

# ***Royal Military Colleges of Canada Alumni Association Inc.***

***Information Briefing for  
Canadian Military Colleges Review Board - Secretariat***

November 13, 2023



- **Who and what is the Royal Military Colleges of Canada Alumni Association?**

- Purpose
- Membership
- Stakeholders

- **Overview of**

- Impact
- Processes and activities
- Communications

- **Perspectives on Independent External Comprehensive Review (Arbour Report)**

- **Key Points of Contact**



- **Royal Military Colleges of Canada Alumni Association Inc**
  - An independent not-for-profit under *Canada Not-For Profit Corporations Act*
  - A registered charity
  - \$36M in total assets as of December 31, 2022, of which:
    - \$18M donated by alumni, plus other investments and research funds held in trust
    - \$27M in fund balances
  
- **Historic merger vote of October 2021**
  - Combined the Royal Military Colleges of Canada Foundation Inc. with the RMC Club
    - RMC Club was an unincorporated association, established in 1880
    - RMC Foundation was incorporated as a not-for-profit and registered as a charity in 1966
  - Name changed to RMCAA to be more inclusive, by-laws modernized, including membership to reflect modern alumni organizations
    - any person who has attended a Canadian Military College is a member
  
- **RMC Alumni Association has a small, full-time professional staff, overseen by a governance board made up of volunteers:**
  - Board made up of 18 elected members plus appointed members
  - Staff currently number seven,
  - Office located in Kingston at RMC in Panet House, also acts as a retail outlet for RMC and RMCAA <https://store.rmcalumni.ca/> with a part-time presence at RMC St Jean



## ➤ **Mission of the RMC Alumni Association:**

- bringing together our alumni and other members for their mutual benefit, support, mentorship and camaraderie;
- advancing education by establishing and maintaining scholarships, bursaries and prizes;
- supporting and promoting training and leadership programs by providing funding for programs and initiatives for the benefit of the Canadian Military Colleges (CMC) to grow and develop Canada's future leaders;
- establishing, preserving, protecting and commemorating monuments and significant heritage sites at the Canadian Military Colleges;
- enhancing, preserving and promoting the experience, history, traditions and culture of the Canadian Military Colleges; and
- promoting and advocating for the mission of the RMCAA.



## ➤ Membership

- Any person who has attended a degree granting program at a CMC is eligible for membership in the Alumni Association
  - Paid-up members (Life or annual) are “voting members”, others are “non-voting”
  - Approximately 7,000 voting members, total estimated membership of 30,000 including graduate studies, continuing studies, and undergraduates

## ➤ Stakeholders

- Royal Military College of Canada and Royal Military College St Jean are beneficiaries
  - RMC and RMC St Jean Boards of Governors each include a member nominated from the RMCAA. These governors are independent of the RMCAA, owing a duty of loyalty to the Minister
- RMC Club branches are independent affiliates of RMCAA
  - Atlantic, Quebec, Fort St-Jean, Ottawa, Kingston, Hamilton, Toronto, Manitoba, Edmonton, Calgary, Vancouver Island
  - Other branches/chapters, e.g. RMC Hockey Alumni Association
- Royal Military Colleges Museum Corporation
  - “sister” corporation created to design-build-operate-maintain new museum building for RMC, per March 2021 Letter of Intent with DND/Assistant Deputy Minister Infrastructure and Environment
  - Forthcoming major capital campaign



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- **In the last 10 years alone RMCAA has provided:**
  - RMC Kingston – \$5.8M in support for programs and activities
    - \$3.2M in the last five years
  - RMC St Jean – \$1.2M in support for programs and activities
    - \$690K in the last five years
  
- **Donations of \$25K or more completed in 2022 includes:**
  - RMC Museum Corp \$358K
  - RMC St Jean St Maurice Mess Project \$309K – *two of four phases completed*
  - RMC Squadron Lounge Upgrades \$ 60K
  - RMC Team Benches / Shelters \$46K
  - RMC Class of 65 Professorship \$42K
  - RMC Mottershead European Battlefield Tour \$42K
  - RMC War of 1812 Battlefield Tour \$34K
  - RMC Resilience Plus Program \$30K
  - RMC Sandhurst Team \$30K
  - RMC Museum Support Staff \$28K
  - RMC Mottershead Italian Battlefield Tour \$28K
  - RMC NATO Field School & Simulation \$26K
  - RMC Band \$25K
  
- **2022, \$36K provided for recreational/club activities at RMC and RMC St Jean**





- **RMCAA and RMC Research Memorandum of Understanding**
  - Holds in trust federal Tri Council Grants and other Partnership Grants and disburses those funds in accordance with the terms of the MOU
  - On December 31, 2022, the RMCAA held over \$2.4M in funds
    - Providing payroll services for approx. 50 research assistants on a bi-weekly basis
- **During 2022**
  - Net payroll of \$1.2M was processed and total disbursements for minor expenses, travel and grant transfers was \$800K
  - \$2.2M in new grant funds were received
- **Research Bursary fund**
  - RMCAA holds funds for the Principal's Office
  - The Principal and Vice Principal Research hold responsibility for how these funds are disbursed





## ➤ **Managing charitable donations**

- RMCAA collects donations (issues tax receipts), applies them to one of 125 funds
  - i.e., endowments, accumulating funds, restricted funds and unrestricted funds
  - Agreements are in place to ensure wishes of the donors
- Annual review of accounts by external auditors
- Individual alum, branch and class giving, such as
  - Annual “Battle of the Classes”
  - Planned estate giving
- Corporate sponsorships
- Donation management
  - 1% administrative fee on restricted funds and endowments

## ➤ **Other sources of revenue**

- Include affinity programs (e.g., Canso, TD Bank, Perkopolis), gift shop sales, membership fees

## ➤ **Investments managed by**

- Professional portfolio management
- Agreement with Canso Investment Council



## ➤ Request for Funds (RFF)

- Annual Request for Funds (RFF) cycle July 1 to June 30\*
  - Submittal deadline is January 31
  - Both Colleges submit requests from staff and students, across all departments (academic, athletics, military training)
  - **Commandants** review, prioritize and endorse requests
  - **Gifting Committee** – conducts annual review process to allocate finite resources:
    - RMCAA staff prepares package for Gifting Committee
    - Committee reviews and recommends plan for Board approval
    - Out of sequence requests (OOS RFF)
    - Reviewed if sufficient funds available
- Disbursement of funds
  - Donation agreements for each non-discretionary gift
- Verification of payment

\* 104 applications totaling \$1.395M were submitted to the RMCAA for the 2023-2024 Gifting Cycle



- **Public communication on behalf of organization:**
  - Board Chair and CEO
  - As designated by Board Chair
  
- **Communication with stakeholders:**
  - Board Chair has direct relationship with Commandants RMC, RMC St Jean, and Commander Canadian Defence Academy
  - Staff has routine contact with senior staff and administration at RMC and RMC St Jean working in partnership with Canadian Forces Morale & Welfare Services/ Personnel Support Programs
  
- **Communication with members and public through**
  - RMCAA website: <https://www.rmcalumni.ca>
  - Social media feeds: [LinkedIn](#), [Twitter](#), [Facebook](#), [Instagram](#)
  - On social media, general hashtag is: #RMCAumniAssociation
  - Challenging to reach current students, serving CAF members as an external organization
  
- **Member and donor database**
  - E-mail and letter mail communication
  - Incomplete data on current students, recent graduates
  - Most engaged cohorts are graduates from the 1960s and '70s



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## Bottom line:

- **The Alumni want to help make the CMCs safer, more inclusive and more effective**

## Actions since Independent External Comprehensive Review report in May 2022:

- Issued statement of June 2022:
  - RMCAA recognizes and supports survivors
  - Systemic and cultural change is required
- Received more than 200 response messages from members, classes, branches
  - Offers of help
  - Sharing negative experiences
  - Positive testimonials on the benefits of military college experience
  - Insight and advice on areas for improvement
- Launched an alumni survey and received 1400 responses from different generations, genders, sexual orientation and minority groups

## RMCAA Chair Letter to Minister of National Defence

- October 2022 – Committed to supporting survivors and driving systemic and cultural change

**RMCAA is preparing a comprehensive, evidence-based submission for the CMC Review Board, aimed at seizing this strategic opportunity to renew the Canadian Military Colleges**



RMCAA has engaged a team from Boston Consulting Group, led by Genevieve Bonin (RMC '93) to support it with this vital project

Steering Committee of external experts assembled to advise and challenge the RMCAA Board, led by Board Director Michèle Mullen, consisting of:

- Dr. Alice Aiken, VP Research and Innovation, Dalhousie University
- Dr. Wanda Costen, Dean Smith School of Business, Queen's University
- The Honourable (Ret'd) Erin O'Toole, President & Managing Director ADIT NA
- The Honourable Rear-Admiral (Ret'd) Rebecca Patterson
- Dr. Nancy Taber, Professor and Program Director, Adult Education Brock University, Co-Director Transforming Military Cultures Network
- Lieutenant-General (Ret'd) Christine Whitecross, Former Commandant of NATO Defense College, former Commander Military Personnel Command
- Eric Windeler, Founder Jack.org, Honourary Doctorate (LLD) Queen's University

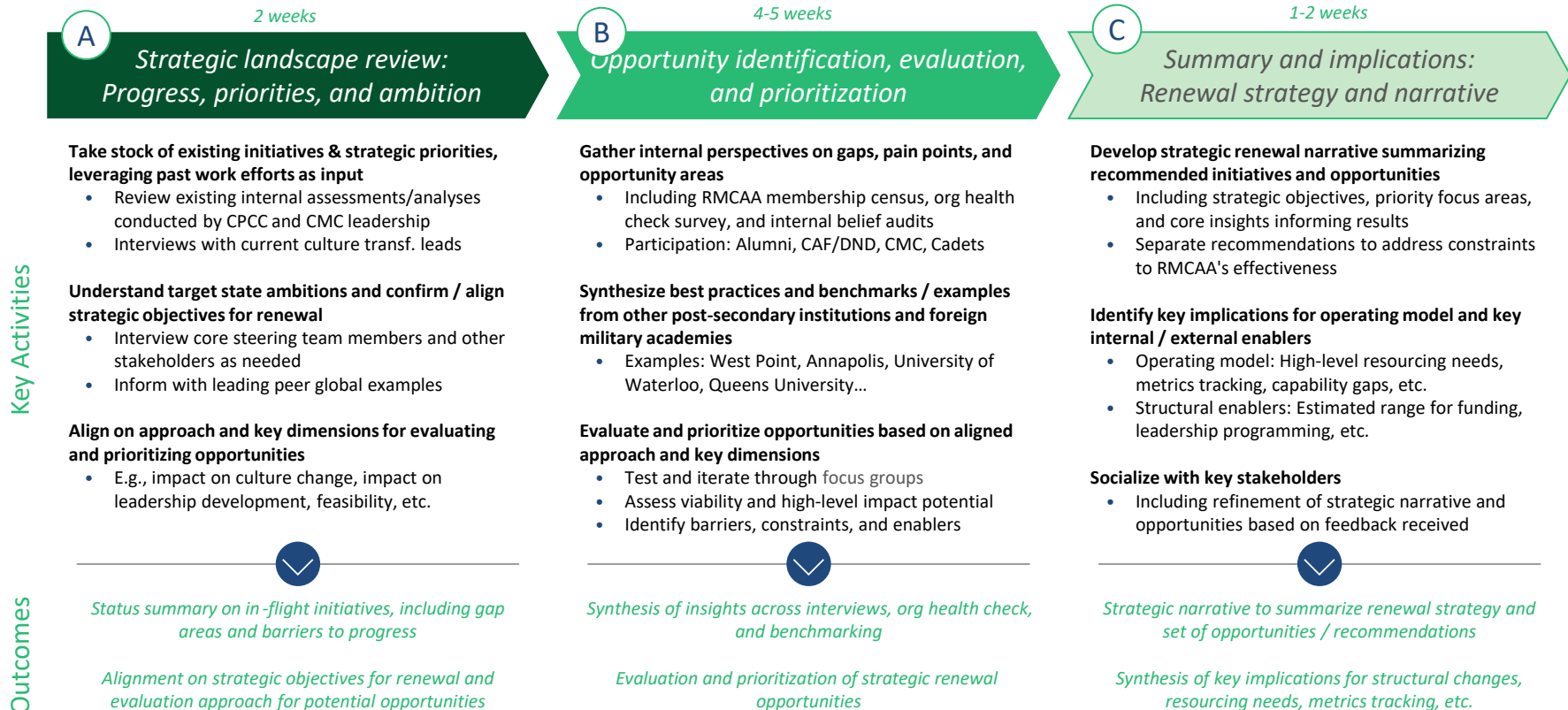
Note: Steering Committee members are serving in their capacity as individuals, not as representatives of their organization



RMCAA anticipates having submission ready for CMC Review Board early in 2024

➤ Notional project planning timelines, based on approximately 10 weeks of work:

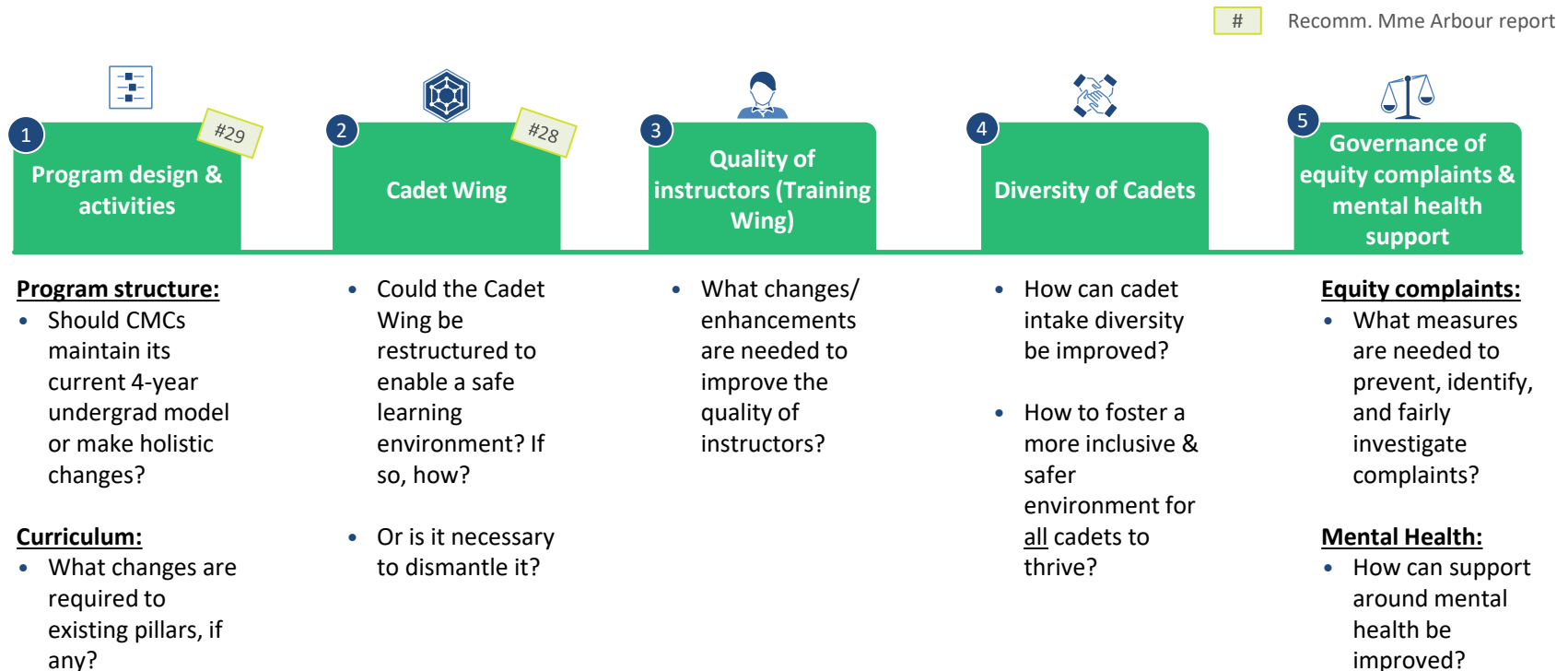
## Approach: Three stages to develop renewal strategy



# RMCAA: Perspectives on Arbour Report (4/4)



RMCAA is looking to offer perspectives on 5 key areas to address cultural challenges at CMCs, encompassing Mme Arbour's recommendations and more:







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- **Lead for Arbour Report Response, Chair Advocacy & Promotion Committee**
  - Scott Stevenson
- **Board Chair**
  - George Lundy
- **Chief Executive Officer**
  - Nancy Marr



Appendix

# **ADDITIONAL INFORMATION**



## Committee Roles:

- Executive (Committee Chairs): agenda management, strategic direction
- Operations (Corporate Officers): operational and HR advice and support to CEO
- Alumni: engage members, classes, branches
  - Old Brigade Council: engagement and stewardship of Old Brigade (i.e., Classes that have reached 50-years since year of entry to one of the Colleges)
- Fundraising: develop strategies, annual fundraising plan
- Investment: oversight of portfolio managers, and advice
- Gifting: review request for funds, prioritize disbursements based on impact, annual gifting plan, out of cycle requests, oversee projects
- Audit & Finance: financial stewardship, corporate risk management
- Governance & Nominating: governance oversight, policy review, succession planning, board performance, recruiting and nomination of directors
- Advocacy & Promotion: public, government and stakeholder relations strategies, promotion of partnerships, promotion of the Association, Alumni, and the Colleges

# RMC Alumni Association : Annual Cycle of Activities



August	September	October	November	December	January
<p><b>Annual Battle of the Classes fundraising Campaign</b></p> <p><i>CMRSJ fin de semaine des retrouvailles</i></p>	<p><b>Board meeting:</b></p> <ul style="list-style-type: none"> <li>• Director nominations</li> <li>• Appointment of auditors</li> </ul> <p><b>RMC Reunion weekend</b></p> <ul style="list-style-type: none"> <li>• Legacy Dinner (RMCAA black-tie fundraiser)</li> <li>• Old Brigade Dinner</li> </ul> <p><b>Royal Roads Homecoming</b></p>	<p><b>Annual meeting of members</b></p> <ul style="list-style-type: none"> <li>• Elect directors</li> <li>• Appoint Auditors</li> </ul>	<p>New board director orientation</p> <p>Quarterly meetings with</p> <ul style="list-style-type: none"> <li>• Branch presidents</li> <li>• Class secretaries</li> </ul>	<p><b>Battle of the Classes Ends</b></p> <p><i>End of Financial Year</i></p> <p><b>Board meeting:</b></p> <ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Risk Register</li> </ul>	<p><i>Start of new Financial Year</i></p>
February	March	April	May	June	July
<p><b>Board meeting:</b></p> <ul style="list-style-type: none"> <li>• Interest attributions</li> <li>• Budget</li> <li>• Operating Plan</li> <li>• Fundraising Plan</li> </ul>	<p>Quarterly meetings with</p> <ul style="list-style-type: none"> <li>• Branch presidents</li> <li>• Class secretaries</li> </ul>	<p>Gifting Committee (Annual)</p>	<p><b>Board meeting:</b></p> <ul style="list-style-type: none"> <li>• Gifting Plan</li> <li>• Audited Financial Statements</li> </ul> <p><b>RMC Graduation ceremonies</b></p> <p><i>Promotion CMRSJ</i></p>		



**TRUTH  
DUTY  
VALOUR**



**VÉRITÉ  
DEVOIR  
VAILLANCE**

**RMC ALUMNI ASSOCIATION INC**  
**L'ASSOCIATION DES ANCIEN(NE)S DES CMR**