

Cadets and Junior Canadian Rangers

National Defence  
Headquarters  
Ottawa, Ontario  
K1A 0K2



Cadets et Rangers juniors canadiens

Quartier général de  
la Défense nationale  
Ottawa (Ontario)  
K1A 0K2

1085-1

27 November 2020

Mr. Richard Hazenberg  
Professor  
The University of Northampton, Waterside Campus, University Drive  
Northampton, UK NN1 5PH

Dear *Professor Hazenberg,*

As you are aware, the Canadian Armed Forces (CAF) is in the process of finalizing its research project related to the *Status of Former Cadets*. The purpose of this research is to contribute to the validation of the Cadet Program by assessing the status of former cadets, how they feel about the effectiveness of the program, and the impact on their personal growth and skill acquisition that can be attributed to their cadet experience.

Although it was not until the middle of 2019 that we were made aware of your research on the social impact and return on investment (ROI) from the expenditure on the Cadet Forces in the United Kingdom, we quickly realized its immense value to our own endeavour and were encouraged by how some of your findings aligned with ours. We, therefore, immediately began tracking your work and established a collaborative relationship resulting in sharing of our respective research results for the betterment of our collective efforts. This collaboration has allowed us to reference your work and highlight common findings and conclusions in our research products.

As the CAF moves to close out this project, I am keenly interested in how we can best adapt and, when feasible, replicate specific aspects of your research moving forward. This would allow us to continue researching the social impact of our youth programs while specifically focusing on the ROI component from your research. This research on ROI would be instrumental to providing evidence to support our decision-making in what can only be expected to be a challenging resource environment post-pandemic.

In closing, I want to personally convey to you and your team our sincere appreciation for your willingness to collaborate and to generate mutual benefits in our respective research over the past year and a half. I am convinced that our continued collective efforts will strengthen our ability to highlight the social impact and ROI to our respective governments through these amazing Cadet Programs.

Yours truly,

M.T.J. Kurtz  
Commodore  
Commander



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