



# Institute of Public Administration of Canada

## Strategic Plan

### 2008 – 2013

## Vision

To be Canada's pre-eminent organization dedicated to excellence in public service<sup>1</sup>.

## Mission

"Dedicated to Excellence in Public Service"

- The Institute pursues its mission in Canada and internationally by:
  - Sharing public sector knowledge and experience;
  - Encouraging the highest standards of professional practice and service to the public;
  - Enhancing the understanding of the public sector;
  - Advocating the highest values and ideals of public service;
  - Contributing to the research and study of issues in public administration, management and public policy;
  - Promoting and facilitating the education and professional development of public servants; and
  - Celebrating excellence in public administration and management.

Drawn from the strength of its members – academic, practitioner, new professionals and students – as well as its 17 regional groups, IPAC is a non-partisan, vibrant, responsive, progressive and bilingual organization.

## Planned Outcomes

That IPAC be:

- Recognized in Canada and internationally as the leading Canadian organization dedicated to excellence in public administration and public policy.
- Recognized as a key Canadian organization in the research and study of public administration and management.
- Recognized as the premier organization delivering and/ or facilitating relevant and practical programming to assist public sector employees be the consummate public servant.
- Recognized as a relevant and sustainable organization nationally and regionally.

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<sup>1</sup> By "public service" we mean all the activities that are part of the delivery of value to citizens, this includes public administration, public management and public policy. These activities are linked and intertwined and form part of the whole of public service. As well, the realm of "public service" includes not only the government sector but also the broader public sector.

# Key Strategic Goals and Strategic Indicators

## 1. Thought Leadership: Leading Edge Research and Knowledge Sharing

**Goal:** Recognized as a key Canadian organization in the study and research of public administration and management.

**Strategies:** Develop a multi-year, pro-active *Research Strategy* that is informed by the priorities identified in the biennial DM and Municipal CAO survey, the survey of the IPAC membership, as well as in our international program.

Forge new ties between the academic and practitioner communities, as well as between practitioners in different jurisdictions and governments.

Increase the impact of the *Canadian Public Administration* journal through the promotion of timely and relevant papers to a wider global audience.

Develop regional, national and international learning events, in partnership with Regional Groups, where appropriate.

Update/renew IPAC case study program and develop web-based case study cooperative programs on public sector management with all relevant post secondary institutions.

## 2. Education, Training and Professional Development

**Goals:** Recognized in Canada and internationally as the leading Canadian organization dedicated to excellence in public administration and public policy.

Recognized as the premier organization delivering and/or facilitating relevant and practical programming to assist public sector employees be the consummate public servant.

**Strategies:** Create niche training programs for Canadian public servants using when relevant, successful models developed for international partners.

Develop international program evaluation methodology, including an analysis of benefits of international programming for Canada, Canadian governments and institutions, and their staff.

## 3. Recognition of Innovation and Excellence

**Goal:** Recognized in Canada and internationally as the leading Canadian organization dedicated to excellence in public administration and public policy.

**Strategies:** Continue to support current recognition programs and investigate ways to increase their public visibility.

Develop recognition programs in the other areas after researching applicability.

## 4. Build IPAC's Pan-Canadian Capacity

**Goal:** Recognized as a relevant and sustainable organization nationally and regionally

**Strategies:** Develop medium/long-term agreements with federal and provincial/territorial governments where possible.

Develop a multi-year *Membership Strategy* in conjunction with Regional Groups that includes *New Professional/New Academic Strategy* and

Promoting Friends of IPAC.

Actively pursue opportunities that will diversify IPAC revenue sources including partnerships with the private sector and developing new public sector projects.

Develop a *Business Development Strategy* including both domestic and international components.