

# MESSAGE FROM THE CHAIRMAN

**A**S MY TERM AS CHAIRMAN OF THE Board of Directors of the Canadian Institute for International Peace and Security comes to an end in August of this year, this Annual Report is the last in which I will have the opportunity to give my assessment of the progress of the Institute. My departure, and that of Geoffrey Pearson, the first Executive Director, who retired in December 1988, correspond, approximately, with the end of the initial five-year period in the life of the Institute, during which its appropriation has increased annually, in accordance with the terms of the legislation under which it was founded.

In the first review I wrote for the Annual Report I said, on behalf of the Board of Directors, that it was our goal that at the end of the first five years we would establish clearly identified operational programmes designed to fulfill all the purposes set out in the Act. We were determined, moreover, to keep the budget highly programme-oriented, and to establish a reputation, within and outside Canada, as an important source of innovative analysis and public knowledge on Canada's peace and security policies.

Fulfillment of that undertaking has taken time. The members of the Board of Directors had to get to know each other and to reconcile their views on what the Institute should do and how to go about it. Staff had to be recruited and contacts established with the other organizations – governmental and non-governmental, Canadian and foreign – whose cooperation has been, and will continue to be, essential. Programmes in each of the areas of activity of the Institute had to be conceived and implemented.

Now that we have reached the end of that five-year period I think that we can rightfully claim to have made significant progress in meeting our initial objectives. For this, the credit goes to the thirty distinguished Canadians and four non-Canadians who have served, or are serving on the Board of Directors, to the staff of the Institute, and above all to Geoffrey Pearson, who made such an invaluable contribution during his term of office

as Executive Director. It has been a great privilege to work with them, and I shall look back on my time with the Institute as a high point in my life.

Change is essential to maintaining the effectiveness and vigour of any organization, and I think that the succession of a new team to management responsibility, at this time, is particularly appropriate. From now on, as provided in the statute, the continued growth and development of the Institute will be dependent upon the ability of this Board of Directors and staff to convince the Government and people of Canada that the Institute is fulfilling its mandate and merits the allocation of the

necessary resources. I have every confidence that, led by David Braide, my successor as Chairman of the Board, and Bernard Wood, the new Executive Director, the Institute will respond to this challenge in the years ahead, with the same enthusiasm and drive that it has shown during the initial five years of its existence.

**WILLIAM H. BARTON**  
*Chairman of the Board of Directors*



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