

## Meira Mattos Institute: 10 years training human resources and producing knowledge for the benefit of the Army and National Defense

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Driven on by the publication of the first edition of the National Defense Strategy (END) in 2008, the creation of the Meira Mattos Institute (IMM), through Order of the Commander (Cmt) Army No. 724, September 6th, 2012, reinforces the transformation initiatives unleashed at the dawn of the 2010s, materialized in the Army Cmt Directive itself, with the aim of further strengthening ties with society, especially with the academic community dedicated to the studies of Defense subjects.

On the other hand, at the Army's internal level, it reinforces the initiatives in the areas of Post-Graduation and Research, already evolving at the Army Command and General Staff School (ECEME) since the 1960s, and, more systematically, since 2001 with its Graduate Program, under the provisions of the Army Education Law, Law No. 9.786 of 1999 and in line with the Law of Guidelines and Bases, Law No. 9,394 of 1996. Thus, as stated by Richard Nunes (2012), by increasing research and postgraduate activities, the IMM expands the level of debates and studies to the internal public of the School, which conducts courses of the highest hierarchical level and with consequences for the entire Army. Additionally, fulfilling an original role of the Center for Strategic Studies, extinguished with its creation, the IMM is also responsible for monitoring the national and international situation, the relationship with similar structures both in the academic and strategic studies areas, in addition to the management of scientific knowledge produced by the School.

Despite the publication of its creation ordinance taking place in September 2012, effectively, the IMM was already working on an experimental basis within the scope of ECEME, since mid-2011, which allows us to start some reflections on these ten years of trajectory. successful and full of challenges and learning. Thus, in order to illustrate this approach, three distinct phases of this evolutionary process are identified: the creation, development and consolidation of its activities, which will be briefly explored below.

The first phase begins in 2011, motivated by the challenge faced in conducting research and graduate studies within the scope of ECEME resulting from the end of an institutional development project, which included the participation of civilian and military researchers in Military Sciences in this process. On the other hand, it was latent that the model adopted for the Center for Strategic Studies at ECEME was already impacted by competing structures within the Army and Defense itself, indicating the need for innovative initiatives to expand the studies, debate and knowledge produced. on Red Beach. Thus, by bringing together and transforming existing internal structures at ECEME, the organization of the IMM privileged administrative rationality, innovating by bringing the research activity closer to strategic studies, with the training of human resources as the center of gravity and the improvement of knowledge management as premise.

Three actions indelibly marked this initial trajectory. The first was the elaboration of the organizational architecture and proposal of the IMM, promoting extensive work of convincing and approval in all instances of the Military Education System, which allowed the insertion of several improvements, in addition to the detailed clarification of points of the proposal and its consequent forwarding and approval by the Army Commander. The second involves the beginning of the formation of a faculty composed of civil and military doctoral professors, with the necessary qualifications to conduct an Academic Master's Degree in Military Sciences along the lines of the National Postgraduate System. The third and last was the creation of a working group for the elaboration and submission of the proposal of the Academic Master's course in Military Sciences to CAPES and the Military Education System, being the first of this nature in the context of the Armed Forces.

The challenge of creating a new course, in parallel to the traditional corporate courses already in operation at the secular ECEME, which covered the diversity of subjects of interest related to Military Sciences and aimed at a universe of students composed of civilians and military personnel, brought in its incalculable innovative potential both for the Army and for the defense sector and academic society in general. At the end of 2012, something that could have been improbable was materialized by the approval of the master's proposal submitted and recommended by the Technical and Scientific Council of CAPES, a collegiate body of the institution responsible in the country for postgraduate studies at its highest level of complexity, thus ending this first phase involving studies for the creation and implementation of the IMM.

The approval of the "new master's course" revealed a new dimension for graduate studies within the scope of ECEME and the Army itself, implying plans and actions to meet this new reality from 2013 onwards and continuing until the end of 2016, characterizing the second phase of the trajectory of the IMM, the development of Military Sciences and other activities entrusted to the Institute in its creation ordinance. In the Defense academic community, this feat generated a strong impact due to the relevance and symbolism of having a Postgraduate Program conducted autonomously by an Armed Force, something still unprecedented in the country and an object of interest observed in other friendly nations.

Thus, the elaboration of a public notice with universal scope for the selection process of students, the adequacy of the School's internal structures, the increase of the library's collection and the Meira Mattos Collection as a scientific journal, as well as the organization of

research lines in line with the proposed faculty, were some of the actions with a direct impact on research, graduate studies and knowledge management. With regard to strategic studies, the activities on demand of the Army General Staff continued at a lower intensity, with a depletion of human resources being observed at this stage, a trend that would be confirmed at the end of this period. All of this coexists with the functioning of the new academic master's course carried out with the other courses in operation at the School, already with the participation of professors and civilian students. In this case, the participation of the IMM in conducting the specialization courses is also included<sup>1</sup> promoted by the School, covering an average of about 200 works completed annually, dealing with themes related to Military Sciences.

As a result of this phase, the first numbers of academic and student scientific production stand out<sup>2</sup>, as well as the participation in inter-institutional<sup>3</sup> and individual research projects with funding from funding agencies, as well as the delivery of masters<sup>4</sup> trained in the approved course. Additionally, the institutional learning curve allied to these last two aspects was relevant in the decision-making process for the proposition of the new Doctoral course in Military Sciences at the end of 2015, following a similar trajectory to the submission process of the master's course, being recognized, approved and ratified by the CAPES CTC in 2016. Overcoming expectations, obstacles and anticipating deadlines, in less than four years, ECEME, through the IMM, had the first academic postgraduate program of the Armed Forces, the Postgraduate Program -Graduate in Military Sciences (PPGCM), including conducting a post-doctoral internship in Military Sciences, according to the National Post-Doctoral Plan (PNPD, 2014).

After the critical but successful development phase of the IMM's actions, especially in the training of human resources and research in Military Sciences, a new dimension of challenge is presented on the occasion of the result of the first four-year evaluation, in mid-2017, when PPGCM scored a 4 on a scale<sup>5</sup> from 1 to 7, having as criticality highlighted the lack of stability of its faculty in the Program observed over the last quadrennium.

This moment marks the beginning of the consolidation phase of the IMM, its processes and the Military Sciences, extending to the present day, concomitantly with the PPGCM evaluation period for the 2017-2020 quadrennium. During this period, among many achievements, the formation of a teaching staff of its own, stable and contextualized with the Program's proposal, through a public tender, combining hired teachers and teachers assigned by a formal term of teacher assignment stands out. This achievement has a considerable impact on the

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1 Specialization in Military Sciences, with emphasis on National Defense CAEM (CCEM, CCEM Med, CDEM and CCEM ONA); Specialization in Military Sciences, with emphasis on Politics and Strategy - CPEAEx; Specialization in Military Sciences, with emphasis on Strategic Studies – CIEE.

2 The scientific production of the faculty and students of the PPGCM reached the number of 429 products during the first quadrennium of evaluation of the Program.

3 The PPGCM participated in 16 inter-institutional research projects with the participation of professors and students.

4 A total of 26 PPGCM students graduated from Masters in Military Sciences in the period considered for the first four-year evaluation.

5 Ministerial Ordinance No. 1,418, of 12/23/98, conditions the national validity of *stricto sensu* postgraduate diplomas to the merit recognized in the CAPES evaluation, carried out by specialized consultants from different areas of knowledge, working in higher education and in the search. Programs that receive grades 1 and 2 are no longer recommended by CAPES. Available on: <https://www.gov.br/capes/pt-br/aceso-a-informacao/perguntas-frequentes/avaliacao-da-pos-graduacao>. Accessed on December 5, 2021.

scientific production at this stage, making a total of 2089 products reported in the teaching and student production of the program.

Thus, it is observed that the expansion of the teaching capacity to propose and participate in research projects and research groups, producing relevant, innovative and impactful knowledge is shown as a reality, overflowing to the student body, increasingly adherent in his research with the themes of greatest relevance and interest in Military Sciences and Defense Studies. In the last four years alone, the PPGCM/IMM has participated, or is still under development, in 13 research projects funded by a research funding agency and by DECEX.

As for the training of human resources, with an annual average of around 100 students distributed in the master's, doctoral and post-doctoral internship courses, it is worth noting that in the last four years, 56 masters, 23 doctors and 13 postdocs.

In line with such achievements, the structural improvement of its facilities, information technology means, the updating of the library's collection and the permanent improvement and replenishment of the Institute's staff, among so many goals planned and achieved, allow us to infer the institutional effort in make the IMM advance its vision of the future. As an example, the permanent update of the ECEME library's collection is mentioned, with the acquisition of 653 national titles and 467 international titles in the period.

Regarding to strategic studies, in continuation of the activities developed by the extinct CEE/ECEME, since its creation, the IMM has planned and conducted 14 (fourteen) Cycles of Strategic Studies<sup>6</sup>, promoting debates on current topics of interest to the Army and Defense. The draining of strategic analysts, confirming a trend already observed and the lack of innovative structures capable of monitoring the situation in the Defense area, leads to the creation on September 20, 2017, within the ECEME scope, of the Praia Vermelha Military Observatory (OMPV), a matrix structure led by the Meira Mattos Institute (IMM) and organized in a "web" environment, which seeks to study subjects, by thematic areas, that are directly related to the performance of the Armed Forces, especially the Brazilian Army. Since its creation, OMPV has published 334 articles, among other products such as qualified clipping of subjects of interest, holding debate forums, interviews and participation in the media, registering around 204,866 hits on its internet page<sup>7</sup>.

Another extremely relevant tonic was the approximation with institutions of higher education, research and strategic studies carried out in its relationship diagram. In this sense, the IMM participates in academic partnership instruments<sup>8</sup> with national and international universities, raising the profile of the knowledge produced at the School, as well as linking up with centers of excellence in national and international Defense studies. Such initiatives are fundamental for the Institute to establish the desirable link with the national academic

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6 As an example, the themes of the Strategic Studies Cycles of recent years were "War of the future, Innovation and Defense Industry"; "Cyberspace: the new dimension of the battlefield"; "Geopolitical Perspectives and Their Implications for National Defense"; "Analysis of Military Strategies for Presence and Deterrence"; "Strategic Communication in the 21st century: new paradigms", among others.

7 Praia Vermelha Military Observatory. Available in: <http://ompv.eceme.eb.mil.br/>. Accessed on December 5, 2021.

8 DESMil, through ECEME/IMM, has cooperation agreements signed with UFRGS, UFPE, USP and UFRR; as well as an international Memorandum of Understanding with Kings College London, Universidad Complutense de Madrid and ESPE (Ecuador).

community of Defense Studies, while at the same time providing an international projection that is a conditioning factor for its institutional and academic evolution.

After completing a decade in effective functioning, it is observed that the IMM has accomplished a lot towards the purposes established in its creation ordinance, inspired by the example of its patron, Major General Meira Mattos, a senior officer and notable academic, combining the experience from weapons to academic reflection under a unique perspective to study the Military Sciences. To the Advisory Board of the Institute that enhances and illuminates its trajectory, a highlight for the significant contributions with its academic and military experience lent to the IMM. Equally important is the emphasis on the support received from the Army Education System, without which it would not have been possible for such results to be achieved.

However, far beyond some figures presented in its recent history, which certainly demonstrate all the institutional effort and the professionals and students involved in this purpose, much can still be done by the IMM in favor of education and defense. Today consolidated and much better known, in this second decade of existence it will certainly bring contributions to the academic and military environment, leveraging future generations of researchers and producing knowledge of excellence with impacts at the national and international level, a perspective that gives the IMM incalculable transforming power in the medium and long term, in line with the interests of the Army, Defense and Brazilian Society.

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