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culture

and the Way Ahead
for Military Colleges



June 8-9, 2023

Kingston Market Square Hotel
285 King St E, Kingston, Ontario

Culture and the Way Ahead for Military Colleges

This workshop focuses on military culture and socialization in Canadian Military Colleges, with a focus on organizational culture and climate, leadership, pedagogy, and training and education. The workshop provides a forum for defence and civilian academics, policy-makers, and practitioners to reflect on scholarly research that can advance our understanding of military colleges, and that can inform participants' reflections in the context of the recommendations included in the Arbour report.

Organized by: Canadian Defence Academy & Canadian Defence and Security Network

Organizers: Vanessa Brown, Barbara J. Falk, Irina Goldenberg, Sara Greco, Stéfanie von Hlatky, and Margaret Shepherd



Thursday, 8 June 2023

Gibraltar Room, 2nd Floor

0800

0845

Registration

2nd Floor Foyer

0845

0900

Land Acknowledgement

0900

0915

Welcome and introduction

0915

1015

Keynote

Major-General Craig Aitchison

1015

1030

Break

1030

1200

Panel I – Setting the Stage: Culture Change and Colleges

Canadian Military Colleges offer a unique glimpse into military culture, its processes of socialization, and approaches to leadership development. As the Arbour Report notes, the momentum for and progress on culture change within the military hinges on the culture and practices at the Colleges. This panel will focus on formal and informal practices and curricula that shape student experiences at military colleges in Canada and beyond.

Chair and Moderator: **Sara Greco**, *Canada Defence Academy*

Panelists:

Changing Military Culture through Research-informed Education: Perspectives from a Canadian Military College Professor

Grazia (Grace) Scoppio, *Royal Military College of Canada, Queen's University*

The recently launched Canadian Military Colleges' Student Experience, Health & Well-Being Survey

Sean Norton, *Director General Military Personnel Research and Analysis*

USAFA Structure and Socialization and Their Effects on the Cadet Experience

Elissa Hack and Richard Niemeyer, *United States Air Force Academy*

1200

1300

Lunch

Old Stones, 2nd Floor

1300
1400

Fireside Chat

Nancy Taber, Brock University | **Karen Davis**, Director General Military Personnel Research and Analysis

Chair: **Stéfanie von Hlatky**, Queen's University
Moderated by: **Al Okros**, Canadian Forces College

1400
1530

Panel II – Best Practices from Civilian Universities

Civilian universities across Canada have been foregrounding Indigeneity, diversity, equity, and the empowerment of learners from diverse identities and experiences. In this moderated panel, we ask professors across Canada to share implementation strategies and best practices.

Chair and Moderator: **Margaret Shepherd**, Royal Military College of Canada

Panelists:

Sheri Fabian, Simon Fraser University
Tammy George, York University
Vanessa Brown, Canadian Forces College

1530
1545

Break

1545
1715

Panel III - Military Socialization and Training

This panel focuses on training and socialization processes in early training environments in the Canadian Armed Forces, and their impact on military culture, values, attitudes, and professional conduct. The role of formal and informal socialization processes and the complementarity of education, training, and lived experiences will be discussed.

Chairs: **Irina Goldenberg & Sara Rubenfeld**, Director General Military Personnel Research and Analysis

Moderator: **Irina Goldenberg**

Panelists:

Socialization of new members into military culture: Insights from the Canadian Armed Forces' early training environments

Esther Briner, Director General Military Personnel Research and Analysis

Socialization - The Complementarity of Education, Training and Living Experience

Michael Rostek, Toronto Research Centre Defence Research and Development Canada

Training and Education for Professional Military Conduct

Sara Rubenfeld, Director General Military Personnel Research and Analysis

Perspectives on Cadet Culture

Alan Okros, Canadian Forces College

1730
1900

Networking Reception

Old Stones, 2nd Floor

With welcoming remarks by **Lieutenant-General Lise Bourgon**
Acting Commander, Military Personnel Command

Friday, 9 June 2023

Gibraltar Room, 2nd Floor

0900
1200

Design Thinking and Military College

Drawing from best practices emerging from universities, and considering the recommendations of the Arbour report, the second day of the workshop delves into the strategies, initiatives, and processes that can be implemented to advance cultural change and promote inclusion and diversity in military colleges. The breakout sessions will explore how innovation and self-reflexive learning by doing can support GBA+ analysis, mainstream diverse and intercultural perspectives in curriculum design; create and foster safe and non-judgmental spaces for teaching and student participation; and promote a supportive and welcoming teaching and learning environment for positive and inclusive military socialization.

Lead: **Barbara J. Falk**, *Canadian Forces College*

Discussion Animators/Facilitators:

Barbara J. Falk, *Canadian Forces College*

Madison Schramm, *University of Toronto*

Howard Coombs, *Royal Military College of Canada*

1200
1300

Lunch

Old Stones, 2nd Floor

1300
1600

Breakout Group Discussions

Rapporteurs:

Yerin Chung, Claire Parsons & Isabela Rittinger, *Queen's University*

Breakout Group #1 Curriculum Design | Room 306

Dr. Madison Schramm; lead military discussant **Col Sarah Heer**

Breakout Group #2 Teaching and Participation in the Classroom | Room 307

Dr. Barbara J. Falk; lead military discussant **Col Maureen Wellwood**

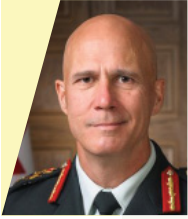
Breakout Group #3 The Teaching and Learning Environment | Gibraltar Room

Dr. Howard Coombs; lead military discussant **LCol Melanie Lake**

1600
1700

Report-out Results of Breakout Groups/Next Steps

Biographies



MGen Craig Aitchison

Major-General Craig Aitchison joined the Canadian Armed Forces (Reserve) in January 1985, transferring to the Regular Force in 1987. He attended the University of New Brunswick in Fredericton, graduating with a Bachelor of Business Administration. He deployed three times with The Royal Canadian Regiment to the Former Republic of Yugoslavia: once on Operation CAVALIER and twice on Operation PALLADIUM. He deployed to Afghanistan on Operation ATHENA. From 2009 to 2011 he commanded the Infantry School and in July 2015 he took command of the Combat Training Centre. On promotion to Brigadier-General in August of 2017, he deployed to Iraq with the US Army and upon his return assumed the position of Deputy Commanding General for Operations at United States Army Alaska. He was promoted to his present rank in June of 2020 and assumed command of the Canadian Defence Academy that August. He is a graduate of the Canadian Army Command and Staff College, the Joint Command and Staff Programme at the Canadian Forces College, and the Advanced Operational Art Studies Fellowship at the School of Advanced Military Studies in the United States.



LGen M.H.L. (Lise) Bourgon, CMM, MSC, CD

Enrolled in 1987 as a Maritime Helicopter Pilot, Lieutenant-General Bourgon commanded in both international and domestic environments at strategic to tactical levels. She holds a bachelor's degree in Business Administration, a Master's Certificate in Project Management, a Master's in Public Administration, and in 2021 completed a one-year Fellowship at Queen's on Diversity, Inclusion and Culture.



Esther Briner

Esther Briner is a Defence Scientist in the Leadership, Culture, and Ethics section at Director General Military Personnel Research and Analysis (DGMPRA). Ms. Briner is engaged in a multi-phased qualitative study on socialization and misconduct in the Canadian Armed Forces (CAF) where she leads research aimed at understanding the impact of socialization processes on military personnel as they go through early phases of their career in the CAF. Ms. Briner holds an MA in Psychology and is completing her PhD in Health Psychology at Carleton University, with a focus on understanding behaviour change.



Vanessa Brown

Vanessa Brown holds a PhD in Sociology from Carleton University. Dr Brown's PhD thesis investigates the integration of gender and cultural perspectives in Professional Military Education and its relationship to organizational culture change. Dr Brown joined Canadian Forces College as a lecturer in 2015 teaching Institutional Policy Studies for the Joint Command and Staff Programme. Dr Brown was recently appointed Assistant Professor in the Department of Defence Studies at Canadian Forces College. Dr. Brown has assumed a variety of Department of National Defence research and advisory roles in recent years including as an Assistant Professor with the Dallaire Centre of Excellence for Peace and Security as well as Interim Gender Advisor to Commander of the Canadian Defence Academy.



Yerin Chung

Yerin Chung is a doctoral student in the Department of Political Studies at Queen's University specializing in Political Theory and International Relations. Yerin serves as the Director of Communications and Public Relations for the Canadian Peace Research Association (CPRA). She is a Junior Fellow with the Conference of Defence Associations Institute (CDA Institute) and has previously worked with the Institute as a Research Assistant. Yerin holds an M.A. degree in Political Science with a Specialization in Political Theory and a B.A. (Hons.) degree in Political Science both from Western University. Yerin is particularly interested in interdisciplinary studies of incorporating empirical research to normative theory and specializes in moral and ethical problems as it concerns human rights, global distributive justice, and intergenerational justice.



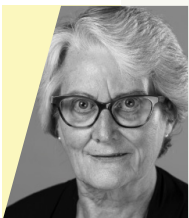
Howard Coombs

DR. HOWARD G. COOMBS is an Associate Professor of History at the Royal Military College of Canada and the Deputy Director of the Queen's Centre for International and Defence Policy, both in Kingston, Ontario. Additionally, he is a part-time Canadian Army reservist with the Canadian Defence Academy Headquarters, also in Kingston. Coombs received his PhD in Military History from Queen's University, in Kingston. His research interests are Canadian professional military education, in addition to Canadian military operations and training.



Karen D. Davis, CD, PhD

Dr. Davis served for 44 years as a non-commissioned member, officer and civilian defence scientist. She has led numerous domestic and international research initiatives related to gender, diversity, leadership and culture, and pioneered qualitative research on the experience of women in the Canadian military, including the combat arms, and with sexual misconduct. Since this early work, Karen has participated in numerous military change initiatives including those related to strategic human resource planning, gender integration, harassment prevention, and leader development. Since 2015, she has led the development of research strategy to better understand military cultures and culture change challenges. Karen's most recent publications include critical analyses of socio-cultural change activity, the implications of warrior identity, and negotiating feminist identity, all within Canadian military context. She has received several awards and commendations, most recently the Public Service of Canada Award of Excellence in Professionalism, for research supporting prevention of sexual misconduct.



Sheri Fabian

Dr. Sheri Fabian is a University Lecturer in the School of Criminology and Director of Transforming Inquiry into Learning and Teaching (TILT) at Simon Fraser University. Her work at TILT supports evidence-based teaching and learning research scholarship, partners with instructors to help them understand the effects of their teaching, and encourages them to reflect upon their roles in the development of students as academics, future leaders, and global citizens. She has co-facilitated a number of intensive faculty seminar series including Disrupting Colonialism through Teaching and Decolonial Teaching and Learning. Sheri continues to build on her 15 years of research validating the claims of residential school survivors. She remains committed to her settler obligation to decolonize education, engage in anti-racist pedagogical practices, and to incorporate Indigenous ways of knowing into classrooms and institutions. She was named a 3M National Teaching Fellow in 2019.



Barbara J. Falk

Barbara J. Falk, works in an interdisciplinary capacity, with expertise in politics, law, and history. Her primary research focus is on in the persecution and prosecution of domestic dissent at times of international conflict. She publishes in the areas of comparative dissent and national security law and policy and is the author of *The Dilemmas of Dissidence: Citizen Intellectuals and Philosopher Kings* (2003) and *Political Trials: Causes and Categories* (2008). She is currently writing a book on comparative political trials across the East-West divide during the Cold War. Prior to her academic career, she worked in the private and public sectors in human resources, labour relations and women's issues, as Director of Human Resources at Sony Music Canada; Director, Compensation and Labour Relations, Management Board.



Tammy George

Tammy George is an assistant professor in Faculty of Health Science, School of Kinesiology in the area of Critical Socio-Cultural & Policy Studies in Sport & Physical Activity at York University. She is also a psychotherapy candidate at the Toronto Institute for Contemporary Psychoanalysis working with athletes, veterans and specializing in addictions and trauma. Her current research lies at the intersection of critical military studies, racial violence and mental health and explores the reconfiguration of racial and national subjectivities. Her current book manuscript entitled, "Be All You Can Be or Longing to Be: Racialized soldiers, the Canadian military experience and the im/possibility of belonging to the nation" examines the connection between military service, racial trauma and mental health.



Irina Goldenberg

Dr. Irina Goldenberg is Director Research Operational and Organizational Dynamics (DROOD) in the Canadian Department of National Defence. Her areas of expertise include military recruitment and retention, military culture and identity, and topics related to Total Defence Workforce personnel management. She is an internationally recognized researcher and plays an active role in a number of scholarly organizations, including the NATO Science and Technology Organization and the European Research Group on Military and Society (ERGOMAS). Dr. Goldenberg has published extensively in scholarly journals and (co)edited 4 books, including *The Defence Team: Military and Civilian Partnership* (with Dr. Angela Febbraro), *Information Sharing in Military Operations* (with Dr. Joseph Soeters), *Military Behavioural Sciences in the Handbook of Military Sciences*, and the upcoming *Total Defence Forces in the 21st Century* (with Dr. Joakim Berndtsson and Dr. Stéfanie von Hlatky).



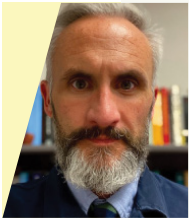
Sara Greco

Sara Greco holds a PhD in Political Studies from Queen's University, with specializations in international relations and comparative politics. She is currently an Assistant Professor at the Canadian Forces College and a Senior Analyst with Chief Military Personnel (CMP) in the Canadian Department of National Defence (DND), where Sara recently completed her time as the Gender Advisor to CMP. She holds the position of Research Associate with the Centre for International and Defence Policy at Queen's University. Her areas of research include international relations, great power competition, and the global order; as well as gender and security, and military culture, particularly within the Canadian and NATO contexts. In terms of most recent publications, Sara is the co-editor of a recent volume (August 2022), *The Power of Diversity in the Armed Forces*, with McGill-Queen's University Press that investigates non-citizen military participation as a way to increase diversity and inclusion within the armed forces.



Col Sarah Heer MSM, CD

Colonel Sarah Heer joined the Canadian Armed Forces in 1997 as an Artillery Officer. She graduated from the Royal Military College in 2001 and was posted to the 2nd Regiment, Royal Canadian Horse Artillery (2 RCHA) where she was employed in various junior officer positions. Following Battery command and staff-college, she was posted in 2014 to the Strategic Joint Staff (SJS) as regional planner. She then served as the Artillery Officer Career Manager before being promoted to Lieutenant-Colonel in 2016. Following promotion, she was appointed the Director of Human Rights and Diversity for the Canadian Armed Forces. From 2018-2020 she was employed as the Deputy Director of Strategic Effects and Targeting in the SJS. From 2020-2022 she commanded 2 RCHA followed by her promotion to her current rank. She is currently employed as the Chief of Staff of the Canadian Armed Forces Transition Group and was also appointed as the Director Artillery Non-Commissioned Members in August 2022. Colonel Heer's operational experience includes a deployment in Afghanistan in 2003, two Disaster Assistance Response Team deployments: the first in 2005 to Sri Lanka and the second in 2010 to Haiti. In 2017, she deployed to Kuwait where she served as the Deputy Chief of Lethal Fires for the Combined Joint Task Force - Operation Inherent Resolve. In 2021, she completed her fifth operational deployment as the Commander Joint Task Force Ukraine (Operation UNIFIER, rotation 10). Colonel Heer has been awarded a Chief of the Defence Staff Commendation, the United States Meritorious Service Medal and the Canadian Meritorious Service Medal. She was also recognized as one of Canada's Top Women in Defence for 2021.



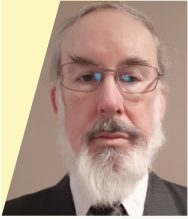
Richard E. Niemeyer

Dr. Richard E. Niemeyer is an Assistant Professor in the Department of Behavioral Sciences & Leadership and the Warfighter Effectiveness Research Center Director at the United States Air Force Academy. He obtained his Ph.D. in sociology from the University of California—Riverside in 2011. Dr. Niemeyer's current research examines the neurological, psychological, and sociological elements that impact human social behavior, specifically emphasizing their implications for future conflicts. He and his collaborators recently received a five-year Multi-University Research Initiative grant from the Air Force Office of Scientific Research. Their research will focus on identifying the neurosociological foundations of cognitive security in low-information environments.



Sean Norton

Mr. Sean Norton is a Defence Scientist with over 20 years of experience working on Defence, public safety and security issues. He is the Section Head for Operational Effectiveness and Leadership within the Director General Military Personnel Research and Analysis (DGMPPRA), and the Project Lead for the recently launched, Canadian Military Colleges Student Experience, Health and Well-Being survey. Mr. Norton began his career working on strategic human resource issues before shifting to personnel research. Mr. Norton was involved in developing the innovation infrastructure for DND's \$1.2B Innovation for Defence Excellence and Security (IDEaS) program. He was an Operational Researcher with the Defence R&D Canada Centre for Security Science, where he conducted research on whole-of-government security planning and operations for the Olympics; Canada's whole-of-government approach to the war in Afghanistan, human smuggling, and countering violent extremism. Mr. Norton also worked in a diplomatic role for Global Affairs Canada in International Crime and Terrorism. Mr. Norton has a Master of Arts Degree in Sociology and International Development Studies and a degree in Economics.



Alan Okros

Dr. Okros is a Full Professor in the Royal Military College Department of Defence Studies currently serving as Deputy Director Research at the Dallaire Centre of Excellence for Peace and Security as well as Special Advisor to Commander Chief Professional Conduct and Culture. He completed 33 years service in the Canadian Armed Forces in 2004 having being responsible for a number of research, policy and doctrine files related to the profession of arms, military leadership and diversity in the CAF. Dr Okros has contributed to a range of Canadian and international projects, policy analyses and programme development particularly with colleagues across multiple nations and regions on initiatives to enhance equity, diversity, inclusion and indigeneity. He is finalizing a NATO research report on incorporating gender perspectives in senior officer professional education.



Claire Parsons

Claire Parsons is a Master's Candidate with the department of Political Studies with a specialization in Nationalism, Ethnicity, Peace, and Conflict at Queen's University. Her research interests pertain to military affairs and international relations and her Major Research Project is focused on reducing the recruitment and retention of far-right radicals into the Canadian Armed Forces. She is also the recent winner of the Conference of Defence Associations Institute's research fellowship where she serves as an in-house expert and writer on military affairs. Claire holds her Bachelor's in Political Studies with a Certificate in Law from Queen's University and is looking to pursue a career in policy and strategy advisory for defence issues.



Isabela Rittinger

Isabela Rittinger is completing her fourth year of undergraduate studies at Queen's University as a Political Science Major and Film and Media Minor. Her research interests are within genocide studies, particularly the impact of genocides and atrocity crimes on the LGBTQIA+ community. Outside of academia, Isabela is the president and founder of Bleed the North, a youth-led non-profit committed to ending period poverty in Ontario and responsible for the donation of over 100,000 products to those in need. Isabela is grateful for the opportunity to participate in this important work.



Michael A. Rostek, CD, PhD, APF

Dr. Rostek is a veteran of the Canadian Armed Forces. He retired from the Regular Force in 2011 and served as a Reservist until 2022. He served in a variety of command and staff appointments including various training, academic and research positions throughout his military career. He obtained his Doctorate (War Studies), from the Royal Military College of Canada and he holds two master's degrees - a Master of Management in Defence Studies, University of Canberra, Australia and a Master's of Arts (Defence Management and Policy), Royal Military College of Canada. He has held several academic and research positions primarily in the defence, security and politics disciplines having taught at the Royal Military College of Canada, Queen's University, Ontario Tech University, University of Ottawa and St Lawrence College. He is currently employed as a Defence Scientist with DRDC-Toronto Research Centre and conducts social science research as a member of the Intelligence, Influence and Collaboration section.



Sara Rubenfeld

Dr. Sara Rubenfeld is a Defence Scientist with Director General Military Research and Analysis (DGMPPRA) where she leads the Leadership, Culture and Ethics section within Director Research Operational and Organizational Dynamics. Most of her research focuses on sexual misconduct in the Canadian Armed Forces, primarily on leadership, bystander intervention and training for professional military conduct. As research lead for the Sexual Misconduct Research Program, Dr. Rubenfeld is responsible for oversight of DGMPPRA's research in this domain and providing subject matter expertise for stakeholders across CAF/DND. She completed a doctorate in social-cultural psychology at the University of Ottawa.



Madison Schramm

Madison Schramm is an assistant professor in the Department of Political Science at the University of Toronto and a nonresident senior fellow in the Stimson Center's Reimagining US Grand Strategy program. Previously, she was an Assistant Professor in the Department of National Security and Strategy at the US Army War College (2021-2022), a Postdoctoral Fellow at the Institute for Politics and Strategy at Carnegie Mellon University (2020-2021), the Postdoctoral Fellow in Innovative Approaches to Grand Strategy at the International Security Center at the University of Notre Dame (2019-2020) and the Hillary Rodham Clinton Research Fellow at the Georgetown Institute for Women, Peace, and Security (2018-2019). Her research focuses on international security, the domestic politics of foreign policy, political psychology, and gender and foreign policy. Schramm has published manuscripts exploring gender and conflict initiation (*Security Studies*), democratic constitutional systems and conflict (*Political Science Quarterly*), threat perception in liberal democracies (*Journal of Global Security Studies*), and diversity and inclusion in post-conflict states (Book chapter, Oxford University Press). Her commentary and reviews have been published in *Foreign Affairs*, the *Texas National Security Review*, the *Atlantic*, the *Christian Science Monitor*, the *Duck of Minerva*, and *CFR.org*; and her research and analyses have been cited in the *Washington Post*, *New York Times*, and *Jerusalem Post*.



Grazia (Grace) Scoppio

Dr. Grazia Scoppio is a Professor in the Department of Defence Studies, Royal Military College of Canada (RMC). She is cross-appointed in the Queen's University Department of Political Studies, is a Fellow at the Centre for International and Defence Policy at Queen's, and a member of the Canadian Defence and Security Network and the Transforming Military Cultures Network. From January to June 2023 she was Acting Deputy Director Research, Dallaire Centre of Excellence for Peace and Security, Canadian Defence Academy (CDA). In 2021, she was Fulbright Canada Research Chair in Peace and War Studies at Norwich University, Vermont, USA. From 2017 to 2020, she was Dean of Continuing Studies at RMC after serving as Associate Dean from 2013 to 2016. Between 2002 and 2013, she held appointments at CDA and Canadian Forces Leadership Institute. Her multidisciplinary research includes diversity and gender in military organizations; military education; organizational culture; and immigration. She presented at many national and international conferences and authored or co-authored several publications, including: books, reports, chapters in edited books and articles in peer-reviewed journals. She received grants and awards from the Social Sciences and Humanities Research Council of Canada, the Canadian Department of National Defence, and Fulbright.



Margaret Shepherd

Margaret BK Shepherd, better known as Maggie, is a professor of Management at the Royal Military College of Canada (RMC) where she currently serves as the Chair of the Master of Business Administration program and will be beginning her role as the Associate Dean of Graduate Studies in July. She has held a variety of senior academic administrative appointments over the past 27 years as well as having taught Organisational Behaviour and Marketing for over a decade at the Smith School of Business at Queen's University. Understanding influence and complex change are integral to her teaching, research interests and scholarly practitioner work. In addition to her role as a professor, Maggie continues to consult and serve several not for profit and professional boards.



Nancy Taber

Dr. Nancy Taber is a professor in the Department of Educational Studies at Brock University. Her research explores the ways in which learning, gender, and militarism intersect in daily life, popular culture, museums, militaries, and educational institutions. She has a particular focus on women's experiences in the Canadian Armed Forces as relates to organizational culture, official policies, education, and informal everyday practices, with respect to gender discrimination, sexual harassment, and sexual assault. She is the co-director of the Transforming Military Cultures network. Her debut novel, *Born an Islander*, a result of her fiction-based research, is forthcoming with Acorn Press. Dr. Taber is a retired military officer who served as a Sea King helicopter air navigator. She is a former President of the Canadian Association for the Study of Adult Education and the former Editor-in-Chief of the Canadian Journal for the Study of Adult Education.



Stéfanie von Hlatky

Stéfanie von Hlatky is the Associate Dean (research) of the Faculty of Arts and Science at Queen's University and the Canada Research Chair (Tier 2) in Gender, Security, and the Armed Force. Dr. von Hlatky's own research focuses on alliance politics, multinational operations and the Women, Peace and Security agenda. She has published two books with Oxford University Press, four edited volumes and over 40 articles and chapters on topics such as why and how democracies fight wars, how global norms affect security practices, and Canadian defence policy. Her latest book is titled *Deploying Feminism: The Role of Gender in NATO Military Operations* (Oxford University Press 2022). She is the Director of the Centre for International and Defence Policy and co-director of the Network for Strategic Analysis and Canadian Defence and Security Network.



Col B. Maureen Wellwood, MDS, MEd, OMM, CD

Born in London, Ontario, Maureen Wellwood started her military career at the age of 18. After a one-year deployment in 2021-22 as Task Force Commander of OP CROCODILE, Canada's contribution to the UN mission in the Democratic Republic of the Congo, she attended the National Security Program in Canadian Forces College, Toronto and will be continuing at the College as Director of Programs in 2023. Promoted to her current rank in 2021, she is the first woman in the Canadian Infantry to attain the rank of Colonel. In April 2018, she was recognized as one of the Top 20 Women in Defence in Esprit de corps' "Breaking Down the Barricades" and has since been recognized as one of the 2018 Top 100 Canada's Most Powerful Women. Maureen is a Bachelor of Military and Strategic Studies from Collège militaire royal de Saint-Jean, a Master of Defense Studies from Royal Military College, and a Master of Leadership in Education from Yorkville University. She is currently a student of the Master of Public Administration program with RMC.