

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

2007-2008  
Estimates

Part III — Report on Plans and Priorities





Social Sciences and Humanities  
Research Council of Canada

Conseil de recherches en  
sciences humaines du Canada

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**2007-2008  
Estimates**

## **Report on Plans and Priorities**

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Maxime Bernier  
Minister of Industry

**Canada**

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## List of Acronyms

CCCV	Canadian Common CV
CGS	Canada Graduate Scholarships (program)
CIHR	Canadian Institutes of Health Research
CPEA	Corporate Performance Evaluation and Audit
CURA	Community-University Research Alliances (program)
EBS	Electronic Business Solutions
ERA-CAN	The European Research Area and Canada
ERA-NET SAGE	European Research Area Network on the Societal Aspects of Genomics
ESF	European Science Foundation
FTE	full-time equivalents
IM/IT	integrated management / information technology
INE	Initiative on the New Economy (program)
IPY	International Polar Year
KIS	Knowledge Impact in Society (program)
MCRI	Major Collaborative Research Initiatives (program)
NSERC	Natural Sciences and Engineering Research Council of Canada
PA	program activity
PAA	Program Activity Architecture
RDI	Research Development Initiatives (program)
RPP	Report on Plans and Priorities
SO	strategic outcome
SRG	Standard Research Grants (program)
SSH	social sciences and humanities
SSHRC	Social Sciences and Humanities Research Council of Canada
TBS	Treasury Board Secretariat
TCPS	<i>Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans</i>

## Section I: Departmental Overview

### 1.1 Minister's Portfolio Message



Canada's New Government is committed to fostering a strong, competitive economy that benefits Canada and all Canadians. To achieve this goal, I firmly believe that our government must create an environment that encourages and rewards people who work hard, that stimulates innovation, and that avoids unnecessary regulatory burden. By modernizing and improving Canada's marketplace frameworks, we will ensure stability and fairness while creating new opportunities and choices for businesses, consumers and all Canadians.

Over the past year, our government has taken significant steps to improve Canada's economy. Early in our mandate we presented Budget 2006, which contained measures aimed at improving our quality of life by building a strong economy that is equipped to lead in the 21st century. These measures focused on

making Canada's tax system more competitive internationally, and outlined our commitments to reduce paper burden on businesses and to continue to support science and technology in Canada.

Last fall, we presented a long-term economic plan in the Economic and Fiscal Update. *Advantage Canada: Building a Strong Economy for Canadians* focused on creating five Canadian advantages that will give incentives for people and businesses to excel and to make Canada a world leader.

One of these proposed advantages, called the "Tax Advantage," will create conditions more favourable to business in Canada by effectively establishing the lowest tax rate on new business investment in the G7. As well, the "Entrepreneurial Advantage" will ease the regulatory and paperwork burden imposed on business by ensuring that regulations meet their intended goals at the least possible cost.

Through *Advantage Canada*, our government committed to supporting science and technology in Canada, and underscored some of the elements of a science and technology strategy that will sustain research excellence in Canada and increase the competitiveness of the Canadian economy.

**The Industry Portfolio consists of:**

- Business Development Bank of Canada\*
- Canadian Space Agency
- Canadian Tourism Commission\*
- Copyright Board Canada
- Industry Canada
- National Research Council Canada
- Registry of the Competition Tribunal
- Social Sciences and Humanities Research Council of Canada
- Standards Council of Canada\*
- Statistics Canada

\*Federal Crown corporations do not prepare Reports on Plans and Priorities.

Canada's New Government has repeatedly demonstrated that we are committed to getting things done for all Canadians. As we move forward, we will work more closely than ever with our stakeholders and the provincial and territorial governments, and we will continue to foster an environment where the marketplace functions as efficiently as possible, and keep encouraging investment in Canadian innovation and in research and development.

It gives me great pleasure to present the annual *Report on Plans and Priorities* for the Social Sciences and Humanities Research Council of Canada, outlining their main initiatives, priorities, and expected outcomes for the upcoming year.

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Maxime Bernier  
Minister of Industry



## 1.2 Management Representation Statement

I submit, for tabling in Parliament, the 2007-2008 *Report on Plans and Priorities* (RPP) for the Social Sciences and Humanities Research Council of Canada (SSHRC).

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2007-2008 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 SSHRC's Strategic Outcomes and Program Activity Architecture, which were approved by Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to SSHRC; and
- It reports finances based on approved planned spending numbers from TBS.

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Chad Gaffield  
President

## 1.3 Summary Information

### 1.3.1 SSHRC's Mandate and Planned Resources

The *Social Sciences and Humanities Research Council Act* (1976-1977) 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 clients are university-based researchers and graduate 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).<sup>1</sup> Researchers in community colleges and not-for-profit organizations with a research mandate are also eligible to receive funding from selected Council programs. With the recent evolution of research in these organizations, SSHRC's client base is expanding significantly beyond its traditional target groups.

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

Anthropology, archaeology, business and administrative studies, classics, commerce, communication and media studies, criminology, economics, education, environmental studies, ethics, fine arts, geography, history, industrial relations, inter- and multi-disciplinary 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 and gender studies

SSHRC also plays a leadership role in the development of research policy. The Council monitors emerging research trends in the social sciences and humanities and, through its strategies and programs, helps to chart directions for 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, and the effective integration of the social sciences and humanities into broader science, technology and innovation strategies.

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1. Faculty and graduate students data, Statistics Canada, 2002-2003 and 2003-2004 figures, respectively.

SSHRC delivers on its mandate through a variety of programs that 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 fine arts;
- targeted research examining widely recognized issues vital to Canadians — for example, the complex social, economic and cultural changes associated with the knowledge-based economy; and
- partnerships with, 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 programs. Finally, while the Council is involved in many partnership programs and initiatives with other federal departments and agencies, it does not participate in formal horizontal initiatives (as defined by Treasury Board) with federal counterparts.

SSHRC's Program Activity Architecture (PAA) is reproduced in Table 11 (in 3.1) and Table 19 (in the Appendix), 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.

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

<b>Planned Resources</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>
<b>Financial</b> SSHRC Budget Indirect Costs <b>Total</b>	<b>\$319.2 million</b> <b>\$300.1 million</b> <b>\$619.3 million</b>	\$314.3 million \$300.1 million \$614.4 million	\$314.6 million \$300.1 million \$614.7 million
<b>Human</b>	<b>190 Full-Time Equivalents (FTE)</b>	190 FTE	190 FTE
<b>Raison d'être</b>	<p>To build knowledge, expertise and understanding by:</p> <ul style="list-style-type: none"> <li>• supporting excellence in research and research training; and</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>		
<b>Priorities for 2007-2008</b>			<b>Type</b>
1. Invest in the renewal and continued excellence of Canadian research in the social sciences and humanities.			Ongoing
2. Support advanced, high-quality research training and an effective research training environment.			Ongoing
3. Ensure that knowledge generates benefits for Canadians.			Ongoing
4. Sustain a strong and balanced research environment.			Ongoing
5. Strengthen SSHRC's governance and internal operations.			Ongoing

Table 2: Program Activities by Strategic Outcome

	Expected Results	Planned Spending (\$ millions)			Contributes to Priorities
		2007-2008	2008-2009	2009-2010	
<b>Strategic Outcome: People — A First-Class Research Capacity in the Social Sciences and Humanities</b>					
PA 1.1 Fellowships, Scholarships and Prizes	Highly qualified personnel, expert in research, are available to pursue various knowledge-intensive careers within universities, industry, government and other sectors.	102.3	102.3	102.3	2
PA 1.2 Canada Research Chairs	Canadian universities, affiliated research institutes and hospitals are recognized as centres of research excellence because of their attraction and retention of excellent researchers.	61.8	61.8	61.8	1, 2
<b>Strategic Outcome: Research — New Knowledge Based on Excellent Research in the Social Sciences and Humanities</b>					
PA 2.1 Investigator-Framed Research	Canada offers 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.	90.6	90.6	90.6	1, 2
PA 2.2 Targeted Research and Training Initiatives	New knowledge on pressing social, economic and cultural issues of particular importance to Canadians is made available for decision making in various sectors.	17.4	12.5	12.8	1, 2
PA 2.3 Strategic Research Development	New perspectives, directions, modes and institutional capacity for research in the social sciences and humanities are explored and developed.	24.7	24.7	24.7	1, 2
<b>Strategic Outcome: Knowledge Mobilization — The Transfer, Dissemination and Use of Social Sciences and Humanities Research</b>					
PA 3.1 Research Communication and Interaction	New social sciences and humanities knowledge is disseminated within and between disciplines, and between researchers and users of research in broader society.	22.4	22.4	22.4	3
<b>Strategic Outcome: Institutional Environment — A Strong Canadian Research Environment</b>					
PA 4.1 Indirect Costs of Research	Canadian universities, colleges, and affiliated research hospitals and health research institutes offer an enhanced institutional research environment.	300.1	300.1	300.1	4

## 1.4 Plans and Priorities: Details

SSHRC's annual priorities are determined mainly through reference to SSHRC's *Knowledge Council: Social Sciences and Humanities Research Council Strategic Plan, 2006-2011*.<sup>2</sup> The Strategic Plan outlines a transformation for the Council — from a granting agency focused mainly on funding peer-reviewed research, to a “knowledge council” that extends its reach to maximize the benefits of research for Canadians.

This strategy establishes an expanded role for SSHRC: the Council's core business includes a stronger focus on supporting active and sustained linkages among researchers and between researchers and research users, as well as on 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 policies and through public discourse) of knowledge created through social sciences and humanities research. “Transfer” and “mobilization” of knowledge — which correspond to “commercialization” in other sciences — are aimed at increasing the integration of social sciences and humanities knowledge into society at various levels, from policy and decision making to organizational practices and public debate.

SSHRC's key priorities for 2007-2008 are listed in Table 1 in 1.3 and are described below in greater detail. SSHRC's planned activities under each of its PAs are described in section II. Table 20 in the Appendix provides a digest of all of the activities and initiatives to which the Council commits itself in this RPP.

### 1.4.1 Priority 1: Invest in the Renewal and Continued Excellence of Canadian Research in the Social Sciences and Humanities

SSHRC is Canada's key instrument for supporting the best research and researchers in the social sciences and humanities. This capacity for creating knowledge and understanding is a critical factor for Canada's quality of life and competitiveness in the knowledge economy. The research environment in Canada and internationally is evolving, however, and SSHRC must play a leadership role to sustain the excellence of Canadian research in the social sciences and humanities.

#### Faculty renewal and the challenges of new scholars

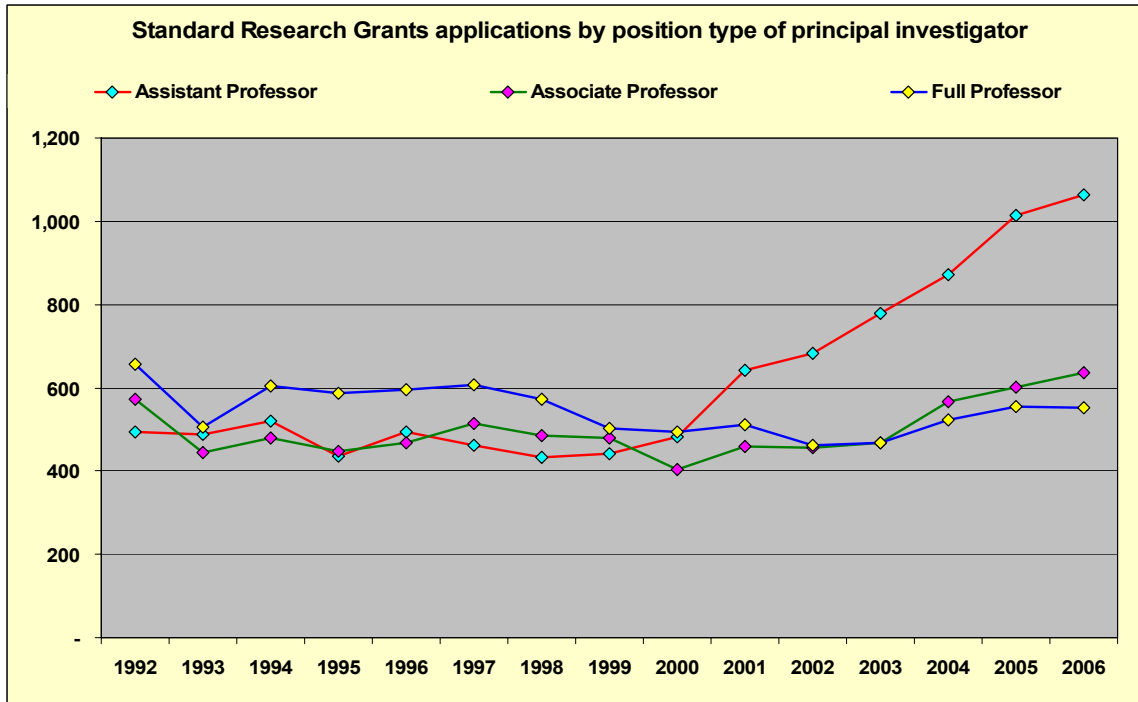
The future growth and international impact of Canadian research depend to a large extent on new scholars, whose role is all the more important in the context of major faculty renewal in Canadian universities. A number of studies document that Canadian research granting agencies are already experiencing the effects of faculty renewal — huge numbers of new hires and expectations that these faculty will be active in research create pressure on granting-agency budgets. Indeed, between 2000 and 2006, SSHRC applications by new scholars increased by 102 per cent. Between 1996 and 2006, applications by researchers at

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2. 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).

the assistant professor level increased markedly, while applications by full professors remained stable or declined (see Figure 1).

**Figure 1: Standard Research Grants Applications by Position Type**



In the context of the extensive consultations held in 2005 to develop SSHRC’s Strategic Plan, SSHRC commissioned an analysis of key challenges faced by researchers in the early stages of their careers. The analysis was based on the broad input received during the consultation process, on a targeted literature review and on interviews with new scholars and chairs of departments. It was validated through a roundtable with young researchers. The analysis concluded that the key challenges faced by new scholars include heavy teaching loads and administrative duties; the difficulties in building a research record while carrying out these responsibilities; and the tension between the imperatives of networking, being interdisciplinary and linking with communities, and a rewards and promotion system that does not fully recognize and reward these activities.

SSHRC intends to review this diagnosis of the challenges and identify possible steps within its mandate to address these challenges.

**Reinforcing research excellence by internationalizing peer review**

Peer review plays a key role in scientific and academic research, serving to ensure the reliability and credibility of new knowledge. SSHRC’s peer-review process is held in high regard internationally as a model to be emulated. In most of its research-funding programs, SSHRC uses a two-step peer-review process: the first step is the review of an individual research proposal by an expert in the field, and the second is the ranking of proposals by an

expert committee. The first of these is already very internationalized: roughly 45 per cent of the assessments received of applications to the Standard Research Grants program come from foreign expert reviewers. The second step — adjudication by committee — is primarily Canadian in constitution.

Internationalizing the composition of adjudication committees is a means to further the rigour of the peer-review process, and hence the excellence of its outcomes. The adjudication process can benefit from input from an outsider, whose perspective can enrich a national research culture. Additionally, from a corporate point of view, the international exchange of peer reviewers is an effective way to promote the broader internationalization of research activities, a recognized goal for many national research organizations, including SSHRC.

In 2007-2008, SSHRC will increase the internationalization of its peer-review system by inviting more foreign experts to serve on its adjudication committees across the range of its programs.

### **Increasing responsiveness within SSHRC's investigator-framed programs**

During SSHRC's countrywide 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 committed to examine its major investigator-framed programs to determine how it can provide researchers with more responsive and flexible funding opportunities. In effect, this would respond to the varying needs for research support that researchers experience through the course of their careers. In 2007-2008, SSHRC will work further to determine how best to address these varying needs.

#### **1.4.2 Priority 2: Support Advanced, High-Quality Research Training and an Effective Research Training Environment**

Fifty-five per cent of full-time graduate students at Canadian universities work in social sciences and humanities disciplines. These graduate students represent a rich pool of developing expertise, and are the future creators, interpreters, critics and communicators of expert knowledge. They are the future leaders and innovators in workplaces in every sector.

The vast majority of jobs created in Canada for the past 15 years have been for people with postsecondary degrees. The fastest-growing occupations are those requiring the highest levels of education. Between 1990 and 2004, 400,000 new jobs were created for individuals with master's or doctoral degrees, a growth of 70 per cent. These highly educated professionals allow us to develop the best products, to sustain businesses and institutions with the best services, to educate the next generation, and to maintain a high standard of living.

SSHRC helps build the research skills and know-how of students on several levels. It provides salary support to graduate students directly through scholarships and fellowships, and indirectly through stipends and research assistantships funded through grants awarded to more senior researchers. SSHRC also has a significant influence on the overall research environment within which both undergraduate and graduate studies are undertaken. SSHRC's support of world-class research exposes students to a dynamic, competitive, productive and



enriching research environment. This exposure nurtures the range of skills that labour markets demand, within and beyond academia — skills such as synthesis and analysis within a team setting, and knowledge networking and communication.

In 2007-2008 SSHRC will examine the factors that create a rich and effective training environment for students. This will include drawing lessons from the planned evaluation of the Doctoral Fellowships program.

### **1.4.3 Priority 3: Ensure that Knowledge Generates Benefits for Canadians**

Moving new knowledge from the research realm into realms in which it can be applied to the benefit of Canadians is a dominant theme in SSHRC's Strategic Plan. SSHRC understands this challenge in the broadest sense — that it is not merely about “transferring” knowledge after it is produced, but also about allowing opportunities for influencing the knowledge-production process from the beginning.

Broadening our understanding of what constitutes research activity to include knowledge-mobilization benefits not only new knowledge and knowledge users. As knowledge-mobilization activities are brought into the research enterprise, graduate students have the opportunity to develop skills that are in increasing demand in the knowledge economy, such as cross-sectoral collaboration, networking and knowledge-translation skills.

As knowledge mobilization is a dominant theme of SSHRC's Strategic Plan, in 2007-2008 SSHRC will work to promote knowledge mobilization on several fronts: the programs front, the corporate operations front and the policy front. These plans and activities are guided by a knowledge mobilization framework that was presented to and discussed by SSHRC's governing council in June 2006.

#### **Knowledge mobilization in programs**

In recent years, SSHRC has piloted the development of new tools and methods to support knowledge mobilization. SSHRC has promoted interactive relationships between scholars and government departments, and between academic researchers and local community organizations, and has provided direct support to researchers' own knowledge-sharing activities such as workshops and conferences. The pilot Knowledge Impact in Society (KIS) program awarded grants to universities to develop their own capacities in extending social sciences and humanities research knowledge beyond academic circles. In 2007-2008, SSHRC will continue to monitor the established KIS projects. In 2007-2008, SSHRC will also run another competition of the Strategic Knowledge Clusters program. This ongoing program supports networks of researchers and partners focusing knowledge on themes of strategic and intellectual importance.

#### **Knowledge mobilization — a focus of corporate operations**

SSHRC recognizes that in order for the partnerships and knowledge-mobilization aspects of its work to be effectively promoted, these activities require a home and a champion within the organization.

An internal reorganization is already underway, with SSHRC having created and staffed a new vice-president position: Vice-President, Partnerships. This vice-president will provide leadership for strategic programs and joint initiatives, and will champion knowledge-mobilization programs, policies and other related corporate activities. In 2007-2008, a key management priority for SSHRC will be the development and implementation of a three-year plan for the activities of the new branch.

### **Knowledge mobilization — a focus of SSHRC policy development**

An integral part of promoting knowledge mobilization is being able to capture, express and report on how knowledge has been mobilized. This challenge, of capturing the outcomes and impacts of research, is being experienced by research councils in all research realms, and in developed countries around the world.

The development of new approaches and methodologies to better capture the broad societal impact of its investments is of direct strategic importance to SSHRC. As a result, SSHRC launched a series of activities in September 2006 to enhance understanding of indicators as they apply to social sciences and humanities research and to promote the development of innovative approaches for measuring the outcomes and impacts of research. The activities, which will continue in 2007-2008, include stimulating new research on indicators, hosting a roundtable and forum on capturing the impacts of research, and developing a compendium of examples of how research in the social sciences and humanities enhances the lives of Canadians.

#### **1.4.4 Priority 4: Sustain a Strong and Balanced Research Environment**

Over the past decade or so, the environment for research in Canada has changed dramatically, with the federal government having made significant investments in a range of mechanisms to support research. The granting agencies saw budget increases, and new federal programs were established, such as the Canada Research Chairs Program, the Canadian Foundation for Innovation, the Canada Graduate Scholarships, and the Indirect Costs Program. These different elements work together to create the environment for research in Canada. The activities of one often have an impact on the operations of another.

SSHRC will collaborate with the other granting agencies to explore the relationships between the various elements of the federal research-funding effort, and the effects of these on the research environment. It will explore ways to ensure balance and complementarity among the elements, and opportunities for enhanced cooperation among the players.

#### **1.4.5 Priority 5: Strengthen SSHRC's Governance and Internal Operations**

In early 2006, SSHRC undertook a review of its corporate governance. The results of the review were delivered to the SSHRC Council in June 2006 and referred to an ad hoc Council committee on governance for detailed review and for development of an action plan. The new President has taken a leadership role in promoting a broader societal representation within the membership of SSHRC's governing Council, and in the consideration of having a member of Council other than the President preside over Council meetings (see 3.1). SSHRC will continue in 2007-2008 to further develop and implement its governance-renewal action plan.

The 2006-2007 year was one of transition and renewal in SSHRC's senior ranks, and of restructuring to deliver on new strategic directions. A new president, Chad Gaffield, arrived in September, and a new Vice-President, Partnerships, position was created and staffed. In 2007-2008, SSHRC will focus on consolidating its new structure and the new composition of its management team.

A key activity in this consolidation will be the development and implementation of a management action plan, a process launched in fall 2006. This action plan will structure internal management priorities over the next three years in areas such as human resources, governance structure, the management framework, mobilizing the research community, showing results to Canadians, and increasing the visibility of, and understanding about, SSHRC among Canadians. The action plan is discussed further in section IV: Key Management Priorities.

## **1.5 Operating Environment**

SSHRC's activities largely consist of funding external organizations and/or individuals through grants. SSHRC must adhere to the terms and conditions approved by Treasury Board for the management and administration of these funds. The SSHRC Terms and Conditions were revised and approved for an additional five years in 2006.

Beyond this basic defining feature of SSHRC's operations, there are two major external factors that will influence SSHRC's operational environment in 2007-2008.

The first is the Granting Council Review announced in Budget 2006. The review examined a number of issues, including governance, performance measurement and results, value for money (in particular, ensuring the excellence of research funded), relationships with government, and cross-agency coordination and alignment. SSHRC provided extensive input to the review and will work with Industry Canada and SSHRC's governing Council to determine what further actions will be required.

The second factor is the anticipated federal science and technology strategy, which was also promised in Budget 2006. The strategy is expected to address research and development activities undertaken in the private sector and in universities, and, therefore, may make recommendations that relate to SSHRC's activities.

## **1.6 SSHRC and 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, both regionally and globally. *Canada's Performance 2006*<sup>3</sup> describes how SSHRC's activities and programs contribute to the Government of Canada's outcome of "an innovative

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3. Treasury Board Secretariat, *Canada's Performance 2006: The Government of Canada's Contribution — Annual Report to Parliament*, Ottawa, 2006, [http://www.tbs-sct.gc.ca/report/govrev/06/cp-rc\\_e.asp](http://www.tbs-sct.gc.ca/report/govrev/06/cp-rc_e.asp).

and knowledge-based economy.” Specifically, the report states that 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;
- developing a first-class research environment conducive to graduate training and new perspectives and directions for research; and
- transferring, disseminating and using knowledge based on social sciences and humanities research.

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

SSHRC's investments contribute to significant advances in knowledge, understanding and expertise in the social sciences and humanities, and to the development of a first-class research capacity in Canada. These investments are an integral part of an effective science policy. The Council is committed to support excellence in social sciences and humanities research and research training; to support research knowledge and capacity that has social, economic and cultural returns for Canadians; to help shape the research enterprise; and to contribute to innovation.

Overall, SSHRC's activities are aimed at achieving the following results:

- Enhanced capacity in the social sciences and humanities stemming from the supply of highly qualified people with leading-edge research skills to knowledge-intensive careers in universities, industry, government and other sectors of the economy;
- Knowledge based on excellent research in the social sciences and humanities to help better understand the world and address complex and pressing societal issues; and
- Enhanced linkages among researchers nationally and internationally, and enhanced connections between researchers and users to achieve effective knowledge mobilization and impact, with economic and social benefits to Canadian society.

The structure of section II of this report follows SSHRC's Program Activity Architecture (PAA) in terms of its four strategic outcomes, related program activities and program sub-activities:

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

Table 19 (in the Appendix) provides a complete breakdown of SSHRC's PAA, along with indicators for measuring outputs and results.

## 2.1 People: A First-Class Research Capacity

### 2.1.1 Fellowships, Scholarships and Prizes

**Table 3: Fellowships, Scholarships and Prizes**

<b>Fellowships, Scholarships and Prizes</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>
<b>Financial Resources</b>	<b>\$102.3 million</b>	\$102.3 million	\$102.3 million
<b>Human Resources</b>	<b>25 full-time equivalents (FTE)</b>	25 FTE	25 FTE

This program activity addresses demands from the private, public and not-for-profit sectors for large numbers of highly qualified personnel trained in the social sciences and humanities, and for faculty renewal at universities. Around 30 per cent of SSHRC's overall grants and scholarships budget is dedicated to direct support of master's, doctoral and postdoctoral awards.<sup>4</sup>

#### **Canada Graduate Scholarships program**

The Canada Graduate Scholarships (CGS) program was established by the federal government in 2003 to support graduate students who demonstrate scholarly potential and achievement at the highest levels. Administered by the three federal granting agencies, the CGS program has a master's component and a doctoral component. Sixty per cent of CGS awards are administered by SSHRC for graduate students in the social sciences and humanities. SSHRC awards 1,200 scholarships at the master's level and 1,200 at the doctoral level annually. In 2007-2008, the Council will participate in a formal evaluation of the CGS program, being led by the Canadian Institutes of Health Research (CIHR).

#### **Master's component of the Canada Graduate Scholarships program**

Together with SSHRC's other research training programs, the CGS Master's Scholarships program helps train Canada's researchers and leaders of tomorrow. Specifically, the program develops research skills and helps in training highly qualified personnel, by supporting social sciences and humanities students who have demonstrated high standards of achievement in undergraduate and early graduate studies. SSHRC launched the CGS Master's program in May 2003, 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 its full complement of 1,200 in 2005-2006, and will remain at that level in 2007-2008 and beyond.

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4. This excludes the Indirect Costs Program, which SSHRC administers on behalf of all three granting agencies.

### **SSHRC Doctoral Fellowships and the doctoral component of the Canada Graduate Scholarships program**

SSHRC offers support for excellent doctoral research through its well-established SSHRC Doctoral Fellowships program, as well as through its CGS Doctoral Scholarships program. Through the CGS program, SSHRC awards 400 new three-year scholarships each year (for a total of 1,200 award holders at any one time). 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 2007-2008, SSHRC will offer some 600 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 by enhancing opportunities in existing research-support programs such as Major Collaborative Research Initiatives (MCRI) and Community-University Research Alliances (CURA).

### **Postdoctoral Fellowships**

SSHRC's Postdoctoral Fellowships 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 help new researchers in establishing a research base at a crucial stage in their careers. In 2007-2008, 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. The Council promotes social sciences and humanities research through high-profile prizes. The highest SSHRC honour, the Gold Medal for Achievement in Research, 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. The Postdoctoral Prize is awarded to the year's most outstanding SSHRC Postdoctoral Fellowship recipient. The William E. Taylor Fellowship is awarded to the year's most outstanding SSHRC Doctoral Fellowship recipient.

Recognizing Canadian research talent in the social sciences and humanities not only honours the individual recipients; it also serves as a clear statement to the research community at large that its efforts are valued, and provides an opportunity to demonstrate to Canadians some of the outcomes of their investments in Canadian research and researchers.

**Table 4: Fellowships, Scholarships and Prizes, by Sub-Activity**

<b>Fellowships, Scholarships and Prizes, by Sub-Activity</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>
<b>CGS Master's Scholarships</b>	<b>\$21.2 million</b>	\$21.2 million	\$21.2 million
<b>CGS Doctoral Scholarships</b>	<b>\$42.3 million</b>	\$42.3 million	\$42.3 million
<b>SSHRC Doctoral Fellowships</b>	<b>\$28.4 million</b>	\$28.4 million	\$28.4 million
<b>Postdoctoral Fellowships</b>	<b>\$10.0 million</b>	\$10.0 million	\$10.0 million
<b>Special Fellowships and Prizes</b>	<b>\$0.4 million</b>	\$0.4 million	\$0.4 million

### 2.1.2 Canada Research Chairs

**Table 5: Canada Research Chairs Program**

<b>Canada Research Chairs Program</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</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

The Canada Research Chairs Program was created in 2000 with a view to establish 2,000 research professorships — or Canada Research Chairs — in universities across the country by 2008. Fiscal year 2007-2008 will be marked by the announcement of the 2,000th Chair.

The Canada Research Chairs Program invests \$300 million a year to attract and retain some of the world's most accomplished and promising minds. These chairholders are world-class researchers, who, supported by strategic infrastructure funding, are improving universities' capacity to generate and apply new knowledge. Chairholders advance the frontiers of knowledge in their fields, not only through their own work, but also by teaching and supervising students and coordinating the work of other researchers.

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 become world-class research centres in the global, knowledge-based economy. SSHRC administers



the program and hosts the Canada Research Chairs Secretariat on behalf of the three federal granting agencies.<sup>5</sup>

The Chairs program also seeks to:

- strengthen research excellence in Canada and increase Canada's research capacity, by attracting and retaining the best researchers;
- improve the training of highly qualified personnel through research;
- improve universities' capacity to generate and apply new knowledge; and
- promote the best possible use of research resources through strategic institutional planning and collaboration among institutions and between sectors.

In its seventh year of operation, the Secretariat will administer the ongoing program and renew, replace or reallocate chairs and chairholders in accordance with the changing allocations to institutions. The Secretariat will apply a revised method for calculating allocations that embodies the principles of consistency with program objectives and among agencies and similar programs; fairness; and transparency.

International competition for the best researchers is intense. The Canada Research Chairs Program was unique when it was established, not only in its concept, but also in its magnitude. This program's governance and impact have received significant interest from other countries. Several countries and jurisdictions have either begun or are embarking on plans to recruit and repatriate top-level researchers to their universities. However, this suggests that the competition for top talent may become even tougher in the future. The government's continued investment in the Chairs program is instrumental in ensuring that Canadian universities and their research affiliates continue to foster research excellence and enhance their roles as world-class centres of research excellence in the global, knowledge-based economy.

The attraction and retention of top research talent in Canada stimulates new demand for the funding of research activities. The success of the Chairs program increases the expectations of research funding from the three granting agencies. The ability of the granting agencies to support the increase in research activity is a critical factor for the continued success of the Chairs program.

We are seeing, in an increasing number of domains such as human health, the environment and labour productivity, that private as well as public decision makers are faced with choices that require input from research results. The Canada Research Chairs Program intends to play an instrumental role in developing expert capacity in these and other fields. Chairholders will be mobilized to act as a national strategic resource to provide advice on the multiple challenges that Canada faces.

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5. See <http://www.chairs.gc.ca>.

## 2.2 Research: New Knowledge Based on Excellent Research

### 2.2.1 Investigator-Framed Research

**Table 6: Investigator-Framed Research**

<b>Investigator-Framed Research</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>
<b>Financial Resources</b>	<b>\$90.6 million</b>	\$90.6 million	\$90.6 million
<b>Human Resources</b>	<b>50 FTE</b>	50 FTE	50 FTE

The current renewal of faculty at Canadian universities is driving an increasingly active research environment and creating enormous pressures to support a larger, more cost-intensive and internationally connected research community in the social sciences and humanities. This, in turn, has a considerable impact on SSHRC, especially on two of its core programs — Standard Research Grants (SRG) and the MCRI — which are key in supporting investigator-framed research. Recent data demonstrate that faculty renewal and increased research activity are putting steadily mounting pressure on the SRG program. For example, 1,055 researchers applied to the 2007-2008 SRG competition as “new scholars,” a 90-per cent increase over the 2000 competition. In the case of established scholars, the 1,480 that applied to the 2007-2008 SRG competition represents a 50-per cent increase over the 2000 competition.

Another source of the increasing demand for SSHRC’s investigator-framed research programs is the success of the Canada Foundation for Innovation. This foundation was established in 1997 by the Government of Canada to fund the renewal of research infrastructure (equipment, databases, buildings) in Canada in order to strengthen the capacity of Canadian institutions to conduct world-class research. Through the foundation, Canada has invested \$3.6 billion in research infrastructure, which has stimulated demand for funding from the three granting agencies to undertake research using this infrastructure.

#### **Standard Research Grants**

The SRG program serves as a catalyst for creativity and knowledge generation in the social sciences and humanities in Canada. The program, SSHRC’s largest single investment, supports research programs that explore an enormous range of issues dealing with human experience and help Canadians understand an increasingly complex world. The program offers opportunities for researchers to obtain support for their most creative and innovative proposals, following a process of independent peer review. Because of the program’s rigorous standards, securing an SRG grant is seen as an important endorsement of research excellence for both new and established faculty.

In addition, SRG projects offer valuable opportunities for training undergraduate and graduate students. SSHRC's support of world-class research exposes students to a dynamic and productive research environment, and provides opportunities to participate in groundbreaking research. This exposure nurtures the range of skills that labour markets demand, within and beyond academia.

The specific objectives of the SRG program include: supporting high-quality, independent programs of research (as proposed by scholars and judged by their peers), providing opportunities for training future researchers, fostering collaboration among researchers, and helping communicate results 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. SSHRC will:

- support the best research projects, both basic and applied, proposed by established and new scholars in all social sciences and humanities disciplines; and
- work towards SSHRC's long-term goal of reducing the number of applications that are deemed excellent but are not funded due to financial constraints.

### **Major Collaborative Research Initiatives**

The MCRI program supports leading-edge research that has potential for intellectual breakthrough and addresses broad and critical issues of intellectual, social, economic, and cultural significance. The research it supports reaches these goals by effectively coordinating and integrating diverse research activities and research results. MCRI project research questions have a breadth and scope that requires many scholars of different perspectives and with different types of expertise to work together in an enriching and effective way.

The MCRI program's specific objectives include promoting broadly based collaborative research as the central type of research activity, within and across disciplines, departments and universities within Canada and internationally. It also aims to promote 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.

In 2007-2008, SSHRC will continue building, maintaining and enhancing national partnerships and networks of world-class researchers through the MCRI program. In recognition of the complexity and scope of large-scale projects, the funding timeline for MCRI projects has been extended from five to seven years.

## 2.2.2 Targeted Research and Training Initiatives

**Table 7: Targeted Research and Training Initiatives**

Targeted Research and Training Initiatives	2007-2008	2008-2009	2009-2010
Financial Resources	\$17.4 million	\$12.5 million	\$12.8 million
Human Resources	43 FTE	43 FTE	43 FTE

The program activities in this category are aimed at producing new knowledge and capacity on pressing social, economic and cultural issues of particular importance to Canadians, and ensuring this knowledge and capacity are available for decision making in various sectors.

### Initiative on the New Economy

Established in 2001, the overall goal of the five-year, \$100-million Initiative on the New Economy (INE) 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 to deepen our understanding of the new economy, and to develop partnerships among the public, private and not-for-profit sectors.

The 2007-2008 year will be the INE’s last year. 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 provided. In 2007-2008, SSHRC will invest \$4.7 million in the final activities of the INE program, and will focus on mining and communicating INE-funded research results and assessing the impacts of this significant investment.

### Strategic Research Grants

SSHRC currently has five priority areas for strategic research, which were established through national multi-sectoral consultations. These priority areas will continue to guide the direction and development of the Council’s strategic programs and activities in 2007-2008, and will be reviewed as part of the development of SSHRC’s new Partnerships Branch. The current priority areas are:

- **Aboriginal research** — SSHRC launched its Aboriginal Research pilot program in 2004 to promote partnerships between academics and Aboriginal communities to investigate policy-related issues of concern to Canada’s Aboriginal peoples. This program will undergo an evaluation in 2007-2008.
- **Environment and sustainability** — SSHRC is supporting, in partnership with Fisheries and Oceans Canada, a third phase of the Ocean Management Research Network, and is working with Industry Canada and other partners on the Hydrogen

Economy Initiative (see “The social and economic aspects of building a hydrogen economy” at the end of 2.2.3).

- **Culture, citizenship and identities (including official languages)** — SSHRC is continuing its joint initiative with Sport Canada supporting research activities to help address issues related to promoting Canadians’ participation in sport. The Official Languages Research and Dissemination Program, offered in partnership with Canadian Heritage, had its last year in 2006-2007.
- **Image, text, sound and technology** — SSHRC’s strategic program of the same name aims to increase the number of academics who are able to creatively use leading-edge information technology in their research, and to accelerate the pace at which researchers are able to acquire these types of skills and put them to use.
- **Northern research** — SSHRC engages in activities such as participating in the European Science Foundation’s (ESF) multinational BOREAS: Histories from the North — Environment, Movement, Narratives program; managing its own Northern Research Development Program; and helping to shape Canada’s contribution to the research of the International Polar Year, 2007-2008 (see “International Polar Year” in 2.2.3).

### Strategic Joint Initiatives

SSHRC regularly partners with public, private and not-for-profit organizations to co-fund targeted research-support programs. Since 1989, the Council has co-created 45 of these Joint Initiative programs.

One notable example of a SSHRC Joint Initiative is the Metropolis Project, under which SSHRC and other federal departments and agencies concerned with immigration and integration policy questions 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. In 2006-2007, SSHRC and Citizenship and Immigration Canada entered into a final five-year phase of support for the Metropolis Project, aimed especially at securing policy research useful to decision-makers and community stakeholders.

Other Joint Initiatives that will be active in 2007-2008 include the Sport Participation Research Initiative (with Sport Canada), the Canadian Initiative on Social Statistics (with Statistics Canada), and the Ocean Management National Research Network Initiative (with Fisheries and Oceans Canada).

### 2.2.3 Strategic Research Development

**Table 8: Strategic Research Development**

Strategic Research Development	2007-2008	2008-2009	2009-2010
Financial Resources	\$24.7 million	\$24.7 million	\$24.7 million
Human Resources	27 FTE	27 FTE	27 FTE

The program activities in this category are aimed at exploring and developing new perspectives, directions, modes and institutional capacity for research in the social sciences and humanities. Programs in this category include (among others) CURA, Research Development Initiatives, SSHRC Institutional Grants and the Aid to Small Universities program. This category also includes special activities that enable SSHRC to strategically position the social sciences and humanities within Canada and internationally. Following are descriptions of SSHRC's key strategic research development activities.

#### **Community-University Research Alliances**

The CURA program's overall objective is to support the creation of alliances between community organizations and postsecondary institutions that, through ongoing collaboration and mutual learning, foster innovative research, training and the creation of new knowledge in areas of importance for the social, cultural, or economic development of Canadian communities. The CURA program also provides unique research training opportunities to a large number of undergraduate and graduate students in the social sciences and humanities. Ultimately, the program aims to reinforce community decision-making and problem-solving capacity.

The CURA program supports an innovative mode of research — knowledge creation through the sustained interaction of researchers and users of research. CURA projects have innovated, and continue to innovate, with respect to techniques and methodologies for conducting research at the researcher-user interface, which itself is providing valuable new knowledge. SSHRC has taken steps to help the exchange of best practices among CURA grant recipients. In 2007-2008, SSHRC plans to continue activities in this area, including annual networking meetings of new CURA recipients.

#### **International collaboration — agency level**

An essential part of its new strategic plan, SSHRC's *International Policy and Strategy* acknowledges the importance of international collaboration to help sustain excellence in research and position Canadian research in the world.<sup>6</sup> In addition to new program initiatives, SSHRC continues to build partnerships with international funding organizations to develop

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

opportunities for Canadian researchers to collaborate with international colleagues and to showcase Canadian research internationally. SSHRC is a member of three consortia of granting agencies funded by the European Union:

- The European Research Area Network on the Societal Aspects of Genomics (ERA-NET SAGE): a consortium of funding agencies in nine countries that aims to develop a durable partnership in genomics policy and practice, along with a transnational research agenda on the ethical, environmental, economic, legal, and social aspects of genomics.
- The European Research Area Network on New Opportunities for Research Funding Cooperation in Europe: a consortium of 12 national research-funding agencies that have come together to collaborate on funding policies and practices, exchange best practices, and facilitate high-quality international research in the social sciences.
- The European Research Area and Canada (ERA-CAN) science and technology office: a consortium of eight Canadian federal departments and agencies that will work on improving the quality, quantity, profile and impact of science and technology cooperation and linkages between Canada and the European Union.

In 2007-2008, SSHRC will continue to expand its efforts to develop international collaboration opportunities for Canadian researchers, and to strengthen existing international partnerships and forge new ones. In particular, SSHRC will:

- Organize the first meeting of an international forum of funding agencies from 20 countries and five continents to exchange information and develop collaborative activities in important policy areas for social sciences and humanities research;
- Contribute to the organization of thematic workshops and information sessions to enhance collaboration between Canadian and European researchers in the context of ERA-CAN; and
- With the United Kingdom's Economic and Social Research Council and the Chinese Academy of Social Sciences, participate in organizing the June 2007 International Data Forum in Beijing to develop and promote comparable international datasets and improved arrangements for sharing research data between countries.

### **International collaboration — research level**

At the research level, SSHRC promotes international collaboration through several programs that allow for such collaboration: MCRI, INE, Strategic Knowledge Clusters, and Aid to Research Workshops and Conferences in Canada. In addition, SSHRC offers two programs that explicitly target international research collaboration: its own International Opportunities Fund, and the ESF's BOREAS program.

The International Opportunities Fund was established in 2005 to help researchers from Canadian postsecondary institutions initiate and develop international research collaborations, and to facilitate Canadian participation and leadership in current or planned international research initiatives offering outstanding opportunities to advance Canadian research. Interest in this program has been very strong. Results of the first four competitions demonstrate that Canadian researchers are actively pursuing international collaborative opportunities with researchers from a diverse range of countries on all continents: Europe (37

per cent), South America (18 per cent), Asia and the Middle East (18 per cent), North America (12 per cent), the Pacific region (8 per cent), Africa (3 per cent), and Central America and the Caribbean (3 per cent). The overwhelming number of submissions and their quality confirm a need for improved support for international collaborative research opportunities.

BOREAS: Histories from the North — Environments, Movements, Narratives — is a program developed in collaboration with the ESF and national research funding agencies from eight other countries. The program's objective is to develop and run an interdisciplinary humanities research program focused on the circumpolar north. Of the seven BOREAS projects ultimately approved by the ESF, six involve Canadian researchers, a fact that reflects Canada's research strengths in this area. All of the teams involve researchers from a minimum of three of the main sponsoring countries (Canada, Denmark/Greenland, Estonia, Finland, Iceland, Norway, Poland, Sweden and the United States). SSHRC's investment in the program is \$918,640 over four years.

In 2007-2008, SSHRC will move forward 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; and
- exploring ways to promote the international mobility of doctoral students.

### **International Polar Year**

The International Polar Year (IPY) 2007-2008 is an international initiative to focus major scientific research and observations and other activities on the Arctic and Antarctic regions. IPY activities in Canada will be linked with activities in other polar regions through partnerships with as many as 50 other countries.

In 2005-2006, SSHRC, the Natural Sciences and Engineering Research Council of Canada (NSERC) and CIHR worked with other federal departments and agencies, such as Indian and Northern Affairs Canada, to launch Canada's program on the IPY.<sup>7</sup> Over the course of 2006-2007, peer decisions were reached on how to distribute about \$90 million in IPY research funds allocated by the federal government for research under the themes of climate change adaptation and the health and well-being of Northern communities.

SSHRC will continue to provide advice in support of the Canadian IPY program, placing emphasis on efforts to maximize research participation by Northern communities and Northern indigenous peoples in the funded IPY projects. SSHRC will continue to support research and related activities in the social sciences and humanities that are relevant to the IPY (such as through the Northern Research Development Program and BOREAS). SSHRC will also continue to support the operation of the Canadian IPY Secretariat at the University of Alberta.

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



### **The social and economic aspects of building a hydrogen economy**

In October 2006, the University of Western Ontario and SSHRC held a joint conference on building paths to a low-carbon society. This was the second in a series of events looking at the social and economic aspects of a societal transition from fossil fuels to low-carbon sources of energy. The conference followed an initial workshop at the University of Victoria in October 2005. In 2007-2008, SSHRC will work with a network of five universities and various public and private sector partners to develop a set of research and public consultation activities on a hydrogen-based, low-carbon economy. The activities will likely have domestic and international components and directly involve industry, citizen groups, academic researchers and provincial governments. The key objective is to investigate and determine the social, economic, legal and cultural dimensions of more effectively integrating low-carbon energy carriers and sources into the Canadian economy.

### **Policy Research Initiative — SSHRC Policy Research Roundtables**

In October 2006, SSHRC renewed its partnership with the Policy Research Initiative for two more years of joint activities to foster excellence in policy research and facilitate the transfer of knowledge between academic researchers and Ottawa's policy community. The current agreement will mainly support a third major symposium on population, work and family. The work will involve three Strategic Knowledge Clusters (see "Strategic Knowledge Clusters" in 2.3.1) funded by SSHRC: Canadian Labour Market; Population Change and Public Policy Research; and Bringing all the Threads Together: The Contribution of Longitudinal and Life-Course Approach to Knowledge, Informed Public Debate and Decision Making.

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

### 2.3.1 Research Communication and Interaction

**Table 9: Research Communication and Interaction**

<b>Research Communication and Interaction</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>
<b>Financial Resources</b>	<b>\$22.4 million</b>	\$22.4 million	\$22.4 million
<b>Human Resources</b>	<b>17 FTE</b>	17 FTE	17 FTE

Research — and the creation of new knowledge and capacity through research — produces direct and indirect social, economic and cultural benefits to Canadians. These benefits are achieved largely by mobilizing, disseminating, transferring and applying research-based knowledge. In fact, effectively mobilizing knowledge and applying research results are as essential as the research itself. Examples include improvements to public and private services (such as education), infrastructure (such as through urban planning), policies (such as immigration), and practices and procedures (such as alternative dispute resolution), as well as the development and refinement of broad analytical concepts (such as productivity) and a better understanding of key challenges for Canada, both at the national and international levels.

In June 2006, SSHRC’s governing council discussed a framework for knowledge mobilization as a critical part of SSHRC’s transformation to a knowledge council. A key objective in this is to embed knowledge mobilization in the Council’s organizational culture as a fundamental value and major orientation. SSHRC will work on defining the responsibilities of Grants and Fellowships Branch and Partnerships Branch managers and staff for knowledge mobilization and the diverse skills, competencies and training related to or relevant for knowledge mobilization.

#### **Knowledge Impact in Society**

SSHRC will further develop its role as a “national facilitator” for 11 three-year demonstration projects hosted by universities funded in 2006 under the Knowledge Impact in Society (KIS) one-time pilot program. As facilitator, SSHRC promotes and helps with knowledge mobilization and knowledge exchange among participating institutions. SSHRC expects to learn about and help apply best practices across funded projects to enhance the use and application of research-based knowledge. It will do this by promoting networking activities for the 11 KIS projects, such as annual workshops and an online discussion forum.

## Strategic Knowledge Clusters

A cornerstone of the Council’s new strategic vision, “clustering” of research efforts promotes research interaction and knowledge mobilization. Following a pilot program in 2004, the Council launched an ongoing Strategic Knowledge Clusters program in 2006. This program calls 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. The program, which funds networking activities as opposed to research activities, is designed to 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. In 2007-2008, SSHRC intends to fund an additional seven clusters.

## Aid to Research and Transfer Journals

Responding to changes in the world of academic communication, particularly in the adoption of electronic publication and open-access business models, SSHRC is updating its Aid to Research and Transfer Journals program. SSHRC will expand the program eligibility to include open-access journals, and will allocate funding to support the dissemination of top-quality scholarship. The changes will be implemented over 2007-2008 and 2008-2009.

SSHRC will also continue to support the dissemination of research results and the mobilization of knowledge through its programs for scholarly publications, workshops and conferences, and associations. SSHRC will also continue building, maintaining and enhancing interdisciplinary national networks of researchers through the tri-agency Networks of Centres of Excellence program.<sup>8</sup>

## 2.4 Institutional Environment: A Strong Canadian Research Environment

### 2.4.1 Indirect Costs of Research

**Table 10: Indirect Costs of Research**

Indirect Costs of Research	2007-2008	2008-2009	2009-2010
Financial Resources	\$300.1 million	\$300.1 million	\$300.1 million
Human Resources	4 FTE	4 FTE	4 FTE

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8. See <http://www.nce.gc.ca>.

### **Indirect Costs Program**

In the last decade, the Government of Canada has made significant investments in Canadian research through the activities of the three granting agencies and Genome Canada, Canada Research Chairs, and the Canada Foundation of Innovation. Universities have benefited greatly from this increased funding, but, at the same time, they have seen their operating costs increase substantially. The federal government has taken steps to lighten this financial burden by establishing the Indirect Costs Program. Budget 2006 announced that \$40 million would be added to the \$260-million-per-annum Indirect Costs Program,<sup>9</sup> which supports about 140 eligible universities, colleges, and affiliated research hospitals and health research institutes.

The key goal of the Indirect Costs Program is to help eligible institutions pay a portion of the indirect costs — such as library acquisitions, maintenance of research databases, and financial administration services for research — associated with conducting federally supported academic research. The government's contribution to defraying these costs helps maintain a sustainable and competitive research environment for recipient institutions. It also helps smaller post-secondary institutions, which cannot benefit from the economies of scale realized by larger universities, in their efforts to increase their research capacity.

The program's priorities are set out in its terms and conditions and reflect the federal government's commitment to research, and to an infrastructure that supports a vibrant and well-equipped research environment. Eligible institutions are awarded grants based on their research performance within each federal granting agency. The institutions establish their own priorities and determine internally how the grant will be allocated.

In 2007-2008, SSHRC, on behalf of the three agencies, will launch an overall program evaluation of the Indirect Costs Program, to be completed in May 2009. In preparation for that review, the program will improve its performance management by updating its annual outcomes report and validating the information it contains. The program will also develop and implement a protocol for paying monitoring visits to ensure that participating institutions are complying with program objectives.

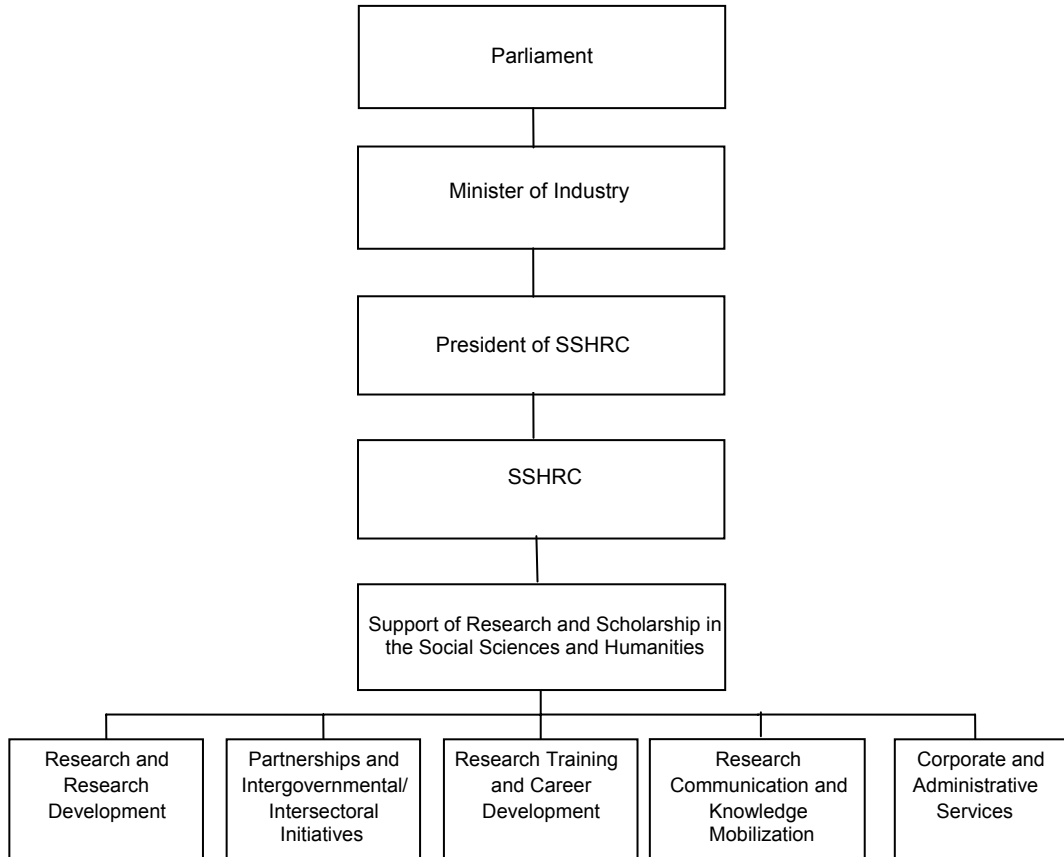
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9. See <http://www.indirectcosts.ca>.

## Section III: Supplementary Information

### 3.1 Organizational Information

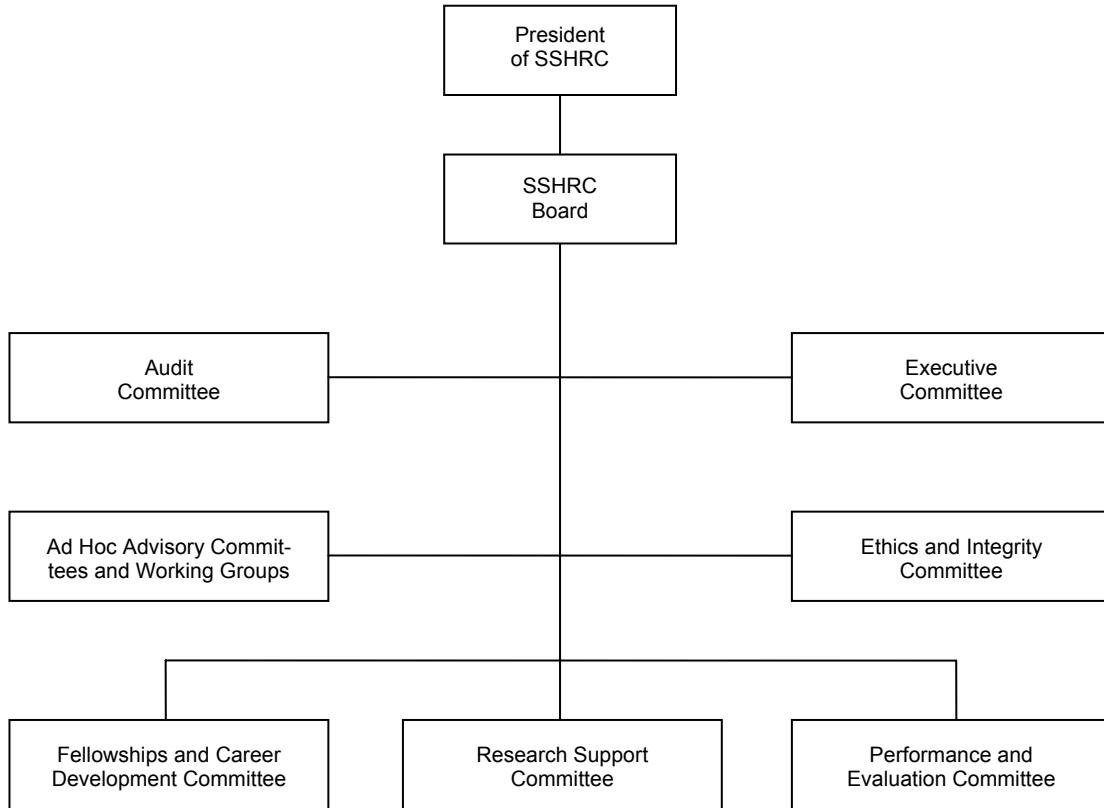
Figure 2: SSHRC — Corporate Structure and Mandate



SSHRC reports to Parliament through the minister of Industry, who has certain statutory responsibilities regarding, and general oversight of, the Council (Figure 2). SSHRC is governed by a 22-member Board (Figure 3), which the Governor-in-Council appoints to represent the interests of the academic, public and private sectors across Canada. SSHRC's Board meets regularly, determines program and policy priorities, initiatives, and budget allocations, and monitors their implementation.

As chief executive officer, SSHRC's President manages day-to-day Council 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.

**Figure 3: SSHRC — Governance and Committee Structure**



Six standing Council committees (Figure 3) help chart SSHRC’s direction and ensure that its grants and fellowships programs meet the needs of Canadians:

- 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 and 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. The committee also 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 its mandate.

In addition to these corporate committees, SSHRC also has selection committees made up of university-based researchers and, where appropriate, experts from outside the academic community to adjudicate applications to SSHRC programs in accordance with the principles of rigorous peer review based on excellence.<sup>10</sup> Each year, between 400 and 450 scholars and experts volunteer to serve on selection committees to assess thousands of research proposals and to make recommendations, based on academic excellence and other key criteria, about which projects to fund. About 5,000 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 4): 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 (Grants and Fellowships), Vice-President (Partnerships), Director General (Common Administrative Services Directorate), and Executive Director (Canada Research Chairs Secretariat) report to the President and are accountable for the program sub-activities in their respective portfolios.

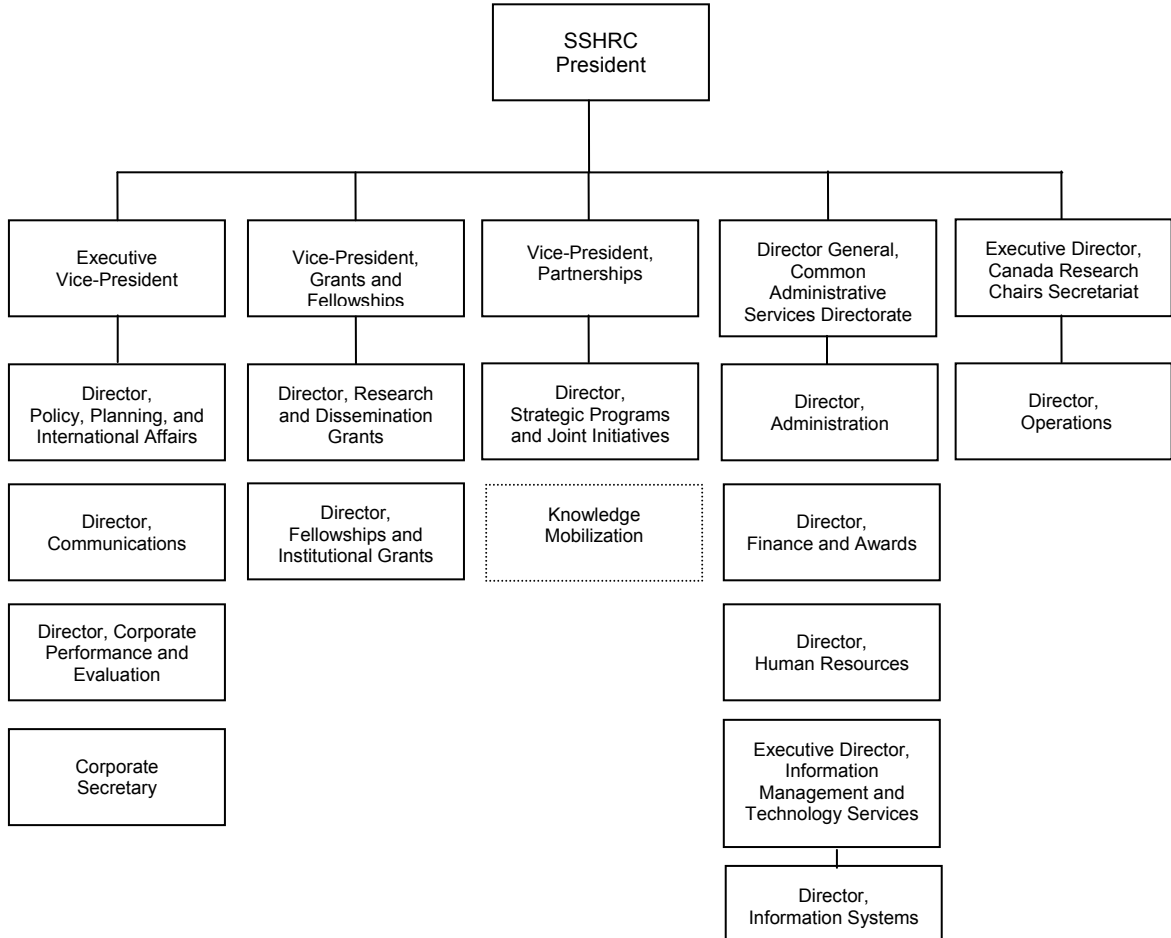
Early in 2006, SSHRC undertook a review of its corporate governance. The results of the review were delivered to Council in June 2006 and were referred to an ad hoc Council committee on governance for detailed review and the development of an action plan. The new President has taken a leadership role in promoting a broader societal representation within the membership of its governing Council, with the objective of creating a balance between academic and non-academic perspectives. He has also led the Council's consideration of having a member of Council other than the President preside over Council meetings. This would improve the ability of the governing Council to provide independent oversight of SSHRC's activities, and impartial guidance to the President and Chief Executive Officer. The above changes would better reflect current best practices in public and private sector governance, while respecting the President's direct and ongoing accountability to the Minister of Industry and to Parliament, as provided in the *Social Sciences and Humanities Research Council Act*. SSHRC will continue to further develop and implement its governance-renewal action plan in 2007-2008.

For regular Council programs, Table 11 below shows the accountability for operational matters at the branch level, in accordance with SSHRC's Program Activity Architecture. For programs SSHRC administers on behalf of Canada's three granting agencies, Table 11 indicates which entity is accountable for decisions about program and policy priorities, initiatives, budget allocations, and monitoring the implementation of decisions.

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

**Figure 4: SSHRC — Accountability for Program Activities and Organizational Structure**





**Table 11: 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	Vice-President, Grants and Fellowships
	1.1.2 Doctoral Fellowships	
	1.1.3 Postdoctoral Fellowships	
	1.1.4 Prizes and Special Fellowships	
1.2 Canada Research Chairs	1.2.1 Canada Research Chairs Program	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	Vice-President, Grants and Fellowships
	2.1.2 Major Collaborative Research Initiatives	
2.2 Targeted Research and Training Initiatives	2.2.1 Strategic Research Grants	Vice-President, Partnerships
	2.2.2 Strategic Joint Initiatives	
	2.2.3 Initiative on the New Economy	
2.3 Strategic Research Development	2.3.1 Research Development Initiatives	Vice-President, Grants and Fellowships
	2.3.2 Community-University Research Alliances	
	2.3.3 SSHRC Institutional Grants	
	2.3.4 Aid to Small Universities	Vice-President, Grants and Fellowships
	2.3.5 General Support	
	2.3.6 International Opportunities Fund	Vice-President, Partnerships
	2.3.7 BOREAS: Histories from the North	
<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 Programme	Vice-President, Grants and Fellowships
	3.1.2 Aid to Research Workshops and Conferences in Canada	
	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	Vice-President, Partnerships
	3.1.6 Networks of Centres of Excellence	
	3.1.7 Knowledge Impact in Society	
<b>SO 4.0 Institutional Environment — A Strong Canadian Research Environment</b>		
4.1 Indirect Costs of Research	4.1.1 Indirect Costs Program	Executive Director, Canada Research Chairs Secretariat

## 3.2 Resource Requirements and Management Policies

Table 12: Planned Spending by Program Activity for Estimates Year

2007-2008							
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			
<b>SO 1.0 People — A First-Class Research Capacity in the Social Sciences and Humanities</b>							
1.1: Fellowships, Scholarships and Prizes	3.2	99.1	102.3	-	102.3	0.0	102.3
1.2: Canada Research Chairs	2.6	59.2	61.8	-	61.8	0.0	61.8
<b>SO 2.0 Research — New Knowledge Based on Excellent Research in the Social Sciences and Humanities</b>							
2.1: Investigator-Framed Research	5.5	85.1	90.6	-	90.6	0.0	90.6
2.2: Targeted Research and Training Initiatives	4.5	12.9	17.4	-	17.4	0.0	17.4
2.3: Strategic Research Development	4.0	20.7	24.7	-	24.7	0.0	24.7
<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	1.6	20.8	22.4	-	22.4	0.0	22.4
<b>Subtotal</b>	<b>21.4</b>	<b>297.8</b>	<b>319.2</b>	<b>-</b>	<b>319.2</b>	<b>0.0</b>	<b>319.2</b>
<b>SO 4.0 Institutional Environment — A Strong Canadian Research Environment</b>							
4.1: Indirect Costs Program	1.0	299.1	300.1	-	300.1	0.0	300.1
<b>Total</b>	<b>22.4</b>	<b>596.9</b>	<b>619.3</b>	<b>-</b>	<b>619.3</b>	<b>0.0</b>	<b>619.3</b>

All of SSHRC's program activities contribute to achieving the Government of Canada's "innovative and knowledge-based economy" outcome.

**Table 13: Departmental Planned Spending and Full-Time Equivalents**

(\$ millions)	Forecast Spending 2006-2007	<b>Planned Spending 2007-2008</b>	Planned Spending 2008-2009	Planned Spending 2009-2010
Fellowships, Scholarships and Prizes	101.5	<b>102.3</b>	102.3	102.3
Canada Research Chairs	61.8	<b>61.8</b>	61.8	61.8
Investigator-Framed Research	89.5	<b>90.6</b>	90.6	90.6
Targeted Research and Training Initiatives	23.7	<b>17.4</b>	12.5	12.8
Strategic Research Development	24.0	<b>24.7</b>	24.7	24.7
Research Communication and Interaction	20.7	<b>22.4</b>	22.4	22.4
Indirect Costs Program	260.1	<b>300.1</b>	300.1	300.1
<b>Total Main Estimates</b>	<b>581.3</b>	<b>619.3</b>	<b>614.4</b>	<b>614.7</b>
<i>Adjustments:</i>				
Supplementary Estimates				
Carry-Forward from 2005-06	0.9	-	-	-
2006 Federal Budget — SSHRC	6.0	-	-	-
2006 Federal Budget — Indirect Costs Program	40.0	-	-	-
Compensation for Collective Bargaining	0.1	-	-	-
Transfer from Sport Canada — Sport Participation Research Initiative	0.5	-	-	-
Transfer from Citizenship and Immigration Canada — Immigration and the Metropolis Project	0.3	-	-	-
Transfer from Fisheries and Oceans Canada — Ocean Management Research Network	0.3	-	-	-
Transfer to the Royal Military College — Indirect Costs Program	-1.2	-	-	-
Transfer to the Royal Military College — Salary Portion of Canada Research Chairs Program	-0.2	-	-	-
Expenditure-Review Procurement Savings	-0.1	-	-	-
Frozen Allotment: Freeze in the Social Economy Program	-0.4	-	-	-
<i>Total Adjustments</i>	<b>46.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Planned Spending</b>	<b>627.5</b>	<b>619.3</b>	<b>614.4</b>	<b>614.7</b>
Total Planned Spending	627.5	<b>619.3</b>	614.4	614.7
Less: Non-Respendable Revenue	1.8	<b>1.8</b>	1.8	1.8
Plus: Cost of Services Received Without Charge	3.1	<b>3.1</b>	3.1	3.1
<b>Net Cost of Program</b>	<b>628.8</b>	<b>620.6</b>	<b>615.7</b>	<b>616.0</b>
<b>Full-Time Equivalents</b>	<b>183</b>	<b>190</b>	<b>190</b>	<b>190</b>

**Table 14: Voted and Statutory Items Listed in Main Estimates**

<b>2006-2008</b>			
<b>Vote or Statutory Item</b>	<b>Truncated Vote or Statutory Wording</b>	<b>2007-2008 Main Estimates (\$ thousands)</b>	<b>2006-2007 Main Estimates (\$ thousands)</b>
80	Operating expenditures	<b>19,993</b>	19,616
85	Grants	<b>596,984</b>	559,445
(S)	Contributions to employee benefit plans	<b>2,283</b>	2,260
	<b>Total</b>	<b>619,260</b>	581,321

**Table 15: Services Received Without Charge**

<b>2007-2008</b>	
<b>(\$ millions)</b>	<b>Total</b>
Accommodation provided by Public Works and Government Services Canada	2.0
Contributions covering employer's share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat (excluding revolving funds)	1.0
Workers' compensation coverage provided by Human Resources and Social Development Canada	-
Salary and associated expenditures of legal services provided by the Department of Justice Canada	-
Other services provided without charge	0.1
<b>Total 2007-2008 Services Received Without Charge</b>	<b>3.1</b>

**Table 16: Sources of Non-Respendable Revenue**

<b>Non-Respendable Revenue</b>				
(\$ millions)	Forecast Revenue 2006-2007	<b>Planned Revenue 2007-2008</b>	Planned Revenue 2008-2009	Planned Revenue 2009-2010
<b><i>Social Sciences and Humanities Research Council</i></b>				
<b>Fund Basic Research</b>				
Refunds of Previous Years' Expenditures	1.8	<b>1.8</b>	1.8	1.8
<b>Total Non-Respendable Revenue</b>	1.8	<b>1.8</b>	1.8	1.8

**Table 17: Details on Transfer Payments Programs: Grants, Contributions and Other Transfer Payments**

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

**2007-2008**

1. Grants and Scholarships
2. Canada Graduate Scholarships
3. Indirect Costs Program

**2008-2009**

1. Grants and Scholarships
2. Canada Graduate Scholarships
3. Indirect Costs Program

**2009-2010**

1. Grants and Scholarships
2. Canada Graduate Scholarships
3. Indirect Costs Program

For more 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 made significant progress in implementing the federal government's new Audit Policy. Following the implementation of the policy on April 1, 2006, SSHRC has restructured its Corporate Performance, Evaluation and Audit (CPEA) Division, separating out the audit function. The Council's Internal Auditor, who was reporting to the CPEA Division Director, now reports directly to the President. With extensive staff turnover in audit and evaluation in 2006-2007, some delays can be expected in completing the audits and evaluations forecast in the evaluation and audit plans.

In 2007-2008, SSHRC will give priority to putting in place a full complement of audit, performance and evaluation staff in order to ensure the continued implementation of SSHRC's risk-based evaluation and audit plans for 2006-2007 to 2008-2009. These plans were approved by the Council Board in June 2006. Work will also start on the implementation of the federal government's revised Evaluation Policy expected to be released in 2007-2008.

Over the next fiscal year, SSHRC will finalize and implement a framework for the evaluation of its Doctoral Fellowships program. This evaluation will be completed in coordination with the Fourth-year Review of the Canada Graduate Scholarships (CGS) program, given that the CGS program is fully integrated into SSHRC's Doctoral Fellowships program peer-review process for awards to graduate students in the social sciences and humanities.

SSHRC will also complete the evaluation of two pilot programs launched in recent years: the Aboriginal Research pilot program and the Research/Creation Grants in Fine Arts pilot program. These two programs are considered high risk, given their innovative nature and the fact that they are aimed at new groups of clients for SSHRC. SSHRC's Council will use the evaluative information to make decisions on the future of these programs.

In the coming fiscal year, SSHRC will continue to provide its senior managers with an ongoing, effective assurance function and to provide systematic, independent and objective assessments of management controls in areas of high risk. The Council will continue to work closely with the Audit Committee and, in compliance with SSHRC's new Internal Audit Charter approved in 2006-2007, on the implementation of SSHRC's audit plan. It will also finalize a quality-assurance and improvement program to ensure the effectiveness of the internal audit function. SSHRC is currently exploring alternatives to ensure a competent and continuing audit function within the organization, and will re-assess, early in 2007-2008, its audit priorities to make the necessary adjustments to its audit plan for future years.

**Table 18: Planned Evaluations and Audits, 2006-2007 to 2009-2010**

Name of Internal Audit/Evaluation	Audit / Evaluation Type	Status	Expected Completion*
<b>Internal Audits</b>			
Audit of controls over the integrity of information in the <i>Report on Plans and Priorities</i>		In progress	2006-2007
Audit of effectiveness and efficiency of the administration of the Fellowships, Scholarships and Prizes programs (CGS, Doctoral Fellowships, Postdoctoral Fellowships, Prizes and Special Fellowships)		In progress	2006-2007
Audit of compliance with ethics and values policies and standards		Planned	2006-2007
Audit of the adequacy and effectiveness of the human resources function**		Planned	2007-2008
Audit of controls over the integrity of information in the <i>Departmental Performance Report</i>		Planned	2007-2008
Audit of financial controls: accounting and awards administration**		Planned	2007-2008
Audit of effectiveness and efficiency of the administration of the investigator-framed research programs (Standard Research Grants, Major Collaborative Research Initiatives)		Planned	2007-2008
Audit of compliance with risk-management and active-monitoring policies and guidelines		Planned	2007-2008
Audit of compliance with security and occupational safety policy and standards**		Planned	2007-2008
Audit of confidentiality, integrity and availability of information in AMIS		Planned	2008-2009
Audit of confidentiality, integrity and availability of financial information**		Planned	2008-2009
Audit of corporate governance		Planned	2008-2009
Audit of effectiveness and efficiency of the administration of the Canada Research Chairs Program		Planned	2008-2009
Audit of effectiveness and efficiency of the administration of the Targeted Research and Training Initiatives programs (Strategic Research Grants, Strategic Joint Initiatives, Initiative on the New Economy (INE))		Planned	2008-2009
Audit of effectiveness and efficiency of the administration of the Community-University Research Alliances program		Planned	2008-2009
Audit of effectiveness and efficiency of the administration of the Research Communication and Interaction programs (Aid to Research Workshops and Conferences in Canada, Aid to Research and Transfer Journals, Strategic Knowledge Clusters)		Planned	2008-2009



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Audit of compliance with access to information and privacy acts, regulations, policies, and guidelines		Planned	2008-2009
Audit of compliance with <i>Official Languages Act</i> and policy		Planned	2008-2009
<b>Evaluations</b>			
Evaluation of the Joint Initiatives program mechanism	Formative/summative	Completed	N/A
Evaluation of the INE	Summative	In progress (framework completed)	2007-2008
Doctoral Fellowships evaluation***	Formative/summative	In progress (framework underway)	2007-2008
Aboriginal Research pilot program evaluation	Formative/summative	In progress (framework underway)	2007-2008
Research/Creation Grants in Fine Arts pilot program evaluation	Formative/summative	In progress (framework underway)	2007-2008
Evaluation of the Strategic Research Grants program	Summative	Planned	2008-2009
Research Development Initiatives evaluation	Formative/summative	Planned	2008-2009
Summative evaluation of the Canada Research Chairs Program	Summative	Planned	2009-2010
Summative evaluation of the Indirect Costs Program	Summative	Planned	2009-2010
<b>Electronic Link to Internal Audit and Evaluation Plan:</b> <a href="http://www.sshrc.ca/web/about/publications/publications_e.asp">http://www.sshrc.ca/web/about/publications/publications_e.asp</a>			
<b>Links to Recently Completed Reports:</b> Please note that recently completed evaluation reports are awaiting translation. All audit and evaluation reports are posted in the "Publications" section of SSHRC's website: <a href="http://www.sshrc.ca/web/about/publications/publications_e.asp">http://www.sshrc.ca/web/about/publications/publications_e.asp</a>			

\*Current risk-based evaluation and internal audit plans cover fiscal years 2006-2007 to 2008-2009.

\*\*To be done jointly with NSERC.

\*\*\*This evaluation is being designed in coordination with the evaluation of the Canada Graduate Scholarships program, which is being led by CIHR.

## 4.2 Inter-Agency Coordination and Collaboration

### 4.2.1 Memorandum of Understanding on Roles and Responsibilities

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 the Roles and Responsibilities in the Management of Federal Grants and Awards* (Phase 1 MOU). In 2004-2005, the granting agencies carried out national consultations with universities, colleges, scholarly associations and other recipient institutions on a draft Phase 2 MOU. The key goals 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 2007-2008, the text of the MOU, including the proposed Phase 2 schedules, will be reviewed by legal counsel to ensure consistency with the *Financial Administration Act*. Institutions will be invited to sign the Phase 2 MOU once the review is complete.

### 4.2.2 Ethical Conduct in Research Involving Humans

Canada's three federal granting agencies are also collaborating on a multi-year initiative to establish and promote high standards of ethical conduct in research involving humans. Established in November 2001, the Interagency Advisory Panel on Research Ethics,<sup>11</sup> supported by the Secretariat on Research Ethics, guides the development, interpretation, promotion and implementation of the 1998 *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans* (TCPS).<sup>12</sup> The goals of this interdisciplinary partnership 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 2007-2008, 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 and further adjustments to the TCPS. Finally, as an ongoing initiative,

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

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

the panel will release further interpretation responses to guide implementation and use of the TCPS by researchers, research ethics boards in institutions, and research participants.<sup>13</sup>

In 2006-2007, SSHRC joined together with CIHR, NSERC, Health Canada and other stakeholders at a Sponsors' Table to examine options for a system of governance of research involving humans that will extend beyond the research funded by the three granting councils.<sup>14</sup> A committee of experts will present their findings and recommendations to the Sponsors' Table in 2007.

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

As the major federal source of funds for research and scholarship in academic institutions, SSHRC, CIHR and NSERC are committed to the highest standards of integrity in research and scholarship. The councils have defined their expectations regarding integrity in the *Tri-Council Policy Statement: Integrity in Research and Scholarship*,<sup>15</sup> and actively promote the highest standards of research and scholarship. The councils regard any action that is inconsistent with integrity as misconduct.

SSHRC's Ethics and Integrity Committee ensures that all cases of alleged misconduct are dealt with in accordance with the provisions of the *Tri-Council Policy Statement*. The committee also monitors ongoing policy issues, particularly as they pertain to research conducted in the social sciences and humanities.

Together with NSERC and CIHR, SSHRC is also participating in a Health Canada initiative to assess the state of integrity in research and scholarship in Canada. Activities include a workshop, involving leading authorities on scholarly integrity, aimed at informing Canadian participation at related international conferences; and assisting in the evaluation of Council and institutional policies.

#### **4.2.4 Electronic Business Solutions**

In 2006-2007, SSHRC and NSERC established a new bi-council Integrated Management / Information Technology (IM/IT) Steering Committee. In June 2006, the committee approved three strategic priorities and nine business objectives. In conjunction with this initiative the electronic service delivery and e-business approaches and teams were consolidated. The resulting Electronic Business Solutions team (EBS), has defined a new mandate which currently serves as a focal point for the IM/IT consolidation effort across the three functional teams involved in the endeavour. The EBS vision and accompanying strategic themes have been documented and are being used to prioritize and align IM/IT projects and initiatives with the bi-council priorities and objectives.

A significant milestone was achieved in the consolidation of the bi-council's IM/IT functions when both councils adopted a standards-based approach for their electronic business initiatives. Subsequently, both councils also became foundational members of a new

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

14. See <http://www.hrppc-pphrc.ca/english/sponsors.html>.

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

impartial standards body which will promote the definition and adoption of standards across the research funding and administration domain. The Consortia Advancing Standards in Research Administration Information is expected to release its first standard within the first months of 2007.

#### **4.2.5 The Canadian Common CV**

As a result of the analysis and consultation exercise from the previous fiscal year, SSHRC undertook a CV data harmonization exercise with NSERC as a tangible step towards addressing the underlying principles of the Canadian Common CV (CCCV). Given the termination of the CCCV Cost Sharing Agreement in March 2006, SSHRC and NSERC initiated consultations with all of the agreement's parties to evolve the current CCCV system into a standards-based system that would address bi-council requirements. This is a formal requirement which must be met prior to SSHRC's adoption of a CCCV system.

### **4.3 Management Action Plan**

SSHRC's new president, Chad Gaffield, has initiated a process that will lead to a Management Action Plan. The action plan will integrate both actions to implement the 2006-2011 Strategic Plan and to address the risks identified in SSHRC's Corporate Risk Profile. This integrated planning process is scheduled for completion at the end of summer 2007.

With a three-year horizon, the action plan will address a number of broad goals related to people (human resources), governance, mobilizing the research community, showing results for Canadians, increasing SSHRC's visibility among Canadians, and building an IM/IT infrastructure designed to achieve the objectives of the Strategic Plan.

## Appendix

**Table 19: Program Activity Architecture: 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 graduate students enrolled in the SSH 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.
	1.1.2 Doctoral Fellowships	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	No. of fellowships awarded. Success rates.	Promising new scholars establish a research base at an important time in their career (e.g. faculty renewal). <sup>16</sup>
	1.1.4 Prizes and Special Fellowships	No. of awardees.	Dedication, creativity and outstanding contribution of best Canadian graduate students and researchers are 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	No. of new research projects and researchers supported. No. of grants awarded. Success rates by discipline / area of research, etc.	A research environment conducive to: graduate training, advances in knowledge and the communication of research results in all disciplines and research areas of the SSH.
	2.1.2 Major Collaborative Research Initiatives (MCRI)	No. of research teams supported, and average no. of researchers by team. No. of graduate students associated with MCRI, by type. List of issues addressed by supported teams.	A research environment conducive to: graduate training, advances in knowledge and the communication of research results in all disciplines and research areas of the SSH.
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 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.

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

**Table 19: Program Activity Architecture: 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 SSH 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, and better understanding, appreciation and use of SSH knowledge by communities.
	2.3.3 SSHRC Institutional Grants	No. of institutions supported.	SSH research activity is encouraged at the institutional level.
	2.3.4 Aid to Small Universities	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 SSH is developed and strengthened within small universities in Canada.
	2.3.5 General Support	No. of grants awarded, and link to SSHRC needs and goals.	SSHRC takes advantage of unexpected opportunities for the benefit of the SSH in Canada.
	2.3.6 International Opportunities Fund	Indicators for this program will be developed.	Indicators for this program will be developed.
	2.3.7 BOREAS	Indicators for this program will be developed.	Indicators for this program will be developed.
<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 Programme	No. of books supported. Success rates.	Advanced SSH 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 SSH 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 SSH are enhanced.
	3.1.5 Strategic Knowledge Clusters	Indicators for this program will be developed.	Indicators for this program will be developed.
	3.1.6 Networks of Centres of Excellence	No. of networks funded. No. of researchers and partners involved in networks.	A sustainable critical mass of researchers and trainees in the SSH, health, and natural sciences and engineering, collaborating in a multi-disciplinary 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), resulting in the transfer of knowledge and exploitation of leading-edge research results with economic or societal benefits to Canada.

**Table 19: Program Activity Architecture: 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	Indicators for this program will be developed.	Indicators for this program will be developed.
<b>SO 4.0 Institutional Environment — A Strong Canadian Research Environment</b>			
4.1 Indirect Costs of Research	4.1.1 Indirect Costs Program	No. of grants awarded by institution type, region, etc. Percentage of funds invested by output area.	An enhanced institutional research environment in Canadian universities, colleges, and affiliated research hospitals and health research institutes.

**Table 20: Summary of Report on Plans and Priorities Commitments**

Section	Commitments	Planned Timeline	Page
Key Priorities	Review the diagnosis of the challenges of new scholars and identify possible steps to address these challenges	2007-2008	9
	Increase the internationalization of SSHRC's peer-review system	2007-2008	10
	Determine how best to increase the responsiveness and flexibility of SSHRC's investigator-framed programs	2007-2008	10
	Examine the factors that create a rich and effective training environment for students	2007-2008	11
	Further develop SSHRC's role as national facilitator for the Knowledge Impact in Society projects funded in 2006	2007-2008	11, 28
	Run another competition of the Strategic Knowledge Clusters program, to fund seven additional Clusters	2007-2008	11, 29
	Develop and implement a three-year plan for the new Partnerships Branch	2007-2008	12
	Stimulate new research on research results indicators	2007-2008	12
	Collaborate with other granting agencies to explore the relationships between the elements of the federal research-funding effort	2007-2008	12
	Further develop and implement a governance-renewal action plan	2007-2008	13, 33
	Consolidate the new organizational structure and composition of the management team	2007-2008	13
	Develop and implement a management action plan	2007-2008	13, 46
	People	Award 2,400 CGS scholarships at the master's and doctoral levels	Ongoing
Participate in a formal evaluation of the CGS program, led by CIHR		2007-2008	16
Offer around 600 new Doctoral Fellowships		Ongoing	17
Examine new ways to improve the research training environment		2007-2008	17
Offer around 140 new Postdoctoral Fellowships		Ongoing	17
Award the Gold Medal, the Aurora Prize, the Postdoctoral Prize and the William E. Taylor Fellowship		Ongoing	17
Award the 2,000th Canada Research Chair		2007-2008	18
Renew, replace or reallocate Canada Research Chairs and chairholders in accordance with the changing allocations to institutions, and apply a revised method for calculating allocations		Ongoing	19
Research	Support the best research projects proposed by established and new scholars	Ongoing	21
	Work towards SSHRC's long-term goal of reducing the number of applications that are deemed excellent but not funded due to financial constraints	Ongoing	21
	Enhance national partnerships and networks of world-class researchers through the MCRI program	Ongoing	21



	Invest in the activities of the final year of the INE program	2007-2008	22
<b>Research</b>	As part of the development of the new Partnerships Branch, review SSHRC's strategic research priority areas	2007-2008	22
	Continue investing in community-university research alliances, and continue facilitating the exchange of best practices among CURA recipients	Ongoing	24
	Organize the first meeting of an international forum of funding agencies	2007-2008	25
	Participate in organizing the International Data Forum in Beijing, with the United Kingdom's Economic and Social Research Council and the Chinese Academy of Social Sciences	2007-2008	25
	Develop and fund international collaboration opportunities for Canadian researchers	2007-2008	26
	Maintain existing and forge new international partnerships	2007-2008	26
	Explore ways to promote the international mobility of doctoral students	2007-2008	26
	Continue to provide advice in support of the Canadian International Polar Year (IPY) program, and continue to support research and related activities in the SSH that are relevant to the IPY	2007-2009	26
	Work with a network of universities and public and private sector partners to develop research and public consultation activities related to a low-carbon economy	2007-2008	27
	Facilitate knowledge-mobilization activities between academic researchers and Ottawa's policy community, by supporting a third major symposium on population, work and family	2007-2008	27
	<b>Knowledge Mobilization</b>	Define the responsibilities of the Grants and Fellowships Branch and Partnerships Branch managers and staff for knowledge mobilization and the skills, competencies and training relevant for knowledge mobilization	2007-2008
Implement changes to the Aid to Research and Transfer Journals program		2007-2009	29
Continue to build and enhance interdisciplinary national networks of researchers through the tri-agency Networks of Centres of Excellence program		Ongoing	29
<b>Indirect Costs</b>	Launch an overall program evaluation of the Indirect Costs Program, to be completed in May 2009	2007-2008	30
<b>Key Management Priorities</b>	Staff a full complement of audit, performance and evaluation staff	2007-2008	41
	Continue implementation of SSHRC's risk-based evaluation and audit plans	2007-2008	41
	Initiate processes for the implementation of the expected revised federal Evaluation Policy	Ongoing	41
	Continue to work towards finalizing Phase 2 of the granting agencies' memorandum of understanding with research institutions	2007-2008	44
	Continue participating in discussions on the development of a Canadian governance system for research involving humans	2007-2008	44

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