

CIFAR Strategic Plan FY2018 - FY2022

Advancing Excellence, Increasing Impact

CIFAR

EXECUTIVE SUMMARY

CIFAR is **Canada's Global Research Institute**. Since its inception in 1982, CIFAR has been committed to research excellence and impact. CIFAR's expertise is in the way it promotes, designs, and supports scientific collaboration – across disciplines; between researchers and knowledge users; and between Canada and the rest of the world. CIFAR takes a long-term view and supports leading edge research with the potential for global impact.

At CIFAR **we bring together outstanding researchers from across disciplines and borders to identify and address important global challenges.**

Why? Because research that focuses on critical issues, and leverages the best scientists and scholars without being constrained by disciplinary boundaries or geographic borders, is the most effective way to create **new knowledge for a better world.**

For 35 years CIFAR has approached its Mission and Vision in a **differentiated** way, **based on a combination of four mutually reinforcing characteristics:**

- Our focus on complex global challenges;
- Our global, interdisciplinary networks;
- Our environment that fosters deep collaboration; and
- Our sustained long-term commitment.

From 2018-2022 CIFAR will continue to ensure we maintain the highest standards of research excellence, and deliver on our **three interconnected Areas of Accountability:**

- Knowledge Creation;
- Development of Future Research Leaders; and
- Knowledge Mobilization.

We will **Advance Excellence and Increase Impact** by directing additional focus and resources towards **Eight Strategic Actions:**

1. Complete two Global Calls and Renew the Portfolio of Research Programs
2. Strengthen and develop new Research Enhancing Initiatives
3. Renew the Global Scholars Program
4. Reinforce CIFAR's Leadership in Artificial Intelligence (AI)
5. Increase Knowledge Mobilization Activities in target sectors, in Canada and globally
6. Build Relationships with Institutions in Key Global Research and Innovation Hubs
7. Undertake an "Advancing Excellence, Increasing Impact" Funding Campaign
8. Strengthen and Align the CIFAR Organization and Community

We will build on CIFAR's unique model. We will strengthen CIFAR's reputation as a convener, bringing together international partners, thought leaders and the world's research community to address fundamental questions of importance to people everywhere. Our impact in Canada and our impact globally will reinforce one another.

What will success look like in 2022?

- There will be evidence of substantial **Knowledge Advances** from within and across CIFAR Programs
- There will be **Innovations in practice, policy, programs and products** stemming from our Knowledge Mobilization Activities
- CIFAR's Global Academy will have contributed to the development of the **Next Generation of Research Leaders**
- CIFAR will have a **Greater Presence and Reputation** in Canada and globally
- **Funding will be aligned** with CIFAR's growth aspirations
- CIFAR will be home to the **people, activities, tools, and practices that effectively support a strategically focused global research organization**

CIFAR's roots are Canadian, our aspirations are global, and our potential for impact knows no bounds.

CONTEXT: THE CHANGING RESEARCH LANDSCAPE

There is a profound revolution under way in all areas of science. This revolution is being driven by an unprecedented convergence of disciplines, enabling powerful new questions and entirely new approaches in all areas of science and scholarship. Facilitating this convergence has been the dramatic increase in computing power, the rise of the web and the power and ease of instant communications. These enabling technologies have made it easier to conduct interdisciplinary research. They have also transformed research from small efforts of a handful of researchers and their trainees to international teams increasingly made up of hundreds and sometimes thousands of members.

Innovations in science, technology and research are emerging from new nodes in global knowledge networks. Global excellence in science has become increasingly disseminated beyond Western Europe and North America as countries around the globe recognize that fundamental research is a key driver of innovation and economic growth. Countries like India and China are investing heavily in fundamental research, making it necessary for nations like Canada to fundamentally re-think their place in the world and adopt a more proactive and targeted approach to partnerships and collaboration.

The Canadian landscape for the funding of research has also been transformed over the past 20 years. In Canada, the research landscape has expanded from three granting councils – responsible for supporting the social sciences and humanities (SSHRC), the physical sciences and engineering (NSERC), and the health sciences (CIHR) – to a complex funding environment that also includes different types of chairs programs (CRCs, CERCs, Canada150, and most recently the Canada CIFAR AI chairs); large grants to single institutions in a focused area of science (CFREFs); organizations for funding genomics and brain science (Genome Canada, Brain Canada); a national networking program (NCEs); infrastructure (CFI); and centres for commercializing research (CCERs).

The cumulative result of these changes is that both the style and tempo of research today bears little resemblance to how research was conducted 35 years ago when CIFAR first began. **This revolution in how and what research gets done is not only advancing our understanding of the world around us. It is also leading to the creation and expansion of entirely new industries, and sectors,** from biotech to fintech to cleantech.

However, even as our understanding of the world expands exponentially, so too does the problems it faces. From climate change and the need for robust forms of clean energy to income inequality and terrorism to the spread of human disease and the health of societies, multiple challenges have emerged or accelerated, defined by their complexity, their prevalence, their impact and their intractability.

CIFAR sits at the nexus of these changes. Our unique approach, and our track record of success in convening, supporting, and promoting collaboration among top researchers and thought leaders from around the world, positions us well to increase scientific impact in this changing global environment.

CIFAR IS CANADA'S GLOBAL RESEARCH INSTITUTE

CIFAR is a non-profit organization based in Canada, and dedicated to research excellence and impact on a global scale.

For 35 years, CIFAR has focused on bringing the best minds together to address complex challenges of importance to the world. CIFAR's core expertise is in the way it promotes, designs, and supports scientific collaboration – across disciplines; between researchers and knowledge users; and between

Canada and the rest of the world. In this way, CIFAR is distinct from most research funding organizations.

Since its inception in 1982, CIFAR has had a significant impact on the way the world understands such critical issues as the Earth's evolution, early child and brain development, artificial intelligence, building stronger societies, and many others. CIFAR takes a long-term view and supports leading edge research with the potential for global impact.

CIFAR is generously supported by the governments of Canada, British Columbia, Alberta, Ontario and Quebec; and by Canadian and international partners, foundations, corporations and individuals.

CIFAR'S MISSION, VISION AND VALUES

Our Mission:

To bring together outstanding researchers from across disciplines and borders to identify and address important global challenges.

Our Vision:

New knowledge for a better world.

Our Core Values:

Excellence:

We strive for the highest quality in everything that we do. We expect the very best of ourselves and others.

Creativity:

We encourage bold new ideas and unique approaches to address important questions.

Collaboration:

We work together in partnership with colleagues, researchers, thought leaders and supporters – sharing ideas and resources to generate better outcomes.

Diversity:

We value diversity and aspire to be inclusive in all aspects of our work.

Risk-Taking:

We are prepared to take risks, accept setbacks, and move forward to reach our ambitious goals.

Respect:

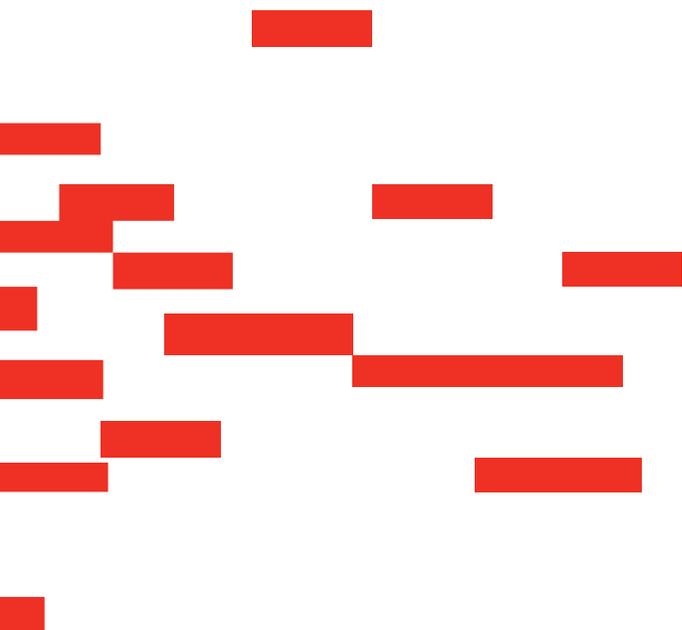
We foster an open and trusting culture, where each person's expertise is respected, and individuals openly share ideas and new approaches.

OUR ENDURING FOCUS: RESEARCH EXCELLENCE AND IMPACT

Since its inception in 1982, CIFAR's Mission and Vision have been focused on delivering research excellence and impact.

At CIFAR, **Research Excellence** means research that meets the highest international standards. The complex problems and exciting scientific questions of today can only be addressed by forging new ways of thinking and opening up entirely new fields of research. Each Program's Fellows and Scholars are recognized to be among the best in their fields globally. Their skills and perspectives both complement and challenge one another. Every group is interdisciplinary and comprised of members who would not normally interact. Their work is supported and enhanced by a broad community of advisors, partners, knowledge users and donors. It is assessed and validated by an extensive peer review process.

At CIFAR, we think broadly about **Impact**. The problems we tackle require long-term, patient investment in research to yield new insights. We define impact to include transformations that occur at all stages of the research process – from the earliest steps of problem identification right through to the application of new knowledge. Evidence of impact might come in the form of a new idea or a change in the direction of investigation. Impact also occurs when CIFAR research informs knowledge users who are then better able to create new social, economic and technological innovations. Ultimately, it can be a change in the way we understand and live in the world.



IMPACT ON A GLOBAL SCALE

CIFAR's roots are Canadian, our aspirations are global, and our potential for impact knows no bounds.

Why is global impact important to CIFAR? Because the questions that CIFAR seeks to address are not defined by geographic borders or by scientific discipline. The challenges require research at the vanguard and are of importance to Canada and to the world. They are too complex to be tackled by any one discipline, and too large to be addressed by the scientific and intellectual resources available in any one country.

CIFAR was founded on the premise that Canada has something to offer the world; and that the involvement of outstanding international researchers and partners will contribute to greater impact for Canada. There is mutual benefit – Canadian and international research is strengthened by interactions among Canadian and global researchers and partners.

s also serve as an important asset on the world's stage. Canada has a stellar international reputation as a fair, open and peace-loving nation that values diversity, transparency, evidence and strengthening of communities. Canada also brings a strong fundamental research community to the international table. CIFAR derives benefit from Canada's place in the world and CIFAR's role contributes to the Canadian 'brand'.

THREE INTERCONNECTED AREAS OF ACCOUNTABILITY

There are three interconnected **Areas of Accountability** where CIFAR can most effectively contribute to research excellence and impact. Success in one amplifies success in the others.

- **Knowledge Creation:** CIFAR's Research Programs, and associated activities, have always been and continue to be the core mechanism for delivering on research excellence. These Programs support world-class researchers to accelerate knowledge creation, and make important contributions to Canada's and the world's understanding of complex issues.
- **Development of Future Research Leaders:** The identification and development of future research leaders is essential to CIFAR's continuing success. We provide opportunities for exceptional early career scholars from Canada and abroad to join our Programs and knowledge mobilization efforts, and to further develop the relationships and skills required to become future research leaders.
- **Knowledge Mobilization:** Research excellence is enhanced and impact accelerated when active communities of innovative thought leaders in the public, NGO and private sectors are engaged with our Research Programs. Through IdeasExchange, CIFAR's portfolio of knowledge mobilization programs, we support the exchange of knowledge to inform research and advance innovation.

By helping researchers push further, inspiring young leaders to join them, and facilitating connections between researchers and knowledge users, CIFAR helps to expand understanding and catalyze action in areas of global importance.

CIFAR'S APPROACH TO RESEARCH EXCELLENCE AND IMPACT

CIFAR is unique – both in Canada, and among global research institutions. For 35 years CIFAR has approached its Mission in a differentiated way, based on a combination of **four mutually reinforcing characteristics**. Separately, these four elements are not unique. In combination, they **bring a powerful and differentiated approach to research** that both distinguishes CIFAR from others and supports the global effort to understand the world around us through science. Over the next five years we will maintain and enhance these important characteristics:

1. Our Focus on Complex Global Challenges

- We start by searching for and selecting complex, important, global challenges that require long-term, leading edge thinking and research at the vanguard.

2. Our Global, Interdisciplinary Networks

- We design, convene, and support collaborative networks of exceptional researchers and scholars from across disciplines and around the world.

3. Our Environment that Fosters Deep Collaboration

- We seek and sponsor innovative thinking. We structure and provide a challenging environment where ideas at the frontiers of knowledge can be shared and debated.

4. Our Sustained Long-Term Commitment

- We understand that complex, important challenges require a sustained effort and support. We fund our Research Programs for the long-term (typically 10+ years).



OUR ACTIVITIES:

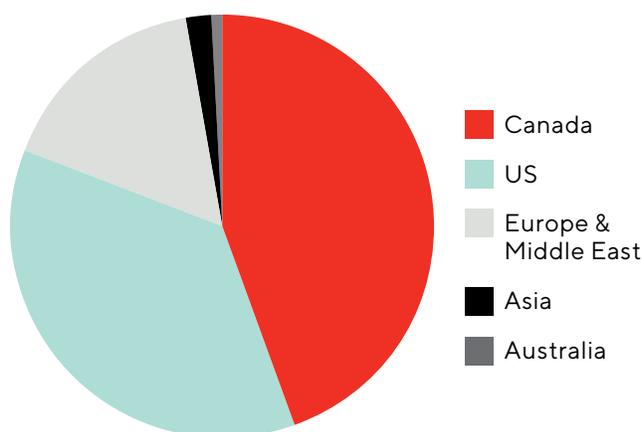
A. Core Research Programs

For more than three decades, **CIFAR’s Research Programs** have been designed around important, global, interdisciplinary challenges. We seek to answer questions at the vanguard of knowledge – where insight and answers can have significant impact on the world. For each Program, CIFAR carefully selects and convenes a collaborative network of outstanding Canadian and international researchers and scholars, from multiple relevant disciplines. CIFAR provides Program members with funds to facilitate their involvement, and arranges and supports highly collaborative meetings – usually two or three per year for each Program.

CIFAR Research Programs as of November 2017	Launched	Next Review
Child & Brain Development (CBD)	2003	2019
Genetic Networks (GN)	2005	2019
Institutions, Organizations & Growth (IOG)	2004	2019
Learning in Machines & Brains (LMB)	2004	2019
Quantum Information Science (QIS)	2002	2019
Quantum Materials (QM)	1987	2019
Bio-inspired Solar Energy (BSE)	2014	2020
Brain, Mind and Consciousness (BMC)	2014	2020
Humans & the Microbiome (HMB)	2014	2020
Molecular Architecture of Life (MAL)	2014	2020
Gravity and the Extreme Universe (GEU) (successor to Cosmology & Gravity, 1986)	2017	2017
Successful Societies (SS)	2002	ends 2019

CIFAR’s **international and interdisciplinary presence** is driven by the challenges we select, and the location of the outstanding people we convene to address them.

Geographic Origin of Fellows, Scholars and Advisors (2017)



Disciplinary Groups Represented in Each Program (2017)

Program	Physical Sciences	Life Sciences	SOC Sciences & Humanities	Engineering
CBD				
GN				
IOG				
LMB				
QIS				
QM				
BSE				
BMC				
HMB				
MAL				
GEU				
SS				

Some new **Research Enhancing Initiatives** have been introduced in recent years. They have already begun to introduce CIFAR to new ideas and new researchers, and to enhance collaboration, but they will be scaled up (Workshops) and extended to all Programs (Catalyst Funds) over the next 5 years:

- **Research Workshops** support short-term interactions, and focus on timely topics. They provide opportunities to identify gaps and set priorities for CIFAR’s research agenda. The main goals are to explore new areas of potential interest to CIFAR; to start new research (whether or not it is supported by CIFAR) to greatly broaden CIFAR’s connections to leading researchers; and to enhance our international reputation. These workshops have the advantage of being able to take advantage of emerging opportunities quickly, thus increasing CIFAR’s nimbleness.
- **Catalyst Funds** support high-risk/high-payoff projects between Fellows (e.g., themed meetings, shared trainees, extended visits, etc.). They can also be used to explore new research collaborations that could enhance the research of our Programs. These funds are meant to spur new areas of inquiry; support synergies between our Programs; and increase partnership activities for our Programs.

B. Global Call(s) for Ideas

CIFAR’s first **Global Call** was introduced in 2013. A Global Call helps to identify cutting edge challenges to be addressed by new Programs, and engages new researchers to help shape these Programs. CIFAR will have its second Global Call starting in the fall of 2017. This will form the basis for the reshaping of our Programs in 2019, as the 2017 Global Call will coincide with the competitive renewal of six of CIFAR’s existing Programs. Out of our current twelve Programs, only five have funding agreements that extend beyond 2019, so the decisions that will be made on Program renewals and launches will have a transformative effect on CIFAR. We are planning a third global call, to be launched in 2019 or 2020.

The upcoming Global Call will be open, allowing for the most exciting challenges from all fields to be considered for new Programs. The final selection of Programs in 2019 (new and renewed) will be

based primarily on research excellence as judged by expert peer review, with a requirement that the end result is a balanced set of research challenges that engage a broad spectrum of disciplines and have a truly global perspective. Another benefit for CIFAR will be enhanced global visibility, as we anticipate there will be a lot of interest in these calls.

C. Artificial Intelligence (AI) Leadership Activities

In March 2017, CIFAR and the Government of Canada announced a \$125 million five year partnership to cement Canada's position as a world leader in AI by attracting, developing and retaining top research talent and promoting collaboration between Canada's main centres of AI expertise. The **Pan-Canadian AI Program** includes 4 main elements:

1. Fund **AI institutes in Canada's three major centres** – Edmonton, Montreal and Toronto.
2. Fund and manage the **Canada CIFAR Chairs in AI** Program to support the recruitment and training of young researchers, both graduate students and postdoctoral fellows.
3. Implement a rich, global **conversation on AI & Society** to examine the social, economic and regulatory implications of AI, and inform the public and policy-makers.
4. Develop a **program of national, collaborative activities** to build on CIFAR's success, and ensure that Canada is positioned for sustained leadership in AI research and innovation.

In addition to the global nature of the AI & Society component of the Pan-Canadian AI Program, we will add a global dimension to this program through our continued support for fundamental developments in machine learning, and applications of machine learning to globally important challenges. CIFAR will build on our recognized strength in machine learning research to expand our international connections in related fields, especially brain science and applications of machine learning.

D. Global Academy

Support of early career researchers is a component of all CIFAR Programs, whether through summer/winter schools for students, involvement of trainees in meetings, or making sure early career researchers are included in workshops or IdeasExchange activities. In addition, CIFAR also has a Global Academy, whose activities are dedicated to development of future research leaders. The centerpiece of the Global Academy is the CIFAR-Azrieli Global Scholars program, a highly competitive research fellowship and leadership training program for the very best early career researchers from around the world.

- **The CIFAR-Azrieli Global Scholars Program** provides outstanding early career researchers with research funding and support to participate in our Research Programs, build their research network, and refine their leadership skills. Global Scholars are an investment in the future of research.
- **Career Advancement and Growth Opportunities** (e.g., summer/winter schools, trainee attendance at Program meetings, frontiers of science symposium, women in science workshops, etc.) enable early career researchers to build their networks and enhance their research and leadership skills.

E. IdeasExchange

Created in 2014, IdeasExchange is CIFAR's knowledge mobilization platform. Through targeted dialogues and evidence-based resources, CIFAR connects researchers with thought leaders to help cre-

ate new social, economic and technological innovation. To support maximal impact and engagement, CIFAR focuses its knowledge mobilization activities on sectors that are aligned with CIFAR Research Programs.

- **Thought Leader Engagements** are focused in-person opportunities (e.g., workshops, symposia, briefings) for information sharing and dialogue between our researchers and knowledge users – enriching the ongoing research process and, ultimately, its economic societal outcomes.
- **Insightful Publications and Resources** synthesize the evidence emerging from CIFAR’s Research Programs and Knowledge Mobilization engagements in accessible formats to provide relevant, timely and targeted information for knowledge users.

HOW WE SUCCEED: EXCEPTIONAL PEOPLE

Solving the world's most challenging problems requires exceptional people. The Fellows, Scholars and Advisors that lead the research; the innovative knowledge users that help put new ideas into action; and the broad community of individuals and groups that organize, engage in, and support our activities, are our greatest assets.

CIFAR's pursuit of excellence requires celebration of diversity and advancement of the principles of equity. CIFAR will embrace diversity, defined as differences in race, color, place of origin, religion, immigrant status, Aboriginal status, ethnic origin, ability, sex, sexual orientation, gender identity and age. CIFAR will take conscious actions to improve equity by removing the systemic barriers and biases, and by promoting the practice of inclusivity, so that all individuals have equal access to and benefit from the work we do.

CIFAR's ambitions and this strategic plan require the talent and dedication of all members of our community, many of whom belong to more than one of the following stakeholder groups:

Research Fellows and Advisors

- Close to 400 researchers from more than 120 institutions in 18 countries – selected for their research excellence, their openness to disruptive thinking and collaboration across disciplines and national borders, and their commitment to impact.

Early-Career Researchers

- Early career researchers with strong leadership potential who are selected to participate in the Global Scholars program and other Global Academy activities.

Thought Leaders

- Global knowledge users in target sectors who interact with CIFAR Fellows through IdeasExchange programs, bringing diverse perspectives to the conversations. They provide feedback to the research process and have the mandate and ability to help turn research into innovation and impact.

Management and Employees

- Talented and dedicated employees who embrace CIFAR's Mission, Vision and Values. They excel as they help to develop, and execute on, CIFAR's strategy.

Board of Directors

- Board Members who share their expertise, provide guidance and governance to make CIFAR more effective, and serve as ambassadors for the institution.

Partners and Donors

- Governments, institutions, foundations, corporations, and other individuals who support and participate in CIFAR's activities and investments.

FY2018 TO FY2022: ADVANCING EXCELLENCE, INCREASING IMPACT

At its core, CIFAR's unique model is disarmingly simple: progress in research is best made by bringing together some of the world's best thinkers and giving them the time to build a close-knit interdisciplinary and international community to address questions of importance.

At the same time, the changing nature of research, together with the eagerness of researchers to engage in meaningful interactions with society, have created new opportunities and indeed imperatives for CIFAR looking forward. Over the next five years, we are looking to enhance our impact and take advantage of new opportunities in this changing research environment.

We recognize that now is the moment to build on our 35-year history and the growing appreciation of the 'CIFAR model'. At a time of profound and sometimes troubling change in the world, Canada stands out as a beacon of light that values diversity, openness, evidence and a commitment to the common good. These values are intrinsic to science as well; hence, as a Canadian-based organization, CIFAR both benefits from, and adds to, these values and occupies an important position in the global research landscape.

We will take steps to reinforce and build on CIFAR's unique and successful approach. We will focus on **Advancing Excellence and Increasing Impact** in each area of accountability, and on increasing our presence and reputation to position CIFAR for continued success. By 2022:

1. There will be evidence of **Substantial Knowledge Advances** from within and across CIFAR Research Programs. Leading researchers from multiple disciplines will be engaged in renewed Programs at CIFAR. As a result of our Programs and other research activities, new interdisciplinary collaborations will begin, resulting in an expansion of significant, highly cited research publications and significant research impact.
2. There will be **Innovations in practice, policy, programs and products** stemming from our Knowledge Mobilization activities. Over the next five years, dynamic communities of researchers and thought leaders in targeted sectors will come together. Together, they will drive new insights and innovations in society, policy, technology and economy.
3. CIFAR's Global Academy will have contributed to the **Development of Next Generation Research Leaders**. The launch of the CIFAR Azrieli Global Scholars program in 2016 has opened CIFAR up to the energy, intelligence and enthusiasm of an entirely new cadre of researchers from around the world. We will work with these exceptional young investigators to identify entirely new ways to harness and further develop their talents.
4. CIFAR will have a **Greater Presence and Reputation in Canada and globally**. Over the past 5 years, we have taken steps to build our profile amongst organizations with influence in the research and policy worlds. The Global Call for Ideas, (launched 2013), the CIFAR Forum on the Well Being of the World's Children (2016) and the launch of the CIFAR pan Canadian AI program (2017) are examples of activities that have elevated our profile significantly. We will continue to encourage new activity that will increase the impact of the research that we support, and enhance our presence and profile in important global research and innovation hubs.

HOW WILL WE KNOW IF WE HAVE INCREASED IMPACT?

We will measure our success over the next five fiscal years by evaluating our performance against our overall objectives in each impact area.

SUCCESS AND IMPACT

IMPACT AREA	Years 1-2 (FY2018 to FY2019)	Years 3-5 (FY2020 to FY2022)
Knowledge Advances	<ul style="list-style-type: none"> • New communities engaged (e.g., through Global Calls) • Collaborations started or deepened due to program meetings / workshops • Program in AI activities implemented 	<ul style="list-style-type: none"> • Portfolio of Programs is diverse, and addresses complex global challenges • There has been benefit from cross-Program collaboration • The accomplishments of Fellows, Scholars and Advisors have been accelerated by involvement with CIFAR • New insights about implications of AI • Influence on research agendas in key areas (emerging fields, new techniques, questions, highly cited papers)
Innovations in Practice, Policies, Programs and Products	<ul style="list-style-type: none"> • Quality engagements with thought leaders in target sectors • Relevant new knowledge shared between thought leaders and researchers 	<ul style="list-style-type: none"> • Communities are developing with thought leaders and researchers engaging regularly • Thought leaders in target sectors beginning to innovate on ideas (using ideas in decision-making and practice) • New innovations in practice, policies, programs and products
Next Generation Research Leaders	<ul style="list-style-type: none"> • Expand reach and credibility of the global scholars program • Piloted approaches and identifying resources and tools to support the global scholars and their development • Provide opportunities for scholars and trainees to attend and participate in program meetings and summer schools 	<ul style="list-style-type: none"> • Secure long-term (next five years) support for the program • Creating a broader community of global scholars and reaching steady state with ~15 global scholars per year across programs • Accelerate the careers of early researchers by enhancing knowledge, skills training and networks • Trends in growth of young researchers in fields related to CIFAR programs and experiences • Early career researchers from CIFAR Global Academy become changemakers in academia, policy, and/or business
CIFAR Presence and Reputation	<ul style="list-style-type: none"> • Leading scholars (most cited; major awards in Canada and abroad) and top early-career researchers are working with CIFAR • Engagements launched with leading research institutions and other organizations 	<ul style="list-style-type: none"> • Partnerships with leading global organizations have expanded • CIFAR's role and impact are increasingly recognized (media mentions, awards, survey, number of invitations) • CIFAR's role and impact are increasingly recognized in key global centres • CIFAR's funding has grown and diversified, with more resources coming from outside Canada

STRATEGIC ACTIONS TO ADVANCE EXCELLENCE & INCREASE IMPACT

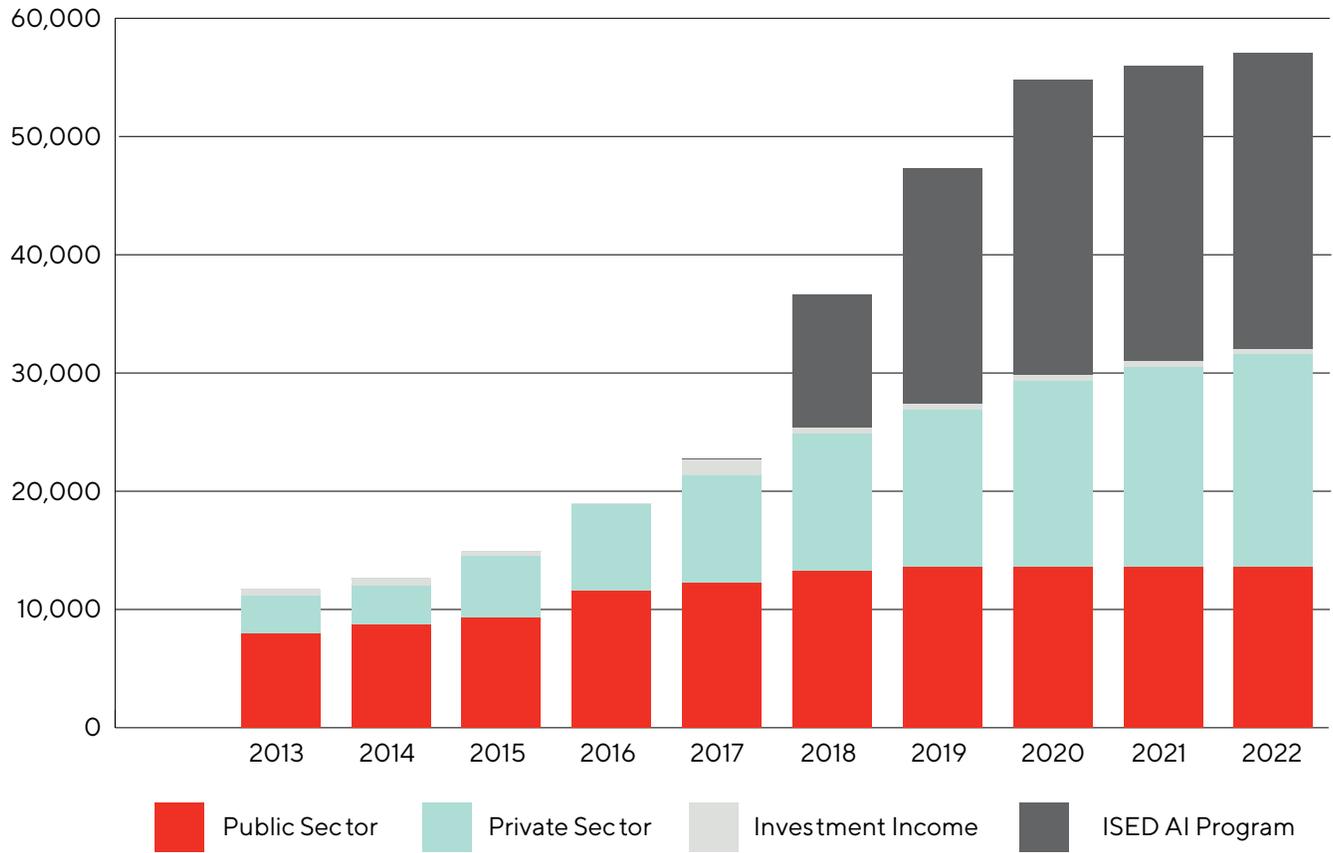
Eight **Strategic Actions** have been identified – each representing an area where attention and resources will be needed over the next five years. **Woven through these actions is a recognition that CIFAR will benefit from enhancing its values in action** – a commitment to excellence, creativity and collaboration; a willingness to take risks; and respect for diverse perspectives.

STRATEGIC ACTIONS AND OBJECTIVES

Strategic Action	Specific Activities / Objectives
<p>1. Complete Two Global Calls and Renew the Portfolio of Research Programs</p>	<ul style="list-style-type: none"> • Establish clear guidelines for Program selection and renewal, seeking to keep CIFAR at the vanguard and “balance” our research agenda in terms of types of challenges; international participation; and disciplines that lead or are involved • Complete two Global Calls, engaging new communities and resulting in a balanced portfolio (based on the criteria above) of 14-15 Programs by 2022 • Increase diversity of perspectives represented in each Program • Accelerate the accomplishments of CIFAR Fellows, Scholars and Advisors
<p>2. Strengthen and Develop New Research Enhancing Initiatives</p>	<ul style="list-style-type: none"> • Assess and prioritize existing activities (e.g., Catalyst Fund activities, Workshops) based on: support for CIFAR’s Mission and Vision; fit with CIFAR’s strengths and differentiation; coordination across areas of accountability; and ability to resource • Identify and facilitate opportunities for collaboration across Research Programs • Create broader, sustained Initiatives around selected areas of research – involving relevant Programs, Knowledge Mobilization, Partnerships and Advancement • Engage expanded communities of researchers, knowledge users and partners in productive joint projects (e.g., Workshops, working groups, new initiatives)
<p>3. Support Long Term Growth of the Global Scholars Program</p>	<ul style="list-style-type: none"> • Recruit and select new cohorts of Global Scholars, maintaining the highest degree of excellence and taking steps to increase the diversity of perspectives represented • Secure long-term funding to sustain and build Global Scholars program • Continue to build the program and provide opportunities to Global Scholars
<p>4. Reinforce CIFAR’s Leadership in Artificial Intelligence</p>	<ul style="list-style-type: none"> • Implement all elements of the Pan-Canadian AI Program • Support the development of interconnected nodes of scientific excellence in Canada’s three major centres for AI • Identify, engage and build an expanded cadre of top AI researchers and skilled graduates in Canada and abroad • Launch activities that create a rich, global conversation about AI & Society • Develop Global thought leadership on the economic, ethical, policy and legal implications of AI advances.

<p>5. Increase Knowledge Mobilization Activities in target sectors, in Canada and globally</p>	<ul style="list-style-type: none"> • Focus Knowledge Mobilization activities on target sectors (e.g., R&D intensive business, health, international development, and government). • Expand the IdeasExchange portfolio in Canada and globally – in coordination with Research, and in partnership with organizations that connect CIFAR to global knowledge users. • Establish a community of innovative knowledge users in target sectors, and create sustained engagements with researchers in a way that supports excellence and impact
<p>6. Build Relationships with Institutions in Key Global Research and Innovation Hubs</p>	<ul style="list-style-type: none"> • Prioritize countries based on criteria including: Presence of leading researchers and institutions; Government investment in, research; Opportunities for knowledge mobilization; and Potential partners / funders • Identify leading institutions that meet our standards of excellence and can help increase representation from, and profile in, prioritized global centres. • Focus on partners with potential to collaborate with us in multiple ways, and provide international sources of support for our activities, both cash and in kind • Build global relationships and partnerships that expand CIFAR’s intellectual and financial resources
<p>7. Undertake an “Accelerating / Increasing Impact” Funding Campaign</p>	<ul style="list-style-type: none"> • Conduct an environmental scan, feasibility study, and develop a case for support for CIFAR’s plan for growth • Begin diversifying funding to align with increased global activity – either through Canadian funding without geographic restriction or through funding from international sources • Secure major supporters for new Programs and Initiatives – e.g., aim for 4–6 partnerships in the range of \$5MM support over 5 years • Grow funding and increase diversification in terms of areas of research and global origins, ensuring an appropriate mix of designated and undesignated funds
<p>8. Strengthen and Align the CIFAR Organization and Community</p>	<ul style="list-style-type: none"> • Align the organizational structure, resources and processes to the strategy – reinforcing our values, seeking diversity in perspectives; acquiring talent, developing and retaining the best people; and clarifying roles and accountabilities • Conduct a quarterly review of all current and potential activities – to ensure alignment with the strategy, and to support resource allocation • Improve IT infrastructure • Enhance global insight and capability • Develop and launch a Stakeholder (including Alumni Fellows and Scholars) engagement plan, with clear roles and benefits for each group • Take steps to ensure that CIFAR’s Board and Advisory groups bring the diversity of perspectives required to guide a leading global research organization • Develop and launch a plan to build CIFAR’s profile and reputation

FUNDING TO ADVANCE EXCELLENCE AND INCREASE IMPACT



CONCLUSION

Over the next five years, CIFAR will support some of the world’s best researchers as they advance excellence and increase impact. By focusing our efforts on renewing and balancing our research portfolio; mentoring promising early-career researchers through our Global Academy; and connecting researchers to thought leaders in business, policy and civil society we will move forward on our mission. We are also looking forward to advancing the new Pan-Canadian AI program, building Canadian and global research leadership in AI science and its implications for society.

Our success depends on our visionary community of government funders, research partners, corporations, foundations and individuals. We look forward to working with partners in Canada and abroad in our commitment to create new knowledge for a better world.