

RMC
Foundation



La Fondation des
CMR

Foundation Report
Summer 2012

LEADERSHIP

The Royal Military Colleges Club of Canada Foundation Inc.

Our Mission

The mission of the RMC Foundation is to secure and deliver the funds necessary to *Enhance Excellence* in the attraction, education and training of the students of the Royal Military Colleges.

In *Enhancing Excellence* it will be our goal to ensure that no opportunity is missed, through lack of funding, to broaden the academic, athletic, leadership and bilingual prowess of the students of the Royal Military Colleges as they prepare to become the future leaders of Canada.

We all believe that the graduates of RMC should be the best they can possibly be! We seek to fund Opportunities to Enhance Excellence that are outside of the College curriculum and training programs and hence may not be funded through Government budgets.

Foundation Facts

- Since being formed in 1966 the Foundation has received over \$15 million in support for the Colleges from over 7,100 donors.
- All members of the RMC Club are automatically members of the Foundation; about two-thirds of donors are RMC Club members.
- Foundation revenues currently average about \$1.4 million per annum.
- The Foundation has over \$7 million in financial assets of which \$5 million is held in an investment portfolio and \$2 million represents research grants held in trust.
- Over the past eight years the Foundation has provided over \$4 million in direct financial and other support to the Colleges.
- During 2011 the Foundation processed over 2,300 individual donations from 922 donors, ranging in amounts from \$2 to over \$500 thousand and totaling over \$1.4 million.

Truth
Duty
Valour

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The Royal Military College Of Canada – Pursuing Excellence

It has been 136 years since the Old Eighteen first walked the grounds of the Royal Military College of Canada. Since that time, RMCC's graduates have followed in their footsteps onto the national and international stage as leaders of not only the Canadian Forces, but also corporations, federal and provincial governments and non-profit organizations.

The intellect and critical judgement that is fundamental to the success of those leaders is shaped by the education they receive at RMCC - Canada's Security and Defence University. That success is equally shaped by the fact that, unlike any other university in this country, RMCC is a Military College – the Canadian Forces Senior Unit – with four equally important components: Academics, Athletics, Military Training, and Bilingualism. Each component intertwines with the others making them all stronger; it is these components, standing together and supporting each other, that makes RMCC so much more than the sum of the individual parts. This is what makes RMCC different from any other university in Canada and any other unit in the Canadian Forces.

Our mission at RMCC is to produce officers with the mental, ethical, physical and linguistic capabilities required to lead with distinction in the Canadian Forces.

The experience and responsibility of leadership is something each cadet is fortunate to live daily as members of the Cadet Wing – a benefit given to no other future officer in the Canadian Forces. All of this, aided by the incredible support of the ex-cadets through the RMC Club of Canada Foundation, enables the graduates of the Military Colleges to pursue excellence – the proof is in the countless young men and women who have walked off this campus and become outstanding leaders for Canada and the world. Of course, you don't get excellence unless the quality is there, and this top notch national and international institution has proven this quality for 136 years.

It has been said that the only real training for leadership, is leadership. And that is where this institution shines – by providing not only a first-class education, fitness, language and military training, but also practical experience in leadership. And while being a Military College presents its challenges, in particular within the University context, it is what makes this institution unique and so important to Canada, producing Officers well educated!

14835 Brigadier-General Eric Tremblay
Commandant, RMC

Learning Leadership Step-By-Step at RMC Saint-Jean

In these times of fiscal restraints and cutbacks, defundants of the Canadian Military Colleges (CMC) have been trying to define the added value of a military college education. What do military colleges offer or provide future officers that other universities do not?

Compared to civilian universities, a military college provides a broad education that includes a balanced core curriculum, second language and physical fitness training, as well as the opportunity for early networking. However, in my opinion, the one aspect that differentiates a military college education from its civilian counterpart to the greatest extent is the unique opportunity it provides its students to learn and experience the tenets of leadership step by step in a non-threatening environment.

The CMC environment allows future officers the opportunity to gradually cut their teeth on what will become a lifelong journey of learning and practicing their leadership. Closely mentored by an experienced captain and sergeant embedded within each squadron, an officer cadet at RMC Saint-Jean is encouraged to take charge without fear of making mistakes. In addition to Cadet Wing appointments and the occasional field exercise, every extracurricular activity becomes an opportunity to exercise leadership.

The RMC Foundation is a significant contributor to RMC Saint-Jean's programme as it helps fund many activities in which officer cadets can exercise leadership. The Foundation also funds awards recognizing those that distinguish themselves amongst the best. As a result, in a very short two years, the leadership component of RMC Saint-Jean's programme transforms young men and women into mature, self-confident and motivated junior leaders ready to assume real command functions upon commissioning.

14154 Colonel Guy Maillet
Commandant, RMC Saint-Jean



Leadership in the Cadet Wing

True leadership brilliance is more common than exceptional when one considers the seemingly insignificant decisions that, in hindsight, become the catalyst to successfully attaining the national and CF vision. In the globalization of today, nourishing the opportunity to indulge the small sparks of leadership brilliance through exposing as many of our officer cadets to the subtleties of their decisions and actions within the world context is crucial. To do so will ensure we tap our true potential and secure the future capability of Canadian leadership nationally and internationally.

Credibility is key to success and is created by appreciation of a unit's value. RMCC's Cadet Wing is one of two joint colleges in the world that have the advantage of a mandate beyond "element" think. Thus the focus of learning is deeper, broader and more holistic than occupational or specialty training can provide. Officers of distinction are created – culturally aware and duty ready to lead based upon experience with all aspects of commanding, controlling, planning, directing, training, supplying, organizing, and assessing a unit "in garrison" and "in training" regardless of their specialty.

Currently, our credibility is minimized. However, nothing would bring credibility to reality like providing the Cadet Wing the funding and responsibility to host an "Alumni Annual International Cadet Leadership Symposium". My hat is off to those selfless Alumni contributing to the college. Now the challenge is to remove the barriers to the Alumni empowering "leadership brilliance". The young leaders require tangible leadership experiences to move beyond an electronic understanding of the world. They need to be a part of a Canada that hosts young leader experiences like its allies do.

14510 Lieutenant-Colonel Susan Wigg
Director of Cadets, RMC

Leadership: Do You Have a Golfer's Attitude?

Not enough people are aware that the majority of officer cadets who begin their studies at RMC Saint-Jean are assigned a command position right from their first or second year at the College. Moreover, during their stay at RMC Saint-Jean, the majority of our senior cadets will have been assigned one of these positions, the most coveted position being Cadet Squadron Leader (CSL). The system of mentoring, inspiration and motivation implemented to help those cadets in command positions works extremely well and is supported by staff at every level at the College.

The transition from civilian life to military life at the College is an opportunity to instill into officer cadets, by means of a vast collection of military experiences, the principles associated with the four components of the College's programme, including, of course, leadership. Military and civilian training staff members are ubiquitous in the daily activities of the officer cadets and they foster learning through communication and the sharing of personal experiences. From there, the officer cadets discover together the methods required to achieve success in their personal application of leadership in more or less complex situations, while having easy access to mentoring.

As you probably already know, the precious financial contribution offered by the RMC Club of Canada Foundation affords officer cadets the opportunity of participating in activities linked to the four components of the College's programme. Many of these activities could not take place otherwise. Sometimes without realizing it, you directly participate in the enhancement of the officer cadets' leadership skills during their stay at RMC Saint-Jean.

Heartfelt thanks!

E2531 Major Michel Archambault
Director of Cadets, RMC Saint-Jean



RMC Commandant's Leadership Lecture Series

The 2011-2012 academic year saw the introduction of the Commandant's Lecture Series during the cadets regularly scheduled Wednesday morning Professional Military Training (PMT) period. A selection of guest speakers were invited by the RMC Cmdt, BGen Eric Tremblay, to present their thoughts on leadership in the Canadian Forces to the Cadets of RMC, with a special focus on the 3rd and 4th year classes.

Guests included BGen Bedard who presented on media awareness; LCol Ayotte discussed his experiences as Commander of the Disaster Assistance Response Team (DART); MGen Collins spoke about his role as Commander of Canada Command (CANCOM); diplomat Robert Fowler shared his experiences as a captive of Al Qaeda; the Chaplain General, BGen Mclean highlighted the importance of spirituality to leaders; LGen Beare, Commander of Canadian Expeditionary Force Command discussed his take on leadership to junior officers; RAdm Smith, Chief of Military Personnel highlighted the importance of personnel and administration to the junior officer; and Dr. Jarmasz, a scientist with Defence Research and Development Canada (DRDC) helped to give cadets a better understanding of the importance of R&D to the Canadian Forces.

These lectures were well received by cadets, as was shown by the plethora of questions asked to each speaker. Lectures such as these go a long way to broaden the horizons of cadets by showing them perspectives from across the spectrum of the Canadian Forces and the defence community as a whole.

Thank you to the RMC Foundation whose generosity allowed cadets to engage and interact with prominent leaders in the CF.

25158 Officer Cadet D.C. Hoyt

Developing Future Leaders – RMC Saint-Jean

Among the plethora of tools and resources used to develop the potential and leadership skills of officer cadets, the RMC Saint-Jean Commandant, Colonel Guy Maillet, affords particular importance to the contribution of those who traveled along the professional paths that officer cadets are now getting ready to tread upon.

As part of professional development conferences, several officers and dignitaries shared their experiences and perspective with the officer cadets. A few of the many speakers who came to RMC Saint-Jean during the past year include: Captain Jérémie Verville, a young Combat Arms officer who studied at RMC Saint-Jean. He spoke to the students about his responsibilities during his recent deployment to Afghanistan;

Brigadier-General Richard Giguère, Quebec Area Land Force and Joint Task Force Commander, shared his vision of the role and responsibilities of the officer; Brigadier-General Charles Lamarre shared his experiences as Afghanistan QG 5-11 Joint Task Force Commander; Mr. Graham Fraser, Commissioner of Official Languages, explained to students that bilingualism is essential to Canadian Forces officers in order for them to be able to communicate effectively with their troops.

— OCdt 25006 R. James Brown

that bilingualism is essential to Canadian Forces officers in order for them to be able to communicate effectively with their troops.

We thank the donors for their continued support of this program. Your continued support is critical to the future of this Leadership Opportunity Series.

"While high-profile keynote speakers leave us with a strong and lasting impression, we also learned from a recently graduated officer about what lies ahead for us in the near future," stated 26081 Officer Cadet Jean-Nicolas Gibeault.



From textbook to reality: OCdt Akey shares his experience on the 2012 Battlefield Tour

On behalf of the Cadets who were lucky enough to participate in the 2012 Battlefield Tour, I would like to thank the RMC Foundation and the generosity of the donors for sponsoring us on this trip.

Ypres, Somme, Passchendaele, Amiens, Dieppe, Juno, Normandy, Caen, until a few months ago were just places we had seen in our textbooks, but your financial support allowed us to go and experience these places first-hand.

No longer will Vimy Ridge simply be a ridge in our minds, or Dieppe just another beach that Canadians stormed. We now understand these places are real and not just pictures in a textbook.

While all of the Cadets have previously learned about the battles and wars in our studies at RMC, it was not until we reached the battlefields that we realized the difficulties the Allies and, more specifically, Canadians faced.

To our surprise, the geography and landscape played a much more decisive role than we expected — something our textbooks have a hard time explaining. The landscape we found dictates a lot of the tactics used and while a professor in a classroom can describe to students that a target is difficult to take for a number of reasons, it is not until we saw these sites first-hand, that we truly understand why Vimy was so difficult to take or that Dieppe was impossible to win.

Another important part of the trip for many was seeing the graves of family members who had passed during the wars. While we had visited many Canadian, Allied and even German Cemeteries, it was those who had family members that really put it in perspective of how many soldiers there actually were, and how each grave had a story behind it.

As time passes on much more is forgotten about the wars and who fought them, but this trip was a remembrance for soldiers that fought and died on the battlefields of France and Belgium. They say knowledge is the greatest tool, so I would like to thank you for sponsoring the OCdt's on this trip because you gave us the opportunity to learn about the past in order to help shape our future.

Dr. Lukits, Head of the English Department at RMCC, over the course of the trip read many poems to us which were significant to many of the battlefields and cemeteries we saw. The one quote I will use from him is "the best poetry comes from the best usage of words in the perfect order" and in this letter of thanks I hope my words have been placed in the perfect order as I truly from the bottom of my heart appreciate all that was done not only for myself but everyone who went on the trip, and I thank you for this opportunity.

25383 Officer Cadet Michael Akey

RMC Saint-Jean Officer Cadets Enjoy Multicultural Exposure On Trip to London and Paris

A group of 12 officer cadets from Royal Military College Saint-Jean accompanied by two professors took part in a study tour from 25 February to 4 March 2012.

As a summary, participants stayed 4 days in Paris and 3 days in London. The trip was funded by the RMC Foundation through the generosity of its donors.

This study tour had several objectives. 1. To expose participants to French and Anglo-Saxon cultures, the two founding cultures of Canada, through the experience of a trip to France and England. 2. Improving second language proficiency and 3. Developing organizational and planning skills.

This trip was a unique opportunity for participants to improve their second language proficiency, either in French (Paris) or in English (London), while being exposed to the cultures associated with these two languages.

Cadets had the opportunity to assist in the planning process, and were asked to take turns executing portions of it, thus providing valuable leadership opportunities.

In addition to the direct impact on the officer cadets who participated, such a study tour also benefits RMC Saint-Jean and the Canadian Forces. Since study programmes in Quebec are standardized by the ministère de l'Éducation du Québec, college-level academic institutions must offer a good range of extracurricular activities to stand out and attract the best students who are highly motivated in their studies. Thus, the academic institutions that offer exchange programmes, opportunities to travel abroad, and sports clubs attract more students than the ones that do not offer similar programmes.

The study tour contributes to maintaining a context that fosters academic excellence among officer cadets, in that the selection of participants is based on academic merit.

Given the great success of the 2012 edition and positive impact for RMC Saint-Jean and the Canadian Forces, this study tour should take place on an annual basis.





RMCC Nijmegen March Team 2012 Hits the Ground Running

The International Four Day March in Nijmegen, more commonly referred to as simply Nijmegen, was originally an event to commemorate the liberation of the Netherlands by allied forces during World War II (WWII), for allied military veterans specifically. As such, Canada and her allies have sent teams every year to join in the march to show their continued support to the people of the Netherlands.

The event has grown exponentially since its inception and now includes over fifty thousand people, most of them civilians. The march, now the largest march in the world, attracts many competitors who simply want a physical challenge. With participants walking an average of forty kilometers a day, for four days, the physical aspect of the march is not something to overlook.

The Canadian Forces (CF) releases a training schedule every year for its own teams participating in the Nijmegen March that has them start training almost seven months before the march itself. The Royal Military College (RMC) team is the exception to this rule, where members only start training three months before, due to other training commitments during the academic year. Because of this, the RMC team must hit the ground running in order to meet the required five hundred kilometer training mark before departing for the Netherlands.

The 2012 RMC Nijmegen command team is run by Lt (N) Scriver, WO Forster and OCDT Ungeitis, who oversee all training and administration related work. The core of the team is composed of NCDT Brown, OCDT Eastwood, Wiedeman, Richmond, Lewis, Ekins, Charlebois, McTaggart, Bonvouloir, Abel and Marshall.

The Nijmegen training, as is every year, pushes all participants both physically and mentally. The length and repetitiveness of the marches force the team to work together from the onset of training. The training also provides many leadership opportunities for not only the command team, but also individual members.

The Nijmegen training plan encompasses more than simply marching day by day, with days set aside for general physical fitness as well as physical wellbeing. All RMC Nijmegen members have the opportunity to lead the team in the planned marches, as well as general fitness activities.

The cadets involved will also learn valuable life skills during specific briefs aimed at improving nutrition and overall physical wellbeing knowledge. These skills will undoubtedly aid cadets after leaving the college during their integrating into the general CF.

The RMC Nijmegen team would like to thank the RMC Foundation for providing the financial support needed to aid in the team's training. It is a leadership opportunity unlike any other and can only continue through the generous support of the donors.

Professor in Leadership – Class of 1965

After a very successful fundraising campaign in 2000 amongst classmates of the Class of '65 the class decided to take on a bigger project. In discussion with then RMC Principal, Dr. John Cowan, the class began discussions about what that 'next big thing' might be. Dr. Cowan persuaded the class that they should sponsor a Class of '65 Professorship.

Why a Professorship? Because as a named, endowed chair, it is a sought-after honour in academia, permitting RMC to go after top-flight academics currently teaching elsewhere. So raising money for the Professorship became the new campaign goal and continued right through until 2009.

In 2010, the search committee confirmed that Dr. Nikolas Gardner had accepted RMC's offer to become the first Class of '65 Professor in Leadership. Prof. Gardner, a Canadian, was a prominent member of the Department of Leadership and Strategy at the USAF Air War College in Montgomery, Alabama.

Prior to his arrival at RMC he taught at the United States Air Force Air War College, which prepares senior American and allied officers for strategic leadership positions.

His research focuses primarily on leadership and command during the First World War. His research has given him a profound appreciation of the difficulties facing commanders forced to make decisions based on fragmentary information regarding the intentions and capabilities of the enemy. His research also highlights the complexities involved in leading subordinates of different religious and cultural backgrounds.

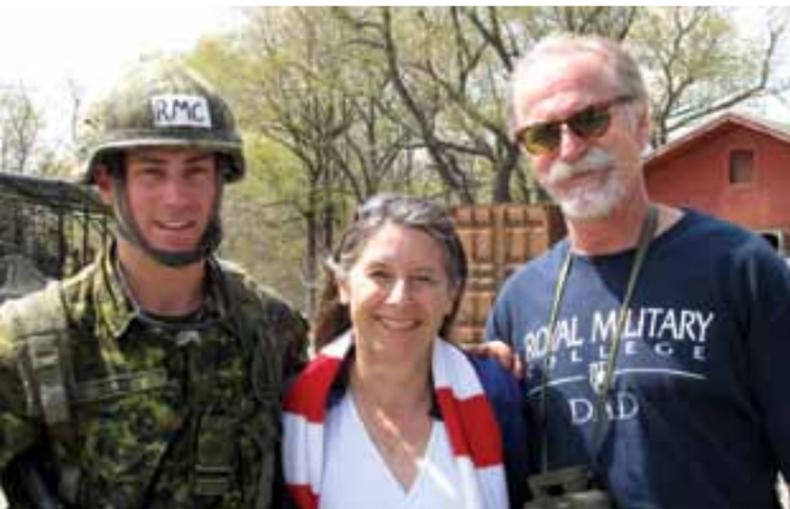
His work does not reveal immutable principles of leadership, but it suggests that successful leaders must have the ability to think critically, questioning their own assumptions as well as those of others.

In the classroom, he fosters this attitude in a variety of ways. Dr. Gardner exposes his students to competing interpretations of historical events, encouraging them to evaluate opposing arguments on the basis of logic and evidence. He also attempts to recreate the decision-making process of military and political leaders in past conflicts, placing his students in the positions of these individuals and forcing them to consider the choices they made without the benefit of hindsight.

Dr. Gardner believes that techniques like these hone students' analytical skills and provide them with a heightened respect for the challenges facing leaders at all levels. These attributes will help them excel in their subsequent careers.

The Colleges would happily accept similar donations towards Professorships that would enhance excellence amongst the Cadets.





Through the Eyes of a Future Leader: *2012 Sandhurst Team an experience like none other*

Being part of the 2012 Sandhurst team was an opportunity unlike any other at RMCC. First, it offered a leadership environment that, in my eyes, cannot be matched by any other activity, club or team at the College.

The team members became a close family during the grueling months of training and will certainly remain close despite the season's end. The training and the final competition allowed us to push past our predefined limits and perform at a level that we never dreamed was possible.

Through mutual support and training from our expert staff, the team performed exceptionally at the Competition, inducing a sense of collective pride and personal achievement that is unmatched in my life so far.

More important than the team's final placement is the acquisition of military skills that have allowed us to reach a higher standard of military proficiency. Sandhurst builds a strong foundation for officers to build upon in their professional development. Team Canada has a way of motivating and inspiring team members to achieve military excellence and pursue newly acquired ambition.

In my experience, while it is true that I learned a lot about leadership, fitness, military skills and camaraderie, I learned even more about myself in the process. The contributions of the Class of 1964 through the RMC Foundation have permitted me to take part in this outstanding leadership opportunity. I hope the class will continue to support in the years to come.

25720 Officer Cadet Cindy LaVine

Editor's note: OCdt LaVine broke her leg 5 kms from the finish line on day one of the competition but finished nonetheless. She can be seen finishing the competition while injured in the top left photo.

Pushing the Limits: *RMC Saint-Jean Sandhurst Team Captain recounts 2012 Season*

The Royal Military College Saint-Jean Sandhurst team's 2011-2012 season was a very rewarding experience. "It allowed team members to push their limits and practice a unique and demanding sport, leaving them with a strong sense of accomplishment," said Officer Cadet Charlotte Raymond, one of two female members on the team.

The team had a busy schedule throughout the year. The first part of the season was marked by the competition against Royal Military College of Canada's (RMCC) Sandhurst team in Kingston. Despite the fact that RMCC teams had the home-field advantage, both RMC Saint-Jean teams performed very well, thanks to our rigorous training, and B team even managed to rank second of the six teams.

Next year's teams will be able to learn from this experience in Kingston and be better prepared and thus more competitive when they return to RMCC next year.

"I am looking forward to next season. There is no doubt in my mind as to the choice of my sport next year," stated Officer Cadet Samuel Brière, who will begin his final year at RMC Saint-Jean in the fall.

In closing, the RMC Saint-Jean Sandhurst team would like to thank the RMC Foundation for their continued support of the Athletic, and Leadership Components at RMC Saint-Jean. Your continued generosity allows us to purchase much needed equipment to help optimize our performance and experience.

26137 Officer Cadet Pierre-Alexandre Dufour
Captain of the 2011-2012 Sandhurst team



Parading into the Future with the RMCC Band

Over the last two years, RMC Band members and staff have developed a set of Pipe Banners, Fanfare Banners and Music Stand Banners. It is with tremendous gratitude to the Class of 1964 through the RMC Foundation that we have been able to see this project through to fruition.

Working with Guthrie Woods Productions LTD all items are now on Campus. The fanfare trumpeters now have a proper banner when performing for ceremonies or parades and the concert band now has that finished professional look of a CF band in concert with their new stand banners.

The Pipe Banners have a standard side common to all featuring the College Crest on the facing colour midnight blue. This is standard to match the facing colour of the College Colours. The reverse side of each banner features the Red and White colours of the Canadian Flag emblazoned with Class years, RMC Club Branches, or Initials and student numbers of Ex Cadets whom have shown their commitment to the continuing success of the RMCC Band. The new Pipe Banners were worn for the first time at the 2012 Concert in Scarlets.

The Fanfare Banners match the Pipe Banners in that they also feature the RMC Crest emblazoned on the facing colour with English on one side and French on the opposite side. The Fanfare Banners made their debut at the 2012 Convocation, Sunset Ceremony, and Commissioning Parade.

The music stand banners are designed with the Canadian Flag Colours emblazoned with the RMC Fist and Crown modeled after the RMC Cap Badge. They bring a professional finished look to the Band's formal concert performances as observed at the 2012 Concert in Scarlets.

The highland dancers acquired new uniforms this year consisting of Dresses, Aprons, Blouses, Petticoats, Skirts and cummerbunds. The old uniform were very old and in ill repair. Because of the aid of the RMC Foundation the dancers were also able to debut the new

costumes at the 2012 Concert in Scarlets to an audience of over 500 people.

There are still ongoing projects supported by the RMC Foundation that are being worked on to further enhance the Band structure. The reason behind all of this is to showcase and display the most professional image possible, not only to the college itself, but

to the rest of Canada and abroad.

The RMC Band structure has always displayed the best of what the college is about. Being a member of the RMCC Band provides for unique leadership opportunities through leading a section, a band, or representing RMC and the CF throughout the country. This ongoing support from the RMC Foundation will enable the bands to parade long into the future.

WO Heather EA and MWO Embree

“There are still ongoing projects supported by the RMC Foundation that are being worked on to further enhance the Band structure. The reason behind all of this is to showcase and display the most professional image possible, not only to the college itself, but to the rest of Canada and abroad.”



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