For the year August 1, 2008 to July 31, 2009

Founded in 2002, The Centre for International Governance Innovation (CIGI) is an independent, non-partisan think tank that addresses international governance challenges. Led by a group of experienced practitioners and distinguished academics, CIGI aims to anticipate emerging trends in international governance and to strengthen multilateral responses to the world’s most pressing problems.

CIGI advances policy ideas and debate by conducting studies, forming networks and convening scholars, practitioners and policy-makers. By operating an active program of publications, events, conferences and workshops, CIGI builds capacity to effect change in international public policy. CIGI is governed by an Operating Board of Directors and advised by an International Advisory Board of Governors.

The organization is housed in the historic Seagram Museum, located on the Balsillie Campus in Waterloo, Ontario, Canada. It was founded by Research In Motion (RIM) co-CEO and philanthropist Jim Balsillie, who also serves as CIGI’s chair. CIGI is funded by private donations and public sources. It gratefully acknowledges the support of the Government of Canada and the Government of Ontario.

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OVERVIEW

In 2008-09, The Centre for International Governance Innovation continued to generate new ideas, partnerships, and research outputs.

Over the year, CIGI expanded its operations and influence by publishing more research and better engaging policy-making communities across the globe. It issued a total of 57 publications, from technical and working papers to books; and it held 101 events, including conferences, workshops and public lectures.

CIGI responded to emerging global events such as the establishment of the G20 as the premier forum for international economic cooperation and the global financial crisis.

This edition of the annual report provides a snapshot of CIGI’s activities and achievements over the year, and looks forward to the continuing work on a range of international governance issues.

The G20 AND THE GLOBAL FINANCIAL CRISIS

Since its inception in 2002, CIGI has researched and advocated the idea of an expanded summit forum to address the most important international governance challenges. The concept of a leaders’ group of 20 nations to address major global challenges first emerged from discussions held at CIGI and with several of its partners. CIGI was one of the first think tanks to recognize that the G8 needed comprehensive reform and that the world needs a more inclusive, representative summit-level leaders’ forum.

In 2008-09, CIGI engaged in a number of activities related to the G8 and G20 summits in Muskoka and Toronto, and produced research on issues already on the agenda of the G20 or expected to migrate from the traditional G8 to the new group. CIGI Associate Director and Senior Fellow Andrew F. Cooper and Senior Fellow Gregory T. Chin attended the G20 Summit in London before travelling to L’Aquila, Italy, for the G8 Summit. During both events, CIGI experts reported their conclusions to the press and produced multimedia blogs in partnership with Chatham House.

The global financial crisis in 2008 drew the attention of CIGI experts and researchers, who immediately began to assess the significance of the downturn and offer insight and recommendations for policy makers. In a series of policy briefs, CIGI Chair in Economic Governance Eric Helleiner, Research Assistant Stefano Pugliari, Senior Fellows Pierre Siklos and Beccma Mountani and Distinguished Fellow John Whalley discussed international approaches to financial regulation, the responses of emerging economies to the crisis, green protectionism and the IMF’s institutional challenges.

Between April 21 and May 2, 2009, eleven CIGI experts published op-eds in “The Great Recession” series for the Waterloo Region Record. The contributors explored the local and global implications of the crisis and discussed the region’s unemployment statistics, food security, deflation, international financial institutions, the future of trade, protectionism and China’s emerging status as an economic superpower. Executive Director John English and Deputy Executive Director of Programs Daniel Schwanen discussed the consequences of the recession for Waterloo Region and offered an historical perspective on the local crisis, while Senior Fellow Mannmohan Agarwal and CIGI Chair in Global Environmental Governance Jennifer Clapp expanded on their work on international economic governance and the shifting global order. The authors effectively showcased CIGI’s expertise in international economic governance and spread awareness of CIGI in the local community.

CIGI’s publications were complemented by a series of events designed to better inform the public and key policy makers about the financial crisis. On October 14, 2008, for example, the CD Howe Institute’s president and CEO, Bill Robson, participated in a panel discussion on Canada’s economic health and prospects for development after the crisis. Just weeks later, CIGI Associate Director and Senior Fellow Andrew F. Cooper and Senior Fellow Gregory Chin traveled to Chatham House, where they introduced their new book — Emerging Powers in Global Governance: Lessons from the Heiligendamm Process — and explored the regulatory failures that facilitated the crisis. CIGI’s discussions about regulatory reform continued when Dr. Charles Goodhart, the Norman Sosnow professor of banking and finance at the London School of Economics, gave a seminar on regulatory reform at CIGI headquarters.

CIGI programs consistently attracted leading experts throughout the crisis, including Hans Werner-Sinn, one of Germany’s top economists.
CIGI RESEARCH PROGRAMS

AFRICAN INITIATIVE

CIGI’s African Initiative focused on the impact of climate change on Africa’s socioeconomic status and security development in five areas: health, migration, energy, food security, and conflict resolution and mediation. The research for the initiative was published as a special report: “Climate Change in Africa: Adaptation, Mitigation and Governance Challenges,” and CIGI later in 2009 hosted the African Initiative Congress on Climate Change, initiating a first-of-its-kind national dialogue among stakeholders in Uganda on the management of future adaptation and mitigation.

CIGI WORKING GROUPS

CIGI’s research activities were divided among working groups focused on six themes of inquiry. Each working group had a mandate to drive international policy by promoting debates, contributing new knowledge and ideas, and disseminating CIGI’s work to a global audience.

Environment and Resources working group focused on governance issues related to climate change, resource scarcity, energy security, and agriculture and food security. Moving beyond isolated issues of environmental concern, the group’s research focused on sites of system interaction that highlighted opportunities to respond to critical issues.

Health and Social Governance working group developed innovative policy options that addressed global health and social issues, including those which transcended borders and disciplines. Areas of study included how governments and institutions can collaborate to find substantive and lasting responses to complex challenges such as climate-induced pandemics, the brain drain of health practitioners from developing regions and the role of the private sector in post-conflict reconstruction.

International Economic Governance working group examined a broad array of factors that affect the global economy, the international financial architecture, and the multilateral trading system. Experts first analyzed how governments and international institutions respond to financial dilemmas, then proposed policy solutions. Special attention was given to regional trade and investment arrangements and multilateral institutions.

International Law, Institutions and Diplomacy working group sought to understand the changing nature of international cooperation through research on the roles and effectiveness of international actors, institutions, and legal frameworks within the current and evolving global architecture. The research agenda of this group focused on international governance beyond traditional state-based diplomacy, with special emphasis on new and emerging forms of cooperation.

Global and Human Security working group focused on a range of issues, including fragile and failing states; civil conflict and asymmetric warfare; peace-building; and post-conflict reconstruction, and security sector reform. One of the overarching dilemmas researchers confronted was the evolving and constantly shifting definition of security. Researchers analyzed and assessed its core themes through both a human and traditional security lens.

Shifting Global Order working group studied the sources and implications of global power shifts in international governance. One stream of scholarly activity for this group was devoted to relationships among economic strength, innovation and political influence in the evolving global order. Another core group of researchers studied the economic development of the emerging economies and the impact of global financial and economic events on the growth of these nations.

CIGI ‘08: CHINA IN THE SHIFTING WORLD ORDER

On October 25-27, CIGI held its annual conference, on the theme of China in the Shifting World Order. While China has been an economic force since the 1970s, its recent, unprecedented growth and political power has caused the rest of the world to take notice. CIGI ‘08 explored China’s impact as an emerging power on the world stage. It examined how international governance structures and different regions are adjusting to this new force. The conference addressed the global ramifications of China’s dramatic growth both economically and politically, and facilitated better understanding of China’s position in the world.

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EMERGENT POWERS
(Shifting Global Order)

CIGI research has explored in depth the nature and role of small states in the evolving global architecture. As countries from the Global South, such as the BRICsSAM countries – Brazil, Russia, India, China, South Africa, the Association of Southeast Asian Nations (ASEAN) and Mexico — emerge as economic powers, they are increasingly important participants in global policy making. In Emerging Powers in Global Governance, edited by Andrew Cooper and Agata Antkiewicz, leading international relations experts examined the positions and roles of key emerging countries in the potential transformation of the G8. Andrew Cooper and Senior Fellow Tim Shaw studied the role of small states in the global arena in a policy brief, “The Summity of Small States: Towards the Caribbean Summit,” in preparation for the Fifth Summit of the Americas in Trinidad and Tobago. In The Diplomacy of Small States: Between Vulnerability and Resilience, a series which brought together experts in the field of small state international political economy, contributors discussed the many options for small states in the twenty-first century, suggesting they can be resilient in the face of their vulnerabilities.

CIGI fellows and researchers organized and participated in several events throughout the year to discuss the roles of emerging powers in international affairs. In August 2008, the Shifting Global Order working group published its report on the “Bringing Balance to the IMF Debate” conference, where leading scholars and senior policy makers from around the world met to discuss their experiences with the International Monetary Fund (IMF), IMF reforms and regional cooperation.

Building on the successes of our annual conference, CIGI published a series of works on China. In a policy brief, China’s Growing Economic Presence in Africa, Senior Researcher Hany Besada, Distinguished Fellow John Whalley and Ms. Yang Wang assessed increasingly important Chinese-African relations. This brief was published in concordance with two working papers on China’s growing economic presence: “The Implications of China’s Ascendancy for Africa,” by Hany Besada, and “China’s Role as a Bridge for Expanding Regional and World Trade,” by Min Gong and Wenpu Li.

While significant efforts were made to better understand China’s role in the shifting global order, the other emergent powers were not ignored. In a working paper, Professor Gunther Mahajan discussed the Indian parliament’s 2006 decision to reserve an additional 27 percent of seats in all institutions of higher learning funded by the central government socially disadvantaged groups. In “The BRICsSAM Countries and Changing World Economic Power: Scenarios to 2050,” Senior Visiting Fellow Mannishan Agarwal considered the prospects of all the emergent powers for economic growth and analyzed this potential building on development of BRICsSAM economies over the past four decades. CIGI Chair in International Economics Eric Helleiner and Research Assistant Stefano Pagliari co-authored policy briefs before and after the G20 Summit of finance ministers in November 2008, and “The G20 Leaders’ Summit and the Regulation of Global Finance: What was Accomplished?” assessed commitments made at the summit to regulate international finance.

In November 2008, Barry Carrin of the Centre for Global Studies and Distinguished Fellow Ramesh Thakur issued a working paper, “Global Governance for a Global Age: The Role of Leaders in Breaking Global Deadlocks;” it expressed hope that the finance ministers’ meeting would be upgraded to the leaders’ level. Their wish was realized in April 2009, and CIGI continued to track developments in the international governance architecture thereafter. Just before the July 2009 G8 meeting, CIGI and Chatham House co-published “From London to L’Aquila: Building a Bridge between the G20 and the G8,” by Eric Helleiner and Paolo Sahocchi. The birth of the G20 brought into question the legitimacy of the less-representative G8. The authors suggested the G8 can still play a role in international decision-making, specifically in regards to the IMF and other institutions.

ENERGY SCARCITY
(Environment and Resources)

In 2009, experts from two of CIGI’s projects addressed energy scarcity. “The Blueprint for a Sustainable Energy Partnership for the Americas” was the product of a project with the same name, and CIGI’s Nuclear Energy Futures project considered several civil nuclear industries around the globe, and assessed the prospects for a purported “nuclear renaissance.”

Blueprint for a Sustainable Energy Partnership of the Americas

In collaboration with our partner think tanks — The Council on Foreign Relations, the Brazilian Center for International Relations and the Institute of International Relations at the University of the West Indies — CIGI produced a “Blueprint for a Sustainable Energy Partnership for the Americas,” which included recommendations for improving environmental and energy initiatives in the Americas. The blueprint was distributed to 200 national leaders at the Fifth Summit of the Americas. It contains recommendations for three initiatives, based on the strategic needs of the countries involved:

1. An energy and environment hemispheric research initiative;
2. An agenda for a sustainable Amazon; and
3. A new approach to the electricity sector in Central America and the Caribbean.

All three proposals were timely, relevant, politically and economically feasible, and could potentially have a strong impact on the sustainable socio-economic development of the Americas. CIGI’s contribution of experts to the project included Senior Fellows Annette Hester, Tim Shaw and Jennifer Jeffs.

Nuclear Energy Futures: Implications and Options for Global Governance

CIGI’s Nuclear Energy Futures project examined issues concerning the nuclear industry’s ability to shake off public concerns about safety, security, waste management and its consanguinity with nuclear weapons. Much will depend on the attractiveness and price of alternative energy sources and reactions to global warming, but also on the nuclear industry’s ability to assuage critical safety, security and waste management concerns. From October 2007 to November 2008, CIGI published “GNEP Watch,” a monthly report on developments in the Global Nuclear Energy Partnership (GNEP). GNEP was a U.S.-led international initiative aimed at encouraging the expansion of domestic and international nuclear energy production while limiting proliferation and environmental risks. The Obama administration decided to discard GNEP, but Miles Pomper — the author of “GNEP Watch” — nonetheless provided insightful coverage of this initiative while it lasted.

The “Survey of Emerging Nuclear Energy States” was designed to help answer the broad questions asked by the project’s research staff and to supplement the Nuclear Energy Futures Papers. The survey charted the progress of countries toward successfully developing a civilian nuclear-power industry. From an initial declaration of interest to the connection of a reactor to the grid, the survey identifies, characterizes and monitors each country’s progress along the path to nuclear power and sheds light on the policies of new entrants in the purported nuclear revival. An emerging nuclear energy country is defined as one whose government has expressed interest in pursuing a domestic nuclear-energy program, typically with outside assistance from established nuclear suppliers and the International Atomic Energy Agency.

CIGI published six Nuclear Energy Futures Papers in 2008-09, which included analyses of global safety and security regimes and the prospects for various national nuclear industries. CIGI’s work in this area was targeted at a small, but highly specialized, audience of nuclear-industry experts. CIGI took the lead in this field of study, as few other institutions have produced such work. All of the Nuclear Energy Futures Papers are available at www.cigionline.org/publications/paper-series.
The Global and Human Security working group and their counterparts in the Health and Social Governance team have thoroughly studied the challenges faced by the world’s weakest states, most notably Afghanistan and Zimbabwe. In addition to reassessing traditional military and economic policies in such states, CIGI has devoted resources to understanding the social aspects of state vulnerability.

Afghanistan
Regional and international leaders have declared Afghanistan to be key to global security; however, several years after the fall of the Taliban in 2001, the Afghan security environment remains highly fragile. CIGI’s researchers were tasked with proposing policy improvements for the Afghan security sector.

In October 2008, Senior Fellow Mark Sedra and Professor Geoffrey Hayes (eds.) published Afghanistan: Transition Under Threat (CIGI-WLU Press, 2008). The contributors to this volume considered the plethora of challenges the Afghan government faces: from insecurity and corruption to poverty and the poorly implemented international reconstruction process. The book was followed by a national town hall entitled “The Way Forward in Afghanistan,” which was co-hosted by CIGI and the Canadian International Council (CIC). Shortly after the Canadian and US elections, CIGI assembled a distinguished panel of experts before an audience of 250. The Town Hall format facilitated open and active participation from scholars, policy experts, government officials, civil society actors, students and concerned citizens.

Moderated by Mark Sedra, the panel included: Omar Samad, Afghanistan’s ambassador to Canada; Ronald Neumann, former U.S. ambassador to Afghanistan; Kevin McCort, president and CEO, CARE Canada; Derek Stoffel, correspondent, CBC-Radio; and David Mulvany, deputy minister, Afghanistan Task Force, Privy Council Office.

The Town Hall was opened to a national audience through video links to CIC branches in Victoria, Calgary, Toronto, Ottawa, Montreal and Halifax, giving the dialogue coast-to-coast coverage. After the panelists provided short assessments of the current situation in Afghanistan and prospects for the future, each CIGI participant was given the opportunity to engage the panel with questions and comments. The full report is available at www.cigionline.org/publications.

CIGI followed up on its immensely successful national town hall with an innovative e-conference on security sector reform (SSR). SSR is a conceptual framework of principles for rebuilding the security architectures of fragile, collapsed and post-conflict states. The e-conference was moderated by Mark Sedra and brought together policy makers, practitioners, academics and analysts from around the world to participate.

Zimbabwe
In October 2008, CIGI published “Zimbabwe in Crisis: Mugabe’s Policies and Failures” by Senior Researcher Hany Besada. Exemplifying the negative consequences of inappropriate fiscal and social policies, Zimbabwe has failed to realize its potential to become a strong, independent state, and instead fallen into abject poverty. In this working paper, Besada assessed Zimbabwe’s social, political and economic crises and proposed steps forward for national recovery and sustainable development. This work was supplemented by a technical paper, “Picking Up the Pieces: Failures” by Senior Researcher Hany Besada.

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The Security Sector Reform Monitor
In the “Security Sector Reform Monitor,” expert contributors track developments and trends in the ongoing SSR processes of five countries: Afghanistan, Burundi, East Timor, Haiti and South Sudan. Adopting a holistic definition of the security sector, the monitor covers a wide range of actors, topics and themes, from reforms in the rule-of-law institutions and armed forces to demilitarization activities and the role of non-statutory security and justice actors. In addition, Ambassador Neumann wrote the first issue of CIGI’s new Afghanistan papers series. Ambassador Neumann acknowledged the flaws in current strategies for Afghanistan but called for a greater focus on implementation. More attention must be dedicated, for example, to stakeholder coordination and aid delivery structures. Strategic changes alone will be insufficient to subdue the Taliban or jumpstart the flagging state-building process. The first Afghanistan Paper was endorsed by the Department of Foreign Affairs and International Trade Canada, and appeared on the Council on Foreign Relations’ Must Read List.

CIGI’s Environment and Resources working group built on the success of the December 2008 event with a conference report summarizing the participants’ recommendations for reforming global food governance institutions. In April 2009, CIGI Chair in Global Environmental Governance Jennifer Clapp followed up with an op-ed, “Stepping up to the plate,” in The Globe and Mail, in which she noted that the food crisis was on the G8 agenda in July and that the world’s most powerful countries have a key role to play in helping the poorest countries achieve food security.

Dr. Clapp outlined the systemic problems in the current food aid system and the severity of the crisis, which called on the G8 to take aggressive action.

Dr. Clapp also co-edited Corporate Power in Global Agricultural Governance with Professor Doris Fuchs of the University of Münster. It examines how such corporations exercise power over food and agriculture governance and the consequences for the sustainability of the global food system.
COMMUNICATIONS

The launch of its new website in May 2009 enabled CIGI to publish blogs and web commentaries, and to better disseminate the growing number of conference reports, books, special reports and other CIGI publications. Regular publications included the Security Sector Reform Monitor, the Nuclear Energy Futures papers, and the Caribbean Papers, in addition to conference reports, policy briefs and working papers (see page 12). The first CIGI book to be translated into a foreign language — the Chinese version of Emerging Powers in Global Governance: Lessons from the Heiligendamm Process — was published by the Shanghai People’s Publishing Press during 2009.

PARTNERSHIPS

During 2008-09, CIGI participated in a growing network of partnerships linked to its projects. These projects included:

National Perspective on Global Leadership (NPGL): This CIGI-Brookings Institution initiative examines public and media perceptions of national leaders at global summits. Contributors from partner think tanks in twelve G20 countries wrote insightful commentaries about how their national leaders were perceived as performing, and actually performed, at group meetings in London, L’Aquila and Pittsburgh.

Warwick Commission Report: CIGI co-sponsored this study entitled the “Warwick Commission Report on International Financial Reform: In Praise of Unlevel Playing Fields,” making innovative recommendations on reforming the international financial system in the post-global economic crisis era. The report’s call for an “unlevel playing field,” to “offset the tendency towards unstable behaviour in the global financial system,” is a significant departure from the conventional stance that regulation should be equitable across all institutions and nations.

Study Group on Global Economic Governance: CIGI and Chatham House (the Royal Institute of International Affairs) in the U.K. formed this study group in late 2008 to examine the implications of the economic crisis for the international financial institutions, long-term structural and policy implications, and post-crisis governance scenarios. In May 2010, the work of the study group was published as a special issue of the journal International Affairs (Vol. 86, No. 3).

Global Trade Alert: CIGI is partnering with the Centre for Economic Policy Research in the U.K., the International Development Research Centre and the World Bank on this online resource that provides real-time information about protectionist measures taken by governments during the global economic downturn and their likely effects on foreign commerce. Member research institutes identify and assess how these new state measures will affect trading partners.

Iraq’s New Reality: CIGI and the Stimson Center in Washington, D.C., co-hosted a series of workshops in Canada and the United States to explore specific issues affecting Iraq’s future, including reconstruction, security and a political process of national reconciliation involving all Iraqis. Workshops took place in June, August, October and December; a field mission to the region and a final conference were held in March 2010.

THE BALSILLIE CAMPUS

On May 25, 2009, the Governments of Canada and Ontario announced a contribution of $50 million to CIGI in funding towards the construction of the Balsillie Centre of Excellence, now known as the Balsillie Campus. Jim Balsillie, co-CEO of Research In Motion and chair of the board of CIGI, matched the governments’ contributions by giving $50 million. The Balsillie Campus will be the home of several distinct schools and programs, including the already established Balsillie School of International Affairs. Construction of the buildings adjacent to CIGI’s offices in Waterloo began in August 2009.
### Summary Statement of Revenue, Expenses and Changes in Fund Balances

For the year ended July 31, 2009

<table>
<thead>
<tr>
<th>Description</th>
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<tr>
<td>Gain on Sale of Assets</td>
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<tr>
<td>Government Grants</td>
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<td>Donations and Other</td>
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<tr>
<td>Investments</td>
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<td>Realized Investment income (Loss)</td>
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**Expenses**

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**Excess of Revenue over Expenses**

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<tr>
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<tr>
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<td>(53,567)</td>
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<td>(12,485,946)</td>
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**Fund Balances**

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<td>Total Liabilities and Fund Balances</td>
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<tr>
<td>Unrealized Loss on Forward Contracts</td>
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<tr>
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<td>326,723</td>
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<td>Total Liabilities</td>
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<tr>
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<td>Long-Term Liabilities</td>
<td>326,723</td>
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<tr>
<td>Asset Payable</td>
<td>114,131</td>
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<tr>
<td>Total Liabilities</td>
<td>1,166,308</td>
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<tr>
<td>Long-Term Liabilities</td>
<td>1,166,308</td>
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<tr>
<td>Long-Term Assets</td>
<td>440,854</td>
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<tr>
<td>Current Portion of Long Term Liability</td>
<td>13,283</td>
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<tr>
<td>Total Assets</td>
<td>1,256,692</td>
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<tr>
<td>Long-Term Endowment</td>
<td>2,531,372</td>
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<tr>
<td>Total Fund Balances</td>
<td>51,001,729</td>
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<tr>
<td>Total Liabilities and Fund Balances</td>
<td>51,001,729</td>
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<tr>
<td>Unrealized Loss on Forward Contracts</td>
<td>13,283</td>
</tr>
</tbody>
</table>
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CIGI LEADERSHIP 2008-09

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(IN November 2009, Thomas A. Bernes was appointed as CIGI’s vice-president of programs and acting executive director.)