
Welcoming Remarks

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Colonel W.N. Peters, CD, Deputy Commandant and Director of Cadets, Royal Military College of Canada. Colonel William N. Peters earned an Honours BA in Political Science from McMaster University, and an MA in War Studies from the Royal Military College of Canada. He was appointed Visiting Defence Fellow at Queen's University, has taught at Canadian Forces College, and served as Director Land Strategic Planning. An infantry officer of the Royal Canadian Regiment, he has served with the Gloucestershire Regiment of the British Army, and in various regimental appointments and commands in Canada, Germany, and on two United Nations tours in Cyprus. He commanded 1st Battalion Royal Canadian Regiment from 1991 to 1993 and has been Director of Cadets and Deputy Commandant at the Royal Military College of Canada since 2002. His book, "Club Dues: The Relevance of Army Expeditionary Forces" was published by Irwin (2001).

These proceedings record some of the work of the tenth annual Cornwallis Group Seminar, a series that began in 1994 at the Pearson Peacekeeping Centre in Cornwallis Nova Scotia. It was hosted at the Royal Military College of Canada for the first time this year. Both this year's focus on measures of effectiveness in civil-military cooperation and the long track record of practical scholarship for which the Cornwallis Group is responsible are important to the Royal Military College, to Canadians in uniform, and to peace and security. I am happy to use this opportunity to link the intellectual contributions of the Seminars to the unceasing work of the College, and that of its allies in universities and the defense science community.

We at RMC are very proud of the history and reputation of this College. It opened its doors to the first gentlemen cadets in 1876, and actually predates most of Canada's regular armed forces units. Its early graduates competed for just a handful of commissions in the permanent force and non-permanent active militia, and many served with British and Commonwealth armies, with the Royal Canadian Mounted Police and other Commonwealth police forces, or with civil administrations in Canada, India, and the Caribbean (Preston, 1969). In fact, RMC has always been more than a military college. It is often described as a national resource, producing leaders for all walks of life (Cowan, 2004). The Girouard, Currie, and Sawyer buildings on our campus are named for some of our well-remembered graduates and commanders.

From the first graduating class in 1880, engineers and surveyors educated at RMC contributed to Canada's national infrastructure of railways, bridges, and harbors. Combining engineering and administrative skill, graduates like Sir Percy Girouard built railways, governed provinces, and managed war-industries. The hall in which the seminar was held is named for General Sir Arthur Currie, commander of the Canadian Corps in the First World War, whose victories contributed so much to Canada's sense of national identity and growing independence. In the Second World War, Colonel William Sawyer, professor of Chemistry

and later Commandant and Director of Studies at RMC, commanded smoke cover for the allied crossing of the Rhine. (The occasional conflagration in laboratories of the building that bears his name recalls this feat.) As Director of Studies, Colonel Sawyer saw RMC through to the status of a degree-granting university in 1959. Since then, graduates have regularly won the prestigious Rhodes and Commonwealth scholarships, and more importantly serve in the highest echelons of command and staff, in uniform or as civilians, in Foreign Affairs, Privy Council Office, and in international service. General Romeo Dallaire in Rwanda, General John de Chastelaine in Washington and Northern Ireland, and Colonel Chris Hatfield in space have carried the RMC torch.

RMC is not just a respected school for young officers. In its earliest days, its courses were animated by the spirit of research and innovation in bridge-building and new weaponry such as torpedoes. Its graduates and professors contributed research to the war effort in both World Wars. By the time it earned the right to confer degrees, its professors were responsible for a body of research in both encyclopedic and experimental disciplines. Since 1980 it has been providing graduate education and conferring masters and doctoral degrees accredited by the Ontario Council on Graduate Studies. It now has the distinction of having the highest ratio of masters and doctoral graduates to baccalaureate graduates of any university in Canada, and attracts as much research funding *per capita* as any university in the country without a medical school (Cowan, 2005). Some of these funds come to RMC because this is an ideal place to combine practical military knowledge with academic rigor, to find answers to the urgent questions that plague our colleagues who work in difficult and dangerous places. Our professors, civilian graduate students, sponsored officers in graduate programs, and even our cadets benefit from, and contribute to, this research.

My personal focus as the Director of Cadets is normally on about a thousand cadets, who work hard to excel in a four-component degree of academics, second language training, athletics and professional military training. We believe that a first class liberal education combined with their other activities at the college produces leaders second to none. The common core curriculum includes seventeen subjects that we believe are essential for future officers to understand the world around them. Students reading for an arts degree are required to pass university-level mathematics, physics, chemistry, computing, and management courses, and students studying science and engineering must pass history, English, politics, psychology, ethics, and other courses like their arts faculty counterparts. It is a broad and challenging program that is unique among Canadian universities. But despite the pressures we subject them to, you will often see cadets making time to attend sessions of conferences like this one, and even traveling at their own expense to seminars and conferences at other universities.

We value the role that the College plays in hosting, and otherwise assisting the conduct of a wide variety of symposia and conferences. There is a great deal of interesting and valuable research being done at the College, both by serving officers and by civilians in disciplines as different as nuclear physics and modern literature, organizational psychology and war studies. This work is recognized in government and academic circles as a very useful resource for broadening and deepening our understanding of defense and security, and it is to this body of work that this volume and the work it represents will contribute.

Our core business at RMC is preparing officers for service in all three environments. The cadets about to graduate will soon be engaged in some of the most complex and difficult operations that the Canadian Forces have been called upon to conduct. Those just entering

the college may face challenges that we haven't yet considered. This highlights the importance of the work you are about to undertake. I remember back to my civil military cooperation (CIMIC) module at Staff College nineteen years ago. In the detailed planning scenarios of the Cold War, it was fairly straightforward – how we would work with the German VBK (home guard) to get the support we needed to defeat the armored juggernaut of the Warsaw Pact. Interesting stuff perhaps, but not really considered a critical factor in the estimate – a bit of an afterthought really, thrown in to demonstrate that your syndicate had thought of everything.

Well, times have definitely changed – CIMIC is now of central concern to every operation. It seems to me that our definition of campaign success is often directly related to our capacity to engage and influence the local population and of course the political process. While I was working as the Director of Land Strategic Planning a few years ago, we on the Army staff were starting to think seriously about standing up a more institutionally credible CIMIC capability – looking to the south of the border for ideas, given the considerable American experience with such matters. But of course in reality Canada has been doing CIMIC for decades – in Cyprus and many other peacekeeping missions. It seems to me, though, that we have tended to be practitioners more than thinkers or writers of doctrine. I'm sure that you will help to redress this imbalance and advance Canada's contribution to the understanding of the role of CIMIC in future operations, and the thorny question of how we know when we get it right.

REFERENCES

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