

# Strategic Plan

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Réseau d'analyse  
stratégique



Network for  
Strategic Analysis



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# Word from the Co-Directors

It is with great pride that we launched the Network for Strategic Analysis (NSA) on August 17, 2020, following the signing of our contribution agreement with the Department of National Defence on June 12, 2020.

A result of our keen enthusiasm to set up a bilingual research incubator on international security issues, the Network would not have been possible without the commitment and dedication of our fellow experts and practitioners, as well as the contribution of the next generation of experts who coordinate the daily functions of the Network.

The Network is dear to us for both professional and personal reasons. As Francophones working in a predominantly English environment, we saw the MINDS program as the ideal opportunity to bring together bilingual expertise in Canada with a focus on international security. The MINDS program is also an opportunity for us to pay it forward. We both benefited greatly from the program that preceded MINDS - the Security and Defence Forum - when we were students. It is in large part because of this program that we are now professors who work on security and defence issues. The MINDS program therefore enables us to support the next generation of researchers by offering financial, organizational and intellectual support to pursue a career contributing to the advancement of knowledge in the area of international security.

How do we defend the interests and values of Canada on the international stage? The Network brings together experts and practitioners to identify Canada's strategic priorities and respond to them with the best scientific knowledge.



**Stéfanie von Hlatky**

Associate Professor  
Department of Political Studies  
Queen's University



**Justin Massie**

Professor  
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Université du Québec à Montréal  
(UQAM)



# Introduction

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The NSA was created in August 2020 as part of the Mobilizing Insights in Defence and Security (MINDS) program of the Department of National Defence of Canada. It is the only fully bilingual MINDS Network that offers cutting-edge expertise in both of Canada's official languages. The NSA brings together more than 80 Canadian and global experts, under the direction of Stéfanie von Hlatky (Queen's University) and Justin Massie (University of Quebec at Montreal). It also brings together partners dedicated to the dissemination of knowledge in Canada and abroad.

The purpose of the NSA strategic plan is to orient the Network's objectives, which are mainly based on its activities of mobilizing knowledge and developing the next generation of experts. This is a three-year plan (2020-2023), and its success will lay the foundations for the Network's sustainability and consolidation.

The result of a close partnership between Queen's University and UQAM, the NSA shines well beyond its university setting and serves as an intermediary between the world of research and the Defence Team. Many other interlocutors from the government, civil society and the general public are involved in our activities, but our mission mainly revolves around the policy issues of the Department of National Defence.

# Our Mission

The Network for Strategic Analysis' mission is to be a bilingual and global research pillar in order to mobilize proven, rapid and reliable expertise on the transformation of the international order and its repercussions for the defence of Canada's national interests.

More specifically, the NSA mobilizes Canadian and global expertise on three strategic challenges, or axes, for Canada:

- The evolving role of great powers in a shifting world order (led by Jonathan Paquin, Laval University);
- Multilateral cooperation in international security (led by Sarah-Myriam Martin Brûlé, Bishop's University);
- The future of defence capacity building for global partners (led by Theodore McLauchlin, University of Montreal).

# Our Vision

Canada must adapt to an unpredictable international environment characterized in particular by increased competition between great powers, a questioning of its traditional pillars in defence matters, and by an increase in regional conflicts. It is in this context that the NSA mobilizes innovative research in the field of defence and security in order to inform political decisions and public debate. Through its mission, the Network is dedicated to mobilizing knowledge for the benefit of Canadian society. It thus seeks to improve the quality of debates on defence issues in Canada by channeling the expertise of different stakeholders, breaking down silos in the process.

By creating a bilingual centre of expertise, the Network intends to decompartmentalize strategic analysis in Canada.

Our watchwords are responsiveness and creativity. As an incubator of Canadian and global expertise on geostrategic issues, we deliver in-depth, real-time analysis to better understand an increasingly turbulent world and to support the next generation of security and defence experts.

To achieve this, the NSA relies on a bright and diversified team: renowned researchers, experienced practitioners, new students and support staff who are all committed to working together to innovate in a sector of critical importance. The NSA is also supported by partners in Canada and internationally, to ensure the outreach of its expertise and to expand collaborations across the globe.





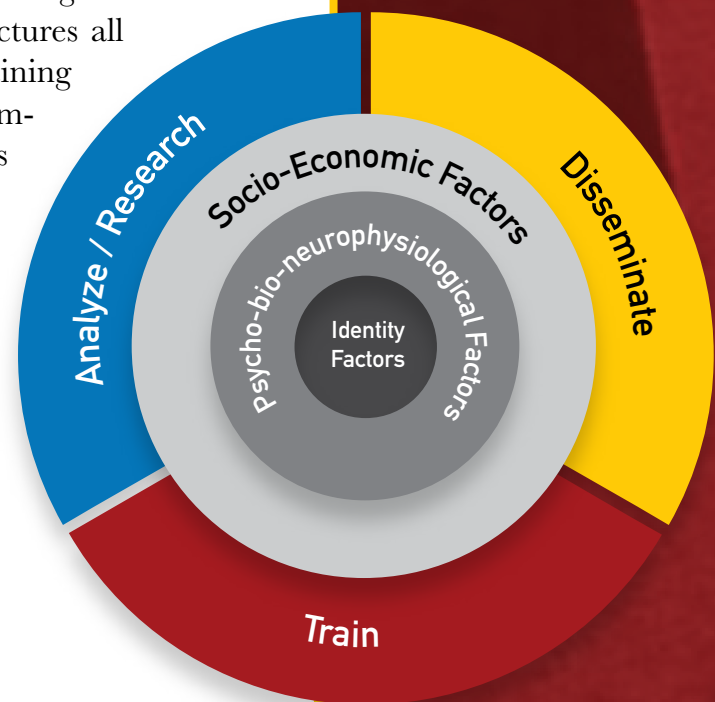
# Our Values

The NSA is guided by fundamental values which enable it to fulfill its mission. The value of its expertise rests on the scientific rigour of its work. In this time of increased disinformation, it is imperative to be able to rely on fact-based, credible and substantiated analysis. The mission of the NSA is to propose innovative ideas and the best scientific knowledge in the field.

The role of the NSA requires absolute integrity in the conduct of its activities, a primary characteristic of scientific research. The credibility of research and training activities is based on trust and respect within the academic, professional and military communities working in this field. The NSA is a research incubator which takes academic freedom and the non-partisan nature of its analyses to heart.

These values direct the mission of the NSA and will guide the implementation of this strategic plan through a GBA + approach. Our intersectional strategy structures all of our mobilization, dissemination and training activities. The NSA's diverse views and membership are fundamental to achieving its mission.

The Network recognizes diversity as an important value. We pay particular attention to the inclusion of ideas from people of marginalized groups and/or have minority status.



“  
Rigour.  
Integrity.  
Diversity.”

# Our Governance

The structure of the Network is intended to be light and agile. Its objective is to optimize the rapid and effective mobilization of its members' expertise to its partners and the general public.

The NSA is composed of an executive team, supported by a Scientific Council and a Strategic Council, as well as Canadian researchers and international collaborators.

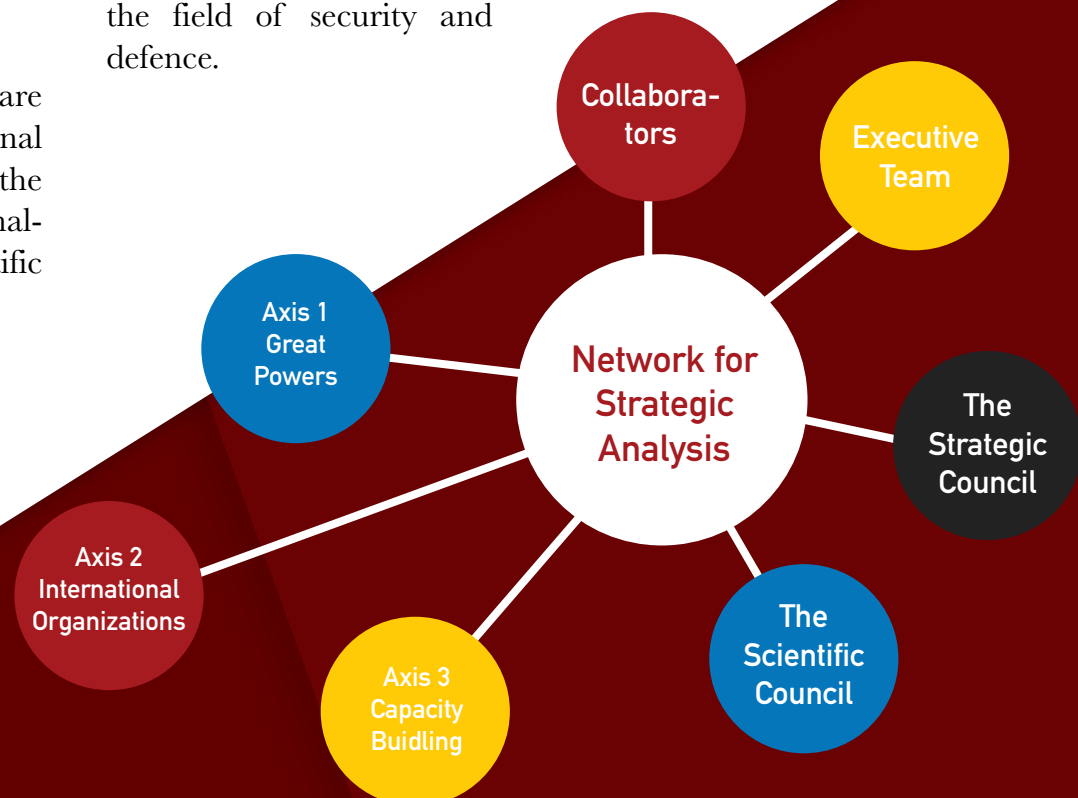
**The executive team** is made up of the co-directors, the administrative director, as well as coordinators, interns, and communications officers. The mandate of the executive team is to see to the proper functioning of the network, to respond to requests from the Department of National Defence and to implement the Network's strategic plan. In collaboration with the axis leaders, the executive team develops and implements annual programming.

**The collaborators** are recognized international researchers and connect the Network for Strategic Analysis to the global scientific community.

**The Scientific Council** is made up of axis leaders, representatives of the Network's partners, and the head of the GBA + analysis. The Scientific Council participates in the developing the Network's strategic plan and approves the annual report.

**The Strategic Council** is made up of experienced practitioners and ensures that the Network's programming remains relevant to professionals working in the field of security and defence.

**The Researchers** are bilingual professors, students, or postdoctoral fellows from Canadian and foreign universities. They are responsible for conducting the research that will be shared in our publications and through our events. The co-directors and the three axis leaders ensure the success of the Network's activities by mobilizing the expertise of its researchers.





# Strategic Directions and Objectives

## Mobilization

Strategic direction:

Increase the NSA's research mobilization capacity to respond to current international security challenges.

The NSA has set five objectives as part of this strategic direction:

- Promote collaborative research initiatives between its members;
- Welcome Canadian researchers and bilingual international experts of security and defence to the Network, in an approach that promotes diversity, equity and inclusion;
- Consolidate the executive team in order to coordinate the activities of the Network;
- Develop research outreach partnerships with organizations dedicated to research in the field of international security;
- Channel the expertise of Network members to inform policies and public debate.

The NSA's primary *raison d'être* is its role as a catalyst for innovative research in the highly volatile field of international security. The Network's bilingual structure adds to its relevance because it mobilizes the knowledge developed by both the Anglophone and Francophone communities in the field, in Canada and abroad. The NSA brings together more than 80 experts, practitioners and young researchers from Canada, the United States, Europe, Australia and elsewhere. It also has several partners, including IRSEM, the Wilson Center and the Canadian International Council.

The NSA offers sophisticated analysis and expert advice on a wide range of issues, from the rise of China, to the impact of the pandemic on capacity building, to the role of NATO in the Arctic. It examines the evolution of regional and international dynamics with the aim of identifying strategic considerations and courses of action for Canada.

On the basis of its successes, the NSA wishes to strengthen collaborative research, continue its expansion with other researchers and collaborators, consolidate its executive team and develop partnerships with organizations with converging interests. The pursuit of this strategic direction implies an increase in the capacity to mobilize research, which requires an increase in its human, material and financial resources.

### Short-Term Accomplishments

- Established and expanded the Network, by inviting Canadian researchers and practitioners, as well as international collaborators with cutting-edge expertise in security and defence;
- Encouraged NSA members to participate in publishing activities and events;
- Developed an effective division of labour between the Queen's and UQAM hubs;
- Found collaborative opportunities with partners such as think tanks, embassies, or already established dissemination platforms;
- Created a newsletter summarizing recent NSA activities while also featuring our various publications: Hot Takes, Policy Briefs, and Policy Reports.

### Medium and Long-Term Goals

- Recruit an executive director, funds permitting;
- Develop collective publication projects;
- Organize informal meetings between members during in-person events;
- Forge relationships with partners in the public and private sectors.

# Dissemination

Strategic direction:

Increase the capacity to disseminate the work of the NSA to the Government of Canada and the general public.

The NSA has set four objectives as part of this strategic direction:

- Contribute in a sustained and varied manner to public debates;
- Develop partnerships to promote the voice of our experts;
- Develop and promote a unique image of the NSA;
- Foster close collaboration between the university community and defence professionals.

The NSA's activities target two audiences: the general public and the Government of Canada. The transfer of knowledge to these two audiences requires a dual strategy. The first strategy is focused on knowledge accessibility. A better understanding of the threats facing Canada and the choices available to it is essential to defending Canadian interests and values. Therefore, the Network intends to promote collective reflection on the strategic challenges facing Canada. This requires a sustained contribution from experts to public debates, as well as the deployment of a variety of types of content, including video clips, blogs, lectures accessible to the general public with the use of social networks. The development of partnerships with national and international media would also make it possible to reach a larger public. Finally, a clear and recognizable visual identity would increase the brand image of the Network.

The second strategy requires building bridges between the academic community and the community of defence professionals. On the one hand, NSA researchers must develop products that meet the needs of the community of practice, targeting specific interlocutors and tailoring the content and form of publications to their needs. This includes concise policy briefs that in an accessible manner mobilize scientific knowledge to inform the policy challenges facing Canada. Better dissemination of this knowledge to the community of practice is also essential so that it reaches the right audience. On the other hand, opportunities must be created so that the practitioner community can connect with the academic community in order to express its needs, interests and priorities, as well as take advantage of the university environment to contribute to its professional development. This includes closed discussion workshops, briefings and informal meetings, as well as the active participation of seasoned practitioners in the structures and activities of the NSA.

## Short-Term Accomplishments

- Recommended our members for various security and defence events in Canada
- Provided media training to encourage member participation in the media;
- Organized familiarization sessions with the Scientific Council and the Strategic Council, as well as with defence contacts to make the Network better known beyond the scope of its members;
- Established a regular rhythm of social media distribution and launched a French-language podcast.

## Medium and Long-Term Goals

- Establish a dual fellowship program (junior and senior): One for professionals within the academic community, the other for academics within their community of practice;
- Develop partnerships with the media (written press, television, radio);
- Set up a strategic intelligence team to identify topical issues conducive to mobilizing NSA expertise;
- Deepen specific research niches to better inform public debates;
- Establish a communication strategy to amplify the voice of our experts within the media.

# Training

Strategic direction:  
Train the next generation of security and defence experts.

The NSA has set four objectives as part of this strategic direction:

- Increase training opportunities for students and young professionals;
- Promote the unique training offer;
- Broaden the pool of young research members of the NSA;
- Ensure the NSA is a stimulating, creative and inclusive environment.

Training the next generation of scholars is crucial for developing tomorrow's expertise on the strategic challenges facing Canada. From this perspective, the NSA relies on a host of activities to develop knowledge and practical skills. This includes workshops in drafting policy briefs, scholarship and recruitment contests, promoting joint publications between students and faculty, and actively involving students in the planning and organization of events. Student conferences are also organized to allow the new generation of experts to share and expand their research.

## Short-Term Accomplishments

- Organized professional training and development activities for emerging scholars and researchers;
- Offered research opportunities to emerging scholars and researchers;
- Supported emerging scholars in publishing and presenting their research.

## Medium and Long-Term Goals

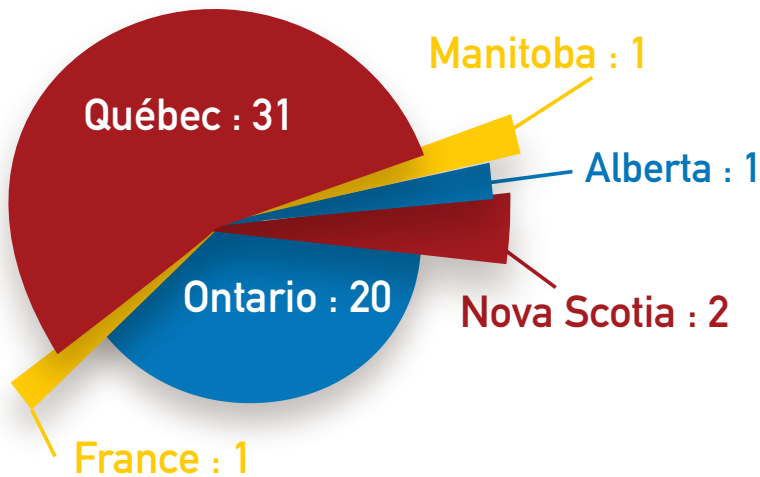
- Develop a doctoral program of research fellowships within our member universities;
- Host postdoctoral fellows;
- Create master's scholarships to encourage contribution to knowledge development and dissemination activities;
- Support initiatives promoting the professional development of undergraduate students.

# Summary Mobilization

## Our Members in Numbers



## Geographical Distribution of our Researchers



## A Diverse Expertise

- |                     |                   |               |
|---------------------|-------------------|---------------|
| -Foreign Policy     | -Covid-19         | -Allies       |
| -Canadian Defence   | -Great Powers     | -Strategies   |
| -Capacity Building  | -Peace Operations | -World Order  |
| -American Elections | -Competition      | -Technology   |
| -Canadian Diplomacy | -Arctic           | -Armed Forces |
| -Military Training  | -Transatlantic    | -Cooperation  |

## 1 Annual Colloquium



2 days



2 languages



3 public panels



2 private workshops



9 thematic presentations



14 member speakers and moderators



# Summary Dissemination



Website

5 846

unique  
visitors

284

Facebook  
followers

519

Twitter  
followers

351

online workshop  
registrations

274

newsletter  
subscribers

11

workshop &  
thematic videos

## 1 Podcast



### 5 EPISODES ALREADY BROADCAST WITH NOTABLE GUESTS

- François-Philippe Champagne,  
Minister of Foreign Affairs
- José Aranaz,  
Director at the Office of the United Nations  
High Commissioner for Human Rights
- Najat Rochdi,  
United Nations Special Coordinator  
for Lebanon
- Daniel Jean,  
Former National Security Advisor
- Rosemary Barton,  
Chief Political Correspondent, CBC

5

round tables organized on capacity  
building in the COVID-19 era

4 upcoming round tables

1 annual colloquium

## 37 PUBLICATIONS

since August 2020

6 policy briefs ~1<sup>x</sup>month

4 policy reports

21 hot takes ~4<sup>x</sup>month

4 reports

2 articles

# Summary Training

24

## Emerging Scholars

9 Master's Students  
12 PhD Students  
3 Post-Doctoral Researchers  
7 Universities Represented

11

Emerging scholars  
contributions to  
NSA publications

15+

students hired and/or  
involved in connection  
with network activities.

2

students invited to  
take part in the  
Canada-South Korea  
Forum.

114 Registrations  
for our student training  
workshop in September

### 3 Thematic Sessions:

- The Minister of National Defence's policy officer recruitment program;
- SSHRC/MINDS scholarship contests;
- Writing policy briefs.

## Our Partners



UQÀM



Institut d'études  
internationales  
de Montréal



RCDS  
RÉSEAU CANADIEN SUR LA DÉFENSE ET  
LA SÉCURITÉ

UQÀM



CHAIRE RAOUL-DANDURANC  
EN ÉTUDES STRATÉGIQUES ET DIPLOMATIQUES

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Defence

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nationale