

Strategic Review Implementation Update - The Road Ahead

Background

In the summer of 2011, the General Council of the Royal Military Colleges Club of Canada created a Strategic Review Committee to address the broad issue of declining engagement within the Club. The project culminated in a 120 page report entitled “**The Road Ahead**”. It concluded with a Vision for the future of the Club, and a series of almost 30 concrete recommendations, falling broadly into 3 categories, namely:

- **Club Organizational Structure & Governance**
- **Member Programmes & Services**
- **Communications**

Quoting from the report, “The vision implies a strong engaged alumni association, representative of all who attend the Colleges. It acts on their behalf, not only in self-interest terms, but also in promoting the value and the values of Canada’s only leadership university in the interest of the public as well as the members and the Colleges. The Club will be active in pursuing “the best and the brightest” and will itself become a reason to join RMC.

The Club will have focused on the emerging generations while honouring the fellowship aims of the Club Constitution. The Class will be the focal point of connection to the Club, the Colleges, and their values, and there is much that the Club will have done to greatly enhance and strengthen this core group.

The strong engagement of graduates will continue to promote the institutions and values that shaped them as leaders and productive citizens. Member participation in a variety of new programs and services will be high, and members will have access and participate through a variety of self-selected channels. Under a comprehensive communications strategy, all members will be linked to the ongoing affairs of the Colleges, cadets and the Club.

The Club will have moved away from cumbersome governance, and will be characterized by effective leadership from members in partnership with staff.”

“The Way Ahead” was unanimously endorsed by General Council of the Club in August of 2012 and an Implementation Team was created to bring the recommendations to the point of implementation by the Club. The purpose of this update is to report on the progress of the Implementation Team in the past 12 months.

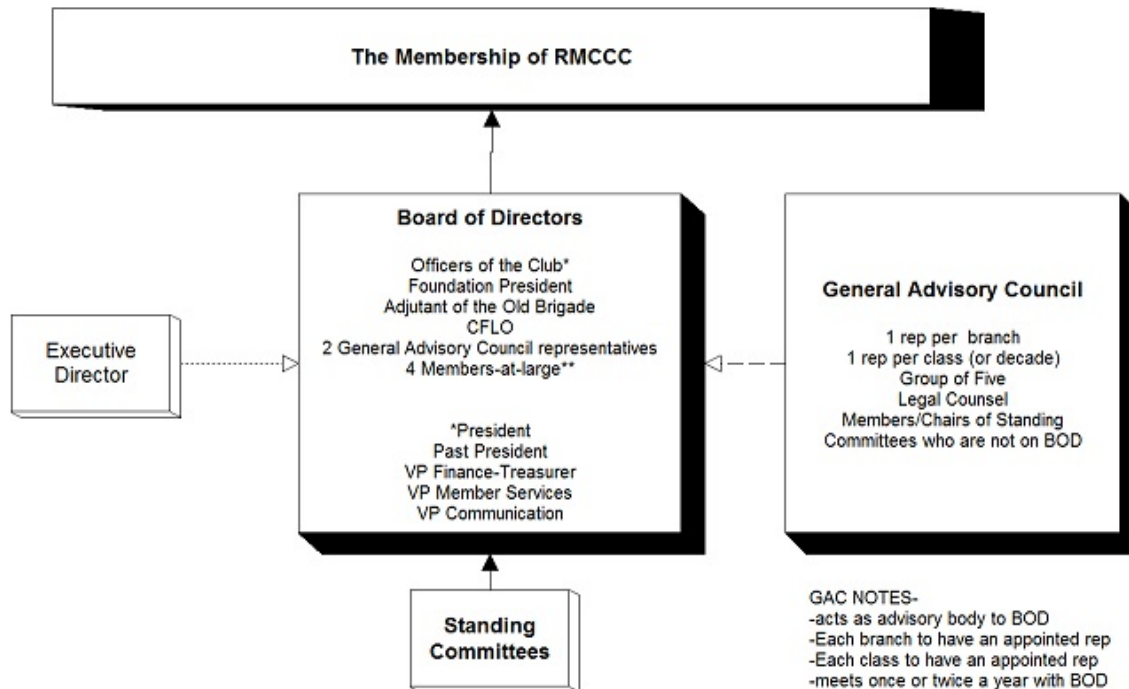
Club Organizational Structure & Governance

Many of the recommendations coming out of the Strategic Review focused on the organizational structure of the Club and its governance model. The membership at large was clearly telling us that they wanted a Club which was more responsive and nimble, without sacrificing its heritage or legacy. Specifically, the membership was asking us to review:

- Official linkages between the Club and the Colleges, and the Club and the Foundation
- Size and composition of the Executive Committee (EC) and General Council (GC)
- Terms of office for the Officers of the Club
- Recognition of the role of the Classes as an important entity in addition to the Branches
- Definition of “membership” and categories of membership.

The sub-committee has proposed the following Governance Model to address these critical issues using the model of a Board of Directors similar to most Not-for-Profit organizations including the Club Foundation.

Proposed Governance Model - Royal Military Colleges Club of Canada



** members at large are nominated by the Nominating Committee based on skills, interests, geography, language, college for election at the AGM

BOD NOTES-

- All BOD members (except officers) are elected for three year term at AGM with 1/3 retiring each year.
- Officers serve for 2 year term with option for additional year
- Standing Committees should be populated with non BOD members with rep from BOD on each
- BOD reports to the membership of the Club at the AGM

At the Executive Committee and General Council meetings on Sep 27th 2013, a motion was approved to examine and refine the Club's Governance Model, with input from the Club's Legal Counsel and an independent 3rd party Consultant (which would not be funded from the Club's Operating Budget, but through contributions from Club members).

The Club has proposed the following timetable to move forward:

Activity	Responsible	Date
Develop the optimal organizational structure for presentation to the EC and GC.	Sub-committee, with input from Club's Legal Counsel, the Consultant, and EC & GC	Dec 31, 2013
Review the Club's Constitution, Objects and By-Laws to bring them in line with the new Model.	Sub-committee, with input from Club's Legal Counsel, the Consultant, the EC/GC, and the Adjutant of the Old Brigade	Jun 30, 2014
Develop Operating Procedures & Guidelines to clarify expectations and decision making scope and limits for the various parties.	Sub-committee, with input from Club's Legal Counsel, the Consultant, and EC/GC	Jun 30, 2014
Approve a motion to implement the new Club organizational structure, Constitution, Objects, By-Laws, and Operating Procedures & Guidelines	EC and GC and Membership	Reunion Weekend 2014

Two other major recommendations from the Strategic Review have now been implemented, namely:

- A 4th year cadet position (Club Liaison Officer) has been created to be a member of the Executive Committee of the Club, to encourage increased awareness and communication between the Cadets and the Club, and ideally to become the Class Secretary upon graduation. This year's Club Liaison Officer is 25935 Jeremy Jobin.
- The Club has examined and implemented a resource sharing with the Foundation, to strengthen that relationship and reduce overall operating costs.

Communications

The sub-committee focused its efforts over the past 12 months on 2 broad categories of recommendations in this area, namely technical and structural.

On the technical side, the Club is now moving forward with a two phase, broad web-enabled initiative out of operating funds budgeted in the current and next fiscal years. This will result in a more user friendly and content updatable website, a more efficient on-line Club Kit Shop, a new member's only access portal, and finally a coordinated social media platform to foster greater member interaction and engagement.

Regarding structure, the General Council unanimously approved the creation of a standing Communications Committee, empowered to address the following broad mandates:

- **General Communications**, to develop an overall Club strategic communications strategy catering to our multi-generational diversity internally and our various stakeholders externally, focusing on key messages and media, including social media;
- **Public Relations**, to proactively and reactively foster good brand, relations, and image with all of our external stakeholders and the public at large; and
- **Advocacy**, to bring a proactive historical perspective to stakeholders addressing external issues impacting the Royal Military Colleges of Canada.

The standing committee in turn will create sub-committees to deal with various aspects of the Club's overall communication strategy, including as a minimum:

- **Editorial Committee**, to address the themes, content and bilingualism of our communications vehicles, and to ensure that all of our constituents are getting a voice;
- **Technical Committee**, to address the technical aspects of our overall communications strategy, including the website, social media, mobile communications and other technologies that become available; and
- **PR/Advocacy Committee**, to provide general guidance and advice as needed to the Executive Committee, and to act as an expert resource to support the Club in addressing specific situations.

Member Programs and Services

This committee has held off exploring specific programs and services until the more foundational recommendations (organizational structure, governance, and integrated communications strategy) are in place. Efforts over the course of the past year have focused on strengthening relationships with existing organizations outside the current Club Branch structure which provide services to our members, such as Treble Victor, Canada Company and True Patriot Love.

Summary

It has been a busy but rewarding year for everyone involved in the implementation of the strategic review and the overall strategic renewal of the Club. The Implementation Team remains fully committed to delivering to our membership the kind of Club you have articulated in "The Road Ahead". We welcome your feedback through any channel.

Submitted on behalf of the Strategic Review Implementation Team by:

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