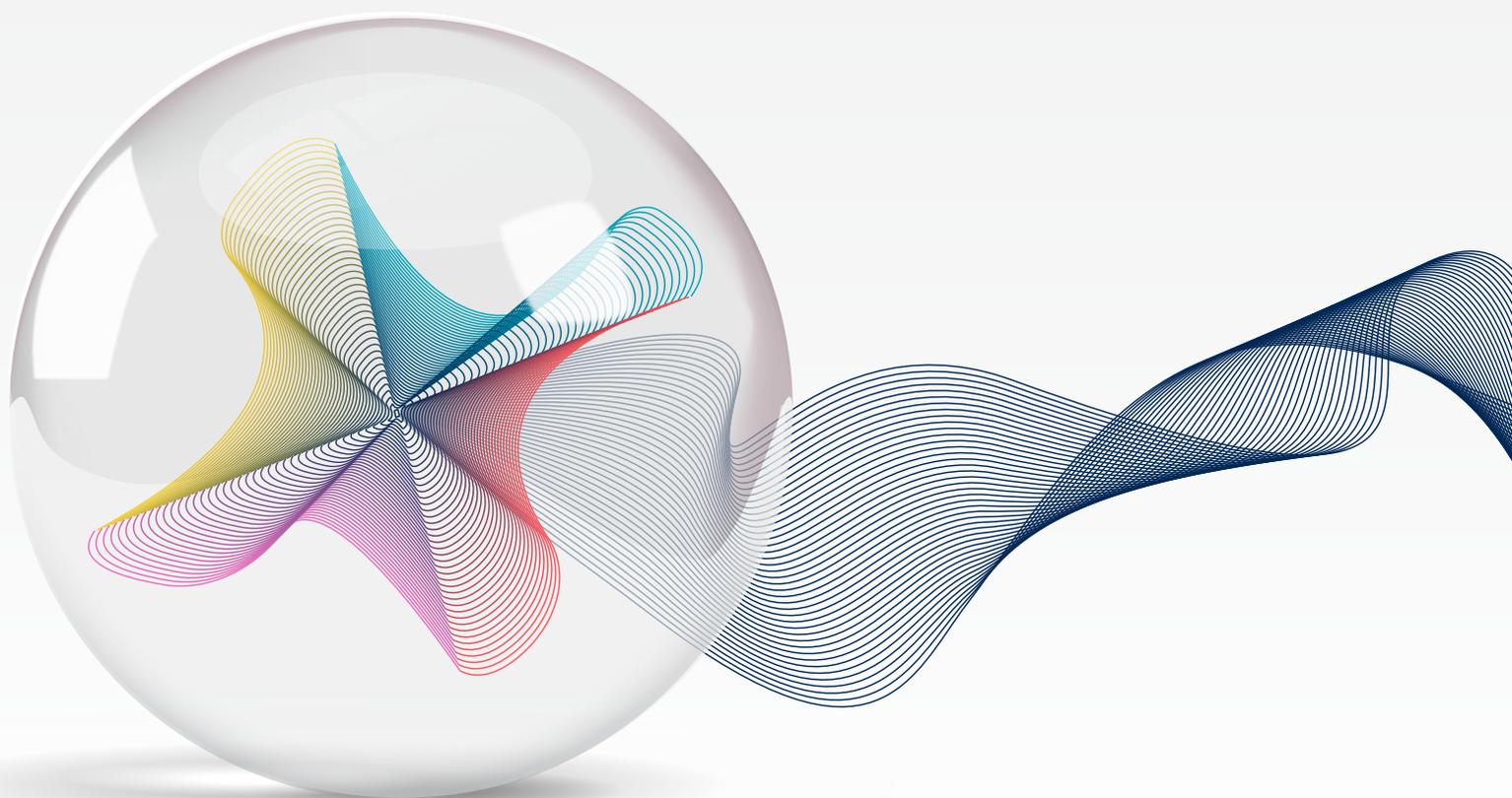


2024-2027

Research and Knowledge Transfer Strategic Plan



Direction
de la recherche
et du transfert
HEC MONTRÉAL

Excellence in Management since 1907

As the first business school established in Canada, HEC Montréal has made the pursuit of excellence a top priority since its founding in 1907. Thanks to this resolve, it became the first institution in North America to be awarded the three most prestigious international accreditations in its field: AACB International, EQUIS, and AMBA.

Striving for excellence and motivated by a profound desire to excel, HEC Montréal relies on high-level researchers recognized both scientifically and professionally.

Research and knowledge transfer are at the heart of HEC Montréal's mission, as demonstrated by its 35 research chairs, 33 professorships and 39 research groups and knowledge transfer hubs¹.



This Strategic Plan for research and knowledge transfer provides a framework with a view to supporting HEC Montréal's researchers and mission.

To achieve its objectives, HEC Montréal plays an active role at the strategic, administrative, and financial levels to support research activities and to maximize the impact of research generated through its dissemination, transfer, and commercialization.

To this end, the Research and Knowledge Transfer Office has several mechanisms in place and takes various actions aimed at helping HEC Montréal researchers develop their full potential for research and the transfer of their findings. These support measures can be summarized under eight main areas:

1. Emerging Faculty Support

Support early career faculty and graduate students. Early career faculty members benefit from special research funds, as well as access to integration workshops and support in preparing their grant applications. PhD students receive tuition waivers, scholarships, and funding to participate in scientific events/activities.

2. Support for Researchers in Funding Applications and Partnerships

Support researchers in the preparation of their funding applications and management of their research grants and contracts.

3. Support for Commercialization and Knowledge Transfer

Support the creation, development, and consolidation of transfer hubs in promising fields and promote research results to encourage their use in various practice settings.

4. Infrastructure Development

Promote the development of research infrastructure through access to Canada Foundation for Innovation (CFI) programs, internal research infrastructure grant competitions, and the creation of professorships, chairs, and other research units.

5. Development of Strategic Partnerships

Encourage collaborative and interdisciplinary research by providing administrative and financial support for the development of strategic partnerships, both locally and internationally.

6. Support for Research Training

Facilitate the creation and funding of research internships in businesses and universities, as well as access to scientific activities and training.

7. Support for Outreach

Promote outreach of research expertise and activities through various media, destined for the general public, professionals, or the scientific community.

8. Recognition

Recognize achievements in research and knowledge transfer through the Policy for the Recognition of Excellence in Research, as well as awards for Best Master's Thesis, Best PhD Thesis, and HEC Montréal award competitions that highlight the accomplishments of faculty members at various stages of their careers.

¹ Figures as of August 2024.

Our Research and Knowledge Transfer Priorities

HEC Montréal supports and encourages research and knowledge transfer in all areas of management. In particular, it prioritizes research activities with the potential to demonstrate leadership and that address issues facing our society.

Agility, Growth, and Sustainability of Organizations

This priority includes various research themes³ related to entrepreneurship and entrepreneurial takeovers, organizational strategy, change management, creativity and innovation, marketing strategies, forms of work organization, personnel management, and occupational health and work commitment.

Various strength:

Entrepreneurship and entrepreneurial acquisition

Upcoming fields:

Employment and labour market transformation

Social Responsibility, Sustainable Development, and Business Ethics

This priority encompasses a variety of research themes including environmental, social, and governance (ESG) issues, climate change, circular economy, energy transition, sustainable finance, the aging population, corporate social impact, and business ethics.

Various strength:

Responsible governance, energy transition

Upcoming fields:

Sustainable finance

Digital Transformation

This priority encompasses a variety of research themes including data mining, business model transformation, learning and management of information technology and social media, user experience, artificial intelligence, smart cities, and cybersecurity.

Various strength:

Artificial intelligence, user experience (UX)

Upcoming fields:

Cybersecurity

Economic Development and Public Policy

This priority includes various research themes such as personal and public finance, demography, supply chain performance, risk management, and international trade.

Various strength:

Economic policies, risk management, procurement, logistics, and transportation

Upcoming fields:

Global supply chains

HEC Montréal also supports and encourages research activities on cross-cutting themes related to, for example, to the development or evaluation of methodological or teaching approaches in management. A categorization of research and knowledge transfer units based on their main priority is available here: <https://www.hec.ca/en/research/units/index.html>

³ These research themes can contribute to addressing different priorities. The examples of themes are assigned to different issues for illustrative purposes.

Increasing the impact of our research on society is a key strategic objective of HEC Montréal that we strive to achieve through six sub-objectives:

Sub-objective 1:
Increase the scientific impact of our research

Promote relevant, rigorous, and innovative research and encourage researchers to disseminate their findings in top-ranked journals and forums in their field.

Sub-objective 2:
Promote the transfer of research results to the student community, the business community, and society at large

Support the development of research partnerships, open access to publications, and the dissemination and application of evidence that benefits the community.

Sub-objective 3:
Enhance faculty outreach

Develop communication strategies and outlets to better showcase the expertise and achievements of our researchers both locally and internationally (e.g., demonstrating the impact of their research for managers, organizations,

Sub-objective 4:
Expand the pool of externally funded faculty

Support researchers in crafting their research funding proposals, and research and knowledge transfer agreements.

Sub-objective 5:
Promote equity, diversity, and inclusion

Foster success for all by creating an equitable research and knowledge transfer environment based on values of openness and respect.

Sub-objective 6:
Ensure effective research training

Support MSc, PhD, and post-doctoral students in developing their research skills and achievement track record (e.g., research internships, publications) and by awarding scholarships.

HEC Montréal believes that diversity is a source of wealth that should not be subject to any compromise. That is why HEC Montréal fully embraces the principles of equity, diversity, and inclusion.

The EDI policies and practices put in place provide as many qualified individuals as possible with access to becoming professors, and eventually holders of an institutional or Canada Research Chair, regardless of their gender, race, ethnic origin, disability status, sexual orientation, gender identity or expression, or social status.

To this end, HEC Montréal has put in place ambitious strategies to provide an inclusive work and study environment and to remedy, where appropriate, the disadvantages experienced by designated groups⁴ within its community. The Institutional Equity, Diversity, and Inclusion (EDI) Action Plan and the EDI Action Plan specific to research are intended to be benchmarks for all HEC Montréal's efforts to honour this commitment and ensure that EDI is integrated into all its practices and within its organizational culture. HEC Montréal adheres to the eight principles of the Dimensions Charter.⁵

HEC Montréal's equity, diversity, and inclusion action plan has 5 major components:

Component 1: Commit

Affirm HEC Montréal's commitment to equity, diversity, and inclusion and create a sense of enthusiasm within the entire community.

Component 2: Know

Gather and analyze data relating to designated groups.

Component 3: Understand

Identify opportunities to improve existing mechanisms to support HEC Montréal's EDI ambitions.

Component 4: Raise awareness

Raise awareness, mobilize, and empower the entire community in terms of equity, diversity, and inclusion.

Component 5: Act

Modify policies, processes, and practices that could present obstacles for the recruitment, selection, welcoming and integration, promotion and retention of staff members⁶, and of students.

⁴ Designated groups, as per the Government of Canada's definition, are racialized individuals, Indigenous Peoples, persons with disabilities, women, and gender equity-seeking groups.

⁵ https://www.nserc-crsng.gc.ca/NSERC-CRSNG/EDI-EDI/Dimensions-Charter_Dimensions-Charte_fra.asp

⁶ For the sake of brevity, the term "staff member" is used to refer to faculty members, teachers, and administrative and support staff.

Canada Research Chair Program

HEC Montréal currently has eight Canada Research Chairs (CRCs): one Tier 1 Chair and seven Tier 2 Chairs.⁷ HEC Montréal has more Canada Research Chairs than any other business school in the country. The School uses its CRCs primarily to encourage outstanding emerging researchers whose peers believe they have the potential to become leaders in their field.

The accolade of “Canada Research Chair” provides a highly valued status for researchers. CRC holders have greater access to other sources of external funding, including the ability to create a supportive research environment and a greater ability to fund graduate students. HEC Montréal’s Chair Management Policy allows CRC holders two teaching leaves per year so they can devote more time for research.

In addition to the creation of CRCs, HEC Montréal relies on the financial support of the Canada Foundation for Innovation (CFI) and the Government of Québec. Their financial support in the form of infrastructure grants has enabled HEC Montréal to acquire state-of-the-art laboratories, computing resources, and unique databases, thus providing a quality research environment that facilitates the recruitment of promising young researchers from internationally recognized institutions. By offering a high-performance and stimulating research environment to faculty members, HEC Montréal maintains its reputation

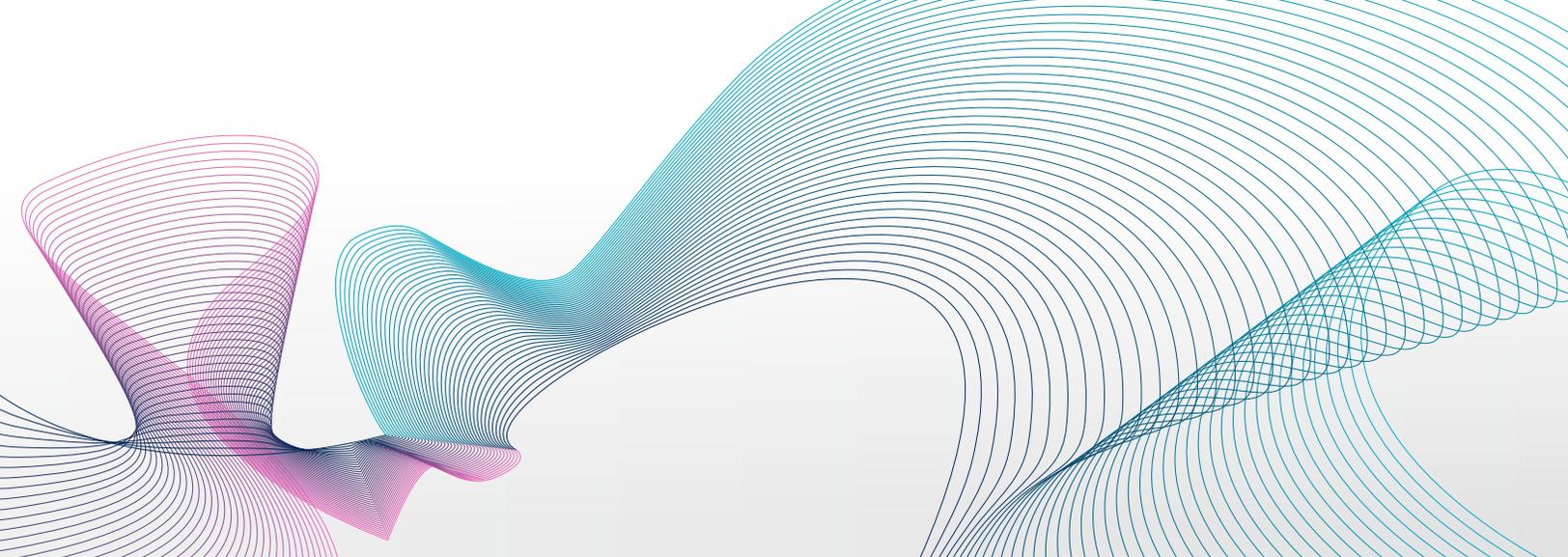
as a leading international business school and remains attractive to the next generation of researchers here and around the world.

The following table presents the characteristics of each of HEC Montréal’s CRCs: the chair’s research area (title), the holder, their level, the granting agency, their year of appointment, and the expected end date of their term.

Equity targets for HEC Montréal

In May 2017, given the underrepresentation of women and other designated groups in Canada Research Chair appointments, the Canada Research Chairs Program (CRPC) made a strong commitment to equity, diversity, and inclusion. The equity targets for HEC Montréal are to allocate research chairs to four women or individuals from gender equity-seeking groups, and two from the designated group of racialized individuals by 2029. The School is confident it will meet the required targets before 2029.

⁷ The margin of flexibility is being used as one Tier 1 Chair has been divided into two Tier 2 Chairs.



Title of the Chair	Chair holder	Tier	Granting agency	Start date	End date
CRC in Risk Management	Georges Dionne	1	SSHRC	2004-01-01	2025-12-31 (3rd term*)
CRC in Decision Making Under Uncertainty	Erick Delage	2	NSERC	2014-06-01	2025-05-31 (2nd term*)
CRC in Economics	Decio Coviello	2	SSHRC	2016-06-01	2027-05-31 (2nd term*)
CRC in Supply Chain Analytics	Yossiri Adulyasak	2	NSERC (special allocation)	2018-04-01	2028-03-31 (2nd term)
CRC in Digital Communication and Multitasking	Ann-Frances Cameron	2	SSHRC (special allocation)	2019-01-01	2025-12-31 (1st term*)
CRC in Humanitarian Supply Chain Analytics	Marie-Ève Rancourt	2	NSERC (special allocation)	2021-07-01	2028-02-29 (1st term*)
CRC in Enterprise Social Media and Digital Collaboration	Wietske Van Osch	2	NSERC (special allocation)	2022-01-01	2028-02-29 (1st term*)
CRC in Consumer Decision-Making	Marcelo Vinhal Nepomuceno	2	SSHRC	2022-02-01	2027-01-31 (1st term)

* Including a one-year extension following COVID-19