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continuity of staff to whom they have a career commitment. Five years is too short for that: so we are finding that although the Ontario Centre of Excellence is in many ways a well-designed program, the five-year horizon is giving us difficulty because it inhibits the buildup of core staff. We cannot give them career opportunities; we can only give them very short-term appointments. I think that practically one has to choose some horizon, and I would choose it closer to ten years rather than five.

Senator Cogger: Thank you.

The Acting Chairman: The committee is actually out of time. May I just ask a few brief questions, with almost "yes" or "no" answers, to get them on the record. Perhaps I could ask Carole Gillin a question about the implementation of the program. We asked Dr. May from NSERC what he had added to his staff in order to implement the Matching Grants Program. He told us he had added 16 person-years. How many people has the University of Toronto added?

Ms. Carole Gillin, Director, Office of Research Administration, University of Toronto: Zero.

The Acting Chairman: So the work is spread among the existing human resources.

Ms. Gillin: Yes.

The Acting Chairman: We asked SSHRC about the same question, and we were told, in addition to the number, that this is a very labour-intensive program. Professor Nowlan has also said it is labour intensive. Is that your experience also?

Ms. Gillin: Yes. As an example of this, most of the work to produce the reports was done through two offices in the university. One is the Business Information Systems Group which had to produce a new computer program to generate the reports, and the other is in the accounting section. It is estimated that it took six people 300 hours to produce the reports for the University of Toronto for the 13-month period.

The Acting Chairman: And presumably this is the case in all other universities that are involved in this.

Ms. Gillin: Proportionately, yes.

The Acting Chairman: Yet none of the bonus or incentive that is paid back from the granting councils can be used for overheads—that is, support staff, accounting programs, and so on. Is that correct?

Ms. Gillin: That is correct.

The Acting Chairman: Thank you very much. I think that is important information in analyzing this.

May I come back to you, Professor Nowlan, and ask if you think that what you have described as the ambiguous goals of this program bear any relationship to the Eureka Program in the European community which is not their fundamental research block granting program, but their implementation in industry program.

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Professor Nowlan: My knowledge of the Eureka Program, and of the British counterpart program, is somewhat sketchy. As I understand those programs, they are much less ambiguous in their motivation: that is, they are designed directly to stimulate cooperative research among private sector firms as well as between the private sector and universities.

The Acting Chairman: Finally, you have talked about the redistributive function of this program as one of its ambiguous goals. The councils redistribute money in some senses and the universities redistribute money. You have described the University of Toronto's plan, but other universities may do it in other ways.

Do you believe that one of the real purposes of the Matching Grants Program was to generate funds, by putting additional funds in the granting councils, which would then go to universities which might not otherwise have funds?

Professor Nowlan: The purpose was certainly to provide more money for university research generally, whether it came through the granting councils' core programs or through the matching fund by means of an incentive payback to universities. Particularly ambiguous was whether the program was meant to supplement funds for the core programs of the granting councils, or whether it was meant to stimulate the cooperative university industry program.

The Acting Chairman: That is very helpful. On behalf of the members of the committee, I would like to thank you both for coming here today.

Senator Cogger: Madam Chairman, I move that we conclude this portion of our review of the main estimates and prepare an interim report for presentation to the Senate.

The Acting Chairman: Is it agreed, honourable senators?

Hon. Senators: Agreed.

The committee continued *in camera*.
