

July 2010

RESEARCH SUPPORT PROGRAM



The basic goal of higher education institutions is to capitalize on the strengths and maximize the effectiveness of each individual faculty member. This objective requires an organizational climate that stimulates professors to do their best work. It calls for incentives that encourage faculty members to grow professionally, to be innovative and flexible, and to invest themselves heavily in their careers.

Incentives for Faculty Vitality, Baldwin, 1985.

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A. PRINCIPLES OF FUNDING

1. Faculty Research Mission

Part of the Haskayne School of Business's mission is to create and communicate business and management knowledge of critical significance. Therefore, each faculty member is expected to contribute to the research productivity of the School.

Each faculty member should articulate a research program encompassing a three to five year horizon and demonstrate by means of publications on application for tenure and promotion that a **coherent research program** has been pursued. Faculty should strive to establish a position of leadership in the subject in which they are working by producing a series of quality articles, books, and book chapters that show the aggressive pursuit of a discernible line of work. While the Haskayne School will not express expectations in the form of numbers of articles or other scholarly output for tenure and promotion, we stress the need for faculty to present evidence of peer-evaluated research and ongoing research productivity. Each member of the Haskayne School should strive for a high level of research achievement.

The adjudication process and decisions reached pertaining to the Faculty's research support and awards program are separate and distinct from the processes and decisions pertaining to merit, appointment, appointment with tenure and promotion.

2. Purpose

The Research Support Program of the Haskayne School of Business provides a supporting framework for our research and scholarly activity. The purpose of the program is to improve research quality and productivity by supporting individual or joint work, stimulating the research environment, and recognizing scholarly achievement and excellence.

The Research Support Program is not a long-term funding source for individual faculty research programs, but will provide support in a variety of ways for the duration of a research project. The program is intended to facilitate high quality research and to enable faculty to conduct projects that lead to securing significant levels of external funding. The external granting agencies are most commonly either the Social Sciences and Humanities Research Council of Canada (SSHRC) or the Natural Sciences and Engineering Research Council of Canada (NSERC).

<http://www.sshrc.ca/> or <http://www.nserc.ca/index.htm>

In granting any awards, consideration may be given to the extent to which other funds, whether received from internal or external sources, are available to an applicant.

Academic Merit. Proposals are evaluated in the basis of academic merit. All else equal, preference will be given to proposals from untenured faculty, and proposals that are integral to the development of a coherent research program. The proposed research should be consistent with the applicant's research program or discrepancies should be explained.

Outside opinions may be sought where such opinions aid in making recommendations about funding support.

Accountability. Recipients are responsible to the Dean for their use of funding. A brief report must be submitted to the Dean through the Associate Dean (Research) when the award period ends. This report becomes part of future applications. Also, recipients must, where applicable, give seminars and submit papers to the Working Paper Series. (Information about making submissions to the Working

Paper Series is found in Section 6.)

Support of Haskayne School of Business Students and Staff. Direct research expenses for research assistants, etc. should be spent on students and support staff in the Haskayne School of Business wherever possible.

3. Administration

All proposals for funding from the Research Support Program are to be submitted to the Associate Dean (Research). Except where otherwise noted each proposal should be accompanied by:

1. the applicant's funding request (or external grant application, from the previous or current year only);
2. a current c.v.;
3. a report of the use of previous funds received (if appropriate), and especially publications produced.

Members of adjudication committees (normally the Dean's Research Advisory Committee) who submit applications are excused from refereeing duties for those categories to which they have submitted applications. The Associate Dean (Research) may request additional opinions from others both inside and outside of the Haskayne School of Business.

Decision. The Dean will make the awards taking into account the recommendations of the Associate Dean (Research) and/or Dean's Research Advisory Committee.

Funding. Funding for the Research Support Program is based on revenues generated by the Future Fund of the Haskayne School of Business, the Associates Program, and other dedicated funding sources and grants programs.

Faculty are encouraged to:

- ◆ publish in the best quality academic outlets, with particular emphasis on top tier academic journals;
- ◆ publish relevant academic findings in the best quality professional journals available.

By taking a leadership role in contributing to the advancement of management practice through applied research, you can best aid the Haskayne School of Business in achieving its Mission.

4. Research Ethics

All research, sponsored or non-sponsored, involving human subjects must be reviewed and certified as acceptable by the appropriate University Research Ethics Board prior to the start of the study. Faculty funding for research is contingent upon obtaining appropriate research ethics approval. It is the researcher's responsibility to ensure that there are adequate lead times available for ethical review in relation to other deadlines. No retroactive certification is granted.

For more specific information please consult the university's research ethics web site.

<http://www.ucalgary.ca/research/compliance/ethics/>

One of the most commonly requested documents to help in support of an ethics review is a sample informed consent form for interviews, focus groups, and any other research techniques that require the approval of human subjects. A template consent form supplied by the Conjoint Faculties Research Ethics Board can be found at:

http://www.ucalgary.ca/research/files/ethics_consent.doc

B. UNIVERSITY-LEVEL RESEARCH SUPPORT TO FACULTY

In addition to the support programs administered within the Haskayne School of Business and described below, you should become well acquainted with the support provided through University Research Grants Committee (URGC), and the Research Services office. URGC provides research grants in two categories - starter grants and short-term projects. **New faculty are particularly encouraged to apply for Starter research grants.** URGC also provides grants for travel, visiting scholars, publication subventions, conferences, thesis research, and graduate travel. For further information on this research support, call Research Services at 220-6354. Current deadlines are as follows:

1. URGC RESEARCH GRANTS – February 1, May 1, September 1

The grants are provided to assist faculty with the operating costs of research in any discipline. The program offers Starter Grants, Short-Term Project and Collaborative Project Grants. Priority is given to the Starter Grant category, which have a ceiling of \$18,000 and is limited to new faculty who must apply within two years of initial appointment. Short-Term and Collaborative Project grants have a ceiling of \$10,000.

The guides and forms for the URGC Research Grants are available at:

<http://wcm2.ucalgary.ca/research/files/URGC%20Research%20Guide%202007-06.doc>

<http://www.ucalgary.ca/research/files/URGC%20Research%20Form%202007-10.doc>

Tips on Improving Success at URGC Competitions:

Haskayne School professors can significantly improve their chances of receiving URGC funding if they revise and resubmit any grant applications that were not initially funded by the URGC.

Often the URGC suggests the types of changes that would lead to greater success upon resubmission.

URGC Proposal Writing Tips:

Start Early

- Obtain the current application form and guidelines
- Familiarize yourself with the information in the program guidelines. Compare your project with the purposes/objectives of the program.

- Discuss your project with colleagues who may have applied to the same program or who are known to be successful proposal writers.

The Proposal

- Complete every section of the application and address any specific questions or content requirement. If a section of the application does not apply, explain the reason for not responding.
- Use clear and concise writing style. Material should be well-organized, logically presented, clearly sectioned and cross-referenced when applicable.
- Define the project's purpose and objectives (e.g. background, problem statement, objectives/questions/hypothesis)
- Describe the project methodology (e.g. design, data gathering strategies, data analysis strategies, explain any issues re: reliability, validity, expected outcomes)
- Avoid the use of highly technical writing and jargon. Do not assume that reviewers will be experts in your specific field, that they will be familiar with your work, or that the significance of the project will be self-evident.
- Take into account any comments from previous reviews and integrate your responses into the proposal.
- Try to anticipate questions that adjudicators may ask and prepare your text accordingly.
- Provide an up-to-date bibliography.
- Append all supporting documents, i.e. questionnaires, quotes, etc. Certifications (ethics or animal care) may follow if not yet obtained by application deadline.

The Budget

- Ensure that budget items are eligible and realistic.
- Justify and clearly link all budget items to the project description.

Pitfalls

- Project description is not well specified and unclear.
- Research methodology not clearly spelled out.
- Use of jargon.
- Data analysis plan not provided or unclear.
- Interview process (if applicable) not detailed - who will be interviewed, why these people are selected?
- Travel plans not spelled out - choice of archives, libraries, field research site?
- Need for budget items is unclear.
- Proposal is a continuation of a research project previously funded by URGC.

For your information, there are 17 members of the URGC committee who review grants. There are two subcommittees of 8 (SSHRC-type stream and NSERC-type stream), both chaired by one person. The grant applications are filtered to the appropriate committee by Research Services. Usually Haskayne applications go to the SSHRC type group, but on occasion the grant flows to the NSERC type group. One primary reviewer is assigned to each grant and is expected to speak to that application in committee, but all members of

the committee have all the grants in advance and are expected to read them. The final decision is by consensus.

2. URGC Travel Grants

Travel grants are designed to enable faculty to present the results of their research, scholarship and creative activity at forums that are significant to the applicant's discipline. A ceiling of \$1,800 applies. Travel costs and registration fees are eligible for funding.

<http://wcm2.ucalgary.ca/research/files/Faculty%20Travel%20Guide%202007-12.doc>

Deadlines: February 1, May 1, September 1

3. International Grants and Awards

International Project Grants. This grant is intended to support projects to further one or more of the university's goals for internationalization. Awards up to \$9,500 per project for faculty and staff, and \$6,000 for students.

<http://wcm2.ucalgary.ca/research/files/Int'l%20Project%20Form%202007-10.doc>

Deadlines: February 1, May 1, September 1

International Fellowships. Intended to support full time graduate students and staff who wish to pursue a concentrated period of well defined activity abroad. Awards of up to \$6,000 may be granted.

http://wcm2.ucalgary.ca/research/files/Int'l%20Fellowships_Nov_06.doc

Deadline: November 1.

4. Killam Awards

Resident Fellowships. Maximum award of \$18,800 to hire a sessional replacement + \$1,200 research allowance applies.

<http://wcm2.ucalgary.ca/research/files/Killam%20Resident%20Fellow%20Guide%202007-12.doc>

Deadline: March 1

Postdoctoral Fellowships. Fellowship valued at \$35,000 + \$2,600 relocation and research allowance.

<http://wcm2.ucalgary.ca/research/files/Killam%20Postdoc%20Fellow%20Guide%202007-12.doc>

Deadline: November 1 to Sponsor and December 1 to Research Services.

Killam Visiting Scholars: Honorarium - \$50,000 + plus research and travel allowance of \$3,000)

<http://wcm2.ucalgary.ca/research/files/Killam%20Visiting%20Scholar%20Guide%202007-12.doc>

Deadline: November 1.

5. Other Awards, Grants, and Fellowships.

Conference Grants. a) Sponsored Conferences: Amount awarded is determined according to need; b) Hosted Conferences: Upper limit of \$2,000 applies.

Visiting Scholar Grants. Award amount contributes to the visitor's transportation costs and living expenses up to \$75.00 per day for a maximum of 15 days.

<http://wcm2.ucalgary.ca/research/files/Scholarly%20Activity%20Guide%202007-12.doc>

Special Projects Fund. Support is intended for projects that can be completed in 12 months or less - upper limit of \$7,000 applies.

<http://wcm2.ucalgary.ca/research/files/Special%20Projects%20Guide%202007-10.doc>

Deadlines: April 1, and October 1

C. HASKAYNE SCHOOL RESEARCH SUPPORT TO FACULTY

In the spirit of a professional faculty, we encourage both basic research and research which focuses on the practical problems of management. Proposals by untenured faculty will be given special consideration. Please also consult the section on University-level research support.

1. Research Assistantships

Each year, some students admitted to our PhD Program receive Assistantships which require 12 hours per week service to a faculty member. Supervisors are typically provided with one of their students as a graduate assistant. A supervisor's other students are assigned to work with another faculty member. Preference in these assignments is given to faculty who meet one of the following criteria: (1) independent funding to support the student's assistantship; (2) hired in the past three years; (3) have a research project with fits the student's research interests; (4) applies for an assistant to the Director of the PhD Program. Funded PhD students are typically given graduate assistantships by the Faculty for a total of seven semesters over their four year programs.

Often PhD students overestimate their hourly rate of pay based on dividing their Assistantships by the number of hours they are required to work. This is not a correct approach, as approximately half of an assistantship is awarded as an honorarium in recognition of high grades and other qualifying criteria. The actual hourly rate of pay is about \$25 an hour (including benefits).

2. External Grant Incentives

Seed Money. Faculty may apply for seed money to prepare an application for an external grant, with priority given to prestigious national (SSHRC, NSERC, CIHR) or major regional grant competitions. Typical activities might include a pilot study, questionnaire testing, preliminary field study, etc. In this category, support is provided where the requirements of a project may embrace several categories such as an assistantship, local travel, printing, extensive photocopying, computerized literature searches, interlibrary loan costs, data entry, etc. Allocations in this category will normally not exceed \$2,000 and will average somewhat lower.

The Associate Dean (Research) Office will forward information to interested faculty members once it becomes available from Research Services.

3. Sabbatical Support

When a Sabbatical Fellowship is granted by the University, the Associate Vice – President (Human Resources) will inform you of the details concerning your salary, benefit package, and other related matters. This letter will also inform you of the availability of up to \$2,000 reimbursement for travel, accommodation, and food expenses incurred during your sabbatical leave.

“A travel fund is available to staff members who undertake a Research & Scholarship leave involving a sojourn of no less than four months outside the Province of Alberta. You shall be eligible for reimbursement for actual travel, accommodation and food expenses incurred on your own behalf outside Alberta, to a maximum of \$2,000 in respect of any one fellowship. Please note the four months need not be a continuous period, but the absence must be at least four months in total.” For further information and for application and/or claim forms, please contact Bonnie Cutcliffe, Accounts Payable, phone 220-3107

Application for funding may be made by submitting a Travel Advance Requisition or Travel Claim Voucher in the normal fashion when your Sabbatical Fellowship has been approved. Be sure to indicate that the first \$2,000 of the claim is to be charged to The University of Calgary sabbatical travel fund account.

In addition, a portion of your salary may be used directly to support research via a Sabbatical Fellowship Research Grant.

Sabbatical Fellowship Research Grants are intended to assist academic staff with what would otherwise be “out-of pocket” research expenses incurred while on a sabbatical fellowship. The awards provide research grant funds as a component of the University’s usual financial support. The amount of the grant awarded (to a maximum of 25% of the applicant’s academic rank salary) will be a deduction from the total sabbatical fellowship assistance otherwise payable by the University.

The form for this grant can be found at:

http://www.ucalgary.ca/hr/files/hr/frm-as-leave-sabb_fellowship_grant_app.pdf

4. Conference Travel Awards

A faculty member may apply for up to \$1,500 in travel funds annually to attend an academic or professional conference, unless the Area has approved other arrangements. Funding received from University Research Grants Committee for travel outside North America may be combined with a travel award from the Haskayne School of Business.

Eligibility requires some form of participation in the activities of the conference. Examples are: presenter, discussant, session chair, panel member, conference organizer, or member of the executive of the sponsoring organization if attendance at the conference is expected/required. Although every effort will be made to accommodate all eligible requests, in the case of shortfalls in funding those requests that involved paper presentations at prestigious conferences and organizing or executive activities for prestigious academic associations will be given preference.

Faculty with long term appointments as officers of prestigious academic organizations may apply for additional funding if attendance at multiple meetings per year is required. In such cases funding would normally be provided for one additional meeting for each year of the appointment.

While faculty may apply for funding beyond the normal maximum of \$2,000 annually for other reasons, such funding will normally be provided only after all initial awards have been honoured at the budget year end. Furthermore, such funding shall only be provided for activities of exceptional merit and to faculty with outstanding research performance.

5. Visitor Programs

Research Seminar Series. Given the availability of funding, each Area may establish a Research Seminar Series and invite speakers external to the Haskayne School of Business. Speakers at this series will be selected according to the degree to which their subject is of broad interest or benefit to faculty, and/or expected attendance. This does not therefore preclude inviting a prominent individual from a particular discipline whose visit might result in strong attendance. Area Chairs have discretionary funding to support the activities of their areas, and are well positioned to review the suitability of speakers in relation to the Area funds. If a proposed speaker is of broader interest to the Haskayne School of Business, the sponsoring Area may make a request for additional funding from the Associate Dean (Research). A submission should indicate the proposed subject matter of the nominated speaker, why this subject is of broad general interest to faculty, and a budget.

Gives examples of activities.

Research Conference. Faculty may apply for funding to organize a research conference to be attended by faculty from other universities. Such conferences could be either an independent undertaking or a collaboration with another department, university, or academic association. Conferences must involve the presentation of papers and related research activities. Creative funding requests are encouraged. A request to fund a research conference is made with a one- or two-page memorandum. Application deadline is **March 1st** for the next calendar year. Up to \$5,000 will be available per seminar. In most cases this grant is considered seed funding to be repaid from the proceeds of the conference.

Sabbaticant or Short Term Visitors. Areas may propose to invite scholars from other universities to visit the University of Calgary. Basic support would include office space (subject to availability), secretarial support, and modest telephone and photocopying services. For **sabbaticants** who wish to teach (subject to availability of courses), please check the remuneration with the Associate Dean (Academic). Generally, the maximum expectation is one course per term (two courses per year). Travel expenses will be defrayed to a maximum of 20% of the sabbaticant's teaching remuneration.

A request for a sabbatical visitor must be forwarded by the Area Chair to the Associate Dean (Research) and should indicate with whom the proposed sabbaticant would work while visiting, and a copy of the visitor's c.v. Submissions should be made by February 1 for the subsequent academic year.

6. Publications

Haskayne School of Business Working Paper Series. Manuscripts are provided with a working paper number, bound in the official Haskayne School working paper cover, and ten copies provided to the authors for distribution purposes.

<http://www.haskayne.ucalgary.ca/haskaynefaculty/research/workingpapers>

Research Round-Up. The Faculty's research newsletter, *Research Round-Up* is published bi-monthly and describes faculty research activities, publications accepted, conference presentations made, research support and services available along with funding deadlines, and a variety of other research related information. Faculty members and graduate students are strongly encouraged to submit announcements of their research achievements to the Office of the Associate Dean (Research).

7. Business Library Services

The Business Library is a dynamic research library committed to providing a high level of service and resources to its clients. The online portal to the Business Library is our main web page: <http://library.ucalgary.ca/branches/businesslibrary>

The following are just some of the services and resources provided by the Business Library to assist faculty in their research/teaching endeavours:

Databases. The Business Library provides access to over 60 business and business-related databases. Most of these databases are available from off-campus as well as in the Business Library and Scurfield Hall. As well, the University Library subscribes to approximately 700 online databases covering multiple disciplines.

Books. The Library has thousands of books both online and in paper copy. Our most current paper copy books are kept in the Business Library, while all other books can be obtained using the MARS retrieval service (see below). The UofC Library catalogue holds information on every book available at the UofC; and is also your gateway to our online books: <http://thoth.lib.ucalgary.ca>

Management Article/Book Retrieval Service (MARS). Copies of articles and books may be requested using the electronic MARS request form available from the Business Library main page. Items will be delivered either electronically or to your office. If your item is not at UofC, we will order it for you from another institution. There is no charge for this service.

Research Assistance. Whether you're doing a literature review, collecting data, or need in-depth assistance in locating the appropriate resources, library staff are happy to work with you to find and retrieve the necessary information for your research.

Reference Service. Business Library staff can provide you with the answers to your questions. These questions can range from verifying a citation, locating a person or an address, finding industry statistics, or suggesting a relevant database. We're available in person or online via our "Ask a



Librarian" service. Just look for the icon on your desktop. We'll answer your question via instant messaging or come to your office.

Course Development. When developing a new assignment or project, the librarians at the Business Library can work with you to help ensure that the appropriate resources and services are available, so that students can complete assignments and succeed in achieving the intended learning objectives.

Instruction. While we are pleased to meet with students one-on-one to assist them with their research, the librarians at HSB also welcome the opportunity to provide in-class instruction. Whether discussing database search strategies; how to cite information; or relevant resources for an assignment: we are committed to helping HSB students obtain lifelong information literacy skills.

Collection Development. Suggestions for new books and journals are welcome. They will be given careful consideration for purchase. New publications added to the Business Library collection are listed regularly on the Business Library home page, under "New Resources".

Reserve Collection Service. The Business Library manages the collection of publications set aside for specific courses each term. This service allows maximum access to course-related materials, when large numbers of students need to use the material for a short period of time. Contact the Business Library with the list of publications, course notes, etc. that you wish to place on reserve for your

courses.

Alert Services. From our business databases you can have table of contents sent automatically to you (with direct links to the fulltext of the articles). The results of keyword searches in our database can also be sent to you periodically via email. Please contact the Business Library if you would like to set up this service.

Citation Management Software

The University Library provides access to citation management software entitled Refworks:

<http://library.ucalgary.ca/services/refworks>

Refworks can:

- Add citations to your RefWorks database
- Be a collaborative tool that can be shared with other faculty
- Organize citations into folders
- Create a bibliography

8. Databases

The Business Library has many databases covering a variety of business disciplines. Below is a sample of what we have available:

Business Source Premier covers approximately 3000 fulltext scholarly business journals in fields that include management, economics, finance, accounting, and international business.

Bloomberg. Online financial service that provides quotes and technical analysis of US and international securities. Also provides company, industry, market news, and historical economic data.

Canadian Labour Law Library provides instant access to the complete text of Canadian Labour Arbitration, Labour Arbitration Cases (1948-present), indices plus classification scheme to the 4th series, Master Table of Cases.

Canadian Public Policy Collection is a collection of monograph publications from Canadian public policy institutes, government agencies, advocacy groups, think-tanks, university research centres and other public interest groups.

CRSP (Centre for Research in Security Prices) provides access to NYSE/AMEX/Nasdaq Daily and Monthly Security Prices and other historical data related to over 20,000 companies. Accessible via WRDS.

Compustat (Global version.) Current and retrospective data on active firms (US, Canadian and International). Data fields include major items from financial statements. Accessible via WRDS.

GMID (Global Market Information Database) provides key business intelligence on countries, companies, markets and consumers. It is an integrated online information system covering over 350 markets and 207 countries.

Mergent Online. Business descriptions and complete financial statements on over 10,000 companies listed on the NYSE, AMEX and NASDAQ exchanges, as well as 13,000+ Canadian and International companies (including international annual reports). Also includes current information on mergers and acquisitions, interim earnings, management changes, rating changes and other significant events.

TSX (Toronto Stock Exchange). Detailed historical stock information on TSX companies, including daily and monthly index data.

WARC (World Advertising Research Council) is a supplier of information and data on and for global marketing, advertising and media.

9. Research Assistants and Associates Policy

Faculty members at the Haskayne School of Business often receive research grants that allow them to hire researcher assistants and associates. Attracting funding and raising research productivity are important to enhancing the international reputation of the Haskayne School of Business. Due to resource constraints, however, we need to have a more coordinated approach than we have had in the past. If you are interested in hiring assistants and associates, please review the criteria, checklist, and process outlined below.

Matters pertaining to hiring assistants and associates are coordinated through the office of the Associate Dean (Research). Faculty members are individually responsible for the terms and conditions of employment of their own research assistants and associates. The Associate Dean (Research) coordinates such requests to ensure Haskayne resources are available and requests are treated efficiently and with minimum disruption to the research program or to the School.

CRITERIA

Haskayne School of Business resources are directed towards activities that enhance the academic research productivity of faculty members. There is no obligation or expectation that the Haskayne School of Business will provide resources to assistants or associates who support other professional activities such as consulting.

Approval of any request is subject to space and resource constraints within the Haskayne School of Business.

PROCESS

Early Notification & Building Good Budgets: When a faculty member applies for a grant, the following process should be put into place:

- Notify the Associate Dean (Research) that assistants or associates are part of the grant application;
- Discuss with Haskayne Administrators how the provision of appropriate resources can be built into the grant budget;
- Give ample warning to Haskayne Administrators that if the grant is successful, resources will be needed. Supply the dates needed, and a list of resources. These include, but are not limited to: office space, telephone, computer, computer network hook-up, library privileges, business cards, and so on.

When the outcome of the grant is known,

- Notify the Associate Dean (Research), and the appropriate Administrators immediately.
- Be realistic about the types of resources that can be supplied gratis from Haskayne. For example, research assistants may not get up-to-date computer equipment. Offices may not be available.
- Follow the checklist (below), as quickly as is possible in the circumstances.

CHECKLIST

The following information will be needed in order to process requests for resources:

- The name of the research grant from which funds will be drawn;
- When the grant commences and when it expires;
- The budget line items relating to the employment request (wages, benefits, expenses, etc.)
- The assistant/associate's current c.v.;
- Who will be the faculty member employer. The employer will be responsible for ensuring the employment relationship meets employment standards provisions and for brokering any emergencies that arise. The employer must help the assistant/associate settle in, perform introductions, and so on;
- The appropriate Area Chair must be made aware of the employment relationship; and the timelines for employment. The timelines should be established before the employment is commenced. We understand, however, that this is sometimes difficult to do as individual agendas change. Provide a best estimate;
- Whether there is need of a visa (to be arranged by the employer);
- Whether there is need of an office – and whether the Area can recommend a vacant office that is suitably located in the Area;
- Whether there is need of a computer & network connections;
- Whether there is need of a library card & borrowing privileges;
- Any other prospective resource issues for the Haskayne School;
- Whether there is financial support to be recovered from research grants – to cover office “rent”, computer hookups, supplies, and so on;
- Employing faculty members should investigate the costs of health benefits and other benefits carefully;
- Firm dates for employment should be confirmed by the employer faculty member at least a month prior to the commencement of employment and the appropriate Haskayne staff notified (e.g., for computer support, for office space, etc.)

WHO IS INVOLVED?

Forward all pertinent information from the checklist above to the Associate Dean (Research), copied to the relevant Area Chair, the Senior Financial Analyst, (Darryl Murphy), the Director Human Resources (Denise Oman), the Head of Information Services (Dawn Mucha), and the Interim Director of the Haskayne Library (Justine Wheeler).

The office of the Associate Dean (Research) will coordinate requests with those administrators responsible for providing resources. In particular, requests for office space, computer and phone resources, and library privileges should be made at least one semester prior to the commencement of employment.

D. FACULTY RESEARCH AWARDS

I. Adjudicated Awards

The following three awards will be adjudicated by the Dean's Research Advisory Committee. Research Awards are given to full-time faculty (both professoriate and instructors are eligible) who are current employees of the Haskayne School at the time the awards are adjudicated.

1. Dean's Award for Outstanding Research Achievement

This award may be presented annually for "outstanding achievements in research" over the preceding five year period with the Haskayne School of Business. No one will be eligible for this award more than once in a five year period. The award is in the form of a personal plaque, and inscription of the award winner's name on a plaque to be displayed in Scurfield Hall. When appropriate, an Honourable Mention certificate may also be awarded for a deserving nominee.

2. Dean's Award for Outstanding New Scholar

This award may be presented annually for "outstanding contributions to research" as a "new scholar" of the Haskayne School. A new scholar is one who has successfully defended the doctoral thesis within the past five years and has been with the Haskayne School not more than five years. The award is in the form of a personal plaque, and inscription of the award winner's name on a plaque to be displayed in Scurfield Hall. When appropriate, an Honourable Mention may also be awarded.

3. Dean's Award for Managerial Relevance of Research

This award may be presented to a faculty member who has made a sustained contribution to the dissemination of research to practitioners. Activities such as organizing think-tanks or conferences that result in applied research publications, pilot testing research in order to establish its relevance to practitioners, and any other activities that have significantly increased the national or international research profile of the Haskayne School. These activities must result in demonstrable publication outcomes. Multiple publications in top-tier practitioner journals such as *Harvard Business Review* and *Sloan Management Review* shall also be considered. No one is eligible for this award more than once in a five-year period. The award is in the form of a personal plaque, and inscription of the award winner's name on a plaque to be displayed in Scurfield Hall. This award likely will not be given out every year, but only in unusually meritorious circumstances.

Adjudication Procedures for Dean's Awards

The Dean's Research Advisory Committee will accept nominations and applications for the Dean's Research Awards at any time prior to the competition deadline and subject to announced terms and conditions for such nominations and applications.

The Adjudication Committee shall consist of those members of the Dean's Research Advisory Committee present (excluding those nominated, or nominating) plus others at the discretion of the Associate Dean (Research).

The Adjudication Committee will meet following the announced deadline to recommend the recipients of the Dean's Award for Outstanding Research Achievement, Outstanding New Scholar, and Dean's Award for Managerial Relevance of Research. Awards shall be recommended only if the nominees are clearly meritorious. The Dean's awards for research will only be conferred in years where the Dean's Research Advisory Committee (DRAC) determines that there is a nominee whose research record warrants the award in question.

Without prejudice to the Adjudication Committee, and depending on the award, the following criteria may be considered:

- a) the nominee's c.v. and/or annual report;
- b) external recognition of the nominee;
- c) contribution to the development of the research productivity of others;
- d) other recent contributions and accomplishments.

- e) copies of two articles/books/chapters published by the nominee within the time frame of the awards.

The purpose of these awards is to encourage, promote and facilitate research in the Haskayne School of Business. The adjudication process should reflect and enhance these ideals.

After receiving the recommendations of the Adjudications Committee, The Associate Dean (Research) will:

- a) Inform the Dean of the recommendations.
- b) With the Dean's approval, inform the Award winners.
- c) Arrange to have notice of the Awards published in Research Round-Up.
- d) Arrange for the awards to be presented at the next Haskayne School of Business Council meeting.

II. Non-Adjudicated Awards

4. FT-List Awards

Faculty members who publish articles in the list of peer-reviewed journals considered by the Financial Times to be indicators of pinnacle research performance in Haskayne School of Business programs will receive research accounts as follows:

\$5,000 for each article, divided by the number of authors. Note that research notes, book reviews, and country profiles are not eligible for the FT-List Awards. To be given out in the year in which the article appears in print. Only Haskayne School of Business authors are eligible to receive this award. Faculty members must be employed by the Haskayne School of Business in order to receive this award.

- 1) Academy of Management Journal (Academy of Management, Ada, Ohio)
- 2) Academy of Management Perspectives (AMP)
- 3) Academy of Management Review (Academy of Management)
- 4) Accounting, Organisations and Society (Elsevier)
- 5) Administrative Science Quarterly (Cornell University)
- 6) American Economic Review (American Economic Association, Nashville)
- 7) California Management Review (UC Berkeley)
- 8) Contemporary Accounting Research (Wiley) - NEW
- 9) Econometrica (Econometric Society, University of Chicago)
- 10) Entrepreneurship Theory and Practice (Baylor University, Waco, Texas)
- 11) Harvard Business Review (Harvard Business School Publishing)
- 12) Human Resource Management (John Wiley and Sons)
- 13) Information Systems Research (Informs)
- 14) Journal of Accounting and Economics (Elsevier)
- 15) Journal of Accounting Research (University of Chicago)
- 16) Journal of Applied Psychology (American Psychological Association)
- 17) Journal of Business Venturing (Elsevier)
- 18) Journal of Consumer Psychology (Elsevier) - NEW
- 19) Journal of Consumer Research (University of Chicago)
- 20) Journal of Finance (Blackwell)
- 21) Journal of Financial and Quantitative Analysis - NEW
- 22) Journal of Financial Economics (Elsevier)
- 23) Journal of International Business Studies (Academy of International Business)
- 24) Journal of Management Studies (Wiley) - NEW
- 25) Journal of Marketing (American Marketing Association)
- 26) Journal of Marketing Research (American Marketing Association)

- 27) Journal of Operations Management (Elsevier)
- 28) Journal of Political Economy (University of Chicago)
- 29) Journal of the American Statistical Association (American Statistical Association)
- 30) Management Science (Informs)
- 31) Marketing Science (Informs)
- 32) MIS Quarterly (Management Information Systems Research Centre, University of Minnesota)
- 33) Operations Research (Informs)
- 34) Organization Science (Informs)
- 35) Organization Studies (SAGE) - NEW
- 36) Organizational Behaviour and Human Decision Processes (Academic Press)
- 37) Production and Operations Management (POMS) - NEW
- 38) Quarterly Journal of Economics (MIT) - NEW
- 39) Rand Journal of Economics (The Rand Corporation)
- 40) Review of Accounting Studies (Springer) - NEW
- 41) Review of Financial Studies (Oxford University Press)
- 42) Sloan Management Review (MIT)
- 43) Strategic Management Journal (John Wiley and Sons)
- 44) The Accounting Review (American Accounting Association)
- 45) The Journal of Business Ethics (Kluwer Academic)

(Note: This list is subject to revision by the Financial Times. All faculty will be advised if any additions or deletions are made to the list.)

5. Research Grants for Instructors

All full-time Instructor and Senior Instructors are eligible to receive a \$1000 research grant per peer-reviewed article published in a management journal. If the article is co-authored with a faculty member holding a professorial appointment, the total award is for the exclusive use of the instructor. This award should be used to support conference travel, acquisition of research materials, and research assistance, e.g., in support of continued research productivity. The award will be given in the year in which the article appears in print. Instructors must be full-time employees of the Haskayne School of Business in order to receive this award.

E. PhD AND MBA THESIS STUDENT AWARDS

I. University-Level Awards

1. URGC Graduate Thesis Student Awards:

A \$1,000 maximum award to a master's degree (thesis) student and \$1,500 maximum award to a PhD student. To assist graduate students with exceptional costs essential to the conduct of their thesis/dissertation projects, which are beyond the ordinary means of the student, the laboratory or the department. Applicants must be full-time registered students in a research-based program at the University of Calgary.

2. URGC Graduate Conference Travel Grants:

Graduate students may receive a maximum of two awards of \$1000 each for conference travel. A paper must be presented at the conference to be eligible. Assists graduate students in presenting the results of research undertaken in their current degree program at significant scientific or scholarly meetings. Applicants must be full-time registered students in a research-based program at the University of Calgary.

http://www.ucalgary.ca/UofC/research/html/res_fund/guides_forms.html

Deadlines: April 1 and October 1

The following awards will be adjudicated by the Director of the PhD and MBA Thesis Programs who may, at his or her discretion, seek the advice of the Graduate Thesis Program Committee. Please also consult the section on University-level research support.

<http://www.ucalgary.ca/pubs/calendar/current/What/Awards/GradAwardsIntro.htm> - top

3. Graduate Thesis Student Publication Awards

This award is presented to a PhD or MBA Thesis student who obtains acceptance of a manuscript for publication in an "A list" refereed journal (or equivalent if evidence is shown based on journal citation scores). The manuscript must be based on work undertaken while enrolled in the doctoral program in the Haskayne School of Business. The article may be single authored or co-authored, but if co-authored the "first author" must be a student. The award is a \$500 honorarium, payable to the student.

If all authors are Haskayne students, the honorarium will be shared equally. This award may be won only once. An application for the award should be accompanied by a copy of the manuscript along with a copy of the acceptance letter.

4. PhD Student Merit Award

In the interest of providing additional incentive for a student to apply for a major doctoral scholarship, and to recognize the exceptional merit required to win such competitions, the Haskayne School may provide recipients of such scholarships with a financial award or modest graduate assistantship (or some combination thereof) so that the overall level of financial compensation, including their scholarship, received by such students meets or exceeds that received by a student holding an Assistantship. Note that the tuition remission provided by the Faculty of Graduate Studies to holders of national doctoral scholarships will also be included in the calculation of the overall level of financial compensation received.

5. Graduate Thesis Student Travel Support

The Haskayne School will provide financial support for PhD students and MBA thesis students to attend and participate in academic conferences and doctoral consortia. Priority is given to student who are presenting a paper or attending an important doctoral consortium at a major conference. Students must first apply for a Graduate Conference Travel Grant from Research Services. If the application is not approved, or the grant does not cover anticipated expenses, the student may apply to the Haskayne School of Business for coverage of any shortfall of up to \$1,500. Requests for student travel funding from the Haskayne School should be made as far in advance as possible, in writing, preferably by the student's Supervisor. A student may receive a maximum of \$1500 per year, non-cumulative, for four years. To be reimbursed for expenses, students must fill out a travel claim form and provide original receipts, a copy of the conference program, and a copy of the Travel Support Grant approval of the Director of the PhD program. As the student gains experience in the doctoral program, the conferences should become more prestigious, and first priority for funding for 3rd and 4th year students will go to students who are attending the pinnacle annual conferences in their fields. Applicants must submit a copy of the conference acceptance letter.

6. PhD Thesis Grant

PhD students conducting thesis research that entails out-of-pocket expenditures may seek funding from several sources. Supervisors holding research grants are expected to be of some financial assistance. PhD students who have successfully completed Candidacy Examinations may apply to the URGC for a Thesis Research Grant as described earlier in this document. If the application is not approved, or the grant does not cover anticipated expenses, the student may apply to the Haskayne School of Business for coverage of any shortfall of up to \$1,000. Should expenditures be required prior to the URGC application dates (May 1 and October 1), an application may be made to the Haskayne School when required. Note that Terms of Reference of the URGC Thesis Research Grant also apply to applications submitted to the Faculty.

<http://www.ucalgary.ca/UofC/research/documents/TRG-Guide.pdf>

F. FACULTY RESEARCH GRANTS

The following research grants are applicable either to faculty in certain Areas of the Haskayne School of Business (i.e., Accounting, Human Resources and Organizational Dynamics) or to faculty pursuing research in certain fields of study (i.e., Environmental Management, Family Business). The Faculty is committed to expanding its grants programs wherever possible, but is also constrained by available resources. Therefore, faculty interested in applying for particular grant or desirous of information on new grants programs, should consult the Associate Dean (Research) for up-to-date information on the availability of grants. Please also consult the section on University-level research support.

<http://www.vpfs.ucalgary.ca/PolicyDocuments/PDFDocuments/URGPrograms.pdf>

1. HROD Research Grants Program: Terms of Reference

Purpose of Research Grants Program

- 1) To maximize the research productivity of Area members;
- 2) To foster an Area research culture; and
- 3) To raise the research visibility of the Area within the University and within the disciplines covered by HROD.

Funding and Allocation

- 1) A total of \$25,000 would be available annually from the Organizational Behaviour Research Group (OBRG) fund.
- 2) The maximum research grant allocated to any single application would be \$10,000 per year, to a maximum of \$30,000 over three years.
- 3) Eligibility would be restricted to HROD faculty and doctoral students who are supervised by HROD faculty, although research teams could include members external to HROD.
- 4) Applications may include a request for up to one course buy out per three year period at \$10,000. Only proposals covering a three year period will be considered for a course buy out.
- 5) Eligible expenses include graduate assistants, travel, acquisition of reference material, computer equipment, software, and any other legitimate expenses necessary to complete the project. Funds may not be used for remuneration of faculty members.
- 6) Any unused funds shall be returned to OBRG.

Applications

- 1) There will be one competition annually with a **November 15th deadline**. *In consultation with the*

HROD Area, the Associate Dean Research may authorize an additional competition in any given year if sufficient funds are available.

- 2) Research proposals must be related to subjects covered by HROD. Where the relevance to HROD is not self-evident, it is the responsibility of the applicant to demonstrate relevance.
- 3) The applications must conform to the following specifications and be accompanied by a current CV:
 - a) Statement of purpose and relevance
 - b) Literature review
 - c) Hypotheses or main research questions
 - d) Methodology
 - e) Publication objectives
 - f) Previous work of applicant in the proposed area of study
 - g) Budget and timelines (including research assistants and course buyouts)
- 4) Successful applicants will be expected to make research presentations to the HROD Area prior to initiating the project and upon completion of the project, as well as provide evidence of external dissemination of the research.
- 5) Applicants who receive multi-year grants must provide satisfactory annual progress reports to the Associate Dean, Research, in order to receive funding for the second and third years.

Referee Process

- 1) Applications will be judged by a committee composed of the following:
 - a) Associate Dean, Research (or equivalent should titles change)
 - b) One elected HROD tenured faculty member (elected by HROD faculty)
 - c) One individual outside the HROD area chosen by mutual agreement by the Associate Dean, Research and elected HROD member
- 2) Applications will be judged on the following criteria:
 - a) Quality of proposal.
 - b) Potential contribution to the field.
 - c) Applicant's previous record of completion of funded research projects where applicable.
 - d) Experience, knowledge, and background of applicant in the proposed area of research.
 - e) Research publication record of applicant in past five years.
- 3) Criteria 2(d) and 2(e) may be relaxed in the case of new faculty members and doctoral students.
- 4) At its discretion the Committee may award less money than requested in the application.

Guidelines for Applicants:

Proposals should not include any expenses that are not absolutely necessary to the completion of the research. Capital equipment purchases such as laptop computers will not be approved. Proposals should not include items such as conference travel for which there are other sources of funds, e.g. Professional Expense Allowances, Area Chair funds, University Travel Grants, etc.

Proposals should include a simple budget line item for miscellaneous expenses such as photocopying, postage, telephone, etc., that normally are available to Haskayne faculty. The rule of thumb is 10% of the total grant. This amount will be recovered from the grant automatically and will save grant recipients from having to fill out small claims. The amount may be less if much of the work is occurring off-campus. If it is more than 10%, use a separate budget line item for expenses that you will account for separately (e.g. major postage on mail-survey, etc.).

Graduate Research Assistants should be paid a rate of between \$20 and \$25 an hour (including benefits) if they are co-applicants and receiving co-authorship opportunities. Any rate significantly above or below this amount should be justified.

Experience with grant applications in prior years is that cases can be researched and written with between 80 and 120 hours of research assistance time. The necessity for mounts significantly greater than 120 hours should be explained in the proposal. (Beyond about 160 hours, the research program becomes more significant than that which could be supported by the HROD Terms of Reference.) Applicants with extensive research agendas are encouraged to divide the research into phases with each phase resulting in publishable case studies, possibly allowing for a reapplication to the HROD competition the next year, or to seek other funds (e.g. from SSHRC, NSERC, or other sources).

When distribution-ready papers or articles become available, HROD grant holders are expected to file them with the Haskayne School of Business's Working Papers Series. The Working Papers will contribute to the demonstration of "evidence of external dissemination of the research" (required in Section 4 of the Applications process above).

2. CGA Alberta Research Support for Accounting Area Faculty Members

Competitive – funds will support a selected number of the research proposals developed with the general support above ; criteria will be developed by the office of the Associate Dean (Research) with advice from the CGA Research Fellow and CGA Alberta. Preference will be given to the Haskayne School of Business professors who hold a CGA designation, or are willing to pursue the CGA designation within 12 months. Up to \$20,000 available per year.

3. CMA Research Funds

Amount: \$10,000

Monies will be made available on a competitive basis to all faculty members teaching in courses in the accounting area and all thesis graduate students, majoring in accounting.

Selection will be made based on the submission of a proposal, limited to a maximum of five pages, single-spaced, that deals with managerial accounting content and includes a budget and brief discussion of the use of the funds.

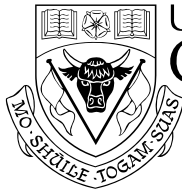
The proposals will be reviewed by a committee of four: the CMA Alberta Faculty Fellow, one accounting faculty member who has not submitted a proposal to the competition, one CMA member, and the current Associate Dean (Research) or his/her delegate.

The number and dollar amount of award will be decided by the committee based on the number and quality of proposals submitted.

Proposals, along with current CV, will be accepted until January 31st of each year that funding is available. The selection process will be completed by February 28th.

For those recipients of a research award, a progress report on the research is due on Dec 31st of the year the award is made. Arrangements will be made to have the research presented at a CMA luncheon, area meeting, or in a PhD course, as deemed appropriate considering the topic of the research and timetabling of PhD courses and area research meetings.

G. SAMPLE INFORMED CONSENT FORM (REQUIRED FOR ETHICS APPROVAL)



UNIVERSITY OF
CALGARY

This document is a template. The italicized text is instructional. Delete it, including these paragraphs, when writing your consent form.

Supply the information requested under the bolded headings. Use ordinary language, understandable by a layperson. Add details relevant to your study. Be sure the consent form is written in second person. Please check the correctness of your spelling and grammar.

Do not alter the mandatory statements that appear in this template as *regular type* unless you have the CFREB's permission to do so. See also the section on consent found in, "Information to Help Applicants", at <http://www.ucalgary.ca/UofC/research/html/ethics/cfreb.html> for additional help in preparing informed consent.

Name of Researcher, Faculty, Department, Telephone & Email:

(Insert your name and title, and those of your co-researchers)

Supervisor:

(If the researcher is a student, the supervisor's name and department appears here, otherwise delete)

Title of Project:

(The title of the project goes here)

Sponsor:

(If the project is funded, identify the funding source here)

This consent form, a copy of which has been given to you, is only part of the process of informed consent. If you want more details about something mentioned here, or information not included here, you should feel free to ask. Please take the time to read this carefully and to understand any accompanying information.

The University of Calgary Conjoint Faculties Research Ethics Board has approved this research study.

Researcher to Supply the Following (include the headings below in your consent form)

Purpose of the Study:

Describe the purpose of the study and tell the participant how s/he was chosen as a possible participant, if applicable, invite the individual to be a participant.

What Will I Be Asked To Do?

Describe exactly what the participant is expected to do. State (approximately) how much time it will take, include details such as the number of questionnaires or other requirements for their participation. Indicate if there is any follow-up and when.

Indicate that the individual's participation is voluntary, that the individual may refuse to participate altogether, may refuse to participate in parts of the study (if this is acceptable to the research), or may withdraw from the study at any time without penalty or loss of benefits to which s/he is otherwise entitled (for example: assistance received

through Agency "X" will not be affected).

What Type of Personal Information Will Be Collected?

If no personal identifying information is to be collected (e.g. names, social insurance numbers, student ID numbers, etc.), and the participant remains anonymous, use the following statement:

"No personal identifying information will be collected in this study, and all participants shall remain anonymous."

If information such as gender, age, ethnicity, educational level, etc., is collected, provide a description of the type of information you will be collecting. For example, "Should you agree to participate, you will be asked to provide your gender, age and academic major."

If applicable to the research, describe options available to the participant. To do so, it may be useful to create "check boxes" to help enumerate a participant's choices. For example, you might instruct the participant:

"There are several options for you to consider if you decide to take part in this research. You can choose all, some or none of them. Please put a check mark on the corresponding line(s) that grants me your permission to:"

I grant permission to be audio taped: Yes: ___ No: ___

I grant permission to be videotaped: Yes: ___ No: ___

I grant permission to have my company's name used: Yes: ___ No: ___

I wish to remain anonymous: Yes: ___ No: ___

I wish to remain anonymous, but you may refer to me by a pseudonym: Yes: ___ No: ___

The pseudonym I choose for myself is:

You may quote me and use my name: Yes: ___ No: ___

Are there Risks or Benefits if I Participate?

List reasonably foreseeable risks, harms, or inconveniences to the participant. If the research necessitates the provision of rescue mechanisms, advise the participant what these are, how to access the support, and whether there is any cost to the individual.

If the research has the potential to reveal information that is required by law to be revealed to a law enforcement or other agency (e.g.: child abuse), inform your participant of your legal obligations.

If the person will be paid to take part, describe that payment. If they will incur any costs, describe these.

What Happens to the Information I Provide?

Explain who will have access to the information collected.

State how the participant's contribution will be treated. For example, will pseudonyms or some other means of ensuring anonymity be used? Explain any limitations to the anonymity / confidentiality that you can offer.

Tell the participant what will happen to their information if s/he decides to withdraw.

For example

“Participation is completely voluntary, anonymous and confidential. You are free to discontinue participation at any time during the study. No one except the researcher and her supervisor will be allowed to see or hear any of the answers to the questionnaire or the interview tape. There are no names on the questionnaire. Only group information will be summarized for any presentation or publication of results. The questionnaires are kept in a locked cabinet only accessible by the researcher and her supervisor. The anonymous data will be stored for three years on a computer disk, at which time, it will be permanently erased.”

Signatures (written consent)

Your signature on this form indicates that you 1) understand to your satisfaction the information provided to you about your participation in this research project, and 2) agree to participate as a research subject.

In no way does this waive your legal rights nor release the investigators, sponsors, or involved institutions from their legal and professional responsibilities. You are free to withdraw from this research project at any time. You should feel free to ask for clarification or new information throughout your participation.

Participant’s Name: (please print) _____

Participant’s Signature _____ Date: _____

Researcher’s Name: (please print) _____

Researcher’s Signature: _____ Date: _____

Questions/Concerns

If you have any further questions or want clarification regarding this research and/or your participation, please contact:

*Dr./Ms./Mr. (Insert name of principal researcher(s),
Department/Faculty of XXXXXXXX
Telephone, email*

And (supervisor’s name, department/faculty telephone number, and email if applicable)

If you have any concerns about the way you’ve been treated as a participant, please contact Bonnie Scherrer, Ethics Resource Officer, Research Services Office, University of Calgary at (403) 220-3782; email bonnie.scherrer@ucalgary.ca.

A copy of this consent form has been given to you to keep for your records and reference. The investigator has kept a copy of the consent form