#), a place to identify volunteer opportunities, internship, job postings, and more. Community groups are welcome to post their student work opportunities to the [Elevate Catalogue](#).

### **Global Community Challenge**

The Global Community Challenge YYC is a hands-on program that challenges students from UCalgary and international partner institutions to work in multi-disciplinary, cross-cultural teams to co-create potential solutions or recommendations that tackle real-life problems faced by organizations in the Calgary community.

As the community partner, you identify the challenge, provide context and guidance to the students, and provide feedback on the team's solution.

Visit [here](#) to get started.

## **Funding Supports**

A high-level, non-comprehensive list of various funding supports.

### **Government of Canada**

[Employment & Social Development Canada](#)

[SSHRC Partnership Engage Grants](#)

[Mitacs Accelerate](#)

[Business Benefit Finder](#)

[SSHRC Connection Grants](#)

### **Government of Alberta**

[Business Grants](#)

[Financing Supports for Entrepreneurs](#)

[Alberta Innovates](#)

[Alberta Women Entrepreneurs Grant](#)

### **UCalgary-based Grants**

[VPR Catalyst Grants](#)

[Transdisciplinary Scholarship Grants](#)

## **Institutional Process and Procedures – Ways of Doing**

UCalgary has processes and procedures designed to ensure community collaborations run smoothly and comply with established standards. Some of these processes can be complex, so we are here to support to ensure they do not become a barrier for your collaboration with us.

### **Legal Agreements**

Legal agreements may be required for research-based collaborations. Support for drafting the agreement is available to ensure all parties are served and properly represented in the project.

Two legal units operate at UCalgary, University Legal Services (Research), and the Cumming School of Medicine Legal (CSM Legal). University Legal Services (Research) oversees the creation and review of research agreements for all faculties except the Cumming School of Medicine.



## **University Legal Services (Research)**

The [University Legal Services \(Research\)](#) unit provides legal advice and support to faculty to meet their research needs with an aim to create long-term relationships. Annually, this office finalizes over 1300 agreements.

## **CSM Legal**

The [CSM Legal team](#) works to advise on, draft, review and negotiate contracts for medical research and clinical trials.

### When do I need a legal agreement?

- To identify both parties' commitment/terms for the project, including cash and in-kind contributions, deliverables, rights of ownership and use, publication rights and process(es) (i.e., intellectual property, data)
- To define research data use (e.g., infrastructure, ownership, access, security assurances)
- When disclosing confidential information
- When there are contractual obligations (i.e., subcontracts)

## **Types of Agreements**

### **Confidential/Non-Disclosure Agreement (NDA)**

Protects information deemed confidential by a party and can include partner data and information, research data collected from participants, project information, experimental protocols, and research results/designs. These agreements limit the use of and distribution of the information.

Confidentiality obligations typically extend past completion of the project/expiry of agreement (e.g., 3-5 years).

### **Confidentiality**

These terms may be in a standalone agreement or built into the research agreement. All team members with access to confidential information must sign acknowledgement.

### **Service Agreement**

An agreement whereby UCalgary is either hiring a third party or is being hired by a third party to perform research-related analysis or technical services for consideration.

### **Master Agreement**

A research agreement with a specific third party that you anticipate collaborating with on multiple future projects. This agreement sets out the general terms and conditions for all future projects/agreements between parties.

## **Institutional Process and Procedures – Ways of Doing**

### **Research Ethics & Compliance**

All research, funded or unfunded, involving humans, animals, or biohazardous materials must be reviewed by and receive approval from the appropriate board or committee before research can begin. At UCalgary, there are two Research Ethics Boards responsible for reviewing research applications involving human participants. UCalgary also has Animal Care and Biosafety committees.

### **Submission Timelines**

Applicants are advised to apply at least 8 weeks before the research is expected to begin. It is advisable to not schedule data collection activities until all ethics approvals are in place.

To learn more about Review Timelines, [visit](#).

To learn more about Ethics & Compliance, [visit](#).

*Legal review and negotiation can take time. To avoid project start delays, submit early.*

Aim for at least **6 months** prior to project start.



## **Intellectual Property**

Intellectual property (IP) refers to a work or invention that is the result of creativity, such as a manuscript or a design, to which one has rights and for which one may apply for a patent, copyright, trademark, etc.

If you are concerned or curious to learn more about IP, reach out to UCalgary's knowledge transfer office, [Innovate Calgary](#).

**Better. Together.** was developed in collaboration across business units that help advance social innovation, including the Social Innovation Initiative, the Social Innovation Hub, the Hunter Hub for Entrepreneurial Thinking and Knowledge to Impact.

This guide is for informational purposes. Specific details of collaboration processes and requirements may vary depending on the nature of the project and agreements reached between parties.