

SSHRC LEADERS - SUMMARY OF DECEMBER 5 - 6, 2013, ANNUAL MEETING

1. Background

SSHRC Leaders are senior administrators in post-secondary institutions appointed by their presidents to serve as points of contact between SSHRC and their institutions. The purpose of the SSHRC Leaders is to provide an effective channel of communication between SSHRC and senior administrators at Canada's universities. Through the SSHRC Leaders, SSHRC is able to:

- provide better connections between researchers and the Council,
- improve the quality of SSHRC's research support programs and policies,
- increase knowledge and understanding of SSHRC activities across the community that it is mandated by Parliament to support,
- understand, respond, address and anticipate the needs of the social sciences and humanities research community

Leaders have been named at 70 institutions (see list at <http://www.sshrc-crsh.gc.ca/society-societe/community-communite/leaders-liste-eng.aspx>).

2. Annual SSHRC Leaders Meeting, December 5 - 6, 2013

On December 5 and 6, SSHRC held its sixth annual SSHRC Leaders meeting at the Delta Ottawa City Centre Hotel. Adèle Savoie (SSHRC) served as the host for the event, which was attended by Leaders representing 52 institutions. *Please see Annex A, for the full list of meeting participants.*

3. Structure of the Meeting

The agenda for the SSHRC Leaders' meeting was developed on an iterative basis with Leaders and SSHRC managers, using feedback from SSHRC Leaders at the 2012 Annual Meeting, and at the informal 2013 Congress meeting. Furthermore, based on the suggestions received from Leaders, a meeting planning group consisting of four Leaders was organized to help plan the agenda of the meeting. *Please see Annex B for the full agenda of the meeting.*

The objectives of the meeting were:

- 1. To discuss SSHRC's program architecture renewal in terms of its original principles and objectives and to get the Leaders' feedback on the effects and impact of it on their institutions in order to help shape future improvements to program delivery
- 2. To engage Leaders in a discussion of the pressures on the merit review system and explore ways to ensure its ongoing sustainability.
- 3. To engage Leaders on key recent developments at SSHRC including the next phases of SSHRC's program architecture renewal and the launch of the Future Challenge Areas.

4. SSHRC Leaders Orientation session

For the second time, an orientation session for new SSHRC Leaders was held the evening preceding the Annual SSHRC Leaders meeting. The purpose of the session was to provide an overview of the SSHRC Leaders initiative, past activities and to provide a networking opportunity for both new and existing Leaders. The session also gave new Leaders an opportunity to meet the SSHRC team responsible for the Leaders initiative. A couple of experienced Leaders attended the meeting in order to share best practices such as initiatives they have taken on campus in their role as SSHRC Leader as well as what formal activities they participated in and the benefit to them and their institution.

5. Meeting Sessions

A) Welcome to SSHRC Leaders

Presenter: *Brent Herbert-Copley, SSHRC*

SSHRC vice-president (Research Capacity) Brent Herbert-Copley opened the meeting by welcoming SSHRC Leaders and invited guests to the meeting. Herbert-Copley highlighted the importance of the SSHRC Leaders initiative as key to SSHRC's strategy and engagement with the research community and praised the active participation of Leaders who continue to make the initiative a success. A brief summary of SSHRC Leaders' activities in 2013 was provided with particular attention given to the involvement of SSHRC Leaders in the Imagining Canada's Future Project and the recently announced six future challenge areas. Herbert-Copley concluded with a brief preview of each of the sessions and how they related to the stated objectives of the meeting.

B) Welcome from SSHRC President and Strategic Overview of SSHRC

Presenter: *Chad Gaffield, SSHRC*

SSHRC President, Dr. Chad Gaffield discussed the current state of funding for social sciences and humanities research in Canada, including the increased demand for external funding and the impact this has had on SSHRC. Research funding is experiencing a paradigm shift: on the positive side, there are new ways of learning and doing research, aided in large part by new technology. On the downside, the fiscal reality is that not every meritorious application will receive funding; more and more researchers have to look outside of their institutions for research funding but the demand is far greater than the supply. At SSHRC, efforts have been made to simplify the application process through program architecture renewal and the harmonization of applications thereby decreasing the value of grantsmanship. SSHRC has entered into a number of partnerships (joint initiatives) to provide more opportunities for researchers to partner and receive funding from other sources. Researchers, however, are also being asked to do their part by leveraging funds, where appropriate, and forming partnerships to maximize the use of research funds. Finally, Dr. Gaffield stressed the importance of the Future Challenge Areas, which have been well received by the Government of Canada and are drawing international attention. These are challenges that were identified by Canadians as areas of importance and are all of the social sciences and humanities community will need to play a leading role if Canada is to continue to thrive.

Key points raised during the open discussion included the following:

- There is some concern that efforts to harmonize processes across the Tri-Councils are going too far and that there is a limit to how much collaboration should occur. In the past, the criticism focused on the degree to which the Councils worked in siloes, however, concerns have shifted in the other direction. Although the human dimension is everywhere, there's a need to evaluate what the limits of harmonization should be.
- SSHRC's focus on partnerships and leveraging funds has been negatively received by some researchers, particularly in the humanities. Furthermore, the amount of resources, both time and financial, required to prepare a Partnership Grant application has been highly criticized and as a result, some researchers are being encouraged to decrease the scope of their projects in order to apply to other funding opportunities (e.g. Insight Grants) instead.
- Finally, there were concerns raised regarding the distribution of SSHRC funds. The perception on many campuses is that SSHRC is now awarding more funds to fewer

people which is discouraging researchers, both new and established, from applying. SSHRC will continue to monitor the results of its competitions and will respond accordingly if a trend develops. Leaders were reminded that there have only been three rounds of Partnership Grants and two rounds of Insight Grants to date and as such, SSHRC wants to be careful not to overreact to these early results.

C) Program Architecture Renewal and SSHRC: Goals and Achievements

Moderator: *Gisèle Yasmeen, SSHRC*

Panelists:

Jean-François Fortin (Director, Research Portfolio, SSHRC)
Éric Bastien (Acting Director, Partnerships Portfolio, SSHRC)
Craig McNaughton (Director, Research Training Portfolio, SSHRC)

Gisèle Yasmeen, special advisor the president, introduced the panel and the session by providing a broad overview of SSHRC's program architecture renewal: what changed as well as a current status update on program architecture including the final phases of implementation. It was emphasized to Leaders that program architecture renewal is ongoing. To date there have been three full rounds of the Partnership Grants competitions as well as two Insight Grants competitions. The purpose of the morning's session was to look back at the stated goals of program architecture renewal, the achievements to date as well as what adjustments have been made in light of feedback from the research community.

The panelists, directors from SSHRC's programs divisions, provided an overview of the changes made to SSHRC's program architecture. Furthermore, Leaders were provided with an analysis of some of the early results (e.g. success rates, size of awards, average number of participants on awards, etc.) Leaders were once again reminded that these statistics are based on a small number of competitions held thus far and that SSHRC will monitor the results of future competitions and take note if any trends emerge over the coming years.

Key points raised during the plenary discussion:

- Overall, the new program architecture has achieved its goals of being simpler to understand and navigate. Furthermore, the new program architecture affords better opportunities for new scholars than in the previous structure.
- Some issues remain, however, including the need for greater transparency with regards to adjudication committees. In particular, how SSHRC recruits committee members needs to be better communicated to the institutions.
- There are still a number of questions regarding the priority areas and what it means to "tick the box": it is unclear to researchers what the advantages/ disadvantages are of identifying with a priority area. More transparency is required so that researchers are aware prior to adjudication if their application will be evaluated by a committee organized by discipline or by priority area.
- There is a need to consider what the next steps will be going forward - are there opportunities for further simplification (e.g. matching funds, partnerships)
- The overall purpose of program architecture renewal was to create a structure that was open to grants of all sizes. Early indications suggest that the average size of grants has increased, and SSHRC will continue to monitor the adjudication results in order to determine whether any action will be necessary in the future.

- There are some positive impacts of the trend of larger grants. For example, the number of participants per grant has increased and partnerships with other sectors (e.g. private, not-for-profit) are expanding.
- Overall, it remains important to monitor the results of future competitions in order to determine what, if any, changes need to be made in the future.

D) Program Architecture Renewal and the Institutions: Their Experience and Moving Forward

Moderator: *Gisèle Yasmeen, SSHRC*

Panelists:

Janice Ristock (University of Manitoba)

Marie-Andrée Roy (Université du Québec à Montréal)

Tim Kenyon (University of Waterloo)

Gisèle Yasmeen, special advisor to the President, opened the second session on Program Architecture Renewal which focused on the institutions: what their experience has been and what they have done to adapt to the changes. A panel of SSHRC Leaders provided an account of what they had observed on their campuses as well as shared some of the best practices from their institutions. The panel included Janice Ristock (University of Manitoba), Marie-Andrée Roy (Université du Québec à Montréal) and Tim Kenyon (University of Waterloo), each of whom shared comments from their researchers and research offices on SSHRC's new program architecture.

Key points raised by the panelists:

- There is a need on campus to address the problems regarding the information loop: not all researchers are SSHRC experts and it is important to continue to guide them through the application process. Not all of the information about the changes to program architecture has trickled down to the researchers.
- A lot of experienced scholars have not adapted well to the new program architecture and still have the older framework in mind when preparing and submitting their applications to SSHRC. New scholars are turning to the experienced scholars on campus for guidance and may not be getting the best advice.
- SSHRC's budget has not increased as fast as demand and low success rates are having a negative impact on the morale of SSH researchers. Furthermore, the number of applications that are recommended for funding (4A category) continues to increase and researchers are struggling to revise their applications accordingly.
- The lack of substantial committee comments is frustrating to applicants and research offices alike. Without adequate comments, it is difficult to advise applicants on how best to revise their applications for future competitions.
- There is more administrative pressure on research offices under the new program architecture. Interuniversity partnerships are more complex than under the previous MCRI model and smaller institutions in particular, are finding the preparation of Partnership Grants applications challenging.
- Finally, the new leveraging requirements for Connection Grants have made it more difficult to organize events and researchers in some fields are finding it particularly difficult to find financial partners.

Key points raised during the plenary discussion:

- Overall, it was agreed that the new system is easier to navigate and brings a certain level of simplicity to the application process. However, from the perspective of the

- research office, the administrative costs associated with preparing and submitting applications has increased for the institutions while the overall success rates of SSHRC programs has decreased.
- The creation of “development” grants (IDG/PDG) has been well-received and has had a positive impact for new scholars. However, new scholars in particular are in need of formative feedback and SSHRC is therefore encouraged to provide comments on all IDG applications.
 - Although not by design, the average size of grants has increased under the new program architecture. SSHRC will continue to monitor this trend but it is too early to make any major modifications to the program architecture given the small number of competitions that have been run.

E) Future Challenge Areas

Moderator: *Gisèle Yasmeen, SSHRC*

Panelists:

Thérèse DeGroot (Senior Policy Advisor, SSHRC)

Brent Herbert-Copley (Vice-President, Research Capacity and Research, SSHRC)

Pekka Sinervo (Senior Vice-President, Research, CIFAR)

Gisele Yasmeen, special advisor to the President, opened the session and introduced the members of the panel. The panel discussed the overall goals of the Imagining Canada’s Future Challenge project and provided an overview of all of the work done to identify the six future challenge areas that were approved by SSHRC’s governing Council and released to the public in... Pekka Sinervo (CIFAR) gave Leaders a special insight into the Imagining Canada’s Future: International Expert Panel. The panel was convened to review the input from the six regional panels, the scenario development workshop and the “scan” in order to make recommendations from a bottom-up perspective on key challenges and prioritization. Finally, the panel discussed the next steps including the implementation of the Future Challenge Areas into SSHRC’s funding opportunities.

Key takeaways from the panel presentation and plenary discussion:

- The Future Challenge Areas will be integrated within SSHRC’s existing funding opportunities - there is no need to create special boutique programs because of the flexibility of SSHRC’s program architecture.
- SSHRC is still grappling with some operational questions including how to identify proposals that fall under the new FCAs and whether special committees should be formed to adjudicate these applications. SSHRC will continue to consult with Leaders on these issues going forward.
- At this time, there is no special envelope for applications that identify with one or more of the Future Challenge Areas.
- Informing the SSH research community about the importance of research in these areas is an important next step, keeping in mind that the FCAs were developed in collaboration with the SSH research community and its partners.
- SSHRC is counting on the Leaders to encourage researchers on their campus to explore research in these areas, given their importance to Canada.

F) Special Presentation

Presenter: Darrell Bricker

SSHRC Leaders were invited to join SSHRC staff for a special presentation by Darell Bricker, the CEO of Ipsos Reid and co-author of *The Big Shift: The Seismic Change In Canadian Politics*,

Business, And Culture And What It Means For Our Future. During his speech, Mr. Bricker challenged the audience's knowledge about Canada and discussed how and why the base of power in Canada as a result of changing demographics.

Day two: Friday, December 6, 2013

Adèle Savoie opened the second day of meetings by asking the SSHRC Leaders to observe a moment of silence in recognition of the National Day of Remembrance and Action on Violence Against Women in Canada. Established in 1991 by the Parliament of Canada, this day marks the anniversary of the murders in 1989 of 14 young women at l'École Polytechnique de Montréal. .

G) Pressures on the Merit Review System

Panelists:

Ted Hewitt (Executive Vice-President, SSHRC)
Lisa Philipps (York University)

SSHRC's Executive Vice-President, Ted Hewitt, opened the session by discussing the four phases of the research funding process: application, merit review, research and results. Leaders were asked to think about how their institutions divide their resources over these four phases and whether the balance of resources is appropriate. As mentioned in an earlier session, the number of applications being submitted to SSHRC is increasing which is putting a tremendous amount of pressure on the merit review system and raising concerns regarding its sustainability. SSHRC and the institutions rely on the same pool of volunteer merit reviewers and Leaders were asked to consider ways that SSHRC and the institutions can relieve some of the pressure on the merit review system.

A dashboard illustrating contributions and demand on the merit review system was presented to the Leaders for discussion. The dashboard listed the number of applications (demand) and the number of committee members and external assessors who participated to SSHRC's merit review process (contributions) of an unidentified institution. Leaders discussed the merits of circulating this type of information to the institutions and whether it be made public or not.

Lisa Philipps (York University) shared the main principles of York's Strategic Projects and Opportunities Review Team (SPORT) whose mandate is to:

- Provide advice in leveraging available external and internal resources to maximize project funding and the University's intake of sponsored research revenue
- Provide feedback and recommendations regarding responses to major institutional funding proposals or requests for information
- Provide feedback and recommendations regarding internal processes pertaining to strategic programs and business operations
- Review feedback from other advisory panels and develop final recommendations and prioritizations regarding applications to put forward under major strategic funding competitions, assisting in ensuring alignment with University objectives
- Contribute to the development and ongoing revision of the University's Strategic Research Plan

Following the presentations, Leaders engaged in small group discussions at their tables and the following points were raised during the plenary discussion:

- Leaders appreciated the presentation from York and suggested that the sharing of institutional best practices an ongoing feature of future SSHRC Leaders meetings. While not all institutions are able to replicate York's model, a number of institutions have implemented similar systems that support and facilitate the application submission

- process. The dashboard received mixed reviews from Leaders. While the information provided is of interest to the institutions, the “demand” information is already available to institutions whereas the contributions to the merit review process is out of the control of the institutions since SSHRC is responsible for recruiting committee members. SSHRC is encouraged to continue its efforts to involve the institutions, particularly deans, in recruiting merit reviewers.
- Leaders suggested making it mandatory for grantholders to provide reviews, however, it was pointed out that SSHRC is not able to make this a requirement of holding a SSHRC grant. Nonetheless, grantholders should be strongly encouraged to participate in the merit review process.
 - A number of institutions continue to rely on SSHRC’s merit review process to award institutional grants to applicants whose applications were deemed meritorious but funding was not available (the 4A list). As a result of declining success rates, the pool of recommended but not funded applications has increased and SSHRC was encouraged to provide rankings as well as consider other ways of communicating information regarding the relative merit of non-funded proposals.

H) World Café

The World Café session gave Leaders an opportunity to participate in breakout discussions on recent developments related to SSHRC programs and policy. A lead for each topic was identified and engaged Leaders in a discussion to provide an update, share information and receive feedback from the Leaders on behalf of their institution

Following the discussions, the table leads reported back to the plenary with the key points raised at their tables.

Key points raised during the plenary discussion:

Tri-agency Canada Graduate Scholarships Harmonization

- There were some concerns expressed regarding the resources available to students, particularly at institutions who have a smaller number of allocations or no allocations at all. It is feared that institutional support for students at smaller institutions has declined as a result of the new allocations. Furthermore, as a result of the Research Portal, institutions are no longer aware if and where their students are applying and therefore unable to provide the same level of support.
- The Tri-Councils are looking at developing a new formula to calculate allocations to take into account institutions that are developing new programs.
- Now that the awards are administered by the institutions, there is some concern that the prestige of the CGS awards have decreased. They are now viewed as institutional rather than national awards.

SSHRC’s postdoctoral support

- The status of postdocs varies by institutions, with some postdocs being much more integrated within their institutions compared to others who remain on the periphery. The level of support also varies across institutions and it may be necessary to create a postdoc office to provide the appropriate level of support. In the past, the Tri-Councils had guidelines for postdocs that may need to be updated and reinstated.
- The trend across disciplines seems to highlight the need for enhanced training opportunities for postdocs in order to better prepare them for careers both within academia and across the public, private and not-for-profit sectors. However, it is unclear, at the moment, how many postdoctoral awardees are receiving faculty positions. Such information would prove valuable in order to best tailor the SSHRC’s postdoctoral funding opportunity to the actual specific needs of SSH postdocs.

- It was also suggested that postdoc funding should be routed through the institution; this will help to better integrate postdocs into the university structure.

Evaluation of SSHRC's Knowledge Mobilization Funding Opportunities

- The evaluation of SSHRC's Knowledge Mobilization Funding Opportunities is now available on the SSHRC website (LINK).
- There is interest from the research community for SSHRC to share stories of how researchers are engaging in knowledge mobilization activities and how these activities are resulting in knowledge uptake.
- There was some debate regarding the amount emphasis placed on KMB activities and how much emphasis SSHRC should place on KMB activities, in particular activities which take place outside of the academy. Some feel that there is too much emphasis on these activities while others see these activities as necessary and encourage more.

Research Portal and the Canadian Common CV

- Leaders were given an update on what changes have been made to the Research Portal and CCV, and what changes are anticipated over the coming months as more funding opportunities are onboarded onto the new platform. Leaders noted that the instructions have improved greatly and are seeing some of the recommended changes being implemented.
- There is still some uncertainty with regards to what information should be included in the various sections of the CCV. Furthermore, there is still some difficulty concerning how to fairly adjudicate the CCV.
- SSHRC Leaders could play a role in helping to improve the research portal and CCV. This is a potential item to explore, incorporating Leaders with input from the IT departments at their institutions.

Aboriginal Research Integrated Strategy

- Leaders were provided with an overview of the plan to develop an Aboriginal Research Integrated Strategy which was approved by SSHRC's governing council in November 2013.
- Participants suggested that SSHRC consider some of the feedback regarding Chapter 9 of the second edition of the Tri-Council Policy Statement (TCPS 2). Some aboriginal scholars view Chapter 9 as a bit restrictive, comments which SSHRC should consider while moving forward with the development of its Aboriginal Research Integrated Strategy.
- It is very important for SSHRC to closely monitor what is being funded in order to get an accurate assessment of whether aboriginal research is being funded and to what level.

Developing a framework to measure impact in the humanities and social sciences (led by representatives of the CFHSS)

- The Federation for the Humanities and Social Sciences is developing a framework to measure impact of social sciences and humanities research. Although other measurements currently exist, they do not always capture the full impact of SSH research.
- It is important to adopt a broad definition of impact given the broad spectrum of SSH research. The term "impact" may also need to be reconsidered in favour of a more inclusive term such as "value".
- There are different ways to articulate impact that go beyond traditional measures (e.g. publications, patents, etc.).

I) Congress 2014

Antonia Maioni (President, Canadian Federation for the Humanities and Social Sciences) and Gary Libben (Brock University) made a brief presentation to inform Leaders about the 2014 Congress for the Humanities and Social Sciences taking place at Brock University from May 24-30, 2014.

J) Digital Scholarship

Moderator: *Adèle Savoie, SSHRC*

Panelists:

Eleanor Fast (Director of Policy and Programming, CFHSS)

Jean-François Fortin (Director, Research Portfolio, SSHRC)

Ted Hewitt (Executive Vice-President, SSHRC)

Christine Trauttmansdorff (Executive Director, Corporate Strategy and Performance, SSHRC)

Ted Hewitt (Executive Vice-President, SSHRC) discussed the Big Data consultation that is currently being led by SSHRC in collaboration with NSERC, CIHR, CFI and GENOME Canada. Currently there is a lot of discussion around what data management should look like, how to assist researchers and how to manage the system (e.g. where the data should be posted, under which standards, etc.). This is an area of importance in particular for SSH fields that rely more and more on Big Data in order to conduct their research. Leaders are encouraged to promote and participate in this important initiative.

Christine Trauttmansdorff (Executive Director, Corporate Strategy and Performance, SSHRC) discussed the current consultations on the draft Tri-Agency Open Access Policy. The Tri-Councils are looking to implement the policy in September 2014 but it would not apply retroactively: only grants awarded after that date would be subject to abide by the policy. The Tri-Councils are currently considering two routes:

Option #1: Grant recipients would be required to submit their manuscript to a journal that offers immediate open access to published articles, or offers open access to published articles within 12 months. The Agencies consider the cost of publishing in open access journals to be an eligible expense under the Use of Grant Funds.

Option #2: Grant recipients would be required to archive the final peer-reviewed full-text manuscript in a digital archive where it will be freely accessible within 12 months (e.g., institutional repository or discipline-based repository). It is the responsibility of the grant recipient to determine which publishers allow authors to retain copyright and/or allow authors to archive journal publications in accordance with funding agency policies.

The deadline for the consultation is December 13; however, there will be more opportunities to provide feedback as the policy develops and prior to its implementation in September 2014.

Jean-Francois Fortin (Director, Research Portfolio, SSHRC) provided an update on the upcoming Aid to Scholarly Journals competition. The 2014 competition will be open to both open access and subscription-based journals. As a new feature, grant funds can be used to help subscription-based journals transition these journals transition to open access. Further changes include an earlier deadline of June 1, 2014 with a grant start date of March 1, 2015. More information will be circulated to Leaders and CAURA prior to the launch of the competition.

Eleanor Fast, the Director of Policy and Planning at the Canadian Federation for the Humanities and Social Sciences discussed the Federations plans to draft an Open Access policy for the Aid to Scholarly Publications Program. At the moment, the ASPP is OA neutral with some of the funded manuscripts available through open access whereas others are not. The federation is looking to develop and implement an open access policy by April 2015. Leaders are encouraged to share this information on their campuses and encourage their faculty to participate in its development.

Key points raised during the open discussion included:

- There is a lot of fear among Canadian researchers that Open Access policies will effectively close access to top peer reviewed journals that are not based in Canada or in countries that do not have similar OA policies. This could have a particular impact on students and new scholars.
- At the moment, Open Access is not a priority for a number of university presidents and while more needs to be done on campuses to raise the issue, SSHRC and the other Councils are encouraged to help raise awareness of the discussion.
- Leaders reminded SSHRC that differences across disciplines suggest that a one-size-fits-all approach to Open Access is not desirable or realistic.
- Leaders were reminded of the two current consultations underway on Big Data and the draft Tri-Agency policy on Open Access. Consultations on both topics are ongoing and there will be further opportunities to discuss these issues.

K) Closing Plenary: Key Messages and Takeaways

Moderator: *Brent Herbert-Copley, SSHRC*

Panelists:

Ken Deveau (Université Sainte-Anne)
Sarah Stroud (McGill University)

The session provided an opportunity to recap and reflect on the key messages and takeaways for both SSHRC and the Leaders. Two SSHRC Leaders were asked to share their thoughts on the meeting and what they saw to be the key takeaways from the meeting before the floor was opened up for general comments and discussion.

They highlighted the following key takeaways:

- Leaders have the impression that they're being listened to - feedback provided by Leaders and others in the research community were integrated into SSHRC's renewed program architecture and SSHRC appears to be listening to their recent concerns.
- Program Architecture renewal achieved its principle goals of creating more flexible funding opportunities and simplifying the application process. An unintended consequence in the first rounds of competitions has been larger grants resulting in a lower success rate. Some issues not directly related to program architecture renewal remain (the 4A list, transparency of the adjudication process, etc.) and Leaders will continue to provide feedback from the institutions to help SSHRC with its goal of continuous improvement.
- The Imagining Canada's Future project and the identification of the six Future Challenge Areas has been very well received on campus, however, a lot of questions remain. It is extremely important that the last phase is carried out well and Leaders have a role to play to encourage their researchers to identify with these areas of research.
- This is a very delicate time between SSHRC and the SSH community. There are fears in the community that SSHRC and the Tri-Councils may be over-harmonizing. There are fears that the special interests of the SSH community aren't being taken into account.

- Leaders have a role to play in promoting the consultations on Big Data and Open Access to ensure that SSH scholars voice their concerns otherwise they will not be addressed.
- Now, perhaps more than ever, the institutions have a role to play in promoting their researchers and the value of SSH research. The new paradigm of which Dr. Gaffield spoke affects all institutions and the SSH community needs to take action in order to promote the value of SSH research.

5. Evaluation of the Meeting

The overall assessment of the meeting by Leaders was very positive and a number of suggestions provided to SSHRC for further consultation with the Leaders, either at a future meeting or through a special consultation. . *Please see Annex C, for the summary of feedback from Leaders.*

ANNEX A

Meeting Participants / Participants à la réunion
SSHRC Leaders Meeting, Dec 5-6, 2013 /
Réunion des Leaders pour le CRSH, 5-6 décembre, 2013

SSHRC Leaders / Leaders pour le CRSH

Institution/ Établissement	Name and Title/ Nom et Titre
Acadia University	Robert Perrins Dean, Faculty of Arts
Bishop's University	Michele Murray Interim Dean of Arts and Science
Brandon University	Bruce Strang Dean of Arts and Acting Dean of Graduate Studies
Brock University	Gary Libben Vice-President, Research
Cape Breton University	Dale Keefe Dean, Research and Graduate Studies
Carleton University	Sandra Crocker Associate Vice-President (Research Planning and Operations)
Concordia University	Haidee Wasson Associate Dean, Research and Graduate Studies, Faculty of Fine Arts
Dalhousie University	Julia Wright Professor and Associate Dean Research (Faculty of Arts & Social Sciences)
École nationale d'administration publique	André Bourret Directeur de l'enseignement et de la recherche
HEC Montréal	Robert Gagné Directeur de la recherche
McGill University	Sarah Stroud Associate Vice-Principal, Research and International Relations
Mount Allison University	Karen Grant Provost and Vice-President, Academic
Mount Royal University	Trevor Davis Associate Vice-President, Research
Nipissing University	Sharon Rich Associate Vice-President, Academic
Ontario College of Art and Design University	Helmut Reichenbacher Associate Vice-President, Research and Associate Dean, Graduate Studies
Queen's University	Catherine Krull Associate Dean, Faculty of Arts and Science
Ryerson University	Jean-Paul Boudreau Professor and Dean, Faculty of Arts
Saint Mary's University	Kevin Vessey Dean of the Faculty of Graduate Studies and Research
St. Francis Xavier University	Keith De'Bell Associate Vice-President, Research
St. Thomas University	Gayle MacDonald Assistant Vice-President
Thompson Rivers University	Will Garrett-Petts Professor & Chair, English & Modern Languages

ANNEX A

Meeting Participants / Participants à la réunion
SSHRC Leaders Meeting, Dec 5-6, 2013 /
Réunion des Leaders pour le CRSH, 5-6 décembre, 2013

SSHRC Leaders (continued) / Leaders pour le CRSH (suite)

Trent University	Hugh Elton Professor, Department of Ancient History and Classics
Trinity Western University	Eve Stringham Vice Provost, Research, and Graduate Studies
Université de Moncton	Lise Dubois Doyenne, Faculté des études supérieures et de la recherche Vice-rectrice adjointe à la recherche
Université de Montréal	Serge Brochu Vice-recteur adjoint - recherche
Université de Sherbrooke	Amélie Bourbeau Conseillère à la recherche
Université du Québec	Céline Poncelin de Raucourt Directrice par intérim des études et de la recherche
Université du Québec à Montréal	Marie-Andrée Roy Vice-doyenne à la recherche
Université du Québec à Trois-Rivières	Robert Mantha Vice-recteur à la recherche et au développement
Université Laurentienne	Robin Craig Professeure adjointe, Bureau de recherche
Université Sainte Anne	Kenneth Deveau Vice-recteur à l'enseignement et à la recherche
University of Alberta	Ingrid Johnston Associate Vice-President (Research)
University of British Columbia	Ralph Matthews Professor of Sociology and Social Sciences and Humanities Research Coordinator, Office of the Vice-President Research and International
University of Calgary	Anne Katzenberg Associate Vice-President, Research
University of Guelph	Kris Inwood Director, Historical Data Research Unit
University of Lethbridge	Lesley Brown Associate Vice-President, Research
University of Manitoba	Janice Ristock Vice-Provost (Academic Affairs)
University of Northern British Columbia	Ranjana Bird Vice President, Research
University of Ontario Institute of Technology	Jennifer Freeman Director, Research Services
University of Ottawa	Ruby Heap Associate Vice-President, Research
University of Prince Edward Island	Lisa Chilton Associate Professor, Acting Chair
University of Regina	David Malloy Associate Vice President (Research) & Director of Office of Research Services

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SSHRC Leaders Meeting, Dec 5-6, 2013 /
Réunion des Leaders pour le CRSH, 5-6 décembre, 2013

SSHRC Leaders (continued) / Leaders pour le CRSH (suite)

University of Saskatchewan	Bram Noble Professor, Environmental Assessment, Department of Geography & Planning
University of the Fraser Valley	Garry Fehr Director, Global Development Studies Institute
University of Toronto	Brian Corman Dean of the School of Graduate Studies and Vice-Provost, Graduate Education
University of Victoria	Sikata Banerjee Professor and Associate Dean of Humanities
University of Waterloo	Tim Kenyon Associate Dean of Arts, Research
University of Winnipeg	Catherine Taylor Professor, Department of Rhetoric, Writing and Communication, and Director, Academic Programs and Administration, Faculty of Education
Western University	Andrew Nelson Associate Dean of Research and Operations for the Faculty of Social Science
Wilfrid Laurier University	Abby Goodrum Vice-President, Research
York University	Lisa Philipps Associate Vice-President Research

Guests and Observers / Invités et Observateurs

Name/ Nom	Title/ Titre
BATES, Paul	Council member and Chair of the Programs & Quality Committee; Social Sciences and Humanities Research Council of Canada (SSHRC)
SINERVO, Pekka	Senior Vice-President, Research, Canadian Institute for Advanced Research (CIFAR) Vice-président principal, recherche, L'institut canadien de recherches avancées
MAIONI, Antonia	President of the Canadian Federation for the Humanities and Social Sciences Présidente de la Fédération canadienne des sciences humaines
CHAREST, Pierre	Associate Vice-President, Corporate Planning and Policy Division, Natural Sciences and Engineering Council of Canada Vice-Président associé, Division de la planification et des politiques organisationnelles, Conseil de recherches en sciences naturelles et génie du Canada
ZALOUM, Monique	Natural Sciences and Engineering Council of Canada Conseil de recherches en sciences naturelles et génie du Canada

ANNEX A

Meeting Participants / Participants à la réunion SSHRC Leaders Meeting, Dec 5-6, 2013 / Réunion des Leaders pour le CRSH, 5-6 décembre, 2013

Guests and Observers (continued) / Invités et Observateurs (suite)

DAVIDSON, Paul	President, Association of Universities and Colleges of Canada Président, Association des universités et collèges du Canada
DICKERSON, Blair	Vice-President, External Relations and Communications, Natural Sciences and Engineering Research Council of Canada Vice-présidente, Relations extérieures et communications, Conseil de recherches en sciences naturelles et en génie du Canada
MANGIN, Jean-Marc	Executive Director, Canadian Federation for the Humanities and Social Sciences Directeur général, Fédération canadienne des sciences humaines
BRICKER, Darrell	CEO, Ipsos Reid
KEOWN, Kiera	Senior Advisor, Knowledge Translation, Canadian Institutes of Health Research

SSHRC Staff / Personnel du CRSH

Name/ Nom	Title/ Titre
GAFFIELD, Chad	President Président
HEWITT, Ted	Executive Vice-President Vice-président exécutive
HERBERT-COPLEY, Brent	Vice-President, Research Capacity Vice-président, Capacité de Recherche
PITFIELD, Jaime	Vice-President, Common Administrative Services Directorate Vice-président, Direction des services administratifs communs
YASMEEN, Gisèle	
BASTIEN, Éric	Acting Director, Partnerships Portfolio Directeur Intérim, Portefeuille des partenariats
BOUTIN, Michèle	Executive Director, Canada Research Chairs Directrice exécutive, Chaires de recherches du Canada
FORTIN, Jean-François	Director, Research Portfolio Directeur, Portefeuille de recherche
SAVOIE, Adèle	Acting Director, Knowledge Integration Directrice intérimaire, Intégration des connaissances
MCNAUGHTON, Craig	Director, Research Training Portfolio Directeur, Portefeuille de la formation en recherche
TRAUTTMANSDORFF, Christine	Executive Director, Corporate Strategy and Performance Directrice exécutive, Stratégie et rendement organisationnels
ALLACHE, Karima	Executive Assistant, Office of the Vice-President, Research Capacity Adjointe, Bureau du vice-président, Capacité de recherche
BITAR, Wafa	Team Leader, Partnerships Portfolio Chef d'équipe, Portefeuille des partenariats

ANNEX A

Meeting Participants / Participants à la réunion
SSHRC Leaders Meeting, Dec 5-6, 2013 /
Réunion des Leaders pour le CRSH, 5-6 décembre, 2013

SSHRC Staff (continued) / Personnel du CRSH (suite)

BOARD, Suzanne	Senior Policy Analyst, Corporate Strategy and Performance Analyste principale de politiques, Stratégie et rendement organisationnels
BOUDREAU, Marie-Lynne	Senior Program Officer, Chairs Secretariat Agente principale de programmes, Secrétariat des chaires
BRAVO, Juliana	Senior Performance Officer, Corporate Strategy and Performance Agente principale de mesure du rendement, Stratégie et rendement organisationnels
BRIAND, Daniel	Administrative Assistant, Knowledge Integration Adjoint administrative, Intégration des connaissances
CRITCHLEY, Jacques	Senior Program Officer, Partnerships Portfolio Agent principal de programmes, Portefeuille des partenariats
DeGROOTE, Thérèse	Senior Policy Advisor, Office of the Vice-President, Research Conseillère principale en politiques, Bureau de la vice-présidente, Recherche
DOWNS, Kenneth	Internal Communications Advisor, Communications Division Conseiller en communications internes, Division des communications
DUPOUIS, Michèle	Senior Program Integration Officer, Knowledge Integration Agente principale d'intégration des programmes, Intégration des connaissances
KELLY, Bryde	Program Officer, Knowledge Integration Agente de programmes, Intégration des connaissances
DUBREUIL, Melissa	Chief of Staff, President's Office Chef du Personnel, Bureau de Président
SKRAPEK, Erin	Manager, Corporate Governance, Corporate Strategy and Performance Gestionnaire, Gouvernance, Stratégie et rendement organisationnels
WAKEFIELD, Andrew	Program Officer, Knowledge Integration Agent de programmes, Intégration des connaissances
ZBOCH, Gail	Team Leader, Partnerships Portfolio Chef d'équipe, Portefeuille des partenariats
RUSSWURM, Tim	Senior Policy Advisor Conseiller principal de politiques
LAFLAMME, Valérie	Manager, Research Training Portfolio Gestionnaire, Portefeuille de la formation en recherche
GOSSELIN, Claudie	Manager, Research Training Portfolio Gestionnaire, Portefeuille de la formation en recherche
ROZITIS, Emily-Brynn	Coordinator, ATIP and Corporate Operations, Corporate Strategy and Performance Coordonnatrice, AIPRP et opérations organisationnelles, Stratégie et rendement organisationnels
MCINTYRE, Cindy	Policy Analyst, Corporate Strategy and Performance Analyste des politiques, Stratégie et rendement organisationnels

ANNEX A

Meeting Participants / Participants à la réunion
SSHRC Leaders Meeting, Dec 5-6, 2013 /
Réunion des Leaders pour le CRSH, 5-6 décembre, 2013

Participants from other councils / Participants des autres conseils

Name/ Nom	Title/ Titre
CLARK-LARKIN, Shannon	Manager, Evaluation, Natural Sciences and Engineering Council of Canada and the Social Sciences and Humanities Research Council of Canada Gestionnaire, Évaluation, Conseil de recherche en sciences naturelles et génie du Canada et le Conseil du recherche en sciences humaines du Canada
KRCEVINAC, Gordana	Director, Tri-Council Harmonization Project Directrice, Projet d'harmonisation des trois conseils

SSHRC Leaders Meeting

Agenda

Thursday, December 5, 2013

Joliet and Frontenac Rooms
Delta Ottawa City Centre Hotel
101 Lyon Street N, Ottawa

Meeting objectives

1. To discuss SSHRC's program architecture renewal in terms of its original principles and objectives and to get the Leaders' feedback on the effects and impact of it on their institutions in order to help shape future improvements to program delivery.
2. To engage Leaders in a discussion of the pressures on the merit review system and explore ways to ensure its ongoing sustainability.
3. To engage Leaders on key recent developments at SSHRC including the next phases of SSHRC's program architecture renewal and the launch of the Future Challenge Areas.

Réunion des leaders pour le CRSH

Ordre du jour

Le jeudi 5 décembre 2013

Salles Joliet et Frontenac
Delta Ottawa City Centre Hotel
101, rue Lyon Nord, Ottawa

Objectifs de la réunion

1. Discuter du renouvellement de l'architecture des programmes du CRSH en fonction de ses principes et de ses objectifs initiaux ainsi que solliciter les commentaires des leaders pour le CRSH quant à l'impact qu'a le renouvellement sur leur organisation afin d'orienter de futures améliorations de la prestation de programmes.
2. Faire participer les leaders pour le CRSH à une discussion concernant les éléments exerçant une pression sur le processus d'évaluation du mérite et étudier de nouveaux moyens d'assurer sa durabilité.
3. Faire participer les leaders pour le CRSH à de récents développements importants du CRSH, notamment les prochaines étapes du renouvellement de l'architecture des programmes et le lancement des domaines des défis de demain.

8:30 am Breakfast		8 h 30 : petit-déjeuner
WELCOME TO SSHRC LEADERS		MOT DE BIENVENUE AUX LEADERS POUR LE CRSH
9:00 am		9 h
<p>Recap and overview of the SSHRC Leaders initiative and activities to date, welcoming of new Leaders and review of agenda.</p> <p><i>Brent Herbert-Copley</i></p>		<p>Aperçu et récapitulatif des initiatives et des activités menées par les leaders pour le CRSH à ce jour. Accueil des nouveaux leaders et revue de l'ordre du jour.</p> <p><i>Brent Herbert-Copley</i></p>
WELCOME FROM SSHRC PRESIDENT AND STRATEGIC OVERVIEW OF SSHRC		MOT DE BIENVENUE DU PRÉSIDENT DU CRSH ET APERÇU STRATÉGIQUE DU CRSH
9:15 am		9 h 15
<p>A conversation with the President <i>Chad Gaffield</i></p>	<p>Tab/Onglet 1 Document</p>	<p>Conversation avec le président <i>Chad Gaffield</i></p>
10:15 am		10 h 15 h
<p>BREAK <i>30 minutes</i></p>		<p>PAUSE <i>30 minutes</i></p>
10:45 am		10 h 45
PROGRAM ARCHITECTURE RENEWAL AND SSHRC : GOALS AND ACHIEVEMENTS		RENOUVELLEMENT DE L'ARCHITECTURE DE PROGRAMME ET LE CRSH : OBJECTIFS ET RÉALISATIONS
10:45 am		10 h 45
<ul style="list-style-type: none"> • Panel discussion: <ul style="list-style-type: none"> ➤ <i>Éric Bastien (Acting Director, Partnerships Portfolio)</i> ➤ <i>Jean-François Fortin (Director, Research Portfolio)</i> ➤ <i>Craig McNaughton (Director, Research Training Portfolio)</i> ➤ <i>Christine Trauttmansdorff (Executive Director, Corporate Strategy and Performance)</i> <p>Moderated by <i>Gisèle Yasmeeen (SSHRC)</i></p> <p>Question and Answer Period</p>	<p>Tab/Onglet 2 Document</p>	<ul style="list-style-type: none"> • Discussion de groupe : <ul style="list-style-type: none"> ➤ <i>Éric Bastien (Directeur intérimaire, Portefeuille des partenariats)</i> ➤ <i>Jean-François Fortin (Directeur, Portefeuille de recherche)</i> ➤ <i>Craig McNaughton (Directeur, Portefeuille de la formation de recherche)</i> ➤ <i>Christine Trauttmansdorff (Directrice exécutive, Stratégie et rendement organisationnels)</i> <p>Animée par <i>Gisèle Yasmeeen</i></p> <p>Questions et réponses</p>
12:00 pm		12 h
<p>LUNCH <i>1 Hour</i></p>		<p>DÉJEUNER <i>1 heure</i></p>

1:00 pm

13 h

**PROGRAM ARCHITECTURE RENEWAL AND
THE INSTITUTIONS: THEIR EXPERIENCE
AND MOVING FORWARD**

**RENOUVELLEMENT DE L'ARCHITECTURE
DES PROGRAMMES ET LES INSTITUTIONS :
LEURS EXPERIENCES ET ALLER DE
L'AVANT**

1:00 PM

13 h

• **Panel discussion:**

- *Abby Goodrum (Wilfrid Laurier University)*
- *Janice Ristock (University of Manitoba)*
- *Marie-Andrée Roy (Université du Québec à Montréal)*

• **Discussion de groupe :**

- *Abby Goodrum (Wilfrid Laurier University)*
- *Janice Ristock (University of Manitoba)*
- *Marie-Andrée Roy (Université du Québec à Montréal)*

Moderated by *Gisèle Yasmeeen (SSHRC)*

Animée par *Gisèle Yasmeeen (CRSH)*

Question and Answer Period

Questions et réponses

2:30 pm

14 h 30

BREAK
15 minutes

PAUSE
15 minutes

2:45 pm

14 h 45

FUTURE CHALLENGE AREAS

DOMAINES DES DÉFIS DE DEMAIN

2:45 pm

14 h 45

• **Panel discussion:**

- *Thérèse DeGrootte (Senior Policy Advisor)*
- *Brent Herbert-Copley (Vice-President, Research Capacity)*
- *Pekka Sinervo (Senior Vice-President, Research, CIFAR)*

Tab/Onglet

3

Document

• **Discussion de groupe :**

- *Thérèse DeGrootte (Conseillère principale en politiques)*
- *Brent Herbert-Copley (Vice-président, Capacité de recherche)*
- *Pekka Sinervo (Vice-président principal, Recherche, ICRA)*

Open Plenary

Discussion plénière

Moderated by *Gisèle Yasmeeen (SSHRC)*

Animée par *Gisèle Yasmeeen (CRSH)*

RECEPTION

RÉCEPTION

4:30 pm

16 h 30

Friday, December 6, 2013 Joliet and Frontenac Rooms Delta Ottawa City Centre Hotel 101 Lyon Street N, Ottawa	Le vendredi 7 décembre 2013 Salles Joliet et Frontenac Delta Ottawa City Centre Hotel 101, rue Lyon Nord, Ottawa
8:30 am Breakfast	8 h 30 : Petit-déjeuner
REVIEW OF AGENDA	REVUE DE L'ORDRE DU JOUR
9:00 am	9 h
<i>Adèle Savoie</i>	<i>Adèle Savoie</i>
PRESSURES ON THE MERIT REVIEW SYSTEM	SOURCES DE PRESSION LIÉES AU SYSTÈME D'ÉVALUATION DU MÉRITE
9:15 am	9 h 15
<ul style="list-style-type: none"> • Panel discussion: <ul style="list-style-type: none"> ➤ <i>Ted Hewitt (Executive Vice-President, SSHRC)</i> ➤ <i>Lisa Philipps (York University)</i> <p>Breakout session Report back to plenary Question and Answer Period</p>	<ul style="list-style-type: none"> • Discussion de groupe: <ul style="list-style-type: none"> ➤ <i>Ted Hewitt (Vice-président directeur, CRSH)</i> ➤ <i>Lisa Philipps (York University)</i> <p>Discussion de groupe Compte-rendu (séance plénière) Période de questions</p>
10:45 am	10 h 45
BREAK 15 minutes	PAUSE 15 minutes
11:00 am	11 h
WORLD CAFÉ	CAFÉ DU MONDE
11:00 am	11 h
<p>The World Café session is designed to provide SSHRC Leaders with an opportunity to discuss and ask questions about SSHRC programming and policy. Leaders will be given the opportunity to participate in two breakout table discussions on the following topics:</p> <ul style="list-style-type: none"> ▪ Tri-agency Canada Graduate Scholarships Harmonization ▪ Developing a framework to measure impact in the humanities and social sciences ▪ SSHRC's postdoctoral support ▪ Evaluation of SSHRC's Knowledge Mobilization Funding Opportunities 	<p style="text-align: center;">Tab/Onglet 4 Documents</p> <p>La séance « Café du monde » est conçue pour fournir aux leaders pour le CRSH une occasion de discuter et de poser des questions concernant les programmes et les politiques du CRSH. Les leaders auront l'opportunité de participer à deux discussions tenues en sous-groupes dans les sujets suivants :</p> <ul style="list-style-type: none"> ▪ Harmonisation inter-conseils des bourses d'études supérieures du Canada ▪ Un cadre d'évaluation de l'impact de la recherche dans le domaine des sciences humaines ▪ Support offert au niveau postdoctoral ▪ Évaluation des occasions de financement du CRSH favorisant la mobilisation des

- Research Portal and CCV
- Aboriginal Research Integrated Strategy

- connaissances
- Portail de recherche et le CV commun canadien
- Stratégie intégrée pour la recherche autochtone

12:30 pm

12 h 30

LUNCH

1 Hour

Special presentation by the Federation for the Humanities and Social Sciences: Congress 2014

DÉJEUNER

1 heure

Présentation par la Fédération des sciences humaines : Congrès 2014

1:30 pm

13 h 30

DIGITAL SCHOLARSHIP**RECHERCHE NUMÉRIQUE**

1:30 pm

13 h 30

- Panel discussion:

- Eleanor Fast (*Director of Policy and Programming, CFHSS*)
- Jean-François Fortin (*Director, Research Portfolio*)
- Ted Hewitt (*Executive Vice-President, SSHRC*)
- Christine Trauttmansdorff (*Executive Director, Corporate Strategy and Performance*)

Tab/Onglet

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Documents

- Discussion de groupe :

- Eleanor Fast (*Directrice des politiques et de la programmation, FDSH*)
- Jean-François Fortin (*Directeur, Portefeuille de recherche*)
- Ted Hewitt (*Vice-président directeur, CRSH*)
- Christine Trauttmansdorff (*Directrice exécutive, Stratégie et rendement organisationnels*)

Open plenary

Moderated by Adèle Savoie

Discussion plénière

Animée par Adèle Savoie

KEY MESSAGES AND TAKEAWAYS**RÉCAPITULATIONS ET PROCHAINES ÉTAPES**

2:30 pm

14 h 30

Open plenary session to discuss the key takeaways for Leaders from the meeting and the key messages to SSHRC

Discussion plénière sur les principaux points retenus par les leaders durant la réunion ainsi que sur les principaux messages à communiquer au CRSH.

Moderated by Brent Herbert-Copley

Animée par Brent Herbert-Copley

ADJOURNMENT**LEVÉE DE LA SÉANCE**

3:00 pm

15 h

ANNEX C

2013 Annual SSHRC Leaders meeting: Feedback from SSHRC Leaders

Objectives

- 1) *The first meeting objective (as described in the agenda) was met.* **4.42**
- 2) *The second meeting objective (as described in the agenda) was met.* **4.38**
- 3) *The third meeting objective (as described in the agenda) was met.* **4.44**

Comments:

- PA session was highlighted above everything else.
- Would have liked more emphasis on Open Access – more time for breakout discussion and feedback to SSHRC.

Content

- 1) *The overall content of the event was relevant to my information needs as the SSHRC Leader for my institution.* **4.69**

Comments:

- Would have liked to receive meeting materials earlier in order to have time to consult internally on campus.
- Very useful but in some ways seen as too much information – consider covering less topics but going deeper into the issues.
- Slides were not visible to a large audience. Either provide beforehand or enlarge the font.

Format

- 1) *The event format was appropriate given the objectives of the event* **4.37**
- 2) *The event allowed adequate participation by all Leaders* **4.02**

Comments:

- Presentations were too long, didn't leave enough time for discussion.
- World Café received very positive feedback – encouraged to repeat session in the future but with fewer options to give Leaders the opportunity to participate in more discussions.
- First day had too many “talking heads”. Second day was seen as much more interactive, stimulating.

Duration

- 1) *The duration of the event was adequate.* **4.58**
- 2) *The time allocated to presentations and general discussion was sufficient.* **4.46**

Comments:

- Length of time was appropriate (one person even recommended a third day...)

Location

- 1) *The location was appropriate given the objectives of the event.* **4.77**

Comments:

- Very positive feedback on the event location.
- Recommended using breakout rooms in the future to facilitate discussions.

ANNEX C

2013 Annual SSHRC Leaders meeting: Feedback from SSHRC Leaders

Orientation session

- 1) *The content and format of the orientation session is useful.* **4.41**

Comments:

- Session was well received but would have liked more time for interaction between Leaders.
- Given length of time, questioned whether a morning session would be feasible in the future.

General Comments

- Overall, the event was very well received.
- Would like less from SSHRC (presentations) and more time for discussion.
- SSHRC representatives at times came across as defensive and not open to discussion. Some felt it was more of an information download rather than an exchange of ideas.
- More networking opportunities (tied into orientation session)
- SSHRC presenters should not be afraid to present in French

Suggested topics for future

- Continue discussions on Open Access
- Continue discussions on Future Challenge Areas: how to integrate into PA and getting the message out to the community
- Strategies for advocating SSH research within the university
- Sharing best practices (similar to the York presentation)
- Continue discussions on measuring impact – collaboration with CFHSS
- Undergraduates in research – integration and support
- Helping smaller institutions improve their grant submissions
- Open session