



THE PIERRE ELLIOTT TRUDEAU FOUNDATION

*The Foundation Response to
the Report of the Distinguished Review Panel*

Pierre Gerlier Forest, President
Roy L. Heenan, Chair of the Board of Directors

Prepared for the Minister of Industry
March 2009

FOREWORD

The Pierre Elliott Trudeau Foundation was established in 2001 by the friends and family of Pierre Trudeau, and in 2002, was given an endowment of 125 million dollars by the Government of Canada so that it could develop into a world-class program for advanced studies in the social sciences and humanities.

In 2004-2005, in the very early days of the Foundation's activities, an external consultant conducted a preliminary evaluation of the Foundation's programs. That evaluation report identified some opportunities for improvement, provided many recommendations that were implemented, and did not find any significant issues. As a consequence, the Minister of Industry agreed that the five-year evaluation due in March 2007 be postponed until March 2009. This process is now complete.

As a relatively young organization, the Foundation continues to benefit from periodic evaluations by experienced, professional and thoughtful individuals who have been thorough in their process, and generous with their insight.

Each year, the Foundation solicits a detailed independent audit of its financial and operational performance. This ensures that the annual business plan is being achieved, that appropriate fiscal controls and accountability measures are in place and effective, that goals and objectives are clearly stated and progress toward those goals is being made, and finally, that high standards for documentation, due process, and transparency are being upheld.

In accordance with our obligations under the Funding Agreement, this five-year review is intended to serve a more strategic function: to consider the broader issue of maintaining the relevancy of our purpose, to evaluate and measure our success in achieving that purpose, and to make recommendations for adjustments and improvements to our program that might better meet our objectives in the future.

The Board of Directors engaged a distinguished review panel comprised of Canadians who have made exceptional contributions to advanced research and public policy at a senior executive level: William C. Leggett, Chair of the Board of the Canada Foundation for Innovation, former principal of Queen's University, vice-principal of McGill University and a leader in the development of Canadian educational policy; Elizabeth Dowdeswell, whose public service career has spanned provincial, federal and international borders, focusing on engaging the public in public policy-making, whether as President of Canada's Nuclear Waste Management Organization, Executive Director of the United Nations Environment Program, Undersecretary General of the United Nations, Assistant Deputy Minister of Environment Canada, or Chair of the Scientific Advisory Committee of the new Council of Canadian Academies; and Gilles G. Patry, former President and Vice-Chancellor of the University of Ottawa, and a member of the boards of the Ontario Centres of Excellence (OCE), the Canadian Merit Scholarship Foundation, and the National Research Council of Canada.

Given their combined energy, professionalism, and leadership track record, it should come as no surprise that the Panel's review process was thorough and thought-provoking, engaging members of the Trudeau community at many levels. The interaction has provided a welcome challenge and resulted in cogent recommendations designed to ensure a robust and relevant future for the organization.

We are also gratified by the Review Panel's conclusion that the Foundation has "made significant and sustained progress toward achieving its remarkable vision." The dedication and commitment of many individuals and organizations contributed to their assessment that the Foundation is exceptional, unique and a "powerful vehicle for ensuring that Canada possesses the finest and most attuned thinking available in the broad areas of the humanities and social sciences."

Their stated expectations are both inspirational and humbling, as they foresee a short time horizon before the Foundation becomes a major and leading force, enabling our best scholars and thinkers to make significant contributions to the future of Canada and the world.

We are pleased to present this response to their report to the Ministry of Industry on behalf of the Foundation.

Respectfully,

Pierre Gerlier Forest
President

Roy L. Heenan
Chair of the Board of Directors

PERIODIC REVIEW FRAMEWORK

In 2008, the Board allocated significant dollars, human resources, and personal time commitments to collaborate with a carefully selected Distinguished Review Panel. Foundation staff prepared five briefing books (which also form a part of this submission) for the members of the panel:

1. Foundation Management and Administration
2. The Trudeau Scholarship Program
3. The Trudeau Fellowship Program
4. The Trudeau Mentorship Program
5. The Public Interaction Program

The panel asked that a detailed online questionnaire be distributed to the extended Trudeau Community: directors, members, staff, program beneficiaries, contributors, partners and friends of the Foundation. The review panel made additional requests for information, and responses were given to them prior to their preparation of the report. The panel also conducted 35 personal interviews with Foundation stakeholders, directors, members and staff during a one-week site visit to Montreal in early 2009. This process was concluded in February 2009.

RECOMMENDATIONS SUMMARY & MANAGEMENT RESPONSE

GOVERNANCE

Recommendation 1. *The Government, through the Minister of Industry, should proceed as quickly as possible with the replacement of two Government Board members whose terms have lapsed. As was the case when the Board was created in 2002, the panel recommends that serious consideration be given to the appointment of the Clerk of the Privy Council and President of the Social Sciences and Humanities Research Council to the Board.*

Response

The Foundation would be honoured if the Minister of Industry accepted this recommendation.

In the first case, our close collaboration with the Clerk of the Privy Council and his office has been an important factor in the success of many Foundation initiatives, from the Mentorship program to the organization of our annual conference. Senior civil servants – at Deputy Minister level – serve as Trudeau Mentors, and others participate in our selection panels or speak at our public events. The Clerk’s willingness to nominate candidates for different competitions has also helped engage other members of the senior public service. The Foundation would benefit from the expertise and advice of the head of the public service, especially given our emphasis on strategic policy issues. Alternatively, the Foundation would welcome the nomination of someone who has the respect and confidence of the Clerk.

In the second case, we fully agree that this would facilitate the exchange of information and coordination of programs and strategies. The two institutions share a common mission of promoting the social sciences and humanities. The Foundation is a “laboratory” for the transfer and dissemination of applicable

social research into the public sphere, spearheading innovative practices that are inter-disciplinary, international and intergenerational. The research community served by SSHRC would benefit from a more constant and formal exposure to the Foundation's efforts in knowledge transfer and exchange, and the Foundation would benefit from a better understanding of SSHRC-funded research.

Action The Foundation invites the Minister of Industry to appoint the Clerk of the Privy Council and the President of SSHRC to its Board of Directors.

Recommendation 2. *The Review Panel recommends that a succession plan be formulated and adopted by the Board of Directors. In its succession plan, the Board should identify and ensure that the appropriate skills sets (such as financial, management, academic, communications and community, leadership) be well represented on the Board. Given the national character of the organization, it is also important to ensure that Board membership reflect the cultural and regional diversity of the country. Finally, given the scholarly mission of the Corporation, it is critically important that a special effort be made to ensure that the membership be, and that it be seen to be, free from political association.*

Response The Foundation agrees with the recommendation and will task the nominating committee to prepare a comprehensive succession plan. It is worth noting, however, that the Board already fully incorporates most of the expertise expected in an institution like the Foundation, be it financial, managerial, legal, or academic. A recent addition to the Board is the Honourable Michel Bastarache, former Supreme Court Justice. Dr. Emöke Szathmáry, former president of the University of Manitoba, has been recommended by the nominating committee and is likely to be confirmed shortly. Because of the nature of our activities and mission, political engagement and experience can be part of the biography of some Foundation directors. According to the Canada Corporations Act and the By-laws of the Corporation, however, active political partisanship would disqualify any individual to act as a director.

Action The nominating committee will be asked to prepare a comprehensive succession plan.

Recommendation 3. *In accordance with good governance practices, the Board should proceed with a detailed review of its 2002 Strategic Plan including the development of a balanced scorecard.*

Response In April 2008, the Foundation's Board initiated a review of the original Strategic Plan (2002). A document titled "Strategic Recommendations" has been prepared by management for consideration and discussion by the Board. The document includes an assessment of the Foundation's progress since the first planning exercise and considerations for the future. The Board has been waiting for the information it would learn from the periodic review process and is now in a position to review and adopt a new strategic plan during the next fiscal year (2009-2010). The suggestion of adopting the "balanced scorecard" methodology is also most welcome.

Action	The Foundation will develop a new Strategic Plan in 2009-2010. The Foundation will adapt its current "AGIL" approach (focused on finance, governance, processes and values) to the balanced scorecard methodology.
Recommendation 4.	<i>In accordance with good governance, the Board should ask management to proceed to develop a risk identification and management strategy. This strategy should be updated and presented to the Board every year.</i>
Response	The Foundation agrees.
Action	Management will present an annual risk identification and analysis strategy to the Board. The Board will develop a more comprehensive risk identification and management policy to complement the current policy which focuses on preventing and controlling financial risks within the organization and/or in the management of the endowment fund. The audit committee will oversee the implementation of and compliance with the policy.
Recommendation 5.	<i>In accordance with good governance practice of not-for-profit organizations, the Board should adopt and implement a regular Board performance assessment at the corporate, Board and individual director level.</i>
Response	The Foundation agrees.
Action	A Board committee will be appointed to develop evaluation instruments and procedures that will be integrated to the regular business of the Board of Directors.
Recommendation 6.	<i>Given the current governance model and frequency of regular Board of Directors meetings, the Review Panel recommends that the operation of the Executive Committee of the Board be formalized and that minutes of the Executive Committee meetings be submitted to the full Board for information and discussion.</i>
Response	The Foundation agrees.
Action	The Executive Committee will meet formally at least six times a year and will keep minutes of its deliberations and decisions, to be shared with the Board shortly after each meeting. Efforts will be made to ensure ongoing communication between the Executive and the Board at large.
Recommendation 7.	<i>The business of the Board appears to be conducted in two annual meetings. As part of its governance review, the Board should examine the possibility of adding at least one and possibly two more meetings to ensure that actions are taken and decisions are approved in a timely manner by the full Board.</i>
Response	Most directors have national and international responsibilities at a very high level and would be unlikely to volunteer their time if participation became too

onerous. The Foundation's operating costs are constrained. The current approach is very efficient and reduces the financial and administrative burden that is associated with each Board meeting, from scheduling to travel expenses. A communications tool, developed in 2007, informs Board members monthly of all ongoing activities within the Foundation and provides them with the information relevant to their decision-making or monitoring responsibilities.

Action The Foundation will revise the mandate for the Executive Committee and ensure that special additional meetings of the Board are called when required by the Executive Committee or by Management.

THE TRUDEAU DOCTORAL SCHOLARSHIP PROGRAM

Recommendation 8. *To increase the visibility of the Foundation, Trudeau Scholars must be encouraged to highlight their affiliation to the Trudeau Foundation during and after the tenure of their award, e.g., through publications, media contributions, and correspondence.*

Response The Foundation agrees. This requirement already appears in the "funding agreement" (i.e., individual contract) that each scholar must sign prior to receiving the award.

Action We will develop a new identification policy to increase the visibility of the Foundation through its program beneficiaries while mitigating potential risks for the Foundation.

Recommendation 9. *Notwithstanding the increase in applications to the Doctoral Scholarship program, the Review Panel heard evidence that the program is not well known within the academic community at large, and particularly in leading public policy studies programs. The Review Panel recommends that greater efforts be made to ensure that the program is well and widely known within universities, and particularly within schools or departments of political and policy studies. These efforts should include activities designed to increase the awareness of the unique features of the program and the sought after qualities and profile of Trudeau Scholars.*

Response The Foundation accepts this recommendation, but constraints on administrative expenses currently imposed by the funding agreement with the Government of Canada severely impede the Foundation's capacity to invest in new promotional material and/or dedicated human resources.

Action Management will develop an information campaign to reach out to deans and department heads in major Canadian and foreign higher learning institutions. In the meantime, other means to engage the academic community include appointments on our review panels and public events committees.

THE TRUDEAU FELLOWSHIP PROGRAM

Recommendation 10. *In addition to the changes adopted by the Board for the 2009-2010 Trudeau Fellows competition, efforts should be made to ensure that Trudeau Fellows are selected not only on the basis of the excellence of their research record but also on: a) their potential future contributions; b) their history of interaction with graduate students, particularly doctoral students and post-doctoral Fellows; and c) their willingness to participate in and contribute to the activities of the Foundation including interacting with Trudeau Scholars and other members of the Trudeau Foundation community. Nominators should be informed of these changes and the Evaluation Grid adjusted accordingly.*

Response The Foundation agrees.

Action Implemented. Recent adjustments to the Fellowship Program are designed to improve the impact of the program. The suggested elements are now present in the evaluation process leading to the appointment of new Trudeau Fellows.

Recommendation 11. *In an effort to increase the visibility of the Foundation, Trudeau Fellows should be encouraged to highlight their affiliation to the Trudeau Foundation during and after the tenure of their award, e.g., through their publications, media contributions and correspondence.*

Response The Foundation agrees.

Action This condition will be stipulated in the three-part agreement between the Foundation, the Trudeau Fellows and their affiliated research institutions, in a manner consistent with our future identification policy.

THE TRUDEAU MENTORSHIP PROGRAM

Recommendation 12. *As part of their selection process, the Foundation should endeavour to ensure that the individuals identified as Mentors have the time, interest and ability to act as mentor to the Scholars.*

Response The Foundation agrees.

Action Implemented. The Foundation has recently adjusted its processes to ensure that Mentors are fully aware of the Foundation's expectations and the scope of their responsibilities. The Foundation president or the panel chair interviews all candidates short-listed by the file review committee, in order to verify their willingness to serve as Trudeau Mentors.

Recommendation 13. *Consideration should be given to encouraging and facilitating the active continuing engagement of the most effective and interested Mentors in the life and programs of the Foundation by assisting and mentoring newly appointed Trudeau Mentors, by acting as Mentors-at-Large and possibly as Members of the Corporation or Directors of the Board.*

Response The Foundation agrees.

Action Partially implemented. All newly appointed Mentors now meet with the President and the Mentorship program director prior to their first introduction to the Trudeau community to accomplish two goals: ensure that they are well informed about the Foundation’s programs and activities; and ensure that the Foundation understands the specific supports the Mentor will need to perform the duties associated with the Mentorship. The Foundation has recently created an Alumni Association to sustain the engagement of former members of the Trudeau community once their formal term has concluded. Former Trudeau Mentors are being invited to be part of that network. Further, a list of former Trudeau Mentors will be considered by the nominating committee for future Board of Directors appointments, and will also be made available to the Minister of Industry for consideration when new government appointments are to be made to the membership of the corporation.

Recommendation 14. *Consideration should be given to creating greater flexibility in the timing and duration of the mentoring period in order to align it more closely with the needs of individual Scholars.*

Response The Foundation agrees. When new Trudeau Mentors are appointed, it is clearly stated that the Foundation “provides financial and logistical support” for the first 18 months, but that the expectation is that the relationship between a mentor and a scholar will extend beyond that period. Successful Mentorship relationships often last long past the duration of the formal Trudeau Mentorship or Scholarship. The Foundation offers to pay for travel expenses for former Mentors interested in attending our public events, as a way to sustain their participation. We now adapt the duration of the Mentorship to take into account maternity and sick leave.

Action We will identify ways to adjust the beginning of the Mentorship to better correspond to the actual maturation of a scholar’s doctoral project.

THE TRUDEAU PUBLIC INTERACTION PROGRAM

Recommendation 15. *Consideration should be given to continuing the Foundation’s early experimentation with innovative and creative models for involving the full cross-section of the disciplines it supports in its Public Interaction Programs and also in new means of delivering these programs.*

Response The Foundation agrees with this recommendation.

Action Within our budgetary constraints, we will continue to focus on partnerships with other organizations and institutions that share our commitment to interdisciplinary, intergenerational and international public interaction activities.

MANAGEMENT AND ADMINISTRATION

Recommendation 16. *The 1.5 % limit on operating expenses specified in the Funding Agreement should be reviewed with the objective of transferring to the Foundation's Board the responsibility for determining the appropriate balance between expenditures on operations and programming.*

Response The Foundation strongly supports this recommendation. Since its creation, the Foundation has allocated most of its revenues to transfers to individuals (i.e., Scholars, Fellows, and Mentors), as required by the original plan, scrupulously respecting the 1.5% limit on operating expenses imposed by the funding agreement, despite the difficulties posed. The context in which the Foundation operates has changed significantly in many ways since its inception, however, including new legal requirements with respect to access to information, reporting and mandatory response requests, privacy and accounting rules, new economic factors, and a variety of new, complementary scholarship programs. The Foundation has demonstrated its capacity to meet the intent of this constraint and has responsibly protected the value of the fund, increasing it from \$125M to \$147M over seven years as a result of a prudent policy of reinvesting a substantial part of the revenues into the fund.

Action Foundation requests more flexibility for the Board to annually assess the appropriate balance between expenditures on operations, programming and promotion, as circumstances require, so that the Foundation can increase awareness of its activities, improve its impact on the Canadian higher education and research community, and further support the ability of the Scholars, Fellows and Mentors to make meaningful contributions to public policy.

Recommendation 17. *If and as additional financial resources become available for management and administrative functions, efforts should be made to: a) deepen the administrative structure sufficiently to achieve appropriate and effective redundancy in key areas, thereby reducing the risks to the organization; and b) increase the outreach by key personnel, to universities initially and subsequently to government and the broader public.*

Response The Foundation agrees with this assessment. Based on a completed risk assessment, the Foundation is worried about the vulnerability that stems from the limited resources allocated to management and administration. Presently, the four Foundation programs are managed and implemented by three people, including support staff. Accounting and IT functions are outsourced. Communications capacity is hampered because the budget does not allow for a full-time communications officer. The Foundation wishes to remain lean, but believes that it would be prudent to “achieve appropriate and effective redundancy.”

Action If sufficient resources are available in the next year, the Foundation will re-evaluate its human resource requirements and create more effective communications strategies to raise awareness of Foundation programs, to establish more robust relationships with other organizations, and to increase

outreach efforts to government and the broader public, all activities that will require more resources and support.

Recommendation 18. *The Board, together with the Minister of Industry, should undertake a review of the Investment Policy Guidelines detailed in Schedule III of the Funding Agreement with the goal of assessing whether the guidelines, as presently formulated, are consistent with the goal of maintaining the endowment and the programs of the Foundation in perpetuity.*

Response The Foundation agrees. The Board has taken measures to protect the fund, through instructions to its fund managers to minimize risk. The Foundation is open to a review of the agreement that would incorporate lessons learned during the recent investment climate and other best practices for increased success and impact.

Action Review completed. The Foundation and the Minister of Industry, with the active contribution of the Treasury Board, have agreed in principle on a new investment policy and on new investment guidelines, as recommended by the panel. The policy has yet to come into effect as part of an amended funding agreement.

PUBLIC PROFILE AND VISIBILITY

Recommendation 19. *The Foundation should develop a communications and engagement strategy that includes, inter alia: a) seeking opportunities to cooperate with other organizations/agencies in furthering informed debate on issues of importance to Canadian public policy; b) making active involvement in relevant public policy discussions a pre-requisite to and condition of selection as Fellows, and Scholars, and encouraging its Mentors, Members, Directors, and potentially Honorary Members, to become more visible publicly on behalf of the Foundation; c) working to expand the awareness of its programs and of the exceptional opportunities they represent, in relevant Faculties, Schools and Departments of Canada's Universities; and d) increasing the involvement and awareness of senior government policy makers in its programs, its outreach activities, and its mentoring program.*

Response The Foundation accepts this recommendation. While these elements are an integral part of Foundation operations, the resources have not been available to design and implement an effective overarching public communications strategy. Such a strategy would provide better guidance to the Foundation staff, clarify relationships with our partners, and foster increased public engagement. These activities are limited by the 1.5% operating cost spending cap prescribed in the existing Funding Agreement.

Action The Foundation will develop a communications and engagement strategy during the 2009-2010 provided that resources are available to do so.

GENERAL PANEL OBSERVATIONS AND RESPONSES

FOUNDATION THEMES

Panel Observation *As part of its strategic planning exercise, the Foundation should periodically revisit the four themes by asking questions such as: Are the themes still appropriate? Do they remain timely? Are there issues of critical importance to Canada not being addressed? Are the themes equally important? Is the Foundation focusing too much on one theme to the exclusion or detriment of others?*

Response Implemented. The Foundation shared this concern, and revisited the four themes in 2007. It commissioned four discussion papers and conducted a wide-ranging consultation within the Trudeau Foundation community and with outside stakeholders. We are satisfied that the current formulation of the themes – human rights and dignity, responsible citizenship, Canada in the world, and people in their natural environment – reflects the research preoccupations of experts in the field as well as the policy development needs of Canadian decision-makers. We agree, however, that a similar review must be conducted from time to time, and that the Board of Directors should include this concern in its strategic planning sessions, to ensure that the Foundation’s approach continues to be relevant and up-to-date. The Foundation is sensitive to the question of balance among the four key themes. Evaluation panels have been instructed to pay attention to this issue and greater balance is being achieved.

Action Include this concern in the Board of Directors’ strategic planning sessions.

THE TRUDEAU DOCTORAL SCHOLARSHIP PROGRAM

Panel Observation *The Review Panel has some reservations about the recent increase by \$10,000 in the annual funding of the Scholarship. We believe that the non-financial features of the Trudeau Scholarship (e.g., mentoring, networking and travel allowance) are what truly distinguish it from other prestigious Scholarships and, as noted elsewhere, these aspects must be more effectively communicated to nominating institutions and potential Scholars. We are also concerned with the inflationary impact of ever-increasing competition among leading Scholarship programs for the top-dollar award. This impact trickles down and, given the relatively fixed total dollar pool available, may ultimately reduce the number of funding opportunities available to individual students.*

Response The Foundation agrees that the non-financial aspects of Trudeau awards are what distinguish them from other programs, and the Board of Directors has specifically stressed the importance of recognizing both the financial and the non-financial features of the scholarships.

The annual funding of the Scholarship has been raised by 5% for new cohorts of Scholars only (i.e., 2009 and further). This increase keeps the Trudeau Scholarship in line with other scholarships of comparable level and reputation.

The increase was also made necessary by the increase in tuition fees and cost-of-living expenses for students registered in foreign universities, which represent a substantial proportion of Trudeau Scholars. Moreover, because many Scholars actually use their Scholarship to fund their field research, the Foundation deemed it important to ensure that the travel and research allowance was sufficient to sustain a doctoral project, without compromising participation in Trudeau events.

Action

As recommended, we will continue to emphasize this particular aspect of the Trudeau Scholarship with all interested parties to the extent that resources are available to do so.

MANAGEMENT AND ADMINISTRATION

Panel Observation

As a not-for-profit organization incorporated under Part II of the Canada Corporations Act and registered with the Canada Revenue Agency, the Pierre Elliott Trudeau Foundation is subject to the Federal Access to Information Act and the Privacy Act. The Access to Information Act gives Canadian citizens the right to access information in the Foundation records. The Privacy Act provides citizens with the right to access personal information held by the Foundation and protection of that information against unauthorized use and disclosure. While we did not conduct an audit of the Foundation's compliance to either the Access to Information Act or the Privacy Act, we heard evidence that this new responsibility requires approximately 0.5 full-time equivalent.

Response

The Foundation is fully committed to the values of transparency and accountability. We report publicly on all our programs and activities. We voluntarily disclose all relevant managerial and administrative information, including our business plans and financial statements. Most of this information is available online at no cost to the public. In fact, the Foundation has a flawless record of protecting personal information, while processing hundreds of candidate files every year.

Nonetheless, the Foundation is also a small private organization. Reporting requirements are not directly applicable to an institution such as this, i.e., one that is independent from the government, does not employ civil servants, and is not subject to the application of the federal institution management and administration guidelines.

Any resources allocated to the administration of ATIP and LAC Acts are accounted against the 1.5% spending cap on Operation Costs, competing for resources that could, for instance, be allocated to communications and outreach to the academic community, the public policy milieu and the public at large, to better fulfil our mission.

Under these circumstances, the Foundation would like to be exempt from the regulations that apply to government departments and other public organizations, while fully subscribing to the principles and objectives of transparency and accountability.

Action Request exemption from the regulations that apply to government departments and public organizations, while fully subscribing to the principles and objectives of transparency and accountability.

FUNDRAISING INITIATIVES

Panel Observation *While the Funding Agreement authorizes private fundraising initiatives on the part of the Foundation, little such activity has occurred to date. [...]*

The Panel is of the view that the Foundation's successes to date and its growing recognition for excellence in programming and execution make contemplation of a fundraising initiative realistic at this time. Moreover, the recommended Strategic Planning exercise would facilitate the development of a clear and compelling vision for the future and a strong basis for moving forward on a fundraising initiative, should the Foundation decide to do so.

Response The Foundation agrees.

Action The Board will establish a committee to look at private fundraising, with the objective of developing and implementing a strategy within the next two years.

CONCLUSION

In only seven years, the Pierre Elliott Trudeau Foundation has become an important Canadian institution, by building an interdisciplinary, intergenerational and international network of innovators who are working together to address fundamental social issues.

Like other granting institutions, our focus is to award and financially support outstanding individuals who make meaningful and constructive contributions to critical social issues. Yet our organization is distinctive because of our unique model of encouraging individuals at different stages of their careers and actively bringing them together. By selecting program beneficiaries whose work is related to specific themes, hosting a growing number of events, conferences and lectures, and creating a community of exceptional and creative individuals, we foster and accelerate knowledge acquisition, knowledge transfer and knowledge exchange among peers, educators, institutions and the public.

Our programs are well established, and internal structures and mechanisms are working well to ensure effective program implementation. Since 2002, the Foundation has granted over 150 major awards to top researchers and highly accomplished individuals, in Canada and abroad. These Scholars, Fellows and Mentors will continue to use connections established during their formal term to make important contributions to public policy and understanding long after their award has ended. Increasingly, their credibility and ability to make public contributions have been bolstered by the recognition and prestige conferred on them by their association with the growing Foundation community.

In the words of our Distinguished Panel of reviewers, *“the value added by the networking and mentoring initiatives of the Foundation makes the overall program not simply exceptional, but unique, and that will ultimately define its success. This is not simply another scholarship/award program. It is a powerful vehicle for ensuring that Canada possesses, and has access to, the finest and most attuned thinking available in the broad areas of the humanities and social sciences.”*

As an organization, we will develop a renewed Strategic Plan, to determine how to sustain, enrich and retain the network of exceptional minds that form the core of our community and our initiatives. We are committed to remaining vigilant, maintaining a program of good stewardship, identifying and responding to new opportunities and partnerships, to ensure that our institution evolves to meet changing realities.

Within the next few years, if the Foundation is granted the funding flexibility it requires, we intend to heed the sage advice of the Distinguished Panel and develop the capacity to focus on important additional activities. We will increase our visibility within Canada and within exceptional international academic and public policy organizations, so that existing contributions become better known, and our potential for making important contributions to new public policy considerations can be better realized; we will significantly improve awareness of the unique aspects of our programs among the leaders of Canadian universities and departments so that they can benefit; we will increase our communication activities in order to establish new avenues for public engagement and participation.

As we build on the success of the first few years in the life of the Foundation, expectations for our future are very high. We look forward to meeting that challenge.

March 2009