

**Comparison of Canadian Military College Review Board Recommendations and RMC Alumni Association Propositions for CMC Renewal**

<b>CMCRB Recommendations</b>	<b>RMCAA CMC Renewal Propositions</b>
<b>Recommendation #1</b> Maintain the Canadian Military Colleges as undergraduate degree-granting institutions. Continue to train and educate Naval and Officer Cadets at the Canadian Military Colleges through an Integrated Model.	<b>2. Program Structure:</b> Maintain the CMCs as degree-granting institutions with the hallmark Regular Officer Training Plan (ROTP) program and explore adding a one-year program for other officer streams. 2A. Retain the CMCs as undergraduate degree granting institutions; 2B. Maintain the four/five-year program structure at the CMCs as the hallmark ROTP experience
<b>Recommendation #2</b> Revise governance structures, authorities, activities, programs and training to reflect the fact that the Canadian Military Colleges are first and foremost military institutions responsible for training and educating officers as members of the Profession of Arms.	<b>1. Purpose of the CMCs:</b> Recenter the focus of the CMCs on their original purpose (to develop future CAF leaders) and modernize the four pillars to better reflect evolving CAF leadership doctrine.
<b>Recommendation #3</b> Amend the Ministerial Organizational Orders to change the name of the Royal Military College of Canada to the 'Royal Military College of Canada, Kingston', (RMC Kingston) and the name of the Royal Military College Saint-Jean (RMC Saint-Jean) to the 'Royal Military College of Canada, Saint-Jean-sur-Richelieu', (RMC Saint-Jean).	Outside of scope
<b>Recommendation #4</b> Update all branding, marketing materials, public affairs and communications products to align with the changes proposed under Recommendation #2 and Recommendation #3 and to support a revised recruitment strategy.	Outside of scope

CMCRB Recommendations	RMCAA CMC Renewal Propositions
<b>Recommendation #5</b> Remove the Minister of National Defence from the position of Chancellor and President of the two Canadian Military Colleges. Amend the Queen's Regulations and Orders for the Canadian Military Colleges accordingly.	Outside of scope
<b>Recommendation #6</b> Appoint an eminent Canadian to the ceremonial role of Chancellor of the two Canadian Military Colleges. Amend the Queen's Regulations and Orders for the Canadian Military Colleges accordingly.	Outside of scope
<b>Recommendation #7</b> Re-designate the Board of Governors at each Military College as an Advisory Committee that advises and makes recommendations to the Commandant. Update the Queen's Regulations and Orders for the Canadian Military Colleges accordingly.	Outside of scope
<b>Recommendation #8</b> Clarify the parameters of the Senate's authority and stipulate that the responsibility to allocate resources and set priorities in relation to academic programs at the Military Colleges lies with the Commandant. Update the Queen's Regulations and Orders for the Canadian Military Colleges accordingly.	Outside of scope
<b>Recommendation #9</b> Designate the Commandants as the "President and Vice-Chancellor" of their respective Military Colleges, vested with appropriate authorities and responsibilities. Amend the Queen's Regulations and Orders for the Canadian Military Colleges accordingly.	Outside of scope
<b>Recommendation #10</b> Establish the tenure of the Commandant at each Military College for a minimum of four years.	Outside of scope

CMCRB Recommendations	RMCAA CMC Renewal Propositions
<b>Recommendation #11</b> ‘Deep select’ the Commandant for each Military College and use a Developmental Period Four Fellowship Program and/or university President training program to expose them to university governance and operations.	Outside of scope
<b>Recommendation #12</b> Re-designate the Principal at each Military College as the Provost and Vice-President Academic & Research and appoint them, via a Governor-in-Council process, as the most senior academic officer of their respective Colleges, reporting to the Commandant. Amend the Queen's Regulations and Orders for the Canadian Military Colleges accordingly.	Outside of scope
<b>Recommendation #13</b> Establish the tenure of the Director of Cadets for a minimum of three years.	Outside of scope
<b>Recommendation #14</b> Streamline the academic offerings at the Canadian Military Colleges to offer four undergraduate degrees within the Regular Officer Training Plan: a Bachelor of Arts (at RMC and RMC Saint-Jean); a Bachelor of Science (at RMC and RMC Saint-Jean); a Bachelor of Military Arts and Science (at RMC and RMC Saint-Jean); and a Bachelor of Engineering (at RMC).	1. Purpose of the CMCs: Recenter the focus of the CMCs on their original purpose (to develop future CAF leaders) and modernize the four pillars to better reflect evolving CAF leadership doctrine.  7A. Review academic offerings to better balance the overall needs of CAF, future officer and naval cadets and the CMCs’ ability to deliver them
<b>Recommendation #15</b> Establish a minimum 15:1 student-to-faculty ratio at both Canadian Military Colleges within five years.	7A. Review academic offerings to better balance the overall needs of CAF, future officer and naval cadets and the CMCs’ ability to deliver them
<b>Recommendation #16</b> Increase the number of Naval and Officer Cadets at the Canadian Military Colleges to a minimum of 1850 within five years.	1. Purpose of the CMCs: Recenter the focus of the CMCs on their original purpose (to develop future CAF leaders) and modernize the four pillars to better reflect evolving CAF leadership doctrine.  7A. Review academic offerings to better balance the overall needs of CAF, future officer and naval cadets and the CMCs’ ability to deliver them

CMCRB Recommendations	RMCAA CMC Renewal Propositions
<b>Recommendation #17</b> Eliminate the Core Curriculum at the Canadian Military Colleges.	1. Purpose of the CMCs: Recenter the focus of the CMCs on their original purpose (to develop future CAF leaders) and modernize the four pillars to better reflect evolving CAF leadership doctrine.  7A. Review academic offerings to better balance the overall needs of CAF, future officer and naval cadets and the CMCs’ ability to deliver them
<b>Recommendation #18</b> Eliminate the Collège d’enseignement général et professionnel program at the Royal Military College Saint-Jean and all associated teaching and administrative positions.	1. Purpose of the CMCs: Recenter the focus of the CMCs on their original purpose (to develop future CAF leaders) and modernize the four pillars to better reflect evolving CAF leadership doctrine.  7A. Review academic offerings to better balance the overall needs of CAF, future officer and naval cadets and the CMCs’ ability to deliver them
<b>Recommendation #19</b> Harmonize the academic calendars between the Royal Military College of Canada and the Royal Military College Saint-Jean and align them with the reconfigured Military Skills & Leadership strand proposed under Recommendation #22.	1. Purpose of the CMCs: Recenter the focus of the CMCs on their original purpose (to develop future CAF leaders) and modernize the four pillars to better reflect evolving CAF leadership doctrine.  7A. Review academic offerings to better balance the overall needs of CAF, future officer and naval cadets and the CMCs’ ability to deliver them
<b>Recommendation #20</b> Establish and publish the Regular Officer Training Plan - Canadian Military Colleges Program Standard.	1. Purpose of the CMCs: Recenter the focus of the CMCs on their original purpose (to develop future CAF leaders) and modernize the four pillars to better reflect evolving CAF leadership doctrine.
<b>Recommendation #21</b> Design, develop and implement the Integrated Officer Development Program.	1A. Add a cross cutting foundational pillar on “Character and Professionalism”; 1B. Refresh the positioning of the military pillar to focus on adaptive leadership;
<b>Recommendation #22</b> Design, develop, implement and accredit the Military Skills & Leadership strand.	1A. Add a cross cutting foundational pillar on “Character and Professionalism”; 1B. Refresh the positioning of the military pillar to focus on adaptive leadership;
<b>Recommendation #23</b>	4A. Increase the staff to officer and naval cadet ratio by expanding sources of instructors including reservist and peer academy secondees;

CMCRB Recommendations	RMCAA CMC Renewal Propositions
Create new civilian instructor positions at both the Royal Military College of Canada and the Royal Military College Saint-Jean to support the Military Skills & Leadership strand.	
<b>Recommendation #24</b> Reduce military faculty positions at both Military Colleges and their associated Advanced Training List positions and reallocate those positions to support the Military Skills & Leadership strand.	4A. Increase the staff to officer and naval cadet ratio by expanding sources of instructors including reservist and peer academy secondees; *Referenced reallocation of positions will increase ratio.
<b>Recommendation #25</b> Increase the baseline Salary Wage Envelope allocation to the Canadian Military Colleges to create and fund permanent administrative support staff positions to support the Squadron leadership teams. Allocate one administrative support staff position per Squadron.	Outside of scope
<b>Recommendation #26</b> Design, develop, implement and accredit a revised Second Language Training strand.	Outside of scope
<b>Recommendation #27</b> Offer optional, ongoing second language training to Naval and Officer Cadets who have attained the BBB commissioning requirement.	Outside of scope
<b>Recommendation #28</b> Design, develop, implement and accredit a revised Fitness, Health & Wellbeing strand.	1C. Broaden the fitness pillar to include “health, physical and mental fitness”.
<b>Recommendation #29</b> Eliminate the Physical Performance Test as a mandatory activity at the Canadian Military Colleges.	1C. Broaden the fitness pillar to include “health, physical and mental fitness”.  *Outside of scope but aligned with above recommendation.
<b>Recommendation #30</b>	1C. Broaden the fitness pillar to include “health, physical and mental fitness”.

CMCRB Recommendations	RMCAA CMC Renewal Propositions
Establish the Fitness for Operational Requirements of Canadian Armed Forces Employment (FORCE) Test as the physical fitness standard for the Regular Officer Training Plan - Canadian Military Colleges.	*Outside of scope but aligned with above recommendation.
<b>Recommendation #31</b> Reduce the Cadet Chain of Responsibility at both Canadian Military Colleges to three types of positions: Cadet Squadron Leaders, Cadet Flight Leaders and Cadet Section Leaders.	3. <b>Cadet Wing:</b> Reorient the Cadet Wing's purpose, scope and structure to ensure it is an effective mechanism for peer leadership, while limiting the possibility for misuse of power. 3A. Refresh the Cadet Wing's foundation and modus operandi to better embed principles of adaptive leadership; 3B. Maintain the overall Cadet Wing structure, but increase rotations to provide a wider breadth of experience; 3C. Add leadership capability assessments from junior leadership roles as selection criteria for more senior appointments; 3D. Shift sanctioning authority from Cadet Wing members to instructors with the addition of active coaching of senior cadets on process / outcomes; 3E. Apply a "rehabilitation not retribution" lens to individualized performance correction and support; and 3F. Formalize better feedback mechanisms for cadet leaders to enable them to adapt and adjust their leadership styles to fit the situation.
<b>Recommendation #32</b> Establish as a commissioning requirement that all Third Year Naval and Officer Cadets complete a session as a Cadet Section Leader.	3A. Refresh the Cadet Wing's foundation and modus operandi to better embed principles of adaptive leadership; 3B. Maintain the overall Cadet Wing structure, but increase rotations to provide a wider breadth of experience;
<b>Recommendation #33</b> Establish and incentivize optional leadership opportunities for Fourth Year Naval and Officer Cadets to fill Cadet Flight Leaders and Cadet Squadron Leaders positions.	3A. Refresh the Cadet Wing's foundation and modus operandi to better embed principles of adaptive leadership; 3B. Maintain the overall Cadet Wing structure, but increase rotations to provide a wider breadth of experience;

CMCRB Recommendations	RMCAA CMC Renewal Propositions
<p><b>Recommendation #34</b></p> <p>Eliminate the Cadet Wing HQ and Division positions at the Royal Military College of Canada. Retain positions such as administrative roles and team captains but remove them from the Cadet Chain of Responsibility and eliminate their use as a graduation requirement.</p>	<p>3. <b>Cadet Wing:</b> Reorient the Cadet Wing's purpose, scope and structure to ensure it is an effective mechanism for peer leadership, while limiting the possibility for misuse of power.</p> <p>3A. Refresh the Cadet Wing's foundation and modus operandi to better embed principles of adaptive leadership;</p> <p>3B. Maintain the overall Cadet Wing structure, but increase rotations to provide a wider breadth of experience;</p> <p>3C. Add leadership capability assessments from junior leadership roles as selection criteria for more senior appointments;</p> <p>3D. Shift sanctioning authority from Cadet Wing members to instructors with the addition of active coaching of senior cadets on process / outcomes;</p> <p>3E. Apply a "rehabilitation not retribution" lens to individualized performance correction and support; and</p> <p>3F. Formalize better feedback mechanisms for cadet leaders to enable them to adapt and adjust their leadership styles to fit the situation.</p>
<p><b>Recommendation #35</b></p> <p>Design, develop and implement the Advanced Leader Development Program to better prepare the Training Wing staff to support the Cadet Chain of Responsibility and to incentivize postings to the Canadian Military Colleges for Captains and Warrant Officers.</p>	<p>4B. Raise the quality of instructors by having more stringent selection criteria and aligning incentives to attract top talent; and</p> <p>4C. Expand leadership training and coaching for instructors that extend beyond direct military experience, and into the realm of effective adult learning.</p>

CMCRB Recommendations	RMCAA CMC Renewal Propositions
<p><b>Recommendation #36</b> Reduce Military Faculty positions and their associated Advanced Training List positions and reallocate those positions to the Advanced Leadership Development Program to support the leadership development of the Naval and Officer Cadets and provide greater mentorship to the Cadet Chain of Responsibility.</p>	<p><b>4. Instructors and Staff:</b> Increase the quality and bolster the effectiveness of the Training Wing staff by attracting, selecting, training and incentivizing those with a strong record of leadership and mentorship.  4A. Increase the staff to officer and naval cadet ratio by expanding sources of instructors including reservist and peer academy secondees;  4B. Raise the quality of instructors by having more stringent selection criteria and aligning incentives to attract top talent; and  4C. Expand leadership training and coaching for instructors that extend beyond direct military experience, and into the realm of effective adult learning.  *Referenced reallocation of positions will increase ratio.</p>
<p><b>Recommendation #37</b> Ensure that the Military Skills &amp; Leadership strand equips Naval and Officer Cadets to be successful as Cadet Section Leaders.</p>	<p>1B. Refresh the positioning of the military pillar to focus on adaptive leadership;  3A. Refresh the Cadet Wing’s foundation and modus operandi to better embed principles of adaptive leadership;  3B. Maintain the overall Cadet Wing structure, but increase rotations to provide a wider breadth of experience;  3C. Add leadership capability assessments from junior leadership roles as selection criteria for more senior appointments;</p>
<p><b>Recommendation #38</b> Remove from the Cadet Chain of Responsibility all authority – and all appearance of authority – to impose corrective measures or loss of privileges, in order to ensure that no Naval and Officer Cadet has disciplinary authority, real or perceived, over another Naval and Officer Cadet.</p>	<p>3D. Shift sanctioning authority from Cadet Wing members to instructors with the addition of active coaching of senior cadets on process / outcomes;</p>
<p><b>Recommendation #39</b> Amend the policy framework at the Canadian Military Colleges to address gaps identified by the Assistant Deputy Minister (Review Services) in its Advisory on Sexual Violence Prevention at Canadian Military Colleges.</p>	<p>Outside of scope</p>



CMCRB Recommendations	RMCAA CMC Renewal Propositions
<b>Recommendation #40</b> Mandate experts in the field of sexual misconduct prevention and response to assess the effectiveness and impact of the policies and procedures of the Canadian Military Colleges.	Outside of scope
<b>Recommendation #41</b> Assign release authority for Naval and Officer Cadets at the Canadian Military Colleges to the Commander of the Canadian Defence Academy for the following release items: <ul style="list-style-type: none"> <li>• 5d - Not advantageously employable – conduct deficiency</li> <li>• 5f - Unsuitable for further service – conduct deficiency</li> </ul>	Outside of scope
<b>Recommendation #42</b> Establish a Health, Safety and Wellbeing Resource Centre at each Military College, staffed by professionals with a wide range of relevant expertise and sufficiently resourced to deliver on its mandate to provide prevention and response support to the Canadian Military Colleges seven days a week.	6. <b>Grievances and Mental Health:</b> Ensure the CAF framework and policies related to grievance management and mental health supports consider the CMCs’ unique context (including vulnerable and minority populations). 6A. Educate and deter harmful behaviours by developing and rolling out a more holistic prevention program; 6B. Develop investigative policies consistent with CAF’s revised grievance management framework, but ensure policies consider the CMCs’ unique educational context and demographics; and 6C Strengthen support resources and mental health programs.

CMCRB Recommendations	RMCAA CMC Renewal Propositions
<p><b>Recommendation #43</b> Increase the percentage of female Naval and Officer Cadets at the CMCs to 33% by 2035.</p>	<p><b>5. Respect for the Dignity of all Persons:</b> Strengthen the accountability, initiatives and support to attract, select, include and retain diverse officer and naval cadets, staff and instructors at the CMCs.</p> <p>5A. Develop and externally share explicit CMC leadership commitments and broadcast a cohesive strategy to improve equity, diversity and inclusion at the CMCs;</p> <p>5B. Expand the recruitment pool through a more targeted value proposition and increase the presence of recruiting efforts in diverse communities;</p> <p>5C. Improve the retention of diverse officer and naval cadets through more individualized and targeted interventions; and</p> <p>5D. Develop robust measurement systems and then drive accountability for implementation across instructors/squadrons.</p> <p>*This specific recommendation goes beyond RMCAA’s proposition 5:</p>
<p><b>Recommendation #44</b> Establish a dedicated funding framework for major capital projects, minor construction, and maintenance and repair to support training and education establishments in the Canadian Armed Forces, including the Canadian Military Colleges.</p>	<p>7B. Invest in major physical infrastructure upgrades</p> <p>*Funding and management framework for CMC infrastructure was further discussed during the RMCAA presentation to the CMCRB in June 2024.</p>
<p><b>Recommendation #45</b> Increase baseline funding for major capital projects, minor construction, and maintenance and repair at the Canadian Military Colleges.</p>	<p>7B. Invest in major physical infrastructure upgrades</p>
<p><b>Recommendation #46</b> Establish a dedicated facilities management contract at the Royal Military College of Canada, similar to that which exists at the Royal Military College Saint-Jean.</p>	<p>7B. Invest in major physical infrastructure upgrades</p> <p>*Facility management was further elaborated in the RMCAA presentation to the CMCRB in June 2024.</p>

CMCRB Recommendations	RMCAA CMC Renewal Propositions
<b>Recommendation #47</b> The Minister of National Defence provide a publicly available written response to the recommendations contained in this Report within 60 days of its receipt.	Outside of scope
<b>Recommendation #48</b> The Deputy Minister of National Defence and the Chief of the Defence Staff establish an Implementation Team to enable the implementation of these recommendations, within the framework of a sequenced, time-bound and measurable Implementation Plan.	Outside of scope
<b>Recommendation #49</b> The Minister of National Defence provide a publicly available Annual Report on the progress of implementation until such time as all the recommendations have been addressed.	Outside of scope