Strategy for Renewal and Growth

STRATEGIC PLAN 2012-2017
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The development of a Strategic Plan is a key moment in the life of any organization. In the course of its history the Royal Society of Canada has elaborated several proto-Strategic Plans. Some of these have been written, some merely implicit. For example, when the Marquis of Lorne gathered leading scholars together at the beginning of the 1880s, both he and they were implicitly constructing a Strategic Plan for the RSC – a plan that saw expression in the Preamble to the statute that created the RSC. Over the next 100 years, each time the RSC reorganized itself internally it was engaged in re-imagining its mission and mandate to maintain relevance and responsiveness to contemporary challenges in intellectual life in Canada.

Twice in the past 30 years, the RSC more explicitly has set about to elaborate a vision, a mission and a mandate. First efforts began at the time of the Society’s centennial in 1982 and in the early 1990s a draft that, among other things, aimed to increase the presence of women in the Fellowship, was prepared for circulation to the Fellowship. Again, shortly after the RSC reorganized its Academies in 2006 (itself, implicitly a reflection of Strategic thinking) the Executive Director, in consultation with the Executive Committee produced a draft Strategic Plan to guide the RSC forward in the new millennia. Neither of these Plans was, however, the subject of broad consultation among the Fellowship and neither was ever formally adopted by the Council or presented to the Fellowship at an Annual General Meeting.

The present document can be seen as the continuation of the effort undertaken during the last three decades to reflect upon how the RSC should understand itself – What it means to fellows? What it means to its partners, supporters and friends? What it means for the promotion and recognition of intellectual and artistic excellence in Canada? And what it means to Canadians desirous of a strong scholarly and artistic community, evidenced-based public-policymaking, and the information and analysis which will enable them to participate meaningfully in the public life of this country.

Over the past few years many fellows have contributed richly to preparing the ground for the elaboration of this Strategic Plan. Profiting from their experience with expert panels, with international relationships, with regional chapter programming, and with Academy-based activities, and with the benefit of five thoughtful and well-considered Task Force Reports the past year, the Council has been able to develop the Strategic Plan you have before you.

The product is your product, shaped by your expectations and your feedback on earlier drafts. We believe that this Five-year Strategic Plan will provide a solid grounding for the RSC as it moves into its first ever permanent headquarters. Let us remember, however, that no Strategic Plan is immutable. As circumstances change over the next five years, the leadership of the Society will no doubt adjust certain aspects of the Plan. But the overall framework will, I am confident, continue to provide a touchstone for all we undertake as we move forward to our sesqui-centennial.

Let me close by expressing my sincere appreciation to Chris Loreto of Deloitte, and to Deloitte itself for devoting hundreds of hours to assisting us develop a Strategic Plan that is worthy of the Fellowship and the legacy of our predecessors since 1882.

RODERICK A. MACDONALD, FRSC
THE ROYAL SOCIETY OF CANADA (RSC)

THE MANDATE AND ROLE OF THE ROYAL SOCIETY OF CANADA (RSC)

The *RSC: the Academies of Arts, Humanities and Sciences of Canada* is the senior national, bilingual body of distinguished Canadian scholars, humanists, scientists, and artists. The primary objective of the RSC is to promote learning and research in the arts, the humanities and the sciences.

The RSC was founded as the Royal Society of Canada under the auspices of the Governor-General of Canada, the Marquis of Lorne, in 1882. Since then almost 4000 men and women have been elected to Fellowship in one of what are now the three constituent Academies of the RSC – the Academy of Arts and Humanities (Academy I), the Academy of Social Sciences (Academy II) and the Academy of Sciences (Academy III). Fellows are chosen by their peers for their outstanding contributions to the humanities, the natural and social sciences and the arts.

The original mandate of the RSC was set out in a statute of the Parliament of Canada that incorporated the RSC. The Preamble to that statute enumerated the objects of the RSC as follows:

“First, to encourage studies and investigations in literature and science; secondly, to publish transactions annually or semiannually, containing the minutes of proceedings at meetings, records of the work performed, original papers and memoirs of merit, and such other documents as may be deemed worthy of publication; thirdly, to offer prizes or other inducements for valuable papers on subjects relating to Canada, and to aid researches already begun and carried so far as to render their ultimate value probable; fourthly, to assist in collection of specimens with a view to the formation of a Canadian Museum...”

As Canada’s senior national academy, the RSC exists to promote Canadian research and scholarly accomplishment in both of Canada’s official languages, to recognize academic and artistic excellence, and to advise governments, non-governmental organizations, and Canadians generally on matters of public interest.
The RSC undertakes a diverse range of initiatives and sponsors numerous activities to fulfill its mandate, including, but not limited to, bestowing awards and honours, organizing and hosting symposia, and conducting Expert Panels.

VISION AND MISSION OF THE RSC

While the specific activities of the RSC have changed over its 130 year history, it has pursued a consistent sense of purpose – as guided by its evolving vision and mission statements. The purpose of a vision statement is to define the future of an organization and/or the future state that the organization is working to achieve. Today the vision of the RSC can be expressed as follows:

“The RSC is the recognized pre-eminent body of independent scholars, researchers and creative people in Canada whose Fellows comprise a collegium that can provide intellectual leadership for the betterment of Canada and the world.”

The purpose of a mission statement is to define the fundamental purpose, or raison d’être, of an organization and to articulate its primary means of achieving its vision. The RSC’s mission is:

“To serve Canada and Canadians by recognizing Canada’s leading intellectuals, scholars, researchers and artists and by mobilizing them in open discussion and debate, to advance knowledge, encourage integrated interdisciplinary understandings and address issues that are critical to Canada and Canadians.”

The RSC’s vision and mission speak to how the organization and its fellows will continue to work with those who share and support these objectives to fulfill its statutory mandate.
Core Values of the RSC’s Vision and Mission

The RSC’s vision and mission are rooted in a deep appreciation for the role that each of its three constituent Academies can, and must play, in promoting research and artistic excellence that informs a better understanding of the world and those who inhabit it. This appreciation is articulated in core values that are the genesis for the RSC’s vision and mission.

VALUES THAT ARE CORE TO THE RSC’S VISION INCLUDE:

• Promoting public intellectual life in Canada;

• Providing independent intellectual leadership in the humanities, the sciences and the arts on matters of public interest to improve the quality of life of all Canadians;

• Ensuring that excellence in the humanities, sciences and the arts are given the recognition they deserve both in Canada and on the world stage; and

• Improving the quality of life for all Canadians and the world and playing a central role in shaping this country’s future through the promotion and advancement of knowledge.

VALUES THAT ARE CORE TO THE RSC’S MISSION INCLUDE:

• Providing Canadians with leadership in scholarly and artistic achievement and integrated knowledge;

• Fostering and modeling excellence in research;

• Recognizing scholarly and artistic achievements;

• Promoting public awareness of science, scholarship and the arts;

• Providing independent and multi-disciplinary expert panel assessments on matters of critical public importance;

• Embracing and reflecting the socio-demographic diversity of Canada; and

• Representing Canada’s scholarly and research community on the international stage.
STRUCTURE OF THE RSC AND THE FELLOWSHIP

The RSC consists of three bilingual Academies embracing a broad range of scholarly disciplines and artistic fields.

Academy I is the Academy of the Arts and Humanities. There are three divisions of Academy I: an Anglophone division (I) -- Humanities; a Francophone division (II) -- Lettres et sciences humaines; and a bilingual division for the Arts (III) embracing architecture, creative writing, and the arts.

Academy II is the Academy of Social Sciences. There are two divisions of Academy II: an Anglophone division (I) -- Social Sciences; and a Francophone division (II) -- Sciences sociales.

Academy III is the Academy of Science. There are four divisions of Academy III: Applied Sciences and Engineering; Earth, Ocean and Atmospheric Sciences; Life Sciences; and Mathematical and Physical Sciences. Each of Academy III’s is comprised of both English-speaking and French-speaking Fellows.
Who are the fellows of the RSC?

The Fellowship of the RSC comprises distinguished men and women from all branches of learning who have made remarkable contributions in the arts, the humanities and the sciences, as well as in Canadian public life. Today the Fellowship comprises four categories: Honorary Fellows, Regularly Elected Fellows, Specially Elected Fellows and Foreign Fellows.

The initial Fellowship was selected by a committee headed by the Principal of McGill University, Sir John William Dawson, and by the former Premier of Quebec, Pierre J.O. Chauveau, who served respectively as the first two Presidents of the Royal Society of Canada. This founding cohort of fellows included Sir Sanford Fleming, the originator of the world system of Standard Time, and Sir William Osler, one of the greatest physicians of his day. Since 1882, new fellows have been nominated and elected by their peers who are themselves fellows of the RSC. Over 3,700 scholars and artists have been inducted into the Fellowship over the past 130 years. The RSC also elects Foreign Fellows, Specially Elected Fellows, and Honorary Fellows. The first woman elected to the RSC was Alice Wilson, who joined the Fellowship in 1938. Today there are 297 women members of the RSC, including Patricia Demers, who in 2005 became the first woman to hold the position of President. During the past 25 years the percentage of women elected each year has grown from 5% to 28%. Approximately 20% of the Fellowship has French as a first language.

RSC GOVERNANCE AND ADMINISTRATION

The Council of the RSC

The Council of the RSC is the primary policy-making body of the organization. It consists of the following 20 members: (1) the seven Executive Officers of the RSC, namely, the President, the Past-President or President-Elect, the three Vice-Presidents (who are also the Presidents of the RSC’s three constituent Academies), the Honorary Secretary and the Honorary Treasurer; and (2) the Secretaries of the three constituent Academies, two other nominees of the Academy of Science, the Honorary Editor, the Foreign Secretary, the Expert Panel Secretary, the Chair of the Awards Committee, the Chair of the Committee for the Advancement of Women in Scholarship, the Chair of the President’s Advisory Council and two representatives of the RSC’s Institutional Members.
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<th>OFFICE</th>
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<tr>
<td>President</td>
<td>The President is the head and chief executive officer of the RSC. The Presidency rotates among the three Academies, paying attention to a rotation within the Divisions so that the multidisciplinary and bilingual character of the RSC is maintained.</td>
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<tr>
<td>Past-President</td>
<td>The Past-President is a member of the Council for the first year of the past presidency, during which time the Past-President is also chair of the Committee for the Nomination of Officers and Chair of the Committee on Fellowship, if this Committee is struck by the Council.</td>
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<tr>
<td>President-Elect</td>
<td>The President-Elect is a member of Council and performs such duties as are assigned by the President and the Council.</td>
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<tr>
<td>Honorary Secretary</td>
<td>The Honorary Secretary of the RSC is responsible for maintaining the records and, in consultation with the Council or the Executive Committee, for providing authoritative interpretation of its By-Laws.</td>
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<tr>
<td>Honorary Treasurer</td>
<td>The Honorary Treasurer is the chief financial officer of the RSC and is responsible, under authority of the Council, for keeping the RSC’s financial records.</td>
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<td>President, The Academy</td>
<td>As titular head of the Academy, the incumbent is a Vice-President of the RSC, and represents the Academy within the RSC.</td>
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<td>Honorary Editor</td>
<td>The Honorary Editor is responsible to the Council for all RSC publications, including all Academy publications. The Honorary Editor is also responsible for the RSC website, as well as the electronic newsletter and the semi-annual RSC News.</td>
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<tr>
<td>Foreign Secretary</td>
<td>The Foreign Secretary is responsible for planning and implementing the RSC’s involvement in international endeavours, including building, maintaining and strengthening the RSC’s relationships with foreign academies and profiling Canadian scholarly and artistic achievements on the global stage. The Foreign Secretary represents the RSC on international associations.</td>
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The Expert Panel Secretary is chair of the Committee on Expert Panels and is responsible for advising the Council of the RSC on all matters relating to Expert Panels.

The Chair of the RSC’s Awards Committee is responsible for managing the processes for the identification, evaluation and selection of individuals to receive the more than 20 awards granted by the RSC.

The Chair of the Committee for the Advancement of Women in Scholarship is responsible for advising, developing and implementing strategies and initiatives to increase the participation of women in Canadian scholarship, particularly in science.

The Chair of the President’s Advisory Council is the head of the Advisory Council and provides strategic advice to the President on key matters and serves as a liaison between the President and Council and its non-academy friends, partners and supporters.

The Institutional Member Representatives represent the interests of the community of RSC Institutional Members to the Council of the RSC.

One of the Members-at-Large of the Academy of Science is either the Past-President of the Academy or its President-Elect.

The other Member-at-Large of the Academy of Science is the Director of the Division not represented by (a) The Academy President, (b) The Academy Secretary, or (c) the Past-President or President-Elect.

The Executive Committee of the Council of the RSC

The Executive Committee is the delegate of the Council and is empowered to act in the Council’s name between meetings of the Council. The Executive Committee consists of the following nine members of the Council: (1) the seven Executive Officers of the RSC, namely, the President, the Past-President or the President-Elect, the Vice-Presidents (Academy Presidents), the Honorary Secretary, and the Honorary Treasurer; and (2) the Chair of the President’s Advisory Council and one representative of the Institutional Members.
For 130 years the Royal Society of Canada did not have a permanent head office. All that changed in 2011. William Leiss, President of the RSC from 1999-2001 and Chair of the Committee on expert Panels from 2008-2011, capped his decades of continuing service to the RSC with a commitment of $500,000 to be applied to the financing of a home for the fellowship. With Bill’s extraordinary commitment, in September 2011 the RSC acquired a heritage home in Centretown, Ottawa.
The RSC National Secretariat

The National Secretariat serves as the administrative arm of the RSC and its Academies and Divisions. The Secretariat is under the overall supervision of the Honorary Secretary, and its role is to maintain the records of the RSC and to provide logistical support for RSC, Academy and Division activities. The Secretariat’s Executive Director is the chief administrative officer of the RSC and is responsible, through the Honorary Secretary, for all operations of the head office, including: (1) overseeing all RSC operations, including organization, governance and personnel; (2) implementing plans and new initiatives; and (3) managing the financial and physical resources of the RSC. The structure of the National Secretariat is presented below.

CORE INITIATIVES AND ACTIVITIES OF THE RSC

To accomplish its mandate – to Promote, Recognize and Advise - the RSC undertakes annual “core” activities as well as numerous ad hoc activities. The mandate to recognize excellence is achieved primarily through electing Fellows and presenting awards, although other activities such as events at Institutional Members and public lectures also serve to recognize scholarly and artistic accomplishment. The RSC advises governments and organizations through the provision of Expert Panel reports that address the state of knowledge on key issues of public policy from an interdisciplinary perspective, as well as making timely interventions on matters of national importance. The RSC promotes a culture of knowledge and innovation through its sponsorship of lectures and symposia, its scholarship programs and its presence in multilateral organizations, as well as through a variety of exchange lectureships with academies and universities abroad. The RSC’s core activities include:

- Recognizing scholarly excellence through the election of new Fellows and the awarding of prizes and medals;
- Organizing Annual Symposia on matters of scholarly and public interest;
• Sponsoring Expert Panel reports on current matters of public policy and interest;
• Publishing materials to promote and disseminate new knowledge and insights; and
• Liaising and cooperating with other National Academies to identify and share information on cross-jurisdictional policy matters.

Through its strategic planning process, the RSC Council and fellowship are critically examining its core initiatives and activities with a view to strengthening and expanding these initiatives and activities so as to better fulfill the RSC’s mandate.

Expert Panels

For more than 130 years, the RSC has been bringing together scholars and researchers from diverse disciplines to conduct expert, multi-disciplinary investigations on matters of public importance. Beginning in the 1980s, the RSC formalized one aspect of this endeavor by launching Expert Panels operating on the model pioneered by the US National Academy of Sciences. These Expert Panels, struck as a public service to Canadians, have provided insight, advice and recommendations to Canadian governments, industry and NGOs on public policy matters ranging from the health effects of asbestos to early childhood education. The work of the RSC’s Expert Panels ensures that there is independent, comprehensive, and evidenced-based input into the public policy development process in Canada.
Recently the RSC re-committed itself to the Expert Panel process. In December 2010, the RSC published the report of the Expert Panel on Environmental and Health Impacts of Canada’s Oil Sands Industry, the findings from which have received multi-sectorial acclaim and citation. In November 2011 the Expert Panel Report on End of Life Decision-making was released to broad media coverage and significant acclaim for the quality of its assessment. In 2012, the RSC will publish two additional Expert Panel reports, on Sustaining Canada’s Marine Biodiversity: Responding to the Challenges Posed by Climate Change, Fisheries, and Aquaculture, and on Early Childhood Development. Further Expert Panels will be instituted on a rolling basis every year.

THE RSC STRATEGY FOR RENEWAL AND GROWTH (STRATEGIC PLAN 2012-2017)

In 2011, the Council of the RSC launched a strategic planning process to put into place a five-year road map to guide the RSC in sustaining and strengthening the achievement of its objects. The goal is to ensure that the RSC is faithful to its role in promoting intellectual and artistic life in Canada, in recognizing Canada’s outstanding scholars and artists, and in advising governments, industry and the general public on matters of
public importance, and that it continues to do so in a manner that respects the RSC’s history, traditions, and principles. The focus of this strategic planning process has been to challenge and recommit the RSC and its fellowship to the mandate, vision, mission, and value of the RSC as a Canadian institution and to ensure that the RSC’s core initiatives and activities, governance and organizational structure, and funding model are aligned with the RSC’s objectives.

The strategic planning process commenced with a retreat involving members of the RSC Council, Fellows and RSC supporters held in Ottawa in June 2011. The retreat was facilitated by an external third-party and the focus of the session was to craft a process and structure for elaborating the RSC’s Strategic Plan. The insights and consensus from this retreat became the basis for the development of a strategic framework document that captured the key concepts and directions of a Strategic Plan.

This framework document was published by the RSC on its website and provided to Fellows and Institutional Members for their review comment and input. In addition, the President of the RSC visited 19 Institutional Members across Canada during the summer and fall of 2011 to consult directly with Fellows and RSC supporters on the concepts and directions set out in the framework document. These foundational concepts and directions were validated through the consultation process and, with minor adjustments resulting from feedback received during these consultations, they are the basis upon which this Strategy for Renewal and Growth (Strategic Plan 2012-2017) has been drafted.
THE RSC’S \textbf{STRATEGIC CONTEXT}

\section*{THE STRATEGIC CONTEXT AND ITS CHALLENGES}

The strategic context that existed at the time of the founding of the RSC is dramatically different than the context in which this Strategic Plan was crafted. For example, there were almost no discipline-based scholarly associations in 1882. Today, there are over 100 in Canada. Universities were not “research-intensive” institutions in the year of the RSC’s founding, nor were they as numerous. Government-funded granting councils providing research support were non-existent. Now they are prime drivers of research and scholarship. Today, research is a core strategic and financial driver for universities in Canada and a critical economic input for the country. In addition, the world was less globalized, meaning talent was less mobile, information was less accessible, and the Canadian population was more homogeneous. In contrast, today the RSC exists in a context where globalization means that talent is highly mobile, technology has made unprecedented volumes of information accessible to the mass public, and the diversity of the Canadian population is forcing new paradigms in the economic and social development of the country.

The challenge for the RSC in 2011 is to understand how it can best position itself relative to this strategic context so that its mandate to \textit{Promote}, \textit{Recognize}, and \textit{Advise}, is, and is seen to be, relevant to the intellectual and artistic life of Canada. In order to craft this Strategic Plan in a manner that takes maximum advantage of capacities unique to, or dominant within the RSC, it is first necessary to clearly understand the key strategic challenges to its mandate. Three primary strategic challenges may be identified: (i) Competition for Talent; (ii) Competition of Ideas; and (iii) Exploiting Diversity. The nature of these challenges is described below.

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\textbf{STRATEGIC CHALLENGE} & \textbf{NATURE OF THE CHALLENGE} \\
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Competition for Talent & There is a global competition to recruit, attract and retain the very best and brightest scholars and artists. With the mobility of talent, a critical challenge for Canadian policy-makers, academia and industry is to provide an environment that promotes, recognizes and celebrates outstanding scholarly and artistic achievement, so that the very best and brightest stay in Canada. The RSC needs to create opportunities for the best Canadian scholars and artists to obtain world-wide recognition for their achievements. \\
\hline
Competition of Ideas & In this mass communication and internet age, there is an unprecedented volume of information available for consumption. This volume of information makes it increasingly difficult for individuals to discern between good and bad information, and credible and non-credible sources, which creates risks with respect to how public policy is developed, implemented and evaluated. The RSC needs to respond to this cacophony by positioning itself as Canada’s credible, independent voice for research, scholarship and artistic achievement. \\
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The Royal Society of Canada

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<th>STRATEGIC CHALLENGE</th>
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<tr>
<td>Exploiting Diversity</td>
<td>Canada is one of the world’s most diverse countries and has the advantage of having two official languages. Today the scholarly community comprises individuals who have come to Canada from all regions of the globe. This diversity, which is especially pronounced among the younger generation of scholars, is being increasingly recognized by policy-makers and industry as a source of strategic competitive advantage for Canada. The RSC needs to find mechanisms to recognize scholars that reflect the rich ethno-cultural diversity of the country.</td>
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This Strategic Plan sets out key directions and a series of strategies and goals to succeed in meeting these challenges. Fundamental to the RSC’s positioning to successfully meet these challenges is what makes it unique as an institution - its pan-Canadian membership of top scholars, humanists, scientists and artists representing all disciplines, working in both of Canada’s official languages, and its commitment to supporting both disciplinary excellence and a multi-disciplinary approach to research collaboration.

With respect to the challenges related to the Competition for Talent and the Competition of Ideas, the RSC undertakes a number of initiatives and activities to exercise leadership in helping Canada train, promote, recruit and retain top academic and artistic talent, and to bring a trusted, knowledgeable and evidenced-based approach to the generation and dissemination of ideas and knowledge. Principal among these leadership activities are such initiatives and activities as:

- Awarding medals and prizes to acknowledge scholarly and artistic accomplishment.
- Promoting research excellence by fostering national and international studies of domestic and global issues.
- Organizing conferences and symposia on matters of regional, national and international interest.
- Organizing, and managing Expert Panels and publishing Expert Panel reports.
- Intervening in a timely way in matters of public importance where the research infrastructure or the capacity of scholars to undertake independent research is threatened or compromised.

While it is acknowledged there are any number of other organizations that undertake similar initiatives and activities, the RSC differentiates its ability to address challenges such as the competition for talent and ideas through its unique multi-disciplinary approach that supports a dynamic bilingual intellectual and artistic culture, and achieves the very highest quality insights and policy research at the very best value for money. In an increasingly complex world where the perspectives of multiple disciplines are required and expected to assist in resolving the great challenges of our times, the multi-disciplinary character of the RSC makes a singular contribution to the recruitment and retention of top scholarly and artistic talent and the advancement of knowledge that is a unique asset to public-policy makers, industry and the general public in Canada.

On meeting the challenge of Exploiting Diversity, the RSC has been using its bilingual and multi-disciplinary frame and capabilities to take advantage of a diversity of perspectives and knowledge to disseminate research findings and to publicize key insights and ideas flowing from that research. Since 1882 the RSC has sought to bring together scholars from all disciplines, working in both English and French, to provide a platform for giving Canadians credible information about science and scientific research. However, the RSC recognizes that the impact of its multi-disciplinary approach will be inherently limited unless it advances its efforts to...
acknowledge and recognize the research and intellectual achievements of all members of the Canadian scholarly community regardless of ethno-cultural affiliation, Indigeneity, disability, sexual orientation, age, religious affiliation, and linguistic heritage of the Canadian scholarly community. To this end, the Council of the RSC has struck a Task Force on Diversity in the Fellowship to examine and make recommendations on ways that the RSC can make itself more reflective of the diversity of Canada’s leading scholars and artists.

The RSC’s understanding of its strategic context and the three principal challenges to its mandate guided the development of this Strategic Plan.

**Task Force Mandates**

**Task Force on Diversity in the Fellowship:** The Task Force is charged with finding strategies to increase diversity, in the widest sense of that term, throughout the RSC’s operations. Election to the Fellowship, the award of medals and prizes, the choice of featured lecturers, the composition of key committees of the RSC, and the nomination of those holding leadership positions are all areas where the Task Force has examined how to further this orientation.

**Task Force on an Academy of New Scholars in the Arts and Sciences:** The Task Force is inquiring into the RSC’s mechanisms for reaching out to recognize intellectual and artistic excellence within the emerging generation of scholars. Traditional notions of the role and composition of National Academies are being revisited throughout the world in recognition of the ways in which emerging scholars interact dynamically with existing bodies of knowledge. The Global Young Academy (GYA) is one such development that has gained remarkable traction in its relatively brief history. The Task Force has been analyzing the RSC’s Strategic Plan in the light of this international trend towards recognizing excellence among emerging scholars. Among its objectives is to determine whether the RSC should sponsor the development of a Canadian arm of the GYA.

**Task Force on Institutional Members:** Established in 2004, the Institutional Member Program of the RSC began with 12 members. In 2012 there are 45 members. Accompanying the steady growth of the Institutional Membership Program has been a diversification of interests within the community of members. The genesis of this Task Force was the desire of Council that the
The Royal Society of Canada

RSC reflect on the implications of the remarkable growth of the Institutional Member Program, with the criteria for membership, fee structure, and representation as matters of priority.

**Task Force on Awards and Recognition:** The Task Force is seeking to: (i) rationalize the 22 medals and awards currently offered by the RSC; (ii) develop mechanisms to increase nominations for these awards; (iii) understand whether the present configuration of prizes and medals reaches all the disciplines and fields comprising the fellowship; (iv) plan and design new scholarship and outreach programs to recognize excellence in the next generation of scholars and researchers; and (v) better signal to Canadians the accomplishments that are reflected in the award of the RSC’s prizes and medals.

**Task Force on the Place of Canada’s Official Languages within the RSC:** The Task Force is mandated to review the RSC’s structure and activities to ensure that its celebrations of scholarly, scientific and artistic excellence are conducted and publicized effectively in both official languages of Canada, and to develop protocols and procedures to promote a truly bilingual face for the RSC. In particular, the Task Force will be examining the opportunity to establish certain activities and programs where the working language will be French rather than English.

**Task Force on Intervention in Matters of Public Importance:** The Task Force is developing recommendations related to whether or not the RSC should intervene on matters of public debate, and if so, how. It is the mandate of this Task Force to recommend policies and protocols about when and how the RSC should intervene in matters of public debate.

The initiatives and activities associated with the implementation of this Strategic Plan will incorporate the recommendations of the six task forces that are adopted by the Council or the Annual General Meeting, as the case may be.
Meeting the Challenge of the Competition of Ideas: Strengthening the RSC’s Role as a Steward of the Council of Canadian Academies

The RSC is committed to bringing multi-disciplinary perspectives and solutions to the challenges facing Canada and the world. That is why the RSC, along with the Canadian Academy of Engineering, and the Canadian Academy of Health Sciences, partnered with the Government of Canada to create the Council of Canadian Academies (CCA). Since its creation in 2005, the CCA has made strong contributions to the promotion and dissemination of scientific knowledge in Canada. The RSC believes it will be necessary to strengthen its support and role in the CCA to assist in understanding the key economic, social and environmental challenges of the 21st century. To this end, the RSC is engaged in a process to develop a Statement of Common Understanding with the CCA to guide future collaboration.

RSC FELLOWS, INSTITUTIONAL MEMBERS, FRIENDS, SUPPORTERS AND PARTNERS, AND HOW THE RSC MAKES A DIFFERENCE TO THEM

In developing this Strategic Plan, considerable time was spent discussing and contemplating the RSC’s network of Fellows, Institutional Members and partners, and how the RSC provides value to them through membership and affiliations. For ease of presentation in the following diagram the RSC’s network of fellows, institutional members, and partners are collectively characterized as a “relationship network”. This relationship network can be divided into three categories: (i) Primary relationships; (ii) Secondary relationships; and (iii) Tertiary relationships. The three categories do not differentiate relationships on the basis of their importance or on the basis of the extent to which they share the same objectives as the RSC. The distinction highlights the involvement of these organizations in the RSC and the impact of the RSC on their activities. Primary relationships are with parties with a vested interest in the success of the RSC. Secondary relationships are with parties that receive a direct benefit from the activities of the RSC. Tertiary relationships are with parties that receive an indirect benefit from the activities of the RSC.
Primary Relationships – parties with a vested interest in the RSC

The fellowship, Institutional Members, donors and the RSC National Secretariat are the RSC’s core relationships. Each of these groups have a direct interest, and role, in the RSC’s success in delivering on its mission and mandate and achieving its vision. Because the RSC is one of the three sponsoring Academies of the Council of Canadian Academies, the CCA is placed on the boundary between primary and secondary relationships. The Partnership Group for Science and Engineering (PAGSE) is a similarly-situated group for which the RSC is a co-sponsor with other organizations. Finally the cohort of emerging scholars and artists is another group appropriately placed on the boundary between primary and secondary relationships.
Secondary Relationships – parties receiving a direct benefit from RSC activities
Provincial and federal governments, industry, international academies, other academic institutions, and Canada’s research communities have been identified as the RSC’s secondary relationships. As the illustration above shows, industry can be a secondary or a tertiary relationship depending on the situational context – namely, how the work of the RSC intersects with industry interests and needs.

Tertiary Relationships – parties receiving an indirect benefit from RSC activities
Youth, other domestic academies, many non-governmental organizations (NGOs), the general public and the media are Tertiary relationships for the RSC. These tertiary groups benefit indirectly from the programming offered by the RSC in support of its mandate.

HOW THE RSC MAKES A DIFFERENCE TO FELLOWS, INSTITUTIONAL MEMBERS, AND PARTNERS

The careful consideration and reflection of the RSC’s network of Fellows, Institutional Members, friends, supporters and partners was an important input into this Strategic Plan because it is important for the RSC to be cognizant of and to understand the value it provides to these parties. Upon this basis the RSC can then craft the strategic directions, goals and actions that advance its mandate in a manner that strengthens the value of the RSC to each member of its relationship network. How the RSC can make a difference to each relationship category is presented in the figure below.
Strengthening relationships by being fully committed to actions and activities that enhance the value that the RSC offers to fellows, friends, partners and sponsors in each relationship category in this network is an important focus for the RSC in this Strategic Plan.
As part of the strategic planning process, the RSC identified five key strategic directions that comprise its Strategic Agenda for the next five years: (i) Knowledge Promotion and Dissemination; (ii) Engagement of Fellows, Institutional Members and Partners; (iii) Diversifying and Enhancing Fellowship; (iv) Strategic Partnerships; and (v) Financial Sustainability.

The RSC’s intent in articulating a succinct set of strategic directions is to prioritize areas of focus for the organization over the next five years and to use the directions to guide operational and financial decision-making of the Council and Executive Committee. The RSC recognizes that these strategic directions are not mutually exclusive, but interdependent and critical to the organization’s future sustainability. A focused, coherent and integrated approach to the implementation of the strategies outlined under each strategic direction will serve to raise the profile of the RSC and the contribution of its fellows to Canadians, and will help to keep the RSC on a sustainable path.

STRATEGIC DIRECTION – KNOWLEDGE PROMOTION AND DISSEMINATION

Knowledge promotion and dissemination is at the heart of the RSC’s purpose as an organization. The RSC is focused on recommitting itself to proven approaches, and to developing new approaches to increase its capacity to promote and disseminate knowledge.

Over the next five years, the RSC will undertake and implement the following strategies supported by clear goals and actions to strengthen the role of the organization in promoting and disseminating knowledge to the benefit of Canadians.
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<tr>
<th>STRATEGY</th>
<th>GOAL</th>
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| 1. Develop and execute a coherent and accessible knowledge promotion and dissemination agenda | To link knowledge promotion and dissemination activities to focused and tangible themes | • Establish a process for identifying themes for RSC knowledge promotion and dissemination activities  
• Use the RSC’s Annual General Meeting, Annual Symposium, regional conferences, and the Governor General Lecture Series to advance identified themes |
| 2. Expand the reach of the RSC’s Annual General Meeting and Annual Symposium | To engage fellows, institutional members and the future members of the scholarly, research and artistic community through the RSC’s well-established annual events | • Involve secondary and select tertiary relationships in the Annual General Meeting, Annual Symposium and regional conferences |
| 3. Produce and disseminate a regular publication and a comprehensive annual report | To profile outstanding scholarly, scientific and artistic achievements of RSC Fellows and RSC sponsored activities | • Develop and sustain quarterly and annual publications that provide the RSC’s relationship network with news and information about the RSC and its fellowship, and feature scholarly works linked to key themes |
| 4. Develop and execute a media and communications strategy for the RSC | To modernize the communications efforts of the RSC | • Charge the Communications Committee with establishing a strategic media and communications sub-committee.  
• The sub-committee on strategic communications will develop a strategic communications and events plan that includes a calendar of annual events, increases the use of social media to promote and disseminate knowledge, and links RSC activities to key themes or issues of interest to its stakeholders and Canadians |
Promoting and Disseminating Knowledge:
The RSC’s Open Academy

An “Open Academy” involves a small gathering of people in a public environment, the goal of which is to increase knowledge through the presentation and discussion of a stimulating topic of current interest arising from the arts, humanities, or sciences. The RSC’s Open Academy is held in community-accessible spaces such as coffee houses, restaurants, recreation centres, provincial archives, museums, art galleries, Graduate Houses, or local libraries. In a sense, the organizers of the Open Academy form a partnership with their prospective venues, each of them benefitting from the opportunity to bring engaged members of the academy and the general public together to debate and discuss topics ranging from spirituality to ecology. See www.rsc-src.ca for information on Open Academy events.

STRATEGIC DIRECTION – ENGAGEMENT OF FELLOWS, INSTITUTIONAL MEMBERS, AND PARTNERS

As a membership driven organization, relationship development and management is the lifeblood of the RSC and a key to the organization’s continued success. Strong and collaborative relationships focused on strengthening the RSC’s value to its fellows, institutional members, and partners will lead to new opportunities for the RSC to deliver on its objectives and to create new revenue generating opportunities.

Over the next five years, the RSC will undertake and implement the following strategies supported by clear goals and actions to strengthen its engagement and collaboration with its relationship network.
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<th>STRATEGY</th>
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| 1. Integrate Fellow, institutional and partner relationships into all activities of the RSC | To make Fellow, Institutional Member and partner interests and relationships a core consideration of all RSC activities | • Charge a Council member with responsibility for engaging Fellows, Institutional Members and partners, and establish a relationship liaison within the Secretariat  
• Develop an annual planning process for Fellow, Institutional Member and partner affairs as part of the RSC’s broader annual strategic and operational planning cycle |
| 2. Renewed focus on the fellowship | To strengthen engagement and participation of the fellowship in RSC affairs and activities | • Continue to implement orientation package for new Fellows  
• Study expanding the use of regional chapters to increase engagement of the fellowship  
• Consider and take action on the well-supported recommendations of the Task Force on Awards and Recognition |
| 3. Enhance the RSC’s relationship and collaboration with Institutional Members | To diversify the community of Institutional Members by strengthening collaboration with the broad diversity of arts and sciences institutions | • Consider and take action on the well-supported recommendations from the Task Force on Institutional Members  
• Develop documentation, including a guide for Institutional Members, and a regular process of consultation with Institutional Members |
| 4. Strengthen the RSC’s relationship with provincial governments and the Government of Canada | Increase collaboration between the RSC and provincial and federal governments | • Establish a committee of the Council responsible for government relations planning and execution, and develop an integrated strategy and mandate for this committee  
• Seek out new funding relationships with the federal and provincial governments that do not place the RSC in a dependent position vis-à-vis the government  
• Consider and take action on the well-supported recommendations of the Task Force on Intervention in Matters of Public Importance |
Strategy for Renewal and Growth

Strengthening Communication with, and among, the Fellowship

In the summer of 2010, the RSC Council authorized two initiatives to enhance the recognition afforded to fellows for their ongoing and career accomplishments. The first initiative was to create a rubric on the RSC website under which fellows could report to the RSC on their recent awards and accomplishments. Beginning in 2012, the web-page will systematically report on fellows who have been named to the Order of Canada, or who have won major awards from the Canada Council for the Arts, the three granting Councils, and other Canadian scholarly academies. The second initiative was to reinstitute the practice of collecting and publishing the biographies of deceased Fellows. Since 2010, more than 250 obituaries of Fellows deceased since the turn of the century have been written and published on the RSC website. This fall, the RSC is also taking steps to enhance the recognition that is given to new Fellows, and annual award winners. The RSC is upgrading its website, and the Globe and Mail is publishing, as a contribution to promoting the RSC’s mission, a full-page advertisement announcing new Fellows and their institutional affiliations.

STRATEGIC DIRECTION – DIVERSIFYING AND ENHANCING THE FELLOWSHIP

The engagement of Fellows is essential for the everyday operation of the RSC, and a key to the organization’s continued success. Active involvement of Fellows will lead to new ideas and projects for the RSC to deliver on its mandate and to create new revenue generating opportunities.

Over the next five years, the RSC will undertake and implement the following strategies supported by clear goals and actions to diversify and enhance the fellowship.
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<th>STRATEGY</th>
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<td>1. Preserve the Integrity</td>
<td>To increase the transparency of the criteria and process for electing new Fellows</td>
<td>• Establish a series of protocols that articulate clear criteria and transparent processes for the nomination of Fellows. Particular attention should be given to diversifying the fellowship to include traditionally under-represented female, ethno-cultural, and Indigenous communities</td>
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| 2. Diversify the fellowship    | To work towards a fellowship that is more reflective of the diversity of the Canadian scholarly, research and artistic communities | • Consider and take action on well-supported recommendations from the Task Force on Diversity in the fellowship, paying particular attention to the issue of gender  
• Consider and take action on the well-supported recommendations from the Task Force on An Academy of New Scholars in the Arts and Sciences |
The Task Force on the Place of Canada’s Official Languages within the RSC

The RSC has struck a Task Force on the Place of Canada's Official Languages within the RSC, aimed at ensuring that the RSC’s celebrations of scholarly, scientific and artistic excellence are conducted and publicized effectively in both official languages of Canada. The mandate of the Task Force will also be to act in close concert with the other RSC Task Forces, with the Committee on Fellowship, with Standing Committees of the RSC, and with Divisional and Academy New Fellow Selection Committees to develop protocols and procedures to promote a truly bilingual face for the RSC. Ensuring that the RSC processes for identifying, assessing and electing new fellows and for conferring medals and awards reflect the “best practices” and traditions of Canadian bilingualism and that all candidacies are treated with care and due consideration is a key aspect of the mandate of this Task Force.

STRATEGIC DIRECTION – STRATEGIC PARTNERSHIPS

The concept of the RSC forming strategic partnerships is intimately related to its success in strengthening its relationship network. The RSC is focused on developing a framework for evaluating partnership opportunities and selecting opportunities that will be of optimal benefit to the organization.

Over the next five years, the RSC will undertake and implement the following strategies supported by clear goals and actions to identify and enter into robust, collaborative and mutually beneficial strategic partnerships with government, non-governmental and industry organizations.
1. Strategic partnership capacity

To institutionalize the concept of strategic partnerships

- Develop a clear and transparent policy framework to guide the RSC in identifying, evaluating and executing strategic partnership arrangements
- Establish a standing committee of the Council focused on strategic partnerships
- Build capacity within the National Secretariat to develop and sustain strategic partnerships

2. Strategic partnerships with governments, and non-governmental organizations

To develop new partnerships with federal government departments and agencies beyond the traditional interlocutor (Industry Canada) and expand partnerships with provincial governments and non-governmental organizations

- To create a committee of Council responsible for government relations planning and execution
- Seek out new funding relationships with the federal and provincial governments over the coming years
- Establish and strengthen partnerships with like-minded non-governmental organizations such as CIFAR, IRPP, CAHS, and CAE

Guiding Principles for the RSC’s Strategic Partnerships

The Council of the RSC will use the following principles to guide it in exploring, evaluating and entering into strategic partnerships with government, non-governmental and industry organizations:

- The RSC will undertake an analysis of what the potential strategic partner brings to the table in terms of human, financial and other resources.
- The RSC and any potential strategic partners should be aligned with respect to their goals and objectives.
- A strategic partnership should support the RSC in realizing its vision, mission and mandate.
- The RSC will realistically assess its capacity to engage in any strategic partnership.
STRATEGIC DIRECTION – FINANCIAL SUSTAINABILITY

The RSC Executive Committee has been working to strengthen the financial sustainability of the organization. The strategic planning process, and the Strategic Plan itself, are intended to help the RSC focus in on what and where it wants to be, and to translate this focus into opportunities to reduce costs and generate new revenue to support its mandate.

Over the next five years, the RSC will undertake and implement the following strategies supported by clear goals and actions to strengthen the financial sustainability of the organization.

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| 1. Financial planning capacity and budgeting  | To develop and implement robust financial planning and budgeting discipline across the organization | • Establish a permanent standing committees of the RSC Council on budget and on audit both to be chaired by the Honorary Treasurer  
• Develop and implement financial planning and budgeting policies that set out budgeting process and timelines, budgeting approvals, and financial administration protocols |
| 2. Exploit available networks to raise funds  | To use the existing fellowship, Institutional Member and private sector network of supporters to raise funds for the RSC | • Charge a member of the RSC Council with responsibility for RSC fundraising  
• Create a dedicated fundraising position within the National Secretariat  
• Develop and execute an annual fundraising plan |
| 3. Maximize revenue sources and reduce costs  | To seek out sustainable non-fundraising revenues and manage the RSC’s cost structure | • Prioritize and execute revenue and cost initiatives proposed by the Honorary Treasurer and approved by the RSC Executive Committee  
• Hold annual increases to the fellowship fees to the rate of inflation |
| 4. Pursue a sustainable funding relationship with the federal government | To achieve a strong and sustainable funding relationship with government similar to other national academies in the United States and the United Kingdom | • Create a committee of Council responsible for government relations planning and execution  
• Seek out a multi-year funding framework and agreement with the federal government that does not place the RSC in a dependent position vis-à-vis the government |
The RSC’s Strong Base of Financial Support

The RSC is the only National Academy in the industrialized world not to receive annual and sustained funding support from a national government. This has meant that the RSC has had to build a diverse revenue program that involves the participation of many members of its relationship network. The RSC’s success in this respect includes, but is not limited to, the following:

- The private corporate sector provides significant financial support. The Extending Excellence campaign resulted in $5,000,000 of support to the RSC from the private sector. The co-chairs of this campaign have been Sandra Irving and Laurent Beaudoin. Other loyal donors include BMO, Bombardier, Deloitte, Irving Oil, Power Corporation and Pratt & Whitney. A fundraising dinner held in October 2011, raised more than $400,000 to support the RSC. This event completed the RSC’s $5 million Extending Excellence campaign.

- The private sector also contributes outstanding in-kind support in the order of $150,000 annually. Deloitte provides – and has, for many years, provided – strategic counsel to the RSC. The Globe and Mail has provided, and continues to provide, full-page advertising space for the RSC to acknowledge and celebrate its partnerships and its award recipients.

- Forty-five Canadian university Institutional Members, as well as the NRC, support the RSC through direct and indirect financial contributions. The RSC’s Institutional Members program is unique in the world, and results in Canadian universities investing more than $400,000 annually in the RSC. These same universities support the RSC with in-kind services, and also host and co-sponsor RSC programs and collaborate in proposing and initiating RSC initiatives and activities.

- The fellowship of the RSC contributes financially $300,000 annually through membership dues. Additionally, 30% of dues-payers have made more than $600,000 in additional donations in 2011 in support of the RSC’s current $2.5 million capital campaign (including the Campaign for Walter House to which Institutional Members have also pledged significant support). The fellowship of the RSC also contributes extensive in-kind support. In 2011, more than 300 Fellows participated in RSC programs and activities to a total value of $300,000. This number has grown steadily for each of the past five years.

In the next five years, the RSC will continue to develop its network of Fellows, Institutional Members, friends, supporters and partners to generate new revenue opportunities and will also pursue governmental funding support to match the financial investments made by Fellows and the private sector.
PUTTING STRATEGY IN ACTION

Since its founding in 1882, the Royal Society of Canada has undertaken a variety of formal and informal strategic planning exercises. Most recently, the reorganization of the RSC in 2005-2006 led to an attempt by the Secretariat to elaborate a Strategic Plan for approval by the RSC Council. While a substantial document was produced, a formal Strategic Plan was never adopted and taken to the fellowship. This current process, then, is the first broadly-consultative strategic planning exercise carried forward by the Society. The RSC is committed to a regular process for strategic planning that includes close collaboration and consultation with the Fellowship and Institutional Members, as well as friends, supporters and partners.

The Council intends to use this Strategic Plan for several purposes. Externally, it will serve to introduce the RSC to the broader public. Internally, it will serve as a management tool to improve the performance of the organization in delivering on its mandate and achieving its vision and mission over the next five years.

Through this strategic planning process, the RSC has put in motion a process that builds commitment from its key members, friends, supporters and partners to a particular direction that will guide the future development of the Society. This Strategic Plan sets out the RSC’s key strategic directions and priorities and it will guide the RSC’s Council, Executive Committee and the National Secretariat in making decisions regarding the allocation and most effective stewardship of the organization’s resources.

In order to execute the path set out this Strategic Plan, the RSC will undertake the following tasks and activities:

• Key activities associated with delivering on the Strategic Plan will be updated as the findings and recommendations of the six task forces are reviewed and approved by the RSC’s Council and Executive Committee, with revisions presented to the fellows at the appropriate Annual General Meeting of the Society.

• Commencing in 2012, the RSC Council, Executive Committee and National Secretariat will undertake a process to create a rolling three year operational plan that sets out the tactics, activities and accountabilities necessary for executing the Strategic Plan.

• The RSC’s Council and Executive Committee will consider strategic planning as core to its mandate, and will institute, as part of the mid-year meeting of the Council, an annual strategic planning review to evaluate performance as against identified indicators and benchmarks.

In addition to the above noted tasks and activities, after the approval of the Strategic Plan, the RSC Executive Committee will undertake a process to align its governance and management structures with the Plan. The RSC Executive Committee has devoted significant attention to the organizational capacity of the RSC and over the past year two developments have been undertaken with this consideration in mind.
First, the Secretariat has been reorganized to align with the existing revenue sources of the RSC, and the Executive Director has been asked to produce a staffing plan under different budgetary hypotheses. The Executive Director has also produced an Operations Manual for the RSC and the Executive Committee has approved a Manual of Policies and Procedures to govern the daily operations of the RSC.

Second, the Secretariat had outgrown its current rented premises. The RSC was able to acquire a larger permanent home in downtown Ottawa that will be sufficient to accommodate any staffing increase that might result from future growth of the RSC’s annual operating budget. These premises are also suitable for revenue-generating activities, such as the hosting of “safe-house” events for various organizations that do not have a permanent location in Ottawa.

The RSC’s Council and Executive Committee are committed to undertaking and implementing prudent strategies to ensure that the activities in this Strategic Plan are not undertaken unless the RSC has the organizational capacity to ensure that they can be carried out to the highest standards.

The RSC is an invaluable Canadian institution. The successful implementation of this Strategic Plan will strengthen the RSC as a national body that exists to promote Canadian research and scholarly accomplishment in both of Canada’s official languages, to recognize academic and artistic excellence, and to advise governments, non-governmental organizations, and Canadians generally on matters of public interest. In so doing the RSC will be pursuing a vision, mission and mandate that is worthy of the Fellowship, faithful to the legacy of the Royal Society of Canada, and that will, ultimately, benefit all Canadians.
The Royal Society of Canada wishes to thank the following fellows, supporters and staff for their insight and wise counsel in the development of this Strategic Plan.

### COUNCIL MEMBERS AND INVITEES TO THE STRATEGIC PLANNING SESSION

<table>
<thead>
<tr>
<th>COUNCIL MEMBERS</th>
<th>Robert Major Honorary Secretary</th>
<th>Danial D. Wayner Honorary Treasurer</th>
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<tr>
<td>Roderick Macdonald President</td>
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<td>Yolande Grisé President-Elect</td>
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<td>Patrick Imbert President Academy of Arts and Humanities</td>
<td>Jeremy McNeil Foreign Secretary</td>
<td>Xiaoyi Bao Secretary Academy of Science</td>
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<td>Susan McDaniel Secretary Academy of Social Sciences</td>
<td>Douglas Owram Secretary Academy of Arts and Humanities</td>
<td>Sean Riley Institutional Member Representative</td>
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<tr>
<td>Roseann Runte Chair Awards Committee</td>
<td>Sandra Irving Chair President’s Advisory Council</td>
<td>Constance Backhouse Chair Committee for the Advancement of Women in Scholarship</td>
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<td>Geoffrey Flynn Expert Panel Secretary</td>
<td>Ronald Rompkey Honorary Editor</td>
<td>Dan Smith (Member at Large, Academy of Science)</td>
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<td>Marie D’Iorio (President-Elect, Academy of Science)</td>
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<td>Neena Chappell (President-Elect, Academy of Social Sciences)</td>
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<td>Irving Abella (Chair, Task Force on Intervention in Matters of Public Importance)</td>
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<th>SUPPORTERS AND STAFF</th>
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<tr>
<td>Arthur Irving (Irving Oil)</td>
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FELLOWS WHO PROVIDED FEEDBACK ON THE STRATEGIC FRAMEWORK DOCUMENT

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<thead>
<tr>
<th>Caroline Andrew</th>
<th>David Atherton</th>
<th>Chris Barnes</th>
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<td>Paul Beamish</td>
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<td>Michael Dence</td>
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<td>James Gray</td>
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<td>Bill Leiss</td>
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<td>Louis Maheu</td>
<td>Susan Mann</td>
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<td>William Michelson</td>
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<td>Tofy Mussivand</td>
<td>John Reid</td>
<td>Archie Robertson</td>
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<td>Candace Savage</td>
<td>Pekka Sinervo</td>
<td>Andre-Marie Tremblay</td>
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<td>Henry van Driel</td>
<td>James Whitfield</td>
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FELLOWS PARTICIPATING IN SESSIONS AT THE FOLLOWING INSTITUTIONAL MEMBERS

- University of Alberta
- The University of British Columbia
- University of Calgary
- Dalhousie University
- Université Laval
- McGill University
- Université de Moncton
- Université de Montréal
- Mount Allison University
- University of Prince Edward Island
- Université du Québec à Montréal
- Université de Sherbrooke
- Simon Fraser University
- University of Toronto
- York University
- University of Victoria
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