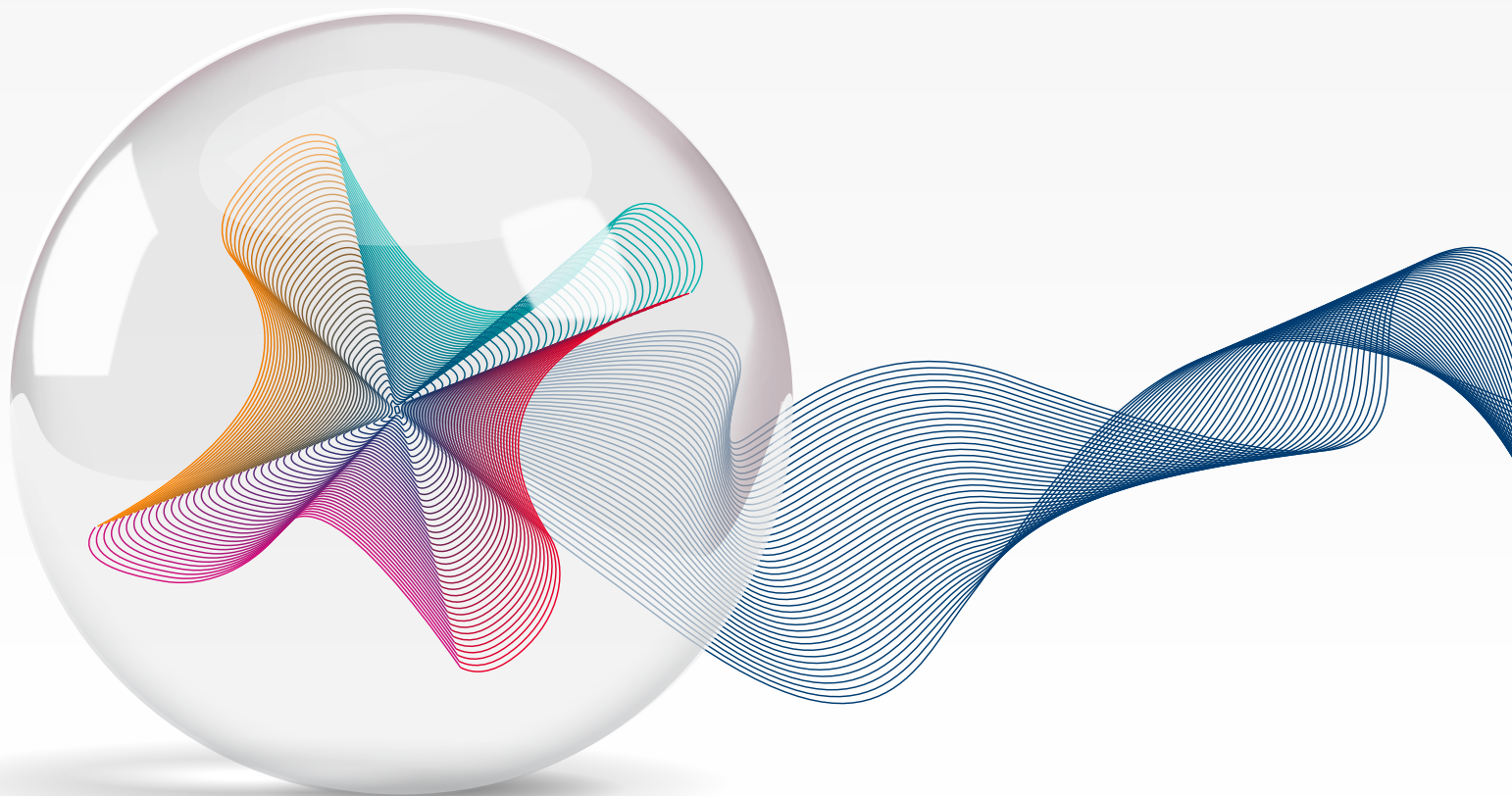


2021-2023

Research and Knowledge Transfer Strategic Plan



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.

Combining its commitment to excellence and its desire to push its limits, HEC Montréal supports high-level researchers whose leadership is recognized both scientifically and professionally.

Research and knowledge transfer are at the heart of HEC Montréal's mission, as demonstrated by its 36 research chairs, 35 professorships and 25 research groups and knowledge transfer hubs.*

36

Research
chairs

35

Professorships

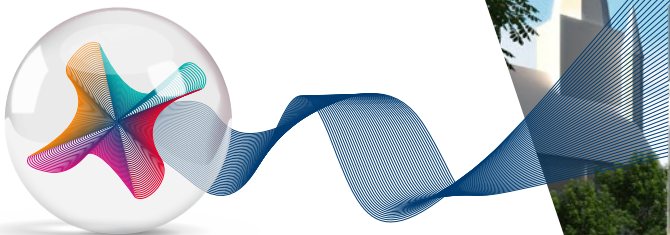
25

Research groups
and knowledge
transfer hubs

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

* Figures as of November 2022.

HEC MONTRÉAL'S
HÉLÈNE-DESMARAIS
BUILDING IN
DOWNTOWN
MONTREAL,
SCHEDULED
TO OPEN IN 2022



HEC Montréal adopted an institutional Strategic Plan¹ setting out its vision, values, priorities and objectives. This Strategic Plan enables the School to better guide and support its research and knowledge transfer activities.

¹ hec.ca/en/about/governance/strategic-plan



RESEARCH AT THE HEART OF HEC MONTRÉAL'S VISION AND VALUES



HEC Montréal's Vision

HEC Montréal aims to be a crossroads of management knowledge that inspires, innovates and is renown worldwide for the quality and relevance of its teaching and research, for its influence and involvement in local, national and international communities, and for its humane, responsible and collaborative approach.

Our Values

HEC Montréal promotes six key values, articulated here in terms of research and knowledge transfer.

Relevance

HEC Montréal prioritizes research that addresses issues and needs relevant to society, both locally and internationally.

Rigour

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

Boldness

HEC Montréal aims to increase its impact by encouraging its researchers to conduct innovative and ambitious research and to contribute to the development of new research methodologies.

Commitment

HEC Montréal encourages its researchers to invest their talent, time and energy in research and knowledge transfer activities that offer tangible benefits to students, the business community and society.

Respect

HEC Montréal values openness to different disciplines, approaches and methodologies. The School is also committed to ensuring that researchers adhere to principles of equity, diversity and inclusion in all their research and transfer activities.

Collaboration

HEC Montréal believes in the power of teamwork, and supports interdisciplinary research, open science and the development of promising partnerships with collaborators both within HEC Montréal and at other institutions of higher learning, in the business world and the community.



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 which respond to the issues facing society.

Agility, Growth and Sustainability of Organizations²

This category of issues includes various research themes related to entrepreneurship and entrepreneurial acquisition (HEC Montréal's entrepreneurship, entrepreneurial acquisition and business families hub), governance, organizational strategy, change management, creativity and innovation, marketing strategies, forms of work organization, personnel management, and workplace health and commitment.

Digital Transformation

This category of issues encompasses a variety of research themes including data mining, decision support, learning and management of information technology and social media, user experience, artificial intelligence, smart cities and cybersecurity.

Social Responsibility, Sustainable Development and Business Ethics

This category of issues encompasses a variety of research themes including the environment, circular economy, energy transition, green finance, social justice, diversity, equity and inclusion, the aging population, corporate social impact and business ethics.

Economic Development and Public Policy

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

In response to these various societal issues, HEC Montréal also supports and encourages research activities on cross-cutting themes related for example to the development or evaluation of methodological or teaching approaches in management.

² These research themes can contribute to addressing different issues. The examples of themes are assigned to different issues for illustrative purposes.



OUR RESEARCH AND KNOWLEDGE TRANSFER OBJECTIVES³



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.

Objective 2: Promote the transfer of research results to the student community, the business community and society

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

Objective 3: Enhance faculty outreach

Develop communication strategies and means to better showcase the expertise and achievements of our researchers both locally and internationally, for example by demonstrating the impact of their research for managers, organizations and governments.

Objective 4: Expand the pool of externally funded faculty

Support researchers in funding their research activities, and value external research grants.

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.

Objective 6: Ensure effective research training

Support MSc, PhD and post-doctoral students in the development of their research skills and records of achievement (e.g. research internships, publications).

³It should be noted that Objectives 1 to 4 are related to priority 2 of HEC Montréal's strategic plan: "Boost the impact and influence of our research activities, especially in fields relating to social issues and where HEC Montréal has the potential to stand out". Objective 5 is linked to priority 4 of HEC Montréal's strategic plan: "Offer a convivial campus and studying, working and living environments for the student community and all employees." Objective 6 is mainly related to priority 1 of HEC Montréal's strategic plan: "Enrich and highlight the learning experience we offer, to properly meet the current and future needs of our students, the business community and society."



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 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 Their Funding Applications and Partnerships

Support researchers in the preparation of their funding applications and the 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 the 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 competition, 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 or in 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 the achievements of researchers through the Policy for the Recognition of Excellence in Research and the HEC Montréal internal awards competition, which highlights the accomplishments of faculty members at various stages of their careers.



EQUITY, DIVERSITY AND INCLUSION



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

The EDI policies and practices put in place allow access to as many qualified individuals as possible to become professors, and eventually holders of an institutional or Canada Research Chair, without distinction as to their gender, race, ethnic origin, disability status, sexual orientation, gender identity or expression, or social condition.

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 2019-2022 and the EDI Action Plan specific to research are intended to be the benchmarks for all of HEC Montréal's efforts to honour this commitment and ensure that EDI is integrated into all of its practices and within its organizational culture. In addition, HEC Montréal adheres to the eight principles of the Dimensions Charter.⁵

HEC Montréal's 2019-2022 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 members,⁶ as well as of students.

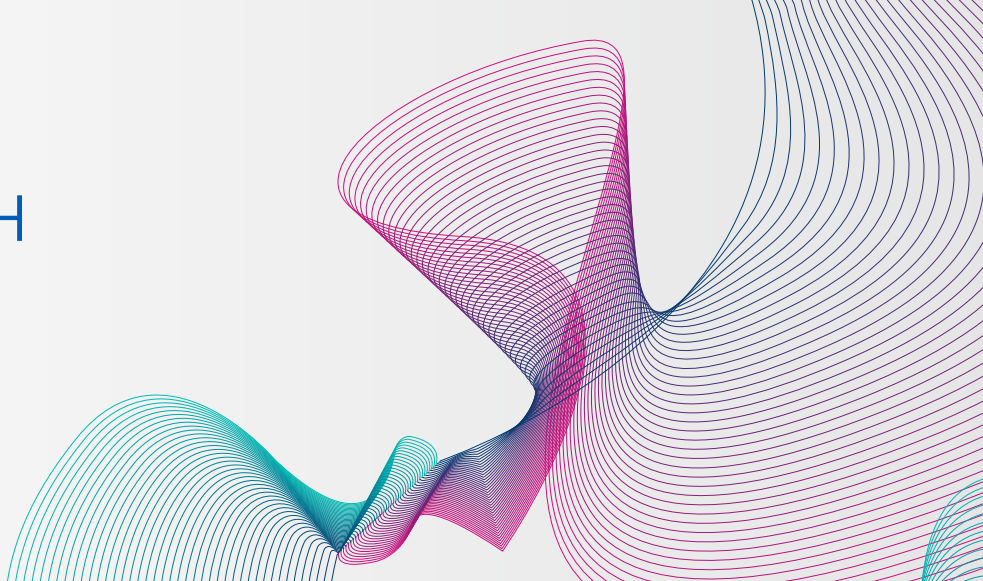
⁴ Designated groups are women, Indigenous peoples, persons with disabilities, and members of visible minorities (for example persons of Chinese, South Asian, Black, Filipino, Latin American, Southeast Asian, Arab, West Asian, Japanese, Korean origin).

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 is the business school with the largest number of Canada Research Chairs in the country. The School uses its CRCs primarily to encourage outstanding emerging researchers who are considered by their peers to 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 (including a greater ability to fund graduate students). In addition, HEC Montréal’s Chair management policy allows them to take advantage of two teaching leaves per year so that they can devote more time to research.

In addition to the creation of CRCs, HEC Montréal also 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 capacity, 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.

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

Equity targets for HEC Montréal

In May 2017, in view of this under-representation of women – and other designated groups – in nominations to Canada Research Chairs, the Canada Research Chairs Program (CRCP) has made a strong commitment to equity, diversity

and inclusion. The equity targets for HEC Montréal are to allocate research chairs to four women and to two members of visible minorities by 2029. The School is confident it will meet the required targets before 2029.

Title of the Chair	Chair holder	Niveau	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	2023-03-31 (1st 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	2027-06-30 (1st term*)
CRC in Enterprise Social Media and Digital Collaboration	Wietske Van Osch	2	NSERC (special allocation)	2022-01-01	2027-12-31 (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

