

2010 - 2011

Introductory Section One – Mission Statement

NOTE

All reports must include a covering letter, maximum of three pages, signed by the Chair containing:

- A summary of the year's highlights
- The coming year's priorities
- A paragraph describing the funding impact of SDF dollars on activities
- A discussion of succession planning
- Anything else you believe important to include

What is the Centre's mission statement?

- Provide a brief description

The Chair Defence Management Studies (CDMS) primary aims are:

- 1) to continue the development through research into the "theories, concepts and skills required to manage and make decisions with the Canadian defence establishment; and
- 2) to build a significant Canadian competence in the field of defence management through cooperative research and teaching connections within Queen's University, and with Canadian Forces and civilian educational institutions.

The CDMS will meet these aims by continuing to build on its successful, comprehensive interdisciplinary research and teaching programs which bring together the inter-related fields of strategic studies, policy analysis, public administration, defence economics, and defence management. The concept, "Canadian defence transformation", continues as a centerpiece of the new Defence Management Studies Program and the CDMS will develop the mission in several policy-relevant areas of scholarly inquiry under the theme *2005-2010 The New Defence Agenda: Transforming National Defence Administration*.

What is the relationship between the mission statement and the activities of the SDF Centre?

- Provide a brief description

We met the mission in 2010-11 through research, publications, teaching, and outreach in five general areas of scholarly inquiry: organization for defence decision-making; armed forces, government, and society; applied defence & security economics; and the management of national defence transformation in all its aspects. Within this outline we held and/or supported three major conferences; four workshops; and three 'Ottawa Seminars'. We also published three monographs in the *Claxton Papers* series; continued to enhance the DMS website; and delivered three graduate seminars within the MPA program at the School of Policy Studies. The Chair and its associates continued to engage actively the media and Canada's political community through the publications of "OP-EDs" in major national newspapers, in media interviews, and in several large public meetings. We continued to build our research and teaching relationship with other universities, with the Canadian Forces (CF) and, in particular, with The Royal Military College of Canada (RMC) and the Canadian Forces College (CFC). Our five-year partnership with the U.S. Army War College is a major research/conference undertaking managed in cooperation with the Canadian Forces and the Queen's Centre for International Relations which has a commitment to 2011. As in the past, we spent considerable time this year planning and arranging a major international KCIS conference to be held in June 2011.

How do the activities undertaken in the current fiscal year match with those in the original five-year funding proposal?

- List and provide a brief description

Outreach Strategy – three Ottawa Seminars throughout the fiscal year were held in Ottawa in cooperation with the Conference of Defence Association Institute (CDAI).

Meet the Soldier – students enrolled in the Defence Management courses are taken on field trips related to studies in the MPA defence series of courses that provide exposure to the Canadian Forces environment and they have the opportunity to speak with military on an informal basis. The Chair also builds guest lecturers into the Defence Management courses.

Media – between April 2010 and March 2011 the Chair was quoted and/or referenced approximately 34 times by radio and media for his expertise in the military and government policy/budget areas.

Website – the Defence Management Studies website is active and updated regularly. On 11 December 2009 a “hits” counter was added to the site pages. To date we have had 9,972 accesses to our web pages with 7,384 hits being in this past fiscal year. The site also provides access to DMS publications, occasional papers from recent conferences and workshops, announcements on upcoming events sponsored by DMS. Two new pages will be developed – one to list our Research Associates and Fellows, and the other for “Defence Briefing Notes”, and will be available in late Spring/early Summer 2011.

Interaction with Government Departments and the Canadian Forces – the CDMS held a variety of workshops throughout the fiscal year and the annual KCIS conference, cosponsored by Canadian Forces (LFDTS), US Army War College (SSI) and Centre for International Relations (SDF Centre). The Defence Industrial Base and the Defence Economics symposiums were attended by officials from Industry Canada, National Defence, Public Works and Government Services.

The Chair was a consultant (pro-bono) for the Parliamentary Budget Officer study on the F-35 aircraft project. He was also an occasional consultant to the PBO on other defence management related projects.

The Chair was a founding member of the committee that successfully initiated and launched the major Canadian Institute for Military and Veterans Health Research (CIMVHR) based at Queen’s University in association the RMC. The Institute held, with assistance and sponsorship from the Chair, a major international conference in November 2010.

The Chair also addressed the House of Commons Standing Committee on national defence matters.

Interaction with NGO’s – we continue our research association with the Canadian Defence Association Institute and Breakout Educational Network.

MPA Degree Program – the Chair continues to review the defence-related courses of this program and looks for ways to introduce new subject matter and guest lecturers

Publications – the Chair continues to publish relevant topics through the Claxton Paper series.

What activities are planned for next year? How do they match the original five-year funding proposal?

- List and provide a brief description

The CDMS will:

- Provide three courses/seminars with Queen's University MPA degree program
- Sponsor four "Ottawa Seminars" on current defence management issues
- Hold three research workshops on defence economics, defence procurement and defence transformation
- Hold/sponsor two major conferences
- Publish Claxton Papers based on new research
- Sponsor the Conference of Defence Association Institute's (CDAI) Fall "Graduate Student Symposium"
- Open two 'post-doctoral research' positions in September 2011
- Continue active outreach programs
- Create a new and unique defence management studies association with RMC that will greatly enhance the DMS program and resources allocated to it
- Continue consultation and research assistance with the Military and Veteran's Institute (CIMVHR) [*now a collaborative program of more than 20 university research programs*] and provide support to the November 2011 international conference

Section 2 – Performance Indicators

2.1 Resident academic research population focused on security and defence issues (i.e. core group affiliated and residing with the Chair Centre)		
What is the number of faculty attached to the Centre involved in research? Not applicable to the Chair	Current Total	Last Year's Total
What is the number of Centre staff involved in research? Not applicable to the Chair	Current Total	Last Year's Total
What is the number of research associates affiliated with the Chair that are involved in research directly related to the Chair? attached to the Centre involved in research	Current Total	Last Year's Total
	7	7
What is the number of graduate students involved in research?	Current Total	Last Year's Total
	2	1

Describe the relationship and work of research associates

ASSOCIATES

LColonel (Dr.) Michael Rostek – as a co-author, completed a new Claxton to be released by the end of March entitled “Toward Army 2040: Exploring Key Dimensions of the Global Environment”; Course Instructor for the Fall session of the Defence Management curriculum

Dr. Craig Stone – Research Associate, CFC liason with DMS Chair, and 2011-12 program consultant

BGen (ret'd) William Richard – DMS liaison to the new Queen's University/RMC Canadian Institute for Military and Veteran's Health Research

Dr. Bill Bentley – research associate with MPA graduate student on the subject of “Arctic Security Structures”

Paul Chapin – Sr. Canadian diplomat (ret'd) – co-researcher with Chair on upcoming book “Let Sleeping Dogs Lie” based on information from internal government communications accessed through the Access to Information process.

Dr. Alan English – researcher and lecturer

Dr. Alan Williams – Research Associate

ASSISTANTS

Lee Silver – writing defence management related articles related to the force development framework at the Directorate of Land concepts and Designs (DLCD), Canadian Forces.

Christin Cristou – research work for Chair and performed some initial work with the Director of the new Canadian Institute for Military and Veterans Health Research.

Describe the accomplishments of post-doctoral fellows

Not applicable

2.2 Publications (authored by core group affiliated and residing with the Centre)

Not applicable to the Chair

2010-2011 Total

Last Year's Total

Peer-reviewed publications

Other publications

Peer-reviewed publications

Include author, title of publication, name of publisher, publication title (if a book chapter or journal article) and description (i.e. book, edited collection, journal article, review, etc.)

- Place in alphabetical order and separate each publication with a space

Example

Doe, Jane. "Canadian Forces Missions Since 2000," book chapter in *The Canadian Forces*, Oxford, Oxford University Press, 2009, pp. 66-99.

Smith, John. "Canada-US Border Security Since 9/11," journal article in *Journal of North American Studies*, vol. 2, no. 1 (winter 2009), pp. 1-25.

Other publications

Include author, title of publication, name of publisher, publication title (if a book chapter or journal article) and description (i.e. book, edited collection, journal article, review, etc.)

- Place in alphabetical order and separate each publication with a space
- Use examples from previous section

BOOKS

Claxton 12 – "Canadian Defence Industry at a Crossroads?", edited by Dr. Craig Stone, published by Defence Management Studies, 2011

Claxton 13 – "Supporting Canadian Veterans with Disabilities", written by Dr. Alice Aiken and Amy Buitenhuis, published by Defence Management Studies, 2011

Claxton 14 – "Toward Army 2040: Exploring Key Dimensions of the Global Environment", written by Michael Rostek, Peter Gizewski, Ronald Bell, John Sheahan, Regan Reshke and Steve Larouche, published by Defence Management Studies, 2011

2.3 Participation in relevant off-campus external events

What is the number of resident staff who participated in international conferences?	Professors/Associates & Number of Events (i.e. professors who attended the events)	Students & Number of Events (i.e. students who attended the events)
	1	0
What is the number of resident staff who participated in domestic conferences?	Professors/Associates & Number of Events (i.e. professors who attended the events)	Students & Number of Events (i.e. students who attended the events)
	1	0

Please describe your use of the SDF International Conference Fund. Include the Centre participant, presentation title, date, location and a brief description of participation (i.e. title of the conference, title of the panel, etc.)

- Separate each conference participant with a space

Example

Jane Doe: “Should NATO admit more members?” 1-3 December 2006, London, UK; presented during the conference entitled “NATO Transformation” on a panel discussing the potential for NATO enlargement.

The Chair is not eligible to apply for SDF International Conference Funding

Please describe your use of the SDF National Conference Fund. Include the Centre participant, conference title, date, location and a brief description of participation (i.e. name of presented paper, panel, etc.)

- Separate each conference participant with a space

Example

John Doe: “Security in the Arctic,” 1-3 December 2006, London, ON; presented during the conference entitled “New Security Challenges” on a panel discussing the Canadian policy toward the Arctic.

The Chair is not eligible to apply for SDF National Conference Funding

Please describe professor/associate and student attendance at domestic and international conferences **not** funded by the international or national conference funds. Include: the Chair participant, conference title, date, location and a brief description of participation (i.e. name of presented paper, panel, etc.)

- Separate each conference participant with a space

Example

Jane Doe: “Should NATO admit more members?” 1-3 December 2006, London, UK; presented at the conference entitled “NATO Transformation” on a panel discussing the potential for NATO enlargement.

Chair – Dr. Douglas Bland

“Canadian Perspectives on Comprehensive Approach Conference”, 15-16 April 2010, Kingston, ON – attended

“NATO Strategic Concept Conference”, 22-23 April 2010, Kingston, ON - attended

“Security and Governance: Foundations for International Stability”, KCIS Conference, 21-23 June 2010, Kingston, ON – conference partner with Queen’s centre for International Relations, Canadian Forces Land Force and Doctrine Training Systems and the US Army War College

“Aboriginal Affairs in Canada” lecture, 17 September 2010, Kingston, ON - presenter

Gordon Global Fellowship Meetings, 22-23 September 2010, Ottawa, ON – group breakout session - participated

“Industrial and Regional Benefits” workshop, 10 November 2010, Kingston, ON – attended

Fifth annual “Defence and Security Economics” workshop, 11 November 2010, Kingston, ON – attended

“Canadian Military and Veteran’s Health Reform” conference, 16-17 November 2010, Kingston, ON – Chair of the Plenary session

“Aboriginal Affairs in Canada” lectures, 17 November, Kingston and 24 November, 2010, Belleville - presenter

“Special Operations Forces: A National Capability” symposium, 7-8 December 2010, Kingston, ON – presenter

“Arctic Governance, Aboriginal Land Claims, and Devolution”, SPS Speakers Series, 9 December 2010, Kingston, ON - attended

“Canada-US Security Interests – Ten Years After 9/11”, the 2011 Ottawa conference on Defence and Security (formerly CDAI Annual Conference), 24-25 February 2011, Ottawa, ON – attended

Adjunct Chair - Dr. Christian Leuprecht

Global Futures Forum Biennial General Meeting, September 2010, Singapore – attended

2.4 Courses taught by members of the Centre – at the University where the Centre is located – with significant security and defence content.

- Separate each course with a space
- Please indicate if courses are graduate or undergraduate

Course Name and Calendar Description (at least 50% of the course must be related to security and defence)	Instructor	Course Enrolment (# of students registered on accounting day)
MPA875 – Spring 2010 Foreign Policy	Paul Chapin	22
MPA833 – Fall 2010 Introduction to Defence Management	LCol (Dr.) Mike Rostek	11
MPA831 – Winter 2011 Economics of National Security	Dr. Ugurhan Berkok	10
TOTAL		41

2.5 Student research activities on security and defence issues (i.e. dissertations, theses, major papers)

- Separate each activity with a space
- Please indicate if activity is completed or in progress

Student Name	Type of Activity – indicate level (BA, MA, PhD) and if in progress	Activity Description/Title
Jenna Alexander	Master's Research Project – completed	Approved in July 2010
Gavin Buchan	Editorship	Review of working paper
Richard Gong	Enrollment at McMaster University in Political Science Masters program	Application Referee
Lee Silver	Enrollment at War Studies Program RMC	Application Referee

2.6 Media Contact

Media Interviews (print, broadcast, radio etc.)

- Please send samples where appropriate (e.g. newspaper clipping, interview transcript, etc.)

Total: **32**

Provide a short summary of the nature of the interviews

DR. DOUGLAS BLAND

6 April 2010 – phone interview with *Alberta Primetime* to discuss the real possibility of an uprising occurring in Canada based on the Bland novel “Uprising”

18 April 2010 – quoted in “Fast troop removal out of character for Canada”, *Ottawa Citizen*

03 May 2010 – quoted in “Navy struggles to define its future”, *The Globe and Mail*

13 May 2010 – live radio interview with *CHQR Radio* in Alberta to discuss Afghanistan and how Canadian will/can prepare their troops for exit in 2011.

13 May 2010 – quoted in “Natives bore brunt of job losses in Canada, Statscan study shows”, *The Globe and Mail*

30 May 2010 – quoted in “Daniel Menard scandal leaves military reeling”, *The Globe and Mail*

14 June 2010 – quoted in “Canada’s role shrinking in Kandahar”, *thespec.com*

28 June 2010 – quoted in “Canada’s brewing ‘insurgency’”, *english.aljazeera.net*

15 July 2010 – phone interview with *NY Times* writer Ian Austin (Ottawa) to discuss F16 fighter jets that the government is announcing to purchase tomorrow

15 July 2010 – phone interview with John Geddes of *Maclean’s Magazine* to discuss F-16 fighter jets

21 July 2010 – phone interview with Toronto Star Editorial Board discussing Canadian troops to leave Afghanistan in 2014

20 August 2010 – quoted in “Mixed success for a veterans ombudsman”, *The Globe and Mail*

22 August 2010 – quoted in “Documents show Canada turned down NATO plea for more troops”, *The Globe and Mail*

24 August 2010 – quoted in editorial “Canada should stay in Afghanistan to give aid – and to defend”, *The Globe and Mail*

7 September 2010 – quoted in “Climate change could drag Canadian military onto front lines”, *thestar.com*

8 September 2010 – quoted in “Military girds for climate change battles; expect conflict as supplies run short”, *Canadian Press*

20 October – phone interview with Juliet O’Neill, National Report for Canwest, to talk about NATO-UAE

22 October 2010 – quoted in “NATO, UN urged to stand up to U.A.E. eviction notice”, *Montreal Gazette*

1 December 2010 – phone interview with Jean Virgil Passe of *Chicago Talks.org* media show - to discuss the Canadian presence in Afghanistan

9 November 2010 – *The Agenda with Steve Paikin* – The Debate: After Afghanistan – televised commentary

9 November 2010 – quoted in “1,000 troops to remain in Afghanistan after combat mission ends”, *Ottawa Citizen*

19 November 2010 – quoted in “Flying into Trouble”, *Maclean’s Magazine*

23 December 2010 – quoted in “Canada hopes for safer year in Afghanistan with switch to training mission”, *Winnipeg Free Press*

30 December 2010 – phone interview with Geoff Currier of *CJOB Radio Winnipeg* evening talk program “Nighthawk”. Discussion was around the opinion article by Douglas which appeared in the *Ottawa Citizen*

5 January 2011 – comments in “Conservatives kill cabinet committee that guided combat in Afghanistan”, *iPolitics.ca*

7 January 2011 – interviewed about the “Aboriginal insurgent groups”, *APTN Television*

22 March 2011 – discussing Canada’s role in the no-fly zone over Libya on 7 *CBC radio stations* across Canada

25 March 2011 – quoted in “Respected Canadian airman ideal to lead NATO Libya mission, says military expert”, *Vancouver Sun*

DR. ALLAN ENGLISH – Research Associate/MPA Lecturer

22 November 2010 – quoted in “Healing wounds”, *The Kingston Whig-Standard*

PAUL CHAPIN – Research Associate

29 November 2010 – Paul Chapin explained to host Dan Matheson (*CTV’s Power Play*) and Canadians that it is time for Canada to develop a national security strategy that would engage us more completely in the post-911 world.

1 December 2010 – Paul Chapin, talked national security on *CFRA Ottawa’s Michael Harris Live*.

9 December 2010 – MLI author Paul Chapin discussing national security and MLI’s release of its latest study, *To Stand On Guard*, which was authored by the 25-year veteran of the Department of Foreign Affairs was on *Ottawa’s Madely in the Morning Radio Show*

OpEd Articles Published

- Please send samples where appropriate

Total:

Provide the following for each article: author, title, newspaper where published, date published

Example

John Smith: “The Mission in Afghanistan,” *Ottawa Citizen*, 12 December 2006

DR. DOUGLAS BLAND

“Ethnic gangs” special piece in *Ottawa Citizen*, 9 July 2010

“Risk of aboriginal insurgency”, opinion piece in *Winnipeg Free Press*, 23 July 2010

“Response to Colin Robertson {Canadians Pick Peacekeeping over Combat}, opinion piece on THE 3Ds Blog at <http://www.cdfai.org/the3dsblog/?p=20>, 25 October 2010

“What next for the military? A false dichotomy”, a Special to *Globe and Mail*, 27 October 2010

“In Defence of Canada’s Defence” *Policy Options*, November 2010

“Merely stating the obvious” opinion piece in the *Ottawa Citizen*, 30 December 2010

PAUL CHAPIN – Research Associate

“End the Inquisition”, story in the *Ottawa Citizen*, 8 May 2010

“Our dumbed-down foreign policy”, special piece in the *Ottawa Citizen*, 29 October 2010

“A keep-safe strategy”, Special article in the *Windsor Star*, 21 December 2010

DR. ALAN WILLIAMS – Research Associate/MPA Lecturer

“Flying Solo”, Citizen Special story in the *Ottawa Citizen*, 24 July 2010

“Feds should apply lessons learned from AG’s report on CF-18s to F-35s”, article in *The Hill Times*, 15 November 2010

“Why I’m against sole-sourcing joint strike fighter jets”, article in *The Hill Times*, 29 November 2010

Media Background Briefings

Total:

Provide a brief description of the briefing topics and the media outlets receiving them

Background briefings occur regularly through the year and by their very nature are confidential conversations between members of the Chair, Defence Management Studies and media outlets. Although the Chair, out of principle, does not divulge the number of contacts or their identity, it is certainly noted within the Queen’s environment that the Chair is contacted and quoted the most frequently on national defence topics.

2.7 Outreach Strategy: Briefly outline how the Centre attempted to meet the outreach strategy outlined in the five-year funding proposal

The outreach and teaching eligibility requirements for the 2010-11 fiscal year were met as follows, and are detailed under this section, subsection (a):

Ottawa Seminars – 4 engagements

Meet the Soldier – two field trips supplemented the Defence Management Studies MPA students class studies – one to Canadian Land Force Command and Staff College and one to CFB Kingston where the students were able to converse with Base Commander Colonel Rick Fawcett. In addition, there were three in-class guest lecturers, two from Canadian Forces and a retired CF officer currently teaching in the History Department at Queen's University

Media – various OpEds and quotes are noted elsewhere in this document

Website – we have made better use of our website with publishing occasional papers from peers, and we continue to reach out to students for additional papers to publish on the website

Conferences and Seminars and interactions with CF, Government and Non-Government organizations – the Chair sponsored and/or partnered in 3 conferences, 4 workshops, 3 Ottawa Seminars, and a luncheon speaking engagement. In addition the Chair was a Guest Speaker at the Joint Command and Staff Program, Canadian Forces College.

The two core subjects for the Defence Management concentration of the MPA program are reviewed and updated annually along with two other Defence Management related subjects offered yearly.

The Chair has published three Claxton papers this past year, and is currently doing research for a new publication – Let Sleeping Dogs Lie.

Centre sponsored events on security and defence (e.g. conferences, seminars, workshops, roundtables, simulations, guest lecturers/speakers, engagements with general public and beyond traditional Centre audience, etc.)

Total Number of Events:

- Separate each event with a space

Title of the Event <ul style="list-style-type: none"> • Indicate if event was held in partnership with other universities or organizations 	Number of Attendees <ul style="list-style-type: none"> • Include the number of CF members and DND officials when possible 	Audience Description <ul style="list-style-type: none"> • Outline which segments of the security and defence community attended the event: government officials, academics, students, private sector representatives, NGO representatives, etc. • Use specific names when appropriate 	Type of Event <p>Specify if the event was a:</p> <ul style="list-style-type: none"> • Presentation/event held at NDHQ • Roundtable • Speakers Series • Conference • Workshop • Public Lecture • Other <p>*Note that events can be described as more than one type</p>	Funded by the SDF Special Project Fund <ul style="list-style-type: none"> • Indicate level of support where appropriate
4 May 2010 – Canadian Forces College – Joint Command and Staff Program – Executive Leaders Programme	25 – all CF members	CF members	Class Address	
6 May 2010 - requested to appear before the committee to speak about a study being done on "Canadian soldiers in international peace operations after 2011"	15	House of Commons Standing Committee on National Defence	Committee-requested appearance	
6 June 2010 – presented a paper on “the future of peace operations” to the House of Commons <i>Standing Committee on National Defence</i> in relation to their	15	House of Commons Standing Committee on National Defence	Committee-requested appearance	

study on the role of Canadian soldiers in international peace operations after 2011				
15-17 June 2010 – KCIS Conference – partnered and sponsored by Defence Management Studies, Queen’s Centre for International Relations, CF Land Forces Doctrine and Training Systems, and US Army War College	120 including 59 DND and CF members	International and domestic audience of senior military officers, senior diplomatic officers, government officials, NGO’s, academics and graduate students	International Conference	
17 Jun 2010 – SDF Business Committee Meeting	20 including approx. 6 DND members	SDF Centre Directors, Chair Defence Management Studies, Selection Committee Chair, members of the Directorate of Public Policy, Director Generals (4) of International Security Policy; Strategic Analysis; Policy Coordination; and Future Security Analysis	Business Committee Meeting	
12-15 September 2010 – Global Futures Forum, Singapore	240+	US Ambassador to Singapore; Chairman, Public Service Commission, academia, government representatives	Conference	
17 September 2010 – “Aboriginal Affairs in Canada” lecture	125	General public	Public lecture by Douglas Bland	
19 October 2010 – speaker at luncheon at the Royal Canadian	60	General public, Government of Ontario senior public servants,	Public lecture by Douglas Bland	

Military Institute in Ottawa discussing “The Root Cause Theory of Insurgency and the Future of Aboriginal Affairs in Canada”		members of the Royal Canadian Military Institute (Toronto)		
19 October 2010 – Canadian Forces College – Joint Command and Staff Program	125	CF Future Mission	Class Seminar	
18 October 2010 – Former Representative of Canada in Kandahar, Ben Rowswell. Discussion on the progress that Canada has made in Kandahar and how Canada can build on that foundation as its mission transitions in 2011 when Canadian troops withdraw from Kandahar. He also discussed the whole-of-government approach to the Afghanistan engagement.	25 including 6 CF and 6 government	Senior Government of Canada officials, CF officers, academics and members of the public	CDAI/CDMS Ottawa Roundtable	
28-29 October 2010 – “Canada’s Security Interests”, the 13 th Annual Canadian Defence Association Institute Graduate Symposium 2010 at RMC, partially sponsored	120	Graduate students, senior academics, CDAI officers	Symposium	
3 November 2010 – David Mulrone, Ambassador of Canada to the People’s Republic	37	Senior Government of Canada officials, CF officers, academics and members of the	CDAI/CDMS Ottawa Roundtable	

of China. He spoke on, “ <i>Agents of Growth and Change in the Canada-China Relationship.</i> ”		public		
10 November 2010 – “Industrial and Regional Benefits” workshop – full sponsorship	22 including 5 DND officials and 1 CF	Academic presenters, officials from the Government of Canada, CF officers	Annual Workshop	
11 November 2010 – Fifth annual “Defence and Security Economics” workshop – partial sponsorship along with CDA, RMC, Norman Paterson School of International Affairs at Ottawa University, CORA/DRDC	39 including 1 CF and 5 DND officials	International and domestic Economists/ academics, Government of Canada officials	Annual Workshop	
16-17 November 2010 – “Canadian Military and Veteran’s Health Reform” conference – partial sponsorship and “in kind” support	250	International and domestic military officials including the CDS, government officials including Senators, representatives from over 20 universities representing each province, Veterans Affairs,	International Conference	
17 (Kingston) and 24 (Belleville) November 2010 – “Aboriginal Affairs in Canada” lecture	70 civilians	General public	Public lecture by Douglas Bland	
22 November 2010 – Paul Chapin appeared before the House of Commons to Examine and report on the national security and defence policies of	15	House of Commons Standing Committee on National Defence	Committee-requested appearance	

Canada with respect to “The role of Canada in NATO”				
6-8 December 2010 – Keynote Speaker at the “Special Operations Forces (SOF): A National Capability” conference at The Royal Military College of Canada	150	Commander and staff – Special Forces Command; academic presenters, media, members of the public	Conference	
12 January 2011 – Brigadier General Gary O’Brien	27 including six government officials and eight CF	Canadian and foreign governments, student, active or retired CF, private sector	CDAI/CDMS Ottawa Roundtable	
13 January 2011 – CDA Stakeholders Meeting	12 - closed meeting	Hosted by the CDS	Closed Meeting	
24-25 February 2011 – “Canada-US Security Interests – Ten Years After 9/11”, – partial sponsorship	450	General public, media, members of Parliament, senior CF officers, members of the CDA	2011 Ottawa conference on Defence and Security (formerly CDAI Annual Conference)	
24 March 2011 – Mr. Kevin Page and Mr. Peter Weltman, Parliamentary Budget Officer, discussing F-35 Aircraft	25 - with 6 active or retired CF officials and 6 government officials	Government officials, academics, CF member (retired and active) and members of the community	CDAI/CDMS Ottawa Roundtable	
25 March 2011 – “Interagency Coordination Workshop	15 with 7 from DND and 1 CF official	CF members, DND members, UK Defence Academic, Canadian Academics, and 2 Industry Canada	Workshop	