



**THE PIERRE ELLIOTT TRUDEAU FOUNDATION  
FIRST STRATEGIC PLAN**

***APPROVED BY THE BOARD OF DIRECTORS  
OCTOBER 21, 2002***

## ***MISSION STATEMENT***

*The Pierre Elliott Trudeau Foundation seeks to promote outstanding research in the social sciences and humanities, and to foster a fruitful dialogue between scholars and policymakers in government, business, the voluntary sector, the professions and the arts community.*

- *The Foundation will encourage emerging talent through the awarding of Trudeau Scholarships to the most talented doctoral students in Canada and abroad.*
- *Distinguished Trudeau Fellows and Mentors will be appointed for their knowledge and wisdom to build an intellectual community supporting the work of the Scholars.*
- *The Foundation will create and maintain an international network of Trudeau Scholars, Fellows and Mentors.*

*The Foundation is committed to supporting work of academic excellence that helps to promote public discussion on issues of major societal importance to Canada and the world.*

### **I. CORE MISSION AND OPERATING PRINCIPLES**

In keeping with the Mission Statement, it follows that the core mission of the Foundation is the delivery of four programme elements: (1) Fellowships to recognize career contributions of international pre-eminence; (2) Scholarships to doctoral students of the highest academic standing; (3) Mentorships to creative people working in government, industry, the professions, the voluntary sector, and the arts; (4) Public outreach (including the publication of research results from time to time, and the holding of major Trudeau conferences on issues of public policy and social concern), and networking support (including the provision of intranet communications, workshops and alumni(ae)

services). All resources of the Foundation will be dedicated to the promotion of this core mission.

In the light of the core mission, the Foundation adopts the following operating principles:

1. In selecting Scholars, Fellows and Mentors, the overriding concern will be academic and professional excellence, measured against the highest international standards through advisory processes of peer review. The Board will exercise active oversight of all Foundation selection processes.
2. In all selection processes, attention will be paid to ensuring the involvement of Canadians from all regions, and to selecting people capable of engaging in lively debate with other members of the Trudeau Foundation community and capable of communicating their work to a wider public.
3. Work on advisory peer review panels will not be remunerated, but expenses will be paid and the contributions of volunteers will be properly recognized.
4. All the programmes of the Foundation will be open to non-Canadians. Special effort will be made to reach out to potential participants from the developing world.
5. Selection processes will be as transparent as possible, while recognizing the need to protect confidential information, and will be based upon advice from outside assessors of the highest standing. However, final decisions will rest with the Foundation.
6. The Foundation will work in French and English, and everyone will be able to communicate with all Foundation staff in either language.

This core mission is reflected in the Preliminary Workplan of the Foundation, attached as Annex A.

## II. PROGRAMME ELEMENTS

The **Fellowship Programme** is envisioned as setting the intellectual agenda for the Foundation. By seeking out and promoting the finest thinkers in a range of disciplines within the humanities and social sciences, the Foundation will not only help Canadians to recognize innovative approaches to public policy concerns, but will begin to build a network of committed and creative people who can work together to address fundamental social problems. The first few groups of Fellows will play a special role in helping the Foundation to elaborate its programmes by seeking to draw out cross-cutting themes that link together the four discrete, but overlapping areas of interest that shape the Foundation's work: human rights and social justice, responsible citizenship, Canada and the world, and humans and the natural environment.

The **Fellows will be selected** through a process that engages both outside assessors of the highest standing, the judgment of the President of the Foundation and the Application and Nomination Review Committee (ANRC) of the Board of Directors. Using a methodology drawing on the experience of other Foundations, the Trudeau Foundation will exploit its network of contacts to identify possible Fellows. In addition, University Presidents across the country, as well as leaders of scholarly societies, will be invited to suggest individuals for consideration. These individuals may be Canadian or foreign. The **selection criteria** will be: (1) creative thinking to the highest international standards of the given discipline; (2) outstanding ability to communicate the results of research to other researchers and scholars, and to the general public; (3) commitment to work with Foundation Scholars and Mentors; and (4) interest in one or more of the four themes of the Foundation, and a desire to contribute to public dialogue around those themes.

A group of five assessors, all distinguished scholars (two of whom may be from outside Canada), will be asked to review a list of names of possible Fellows. This peer review group will then make a recommendation of up to 5 names to the President of the Trudeau Foundation. The President will review the files and will submit a final list of recommended Fellows to the Board through the ANRC. Only individuals on this list may be appointed. The first group of three Fellows should be appointed by January 2003.

**Fellowships** will be tenable for three years. The stipend will be \$50,000 per year, with an additional \$25,000 available for approved travel and networking expenses associated with events and joint projects undertaken within the framework of the Foundation's programmes. The intention is to support the continuing work of the Fellows and to link them with Foundation Scholars and Mentors. Reporting requirements for the Fellows will be straightforward, while ensuring appropriate accountability for the expenditure of Foundation funds.

The **Scholarship Programme** will be the most visible public face of the Foundation. The programme will identify and support up to 15 outstanding doctoral students per year. The competition will be open to Canadians wishing to pursue their studies in Canada, and exceptionally to Canadians intending to study at foreign universities. Foreign students wishing to study in Canada will also be supported. The latter group will be limited to not more than 25% of the total number of Scholars.

The **Scholars will be selected** through a process that involves applications, interviews, the filter of an independent review committee, the judgment of the President of the Foundation, and the ANRC of the Board of Directors. All applications from within Canada should be submitted in electronic form. Applications from outside Canada will be submitted either electronically or in written form. The written option is designed to facilitate applications from students in the developing world.

To limit the number of potential applicants, the Foundation will communicate the extremely high standards expected of successful candidates. In addition, only applicants who have been nominated by the President, Principal or Rector of their undergraduate, or current graduate, institution will be considered for a Trudeau Scholarship. Universities should nominate not more than 2 to 4 candidates in any given year. Nominees may be applying into the first year of a doctoral programme, or may be registered in the first or second year of such a programme.

Foundation staff will undertake an initial screening of the applications. Those that meet the established criteria will be forwarded to an independent review committee made up of not more than five distinguished professors with extensive experience in the assessment of graduate studies files. A short list of not more than 30 potential Scholars will be established, with some indication of the relative ranking of the candidates. Each short listed candidate will be interviewed, employing a small panel of volunteers, ideally including members, Fellows and Mentors of the Foundation. Over time, alumni(ae) of the scholarship programme will also be engaged in the interviewing process. The interviews will all take place within a short time span, at one or two locations in Canada. Canadian and American universities will be asked to bear the travel expenses of the candidates they recommend. For candidates from overseas, special interviewing arrangements will be made, either through the good offices of Canadian embassies and high commissions, or via telecommunications. The interview panel or panels will recommend a list of successful candidates to the President of the Foundation. The President will review the files and interview panel comments, and will submit a final list of recommended Scholars to the Board through the ANRC. Only individuals on this list may be selected. The first group of up to 15 Scholars will be selected in the spring of 2003, to take up their awards for the academic year 2003-2004.

The **selection criteria** will focus on: (1) academic achievement to the standard of the most competitive scholarship programmes in the world, such as the Commonwealth Scholarships and the Fulbright Awards; (2) an outstanding ability to engage in lively exchange with other researchers and scholars; and (3) an intention to work in an area related to one or more of the four themes of the Foundation, and a desire to contribute to public dialogue around these themes.

**Scholarships** will be tenable for three years, with a possible extension for a fourth year upon proof of satisfactory progress. The stipend will be \$35,000 per year, to include the cost of tuition and reasonable living expenses. If the Scholar currently holds another scholarship or fellowship that allows for the accumulation of awards, the Foundation will top up the existing award to the level of a Trudeau Scholarship. The Foundation will attempt to enter into partnerships with universities, modeled upon those established by

the Fulbright Program, to allow Trudeau Scholars to benefit from tuition fee waivers or other tuition reduction schemes. An additional \$15,000 will be available to support approved research-related travel, and to cover networking expenses associated with events and joint projects undertaken within the framework of the Foundation's programmes. Scholars will be required to spend a portion of their time during the tenure of their award at an institution or fieldwork location away from their home university, and outside the province in which that university is located. Ideally, the Scholar would spend time at an institution where a Trudeau Fellow is based. This time away may be spent inside or, when there is a special reason related directly to a Scholar's research, outside Canada.

The **Mentorship Programme** will be the principal means by which the Foundation links together outstanding professionals who pursue policy analysis and implementation in their daily work, with the best researchers and scholars. Up to twelve creative policy professionals working in Canada or abroad will be appointed Trudeau Mentors each year. They will continue working in their various occupations, but will be attached to the network of Trudeau Fellows and Scholars, and will be specifically assigned to work with one or more of the Scholars. The Trudeau Foundation will also explore the possibility of entering into partnerships with employers that would allow Mentors to take a partial sabbatical, or to be relieved of some responsibilities to permit them to participate more fully as Mentors with the Foundation.

The **Mentors will be selected** through a process that involves an independent review committee, the judgment of the President of the Foundation, and the ANRC of the Board of Directors. Employing its growing set of contacts, and specifically drawing upon the knowledge of the Board of Directors, the Foundation will seek out creative policy professionals, but will also invite nominations, using existing professional networks in government, business, the voluntary sector, the professions, and the arts community. Foundation staff will undertake an initial screening of the nominations. Nominations that meet the established criteria will be forwarded to an independent review committee made up of not more than five senior professionals associated with the Foundation as members, past Mentors, etc. In the first year of operation, the Committee will make a

recommendation of up to 10 names to the President of the Trudeau Foundation. As the number of Mentorships increases, the list of recommended candidates will be expanded to 15. The President will review the files and will submit a final list of recommended Mentors to the Board through the ANRC. Only individuals on this list may be selected. The first group of six Mentors should be appointed by November 2003.

The **selection criteria** will be: (1) outstanding creativity in policy analysis and implementation in government, business, the voluntary sector, the professions or the arts community; (2) a strong ability to engage in lively exchange with other policy professionals, researchers and scholars; (3) commitment to work directly with Foundation Scholars; and (4) interest in one or more of the four themes of the Foundation, and a desire to contribute to public dialogue around those themes.

**Mentorships** will be tenable for one year, but are renewable for a second year (but only within the total number of mentorships available). The honorarium will be \$20,000 per year. An additional \$15,000 will be available to Mentors to cover approved networking expenses associated with events and joint projects undertaken within the framework of the Foundation's programmes.

### **III. STAFFING**

Building an appropriate staff requires patience. The Foundation will only hire staff directly related to programmatic needs. In other words, all staff members will be oriented to the service of beneficiaries of the Foundation's programmes. Immediate staffing requirements are met with only two employees.

The **President and CEO** of the Foundation will be responsible for the overall operations of the Foundation. Reporting to the Board of Directors, and working closely with the Chair of the Board, the President will engage and supervise all staff, will oversee the smooth operation of all the Foundation's programmes, will ensure financial transparency and accountability, and will promote the work of the Foundation within the academic community and with the wider public. ***Stephen J. Toope***, appointed 1 August 2002.



The **Executive Assistant and Office Manager** will be responsible for the smooth operation of the office functions of the Foundation and for administrative support to the President. Reporting to the President, the EA will directly supervise the Receptionist/Secretary, and will serve as a back-up secretary for all administrative support needs of other Foundation staff. The EA will also handle the routing of all-incoming messages and documents to the Foundation. *Linda Fibich*, full time as of October 7, 2002.

As the programmes of the Foundation are established over the first year of its operation, additional staffing requirements will be met as follows:

The **Executive Programme Director** will be responsible for programme development and review, and for the day-to-day operations of the Foundation's programmes. Reporting to the President, the Executive Programme Director will directly supervise the Scholarships Officer. *Peter Sahlas*, to commence full time in February 2003.

The **Comptroller** will be responsible for the design and implementation of all financial management systems of the Foundation. Reporting to the President, the initial comptroller will be engaged on a contract basis to provide an assessment of long-term financial management needs, and to focus upon systems design and possible outsourcing. *TBA*, for appointment in November 2003.

The **Scholarships Officer** will be responsible for the day-to-day running of the scholarship selection process, for services to scholarship holders, for the receipt and review of financial and narrative reports from scholarship holders, and for detailed discussions with universities on issues of placement and the fulfillment of Trudeau Foundation and university objectives and requirements. Reporting to the Executive Programme Director, the Scholarships Officer will be the principal point of contact between the Foundation and generations of Trudeau Scholars. *TBA*, for appointment in February 2003.

The **Receptionist/Secretary** will be responsible for directing all incoming telephone calls and faxes, for administrative support to the Executive Programme Director, the

Comptroller and the Scholarships Officer, and for the procurement of all necessary office supplies. Reporting to the EA, the Receptionist is the principal public face of the Foundation in day-to-day operations. *TBA*, for appointment in January 2003.

#### **IV. SPACE AND EQUIPMENT NEEDS**

After informal consultation with various members of the Board having strong familiarity with Montreal real estate, realtors were given the following parameters: to look for either a stand alone greystone/redstone building, or for shared space within such a building, in the downtown core, defined as the quadrant formed by Saint-Laurent, Notre-Dame, Atwater and Pine. Targeted searches were also conducted in Old Montreal and in the area close to l'Université de Montréal. In addition, a survey of standard commercial office space in Class AAA, Class A and Class B buildings in the downtown core was conducted for purposes of cost comparison. The cost of the realtor's services is borne by the lessor.

A preliminary space audit suggested that the Foundation should be looking for roughly 3,000 to 4,000 sq. ft of usable space to accommodate six offices/work spaces for staff, with growth potential for at least one additional staff member, an office for visiting Fellows, a board room, an interview room, a small catering kitchen, fax/photocopying facilities, a secure computer network server room, and substantial storage space for confidential files. Some parking space for guests was also required. The qualitative needs were for a building that portrayed a sense of dignity and taste befitting the Trudeau name without seeming, or being, overly expensive. After investigating and visiting more than a dozen properties, the Foundation negotiated to rent a floor in a beautiful building in the "Golden Square Mile," with an option to occupy further space in the building should that be required.

Equipment and furniture needs will be assessed as soon as the Foundation is in a position to plan its office space in detail. Every effort will be made to purchase durable furniture and equipment befitting the Foundation offices. It may be possible to borrow some furniture from other foundations that maintain a collection of antiques. The Foundation

will seek relatively modest gifts of art. Some equipment may be leased, if this appears to be cost effective.

## **V. BUDGET AND INVESTMENTS**

In the preparation of current and projected budgets, and in decisionmaking concerning the investment of the endowment fund, the President works directly with the Finance Committee of the Board. The President also consults regularly with the Chair of the Board for budgeting and financial planning. The results of the preliminary budget exercise are attached as Annex B. The 3-year Budget Plan establishes clearly how the Foundation will meet its commitments and disbursement obligations as required by Article IX of the Funding Agreement.

Given current economic conditions, and the restrictions contained in the Investment Policy Guidelines of the Funding Agreement, the rate of return on investments should not be assumed to be more than 5%. The Finance Committee recommends that the Foundation make serious provision against inflation, so the three year budget proposes that 1.5% of the total amount invested be reinvested each year to preserve, as much as possible, the purchasing power of the endowment fund. The implications of this approach are serious, for it means that in current circumstances only 3.5% (approximately) of the fund is available for the operation and programmes of the Foundation. Moreover, the proposed provision against inflation may not be sufficient to fully protect the capital. If the inflation rate rises, a higher charge will have to be levied. On the other hand, a higher rate of inflation may be matched with higher rates of return on investments. An even more conservative strategy, say reserving 2% for re-investment, would reduce the initial Foundation programmes to a problematic degree. Two implications follow inexorably. The Foundation Board will examine the limitations on investment policy contained in the Investment Policy Guidelines of the Funding Agreement, and determine whether or not to re-open discussions with the Federal Government that might lead to a modest and careful change to the Guidelines. In the long term, an ability to take some equity positions will likely be needed to protect the purchasing power of the endowment fund. If the fund is to grow, conservative equity

investments will be essential.<sup>1</sup> Secondly, the Board will investigate fundraising opportunities in the private sector, an issue to be explored in more detail in the next section of this Plan.

## **VI. FUNDRAISING**

The Funding Agreement clearly contemplates that the Foundation will pursue a significant programme of fundraising in the private sector. At its first meeting, however, the Board of Directors determined that the Foundation should not receive further gifts, beyond those previously received, before establishing the Foundation identity and establishing clear parameters for the Foundation's programmes. With the approval of this Plan, those two conditions will have been met, and the Foundation will adopt a passive posture wherein it will be pleased to consider offers of financial support from the private sector, or from individuals, on an *ad hoc* basis. For the next year, all potential gifts will be vetted by the Finance Committee.

With the launching of its programmes over the course of the next year, the Foundation will be in a position to enter into a phase of active fundraising in late 2003 to 2005. In part to prepare for this campaign, the Foundation will explore the establishment of at least three boards of advisors on a regional basis (ideally five, in B.C., Western Canada, Ontario, Quebec, and Atlantic Canada). These Boards will enable the Foundation to build connections and loyalty amongst a broader group of influential Canadians. Although the role of the Boards will not be solely related to fundraising, they will serve as a helpful tool in designing and implementing a fundraising campaign. The Foundation will also seek the advice of professional fundraising consultants to assess the potential for support, and to suggest the best strategies and campaign structure. A detailed fundraising study will be commissioned in the spring of 2003.

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<sup>1</sup> See, e.g., HSBC, FOUNDATION MANAGEMENT IN CANADA: AN INTRODUCTION FOR TRUSTEES, 2d. ed. (2000).

## VII. LAUNCHING THE FOUNDATION/COMMUNICATIONS

With the guidance, and creative and technical assistance of professional communications advisors, the Foundation will work quickly to establish its ‘corporate identity.’ A Foundation ‘marque’ has already been designed and is being used in all external communications. A website has been established at [www.fondationtrudeau.ca](http://www.fondationtrudeau.ca) and [www.trudeaufoundation.ca](http://www.trudeaufoundation.ca). The website is currently under construction, but the architecture has been approved, and text is being created for a full-scale site. The website will allow users to gain up-to-date information on the programmes of the Foundation, its history and structure. The site will also contain a section on Mr Trudeau, and his influence on Canadian society. The intention is to use the website as a principal means of communication not only with the public, but also with the community of Foundation Fellows, Scholars and Mentors as it grows over the years. For that reason, members-only access will be established for certain segments of the site. In addition, it is hoped that most applicants for scholarship support will use web-based applications available on the site.

Following the advice of senior journalists, communications specialists and media managers, the Foundation will not actively promote its work until the basics of the programmes are established. The first major public announcement will be the appointment of the first Trudeau Fellows, targeted for January 2003. The second will be the announcement of the first scholarship holders in the spring of 2003. Once these programmes have been launched, the President of the Foundation will travel across the country to promote the Foundation and its work. It is anticipated that events will be held in major cities with local academics, and business and community leaders. The Foundation will rely heavily on the contacts of Board members to establish the invitation lists. This series of meetings will be managed and organized by a professional events coordinator with national capacity.

In December of 2003, at the earliest, the Foundation will host the first Trudeau Conference, addressing an issue of pressing societal concern. The Conference will draw together the existing network of Fellows, Scholars, Mentors, Board Members and

Foundation Members, but will be designed as a major public event and will be, in effect, the official “launch” of the Foundation. The first Fellows will be asked to work with the President and an *ad hoc* committee to establish the theme and programme for the Conference. Innovative meeting techniques will be explored to encourage dialogue, rather than passive listening to formal presentations. It is anticipated that the first Conference will be held in Montreal, though subsequent conferences should be held in other parts of the country.

## **VIII. BOARD DEVELOPMENT**

The Board will pay close attention to its development over time, and will ensure a membership fully reflective of the Canadian cultural and linguistic diversity that Mr Trudeau’s policies helped to bring about. In particular, the Board will seek to identify members who can share the insights of young people who are, after all, the primary beneficiaries of the Foundation’s programming. The Foundation is committed to seeking out Board members who are dedicated to the mission of the Foundation, who are available to contribute actively to its work, and who can bring diverse perspectives to bear upon both the thematic and programmatic elements of the Foundation’s mandate.

## **CONCLUSION**

Pierre Trudeau made himself a student of the world, as an academic in Montreal, Boston, Paris and London, as an outdoorsmen and “child of nature,” and as a public intellectual, journalist and activist. There was a spirit of independence at work in his analysis and fearlessness in publishing and broadcasting the results of his inquiry. His deepest commitment was to freedom – of the mind and of the individual.

Inspired by that legacy, the Pierre Elliott Trudeau Foundation will emerge, in the first few years of its existence, as an innovative network of study and free intellectual exchange. The Foundation will encourage and support academic excellence that is fully engaged with the great public issues of Canadian and world society. We celebrate the life of action built on the firm foundation of the life of the mind.