Estimates

Social Sciences and Humanities Research Council of Canada

2004-2005
Estimates

Part III – Report on Plans and Priorities

Canada

Social Sciences and Humanities Research Council of Canada
Conseil de recherches en sciences humaines du Canada

Social Sciences and Humanities Research Council of Canada

2004-2005 Estimates

Report on Plans and Priorities

David L. Emerson
Minister of Industry

Canada

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List of Acronyms

AUCC	Association of Universities and Colleges of Canada
CALJ	Canadian Association of Learned Journals
CARL	Canadian Association of Research Libraries
CBoC	Conference Board of Canada
CCV	Common CV
CESC	Canadian Education Statistics Council
CFI	Canada Foundation for Innovation
CFS	Canadian Forest Service
CFHSS	Canadian Federation for the Humanities and Social Sciences
CGS	Canada Graduate Scholarships
CIC	Citizenship and Immigration Canada
CIHR	Canadian Institutes of Health Research
CISS	Canadian Initiative on Social Statistics
CIRO	Corporate Inventory of Research Outcomes
CMEC	Council of Ministers of Education, Canada
CMHC	Canada Mortgage and Housing Corporation
CPEA	Corporate Performance, Evaluation and Audit (division)
CPP	Corporate Policy and Planning (division)
CRI	Collaborative Research Initiatives
CSTP	Committee for Science and Technology Policy
CURA	Community-University Research Alliances
FDSR	Financial Data Submission and Reconciliation
GOL	Government On Line
HRP	Human Resources Partnerships
HRSD	Human Resources and Skills Development
INE	Initiative on the New Economy
IC	Industry Canada
ITST	Image, Text, Sound and Technology
KPM	Knowledge Products and Mobilization (division)
LCC	Law Commission of Canada
MC	Modern Comptrollership
MCRI	Major Collaborative Research Initiatives
MOU	Memorandum of Understanding
MRC	Medical Research Council
NAC	National Archives of Canada
NCE	Networks of Centres of Excellence
NRTEE	National Roundtable on the Environment and the Economy
NSERC	Natural Sciences and Engineering Research Council of Canada
NSH	National Secretariat on Homelessness
OECD	Organization for Economic Cooperation and Development
PCO	Privy Council Office
PRE	Interagency Advisory Panel on Research Ethics
PRI	Policy Research Initiative
PWGSC	Public Works and Government Services Canada
RA	Research Alliances

RBAF	Risk-Based Audit Framework
RDI	Research Development Initiatives
RIH	[Ethical conduct in] research involving humans
RMAF	Results-Based Management and Accountability Framework
RPP	Report on Plans and Priorities
SAIP	School Achievement Indicators Program
SRE	Secretariat on Research Ethics
SRG	Standard Research Grants
SSHRC	Social Sciences and Humanities Research Council of Canada
TCPS	Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans
TBS	Treasury Board Secretariat
TSG	Transformation Support Group
VS	Voluntary Sector
VSA	Voluntary Sector Accord

Section I: Messages

1.1 Minister's Portfolio Message

As Minister of Industry, I am proud to report on Industry Portfolio initiatives to foster the creation and growth of a thriving, innovative economy. Through the programs of the Social Sciences and Humanities Research Council of Canada (SSHRC) and the other federal departments and agencies that make up the Industry Portfolio[1], we have encouraged progress on a number of priorities for Canadians, including improving Canada's business environment, continuing investment in the creation and commercialization of knowledge, building a skilled workforce, strengthening our communities, increasing health research and advancing sustainable development.

Canada is gaining recognition as a world leader in the knowledge economy. This is due in part to our significant investments in advanced research and ground breaking developments by Canadians in new technologies. By increasing our focus on research and development and working in partnership with Canadian firms, post-secondary institutions and not-for-profit organizations, we have stimulated innovation and have improved the productivity and competitiveness of Canadian businesses.

In the coming years we must make a concerted effort to improve Canada's performance even further by achieving greater successes in the industries that have brought Canada to where it is today. We must make it a priority for our businesses, large and small, to be leaders in developing the enabling, transformative technologies of tomorrow. As part of our commitment to building a thriving 21st century economy, we will foster the creation and growth of innovative Canadian companies by strengthening our focus on science and technology, increasing the commercialization of university research, and improving access to early-stage financing.

We are committed to supporting small business access to markets, promoting leading-edge technologies with emphasis on the health and environmental sectors, and information and communications technologies (ICTs) sectors, and promoting the development of value-added industries, particularly those related to the resource sectors. We will make our expertise available to the small businesses that drive the social economy, and we will collaborate with key stakeholders to widen the scope of programs currently available to small and medium-sized enterprises to include social enterprises.

These initiatives will build upon the excellent work that has been achieved to date by the Department and its Portfolio partners. Their work will continue to drive Canada's economic growth in the future and allow us to seize opportunities that present themselves, enabling us to leverage and showcase Canadian creativity and expertise in the global marketplace.

[1] For details, see http://www.ic.gc.ca/cmb/welcomeic.nsf/ICPages/Portfolio.

It is my pleasure to present the *Report on Plans and Priorities* for the Social Sciences and Humanities Research Council. This report describes SSHRC's anticipated achievements and results over the next three years as we embark on building an economy for the 21st century. Some of the highlights of the Social Sciences and Humanities Research Council's plans and priorities include:

- its projected transformation from a granting council to a "knowledge council" and related consultations with stakeholders;
- research and research training programs, including Standard Research Grants, the Canada Graduate Scholarships (master's and doctoral component), and doctoral/postdoctoral fellowships;
- the Initiative on the New Economy (INE), the Canada Research Chairs program, and the Indirect Costs of Research program;
- strategic priority areas, strategic programs, and joint initiatives with research funding partners in the private, public and not-for-profit sectors; and
- activities regarding the mobilization and transfer of research-based human sciences knowledge.

We are on our way to ensuring that Canada remains a nation with unique strengths that supports a growing economy and values social enterprise, a country where we can continue to build a better standard of living with quality jobs and competitive wages. We must create opportunities and overcome the economic and social challenges that will arise. In short, we must commit ourselves to the pursuit of excellence, leveraging the ingenuity and creativity of our people.

David L. Emerson
Minister of Industry

1.2 Management Representation Statement

Report on Plans and Priorities, 2004-2005

I submit, for tabling in Parliament, the 2004-2005 *Report on Plans and Priorities* (RPP) for the Social Sciences and Humanities Research Council (SSHRC) of Canada.

This document has been prepared based on the reporting principles and disclosure requirements contained in the *Guide to the Preparation of the 2004-2005 Report on Plans and Priorities*:

- It accurately portrays the Council's plans and priorities.
- The planned spending information in this document is consistent with the directions provided in the Minister of Finance's Budget and by Treasury Board Secretariat (TBS).
- It is comprehensive and accurate.
- It is based on sound underlying agency information and management systems.

The reporting structure 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.

Name: _____

Title: _____

Date: _____

Section II: SSHRC – An Overview

2.1 *Raison d'être*

Human sciences research is important to society, contributing, for example, to wealth creation, forward-looking institutions, civic engagement, sustainability and geopolitical balance. Researchers in the human sciences ask questions and discover answers which inform understanding and decisions about issues such as immigration, education, monetary policy, the environment, justice and human rights, and culture. Research-based social sciences and humanities knowledge is fundamental to creativity, innovation and the development of the skills of the next generation of Canadian workers, citizens and leaders. Finally, applying human sciences knowledge helps, for example, to nurture democratic debate, inform public policy, and to forge strong communications media.

The Social Sciences and Humanities Research Council (SSHRC; http://www.sshrc.ca) is the federal agency that supports and promotes human sciences research and research training in Canada. The *Social Sciences and Humanities Research Council Act* (1977) mandates SSHRC to:

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

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

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

SSHRC's main clientele are university-based researchers and research students: 18,000 full-time professors (54 per cent of all full-time faculty) and 40,000 full-time graduate students (59 per cent of all full-time graduate students). Researchers in Canada's 200 community colleges are also eligible to receive SSHRC funds. In addition, not-for profit organizations with a

SSHRC funds research in over 30 disciplines:

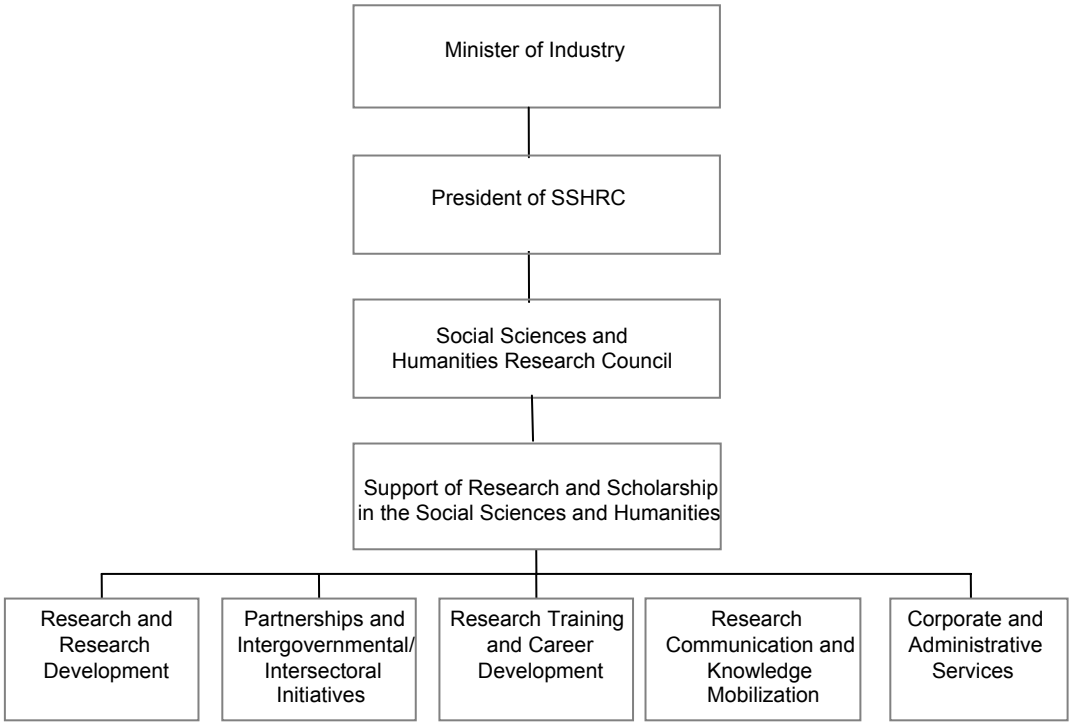
Anthropology, archaeology, business and administrative studies, commerce, classics, communication and media studies, criminology, economics, education, environmental studies, ethics, fine arts, geography, history, industrial relations, inter- and multidisciplinary studies, law, linguistics, literature,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

research mandate and qualified staff researchers are eligible to apply to some Council programs.

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

2.2 Governance

Figure 1: SSHRC – Accountability, Mandate and Corporate Functions



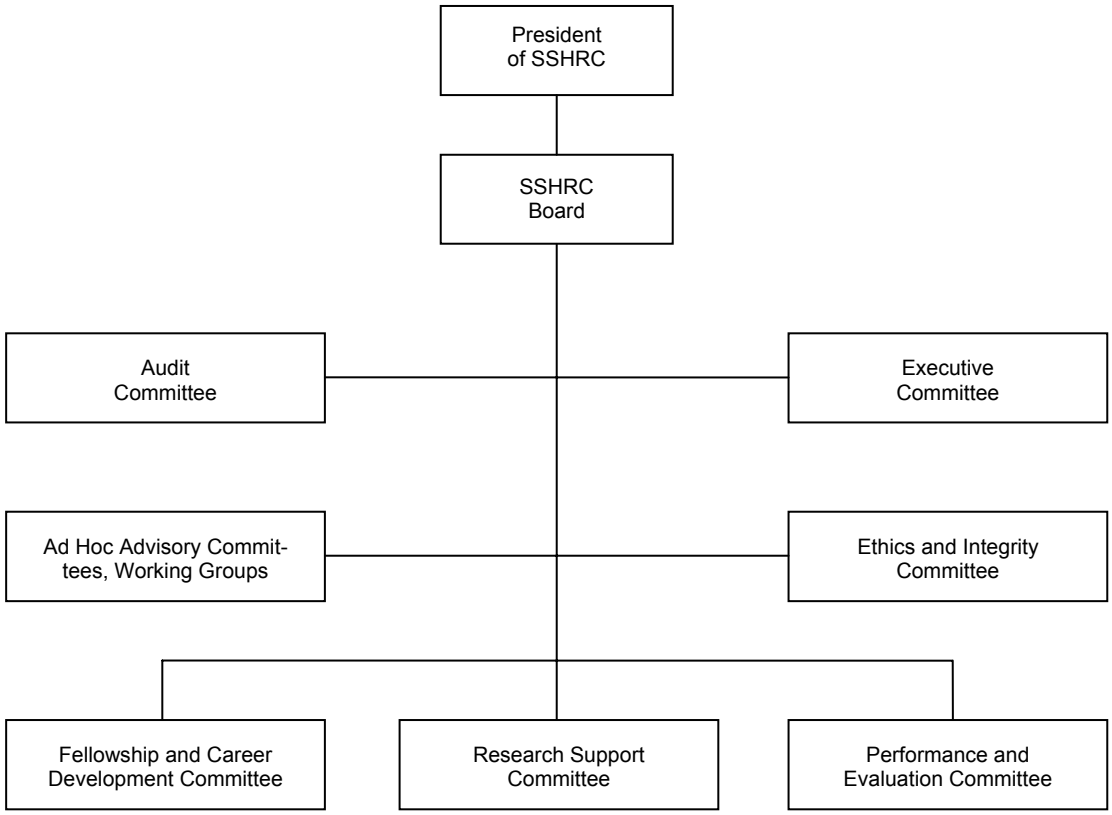
SSHRC reports to Parliament through the Minister of Industry, who has certain statutory responsibilities regarding, and general oversight of, the Council (Figure 1). SSHRC is governed by a 22-member Board[2] (Figure 2) which the Governor-in-Council appoints to represent the interests of the academic,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

[2] See http://www.sshrc.ca/web/about/committees/council_e.asp for more information on SSHRC's Board.

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

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

Figure 2: SSHRC – Governance and Committee Structure



Six standing Council committees[3] (Figure 2) help chart SSHRC's direction and ensure that its grant and fellowship programs meet the needs of Canadians. The *Executive Committee* has the authority to act for SSHRC's Board in policy, procedural, human resources and

[3] See http://www.sshrc.ca/web/about/governance_e.asp#council for more information on SSHRC's standing Committees.

administrative matters. The *Audit Committee* reviews the Council's operations budget and the results of independent appraisals carried out under the auditing function. It also reviews and approves financial statements. The *Performance and Evaluation Committee* assists the Council in developing and implementing a Results-based Management and Accountability Framework (RMAF) and a variety of evaluations at the policy, program and project level. This committee also reviews recommendations arising from these evaluations, and advises the Board on their implications and related issues. The *Research Support Committee* provides policy and administrative advice on research, strategic and dissemination programs to SSHRC's Board and staff. 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 on research ethics and research integrity issues to the Board and staff. Finally, as required and appropriate, SSHRC also creates ad hoc Advisory Committees and Working Groups on specific questions falling within the purview of its mandate.

In addition to these corporate committees, *selection committees* of university-based researchers and, where appropriate, experts from outside the academic community, adjudicate applications to SSHRC programs in accordance with the principles of rigorous peer review based on excellence.[4]

[4] See http://www.sshrc.ca/web/about/governance_e.asp#selection for more information on SSHRC's *selection committees*.

Section III: SSHRC Planning Overview

3.1 Planning Overview

As Canada's federal granting agency for social sciences and humanities research, SSHRC is funded through parliamentary budget allocations. Through grant and fellowship programs, the Council supports basic, applied and targeted research, advanced research training, the building of research partnerships with research users, and the broad dissemination of research results within the academic community and to Canadian society at large.

Standard Research Grants (SRG) is SSHRC's key program to fund investigator-driven research that is essential for the vitality of the human sciences in Canada. The SRG program offers diverse opportunities for individual, team and student researchers, and promotes disciplinary, interdisciplinary and multidisciplinary work. The Canada Research Chairs program and the Indirect Costs program, both administered by the SSHRC-hosted Canada Research Chairs Secretariat, also support basic research in the social sciences and humanities.

Through its strategic programs, SSHRC funds research, which is often interdisciplinary and helps to create knowledge on pressing social, economic and cultural issues of particular importance to Canadians. On the one hand, the Council identifies priority areas for strategic research in consultation with partners, stakeholders in the research community, government, the private sector, and not-for-profit organizations. On the other hand, to meet the increasing demand for research and research-based knowledge in key policy areas, SSHRC also establishes, through Joint Initiatives, research funding partnerships with government departments and agencies as well as with organizations in the private and voluntary sectors.

Finally, SSHRC's training programs—Canada Graduate Scholarships (CGS; awards for both master's and doctoral study), Doctoral Fellowships and Postdoctoral Fellowships—support advanced research training in the human sciences to help provide Canada with the highly-skilled people it needs in a globalized, knowledge-centered economy.

SSHRC awards grants and fellowships on the recommendations of a rigorous, national, independent peer-review process (see "Research Excellence" in text box on the following page). This ensures that grant and fellowship holders meet standards of excellence that are assessed in the most objective and effective way possible. Each year, about 4,500 Canadian and international experts provide assessments of research proposals to help the peer-review committees adjudicate applications to the various SSHRC programs.[5]

SSHRC faces the permanent challenge of balancing the changing research and training needs of its diverse clientele with the evolving knowledge needs of Canadian society and reflecting this in its budget, program and operational planning. Significant and sustained changes both in today's research world and in contemporary society as well as the need for SSHRC to

[5] See http://www.sshrc.ca/web/about/about_e.asp for more information about peer-review.

shape the research enterprise pose important challenges, which the Council will be addressing in its projected transformation (see p. 10). Key factors influencing SSHRC's planning are:

- the rising demand for social sciences and humanities knowledge and expertise from diverse sectors of society;
- the changing nature and needs of research (multi- and interdisciplinarity, large-scale collaborative research);
- the increased need for mobilizing human sciences knowledge to ensure that it gets into the hands of other researchers and research users; and
- the renewal of full-time university faculty.

SSHRC's established core values and principles are:

***Accountability**:* SSHRC is committed to the good stewardship of public funds and open reporting.

***Competitive Funding**:* SSHRC awards can only be obtained through a competitive process at arm's length from any political or bureaucratic pressures.

Inclusiveness and Openness: SSHRC offers a home to all fields and types of research within its mandate, from foundational through applied scholarship. SSHRC is committed to the sharing of information and the free marketplace of ideas.

***Innovative Continuity**:* SSHRC fosters the constant renewal of Canada's research capacity through training and institutional grants.

***Research Excellence**:* SSHRC funds excellence in research to international standards as determined by a rigorous, transparent peer-review process that is balanced by region, language, gender, discipline, and university size.

SSHRC will continue to pursue its general objectives to support and promote:

- a first-class research capacity in the social sciences and humanities;
- a substantial pool of knowledge that furthers our understanding of, and enhances our ability to deal with, current and future social, economic, intellectual and cultural issues;
- a new generation of well-trained researchers and highly-qualified professionals in the human sciences who meet the educational and research needs of the public and the private sectors in general, and of the universities in particular; and
- the mobilization of knowledge and communication of research results from the academic world to Canadian society.

SSHRC will also continue to provide policy leadership and advice to the Government of Canada on research and research funding in the social sciences and humanities and on science policy as it relates to the human sciences.

Budget 2004 announced an annual increase of $12 million in SSHRC's budget, with which the Council will support additional opportunities for new and talented researchers and promote the translation of knowledge into benefits for Canadians.

One of SSHRC's major undertakings in 2004-2005 will be to examine whether its current structures adequately address current challenges (see the following section on SSHRC's proposed transformation).

3.2 SSHRC's Proposed Transformation

SSHRC is currently examining how it could transform itself from a granting council to a "knowledge" council through a deliberative process of discussions with researchers and research users.

For the past 25 years, SSHRC programs have helped develop a wealth of Canadian research expertise and innovation. During this time, SSHRC has adapted its programs to keep pace with the needs of the research community, especially increases in collaborative research and knowledge sharing between researchers and research users. But the human sciences in Canada are at a crossroad.

On the one hand, the expectations for research have changed dramatically over the past 10 years. In a more complex and competitive world, governments are putting growing emphasis on research as a key tool to help develop a more prosperous and creative society. Human science knowledge, in particular, is expected to contribute to our understanding of complex issues, to assist policy development and more generally to help build better institutions and a better society.

On the other hand, major changes are taking place in the research community. New expectations for research are moving the responsibilities of university faculty well beyond the walls of academia as researchers are expected not only to develop knowledge but also to help move knowledge from research to action. Research in the human sciences is increasingly not only investigator-driven, but also problem-oriented, often involving many disciplines and partners form different sectors (public, private, not-for-profit, and government) in order to grasp the multiple dimensions of complex problems. In addition, research production is highly sophisticated, as new technologies are more and more required for accessing material and manipulating large amounts of information. Finally, a new culture of "research entrepreneurship" is emerging in Canada. The desire to create new relevant knowledge, the new opportunities provided by strategic federal investments in research[6], and a more competitive research environment in universities are key factors in the development of this new culture.

There is a widespread recognition of the need to catalyze both structural and cultural changes in the human sciences community. With the hiring of new, more research- and team-oriented

[6] The establishment of the Canada Foundation for Innovation (CFI), the consolidation of the NCE program, the restoration of the base budgets of Canada's three granting agencies, the creation of the Canadian Institutes for Health Research (CIHR), the launching of the Initiative on the New Economy (INE) at SSHRC, and the creation of the Canada Research Chairs program and the Indirect Costs program.

faculty members to replace a generation of retiring university and college professors and the expanding pool of Canada Research Chairs, the time is now to create a new research environment to capitalize on this talent.

To help these researchers, research partners and research users meet the challenges facing them—challenges not only of developing knowledge, but moving knowledge from research to action—SSHRC must become an active player across the full knowledge cycle: from knowledge development to utilization. Building on—but going well beyond—new approaches introduced in programs such as the Community-University Research Alliances (CURA), Research Development Initiatives (RDI), the Initiative on the New Economy (INE) and Major Collaborative Research Initiatives (MCRI), a transformed SSHRC would not only deliver grants through the rigorous peer-review process, but also, for example, directly support knowledge sharing and synthesis.

There are examples of how major structural changes in funding approaches can shape the research enterprise. Since 2000, the transformation of the Medical Research Council (MRC) into the Canadian Institutes of Health Research (CHIR) profoundly changed how the federal government supports research in the health sciences, affecting especially the relationships among researchers of different disciplines and how knowledge and understanding flow between researchers and users. Similarly, SSHRC's proposed transformation is about renewing the human sciences in Canada—how research is conducted, how research can make a bigger impact at all levels of society, and how research can help prepare the next generation of highly skilled workers.

As the key federal funder of human science research in Canada, SSHRC has to ensure that its overall structures and programs are responsive enough to meet the dramatically changing needs of researchers and society. To do so may require a major transformation of SSHRC.

SSHRC has embarked on an extensive consultation process designed to strengthen the research community and bring the power of research to bear more effectively on the complex issues facing our society. The consultation involves 93 universities, key academic partners, and knowledge users in government, business, labour and the not-for-profit sector. The consultation will be completed in spring 2004, with recommendations presented to SSHRC's Board and the federal government by the fall.

Two new core values and principles for SSHRC:

***Interactive Engagement**:* The Council systematically supports larger, ongoing linkages and interactions through a mix of partnerships that span a diverse range of researchers, students, fields of activity, institutions, communities, regions, countries, etc.

***Maximum Knowledge Impact**:* The Council works with a range of interested parties to build greater capacity for understanding research and its applicability—and thus for maximizing the impact of knowledge—in government, business and elsewhere, in both the short and long term. As a corollary, the new council invites and takes up challenges for human sciences research that come from the non-academic sectors.

As a immediate reflection of the identified need to move knowledge from research to action, SSHRC has adopted two new core values and principles that will guide its course of action in the future: *interactive engagement* and *maximum knowledge impact.*

Section IV: SSHRC's Plans and Priorities – Context and Framework

4.1 Summary

Strategic Outcomes

SSHRC's investments contribute to significant advances in knowledge and expertise in the social sciences and humanities and to the development of a first-class research capacity. These investments also help shape a well-defined overall science policy. Table 1 and Table 2 on the following pages describe the Council's plans for strategic outcomes, related priorities and activities, and associated resources as well as its planned spending for 2004-2005.

Priorities

SSHRC's priorities are to support human sciences research and research training, to develop research-based knowledge that is culturally and socio-economically relevant, to help shape the research enterprise, and to contribute to innovation. This the Council achieves by:

- helping to maintain and enhance excellence in research and research training in order to continually renew the pool of knowledge and expertise;
- addressing strategic knowledge gaps in areas of key concern to society;
- promoting partnerships with research users in government, the private sector, and non-governmental organizations;
- acting as an effective knowledge broker for users of research results; and
- maximizing its contribution to the Government of Canada's policy research and innovation strategy.

Ongoing Monitoring and Reviewing of SSHRC's Priorities

Assisted by several standing committees, including the Performance and Evaluation Committee, and by its new Corporate Performance, Evaluation and Audit (CPEA) division, SSHRC's Board establishes, monitors, and periodically reviews corporate policy and program priorities. In 2002-2003, in order to better determine the results and impact of Council-funded research, and to improve program design and delivery, SSHRC put in place an evaluation strategy and plan with measurement tools, evaluation tools and key indicators.

In 2004-2005, the Council will begin to revise its corporate accountability framework.

Table 1: Strategic Outcomes, Related Priorities and Activities, and Associated Resources

Strategic Outcomes	Priorities	Resources *	Type of Priority
SSHRC's investments contribute to: significant advances in knowledge and expertise in the social sciences and humanities, the development of a first-class research capacity, and help shape a well-defined overall science policy.	**1. Broad-ranging research activities** to advance knowledge and fuel innovation **(see p. 19)**. Support of research and the development of research capacity through the SRG, MCRI, Canada Research Chairs and Indirect Costs programs.	$365 M	Ongoing
	2. Knowledge that contributes to understanding and solving social, cultural, intellectual and economic issues and problems. **Evidence-based research results for key issues of national importance (see pp. 21-24)**. Support of several joint initiatives with partners from the public, private and non-governmental sectors; strategic programs, the CURA program, the INE, and the social sciences and humanities component of current Networks of Centres of Excellence (NCE).	$55 M	Ongoing
	3. A new generation of researchers and highly qualified professionals to meet the needs of Canadian universities and the public and private sectors **(see pp. 25-26)**. Support of master's (CGS), doctoral (regular and CGS) and post-doctoral students.	$70 M	Ongoing Ongoing-new (CGS)
	4. Communication, mobilization and brokering of knowledge (see pp. 26-27). Support of communication and knowledge mobilization activities.	$4 M	Ongoing
	5. Policy leadership in the human sciences **(see pp. 28-30)**. Policy advice to the Government of Canada on social sciences and humanities research as well as policy leadership for the development of research capacity in Canada.	$3 M	Ongoing
	6. Improved services through efficient management and use of public funds **(see pp. 30-35)**. Improvement of services and service delivery to clients, efficient management of public funds, appropriate accountability and reliable, precise, up-to-date and easy-to-access corporate information.	$21 M	Ongoing

* Planned resources are estimates for grants and operations (totalling $518 million) and do not include $2 million in contribution to the employee benefits plan. Includes SSHRC-related funding announced in Budget 2004.

4.2 Planned Spending

Table 2: Planned Spending

($ millions)	Forecast* Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Support of Research and Scholarship				
Budgetary Main Estimates (gross)	227.1	**506.4**	521.3	524.3
Non-Budgetary Main Estimates (gross)	-	**-**	-	-
Less: Respendable Revenue	-	**-**	-	-
Total Main Estimates	227.1	**506.4**	521.3	524.3
Adjustments **				
Canada Graduate Scholarship	15.0	**-**	-	-
Canada Research Chairs	(13.0)	**-**	-	-
Indirect Costs of Research program	224.9	**20.0**	20.0	20.0
INE Reprofiling	(9.9)	**-**	-	-
Strengthening Research and Innovation	14.9	**12.0**	15.0	15.0
Carry-Forward from 2002-2003	0.2	**-**	-	-
Audit and Evaluation	0.3	**-**	-	-
Transfer from Citizenship and Immigration Canada (CIC) – Metropolis	0.2	**-**	-	-
Transfer from Canadian Heritage – Multiculturalism	0.5	**-**	-	-
Other (Hydrogen Economy, Collective Bargaining, Transformation)	0.5	**(0.0)**	-	-
Total Adjustments	233.5	**32.0**	35.0	35.0
Net Planned Spending	460.7	**538.3**	556.3	559.3
Less: Non-Respendable Revenue	0.4	**0.4**	0.4	0.4
Plus: Cost of Services received without charge	2.5	**2.7**	2.6	2.6
Net Cost of Program	462.8	**540.6**	558.5	561.5
Full-Time Equivalents	172	**172**	172	172

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

** Adjustments are to accommodate approvals obtained since the Main Estimates and include Budget initiatives, Supplementary Estimates, etc. Includes SSHRC-related funding announced in Budget 2004.

Note: Planned spending includes SSHRC's portion of the Networks of Centres of Excellence (NCE) and of the Canada Research Chairs (see p. 19), as well as the INE (see p. 21) programs.

Since 2000, SSHRC has administered the Canada Research Chairs Program ($900 million over five years) on behalf of Canada's three research granting agencies. In 2001, SSHRC was allocated $100 million to implement the Initiative on the New Economy (INE), a major five-year targeted research program. Budget 2003 announced the creation of the CGS program ($63 million per annum for social sciences and humanities students, once fully implemented in 2006-2007) and the $225-million per annum Indirect Costs program. With the exception of the last program, which will remain stable, funding to all of these programs will continue to grow in the next fiscal years. Key research support programs (SRG and MCRI) as well as targeted programs like CURA will also remain areas of growth for the Council.

4.3 Challenges and Rationale for the Choices Made

Human Sciences Research and Innovation

The Government of Canada is committed to improving Canada's innovation capacity and performance, including research, training and learning through a joint national effort of governments, the private and public sectors, labour, and non-governmental organizations. It is not only science and technology that contribute to innovation—the human sciences make equally important contributions:

> [I]nnovation cannot be reduced to technological breakthroughs and the need to bring them to market. Social sciences and humanities discoveries are also key. They are helping individuals, communities and institutions—including business—become more flexible, more resilient, and more ingenious, better able to ride changing tides and profit in multiple ways. (SSHRC President Dr. Marc Renaud, Montréal, October 2002)[7]

Specifically, SSHRC helps to provide Canada with the experts, the knowledge and the tools needed to address critical innovation issues from new angles. The Council provides a balanced mix of strategic programs (such as the INE and CURA) and investigator-driven programs (like SRG and MCRI), which offer different funding opportunities and mechanisms for individual researchers or groups of researchers to pursue relevant research projects in the social sciences and humanities and to make the results of these projects available to their peers and the general public.

The Need for More Human Sciences Research, Knowledge and Expertise

Canada is confronted with a host of issues which call for research into diverse aspects of society, human behaviour and human activity, including the need to understand other cultures and our interaction with them. Key challenges include:

[7] See http://www.sshrc.ca/web/about/president/human_sciences_innovation_e.pdf for the full text of this speech.

- achieving social inclusion and cohesion in an ethnically diverse, fragmented society and in a globalized world (in particular, for families, youth, and older persons);
- the complex and difficult relationships between the economy, citizens and the environment, which require imaginative, often interdisciplinary, solutions (for example, how the problem of global climate change is creating new health, environmental and economic risks and challenges for Canada);
- world stability, peace and security;
- urban and regional development, including the sustainability of communities;
- the impact on society—ethical, legal, moral and economic—of new technologies and globalization; and
- the socio-economic and cultural challenges faced by Aboriginal communities.

For many years, SSHRC has structured its research support programs to target issues of real concern to society. A recent example is the INE, which makes a vital contribution to building Canada's knowledge base and decision-making capability in the areas of the nature of the new economy, management and entrepreneurship, education, and lifelong learning. In addition, many investigator-driver research projects funded through programs like SSHRC's Standard Research Grants make essential contributions to the understanding of real-life problems that confront Canadians.

Social sciences and humanities research plays a crucial role in developing our understanding of other cultures—of their languages, history and religions as well as of their current economic and political realities—that in turn relate to the challenges of world stability.

SSHRC Partners in 2004-2005

BIOCAP Canada Foundation
Canada Mortgage and Housing Corporation
Canadian Cancer Society
Canadian Education Statistics Council
Canadian Forestry Service
Canadian Heritage (Multiculturalism Secretariat, Status of Women Canada)
Canadian Institutes of Health Research
Citizenship and Immigration
Conference Board of Canada
Council of Ministers of Education, Canada
Department of Social Development,
Department of Human Resources and Skills Development (HRSD): Applied Research Branch, Human Resources Partnerships program, National Literacy Secretariat
Fisheries and Oceans Canada
Health Canada
Industry Canada
Law Commission of Canada
National Cancer Institute of Canada
Natural Sciences and Engineering Research Council of Canada
Policy Research Initiative
Privy Council Office (Intergovernmental Affairs)
Statistics Canada

SSHRC provides leadership to mobilize available knowledge and to identify and address knowledge gaps in critical areas. As a result, government departments and community organizations increasingly solicit the Council's help to develop the knowledge and in-depth

understanding that can effectively address important issues. SSHRC has initiated and will continue to develop partnerships with government departments and agencies, as well as organizations in the private and voluntary sectors, in order to satisfy the very real demand for research and knowledge-building in key areas.

The Renewal of Full-Time University Faculty

By 2010, more than 20,000 of Canada's 33,000 full-time university faculty are expected to either retire or leave their positions. During this same period, student enrolment is projected to increase by around 30 per cent. According to the most recent estimate of the Association of Universities and Colleges of Canada (AUCC), Canadian universities will need 40,000 new faculty by 2011. SSHRC will therefore have to play a more prominent role in funding the research of new faculty and the research training for a new generation of scholars, given the forecasted demand for some 20,000 new faculty in human sciences disciplines.

More Complex Research Activities, Rising Research Costs, and Growing Demand for Research Funds

Research in the social sciences and humanities has grown substantially in fields as diverse as:

- economics and business administration (e.g., the contribution of local and regional 'clusters' to innovation and economic growth);
- applied linguistics (e.g., second language learning, language processing in the brain);
- archival and library sciences (e.g., authentication of electronic documents);
- community issues (e.g., archaeological discoveries and their impact on local tourism and employment; urban renewal through closer collaboration between architects, urban planners, and local governments);
- labour economics (e.g., impacts of the growth of casual labour); and
- population health (e.g., integration of social, legal and medical interventions to better address violence against women and to increase the effectiveness of therapeutic approaches to drug addiction).

Human sciences research today is no longer purely discipline-based; it is also very much issue-driven. In addition, a growing amount of research is conducted by large, multidisciplinary, national or international teams assembled through collaboration among numerous institutions (public, private, not-for-profit) and/or government departments or agencies. Stimulated by competitive grants and driven by the desire to create relevant new knowledge, such multi-disciplinary teams are developing an "entrepreneurial" culture, which is generating further growth of this type of research.

To facilitate collaboration on complex problems, large-scale, multidisciplinary, research requires improved co-ordination, more travel, and better communication as well as state-of-the-art computer technology (for example, larger and more powerful databases for organizing and analyzing data).

As a result of the steady growth, increased sophistication and growing complexity of research, which is accompanied by escalating research costs, the demand of researchers for funding of human sciences research continues to rise.

Section V: SSHRC's Plans and Priorities—Details

5.1 Strengthening Research Capacity

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

- supporting the best research projects (basic and applied) of both established and new scholars in all social sciences and humanities disciplines by maintaining or improving the current success rates in its core research programs;
- working towards achieving SSHRC's long-term goal for the SRG program[8] (target date: 2010), namely to increase the success rate from currently 41 to then 50 per cent of all applicants;
- strengthening research capacity in the human sciences, in particular by attracting and retaining the best researchers in Canada through the Canada Research Chairs program (for details, see below);
- funding projects under the Research Development Initiatives (RDI) program to support leading edge research with true potential for intellectual breakthrough that addresses broad and critical issues of intellectual, social, economic and cultural significance through the effective coordination and integration of diverse research activities and research results;
- building, maintaining and enhancing national partnerships and networks of world-class researchers through the Major Collaborative Research Initiatives program (MCRI) and the Networks of Centres of Excellence program (NCE; http://www.nce.gc.ca)—the latter being a collaboration of Canada's three granting agencies, SSHRC, the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Canadian Institutes of Health Research (CIHR); and
- funding special initiatives to support the structuring, mobilization and integration of knowledge.

In addition to its own programs, SSHRC administers two major joint initiatives on behalf of Canada's three granting agencies—the Canada Research Chairs program and the Indirect Costs program.

The Canada Research Chairs Program

In 2000, the Government of Canada allocated $900 million to establish 2,000 Canada Research Chairs in universities across the country. In each of the five years between 2000

[8] See http://www.sshrc.ca/web/apply/alphabetical_e.asp for an alphabetical list of links to descriptions of the SSHRC programs mentioned here.

and 2005, about 400 new Chairs, recruited from Canada and abroad, are being created in natural sciences, engineering, health sciences, and social sciences and humanities disciplines. SSHRC administers the funds of the Canada Research Chairs Program (http://www.chairs.gc.ca/) and hosts the Canada Research Chairs Secretariat on behalf of Canada's three research granting agencies.

The key objective of the Canada Research Chairs Program is to enable Canadian universities, together with their affiliated research institutes and hospitals, to achieve the highest levels of excellence and to become world-class research centres in the global, knowledge-based economy.

In accordance with Treasury Board requirements, the Canada Research Chairs Secretariat completed the third-year review of the program and is currently implementing evaluation and monitoring strategies. The Secretariat will conduct an overall evaluation of the Chairs program in 2004-2005.

The Indirect Costs Program

In Budget 2003, the Government of Canada announced a new permanent program to support the indirect costs associated with the conduct of academic research in institutions that receive research funds from any of the three federal granting agencies. The $225-million per annum Indirect Costs program (http://www.indirectcosts.ca) extends and expands the one-time indirect costs payment of $200 million, made by the government in 2001 to 79 degree-granting institutions, to an ongoing program with 113 eligible universities, colleges and affiliated research hospitals. The Canada Research Chairs Secretariat administers the Indirect Costs program.

The key objective of the Indirect Costs program is to help eligible universities, colleges and affiliated research hospitals and research institutes create an environment which maximizes their use of the total federal investment in academic research. The program is designed to help smaller postsecondary institutions, which cannot benefit from the economies of scale realized by large universities, to increase their research capacity. The specific objectives of the Indirect Costs program are to contribute to the establishing and/or maintenance of:

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

In accordance with Treasury Board requirements, the Canada Research Chairs Secretariat has scheduled a mid-term review of the Indirect Costs program for 2005 and an overall evaluation for 2008.

Budget 2004 increased the annual amount provided for indirect costs by an additional $20 million, which, beginning in 2004-2005, now totals $245 million per year. The Government of Canada expects that institutions receiving funding through the Indirect Costs program will

use the additional funding to enhance the translation of research discoveries into benefits for Canadians.

5.2 Creating Relevant Knowledge and Filling Knowledge Gaps

Strategic Programs and Initiatives

SSHRC supports strategic research through:

- special program bundles like the Initiative on the New Economy (see below);
- establishing strategic priority areas and related programs (Aboriginal Research; Environment and Sustainability; Culture, Citizenship, and Identity (including Official Languages); Image, Text, Sound and Technology; Northern Research—for details, see pp. 22-24);
- special strategic programs such as the Community-University Research Alliances (CURA; see p. 22); and
- Joint Initiatives with partner organizations in the private, public and not-for profit sector (see p. 24).

The Initiative on the New Economy (INE)

In 2001, the Government of Canada allocated $100 million over five years for SSHRC to design and administer the INE.[9] The overall goal of this initiative is to help Canada and Canadians adapt successfully to, and reap the benefits of, the new economy. More specifically, the INE seeks to:

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

The INE builds knowledge and expertise and develops tools in four key areas: General Issues Concerning the New Economy, Management and Entrepreneurship, Education, and Lifelong Learning.

The INE Secretariat developed five core programs: Collaborative Research Initiatives (CRI), Research Alliances (RA), Research Grants, Development Grants and Outreach Grants. In 2003, the Secretariat added to these three joint initiatives (for details, see p. 39) on education (Canadian Education Statistics Council (CESC)-SSHRC Education Research Initiative), employment and life skills (Skills Research Initiative), and Canada's continental and global

[9] See http://www.sshrc.ca/web/apply/program_index_e.asp#4 for more information about the INE and its programs.

competitiveness (The Canada Project). These joint initiatives will help the INE to achieve its objectives.

For 2004-2005, the priorities of the INE are to:

- **administer and monitor currently-held grants.** The INE Secretariat works closely with grant recipients to help ensure the success of their research projects and to verify that research funds are well spent. The major INE monitoring activity will be the mid-term review, planned for summer-fall 2004, of the first cohort of CRI and RA grant recipients.
- **hold a competition for INE public outreach grants.** In keeping with its goal to mobilize research results, the INE developed a public outreach grants program, open only to researchers who have already received another INE grant, which will fund innovative dissemination activities. This program will be launched in September 2004, when results from other INE grant programs will begin to become available.
- **continue to work with SSHRC's Knowledge Products and Mobilization (KPM) division in developing a knowledge management strategy for disseminating INE-funded research results as widely as possible**. The INE Secretariat and the KPM division brought several research teams together at an early stage of their work to create the INE Knowledge Network, where INE researchers can interact on-line. Priorities for 2004-2005 include continuing to identify target audiences and working on the popularization of research results. In addition, in 2004, INE teams will meet again with each other as well as with policy makers.

Community-University Research Alliances (CURA)

Budget 2004 announced that, starting in 2005-2006, the Government of Canada will provide $3 million annually over five years for community-based research on the social economy in a targeted competition under SSHRC's Community-University Research Alliances (CURA) program. The CURA program links researchers in universities and community and not-for-profit organizations to work on social and economic community issues. SSHRC introduced CURA as a pilot program in 1999 and adopted it as a mainstream strategic program in 2002. The new CURA program on the social economy will be launched in early 2005.

Strategic Research

After multi-sectoral national consultations the previous year, SSHRC's Board adopted, in March 2002, the first four of its current new strategic priority areas listed below (see SSHRC's 2003-2004 RPP, p. 22). Over the next four to five years, these priority areas will focus the direction and development of the Council's strategic programs[10] and guide related adjustments of existing programs:

- Aboriginal Research,
- Environment and Sustainability,

[10] See http://www.sshrc.ca/web/apply/program_index_e.asp#2 for more information about SSHRC's strategic programs.

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

In response to the related announcement in Budget 2003, SSHRC's Board added "Northern Research" to its strategic priority areas in June 2003. In addition, after consultations with the Minister of Intergovernmental Affairs, who made a related presentation to the Board in March 2003, and in response to the Government of Canada's *Action Plan for Official Languages*[11], SSHRC adopted "Official Languages" as an additional area under its "Culture, Citizenship and Identities" strategic priority area.

Aboriginal Research

Building on the results of its dialogue on research and Aboriginal peoples[12], SSHRC will launch, in 2004, a new strategic program on Aboriginal Research. This program will encourage Aboriginal participation in research from academia and communities by promoting research partnerships between the two to investigate public policy questions in such areas as urban issues, research ethics, and Aboriginal languages and cultures.

Environment and Sustainability

In 2002, SSHRC, Environment Canada, and the National Roundtable on the Environment and the Economy (NRTEE) conducted broad stakeholder consultations on the need for more knowledge about the social, economic, legal and cultural aspects of the environmental issues facing Canadians.[13] The Council applied the outcomes of these consultations to its design of a major new initiative on environment and sustainability research, designed to mobilize research in three principal areas: governance, stewardship and innovation, and progress and sustainability (see SSHRC's 2003-2004 RPP, p. 23). SSHRC is now consulting with NSERC and CIHR to develop a concrete multidisciplinary, multi-sectoral research agenda.

Citizenship, Culture and Identities (including Official Languages)

In 2002-2003, SSHRC launched three of six new joint initiative programs under the Citizenship, Culture and Identities priority area: Essential Skills, Multiculturalism Issues in Canada, and Homelessness and Diversity Issues in Canada.

For 2004-2005, SSHRC plans to launch a joint initiative with the Privy Council Office (PCO; Intergovernmental Affairs) and Canadian Heritage to support research and knowledge transfer and knowledge mobilization activities.

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[11] For the full text of the Government of Canada's Action Plan on Official Languages, see http://www.pco-bcp.gc.ca/aia/docs/ActionPlan/ActionPlan_e.pdf.

[12] For more information, see SSHRC's 2003-2004 RPP, pp. 22-23 and http://www.sshrc.ca/web/apply/program_descriptions/aboriginal_e.asp.

[13] For more information, see http://www.sshrc.ca/web/whatsnew/initiatives/environment_e.asp.

Image, Text, Sound and Technology (ITST)

After nationwide consultations, SSHRC established, in 2003, a new strategic program, "Image, Text, Sound and Technology" (see SSHRC's 2003-2004 RPP, p. 23). The two main objectives of this program are to increase the number of academics who use ITST skills in their research, and to accelerate the pace at which researchers acquire ITST skills and put them to use. SSHRC currently offers four different types of ITST awards, focussing on collaboration and learning (summer institutes, workshops, conferences and networking). In the two next fiscal years, the Council plans to launch two more ITST components to target research and research partnership activities more directly.

Northern Research

In June 2003, SSHRC's Board approved the development of the Northern Research Development Program[14], launched in the fall of 2003, which focuses on research in and about Canada's North. The results of the first competitions will be announced in mid-March and mid-September, 2004. Furthermore, in 2004-2005, SSHRC staff will explore opportunities for new joint initiatives with external partners to enhance support for research on the economic, social, ecological and political challenges and opportunities facing Canada's North.

Joint Initiatives

Through Joint Initiatives[15], SSHRC enters into partnerships to co-fund programs with public, private and non-governmental sector organizations. To date, the Council has co-created over 40 Joint Initiatives, which generated well over $60 million in partner funding for social sciences and humanities research. In 2003-2004, SSHRC launched six new joint initiatives:

- CESC-SSHRC Education Research Initiative (INE);
- Essential Skills;
- Homelessness and Diversity Issues in Canada;
- Multiculturalism Issues in Canada;
- Skills Research Initiative (INE); and
- The Canada Project (INE).

Table 3 in the Appendix (see p. 39) gives an overview of SSHRC's ongoing Joint Initiatives for 2004-2005. For several of these programs, SSHRC established partnerships with other Industry Portfolio agencies:

- **Industry Canada**: Skills Research Initiative (INE);
- **NSERC**: Forest Research Partnership Program, Intellectual Property Management;

[14] See http://www.sshrc.ca/web/apply/program_descriptions/northern_e.asp for more information.

[15] See http://www.sshrc.ca/web/apply/program_index_e.asp#3 for a list of SSHRC's Joint Initiatives.

- **Statistics Canada**: CESC-SSHRC Education Research Initiative (INE), Canadian Initiative on Social Statistics (CISS), Immigration and the Metropolis.

5.3 Meeting the Demand for Highly Qualified Personnel

To satisfy present and future demands in the private, public and not-for-profit sectors for large numbers of highly qualified social scientists and humanists and to ensure, at the same time, faculty renewal at Canadian universities, SSHRC intends to:

- allocate about 25 per cent of its grants and scholarships budget to doctoral and postdoctoral fellowships;
- award 1,400 new Canada Graduate Scholarships (CGS) at the master's and doctoral level; and
- continue, through its research and strategic grants programs, to promote the training of students by means of participation in research projects which provide hands-on research training and help develop marketable skills.

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

In the February 2003 budget, the Government of Canada announced substantial funding for the new CGS program, to be administered by Canada's three federal granting agencies. When fully implemented in 2006-2007, the CGS program will support 2,000 master's students, with 60 per cent of the awards administered by SSHRC for human sciences students.

Together with SSHRC's other research training programs (see below), the CGS Master's program helps to train Canada's researchers and leaders of tomorrow. Specifically, the program seeks to develop research skills and assist in the training of highly-qualified personnel by supporting social sciences and humanities students, who demonstrate a high standard of achievement in undergraduate and early graduate studies. In May 2003, SSHRC launched the CGS Master's program[16] and in September 2003 offered CGS Master's scholarships to 815 human sciences students. The number of recipients will increase to 1,000 in 2004-2005 and to 1,200 in 2006-2007.

Doctoral Fellowships and the Doctoral Component of the CGS Program

The CGS program also supports excellence at the doctoral level.[17] In 2004-2005, SSHRC will award the first 400 CGS doctoral scholarships, with 400 new scholarships in each year thereafter. In addition, the Council will continue to award SSHRC Doctoral Fellowships. In

[16] See http://www.sshrc.ca/web/apply/program_descriptions/fellowships/cgs_masters_e.asp for the description of CGS master's program.

[17] See http://www.sshrc.ca/web/apply/program_descriptions/fellowships/doctoral_e.asp for a description of the combined CGS scholarship and SSHRC fellowship program.

2004-2005, about 575 students will receive these fellowships, which are tenable at recognized institutions in Canada and abroad.

Also in 2004-2005, SSHRC will explore new opportunities for training students in multidisciplinary research. This may be accomplished through a stand-alone program or incorporated into existing research support programs such as the MCRI or CURA programs.

Postdoctoral Fellowships

SSHRC's Postdoctoral Fellowships program[18] 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. The fellowships assist new researchers in establishing a research base at an important stage in their careers. SSHRC is currently studying the feasibility of increasing its annual postdoctoral stipend to $40,000—an amount closer to that currently offered by CIHR and NSERC.

5.4 Communicating, Mobilizing and Brokering Knowledge

Promoting Research and Brokering Knowledge

In addition to the focus on knowledge that forms part of the Council's proposed transformation, in 2004-2005, SSHRC will continue to develop its established knowledge mobilization and transfer activities. The effective dissemination and mobilization of knowledge is as essential to the effective application of research results as the research itself. To this end, the Council will continue to:

- support the dissemination of research results and the mobilization of knowledge through its communications programs for conferences, congresses and journals;
- seek new ways to broker knowledge among researchers and between producers and consumers of human sciences research; and
- build partnership programs and research alliances to improve mobilization of knowledge by researchers and users of research results in government, the academic community, and the not-for-profit and the private sectors.

In addition, the Council will continue to promote the benefits of social sciences and humanities research to Canadian society by:

- refining its "market culture" to enable the Council to better explain its contributions to our research/academic communities and to Canadian society by putting greater emphasis on effective media relations, and by developing new marketing-oriented communications products; and

[18] See http://www.sshrc.ca/web/apply/program_descriptions/fellowships/postdoctoral_e.asp for the description of SSHRC's postdoctoral fellowships program.

- fine-tuning strategies to improve the Council's links with parliamentary audiences and the federal policy sector.

Recognizing and Promoting Excellence in Research

In October 2003, Canadian philosopher Charles Taylor (McGill University) was awarded the Council's highest honour, the Gold Medal for Achievement in Research. SSHRC also awarded its new $25,000 Aurora Prize to Dr. Darin Barney, a political scientist at the University of Ottawa. The SSHRC Aurora Prize recognizes an outstanding new researcher for innovation in social science and humanities research. Starting in October 2004, both the SSHRC Gold Medal for Achievement in Research and the SSHRC Aurora Prize will be awarded annually to outstanding human sciences researchers.

Translation of Research-Based Knowledge Into Benefits for Canadians

Research and the creation of related new knowledge produce direct and indirect social, economic and cultural benefits to Canadians. The human sciences, although producing knowledge which can be directly exploited commercially, make their most important contributions to culture, economy and society through the transfer, dissemination and use of research-based knowledge. Examples include improvements to public and private services (education) and infrastructures (urban planning), practices and procedures (alternative dispute resolution), the development and refinement of broad analytical concepts ("productivity"), and a better understanding of key challenges for Canada both at the national (integration of immigrants from multi-ethnic backgrounds) and international (human security) level.

Budget 2004 announced that, beginning in 2004-2005, Canada's three granting agencies will triple their annual investments in programs directly supporting the commercialization of research, including the tri-agency Intellectual Property Management program. Combined agency spending on such programs currently amounts to about $10 million per annum.

In addition, Budget 2004 set aside $50 million for the next five years for a pilot competitive fund, to be managed by Industry Canada, to further strengthen the commercialization of university research. The granting agencies will work with Industry Canada to improve the capacity for commercialization in Canada's higher education sector, with the best initiatives receiving funding.

In coordination with its two sister granting agencies, SSHRC will implement the commercialization measures announced in Budget 2004 through strengthened support for the transfer, dissemination and use of research-based knowledge in the social sciences and humanities.

5.5 Policy Leadership

National Consultation on Research Data Archiving, Management and Access Systems

In June 2002, the National Data Archive Consultation Working Group, a joint initiative with the National Archives of Canada (NAC), submitted its report to SSHRC's Board and to the National Archivist.[19] This report recommends:

- the creation of a national research data archiving system;
- the development of a national strategy for the comprehensive management of, and improved access to, research data; and
- how to construct a system that will effectively meet the needs of the Canadian research community.

The establishment of a comprehensive management system for research data is a priority for a transformed SSHRC, which intends to better support all stages of the knowledge cycle from research, to knowledge creation, to knowledge mobilization, and for the National Library of Canada and National Archives of Canada, which are slated to become one joint institution. SSHRC's Board and the National Archivist both endorsed the report. SSHRC will pursue the "next steps" in implementing the recommendations of the National Data Archive Consultation Working Group. In 2004-2005, the Council will examine the culture of secondary data analysis in the social sciences and humanities, the incentives that must be put in place to promote such analysis, and institutional arrangements that best suit the Canadian situation.

Sharing of and Access to Research Data Produced Through Public Funding

The Committee for Science and Technology Policy (CSTP) of the Organization for Economic Co-operation and Development (OECD) commissioned an international working group of researchers and science policy specialists to examine access to, and sharing of, research data produced through public funding in OECD member countries. Industry Canada asked SSHRC to assign a representative to the Working Group to provide input on Canadian policies and practices. In June 2003, the Working Group submitted its final report to a CSTP meeting in Paris, which recommended to adopt the core principle that "publicly funded research data should be openly available to the maximum extent". Building on this final report, the CSTP drafted a related Ministerial Declaration on Access to Research Data from Public Funding. In late January, 2004, the CSTP met at the ministerial level, where "Ministers recognized that fostering broader, open access to and wide use of research data will enhance the quality and productivity of science systems worldwide. They therefore adopted the draft Declaration on Access to Research Data from Public Funding, asking the OECD to take further steps towards proposing Principles and Guidelines on Access to Research Data from Public Funding, taking into account possible restrictions related to security, property rights and privacy".

[19] See http://www.sshrc.ca/web/whatsnew/initiatives/data_archives_e.asp for further documentation.

Inter-Agency Co-ordination and Collaboration

The Memorandum of Understanding on Roles and Responsibilities (MOU)

SSHRC, NSERC and CIHR have codified the role that institutions play in administering federal grants and awards for researchers. Key policy areas addressed include financial management, ethics and integrity. Since 2002, researchers and research trainees have been eligible to apply for funds from Canada's granting agencies only if their home institution signed a first joint *Memorandum of Understanding on Roles and Responsibilities* (Phase 1 MOU) with SSHRC, NSERC and CIHR. In 2003-2004, a draft of policies not addressed in the Phase 1 MOU was completed (Phase 2 MOU). In 2004-2005, the three granting agencies will launch national consultations on the draft Phase 2 MOU with universities, colleges, associations and other recipient institutions. These consultations have two key objectives:

- to develop, by early 2005, a broadly-accepted text for a Phase 2 MOU; and
- to further sensitize institutions to agency expectations on a number of key policy issues not covered in the Phase 1 MOU.

Ethical Conduct in Research Involving Humans

Canada's three research funding agencies are also collaborating in another major area: ethical conduct in research involving humans (RIH). Established in November 2001, the Interagency Advisory Panel on Research Ethics (PRE; http://www.pre.ethics.gc.ca), which is supported by the Secretariat on Research Ethics (SRE), guide the development, interpretation, promotion and implementation of the 1998 *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans* (TCPS).[20] The objectives of this five-year, tri-agency initiative, the results of which will be reported in 2006, are to:

- contribute, in general, to better governance of research ethics policies and practices for all research undertaken under the auspices of institutions and affiliated partners receiving agency funding;
- promote, in particular, high ethical standards in Canadian research involving humans to ensure the protection of human participants; and
- strengthen public trust in Canadian research involving human subjects and related research ethics policies.

In 2004-2005, the Panel will continue to participate in ongoing discussions on the development of a Canadian governance system for RIH. PRE will also continue to develop the TCPS, particularly with regard to social sciences and humanities research ethics, Aboriginal research ethics and TCPS procedures. Through its public process mechanisms, the Panel intends to make recommendations for additions and further adjustments of the TCPS. An early outcome of PRE's governance work was the April 2002 release of the document, *Process and Principles for Developing a Canadian Governance System for the Ethical Conduct of Research Involving Humans*.

[20] See www.pre.ethics.gc.ca/english/policystatement/policystatement.cfm for the full text of the TCPS.

Integrity in Research and Scholarship

In 2004-2005, SSHRC, NSERC and CIHR will work on a revision of the document *Integrity in Research and Scholarship: A Tri-Council Policy Statement*.[21] SSHRC's Standing Committee on Ethics and Integrity will play a key role in updating, clarifying and tightening this policy statement, which will have implications for SSHRC's procedures for responding to allegations of research and scholarly misconduct.[22]

5.6 Service Improvements

SSHRC's overall client service improvement plans are detailed in Table 4. This section also provides information about SSHRC's Modern Comptrollership initiative, the action plan for SSHRC's management practices (Table 5 on p. 32), its corporate performance management, evaluation and audit functions (see p. 34), its corporate risk profile and internal audit plan (see p. 34), the follow-up of its 2002-2003 program review (see p. 35), and its participation in an inter-agency collaboration on the Canadian Common CV (see p. 35).

Modern Comptrollership (MC)

In 2003, SSHRC conducted an assessment of its modern management practices as part of the Modern Comptrollership initiative and approved an Action Plan for improving management practices to be implemented in 2004-2005 and subsequent years. The Integrated Management Practices Action Plan focuses on five priority areas: planning, training, performance evaluation, communications and knowledge management, and service improvement/client satisfaction. These priorities represent a significant portion of the improvement opportunities identified during the assessment exercise and address several important elements of the Modern Comptrollership framework. Sixteen projects of varying scope and length were developed under these priorities, which fit well with SSHRC's current needs and direction.

SSHRC and NSERC's sharing of the Modern Comptrollership Project Office (see SSHRC's 2003-2004 RPP, p. 26) has resulted in significant synergies between the Integrated Management Practices Action Plans of the two Councils. The Modern Comptrollership Action Plan incorporates key elements of the proposed SSHRC transformation. Modern Comptrollership principles and the findings of the capacity assessment will be applied during the transformation process and integrated into the management practices of the transformed SSHRC. The Action Plan also incorporates service improvements. Table 5 sets out specific actions and related objectives for each SSHRC Management Practices Action Plan project for the coming fiscal year.

[21] See http://www.sshrc.ca/web/about/policies/integrity_e.asp for the text of this statement.

[22] See http://www.sshrc.ca/web/about/policies/integrity_misconduct_e.asp for the text of this statement.

Table 4: Client Service Improvement Plans

Objectives	Planned Related Key Activities
Improved accountability	Implementation of various measures to improve accountability: • increased evaluation capacity, with a continuing focus on results; • refinements to the new Web-based Final Research Report form, to be completed by all SSHRC grant holders, that focuses on outcomes in order to enhance performance reporting, program evaluation, and promotion of SSHRC-funded research results; • enabling SSHRC to better meet its accountability requirements and promotional needs by utilizing data from its Final Research Report stored in the new Corporate Inventory of Research Outcomes (CIRO) database; • revision and implementation of SSHRC's Results-Based Management and Accountability Framework (RMAF; see p. 34); • modernization of the comptrollership function, especially management practices (see also Table 5 on p. 32); • further strengthening of SSHRC's internal audit function, with a focus on risk management strategies and practices (see p. 34).
Increased public awareness of the humanities and social sciences research sector	Increasing public awareness of SSHRC and its contributions by: • using SSHRC's new awards—the Gold Medal for Achievement in Research and the Aurora Prize (see p. 27)—as well as its Taylor Fellowship, to draw attention to significant research accomplishments in the human sciences; • continuing to interest the media in broadly publicizing the benefits of SSHRC-supported research; • supporting three ongoing programs organized by the Canadian Federation for the Humanities and Social Sciences (CFHSS): the *Breakfast on the Hill* Seminar Series, the *Research Profiles* distributed to parliamentarians, media, and the university community; and the annual Congress of the Social Sciences and Humanities; and • promoting SSHRC-supported academic conferences and congresses.
A significant, quantifiable improvement in client satisfaction	Maintenance and enhancement of SSHRC's Service Improvement Plan by: • developing plans to achieve, by 2005, a 10 per cent improvement in client satisfaction areas previously identified as deficient; • maintaining an active relationship with university research administrators through their professional association; and • conducting staff visits to recipient institutions to discuss programs, practices, plans and client issues.
Improved electronic services to afford Canadians better access to SSHRC information, programs and services and to streamline work within the Council	Improvement of electronic service delivery in accordance with the Government On-Line (GOL; http://www.gol-ged.gc.ca/index_e.asp) initiative, including: • continuing, in collaboration with other granting agencies, the development of a secure Web site for the posting of SSHRC competition results; • developing and piloting, with universities, a Web-based Financial Data Submission and Reconciliation (FDSR) form to replace paper-based processes; • continuing to work with participating agencies in the development of the Canadian Common CV (see p. 35); • continuing to develop, with Statistics Canada, the Canadian Initiative on Social Statistics (CISS) online application and peer review process; and • continuing to respond to Treasury Board's GOL initiatives.

Table 5: Action Plan for Improving SSHRC's Management Practices

Timetable and Planned Actions	Results and Outcomes	Performance Indicators	Risks
Priority 1: Planning—Strategic Leadership, Integrated Risk Management, Clear Accountability			
Summer 2004: Completion of A-base review of operational budget and identification of changes needed to align resources and allocations with the priorities of a transformed SSHRC.	Resources allocated in accordance with strategic and business priorities. A stronger base of financial and non-financial information for decision-making.	Consistency and coherence of priorities, needs and resources.	Few risks: The planned actions are based on modifications to current management processes. Significant positive impact on risk management because the planned actions will result in better decision-making and reduce the risks associated with decisions and plans based on incomplete information.
December 2004: Incorporation of risk management into strategic and operational planning, program evaluation and internal audit.	Planning and decision-making take into account risks and include risk management strategies.	Reduced unpredictability in budget management. Better use of resources.	
December 2004: Carrying out internal audit of SSHRC's governance structure, with special attention paid to the results of the transformation consultations.	Identification of potential deficiencies in SSHRC's governance structure or in its functioning. Development of a plan to address identified deficiencies.	Certainty with regard to roles and responsibilities. No duplication of effort or unnecessary delays in decision-making.	
Priority 2: Training—Motivated People, Shared Values and Ethics			
September 2004: Development of a management learning framework related to the concepts of modern management. Annual identification of the learning needs for all employees.	Identification and filling of managers' skill gaps. Tools in place to assist succession planning. Employees are better able to meet SSHRC's changing needs and challenges.	Greater likelihood that SSHRC will be able to fulfill its human resource needs from within its existing workforce. Increased employee satisfaction.	Risk of raising the expectations of employees and managers without being able to meet these expectations because of insufficient time and resources.
December 2004: Develop, in consultation with staff, a formal statement of values	Staff and managers, especially new employees, have a full understanding of the government's and SSHRC's values and ethics and are able to apply them in their daily work.	Greater ability of staff to recognize and manage ethically problematic situations.	The planned activities will reduce the risks related to insufficient use of modern management concepts, lack of succession planning, and inability to attract and retain staff.
December 2004: Develop a framework for ensuring quality of work life.	Issues such as workload and development are addressed.	Improved work environment with respect to shared values and ethics and work/life balance.	

Table 5: Action Plan for Improving Management Practices (cont.)

Timetable and Planned Actions	Results and Outcomes	Performance Indicators	Risks
Priority 3: Performance Evaluations—Strategic Leadership, Clear Accountability			
March 2005: Full implementation of a manager-related performance agreement, based on specific objectives aligned with strategic and operational priorities.	Individual work plans and performance agreements prepared annually by each manager. Managers' performance based on clearly defined objectives that are aligned with strategic objectives, operational priorities and resources.	Greater coherence and consistency of managers' and corporate priorities. Greater ability of and incentives for managers to focus on objectives and to achieve them within allocated resources.	Few risks. The planned actions formalize and improve processes already in place or initiated. Important impact on risk management, especially ensuring that managers are not overstretched and devote their efforts to corporate priorities.
Priority 4: Communications and Knowledge Management—Clear Accountability, Rigorous Stewardship			
Fall 2004: In the context of SSHRC's proposed transformation, identify shared knowledge mobilization goals and define related roles, responsibilities and linkages for SSHRC and its collaborators.	Effective sharing, communication and utilization of the knowledge created through SSHRC-funded research, benefiting all Canadians.	More intensive and fruitful research collaborations in SSHRC's community. More and better connections between the creators and users of research knowledge.	The planned actions involve new approaches to knowledge mobilization. There are risks that some of these approaches will not work or that their outcome will be disappointing.
Fall 2004: Distribute knowledge mobilization tools among staff to support the sharing of experiences, best practices and lessons learned.	Effective organization-wide sharing of knowledge acquired by SSHRC staff to improve management and program delivery.	Greater ability of staff to resolve issues related to the delivery of programs and services. Faster learning by new staff.	These actions will maximize the best use of corporate knowledge and reduce the risks associated with missed opportunities associated with its inefficient use.
Priority 5: Improvement of Service to Clients—Integrated Performance Indication			
Spring 2004: Development of a focused plan to monitor client satisfaction through information gathered (1) on application and final research report forms and (2) from inquiries to the online help desk.	SSHRC has a larger base of more detailed information than before with which to monitor client satisfaction and define and implement service improvement targets and plans.	Availability of structured, reliable and sufficient information for the assessment of client satisfaction and performance in client service.	Potential risks and difficulties in: 1) selecting the type of information collected; 2) deciding how information will be gathered; 3) defining and measuring service improvement targets.
September 2004: Development and communication of standards for internal services within SSHRC.	Effective and reliable delivery of internal and external services to clients.		

Performance Management, Evaluation and Audit

In the coming fiscal year, SSHRC's new Corporate Performance, Evaluation and Audit (CPEA) division will continue to promote the integration of a management culture based on results and risk assessment. The CPEA division will organize training sessions for staff on the development and implementation of performance frameworks. In addition, the division will continue to advise managers on the design of new programs with a focus on expected results.

In collaboration with SSHRC's Standing Committee on Performance and Evaluation, the CPEA division will update the Council's multi-year evaluation plan to address related priorities. The division will also undertake a number of important projects related to performance measurement including:

- development of an Results-Based Management and Accountability Framework (RMAF) and a Risk-Based Audit Framework (RBAF) for evaluating the Canada Research Chairs program (March 2005);
- the creation of the Corporate Inventory of Research Outcomes (CIRO) database (September 2005); and
- the revision, also in 2005, of SSHRC's overall RMAF to meet the renewal of terms and conditions for transfer payments. This revision will take into account, where appropriate, the proposed transformation of SSHRC.

Corporate Risk Profile and Internal Audit Plan

Working closely with SSHRC's Standing Audit Committee, the CPEA division will provide management with consulting and assurance services relating to management practices and financial controls. The division will also take the lead in helping the Council further develop its independent audit capacity.

In October 2003, SSHRC submitted a *Corporate Risk Profile and Audit Plan* to Treasury Board which concluded that, in terms of the safety and security of the Canadian public, the overall risk level of the Council is relatively low. In 2004-2005, SSHRC will start implementing its revised *Internal Audit Plan, 2003-2006*, which is based on its Modern Comptrollership (MC) capacity assessment, its corporate risk profile, a reassessment of priorities in previous audit plans, coordination with NSERC's audit plan, and Treasury Board policies and requirements. Until 2006, SSHRC's internal audits will focus on:

- contract procurement;
- university financial monitoring process;
- governance and decision-making
- adjudication process;
- information management
- electronic service delivery; and
- strategic, operational and budgetary planning process.

Following Up on SSHRC's Informal 2002-2003 Program Review

Following up on its informal 2002-2003 program review (see SSHRC's 2003-2004 RPP, p. 22), the CPEA division will complete evaluations of three programs in the "research communications" cluster. The results of these evaluations will help to define SSHRC's new vision of "knowledge mobilization." In addition, SSHRC will examine the research training components of several Council programs to provide new insights into the quality and diversity of student training, focusing on the features related to different training contexts and indirect student support.

In accordance with the Government of Canada's December 12, 2003, announcement, SSHRC will build on its informal 2002-2003 program review and conduct a formal full review of all its expenditures and programs in 2004-2005, with the aim of ensuring that program spending remains under control and is closely aligned with the evolving priorities of government.

Inter-Agency Co-ordination and Collaboration: The Canadian Common CV

In 2003-2004, SSHRC continued its participation in the development of the Canadian Common CV project (CCV; http://www.commoncv.net/) presently led by CIHR and involving NSERC, the Quebec granting agencies and other funding partners. During 2004-2005, SSHRC will pilot the use of the CCV in certain program areas and monitor its acceptance by the human sciences community prior to projected full implementation in 2006-2007.

Accord between the Government of Canada and the Voluntary Sector

In December, 2001, the Government of Canada concluded an accord with the voluntary sector (VS)[23], which outlines the values and principles that will govern the relationship between the two signatories when working together. SSHRC is a member of an interdepartmental working group on the implementation of Voluntary Sector Accord (VSA). In 2003-2004, the Council appointed a VS champion, started to develop its action plan for implementing the VSA, and contributed to the first report to Canadians on the implementation of the VSA.[24] In 2004-2005, SSHRC will continue to actively participate in the interdepartmental working group and will work with the new Department of Social Development on implementing the VSA.

[23] See http://www.vsi-isbc.ca/eng/relationship/doc/the_accord.doc for the text of the Accord.

[24] See http://www.vsi-isbc.ca/eng/relationship/accord_report/index.cfm for the text of the report.

Section VI: Financial Information

Table 6: Summary of Transfer Payments

($ millions)	Forecast* Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Grants				
Support of Research and Scholarship	200.8	**215.9**	213.2	205.1
Increase – Budget 2004	-	**12.0**	15.0	15.0
Indirect Costs of Research	224.4	**244.5**	244.4	244.5
Canada Graduate Scholarships	14.2	**32.3**	50.4	63.0
Canada Research Chairs	(13.0)	**-**	-	-
Support of Research and Scholarship	13.5	**13.5**	13.5	13.5
Transformation	(1.2)	**(2.0)**	-	-
Total Grants	438.7	**516.1**	536.5	541.1
Contributions	-	**-**	-	-
Other Transfer Payments	-	**-**	-	-
Total Grants, Contributions and Other Transfer Payments	438.7	**516.1**	536.5	541.1

* Reflects best forecast of total anticipated spending until the end of the fiscal year.

Note: Planned spending includes the SSHRC portion of the NCE program and the Canada Research Chairs program, the Indirect Costs program, and the INE programs. Planned spending takes into account SSHRC-related funding announced in Budget 2004.

Table 7: Source of Non-Respendable Revenue

($ millions)	Forecast* Revenue 2003-2004	**Planned Revenue 2004-2005**	Planned Revenue 2005-2006	Planned Revenue 2006-2007
Support of Research and Scholarship	0.4	**0.4**	0.4	0.4
Total Non-Respendable Revenue	0.4	**0.4**	0.4	0.4

* Reflects best forecast of total anticipated revenue until the end of the fiscal year.

Table 8: Net Cost of Program for 2004-2005

($ millions)	Total
Net Planned Spending (Total Main Estimates plus Adjustments as per the Planned Spending Table)	**538.3**
Plus: *Services Received Without Charge*	
• Accommodation provided by Public Works and Government Services Canada (PWGSC)	1.8
• Contributions covering employer's share of employees' insurance premiums and expenditures paid by TBS (excl. revolving funds; $10.299 million x 8%)	0.8
• Worker's compensation coverage provided by Human Resources and Skills Development (HRSD)	-
• Salary and associated expenditures of legal services provided by Justice Canada	-
	2.7
Less: Non-Respendable Revenue	**0.4**
2004-2005 Net Cost of Program	**540.6**

Appendix

Table 3: Ongoing Joint Initiatives

Joint Initiative/ Program	Benefits to Canadians	Partner(s)	Estimated Contributions	
			Partner(s)	SSHRC
Canadian Forest Service (CFS) Graduate Supplement: http://www.sshrc.ca/web/apply/program_descriptions/fellowships/forest_service_e.asp.	Increase the training of highly qualified personnel for the forestry sector.	Canadian Forest Service (CFS)	Up to five $5,000 fellow-ships/year up to a total of $75,000 2002-03 – 2006-07	N/a 2002-03 – 2006-07
CESC-SSHRC Education Research Initiative (INE) http://www.sshrc.ca/web/apply/program_descriptions/ine/education_research_e.asp.	More quantitative research in education using the School Achievement Indicators Program (SAIP) and other databases. Closer relationships between researchers and policy/program developers. Greater use of educational research.	Canadian Education Statistics Council (CESC; Council of Ministers of Education, Canada – CMEC, and Statistics Canada)	$1.6 M 2002-03 – 2005-06	$1.6 M 2002-03 – 2005-06
Doctoral Fellowship Supplements for Research on Canadian Children and Youth: http://www.sshrc.ca/web/apply/program_descriptions/fellowships/youth_doctoral_e.asp.	Increased policy-relevant research capacity on Canadian children and youth.	Applied Research Branch, Department of Social Development	Up to five $5,000 fellow-ships/year up to a total of $75,000 2002-03 – 2004-05	N/a 2002-03 – 2004-05
Essential Skills: http://www.sshrc.ca/web/apply/program_descriptions/essential_skills_e.asp.	Enhanced recognition of essential skills in Canadian workplaces. More policy-oriented research results on essential skills. More transfer of research-based knowledge.	Human Resources Partnerships (HRP), Human Resources and Skills Development (HRSD)	$1.1 M 2003-04 – 2004-05	$1.1 M 2003-04 – 2004-05
Forest Research Partnerships Program: http://www.nserc.ca/professors_e.asp?nav=profnav&lbi=b5_5.	Better informed policy decisions, regulations and practices in forestry management and in achieving sustainable resources.	CFS, NSERC (administered by NSERC)	**CFS**: A maximum of $700,000 per year 2002-03 – 2006-07	**SSHRC** and **NSERC**: Negotiated on case-by-case basis. 2002-03 – 2006-07

Table 3: Ongoing Joint Initiatives (cont.)

Joint Initiative/ Program	Benefits to Canadians	Partner(s)	Estimated Contributions	
			Partner(s)	SSHRC
Homelessness and Diversity Issues in Canada: http://www.sshrc.ca/web/apply/program_descriptions/homelessness_e.asp.	Increased sharing of knowledge among producers and users of research.	National Secretariat on Homelessness (NSH), HRSD	$750,000 2003-04 – 2005-06	$750,000 2003-04 – 2005-06
Immigration and the Metropolis: http://canada.metropolis.net/index_e.html.	Increased research capacity and knowledge to aid in formulating public policy and in improving services related to immigration and integration.	Citizenship and Immigration Canada (CIC), Canadian Heritage, Department of Social Development, Status of Women Canada, Solicitor General, Canada Mortgage and Housing Corporation (CMHC), Statistics Canada	$3.9 M 2003-04 - 2006-07	$2.5 M 2003-04 - 2006-07
Intellectual Property Management: http://www.nserc.ca/professors_e.asp?nav=profnav&lbi=b6.	Acceleration of the mobilization of knowledge and technology residing in Canadian universities and research hospitals. Enhanced awareness of Intellectual Property in relation to Canada's competitiveness in the knowledge-based economy.	CIHR, NSERC	**CIHR**: To be renewed in 2004 **NSERC**: To be renewed in 2004	To be renewed in 2004
Multiculturalism Issues in Canada: http://www.sshrc.ca/web/apply/program_descriptions/multiculturalism_e.asp.	Promotion of research on Canada's diverse ethnic communities and on cross cultural understanding. Policy-relevant research-based knowledge on racism and ethnicity. A public dialogue about, and better understanding of, multiculturalism and diversity issues.	Multiculturalism Program, Canadian Heritage	$1.5 M 2003-04 – 2005-06	$1.5 M 2003-04 – 2005-06

Table 3: Ongoing Joint Initiatives (cont.)

Joint Initiative/ Program	Benefits to Canadians	Partner(s)	Estimated Contributions	
			Partner(s)	SSHRC
National Research Network on the Human Dimensions of Biosphere Greenhouse Gas Management	Better informed policy decisions, regulations and practices for managing greenhouse gas emissions.	BIOCAP Canada Foundation	$1.6 M 2002-03 – 2004-05	$1.6 M 2002-03 – 2004-05
Ocean Management National Research Network Initiative	Creation of a national network of cross-disciplinary and multi-sectoral research nodes dedicated to the study of the ocean.	Fisheries and Oceans Canada	Up to $400,000 2004-05 - 2005-06	Up to $400,000 2004-05 - 2005-06
Relationships in Transition: http://www.sshrc.ca/web/apply/program_descriptions/relationships_e.asp.	Improved understanding of political and other forces that drive transition in 4 research areas: economic, personal, social and governance relationships.	Law Commission of Canada (LCC)	$400,000 2003-04 – 2006-07	$400,000 2003-04 – 2006-07
Skills Research Initiative (INE): http://www.sshrc.ca/web/apply/program_descriptions/ine/skills_research_e.asp.	Increased dissemination and utilization of research on skills and highly-qualified persons within government and academia as well as among other stakeholders. More dialogue between researchers, policy-makers and practitioners.	HRSD, Industry Canada (IC)	**HRSD**: $785,000 2003-04 – 2005-06 **IC**: $785,000 2003-04 – 2005-06	$1.1 M 2003-04 – 2005-06
The Canada Project (INE): http://www.sshrc.ca/web/apply/program_descriptions/ine/canada_project_e.asp.	More policy-relevant and research-based knowledge applicable to enhancing Canada's competitiveness. More information for the public and improved dialogue among researchers, policy makers, practitioners, and citizens. Improved dissemination and utilization of research to inform policy-making for governments, the academic community and other stakeholders.	Conference Board of Canada (CBoC)	$1 M 2003-04 – 2005-06	$1 M 2003-04 – 2005-06
Virtual Scholar in Residence: http://www.sshrc.ca/web/apply/program_descriptions/virtual_scholar_e.asp.	Support of individual researchers to work within one of the LCC's four research areas.	LCC	$245,000 2003-04 – 2006-07	$200,000 2003-04 – 2006-07

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