

# **Social Sciences and Humanities Research Council of Canada**

2006-2007  
Estimates

Part III – Report on Plans and Priorities





Social Sciences and Humanities  
Research Council of Canada

Conseil de recherches en  
sciences humaines du Canada

# **Social Sciences and Humanities Research Council of Canada**

**2006-2007  
Estimates**

## **Report on Plans and Priorities**

---

Maxime Bernier  
Minister of Industry

**Canada**



# Table of Contents

List of Acronyms and Abbreviations .....	v
<b>Section I: Departmental Overview .....</b>	<b>1</b>
1.1 Minister's Portfolio Message .....	1
1.2 Management Representation Statement .....	3
1.3 Summary Information .....	4
1.3.1 SSHRC's Mandate and Planned Resources .....	4
Table 1: SSHRC's Mandate, <i>Raison d'être</i> and Planned Resources .....	5
1.3.2 SSHRC's Ongoing Priorities and Related Planned Resources .....	6
1.3.3 SSHRC and the <i>Canada's Performance Report</i> .....	7
1.4 Plans and Priorities: Details .....	8
Table 2: SSHRC's Priorities by Strategic Outcome .....	8
1.4.1 Delivering on SSHRC's Core Mandate .....	9
1.4.2 SSHRC's Transformation and New Strategic Plan .....	9
1.4.3 Transformation Initiatives Already Under Way .....	10
<b>Section II: Analysis of Program Activities by Strategic Outcome .....</b>	<b>12</b>
2.1 People: A First-Class Research Capacity .....	12
2.1.1 Fellowships, Scholarships and Prizes .....	12
Master's Component of the Canada Graduate Scholarships (CGS) Program .....	13
Doctoral Fellowships and the Doctoral Component of the CGS Program .....	13
Postdoctoral Fellowships .....	14
Prizes .....	14
Other Fellowships, Scholarships and Prizes Program Sub-Activities .....	14
2.1.2 Canada Research Chairs .....	15
2.2 Research: New Knowledge Based on Excellent Research .....	17
2.2.1 Investigator-Framed Research .....	17
Standard Research Grants (SRG) .....	17
Major Collaborative Research Initiatives (MCRI) .....	18
2.2.2 Targeted Research and Training Initiatives .....	19
Initiative on the New Economy (INE) .....	19
The Social Economy Suite .....	20
Strategic Research Grants .....	21
Strategic Joint Initiatives .....	23
Other Targeted Research and Training Initiative Program Sub-Activities .....	24
2.2.3 Strategic Research Development .....	24
General Support .....	24
Strategic Research Development Program Sub-Activities .....	27
2.3 Knowledge Mobilization: The Transfer, Dissemination and Use of Knowledge .....	27
2.3.1 Research Communication and Interaction .....	27
Mobilization of Research-Based Knowledge .....	28
Commercialization .....	28
Strategic Knowledge Clusters .....	29
2.4 Institutional Environment: A Strong Canadian Research Environment .....	29
2.4.1 Indirect Costs of Research .....	29
<b>Section III: Supplementary Information .....</b>	<b>31</b>
3.1 Organizational Information .....	31
Figure 1: SSHRC – Corporate Structure and Mandate .....	31
Figure 2: SSHRC – Governance and Committee Structure .....	32
Figure 3: SSHRC – Accountability for Program Activities and Organizational Structure .....	34

Table 3: Accountability for Program Activities and Sub-Activities .....	35
3.2 Resource Requirements and Management Policies .....	36
Table 4: Departmental Planned Spending and Full-Time Equivalents .....	36
Table 5: Planned Spending by Program Activity (PA) for Estimates Year .....	37
Table 6: Voted and Statutory Items Listed in Main Estimates .....	38
Table 7: Services Received Without Charge .....	39
Table 8: Sources of Non-Respendable Revenue .....	40
Table 9: Details on Transfer Payments Programs (TPP): Grants, Contributions and Other Transfer Payments .....	40
<b>Section IV: Key Management Priorities .....</b>	<b>41</b>
4.1 Corporate Performance, Evaluation and Audit .....	41
Table 10: Planned Evaluations and Audits, 2006-2007 – 2008-2009 .....	42
4.2 Knowledge Mobilization and SSHRC's Corporate Culture .....	42
4.3 Inter-Agency Coordination and Collaboration .....	43
The Memorandum of Understanding on Roles and Responsibilities (MOU) .....	43
Ethical Conduct in Research Involving Humans .....	43
Integrity in Research and Scholarship .....	44
The Canadian Common CV .....	44
Electronic Services Delivery .....	44
<b>Appendix .....</b>	<b>46</b>
Table 11: PAA: Indicators for Outputs and Results .....	46
Table 12: Ongoing Joint Initiatives .....	49
Table 13: Summary of RPP Commitments .....	52
<b>References .....</b>	<b>54</b>

## List of Acronyms and Abbreviations

ADM	Assistant Deputy Minister
ASPP	Aid to Scholarly Publications Program
ARLU	Annual Reference Level Update
ASU	Aid to Small Universities (program)
CASD	Common Administrative Services Directorate
CCV	Common CV
CFHSS	Canadian Federation for the Humanities and Social Sciences
CFI	Canada Foundation for Innovation
CFS	Canadian Forest Service
CGS	Canada Graduate Scholarships (program)
CIC	Citizenship and Immigration Canada
CIHR	Canadian Institutes of Health Research
CISS	Canadian Initiative on Social Statistics
CMHC	Canada Mortgage and Housing Corporation
CPEA	Corporate Performance, Evaluation and Audit (Division)
CSTP	Committee for Science and Technology Policy
CURA	Community-University Research Alliances (program)
DF	Doctoral Fellowships (program)
DFO	Department of Fisheries and Oceans
DPR	Departmental Performance Report
ERA	European Research Area
ERA-CAN	Canada-EU Science and Technology Office
ERA-NET SAGE	ERA Network on the Societal Aspects of Genomics
ESD	Electronic Services Delivery
FPTT	Federal Partners in Technology Transfer
FTE	Full-Time Equivalents
GOL	Government On-Line
HRSDC	Human Resources and Social Development Canada
IC	Industry Canada
IM/IT	Integrated Management/Information Technology
INAC	Indian and Northern Affairs Canada
INE	Initiative on the New Economy (program)
ITCan	International Trade Canada
ITST	Image, Text, Sound and Technology (program)
KPM	Knowledge Products and Mobilization (Division)
LCC	Law Commission of Canada
MCRI	Major Collaborative Research Initiatives (program)
MOU	Memorandum of Understanding
MRRS	Management, Resources and Results Structure
NCE	Networks of Centres of Excellence (program)
NORFACE	New Opportunities for Research Funding Cooperation in Europe
NRC	National Research Council Canada
NRCan	Natural Resources Canada
NRDP	Northern Research Development Program
NRTEE	National Roundtable on the Environment and the Economy

NSERC	Natural Sciences and Engineering Research Council of Canada
OECD	Organization for Economic Cooperation and Development
OMRN	Ocean Management Research Network (program)
PA	Program Activity
PAA	Program Activity Architecture
PDF	Postdoctoral Fellowships (program)
PRE	Interagency Advisory Panel on Research Ethics
PWGSC	Public Works and Government Services Canada
RBAF	Risk-Based Audit Framework
RDI	Research Development Initiatives
RIH	[Ethical conduct in] research involving humans
RMAF	Results-Based Management and Accountability Framework
RPP	Report on Plans and Priorities
S & T	Science and Technology
SIG	SSHRC Institutional Grants (program)
SO	Strategic Outcome
SRE	Secretariat on Research Ethics
SRG	Standard Research Grants (program)
SSH	Social Sciences and Humanities
SSHRC	Social Sciences and Humanities Research Council of Canada
Ts & Cs	Terms and Conditions
TBD	To be determined
TBS	Treasury Board Secretariat
TCPS	Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans
TPP	Transfer Payments Programs



## Section I: Departmental Overview

### 1.1 Minister's Portfolio Message



As Minister of Industry, I am proud to present this report on the Social Sciences and Humanities Research Council's (SSHRC) anticipated achievements and results over the next three years. Through the efforts of SSHRC and its Portfolio partners, we are working to ensure that Canada has the necessary business and innovation environment to foster a culture of discovery and creativity to fuel economic success and support our enviable quality of life.

Today, we operate in a globalized economy where electronic commerce drives complex and interconnected supply chains from around the world and anyone can be our competitor. To thrive, we need a dynamic and adaptable economy—one with a highly trained work force and nimble businesses striving for competitive growth and development.

We are working to reduce barriers to and within our markets and to encourage more domestic and foreign investment. We are supporting and defending our industries. We are working to improve business and consumer confidence.

Looking ahead, we see the need to enhance Canada's business environment, including improving the critical ground rules that ensure stability, equitable conduct and competition for consumers, investors and businesses. Used strategically, these efforts can encourage investment in innovation, afford easier access to capital, support risk-taking and entrepreneurship, and ensure the efficient and productive allocation of resources.

#### **The Industry Portfolio:**

Business Development Bank of Canada <sup>(i)</sup>  
Canadian Space Agency  
Canadian Tourism Commission <sup>(i)</sup>  
Competition Tribunal  
Copyright Board of Canada  
Industry Canada  
National Research Council Canada  
Natural Sciences and Engineering Research Council of Canada  
Social Sciences and Humanities Research Council of Canada  
Standards Council of Canada <sup>(i)</sup>  
Statistics Canada

(i) Federal Crown Corporations do not prepare Reports on Plans and Priorities.

And we are supporting science, technology, research and development to encourage our industries, our businesses and our workforce to keep pace with technological change and drive innovation throughout our economy. And the demand for innovation across the Canadian economy — including in the areas of health care, climate change, productivity and the competitiveness of Canadian firms — continues to rise.

As presented in this report, SSHRC's initiatives will help make Canada a better place to innovate and do business.

It is my pleasure to present the *Report on Plans and Priorities* for SSHRC.

---

Maxime Bernier  
Minister of Industry

## 1.2 Management Representation Statement

I submit, for tabling in Parliament, the 2006-2007 Report on Plans and Priorities (RPP) for the Social Sciences and Humanities Research Council of Canada.

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2006-2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat (TBS) guidelines;
- It is based on the department's approved accountability structure as reflected in its Management, Resources and Results Structure (MRRS);
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the TBS.

---

Janet E. Halliwell  
Executive Vice-President and Chief Operating Officer

## 1.3 Summary Information

### 1.3.1 SSHRC's Mandate and Planned Resources

The Social Sciences and Humanities Research Council (SSHRC)<sup>1</sup> is the federal agency that supports and promotes social sciences and humanities research and research training in Canada. The *Social Sciences and Humanities Research Council Act (1977)* mandates SSHRC to:

- promote and assist research and scholarship in the social sciences and humanities; and
- advise the Minister of Industry regarding such matters related to research as the Minister may refer to the Council for consideration.

SSHRC's *raison d'être* is to build knowledge, expertise and understanding by:

- supporting excellence in research and research training; and
- encouraging and assisting researchers, research partners, policy makers and other stakeholders to mobilize knowledge that will put the benefits of research to work.

SSHRC's main clientele are university-based researchers and students: 19,000 full-time professors (53 per cent of all full-time faculty) and 49,000 full-time graduate students (55 per cent of all full-time graduate students). Researchers in community colleges and not-for profit organizations with a research mandate are also eligible to receive funding from selected Council programs.

#### **SSHRC funds research in more than 30 disciplines:**

Anthropology, archaeology, business and administrative studies, commerce, classics, communication and media studies, criminology, economics, education, environmental studies, ethics, fine arts, geography, history, industrial relations, inter- and multidisciplinary studies, law, linguistics, literature, management, medieval studies, modern languages, native studies, philosophy, political science, psychology, religious studies, social work, urban and regional studies, women's studies

Finally, SSHRC plays a leadership role in the development of research and science policy. The Council monitors emerging research trends in the social sciences and humanities and, through its strategies and programs, helps to structure the national research effort. SSHRC also advises the Minister of Industry and the Government of Canada on future directions in the social sciences and humanities.

Table 1 below summarizes SSHRC's mandate, *raison d'être* and planned resources.

---

<sup>1</sup> See <http://www.sshrc.ca>.

**Table 1: SSHRC's Mandate, *Raison d'être* and Planned Resources**

<b>Planned Resources</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>
<b>Financial</b> SSHRC Budget Indirect Costs <b>Total</b>	<b>\$327.2 million</b> <b>\$300.1 million</b> <b>\$627.3 million</b>	\$319.7 million \$300.1 million \$619.8 million	\$314.8 million \$300.1 million \$614.9 million
<b>Human</b>	<b>190 Full Time Equivalents (FTE)</b>	190 FTE	190 FTE
<b><i>Raison d'être</i></b>	To build knowledge, expertise and understanding by: <ul style="list-style-type: none"> <li>• supporting excellence in research and research training;</li> <li>• encouraging and assisting researchers, research partners, policy makers and other stakeholders to mobilize knowledge that will put the benefits of research to work.</li> </ul>		
<b>Mandate</b>	<ul style="list-style-type: none"> <li>• To promote and assist research and scholarship in the social sciences and humanities.</li> <li>• To advise the Minister of Industry regarding such matters related to research as the Minister may refer to the Council for consideration.</li> </ul>		

Budget 2006 allocated an additional \$6 million per year for SSHRC, which brings its total budget for 2006-2007 to \$327.2 million. Budget 2006 also announced an additional \$40 million per year for the Indirect Costs program, which brings total annual funding of this program, which SSHRC administers on behalf of the granting agencies, to \$300 million. Finally, Budget 2006 indicated that the Minister of Industry will be developing a science and technology strategy, in collaboration with the Minister of Finance, that will encompass the broad range of government support for research, including knowledge infrastructure. In addition, the Government will undertake a review of the accountability and value for money of the granting councils' activities.

SSHRC delivers on its mandate through a variety of programs which award grants, scholarships and fellowships in open, independently peer-reviewed, national competitions. Overall, the Council's programs support:

- research training for master's and doctoral students and postdoctoral researchers—the research leaders of tomorrow;
- investigator-framed research in all areas of the Council's mandate, including social sciences, humanities, education, law, business and the environment;

- targeted research, with or without external partners, that examines contemporary issues vital to Canadians—for example, the complex social, economic and cultural changes associated with the knowledge-based economy; and
- the transfer of cutting-edge knowledge to policy makers, other researchers, practitioners, and the general public.

In addition to its own programs, SSHRC administers, through the Canada Research Chairs Secretariat, and on behalf of the three granting agencies, the Canada Research Chairs and the Indirect Costs of Research programs. Finally, while the Council is involved in many partnership programs and initiatives with other federal departments and agencies, it does not participate in horizontal initiatives (as defined by Treasury Board) with federal counterparts.<sup>2</sup>

SSHRC's Program Activity Architecture (PAA) is reproduced in Table 3 (p. 35) and Table 11 (p. 46), broken down into strategic outcomes, program activities (PA), and program sub-activities. The PAA shows how the Council delivers on its mandate; it also lists the programs which SSHRC administers on behalf of all three granting agencies.

### 1.3.2 SSHRC's Ongoing Priorities and Related Planned Resources

The Council's transformation<sup>3</sup>, outlined in its recently published *Strategic Plan, 2006-2011*<sup>4</sup>, will be an ongoing priority of the highest importance over the next five years. The strategic plan charts SSHRC's transformation from a traditional granting agency which focuses on funding peer-reviewed research, to a "knowledge council", which seeks to maximize the benefits of research for Canadians through more intense and sustained connections among

---

<sup>2</sup> Treasury Board defines "horizontal initiative" as "an initiative in which partners from two or more organizations have established [a] formal funding agreement (e.g., Memorandum to Cabinet, Treasury Board submission, federal/provincial agreement) to work toward the achievement of shared outcomes. Examples of horizontal initiatives include the Climate Change Initiative, Canada's Drug Strategy, and the Youth Employment Strategy." Cf. Treasury Board Secretariat, *Guide for the Preparation of 2006-2007 Part III of the Estimates: Reports on Plans and Priorities and Departmental Performance Reports*, Ottawa, Treasury Board Secretariat, November 2005, 121 pages, p. 54, [http://www.tbs-sct.gc.ca/est-pre/20062007/p3\\_e.pdf](http://www.tbs-sct.gc.ca/est-pre/20062007/p3_e.pdf); cf. Treasury Board Secretariat's *Horizontal Results Database* at [http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil\\_e.asp](http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp).

<sup>3</sup> For background on transformation, see Social Sciences and Humanities Research Council of Canada, *2003-2004 Estimates, Part III—Departmental Expenditure Plans: Report on Plans and Priorities*, Ottawa, March 2003, pp. 9-10, [http://publiservice.tbs-sct.gc.ca/est-pre/20032004/SSHRC-CRSHc/SSHRC-CRSHcr34\\_e.asp](http://publiservice.tbs-sct.gc.ca/est-pre/20032004/SSHRC-CRSHc/SSHRC-CRSHcr34_e.asp); *2004-2005 Estimates, Part III—Departmental Expenditure Plans: Report on Plans and Priorities*, Ottawa, October 2004, pp. 10-12, [http://www.tbs-sct.gc.ca/est-pre/20042005/SSHRC-CRSHc/SSHRC-CRSHcr45\\_e.asp](http://www.tbs-sct.gc.ca/est-pre/20042005/SSHRC-CRSHc/SSHRC-CRSHcr45_e.asp); *2005-2006 Estimates, Part III—Departmental Expenditure Plans: Report on Plans and Priorities*, Ottawa, March 2005, pp. 5-9, [http://www.tbs-sct.gc.ca/est-pre/20052006/SSHRC-CRSHc/pdf/SSHRC-CRSHcr56\\_e.pdf](http://www.tbs-sct.gc.ca/est-pre/20052006/SSHRC-CRSHc/pdf/SSHRC-CRSHcr56_e.pdf). See also [http://www.sshrc.ca/web/whatsnew/initiatives/transformation/index\\_e.asp](http://www.sshrc.ca/web/whatsnew/initiatives/transformation/index_e.asp).

<sup>4</sup> Social Sciences and Humanities Research Council of Canada, *Knowledge Council – Social Sciences and Humanities Research Council Strategic Plan, 2006 – 2011*, Ottawa, August 2005, [http://www.sshrc.ca/web/about/publications/strategic\\_plan\\_e.pdf](http://www.sshrc.ca/web/about/publications/strategic_plan_e.pdf).

researchers and users of research and through more widespread and effective mobilization, transfer and application of knowledge created through research.

Building on initial investments made in 2005-2006, SSHRC plans<sup>5</sup> to allocate, over the next three years, respectively \$3.3, \$5.4 and \$5.5 million to the implementation of its *Strategic Plan*. The scope and speed with which transformation is implemented will depend on SSHRC's budgets between 2006-2007 and 2010-2011. It should be noted that, while transformation affects all Council programs, it does not affect programs that SSHRC administers on behalf of the three federal granting agencies.

SSHRC has ongoing commitments in addition to transformation. These are summarized in section 1.4.1 Delivering on SSHRC's Core Mandate. Finally, Table 13 in the Appendix (p. 52) provides a digest of the activities and initiatives to which the Council commits itself in this *Report on Plans and Priorities* (RPP).

### 1.3.3 SSHRC and the *Canada's Performance Report*

Since 1997, the Government of Canada has made significant investments in academic research as part of an overall strategy to enhance Canada's capacity to innovate and compete, regionally and globally. The *Canada's Performance* report shows how SSHRC's activities and programs contribute to the Government of Canada's outcome, "an innovative and knowledge-based economy" as part of a "sustainable economy."<sup>6</sup> More specifically, the Council's promotion and assistance of research and scholarship contribute to:

- training researchers and highly qualified personnel for Canada's future;
- creating new knowledge about, and understanding of, pressing economic, social, and cultural issues relevant to Canadians;
- a first-class research environment conducive to graduate training and new perspectives and directions for research; and
- the transfer, dissemination and use of knowledge based on social sciences and humanities research.

---

<sup>5</sup> Approved by SSHRC's Board in June 2006.

<sup>6</sup> Treasury Board Secretariat, *Canada's Performance – The Government of Canada's Contribution. Annual Report to Parliament 2005*, Ottawa, Treasury Board Secretariat, Nov. 23, 2005, ISBN 0-662-69256-X; Cat. No. BT1-10/2005, 96 pages, cf. pp. 14-16, [http://www.tbs-sct.gc.ca/report/govrev/05/cp-rc-sum\\_e.pdf](http://www.tbs-sct.gc.ca/report/govrev/05/cp-rc-sum_e.pdf). The *Canada's Performance* report is an annual report to Parliament on the federal government's contribution, through its departments and agencies, to Canada's performance as a nation. It highlights both strengths and areas for improvement.

## 1.4 Plans and Priorities: Details

Broken down by strategic outcome and based on its current budget, Table 2 summarizes SSHRC's ongoing, previously committed, and new priorities for 2006-2007 and the following two fiscal years.

**Table 2: SSHRC's Priorities by Strategic Outcome<sup>7</sup>**

Strategic Outcomes			Planned Spending (\$ millions)		
Priorities	Type	PA – Expected Result	2006-2007	2007-2008	2008-2009
<b>1: People - A First-Class Research Capacity in the Social Sciences and Humanities</b>					
<b>Priority 1: Support advanced, high-quality research training.</b>	Ongoing	Successful training of highly qualified personnel and promising new scholars.	N/a	N/a	N/a
<b>2: Research - New Knowledge Based on Excellent Research in the Social Sciences and Humanities</b>					
<b>Priority 2: Expand the diverse knowledge base in the social sciences and humanities through a "continuum of re-search funding".</b>	New	Opportunities for scholars to apply for small, medium and larger grants in investigator-framed programs.	N/a	N/a	N/a
<b>Priority 3: Enhance the connections of Canada's research community nationally and internationally.</b>	New	Competitions of the Strategic Knowledge Clusters and the International Opportunities Fund (IOF) programs.	2.3	4.4	5.5
<b>3: Knowledge Mobilization - The Transfer, Dissemination and Use of Social Sciences and Humanities Research</b>					
<b>Priority 4: Mobilize knowledge for greater impact.</b>	New	Competition for the one-time pilot Knowledge Impact in Society (KIS) program.	1.0	1.0	N/a
<b>Total</b>			<b>3.3</b>	<b>5.4</b>	<b>5.5</b>

<sup>7</sup> SSHRC, *Strategic Plan, 2006 – 2011*, p. 14 (priorities 1 and 2), pp. 15-17 (priorities 3 and 4), [http://www.sshrc.ca/web/about/publications/strategic\\_plan\\_e.pdf](http://www.sshrc.ca/web/about/publications/strategic_plan_e.pdf).



#### **1.4.1 Delivering on SSHRC's Core Mandate**

SSHRC's investments contribute to significant advances in knowledge and expertise in the social sciences and humanities and to the development of a first-class research capacity. These investments also help shape a well-defined overall science policy. The Council's ongoing commitment is to support social sciences and humanities research and research training, develop culturally and socio-economically relevant, research-based knowledge, help shape the research enterprise, and contribute to innovation. SSHRC honours this commitment by:

- ensuring excellence in research and research training in order to continually renew the pool of knowledge and expertise;
- addressing strategic knowledge gaps in areas of key concern to society;
- promoting partnerships with research users in government, the private sector, and non-governmental organizations;
- helping to develop the research capacity of smaller and regional universities;
- acting as an effective knowledge broker for users of research results;
- promoting and supporting the communication of research findings;
- contributing to the Government of Canada's policy research and innovation strategies;
- facilitating researchers connecting with one another across disciplines, regions, sectors, and nations; and
- promoting and positioning Canadian research internationally.

#### **1.4.2 SSHRC's Transformation and New Strategic Plan**

Through extensive consultations with stakeholders and a range of commissioned studies, SSHRC examined how it could transform itself and renew the social sciences and humanities research enterprise in order to better serve the needs of Canadians. In particular, SSHRC asked its stakeholder communities how social sciences and humanities research and research training could be more effectively carried out and applied for the benefit of all.

As part of the "transformation" initiative, the Council also proposed a significant extension of its current role as a "granting council" that focuses on promoting and supporting research to the broader role of a "knowledge council" that is also concerned with connecting researchers and with the influence and impact of research findings. This strategy would lead to a much expanded role for SSHRC: the Council's core business would include a much stronger focus on supporting active linkages among researchers and between researchers and research users, as well as the mobilization, dissemination and application of research-based knowledge. Transformation is the logical extension of the Council's increasing emphasis, in recent years, on the integration within society (among individuals and organizations, in public discourse) of knowledge created through social sciences and humanities research. "Transfer" and "mobilization" of knowledge—which correspond to "commercialization" in the natural sciences—target the impact on and the integration into society of social sciences and humanities knowledge at various levels, from policy- and decision-making to organizational practices and public debate.

Staff analyzed the input received during the 2004 transformation consultations and made related recommendations to senior management. SSHRC's board approved the new *Strategic Plan, 2006 – 2011* in June 2005. As appropriate and in accordance with operational planning, the Council incorporated key elements of the *Strategic Plan* into the present RPP.

SSHRC's new vision is "to engage Canadians in building knowledge through research and in using that knowledge to create a just, free, prosperous and culturally vibrant world."<sup>8</sup> As a "knowledge council", SSHRC will:

- better connect researchers, both with each other and with research users across the country and internationally;
- mobilize research knowledge to ensure maximum social, economic and cultural benefit for Canada and Canadians;
- provide policy leadership to help Canada tackle today's complex problems where serious knowledge gaps exist; and
- act as an international broker that actively brings Canadian perspectives and research leadership to the world.

More specifically, the Council will transform itself into a "knowledge council" by

1. retooling existing programs; and
2. creating new programs and new approaches.

### 1.4.3 Transformation Initiatives Already Under Way

The Council has already taken significant measures to implement transformation in incremental steps. These include launching the following:

- a new international policy and strategy<sup>9</sup>;
- the International Opportunities Fund (IOF) program<sup>10</sup>;
- a one-time pilot program, Knowledge Impact on Society (KIS)<sup>11</sup>; and
- the new Strategic Knowledge Cluster program.

Another initiative concerns the possibility of establishing a "continuum of research funding" for social sciences and humanities researchers. This would involve SSHRC providing scholars with a broader range of funding opportunities than is presently available in order to better respond to varying needs for research support throughout their careers.

---

<sup>8</sup> Social Sciences and Humanities Research Council of Canada, *Strategic Plan, 2006 – 2011*, Ottawa, p. 5, [http://www.sshrc.ca/web/about/publications/strategic\\_plan\\_e.pdf](http://www.sshrc.ca/web/about/publications/strategic_plan_e.pdf).

<sup>9</sup> See [http://www.sshrc.ca/web/about/publications/international\\_policy\\_e.pdf](http://www.sshrc.ca/web/about/publications/international_policy_e.pdf).

<sup>10</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/iof\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/iof_e.asp).

<sup>11</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/knowledge\\_impact\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/knowledge_impact_e.asp).

Further steps at the organizational level include creating a second vice-president in the Programs Branch to oversee SSHRC's strategic and partnership programs—the very programs which are the spearhead for making partnerships and knowledge mobilization mainstream Council activities.

## Section II: Analysis of Program Activities by Strategic Outcome

The structure of Section II follows SSHRC's PAA in terms of its four strategic outcomes, related program activities and program sub-activities:

1. **People:** 1. Fellowships, Scholarships and Prizes. 2. Canada Research Chairs.
2. **Research:** 1. Investigator-Framed Research. 2. Targeted Research and Training Initiatives. 3. Strategic Research Development.
3. **Knowledge Mobilization:** 1: Research Communication and Interaction.
4. **Institutional Environment:** 1. Indirect Costs of Research.

Table 11 (p. 46) provides the complete breakdown of SSHRC's PAA, along with indicators for measuring outputs and results.<sup>12</sup>

### 2.1 People: A First-Class Research Capacity

#### 2.1.1 Fellowships, Scholarships and Prizes

Fellowships, Scholarships and Prizes	2006-2007	2007-2008	2008-2009
Financial Resources	\$102.3 million	\$102.3 million	\$102.3 million
Human Resources	25 FTE	25 FTE	25 FTE

To address demands from the private, public and not-for-profit sectors for large numbers of highly-qualified social scientists and humanists, and to facilitate faculty renewal at universities, SSHRC intends to:

---

<sup>12</sup> In January 2005, SSHRC submitted to Treasury Board Secretariat the indicators it uses to measure and report on program outputs and results. The Council is collecting indicator-related information and data that it will use in the Departmental Performance Report (DPR) to report on the performance of its programs.

- allocate about 30 per cent of its grants and scholarships budget to master's, doctoral and postdoctoral awards;
- award 1,600 new Canada Graduate Scholarships (CGS) at the master's and doctoral levels; and
- continue, through its research grants and strategic research grants programs, to promote student training through participation in research projects. Such projects provide hands-on research training, help develop marketable skills and cultural flexibility, and enhance students' ability to deal with complex situations and to intelligently apply information and insights to making decisions in a complex world.

### **Master's Component of the Canada Graduate Scholarships (CGS) Program**

The three federal granting agencies administer the CGS program, which was established in 2003. When fully implemented in 2006-2007, the CGS program will support 2,000 master's students, with 60 per cent of the awards administered by SSHRC for students in the social sciences and humanities.

Together with SSHRC's other research training programs, the CGS Master's program helps train Canada's researchers and leaders of tomorrow. Specifically, the program develops research skills and assists in the training of highly-qualified personnel by supporting social sciences and humanities students who demonstrate a high standard of achievement in undergraduate and early graduate studies. SSHRC launched the CGS Master's program in May 2003<sup>13</sup> and in September 2003 offered master's scholarships to 815 students. The number of CGS Master's recipients in the social sciences and humanities increased to 1,200 in 2004-2005 and will remain at that level in 2006-2007 and 2007-2008.

### **Doctoral Fellowships and the Doctoral Component of the CGS Program**

SSHRC offers support for excellent doctoral research through its long-standing Doctoral Fellowships (DF) program as well as through the new CGS Doctoral Scholarships program.<sup>14</sup> In 2004-2005, the Council awarded the first 400 CGS Doctoral Scholarships, with 400 new scholarships to be offered each year. CGS awards are tenable only at recognized Canadian postsecondary institutions. The Council also continues to award SSHRC Doctoral Fellowships, which are tenable at recognized institutions in Canada and abroad. In 2006-2007, SSHRC will offer some 575 new Doctoral Fellowships.

SSHRC is also examining new ways to improve the environments in which students are trained. Such training may be supported through a stand-alone program or through enhancing opportunities in existing research support programs such as Major Collaborative Research Initiatives (MCRI) and Community-University Research Alliances (CURA). In 2006-2007, the Council will undertake a preliminary environmental scan of student training, followed by a formal evaluation of the DF program. The objective of this evaluation is to ensure that the DF program fully meets the requirements of a rapidly evolving research community and environment.

---

<sup>13</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/fellowships/cgs\\_masters\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/fellowships/cgs_masters_e.asp).

<sup>14</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/fellowships/doctoral\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/fellowships/doctoral_e.asp).

<b>CGS Master's and Doctoral Scholarships</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>
<b>Financial Resources</b>	<b>\$63 million</b>	<b>\$63 Million</b>	<b>\$63 million</b>

### **Postdoctoral Fellowships**

SSHRC's Postdoctoral Fellowships (PDF)<sup>15</sup> program supports the most promising new scholars in the social sciences and humanities who have recently completed or will soon complete a PhD or equivalent, and who do not hold a tenured or tenure-track faculty position. These fellowships assist new researchers in establishing a research base at a crucial stage in their careers. In 2006-2007, the Council will offer about 140 new postdoctoral fellowships.

### **Prizes**

Outstanding achievements in social sciences and humanities research should not only be celebrated in the research community but should also be promoted in Canadian society at large. For this reason, the Council has made a special effort over the last couple of years to promote social sciences and humanities research through highly visible prizes. The Council awarded the Gold Medal for Achievement in Research and the Aurora Prize for the first time in 2003. The highest SSHRC honour, the Gold Medal, is awarded to an individual whose leadership, dedication, and originality of thought have significantly advanced understanding in his or her field of research, enriched Canadian society, and contributed to the country's cultural and intellectual life. The Aurora Prize recognizes an outstanding new researcher for exceptional contributions to, and innovation in, social science and humanities research. In 2004, both the Gold Medal and the Aurora Prize became annual awards.<sup>16</sup> In 2005-2006, the Council established the annual SSHRC Postdoctoral Prize for the most outstanding SSHRC Postdoctoral Fellowship recipient. In addition, SSHRC continues to award each year the longstanding SSHRC William Taylor Fellowship to the most outstanding SSHRC doctoral award recipient.<sup>17</sup>

### **Other Fellowships, Scholarships and Prizes Program Sub-Activities**

A list of fellowships, scholarships and prizes program sub-activities:

1. Doctoral Fellowships
2. Postdoctoral Fellowships
3. Special Fellowships and Prizes

---

<sup>15</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/fellowships/postdoctoral\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/fellowships/postdoctoral_e.asp).

<sup>16</sup> See [http://www.sshrc.ca/web/winning/prize\\_e.asp](http://www.sshrc.ca/web/winning/prize_e.asp).

<sup>17</sup> See [http://www.sshrc.ca/web/winning/prize\\_e.asp](http://www.sshrc.ca/web/winning/prize_e.asp).

<b>Other Fellowship, Scholarship and Prize Programs</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>
<b>Financial Resources</b>	<b>\$39.3 million</b>	\$39.3 million	\$39.3 million

### 2.1.2 Canada Research Chairs

<b>Canada Research Chairs Program</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>
<b>Financial Resources</b>	<b>\$61.8 million</b>	\$61.8 million	\$61.8 million
<b>Human Resources</b>	<b>24 FTE</b>	24 FTE	24 FTE

Established in 2000, the Canada Research Chairs Program will support, once fully implemented in 2007, 2,000 research professorships in all disciplines at universities across the country. The program's key objective is to enable Canadian universities, together with their affiliated research institutes and hospitals, to achieve the highest levels of excellence and to become world-class research centres in the global, knowledge-based economy. SSHRC administers the program<sup>18</sup> and hosts the Canada Research Chairs Secretariat on behalf of the three federal granting agencies.

Eligible institutions recruit Canada Research Chairs from Canada and abroad in natural sciences, engineering, health sciences, and social sciences and humanities disciplines. The program allocates research chairs to eligible institutions in proportion to the amount of research grant funding they received from the Natural Sciences and Engineering Research Council (NSERC), the Canadian Institutes of Health Research (CIHR), and SSHRC in the three years prior to the year of the allocation. Because the recruitment of excellent researchers in Canada and from abroad is a complex, time-consuming process, institutions are given three years to submit nominations for each allocated chair. The Canada Research Chairs Secretariat expects that the program will reach its full complement of 2,000 chairs in 2007.<sup>19</sup> Thereafter, the Secretariat will administer the ongoing program and renew, replace or re-allocate chairs and chairholders in accordance with the changing allocations to institutions.

---

<sup>18</sup> See <http://www.chairs.gc.ca/>.

<sup>19</sup> As of April, 2006, there were 1,641 active Canada Research Chairs, 524 of whom have been recruited from abroad.

In accordance with Treasury Board requirements, the Secretariat completed a third-year review of the Chairs program in January 2003 and an overall fifth-year evaluation in 2004-2005. The evaluation assessed how well the program—including its Canada Foundation for Innovation (CFI) component—had achieved its stated objectives and, in doing so, focused on four groups of issues:

1. the continued relevance of the program objectives;
2. overall program results, including intended and unintended impacts;
3. results at the institutional level; and
4. specific questions, such as gender balance, effects of the formula used to allocate Chairs to the universities, and the adequacy of the level of funding.

In July 2005, the Secretariat published the evaluation report, together with a management response.<sup>20</sup> The report was overall very positive and concluded that the program “has helped to create a research environment that is conducive to the long-term retention and attraction of top researchers....Chairholders reported significant increases in research productivity and the number of highly qualified personnel being trained at the graduate level since their Chair awards compared to other researchers over the same time period.” The evaluation report also made recommendations to improve the program.

In its official response to these recommendations, management outlined a number of policy changes to the program, which are currently being implemented. These changes cover such areas as (a) improved, performance-orientated reporting by universities and chairholders, (b) a now biennial re-calculation of chairs allocations to universities, (c) increased monitoring of gender distribution and related measures to improve accountability, and (d) new provisions for handling lost or expired Canada Research Chairs.

---

<sup>20</sup> See R.A. Malatest and Associates Ltd., *Fifth-Year Evaluation of the Canada Research Chairs Program. Final Evaluation Report to the Steering Committee on the Canada Research Chairs Program*, Ottawa, R.A. Malatest and Associates Ltd., December 2, 2004, [http://www.chairs.gc.ca/web/about/publications/fifth\\_year\\_review\\_e.pdf](http://www.chairs.gc.ca/web/about/publications/fifth_year_review_e.pdf); Canada Research Chairs Secretariat, *Response of the Canada Research Chairs Steering Committee to the Fifth-Year Evaluation of the Canada Research Chairs Program*, Ottawa, Canada Research Chairs Secretariat, July, 2005, 7 pages, [http://www.chairs.gc.ca/web/about/publications/fifth\\_year\\_response\\_e.pdf](http://www.chairs.gc.ca/web/about/publications/fifth_year_response_e.pdf).



## 2.2 Research: New Knowledge Based on Excellent Research

### 2.2.1 Investigator-Framed Research

Investigator-Framed Research	2006-2007	2007-2008	2008-2009
Financial Resources	\$90.6 million	\$90.6 million	\$90.6 million
Human Resources	50 FTE	50 FTE	50 FTE

The current renewal of faculty at Canadian universities is contributing powerfully to an increasingly active research environment. This, in turn, has a considerable impact on SSHRC, especially on two core programs—Standard Research Grants (SRG) and Major Collaborative Research Initiatives (MCRI)—that are key for supporting investigator-framed research. Recent data demonstrate that faculty renewal and increased research activity are exerting steadily mounting pressure on the SRG program. For example, 1,121 researchers applied to the 2006-2007 SRG competition as “new scholars,” an unprecedented 102 per cent increase over the 2000 competition. In the case of established scholars, the 1,395 that applied to the 2006-2007 SRG competition represents a 41 per cent increase over the 2000 competition.

During SSHRC’s nation-wide transformation consultations in 2004, the research community impressed upon the Council the need for smaller grants that would provide a larger number of meritorious researchers, particularly new scholars, with funds for research. As a result, the Council is currently examining its major investigator-framed programs—SRG and MCRI—to determine how it can provide researchers with more responsive and flexible funding opportunities, possibly through a discrete program.

#### Standard Research Grants (SRG)

The SRG program,<sup>21</sup> SSHRC’s largest single investment, supports programs of research that help Canadians understand an increasingly complex world. The program invites researchers to submit their most creative and innovative proposals for independent peer review. Because of the program’s rigorous standards, securing a SRG grant has become a *de facto* requirement for both new and established faculty seeking tenure and promotion in the competitive university environment. In addition, SRG projects offer effective vehicles for training undergraduate and graduate students.

The specific objectives of the SRG program are to:

---

<sup>21</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/standard\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/standard_e.asp).

- support high quality, independent programs of research (as proposed by scholars and judged by their peers);
- provide opportunities for the training of future researchers;
- contribute to the development or elaboration of new theoretical or methodological approaches to research;
- maintain and develop vigorous disciplinary research activities;
- foster and develop vigorous collaborative, multidisciplinary research activities among researchers in the social sciences and humanities; and
- assist the communication of research results both within and beyond the academic community.

Through the SRG program, SSHRC will continue to sustain the critical mass of research expertise and the momentum of research activity on which innovation depends. Measures include:

- supporting the best research projects, both basic and applied, proposed by both established and new scholars in all social sciences and humanities disciplines;
- working towards SSHRC's long-term goal of increasing the current 40.4 per cent success rate to 50 per cent by 2010.

#### **Major Collaborative Research Initiatives (MCRI)**

To facilitate collaboration on complex research problems, the MCRI program<sup>22</sup>:

- supports leading-edge, collaborative research that meets high standards of excellence, promises significant contribution to the advancement and transfer of knowledge in the humanities and social sciences, and encourages broad discussion and debate on critical issues of intellectual, social, economic and cultural significance for Canadian scholarship and society;
- promotes broadly based collaborative research as the central mode of research activity—within and among disciplines, departments and faculties, at universities across the country and abroad, as well as with researchers working in disciplines outside the social sciences and humanities;
- promotes the development of active partnerships with private and public sector groups to ensure their participation in the design and conduct of the research and in the dissemination of research results;
- promotes the development of links with appropriate stakeholders;
- provides unique opportunities for training students and postdoctoral fellows in a collaborative, interdisciplinary research environment;
- supports research that achieves comprehensive syntheses of the issues studied;
- encourages dynamic and innovative approaches to disseminating research findings that will have a major impact on scholarship and society by reaching

---

<sup>22</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/mcric\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/mcric_e.asp). The MCRI program moved from funding projects over five years to doing so over seven years.

- both traditional and new audiences, including scholars, policy makers, stakeholders and the general public; and
- involves postsecondary institutions in long-term commitments to developing unique, large-scale inter-university research initiatives.

In 2006-2007, SSHRC will continue building, maintaining and enhancing national partnerships and networks of world-class researchers through the MCRI program.

## 2.2.2 Targeted Research and Training Initiatives

Targeted Research and Training Initiatives	2006-2007	2007-2008	2008-2009
Financial Resources	\$25.7 million	\$18.9 million	\$14.0 million
Human Resources	43 FTE	43 FTE	43 FTE

### Initiative on the New Economy (INE)

Established in 2001, the overall goal of the five-year, \$100 million INE<sup>23</sup> is to help Canada and Canadians adapt successfully to, and reap the benefits of, the “new economy.” More specifically, the INE seeks to:

- foster excellent research, with particular emphasis on innovative and multidisciplinary approaches, to deepen our understanding of the new economy;
- extend and develop partnerships among the public, private and not-for-profit sectors; and
- inform decision-making in the public and private sectors.

2007-2008 will be the INE’s last year as an active program. Apart from the innovative research on today’s global economy that the INE has funded, SSHRC as a nascent knowledge council continues to draw on the valuable opportunities for experiments in knowledge mobilization that the program has afforded. In its final year, the INE will focus on:

- administering and monitoring currently held grants;
- holding another competition for INE Public Outreach Grants<sup>24</sup>; and

---

<sup>23</sup> See [http://www.sshrc.ca/web/apply/program\\_index\\_e.asp#4](http://www.sshrc.ca/web/apply/program_index_e.asp#4).

<sup>24</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/ine/public\\_outreach\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/ine/public_outreach_e.asp).

- developing knowledge mobilization with a view to refining a knowledge management strategy for disseminating INE-funded research results as widely and as effectively as possible.

Initiative on the New Economy	2006-2007	2007-2008	2008-2009
Financial Resources	\$11.5 million	\$5.1 million	\$0 million

### The Social Economy Suite

Since its inception in 1999, the CURA program<sup>25</sup> has proven highly successful at promoting partnerships of university-based researchers and community and not-for-profit organizations to work on social, economic and cultural issues of importance to particular communities and regions. Launched in January 2005 as part of an effort to strengthen Canada's not-for-profit business and service sector, SSHRC's Social Economy Suite program—a targeted version of the CURA program—provides \$3 million annually for five years to support community-based research on the social economy. SSHRC has held two competitions, with results in September 2005 and March 2006.<sup>26</sup> In June, 2006, Treasury Board Secretariat informed SSHRC that all non-committed funds earmarked for this program were frozen.

The broad objectives of the program are to enhance our understanding of the social economy in Canada and to document and share best practices that will help the social economy reach its full potential. The program funds teams of university-based researchers and representatives of community-based organizations to create and sustain six regional networks that conduct research and mobilize knowledge in support of Canada's social economy. SSHRC encouraged applications that incorporate action or participatory action research. Specific program objectives are to support research, and help mobilize new knowledge, that will:

- contribute to defining policies, including an appropriate regulatory framework, applicable to the social economy;
- improve the performance of organizations and enterprises in areas that are important to the social economy in Canada;
- demonstrate through inventories, statistics, comparative analyses, among other means, the actual and potential contribution of the social economy to the various sectors and regions of the Canadian economy; and
- develop Canada's international contribution to, and visibility in, areas relevant to the social economy.

---

<sup>25</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/cura\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/cura_e.asp).

<sup>26</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/social/social\\_economy\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/social/social_economy_e.asp).

The Social Economy	2006-2007	2007-2008	2008-2009
Financial Resources	\$3.0 million	\$3.0 million	\$3.0 million

### Strategic Research Grants

In March 2002, after multi-sectoral national consultations, SSHRC’s Board adopted four of the current five strategic priority areas listed below. In response to the related announcement in Budget 2003, SSHRC’s Board later added the fifth strategic priority area, “Northern Research.” Finally, responding to the federal *Action Plan for Official Languages*, SSHRC added “official languages” to the topics included in its “Culture, Citizenship and Identities” strategic priority area. Thus, SSHRC’s existing priority areas are:

- Aboriginal Research;
- Environment and Sustainability;
- Culture, Citizenship and Identities (including Official Languages);
- Image, Text, Sound and Technology; and
- Northern Research.

These priority areas will continue to guide the direction and development of the Council’s strategic programs<sup>27</sup> in 2006-2007, but may be realigned in the context of transformation.

#### ***Aboriginal Research***

Building on its dialogue about research and Aboriginal peoples, SSHRC launched, in 2004, a new strategic program, Aboriginal Research, and held one competition in 2004-2005 and one in 2005-2006.<sup>28</sup> This innovative program encourages Aboriginal participation and leadership in research by promoting partnerships between academics and Aboriginal communities to investigate important issues in such areas as challenges of urban life, research ethics, and Aboriginal languages and cultures. The Council announced the results of the most recent competition in March 2006.

#### ***Environment and Sustainability***

In 2002, SSHRC, Environment Canada, and the National Roundtable on the Environment and the Economy (NRTEE) conducted broad stakeholder consultations on the need for more knowledge about, and better understanding of, the social, economic, legal and cultural aspects of the environmental issues facing Canadians. At present, the Council is participating in the Assistant Deputy Minister (ADM) Climate Change Impacts and Adaptations Committee, chaired by Natural Resources Canada (NRCan), which aims to determine the best approach to supporting social and economic research relevant to the impacts of and necessary adaptations to climate change. In addition, SSHRC, in partnership with the

---

<sup>27</sup> See [http://www.sshrc.ca/web/apply/program\\_index\\_e.asp#2](http://www.sshrc.ca/web/apply/program_index_e.asp#2).

<sup>28</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/aboriginal\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/aboriginal_e.asp).

Department of Fisheries and Oceans (DFO), plans to launch and support a third phase of the Ocean Management Research Network (OMRN) in late 2006 or early in 2007. Last but not least, the Council is currently working with Industry Canada and other partners on the Hydrogen Economy Initiative (see below p. 27).

***Culture, Citizenship and Identities (including Official Languages)***

In 2004-2005, in partnership with Canadian Heritage, SSHRC launched a new joint initiative program in this priority area—Official Languages Research and Dissemination<sup>29</sup>—to support research and knowledge mobilization activities. In 2005-2006, Council launched a further new joint initiative program with Sport Canada (part of Canadian Heritage). This Sport Participation Research Initiative<sup>30</sup> supports research activities that will help address Sport Canada’s current policy priority of promoting Canadians’ participation in sports. SSHRC is also discussing, with several other potential partners, proposals for new programs in this priority area, with possible launches in 2006-2007.

***Image, Text Sound and Technology***

In 2003, after nationwide consultations, SSHRC established the new strategic program, Image, Text, Sound and Technology (ITST).<sup>31</sup> Its main objectives are to increase the number of academics who creatively use leading-edge information technology in their research and to accelerate the pace at which researchers acquire such skills and put them to use. The ITST program, which currently focuses on learning and collaboration, offers grants for summer institutes, workshops, conferences and networking. The Council plans to add a research grant component to the program in 2006-2007 in order to more directly support research and research partnerships.

***Northern Research***

In June 2003, SSHRC’s Board approved the development of the Northern Research Development Program (NRDP),<sup>32</sup> which funds research in and about Canada’s North. In addition, in 2005-2006, SSHRC entered into an agreement with the European Science Foundation’s (ESF) “Collaborative Research (EUROCORES) Program for Humanities and Social Sciences Research in the Circumpolar North” to support the Canadian side of multinational northern research initiatives. The program is called BOREAS—Histories from the North: Environments, Movements, Narratives.<sup>33</sup> Finally, SSHRC is actively participating in shaping Canada’s contribution to the research agenda of the International Polar Year (IPY; 2007-2008) and a federal IPY research program (see p. 26). In 2006-2007, SSHRC will actively collaborate in creating better opportunities for initiatives with external partners that will enhance support for research on the economic, social, ecological and political challenges and opportunities facing Canada’s North.

---

<sup>29</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/official\\_languages\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/official_languages_e.asp).

<sup>30</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/sport\\_can\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/sport_can_e.asp).

<sup>31</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/itst/workshops\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/itst/workshops_e.asp).

<sup>32</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/northern\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/northern_e.asp).

<sup>33</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/boreas\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/boreas_e.asp).

### Strategic Joint Initiatives

SSHRC regularly enters into partnerships with public, private and not-for-profit/voluntary organizations to co-fund targeted programs for research support. Since 1989, the Council has co-created 45 of these Joint Initiative programs.<sup>34</sup> In 2005-2006 and 2006-2007, SSHRC launched or renewed the following joint initiatives, all of which will be active in 2006-2007:

- Canadian Initiative on Social Statistics (CISS): Access to Research Data Centres (second phase renewal; with partners Statistics Canada and the Canadian Institutes for Health Research);
- Homelessness and Diversity Issues in Canada (second phase renewal; with partner National Secretariat on Homelessness (NSH), Human Resources and Skills Development (HRSD);
- Infrastructure Canada Peer-Reviewed Research Studies program<sup>35</sup>;
- Multiculturalism Issues in Canada (second phase renewal; with partner Canadian Heritage, Multiculturalism Program);
- Oceans Management National Research Network Initiative (third phase renewal, with partner Department of Fisheries and Oceans); and
- Sport Participation Research Initiative (with partner Sport Canada from Canadian Heritage).

Table 12 in the Appendix (see p. 49) lists SSHRC's ongoing Joint Initiatives for 2006-2007. For several of these programs, SSHRC's partner is a fellow member of the Industry Portfolio:

- **NSERC:** Forest Research Partnership Program, Intellectual Property Mobilization (IPM); and
- **Statistics Canada:** Canadian Initiative on Social Statistics (CISS); and the Immigration and the Metropolis Project.

One joint initiative program that merits particular attention is the Metropolis Project, under the aegis of which SSHRC and other federal departments and agencies concerned with immigration and integration policy questions—among them Citizenship and Immigration Canada and Social Development Canada—collaborate to support research and policy development on population migration, cultural diversity and the challenges of immigrant integration in cities in Canada and around the world.

---

<sup>34</sup> See [http://www.sshrc.ca/web/apply/program\\_index\\_e.asp#3](http://www.sshrc.ca/web/apply/program_index_e.asp#3) for a list of current joint initiatives.

<sup>35</sup> SSHRC's role in the Infrastructure Canada Research Studies program is restricted to that of a service provider that manages the peer-review process. Infrastructure Canada funds this contributions program and reports on it to Parliament.

**Other Targeted Research and Training Initiative Program Sub-Activities**

A list of other targeted research and training initiative program sub-activities:

1. Strategic Research Grants
2. Strategic Joint Initiatives

Other Targeted Research and Training Initiative Programs	2006-2007	2007-2008	2008-2009
Financial Resources	\$11.2 million	\$10.8 million	\$11.0 million

**2.2.3 Strategic Research Development**

Strategic Research Development	2006-2007	2007-2008	2008-2009
Financial Resources	\$25 million	\$25 million	\$25 million
Human Resources	27 FTE	27 FTE	27 FTE

**General Support**

***International Collaboration***<sup>36</sup>

An essential part of its new strategic plan, SSHRC's *International Policy and Strategy*, published in October 2005<sup>37</sup> acknowledges the importance of international collaboration to help sustain excellence in research and position Canadian research in the world. The Council's new international strategy also recognizes the need to create better opportunities for Canadian researchers to lead and participate in international collaborative research. One key element of the international strategy is the new International Opportunities Fund (IOF),<sup>38</sup> which SSHRC also established in 2005 to:

---

<sup>36</sup> See [http://www.sshrc.ca/web/whatsnew/initiatives/international/index\\_e.asp](http://www.sshrc.ca/web/whatsnew/initiatives/international/index_e.asp).

<sup>37</sup> See [http://www.sshrc.ca/web/about/publications/international\\_policy\\_e.pdf](http://www.sshrc.ca/web/about/publications/international_policy_e.pdf).

<sup>38</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/iof\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/iof_e.asp).



- help researchers from Canadian post-secondary institutions initiate and develop international research collaboration;
- facilitate Canadian participation and leadership in current or planned international research initiatives that offer outstanding opportunities to advance Canadian research.

The IOF complements other SSHRC programs, which either have a specific international dimension (Major Collaborative Research Initiatives, Initiative on the New Economy; Doctoral Fellowships, Aid to Research Workshops and Conferences in Canada) or which provide funding opportunities for international research endeavours (most Council programs). The Council holds IOF competitions three times a year. The results of the first three IOF competitions have been announced in April, May and August 2006.

In addition to the international strategy and the IOF, the Council is developing partnerships with international research funding organizations to provide more opportunities for Canadian researchers to collaborate with international colleagues and to showcase Canadian research in the world. One example—BOREAS: Histories from the North—Environments, Movements, Narratives program<sup>39</sup>—has been mentioned on p. 22. Other examples include SSHRC's memberships in two consortia of granting agencies funded by the European Union (EU):

- The European Research Area Network on the Societal Aspects of Genomics (ERA-NET SAGE)<sup>40</sup>;
- The European Research Area Network on New Opportunities for Research Funding Cooperation in Europe (ERA-NET NORFACE).<sup>41</sup>

Finally, SSHRC is one of eight federal departments and agencies<sup>42</sup> which will contribute to the operation of the Canada-European Union Science and Technology (S & T) Office (ERA-CAN), to be located in Ottawa. With a three-year, \$1.3 million budget, ERA-CAN will work on improving the quality, quantity, profile and impact of S & T cooperation and linkages between Canada and the EU. More specifically, ERA-CAN will deliver a range of products and services to researchers, including a one-stop Web site, e-mail alerts, targeted events in both Canada and Europe, help in developing research partnerships, and advice.

In 2006-2007, SSHRC will proceed with its strategy for international collaboration by:

- expanding its efforts to develop international collaboration opportunities for Canadian researchers;
- funding Canadian participation in international research initiatives;
- maintaining existing and forging new international partnerships.

---

<sup>39</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/boreas\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/boreas_e.asp).

<sup>40</sup> See <http://www.erasage.org/>.

<sup>41</sup> See <http://www.norface.org/norface/publisher/index.jsp>.

<sup>42</sup> CFI, SSHRC, NSERC, CIHR, Genome Canada, National Research Council Canada (NRC), Federal Partners in Technology Transfer (FPTT), and International Trade Canada (ITCan).

### ***International Polar Year***

In 2005-2006, SSHRC, NSERC and CIHR worked with other federal departments and agencies such as Indian and Northern Affairs Canada (INAC) on the development of the federal International Polar Year (IPY; 2007-2008) program, which encourages multidisciplinary and interdisciplinary approaches, particularly for cross-cutting issues. A specific component of the general IPY program is the IPY science and research projects program, which the Government of Canada launched in December 2005. The IPY science and research projects program will support two large research priorities, the first one on the impacts of and adaptation to climate change, and the second one on the health and well-being of Northern communities. This program component supports research and research-related activities in all disciplines (including the social sciences and humanities) carried out between April 1, 2006 and March 31, 2009, with a special focus on the IPY 2007-2008 timeframe (March 1, 2007 – March 1, 2009).<sup>43</sup>

In addition to its involvement in the development of the federal IPY program, SSHRC will continue to support research and related activities in the social sciences and humanities that are relevant to the IPY. More specifically, in 2006-2007 and 2007-2008, SSHRC will support the operation of the Canadian IPY Secretariat at the University of Alberta.<sup>44</sup>

### ***Sharing and Access to Research Data Produced through Public Funding***

In 2004, Canada signed the *Ministerial Declaration on Access to Research Data from Public Funding*, developed by the Committee for Science and Technology Policy (CSTP) of the Organization for Economic Cooperation and Development (OECD). The OECD has formed a working group, co-chaired by a SSHRC representative, to develop guidelines and best practices for access to research data from public funding. The purpose of these guidelines is to provide researchers and research organizations with guidance and best practices regarding the handling of research data, and in particular, to address barriers to sharing and accessing data across national boundaries. The removal of international barriers to data access will benefit the progress of knowledge and contribute to the economic and social strength of all countries. This is something the Council strongly endorses. The guidelines are currently in the drafting stage, with final approval expected in the fall of 2006.

### ***Longitudinal Social and Health Surveys in an International Perspective***

In January 2006, SSHRC, Statistics Canada and CIHR hosted an international conference on Longitudinal Social and Health Surveys in Montréal. This event assembled experts from around the world to examine and evaluate the development, management and use of Canadian longitudinal social and health surveys. The hosts were seeking the best possible advice on how to improve the development and performance of these major scientific undertakings. SSHRC will use this advice to (a) help shape proposals for future longitudinal surveys, (b) improve the use of survey data accessed through the national Research Data Centre network, and (c) enhance mobilization of knowledge derived from longitudinal survey research that will contribute to Canada's social development and economic performance.

---

<sup>43</sup> See [http://www.api-ipy.gc.ca/prop/index\\_e.html](http://www.api-ipy.gc.ca/prop/index_e.html).

<sup>44</sup> See <http://www.ipy-api.ca/english/index.html>.

***The Social and Economic Aspects of Building a Hydrogen Economy***

In October 2005, the University of Victoria and SSHRC, supported by the *Hydrogen Economy Initiative*, held a joint conference on the social and economic aspects of the hydrogen economy. As a result, in 2006-2007 SSHRC will work with a network of five universities and various public and private sector partners to develop a research and public consultation program on a hydrogen-based, low-carbon economy. This program will have domestic and international components and will directly involve industry, citizen groups, academic researchers, and provincial governments. Its key objective is to investigate and determine the social, economic, legal and cultural dimensions of more effectively integrating low-carbon energy sources and carriers, especially hydrogen, into the Canadian economy.

**Strategic Research Development Program Sub-Activities**

A list of strategic research development program sub-activities:

1. Research Development Initiatives (RDI)
2. Community-University Research Alliances (CURA)
3. SSHRC Institutional Grants (SIG)
4. Aid to Small Universities (ASU)
5. General Support
6. International Opportunities Fund (IOF)
7. BOREAS—Histories from the North: Environments, Movements, Narratives

**2.3 Knowledge Mobilization: The Transfer, Dissemination and Use of Knowledge**

**2.3.1 Research Communication and Interaction**

<b>Research Communication and Interaction</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>
<b>Financial Resources</b>	<b>\$21.8 million</b>	\$21.1 million	\$21.1 million
<b>Human Resources</b>	<b>17 FTE</b>	17 FTE	17 FTE

Research—and the creation of new knowledge through research—produces direct and indirect social, economic and cultural benefits to Canadians. The social sciences and humanities produce knowledge which is not often directly exploited commercially. However, their most important contributions are to culture, the economy and society through the mobilization, dissemination, transfer, and application of research-based knowledge. In fact,

the effective mobilization of knowledge and application of research results are as essential as the research itself. Examples include improvements to public and private services (education), infrastructure (urban planning), and practices and procedures (alternative dispute resolution) as well as the development and refinement of broad analytical concepts (“productivity”) and a better understanding of key challenges for Canada, both at the national (integration of immigrants from diverse ethnic backgrounds) and international (human security) levels.

### **Mobilization of Research-Based Knowledge**

In addition to activities directly related to its transformation, in 2006-07, SSHRC will further develop a general knowledge mobilization strategy as well as specific knowledge mobilization initiatives. A key objective here is to embed knowledge mobilization in the Council’s organizational culture as a fundamental value and major orientation. Internally, the Council will work on defining the responsibilities and accountabilities of Program Branch managers and staff with regard to knowledge mobilization and diverse skills, competencies and training that are related to or relevant for knowledge mobilization.

Externally, the Council will act as a “national facilitator” for eleven three-year demonstration projects hosted by universities funded under the Knowledge Impact in Society (KIS)<sup>45</sup> one-time pilot program. As facilitator, SSHRC will promote and help with knowledge mobilization and knowledge exchange. Additionally, SSHRC expects to learn about and apply best practices across funded projects to enhance the use and application of research-based knowledge. SSHRC will also further advance the experimental knowledge-sharing and exchange on-line network of 26 large research teams that received funding through Initiative on the New Economy (INE) programs. Here, the Council’s key goal in 2006-2007 is to involve in the network as many as possible of the 200 or so smaller INE-funded research teams and individuals, and to attract the participation of key research users and stakeholders. SSHRC will work to create a similar network for the eleven funded KIS projects.

In addition to these collaborations and initiatives, SSHRC will continue to support the dissemination of research results and the mobilization of knowledge through its communications programs for scholarly publications, for workshops and conferences, for research and transfer journals and for associations. Finally, the Council will keep on building, maintaining and enhancing interdisciplinary national networks of researchers through the tri-agency Networks of Centres of Excellence (NCE) program.<sup>46</sup> One special focus for SSHRC in 2006-2007 will be the continuing tri-agency discussions with currently funded NCEs about the development of indicators for the social impacts of research.

### **Commercialization**

The commercialization of research results is a key priority for Canada. In this respect, Industry Canada currently manages a \$50-million commercialization pilot fund that funds, over five years and a competitive basis, university proposals to promote the

---

<sup>45</sup> See [http://www.sshrc.ca/web/apply/program\\_descriptions/knowledge\\_impact\\_e.asp](http://www.sshrc.ca/web/apply/program_descriptions/knowledge_impact_e.asp).

<sup>46</sup> See <http://www.nce.gc.ca/>.

commercialization of research. The three granting agencies are advising Industry Canada on how to improve the capacity for commercialization in Canada’s higher education sector. Moreover, in coordination with NSERC and CIHR, SSHRC is implementing further commercialization measures through increased support for the transfer, dissemination and use of research-based knowledge in the social sciences and humanities.

**Strategic Knowledge Clusters**

Benefiting from its experiences, notably with the INE, in structuring and supporting research networks, SSHRC is currently developing its Strategic Knowledge Clusters program. A cornerstone of the Council’s new strategic vision, “clustering” of research efforts promotes research interaction and knowledge mobilization. In 2004, the Council launched its initial Strategic Research Clusters Design Grants program, which introduced a new model that is well-adapted to the needs of the social sciences and humanities. This pilot program called on the research community to identify key research areas, issues and topics that would benefit from improved networking and communications—both among researchers, and between researchers and those in the public, private and not-for-profit sectors who use research knowledge to address important issues.

In 2005, SSHRC supported several of the initial clusters for a second year of development and invited, through the new Strategic Research Cluster competition, new applications from teams that did not receive a grant in the initial pilot program. The Council is now working on finalizing the parameters of an ongoing program to fund strategic knowledge clusters, to be launched in 2006-2007. This ongoing program will promote key aspects of the Council’s new strategic thrust—strengthening connections among researchers and between researchers and users of research, creating innovative research training environments, and promoting and showcasing Canadian research strengths internationally.

**2.4 Institutional Environment: A Strong Canadian Research Environment**

**2.4.1 Indirect Costs of Research**

<b>Indirect Costs of Research Program</b>	<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>
<b>Financial Resources</b>	<b>\$300.1 million</b>	<b>\$300.1 million</b>	<b>\$300.1 million</b>
<b>Human Resources</b>	<b>4 FTE</b>	<b>4 FTE</b>	<b>4 FTE</b>

The key objective of the Indirect Costs program is to help eligible universities, colleges and affiliated research hospitals and research institutes pay a portion of the costs associated with conducting academic research in institutions receiving research funds from any of the three federal granting agencies. The program helps recipient institutions create an environment which maximizes their use of the total federal investment in academic research. The program is also designed to help smaller postsecondary institutions, which cannot benefit from the economies of scale realized by large universities, to increase their research capacity. Specific objectives of the Indirect Costs program are to contribute to establishing and/or maintaining:

- well-equipped and well-maintained research facilities;
- world-class research resources;
- strategic management and efficient administration of the institution's research enterprise;
- fulfillment of international regulatory and accreditation requirements; and
- effective management of intellectual property.

Budget 2006 announced that \$40 million will be added to the \$260-million-per-annum Indirect Costs program,<sup>47</sup> which supports around 140 eligible universities, colleges, and affiliated research hospitals. The SSHRC-hosted Canada Research Chairs Secretariat administers the Indirect Costs program on behalf of Canada's three federal granting agencies.

In accordance with Treasury Board requirements, the Secretariat carried out a mid-term review of the program in 2005 and has scheduled an overall evaluation for 2008. The mid-term review focused on issues associated with the design and operation of the Indirect Costs program and sought to identify possible adjustments, alternative delivery methods and to what degree immediate targeted program outcomes have been achieved. In February 2006, the Steering Committee of the Indirect Costs program approved the final report on the mid-term review. The report was published, together with a comprehensive management response, in May 2006.<sup>48</sup>

---

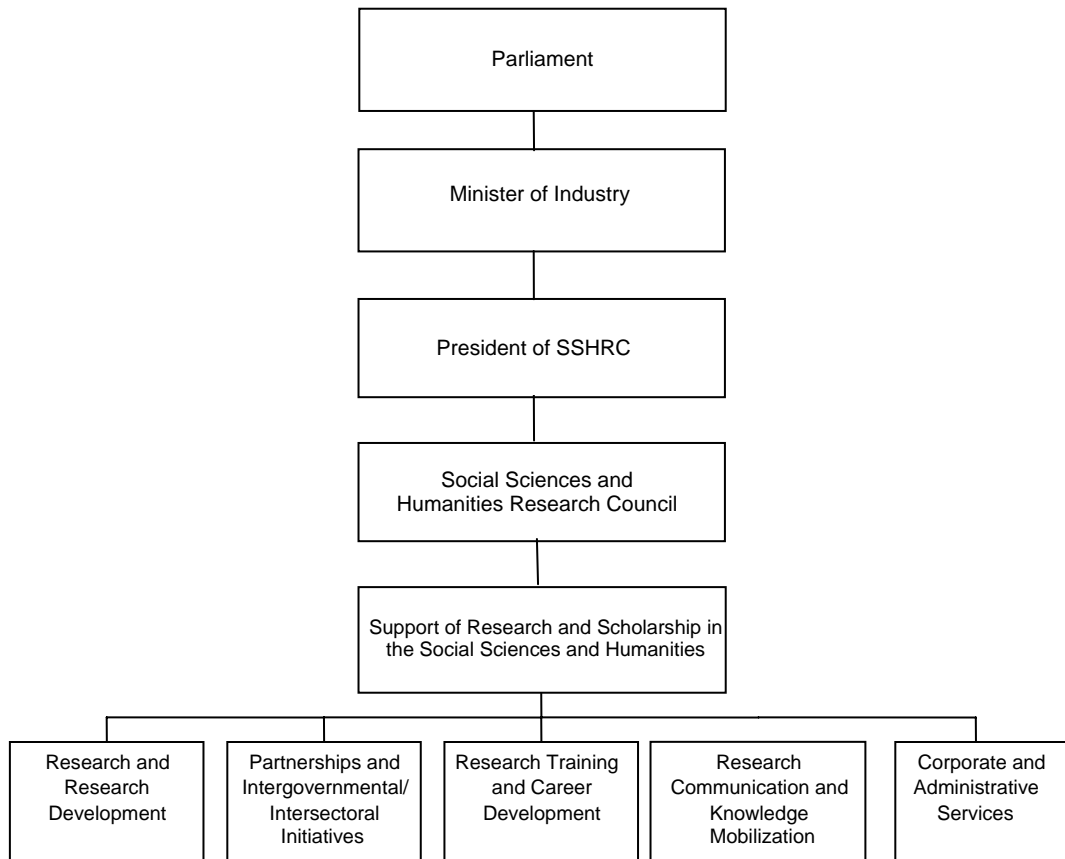
<sup>47</sup> See <http://www.indirectcosts.ca>.

<sup>48</sup> R. A. Malatest and Associates Ltd./Circum Network Inc., *Third-Year Review of the Indirect Costs Program. Final Review Report to the Inter-Agency Evaluation Steering Committee*, Ottawa, R. A. Malatest and Associates Ltd./Circum Network Inc., January 3, 2006, 63 pages, [http://www.indirectcosts.gc.ca/publications/third\\_year\\_report\\_e.pdf](http://www.indirectcosts.gc.ca/publications/third_year_report_e.pdf); Social Sciences and Humanities Research Council, *Third-Year Review of the Indirect Costs Program - Management Response*, Ottawa, Social Sciences and Humanities Research Council, April 4, 2006, 4 pages, [http://www.indirectcosts.gc.ca/publications/third\\_year\\_response\\_e.pdf](http://www.indirectcosts.gc.ca/publications/third_year_response_e.pdf).

## Section III: Supplementary Information

### 3.1 Organizational Information

Figure 1: SSHRC – Corporate Structure and Mandate



SSHRC reports to Parliament through the Minister of Industry, who has certain statutory responsibilities regarding, and general oversight of, the Council (Figure 1). SSHRC is governed by a 22-member Board<sup>49</sup> (Figure 2) which the Governor-in-Council appoints to represent the interests of the academic, public and private sectors in all regions of Canada.

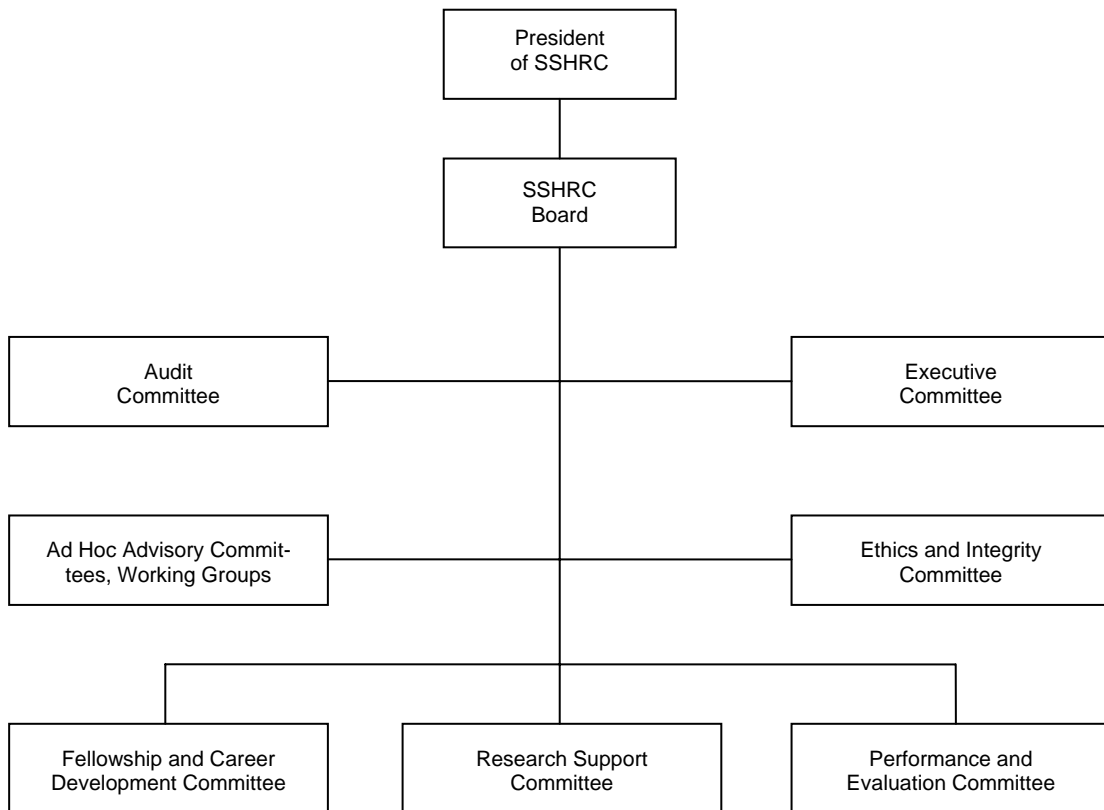
---

<sup>49</sup> See [http://www.sshrc.ca/web/about/committees/council\\_e.asp](http://www.sshrc.ca/web/about/committees/council_e.asp).

SSHRC's Board meets regularly, determines program and policy priorities, initiatives and budget allocations, and monitors their implementation.

The Board is chaired by SSHRC's President, who, as Chief Executive Officer, manages day-to-day affairs, has a direct relationship with stakeholders and the public, and is accountable for the administration of public funds and for delivering on the Council's mandate. Currently, three vice-presidents, one director-general and one executive director report to the President and are responsible, respectively, for Programs, Corporate Affairs, Knowledge Products and Mobilization (KPM), Administrative Services, and the Canada Research Chairs Program Secretariat.

**Figure 2: SSHRC – Governance and Committee Structure**



Six standing Council committees<sup>50</sup> (Figure 2) help chart SSHRC's direction and ensure that its grant and fellowship programs meet the needs of Canadians:

---

<sup>50</sup> See [http://www.sshrc.ca/web/about/governance\\_e.asp#council](http://www.sshrc.ca/web/about/governance_e.asp#council).



- The **Executive Committee** has the authority to act for SSHRC's Board in policy, procedural, human resources and administrative matters.
- The **Audit Committee** reviews the Council's operations budget, audit plan, and the scope, findings and recommendations of independent studies carried out in accordance with professional standards. It also reviews and makes recommendations regarding the approval of SSHRC's annual financial statements.
- The **Performance and Evaluation Committee** assists the Council in developing and implementing performance measurement, management and reporting strategies, including a Results-based Management and Accountability Framework (RMAF). In addition, the committee reviews the Council's evaluation plans and makes recommendations regarding completed evaluations.
- The **Research Support Committee** provides policy and administrative advice to SSHRC's Board and staff on research, strategic and dissemination programs. It also monitors peer-review processes and competition results.
- The **Fellowships and Career Development Committee** advises the Board and guides staff on research training issues.
- The **Ethics and Integrity Committee** provides policy and administrative advice to the Board and staff on research ethics and research integrity issues.
- Finally, as required and appropriate, the Council creates ad hoc advisory committees and working groups on specific questions within the purview of its mandate.

In addition to these corporate committees, **selection committees** of university-based researchers and, where appropriate, experts from outside the academic community, adjudicate applications to SSHRC programs in accordance with the principles of rigorous peer-review based on excellence.<sup>51</sup> Each year, some 420 scholars and experts volunteer to serve on selection committees to assess thousands of research proposals and, based on academic excellence and other key criteria, to make recommendations about which projects to fund. About 5,250 other Canadian and international experts provide written assessments of proposals to help the selection committees in their decision-making.

In SSHRC's organizational structure, accountability for program activities runs along the following lines (Figure 3 on p. 34): as Chief Executive Officer, the President is accountable for the overall administration of public funds and for delivering on SSHRC's substantive mandate. The Executive Vice-President, Vice-President (Programs), Director-General (Common Administrative Services Directorate – CASD), and Executive Director (Canada Research Chairs Program Secretariat) report to the President and are accountable for the program sub-activities in their respective portfolios.

Until the Governor-in-Council appoints a permanent full-time president, SSHRC's interim President will act as the "external face" of the Council, while the Executive Vice-President and current Chief Operating Officer will look after internal and operational matters. SSHRC is presently re-organizing its programs directorate and is planning to create, in 2006-2007, a second vice-president position, which will be accountable for partnerships, strategic

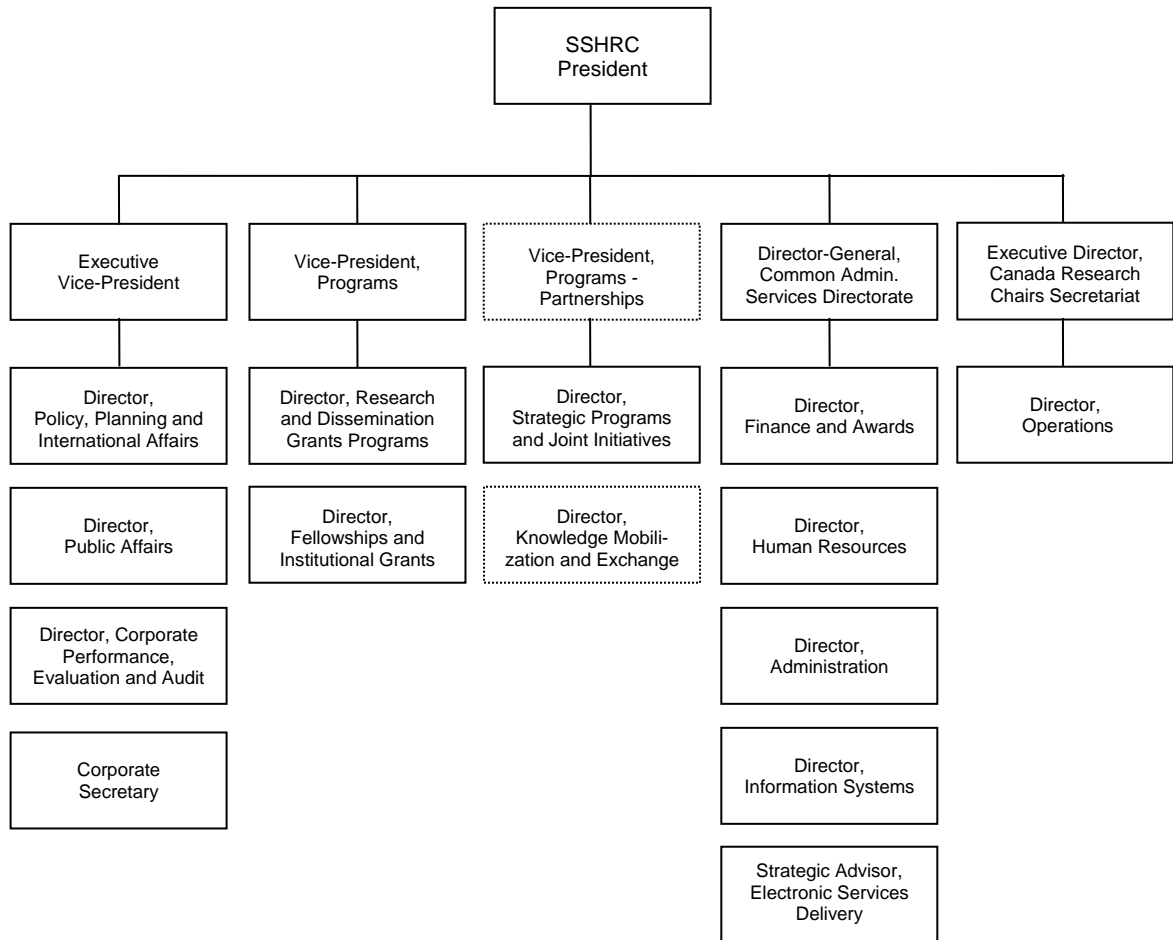
---

<sup>51</sup> See [http://www.sshrc.ca/web/about/governance\\_e.asp#selection](http://www.sshrc.ca/web/about/governance_e.asp#selection).

programs, joint initiatives and knowledge mobilization. In addition, SSHRC will staff the new position of Corporate Secretary responsible for the Corporate Secretariat.

For regular Council programs, Table 3 (p. 35) indicates accountability for operational matters at the divisional level in accordance with SSHRC's PAA. For programs which SSHRC administers on behalf of Canada's three granting councils or which other entities administer for the Council, Table 3 shows the entity accountable for decisions about program and policy priorities, initiatives, budget allocations, and monitoring the implementation of decisions.

**Figure 3: SSHRC – Accountability for Program Activities and Organizational Structure**



**Table 3: Accountability for Program Activities and Sub-Activities**

<b>Program Activity</b>	<b>Program Sub-Activity</b>	<b>Accountability</b>
<b>Strategic Outcome (SO) 1.0 People – A First-Class Research Capacity in the Social Sciences and Humanities</b>		
1.1 Fellowships, Scholarships and Prizes	1.1.1 Canada Graduate Scholarships (CGS)	Director, Fellowships and Institutional Grants
	1.1.2 Doctoral Fellowships (DF)	
	1.1.3 Postdoctoral Fellowships (PDF)	
	1.1.4 Prizes and Special Fellowships	
1.2 Canada Research Chairs	1.2.1 Canada Research Chairs Program	Steering Committee (SSHRC, NSERC, CIHR, CFI, Industry Canada); Executive Director, Canada Research Chairs Secretariat
<b>SO 2.0 Research – New Knowledge Based on Excellent Research in the Social Sciences and Humanities</b>		
2.1 Investigator-Framed Research	2.1.1 Standard Research Grants (SRG)	Director, Research and Dissemination Grants
	2.1.2 Major Collaborative Research Initiatives (MCRI)	
2.2 Targeted Research and Training Initiatives	2.2.1 Strategic Research Grants	Director, Strategic Programs and Joint Initiatives
	2.2.2 Strategic Joint Initiatives	
	2.2.3 Initiative on the New Economy (INE)	
2.3 Strategic Research Development	2.3.1 Research Development Initiatives (RDI)	Director, Fellowships and Institutional Grants
	2.3.2 Community-University Research Alliances (CURA)	
	2.3.3 SSHRC Institutional Grants (SIG)	
	2.3.4 Aid to Small Universities (ASU)	Vice-President, Programs; Executive Vice-President
	2.3.5 General Support	
	2.3.6 International Opportunities Fund (IOF)	
2.3.7 BOREAS	Director, Strategic Programs and Joint Initiatives	
<b>SO 3.0 Knowledge Mobilization – The Transfer, Dissemination and Use of Knowledge in the Social Sciences and Humanities</b>		
3.1 Research Communication and Interaction	3.1.1 Aid to Scholarly Publications (ASPP)	Canadian Federation for the Humanities and Social Sciences (CFHSS)
	3.1.2 Aid to Research Workshops and Conferences in Canada	Director, Research and Dissemination Grants
	3.1.3 Aid to Research and Transfer Journals	
	3.1.4 Aid and Attendance Grants to Scholarly Associations	
	3.1.5 Strategic Knowledge Clusters	Director, Strategic Programs and Joint Initiatives
	3.1.6 Networks of Centres of Excellence (NCE)	Steering Committee (NSERC, SSHRC, CIHR, Industry Canada); Director, NCE Program
	3.1.7 Knowledge Impact in Society (KIS)	Director, Strategic Programs and Joint Initiatives
<b>SO 4.0 - Institutional Environment: A Strong Canadian Research Environment</b>		
4.1 Indirect Costs of Research	4.1.1 Indirect Costs of Research Program	Steering Committee (SSHRC, NSERC, CIHR, CFI, Industry Canada); Executive Director, Canada Research Chairs Secretariat

## 3.2 Resource Requirements and Management Policies

**Table 4: Departmental Planned Spending and Full-Time Equivalents**

(\$ millions)	Forecast Spending 2005-2006	<b>Planned Spending 2006-2007</b>	Planned Spending 2007-2008	Planned Spending 2008-2009
Fellowships, Scholarships and Prizes	89.0	<b>101.5</b>	101.5	101.5
Canada Research Chairs	56.9	<b>61.8</b>	61.8	61.8
Investigator-Framed Research	83.8	<b>89.5</b>	89.5	89.5
Targeted Research and Training Initiatives	32.8	<b>23.7</b>	16.9	12.0
Strategic Research Development	22.6	<b>24.0</b>	24.0	24.0
Research Communication and Interaction	17.2	<b>20.7</b>	20.0	20.0
<b>Subtotal</b>	<b>302.3</b>	<b>321.2</b>	313.7	308.8
Indirect Costs Program	245.0	<b>260.1</b>	260.1	260.1
Budgetary Main Estimates (gross)	547.3	<b>581.3</b>	573.8	568.9
<b>Total Main Estimates</b>	<b>547.3</b>	<b>581.3</b>	573.8	568.9
<i>Adjustments:</i>				
Governor General Warrants:				
Carry-Forward from 2004-2005	0.9	-	-	-
2005 Federal Budget	0.1	<b>-0.1</b>	-	-
Procurement Savings	0.0	-	-	-
Compensation for Collective Bargaining:	0.6	-	-	-
Access to TB Vote 5 Items:				
2005 Federal Budget – Social Sciences and Humanities	10.1	-	-	-
2005 Federal Budget – Indirect Costs Program	14.6	-	-	-
Transfer from Canadian Heritage – Official Languages	0.5	-	-	-
Transfer from Citizenship and Immigration (CIC) – Immigration and the Metropolis	0.3	-	-	-
Other Adjustments:				
Social Economy Suite - Annual Reference Level Update (ARLU) Re-profiling	-1.2	-	-	-
2006 Federal Budget – Social Sciences and Humanities		<b>6.0</b>	6.0	6.0
2006 Federal Budget – Indirect Costs Program		<b>40.0</b>	40.0	40.0
<i>Total Adjustments</i>	<i>26.0</i>	<i><b>46.0</b></i>	<i>46.0</i>	<i>46.0</i>
<b>Total Planned Spending</b>	<b>573.3</b>	<b>627.3</b>	619.8	614.9
Total Planned Spending	573.3	<b>627.3</b>	619.8	614.9
Less: Non-Responsible revenue	1.3	<b>1.3</b>	1.3	1.3
Plus: Cost of services received without charge	0.9	<b>0.9</b>	0.9	0.9
<b>Net cost of Department</b>	<b>572.9</b>	<b>626.9</b>	619.4	614.5
<b>Full Time Equivalents (FTE)</b>	<b>184</b>	<b>190</b>	190	190

**Table 5: Planned Spending by Program Activity (PA) for Estimates Year**

2006-2007							
Program Activity (\$ millions)	Budgetary			Non-Budgetary	Total Main Estimates	Adjustments (Planned Spending Not In Main Estimates)	Total Planned Spending
	Operating	Grants and Contributions	Net	Loans, Investments and Advances			
1.1: Fellowships, Scholarships and Prizes	3.1	98.4	101.5	-	101.5	0.8	102.3
1.2: Canada Research Chairs	2.6	59.2	61.8	-	61.8	0.0	61.8
2.1: Investigator-Framed Research	5.4	84.1	89.5	-	89.5	1.1	90.6
2.2: Targeted Research and Training Initiatives	4.3	19.4	23.7	-	23.7	2.0	25.7
2.3: Strategic Research Development	3.9	20.1	24.0	-	24.0	1.0	25.0
3.1: Research Communication and Interaction	1.5	19.2	20.7	-	20.7	1.1	21.8
<b>Subtotal</b>	<b>20.8</b>	<b>300.4</b>	<b>321.2</b>	<b>-</b>	<b>321.2</b>	<b>6.0</b>	<b>327.2</b>
4.1: Indirect Costs of Research	1.0	259.1	260.1	-	260.1	40.0	300.1
<b>Total</b>	<b>21.9</b>	<b>559.4</b>	<b>581.3</b>	<b>-</b>	<b>581.3</b>	<b>46.0</b>	<b>627.3</b>

**Table 6: Voted and Statutory Items Listed in Main Estimates**

<b>2006-2007</b>			
<b>Vote or Statutory Item</b>	<b>Truncated Vote or Statutory Wording</b>	<b>2006-2007 Main Estimates (thousands \$)</b>	<b>2005-2006 Main Estimates (thousands \$)</b>
80	Operating expenditures	19,616	18,491
85	Grants	559,445	526,627
(S)	Contributions to employee benefit plans	2,260	2,166
	<b>Total Department</b>	<b>581,321</b>	<b>547,284</b>

**Table 7: Services Received Without Charge**

<b>2006-2007</b>	
<b>(\$ millions)</b>	<b>Total</b>
Total Planned Spending	627.3
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	-
Contributions covering employer's share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	0.9
Worker's compensation coverage provided by Human Resources and Social Development Canada	-
Salary and associated expenditures of legal services provided by Justice Canada	-
	0.9
<i>Less: Non-respendable Revenue</i>	1.3
<b>2006-2007 Net cost of Department</b>	<b>626.9</b>

**Table 8: Sources of Non-Respendable Revenue**

<b>Non-Respendable Revenue</b>				
<b>(\$ millions)</b>	<b>Forecast Revenue 2004-2005</b>	<b>Planned Revenue 2006-2007</b>	<b>Planned Revenue 2007-2008</b>	<b>Planned Revenue 2008-2009</b>
<i>Social Sciences and Humanities Research Council</i>				
<b>Fund Basic Research</b>				
Refunds of previous years' expenditures	1.3	<b>1.3</b>	1.3	1.3
<b>Total Non-Respendable Revenue</b>	1.3	<b>1.3</b>	1.3	1.3

**Table 9: Details on Transfer Payments Programs (TPP):  
Grants, Contributions and Other Transfer Payments**

Over the next three years, SSHRC will manage the following transfer payment programs in excess of \$5 million:

**2006-2007**

1. Grants and Scholarships
2. Canada Graduate Scholarships
3. Indirect Costs of Research

**2007-2008**

1. Grants and Scholarships
2. Canada Graduate Scholarships
3. Indirect Costs of Research

**2008-2009**

1. Grants and Scholarships
2. Canada Graduate Scholarships
3. Indirect Costs of Research

For further information on the above-mentioned transfer payments programs, see: [http://www.sshrc.ca/web/about/publications/publications\\_e.asp](http://www.sshrc.ca/web/about/publications/publications_e.asp); and <http://www.tbs-sct.gc.ca/est-pre/estime.asp>.



## Section IV: Key Management Priorities

### 4.1 Corporate Performance, Evaluation and Audit

In 2006-2007, SSHRC's Corporate Performance, Evaluation and Audit Division (CPEA) will continue to promote the development of a management culture focused on results and risk management. In particular, CPEA will advise managers on the design of all new programs to ensure they are conceived in terms of results-based objectives. The division will also assist in the development, implementation and monitoring of performance-based frameworks. In addition, as recommended in recent program evaluations, CPEA will lead the implementation of performance measurement systems that employ relevant data collection tools for the Canada Research Chairs and the Indirect Costs programs. Finally, CPEA will finalize and put into practice the performance framework it developed in 2005-2006 to better assess its own operation.

For both its audit and evaluation function, SSHRC is coming, in 2005-2006, to the end of its three-year planning cycle, when all approved projects will have been completed. In 2006-2007, the Council developed, in consultation with management, new three-year plans (see Table 10, p. 42). Both the audit and performance, and the evaluation plans are based on SSHRC's Corporate Risk Profile and Mitigation Strategy. CPEA submitted both plans for discussion, necessary changes or adjustments, and final approval to SSHRC's Audit Committee and to its Performance and Evaluation Committee—in accordance with those committees' respective mandates.<sup>52</sup> The new three-year audit and evaluation plans were presented to and approved by SSHRC's Governing Council in June 2006 and have been submitted to Treasury Board Secretariat.

Over the next fiscal year, CPEA will apply a recently completed framework to evaluate SSHRC's Joint Initiatives program mechanism—its ongoing relevance, the results it has produced, and its governance processes. Using in part the findings of an environmental scan, CPEA staff will also complete an evaluation of SSHRC's Doctoral Fellowships (DF) program. This evaluation will focus on whether the program should be modified to reflect the evolution and current conditions of graduate studies in Canada as well as whether any changes are appropriate to the program's current design and delivery mechanisms. In addition, CPEA will conduct a summative evaluation of the Initiative on the New Economy (INE) program that will focus on capacity building and lessons learned.

In 2006-2007, CPEA will continue to work closely with the Audit Committee to provide systematic, independent and objective assessments of management controls in areas of higher risk. One of CPEA's main goals is to begin implementing the new policy on internal audit, which came into effect in April 2006. Also in 2006-2007, SSHRC will complete implementation of recommendations that came from a recent internal assessment of the audit

---

<sup>52</sup> In accordance with SSHRC's governance structure and process, management does not have the authority to approve audit and evaluation plans.

function. Finally, to improve compliance with policy requirements and standards, the Council will establish:

- an internal audit charter, to be approved by the Audit Committee;
- a quality assurance and improvement program to ensure the effectiveness of the internal audit function;
- better orientation for new members of the Audit Committee to explain their roles and responsibilities.

**Table 10: Planned Evaluations and Audits, 2006-2007 – 2008-2009**

Targeted Organization and Programs	2006-2007	2007-2008	2008-2009
SSHRC	Evaluation of Joint Initiatives mechanism	TBD	TBD
	Completion of evaluation of Doctoral Fellowships program	TBD	TBD
	Ongoing summative evaluation of Initiative on the New Economy (INE)	TBD	TBD
Indirect Program Costs	N/a	N/a	Program evaluation

Since SSHRC’s Terms and Conditions (Ts & Cs) have been extended until October 2006, CPEA will finalize, in 2006, the performance requirements for their renewal (Ts & Cs, RMAF, Risk-Based Audit Framework (RBAF)). This work will be carried out in collaboration with the Standing Committee on Performance and Evaluation.

## 4.2 Knowledge Mobilization and SSHRC’s Corporate Culture

As SSHRC moves towards a “knowledge council”, effective knowledge mobilization has to become a fundamental value and major orientation for all staff, which guides all internal processes and external interactions. It is for this reason that SSHRC management has made it a priority to ensure that “knowledge mobilization” will be properly embedded in the Council’s corporate culture in the next few years.

## 4.3 Inter-Agency Coordination and Collaboration

### The Memorandum of Understanding on Roles and Responsibilities (MOU)

SSHRC, NSERC and CIHR have codified the role that institutions play in administering federal grants and awards for researchers. Key policy areas include financial management, ethics and integrity. Since 2002, researchers and research students have been eligible to apply for funds from the three granting agencies only if their home institution has signed the joint SSHRC-NSERC-CIHR *Memorandum of Understanding on Roles and Responsibilities* (Phase 1 MOU). In 2003-2004, a draft of policies not addressed in the Phase 1 MOU was completed (Phase 2 MOU). In 2004-2005, the granting agencies carried out national consultations on the draft Phase 2 MOU with universities, colleges, scholarly associations and other recipient institutions. The key objectives of the consultations were to (1) develop, by 2006-2007, a broadly accepted text for the Phase 2 MOU and (2) to further sensitize institutions to the agencies' expectations on a number of policy issues not covered in the Phase 1 MOU. In late 2005, SSHRC held a final consultation with institutions on the eight schedules of Phase 2.

### Ethical Conduct in Research Involving Humans

Canada's three federal granting agencies are also collaborating in a multi-year initiative to establish and promote high standards of ethical conduct in research involving humans (RIH). Established in November 2001, the Interagency Advisory Panel on Research Ethics (PRE),<sup>53</sup> supported by the Secretariat on Research Ethics (SRE), guides the development, interpretation, promotion and implementation of the 1998 *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans* (TCPS).<sup>54</sup> The objectives of this interdisciplinary partnership, the results of which will be reported in 2009, are to:

- contribute to better governance of research ethics policies and practices for all research that is undertaken under the auspices of institutions and affiliated partners that receive funding from one or more of the three federal granting agencies;
- promote high ethical standards for all Canadian research that involves humans in order to ensure the protection of human participants; and
- increase public trust in both Canadian research involving human subjects and related research ethics policies.

In 2006-2007, the Advisory Panel will continue to participate in discussions on the development of a Canadian governance system for research involving humans. The Panel will further develop the TCPS, particularly with regard to social sciences and humanities research ethics and Aboriginal research ethics. With the benefit of public input, the Panel intends to recommend additions to and further adjustments of the TCPS. Finally, the Panel

---

<sup>53</sup> See <http://www.pre.ethics.gc.ca>.

<sup>54</sup> See <http://www.pre.ethics.gc.ca/english/policystatement/policystatement.cfm>.

plans to release interpretation responses<sup>55</sup> to guide implementation and use of the TCPS by researchers, research ethics boards in institutions, and research participants.

### **Integrity in Research and Scholarship**

The planned revision of the policy document, *Integrity in Research and Scholarship: A Tri-Council Policy Statement*, began in 2004-2005.<sup>56</sup> However, because of the ongoing reorganization of and staffing shortfalls in SSHRC's Corporate Secretariat, this project has been suspended.

### **The Canadian Common CV**

In 2005-2006, SSHRC continued its participation in the Canadian Common CV Network (CCV<sup>57</sup>), a pilot project undertaken together with CIHR, NSERC, the Québec granting agencies, and other funding partners. A common CV would streamline and simplify the application process for students and researchers seeking support from different Canadian funding agencies. In January 2006, SSHRC completed consultations about the CCV with both academic and non-academic communities. In 2006-2007, SSHRC will determine next steps.

### **Electronic Services Delivery**

Over the last couple of years, and in the context of changing client needs and emerging federal initiatives such as the Government Online initiative,<sup>58</sup> SSHRC has made important strides in delivering services and programs online. To best address the evolving—and sometimes diverging—e-business needs of internal and external clients, SSHRC developed an Electronic Services Delivery (ESD) initiative<sup>59</sup> with four objectives:

1. transformation of internal processes to provide higher quality client services;
2. higher levels of client satisfaction;
3. systematic and effective approaches to electronic information management;
4. improvement of service delivery and accountability.

To help achieve these objectives, in 2005-2006, SSHRC hired a temporary strategic advisor for electronic service delivery. The advisor is responsible for promoting, developing,

---

<sup>55</sup> See <http://pre.ethics.gc.ca/english/policyinitiatives/interpretations/index.cfm>.

<sup>56</sup> See [http://www.sshrc.ca/web/about/policies/integrity\\_e.asp](http://www.sshrc.ca/web/about/policies/integrity_e.asp).

<sup>57</sup> See <http://www.commoncv.net/>.

<sup>58</sup> The Government On-Line (GOL) initiative aims at providing Canadians with enhanced access to improved, citizen-centred, integrated services, anytime, anywhere and in the official language of their choice. See [http://www.gol-ged.gc.ca/index\\_e.asp](http://www.gol-ged.gc.ca/index_e.asp).

<sup>59</sup> See Social Sciences and Humanities Research Council of Canada, *Integrated Management Practices – Action Plan*, Ottawa, Social Sciences and Humanities Research Council, May 2004, 26 pages, p. 7, [http://www.sshrc.ca/web/about/publications/mgmt\\_action\\_e.pdf](http://www.sshrc.ca/web/about/publications/mgmt_action_e.pdf).

managing and implementing an e-business strategy for the Council. This strategy will take into account the requirements of internal and external clients as well as the organizational objectives set by the ESD Steering Committee, which is made up of the executive vice-president, the vice-president (Programs), and the director-general (CASD), supported by the strategic advisor. At present, the strategic advisor is taking stock of SSHRC's current e-initiatives, including tri-agency and multi-partner partnerships. Based on this stock-taking and subsequent analyses, the advisor will help develop a strategic ESD plan, for approval by the ESD Steering Committee, to be implemented in 2006-2007. SSHRC and NSERC are also planning to establish, in 2006-2007, a new bi-council Integrated Management/Information Technology (IM/IT) Steering Committee to replace the SSHRC ESD Steering Committee and to direct the development of all bi-council "e"-endeavours.

Finally, in 2006-2007, SSHRC will join CIHR and NSERC to provide, on a pilot basis, new electronic services to the Canadian research community. The main tool is an online portal, called "ResearchNet," which will function as an online peer-review service that allows expert reviewers and adjudication committee members to view grant applications and submit reports and recommendations. SSHRC will also examine the possibility of using ResearchNet as a portal for applicants to complete and submit forms, to integrate them with other forms such as the Common CV, and to receive notice of funding decisions.

## Appendix

**Table 11: PAA: Indicators for Outputs and Results**

Program Activity	Program Sub-Activity	Indicators for Outputs	Indicators for Results
<b>Strategic Outcome (SO) 1.0: People – A First-Class Research Capacity in the Social Sciences and Humanities</b>			
1.1 Fellowships, Scholarships and Prizes	1.1.1 Canada Graduate Scholarships (CGS)	No. of fellowships awarded; success rates by research area (social sciences and humanities [SSH]). Percentage of enrolled graduate students in the SSH receiving SSHRC scholarships	Highly qualified personnel, expert in research, available to pursue various knowledge-intensive careers at universities, in industry, government, and other sectors of the society and economy.
	1.1.2 Doctoral Fellowships (DF)	No. of fellowships awarded; success rates. Percentage of enrolled graduate students receiving SSHRC scholarships.	Highly qualified personnel, expert in research, available to pursue various knowledge intensive careers within universities, industry, government, and other sectors of the society and economy.
	1.1.3 Postdoctoral Fellowships (PDF)	No. of fellowships awarded; success rates.	Promising new scholars establish a research base <sup>60</sup> at an important time in their career (e.g. faculty renewal).
	1.1.4 Prizes and Special Fellowships	No. of awardees.	Dedication, creativity and outstanding contribution of best Canadian graduate students and researchers is recognized.
1.2 Canada Research Chairs	1.2.1 Canada Research Chairs Program	No. and percentage of Chairs awarded by tier to researchers from Canadian universities, foreign researchers and expatriates.	Canadian universities, affiliated research institutes and hospitals have become recognized centres of research excellence through the attraction and retention of excellent researchers.
<b>SO 2.0: Research – New Knowledge Based on Excellent Research in the Social Sciences and Humanities</b>			
2.1 Investigator-Framed Research	2.1.1 Standard Research Grants (SRG)	No. of new research projects and researchers supported. No. of grants awarded, success rates by discipline/area of research, etc.	A research environment that is conducive to graduate training, to advances in knowledge and to the communication of research results in all disciplines and research areas of the social sciences and humanities.
	2.1.2 Major Collaborative Research Initiative (MCRI)	No. of research teams supported and average no. of researchers by team. No. of graduate students associated with MCRIs by type. List of issues addressed by supported teams.	A research environment that is conducive to graduate training, to advances in knowledge and to the communication of research results in all disciplines and research areas of the social sciences and humanities.
2.2 Targeted Research and Training Initiatives	2.2.1 Strategic Research Grants	No. of researchers and research projects supported under each ongoing Strategic Research Theme. No. of grants awarded, success rates, etc.	New knowledge on pressing social, economic and cultural issues of particular importance to Canadians is made available for decision-making in various sectors.
	2.2.2 Strategic Joint Initiatives	No. of researchers and research projects supported under each ongoing Joint Initiative. No. of grants awarded, success rates, etc.	New knowledge about issues of relevance to SSHRC's partners is generated and made available for decision-making.
	2.2.3 Initiative on the New Economy (INE)	No. of researchers and research projects supported under the various programs of the INE by sub-theme.	Advances in knowledge, expertise, and knowledge mobilization in areas of the new economy.

<sup>60</sup> Key activities that define “research base”: undertaking new research, publishing research findings, developing and expanding personal research networks, broadening teaching experience and becoming competitive in national research competitions.

Table 11: PAA: Indicators for Outputs and Results (Cont.)

Program Activity	Program Sub-Activity	Indicators for Outputs	Indicators for Results
2.3 Strategic Research Development	2.3.1 Research Development Initiatives (RDI)	No. of RDI grants awarded; No. of researchers, success rates, etc.	New perspectives and directions for research in the social sciences and humanities are explored.
	2.3.2 Community-University Research Alliances (CURA)	No. of grants awarded. No. of academic and non-academic researchers involved. No. of grants to community organizations, success rates. No. of partners by type, etc. No. of research projects within alliances. No. of students involved. No. and reach of knowledge mobilization activities.	Reinforced community decision-making capacity; better understanding, appreciation and use of social sciences and humanities knowledge by communities.
	2.3.3 SSHRC Institutional Grants (SIG)	No. of institutions supported.	Social sciences and humanities research activity is encouraged at the institutional level.
	2.3.4 Aid to Small Universities (ASU)	No. of grants by size of institution and region. List of areas for development focused on by Canadian small universities.	Focused research capacity in the social sciences and humanities is developed and strengthened within small universities in Canada.
	2.3.5 General Support	No. of grants awarded & link to SSHRC needs and goals.	SSHRC takes advantage of unexpected opportunities for the benefit of the social sciences and humanities in Canada.
	2.3.6 International Opportunities Fund (IOF)	(Indicators for this new program will be developed by the end of 2006).	(Indicators for this new program will be developed by the end of 2006).
	2.3.7 BOREAS	(Indicators for this new program will be developed by the end of 2006).	(Indicators for this new program will be developed by the end of 2006).
<b>SO 3.0 Knowledge Mobilization – The Transfer, Dissemination and Use of Knowledge in the Social Sciences and Humanities</b>			
3.1 Research Communication and Interaction	3.1.1 Aid to Scholarly Publications	No. of books supported, success rates.	Advanced social sciences and humanities knowledge is disseminated.
	3.1.2 Aid to Research Workshops and Conferences in Canada	No. of workshops and conferences supported and held. No. of researchers and other types of participants. No. of foreign researchers participating, etc.	Research results are shared within and between disciplines and among Canadian and international researchers.
	3.1.3 Aid to Research and Transfer Journals	No. of journals supported. No. of articles published. No. of authors publishing in SSHRC-supported journals.	Original research findings in the social sciences and humanities are disseminated.
	3.1.4 Aid and Attendance Grants to Scholarly Associations	No. of association members supported who attend annual general meetings /annual conferences. No. of students supported who attend.	Linkages and communication between researchers in the social sciences and humanities are enhanced.
	3.1.5 Strategic Knowledge Clusters	(Indicators for this new program will be developed by the end of 2006).	(Indicators for this new program will be developed by the end of 2006).
	3.1.6 Networks of Centres of Excellence (NCE)	No. of networks funded. No. of researchers and partners involved in networks.	A sustainable, critical mass of researchers and trainees in the social sciences and humanities, health and natural sciences and engineering, collaborating in a multidisciplinary and multi-sectoral environment in the research area of the network. Strong linkages and partnerships created between university, government and industry, and other users (non-governmental organizations [NGOs]), resulting in the transfer of knowledge and exploitation of leading-edge research results with economic or societal benefits to Canada.

**Table 11: PAA: Indicators for Outputs and Results (Cont.)**

<b>Program Activity</b>	<b>Program Sub-Activity</b>	<b>Indicators for Outputs</b>	<b>Indicators for Results</b>
3.1 Research Communication and Interaction	3.1.7 Knowledge Impact in Society (KIS)	(Indicators for this new program will be developed by the end of 2006).	(Indicators for this new program will be developed by the end of 2006).
<b>SO 4.0 Institutional Environment – A Strong Canadian Research Environment</b>			
4.1 Indirect Costs of Research	4.1.1 Indirect Costs of Research Program	No. of grants awarded by institution type, region, etc. Percentage of funds invested by output area.	Contributions to an enhanced research environment in Canadian universities.



**Table 12: Ongoing Joint Initiatives**

Joint Initiative	Benefits to Canadians	Partner(s)	Estimated Contributions	
			Partner(s)	SSHRC
<b>Canadian Forest Service (CFS) Graduate Supplement:</b> <a href="http://www.sshrc.ca/web/apply/program_descriptions/fellowships/forest_service_e.asp">http://www.sshrc.ca/web/apply/program_descriptions/fellowships/forest_service_e.asp</a> .	Increases the availability and expertise of highly qualified personnel for the forestry sector.	Canadian Forest Service (CFS)	Up to five \$5,000 fellowships/year up to a total of \$75,000 2002-03 – 2006-07	N/a 2002-03 – 2006-07
<b>Canadian Forest Research Partnerships Program:</b> <a href="http://www.nserc.ca/professors_e.asp?nav=profnav&amp;lbi=b5_5">http://www.nserc.ca/professors_e.asp?nav=profnav&amp;lbi=b5_5</a> .	Better informed policy decisions, regulations and practices in forestry management and in achieving sustainable resources.	CFS, NSERC (administered by NSERC)	<b>CFS:</b> A maximum of \$700,000 per annum 2002-03 – 2006-07	<b>SSHRC and NSERC:</b> Negotiated on case-by-case basis. 2002-03 – 2006-07
<b>Canadian Initiative on Social Statistics (Access to Research Data Centres):</b> <a href="http://www.sshrc.ca/web/apply/program_descriptions/ciss_research_data_e.asp">http://www.sshrc.ca/web/apply/program_descriptions/ciss_research_data_e.asp</a> .	Gives Canadian researchers in social and economic statistics access to Statistics Canada's micro-data sets for analysis	Statistics Canada	No funds involved; in-kind support	No funds involved; in-kind support
<b>Crossing Boundaries (INE):</b> <a href="http://www.sshrc.ca/web/apply/program_descriptions/ine/boundaries_e.asp">http://www.sshrc.ca/web/apply/program_descriptions/ine/boundaries_e.asp</a> .	Maximize the impact of knowledge gained and best practices learned from research, national discussions, pilot projects, and consultation processes.	Crossing Boundaries National Council	\$1,350,000 2004-05 – 2006-07	\$1,350,000 2004-05 – 2006-07
<b>Homelessness and Diversity Issues in Canada</b>	Better knowledge-sharing among producers and users of research to address causes and cures for homelessness.	National Secretariat on Homelessness (NSH), HRSD	To be determined	To be determined

**Table 12: Ongoing Joint Initiatives (cont.)**

Joint Initiative	Benefits to Canadians	Partner(s)	Estimated Contributions	
			Partner(s)	SSHRC
<p><b>Immigration and the Metropolis:</b>  <a href="http://canada.metropolis.net/index_e.html">http://canada.metropolis.net/index_e.html</a>.</p>	<p>Increased research capacity and knowledge to aid in formulating public policy and in improving services related to immigration and integration.</p>	<p>Citizenship and Immigration Canada (CIC), Canadian Heritage, Department of Social Development, Status of Women Canada, Solicitor General, Canada Mortgage and Housing Corporation (CMHC), Statistics Canada</p>	<p>\$3.9 M                      2003-04 -                      2006-07</p>	<p>\$2.5 M                      2003-04 -                      2006-07</p>
<p><b>Intellectual Property Mobilization (IPM):</b>  <a href="http://www.nserc.ca/professors_e.asp?nav=profnav&amp;lb=b6">http://www.nserc.ca/professors_e.asp?nav=profnav&amp;lb=b6</a>.</p>	<p>More effective mobilization of knowledge and technology developed in Canadian universities and research hospitals.</p> <p>Enhanced awareness of the role of intellectual property in Canada's competitiveness in the knowledge-based economy.</p>	<p>CIHR, NSERC</p>	<p><b>CIHR and NSERC</b>                      each:                      Not available</p>	<p>\$130,000                      2006-07                      \$130,000                      2007-08                      \$120,000                      2008-09</p>
<p><b>Multiculturalism Issues in Canada:</b>  <a href="http://www.sshrc.ca/web/apply/program_descriptions/multiculturalism_e.asp">http://www.sshrc.ca/web/apply/program_descriptions/multiculturalism_e.asp</a>.</p>	<p>Better appreciation of Canada's diverse ethnic communities; improved cross-cultural understanding.</p> <p>Policy-relevant, research-based knowledge on racism and ethnicity.</p> <p>A public dialogue about, and better understanding of, multiculturalism and diversity issues.</p>	<p>Multiculturalism Program, Canadian Heritage</p>	<p>To be determined</p>	<p>To be determined</p>
<p><b>Ocean Management National Research Network (OMRN) Initiative</b></p>	<p>Creation of a national network of cross-disciplinary and multi-sectoral research nodes dedicated to the study of the ocean.</p>	<p>Fisheries and Oceans Canada</p>	<p>To be determined</p>	<p>To be determined</p>

**Table 12: Ongoing Joint Initiatives (cont.)**

Joint Initiative	Benefits to Canadians	Partner(s)	Estimated Contributions	
			Partner(s)	SSHRC
<b>Official Languages Research and Dissemination:</b> <a href="http://www.sshrc.ca/web/apply/program_descriptions/official_languages_e.asp">http://www.sshrc.ca/web/apply/program_descriptions/official_languages_e.asp</a> .	Supports research on Canada's official languages and dissemination of research results in support of the mandate of Canadian Heritage.	Canadian Heritage	\$500,000 2004-05 - 2006-07	\$500,000 2004-05 - 2006-07
<b>Relationships in Transition:</b> <a href="http://www.sshrc.ca/web/apply/program_descriptions/relationships_e.asp">http://www.sshrc.ca/web/apply/program_descriptions/relationships_e.asp</a> .	Improved understanding of political and other forces that drive changes in four areas of legal research: economic, personal, social and governance relationships.	Law Commission of Canada (LCC)	\$400,000 2003-04 - 2006-07	\$400,000 2003-04 - 2006-07
<b>Sport Participation Research Initiative: Research Grants:</b> <a href="http://www.sshrc.ca/web/apply/program_descriptions/sport_can_e.asp">http://www.sshrc.ca/web/apply/program_descriptions/sport_can_e.asp</a> .	More policy-relevant research about participation in sport in Canada through support and promotion of research as well as the building of related research capacity.	Sport Canada (Canadian Heritage)	2006-07: \$50,000 2007-08: \$870,000 2008-09: \$1,120,000 2009-10: \$920,000 2010-11: \$870,000	Additional targeted awards in SSHRC's DF, PDF, and SRG programs
<b>Virtual Scholar in Residence:</b> <a href="http://www.sshrc.ca/web/apply/program_descriptions/virtual_scholar_e.asp">http://www.sshrc.ca/web/apply/program_descriptions/virtual_scholar_e.asp</a> .	Supports individual researchers to work within one of the LCC's four research areas (see Relationships in Transition above).	LCC	\$245,000 2003-04 - 2006-07	\$200,000 2003-04 - 2006-07

**Table 13: Summary of RPP Commitments**

Section	Commitments	Planned Timeline	Page
Overview	Support social sciences and humanities research and research training; develop research-based, culturally and socio-economically relevant knowledge; help shape the research enterprise and contribute to innovation.	Ongoing	9
	Better connect researchers with each other and with research users. Mobilize research knowledge to ensure impact on Canada and Canadians. Provide policy leadership to help Canada tackle today's complex problems. Act as an international broker for Canadian research perspectives and leadership.	2006-2007 – 2010-2011	9-10
People	Allocate approximately 30 per cent of grants and scholarships budget to master's and doctoral awards (fellowships and scholarships) and to postdoctoral fellowships.	2006-2007	13
	Award 1,600 new CGS at the master's and doctoral level.	2006-2007	13
	Promote student training.	Ongoing	13
	Offer approximately 575 new Doctoral Fellowship awards.	2006-2007	13
	Conduct a formative evaluation of the Doctoral Fellowship program.	2006-2007	13
	Offer approximately 140 new postdoctoral fellowships.	2006-2007	14
	Annually award the SSHRC Gold Medal for Achievement in Research, Aurora Prize, Postdoctoral Prize and William Taylor Doctoral Fellowship.	Ongoing	14
	Fill the full complement of 2,000 Canada Research Chairs.	2006-2007 – 2007-2008	15f.
Research	Examine investigator-framed programs (SRG and MCRI) to determine how SSHRC can support social sciences and humanities researchers through more responsive, flexible opportunities, possibly including a discrete program.	2006-2007 – 2008-2009	10, 17
	Work towards the long-term goal for the SRG program of increasing the success rate from 41 to 50 per cent of all applicants.	2006-2007 – 2010-2011	17f.
	Continue to build, maintain and enhance national partnerships and networks of world-class researchers through the MCRI program.	Ongoing	19
	Administer and monitor currently-held INE grants, hold another competition for INE Public Outreach Grants, and continue to work on knowledge mobilization.	2006-2007	19-20
	Work with the ADM Climate Change Impacts and Adaptation Committee to determine the best approach to supporting social and economic research related to climate change impacts and adaptations. Launch and support a third phase of the OMRN with DFO.	2006-2007 – 2007-2008	21
	Plan to add a research grant component to the ITST program.	2006-2007	22
	Explore further opportunities for new initiatives with external partners to enhance support for research on the economic, social, ecological and political challenges and opportunities facing Canada's North.	2006-2007	22

Table 13: Summary of RPP Commitments (cont.)

Section	Commitments	Planned Timeline	Page
Research	Continue to implement various commercialization measures.	2006-2007 – 2007-2008	24, 28
	Enhance international strategy and enhance opportunities for Canadian researchers to collaborate internationally. Administer IOF competitions. Forge new and maintain existing international partnerships.	2006-2007	24f.
	Continue to support social sciences and humanities research and related activities relevant to IPY, 2007-2008, including the Canadian IPY Secretariat.	2006-2007 – 2008-2009	26
	Work with a network of five universities to develop a research and public consultation program on how to build a hydrogen-based, low-carbon economy.	2006-2007	27
Knowledge Mobilization	Embed knowledge mobilization in SSHRC's organizational culture. Act as a "national facilitator" for KIS projects. Expand online knowledge network of smaller INE-research teams and create a similar KIS network.	2006-2007	28f.
	Continue to build, maintain and enhance interdisciplinary networks of researchers through the NCE program.	Ongoing	28
Indirect Costs	Conduct an overall evaluation (2008) of the Indirect Costs program.	2008-2009	29f.
Key Management r Priorities	Create a second vice-president position in the Programs Branch. Staff the new position of Corporate Secretary.	2006-2007	32-34
	Complete evaluation of Joint Initiatives program mechanism. Work on implementation on performance measurement systems with relevant data collection tools for the Canada Research Chairs and the Indirect Costs programs. Develop new three-year audit and evaluation plans. Complete a formative evaluation of the DF program and a summative evaluation of the INE program bundle. Develop a new policy on internal audit.	2006-2007	41-42
	Finalize the Phase 2 Memorandum of Understanding to be signed by universities and postsecondary institutions receiving funding from the granting agencies.	2006-2007	43
	Continue to participate in the development of a Canadian governance system for ethical conduct in research involving humans. Further develop the TCPS in relation to social sciences and humanities research ethics, Aboriginal research ethics and TCPS procedures. Release interpretation responses to guide implementation and use of the TCPS.	2006-2007	43f.
	Determine next steps in CCV pilot.	2006-2007	44
	Develop a strategic ESD plan. Replace ESD Steering Committee by bi-council IM/IT Steering Committee. Join ResearchNet to provide online peer review.	2006-2007	44f.

## References

Archambault, Éric/Gagné, Étienne Vignola, *The Use of Bibliometrics in the Social Sciences and Humanities*, Ottawa, Social Sciences and Humanities Research Council/Montréal, Science-Metrix, 2004, [http://www.science-metrix.com/pdf/Science-Metrix\\_Use\\_Bibliometrics\\_SSH.pdf](http://www.science-metrix.com/pdf/Science-Metrix_Use_Bibliometrics_SSH.pdf).

Arzberger, Peter, Schroeder, Peter, Beaulieu, Anne, Bowker, Geof, Casey, Kathleen, Laaksonen, Leif, Moorman, David, Uhler, Paul and Wouters, Paul, "Science and Government: An International Framework to Promote Access to Data", *Science*, Vol. 303, no. 5665 (March 19, 2004), p. 1777.

Association of Universities and Colleges of Canada, *Momentum: The 2005 Report on University Research and Knowledge Transfer*, Ottawa, Association of Universities and Colleges of Canada, October 24, 2005, 88 pages, [http://www.aucc.ca/momentum/en/pdf/momentum\\_report.pdf](http://www.aucc.ca/momentum/en/pdf/momentum_report.pdf).

Bégin-Heick, Nicole, Brochu, Mireille *Consultation on Themes for the Strategic Grants Program of the Social Sciences and Humanities Research Council: A Report Prepared for SSHRC*, Ottawa, 2001, [http://www.sshrc.ca/web/about/publications/strategic\\_themes\\_e.htm](http://www.sshrc.ca/web/about/publications/strategic_themes_e.htm).

BDO Dunwoody and Associates Ltd, *Modern Management Practices Assessment. Report Prepared for the Social Sciences and Humanities Research Council of Canada*. Ottawa, Social Sciences and Humanities Research Council of Canada, June 2, 2003, 17 pages, [http://www.sshrc.ca/web/about/publications/mgmt\\_assessment\\_e.pdf](http://www.sshrc.ca/web/about/publications/mgmt_assessment_e.pdf).

Bourgeois, Manon, *Towards a Better Understanding of Scholars in the Early Stages of their Careers*, Ottawa, Social Sciences and Humanities Research Council, 2004.

Canada Research Chairs Secretariat, *Canada Research Chairs - Briefing Report to the Minister, January 2002 to March 2003*, Ottawa, Canada Research Chairs Secretariat, 2003, 39 pages.

Canada Research Chairs Secretariat, *Response of the Canada Research Chairs Steering Committee to the Fifth-Year Evaluation of the Canada Research Chairs Program*, Ottawa, Canada Research Chairs Secretariat, July, 2005, 7 pages. [http://www.chairs.gc.ca/web/about/publications/fifth\\_year\\_response\\_e.pdf](http://www.chairs.gc.ca/web/about/publications/fifth_year_response_e.pdf).

Canada Research Chairs Secretariat, *Indirect Costs Program. Briefing Report to the Minister, April 2003 to March 2004*, Ottawa, Canada Research Chairs Secretariat, July 2005, 13 pages, [http://www.indirectcosts.ca/publications/Brief04\\_e.pdf](http://www.indirectcosts.ca/publications/Brief04_e.pdf).

Canada Research Chairs Secretariat, *Indirect Costs Program. Report on First Year Outcomes Report. Addendum to the 2003-2004 Briefing Report to the Minister*, Ottawa, Canada Research Chairs Secretariat, July 2005, 15 pages, [http://www.indirectcosts.ca/publications/addendum\\_e.pdf](http://www.indirectcosts.ca/publications/addendum_e.pdf).

Canadian Institutes of Health Research, Natural Sciences and Engineering Research Council of Canada, Social Sciences and Humanities Research Council of Canada, *Memorandum of Understanding on the Roles and Responsibilities in the Management of Federal Grants and Awards*, Ottawa, Canadian Institute for Health Research/Natural Sciences and Engineering Research Council of Canada/Social Sciences and Humanities Research Council of Canada, 2002, [http://www.nserc.ca/institution/mou\\_e.htm](http://www.nserc.ca/institution/mou_e.htm).

Canadian Institutes of Health Research, Natural Sciences and Engineering Research Council of Canada, Social Sciences and Humanities Research Council of Canada, *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans*, Ottawa, Public Works and Government Services Canada, August, 1998, 90 pages, ISBN 0662-34936-9, Cat. no. MR21-18/2003E, [http://www.pre.ethics.gc.ca/english/pdf/TCPS%20October%202005\\_E.pdf](http://www.pre.ethics.gc.ca/english/pdf/TCPS%20October%202005_E.pdf) (including the updates and amendments of May 2000, September 2002, and October 2005).

Circum Network Inc., *2005 Social Sciences and Humanities Research Council of Canada Client Satisfaction Benchmarking Survey. Final Report Prepared for Corporate Performance, Evaluation and Audit Division*, Gatineau, Circum Network Inc., June 16, 2005, 54 pages, [http://www.sshrc.ca/web/about/publications/satisfaction\\_survey\\_e.pdf](http://www.sshrc.ca/web/about/publications/satisfaction_survey_e.pdf).

Cobden, M., *Humanities Research in the Mass Media: A Sample Study*, Ottawa, Social Sciences and Humanities Research Council, 2004.

Council of Science and Technology Advisors, *LINKS: Linkages in the National Knowledge System*, Ottawa, Council of Science and Technology Advisors, February 2005, <http://www.csta-cest.ca/index.php?ID=179&Lang=En>.

Department of Finance, *Supplementary Information and Notices of Ways and Means Motions Included: The Budget Plan 2006 - Focusing on Priorities*, Ottawa, Department of Finance, May 2, 2006, 302 pages, ISBN 0-660-19629-6, Cat. no. F1-23/2006-3E, <http://www.fin.gc.ca/budget06/pdf/bp2006e.pdf>.

Goss Gilroy Inc., *Evaluation of SSHRC's Aid to Occasional Research Conferences and International Congress in Canada Program. Final Report to the Social Sciences and Humanities Research Council*, Ottawa, Goss Gilroy Inc., February 18, 2004, 80 pages, [http://www.sshrc.ca/web/about/publications/conf\\_e.pdf](http://www.sshrc.ca/web/about/publications/conf_e.pdf).

Goss Gilroy Inc., *Formative Evaluation of the Aid to Scholarly Publications Program (ASPP)*, Ottawa, Goss Gilroy Inc., November 22, 2004:

Part I: Evaluation Report, 59 pages,

[http://www.sshrc.ca/web/about/publications/aspp\\_evaluation\\_part1\\_final\\_e.pdf](http://www.sshrc.ca/web/about/publications/aspp_evaluation_part1_final_e.pdf)

Part II: Context for Scholarly Publishing, 23 pages,

[http://www.sshrc.ca/web/about/publications/aspp\\_evaluation\\_part2\\_final\\_e.pdf](http://www.sshrc.ca/web/about/publications/aspp_evaluation_part2_final_e.pdf).

Part III: Case Study Reports, 40 pages,

[http://www.sshrc.ca/web/about/publications/aspp\\_evaluation\\_part3\\_final\\_e.pdf](http://www.sshrc.ca/web/about/publications/aspp_evaluation_part3_final_e.pdf).

Goss Gilroy Inc., *Student Training in SSHRC-Funded Research: Final Report*, Ottawa, Goss Gilroy Inc., May 5, 2005, 68 pages, [http://www.sshrc.ca/web/about/publications/student\\_training\\_e.pdf](http://www.sshrc.ca/web/about/publications/student_training_e.pdf).

Government of Canada, *Consolidated Statutes and Regulations: Social Sciences and Humanities Research Council of Canada Act*, 1977 (R.S. 1985, c. S-12), <http://laws.justice.gc.ca/en/s-12/259767.html>.

Government of Canada, *Northern Science and Technology in Canada: Federal Activity Report, April 1, 2004 - March 31, 2006*, Ottawa, Minister of Public Works and Government Services, 39 pages, ISBN 0-662-37279-4, [http://www.ainc-inac.gc.ca/nstp/nst\\_e.pdf](http://www.ainc-inac.gc.ca/nstp/nst_e.pdf).

Graham, John/Bonneville, Bruno, *Dialogue on Northern Research: Summary Report*, Ottawa, Institute on Governance, April 13, 2004, 59 pages, [http://www.sshrc.ca/web/about/publications/northern\\_e.pdf](http://www.sshrc.ca/web/about/publications/northern_e.pdf).

Industry Canada, *In the Service of Canadians: A Framework for Federal Science and Technology*, Ottawa, Industry Canada, 2005, <http://innovation.gc.ca/gol/innovation/site.nsf/en/in05270.html>.

Industry Canada, *Federal Science and Technology: The Pursuit of Excellence. 2003 Federal Science and Technology Report*, Ottawa, Industry Canada, 2004, <http://innovation.gc.ca/gol/innovation/site.nsf/en/in04824.html>.

Interagency Advisory Panel on Research Ethics, *Process and Principles for Developing a Canadian Governance System for the Ethical Conduct of Research Involving Humans*, Ottawa, Interagency Advisory Panel on Research Ethics, April 2002, [http://www.pre.ethics.gc.ca/english/pdf/Governance\\_01.pdf](http://www.pre.ethics.gc.ca/english/pdf/Governance_01.pdf).

Kishchuk, Natalie, *Performance Report: Phase 1 of the Community-University Research Alliances (CURA) Program – Final Report*, Ottawa, Social Sciences and Humanities Research Council of Canada, November 17, 2003, 25 pages, [http://www.sshrc.ca/web/about/publications/cura\\_e.pdf](http://www.sshrc.ca/web/about/publications/cura_e.pdf).

Kishchuk, Natalie, *SSHRC's Major Collaborative Research Initiatives (MCRI) Program: Performance Report. Final Report*, Ottawa, Social Sciences and Humanities Research Council of Canada, March 31, 2005, 42 pages, [http://www.sshrc.ca/web/about/publications/mcri\\_performance\\_e.pdf](http://www.sshrc.ca/web/about/publications/mcri_performance_e.pdf).

Larivière, Vincent/Lebel, Jean/Lemelin, Pascal, *Collaborative Research in the Social Sciences and Humanities: Bibliometric Analysis of Practices*, Ottawa, Social Sciences and Humanities Research Council/Montréal, Observatoire des sciences et des technologies, September 2004, 55 pages, <http://www.ost.qc.ca/OSTE/pdf/rapports/2004/SSHRC.pdf>.

McPherson, Barry, *Graduate Education and Fellowship Funding in Canada: A Discussion Guide*, Ottawa, Social Sciences and Humanities Research Council, 2004.

Mullin, Jim, *Benchmarking the International Strategies of Social Sciences and Humanities Funding Agencies*, Ottawa, Social Sciences and Humanities Research Council, 2004.

National Archives of Canada, Social Sciences and Humanities Research Council, *National Data Archive Consultation Final Report: Building Infrastructure for Access to and Preservation of Research Data in Canada, Submitted by the NDAC Working Group to the Social Sciences and Humanities Research Council of Canada and the National Archives of Canada*, Ottawa, Social Sciences and Humanities Research Council and the National Archives of Canada, June 2002, 67 pages, [http://www.sshrc.ca/web/about/publications/da\\_finalreport\\_e.pdf](http://www.sshrc.ca/web/about/publications/da_finalreport_e.pdf).

National Archives of Canada, Social Sciences and Humanities Research Council, *National Research Data Archive Consultation Phase 1: Needs Assessment Report*, Ottawa, Social Sciences and Humanities Research Council and the National Archives of Canada, May 2001, 40 pages.

Natural Sciences and Engineering Research Council of Canada and the Social Sciences and Humanities Research Council of Canada, *Audit of Contract Management Practices in the Common Administrative Services Directorate (CASD). Audit Report Prepared by Consulting and Audit Canada for the Natural Sciences and Engineering Research Council of Canada and the Social Sciences and Humanities Research Council of Canada*, Ottawa, Consulting and Audit Canada, May 2004, 4 pages, [http://www.nserc.ca/about/PIR/cmp/cmp\\_response\\_e.pdf](http://www.nserc.ca/about/PIR/cmp/cmp_response_e.pdf).

Natural Sciences and Engineering Research Council, *Audit of the Electronic Common Information Management System (eCims) Development Project*, Ottawa, Natural Sciences and Engineering Research Council, December 2004, 24 pages, [http://www.nserc.ca/Pubs/Audit\\_eCIMS\\_e.pdf](http://www.nserc.ca/Pubs/Audit_eCIMS_e.pdf)



Natural Sciences and Engineering Research Council, *Audit of the Electronic Common Information Management System (eCims) Development Project - Management Response*, Ottawa, Natural Sciences and Engineering Research Council, December 2004, 4 pages, [http://www.nserc.ca/Pubs/Manage\\_Audit\\_eCIMS\\_e.pdf](http://www.nserc.ca/Pubs/Manage_Audit_eCIMS_e.pdf).

Organization for Economic Cooperation and Development, *Science, Technology and Innovation for the 21st Century. Meeting of the OECD Committee for Scientific and Technological Policy at Ministerial Level, 29-30 January 2004 - Final Communiqué*, Paris, Organization for Economic Cooperation and Development, [http://www.oecd.org/document/15/0,2340,en\\_2649\\_34487\\_25998799\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/document/15/0,2340,en_2649_34487_25998799_1_1_1_1,00.html).

Patrício, Maria Teresa, *Towards an International Strategy with European Research Organizations*, Ottawa, Social Sciences and Humanities Research Council, 2004.

Piper, Martha, "Building a Civil Society: A New Role for the Human Sciences". 2002 Killam Annual Lecture, Ottawa, October 24, 2004, 14 pages, <http://www.fedcan.ca/english/pdf/fromold/2002killamlecture.pdf#search=%22%22Building%20a%20Civil%20Society%3A%20A%20New%20Role%20for%20the%20Human%20Sciences%22%22>.

Prime Minister's Office, *Accountable Government - A Guide for Ministers*, Ottawa, Prime Minister's Office, February 6, 2006, 60 pages, [http://www.pm.gc.ca/grfx/docs/guide\\_e.pdf](http://www.pm.gc.ca/grfx/docs/guide_e.pdf).

Privy Council Office, *The Next Act: New Momentum for Canada's Linguistic Duality. The Action Plan for Official Languages*, Ottawa, Government of Canada, 75 pages, March 25, 2003, ISBN 0-662-33725-5, Cat. no. CP-22-68/2003E, [http://www.pco-bcp.gc.ca/aia/default.asp?Language=E&Page=ActionPlan&doc=ActionPlan/cover\\_e.htm](http://www.pco-bcp.gc.ca/aia/default.asp?Language=E&Page=ActionPlan&doc=ActionPlan/cover_e.htm).

Progestic International Inc., *Audit of Information Technology. Final Report Submitted to the Natural Sciences and Engineering Research Council (NSERC) and the Social Sciences and Humanities Research Council (SSHRC)*, Ottawa: Progestic International Inc., January 27, 2005, 43 pages, [http://www.nserc.ca/about/PIR/audit\\_it\\_e.pdf](http://www.nserc.ca/about/PIR/audit_it_e.pdf).

Public Works and Government Services, Consulting and Audit Canada, *Assessment of the NSERC/SSHRC Award Monitoring Activities. Prepared by Consulting and Audit Canada for the Natural Sciences and Engineering Research Council of Canada and the Social Sciences and Humanities Research Council of Canada*, Ottawa, Consulting and Audit Canada, June 2004, [http://www.nserc.ca/about/PIR/ama04/Assessment%20of%20Award%20Monitoring%20\\_e.pdf](http://www.nserc.ca/about/PIR/ama04/Assessment%20of%20Award%20Monitoring%20_e.pdf).

Public Works and Government Services, Consulting and Audit Canada, *Audit of Contract Management Practices in the Common Administrative Services Directorate (CASD). Audit Report Prepared by Consulting and Audit Canada for the Natural Sciences and Engineering Research Council of Canada and the Social Sciences and Humanities Research Council of Canada*, Ottawa, Consulting and Audit Canada, May 2004, 20 pages, [http://www.nserc.ca/about/PIR/cmp/cmp\\_e.pdf](http://www.nserc.ca/about/PIR/cmp/cmp_e.pdf).

R. A. Malatest and Associates Ltd., *Fifth-Year Evaluation of the Canada Research Chairs Program. Final Evaluation Report to the Steering Committee on the Canada Research Chairs Program*, Ottawa, R. A. Malatest and Associates Ltd., December 2, 2004, [http://www.chairs.gc.ca/web/about/publications/fifth\\_year\\_review\\_e.pdf](http://www.chairs.gc.ca/web/about/publications/fifth_year_review_e.pdf).

R. A. Malatest and Associates Ltd./Circum Network Inc., *Third-Year Review of the Indirect Costs Program. Final Review Report to the Inter-Agency Evaluation Steering Committee*, Ottawa, R. A. Malatest and Associates Ltd./Circum Network Inc., January 3, 2006, 63 pages, [http://www.indirectcosts.gc.ca/publications/third\\_year\\_report\\_e.pdf](http://www.indirectcosts.gc.ca/publications/third_year_report_e.pdf).

Social Sciences and Humanities Research Council of Canada, *Annual Report, 2002-2003*, Ottawa, Social Sciences and Humanities Research Council of Canada, November, 2003, 64 pages, ISBN 0-662-67354-9, Cat. No. CR1-2003, [http://www.sshrc.ca/web/about/publications/sshrc annual report 2002 e.pdf](http://www.sshrc.ca/web/about/publications/sshrc%20annual%20report%202002%20e.pdf).

Social Sciences and Humanities Research Council of Canada, *Annual Report, 2003-2004*, Ottawa, Social Sciences and Humanities Research Council of Canada, November, 2004, 40 pages, ISBN 0-662-37851-2, Cat. no. CR1-2004E., [http://www.sshrc.ca/web/about/publications/sshrc annual 2003 e.pdf](http://www.sshrc.ca/web/about/publications/sshrc%20annual%202003%20e.pdf).

Social Sciences and Humanities Research Council of Canada, *Relevations: 2004-2005 Annual Report of the Social Sciences and Humanities Research Council of Canada*, Ottawa, October 24, 2005, 43 pages, ISBN 0-662-69197-0, Cat. No. CR1-2005, [http://www.sshrc.ca/web/about/publications/sshrc annual report 2004 e.pdf](http://www.sshrc.ca/web/about/publications/sshrc%20annual%20report%202004%20e.pdf).

Social Sciences and Humanities Research Council of Canada, *2002-2003 Estimates, Part III - Departmental Expenditure Plans: Performance Report for the Period Ending March 31, 2003*, Ottawa, Minister of Public Works and Government Services Canada, November 2003, 55 pages, ISBN 0-660-62438-9, Cat. no. BT31-4/73-2003, [http://www.tbs-sct.gc.ca/rma/dpr/02-03/SSHRC-CRSHC/SSHRC-CRSHC03D\\_e.asp](http://www.tbs-sct.gc.ca/rma/dpr/02-03/SSHRC-CRSHC/SSHRC-CRSHC03D_e.asp).

Social Sciences and Humanities Research Council of Canada, *2003-2004 Estimates, Part III - Departmental Expenditure Plans: Performance Report for the Period Ending March 31, 2004*, Ottawa, Minister of Public Works and Government Services Canada, November 2004, 56 pages, ISBN 0-660-62681-0, Cat. no. BT31-4/73-2004, [http://www.tbs-sct.gc.ca/rma/dpr/03-04/SSHRC-CRSHC/SSHRC-CRSHCd34\\_e.asp](http://www.tbs-sct.gc.ca/rma/dpr/03-04/SSHRC-CRSHC/SSHRC-CRSHCd34_e.asp).

Social Sciences and Humanities Research Council of Canada, *2004-2005 Estimates, Part III - Departmental Expenditure Plans: Performance Report for the Period Ending March 31, 2005*, Ottawa, Minister of Public Works and Government Services Canada, November 2005, 68 pages, ISBN 0-660-62914-3; Cat. No. BT31-4/73-2005, [http://www.tbs-sct.gc.ca/rma/dpr1/04-05/SSHRC-CRSHC/SSHRC-CRSHCd45\\_e.pdf](http://www.tbs-sct.gc.ca/rma/dpr1/04-05/SSHRC-CRSHC/SSHRC-CRSHCd45_e.pdf).

Social Sciences and Humanities Research Council of Canada, *2003-2004 Estimates, Part III - Departmental Expenditure Plans: Report on Plans and Priorities*, Ottawa, Minister of Public Works and Government Services Canada, March 2003, 37 pages, ISBN 0-660-62253-X, Cat. no. BT31-2/2004-III-8, [http://publiservice.tbs-sct.gc.ca/est-pre/20032004/SSHRC-CRSHc/SSHRC-CRSHcr34\\_e.asp](http://publiservice.tbs-sct.gc.ca/est-pre/20032004/SSHRC-CRSHc/SSHRC-CRSHcr34_e.asp).

Social Sciences and Humanities Research Council of Canada, *2004-2005 Estimates, Part III - Departmental Expenditure Plans: Report on Plans and Priorities*, Ottawa, Minister of Public Works and Government Services Canada, October 8, 2004, 47 pages, ISBN 0-660-62526-1, Cat. no. BT31-2/2005-III-8, [http://www.tbs-sct.gc.ca/est-pre/20042005/SSHRC-CRSHC/SSHRC-CRSHCr45\\_e.asp](http://www.tbs-sct.gc.ca/est-pre/20042005/SSHRC-CRSHC/SSHRC-CRSHCr45_e.asp).

Social Sciences and Humanities Research Council of Canada, *2005-2006 Estimates, Part III - Departmental Expenditure Plans: Report on Plans and Priorities*, Ottawa, Minister of Public Works and Government Services Canada, March 2005, 58 pages, ISBN 0-660-62769-1, Cat. no. BT31-2/2006-III-8, [http://www.tbs-sct.gc.ca/est-pre/20052006/SSHRC-CRSHC/pdf/SSHRC-CRSHCr56\\_e.pdf](http://www.tbs-sct.gc.ca/est-pre/20052006/SSHRC-CRSHC/pdf/SSHRC-CRSHCr56_e.pdf).

Social Sciences and Humanities Research Council of Canada, *Corporate Risk Profile and Audit Plan, Submitted to Treasury Board*, Ottawa, Social Sciences and Humanities Research Council of Canada, October 2003, 5 pages, unpublished paper.

Social Sciences and Humanities Research Council of Canada, *From Granting Council to Knowledge Council. Renewing the Social Sciences and Humanities in Canada*, 3 vols., Ottawa, Social Sciences and Humanities Research Council of Canada:

Vol. I: *Consultation Framework on SSHRC Transformation*, January 2004, 27 pages,  
[http://www.crsch.ca/web/whatsnew/initiatives/transformation/consultation\\_framework\\_e.pdf](http://www.crsch.ca/web/whatsnew/initiatives/transformation/consultation_framework_e.pdf).

Vol. II: *Background Facts for the Consultation on SSHRC's Transformation*, January 2004, 17 pages,  
[http://www.sshrc.ca/web/whatsnew/initiatives/transformation/background\\_facts\\_e.pdf](http://www.sshrc.ca/web/whatsnew/initiatives/transformation/background_facts_e.pdf).

Vol. III: *Report on the Consultations*, January 2005, 23 pages,  
[http://www.sshrc.ca/web/whatsnew/initiatives/transformation/reports/Volume3\\_final\\_e.pdf](http://www.sshrc.ca/web/whatsnew/initiatives/transformation/reports/Volume3_final_e.pdf).

Social Sciences and Humanities Research Council of Canada, *Integrated Management Practices – Action Plan*, Ottawa, Social Sciences and Humanities Research Council, May 2004, 26 pages,  
[http://www.sshrc.ca/web/about/publications/mgmt\\_action\\_e.pdf](http://www.sshrc.ca/web/about/publications/mgmt_action_e.pdf).

Social Sciences and Humanities Research Council of Canada, *Knowledge Council – Social Sciences and Humanities Research Council Strategic Plan, 2006 – 2011*, Ottawa, Social Sciences and Humanities Research Council, August 2005, 27 pages, ISBN: 0-662-41156-0; Cat. No.: CR22-42/2006E, [http://www.sshrc.ca/web/about/publications/strategic\\_plan\\_e.pdf](http://www.sshrc.ca/web/about/publications/strategic_plan_e.pdf).

Social Sciences and Humanities Research Council of Canada, *Intercouncil Grant Mechanisms*, [http://www.sshrc.ca/web/about/policies/mechanisms\\_e.asp](http://www.sshrc.ca/web/about/policies/mechanisms_e.asp).

Social Sciences and Humanities Research Council of Canada, *Internal Audit Plan, 2003 - 2006, Submitted to Treasury Board*, Ottawa, Social Sciences and Humanities Research Council of Canada, October 2003, 3 pages, unpublished paper.

Social Sciences and Humanities Research Council of Canada, *Programs 2006-2007*, Ottawa, Social Sciences and Humanities Research Council of Canada, April 2006, 30 pages, ISBN 0-662-69701-4, Cat. no. CR2-2/2006, [http://www.sshrc.ca/web/about/publications/program\\_guide\\_2006\\_e.pdf](http://www.sshrc.ca/web/about/publications/program_guide_2006_e.pdf).

Social Sciences and Humanities Research Council of Canada, *Report of the Working Group on the Future of the Humanities - A Response from SSHRC Council*, Ottawa, Social Sciences and Humanities Research Council of Canada, July 2001, 4 pages,  
[http://www.sshrc.ca/web/about/publications/council\\_response\\_e.pdf](http://www.sshrc.ca/web/about/publications/council_response_e.pdf).

Social Sciences and Humanities Research Council of Canada, *SSHRC's Results-Based Accountability Framework*, internal paper, Ottawa, Social Sciences and Humanities Research Council, July 2001, 10 pages.

Social Sciences and Humanities Research Council of Canada, *SSHRC Research Data Archiving Policy*, Ottawa, Social Sciences and Humanities Research Council of Canada,  
[http://www.sshrc.ca/web/about/policies/edata\\_e.asp](http://www.sshrc.ca/web/about/policies/edata_e.asp).

Social Sciences and Humanities Research Council of Canada, *Striking the Balance: A Five-Year Strategy for the Social Sciences and Humanities Research Council of Canada, 1996 - 2001*, Ottawa, Social Sciences and Humanities Research Council of Canada, December 1996, 19 pages, ISBN 0-662-62927-2, Cat. no. CR22-33/1997.

Social Sciences and Humanities Research Council, *Third-Year Review of the Indirect Costs Program - Management Response*, Ottawa, Social Sciences and Humanities Research Council, April 4, 2006, 4 pages, [http://www.indirectcosts.gc.ca/publications/third\\_year\\_response\\_e.pdf](http://www.indirectcosts.gc.ca/publications/third_year_response_e.pdf).

Social Sciences and Humanities Research Council of Canada, Standing Committee on Ethics and Integrity, *Public Assurance System for Research Involving Humans in Council-Funded Institutions*, Ottawa, Social Sciences and Humanities Research Council of Canada, August 2001, 18 pages, [http://www.sshrc.ca/web/about/policies/PAS\\_e.pdf](http://www.sshrc.ca/web/about/policies/PAS_e.pdf).

Social Sciences and Humanities Research Council of Canada/Statistics Canada, Canadian Initiative on Social Statistics: *A Prospectus—Understanding Today and Shaping Tomorrow with Social Statistics*, Ottawa, Social Sciences and Humanities Research Council of Canada/Statistics Canada, September 1999, 12 pages, ISBN 0-662-64434-4, Cat. no. CR22-34/1999.

Social Sciences and Humanities Research Council of Canada, Working Group on the Humanities, *Alternative Wor(l)ds: The Future of the Humanities in 2010. Report of the Working Group on the Future of the Humanities to the Board of the Social Sciences and Humanities Research Council of Canada*, Ottawa, Social Sciences and Humanities Research Council of Canada, March 2001, 32 pages, ISBN 0-662-65814-0, Cat. no. CR22-37/2001, [www.sshrc.ca/web/about/publications/humanities\\_report\\_e.pdf](http://www.sshrc.ca/web/about/publications/humanities_report_e.pdf).

Social Sciences and Humanities Research Council of Canada/National Sciences and Engineering Research Council, *Management Responses (Action Plan) to Audit of Information Technology. Final Report Submitted to the Natural Sciences and Engineering Research Council (NSERC) and the Social Sciences and Humanities Research Council (SSHRC)*, Ottawa: Social Sciences and Humanities Research Council/Natural Sciences and Engineering Research Council, February, 2005, [http://www.nserc.ca/about/PIR/audit\\_it\\_mana\\_e.pdf](http://www.nserc.ca/about/PIR/audit_it_mana_e.pdf).

*SSHRC Fellowships Guide: Graduate Students*, Social Sciences and Humanities Research Council, [http://www.sshrc.ca/web/apply/students\\_e.asp](http://www.sshrc.ca/web/apply/students_e.asp).

*SSHRC Fellowships Guide: Postdoctoral Researchers*, Social Sciences and Humanities Research Council, [http://www.sshrc.ca/web/apply/researchers\\_e.asp](http://www.sshrc.ca/web/apply/researchers_e.asp).

*SSHRC Grants Guide: Community and Non-Profit Organizations*, Social Sciences and Humanities Research Council, [http://www.sshrc.ca/web/apply/organizations\\_e.asp](http://www.sshrc.ca/web/apply/organizations_e.asp).

*SSHRC Grants Guide: Faculty*, Social Sciences and Humanities Research Council, [http://www.sshrc.ca/web/apply/faculty\\_e.asp](http://www.sshrc.ca/web/apply/faculty_e.asp).

*SSHRC Grants Guide: Postsecondary Institutions*, Social Sciences and Humanities Research Council, [http://www.sshrc.ca/web/apply/institutions\\_e.asp](http://www.sshrc.ca/web/apply/institutions_e.asp).

*SSHRC Grants Guide: Scholarly Associations*, Social Sciences and Humanities Research Council, [http://www.sshrc.ca/web/apply/associations\\_e.asp](http://www.sshrc.ca/web/apply/associations_e.asp).

*SSHRC Program Guide, Complete List of SSHRC's Programs*, Social Sciences and Humanities Research Council, [http://www.sshrc.ca/web/apply/program\\_index\\_e.asp](http://www.sshrc.ca/web/apply/program_index_e.asp).

Task Force on Northern Research, *From Crisis to Opportunity: Rebuilding Canada's Role in Northern Research. Final Report to NSERC and SSHRC from the Task Force on Northern Research*, Ottawa, Task Force on Northern Research, September 21, 2000, 43 pages, ISBN 0-662-65227-4, Cat. no. NS3-31/2000, <http://www.nserc.ca/pub/crisis.pdf>.

Treasury Board Secretariat, *Canada's Performance – The Government of Canada's Contribution. Annual Report to Parliament 2005*, Ottawa, Treasury Board Secretariat, Nov. 23, 2005, 96 pages, ISBN 0-662-69256-X; Cat. No. BT1-10/2005, [http://www.tbs-sct.gc.ca/report/govrev/05/cp-rc-sum\\_e.pdf](http://www.tbs-sct.gc.ca/report/govrev/05/cp-rc-sum_e.pdf).

Treasury Board Secretariat, *Guide for the Preparation of 2006-2007 Part III of the Estimates: Reports on Plans and Priorities and Departmental Performance Reports*, Ottawa, Treasury Board Secretariat, November 2005, 121 pages, [http://www.tbs-sct.gc.ca/est-pre/20062007/p3\\_e.pdf](http://www.tbs-sct.gc.ca/est-pre/20062007/p3_e.pdf).

Treasury Board Secretariat, *Managing for Results 1999*, Ottawa, Treasury Board Secretariat, 2 vols., 1999, Vol. I, 68 pages, ISBN 0-662-64464-6, Cat. No. BT1-10/1999.

Treasury Board Secretariat, *Managing for Results 1999*, Ottawa, Treasury Board Secretariat, 2 vols., 1999, Vol. 2: *Departmental Key Results Report*, ISBN 0-662-64520-0, Cat. No. BT1-10/1999-1.

Treasury Board Secretariat, *Results for Canadians: A Management Framework for the Government of Canada*, Ottawa, Treasury Board Secretariat, March 2000, 41 pages, [http://www.tbs-sct.gc.ca/report/res\\_can/rc\\_e\\_pdf.pdf](http://www.tbs-sct.gc.ca/report/res_can/rc_e_pdf.pdf).