

SSHRC  CRSH

## MEETING OF SSHRC LEADERS

December 1 to 2, 2011

Delta Ottawa City Centre Hotel  
101 Lyon Street  
Ottawa



Social Sciences and Humanities  
Research Council of Canada

Conseil de recherches en  
sciences humaines du Canada

Canada 

## SUMMARY OF SSHRC LEADERS ANNUAL MEETING, DECEMBER 1-2, 2011

### 1. Background

SSHRC Leaders are senior administrators in postsecondary institutions appointed by their presidents to serve as points of contact and provide effective channels of communication between their institutions and SSHRC. Through the SSHRC Leaders, SSHRC is able to:

- establish 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 academic community that SSHRC is mandated by Parliament to support; and
- better anticipate, understand and respond to the needs of the social sciences and humanities research community.

SSHRC Leaders have been named at 68 Canadian postsecondary institutions.

### 2. SSHRC Leaders Annual Meeting, December 1-2, 2011

On December 1 and 2, SSHRC held its fourth annual SSHRC Leaders meeting at the Delta Ottawa City Centre. This year's overarching theme was "Talent," although the meeting also touched on a range of other issues of concern to SSHRC and postsecondary institutions. André Thivierge (SSHRC) and Katherine Schultz (University of Prince Edward Island) acted as co-hosts for the event, which was attended by Leaders representing 58 institutions. See Annex A for the full list of meeting participants.

### 3. Structure of the Meeting

The agenda for the meeting was developed on an iterative basis with Leaders and SSHRC managers, using feedback provided by SSHRC Leaders at the 2010 annual meeting as well as at the informal 2011 Congress meeting. See Annex B for the full agenda of the 2012 annual meeting.

The objectives of the meeting were:

- to update SSHRC Leaders on SSHRC's corporate strategy for the next five years;
- to brief and engage Leaders on an exercise to identify future challenges for Canada in a global context, an exercise for which a number of interrelated foresight activities will be used to engage the views and expertise of the Canadian social sciences and humanities community, as well as the public, private and not-for-profit sectors;
- to update and seek the feedback of SSHRC Leaders on SSHRC's program architecture renewal, and in particular the redesign of the Talent program;
- to discuss further enhancements to SSHRC's peer review and business processes;
- to seek the feedback of SSHRC Leaders on how to work with researchers, research institutions and the public, private and not-for-profit sectors to better conceptualize, capture and communicate the results and impacts of SSHRC-funded research and research training; and
- to continue to build on the process of the SSHRC Leaders initiative to date, e.g., developing an action plan for 2012-2014.

## 4. Meeting Sessions

### A) Welcome and Strategic Overview of SSHRC

Presenter: Chad Gaffield, SSHRC

SSHRC president Chad Gaffield discussed SSHRC's accomplishments in the last five years in meeting its three ambitions of *Quality*, *Connections* and *Impact*. He noted the quality of the research that SSHRC supports; SSHRC's stronger connections with key external stakeholders; its strengthened internal management planning processes; and its influence in helping all levels of society understand the importance of SSH research in improving society as a whole.

Gaffield briefly discussed key council initiatives, including the next phase of the program architecture renewal project, which will focus on the Talent program; the project to identify key future challenges for Canada; and SSHRC's continued commitment to the official languages minority communities dossier. He situated these initiatives in the current economic and political context, noting that SSHRC received increases to its budget in 2011-12, and pointing out that the organization's budget for future years will be subject to the government's deficit reduction action plan.

Gaffield also discussed his vision for the future as one in which SSHRC will partner with postsecondary institutions; will be well-positioned to re-imagine scholarship for the 21st century; and will enable links between academia and other sectors across society.

Key points raised during the open discussion included:

- There is often a disconnection between the universities' research and pedagogical mandates, particularly in regard to undergraduate students.
- There still appears to be a marginalization of SSH scholars applying for funding from CIHR.

### B) Leaders Action Plan 2012-2014

Co-moderators: Nancy White and Imran Arshad, Policy Horizons Canada

Presenters: André Thivierge, SSHRC, and Katherine Schultz, UPEI

In 2008, SSHRC Leaders made suggestions that were then captured and formalized in the 2009-2011 SSHRC Leaders Action Plan. In 2011, SSHRC and SSHRC Leaders evaluated the progress of the 2009-2011 action plan. Their feedback was incorporated into a draft action plan for 2012-14. This draft was distributed to Leaders in advance of the 2011 annual meeting.

During this session, SSHRC Leaders were asked to brainstorm ideas along the themes identified in the draft action plan for 2012-14. The preliminary analysis from the workshop was presented at the closing plenary, and suggestions were ranked in order of importance to Leaders. The feedback will be reviewed and taken into consideration in the formulation of the next iteration of the plan. A draft will be circulated by email to Leaders for comment in March. A final draft will be available in early spring.

### C) SSHRC Program Architecture Renewal: Talent Program

**Co-moderators:** Brent Herbert Copley and Gordana Krcevinac, SSHRC

**Panelists:** Brian Corman, University of Toronto; Linda McMullen, University of Saskatchewan; François Deschênes, Université du Québec à Rimouski

The latest phase of SSHRC's program architecture renewal exercise involves the new Talent program, under which funding opportunities for graduate students and postdoctoral researchers are being redesigned. The restructuring of the Talent program provides SSHRC with an opportunity to critically examine the ways in which it funds research training, and allows SSHRC to better meet the Talent program goal of supporting the development of the next generation of researchers and leaders across society, both within academia and across the public, private and not-for-profit sectors.

Gordana Krcevinac (Director, Research Training Portfolio) outlined the new vision for research training and proposed options for changes to SSHRC's funding opportunities. A consultation exercise is under way, and Leaders were encouraged to participate via the web consultation and/or via video/teleconferences being organized by SSHRC.

The panelists raised the following issues for consideration in this exercise:

#### *Revised Award Tenure*

- The proposed changes in the funding period for doctoral awards (from a maximum of four years to a maximum of three years, taken over a five-year period) may have negative effects for postsecondary institutions in terms of attracting, retaining and funding excellent students.
- More awards at lower levels should be considered (e.g., decrease the level of stipend offered under CGS, Vanier or Banting).
- While recognizing the value of student mobility, allowing SSHRC funds to be spent on degree programs outside of the country remains controversial for some.

#### *Proposed Training Plans*

- A clear definition for a consistent approach to training is needed.
- The proposed requirement risks offloading additional responsibility onto postsecondary institutions without fully addressing the questions of the value added.
- A model that rewards and recognizes those researchers/faculty members that play a critical role in mentoring students might be more effective.

#### *Proposed Partnership Model*

- Further clarity is needed on the kinds of partnerships SSHRC envisions.
- It is important to ensure that partnerships are open to the full range of disciplines.
- It is important to ensure that formal agreements are in place to clarify expectations and workloads.
- SSHRC should provide support and guidance for institutions and faculty to help establish and maintain successful partnerships with industry and community partners.

#### *Revised Application Process*

- The application process needs to be changed to a more user-friendly electronic process.

Feedback received throughout the Talent program consultation period concerning possible changes to the funding opportunities under the Talent program will be reflected in the proposals submitted to SSHRC's governing council in March 2012. An update will be provided at the Leaders' meeting at Congress 2012.

#### D) Open House

The open house session provided SSHRC Leaders with an informal opportunity to meet SSHRC staff and ask questions and/or provide feedback about SSHRC programming and policies. Feedback obtained during the open house session will be taken into consideration by staff in their current and future projects.

#### E) Imagining Canada's Future

**Moderator:** Gisèle Yasmeeen, SSHRC

**Panelists:** Peter Padbury for Christine Donoghue, Policy Horizons Canada; Amy Friedlander, National Science Foundation; Thérèse De Groot, SSHRC; Sheila Moorcroft, Shaping Tomorrow

The session was aimed at engaging Leaders on SSHRC's initiative to identify future challenges for Canada in a global context. This exercise will involve a number of interrelated foresight activities that will engage the views and expertise of the Canadian SSH community, as well as the public, private and not-for-profit sectors. The findings of this exercise will be integrated, as appropriate, within SSHRC's Talent, Insight and Connection programs in order to stimulate research and research-related activities in these areas. They may also influence corporate activities and be revisited on a periodic basis.

The session involved speakers presenting results of other future-oriented scanning activities, as well as preliminary findings of the scan commissioned by SSHRC and carried out by Sheila Moorcroft of Shaping Tomorrow.

Key points raised during the open discussion included:

- There are additional trends to consider, such as rising student debts, student involvement in political and economic change, and the increasing role of technology in literacy.
- There is a need to consider how issues identified as future challenges and that overlap the disciplines funded by CIHR, NSERC and SSHRC might be funded.
- There is a need to identify the human element in these future challenges, as well as how the social sciences and humanities can contribute to addressing them.
- Some collaborators in other countries may not share the same values; consideration should be given to how best to deal with such potential differences.

The SSHRC Leaders will be an integral part of the foresight process as they will be asked to lead regional expert panels to select the top ten challenges from among those identified by SSHRC's futures scan. A request for proposals will be released in early 2012.

#### F) Keynote Address

**Presenter:** Gerri Sinclair, The Gerri Sinclair Group

Gerri Sinclair, principal of The Gerri Sinclair Group and SSHRC council member, delivered the keynote address entitled "Talent and the Digital Economy." She discussed how the digital economy has created a reality continuum that ranges from the analog physical world to the purely virtual world. The impact of this new state of being affects the traditional university research and learning format, putting it at risk of becoming irrelevant. To avoid this fate, universities need to respond to the requirements of this new economy by focusing on building digital entrepreneurial and innovation skills as early as the undergraduate level.

## G) Facilitating, Capturing and Promoting Results and Impacts: Talent Program

**Moderator:** Brent Herbert-Copley, SSHRC

**Panelists:** David Baker, CASRAI; Susan Galley, EKOS; Wayne MacDonald, SSHRC

Fundamental to SSHRC's mandate is a responsibility to demonstrate that "building understanding and developing talent" lead to short-term and long-term benefits. As SSHRC develops and implements its new program architecture, SSHRC is committed to articulating the expected outcomes of its programming. Facilitating, capturing and promoting results and impacts for the Talent program will need to take into account the ongoing evolution of common impact data standards, new developments in data capture and achievement reporting with respect to talent, as well as the preliminary results of the 2011 survey of past SSHRC fellowship and scholarship awardees.

### Presentations

- David Baker presented CASRAI's work to create common standards for research-related data, including its work to engage stakeholders in agreeing on a common dictionary that defines outputs, outcomes and impacts.
- Susan Galley presented the results of SSHRC's most recent survey of fellowship and scholarship award holders. This web-based survey explored the importance to awardees of receiving a SSHRC award, in terms of pursuing further study; awardees' satisfaction with the experience of receiving and holding an award; the award's influence on their employment outcomes; the impact of the SSHRC award on their decision whether or not to remain in Canada; and the longer-term impact of the SSHRC award on future research and/or career development.
- Wayne MacDonald discussed SSHRC's mandate to demonstrate to Canadians the benefits resulting from the substantial direct and indirect support SSHRC provides to researchers. The program architecture renewal exercise provided the opportunity to revise program objectives and existing reporting forms to better capture data that tells SSHRC's story. In the future there will be a journal-type report for collecting data on project completion, skills acquired, recognition, other sources of funding, mobility, knowledge mobilization activities, employment, etc., throughout the funding period and beyond.

Key points raised during the open discussion included:

- It would be useful to track unemployed students to learn more about them.
- Success stories should be made available to the universities, who in turn should be encouraged to promote these stories.
- The question as to whether and how universities will have access, for their own use, to the impacts and the outcomes captured by SSHRC should be addressed.
- A request was made for clarification on how CASRAI will be capturing impacts by discipline and level.
- A request was made for clarification on the changes coming in terms of SSHRC's yearly reporting requirements.

SSHRC Leaders' feedback will serve as guidance for the conceptualization of the achievement reporting project. Selected SSHRC Leaders will be asked to provide feedback during the pre-testing of the new final research report form before it is formally incorporated into SSHRC's online grant management system.

#### H) SSHRC and Institutions Working Together: Peer Review Recruitment and Retention (A Case Study)

**Co-moderators:** Jaime Pitfield, CASD, and Christine Trautsmendorff, SSHRC

**Presenters:** Michèle Boutin, Chairs Secretariat, and Adèle Savoie, SSHRC

**Panelists:** Susan Marlin, Queen's University; Denis Mayrand, Université Laval; George Pavlich, University of Alberta

There are many ways in which SSHRC and the institutions work together to deliver on their related yet distinct mandates. and a conversation on the roles and responsibilities of each party is beneficial.

One example is peer review. SSHRC makes extensive use of peer reviewers to deliver on its mandate, and almost all Canadian postsecondary institutions use the outputs of the peer review system to inform other evaluation mechanisms. Moreover, both the institutions and SSHRC stand to gain from having a healthy peer review system.

Panelists were asked to discuss what their institutions do to encourage, recognize and reward participation in the peer review process. The practices highlighted included:

- Letter of appreciation sent out each year from the VP to the department head
- Official annual lunch to recognize volunteer participation to which the president of the granting agency may be invited
- Annual official lecture by a SSHRC senior administrator at the university
- Facilitating research dissemination internally and externally through newsletters and by creating opportunities for speaking engagements
- Giving a small memento each year to each person who participated in the review process
- Seeking feedback on the peer reviewers' experience
- Establishing a SSHRC Leaders group that considers SSHRC-related matters at the institution; approaches faculty members to serve as peer reviewers; and compiles a list for SSHRC of names of individuals able and willing to serve as reviewers
- Reducing in teaching load, or other accommodations in relation to service expectations (specific to the faculty and department)
- Recognition of participation in peer review activities in regard to promotion and tenure

SSHRC Leaders were asked to discuss questions relating to what institutions and SSHRC could do to encourage, reward, and recognize participation in the peer review process. Discussion results were displayed on the screens immediately after the session and are available on the SSHRC Leaders extranet site. The comments will be taken into consideration by SSHRC in refining its own practices related to recruiting and recognizing reviewers.

#### I) Closing Plenary: Best-Practices, On-Campus Events and Processes in Reference to SSHRC Programming

**Presenters:** André Thivierge, SSHRC, and Katherine Schultz, UPEI

**Panelists:** Gail MacDonald, St. Thomas University; Greg Kealey, University of New Brunswick; Jean-Claude Cosset, HEC Montréal

The session provided SSHRC Leaders with an opportunity to share and discuss the best practices, on-campus events and processes in reference to SSHRC programming that are in place at their institutions. The panelists were selected from among respondents to a call for

proposals, sent out prior to the meeting, to give a formal presentation. They highlighted the following best practices:

- Target potential award winners and support them throughout the application process.
- Host workshops for new and returning faculty regarding funding opportunities, eligibility criteria and successful grant-writing techniques.
- Obtain feedback from faculty regarding the responsibilities of thesis supervisors and the training of HQP.
- Identify and promote local, regional, provincial, national and international funding opportunities.
- Identify potential partnerships among scholars and encourage collaborations that will result in a strong team.
- Create a network of universities that is funded by universities and the provincial government and that connects researchers and graduate students to government research projects.

## 5. Evaluation of the Meeting

The overall assessment of the meeting by Leaders was positive (an average of 4.2 out of 5). Leaders felt that the meeting met all of its objectives, and reported that the variations in session format were conducive to maintaining interest and producing a great collaborative atmosphere. In addition, several actionable items were identified:

- **More SSHRC Leaders involvement in planning the annual meeting**  
*Proposed Action:* Recruit four or five SSHRC Leaders to work with SSHRC staff to plan the next annual meeting.
- **Clearly define the role of SSHRC Leaders within both their institutions and the wider SSH community**  
*Proposed Action:* Review and amend the terms of reference in the SSHRC Leaders Network Mandate. Communicate this information in orientation sessions at the annual meeting, as well as in FAQs distributed to new SSHRC Leaders.
- **Develop mechanisms to keep SSHRC Leaders well briefed and up-to-date on issues pertaining to the wider SSH community**  
*Action Taken:* The SSHRC Leaders Secretariat has streamlined internal processes to ensure consistency in communication with Leaders. SSHRC will also explore possible use of Web 2.0 tools to facilitate ongoing interaction.
- **Connect SSHRC Leaders with other "allied communities"**  
*Proposed Action:* Rekindle and strengthen the 2009 initiative of connecting SSHRC Leaders with representatives from allied communities.

Finally, SSHRC Leaders suggested the following topics for the 2012 annual meeting:

- Tri-council integrity policy
- Tri-council ethics policy
- Undergraduate engagement, funding and research

Further discussions will be held at Congress 2012 to develop an initial list of key topics/themes for the December 2012 SSHRC Leaders meeting.



## ANNEX/ANNEXE A

Meeting Participants / Participants à la réunion  
SSHRC Leaders Meeting, Dec 1-2 /  
Réunion des Leaders pour le CRSH, 1-2 décembre

## SSHRC Leaders/Leaders pour le CRSH

Institution/ Établissement	Name and Title/ Nom et Titre
Acadia University	Robert Perrins Dean of the Faculty of Arts
Algoma University	David Schantz Vice President Academic and Research
Bishop's University	Steve Harley Associate Vice-Principal, Research
Brandon University	Scott Grills Vice President, Academic and Research
Brock University	Ian Brindle Executive Advisor to the President
Cape Breton University	Dale Keefe Dean, Research and Graduate Studies
Carleton University	John Osborne Dean, Faculty of Arts and Social Sciences
Concordia University	Carole Brabant Director of Research and Innovation
Dalhousie University	Peter Duinker Associate Dean Research
École Polytechnique de Montréal	Alain Aubertin Conseiller au directeur (Campagne de financement) Direction de la recherche et de l'innovation Chef des missions Poly-Monde
HEC Montréal	Jean-Claude Cosset Director of the Research Office
Lakehead University	Gillian Siddall Dean, Faculty of Social Sciences and Humanities
Laurentian University	Elizabeth Dawes Dean, Social Sciences and Humanities
McGill University	Juliet Johnson Associate Dean, Research and Graduate Studies
McMaster University	Fiona McNeil Associate Vice President (Research)
Memorial University of Newfoundland	Carrie Dyck Associate Dean of Arts (Research and Graduate Studies)
Mount Allison University	Berkeley Fleming Provost and Vice-President, Academic and Research

<b>Mount Royal University</b>	<b>Trevor Davis</b> Associate Vice-President, Research
<b>Nipissing University</b>	<b>Barbi Law</b> Assistant Professor, Physical & Health Education, Schulich School of Education
<b>Ontario College of Art and Design</b>	<b>Helmut Reichenbacher</b> Associate Vice-President, Research and Associate Dean, Graduate Studies
<b>Queen's University</b>	<b>Susan Marlin</b> Associate Vice-Principal, Research
<b>Royal Roads University</b>	<b>Marilyn Taylor</b> Professor, School of Leadership Studies and Director, Institute for Values-Based Leadership
<b>Simon Fraser University</b>	<b>Paul McFetridge</b> Associate Dean of Arts and Social Sciences
<b>St. Francis Xavier University</b>	<b>Mary McGillivray</b> Academic Vice-President and Provost
<b>St. Mary's University</b>	<b>Terry Murphy</b> Professor of Religious Studies Chair, Atlantic Metropolis Centre
<b>St. Thomas University</b>	<b>Gayle MacDonald</b> Assistant Vice-President
<b>Thompson Rivers University</b>	<b>Donald Noakes</b> Associate Vice President, Research and Graduate Studies (Interim)
<b>Trent University</b>	<b>Elton Hugh</b> Dean of Arts and Science, Humanities
<b>Trinity Western University</b>	<b>Elsie Froment</b> Dean of Academic and Research
<b>Université de Moncton</b>	<b>Lise Dubois</b> Doyenne, Faculté des études supérieures et de la recherche Vice-rectrice adjointe à la recherche
<b>Université de Sherbrooke</b>	<b>Sylvie Bernier</b> Conseillère à la recherche
<b>Université du Québec à Montréal</b>	<b>Marie-Andrée Roy</b> Vice-doyenne à la recherche
<b>Université du Québec à Rimouski</b>	<b>François Deschênes</b> Doyen des études de cycles supérieurs et de la recherche
<b>Université du Québec en Outaouais</b>	<b>Paul Leduc Browne</b> Professeur, Département de travail social et des sciences sociales
<b>Université Laval</b>	<b>Denis Mayrand</b> Adjoint au vice-recteur à la recherche et à la création Directeur du Bureau de la recherche et de la création
<b>Université Sainte Anne</b>	<b>Kenneth Deveau</b> Vice-recteur à l'enseignement et à la recherche
<b>University of Alberta</b>	<b>George Pavlich</b> Associate Vice-President, Research

<b>University of British Columbia</b>	<b>Ralph Matthews Professor of Sociology and Social Sciences and Humanities Research Coordinator, Office of the Vice-President Research and International</b>
<b>University of Calgary</b>	<b>Anne Katzenberg Associate Vice-President, Research</b>
<b>University of Guelph</b>	<b>Kris Inwood Professor of Economics and History</b>
<b>University of Lethbridge</b>	<b>Leslie Brown Associate Vice-President, Research</b>
<b>University of Manitoba</b>	<b>Janice Ristock Associate Vice-President, Research</b>
<b>University of New Brunswick</b>	<b>Gregory Kealey University Provost and Vice-President, Research</b>
<b>University of Northern British Columbia</b>	<b>Gail Fondahl Vice-President, Research</b>
<b>University of Ontario Institute of Technology</b>	<b>Michael Owen Associate Provost, Research</b>
<b>University of Ottawa</b>	<b>Ruby Heap Associate Vice-President, Research</b>
<b>University of Prince Edward Island</b>	<b>Katherine Schultz Vice President Research &amp; Development</b>
<b>University of Regina</b>	<b>David Malloy Associate Vice President (Research) &amp; Director of Office of Research Services</b>
<b>University of Saskatchewan</b>	<b>Linda McMullen Professor, Department of Psychology</b>
<b>University of the Fraser Valley</b>	<b>Brad Whittaker Associate Vice-President, Research and Graduate Studies</b>
<b>University of Toronto</b>	<b>Brian Corman Dean of the School of Graduate Studies and Vice- Provost, Graduate Education</b>
<b>University of Victoria</b>	<b>Sikata Banerjee Associate Dean, Humanities</b>
<b>University of Waterloo</b>	<b>Bruce Muirhead Professor of History and Associate Dean of Arts, Graduate Studies and Research</b>
<b>University of Western Ontario</b>	<b>Dan Sinai Vice-President, Research</b>
<b>University of Windsor</b>	<b>Ranjana Bird Vice-President, Research</b>
<b>University of Winnipeg</b>	<b>Catherine Taylor Professor, Department of Rhetoric, Writing and Communication, and Director, Academic Programs and Administration, Faculty of Education</b>
<b>Vancouver Island University</b>	<b>Steven Lane Dean, Faculty of Arts and Humanities</b>
<b>Wilfrid Laurier University</b>	<b>Abby Goodrum Vice-President, Research</b>
<b>York University</b>	<b>Barbara Crow Associate Dean, Research, Faculty of Liberal Arts and Professional Studies</b>

**Guests and Observers/Invités et Observateurs**

Name/ Nom	Title/ Titre
AUBIN, Jane	Chief Scientific Advisor and Vice-President, Research, Canadian Institutes for Health Research <a href="#">Chef des affaires scientifiques et Vice-présidente à la recherche, Instituts de recherche en santé du Canada</a>
BEAUDOIN, Alain	General Director, Information and Communications Technologies Branch, Industry Canada <a href="#">Directeur général, Direction générale des technologies de l'information et des communications, Industrie Canada</a>
BINCOLETTO, Susan	Assistant Deputy Minister, Spectrum, Information Technologies and Telecommunications, Industry Canada <a href="#">Sous-ministre adjointe déléguée, Spectre, technologies de l'information et télécommunications, Industrie Canada</a>
CARR, Graham	Professor of History, Dean of Graduate Studies at Concordia University, and President-Elect of the Canadian Federation for the Humanities and social Sciences <a href="#">Professeur d'Histoire, Doyen des études supérieures à l'Université Concordia, et Président-élu</a>
DAVIDSON, Robert	Vice-President, Programs and Planning, Canada Foundation for Innovation <a href="#">Vice-président, Programmes et planification, Fondation canadienne pour l'innovation</a>
FAST, Eleanor	Program Director, Council of Canadian Academies <a href="#">Directrice des programmes, Conseil des académies canadiennes</a>
KIERANS, Thomas	President, SSHRC Council <a href="#">Président, Conseil du CRSH</a>
MANGIN, Jean-Marc	Executive Director, Canadian Federation for the Humanities and Social Sciences <a href="#">Directeur général, Fédération canadienne des sciences humaines</a>
MCCUAIG-JOHNSTON, Margaret	Executive Vice-President, Natural Sciences and Engineering Research Council <a href="#">Vice-présidente directrice, Conseil de recherche en sciences naturelles et en génie du Canada</a>
PADFIELD, Christopher	Senior Director, Digital Economy Planning and Coordination, Industry Canada <a href="#">Directeur général, Planification et coordination de l'économie numérique, Industrie Canada</a>

**Guest Speakers/Conférenciers invités**

Name/ Nom	Title/ Titre
BAKER, David	Executive Director, CASRAI <a href="#">Directeur, CASRAI</a>
DONOGHUE, Christine	Executive Head, Policy Horizons Canada <a href="#">Directrice exécutive, Horizons de politiques Canada</a>

**Social Sciences and Humanities Research Council of Canada**

FRIEDLANDER, Amy	Senior Advisor Office of the Assistant Director Directorate for Social, Behavioral & Economic Sciences (SBE) <a href="#">Conseillère principale Bureau du directeur adjoint Direction des sciences sociales, comportementales et économiques</a>
GALLEY, Susan	Senior Vice President, Quantitative Research, EKOS Research Associates Inc. <a href="#">Vice-présidente directrice, Recherche quantitative, EKOS Research Associates Inc.</a>
MOORCROFT, Sheila*	Research Director, Shaping Tomorrow <a href="#">Directrice de la Recherche, Shaping Tomorrow</a>
SINCLAIR, Gerri	Principal, The Gerri Sinclair Group and SSHRC Council member <a href="#">Présidente, The Gerri Sinclair Group et membre du conseil du CRSH</a>

\*Remote presentation/Présentation à distance

Moderators/modérateur

MCNAUGHTON, Craig	Director, Policy Horizons Canada <a href="#">Directeur, Horizons de politiques Canada</a>
WHITE, Nancy	Communications Project Officer, Policy Horizons Canada <a href="#">Agente de projet en communication, Horizons de politiques Canada</a>
ARSHAD, IMRAN	Senior Policy Researcher, Policy Horizons Canada <a href="#">Chercheur principal en politiques, Horizons de politiques Canada</a>
SAUMURE, Julie	Communications Project Officer, Policy Horizons Canada <a href="#">Agente de projet en communication, Horizons de politiques Canada</a>
BOWLES, Stephanie	Senior Policy Researcher, Policy Horizons Canada <a href="#">Chercheuse principale en politiques, Horizons de politiques Canada</a>

SSHRC Staff/Personnel du CRSH

Name/ Nom	Title/ Titre
GAFFIELD, Chad	President <a href="#">Président</a>
CHARETTE, Carmen	Executive Vice-President <a href="#">Vice-présidente exécutive</a>
HERBERT-COPLEY, Brent	Vice-Président, Research Capacity <a href="#">Vice-président, Capacité de Recherche</a>
PITFIELD, Jaime	Vice-Président, Common Administrative Services Directorate <a href="#">Vice-président, Direction des services administratifs communs</a>

**Social Sciences and Humanities Research Council of Canada**

YASMEEN, Gisèle	Vice-President, Research <a href="#">Vice-présidente, Recherche</a>
BASTIEN, Éric	Acting Director, Partnerships Portfolio <a href="#">Directeur Intérim, Portefeuille des partenariats</a>
BOUTIN, Michèle	Executive Director, Canada Research Chairs <a href="#">Directrice exécutive, Chaires de recherches du Canada</a>
DO, Phat	Chief Audit Executive, Executive Vice-President's Office <a href="#">Chef exécutif de vérification, Bureau du vice-président</a>
FORTIN, Jean-François	Director, Research Portfolio <a href="#">Directeur, Portefeuille de recherche</a>
GOBEL, Ursula	Director, Communications <a href="#">Directrice, Communications</a>
KRCEVINAC, Gordana	Director, Research Training Portfolio <a href="#">Directrice, Portefeuille de la formation en recherche</a>
MACDONALD, Wayne	Director, Corporate Performance and Evaluation <a href="#">Directeur, Rendement organisationnel et évaluation</a>
OBERLE, Peter	Executive Director, Information Management and Technology Services, SSHRC & NSERC <a href="#">Directeur exécutif, gestion de l'information et services de technologie, CRSH et CRSNG</a>
OSTERRATH, Dominique	Director, Finance and Awards Administration <a href="#">Directrice, Finance et administration des octrois</a>
THIVIERGE, André	Director, Knowledge Integration <a href="#">Directeur, Intégration des connaissances</a>
TRAUTTMANSDORFF, Christine	Director, Policy, Planning, Governance and International <a href="#">Directrice, Politiques, planification, gouvernance et international</a>
ALLACHE, Karima	Executive Assistant, Office of the Vice-President, Research Capacity <a href="#">Adjointe, Bureau du vice-présidente, Capacité de recherche</a>
ASHERMAN, Rena	Program Officer, Chairs Secretariat <a href="#">Agente de programmes, Secrétariat des chaires</a>
BITAR, Wafa	Team Leader, Partnerships Portfolio <a href="#">Chef d'équipe, Portefeuille des partenariats</a>
BLAKENEY, Margaret	Coordinator, ATIP, Policy, Planning, Governance and International <a href="#">Coordinatrice, AIPRP, Politiques, planification, gouvernance et international</a>
BOARD, Suzanne	Senior Policy Analyst, Policy, Planning, Governance and International <a href="#">Analyste principale de politiques, Politiques, planification, gouvernance et international</a>
BOUDREAU, Marie-Lynne	Senior Program Officer, Chairs Secretariat <a href="#">Agente principale de programmes, Secrétariat des chaires</a>
BRAVO, Juliana	Senior Performance and Evaluation Officer, Corporate Performance and Evaluations <a href="#">Agente principale de rendement organisationnel et évaluations, Rendement organisationnel et évaluations</a>

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BRIAND, Daniel	Administrative Assistant, Knowledge Integration <a href="#">Adjoint administrative, Intégration des connaissances</a>
CARRIÈRE, Rita	Awards Administration Manager, Finance and Awards Administration <a href="#">Gestionnaire des octrois, Finance et administration des octrois</a>
COUPERUS, Patrick	Program Officer, Research Training Portfolio <a href="#">Agent de program, Portefeuille de la formation en recherche</a>
COURCHAINE, Robert	Program Officer, Research Chairs Secretariat <a href="#">Agent de programmes, Secrétariat des chaires de recherches</a>
FOURNIER, David	Policy Analyst, Office of the Vice-President, Research <a href="#">Analyste des politiques, Bureau du vice-président, Recherche</a>
DeGROOTE, Thérèse	Senior Policy Advisor, Office of the Vice-President, Research <a href="#">Conseillère principale en politiques, Bureau du vice-président, Recherche</a>
DOMPIERRE, Roxanne	Program Officer, Research Training Portfolio <a href="#">Agente de Program, Portefeuille de la formation en recherche</a>
DROUIN-DION, Mélanie	Program Officer, Research Training Portfolio <a href="#">Agente de Program, Portefeuille de la formation en recherche</a>
DUPOIS, Michèle	Program Integration Officer, Knowledge Integration <a href="#">Agente de d'intégration des programmes, Intégration des connaissances</a>
GAUTHIER, Hélène	Manager, Performance, Corporate Performance and Evaluation <a href="#">Gestionnaire, Rendement, Rendement organisationnel et évaluation</a>
GOULET, Rachele	Program Officer, Research Training Portfolio <a href="#">Agente de programmes, Portefeuille de la formation en recherche</a>
GUALTIERI, Julia	Communications Advisor, Communications <a href="#">Conseillère en communications, Communications</a>
HOLTON, David	Communications Advisor, Communications <a href="#">Conseiller en communications, Communications</a>
KONYA, Klara	Program Officer, Chairs Secretariat <a href="#">Agente de programmes, Secrétariat des chaires</a>
LEBRUN, Luc	Program Officer, Research Portfolio <a href="#">Agent de programmes, Portefeuille de recherche</a>
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MCPHERSON, Terry Lee	Program Officer, Research Portfolio <a href="#">Agente de programmes, Portefeuille de recherche</a>
MEILLEUR, Nathalie	Assistant Director, Finance and Awards Administration <a href="#">Directrice adjointe, Finance et administration des octrois</a>
MORENO, José	Administrative Assistant, Policy, Planning, Governance and International <a href="#">Adjoint Administratif, Politiques, planification, gouvernance et international</a>

**Social Sciences and Humanities Research Council of Canada**

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PARADIS, Mélanie	Administrative and Program Assistant, Chairs Secretariat <a href="#">Adjointe administrative et de programmes, Secrétariat des chaires</a>
POTVIN, Robert	Acting Manager, Financial Monitoring, Finance and Awards Administration <a href="#">Gestionnaire intérim, Surveillance, Finance et administration des octrois</a>
PRIOR, Daline	Administrative Assistant, Policy, Planning, Governance and International <a href="#">Adjointe administrative, Politiques, planification, gouvernance et international</a>
RIVAS, Christine	Program Officer, Knowledge Mobilization <a href="#">Agente de programmes, Intégration des connaissances</a>
ROZITIS, Emily-Brynn	Senior Program Officer, Partnerships Portfolio <a href="#">Agente principale de programmes, Portefeuille des partenariats</a>
RUSSWURM, Tim	Chief of Staff, President's Office <a href="#">Chef du Personnel, Bureau de Président</a>
SAMS, Heather	Liaison Officer, Communications <a href="#">Agente de liaison, Communications</a>
SAVOIE, Adèle	Senior Policy Advisor, Office of the Vice-President, Research Capacity <a href="#">Conseillère principale en politiques, Bureau du Vice-président, Capacité de recherche</a>
SISSONS, Crystal	Program Officer, Partnerships Portfolio <a href="#">Agente de programmes, Portefeuille des partenariats</a>
THOMAS, Ryan	Program Officer, Chairs Secretariat <a href="#">Agent de programmes, Secrétariat des chaires</a>
WAKEFIELD, Andrew	Senior Program Officer, Partnerships Portfolio <a href="#">Agent principal de programmes, Portefeuille des partenariats</a>
YOUNG, Deanna	Web Editor, Communications <a href="#">Editrice Web, Communications</a>
ZBOCH, Gail	Team Leader, Partnerships Portfolio <a href="#">Chef d'équipe, Portefeuille des partenariats</a>



## ANNEX/ANNEXE B

SSHRC Leaders Meeting		Réunion des leaders pour le CRSH
Agenda		Ordre du jour
<p>Thursday, December 1, 2011</p>		<p>Jeudi 1 décembre 2011</p>
<p>Victoria Room Delta Ottawa Hotel and Suites 361 Queen Street, Ottawa</p>		<p>Salle Victoria Hôtel Delta Ottawa et Suites 361, rue Queen, Ottawa</p>
<p>Meeting objectives</p>		<p>Objectifs de la réunion</p>
<p>1. To update SSHRC Leaders on SSHRC's corporate strategy for the next five years and to brief and engage Leaders on an exercise to identify future challenges for Canada in a global context using a number of interrelated foresight activities, which will engage the views and expertise of the Canadian humanities and social sciences community, as well as the public, private and not-for-profit sectors.</p>		<p>1. Mettre à jour les leaders pour le CRSH quant à la stratégie organisationnelle du CRSH pour les cinq prochaines années et les inviter à prendre part à un exercice visant à identifier des défis futurs pour le Canada dans un contexte global au moyen d'une approche prospective basée sur des activités interreliées, exercice qui requerra les opinions et l'expertise de la communauté canadienne de recherche en sciences humaines ainsi que des secteurs public, privé et à but non lucratif.</p>
<p>2. To update and seek the feedback of SSHRC Leaders on SSHRC's program architecture renewal, in particular the redesign of the support to Talent and discuss further enhancements to SSHRC's peer review and business processes.</p>		<p>2. Mettre à jour les leaders pour le CRSH et demander leur avis sur le renouvellement de l'architecture des programmes du CRSH, particulièrement sur la refonte du programme Talent et les futures améliorations des processus organisationnels et d'évaluation par les pairs du CRSH.</p>
<p>3. To update and seek feedback of SSHRC Leaders on how to work with researchers, research institutions and the public, private and not-for-profit sectors to better conceptualize, capture and communicate the results and impacts of SSHRC research and research training.</p>		<p>3. Mettre à jour les leaders pour le CRSH et demander leur avis sur la façon de travailler en collaboration avec les chercheurs, les établissements de recherche et les secteurs public, privé et sans but lucratif pour mieux conceptualiser, saisir et communiquer les résultats et l'impact de la recherche et de la formation en recherche financées par le CRSH.</p>
<p>4. To continue to build on the process of the SSHRC Leaders initiative to date, e.g. developing an action plan for 2012-2014.</p>		<p>4. Continuer à développer le processus de l'initiative des leaders pour le CRSH, tel que le développement d'un plan d'action pour 2012-2014.</p>
<p>8:30 am Breakfast</p>		<p>8 h 30 : petit-déjeuner</p>

<p><b>WELCOME TO SSHRC LEADERS</b></p>		<p><b>MOT DE BIENVENUE AUX LEADERS POUR LE CRSH</b></p>
<p>9:00 am</p>		<p>9 h</p>
<p>Recap and overview of the SSHRC Leaders initiative and activities to date, welcoming of new Leaders and review of agenda.</p>		<p>Aperçu et récapitulation des initiatives et des activités menées par les leaders pour le CRSH jusqu'à ce jour. Accueil des nouveaux leaders et revue de l'ordre du jour.</p>
<p><b>WELCOME FROM SSHRC PRESIDENT AND STRATEGIC OVERVIEW OF SSHRC</b></p>		<p><b>MOT DE BIENVENUE DU PRÉSIDENT DU CRSH ET APERÇU STRATÉGIQUE DU CRSH</b></p>
<p>9:05 am</p>		<p>9 h 05</p>
<p>Discussion of accomplishments to date, SSHRC's Strategic direction over the next five years and discussion of the context in Ottawa <i>Chad Gaffield</i></p>	<p>Tab/Onglet 1 Document</p>	<p>Résumé des réalisations jusqu'à présent et discussion de l'orientation stratégique du CRSH au cours des cinq prochaines années, échanges à propos du contexte à Ottawa <i>Chad Gaffield</i></p>
<p>9:50 am</p>		<p>9 h 50 h</p>
<p><b>LEADERS ACTION PLAN 2012-2014</b></p>		<p><b>PLAN D'ACTION DES LEADERS POUR LE CRSH 2012-2014</b></p>
<p>9:50 am</p>		<p>9 h 50</p>
<p>• Break out session Co-presenter by André Thivierge (SSHRC) and Katherine Schultz (University of Prince Edward Island)  Co-animated by Nancy White and Imran Arshad (Policy Horizons Canada)</p>	<p>Tab/Onglet 2 Documents</p>	<p>• Séance en atelier Co-présentée par André Thivierge (CRSH) et Katherine Schultz (l'université de l'Isle du Prince Edouard)  Co-animée par Nancy White et Imran Arshad (Horizon de Politiques Canada)</p>
<p>10:45 am</p>		<p>10 h 45</p>
<p><b>BREAK</b> <i>15 minutes</i></p>		<p><b>PAUSE</b> <i>15 minutes</i></p>

SSHRC PROGRAM ARCHITECTURE RENEWAL: TALENT PROGRAM		RENOUVELLEMENT DE L'ARCHITECTURE DES PROGRAMMES DU CRSH : PROGRAMME Talent
11:00 am		11 h
<ul style="list-style-type: none"> <li>• Presentation of Talent Program Options:               <ul style="list-style-type: none"> <li>➤ Gordana Krcevinac (SSHRC)</li> <li>➤ Brian Corman (University of Toronto)</li> </ul> </li> </ul>	Tab/Onglet 3 Documents	<ul style="list-style-type: none"> <li>• Présentation des options du programme Talent :               <ul style="list-style-type: none"> <li>➤ Gordana Krcevinac (CRSH)</li> <li>➤ Brian Corman (l'université de Toronto)</li> </ul> </li> </ul>
Moderated by Brent Herbert-Copley (SSHRC)		Animée par Brent Herbert-Copley (CRSH)
Question and Answer Period		Periode de questions et réponses
12:30 pm		12 h 30
LUNCH <i>1 Hour</i>		DÎNER <i>1 heure</i>
1:30 pm		13 h 30
OPEN HOUSE Confederation Room		PORTES OUVERTES Salle de la Confédération
1:30 PM		13 h 30
<p>The Open House session is designed to provide SSHRC Leaders with an informal opportunity to meet SSHRC staff and ask questions about SSHRC programming and policy. Identifying posters will be set up to direct you to knowledgeable personnel on the following topics:</p> <ul style="list-style-type: none"> <li>▪ Talent</li> <li>▪ Insight</li> <li>▪ Connection</li> <li>▪ Partnerships</li> <li>▪ Finance</li> <li>▪ Results and impacts</li> <li>▪ Communications</li> <li>▪ Open Access</li> <li>▪ Policy</li> <li>▪ Canada Research Chairs, Canada Excellence Research Chairs, and Indirect Costs programs</li> </ul>	Tab/Onglet 4 Documents	<p>La séance portes ouvertes est conçue pour fournir aux leaders pour le CRSH une occasion informelle de poser des questions concernant la programmation et la politique du CRSH. Des affiches seront apposées afin de vous diriger vers le personnel spécialisé dans les sujets énumérés ci-dessous :</p> <ul style="list-style-type: none"> <li>▪ Talent</li> <li>▪ Savoir</li> <li>▪ Connexion</li> <li>▪ Partenariat</li> <li>▪ Finances</li> <li>▪ Résultats et impacts</li> <li>▪ Communications</li> <li>▪ Libre accès</li> <li>▪ Politique</li> <li>▪ Chaires de Recherche du Canada/ Chaires d'excellence en recherche du Canada/Coûts indirects</li> </ul>
2:45 pm		14 h 45

<b>BREAK</b> <i>15 minutes</i>	<b>PAUSE</b> <i>15 minutes</i>
<b>IMAGINING CANADA'S FUTURE</b>	<b>IMAGINER L'AVENIR DU CANADA</b>
<b>3:00 pm</b>	<b>15 h</b>
<ul style="list-style-type: none"> <li>• Panel discussion:             <ul style="list-style-type: none"> <li>➤ Amy Friedlander (<i>National Science Foundation</i>)</li> <li>➤ Christine Donoghue (<i>Policy Horizons Canada</i>)</li> <li>➤ Sheila Moorcroft (<i>Shaping Tomorrow</i>)</li> <li>➤ Thérèse De Grootte (<i>SSHRC</i>)</li> </ul> </li> </ul> <p>Moderated by <i>Gisèle Yasmeen (SSHRC)</i></p> <p>Question and Answer Period</p>	<p style="text-align: center;">Tab/Onglet 5 Documents</p> <ul style="list-style-type: none"> <li>• Discussion en groupe :             <ul style="list-style-type: none"> <li>➤ Amy Friedlander (<i>National Science Foundation</i>)</li> <li>➤ Christine Donoghue (<i>Horizons de politiques Canada</i>)</li> <li>➤ Sheila Moorcroft (<i>Shaping Tomorrow</i>)</li> <li>➤ Thérèse De Grootte (<i>CRSH</i>)</li> </ul> </li> </ul> <p>Animée par <i>Gisèle Yasmeen (CRSH)</i></p> <p>Période de questions et réponses</p>
<b>ADJOURNMENT</b>	<b>LEVÉE DE LA SÉANCE</b>
<b>4:30 pm</b>	<b>16 h 30</b>
<b>KEYNOTE ADDRESS AND RECEPTION</b>	<b>DISCOURS ET RÉCEPTION</b>
<b>5:00 pm</b>	<b>17 h 00</b>
<p>Keynote address by Dr. Gerri Sinclair, Principal, The Gerri Sinclair Group</p> <p>Title: "Talent and the Digital Economy"</p>	<p>Discours par Mme Gerri Sinclair, Directeur, The Gerri Sinclair Group</p> <p>Titre : "Talent et l'économie numérique"</p>

<p>Friday, December 2, 2011</p> <p>Victoria Room Delta Ottawa Hotel and Suites 361 Queen Street, Ottawa</p>		<p>Vendredi 2 décembre 2011</p> <p>Salle Victoria Hôtel Delta Ottawa et Suites 361, rue Queen, Ottawa</p>
<p>8:30 am Breakfast</p>		<p>8 h 30 : petit-déjeuner</p>
<p>REVIEW OF AGENDA</p>		<p>REVUE DE L'ORDRE DU JOUR</p>
<p>9:00 am</p>		<p>9 h</p>
<p>FACILITATING, CAPTURING AND PROMOTING RESULTS AND IMPACTS: TALENT PROGRAM</p>		<p>FAVORISER, CAPTER ET PROMOUVOIR LES RÉSULTATS ET IMPACTS : PROGRAMME TALENT</p>
<p>9:15 am</p>		<p>9 h 15</p>
<p>• Panel discussion:</p> <ul style="list-style-type: none"> <li>➤ David Baker (<i>CASRAI Research Data Standards</i>)</li> <li>➤ Susan GALLEY (<i>EKOS Research Associates Inc.</i>)</li> <li>➤ Wayne MacDonald (<i>SSHRC</i>)</li> </ul> <p>Moderated by <i>Brent Herbert Copley (SSHRC)</i></p> <p>Question and Answer Period</p> <ul style="list-style-type: none"> <li>• Plenary discussion</li> </ul>	<p>Tab/Onglet 6 Documents</p>	<p>• Discussion en groupe :</p> <ul style="list-style-type: none"> <li>➤ David Baker (<i>CASRAI Research Data Standards</i>)</li> <li>➤ Susan Galley (<i>EKOS Research Associates Inc.</i>)</li> <li>➤ Wayne MacDonald (<i>CRSH</i>)</li> </ul> <p>Animée par <i>Brent Herbert Copley (CRSH)</i></p> <p>Période de questions et réponses</p> <ul style="list-style-type: none"> <li>• Discussion en plénière</li> </ul>
<p>10:45 am</p>		<p>10 h 45</p>
<p><b>BREAK</b> 15 minutes</p>		<p><b>PAUSE</b> 15 minutes</p>
<p>11:30 am</p>		<p>11 h 30</p>
<p>SSHR AND INSTITUTIONS WORKING TOGETHER; PEER REVIEW RECRUITMENT AND RETENTION (A CASE STUDY)</p>		<p>LE CRSH ET LES ÉTABLISSEMENTS TRAVAILLENT ENSEMBLE : RECRUTEMENT ET RÉTENTION DES ÉVALUATEURS (ÉTUDE DE CAS)</p>
<p>11:15 am</p>		<p>11 h 15</p>
<p>Panel Presentation:</p> <ul style="list-style-type: none"> <li>➤ Carmen Charette (<i>SSHRC</i>)</li> <li>➤ Christine Trautsmandorff (<i>SSHRC</i>)</li> <li>➤ Michèle Boutin (<i>Canada Research Chairs Secretariat</i>)</li> <li>➤ Adèle Savoie (<i>SSHRC</i>)</li> </ul>	<p>Tab/Onglet 7 Documents</p>	<p>Présentation:</p> <ul style="list-style-type: none"> <li>➤ Carmen Charette (<i>CRSH</i>)</li> <li>➤ Christine Trautsmandorff (<i>CRSH</i>)</li> <li>➤ Michèle Boutin (<i>Secrétariat des Chaires de Recherches du Canada</i>)</li> <li>➤ Adèle Savoie (<i>CRSH</i>)</li> </ul>

Moderated by <i>Carmen Charette (SSHRC)</i>	Animée par <i>Carmen Charette (CRSH)</i>
Question and Answer Period	Période de questions et réponses
<b>12:30 pm</b>	<b>12 h 30</b>
<b>LUNCH</b> <i>1 Hour</i>	<b>DÎNER</b> <i>1 heure</i>
<b>CLOSING PLENARY</b>	<b>SÉANCE PLÉNIÈRE DE CLÔTURE</b>
<b>1:30 pm</b>	<b>13 h 30</b>
<b>Follow-up from session 1- SSHRC Leaders Action Plan 2012-2014</b>	<b>Suivis de la séance 1- Plan d'action des leaders pour le CRSH 2012-2014</b>
Co-presented by André Thivierge (SSHRC) and Katherine Schultz (UPEI)	Co-présenté par André Thivierge et Katherine Schultz (UPEI)
Co-animated by Nancy White and Imran Arshad (Policy Horizons Canada)	Co-animée par Nancy White et Imran Arshad (Horizon de Politiques Canada)
<b>Best-Practices, on-campus events and processes in reference to SSHRC programming</b>	<b>Meilleures pratiques, événements et processus ayant eu cours dans les établissements universitaires en ce qui a trait aux programmes du CRSH</b>
Moderated by André Thivierge (SSHRC) and Gail Fondahl (UNBC)	Animée par André Thivierge (CRSH) et Gail Fondahl (UNBC)
<b>WRAP-UP and NEXT STEPS</b>	<b>RÉCAPITULATIONS ET PROCHAINES ÉTAPES</b>
<b>2:30 pm</b>	<b>14 h 30</b>
Moderated by Brent Herbert-Copley	Animée par Brent Herbert-Copley
<b>3:00 pm</b>	<b>15 h</b>
<b>Adjournment</b>	<b>Levée de la séance</b>