

# Royal Military College of Canada: Strategic Research Plan Summary

## Major Objectives

A first-class program of research is central to mission success. Teaching, learning and research are mutually- supportive activities. Thus, the major objectives of the Strategic Research Plan (SRP) are as follows:

- Build on current strengths and enhance internationally-recognized research programs.
- Promote and enhance research partnerships that expand on our research strengths.
- Recruit and retain talented graduate students, post-doctoral scholars and academic faculty members.
- Identify and invest in emerging research strengths.
- Promote and enhance research and scholarly activities that provide world-class learning experiences for undergraduates, graduate students and post-doctoral scholars.
- Invest in opportunities for collaborative and interdisciplinary initiatives within the university and with other universities and institutions.
- Encourage and support the translation and transfer of research outcomes, new knowledge and innovation to the Canadian Forces and the wider academic community in Canada and abroad.

## Research Areas

We have identified five areas of research excellence which we intend to maintain and enhance:

- a. Information Technology, Communications, and Microelectronics
- b. Environment and Climate
- c. Advanced Materials
- d. Fluid Mechanics and Engineering
- e. War Studies

RMC is a relatively small academic institution, so we have to be selective in how we allocated our limited resources. We have decided, therefore, to focus on the five above-mentioned areas of research and to leverage our research programmes through interdisciplinary collaboration and cooperation, both within the university and with other universities and research groups. While some topic areas are high priority for the Department of National Defence, others are of broader interest. Whatever the topic or research area, however, the emphasis will remain resolutely on quality. In its origins RMC had a very technical military focus. There is thus a long tradition of cutting edge research in science and engineering. It is our intention to continue in this vein by maintaining research excellence in these disciplines. Significant research in the humanities and social sciences is more recent. Nonetheless, for more than thirty years, the Faculty of Arts at RMC has built its research reputation on its international-recognized strengths in military history and political studies, which are the staples of our multi-disciplinary graduate program in War Studies. More recently, the Departments of Military Psychology and Leadership and of Management and Economics have added depth to the faculty by providing unique expertise in military

psychology, organization, leadership, economics of defence and management. Culture and media research in the French and English departments greatly extend the scope of our understanding of civil and military societies.

We assign our CRC Chairs to support our Research Areas as follows:

Priority Areas of Research	Tier I	Tier II	Time period	Council pool
a-Information Technology, Communications and Microelectronics	1	-	2004-	NSERC
b-Environment and Climate	-	1	2015-	NSERC
c-Advanced Materials	-	1	2004-	NSERC
d-Fluid Mechanics and Engineering	-	1	2006-	NSERC
e-War Studies	1	-	2015-	SSHRC

### Development of new research areas

Being a small University, RMC has focused on its efforts on its existing areas of strength and consequently new hires have been focused on these areas. We have no immediate plans on developing new areas of research.

### Gender and Minorities

RMC stands committed to its philosophy that all employees and potential recruits are entitled to equal opportunities. The *Employment Equity Act* encourages the identification and proactive employment of candidates belonging to groups that have been traditionally disadvantaged in the Canadian workforce. These four “designated groups” include women, visible minorities, persons with disabilities and Aboriginals. RMC thus actively encourages all qualified faculty members and potential external recruits to apply. RMC currently has six CRC chairs and we strive to maintain an equal gender balance of 50:50. We have accomplished this in the past and we will continue our efforts to maintain it.

### Allocation of CRC Chairs

We have decided to assign all of our research chairs to RMC faculty in order retain the services of our strongest professors and maintain our current areas of research excellence. Selection was based on rigorous internal competition and the Chairs have been allocated as follows:

Priority Areas of Research	Tier	RMC Faculty Member	Council Pool
a-Information Technology, Communications and Microelectronics	I	Yahia Antar	NSERC
b-Environment and Climate	II	Valerie Langlois	NSERC
c-Advanced Materials	II	Cecile Malardier-Jugroot	NSERC
d-Fluid Mechanics and Engineering	II	Xiaohua Wu	NSERC
e-War Studies	I	Douglas E. Delaney	SSHRC

Our current allocation of Chairs deviates from the original allocation in that we have effectively traded two Tier II Chairs in the Faculty of Arts (one in International Relations and Security Studies and one in Global Studies and Leadership) for single Tier I (War

Studies). We have done this for three reasons. First, a CRC in War Studies is a natural follow-on to the work done by Dr. Jane Boulden and Dr. Rebecca Tiessen, the former primarily concerned with pre-conflict issues and third party interventions, the latter with post-conflict problems. Second, we wanted to retain an internationally-renowned scholar for our faculty and build a center of research excellence around him and his work. And last, War Studies is our flagship graduate program, so it makes perfect sense to assign a CRC in support of it. It is worth noting that Drs Delaney, Boulden and Tiessen are all past Chairs or Co-Chairs of the program.

### **Assessing Program Success**

Although RMC is a federal institution, it complies fully with the Quality Assurance Framework, as established by the Ontario Council of Academic Vice-Presidents (OCAV), for all academic programs. It follows its own well-established and rigorous Institutional Quality Assurance Process (IQAP) and it subjects all graduate programs to cyclical review with the Ontario Universities Council on Quality Assurance (Quality Council). These external reviews are critical to setting international benchmarks. They are also good indicators of success.

The following indicators will also be monitored on an annual basis:

- a. Research Inputs
  - Success rates and total funding from external granting agencies
  - Recruitment of high-quality graduate students
  - Recruitment and retention of high-quality faculty
- b. Research Outputs
  - Publications by faculty
  - Publications by graduates
  - Citation metrics indicating leadership in a given field
  - Knowledge transferal activities (conferences, media engagement, etc)
  - External awards and prizes
  - Invitations as external examiners and manuscript reviewers

### **Planning and Approval Process**

- a. Planning Principles. The basic principles for planning at RMC are to promote quality, to challenge traditional assumptions and ways of doing business, to enhance flexibility and respond to opportunities, to promote military-civilian interaction, to focus and build on strengths, to capitalise on synergies, and to develop a spectrum of opportunities compatible with resources.
- b. Planning Principles. The three priorities for the development of research at RMC are the building of high quality, world-class research programmes in selected areas of importance to Canada, the encouragement of national and international collaborations and

partnerships, and the promotion of interdisciplinary co-operation to leverage our strengths to the maximum.

- c. Approval Process. The RMC Strategic Research Plan has been developed in tandem with the overall Academic Plan for the university. Drafted under the direction of the Dean of Graduate Studies and Research, the SRP is the product of broad consultations with the departments, academic and military faculty, student representatives and external research institutions and partners.