

FIRST FIVE-YEAR
PERIODIC REVIEW OF THE
PIERRE ELLIOTT TRUDEAU
FOUNDATION

REVIEW PANEL

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MARCH 2009

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ACKNOWLEDGEMENTS

Members of the Review Panel are cognizant of the additional workload that a periodic review such as this adds to the already heavy workload of the Foundation staff. Our thanks are extended to all for their support, cooperation and openness. More specifically we express our appreciation to the President and Chief Executive Officer of the Foundation, Pierre-Gerlier Forest for his cooperation and dedication throughout our review.

The Review Panel would also like to thank all Trudeau Foundation stakeholders who took the time to respond to our request for input to the review.

Finally, we express our sincere appreciation to Linda Fibich for the commendable logistical and other support she provided throughout our review. Her efforts and thoughtfulness made our work easier and very enjoyable.

EXECUTIVE SUMMARY

The Review Panel's mandate specified that this review should provide assurance that the Trudeau Foundation has made significant and sustained progress toward achieving its remarkable vision. We conclude that this is indeed the case.

It is the opinion of the Review Panel that the Trudeau Foundation has made significant and sustained progress toward achieving the vision outlined in its 2002 Strategic Plan. All who have been involved with the Foundation to date are to be congratulated, as is the Government of Canada for its inspired investment in this exceptional undertaking.

Each of the four programs administered by the Foundation, i.e., Scholarship, Fellowship, Mentorship, and Public Interaction programs, is now well established and is effectively contributing to the overall mission of the Foundation. Moreover, the Foundation and its management have clearly demonstrated the insight and the capacity required to ensure that these programs evolve in ways that are effective, efficient and mutually supportive.

The quality and accomplishments of the individuals recruited to, and supported by, the Foundation through the Scholarship, Fellowship and Mentorship programs has been exceptional and are, in our view, fully consistent with the high goals initially set for and by the Foundation. While these programs are critical to the achievement of the Foundations goals, we conclude that it is the value added by the networking and mentoring initiatives of the Foundation that make 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.

We have noted in this report that the Foundation's visibility on the Canadian and international scenes is not high, and that its potential for contributing fully to the development of public policy in the humanities and social sciences has not yet been realized. We do not intend these observations as criticism; rather they are challenges yet

to be met. The Foundation is young and achieving this visibility and impact will require time, focus and continued creative outreach.

From our perspective, the important questions for the Foundation at this point in its evolution are:

- (a) how to maintain the momentum thus far achieved;
- (b) how to expand its influence in the public policy arena; and
- (c) how to sustain the organization and its programs in the longer term.

We view the development of a renewed Strategic Plan to be of critical importance. Central to this Plan should be consideration of how to sustain, enrich and retain the network of exceptional minds that form the core of the Foundation and its initiatives; how to ensure that the Foundation, its Board, and its management, remain current and sufficiently agile to respond effectively to new opportunities, and sufficiently creative to ensure that its programs evolve to meet changing realities; and how to ensure that the resources available to the Foundation, and to its management, are adequate not only to these tasks, but also to ensuring the Foundation's perpetuity. This may require a cautious shedding of the justifiable conservatism that has characterized the Foundation's early years.

RECOMMENDATIONS

We make the following recommendations in the hope that they will assist the Foundation to maintain momentum, expand its influence and sustain the dream in an effective and efficient manner.

GOVERNANCE

Recommendation 1. The Government, through the Minister of Industry, should proceed as quickly as possible with the appointment of replacement for the 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.

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 set (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.

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 score card.

Recommendation 4. 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.

Recommendation 5. 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.

Recommendation 6. 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.

Recommendation 7. 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.

PROGRAMS

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 their publications, media contributions, and correspondence.

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.

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.

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.

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.

Recommendations 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.

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.

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 and means of delivering these programs.

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.

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.

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.

PUBLIC PROFILE AND VISIBILITY

Recommendation 19. The Foundation should develop a communications and engagement strategy that includes, *inter alia*:

- a) seeking opportunities to co-operate 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 and 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;
- d) increasing the involvement and awareness of senior government policy makers in its programs, its outreach activities, and its mentoring program.

INTRODUCTION

THE PIERRE ELLIOTT TRUDEAU FOUNDATION

The Pierre Elliott Trudeau Foundation was established in 2001 by the Government of Canada under Part II of the Canada Corporations Act as a living memorial to the late Prime Minister and his family. The Government of Canada invested 125 million dollars in an endowment to fund a world-class program for advanced studies in the social sciences and humanities. The original funding agreement was signed between the Government of Canada and the Foundation in March 2002. A revised agreement¹ was signed in May 2004 defining the purpose of the Fund, the endowment, the investment and management of the fund, the programs to be delivered by the Foundation, the funding of eligible recipients, the covenants of the Foundation and various other legal aspects.

Mission

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

The Foundation:

- encourages emerging talent through the awarding of Trudeau Scholarships to the most talented doctoral students in Canada and abroad;
- appoints distinguished Trudeau Fellows and Mentors for their knowledge and wisdom to build an intellectual community supporting the work of the Scholars;
- creates and maintains an international network of Trudeau Fellows, Scholars, 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.

The Governance of the Foundation is stipulated in the General By-Laws of the Corporation² including the make up and operation of the Board of Directors, the members of the Corporation, the officers and other executives of the Foundation as well as the financial accountability of the Foundation.

While the mission, vision and values of the Foundation are clearly defined on its web site (www.trudeaufoundation.ca), it is important at this stage to summarize the purpose of the Fund such as it is described in Article II of the Funding Agreement:

(a) Retain and attract to Canadian universities, local and international doctoral students and post-doctoral fellows in themes of study in the fields of humanities and human sciences of direct relevance to the future of Canada by awarding grants to Eligible Recipients, through, namely, Scholarships, Fellowships and Mentorships;

¹ "Funding Agreement on the Advanced Research in the Humanities and Human Sciences Fund", Government of Canada, Industry Canada, May 20th, 2004.

² General By-Laws of the Corporation. By-Law number 2002-3. Adopted June 17th, 2002.

- (b) Build an innovative network of academic interchange and public engagement;*
- (c) Promote the study of pressing social and public policy issues in humanities and human sciences affecting the future of Canadian society; and*
- (d) Further the development and understanding of themes of study in the fields of humanities and human sciences of direct relevance to the future of Canada.*

To date, the Foundation has focused its activities on the following four themes:

- (a) Human Rights and Dignity
- (b) Responsible Citizenship
- (c) Canada in the World
- (d) People and their Natural Environment

PERIODIC REVIEW OF THE FOUNDATION

Under the terms of the Funding Agreement, the Foundation is proceeding with an independent five-year periodic evaluation in order to assess “whether the Foundation is successful in meeting its purposes and objectives and, to the extent possible, whether adjustments to the program can and should be made. The periodic evaluation will focus on the administration of the Fund and provide commentary on results achieved by the date of the evaluation”³.

The first five-year evaluation was originally scheduled for March 31, 2007. However, following a comprehensive and successful preliminary evaluation in June 2006, the Government of Canada agreed to defer the first periodic evaluation to March 31, 2009. In fact, in his letter to the Chair of the Evaluation Steering Committee, the Minister indicated “*Industry Canada officials have confirmed that this evaluation provides a sufficient analysis of the selection processes and appropriate steps for improvement. They have also confirmed that sufficient issues do not exist with respect to the management of the \$125-million fund endowed by the federal government in 2002. In addition, I note the comment*

³ *Idem*, Art. 10.07, page 24

in your letter that, should the five-year review be conducted as scheduled, very little new material would be available that was not available to the preliminary reviewer.”⁴

OUTLINE OF THE REPORT

This report is presented as a result of the requirement for an independent five-year periodic evaluation. The report is organized as follows:

- Terms of Reference
- Methodology
- Governance
- Programs
- Management and Administration
- Public Profile and Visibility
- Conclusion

Supporting material is presented in a number of appendices.

⁴ Letter from Minister of industry to the Chair of the Evaluation Steering Committee dated June 24, 2006.

TERMS OF REFERENCE

MANDATE

The Review Panel was asked to evaluate and report on the following aspects of the Pierre Elliott Trudeau Foundation:

1. The Foundation's progress in achieving its mission of supporting work of academic excellence that helps to promote public discussion on issues of major societal importance to Canada and the world through its 2002-2007 strategic objectives:
 - a. To promote outstanding research in the social sciences and humanities;
 - b. To foster a fruitful dialogue between scholars and policymakers in government, business, the professions, and voluntary and arts sectors;
 - c. To encourage emerging talent through the awarding of Trudeau Scholarships to the most talented doctoral students in Canada and abroad;
 - d. To appoint distinguished Trudeau Fellows and Mentors for their knowledge and wisdom to build an intellectual community supporting the work of Scholars; and
 - e. To create and maintain an international network of Trudeau Scholars, Fellows and Mentors.
2. In view of the above, how well has the Foundation:
 - a. Adjusted each of its programs as required;
 - b. Adapted its programming to the evolving environment of the social sciences and humanities sector;
 - c. Balanced initiatives between its target audiences, namely young researchers, seasoned scholars, policy makers and the public at large;
 - d. Weighted the risks of innovation with the controls of accountability;

- e. Successfully reached out to its target audiences and established a solid reputation for itself that gives it authority in public policy milieus;
 - f. Implemented adequate decision-making processes to maximize impact;
 - g. A required resources allocation to pursue its mission and have a significant impact in Canada and abroad.
3. Whereas the preliminary evaluation work conducted in 2005⁵ focused primarily on inputs and processes, this review was designed to:
- a. Address the Foundation's outputs and outcomes; and
 - b. Assess how the Foundation's outcomes are likely to produce the desired impacts.

THE PROPOSED APPROACH

The panel was invited to conduct its review through:

1. A review of the 2005 preliminary evaluation report and recommendations;
2. Review of background materials provided by the Foundation;
3. Review of the responses to a request for letters of comments sent by the panel chair to a sample of Foundation's stakeholder community members;
4. An in-person five-day meeting in Montreal in January 2009 to hear stakeholders in face-to-face meetings and teleconference;
5. Any additional sources deemed necessary by the panel.

⁵ "Preliminary Review of the Trudeau Foundation" by Phillip Rawkins, Rawkins International Associates, November 2005, 96 pp.

THE TIMELINE

The proposed timeline was as follows:

Official appointment and announcement of the panel	October 2008
Completion of evaluation team	October 2008
Invitation from panel chair to the Trudeau community for letters of comments	early December 2009
Panel convenes for review in Montreal	mid January 2009
Draft report provided for comment to staff and Board sub-committee	mid February 2009
Staff and Board sub-committee feedback submitted to panel	early March 2009
Final report presented to the Board of Directors	March 2009
Final report and Board response presented to Minister of Industry	March 31, 2009

THE REPORTING RELATIONSHIP

The Review Panel reports to the Board of the Foundation through the President of the Foundation and an ad-hoc sub-committee of the Board. The responsibilities of the ad-hoc sub-committee consist in approving the terms of reference, on-going liaison with the panel, providing feedback on the panel's draft report, receiving the panel's final report, and providing a commentary to accompany the presentation of the final report to the Board of Directors. The Executive Committee of the Board, with the help of other directors and members of the Foundation, is acting as the ad-hoc sub-committee. Members of the Executive Committee are:

Mr. Roy L. Heenan
Lawyer, Chair of Heenan Blaikie, LLP
Chair of the Pierre Elliott Trudeau Foundation (PETF) Board of
Directors

Dr. Chaviva Hošek
President and CEO, Canadian Institute for Advanced Research
Member of the PETF Board

Mr. Alexandre Trudeau
Documentary Filmmaker
Member of the PETF Board

METHODOLOGY

The terms of reference adopted by the ad-hoc sub-committee of the Board responsible for the five-year periodic review are documented in the previous section. Here, we provide an overview of the review process adopted by the Review Panel in order to address the stated goals and objectives of the Five-Year Periodic Evaluation of the Pierre Elliott Trudeau Foundation.

DOCUMENTS REVIEWED

The following documents were reviewed by the panel:

1. The 2008 Management and Administration report;
2. The 2002-2007 Strategic Plan of the Foundation;
3. The 2008-2012 Strategic Recommendations;
4. The annual business plans submitted to the Board and to the Ministry of Industry starting in 2003-2004 to 2008-2009;
5. The audited financial statements from 2002 to 2008
6. The 2005 preliminary evaluation documents, including:
 - i. The Evaluation Framework⁶ for the Pierre Elliott Trudeau Foundation
 - ii. The 2005 Preliminary Review of the Trudeau Foundation⁷;
 - iii. Management response to the preliminary program evaluation⁸;
 - iv. Report from Mr. Tim Brodhead, Chair of the Evaluation Steering Committee to Minister Maxime Bernier, minister

⁶ "Framework for the Programme Evaluation of the Trudeau Foundation" Rawkins International Associates, March 2005, 44 pp.

⁷ "Preliminary Review of the Trudeau Foundation" by Phillip Rawkins, Rawkins International Associates, November 2005, 96 pp.

⁸ "Trudeau Foundation Preliminary Programme Evaluation: Management Response and Recommendations for Action" by Stephen Toope, President, Pierre Elliott Trudeau Foundation, April 2006, 16 pp.

responsible for the Foundation (June 14, 2006) and response from Minister Bernier (July 27, 2006).

7. The background material prepared by the Pierre Elliott Trudeau Foundation staff, including:
 - i. Briefing Book 1: Administrative Issues. Information on the administration, finance and governance of the Foundation;
 - ii. Briefing Book 2: Scholarship Program;
 - iii. Briefing Book 3: Mentorship Program;
 - iv. Briefing Book 4: Fellowship Program;
 - v. Briefing Book 5: Public Interaction Program.

The starting point of our review was the 2005 Preliminary Evaluation Framework and the resulting Evaluation Report; our focus in this report will be on the results and impact of the programs administered by the Trudeau Foundation.

FEEDBACK FROM THE TRUDEAU FOUNDATION STAKEHOLDERS

The Chair of the Review Panel wrote to all stakeholders of the Trudeau Foundation informing them of the upcoming five-year periodic assessment of the Foundation and inviting them to comment in confidence on the operations and impact of the Foundation. A copy of the letter is provided in Appendix 1.

In addition, a detailed web-based questionnaire was widely distributed in order to help members of the Review Panel assess how well the Foundation has achieved its mission, vision and objectives as stipulated in the Funding Agreement. A copy of this questionnaire is provided in Appendix 2. Respondents were invited to provide feedback via a secure and confidential website.

A total of 44 responses to the web-based survey and the letter sent by the Chair of the Review Panel to Foundation stakeholders were received (Table 1).

TABLE 1. BREAKDOWN OF RESPONSES TO WEB-BASED QUESTIONNAIRE AND LETTER.

Foundation Stakeholder	Percentage
Scholars	54%
Fellows	10%
Mentors	8%
File Review Committee	4%
Academics	6%
Nominators	2%
Staff	4%
NGOs	2%
Other	10%

SITE-VISIT

Finally, members of the Review Panel met in Montreal between January 19 and 23, 2009 to conduct in-person (16) and conference call (19) interviews with Trudeau Foundation stakeholders (Table 2).

The agenda for the week is provided in Appendix 3.

TABLE 2. BREAKDOWN OF IN-PERSON AND/OR TELEPHONE INTERVIEWS.

Foundation Stakeholder	Percentage
Scholars	9%
Fellows	26%
Mentors	9%
Board Members	18%
Members	9%
Staff	9%
Other	20%

The members of the Review Panel gave careful consideration to the comments received as a result of these consultations.

GOVERNANCE

INTRODUCTION

The governance structure of the Pierre Elliott Trudeau Foundation is set out in the General By-Laws of the Corporation⁹ and endorsed by the Funding Agreement¹⁰. The composition of the Board of Directors is stipulated in article 5.1 of the By-Laws as follows:

“ The Corporation shall be managed by a Board of Directors comprised of a minimum of three and a maximum of eighteen directors, of which two are appointed by the Minister of Industry, two are appointed by the Family Members and the others elected by the Regular Members of the Corporation. The elected members need not be members of the Corporation.”

The list of past and current members of the Board of Directors is provided in Appendix 4.

In accordance with the By-Laws of the Corporation, the membership of the Foundation consists of up to 30 members in three membership classes:

Family Members. The three (3) liquidators of the succession of the late Right Honourable Pierre Elliott Trudeau.

Government Members. Six (6) persons recommended by the Minister of Industry.

Regular Members. Consists of those persons having requested the creation of the Corporation and/or elected as members of the Corporation in accordance with the procedure set out in the By-Laws.

The By-Laws make reference to a fourth category of member (non-voting) referred to as Honorary Member designed to recognized persons that have rendered services to the Corporation by their work or their donations.

⁹ General By-Laws of the Corporation. By-Law number 2002-3. Adopted June 17th, 2002.

¹⁰ “Funding Agreement on the Advanced Research in the Humanities and Human Sciences Fund”, Government of Canada, Industry Canada, May 20th, 2004.

The term of office of Regular and Government members is five years. Members may be reappointed once their status has expired. The list of past and current members of the Corporation is provided in Appendix 5.

The Corporation is required to hold an annual general meeting of the members to: a) receive and take notice the annual financial statements and of the auditor's report; b) elect directors, as may be the case; c) appoint the auditors; and d) take notice of, and decide on, any other matter which the annual general meeting may legally consider. In general, the Board of Directors meets twice a year: once in the spring to approve the budget as well as the nominees for the scholars, fellows and mentors programs and subsequently in the fall to review and approve the financial statements.

Three Board committees support the work of the President: a) an Audit Committee; b) a Finance and Investment Committee; and c) an Application and Nomination Review Committee.

The Officers of the Corporation consist of the Chair of the Board of Directors, the President of the Foundation, three Vice-Presidents, the Treasurer and the Secretary. Currently, the Officers of the Corporation are: Mr. Roy L. Heenan, Founding Member, Chair of the Board of Directors; Dr. Pierre-Gerlier Forest, President of the Foundation; Mr. Edward Johnson, Vice-President; Mr. Alexandre Trudeau, Vice-President; Mr. Robert Murdoch, Vice-President; Mr. Bruce McNiven, Member and Treasurer of the Corporation; and Louise Houle, Member and Secretary of the Corporation.

While the Foundation has been established as a private not-for-profit organization it remains publically accountable and must report to the Government of Canada on an annual basis.

OBSERVATIONS AND RECOMMENDATIONS

Following a review of the material listed in the Methodology section of this report and one-on-one interviews with a cross-section of Board members and management, the Review Panel is of the opinion that the Foundation adheres to the governance structure stipulated in the General By-Laws of the Corporation.

Board membership consists of a group of distinguished and highly respected Canadians. At the time of this review, thirteen of the

eighteen board appointments were filled. The two Government appointments were initially filled by the President of the Social Sciences and Humanities Research Council and the Clerk of the Privy Council. We believe these choices to have been inspired. In the case of the President of the Social Sciences and Humanities Research Council (SSHRC), the potential for synergies and mutual benefit resulting from strong cooperation between the Foundation and the Social Sciences and Humanities Research Council is high given the shared commitment of the Council and the Foundation to advancing the cause of the Humanities and the Social Sciences in Canada. Maintaining the active involvement of the President of SSHRC on the Board of the Foundation is regarded as a positive factor in achieving this synergy. Similarly, the sustained participation of the serving Clerk of the Privy Council on the Board of the Foundation creates the opportunity for Canada's senior civil servant to contribute to, and through his/her participation, for Canada to benefit from, the development of the next generation of leading thinkers in the fields of the humanities and social sciences and their recruitment into the ranks of Canada's Public Service.

These initial appointments lapsed in April 2004. The Minister of Industry has yet to appoint new members. Consequently, the two Government members have continued their responsibilities as Government appointees.

Recommendation 1. The Government, through the Minister of Industry, should proceed as quickly as possible with the appointment of replacement for the 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.

Board renewal is an important characteristic of every board of directors. In reviewing the membership of the Board of Directors since its inception, we note that all but two members of the Board have been directors of the Foundation since the creation of the Board in April 2002. Of the two new members, one was appointed in April 2004, while the other was appointed in November 2008.

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 set (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.

The first, and the last, strategic plan of the Foundation dates back to 2002. This first strategic plan clearly defined the mission and operating principles of the Foundation. The plan also identified the objectives of the various programs, their implementation as well as the management structure and operation of the organization. Since that time many things have changed that could have an impact on the Foundation: a) the programs appear to be approaching steady-state; b) the downturn in the economy is having an impact on the financial returns – the major source of income of the Foundation; and c) other very prestigious scholarly awards have been introduced. One of the key responsibilities of the Board is to ensure that a planning process has been established and that provisions are in place to amend and adapt the Strategic Plan to a changing environment. In fact, good governance practices¹¹ of not-for-profit organizations suggest that the Board's stewardship include: a) strategic planning of the organization; b) risk identification and management; c) management effectiveness and succession; and d) internal control and management information systems.

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 score card¹².

¹¹ "Governance of Not-for-Profit Organizations: The Effective Not-for-Profit Board", Deloitte. 36 pages. 2004. www.deloitte.ca

¹² The 'balanced scorecard concept' was created by Robert S. Kaplan and David P. Norton (Harvard Business School) and has been implemented in many private, public and not-for-profit organizations. The concept is recognized as one of the most important management ideas of the past 75 years. Based on the premise that "what gets measured is what gets done," the balanced scorecard has evolved to a full strategic planning and management system; it places strategy at the center of the management process, allowing organizations to implement strategies rapidly and effectively.

There are risks to every organization. As part of our review, we were able to identify several risks (financial, operational and strategic) that could have an impact on the organization. It is the Board's responsibility to ensure that management has implemented an effective strategy to identify these risks, and to monitor and mitigate their impact on the organization.

Recommendation 4. 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.

It is clear that the Board is comprised of a group of eminent Canadians. However, *"... just because the board contains talented and skilled individuals it does not mean it will be effective. The right mix of skills, organization and leadership from the chair is crucial, as well as having clear guidelines and measures of performance. Measures should be at corporate, board and individual director level and include non-financial and financial measures in the 'dashboard' approach"*¹³.

Recommendation 5. 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.

Under the General By-Laws of the Corporation, the Executive Committee of the Board of Directors shall consist of no less than three of its members. The powers and operation of the Executive Committee are defined in section 9 of the By-Laws. Based on our review and the material at our disposal, it appears that the Executive Committee met irregularly and conducted business on an as-needed basis.

Recommendation 6. 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

¹³ Chartered Institute of Personnel and Development, « Board Performance ». Introductory Guide. Revised January 2009.
<http://www.cipd.co.uk/nedresource/information/boardperf.htm#board>

minutes of the Executive Committee meetings be submitted to the full Board for information and discussion.

Recommendation 7. 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.

In recent years, the Foundation implemented a number of operational policies, including: a) a conflict of interest policy; b) a public interaction event policy; c) an access to information policy; d) a privacy policy; e) a travel policy; f) an employee manual; g) a commitment and authorization policy; and g) a sustainable development policy. These policies are characteristic of good management practices. Management and the Board are to be congratulated for this effort.

PROGRAMS

In an effort to support the best doctoral students in the humanities and social sciences, the Pierre Elliott Trudeau Foundation has developed a unique network where scholars, fellows and mentors interact with each other to develop an understanding of key social and public policy issues of critical importance to Canadians. The Foundation administers four programs: a doctoral scholarship program; a fellowship program; a mentorship program; and a public interaction program.

All programs are structured around the following four themes chosen to reflect the interests of the Late Honourable Pierre Elliott Trudeau and areas that are of critical importance to Canada and to Canadians, i.e.,

- Human Rights and Dignity
- Responsible Citizenship
- Canada in the World
- People and their Natural Environment

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?

The purpose of this section is to review the results and impact each of these programs has had since the launch of the Foundation in 2002.

DOCTORAL SCHOLARSHIP PROGRAM

THE PROGRAM

The goal of the Scholarship Program is to encourage talent and intellectual audacity by granting scholarships to the best doctoral candidates in the humanities and social sciences.

Successful candidates will possess academic achievement at the level of the most competitive scholarship programs worldwide, outstanding ability to engage in lively exchange with other researchers and scholars, the 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 those themes.

Beginning in 2009, the Trudeau Scholarships have a total value of \$60,000 per year for four years consisting of \$40,000 for tuition and living expenses and \$20,000 for authorized travel related to research and for expenses related to participation to Foundation events. This represents a \$10,000 per year increase over the annual total for earlier years.

THE NOMINATION PROCESS

The Foundation has instituted an annual competition that officially begins with a call for nominations to the presidents and deans of every Canadian university and institution of higher education. Every university is responsible for holding its own internal selection competition. The research-intensive universities, chosen in consultation with a representative from the Social Sciences and Humanities Research Council, may submit up to eight candidates each, including affiliated schools while all others may submit six, also including affiliated schools. Any university located outside of Canada can present up to eight applications per institution, including their affiliated schools and colleges.

THE ASSESSMENT PROCESS

Scholarship applications from students at Canadian and foreign universities undergo a rigorous selection process that includes the following steps: a) nomination by a university; b) review by internal and external examination committees, File Review Committee; c) interview; d) endorsement of the finalists by the Application and Nomination Review Committee; and e) official approval by the Foundation's Board of Directors.

OBSERVATIONS AND RECOMMENDATIONS

As the premier doctoral scholarship program in Canada, the Trudeau Scholarship program has managed to attract some of the most

brilliant young Canadian and international scholars. From 2003 to 2008, the Foundation has awarded 86 doctoral scholarships.

The Trudeau Doctoral Scholarship program is not just another scholarship program. In fact the program is unique in many ways:

- First, by virtue of the generosity of the financial award, i.e., \$40,000 per year for up to 4 years. This allows scholars to devote all of their time to their studies thus intensifying the depth of their inquiries and accelerating their progress toward graduation;
- Second, by virtue of the unique interaction between scholars and mentors. While the matching of scholars and mentors is more an art than a science, it is clear that the value-added benefits of having access to a distinguished and accomplished mentor has, in many instances, proven to be extremely valuable;
- Third, in the networking opportunity it provides to all members of the Trudeau Foundation community. We believe this networking, in which scholars are provided the opportunity to interact with Fellows, Mentors, Directors and Members of the Corporation throughout the year (e.g., at the Annual Trudeau Conference in the fall, the Summer Institute, the Scholars-Mentors meeting in February, and the newly created Trudeau Fellow Lectures) to be the defining, and most valuable characteristic of the Foundation's activities. Access to these events is facilitated by the generous travel and research allocation available to scholars. The \$20,000 annual travel and research allocation allows students to visit and study at other Canadian universities and to conduct part of their research and/or studies abroad. The scholars with whom we communicated were unanimous and effusive in their assessment of the value afforded them by this ability to travel in support of their studies.

The feedback we received and the interviews we conducted, clearly indicate that the Trudeau Scholarships program is exceptional. No other doctoral scholarship program in Canada offers the advantages and opportunities of the Trudeau Scholarship program. Trudeau Scholars are extremely appreciative of the support they have received from the Foundation and the wonderful opportunities this support

has made possible. The nurturing interaction between scholars and the Foundation staff has been characterized by scholars as rewarding.

In our attempt to measure the impact of the program, we recognized that the doctoral scholarship program is in its infancy. However, we are pleased to note that past Trudeau Scholars are beginning to have an influence. Several past Trudeau Scholars have accepted academic appointments at some of the leading universities in Canada, while others are conducting research at the most prominent think tanks in the country. We are confident that over the years, this anecdotal evidence will translate into significant contributions to academic discourse and public policy in the four focus areas of the Foundation, and more generally.

The Review Panel heard evidence that there is still work to be done in publicizing the opportunity this program presents. In particular, schools and departments of political and policy studies should be systematically approached. As the program matures and becomes better known across the country and abroad, particularly amongst faculty members and graduate students at the masters' level, the number and quality of the applicants will continue to grow. The effect of this growth is likely to be felt by the Schools and Faculties of Graduate and Postdoctoral Studies that are generally responsible for the administration of the program. Support for this view is provided by the fact that, this year, 185 nominations were received representing a 30% increase over 2005.

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 their publications, media contributions, and correspondence.

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.

The Review Panel believes that the Foundation should be congratulated for all aspects of this exceptional program. We are convinced that this is not just another scholarship program; it is, by design and through its operation, the premier doctoral scholarship program in Canada and that is effectively meeting its objectives.

This having been said, 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.

TRUDEAU FELLOWSHIP PROGRAM

THE PROGRAM

The Pierre Elliott Trudeau Foundation's Fellowship offers concrete support and encouragement to respected scientists, thinkers and artists who are part of Canada's intellectual trust. The Program's aim is threefold: a) to reward exceptional individuals who use evidence and creativity to inform public discourse and policy; b) to foster the best multidisciplinary research and knowledge dissemination within the social sciences and the humanities; and c) to establish Trudeau Fellows as outstanding participants within the universities, consequently challenging and encouraging the next generation of scholars.

As of 2008, the Program also supports a public lecture series, entitled the Trudeau Lectures and a Visiting Trudeau Fellowship. The Trudeau

Fellowships are of a total value of \$225,000 awarded for a term of three years.

THE NOMINATION PROCESS

The Foundation does not accept direct applications, but rather establishes a list of candidates based on suggestions put forward by an extensive nomination network based in Canada and abroad that includes over two hundred people from various Canadian regions and that reflect the diversity of Canada's teaching and research institutions, organizations active in the creation or the dissemination of arts and culture, our Board Members, Members of the Foundation, former Trudeau Fellows.

The call for nominations for the new Visiting Trudeau Fellowship is distinct from that for the general Trudeau Fellowship. Canadian University Presidents are invited to, and are responsible for nominating candidates for the Visiting Trudeau Fellowship.

THE ASSESSMENT

An external review committee of five academic peers plus a former fellow assess the nominations. Recommendations for five new Fellows (plus two alternates), based on the four criteria of Leadership, Productivity, Reputation and Communication and Involvement, are forwarded to the Foundation Board for evaluation, discussion and approval.

OBSERVATIONS AND RECOMMENDATIONS

From 2003 to 2009, the Trudeau Fellowship consisted of a non-taxable cash prize of \$150,000 and a travel allowance of \$75,000 making it the most important financial award in the social sciences and humanities in Canada. Effective in 2010, the non-taxable cash prize will be reduced to \$50,000 supplement by a \$175,000 flexible research award administered by the home university of the fellow.

The Review Panel agrees with the changes that have been introduced by the Board to the Fellowship program. Under this model, the Foundation can identify more clearly the expectation of the Fellows with respect to their involvement in, and contribution to, the broad aims and goals of the Foundation. Additionally and positively, Trudeau Fellows will be given greater latitude in the use of funds in support of

their research programs (e.g., support for graduate students, networking and workshops, and research related travel). These changes reflect the capacity of the Foundation to adapt its programs to the evolving environment.

Between 2003 and 2008, the Foundation awarded a total of 29 Fellowships to some of the most accomplished scholars in Canada. All have made outstanding contributions to their respective fields of research. However, it is our impression that, to date, the appointment of Trudeau Fellows has been *predictable* and *safe*. From the evidence available, the majority of these Trudeau Fellows appear to have been selected primarily on the basis of their previous research records with less consideration having been given to their potential for future impact or with their philosophical alignment with the values and objectives of the Trudeau Foundation. The key feature of the Trudeau Foundation community is the opportunity it affords to Fellows to interact with and mentor young scholars. In our opinion, the Evaluation Grid for the selection of Trudeau Fellows does not sufficiently reflect the mission, vision and values of the Trudeau Foundation.

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.

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.

TRUDEAU MENTORSHIP PROGRAM

THE PROGRAM

The Pierre Elliott Trudeau Foundation mentorship program is designed to forge intellectual and personal bonds between talented, young Ph.D. students and renowned Canadians with extensive experience in public life. Trudeau Mentors are recruited from a broad array of professions and disciplines, from arts and culture, public service and journalism to administration and business, the volunteer sector and the liberal professions. The Mentors generally enjoy a nationwide reputation based on their extraordinary achievements in their own particular field. Mentors bring a practical and concrete aspect to the Foundation network. Each mentor is paired with at least one scholar for a period of eighteen months. It should be noted that the mentor may not necessarily have the same educational background or career interest as the scholar.

THE NOMINATION PROCESS

Each year a call for nominations is sent out to institutions, key agencies and foundations, government institutions, private businesses, crown corporations, chambers of commerce and cultural institutions. Federal government deputy ministers, key government officials at the provincial and federal levels, and a number of decision makers from the private sector are also invited to nominate individuals as Trudeau Foundation mentors. The invitation is also extended to Board members, members of the Foundation, former Trudeau mentors and members of the File Review Committee. In an effort to keep the process as simple as possible, nominators are only required to submit a short biographical background. Foundation staff does the necessary research to complete the file if necessary. Nominations are kept for a three-year period.

THE SELECTION PROCESS

All nominations (new and those from the previous two years) are submitted to an internal committee consisting of the Foundation's President, the Mentorship program director and the Scholarship program director. The internal committee compiles a list of approximately twenty-five candidates. This list is then forwarded to

the File Review Committee composed of six members: four members recruited from different regions of Canada, one former Trudeau mentor, and one senior civil servant. In addition, a former Trudeau Scholar sits on the committee as an observer. The File Review Committee convenes an in-person meeting to review the files of nominees and identifies between twelve and fifteen potential mentors based on: a) mentor profile; b) experience in decision making and public policy; c) windows into a professional context; d) network access; and e) availability. The Foundation President then conducts a phone interview with the short-listed candidates to determine their interest and availability. The results are then conveyed during a second meeting of the File Review Committee who identifies a short list of ten potential mentors. The list is submitted to the Board for approval. Mentors are generally announced in February.

OBSERVATIONS AND RECOMMENDATIONS

Between 2003 and 2008, a total of 37 distinguished Canadians were appointed as Trudeau Mentors.

The Trudeau Mentors program is unique in many ways: the privilege it affords to interact with and to enhance the learning and professional experience of, many of the most promising Canadian scholars; the network opportunities offered to mentors, including the Annual Trudeau Conference, the Summer Institute, the Trudeau Fellow Lecture series, and the Mentors-Scholars meeting; the financial support provided to Mentors to assist their active participation in, and contribution to, the programs and goals of the Foundation.

There is evidence that the quality of the interactions between mentors and scholars has been variable; superficial in some cases, highly effective in others. In some cases (particularly early in the program) some mentors appear to have been chosen primarily on the basis of their reputation rather than their ability or willingness to interact with Scholars and others. It is also important that the identification and selection of mentors reflect the mission, vision and values of the Trudeau Foundation.

The Review Panel is pleased with the adjustments that were introduced to the Mentor program in 2007 and is confident that this key component of the Foundation's programming will continue to

enhance and accelerate the quality of the research of, and the opportunities available to, Fellows.

It is evident that the investment made by the Foundation in identifying and supporting mentors could be further maximized. For example, following completion of their official 18-month term, the Foundation might wish to continue to involve mentors on an informal basis as "*Mentors-at-large*" with a view to seeking their advice and assistance on an as-needed basis, particularly with students and as part of the Public Interaction Program. Given their knowledge of and commitment to the Foundation, they might also be tapped to serve as members or Directors of the Foundation.

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.

Recommendations 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.

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.

PUBLIC INTERACTION PROGRAM

THE PROGRAM

This program brings together all Trudeau award winners – Fellows, Scholars and Mentors – to generate informed and lively debates on major issues of public policy affecting Canadians and global society. The Foundation is building its own community of creative and critical thinkers while providing ways for them and the wider public to work together to generate and communicate ideas that matter.

The Public Interaction Program comes to life through four major annual events:

- a) the Trudeau Annual Conference on Public Policy (November);
- b) the Trudeau Mentors-Scholars Retreat (February);
- c) the Trudeau Summer Institute (May); and
- d) beginning in 2008-09 Trudeau Lectures conducted throughout the year.

In addition, members of the Trudeau Community are encouraged to organize public policy workshops and seminars linked to one or several of the Foundation themes with a view to generating a richer public debate on important societal issues. A small separate budget has been set aside for the organization of these ad-hoc conferences. The Foundation has also organized ad-hoc events in collaboration with other organizations in order to enhance its public interaction program (e.g., Institute for Research on Public Policy, the Aga Khan Foundation, Canada West Foundation, etc.).

OBSERVATIONS AND RECOMMENDATIONS

The Public Interaction Program is an important component of the Trudeau Foundation programs. First, it brings together members of the Trudeau Foundation, i.e., scholars, fellows and mentors, but is also open to academics, public service officials, and members of non-governmental organizations concerned with policy issues around the themes of interest to the Trudeau Foundation and of importance to Canada. Second, the resulting interaction between scholars, mentors, fellows, policy makers and implementers, and other key stakeholders is an effective way: a) to foster the translation of policy research into

action; b) to engage the public on issues that are of strategic importance to Canadians; and c) to increase visibility and impact of the Foundation.

The Public Interaction Program has clearly been effective in developing an expanded network of Trudeau Foundation stakeholders and in enhancing the visibility and impact of the Foundation. However, in our view, there is considerable potential yet to be realized with respect to translating the investment in scholars, fellows and mentors into a real and positive impact on public policy. The panel supports the direction the Foundation has taken in expanding the outreach activities by adding the Trudeau Fellow Lecture Series and by publishing these lectures. The Review Panel is also positively impressed by the efforts that have been made in recent years to open up the activities of the Foundation to policy networks and decision makers. The Calgary Conference (2007), executed in collaboration with the Canada West Foundation, which focused on the environment, and the Montreal Conference (2008) on international relations were very effective in this regard. This will increase the visibility and impact of the Foundation. The Foundation is encouraged to continue its efforts in this direction.

This having been said, for the most part the public interaction activities that form a part of the Public Interaction Program have been fairly traditional, consisting primarily of conferences and lectures. Without attempting to detract from their successes, many with whom we spoke drew attention to the unique and innovative characteristics of the first Trudeau Conference which integrated into this more traditional approach new and creative contributions from the fine arts sector of the humanities, thereby providing a broader and more multidisciplinary character to the conference and an opportunity for the fine arts sector to participate and to showcase their creativity in ways that are more consistent with their discipline.

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 and means of delivering these programs.

MANAGEMENT AND ADMINISTRATION

The Foundation operates with a staff complement of six full-time and one part-time staff members. One program director is responsible for the scholarship programs while another handles the fellowship, mentorship and public interaction programs. A director of corporate services and public affairs participates in the determination and implementation of strategic guidelines, administrative services management, organizational governance and communications and public relations strategies. Administrative support is provided by an Assistant to the President and an Administrative Assistant. Finally, a part-time communications agent provides support for the web and other communications platforms. The organizational chart of the Foundation is provided in Figure 1.

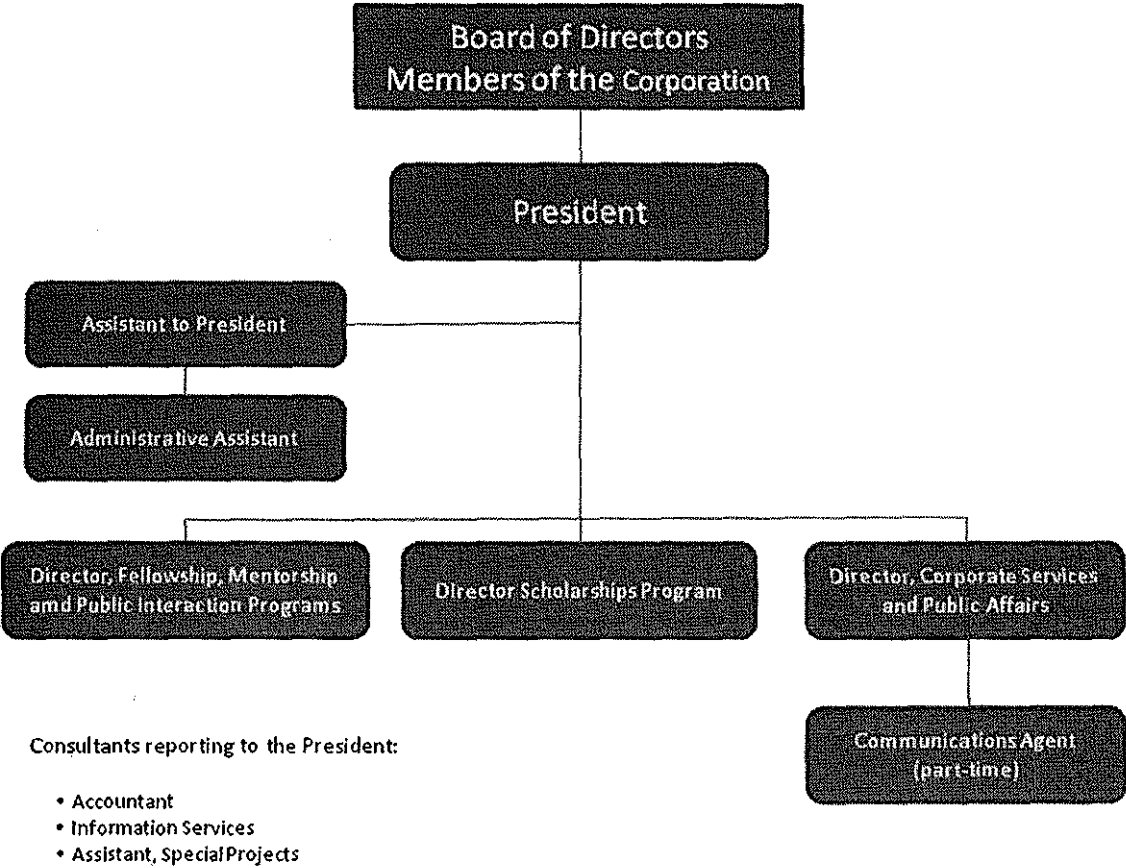


FIGURE 1. ORGANIZATIONAL CHART OF THE FOUNDATION.

OBSERVATIONS AND RECOMMENDATIONS

There was widespread praise for the leadership provided to the Foundation by its Presidents: Stephen Toope from 2001 to 2006, by Fred Lowy, acting as interim President in 2006, and by Pierre-Gerlier Forest from 2006 to the present. While different in style, all three are judged to have been right for the time. High praise was also accorded to the Program Directors, Josée Saint-Martin, Program Director Scholarships and Bettina Cenerelli, Program Director Fellowships, Mentorships and Public Interaction, and to the balance of the Foundation staff.

After the initial start-up during which the focus was necessarily on designing and implementing the four programs that constitute the core of the Foundation's activities, the focus shifted to putting in place the administrative and management structure, policies and processes required to ensure the sustainability and effective management of the Foundation. While it is too early to expect full implementation of all policies, it is clear that important progress is being made.

The administrative style of the current management team was judged to be effective, receptive, responsive and helpful. While we did not conduct a financial audit of the Foundation, our review of the financial aspects of the management and administration lead us to conclude that the Foundation is accountable, transparent, and effective.

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.

The administrative and management functions of the Foundation are very lean. This is due, in large part, to the prudent nature of the Board's oversight and the limitations placed on the Foundation by Article 5.02 of the Funding Agreement¹⁴, which specifies that "... *the Operating Costs associated with the implementation of this agreement or Fund will in any year not exceed 1.5% of the total value of the Fund*". While admirable, and no doubt responsible in part for the positive perception of the Foundation's administration (it was characterized as being "*delightfully non-bureaucratic*") it is clear that this constraint carries with it serious operational risks and very real and potentially negative consequences. Specifically, there is no depth to the organization. It is highly vulnerable to the loss of institutional memory, and, at least in the short term, the Foundation's capacity to deliver its programs is at risk should any of the key personnel become seriously ill or depart on short notice. Moreover, workloads across the board are very high, and, notwithstanding the dedication of individual staff members, there is evidence that this is inhibiting creativity, innovation and the Foundation's ability to respond to new initiatives and collaborations, all of which have the potential to increase its impact, outreach and effectiveness.

In reviewing the Funding Agreement, the Review Panel was also struck by the constraints placed on the Board and its Investment Committee by Schedule III of the Funding Agreement¹⁵. Clearly the conservative investment policy called for in Schedule III was a positive factor in preserving the Foundation's endowment during the recent economic downturn. However, in the longer term, these imposed constraints are likely to prove disadvantageous because the rates of return from the categories of investments dictated are unlikely to be sufficient to offset inflation while at the same time allowing the Foundation to maintain its programs at the level of excellence required.

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

¹⁴ « Funding Agreement on the Advanced Research in The Humanities and Human Sciences Fund », May 2004

¹⁵ « Reference Investment Policy Guidelines », Schedule III. Funding Agreement on the Advanced Research in the Humanities and Human Sciences Fund. pp. 36-38, May 20, 2004.

responsibility for determining the appropriate balance between expenditures on operations and programming.

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.

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.

Finally, while the Funding Agreement authorizes private fundraising initiatives on the part of the Foundation little such activity has occurred to date. Given that the Foundation is relatively young, and to date has been focused on establishing, implementing and fine-tuning its programs, this is understandable and was probably wise. Members of the Review Panel have considerable experience with fundraising which leads to the following observations:

- a) Success in fundraising requires a clearly articulated vision for the organization and its activities.
- b) Fundraising starts at home. Those most closely associated with the organization must clearly demonstrate their belief in the vision, and their financial commitment to it, before approaching others for support.
- c) A well designed and professionally executed strategy for achieving the fundraising objective is key to success.
- d) Given the nature of the Foundation, a highly targeted campaign directed to a modest number of interested and able individuals/organizations is most likely to be successful.
- e) Professional assistance, particularly at the planning stage, is a wise investment.

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 Strategic Planning exercise recommended above (Recommendation 3), if implemented, 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.

PUBLIC PROFILE AND VISIBILITY

As part of its mission the Foundation seeks to support work of academic excellence that helps to promote public discussion on issues of major societal importance to Canada and the world.

OBSERVATIONS AND RECOMMENDATIONS

We extensively investigated the public policy profile and broader awareness of the Foundation and its programs through our interviews, via the on-line questionnaire, and in our correspondence with members of the Trudeau Foundation community.

It is clear that with regard to the ongoing debate on public policy in Canada, the Foundation is not yet seen to be an important participant. Senior government deputies are not well informed about the Foundation and its activities and are not turning to the Foundation for advice. This having been said it is important to acknowledge that the Foundation remains in its infancy in terms of its programs and outreach, and it is clearly too early to evaluate its eventual contribution to public policy in Canada.

Similarly, the Foundation is largely invisible to the broader Canadian public and surprisingly, to relevant faculties and departments in some universities and leading schools of public policy. Increasingly it is being recognized that good public policy is informed by the views and perspectives of key sectors in society such as the business community. As well, many issues we now face require better understanding of the values and expectations of citizens and civil society. In meeting its fundamental objective to "promote the study of pressing social and public policy issues in humanities and human sciences affecting the future of Canadian society" the Foundation could increase and strengthen opportunities for the public, the business and academic communities to interact and learn from one another.

Clearly, the Foundation is not, and does not aspire to be a public policy think tank. For this reason it does not publish policy papers or take official positions on matters of public policy, both of which, if present, would increase the Foundation's public visibility. Its

reputation, and its influence in the field of public policy, will therefore ultimately be built on the foundation of the excellence of the Fellows and Scholars it supports, and the quality of the work they produce. Viewed from this perspective we believe the Foundation is making strong progress.

Notwithstanding this focus on the development of outstanding thinkers and doers, the Foundation has recently made important strides toward engaging its Fellows and Scholars with the broader Canadian public in debates on issues of fundamental importance to the country. The recent Environmental Symposium held in Calgary in 2008 in partnership with the Canada West Foundation, appears to be a strong model upon which to build.

We were very impressed with the quality, diversity, disciplinary breadth and interpersonal networks of the expanding Trudeau Foundation community (Scholars, Fellows, and Mentors). The recent decision to create a formalized Alumni Association through which to embrace and engage this growing community in the activities of, and in support of, the Foundation and its programs is an excellent initiative and should help to enhance the influence and visibility of the organization.

We were unable to effectively evaluate the international awareness and reputation of the Foundation. However, the rapidly increasing numbers of applications for Fellowships originating from outstanding international universities is a strong indicator of its visibility and credibility.

Finally, we note that the "Honorary Member" category provided for in the Bylaws of the Foundation has not been strategically exploited. This is perhaps understandable given the existing staff workloads. However the existence of the Honorary Membership category does provide an opportunity for the development of an extensive network of interested and influential Canadians through which a greater awareness of, and support for, the Foundation and its programs could be achieved.

Recommendation 19. The Foundation should develop a communications and engagement strategy that includes, *inter alia*:

- a) seeking opportunities to co-operate 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 and 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;
- d) increasing the involvement and awareness of senior government policy makers in its programs, its outreach activities, and its mentoring program.

CONCLUSION

We conclude our review with the following observations which are linked directly to the questions we were asked to address.

There is clear evidence that the Foundation has:

1. been diligent and effective in adjusting each of its programs in ways that are consistent with experience in efforts to achieve stated goals;
2. attempted, with considerable success, to adapt its programming to the evolving environment of the social sciences and humanities sector;
3. been diligent in its efforts to balance its initiatives between its target audiences, and is making meaning full progress in this area;
4. attained, to a very significant degree, success in achieving the stated goals of each of its programs;
5. implemented effective and efficient management and accountability protocols.

It is also clear that there is more to be done in the following areas:

1. effectively identifying and weighing the risks to the organization going forward and the balance between the risks of innovation and the requirements for accountability;
2. reaching out to its target audiences to increase the awareness and profile of the Foundation; and
3. implementing appropriate decision-making strategies/strategic planning in order to maximize the Foundations impact.

We are convinced that the Foundation and its leadership are committed to effectively addressing these issues. The majority of the recommendations contained in this Report are directed toward assisting in this process.

Finally we observe that:

1. while, given the Foundations relatively short existence, it is difficult to quantitatively assess its outputs and outcomes, there is compelling evidence that each of its programs is attracting individuals of exceptional intellect and accomplishment, that in each case the programs are evolving

positively and effectively, and that the level of disciplinary and cross disciplinary dialogue generated by the Foundations activities has been impressive; and

2. the Foundation, through its members (Scholars, Fellows, Mentors) is poised to become a major and leading force in advancing the cause of the social sciences and the humanities in Canada, and their contribution to the future of Canada, and the world.

APPENDIX 1. LETTER FROM CHAIR

December 3, 2008

Name
Position
Address 1
Address 2
Address 3

Dear (Name):

The Pierre Elliott Trudeau Foundation is currently conducting the first quinquennial evaluation of its activities and impact. The Board of Directors has mandated an external Evaluation Panel, which I have the honour to chair, to perform the evaluation. **We need your input for our assessment of the Foundation's work.** My colleagues Elizabeth Dowdeswell, visiting professor in Genomics and Global Health at the University of Toronto, and Gilles G. Patry, former president and vice-chancellor of the University of Ottawa, are the other members on the panel that will submit a strategic evaluation report to the Minister of Industry by March 2009.

We would like to hear your assessment of the following three aspects of the Foundation:

1. **How well has the Foundation achieved its mission of supporting work of academic excellence that helps to promote public discussion on issues of major societal importance to Canada and the world so far?**
 - How well has it promoted outstanding research in the social sciences and humanities?
 - How well has it fostered a fruitful dialogue between scholars and policymakers in government, business, the professions, and voluntary and arts sectors?
 - How well has it encouraged emerging talent by awarding Trudeau Scholarships to the most talented doctoral students in Canada and abroad?
 - How well has it chosen distinguished Trudeau Fellows and Mentors for their knowledge and wisdom in order to build an intellectual community to support the work of the Scholars?
 - How well has it created and maintained an international network of Trudeau Scholars, Fellows and Mentors?

2. **In view of the above, how well has the Foundation:**
 - adjusted each of its programs as required?
 - adapted its programming to the changing environment in the social sciences and humanities sector?
 - balanced initiatives between its target audiences, namely young researchers, seasoned scholars, policy makers and the public at large?
 - weighed the risks of innovation against the controls of accountability?

- reached out to its target audiences and established a reputation that gives it authority in public policy milieus?
- implemented decision-making processes that maximize impact?
- allocated its resources to pursue its mission and have a significant impact in Canada and abroad?

3. The panel has also been asked to assess the Foundation's outputs and outcomes and the extent to which these outcomes are likely to produce the desired impacts.

To make your task easier, the Foundation has set up a **short online questionnaire** that you can easily access from the homepage of the Foundation's website: www.trudeaufoundation.ca. If you prefer to send your own letter of comments to the panel, please email 2009evaluation@trudeaufoundation.ca or send your materials to the Foundation's offices, to the attention of the Distinguished Evaluation Panel. We ask that all comments be submitted no later than January 5, 2009. If you can spare a few minutes to complete the questionnaire earlier, it would help us immensely.

In addition to this call for comments, the Panel will hold interviews with selected Foundation stakeholders in Montreal from January 19-22. We may wish to meet you either in person or by phone to gain more insight into your view of the Foundation's work.

If you have any questions about the evaluation process, please contact Élise Comtois, Director of Corporate Services and Public Affairs at 514-938-0001, ext. 224 or elise.comtois@trudeaufoundation.ca.

Your collaboration is essential to the delivery of a realistic assessment of the Foundation's work. We appreciate the time that you are putting into this initiative, and we are grateful for your contribution to the evaluation.

Yours sincerely,

Dr. William C. Leggett
Emeritus Professor of Biology and former President
Queen's University
Chair, Distinguished Review Panel

APPENDIX 2. QUESTIONNAIRE

ÉVALUATION QUINQUENNALE DE LA FONDATION PIERRE ELLIOTT TRUDEAU

APPEL DE COMMENTAIRES

PRÉAMBULE

La Fondation Pierre Elliott Trudeau effectue cette année une première évaluation quinquennale de ses activités et de leurs effets. Son conseil d'administration a demandé à un comité externe et indépendant d'effectuer l'évaluation.

Nous sollicitons votre collaboration pour évaluer le travail accompli par la Fondation.

Veillez répondre à ce questionnaire. Si vous préférez faire parvenir vos commentaires autrement au comité d'évaluation, vous pouvez le faire par courriel à evaluation2009@fondationtrudeau.ca ou en expédiant votre matériel aux bureaux de la Fondation à l'attention du Comité de sages.

Nous vous recommandons d'utiliser des exemples concrets autant que possible. Le comité cherche à obtenir autant des commentaires positifs que négatifs qui lui permettront de renforcer les bonnes pratiques et de proposer des changements.

Vos réponses resteront strictement confidentielles et nous traiterons les renseignements que vous communiquerez en conformité avec la Loi sur la protection des renseignements personnels et les autres lois de même nature.

Vos commentaires doivent être reçus **au plus tard le 5 janvier 2009**. Si vous pouvez les faire parvenir plus tôt, ce serait grandement apprécié.

Votre collaboration est essentielle pour que nous puissions faire une évaluation de la Fondation qui reflète fidèlement la réalité. Nous vous remercions de contribuer au succès de cette évaluation.

Si vous avez des questions à propos de l'évaluation, veuillez communiquer avec Élise Comtois, Directrice des services de gestion et des affaires publiques, au 514-938-0001, poste 224, ou à elise.comtois@fondationtrudeau.ca.

QUINQUENNIAL EVALUATION OF THE PIERRE ELLIOTT TRUDEAU FOUNDATION

CALL FOR COMMENTS

PREAMBULE

The Pierre Elliott Trudeau Foundation is currently conducting the first quinquennial evaluation of its activities and impacts. The Board of Directors has mandated an independent, external Distinguished Evaluation Panel to perform the evaluation.

We are requesting your assistance in our assessment of the Foundation's work.

Please respond to this questionnaire. If you prefer to send your own letter of comment to the panel, please email 2009evaluation@trudeaufoundation.ca or send your materials to the Foundation's offices, to the attention of the Distinguished Evaluation Panel.

We encourage you to use concrete examples as much as possible. The panel is seeking both positive and negative feedback – positive to reinforce the things that are working well, and negative to make recommendations for changes.

Please be assured that your feedback will be kept strictly confidential and that any information you provide will be administered in accordance with the Privacy Act and any other applicable laws.

We ask that all comments be submitted by **no later than January 5, 2009**. If you can spare a few minutes to complete the questionnaire earlier, it would be greatly appreciated.

Your collaboration is essential to the delivery of a realistic assessment of the Foundation's work. We appreciate the time that you are putting into this initiative, and we are grateful for your contribution to the success of the evaluation.

If you have any questions about the evaluation process, please contact: Élise Comtois, Director of Corporate Services and Public Affairs at 514-938-0001, ext. 224 or elise.comtois@trudeaufoundation.ca.

QUESTIONNAIRE

Section 1

Réalisation de la Fondation Pierre Elliott Trudeau. Cette section portera sur votre perception que la Fondation parvient à réaliser sa mission et ses objectifs stratégiques.

1. À quel point la Fondation a-t-elle réalisé sa mission qui consiste à appuyer un travail universitaire d'excellence favorisant le dialogue public sur les questions sociétales importantes pour le Canada et le monde?

- | | | | |
|----------------------------|----------------------------|----------------------------|----------------------------|
| <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| Pas du tout | | | Dans une certaine mesure |
| Not at all | | | To some extent |

Veillez expliquer :

QUESTIONNAIRE

Section 1

Success of the Pierre Elliott Trudeau Foundation. This section will address your thoughts on the success of the Foundation in contributing to its mission and fulfilling its strategic objectives.

1. How well has the Foundation achieved its mission of supporting excellent academic work that helps to promote public discussion on issues of major societal importance to Canada and the world?

- | | | | |
|----------------------------|----------------------------|----------------------------|---------------------------------|
| <input type="checkbox"/> 5 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 | <input type="checkbox"/> 8 |
| | | De manière importante | Ne sait ou ne veut pas répondre |
| | | To a great extent | Don't know/ no response |

Please comment:

1.1 A-t-elle appuyé la recherche d'envergure effectuée dans le domaine des sciences humaines et sociales?

- | | | | |
|----------------------------|----------------------------|----------------------------|----------------------------|
| <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 |
| Pas du tout | | | Dans une certaine mesure |
| Not at all | | | To some extent |

Veillez expliquer :

1.1 Has it promoted outstanding research in the social sciences and humanities?

- | | | | |
|----------------------------|----------------------------|----------------------------|---------------------------------|
| <input type="checkbox"/> 5 | <input type="checkbox"/> 6 | <input type="checkbox"/> 7 | <input type="checkbox"/> 8 |
| | | De manière importante | Ne sait ou ne veut pas répondre |
| | | To a great extent | Don't know/ no response |

Please comment:

1.2 A-t-elle suscité un dialogue fructueux entre les universitaires et les décideurs des milieux des arts et des affaires, de l'administration publique, des professions libérales, ainsi que du secteur bénévole et communautaire?

1.2 Has it fostered a fruitful dialogue between scholars and policymakers in government, business, the professions, and the voluntary and arts sectors?

1

2

3

4

5

6

7

8

Pas du tout

Dans une certaine mesure

De manière importante

Ne sait ou ne veut pas répondre

Not at all

To some extent

To a great extent

Don't know/ no response

Veillez expliquer :

Please comment:

1.3 A-t-elle encouragé les nouveaux talents en accordant des bourses Trudeau aux doctorants les plus doués du Canada et de l'étranger?

1.3 Has it encouraged emerging talent by awarding Trudeau Scholarships to the most talented doctoral students in Canada and abroad?

1

2

3

4

5

6

7

8

Pas du tout

Dans une certaine mesure

De manière importante

Ne sait ou ne veut pas répondre

Not at all

To some extent

To a great extent

Don't know/ no response

Veillez expliquer :

Please comment:

1.4 A-t-elle su choisir des lauréats et des mentors Trudeau, réputés pour leur érudition et leur sagesse, pour constituer une communauté intellectuelle qui appuie le travail des boursiers?

1.4 Has it chosen distinguished Trudeau Fellows and Mentors recognized for their knowledge and wisdom with the goal of building an intellectual community to support the work of the Scholars?

1

2

3

4

5

6

7

8

Pas du tout

Dans une certaine mesure

De manière importante

Ne sait ou ne veut pas répondre

Not at all

To some extent

To a great extent

Don't know/ no response

Veillez expliquer :

Please comment:

1.5 A-t-elle créé et maintenu un réseau international de lauréats, de boursiers et de mentors Trudeau?

1

Pas du tout

Not at all

2

3

4

Dans une certaine mesure

To some extent

1.5 Has it created and maintained an international network of Trudeau Scholars, Fellows and Mentors?

5

6

7

De manière importante

To a great extent

8

Ne sait ou ne veut pas répondre

Don't know/ no response

Veillez expliquer :

Please comment:

Section 2

Nous souhaitons maintenant savoir dans quelle mesure vous considérez que la Fondation est bien positionnée pour réaliser ses objectifs stratégiques énumérés ci-dessus.

2. Compte tenu de ce qui précède, à quel point la Fondation est-elle parvenue à :

2.1 ajuster chacun de ses programmes selon les besoins?

1

Pas du tout

Not at all

2

3

4

Dans une certaine mesure

To some extent

Section 2

We now seek your thoughts on the extent to which the Foundation is well equipped to fulfill its strategic objectives listed above.

2 In view of the above, how well has the Foundation:

2.1 adjusted each of its programs as required?

5

6

7

De manière importante

To a great extent

8

Ne sait ou ne veut pas répondre

Don't know/ no response

Veillez expliquer :

Please comment:

2.2 adapter ses programmes en fonction du milieu changeant des sciences humaines et sociales?

1

Pas du tout

Not at all

2

3

4

Dans une certaine mesure

To some extent

2.2 adapted its programming to the changing environment of the social sciences and humanities sector?

5

6

7

De manière importante

To a great extent

8

Ne sait ou ne veut pas répondre

Don't know/ no response

Veillez expliquer :

Please comment:

2.3 atteindre un équilibre entre les initiatives destinées à ses différents publics cibles, c'est-à-dire les jeunes chercheurs, les universitaires, les milieux de prise de décision et le public?

1 2 3 4
Pas du tout Dans une certaine mesure
Not at all To some extent

2.3 attained a balance between the initiatives intended for its different target audiences, namely young researchers, seasoned scholars, policy makers and the public at large?

5 6 7 8
De manière importante Ne sait ou ne veut pas répondre
To a great extent Don't know/ no response

Veillez expliquer :

Please comment:

2.4 mesurer les risques liés à l'innovation par rapport aux contrôles visant la responsabilité?

1 2 3 4
Pas du tout Dans une certaine mesure
Not at all To some extent

2.4 weighed the risks of innovation against the controls of accountability?

5 6 7 8
De manière importante Ne sait ou ne veut pas répondre
To a great extent Don't know/ no response

Veillez expliquer :

Please comment:

2.5 atteindre ses publics cibles et entretenir une réputation qui lui confère autorité auprès des milieux liés aux politiques publiques?

1 2 3 4
Pas du tout Dans une certaine mesure
Not at all To some extent

2.5 reached its target audiences and established a reputation that gives it authority in public policy milieus?

5 6 7 8
De manière importante Ne sait ou ne veut pas répondre
To a great extent Don't know/ no response

Veillez expliquer :

Please comment:

2.6 mettre en place des processus de décision qui maximisent les effets de la Fondation?

- 1 2 3 4
- Pas du tout Dans une certaine mesure
- Not at all To some extent

2.6 implemented decision-making processes that maximize the impact of the Foundation?

- 5 6 7 8
- De manière importante Ne sait ou ne veut pas répondre
- To a great extent Don't know/ no response

Veillez expliquer :

Please comment:

2.7 affecter ses ressources afin de réaliser sa mission et d'avoir un effet notable au Canada et à l'étranger?

- 1 2 3 4
- Pas du tout Dans une certaine mesure
- Not at all To some extent

2.7 allocated its resources to pursue its mission and have a significant impact in Canada and abroad?

- 5 6 7 8
- De manière importante Ne sait ou ne veut pas répondre
- To a great extent Don't know/ no response

Veillez expliquer :

Please comment:

Section 3

Veillez nous faire part de vos réflexions à propos de l'effet de la Fondation sur le milieu des sciences humaines et sociales.

3. Quelle est votre perception de la production et des résultats de la Fondation et à quel point ces résultats sont-ils susceptibles de produire les effets souhaités?

- 1 2 3 4
- Pas du tout Dans une certaine mesure
- Not at all To some extent

Section 3

Please give us your thoughts on the impact(s) of the Foundation on the landscape of the social sciences and humanities.

3. What is your assessment of the Foundation's outputs and outcomes and the extent to which these outcomes are likely to produce the desired impacts?

- 5 6 7 8
- De manière importante Ne sait ou ne veut pas répondre
- To a great extent Don't know/ no response

Veillez expliquer :

Please comment:

Section 4

Expérience des intervenants

4.1 Veuillez indiquer votre principal rôle auprès de la Fondation. Choisissez le rôle qui, selon vous, s'applique le mieux à votre situation :

- Boursier Trudeau
- Lauréat Trudeau
- Mentor Trudeau
- Membre d'un comité d'étude des dossiers
- Partenaire de la Fondation
- Représentant d'un organisme de recherche
- Représentant d'un organisme non gouvernemental
- Chercheur
- Responsable des politiques publiques
- Nominateur
- Personnel
- Fournisseur
- Autre (précisez)

Veuillez expliquer :

4.2 En outre du rôle principal que vous avez choisi ci-dessus, veuillez choisir quels rôles s'appliquent aussi à votre situation. Choisissez toutes les réponses pertinentes :

- Boursier Trudeau
- Lauréat Trudeau
- Mentor Trudeau
- Membre d'un comité d'étude des dossiers
- Partenaire de la Fondation
- Représentant d'un organisme de recherche
- Représentant d'un organisme non gouvernemental
- Chercheur
- Responsable des politiques publiques
- Nominateur
- Personnel
- Fournisseur
- Autre (précisez)

Veuillez expliquer :

Section 4

Stakeholder background

4.1 Please indicate your primary role with respect to the Pierre Elliott Trudeau Foundation. Please select the one you feel best applies to you.

- Trudeau Scholar
- Trudeau Fellow
- Trudeau Mentor
- File Review Committee Member
- Foundation Partner
- Representative of an academic organization
- Representative of a non-governmental organization
- Researcher
- Policy maker
- Nominator
- Staff
- Service provider
- Other (specify)

Please comment:

4.2 In addition to the primary role you selected above, please indicate any additional role you feel applies to you. Select all that apply.

- Trudeau Scholar
- Trudeau Fellow
- Trudeau Mentor
- File Review Committee Member
- Foundation Partner
- Representative of an academic organization
- Representative of a Non-governmental organization
- Researcher
- Policy maker
- Nominator
- Staff
- Service provider
- Other (specify)

Please comment:

4.3 Dans quelle mesure connaissez-vous la mission, les objectifs et les activités de la Fondation?

- 1 2 3 4
- Pas du tout
Not at all
- Dans une certaine mesure
To some extent

4.3 To what extent are you familiar with the mission, objectives and activities of the Foundation in general?

- 5 6 7 8
- De manière importante
To a great extent
- Ne sait ou ne veut pas répondre
Don't know/
no response

Veillez expliquer :

Please comment:

4.4 Dans quelle mesure avec-vous participé activement aux activités de la Fondation (p. ex. : participé à des colloques ou autres événements, lu ses bulletins d'information, pris part à des comités)?

- 1 2 3 4
- Pas du tout
Not at all
- Dans une certaine mesure
To some extent

4.4 To what extent have you been actively involved with the Foundation (e.g., attending conferences and seminars, reading newsletters, participating in committees)?

- 5 6 7 8
- De manière importante
To a great extent
- Ne sait ou ne veut pas répondre
Don't know/
no response

Veillez expliquer :

Please comment:

Section 5

Autres commentaires et suggestions

Section 5

Other comments & suggestions

5. Souhaitez-vous formuler d'autres commentaires au sujet de la Fondation?

5. Do you have any other comments related to the Foundation?

Section 6

Autres consultations

6. En plus de ce questionnaire, le comité cherchera à recueillir des commentaires directement auprès d'intervenants grâce à des entrevues. Le comité ne pourra rencontrer qu'un nombre limité de personnes parmi celles qui auront signifié leur intérêt.

Seriez-vous disposé et disponible pour participer aux consultations du Comité de sages entre le 19 et le 22 janvier 2009?

Oui / Yes

Non / No

Section 6

Other consultations.

6. In addition to this feedback exercise, the Evaluation Panel will also seek direct stakeholder input through interviews with stakeholders. Please note that the Panel will only be able to meet with a limited number of interested parties.

Would you be willing and available to participate in consultations with the Distinguished Review Panel between January 19-22, 2009?

Veillez préciser : / Please specify:

Nom :

Name:

Téléphone :

Phone:

Courriel :

Email:

Merci d'avoir pris le temps de répondre à ce questionnaire.

Thank you very much for taking the time to answer these questions.

APPENDIX 3. AGENDA – ONE-ON-ONE INTERVIEWS

Monday, 19 January 2009

Time	Description	Location
8:00-9:30	President and CEO, Pierre Elliott Trudeau Foundation – In-person interview	TF Boardroom
9:45-10:45	Director, Fellowships, Mentorships and PIP, – In-person interview	TF Boardroom
11:00-12:00	Chairman, Board of Directors, PETF, – In-person interview	TF Boardroom
Lunch	Treasurer, Member, Finance and Investment Committee, Audit Committee – In-person interview	TF Boardroom
14:00-14:45	Fellow – In-person interview	Le Germain, Suite 1603
15:00-15:45	Family Member, Member and Director – In-person interview	Le Germain, Suite 1603
16:00-16:30	External Stakeholder – Telephone interview	Le Germain, Suite 1603
16:45-17:30	Fellow – In-person interview	Le Germain, Suite 1603

Tuesday, 20 January 2009

Time	Description	Location
8:00-8:30	Director – Telephone interview	TF Boardroom
9:00-9:30	Member of the Foundation – Telephone interview	TF Boardroom
9:45-10:15	Director, Scholarships Program	TF Boardroom
10:15-10:35	External Stakeholder – Telephone interview	TF Boardroom
10:40-11:15	Mentor – Telephone interview	TF Boardroom
12:30-13:30	Lunch with Tim Brodhead, McConnell Foundation	TF Boardroom
14:30-15:15	Scholar – In-person interview	TF Boardroom
15:30-16:10	Mentor – Telephone interview	TF Boardroom
16:30-17:00	Fellow – Telephone interview	TF Boardroom

Wednesday, 21 January 2009

Time	Description	Location
8:00-9:10	Breakfast meeting with Member of the Foundation	Laurie Raphaël Rest.
9:30-10:00	Member, File Review Committee – Telephone interview	Le Germain, Suite 1603
10:00-10:30	Fellow – Telephone interview	Le Germain, Suite 1603
11:00-11:45	Director, Member of the ANRC – Telephone interview	Le Germain, Suite 1603
12:15-13:15	Lunch meeting with Director	Laurie Raphaël Rest.
14:00-14:45	Fellow – In-person interview	Le Germain, Suite 1603
15:00-15:30	Member of the File Review Committee (was not available)	
16:00-16:45	Director – In-person interview	Le Germain, Suite 1603
17:00-17:30	External Stakeholder – Telephone interview	Le Germain, Suite 1603
18:00	Dinner with President and CEO of the Foundation	Rest. Le Renoir, Sofitel

Thursday 22 January 2009

Time	Description	Location
9:00-9:45	Fellow – In-person interview	Le Germain, Suite 1603
10:00-10:45	Fellow – Telephone interview	Le Germain, Suite 1603
11:00-11:45	Mentor – Telephone interview	Le Germain, Suite 1603
12:00-12:45	Fellow – Telephone interview	Le Germain, Suite 1603
13:45-14:15	Deputy Minister, Industry Canada – Telephone interview	Le Germain, Suite 1603
14:20-15:15	Scholar – In-person interview	Le Germain, Suite 1603
15:30-16:30	Fellow – Telephone interview	Le Germain, Suite 1603

Friday, 23 January 2009

Time	Description	Location
9:00-9:45	Scholar – Telephone interview	TF Boardroom
10:00-10:45	External Stakeholder – Telephone interview	TF Boardroom
10:45-11:30	Member of the File Review Committee and Mentor – Telephone interview	TF Boardroom
12:00-12:45	Lunch - Debriefing meeting with P-G Forest	TF Boardroom

Friday, February 6, 2009

Time	Description	Location
13:00-13:30	Past-President, Trudeau Foundation – Telephone interview	

APPENDIX 4. BOARD OF DIRECTORS

Name	Class	Term Started	Term Ended
Roy L. Heenan	Family	2001-02-07	
Alexandre Trudeau	Family	2002-01-14	
	2/2		
Alex Himelfarb	Government	2002-04-22	2004-04-22*
Marc Renaud	Government	2002-04-22	2004-04-22*
	2/2		
Michel Bastarache	Regular	2008-11-13	
William G. Davis	Regular	2002-04-02	
Paul Desmarais Jr.	Regular	2004-04-14	
Chaviva Hošek	Regular	2002-04-02	
Robert Lacroix	Regular	2002-04-02	
Marc Lalonde	Regular	2002-04-02	
Paule Leduc	Regular	2002-04-02	
Sean E. Riley	Regular	2002-04-02	
Milton Wong	Regular	2002-04-02	
	9/14		

Former Directors

Name	Class	Term Started	Term Ended	Reason
Paul G. Desmarais	Regular	2002-04-02	2003-11-20	Succession
Jacques Hébert	Regular	2002-01-14	2002-04-02**	Resigned
Louise Houle	Regular	2001-02-07	2002-04-02**	Resigned
Bruce McNiven	Regular	2001-02-07	2002-04-02**	Resigned
Edward Johnson	Regular	2002-01-14	2002-04-02**	Resigned
Peter E. Loughheed	Regular	2001-02-07	2004-12-14	Resigned
Martha Piper	Regular	2001-02-07	2008-11-01	Resigned
Robert Rae	Regular	2001-02-07	2008-05-22	Resigned
Louise Fréchette	Regular	2001-02-07	2008-11-13	Resigned

* Remain Government Members until the Ministry of Industry makes a decision about appointments.

** Remained Members of the Corporation.

APPENDIX 5. MEMBERS OF THE CORPORATION

Name	Class	Term Started	Term Ended
Roy L. Heenan	Family	2001-02-07	
Alexandre Trudeau	Family	2002-01-14	
Justin Trudeau	Family	2002-03-06	
	3/3		
Patricia Bovey	Government	2003-05-15	2008-05-15*
Dennis Browne	Government	2003-05-15	2008-05-15*
Carolina Gallo-LaFlèche	Government	2003-05-15	2008-05-15*
Eileen E. Gillese	Government	2003-05-15	2008-05-15*
	4/6		
Jim Coutts	Regular	2002-03-06	
William G. Davis	Regular	2002-03-06	
John English	Regular	2008-11-13	
Ron Graham	Regular	2008-11-13	
Louise Houle	Regular	2001-02-07	
Edward Johnson	Regular	2002-01-14	
Marc Lalonde	Regular	2002-03-06	
Joseph MacInnis	Regular	2002-03-06	
Bruce McNiven	Regular	2001-02-07	
Robert Murdoch	Regular	2002-03-06	
Michael Pitfield	Regular	2002-03-06	
Roy Romanow	Regular	2002-03-06	
Peter Sahlas	Regular	2008-11-13	
	13/21		

Former Members

Name	Class	Term Started	Term Ended	Reason
Jacques Hébert	Regular	2002-01-14	2007-12-06	Deceased
Phillip Owen	Government	2003-05-15	2006-01-30	Resigned
Patrick Pichette	Government	2003-05-15	2008-07-31	Resigned

*Remain Government Members until the Ministry of Industry makes a decision about appointments.