



Canadian Federation for the
Humanities and Social Sciences

Fédération canadienne
des **sciences humaines**

Strategic Directions

2011-2015

Canadian Federation for the Humanities and Social Sciences

April 2011

Foreword by Jean-Marc Mangin

Executive Director

Canadian Federation for the Humanities and Social Sciences (CFHSS)

CFHSS's *Strategic Directions 2011–2015*, adopted by our Board of Directors on March 25, 2011, provides a solid, coherent and ambitious foundation to guide our activities for the next several years **and** the impetus to see it implemented to the fullest.

Supporting our ambitious vision and mission, our new framework describes how three strategic priorities will guide our work. At their simplest, these are our intentions around improving the **reach**, **relevance** and **resources** of CFHSS, and in so doing, our entire membership and community.

Reach: Involve existing and new members in new ways in our work and in that of the social sciences and humanities community; improve our communications practices and offerings to attract broader audiences to our renowned portfolio of events and programs.

Relevance: Engage policy-makers, decision-makers and the Canadian public with tangible evidence and a revitalized narrative about what humanities and social sciences research tells us about our lives, our communities, our cultures and world.

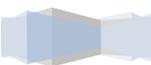
Resources: Be innovative and creative about how we tackle our objectives—partnering across sectors and jurisdictions, opening up possibilities for others and pursuing new avenues to keep our work energized.

CFHSS's Board of Directors is proud of this plan and excited about this new chapter of our rich and vibrant history. We believe that by focusing on outreach and engagement with the Canadian humanities and social sciences community, we are affecting positive outcomes for all Canadians. As we move forward, we look forward to collaborating with all who share this vision.

About the Canadian Federation for the Humanities and Social Sciences

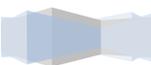
Representing more than 85,000 researchers in 80 scholarly associations, 79 universities and colleges, and six affiliates, the Canadian Federation for the Humanities and Social Sciences is the national voice for the university research and learning community in these disciplines.

For information, please contact 613.238.6112 ext. 306 or visit www.fedcan.ca.



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Introduction

“The simplest questions are the hardest to answer”.

Northrop Frye

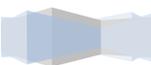
This strategic plan, which represents the culmination of an extensive consultative process that began in August 2010, articulates the mission, vision, strategic intentions and direction of CFHSS for the next four years. As part of this planning process, the Executive conducted an environmental scan that took into account a number of factors influencing and shaping our current situation. These factors include our internal resources and capabilities, our resource limitations, the strengths we have as an organization, the areas where we believe we have opportunities to grow, external challenges we are facing and might face in the future and changes in the public environment. The summary of the environmental scan is found in Appendix B of this report.

This planning exercise was undertaken with the conviction that every modern organization needs a clear sense of its mission, vision, strategic intentions and goals in order to thrive and succeed in today’s rapidly changing environment. The Executive of CFHSS initiated this planning process to help the Board fulfill one of its core obligations of developing a coherent strategy for CFHSS supported by specific, achievable goals.

Developing and implementing a strategic plan helps an organization realize its full potential in a variety of ways. By defining CFHSS’s core vision and mission and strategic intentions and goals, our managers will be empowered to establish realistic objectives linked to the strategy and foster internal efficiency and teamwork among the staff, Board and Executive. A clearly articulated strategy also helps us improve the way we communicate with our members and external audiences. It not only ensures that we make the most effective use of our resources, it also provides a benchmark to measure progress while we establish a mechanism for adjusting our course as needed.

We hope that the consultation process for strategic planning we undertook will develop a sense of ownership of and commitment to the plan so we can benefit from the experience, wisdom and advice of different constituents, and, reciprocally, provide opportunities for the our members to better appreciate the work being done on their behalf.

Finally, this strategic framework builds on the considerable progress achieved under the current plan implemented in 2008. Major strides have been made in improving our outreach and visibility through the *Big Thinking* Series, including Breakfasts on Parliament Hill, in organizing the largest Congress events ever, in modernizing our communications and internal systems and in recruiting a new leadership team at the Secretariat. We have also significantly raised the bar for strategic interventions on policy matters of interest to our community by assembling blue ribbon teams of researchers from multiple disciplines to develop high-level briefs and submissions on the Digital Economy and Copyright. The foundation now exists for CFHSS to achieve its potential.



Vision, mission and strategic intentions

A vision statement draws an inspiring picture of an organization's future that guides members and staff, and establishes the framework for all strategic planning. Creating a vision statement is important in strategic planning as it articulates the aspirations and hopes that drive the organization, while reminding us of what we are trying to build.

VISION

In advancing equity, diversity, knowledge, excellence and innovation, the Canadian Federation for the Humanities and Social Sciences contributes tangibly to a free and democratic society.

A mission statement is an essential building block of any strategic planning exercise. This mission statement is a clear and succinct representation of the organization's purpose:

MISSION

The Canadian Federation for the Humanities and Social Sciences promotes research, scholarship, creative activity and learning, and works to foster understanding of the contributions made by the humanities and the social sciences to Canada and the world.

A strategic intention describes a goal an organization wants to achieve in the time frame for planning. We recommend three strategic intentions we aim to achieve by 2015:

STRATEGIC INTENTION 1

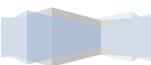
Improve how we
communicate and
connect with
members

STRATEGIC INTENTION 2

Increase our influence
among Canadians

STRATEGIC INTENTION 3

Ensure financial
sustainability



Strategic plan at a glance

1. Improve how we communicate and connect with members	2. Increase our influence among Canadians	3. Ensure financial sustainability
1.1 Improve knowledge dissemination	2.1 Promote social innovation and engaged scholarship	3.1 Recalibrate Congress fees and costs
1.2 Raise the profile of the ASPP	2.2 Develop policy positions on issues relevant to Canadian scholars in the humanities and social sciences	3.2 Pursue sponsorships
1.3 Link with existing databases of research projects in the humanities and social sciences	2.3 Improve the depth and reach of our positions on research, equity and diversity including Aboriginal issues, and knowledge dissemination	3.3 Find partners to co-sponsor research projects
1.4 Expand financial, administrative and governance services to members	2.4 Become involved in discussions relating to research, education and learning in the humanities and social sciences	3.4 Grow our membership base
1.5 Make better use of the Board of Directors	2.5 Build on Congress' success as the country's premier university interdisciplinary research event by reaching out to the Canadian policy community and international scholars	3.5 Engage in continual review of operational costs and investment strategy
	2.6 Increase the profile and reach of <i>Big Thinking</i>	
	2.7 Develop partnerships with stakeholders and other institutions	



Goals supporting each strategic intention

“Big results require big ambitions.”

Heraclitus

1.0 Improve the ways we communicate and connect with members

A massive demographic shift is taking place in the humanities and social sciences community within and outside Canada’s campuses. Nevertheless, most graduate students, researchers and professors within the humanities and social sciences community are unaware of CFHSS.

1.1 Improve knowledge dissemination.

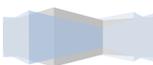
- 1.1.1 In consultation with our membership, research on issues of public policy in partnership with other institutions and actively seek research opportunities in our core areas of expertise.
- 1.1.2 Convene and facilitate roundtables in partnership with other institutions and associations as well as with private sector and not-for-profit partners.
- 1.1.3 Engage the policy community in Congress.
- 1.1.4 Make key Congress and *Big Thinking* presentations available and searchable (e.g. by topic, author, etc.) online.
- 1.1.5 Build on established working partnerships with media outlets and policy magazines (CBC/SRC; LRC, Walrus, the Mark, Policy Options, Le Devoir, Argument).
- 1.1.6 Strengthen e-publishing capacity of scholarly work by helping stakeholders to access the tools and processes required to take full advantage of the opportunities in this area.

1.2 Raise the profile of the Aid to Scholarly Publications Program (ASPP).

- 1.2.1 Increase the visibility of the Book prizes by seeking a sponsor, linking the prizes to events sponsored by Scholarly Societies and garnering media attention.
- 1.2.2 Establish greater visibility for the ASPP on the CFHSS website, greater transparency in its adjudication processes and its success rates, and greater awareness in the academic and national community about the program's positive contribution to scholarship in Canada.

1.3 Link with existing databases of research projects in the humanities and social sciences.

- 1.3.1 Work with other institutions and organizations (universities, LAC, SSHRC, private research groups) to identify and build links to a comprehensive online bilingual reference centre to help innovation and simplify searches either by name or research topic.
- 1.3.2 Make all information on the data base readily available to media, all levels of government, the private sector and researchers.

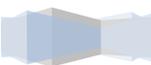


1.4 Expand service to members.

- 1.4.1 Access association contact information in order to communicate directly with constituents.
- 1.4.2 Increase the number of members who use CFHSS online services (e.g. association membership renewal, online payment services).
- 1.4.3 Seek opportunities to offer new member benefits such as discounted credit card and insurance rates or professional services.
- 1.4.4 Work with our members to identify ways to reach and communicate directly with individuals in the community.
- 1.4.5 Explain directly to members (new, mid-career, retired) how they benefit by being members of CFHSS in all areas of their professional lives: research and creative activity, teaching and community service.
- 1.4.6 Rebuild the Equity Issues Network by working with member association's equity, diversity and Aboriginal committees in order to expand outreach and services to more diverse communities.
- 1.4.7 Reach out to international networks and partners.

1.5 Make better use of our Board of Directors to foster awareness of CFHSS.

- 1.5.1 Use board expertise in all areas related to membership by clarifying the role board members are expected to play in communicating with existing members and attracting new members, helping board members share information freely and requesting their advice regarding member concerns and desires.
- 1.5.2 Encourage the board to reach out to different types of members and potential members, including associations, deans, vice-presidents, new faculty members, postdoctoral fellows, graduate students, researchers, and independent scholars.
- 1.5.3 Engage board members to sponsor activities on campuses that can be financed by the university.
- 1.5.4 Identify new allies and expand our influence by building affiliations and liaising with non-academic organizations.



2.0 Increase our influence among Canadians

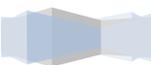
- 2.1 **Promote the contribution and benefit of social innovation and engaged scholarship for strengthening Canadian society.**
- 2.2 **Articulate policy positions on issues relevant to Canadian scholars in the humanities and social sciences and advocate on behalf of our constituencies by engaging in intellectual activism that connects our people with media (e.g. digital society, copyright, census, social inclusion and Aboriginal education, value of the humanities and social sciences).**
- 2.3 **Improve the depth, sophistication, integrity and reach of our positions on research, equity and diversity, particularly Aboriginal issues, and knowledge dissemination (see Appendix A for details of CFHSS's strategic intentions in this regard).**
- 2.4 **Become a leading voice for broad societal discussions relating to research, education and learning in the humanities and social sciences.**
- 2.5 **Continue to expand the influence and impact of Congress as Canada's premier interdisciplinary university research event by reaching out to the Canadian public and achieving wider engagement with international scholars.**
 - 2.5.1 Develop new relations with key knowledge organizations in Canada and Quebec in particular (e.g. RSC, LAC, ACUP, Acfas, Canada Council, CIFAR).
 - 2.5.2 Build on network of international relations with similar societies and organizations across the world.
- 2.6 **Increase the profile and reach of *Big Thinking* and expand the geographic scope of non-Congress activities beyond the important focus on Ottawa.**
 - 2.6.1 Work collaboratively with member universities to coordinate national awareness of the scope of humanities and social sciences research on issues relevant to national concerns.
 - 2.6.2 Continue to digitize *Big Thinking* lectures and disseminate text, video and podcast and the CFHSS blog to reach a more national and global audience.
 - 2.6.3 Develop partnerships with like-minded organizations and other institutions in order to promote a comprehensive policy dialogue with the federal government and agencies.
 - 2.6.4 Maintain and deepen a constructive relationship with SSHRC, CIHR and NSERC.
 - 2.6.5 Actively pursue mutually productive trans-disciplinary connections/ collaborations with scholars and agencies representing the pure and life sciences, engineering and technology.
 - 2.6.6 Develop working relationships with agencies focussed on education and learning (Council of Ministers of Education, Canadian Council for Learning) and, where appropriate, with agencies with a provincial mandate.



- 2.6.7 Develop a new communications plan that builds on the success of current practices and capitalizes on the potential to exploit social and other new media in the rapidly changing information environment.

3.0 Ensure financial sustainability

- 3.1 Recalibrate Congress fees, revenues and costs to achieve a balanced and sustainable budget over the next four years.**
- 3.2 Pursue sponsorships for key activities such as *Big Thinking* and the Book prizes.**
- 3.3 Find partners to co-sponsor research projects consistent with our mission and values.**
- 3.4 Increase our membership base.**
- 3.5 Engage in regular review of operational costs and investment strategy.**



Benefits to the humanities and social sciences community

A widely supported and properly executed strategic plan will allow us to realize our potential as an organization and increase our effectiveness in a number of key areas.

First, executing this plan helps us increase our profile and influence. Many of our members believe we are not getting our message across. Either humanities and social sciences perspectives are routinely excluded from a public discussion of issues affecting our members (e.g. the framework for research and learning in PSE institutions) or, if and when we are invited to participate in public consultations, the data and perspectives we offer are often treated as peripheral to the core issues (i.e. less relevant than positions articulated by other disciplinary communities).

We intend to take two steps to articulate a more compelling case for considering humanities and social sciences research, education and concepts in policy discussions. First, we will build fresh partnerships to increase our access to new forums and audiences and, second, we will take a more assertive and comprehensive approach to promoting the contribution and relevance of humanities and social sciences research and to publicizing the achievements of this community. By expanding the scope of our existing forums, book prizes, conferences, roundtables and *Big Thinking* events, we will reach more representatives from governments, business, other academic disciplines and civil society. This broader exposure will create higher levels of awareness and interest in the work of our members.

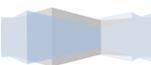
Second, executing this plan will increase our engagement with policy-makers so they will be able to better appreciate the inextricable relationship that exists between developing policy and having a sophisticated understanding of human thought and behaviour. CFHSS is uniquely positioned to provide this perspective. A large part of our future success rests on strengthening the systemic links that exist between policies and the public. This plan will strengthen these links by encouraging and assisting the dissemination of scholarly knowledge to broader audiences in the policy community.

Third, we know that supporting public funding for modern research rests on demonstrating impacts in the real world. Executing this plan will underscore the importance of this reality for our research community. We will encourage our members to use the language of inclusion, innovation and productivity wherever possible and appropriate. This initiative will better enable Canadian citizens and their governments to appreciate the pivotal role that humanities and social sciences research and learning play in anticipating and understanding emerging social and geopolitical trends, in analyzing organizational performance or in creating new ideas, products, services and work practices that contribute to the public good.

At the same time, we will continue to show how society benefits from the high value research and curiosity-driven scholarship a liberal arts education provides. We will improve our ability to track and publicize successes, highlight narratives that spark the collective imagination and document how cultural and historical context, language and art can frame and illuminate ongoing debates.

Fourth, executing this plan will enhance the role CFHSS can play in convening and facilitating discussions on public policy issues, thereby raising our profile and influence. Expanding our convenor role is a natural extension of our academic and institutional strengths and of our existing and new partnerships.

Fifth, the “flattening” of the world presents us with many opportunities to engage in global discussions and strengthen our international partnerships. Executing this plan recognizes that a growing number of

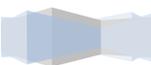


Canadians, especially young people, see themselves as citizens of the world and are anxious to help find transnational solutions to global problems. A part of this appeal to youth rests on our ability to identify and celebrate interdisciplinary and international humanities and social sciences work and wrap our positions in ambitious thinking. This will also help us attract a new generation of scholars.

Sixth, implementing this plan engages us fully in discussions about the future and direction of higher education. This discussion is fundamental in all contemporary societies grappling to reconcile the pull of tradition with the need to innovate in a knowledge economy. While respecting the principles, rigour and autonomy of scholarly work and education, we will improve our legitimacy to participate in debates concerning learning and discovery in the context of the impact on and connectivity between people and communities.

Finally, reaping these benefits depends on ensuring CFHSS's financial sustainability. We realize we are vulnerable in this area for a variety of reasons. We have a structural deficit that is expected to grow if the current situation is not rectified. We have only one regular funding partner – SSHRC – for Congress, *Big Thinking* and the ASPP. Our membership is growing very slowly; we must meet the challenge of attracting a new generation of academics and graduate students who are not familiar with who we are and what we do. We also recognize that universities, key CFHSS partners, face important financial pressures and will want evidence of a return on their investment as CFHSS members.

Fulfilling this plan guarantees we remain financially strong and viable for the long term.



Appendix A: Policy issues for CFHSS

Research policy

The Research Policy portfolio of CFHSS spans a variety of issues with direct impact on the health of the Canadian humanities and social sciences learning and research community. Over the past years, CFHSS made significant progress on research ethics and copyright, thanks to the guidance and insight provided by the members of expert taskforces on these issues. Work on these matters will continue, while the portfolio will also explore CFHSS's relationship with the granting councils, engaged scholarship and knowledge mobilization, and international collaboration. Here are the proposed portfolio priorities for the period 2011-2015:

Federal research priorities

The current 2007 federal S&T strategy (http://www.ic.gc.ca/eic/site/ic1.nsf/eng/h_00856.html) marginalizes the contributions from the humanities and social sciences community. The S&T strategy will be reviewed in the coming years by the Council of Canadian Academies, SSHRC and the federal government itself. CFHSS must constructively engage in these reviews.

Relationships with the granting councils

The renewal of SSHRC's program architecture is creating new opportunities for the humanities and social sciences community to undertake research and learning activities that respond to the social, intellectual, cultural, political, and economic needs of society. CFHSS will monitor the implementation of the new architecture and examine how to further the objectives set out by SSHRC's *Framing Our Direction 2010-12* (http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/FramingOurDirection_2010-12_final_e.pdf). We will also seek ways to promote interdisciplinary research and to help ensure researchers from every discipline can take advantage of the renewed funding framework to support research and training in the social sciences and humanities.

Significant funding for the humanities and social sciences research is available from NSERC and CIHR. In particular, CIHR has allotted up to 30% of its research funding to be directed to humanities and social sciences research. More opportunities are also available from NSERC, which has allocated up to 30% of its funding for strategic networks to support social sciences and humanities research components.

The portfolio will look for ways to raise awareness of such funding opportunities among our community, and to help increase the success rate of humanities and social sciences applicants to CIHR and NSERC. This will be done by sharing insights into the funding cultures of CIHR and NSERC and by sharing information to help social sciences and humanities applicants successfully apply to these granting councils.

Engaged scholarship

Community-based research and knowledge mobilization are gaining increased attention within the social sciences and humanities research and learning community. Continuing the conversation initiated at CFHSS's 2010 AGM, the portfolio will endeavour to highlight instances of engaged scholarship and encourage the social sciences and humanities community to participate in such projects.



Internationalization of research

Many Canadian researchers and scholars are engaged in international collaboration with their counterparts around the world. Building awareness of the programs available to Canadians, such as the European Union Seventh Framework Programme in social sciences and humanities, will help expand the opportunities available to the Canadian research and learning community.

Copyright reform

Bill C-32, the most recent legislation proposed to amend the Copyright Act, sets out several changes that would achieve a more balanced and fair approach to copyright. Our community is in support of a number of Bill C-32's proposed amendments to current legislation, including the expansion of the definition of fair dealing to include parody and satire, and the amendment stating that an individual does not infringe copyright when using existing copyright-protected material in the creation of new work (provided that certain conditions are satisfied). CFHSS will continue the work undertaken by the Copyright Committee, which proposed a number of adjustments to the bill.

Research ethics

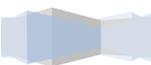
Under the guidance of CFHSS's Research Ethics Committee, CFHSS will continue to partner with the Canadian Research Integrity Committee, highlighting the perspective of humanities and social science researchers in its work. CFHSS will also monitor the impact on the community of the implementation of the 2nd edition of the *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans*, which was released in December 2010.

Equity issues

CFHSS has been committed to equity, diversity and inclusivity since it was founded. Consecutive Boards have broadened the aims of the Equity Issues Portfolio (EIP), which includes the VP and the EI Steering Committee, from 'women's issues,' to 'women and equity issues' to a more holistic and inclusive approach as 'equity issues'. This 'big tent' thinking includes advancing equity issues for women, Aboriginal people, people of colour, people with disabilities and people of diverse sexual orientation who work and study in the humanities and social sciences in Canada. The EIP's strategic vision for 2011-15 includes the following:

Mentoring in the social sciences and humanities

Universities and scholarly associations pursue various mentoring initiatives to enhance the professional and personal development of teachers, researchers, scholars and students. These initiatives often have focused on new scholars, and one-to-one mentoring. More recently, attention has focused on 'midcareer bottlenecks' as well as mentoring 'middle generation', and 'mentoring networks.' CFHSS has played a leading role in national conversations on mentoring within the humanities and social sciences. Our New Scholars Taskforce included mentoring as one of four priorities (2002); the EIP has hosted two roundtables at Congress, 'Mentoring in Post-Secondary Education' (2005) and 'Mentoring as Advocacy: From Locker Room to Making Room' (2006); two AGM sessions, 'Next Generation: Mentoring in Universities' (2005) and 'Much ado about Mentoring' (2009); and eight scholars have contributed entries on the CFHSS blog, *Equity Matters* (2010). Building on this momentum, the EIP will explore partnership opportunities to develop a CFHSS Mentoring Toolkit of best practices relating to equity-seeking groups, new, midcareer and contractually limited scholars, and the opportunities and challenges of mentoring across small and large associations and universities.



Equity Matters blog, digitization and open access teaching and learning resources

Since initiating the Equity Matters blog in January 2010, the only one of its kind in Canada, the portfolio has generated an astonishing amount of traffic, helping to make CFHSS's website more dynamic and interactive. The EIP will work with CFHSS's communications team to expand the network of contributors, to build the blog as a space for informed analysis, and as a leading resource on equity and diversity matters in Canada. The EIP will explore partnerships for knowledge transformation and dissemination to convert blogs and digitized equity materials into open access educational modules for teaching and learning in schools and universities.

Educating with respect to equity, diversity and inclusivity

The EIP will continue to highlight emerging trends and priorities in the academy and key equity and diversity issues for the humanities and social sciences communities, particularly in times of economic crisis. The equity issues colloquia at Congress have been highly successful. These have included, the 2009 focus on the Royal Commission on Equality in Employment with *Big Thinking* keynote Supreme Court Justice Rosalie Abella and the 2010 focus on the Royal Commission on the Status of Women with the *Big Thinking* keynote Donna Brazile. This prioritization of a key equity thematic will continue in 2011 with EIP programming on Aboriginal employment and education equity with *Big Thinking* keynote Chief Shawn A-in-chut Atleo. The EIP will broaden collaborative programming by co-hosting sessions and embedding the programming into association meetings and exploring external funding to help host these sessions and to institutionalize and sustain the equity issues keynotes.

Equity and diversity audits/profiles

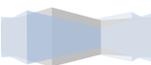
Since 2002 the EIP has disseminated its research, data collection, and analysis of equity in the academy through the publication of the 'Ivory Towers: Feminist Audits,' which was renamed the 'Feminist & Equity Audits' (2002-07). Given the board-approved changes in 2008 of the 'Women and Equity Issues Portfolio' to the 'Equity Issues Portfolio,' future audits will be renamed, 'Federation Equity Audits,' and more specifically focus on equity and diversity in the humanities and social sciences, our successes, reversals, knowledge or data gaps and other notable trends. In order to ensure the sustainability of the 'Federation Equity Audits,' the EIP will explore new partnerships with stakeholders such as AUCC and CAUT to generate, publish and promote the audits, and, second, it will produce the audits every three to five years.

EISC and EIN networking and listserv

A growing number of associations now have equity and/or diversity standing committees, caucuses and officers with special portfolios. To strengthen collaboration with associations, the EIP will rebuild the Equity Issues Network to include the chairs or other representative of these committees, and will explore opportunities for networking, information sharing on trends and best practices, and collaborations on equity programming. As well, the EIP will explore the possibility of a moderated CFHSS EIP listserv in order to facilitate and deepen equity and diversity dialogue and networking among CFHSS members.

Knowledge dissemination

Scholarly research makes a profound contribution to the social, cultural and economic wealth of our country. Defined by SSHRC as the act of moving research results into the hands of research users, knowledge mobilization is now an integral part of the academic world. A key challenge is keeping the definition of knowledge mobilization flexible enough to benefit from both innovative approaches to



knowledge dissemination and production, as well as from the range of traditional activities scholars engage in every day.

As the provider of funds for health-related humanities and social sciences research, CIHR defines knowledge dissemination as an active process to communicate results to potential users by targeting, tailoring and packaging the message for a particular target audience. In this model, knowledge dissemination is about making it happen.

One of CFHSS's key priorities in the years ahead will be to help build the capacity of the social sciences and humanities learning and research community to undertake knowledge mobilization and to engage in knowledge dissemination activities with users of research in all sectors.

Seizing the opportunity

Information and communications technologies have helped transform the way researchers and scholars share knowledge among themselves and with users of research in the private, public and voluntary sectors. Significant change is happening on campuses across the country, with universities creating institutional research data repositories and adopting open access policies. Their goal is to make the knowledge generated by their faculty available to the broad community. Recognizing their significant potential to contribute to the creation of a knowledge commons, scholarly journals are also making their content available in open access.

CFHSS's Research Dissemination Portfolio will focus its efforts on advancing the understanding of the needs of scholarly journals in the open access environment. A CFHSS-led survey of journals will be used to benchmark the capacity and identify the challenges they face in the open access environment as well as possible areas for growth.

The emergence of a digital society in Canada is also providing new opportunities to expand the capacity of our community to disseminate knowledge for the benefit of Canadians. As major producers and users of content, social sciences and humanities researchers and scholars can play a central role, helping to turn Canada into a digital nation. A priority of the portfolio in 2011-2015 will be to look for ways to grow the influence of the humanities and social sciences community in the national conversation on how to facilitate the transition toward a Canadian digital society.



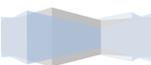
Appendix B: Environmental scan—Strengths and Weaknesses

Strengths

- Our community's credibility is very high with broad domestic and international reach
- Congress, our flagship program, is highly regarded and well attended
- Our *Big Thinking* program has an excellent reputation
- The ASPP and book prizes are highly valued by our community
- Our expert researchers are available for policy dialogue and advocacy
- We have a rich network of domestic and international contacts and voices to draw on
- Our relationship with SSHRC is strong
- We have a new team, innovative tools, a fresh website, renewed processes and a new, modern office
- Our bilingual, dedicated and highly professional staff want to do meaningful work and are anxious to focus on a few clear priorities
- Our financial reserves are still healthy

Weaknesses

- We are facing two successive annual deficits at the same time revenues from Congress are expected to be lower due to reduced attendance in the next four years
- Existing Congress fee structure does not generate sufficient revenue
- Some large members have left or are considering leaving Congress
- SSHRC is our only regular funding partner. Its funding is now awarded further to a competitive process
- The annual Congress - our one annual anchoring event - is crowding out resources for other work
- We suffer from a low profile and an undefined identity, even with members
- We have few visible or vocal allies
- We do not offer a clear and unique value proposition for our members
- Individuals in the humanities and social sciences research community, particularly younger faculty and graduate students, are not familiar with who we are and what we can do for them
- The majority of our members is disengaged
- Our membership roster is flat
- We do not have access to the membership lists of our own members
- Our website is a work in progress
- We have a poor generational mix on our Board which does not adequately reflect the existing and growing diversity within the humanities and social sciences community
- We do not have comprehensive governance policies or tools



Appendix C: Environmental Scan - Threats and Opportunities

Threats

- There is very low awareness among the Canadian public and elected officials of the significant value and relevance of humanities and social sciences research and training to many aspects of society
- We may be perceived as excessively defensive and inward-focused as provincial and federal governments engage in deficit cutting measures until 2014-15
- The humanities and social sciences as disciplines appear to be at the periphery of the federal Science and Technology strategy
- Universities are facing serious financial constraints that can create pressure on the community such as the closure of humanities programs, fewer bids for Congress, increasing costs of research in our major fields to name but a few
- Open access and the digital economy (e.g. Google settlement) creates a feeling of uncertainty and apprehension (even though there can be an opportunity there as well)
- Long-term relative decline of the traditional humanities (although the classes are usually full!)

Opportunities

- The emerging all-party support for social innovation among the political class
- The digital society in which knowledge and a liberal education are a foundation for success
- Recognition of increasingly important role the humanities and social sciences play in innovation
- The new SSHRC architecture facilitates new connections and partnerships
- More Canadian colleges offering degrees and more courses in the humanities and social sciences. Rapid growth of interdisciplinary programs with humanities and social sciences dimensions in Canadian universities
- Increasing focus on interdisciplinary collaboration in the context of Congress
- 2017 presents us with a chance to raise our profile, linking Congress to the celebration of a significant national event (Canada's 150th)
- Many of our assets are attractive to sponsors
- Our current context allows us to open doors for the humanities and social sciences at CIHR and NSERC
- The provinces are open to dialogue regarding research and excellence as well as access to and quality of education
- Linking to international research networks is easier
- Bridging generational and equity divides within CFHSS will garner extensive support
- Ongoing conversations on four critical topics:
 - *R&D funding review: 1st in public R&D; 14th in productivity (OECD) –humanities and social sciences not in review so far*
 - *Digital economy strategy and innovation: specific contribution by humanities and social sciences in broadening concepts*
 - *Copyright legislation*
 - *New funding window for humanities and social sciences*

