

**A CANADIAN FOREIGN SERVICE ACADEMY - THE WHAT!**

1. An organisation/institution capable of fulfilling these roles will likely have an **LONG LIFE**.

It is not therefor created or dismantled quickly. As such, it must be envisaged in its plenitude, but initiated modestly and developed deliberately over time with its own capacity to adapt to changing circumstances.

There are over 20 models in other nations from which to draw experience in developing our own **distinctly Canadian model**.

2. As a **SERVICE ORGANISATION** it must be defined from the needs of its clients and beneficiaries.

The primary client is EAITC. Other clients include those organisations which are willing to pay for its services.

The **beneficiary community** is more loosely defined as - all 9000 EAITC staff members, and all others engaged professionally in the conduct of Canada's international relations, another 2000 or so. This includes OGDs, the Provinces, and the Commercial and non-profit private sectors (a detailed list and rough count is shown in Annex A).

3. It is envisaged, not as a "bricks and mortar" place, but rather as an **INSTITUTION OF PROFESSIONAL EXCELLENCE** offering the best practitioners and communicators at the most appropriate locations in Canada or elsewhere in the world.

In addition to the needs of its clients and beneficiaries, it will be guided by an **ADVISORY BOARD** which will include outside stakeholders in the quality of Canada's international relations management. This Board will provide the longer term view of the changing nature of international relations that its students must be prepared for.

**Management** will be provided by an **EXECUTIVE DIRECTOR** - a dynamic forward-looking senior Foreign Service Officer reporting to the Under-secretary. The first Executive Director will have to have an enthusiastic personal commitment to, and vision of the potentialities of the Academy.

The PY establishment will be held to a minimum by utilising **contracted resources to carry out** the majority of design, development and delivery of programs. In addition to the Executive Director, the core staff will include an experienced professional training specialist who will provide the pedagogical leadership, middle level program managers, and training coordinators.