

A. PRESENTATION

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 DETERMINATION, IT BECAME THE FIRST INSTITUTION IN NORTH AMERICA TO BE AWARDED THE THREE MOST PRESTIGIOUS INTERNATIONAL ACCREDITATIONS IN ITS FIELD: AACSB INTERNATIONAL, EQUIS AND AMBA.

HEC Montréal's research and knowledge transfer activities are supported by a commitment to rigour and a desire to excel that have spurred unprecedented growth.

In addition to a steady increase in the number of research chairs and units, it has also seen a constant rise in the number of publications in scientific and professional journals.

Today, more than ever, HEC Montréal has consolidated its position among the top universities in the world by attracting international recognition for its expertise.

B. VISION, VALUES AND OBJECTIVES

IN ESTABLISHING THE RESEARCH AND KNOWLEDGE TRANSFER OFFICE, HEC MONTRÉAL'S GOAL WAS TO OFFER BETTER GUIDANCE AND SUPPORT FOR ITS RESEARCH AND KNOWLEDGE TRANSFER ACTIVITIES. THROUGH THIS OFFICE, HEC MONTRÉAL HAS ADOPTED A CLEAR VISION, INSPIRATIONAL VALUES AND SPECIFIC OBJECTIVES.

VISION

HEC Montréal aspires to further expand its international reputation as a world-class institution for research and knowledge transfer in all fields of management.

VALUES

COMMITMENT

- > HEC Montréal encourages its researchers to strive for excellence in their research and knowledge transfer activities while fostering strong ties with the academic, local and business communities in order to allow the greatest number to benefit from its research.

RELEVANCE

- > HEC Montréal prioritizes research—and its transfer—that addresses issues, problems and needs that are relevant to its community as well as to organizations active in Quebec, Canada and abroad.

AUDACITY

- > To maximize the visibility and impact of the work of its researchers, HEC Montréal encourages them to publish their research findings in the top-ranked international journals. It also emphasizes the importance of investing effort in action research, the creation of partnerships and dissemination workshops, as well as the commercialization of research findings.

RIGOUR AND RESPECT

- > HEC Montréal expects its researchers to exercise the highest level of rigour in the conduct of their research activities through the adoption and development of irrefutable methodological approaches and respect for the rules governing research ethics.

OBJECTIVES

OBJECTIVE 1: SCIENTIFIC ACCOMPLISHMENTS

- > Ensure sustained growth in the number of publications in internationally recognized scientific and professional journals that have a major influence in the management fields;
- > Contribute to HEC Montréal's visibility by boosting its presence in prestigious, internationally recognized journals;
- > Strengthen HEC Montréal's presence in journals having an impact on the scientific community;
- > Encourage its researchers to write articles in French in order to promote HEC Montréal's cultural heritage as a French-language university in the heart of North America.

OBJECTIVE 2: KNOWLEDGE TRANSFER

- > Increase the number of research partnerships and applications of research findings in the private and public sectors by strengthening ties with the business community and other communities of practice;

- > Position HEC Montréal as a source of up-to-date and relevant expertise on all the major issues and latest trends in management for corporations as well as for governmental, para-governmental and not-for-profit organizations.

OBJECTIVE 3: INNOVATION

- > Favour innovative projects that have a strong potential for spin-offs;
- > Support scientific entrepreneurship by creating an environment that is conducive to innovative research;
- > Take advantage of emerging opportunities (a new management issue, a new technology or a new problem) to drive innovation.

OBJECTIVE 4: RESEARCH TRAINING

- > Facilitate the rapid integration of graduate students (master's, Ph.D. and post-doctoral students) in HEC Montréal's different research units (centres, chairs, groups, institutes, hubs);
- > Attract more doctoral students by promoting HEC Montréal's Ph.D. program within the international academic community.

C. PRIORITY AREAS FOR RESEARCH AND KNOWLEDGE TRANSFER

IN KEEPING WITH HEC MONTRÉAL'S MISSION, ITS RESEARCH AND KNOWLEDGE TRANSFER ACTIVITIES SPAN ALL FIELDS OF MANAGEMENT. THESE ACTIVITIES ARE FOCUSED IN THREE PRIORITY RESEARCH AREAS BASED ON CURRENT AND FUTURE ISSUES RELEVANT TO THE MANAGEMENT WORLD.

RESEARCH AREA 1: EFFICIENCY, EFFECTIVENESS AND MANAGEMENT IN ORGANIZATIONS

This research area encompasses the operational and tactical aspects of organizations as well as their performance in both human and economic terms.

RESEARCH AREA 2: STRATEGIC DEVELOPMENT OF ORGANIZATIONS

This area of research concerns the evolution of organizations and innovation.

RESEARCH AREA 3: THE SOCIAL, ECONOMIC AND POLITICAL ENVIRONMENT OF ORGANIZATIONS

This research area encompasses interactions between organizations and their environment.

D. EMPLOYMENT EQUITY

HEC Montréal is an equal-opportunity employer and encourages women, Aboriginal peoples, members of visible or ethnic minorities and persons with disabilities to apply for faculty positions. In the fall of 2014, one-third of its faculty was comprised of women. HEC Montréal has several strategies aimed at increasing this representation even further. For example, as part of its plan to recruit two new Tier 2 Canada Research Chairs over the next two years, HEC Montréal intends to consider female candidates in a proportion that reflects the proportion of women

active in the management field.

It is important to keep in mind, however, that, despite its goal of greater gender equity, HEC Montréal has a limited number of Canada Research Chairs, half of which are Tier 1 Chairs held by men. Thus, it will take some time before gender representation among holders of Canada Research Chairs reflects the proportion of women active in the fields of management research.

E. RESEARCH AND TRAINING AT HEC MONTRÉAL

Since 1907, HEC Montréal's 78,000 graduates¹ have benefitted from the leading-edge expertise of professors recognized for the quality of both their research and their teaching. In order to maintain its leadership position, HEC Montréal makes every effort to not only promote research development in all areas of management, but also to encourage the training of researchers. Each year, close to \$11 million is allocated to research. Roughly two-thirds of this funding comes from granting agencies, ministries and provincial or private organizations.

To ensure better support for its researchers, HEC Montréal encourages the creation of chairs and

institutional research groups. To date, HEC Montréal has a total of 29 research chairs (22 institutional chairs, three Tier 1 Canada Research Chairs [one of which combines two Tier 2 Chairs], and three Tier 2 Canada Research Chairs), as well as 21 professorships and 30 research and knowledge transfer units (hubs, centres, institutes, etc.). Seven strategic clusters in Quebec as well as national commissions and governmental steering committees benefit from the expertise and reputation of HEC Montréal's researchers. Their strong participation in these clusters attests to the scope of HEC Montréal's contribution to the most relevant spheres of management research.

F. PROGRESS MADE THANKS TO THE CANADA RESEARCH CHAIRS PROGRAM

With the implementation of its Strategic Research Plan of 2000 and the revised version of 2009, HEC Montréal obtained several Canada Research Chairs that allowed it to recruit and retain top researchers working in a variety of management fields and hailing from some of the world's leading institutions. Since then, its research and knowledge transfer activities have enjoyed unprecedented growth. In 2015, HEC Montréal is counting on its newly revised strategic plan to further distinguish itself on the international stage and to attract even more talented leaders, with a view to preserving its competitive edge.

HEC Montréal currently has seven Canada Research Chairs, including three Tier 1 Chairs (one of which is a combination of two Tier 2 Chairs) and three Tier 2 chairs, making it the business school with the largest number of Canada Research Chairs in the country.

In order to retain outstanding researchers, HEC Montréal combined the funding granted for two Tier 2 Canada Research Chairs to create one Tier 1 Chair that was awarded to one of its illustrious researchers (Georges Dionne). This goal was also behind HEC Montréal's decision, in 2014, to appoint researcher Erick Delage to a Tier 2 research chair of the Natural Sciences and Engineering Research

¹ Data for 2014-2015

Council of Canada (NSERC), a chair initially created with funding from the Social Sciences and Humanities Research Council (SSHRC).

In pursuing its goal of attracting and retaining prominent researchers in all management fields, HEC Montréal relies not only on the creation of Canada Research Chairs and institutional chairs, but also on funding from the Canada Foundation for Innovation (CFI) and the Quebec government. Thanks to the nearly \$10 million in infrastructure

grants it has obtained, HEC Montréal is able to offer a high-quality research environment equipped with the latest in leading-edge technologies. This strategy has produced outstanding results. The professors recruited over the past few years all have an excellent research profile and come from world-class institutions. By offering its professors an optimal and stimulating research context, HEC Montréal is assured of maintaining its reputation as a world-class business school and continuing to attract the best of the next generation of researchers.

RESEARCH CHAIRS AND RESEARCH GROUPS AT HEC MONTRÉAL ²

	Canada Research Chairs (CRC)	Institutional research chairs	Professorships	Knowledge transfer hubs and research groups	Inter-institutional strategic clusters	Total
Area 1	3	6	7	5	2	23
Area 2	2	11	2	10	0	25
Area 3	2 (combined into one Tier 1 Chair)	5	12	15	5	39
Total	7	22	21	30	7	87

CANADA FOUNDATION FOR INNOVATION INFRASTRUCTURE GRANTS (CFI) ²

	CFI – Government of Quebec Individual applications		CFI – Government of Quebec CRC applications		Total
	Nombre	Montant	Nombre	Montant	
Area 1	4	3 394 516 \$	2	610 092 \$	4 004 608 \$
Area 2	2	2 087 536 \$	0	n/a	2 087 536 \$
Area 3	0	n/a	3	3 390 812 \$	3 390 812 \$
Total	6	5 482 052 \$	5	4 000 904 \$	9 482 956 \$

G. EVALUATION PROCEDURES AND STRUCTURES FOR RESEARCH CHAIRS AND GROUPS

In keeping with its vision and its values, HEC Montréal conducts a detailed analysis of all new chairs and applications for renewal of Canada Research Chairs in order to attract and retain the top research experts in all fields of management. Accordingly, each of its choices is guided by a concern for excellence and a desire to gain further recognition on the international stage.

For example, a Canada Research Chair was awarded in 2014-2015 to a deserving professor from within the institution. This strategy is in line with HEC Montréal's objective of retaining talented researchers by supporting the most promising research and offering the best chances for development to its most successful researchers. A Tier 2 Canada Research Chair will expire in 2015, at which point HEC Montréal plans to appoint a candidate from

² Area 1: Efficiency, effectiveness and management in organizations; Area 2: Strategic development of organizations; Area 3: The social, economic and political environment of organizations.

outside the institution in order to enrich its team with another highly qualified researcher.

In order to meet the objectives of its Strategic Research and Knowledge Transfer Plan, HEC Montréal requires that all its research chairs and main research groups submit an annual activity report. To ensure a rigorous approach, it has adopted four indicators to evaluate the relevance of the research activities and the professionalism of the chairholders/unit heads: research results, including publications, training and development; internal and external outreach, and; ability to obtain research funding.

Upon the expiry of a research unit's term, a detailed report must be submitted in order to assess the unit's research productivity. This report must contain specific information regarding the unit's mission, objectives and financial results, as well as a description of resources and all activities organized.

H. SUPPORT AND RESOURCES

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 the 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 for the transfer of their findings. These support measures can be summarized under five main orientations:

It must also present a full accounting of the research accomplishments and benefits based on the four indicators adopted by HEC Montréal. Following its evaluation of this report, a committee will decide if the research unit should be maintained or closed down and if the term of the chairholder/unit head should be renewed based on the results obtained.

HEC Montréal has also adopted a policy on the management of chairs (*Politique de gestion des chaires*) in order to ensure that the research chairs fulfil their mission and work toward meeting the objectives set out in its Strategic Research and Knowledge Transfer Plan.

The Research and Knowledge Transfer Strategic Plan has been approved by HEC Montréal's management. It is consistent with HEC Montréal's institutional priorities and is reviewed periodically.

- > **Support for researchers**
- > **Financial support and infrastructure development**
- > **Support for young researchers**
- > **Support for commercialization and knowledge transfer**
- > **Strategic partnerships**