

Social Sciences and Humanities Research Council of Canada

1998-99
Estimates

Report on Plans and Priorities

Recommended:

Marc Renaud, President

John Manley
Minister of Industry

Table of Contents

Section I: Messages

| | |
|---|---|
| Minister's Message | 1 |
| Message from the Secretary of State (Science, Research and Development) | 2 |
| Management Representation Statement..... | 3 |

Section II: SSHRC Overview

| | |
|---|---|
| Mandate, Roles and Responsibilities | 4 |
| Objective | 5 |
| Figure 1: Financial Spending Plan..... | 6 |

Section III: Plan, Priorities and Strategies

| | |
|---|----|
| A) Summary of Key Plans, Priorities and Strategies..... | 7 |
| B) Details by Business Line..... | 10 |
| Planned Spending..... | 10 |
| Objectives | 10 |
| External Factors Influencing the Business Line | 10 |
| Key Plans and Strategies..... | 15 |
| Expected Results..... | 22 |

Section IV: Supplementary Information

| | |
|---|----|
| 1. Spending Authorities | |
| Table 1: Spending Authorities – Ministry Summary | |
| Part II of the Estimates..... | 23 |
| 2. Personnel Information | |
| Table 2.00: Organization and Program Composition | 24 |
| Table 2.01: SSHRC's Corporate Organization..... | 25 |
| Table 2.02: Responsibility for Planned Spending by Program | |
| and Business Line for 1998-99 | 25 |
| Table 2.1: Planned Full Time Equivalent (FTE's) by Program | |
| and Business Line | 26 |
| Table 2.2: Details of FTE Requirements | 26 |
| 3. Capital Projects Information | 26 |
| 4. Additional Financial Information | |
| Table 4.1: Agency Summary of Standard Objects Expenditure | 27 |
| Table 4.2: Program Resources by Program and Business Line for 1998-99 | 28 |
| Table 4.3: Details of Transfer Payments by Program and Business Line | 29 |
| Table 4.4: Details of Revenue by Program..... | 29 |
| Table 4.5: Net Cost of Program for 1998-99 | 30 |
| 5. Other Information | |
| Table 5.1: References..... | 31 |

Section I: Messages

1. Minister's Message

A new global economy based on knowledge and innovation is rapidly emerging. Canada has the opportunity to position itself as a world leader in this knowledge-based economy, and the Industry Portfolio plays a key role in the government's strategy to seize this opportunity. Bringing together thirteen departments and agencies responsible for science and technology, regional development, marketplace services and micro-economic policy, the Industry Portfolio is a powerful toolkit to help Canada make a smooth transition to the economy of the 21st Century.

Since the creation of the Industry Portfolio, my priority has been to ensure that the Portfolio focusses on helping Canadian businesses to fulfill their potential to innovate, grow and create jobs. Portfolio members work together and with other partners to narrow Canada's gaps in the areas of innovation, trade, investment, human resources and community economic development, helping to create jobs and wealth in all sectors of the economy and in all regions. In so doing, we are helping Canadian businesses to position themselves at the forefront of the knowledge-based economy.

The Portfolio members' Reports on Plans and Priorities collectively illustrate how the Portfolio is meeting the challenges of the knowledge-based economy through our focus on: promoting innovation through science and technology; encouraging trade and investment; helping small and medium-sized enterprises to grow; promoting economic growth in Canadian communities; improving the coordination of Portfolio communications; realizing the potential of the Portfolio's people; and measuring the Portfolio's performance. The Portfolio is strongly committed to achieving these objectives and has a strong sense of accountability to Canadians for their delivery. We are also committed to measuring the success of our performance and to reporting on our accomplishments in future performance reports.

Working together, we will make a difference to the economic and social fabric of Canada and ensure our success in the global knowledge-based economy.

The Industry Portfolio is...

Atlantic Canada Opportunities Agency
Business Development Bank of Canada*
Canadian Space Agency
Competition Tribunal
Copyright Board Canada
Canada Economic Development for Quebec Regions
(formerly the Federal Office of Regional Development
(Quebec)
Industry Canada
National Research Council Canada
Natural Sciences and Engineering Research Council of
Canada
Social Sciences and Humanities Research Council of
Canada
Standards Council of Canada*
Statistics Canada
Western Economic Diversification Canada

** Not required to submit Reports on Plans and Priorities*

The Honourable John Manley

2. Message from the Secretary of State (Science, Research and Development)

In the global knowledge-based economy, Canada's future prosperity will be built on a foundation that supports advancements in the fields of science, research and development. The government recognizes the importance of these fields of endeavour and their contribution to innovation, jobs and our quality of life as Canadians. Our future success depends on our ability to innovate as individuals, as communities, and as a nation.

Hard work alone will not guarantee continued success. Our prosperity will depend as much on our ability to generate and use knowledge -- knowledge that largely comes from ongoing science, research and development initiatives. These initiatives are not being undertaken in isolation; government is working harder than ever before with other public and private sector partners. Throughout, government continues to place an emphasis on encouraging both the research to generate new ideas and the development of highly qualified personnel. Through the strategic approach to the support of science, research and development, the government is making its contribution to the evolution of science-based products and services, as well as job creation.

By promoting science, research and development, the government helps fuel the innovation that improves our global competitiveness and stimulates jobs and growth. This Report on Plans and Priorities illustrates how we, in government, are harnessing the benefits of science and technology for the future of all Canadians. These initiatives are helping to create stronger partnerships that lead to better jobs for Canadians, to an improved quality of life, and to increases in the world's stock of knowledge. These initiatives are translating the promise of science, research and development into real opportunities for our future.

The Honourable Ron J. Duhamel

Management Representation Statement

| MANAGEMENT REPRESENTATION / DÉCLARATION DE LA DIRECTION <i>Report on Plans and Priorities 1998-99 / Un rapport sur les plans et les priorités de 1998-1999</i> | |
|---|--|
| <p>I submit, for tabling in Parliament, the 1998-99 Report on Plans and Priorities (RPP) for The Social Sciences and Humanities Research Council of Canada</p> | <p>Je sou mets, en vue de son dépôt au Parlement, le Rapport sur les plans et les priorités de 1998-1999 du Conseil de recherches en sciences humaines du Canada</p> |
| <p>To the best of my knowledge (and subject to the qualifications outlined below), the information:</p> <ul style="list-style-type: none"> • Accurately portrays the agency's mandate, plans, priorities, strategies and expected key results of the organization. • Is consistent with the disclosure principles contained in the <i>Guidelines for Preparing a Report on Plans and Priorities</i>. • Is comprehensive and accurate. • Is based on sound underlying agency information and management systems. • I am satisfied as to the quality assurance processes and procedures used for the RPP's production. <p>The Planning and Reporting Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.</p> | <p>À ma connaissance (et sous réserve des observations ci-dessous), les renseignements :</p> <ul style="list-style-type: none"> • Décrivent fidèlement les mandat, plans, priorités, stratégies et résultats clés escomptés de l'organisation. • Sont conformes aux principes de divulgation de l'information énoncés dans les <i>Lignes directrices pour la préparation du Rapport sur les plans et les priorités</i>. • Sont complets et exacts. • Sont fondés sur de bons systèmes d'information et de gestion sous-jacents. • Je suis satisfait des méthodes et procédures d'assurance de la qualité qui ont été utilisées pour produire le RPP. <p>Les ministres du Conseil du Trésor ont approuvé la structure de planification, de rapport et de responsabilisation (SPRR) sur laquelle s'appuie le document et qui sert de fondement à la reddition de comptes sur les résultats obtenus au moyen des ressources et des pouvoirs fournis.</p> |
| <p>Name / Nom: _____</p> <p>Date: _____</p> | |

Section II: SSHRC Overview

Mandate, Roles and Responsibilities

SSHRC was created by Part 1 of the *Government Organization (Scientific Activities) Act, 1976*. As stipulated in the *Social Sciences and Humanities Research Council Act (1976-77, c. 24, s. 2)*, the Council's mandate is to:

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

The Social Sciences and Humanities Research Council (SSHRC) is a key national agency helping Canada build the knowledge and skills it needs to thrive in a global, knowledge-based economy. More specifically, SSHRC promotes and supports university-based research in the social sciences and humanities, as well as the training of highly qualified people in these fields. The social sciences and humanities embrace a wide range of disciplines and fields of knowledge that examine human action and behaviour, including their social, economic and cultural determinants. Some examples are economics, business and administrative studies, ethics, education and law, as well as history, literature and philosophy, anthropology, psychology, sociology, fine arts, native, religious, environmental and women's studies. SSHRC's clientele represents 54% of all full-time university-based researchers and 57% of all full-time graduate students.

By investing in research and training in the human sciences, SSHRC makes an important contribution to improving Canada's standard and quality of life. It helps to build the dynamic knowledge and skills we need to:

- remain innovative and competitive in a rapidly changing world economy;
- maintain a society that is well-informed and intellectually strong;
- draw on the strengths of our cultural heritage, and address current and future challenges with imagination and wisdom.

SSHRC provides critical leadership in the development of social sciences and humanities research across Canada and in the development of policies governing research as a whole. It seeks to consolidate and structure the national research effort in the human sciences, to enhance knowledge-building and innovation, and to respond effectively to the changing needs of government, business and community groups and the broader Canadian society.

In the coming years, SSHRC will continue to act as a catalyst within the research community and steer the research effort in ways that further research excellence, innovation, productivity and socio-economic relevance. Recognizing that the broad range of social, economic, cultural, and intellectual problems to be addressed inherently requires a mix of research methods and approaches, the Council will continue to operate with a flexible program structure and strategic partnerships wherever opportunities exist.

Objective

To support high-quality research and research training that help us to understand the evolving nature of the society we live in and to address the emerging challenges and opportunities more effectively and to help put the benefits of research to work by promoting the transfer of knowledge among researchers, research partners, policy makers and other stakeholders within Canadian society.

Social Sciences and Humanities Research Council

Figure 1: Financial Spending Plan

| (\$ millions) | Forecast Spending 1997-98 * | Planned Spending 1998-99 | Planned Spending 1999-00 | Planned Spending 2000-01 |
|--|-----------------------------------|---|--------------------------------|--------------------------------|
| Gross Program Spending: | | | | |
| Social Sciences and Humanities Research Council | 94.8 | 100.5 | 100.6 | 102.6 |
| Less: Revenue Credited to the Vote | - | - | - | - |
| Net Program Spending | 94.8 | 100.5 | 100.6 | 102.6 |
| Less: Revenue Credited to the Consolidated Revenue Fund (CRF) | (0.7) | (0.7) | (0.7) | (0.7) |
| Plus: Non-budgetary | - | - | - | - |
| Plus: Cost of Services Provided by other Departments | 1.5 | 1.5 | 1.5 | 1.5 |
| Net Cost of the Agency | 95.6 | 101.3 | 101.4 | 103.4 |

* Reflects best forecast of total planned spending to the end of the fiscal year.

Section III: Plans, Priorities and Strategies

A) Summary of Key Plans, Priorities and Strategies

| Social Sciences and Humanities Research Council | |
|--|--|
| <i>(Plan) to provide Canadians with:</i> | <i>(Strategies) to be achieved/demonstrated by:</i> |
| A strong and diverse <u>research capability</u> in social sciences and humanities to further develop and maintain a strong capacity for innovation. | <ul style="list-style-type: none"> • SSHRC's support for Research Grants contribute to the development of the social sciences and humanities base through the expansion of knowledge • They also enable social scientists and humanists to enhance their skills, develop data resources and methods and apply technology, and thus provide institutions with a range of opportunities to improve research performance |
| Targeted research capacity built on <u>partnerships and alliances</u> with users of research in the public and private sectors to respond to needs of society, government, business and community groups | <ul style="list-style-type: none"> • Developing partnerships with private and public sector organizations • Creating research alliances to promote collaboration across disciplines and sectors • Establishing multi-institutional research networks to maximize use of resources, technology and expertise • Focusing support to areas dealing with major social problems/challenges faced by Canadians to assist policy development on these key national issues |
| <u>Training of highly qualified</u> Canadians in the social sciences and humanities to improve the quality of research in academic, government and business environments, and provide graduates with the skills they need for successful careers | <ul style="list-style-type: none"> • Sustain direct support to students and promising new researchers through Doctoral and Postdoctoral Fellowships • Optimize indirect support to training of highly qualified personnel of tomorrow |

| | |
|--|--|
| <p><u>Training of highly skilled</u> (<i>cont.</i>)</p> | <p>through SSHRC-funded basic, collaborative and strategic research projects</p> <ul style="list-style-type: none"> • Enhance opportunities for training through partnerships involving matching employees and graduates in social sciences and humanities • Encourage expertise development in regions of strategic importance to Canada • Foster interdisciplinarity to build problem-solving capacity and expertise |
| <p><u>Co-operation and networking at the international level</u> to increase the international and comparative contribution to our own research and training priorities, resources and strengths</p> | <ul style="list-style-type: none"> • Whenever possible, international collaboration will be promoted through our existing research support programs • Concerted effort to build linkages to major foreign programs of research in social sciences and humanities when comparative work offers the possibility of deeper insights into issues being studied • Encourage international research which can inform policy directions in regions of strategic importance to Canada |
| <p><u>Increased research communication and knowledge transfer</u> to promote awareness and use of SSHRC-funded research</p> | <ul style="list-style-type: none"> • Increased use of non-academic means to communicate research to end-users and public research programs • Collaboration mechanisms and networks will incorporate strategies for transferring knowledge to users • Expanding the use of SSHRC's Web site by posting success stories and advice and support for funded researchers to improve standards of communication |

| | |
|---|---|
| <p><u>Policy leadership</u> for the development of social sciences and humanities research capabilities in Canada</p> | <ul style="list-style-type: none"> • Corporate initiatives and services to support a strong research and science policy • Meeting objectives of a more structured S&T framework including the Industry Portfolio Action Plan aimed at increasing interdepartmental co-ordination and collaboration • Creating linkages between the SSHRC research community and the Federal Policy Research Initiative, to build knowledge for public policy decisions in Canada |
| <p><u>Commitment to sound investment of our resources</u> and effective management of programs</p> | <ul style="list-style-type: none"> • Minimising administrative expenditures within our budget • Systematically redirecting investment through a process of annually reviewing available resources and program priorities • Leveraging resources for SSHRC research through research partnerships • Reorganization and redefined role of Council and its committees to optimise functioning of SSHRC |

B) Details by Business Line

SSHRC has one business line: Support of Research and Scholarship in the Social Sciences and Humanities. All SSHRC activities relate to and support this business line.

Planned Spending

Figure 1: Financial Spending Plan (see page 6)

Objectives

SSHRC's objectives are:

- to support high quality research and training that results in better understanding of the evolving structures and foundations of society and provide knowledge toward solutions for fundamental socio-economic issues.
- to help put the benefits of research to work by promoting the transfer of knowledge among researchers, industry, policy makers and other users within Canadian society.

External Factors Influencing the Business Line

The external factors influencing SSHRC's operating environment present both constraints and opportunities. A key challenge for SSHRC in the current context is to carry out its mandate with shrinking resources, while dealing with a high volume of research and training demands. This section presents key elements of the external environment in which SSHRC currently operates including changes in the university research system, public expectations, and greater demands from government and private sectors for research applications and highly trained personnel.

A. A changing university environment

Like other public institutions in Canada, universities are grappling with large-scale cutbacks. The infrastructure and other types of support required to sustain research at Canadian universities has fallen substantially, while cost-driven restructuring of academic programs and university departments places new demands and stresses on all those working within our universities. At the same time, universities are called

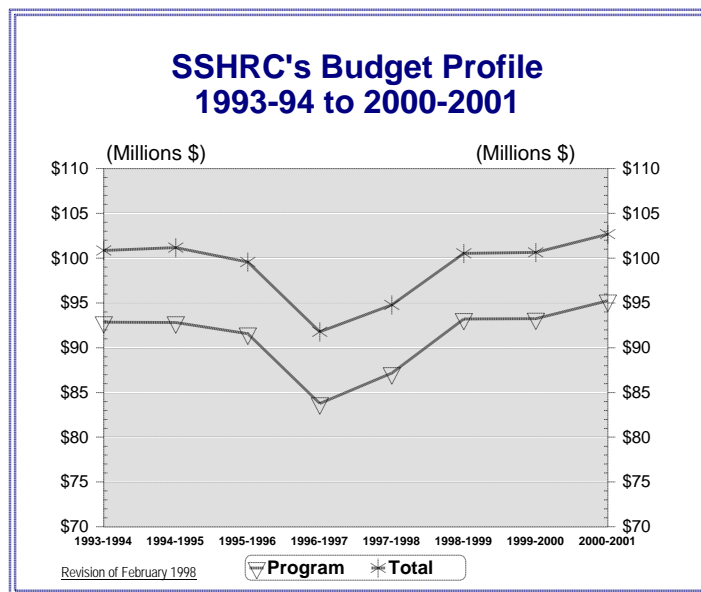
upon to provide the knowledge base needed to meet the daunting intellectual and social challenges of today - - from restructuring the world economy to dealing with the complex ethical issues facing modern society. New fields of knowledge have developed and heightened the need for trained researchers and highly qualified personnel. Furthermore, necessary but expensive co-operation among researchers across disciplines, both nationally and internationally, has become essential for research work and for the advancement of knowledge. The constraints operating in the universities have an important impact on research and training capacity in social sciences and humanities resulting in greater demands and pressures on SSHRC resources.

B. SSHRC and the research enterprise

As a result of fiscal restraint, SSHRC's Grants and Fellowships budget has decreased from \$92.8 million in 1994-95 to \$87.2 million in 1997-98.

In this context, SSHRC is redoubling its efforts to ensure the best return on investment in social sciences and humanities research. SSHRC has also identified priority areas for future research investments in its fields. These are described below.

Graph 1



C. Addressing knowledge gaps

The Canadian social sciences and humanities community is one of the most dynamic and competent in the world. They supply the material (data, indicators, analysis) on social development and work toward solutions for fundamental issues in society. Their work influences the scientific and technical, economic and political development of our advanced societies and provides analysis of the most important

social transformations underway - - such as unprecedented demographic changes, social stability and cohesion, global impacts on employment, and sustainable development.

SSHRC needs to further mobilize Canada's "intellectual army" in the human sciences to work in more direct partnerships with policy-makers and other end-users of research results. Such partnerships would target gaps in policy-relevant knowledge related to the government's social agenda.

A massive Federal interdepartmental effort, as well as SSHRC's own consultations with users of research in government and industry helped identify areas where we need new knowledge to develop effective policies and programs to manage change and succeed as a smart society in a knowledge-based economy. Here are some of those areas:

- **Human development** – the various levels of adjustment required of the individual in a context of technological change and innovation, the educational needs they precipitate, their impact on personal growth, on family life, on population health, and on other aspects of society.
- **Social cohesion** – the impact of globalization and change on communities, the weakening of Canadian identity, rural-urban cleavages, the threat of violence owing to marginalization, etc.
- **Globalization** – the problems posed by the concentration of wealth, the impact of North American integration, world security, environmental and health-related threats, etc.
- **Growth** – the determinants of growth and productivity, the disparity in growth patterns, the role of macroeconomic policy, etc.
- **Governance** – the impact of government restructuring on the social contract, Aboriginal self-government, federalism, the positioning of Canada in the new world order, etc.

Long-term investment in research in these key policy areas will be necessary to ensure Canada's ability to compete and innovate in a knowledge-based world. SSHRC will continue to steer its targeted research support programs to developing areas of strength in policy-relevant research on critical national issues.

D. Addressing training needs

For the Canadian social sciences and humanities, an expanding range of intellectual challenges as well as demographic and labour market factors make it vitally important that SSHRC be in a position to meet the double challenge of strategically preparing

“la relève” – the highly qualified personnel of tomorrow – in key sectors of Canadian society where social sciences and humanities expertise will be required, and of easing the transition of youth to the job market. Here are four areas on which SSHRC should focus to build Canada’s human capital in the coming years:

- **Preparing for a globalized political and economic system** – to ensure that Canada has enough experts in areas such as foreign languages, cultures, business practices, political and economic structures, etc., and that expertise is steered toward regions of strategic importance to our country, such as China, Eastern Europe and Latin America.
- **Matching employers and human science graduates** – to ensure that businesses have access to graduates with the appropriate managerial skills and other relevant expertise through industry-based training jointly supervised by academic and industrial staff.
- **Fostering interdisciplinarity to build our problem-solving capacity** – to broaden the interactions between disciplines within universities and to prepare students to tackle complex issues in areas such as health and the environment by exposing them to the perspectives of more than one discipline and giving them hands-on research experience with specialists in different fields.
- **Replenishing the capacity for innovation in Canadian universities and society** – to keep our best young minds in Canada by funding them at the critical phase in their careers when they have to broaden their skills and build the networks required to launch their research careers or to create their own jobs.

E. Social innovation through strategic partnerships and alliances

Canadian legislators, policy makers, NGOs, and business sectors have traditionally relied on knowledge developed by social sciences and humanities to move forward in key areas of national concern. For example, it is partly owing to research in these fields that reinvesting in our children has been recognized as a national priority, that provinces have taken on the challenge of restructuring their hospital sector and overhauling their school curriculum. Knowledge from human science research is helping us fine-tune our immigration policies, develop new tools for community empowerment, and provide our children with the tools to bond with each other through the information highway while staying in their own local schools.

There is also growing recognition among all sectors that research partnerships can be effective means to better communicate the results of research to those who may apply it to practical ends. SSHRC is committed to increasing partnerships with the users of research by redirecting resources and programs to partnerships with government departments, business and community organizations.

Under the Thematic Programs, between 1991 and 1995, the proportion of applications involving partners increased from 34 percent to 56 percent. Moreover, these programs were found to have attracted partners from a variety of economic sectors ranging from multinational resource extraction industries, communications and other high-tech industries to non-governmental organizations and federal, provincial and municipal government departments. As noted earlier, one of the key benefits of partnership development is the creation of effective two-way communication. Where strong partnerships are created, researchers and partners collaborate in developing a clear picture of partners' research needs and researchers are much more effective at sharing their research results.

The SSHRC Joint Initiatives funded through joint agreement between SSHRC and private industry, government agencies or community organizations have successfully levered significant new resources for research and provided a major boost to knowledge transfer between researchers and users. Graph 2 – illustrates the partnership development dimension of SSHRC programming and the success in leveraging resources. We believe there is far more scope and opportunity to develop partnership programs with users of social science and humanities research in business and government than is presently realized.

F. The need for research collaboration and network building

A decade ago SSHRC redirected its programming orientation to encourage more collaboration, teamwork and network, recognizing that concentration can help researchers to work together and thus improve the quality and impact of their research. The Strategic Grants Programs, Major Collaborative Research Initiatives, International Summer Institutes, Joint Initiatives, Research Networks Grants, the Thematic Programs and the Networks of Centres of Excellence had a significant impact on changing the way social sciences and humanities researchers conduct their research. These programs were developed in recognition of the fact that most challenges facing our society today transcend traditional disciplinary boundaries. Multi-faceted issues such as the globalization of the economy, the ethics of genetic testing and family violence must be considered from a number of different perspectives in order to build an accurate understanding of them. In recognition of this need, SSHRC programs encouraged researchers to work in collaborative, multi- or inter-disciplinary teams. In 1989, 64 percent of the applications to the Strategic Grants programs were made by single researchers. Between 1991 and 1995, 74 percent of the applications were made by teams of researchers. In 1989, 21 percent of the applications were multidisciplinary; between 1991 and 1995, more than half of the applications were multidisciplinary.

Key Plans and Strategies

The context which underpins social sciences and humanities research is changing rapidly as the university environment undergoes massive cost-driven restructuring with significant impact on academic departments, research programs and the training of highly qualified personnel.

SSHRC must be prepared to deal with the changes, and the increasingly diverse needs and expectations. First, through the support it offers, SSHRC must help the national research enterprise remain strong and intellectually competitive so that Canada may sustain its capacity for world-class research in the social sciences and humanities. Second, SSHRC must support research that benefits Canadian society in both the short and longer term. Third, SSHRC must respond to government expectations regarding its role in national science and technology (S&T) efforts and fulfil its responsibilities as a member of the Industry Portfolio.

Our shrinking resources and increasing demands on programs and activities present an ongoing challenge. Therefore, SSHRC resources are being concentrated on the core function or support for basic research, partnership development and training of highly qualified people.

The first three strategies identified below focus on SSHRC's broader programmatic goals and operational strategies.

1. Maintaining support for basic research

Basic research is a fundamental intellectual asset in achieving advancement of knowledge. By definition basic research is responsive to researchers' perceptions of research opportunities, and flexible enough to allow a rapid response to new and emerging opportunities. In terms of the skills of researchers, basic research provides opportunities for individual researchers at all career stages to develop and acquire skills through carrying out quality research, developing new theories and methodological innovations. By funding basic research SSHRC invests in the work of individual researchers and research teams and increases the timeliness of access to new knowledge about society, economy and culture, including the underpinnings of human behavior and social change.

SSHRC support to basic research is provided either through grants to individuals or teams of researchers (Standard Research Grants program) or through block grants to universities (SSHRC Institutional Grants program). Support for basic research comprises the single largest proportion of SSHRC grant funds, and will be maintained despite a declining budget.

2. Building research alliances and partnerships

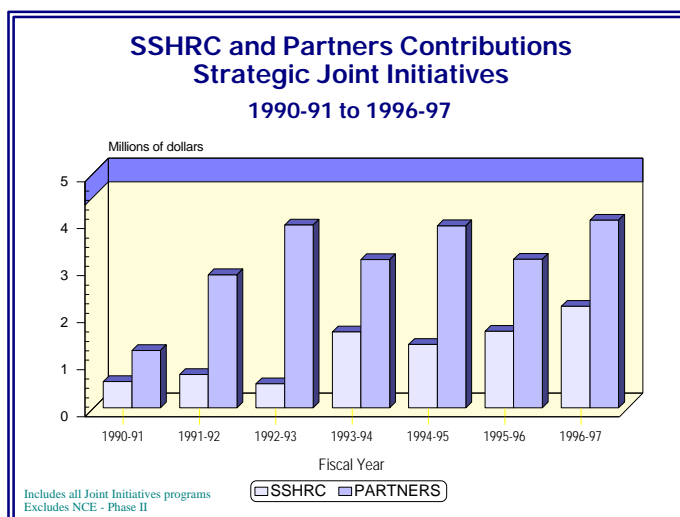
While maintaining its commitment to support basic research, SSHRC has geared its new and some of its well-established programs to new forms of knowledge production and promising trends in social sciences and humanities research both here and abroad. It has done this by emphasizing and promoting:

- A stronger and more active collaboration among researchers through *teamwork* and *networking*. This is one of the most promising routes for making headway at a time when the quantity and variety of information and the complexity of research issues are continually expanding. It naturally complements more traditional and individual approaches to research problems. The launching of the five (5) SSHRC Strategic Research Networks in Education and Training and the Telelearning Network (NCE) provide examples of significant investment in problem-oriented, applied research that Canada needs to address the challenges facing our education and training systems. These networks have created network partnerships involving researchers, educators, policy makers, and business and industry leaders, demonstrating that SSHRC is in the business of knowledge transfer.
- *Interdisciplinary research*. This intellectual tool is vitally needed to counterbalance the effects of specialization and the ongoing proliferation of disciplines and to tackle more efficiently and thoroughly the increasing breadth and basic interrelatedness of contemporary national and global issues and problems. Under a new SSHRC major scale research program, an interdisciplinary team consisting of 17 researchers representing the fields of economics, political science, sociology and law, is looking at the enormous economic, demographic, cultural and policy changes impacting on distribution of well-being in Canada. This research will yield significant advances in our understanding of the social, economic and political determinants of the distribution of well-being in Canada – and the interactions among these diverse factors.

Another major scale program on Sustainable Development in the Arctic is organized around themes: food, economy, health, environment and legal frameworks. This research will address the fundamental knowledge gaps between Arctic economic development, national and international policies and legal frameworks, and human health as related to nutrition behavior and preferences.

- *Intellectual and financial partnerships.* Partnerships are essential, not only from a financial point of view, but also in order to bring academics closer to the community, better match the interests of researchers and the needs of society, and facilitate the

Graph 2



transfer of knowledge to the potential users of research. Partnerships between SSHRC and other sectors, including government and business, are at the center of our strategy to promote use of social science research in government and industry and to leverage additional resources for research in our fields. The success of our partnership programs has established a solid foundation for future initiatives. Our partners have included Health Canada (health promotion and family violence research), Citizenship

and Immigration Canada (the impact of immigration on cities), Northern Telecom Canada (science culture), and NSERC and industry partners (Chairs in the management of technological change). The success of these partnership programs is demonstrated by the levering of funds outside SSHRC (Graph 2).

Beginning in 1997/98 SSHRC allocated additional operational capacity for our partnership development role. One aspect of the new thrust has been to bring representatives of business and government onto our Board. In 1998 we shall also encourage closer links with business through the Industry Portfolio Action Plan and launching of the **Network on Regional Innovation Systems** involving SSHRC, NRC, NSERC, IC and Statistics Canada as partners. The Network will be composed of up to five regional networks across Canada and will explore the relationship between innovation and economic development at local and regional levels with the aim of improving regional innovation systems. The Network will provide a forum for researchers, private sector firms and associations and government policy makers to share ideas and research results and to chart new directions for research in this key area.

With other government departments, SSHRC is developing mechanisms to strengthen linkages between researchers and the federal policy research capacity. SSHRC is collaborating with the Policy Research Secretariat (PRS) to define potential new SSHRC strategic research areas for development. Many such collaborations and partnership initiatives are underway, including partnerships with the Canadian

Forestry Service for research on the social, economic and cultural dimensions of forestry issues, International Development Research Centre (IDRC), Canadian Heritage, Human Resources Development Canada (HRDC) and the Law Commission of Canada.

The SSHRC has to date concluded fourteen (14) research alliances. We believe there is more scope for closer alliances and partnerships with users of research in business and government than is presently realized. In 1998-99 SSHRC will pursue an expansion of such collaboration in all aspects of its work.

3. Training highly qualified researchers for Canada

Within our strategies we see the training of highly qualified people as a key contribution to the development of a strong research enterprise. Attracting talented graduates in social sciences and humanities research by supporting their training can help improve the quality of research in academic, government and business environments, and provide graduates with skills they need for successful careers. However, the training of young people as academic researchers and teachers only satisfies one part of our double strategy of preparing highly qualified people for Canada's future. The second part will require a focus on easing in the transition of youth to the job market and promoting career moves between social science and humanities fields and business and government.

Trained social scientists and humanists work in many fields. Business is a major employer – in management, marketing, personnel, planning and consultancy. The many branches of government also require highly trained people as researchers and research managers. Our strategy to build human capital will target the following areas:

- **Preparing for a globalized political and economic system** – is necessary to ensure that Canada has enough experts in areas such as foreign languages, cultures, business practices, political and economic structures, etc., and that expertise is steered toward regions of strategic importance to our country, such as Asia and Latin America.

A SSHRC-IDRC joint initiative will establish an awards program to enable young Canadian researchers to develop expertise and knowledge in new and emerging issues on the Canada-Asia and Canada-Latin America horizon that will shape the relationships between Canada and these regions of strategic importance to Canada. The vehicle for the partnership will be a joint SSHRC-IDRC initiative based on two of SSHRC's existing programs: the Post Doctoral Fellowships and Research Grants for young scholars. These two programs have been chosen because they favour a younger generation of researchers.

- **Matching employers and human science graduates** – is necessary to ensure that businesses have access to graduates with the appropriate managerial skills and other relevant expertise through industry-based training jointly supervised by academic and industrial staff. As well, within government, developing targeted training and

research internships are necessary to help match research needs and expertise. To promote the **Youth and Training** agenda SSHRC is pursuing new partnerships with federal government departments and agencies to provide increased funding to students while linking them and their research to the specific needs of government. The expected result will be better training for the next generation of researchers as well as better policy making. As an example, we are currently finalising an agreement with Natural Resources Canada to match graduate students funded through SSHRC with the department. Top up funds will be provided by NRCan to students who are working in the area of forest management, a key area for Canada's economy. We expect to conclude similar partnerships with a number of other departments in the coming year.

To promote actions in these important areas SSHRC will establish a new standing committee of Council in early 1998 to guide the future development of training support capacity.

- **Fostering interdisciplinarity and replenishing the capacity for innovation** in Canadian universities are additional areas where SSHRC will seek to expand its impact. SSHRC will explore partnerships with MRC and NSERC to enhance interdisciplinary training in targeted areas.

4. SSHRC's international activities

Research in today's world is an international enterprise and is directly affected by the accelerating trend towards globalization. For Canadian researchers, working in a relatively small and open community, it is increasingly important to develop international linkages, and bring back new knowledge, technologies, innovations and new research practices that can strengthen Canadian S&T resources.

The federal S&T strategy tasked science based departments and agencies (SBDAs), including SSHRC, to develop plans to promote international S&T activities. As well, a framework for the government's S&T activities is being developed to assist SBDAs in implementing their international plans.

As a result of this context SSHRC developed its own position paper, "Towards an International Strategy for SSHRC", outlining major challenges and proposing some new directions to strengthen SSHRC's international collaboration and linkages.

SSHRC's international strategy calls for

- expanding research support for international activities through more effective use of the present array of funding modalities in use at SSHRC, including the newly-designed Research Development Initiatives Program, and targeted thematic research;

- encouraging and facilitating collaborative endeavours with foreign partners in designated thematic areas, where comparative and international studies offer deeper insights and valuable data into issues being studied;
- ensuring full participation of the social sciences and humanities in the federal government's emerging strategy for international S&T.

SSHRC will promote this new international orientation through partnerships and research alliances, building on such models as the Metropolis Project, funded by SSHRC and Citizenship and Immigration Canada.

A small ad hoc Committee of SSHRC Council will be created, early in 1998, to assist in the further development and implementation of SSHRC's international strategy.

5. Communication and building support for SSHRC

SSHRC regards the effective communication and use of research results as an integral part of the research enterprise. Our ambition is to make significant progress in transferring the results of our research to users through partnership programs and research alliances. We will continue funding for the "Breakfast on the Hill" series to publicise our research in key policy areas aimed at senior policy-making audiences in both government and business. We will further develop SSHRC's Web site with success stories and research briefings aimed at user audiences. To promote the **Connectedness and Learning** agenda of the federal government, SSHRC is working closely with officials in the SchoolNet project of Industry Canada to help accelerate the efficient transfer of knowledge developed in our disciplines to practitioners and policy makers in the public and private sectors as well as in communities across the country.

SSHRC will also strive to build more external support for its work. Specific audiences need understanding of our work, our modes of operation, our product, and its relevance. There have been some achievements in promoting the SSHRC over the last several years. An important start has been made on creating systematic links with government departments through innovative partnerships and research alliance. Better links have been established with our parliamentary audience and policy sectors. We aim to have better links with business and community groups through expanded partnership programs targeting these sectors.

Yet, despite some progress, awareness of the role and activity of the SSHRC is still relatively limited. The fact remains, though, that the potential market for social sciences and humanities research is large, and our leading role in its promotion and development needs to be communicated. The importance of this process will increase as we expand our efforts in building strategic alliances and co-funding research partnerships with other sectors.

6. Policy leadership

SSHRC responds to new developments and priorities in the research and policy environments and tries to maintain a flexible program and organizational framework to meet new demands. In the last year we launched a major consultation with researchers and users to identify SSHRC research priorities for the future. Based on these consultations SSHRC's Council made a decision to allocate resources to two new research areas that we feel are of prime importance to Canada and fit well in the priorities identified in **Securing Our Future Together** and the most recent Throne Speech. The two areas are social cohesion and cultural, social and economic challenges of a knowledge-based society. In the months ahead SSHRC will reorganize Council Committee structure to become a more focused organization with closer linkages to expertise in the broader research and user communities.

7. Resource management

SSHRC is committed to improving the quality of service provided to researchers and other clients. This will require particular attention to organizational structures, managements practices, and ways of working to maximize the potential of existing staff. In early 1998 SSHRC will reorganize the Council Committee structure to use the expertise of the newly appointed Board to best advantage.

Collaboration with NSERC on the creation of a Common Administrative Services Division (comprising administration, finance, information management and human resources) to rationalize key operations and provide more efficient and effective client service, is scheduled to be completed by the end of 1997-98.

We shall continue to fine-tune, and achieve further efficiency gains in the planning and delivery of 27 national funding competitions annually, which involve obtaining the assistance of thousands of experienced researchers in Canada and abroad who conduct individual written assessments of some 6,400 separate applications for funding support in all fields of the human sciences.

Expected Results

SSHRC's investment supports research which expands and communicates knowledge about economic, social and cultural change. This investment in research expertise and highly skilled people will continue to provide important benefits to Canada as the impacts of technological, political, economic and social changes accelerate in the decades ahead. Quality of life for all Canadians is dependent on our ability to understand and interpret the world we live in, and also to help shape that world. The return on Canada's investment in social sciences and humanities research and training will contribute, both intellectually and practically, to quality of life for all Canadians.

In pursuing this goal, we restate our commitment to the continued funding of high quality basic and strategic research. To accomplish this we intend to provide support for exploring the most exciting and innovative frontiers of research and creating knowledge to help address business and public policy agendas in the late 1990s and beyond. We will retain a commitment to promoting interdisciplinary research, and expanding research partnerships and collaborative alliances. We will, moreover, transfer the results of research to a wider audience of research users and the general public as part of our mission to increase our impact and visibility.

SSHRC will also continue to invest in training of social scientists and humanists in universities, and business and government sectors. With this aim, we will help the transition of youth to job markets and provide key sectors of Canadians society with needed skills and research expertise.

Section IV: Supplementary Information

1. Spending Authorities

Industry

Table 1: Spending Authorities – Ministry Summary Part II of the Estimates

| Vote | (\$ millions) | 1998-99 Main Estimates | 1997-98 Main Estimates |
|--|---|---------------------------|---------------------------|
| Social Sciences and Humanities Research Council | | | |
| 95 | Operating expenditures | 6.4 | 6.5 |
| 100 | Grants | 84.2 | 87.2 |
| (S) | Contributions to employee benefit plans | 0.9 | 0.8 |
| Total Agency | | 91.5 | 94.4 |

2. Personnel Information

Table 2.00: Organization and Program Composition

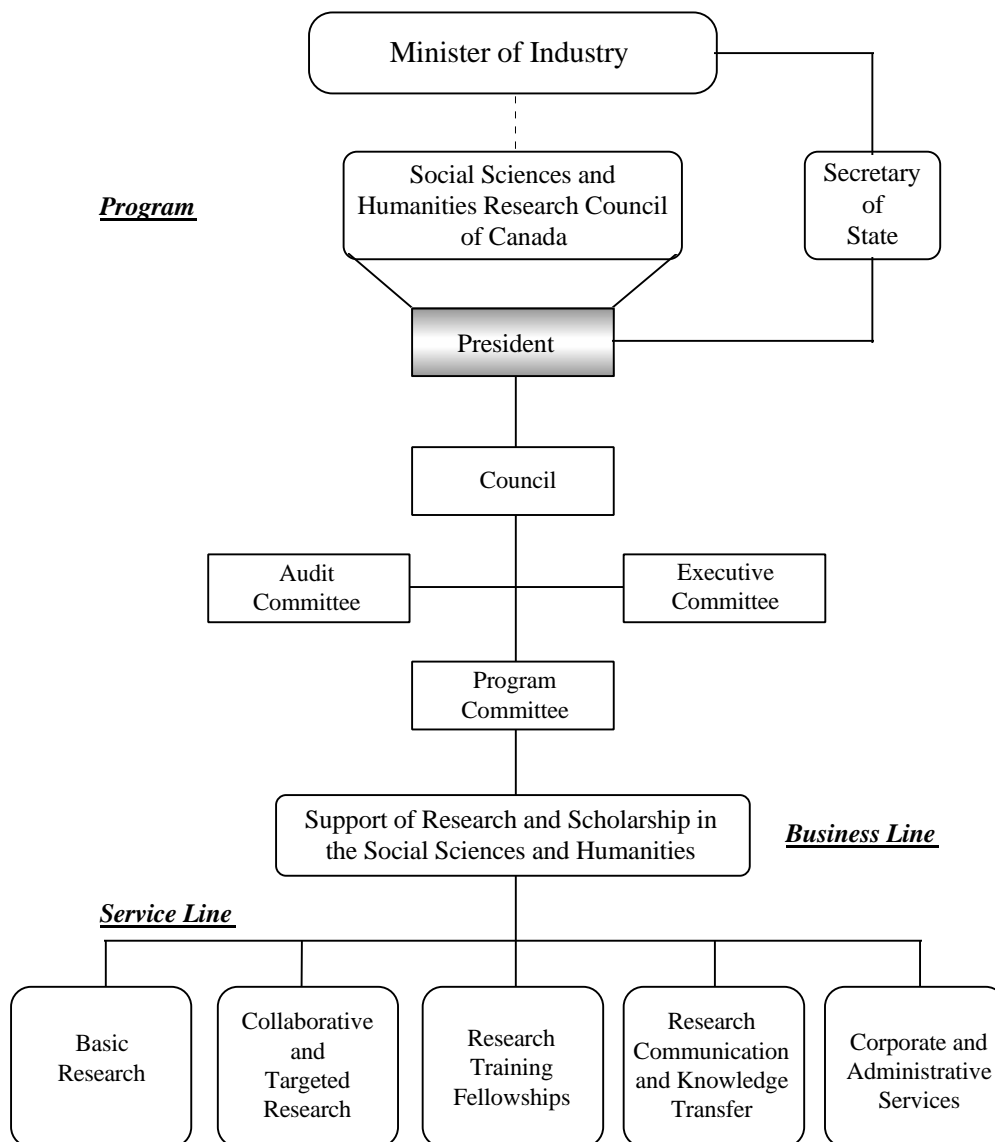


Table 2.01: SSHRC's Corporate Organization

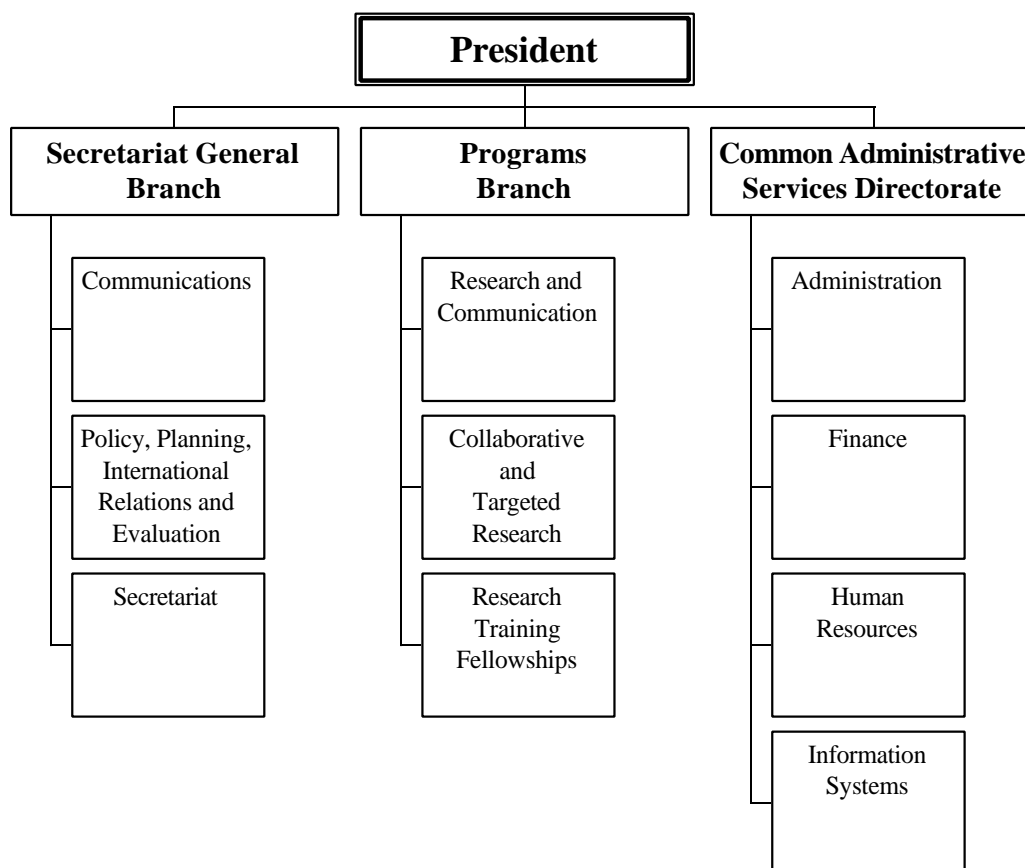


Table 2.02: Responsibility for Planned Spending by Program and Business Line for 1998-99

| (\$ millions) Program / Business Line | Accountability | |
|---|----------------|--------------|
| | President | Total |
| Social Sciences and Humanities Research Council | | |
| Support of Research and Scholarship in Social Sciences and Humanities | 100.5 | 100.5 |
| Total Planned Spending | 100.5 | 100.5 |

Table 2.1: Planned Full Time Equivalent (FTEs) by Program and Business Line

| | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
|---|---------------------|--------------------|--------------------|--------------------|
| Social Sciences and Humanities Research Council | | | | |
| Support of Research and Scholarship in Social Sciences and Humanities | 99 | 99 | 99 | 99 |
| Total (FTE) | 99 | 99 | 99 | 99 |

Table 2.2: Details of FTE Requirements

| (\$ dollars) | Forecast 1997-98 | Planned 1998-99 | Planned 1999-00 | Planned 2000-01 |
|----------------------|---------------------|--------------------|--------------------|--------------------|
| Salary Ranges | | | | |
| < 30,000 | 25 | 19 | 19 | 19 |
| 30,000 - 40,000 | 27 | 24 | 24 | 24 |
| 40,000 - 50,000 | 23 | 32 | 32 | 32 |
| 50,000 - 60,000 | 13 | 12 | 12 | 12 |
| 60,000 - 70,000 | 3 | 3 | 3 | 3 |
| 70,000 - 80,000 | 4 | 5 | 5 | 5 |
| > 80,000 | 4 | 4 | 4 | 4 |
| Total (FTE) | 99 | 99 | 99 | 99 |

3. Capital Projects Information

Not applicable.

4. Additional Financial Information

Table 4.1: Agency Summary of Standard Objects of Expenditure

| (\$ millions) | Forecast Spending 1997-98 | Planned Spending 1998-99 | Planned Spending 1999-00 | Planned Spending 2000-01 |
|--|---------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Personnel | | | | |
| Salaries and wages | 4.5 | 4.4 | 4.4 | 4.4 |
| Contributions to employee benefit plans | 0.8 | 0.9 | 0.9 | 0.9 |
| | 5.2 | 5.3 | 5.3 | 5.3 |
| Goods and Services | | | | |
| Transportation and communications | 0.4 | 0.7 | 0.7 | 0.7 |
| Information | 0.2 | 0.3 | 0.3 | 0.3 |
| Professional and special services | 1.4 | 0.7 | 0.8 | 0.7 |
| Rentals | 0.0 | - | - | - |
| Purchased repair and upkeep | 0.1 | 0.1 | 0.1 | 0.1 |
| Utilities, materials and supplies | 0.1 | 0.1 | 0.1 | 0.1 |
| Minor capital * | 0.1 | 0.1 | 0.1 | 0.1 |
| | 2.4 | 2.0 | 2.1 | 2.0 |
| Total Operating | 7.6 | 7.3 | 7.4 | 7.3 |
| Capital | | | | |
| Controlled capital | - | - | - | - |
| Revolving Fund | - | - | - | - |
| | - | - | - | - |
| Transfer payments | | | | |
| Voted | 87.2 | 93.2 | 93.2 | 95.3 |
| Statutory | - | - | - | - |
| | 87.2 | 93.2 | 93.2 | 95.3 |
| Gross budgetary expenditures | 94.8 | 100.5 | 100.6 | 102.6 |
| Less: Revenues Credited to the Vote | - | - | - | - |
| Revenues Credited to the Revolving Fund | - | - | - | - |
| | - | - | - | - |
| Net budgetary expenditures | 94.8 | 100.5 | 100.6 | 102.6 |
| Non-budgetary (LIAs) | - | - | - | - |
| TOTAL | 94.8 | 100.5 | 100.6 | 102.6 |

Table 4.2: Program Resources by Program and Business Line for 1998-99

| (\$millions) | Budgetary | | | | | | Less: | | |
|---|-----------|------------|----------|--------------------------|--------------|-------------------|------------------------|------------------------------|----------------------|
| | FTE | Operating | Capital | Grants and Contributions | Gross Voted | Statutory Items * | Gross Planned Spending | Revenue Credited to the Vote | Net Planned Spending |
| Social Sciences and Humanities Research Council | | | | | | | | | |
| Support of Research and Scholarship in Social Sciences and Humanities | 99 | 7.3 | - | 93.2 | 100.5 | - | 100.5 | - | 100.5 |
| Total | 99 | 7.3 | - | 93.2 | 100.5 | - | 100.5 | - | 100.5 |

* Does not include contributions to employee benefit plans that are allocated to operating expenditures.

Table 4.3: Details of Transfer Payments by Program and Business Line

| (\$ millions) | Forecast Spending 1997-98 | Planned Spending 1998-99 | Planned Spending 1999-00 | Planned Spending 2000-01 |
|---|---------------------------------|---|--------------------------------|--------------------------------|
| Social Sciences and Humanities Research Council | | | | |
| Support of Research and Scholarship in Social Sciences and Humanities | 87.2 | 93.2 | 93.2 | 95.3 |
| Total Grants | 87.2 | 93.2 | 93.2 | 95.3 |
| Contributions | - | - | - | - |
| Other Transfer Payments (if any) | - | - | - | - |
| TOTAL | 87.2 | 93.2 | 93.2 | 95.3 |

Table 4.4: Details of Revenue by Program

| Revenue Credited to the Consolidated Revenue Fund (CRF) (\$ millions) | Forecast Revenue 1997-98 | Planned Revenue 1998-99 | Planned Revenue 1999-00 | Planned Revenue 2000-01 |
|---|--------------------------------|--|-------------------------------|-------------------------------|
| Social Sciences and Humanities Research Council | | | | |
| Support of Research and Scholarship in Social Sciences and Humanities | 0.7 | 0.7 | 0.7 | 0.7 |
| Total credited to the CRF | 0.7 | 0.7 | 0.7 | 0.7 |
| Total Revenue | 0.7 | 0.7 | 0.7 | 0.7 |

Table 4.5: Net Cost of Program for 1998-99

| (\$ millions) | Social Sciences and Humanities Research Council Program | Total 1998-99 |
|--|---|------------------|
| Gross Planned Spending | 100.5 | 100.5 |
| Plus: | | |
| <i>Services Received without Charge</i> | | |
| ■ Accomodation provided by Public Works and Government Services Canada (PWGSC) | 1.2 | 1.2 |
| ■ Contributions covering employees' share of Insurance premiums and costs paid by TBS (\$4.4 million x 6.6%) | 0.3 | 0.3 |
| ■ Employee compensation payments provided by Human Resources Development Canada | - | - |
| ■ Salary and associated costs of legal services Provided by Justice Canada | - | - |
| | 1.5 | 1.5 |
| Total Cost of Program | 102.0 | 102.0 |
| Less: | | |
| Revenues Credited to the CRF | - | - |
| Net Cost of Program | 102.0 | 102.0 |
| 1998-99 Estimated Net Program Cost | 102.0 | 102.0 |

5. Other Information

Table 5.1: References

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