

WEBVTT

00:00:05.327 --> 00:00:10.487

<v SPEAKER\_1>In this episode of Defence Deconstructed, which we recorded on the 7th of November, 2025, talking to Dr.

00:00:10.487 --> 00:00:19.127

<v SPEAKER\_1>Paul Mitchell, the Deputy Chair of the Department of Military Plans and Operations at the Canadian Forces College, to talk about professional military education in Canada.

00:00:19.127 --> 00:00:22.447

<v SPEAKER\_1>Look at the current state of student preparation for the Canadian Armed Forces.

00:00:22.447 --> 00:00:30.047

<v SPEAKER\_1>The hiring of the department has expanded cohort of professors and Canada's unique approach to military education.

00:00:30.047 --> 00:00:33.987

<v SPEAKER\_1>Note for listeners, coming up next week is our annual conference now.

00:00:34.127 --> 00:00:36.947

<v SPEAKER\_1>We've done for a couple of years focusing on continental defence.

00:00:36.947 --> 00:00:46.267

<v SPEAKER\_1>This one's focused around pan-domain continental defence, not just NORAD and aerospace modernization, but broader continental defence preparations.

00:00:46.267 --> 00:00:49.307

<v SPEAKER\_1>That's going to be on Thursday, 27th November.

00:00:51.787 --> 00:00:53.867

<v SPEAKER\_1>Paul, welcome to Defence Deconstructed.

00:00:53.867 --> 00:00:54.387

<v SPEAKER\_2>Good morning.

00:00:54.847 --> 00:00:56.807

<v SPEAKER\_2>It's great to be here.

00:00:56.847 --> 00:01:02.187

<v SPEAKER\_1>So we're having one to talk about professional military education in a Canadian context.

00:01:02.187 --> 00:01:09.647

<v SPEAKER\_1>You're, of course, a professor that teaches as part of

that wider professional military education system in this country.

00:01:09.647 --> 00:01:20.087

<v SPEAKER\_1>But just to situate the conversation for listeners, just take a couple of minutes and talk about professional military education writ large, how that fits within the profession of arms generally.

00:01:20.087 --> 00:01:22.187

<v SPEAKER\_1>And then we'll get into the Canadian specific context.

00:01:22.947 --> 00:01:23.867

<v SPEAKER\_2>Sure.

00:01:23.867 --> 00:01:31.087

<v SPEAKER\_2>Professional education, it looks a lot like university level education these days in many countries.

00:01:31.087 --> 00:01:33.467

<v SPEAKER\_2>It's taught by professors.

00:01:33.467 --> 00:01:34.287

<v SPEAKER\_2>We have essays.

00:01:34.287 --> 00:01:35.887

<v SPEAKER\_2>We have all libraries.

00:01:35.887 --> 00:01:37.587

<v SPEAKER\_2>We have degrees.

00:01:37.587 --> 00:01:43.727

<v SPEAKER\_2>But it's a very different sort of education than what is received in most university programs.

00:01:43.727 --> 00:01:47.747

<v SPEAKER\_2>It's more like going to a business school or going to a law school.

00:01:49.167 --> 00:01:54.227

<v SPEAKER\_2>It's professional in orientation and so the students aren't coming to us.

00:01:54.227 --> 00:01:56.467

<v SPEAKER\_2>They don't apply to go to our school.

00:01:56.467 --> 00:02:01.967

<v SPEAKER\_2>They're assigned by the Canadian Forces to come to us.

00:02:01.967 --> 00:02:07.987

<v SPEAKER\_2>The questions they ask are different than those that

graduate students would ask.

00:02:07.987 --> 00:02:11.467

<v SPEAKER\_2>A graduate student is interested in knowledge for knowledge sake.

00:02:11.467 --> 00:02:20.087

<v SPEAKER\_2>Our students are interested in answering very specific professional problems that they're confronting in their careers or will be confronting in the future.

00:02:20.087 --> 00:02:25.027

<v SPEAKER\_2>And so it's part of their normal progression through their career.

00:02:25.027 --> 00:02:40.807

<v SPEAKER\_2>At Canadian Forces College, we get them first as a major on the Joint and Combined Staff Program and then later as a colonel about to be promoted to General Officer of Flag Rank.

00:02:40.807 --> 00:02:44.487

<v SPEAKER\_2>And they come on the National Security Program at that point.

00:02:44.487 --> 00:02:55.047

<v SPEAKER\_1>In a Canada-specific context, what's been unique about Canada's approach over, say, the last couple of generations compared to some of our allies?

00:02:55.047 --> 00:03:06.547

<v SPEAKER\_2>Well, in some ways, we were playing catch up to our allies, particularly the United States and the United Kingdom.

00:03:06.547 --> 00:03:13.667

<v SPEAKER\_2>When I joined the college in 1998, we didn't have any organic academics attached to the college.

00:03:13.667 --> 00:03:15.807

<v SPEAKER\_2>It was just a series of contracts.

00:03:15.807 --> 00:03:18.567

<v SPEAKER\_2>You know, people would come in and deliver a lecture.

00:03:18.567 --> 00:03:39.107

<v SPEAKER\_2>I came in as part of the Young Report following the Somalia affair, where basically the minister said to the military, you have to improve the way that you're educating officers on leadership issues and on strategic matters and such.

00:03:39.107 --> 00:03:41.927

<v SPEAKER\_2>And so I joined the college in 1998.

00:03:41.927 --> 00:03:43.427

<v SPEAKER\_2>There was no degree program.

00:03:43.427 --> 00:03:53.827

<v SPEAKER\_2>It was just a simple professional military qualification that you got when you went to what was then the command and staff course.

00:03:53.827 --> 00:04:04.227

<v SPEAKER\_2>And in that 27 years, basically this December, we have grown to a faculty of about 13 academics.

00:04:04.227 --> 00:04:07.827

<v SPEAKER\_2>And indeed, in the next year, we'll be adding in an additional 12.

00:04:07.827 --> 00:04:20.367

<v SPEAKER\_2>So in a lot of ways, we'll be the biggest collection of academics devoted to defense and security out of any university in the country.

00:04:20.367 --> 00:04:45.127

<v SPEAKER\_2>Something that makes Canadian Forces College somewhat unique is its efforts to pursue means to address the complex scenarios that many of our students face in the field, not just in combat areas and other security related matters, but also from a policy front.

00:04:45.127 --> 00:04:51.947

<v SPEAKER\_2>The complexity of the defense mission has been growing significantly after the end of the Cold War.

00:04:53.007 --> 00:05:04.727

<v SPEAKER\_2>And so we have design programs, much like you'd find in a university, an engineering program or down at the OCAD.

00:05:06.167 --> 00:05:12.807

<v SPEAKER\_2>And the effort here is to address those problems where doctrine is not enough.

00:05:12.807 --> 00:05:13.867

<v SPEAKER\_2>They're novel problems.

00:05:13.867 --> 00:05:15.767

<v SPEAKER\_2>They have no history.

00:05:15.767 --> 00:05:18.647

<v SPEAKER\_2>There's no real definable end state.

00:05:18.687 --> 00:05:22.827

<v SPEAKER\_2>They evolve complex, wicked problems, in other words.

00:05:22.827 --> 00:05:28.787

<v SPEAKER\_2>And we have specific things in both programs that attempt to deal with this thing.

00:05:28.927 --> 00:05:36.427

<v SPEAKER\_2>And that's that I think we're a bit of a world leader on in the field of PME.

00:05:36.427 --> 00:05:43.087

<v SPEAKER\_1>Could I get you to dig into a little bit of kind of the current state of modernization efforts, which is the reason we wanted to have this conversation?

00:05:43.587 --> 00:05:54.307

<v SPEAKER\_1>But before we get to kind of the transition, modernization you're looking to engage in, you basically said your career has been spent in the post Young Report era, basically.

00:05:55.427 --> 00:05:57.467

<v SPEAKER\_1>How would you characterize that era to date?

00:05:57.467 --> 00:06:00.547

<v SPEAKER\_1>Is it all, I'm sure there have been some changes.

00:06:00.547 --> 00:06:09.687

<v SPEAKER\_1>Are there any kind of noticeable things that have evolved since the Young Report up till the kind of the inflection change point you're at today?

00:06:10.747 --> 00:06:18.087

<v SPEAKER\_1>Or is it all just been a post Somalia, post Young Report kind of era and how Canada's approach professional military education?

00:06:18.267 --> 00:06:23.387

<v SPEAKER\_2>No, it's been nothing short of revolutionary really since 1998.

00:06:24.667 --> 00:06:31.207

<v SPEAKER\_2>As I said, when I arrived, I would characterize it as the virus invading the body.

00:06:31.207 --> 00:06:40.427

<v SPEAKER\_2>The college was told to hire an academic, not that it thought that it needed to hire an academic.

00:06:40.427 --> 00:06:49.387

<v SPEAKER\_2>When I showed up, I was sort of, the message was, there's

a corner over there, keep quiet, don't make a lot of noise and don't get in the way of things.

00:06:49.387 --> 00:06:58.307

<v SPEAKER\_2>There was a lot of mistrust between the military profession and the academic profession and it went both ways quite honestly.

00:06:58.307 --> 00:07:03.687

<v SPEAKER\_2>The relationship between Royal Military College and Canadian Forces College at the time was poisonous.

00:07:06.907 --> 00:07:09.347

<v SPEAKER\_2>There was a lot of distrust.

00:07:09.347 --> 00:07:23.207

<v SPEAKER\_2>The very first conversation I had with my new boss, who was a very crusty naval captain, was don't forget who you're working for, which actually was the best piece of career advice I could have got.

00:07:23.567 --> 00:07:49.787

<v SPEAKER\_2>In fact, the fact that they wanted me to just sit in the corner and not do very much when I joined was also something that was very helpful, because it allowed me the time to sit down and understand what this institution was, and to begin thinking about where I and other academics, because we always knew we were going to grow, where we would fit in that organization and the kind of things that we would do.

00:07:49.787 --> 00:08:01.147

<v SPEAKER\_2>So if I was the virus in 1998, to extend that metaphor, I think by 2025, we are now the mitochondria in the body.

00:08:02.147 --> 00:08:11.147

<v SPEAKER\_2>So we have been fully integrated in to the education of the profession of arms.

00:08:11.147 --> 00:08:18.627

<v SPEAKER\_2>And it's been an interesting journey, because there's a lot of differences between the academic profession and the military profession.

00:08:18.627 --> 00:08:41.547

<v SPEAKER\_2>The military profession is very hierarchical, yes sir, no sir kind of thing, whereas academics are of course, you know, freethinkers, not necessarily the best organized people on the face of the planet, because of the personal characteristics that tend to be attracted by an academic job.

00:08:41.787 --> 00:09:07.247

<v SPEAKER\_2>And sort of bridging those professional gaps has been an amazing journey, where we went from being very distrusted to essentially, it would be very difficult to imagine how the Canadian Forces would continue without us there, if we suddenly disappeared, it would be a real struggle for the college to do that.

00:09:07.247 --> 00:09:23.227

<v SPEAKER\_2>One of the things I think that's fascinating about this evolutionary journey is the issue of control in the classroom, which many people begin to immediately think, okay, you've put civilian academics in the classroom.

00:09:23.227 --> 00:09:25.267

<v SPEAKER\_2>Are they teaching the right things?

00:09:25.867 --> 00:09:28.607

<v SPEAKER\_2>Are they perhaps damaging the profession in some way?

00:09:28.887 --> 00:09:49.727

<v SPEAKER\_2>There's questions and you can see this right now in the United States, where there's been a lot of academics working in PME institutions who've been let go because they teach on particular subjects, or there's just a general distrust that there's civilians and they don't have anything to offer the profession.

00:09:49.727 --> 00:09:56.447

<v SPEAKER\_2>Understanding those relationships in the classroom has been a fascinating journey.

00:09:56.447 --> 00:10:05.027

<v SPEAKER\_2>Unlike many graduate programs, we have three actors in the classroom, so it's a typical graduate seminar.

00:10:05.027 --> 00:10:08.967

<v SPEAKER\_2>You have the academic and the students.

00:10:08.967 --> 00:10:14.507

<v SPEAKER\_2>Traditionally, it's a very hierarchical master-apprentice type of relationship.

00:10:14.747 --> 00:10:18.627

<v SPEAKER\_2>The professor has a lot of power in that relationship.

00:10:18.627 --> 00:10:19.827

<v SPEAKER\_2>It's changing a little bit.

00:10:20.247 --> 00:10:27.027

<v SPEAKER\_2>I know in schools today, but that's generally the model.

00:10:27.027 --> 00:10:31.427

<v SPEAKER\_2>In the contemporary professional military education, we have three actors.

00:10:31.427 --> 00:10:42.967

<v SPEAKER\_2>We have the academic, of course, the student, and we also have a mentor who takes place, who's generally either a retired military officer on the NSP, the National Security Program.

00:10:43.307 --> 00:10:58.487

<v SPEAKER\_2>They're anywhere from two to three star former flag and general officers, retired ambassadors, a retired assistant or associate deputy minister, sometimes we have as well.

00:10:58.487 --> 00:11:03.307

<v SPEAKER\_2>And the relationship between them is the student brings the problem of the day.

00:11:03.307 --> 00:11:05.767

<v SPEAKER\_2>This is what I need to think about.

00:11:05.767 --> 00:11:10.187

<v SPEAKER\_2>These are the things that I'm going to confront in my new job when I graduate from here.

00:11:10.967 --> 00:11:23.207

<v SPEAKER\_2>The academic brings the book knowledge, the research skills, and their role is to challenge the perspective of the student and to say, you know, have you thought about it this way?

00:11:23.207 --> 00:11:26.087

<v SPEAKER\_2>Have you thought about it that way?

00:11:26.087 --> 00:11:33.907

<v SPEAKER\_2>And then the mentor is there to inculcate judgment and wisdom through their experiences.

00:11:33.907 --> 00:11:46.467

<v SPEAKER\_2>So, you know, when I was doing your job, I encountered this, or these are the things that you're going to need to keep in mind, or these are the ways that you should be behaving in these kinds of situations.

00:11:46.467 --> 00:11:54.167

<v SPEAKER\_2>And it's the collision of all three of those forces that generates new professional knowledge.

00:11:54.167 --> 00:12:00.307

<v SPEAKER\_2>And like I said, many of the problems that our students are confronting are ones that are entirely new.

00:12:00.307 --> 00:12:01.187  
<v SPEAKER\_2>There's no doctrine.

00:12:01.187 --> 00:12:02.647  
<v SPEAKER\_2>There's no history.

00:12:02.647 --> 00:12:04.827  
<v SPEAKER\_2>There's nothing for us to teach them.

00:12:05.347 --> 00:12:07.847  
<v SPEAKER\_2>Do this and you'll be okay.

00:12:07.847 --> 00:12:12.007  
<v SPEAKER\_2>We don't even know where they might be deployed in the future.

00:12:12.007 --> 00:12:22.247  
<v SPEAKER\_2>You know, when I joined in 1998, the idea that we'd be fighting a land war in the middle of Asia, you know, if I'd said that, people would have laughed me off the stage.

00:12:22.247 --> 00:12:24.667  
<v SPEAKER\_2>So we really don't know where they're going to next.

00:12:24.667 --> 00:12:31.747  
<v SPEAKER\_2>And so that's the whole thing is, how do you help people deal with that level of uncertainty?

00:12:31.747 --> 00:12:34.007  
<v SPEAKER\_2>And it's the collision of those three things.

00:12:34.567 --> 00:12:48.727  
<v SPEAKER\_2>The present, the future, and the past, as I like to put it, in that generates this new professional knowledge and helps our students deal with the uncertainty of the jobs that they have today.

00:12:50.427 --> 00:12:53.867  
<v SPEAKER\_1>This episode of Defence Deconstructed is brought to you by Irving Shipbuilding.

00:12:53.867 --> 00:12:56.387  
<v SPEAKER\_1>Canada's national shipbuilder is currently hiring.

00:12:56.387 --> 00:13:04.807  
<v SPEAKER\_1>For more information on the many jobs and opportunities currently available, please visit [www.shipsforkanada.ca/careers](http://www.shipsforkanada.ca/careers).

00:13:06.467 --> 00:13:13.947  
<v SPEAKER\_1>So Paul, earlier you mentioned that the college is doing

a significant hiring for new professors.

00:13:13.947 --> 00:13:21.107

<v SPEAKER\_1>Could you just talk about that initiative and how that connects with how you see professional military education evolving in Canada?

00:13:21.147 --> 00:13:21.787

<v SPEAKER\_2>Yeah.

00:13:21.787 --> 00:13:31.907

<v SPEAKER\_2>So basically what we're doing is we have a distance learning program that is associated with the Joint Command and Staff Program.

00:13:31.907 --> 00:13:36.907

<v SPEAKER\_2>And we are getting that brought up to the graduate level.

00:13:36.907 --> 00:13:43.267

<v SPEAKER\_2>And so initially, people on the distance learning program could get the degree.

00:13:43.267 --> 00:13:47.447

<v SPEAKER\_2>We lost that certification because we didn't have enough faculty.

00:13:47.787 --> 00:13:49.187

<v SPEAKER\_2>And the resources are there.

00:13:49.527 --> 00:13:51.807

<v SPEAKER\_2>And the military approached us.

00:13:51.807 --> 00:13:54.627

<v SPEAKER\_2>It wasn't really the academics pushing for this.

00:13:54.627 --> 00:13:58.567

<v SPEAKER\_2>But the military said, we would like to have that re-accredited.

00:13:58.567 --> 00:14:02.187

<v SPEAKER\_2>And we're prepared to give you the personnel resources in order to accomplish that.

00:14:02.187 --> 00:14:10.527

<v SPEAKER\_2>And I think that's a real vote in the quality of the education that we've been providing over the past 27 years to the Canadian Forces.

00:14:10.527 --> 00:14:35.627

<v SPEAKER\_2>And a real vote of confidence that this kind of education

that the minister, in 1998, said, you need to be doing this, that the military is basically doubling down and saying, yeah, we continue to agree that this is really critical for the professional development of Canadian Forces officers.

00:14:35.627 --> 00:14:39.487

<v SPEAKER\_2>And we want to make that more broadly available across the force.

00:14:43.287 --> 00:14:54.307

<v SPEAKER\_1>So you juxtapose what's happening in Canada with what's happening in the US in terms of some of the things that are happening with people affiliated with the different institutions in the United States.

00:14:54.307 --> 00:15:06.867

<v SPEAKER\_1>If you looked more broadly, so international peers in Europe or in Asia as an example, how would you situate Canada's approach to some of the trajectory you're seeing beyond the North American context?

00:15:07.327 --> 00:15:12.747

<v SPEAKER\_2>So we really are moving in lockstep with many of our allies.

00:15:13.507 --> 00:15:17.347

<v SPEAKER\_2>Not every military has a degree certified program.

00:15:17.347 --> 00:15:22.347

<v SPEAKER\_2>There's still a few of them out there that are purely just professional programs.

00:15:22.607 --> 00:15:42.567

<v SPEAKER\_2>But certainly the countries that Canada likes to compare itself to, the United Kingdom, Australia in particular, and many others across NATO as well, all have degree certified programs.

00:15:42.567 --> 00:15:46.067

<v SPEAKER\_2>And I think we can really hold our head up high.

00:15:46.067 --> 00:15:50.867

<v SPEAKER\_2>We benchmark ourselves continuously against our allies.

00:15:50.867 --> 00:15:58.067

<v SPEAKER\_2>There's a lot of interactivity between different colleges and the different educational systems that take place on a regular basis.

00:15:58.367 --> 00:16:10.087

<v SPEAKER\_2>And Canada, I think, compares very well against that in

terms of the quality of the education and the resources that are devoted to it.

00:16:10.087 --> 00:16:10.847

<v SPEAKER\_1>Okay.

00:16:10.847 --> 00:16:16.587

<v SPEAKER\_1>Well, it's an interesting development for any grad students or recent grad students listening.

00:16:16.587 --> 00:16:23.487

<v SPEAKER\_1>Get those CVs burnished up and get your applications in because this is not an opportunity that happens all that often.

00:16:23.487 --> 00:16:24.267

<v SPEAKER\_2>Indeed it is.

00:16:24.427 --> 00:16:35.947

<v SPEAKER\_2>And it's one of, as I said, it has to be one of the best, the biggest academic expansions, and particularly at a time when many universities are losing positions.

00:16:35.947 --> 00:16:39.467

<v SPEAKER\_2>You know, again, it's all the more remarkable.

00:16:39.467 --> 00:16:45.267

<v SPEAKER\_2>I like to say that Canadian Forces College is the best little grad school that you've never heard of.

00:16:45.667 --> 00:16:49.507

<v SPEAKER\_2>Most people confuse us with Royal Military College at Kingston.

00:16:49.507 --> 00:16:53.647

<v SPEAKER\_2>And of course, it's a very different type of beast in Toronto.

00:16:54.047 --> 00:16:57.187

<v SPEAKER\_2>It's a much more professional school.

00:16:58.327 --> 00:16:59.647

<v SPEAKER\_2>It looks like a university.

00:16:59.647 --> 00:17:02.987

<v SPEAKER\_2>It feels like a university, but it has a different mission.

00:17:02.987 --> 00:17:13.487

<v SPEAKER\_2>And I will say those people who've never heard and are thinking maybe they might want to apply, I would argue it is the best

academic gig in the entire country.

00:17:13.487 --> 00:17:22.687

<v SPEAKER\_2>The kinds of students that you're working with, mature adults, professionals, they've been places, they've done things, they have established worldviews.

00:17:23.307 --> 00:17:26.547

<v SPEAKER\_2>Working with that is really interesting.

00:17:26.547 --> 00:17:36.887

<v SPEAKER\_2>And as an academic, I often find, you know, I'm learning as much as the students, because they talk about things that are not well served in the academic literature.

00:17:36.887 --> 00:17:44.987

<v SPEAKER\_2>And so there's real research opportunities there to plow fallow fields, really.

00:17:45.167 --> 00:17:58.667

<v SPEAKER\_2>And the work that I'm most proud of in my career, some stuff that I did on network-centric warfare, really emerged initially from a series of papers that my students had prepared.

00:17:58.667 --> 00:18:04.987

<v SPEAKER\_2>And I was able to take, you know, use that, you know, as Newton says, you know, we all stand on the shoulders of giants.

00:18:04.987 --> 00:18:09.507

<v SPEAKER\_2>And the giants I stand on are pretty impressive.

00:18:09.507 --> 00:18:15.747

<v SPEAKER\_1>Well, thanks very much for coming on to talk about the trajectory that's happening with you folks.

00:18:15.747 --> 00:18:16.907

<v SPEAKER\_1>Last question to you.

00:18:16.907 --> 00:18:17.487

<v SPEAKER\_1>What are you reading?

00:18:18.427 --> 00:18:24.267

<v SPEAKER\_2>Yeah, so that's always a dangerous question to ask an academic because they never stop reading.

00:18:24.267 --> 00:18:29.407

<v SPEAKER\_2>I just finished off a really great science fiction series called The Expanse.

00:18:29.407 --> 00:18:30.467

<v SPEAKER\_2>It was on TV.

00:18:30.667 --> 00:18:32.067

<v SPEAKER\_2>There's a book series with it.

00:18:32.067 --> 00:18:39.127

<v SPEAKER\_2>It is just one of the best science fiction, the attention to detail on physics and things like that.

00:18:39.127 --> 00:18:43.347

<v SPEAKER\_2>It is just a great series and I highly recommend that.

00:18:43.347 --> 00:18:59.007

<v SPEAKER\_2>On an academic level, I'm really enjoying going back over some of the official histories on the Royal Canadian Navy, which is associated with my work on my researching the Victoria Class submarines.

00:18:59.007 --> 00:19:05.247

<v SPEAKER\_2>Looking at how Canadian Naval historiography deals with submarines is really interesting.

00:19:05.287 --> 00:19:14.027

<v SPEAKER\_2>The Sea is at our Gates by Tony German, The Nation's Navy by Crichton Hubert.

00:19:14.807 --> 00:19:16.927

<v SPEAKER\_2>There's a third one I forget.

00:19:16.927 --> 00:19:27.007

<v SPEAKER\_2>Another great book, and in particular, Nicholas Tracy's Double-Edged Sword is one of the best strategic histories that I've ever read on Canada.

00:19:27.187 --> 00:19:30.927

<v SPEAKER\_2>It's just an amazing book and highly, highly recommend it.

00:19:33.007 --> 00:19:36.087

<v SPEAKER\_1>Well, Paul, thanks again for joining us today on Defence Deconstructed.

00:19:36.087 --> 00:19:36.447

<v SPEAKER\_2>Terrific.

00:19:36.447 --> 00:19:36.747

<v SPEAKER\_2>Thank you.

00:19:36.747 --> 00:19:38.227

<v SPEAKER\_2>Thank you for the opportunity.

00:19:40.327 --> 00:19:42.507

<v SPEAKER\_1>Thanks for listening to Defence Deconstructed.

00:19:42.507 --> 00:19:47.987

<v SPEAKER\_1>For more of our work, go to [cgai.ca](http://cgai.ca) or follow us on LinkedIn, Twitter, Instagram or Facebook.

00:19:47.987 --> 00:19:54.567

<v SPEAKER\_1>If you like what we do and want to keep us going, think of donating to us at [cgai.ca slash support](http://cgai.ca/slash/support).

00:19:54.567 --> 00:19:57.187

<v SPEAKER\_1>Defence Deconstructed is brought to you by our team in Ottawa.

00:19:57.187 --> 00:20:00.827

<v SPEAKER\_1>Music credits go to Drew Phillips, and this episode was produced by Jordyn Carroll.