

which decisions are made concerning applications for grants has been totally revised to emphasize the competitive nature of the process, and ensure its fairness and efficiency. The public profile and impact of the Institute is being raised as our parliamentary mandate requires; wider awareness will be an aid to effectiveness, as well as a reflection of the relevance and impact of its work. Steps are being taken to improve the organization's decision-making processes, and to ensure the optimum degree of employee involvement and participation.

In last year's Annual Report, William Barton, the retiring Chairman of the Board, challenged the "new team" to pursue the Institute's mission with the same energy and drive that had been shown in its first five years. He, together with Geoffrey Pearson, the Institute's first Executive Director, had established a firm base for its future, supported by a group of committed directors and able staff. As his successor, I look forward with enthusiasm to my three-year term as board chairman, confident that his challenge is being met by an outstanding team of men and women, and that the Institute is already on the way to setting new and exciting standards in the discharge of its responsibilities.

DAVID BRAIDE

Chairman of the Board of Directors

*"The public's hard
judgment and good advice
both emerge in a
national survey
commissioned by the
Canadian Institute
for International Peace
and Security. The findings
give reliable evidence
that Canadians are ready
to face a new world
with new policies – and
are waiting for their
leaders to follow along."*

JOHN HAY,
Ottawa Citizen
10 December 1989