



RMC FAMILY HANDBOOK



The Royal Military College of Canada acknowledges that we are on the traditional homeland of the Anishinaabe, Haudenosaunee and the Huron-Wendat, and thank these nations for their care and stewardship over this shared land and its waters. We are grateful to be able to learn, study, work, train, and play on these lands and waters.

We are also committed to working with Indigenous peoples and all residents to pursue a united path of reconciliation.

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EMERGENCY CONTACT

While it is normally possible to contact your Naval or Officer Cadet (N/OCdt) directly, in the event of an emergency or if you are unable to contact your N/OCdt, please call:

RMC Officer of the Day at:

613-483-3024 (cell)

Training Wing Duty Officer at:

613-541-7697 (cell)

RMC Duty Watch/Duty Chaplain (24hrs):

613-541-6000 ext 8351

Ask to be connected to the RMC duty chaplain, these individuals will either respond to your concern or direct you to the appropriate office.

Cette publication est disponible dans les deux langues officielles.
This publication is available in both Official Languages.



INTRODUCTION

This handbook offers family members or those close to an N/OCdt an ideal reference to learn about the unique academic, linguistic, fitness, and military pillars of the Regular Officer Training Plan (ROTP), about the career they are embarking on and about RMC. It outlines the culture and environment of RMC, its history and the many services available to our students. Lastly, the handbook includes contact information, including whom to contact should you be unable to contact your N/OCdt directly, along with other information regarding accommodations, meals, medical care and so forth.

Your N/OCdt has chosen a unique, formative, and challenging personal experience to gain their undergraduate degree and to serve our country. By joining the Canadian Armed Forces (CAF), your N/OCdt is joining a diverse and inclusive community dedicated to the service of our nation. While your N/OCdt is at RMC, we will guide, mentor, and teach them the required life and career skills they need to be officers in the CAF. Our approach to creating successful officers is built upon four pillars of achievement: academics, military, physical fitness, and bilingualism. To graduate from RMC, and to earn a commission, they must meet the minimum requirements in all Four Pillars.

Your N/OCdt will have many opportunities to learn about leadership, to practice it, and in receiving feedback from qualified faculty, military and civilian evaluators, and mentors to further develop their leadership skills.

Applicants to RMC typically enroll through the ROTP. Successful applicants begin their careers in the CAF as a N/OCdt, and upon completion of their studies, and specific military training, will graduate, be commissioned and move on to their selected occupations. One of the many advantages of attending RMC is that the Department of National Defence (DND) subsidizes the costs for tuition, uniforms, books, instruments and other essential materials while offering the student a salary and other benefits. In return, your N/OCdt has committed to serve a period of fixed period of service following graduation.

N/OCdts receive a salary from which there are deductions for income tax, pension, and their meals and quarters. Medical and dental services and paid vacations are no-cost benefits for all members of the CAF. RMC and the CAF also provide academic support services, fitness and lifestyle coaching, mental health counseling, medical services, and social activities. Our on-campus student population of approximately 1,200 students allows RMC to offer smaller class sizes and enables our faculty to be more responsive to the academic and personal needs of our students. Professors actively engage with the students academically, and to gauge the overall well-being of their students.

Your N/OCdt will receive an RMC Cadet Handbook, which contains additional information that will guide them during their time at RMC, including valuable information on RMC, its history, its organization and the daily routine at the college.



A MESSAGE FROM THE COMMANDANT



On behalf of the Minister of National Defence, who is also the President and Chancellor of RMC, it is my distinct pleasure to welcome you to the RMC community. We are honored that your young adults have committed themselves to serving Canada by enrolling in the CAF, and we are delighted that they have chosen to undertake their undergraduate studies at RMC. A career in the CAF - protecting Canada and representing Canadian interests and values at home and abroad - comes with unique challenges; however, the education, training, and experience they will gain at RMC are second-to-none and will ensure they are poised to tackle every challenge before them with confidence to achieve success.

The university experience at RMC is unlike any other in Canada. The ROTP, under which N/OCdts study, leads to much more than a traditional bachelor's degree. This speaks to our four-pillar degree that, in addition to academic requirements, also demands that graduates achieve linguistic, fitness, and military standards. Of course, this comes with significant time pressures and competing priorities on N/OCdts' daily schedule.

We are focused on student success. Given the rigor of the four-pillar degree, the progress of N/OCdts will be assessed at regular intervals to provide them feedback. If a student shows signs of difficulty, our professors and training wing will direct them to support services and supplementary training to assist them in managing stress and achieving the expected standard, including summer training if required.

The military structure, daily routine, and emphasis on CAF ethos and values provide the framework to successfully navigate the rigors of life at RMC and beyond. It is expected that RMC students respect rules and regulations and behave in a professional, respectful, and ethical manner, and always according to the College's motto of Truth, Duty, Valour.

In addition, the CAF and RMC are going through an important period of culture evolution, which is crucial to the future of the military capability of our nation. These changes will ensure that everyone has the confidence to be their authentic selves in an institution that embraces equity, diversity, and inclusion. This foundation will provide a sound understanding and appreciation of the Profession of Arms, and prepare N/OCdts as future officers in the CAF who are expected to lead with honesty, humility, and humanity.

This handbook provides you with an overview of the journey on which your young adults are embarking. I have no doubt that you will have more questions than the answers this booklet provides. Let me assure you that, owing to the leadership responsibility and guiding role that my staff and I take great pride in, the many CAF support programmes available, and the strong peer network on campus, N/OCdts are always well accompanied. Similarly, they will appreciate your interest in their endeavours. I therefore encourage you, parents and family members, to keep in contact and to be part of their RMC experience. This will make the adventure even more fulfilling in all respects.

From our family to yours, welcome! We look forward to meeting you along the way.

Brigadier-General Pascal Godbout, CD

A MESSAGE FROM THE PRINCIPAL



Welcome to RMC, a first-class university renowned for excellence and on par with the nation's leading research institutions — where you'll find opportunities to grow, lead, and make a real impact. with a difference' and for good reason. RMC is both a military unit, established by the RMC Act of 1874, and a provincially chartered university with the authority to confer undergraduate and graduate university degrees by virtue of The Royal Military College of Canada Degrees Act of 1959. We are honoured to have the Minister of National Defence as our Chancellor and President, and equally so to have the RMC Commandant as our Vice-Chancellor.

RMC has a proud history of inspiring Canadians and producing the highest quality of officers through excellence in education, research, and military training that is responsive to the needs of Canada, the Defence community and the ever-changing global security environment.

The high quality of the academic programs at RMC and its educational standards combined with the bilingual, physical fitness and military pillars are tailored to meet the needs of the service through university education. This experience enables

young Canadians to learn and develop into future leaders.

The unique experiences and opportunities offered at RMC are made possible by our amazing, dedicated faculty and staff as well as the outstanding support from the RMC Alumni Association. You can play a critical role as well. There will be many opportunities for you to encourage, applaud, and celebrate successes, but also to listen to the needs of these young Canadians, knowing that you too can help make a difference.

Dr. Heather Jill Scott, Principal

A MESSAGE FROM THE DIRECTOR OF CADETS



The RMC program that your young adults have embarked on is demanding academically, physically and mentally. It is designed to challenge them to strive to improve themselves within each of our areas of focus – academics, linguistics, fitness and military skills and leadership. They will learn how to balance the demands of each of these areas within the context of their personal strengths and areas for development.

The N/OCdts will be working within a military structure while at RMC. The Training Wing is responsible for the overall conduct, supervision and performance of the Cadet Wing, the N/OCdts and their military training development. Military training development includes professional military development, leadership development, and team cohesion. The Director of Cadets is the Commanding Officer of the Training Wing and as such is the Commanding Officer for the N/OCdts while at RMC.

The Training Wing works with the entire RMC Team to ensure N/OCdts succeed as they develop and eventually take responsibility as junior officer and the beginning of their career as a leader.

This handbook offers context for the many challenges, opportunities, and resources your family members will face. I personally ask for your support in encouraging and redirecting them to seek help when they need it. The services and resources we have available are there for them and at some point in their journey through RMC; each of them will need to call on those services. In senior years, they will have the additional responsibility of mentoring and leading the new N/OCdts. Then, four short years later, they will be prepared to take their place as Officers in CAF working in a complex and demanding operational environment.

The young students who attend RMC have already demonstrated their tremendous potential. In this next bound, I look forward to watching them progress in their development as young adults, as leaders and as members of the profession of arms in the CAF.

Colonel Chantal Tetreault

BECOMING AN OFFICER

The demands an officer will encounter in today's complex, rapidly changing security and defence environment are significant. The Military Pillar is designed to develop those personal skills, attributes and abilities that are observed in successful leaders to meet these challenges. Introspection and self-awareness are essential to personal growth and development. The leadership training provided through RMC and summer training will prepare N/OCdts for the occasions when they will have to make difficult decisions under stressful conditions. The nature of military leadership and military operations necessitates an in-depth understanding of human and ethical behaviours. The program at RMC includes military psychology and leadership, which are part of the required academic curriculum. Emphasis is placed on the importance of personal integrity, ethical behaviour, and professional responsibility.

N/OCdts must strive to meet and act on the principles on which service to Canada are based. The most fundamental responsibility of an officer is to accomplish the mission for which they have been tasked. This may involve working in hazardous and demanding circumstances and holding responsibility for the lives of the people under their command and the understanding that their own lives may also be at risk.

The goal of all N/OCdts at RMC is to become a Commissioned Officer in the CAF.

The professional development and the training N/OCdts receive at RMC and during their summer training will prepare them for diverse responsibilities as junior officers. Fundamentally, they must demonstrate, at RMC, the capacity, the competence, and the courage to lead in this environment, and to look after the personnel they are responsible for leading.

All N/OCdts are expected to demonstrate these principles while attending the RMC:

- › Lead by personal example and place their concerns, well-being and comfort after those of the peers they lead;
- › Motivate, train, and develop those for whom they are responsible;
- › Demonstrate pride in and loyalty to Canada and to the CAF, its leaders, units, personnel, and the uniform;
- › Conduct themselves with honour, honesty, and integrity in everything they do;
- › Rely on solid moral and ethical values as a foundation for all of their decisions. Not allowing discrimination, ill treatment or cruelty, and welcome the strength that diversity brings;
- › Ensure that the activities of their unit and the actions of their personnel are in accordance with the regulations of the CAF and the Code of Service Discipline;
- › Be professional and use education, training, experience, and self-improvement; to continually improve their competence as a leader;
- › Discharge all their duties in compliance with the regulations and orders of the CAF;
- › Respect and uphold the customs and traditions of the CAF and of their branch. Honour the memory of those who fought for the freedom of Canada;
- › Believe and act in accordance with the rule of law, and in the CAF as an instrument of the Government of Canada, and as representatives of all that is best in Canadian society;



THE FOUR PILLARS OF ACHIEVEMENT AT RMC

The degree programme at RMC is founded on the Four Pillars of academic studies, military training, physical fitness and bilingualism.

ACADEMIC

RMC delivers undergraduate academic programs in the Social Sciences and Humanities, Science, and Engineering in both official languages, along with a unique military-relevant core curriculum that is directly connected to the Profession of Arms and that is fundamental for a career in the CAF.

The academic programs at RMC are governed by the Province of Ontario through the Institutional Quality Assurance Process (IQAP), which is administered by the Ontario University Council on Quality Assurance, and subject to review every six-seven years.

The engineering programs at RMC are accredited through the Canadian Engineering Accreditation Board (CEAB) under Engineers Canada. Accreditation of undergraduate engineering programs ensures our graduates are prepared for licensure as professional engineers in Canada.

RMC offers 20 different degree programs. The subjects in the curriculum and the programs are designed to be practical and applicable to future officers and to the CAF. Science and Engineering programs include courses from the social sciences and humanities, while students in the Social Sciences and Humanities programs also take courses in mathematics and science.

The following academic programs are available at RMC:

Bachelor of Arts *(Honours, Majors, double Honours, double Majors, and Minors available)*

- › Business Administration*
- › History
- › Business Economics
- › Military and Strategic Studies
- › Economics*
- › Political Science*
- › English, Culture, and Communication*
- › Psychology
- › French, Literature, and Culture*

Bachelor of Science *(Honours, Majors, double Honours, double Majors, and Minors available)*

- › Chemistry*
- › Physics
- › Computer Science
- › Space Science
- › Mathematics*

* These programs have been paused and are not accepting enrollments for the Academic Year 2025-2026.

Bachelor of Engineering

- › Aeronautical Engineering
- › Computer Engineering
- › Chemical Engineering
- › Electrical Engineering*
- › Civil Engineering
- › Mechanical Engineering

BILINGUALISM

The bilingualism component reflects the two official languages of Canada. Officers are expected to be fluent in both Official Languages. RMC provides the N/OCdts with instruction and opportunities to practice their language abilities by integrating both official languages into their daily activities. To encourage and reinforce bilingualism, the use of English and French rotates on a biweekly basis outside of the classrooms.

Qualification Standards in Relation to Official Languages:

www.canada.ca/en/treasury-board-secretariat/services/staffing/qualification-standards/relation-official-languages.html

Second Official Language Education and Training (SOLET) is mandatory for all students who have not yet attained the required proficiency in reading, writing and oral expression in their second official language. Second language ability will be essential to promotions later in their service in the CAF. Second Language Training is also a component of the Academic Degree Program.

Students are assessed for their second language abilities when they arrive at RMC. This testing establishes their proficiency that places them in an appropriate language developmental level. Some students arrive with a high degree of bilingualism, and through testing, their proficiency is confirmed, and they may be exempted from SOLET. For the other N/OCdts, once the required language proficiency is achieved, they may be exempted from further obligatory training. They are expected to maintain and improve their proficiency throughout their time at RMC.

To help students learn effectively, RMC uses various teaching methods:

- › Second language classes are scheduled throughout the academic program;
- › For one-half of each month on campus, activities outside the classroom are conducted in one of the official languages and the other half of the month is in the other official language. This means that orders and directives are given in the language of the day, and all activities and events outside of class are performed in that language;
- › Upon arrival at RMC, every effort is made to place first year N/OCdts in a dormitory room with someone whose first official language is the opposite of their own, in order to encourage each to use both languages during their first year; and
- › Academic courses are available in both English and French, which allows students to study in either official language and to complete all assignments and exams in the official language of their choice. Typically, the student will use the language of instruction of the course as the language for submissions of papers and presentations.

For more detailed information on the Four Pillars, please go to RMC the University:

www.rmc-cmr.ca/en/registrars-office/rmc-university#fce

PHYSICAL FITNESS

RMC ensures that N/OCdts understand the importance of physical fitness and developing a healthy lifestyle as a lifelong endeavour. Physical fitness has a direct relationship with one's quality of life, mental health, and ability to manage stress. RMC takes fitness beyond theoretical ideas into the practical realm with physical fitness training that is progressive and confirmed by fitness standards. N/OCdts are required to take part in the physical education program, which helps them to achieve and maintain a high level of fitness while learning the fundamentals in a wide variety of team and individual sports. Team and individual sports help relationships beyond the court, establish and maintain a sense of belonging, and improve academic performance.

The Physical Education and Athletics program is designed to help each N/OCdt attain a high level of physical fitness and skills in a wide variety of sports. N/OCdts are tested periodically to ensure that they meet fitness standards in terms of stamina, agility and strength in accordance with the RMC and CAF physical fitness standards.

The four-year physical fitness development programme is designed to help the N/OCdts achieve progressive levels of athletic and physical fitness. N/OCdts must participate in a scheduled one and one-half hour physical education period, each week, which is a component of their academic degree. They must also participate in a health & fitness assessment twice per year. N/OCdts must also participate on a varsity team, a varsity club, a military club or in an intramural sport. Varieties of recreational clubs are also offered. These activities are voluntary and may be conducted on their own time.

The first year of studies emphasizes proper training and conditioning techniques; the second year, team sports participation; the third year, military training, which includes hand-to-hand combat techniques and military fitness; and the fourth year, specializes in a wide variety of activities and sports. Athletics classes range from swimming to strength training, hockey, racquet sports, rock climbing, hand-to-hand combat, yoga, and soccer.

Personal Support Personnel (PSP), who are experts in nutrition, personal training, sports rehabilitation, strength training, endurance, and related matters, lead these activities. The PSP staff are involved in the development and conduct of physical fitness training and testing. Upon request, the PSP staff will work with the N/OCdts to create an individualized physical training plan based on the N/OCdts' fitness objectives and needs.

www.rmc-cmr.ca/en/athletic-department/departement-athletics

MILITARY

In addition to their academic studies, N/OCdts receive two hours of officer Professional Development (PD) every Wednesday morning and during training on select weekends. Subjects include leadership, resilience, ethics, communication, military administration, military justice, discipline and ceremonial drill. With each year of advancement, the topics progress from general understanding to an advanced application required for them to function as leaders and supervisors. Lessons are facilitated by subject matter experts, Division and Squadron Leadership Teams (a Major/Lieutenant-Commander and Captain/Lieutenant (Navy) with Master Warrant Officer /Chief Petty Officer 2nd Class and Warrant Officer/ Petty Officer 2nd Class). PD may also involve subject matter experts or peers depending on the topic area.

During their senior years, N/OCdts are given appointments within the Cadet Chain of Responsibility (CCoR) that foster further development of leadership and staff skills. Some of these appointments are direct leadership positions, while others are administrative or technical. All appointees receive mentorship from a staff member, ranging from Squadron Commanders to Support Services officers. Assigned mentors provide appointees with regular feedback, and N/OCdts in leadership positions are subject to evaluations by their peers and subordinates.

After the completion of their first academic and training year, N/OCdts will spend the summer periods completing the second module of their Basic Military Officer Qualification (BMOQ), SOLET if required, various trade related courses and On-the-Job Employment (OJE) related to their future occupation. There are also opportunities to participate in international internships and exchanges. The goal of summer is to continue training opportunities that will provide valuable experience along the way.



COLLEGE OVERVIEW

The mission of RMC is to educate, develop, and inspire bilingual, fit, and ethical leaders who serve the CAF and Canada.

The College motto is "Truth Duty Valour," and through continuous demonstration, the staff guides the N/OCdts to live the values of the motto and become exemplary members of the College and the CAF.

RMC is a provincially chartered, bilingual university, delivering undergraduate (Bachelor) and graduate (Master's and Doctorate) level academic programs. We also provide professional development training and education to meet the needs of the regular and reserve components of the CAF, and non-military students.

The College team consists of civilian and military faculty, military personnel, public servants, and contract personnel. Collectively, they provide the N/OCdts with the opportunity to complete an undergraduate degree while also meeting the other components of ROTP. Like other universities, the faculty conducts research and participates in symposia and other activities.

Academic freedom is respected by the military and academic leadership of RMC. The faculty and staff exercise academic freedom in their research and instruction while adhering to standards that are appropriate for an accredited university, and that are in line with the values of the CAF.

RMC brings together future officers of the navy, army, and air force, in both regular force and reserve components, in a collegial environment. Through the training and experience they gain through their four-year journey, N/OCdts learn to be leaders responsible for the safety, well-being, and morale of their peers and subordinates to achieve their mission. The knowledge, experience and skills they gain at RMC will be applicable to their military careers.

TRUTH, DUTY, VALOUR: THE RMC MOTTO

Truth – Truth is the quality of an officer to speak and act with honesty, without prevarication, and certainly without avoidance, misrepresentation, or deceit. Dishonesty is the mechanism that breaks down the integrity of an officer. If an officer lacks integrity, followers will recognize the leadership failure. Once the trust of subordinates is lost, it is nearly impossible to win it back.

Duty – Duty is the internal obligation to do what one knows to be right, whether by rule, regulation, law, or moral code. It makes no difference whether anyone knows of your action or whether it falls within the scope of your official duties. Officers must be mindful of the regulations they serve under and the duties and responsibilities that must be discharged. If in a position of command or seniority, an officer must be equally mindful of the actions of subordinates.

Valour – Valour is the moral strength and courage required to discharge duties honestly. It goes beyond physical courage in its boldness or determination while facing great danger. Valour is the concept that bridges the ideas of Truth and Duty. It is the moral courage to live honestly and to carry out one's duty, no matter the circumstances.

PROFESSIONAL CONDUCT AND UNACCEPTABLE BEHAVIOUR

Sexual Misconduct Prevention and Response

RMC does not tolerate sexual misconduct and violence and has procedures in place to protect victims and to deal with perpetrators.

To guide this effort, the CAF has implemented a culture evolution strategy created to prevent and address sexual misconduct in the CAF: The Path to Dignity and Respect. To cultivate the inclusive and respectful work environment that embodies the ethical principles and core values of the profession of arms RMC is committed to ensuring that sexual misconduct and misconduct of any kind is never ignored, diminished or excused, in order. The College is presently reviewing its policies and procedures to reduce the frequency of sexual misconduct, and to support victims of sexual misconduct in a timely manner.

RMC is an associate member of the Council of Ontario Universities (COU), thus, the College's policies reflect not only those of the CAF and DND, but are also informed by the provisions of Ontario Bill C-132, Sexual Violence at Colleges and Universities under the Ministry of Training, Colleges and Universities Act.

Those individuals who have experienced sexual misconduct and violence are not required to report the incident to obtain support and services. If a victim or survivor does wish to report an incident of sexual misconduct, they have a number of reporting options available to them on campus at the RMC, including their Chain of Command (Squadron Commander, Division Commander or Training Wing Staff), the Military Police, the Sexual Misconduct Support and Resource Centre (SMSRC) - www.canada.ca/en/departement-national-defence/services/benefits-military/health-support/sexual-misconduct-response.html - and the Campus Security Control Centre.

RMC is committed to supporting those affected by sexual misconduct and violence and ensuring that those who perpetrate such acts are held accountable for their actions in accordance with applicable laws, orders, and policies.

TRAINING/CADET WING ORGANIZATION

As noted in the greeting by the Director Cadets, the Cadet Wing is under the Chain of Command of the Training Wing. The Training Wing is divided into Division and Squadrons, which is mirrored in the Cadet Wing. The Cadet Wing leaders are mentored by Training Wing leadership all of whom are members of the CAF with between 10 and 30 plus years of experience. There are five Divisions each with Three Squadrons. The structure breakdown and common terms you might hear are below:

Training Wing	Military Rank	Cadet Wing Representative
Director of Cadets	Colonel/Captain(Navy)	Cadet Wing Commander
Training Wing Sergeant Major	Chief Warrant Officer/Chief Petty Officer 1 st Class	Cadet Wing Training Officer
Deputy Director Cadets	Lieutenant-Colonel/Commander	Deputy Cadet Wing Commander
Chief Instructor	Major/Lieutenant- Commander	Cadet Wing Senior Instructor
Operations and Plans Officer	Major/Lieutenant- Commander	Cadet Wing Operations Officer
Division Commander (A through E Division)	Major/Lieutenant- Commander	Cadet Division Leader
Division Sergeant Major	Master Warrant Officer/Chief Petty Officer 2 nd Class	Cadet Division Training Officer
Squadron Commander (Numbered 1 to 12)	Captain/Lieutenant(N)	Cadet Squadron Leader
Squadron Warrant Officer (1-12)	Warrant Officer/Petty Officer 1 st Class	Cadet Squadron Training Officer

ATHLETIC FACILITIES

The modern athletic facilities available at RMC allow the N/OCdts to participate in many different sports and activities while improving their physical fitness. The Kingston Military Community Sports Centre (KMCSC) houses a 25-metre pool and hot tub, a 200-metre track, a spin room, cardio room, squash courts, a weight room and hardwood courts. There are also tennis courts, soccer fields, an ice rink, a beach volleyball court, and ample equipment that provide students with the opportunity to participate in water sports, including windsurfing, canoeing and kayaking.

The latest addition to the athletic facilities is the sports dome, which contains an 85-metre by 120-metre turf field. N/OCdts are also able to use facilities on CFB Kingston, including the golf and curling clubs, and the bowling alley.

The athletic facilities are used on a regular basis by the N/OCdts for intramural sports and physical education courses.

Varsity Sports

RMC is a member of Ontario University Athletics (OUA), one of four conferences that make up university sports. RMC's varsity teams compete in the following OUA sports:

- › Fencing, Men & Women
- › Soccer, Men & Women
- › Hockey, Men
- › Volleyball, Men & Women
- › Rugby, Men
- › www.gopaladinsgo.ca

Varsity Clubs

These clubs provide N/OCdts an enhanced opportunity for training and competition that are otherwise not available as recreational clubs. The clubs include:

- › Running, Men & Women
- › Swimming, Men & Women
- › Rowing, Men & Women
- › Taekwondo, Men & Women
- › Rugby, Women
- › Judo, Men & Women
- › Sailing, Men & Women
- › www.gopaladinsgo.ca

Intramural Sports

N/OCdts who are not members of a varsity team, or a varsity club participate in the intramural program a minimum of once per week; they may be involved in organizing and running intramural events, in which each of the 12 squadrons compete against each other. RMC currently offers, among many other sports, ice hockey, ball hockey, basketball, soccer, water polo, ultimate frisbee, and flag football.

Recreational Clubs

Recreational clubs are created and organized by the N/OCdts with the intent of providing leadership opportunities. They also provide a great way for the N/OCdts to reduce stress and build friendships beyond the classroom. These clubs introduce different leisure and athletics activities not already offered through the varsity and intramural program. Some of RMC's recreational clubs include:

- › Astronomy
- › Aviation Enthusiasts
- › Bilingualism
- › Chess
- › Climbing
- › Debate
- › Expedition
- › Multi-Sport
- › Paintball/Airsoft
- › Photography
- › Spikeball
- › Sport Parachuting
- › War Games
- › Windsurfing

Military Sports

There are two military sport clubs where N/OCdt can join and participate in the development of Military Skills throughout the Academic Year. Those clubs are the Combat Weapons Team and the Military Skills Team.



SOCIAL ACTIVITIES, MENTORSHIP AND ADVOCACY

AGORA: RMC'S 2SLGBTQI+ SUPPORT AND SOCIAL GROUP

In Ancient Greek city-states, the Agora was a gathering place that served as its centre of athletic, spiritual, and political life. The diverse groups that met there make AGORA the ideal name for the RMC support and social group for Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Intersex Plus (2SLGBTQI+) communities and their allies.

The first meeting of AGORA was held on October 23, 2017. Each meeting of AGORA commences with a 'check in' allowing each person to introduce themselves and share how they feel. An opportunity is then provided for the group members to mingle and share their views and experiences before reconvening for a final 'check out.'

Meetings occur monthly and in addition to 'talking circles,' include guest speakers, film nights, social events and discussions on various topics. We invite all members of the RMC 2SLGBTQI+ communities and their allies to participate in AGORA.

ATHENA NETWORK

The Canadian Military Colleges Women's Network (CMCWN) is more popularly known as the Athena Network. With the full support of the College leadership to provide women in the military college system, it offers opportunities to meet and share professional experiences through mentoring and networking activities.

The objective of the Athena Initiative is to support N/OCdts throughout their university career, create a climate conducive to academic concepts of gender, and to provide individuals of different generations and genders with opportunities to come together and inspire one another.

Participation is open to all N/OCdts (irrespective of sex or gender), students, faculty, staff, as well as ex-N/OCdts. The focus of activities includes networking activities, speed mentoring, professional development talks, lunch n' learn sessions, a book club, and more.

CULTURE EVOLUTION COMMITTEE

RMC has embarked on a program of cultural evolution to align the values, attitudes, behaviours, policies, and processes of staff, faculty and students with CAF and Public Service ethos and values, wherein our personnel can thrive in a dignified, equitable, respectful, and inclusive institution, that will ensure we develop and inspire educated, bilingual, fit, and ethical junior officers to serve the Canadian Armed Forces and Canada

To achieve these goals, RMC has created a Cultural Evolution Organization that through the Chair of Cultural Evolution, a steering committee, and several sub-committees, monitors campus culture and reports to the College leadership on any matter related to the College environment, including policies, procedures, written and oral communication, abuse of power, sexual misconduct and violence, misogyny, micro-aggressions, discrimination based on ethnicity, race, sex, gender or sexual orientation, neuro- and cognitive diversity, and cultural appropriation. A strong voice is given to the N/OCdts, who participate actively throughout the Cultural Evolution organization, which also includes members of the military staff, civilian personnel and faculty.

CADET WING DEFENCE VISIBLE MINORITY ADVISORY GROUP (DVMAG)

The Cadet Visible Minority Group represents the visible minority communities within the Cadet Wing. The Team enables a dialogue between the College Leadership and the

N/OCdts who belong to a visible minority, sharing their insights on issues affecting the visible minorities within the Cadet Wing as well as proposed initiatives and community events.



INTERNAL SUPPORT SERVICES

LIBRARY

The Massey Library is the College hub for research, reading, and scholarship. It houses a large collection of books, manuscripts, periodicals, and reference materials, provides access to a wide range of electronic resources, including eBooks, electronic journals, and databases. The Library also provides a variety of facilities and services—including dedicated study spaces, computers, printers, and photocopiers, plus instruction on how to do research—to support student learning.

For more information, come to the library Access Services desk, or email:

okr@rmc-cmr.ca

NEURODIVERSITY AND ACADEMIC ACCOMMODATION

As new challenges emerge within national defence, diverse cognitive skills, including those found in individuals who present differing cognitive or neurodivergent abilities may be increasingly valuable for solving problems related to areas such as artificial intelligence, autonomous weapons, and robotics.

The Academic Accommodation Policy at RMC supports students who learn in various ways. These accommodations, which are established to equalize learning opportunities for neurodiverse students or those with temporary medical conditions, provide neither an academic advantage nor a disadvantage. Neurodiversity includes persons with ADHD, Autism, Dyspraxia, Dyslexia, Dyscalculia, Dysgraphia, and Tourette's syndrome, while a disability may include temporary medical conditions such as a concussion or a broken hand. Some examples of academic accommodations include extra time on exams and tests, permission to use assistive technology in class and on tests or having flexibility on deadlines. For more information, the N/OCdt can contact **accommodation@rmc-cmr.ca**.

MATH HELP CENTER (MHC)

The MHC offers tutoring services in a relaxing, positive, and judgment-free environment. All of our tutors are highly qualified and experienced university mathematics teachers. The MHC runs throughout the academic year from the day after Labour Day through the end of the winter exam period excluding statutory holidays and academic breaks, such as reading week. All undergraduate students at RMC are welcome. No appointment is necessary. Simply drop in. Students can refer to the MHC's Moodle page for further details and scheduling information.

RESILIENCE PLUS

The Resilience Plus program stands at the forefront of transformative initiatives within the Canadian Military Colleges (CMC), purposefully designed to align with the Four Pillars of the CMC and the overarching mission of cultivating the next generation of leaders in the CAF. Distinguished by its evidence-based, bilingual curriculum firmly grounded in principles of Equity, Diversity, and Inclusion, the Resilience Plus program actively shapes antifragile leaders prepared to navigate the challenges of tomorrow through comprehensive approaches such as Research, Education, Training, Mentoring, Coaching, and International Collaboration. comprising CMC Faculty and Staff members, CMC Alumni, and N/OCdt Ambassadors, the Resilience Plus team offers a diverse range of initiatives to the CMC communities. Explore our Moodle, Facebook, and Instagram pages to discover a wealth of past and upcoming webinars, workshops, monthly challenges, networking events, podcasts, and more!

THE RMC SUCCESS CENTRE (SC)

The RMC Success Centre was developed to enhance the quality of life on campus for students, faculty, and staff. The Centre can be a one-stop shop where people can come to get information and referrals about conflict management services, financial planning, healthier habits and access other programs and services. Students also come to the SC to receive help or advice on various academic skills subjects like time management, note taking, how to get ready for final exams, how to read and benefit from a syllabus, different learning styles, how to survive a lecture, and much more. Students can attend workshops or make an appointment with a Learning Advisor/Education Specialist to get more personalized advice and tools.

As the mandate of the SC is to improve the quality of life for everybody at RMC, it also holds a variety of activities and events, such as board game nights, craft nights, Lego nights, etc. The SC has also collaborated with St. John's Ambulance Therapy Dog Program and offers many dog visits for students and staff to interact with them and therefore reduce stress, and anxiety and feel happier.

The RMC SC supports members of the RMC community by listening, engaging in problem-solving, providing information and resources and/or referring them to other services that will enable successful outcomes. The SC also offers webinars about a variety of subjects to RMC staff, such as the Employee Assistance Program and the Office of Disability Management.

In collaboration with the Writing Centre, the SC is also coordinating peer tutoring at RMC. Students interested in tutoring their peers can take one of two available courses to learn how to become a tutor, and once they have successfully completed the course, they can help their friends and peers in courses they have completed and in which they have excelled.

The RMC SC is located in the Massey Library, which is in the Massey Building. The SC also encompasses a Learning Commons space that includes a number of tables, chairs, and white boards to encourage discussion and group work. The SC also collaborates with other services offered at RMC, such as Culture Evolution, the Math Help Centre, the Writing Centre, etc. It is also connected to partners like Athletics, the Academic Wing and Training Wing, Health Promotion, Personnel Support Programs, CAF Health Services and much, much more.

By coming to the SC and using the resources it offers, students and staff know that if they cannot find what they are looking for at the SC, the SC will know what resources they should go to. Web page: [**www.rmc-cmr.ca/en/rmc-success-centre**](http://www.rmc-cmr.ca/en/rmc-success-centre)

THE SENTINEL PROGRAM

Sentinels are a group of non-professional military volunteers who are screened and trained to provide peer support to others and in reporting trends and concerns to the Chain of Command through the Chaplaincy.

As their core function, Sentinels offer human contact, practical help, support, and referrals to other resources. As peer helpers, they may be responsible for the following: training volunteers, giving individuals tools to actively listen to and help others, directing people to the right resources, and making a real difference to morale.

The sentinel network at RMC, currently comprised over one hundred trained cadets and staff, and creates "a preventative care network, with the objective to support the Chain of Command in their vital role to care for the well being of NCdts/OCdts"

("Sentinel Program CAF Implementation"). Representatives from each sqn are assigned to communicate instructions and guidance to their sqn sentinels and report significant concerns encountered and affecting the morale and wellbeing of RMC cadets to the College Chaplain Sentinel Coordinator.

The RMC chaplains deliver Sentinel training, on a voluntary basis, to the N/OCdts on average twice a semester. Refresher training is offered at the beginning of the fall academic semester, and during professional development training offered periodically to develop the skills Sentinels use in supporting their peers. Staff Sentinel training is also offered on an as needed basis or when requested.

This training is provided over the course of a day, and is designed to assist sentinels in understanding their responsibilities and roles, while preparing each sentinel when engaging in the support and care of one of their peers and ensuring they are aware of the numerous support networks at their disposal and how to properly make a referral to and/or utilize these resources.

SPIRITUAL SUPPORT

The chaplains are a part of the health professional network of care designed to provide support, guidance, and direction to the N/OCdts, military staff, and CAF members serving at, attending, or working at RMC and the Canadian Defence Academy HQ. Chaplains provide the frontline support to all those facing challenges, encountering struggles or moral and ethical questions, through the following services:

- › Proposing compassionate recommendations to the Cadet Wing Chain of Command;
- › Providing a listening ear in times of trouble, anxiety, and distress;
- › Presenting guidance in times of uncertainty; and
- › Suggesting and arranging referrals for services offered by other CAF health professionals and supports.

RMC Chaplains facilitate the worship of all personnel and maintain the three chapel and restorative spaces on the third floor of Yeo Hall. These spaces are open to all 24/7 and are meant to provide a quiet and safe space that facilitates personal reflection, meditation, and the observation of your spiritual and faith practices. Moreover, the RMC chaplain team supports and facilitates cadet lead faith events, group activities, and spiritual practices by providing guidance, being physically present, and acting as a liaison between the Chain of Command and the cadets to ensure that they have all the support needed while deconflicting with duty weekends or college events.

Additionally, the RMC chaplain team serves as a counsel to the Chain of Command, cadets, and CAF members regarding questions of religious or spiritual accommodation by providing guidance on the CAF policies and procedures and supporting the Chain of Command in meeting the needs of all members, cadets and personnel that fall under their care and direction.

Finally, RMC chaplains support CAF members, cadets and military personnel assigned to the college who are requiring financial support by applying for and accessing funds through 'Together we stand', and by coordinating the RMC holiday hamper program and ensuring the distribution of gift cards, provided through 'Support Our Troops,' to N/OCdts and staff in financial need.

A chaplain is always available at RMC, if needed your N/OCdts should not hesitate to reach out by phone, email, in person, through their Chain of Command, or through the RMC duty personnel. Most members of the RMC chaplain team are located on the second and third floors of Yeo Hall, and their contact numbers are posted on their office doors. The notations on the doors include a QR code that will lead them to a booking website to arrange a meeting time.

THE WRITING CENTRE (WC)

The Writing Centre is a resource available for all RMC students. The Writing Centre offers one-on-one tutorials in any subject, discipline, program, or faculty, at all levels of study, and with any type of written communication (research papers, reflections, résumés, theses, creative writing, memos, service papers, PowerPoint presentations, etc.). Writing Centre tutors all have extensive teaching and tutoring experience in different fields: history, psychology, literature, business, engineering, biology, education, mathematics, and beyond.

Tutors can help students at any stage of the writing process: to understand assignments, brainstorm ideas, organize outlines, integrate evidence to develop arguments, check for proper citations of sources, revise drafts, and edit final documents. The Writing Centre is not an editing service, but an academic unit dedicated to helping students improve their communication skills.

One-on-one tutorials are designed to meet the individual needs of the students. They may focus on clarifying a thesis, organizing ideas, developing a logical argument, designing compelling slides, or using correct grammar and format. Tutors and students may discuss assignments and ideas, brainstorm new ideas to start assignments, show students how to use artificial intelligence, or read and discuss students' texts together. Tutors will also share writing strategies and resources. Tutors will never grade students' papers, so these collaborative tutorials should be relaxed and enjoyable.

Tutors are working in person in Massey Library and online, through the Writing Centre's scheduling system, at **rmc.mywconline.com**. Students can also find handouts and other resources on the Writing Centre's Moodle page.

Additional information can be found at:

www.rmc-cmr.ca/en/writing-centre/writing-centre

The Writing Centre also includes RMC's Teaching and Learning Group, which organizes events and develops resources to support teaching and learning at the college.



EXTERNAL SUPPORT SERVICES

CONFLICT AND COMPLAINT MANAGEMENT SERVICES (CCMS):

We provide guidance and support to Defence Team (DT) members experiencing harassment, grievances, human rights issues, or those requiring Alternative Dispute Resolution (ADR). It is crucial to understand your rights and responsibilities in the process of conflict management and resolution. For example, as a DT member, you have a right to a safe, harassment and discrimination-free workplace. If you engage the CCMS, we can help you to understand relevant policies and processes and recommend options to achieve your desired resolution.

Our services are confidential, and CCMS Kingston agents will come to RMC to meet with N/OCdts in order to best accommodate their needs. No question or concern is too big or too small, we are here to help you to achieve a positive outcome, regardless of the circumstances. You can reach us at:

- › Email: ccmskingston@forces.gc.ca
- › Telephone: 613-541-5010 ext. 5641

THE ROYAL MILITARY COLLEGES ALUMNI ASSOCIATION INC. (RMCAA)

The RMCAA serves both the alumni and current N/OCdts attending the Canadian Military Colleges to provide guidance, mentorship, financial resources, and promotion of the history and heritage of the Canadian Military Colleges. It is an arm's length proactive fundraiser to provide funding for our future leaders to ensure that no opportunity is missed in their military, leadership, academic, athletic, or bilingualism training. In the past 10 years, the RMCAA has provided \$5.8 million in support to programs and activities that includes the Resilience Plus Program, Athena Network, Varsity, Competitive and Recreational Athletic Clubs, Military Skills Team and Combat Weapons Team, the RMC Band, and support for both a European and Italian Battlefield Tour.

For more information, visit: www.rmcalumni.ca

THE SEXUAL MISCONDUCT SUPPORT AND RESOURCE CENTRE (SMSRC)

The SMSRC provides support services to those directly or indirectly affected by sexual misconduct such as:

- › Currently serving members of the CAF
- › Former members of the CAF
- › DND public service employees
- › Former DND public service employees
- › Cadets aged 16 and older
- › Junior Canadian Rangers aged 16 and older
- › Family members of the above aged 16 and older
- › Members of the Defence community and caregivers who support those affected

For confidential support, information on options, guidance on supporting others, and referrals to care and service organizations, you can speak in either official language with an SMSRC counsellor toll-free, 24 hours a day, 7 days a week at 1-844-750-1648. You can also contact the SMSRC by email at dnd.smrc-ciis.mdn@forces.gc.ca, we reply to emails

during business hours (Monday to Friday) between 7 a.m. to 5 p.m., Eastern Time.

The SMSRC reports directly to the Deputy Minister and is outside of the CAF Co C. SMSRC counsellors and coordinators are DND public service employees; they therefore are not bound by the duty to report to the CAF. SMSRC support services are confidential within prescribed legal limits (www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response/about-smrc.html).

For more information on the programs, services and initiatives available through the SMSRC, please visit www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response.html.



CANADIAN FORCES MORALE AND WELFARE SERVICES (CFMWS)

The mission of CFMWS is to contribute to the Forces' philosophy "people first, mission always," through the provision of a full range of fitness, sports and recreation, family and charitable support, and retail and personal financial services that enable our people to focus on operational effectiveness and to better tackle the unique challenges of military life.

N/OCdts at RMC should reach out to meet the CFMWS staff, located in the Porter's Lodge, as they have several different health and wellness related support and social opportunities for them. These people include their PSP, SISIP, and CANEX staff.

BANKING SERVICES

All retail locations at RMC accept Interac and there is an ATM by the CANEX outlet.

CANEX

CANEX is the Canadian Forces Military Store and can be found on every base and wing including at RMC. The RMC CANEX known as the "Express Mart" is located on campus (in the basement of Yeo Hall) and provides snacks and drinks, essential health and personal hygiene items, sportswear, RMC souvenirs and clothing as well as the always popular self-pour Tim Horton's kiosk. Additionally, the base has a larger CANEX Store at 29 Niagara Park Dr. N/OCdts receive a CFOne Card upon joining and can use this for collecting their CANEX reward points and to take advantage of the no-interest credit plans as well as access to many other CFMWS delivered activities.

When military members and their families shop at CANEX not only do they find great products and services, but also they can feel good that the proceeds from their purchases contribute to morale and welfare programs for all Canadian Forces communities including RMC. Visit www.canex.ca for great RMC merchandise for yourself, your family or your N/OCdt.

CFONE CARD

The CFOne Card are issued to all N/OCdts upon entry in the CAF. This card is the rewards card for CANEX. It also can be presented at a number of businesses in Kingston to obtain discounts for everyday purchases. These businesses are advertised on the PSP Advantage website. National discounts are found on the CF Appreciation website.

www.cafconnection.ca/national/programs-services/CFOne.aspx

www.cfappreciation.ca

www.supportourtroops.ca

HEALTH PROMOTION

Strengthening the Forces, under the Directorate Force Health Protection, is a health promotion program designed to assist CAF personnel, to take control of their health and well-being. Maintaining a high level of health improves one's ability to remain ready to deploy, to perform effectively and safely on CAF operations, and to enjoy a high quality of life. The emphasis in Health Promotion is PREVENTION of health-related problems as opposed to treatment.

Health Promotion courses are free and open to military personnel (Regular and Reserve Force), retired military personnel, and their families. Where space and resources

allow, DND and Non-Public Fund (NPF) civilian employees are welcome to participate. Must be 18 or older.

HEALTH PROMOTION AT RMC

As part of the first year physical training program, the N/OCdts receive health promotion classes delivered in an interactive classroom format. The participants receive skills, tools and education on resiliency, stress management, positive self-talk, coping skills, time management, self-care, sleep hygiene, a variety of mental fitness exercises and much more. Health Promotion also provides opportunities for outreach to enhance the morale of the N/OCdts time at RMC. They have access to all Health Promotion programs and services. Health Promotion programs are available to the entire CAF Community; Reg/Res CAF Members, Veterans, Public Service employees and family members, over the age of 18, of the aforementioned.

Registration: To register for any of the Health Promotion programs and campaigns, please visit www.pspkingston.com and click Sports, Fitness & Rec > Health Promotion

MILITARY FAMILY RESOURCE CENTRE (MFRC)

The MFRC is the heart of the military community and administers the Military and Veteran Family Services Program. Dedicated staff are responsible for connecting military families, including families of RMC N/OCdts, to a wide range of programs and services. Their goal is to build strong, resilient individuals, families and communities.

We respect that military and Veteran families come in all forms and self-define to include anyone of significance to CAF personnel or Veterans. When you connect with an MFRC, you will be greeted by friendly, caring people who understand the military lifestyle. You will be invited to ask questions as they relate to you and your military experience regarding relocations, absences and transitions.

Regardless of where the CAF members are located, family members and those of significance to the member can access information and support services from the MFRC closest to them.

Families experiencing an absence due to their loved one attending RMC are encouraged to contact their local MFRC for support (in-person and/or virtual):

- › Mental Health & Wellness Support
- › Warm Line Calls
- › Resources & Activities
- › Peer Support Groups
- › Community Service Providers

The Family Information Line (www.cfmws.ca/support-services/family-information-line) is a confidential, personal, bilingual and free service offering information, support, referrals, reassurance and crisis management to the military community. They service CAF members, Veterans and their families. 24/7 toll-free service at 1-800-866-4546 or fil-lif@cfmws.com.

To contact the KMFRFC or to find out, which MFRC is closest to you, please call 1-613-541-5010 ext. 5195 or email kmfrc@kmfrc.com.

For more information, you can also visit kmfrc.com and select your location.

PERSONNEL SUPPORT PROGRAMS (PSP)

There are several different teams of PSP at RMC, including Athletics Staff (physical education teachers, coaches, recreation and intramural staff), their Messes, their Health Promotion Team, and the people that support the Unit Fund. Some of these programs are listed below.

CADET MESS AND RECREATION CENTRE

The Cadet Mess, not to be confused with the Cadet Dining Hall, is what we like to call “the N/OCdts Living Room.” It is a venue that is open every evening from 7 p.m. until the crowds die down, where N/OCdts and invited guests can sit back and enjoy an alcoholic and non-alcoholic beverage, and snacks while watching TV, playing pool and other games, or enjoying entertainment on special occasions. As with other CAF messes, every N/OCdt pays a membership fee to be part of this club and those monies go directly back to them in the form of activities and entertainment. N/OCdts can become part of the Mess Executive, which can be a rewarding opportunity to contribute to their peer’s social opportunities. N/OCdts are encouraged to join the ‘RMC Cadet Mess’ Facebook Group to keep up to date with the activities provided by their Mess.

CHEZ BRUCIE SNACK BAR

Chez Brucie is the university’s snack bar located near the entrance of the Sawyer academic building. It provides a typical ‘grab and go’ style café products like coffee, specialty coffees, cold beverages, fresh soups, sandwiches, breakfast sandwiches, and pizza. It is open during the academic and training year between 7:30 a.m. and 2 pm from Monday to Friday. The ‘Chez Brucie - Snack Bar/casse croûte’ Facebook group keeps the College community up to date on the daily specials and any promotions being offered.

THE RMC UNIT FUND

The Unit Fund is a fund that provides morale and welfare activities at the College. It is a grant given to the College from the monies earned at the CANEX and SISIP operations on campus and the base. This grant then covers fully or partially many different activities that N/OCdts can attend. Both Staff and N/OCdts make up the Committee that decides how these monies are spent at the College. In the past, the Unit Fund has sponsored ski trips, curling bonspiels, golf tournaments, boat cruises, the sunset ceremony fireworks, and Dueling Pianos show, to name just a few. These events provide social opportunities for the N/OCdts that contribute to positive mental, physical, and social wellbeing.

SISIP FINANCIAL COUNSELLING SERVICES

Home | SISIP Financial - www.cfmws.ca/insurance-finance

Whether you are a new recruit, serving member, or veteran, a SISIP Advisor can help you make good decisions about your money. Here are three things you should know about SISIP Financial:

1. We handle all your money matters. You can talk to us about financial planning, investing, insurance, pensions, budgeting and debt reduction.
2. We are part of your community. You’ll find us exclusively serving CAF members, veterans and their families on bases and wings across Canada. We live and work with you.
3. We only answer to you. You can count on us for unbiased advice and quality

solutions that are in your best interest. We serve the CAF community, not outside shareholders.

Direct and indirect support to the ROTP population

The local SISIP office is located at the CANEX Mall, 29 Niagara Park Drive, Kingston (plus a satellite office within the RMC SC. The Financial Counsellor, Financial Planner, and Insurance Representative onsite have the necessary knowledge and expertise to support the members and their families with all their financial and insurance needs, from budgeting, financial planning, investments, financial education, access to emergency assistance loans, to the SISIP Financial Term life insurance plans, Critical Illness insurance and Term 100, among others.

These services are tailored exclusively for our military members and are an excellent means to get our N/OCdts on the road to saving for their short and long term financial goals. Other financial resources are also made available for future use by cadets-turned- leaders to help the soldiers that will be under their command.

Your N/OCdt can contact their SISIP Advisor today to discover how you can plan for today, tomorrow and the future.

ADMINISTRATIVE MATTERS

ACCOMMODATIONS

Upon arrival at RMC, first year N/OCdts will be assigned to squadrons, which will then be used to determine room allocation. Each squadron is assigned a specific dormitory. N/OCdts live and work together to foster esprit-de-corps and teamwork. They must also keep their rooms, and the common spaces clean and tidy at all times.

During their first three years, N/OCdts can expect to share a room with another N/OCdt. Fourth-year N/OCdts will normally be provided with a single room if space is available.

Access to rooms is through a proximity card that is configured to their specific room and the outside door to their specific dormitory. Alternatively, each room can be accessed via a master key held by the RMC Security detachment if/when your N/OCdt accidentally locks themselves out of their room or dormitory.

All N/OCdts have a lockable door on at least one of the closets in their room. RMC recommends N/OCdts have tenant insurance just in case something unpredictable happens to the building or the room contents. The CAF does not carry insurance on any of its buildings; therefore, any damage or loss of N/OCdts personal effects or CAF supplied equipment is not covered unless the N/OCdt has insurance.

N/OCdts must reside on campus for the duration of time at RMC. The cost for meals and accommodation are deducted from their monthly pay. All meals are provided at the Cadet Dining Hall. The meal plan provides core and supplemental nutrition to help the N/OCdts meet the physical and psychological demands of RMC. Food is prepared in accordance with specific religious requirements and dietary restrictions complete with vegetarian options.

Upon request, Health Promotion personnel can provide individual education on healthy eating and guide N/OCdts in understanding their nutritional needs to meet the physical demands of fitness training.

IMPORTANT DATES AT RMC

The autumn and winter terms fall between September and May of each year, and during any academic and training year, various events, such as parades, commemorations, convocations and other events occur. Please consult the RMC website for an updated list of dates for events for the academic year.

We encourage you to visit the RMC website www.rmc-cmr.ca for more information. From the RMC home page, please type "Key Dates" into the search bar, and then click on the "Undergraduate Calendar". On this page, you will find key dates associated with important events at RMC for N/OCdts.

LEAVE/VACATION

N/OCdts with less than 5 years of service are entitled to 20 days paid leave (vacation) per year. Typically, leave will not be granted during the academic year; however, exceptions can be made for compassionate/family emergencies, or seasonal or cultural holidays. N/OCdts may be granted additional leave such as short and special academic leave days at the discretion of the Training Wing Chain of Command.

Leave Year

The leave year is from April 1 to March 31. During the academic year, which typically commences on the last week of August and ends on the last week of April, and subject to their good conduct and performance. N/OCdts may be authorized leave in conjunction with the Thanksgiving weekend, fall reading week, the Holiday Season (Christmas) and New Year's holiday period, and during the winter term reading week in February.

Unless N/OCdts have a duty weekend or are under sanctions for conduct or performance, they are normally free to leave the campus on the weekends.

During the summer months, barring conflicts with formal occupation-related courses, attendance at Varsity Sports tryouts, or other activities, N/OCdts will normally be granted a minimum of ten working days leave before returning to class for the Fall semester, although there is no guarantee of arranging ten consecutive working days.

Compassionate Leave

In the event of a family emergency, such as a severe illness, injury or death of a family member, N/OCdts may be granted compassionate leave.

Compassionate leave is at the discretion of the Training Wing Chain of Command, and must be requested by the N/OCdt and approved before they can travel. Compassionate leave does not count towards the annual leave entitlement. There is financial support available for compassionate travel depending on circumstances. N/OCdts should speak to their Chain of Command to discuss.

Leave for Religious and Spiritual Observances

Leave may also be granted for N/OCdts to attend to Religious or Spiritual Observances that do not fall into those statutory holidays recognized by the CAF. N/OCdts should speak to their Training Wing chain of command or the College Chaplain Service to discuss how to request this type of leave.

LEAVE TRAVEL ASSISTANCE

The purpose of Leave Travel Assistance (LTA) is to reduce the expenses for travel required while on leave to meet a family member. Your N/OCdt can make use of this benefit once per year. It is important to note that the first 400 Km of the most direct route by road are not reimbursed. Advances in LTA can be requested through the Claims Section in the College Orderly Room.

MAILING ADDRESS FOR YOUR N/OCDT

N/OCdt "Insert first and last name"

Squadron Number

15 Valour Dr.

Royal Military College of Canada

PO Box 17000, Station Forces

Kingston, ON K7K 7B4 CANADA

MARRIED AND COMMON-LAW CADETS

N/OCdts' spouses and immediate family members cannot be accommodated on campus.

All N/OCdts registered in the ROTP will be living in the RMC dormitories located on the peninsula and their meals will be provided in the Cadet Dining Hall. N/OCdts who are already married or common-law and choose to move their spouse to Kingston must find separate accommodations for their spouse. The vacancy rate in Kingston is low and finding accommodations can be quite difficult. Married quarters may be available at CFB Kingston.

Additional information, including guidance for finding a physician and other services, is available through the KMFRC.

MEDICAL AND DENTAL SERVICES

CAF personnel receive health care through a distinct health care service, which exists outside of the provincial health care system while having full access to the Ontario provincial health care system for more complex care. N/OCdts access medical services at the RMC clinic and can be referred to the civilian health care system for specific needs. Emergency health and dental services are received through the civilian medical services.

Dental Care:

Dental Services are provided to your N/OCdt as a CAF member. This health care plan does not extend to families. N/OCdts can opt to pay into the Public Service Health Care Plan, a group health care plan, which will provide discounts to the N/OCdts' dependent family.

Health Care:

The Canadian Forces Health Services centre is the primary care provider for all CAF personnel. At the Care Delivery Unit on campus, there are physicians, nurses, nurse practitioners, physician assistants, medics, community health, environmental medicine, physiotherapy, pharmacy, social workers, psychiatrists, and a robust team of health promotion, healthy living and health educators just to name a few resources. Additional health and dental services are provided at the primary health care facility at CFB Kingston, or arranged through local specialists and other care providers.

NEXT OF KIN (NOK)

Shortly after their arrival at RMC, N/OCdts will complete a NOK form designating their next of kin. Parent(s) or legal guardian is considered the NOK unless otherwise specified by the N/OCdt.

In the case of married N/OCdts, the spouse is the NOK. In the event that the N/OCdts' parents or legal guardians are living at different addresses, the N/OCdts will select one parent or guardian as their primary NOK. If the address or contact information changes, the N/OCdt is to provide a new NOK form. This address is used for calculation of leave travel assistance plus any communications coming from the College.

PARKING

Parking is available for N/OCdts with a motor vehicle at the KMCSC. Parking privileges are free although students must register their vehicle and obtain a parking pass. Unauthorized vehicles may be ticketed and towed.

N/OCdts do not need a motor vehicle to get around campus or the local community. CFB Kingston operates a bus service between the base and RMC, while municipal buses service most of Kingston.

PRIOR LEARNING ASSESSMENT & TRANSFER CREDITS (PLAR)

RMC recognizes that significant university level learning can take place outside of post-secondary institutions and as such respects all forms of learning no matter how it is attained.

PLAR acknowledges the importance of this learning by providing an accessible, fair and academically rigorous process for assessing this learning to determine whether it meets the standards of university-level learning.

The goal is to enrich the learning experience of the student and to help them meet their academic potential while maintaining the academic integrity of RMC.

Students applying for admission into a programme of study who have completed programmes or courses at other universities, community colleges, International Baccalaureate, Advance Placement, or CEGEP (Collège d'enseignement général et professionnel) or professional training courses taken within the CAF or through some other organization (whether in Canada or abroad), may seek to have their prior university-level learning recognized by RMC.

A PLAR request is not required for sponsored ROTP students as a full assessment of their prior learning is part of the admission process, based upon the documentation provided by the student. Once an initial assessment is completed by the PLAR office, the student is informed via their RMC email account. Any required documents (e.g. official transcripts and/or detailed course outlines) that are requested must be forwarded to the RMC PLAR section immediately. It is crucial that requests for additional or missing documents be actioned promptly in to ensure the timely assessment of prior learning the results of which will be applied to first year scheduling.

ROTP students who wish to take courses at other institutions that can be applied towards their degree programme must obtain a Letter of Permission (LoP) from the Registrar. Any course(s) taken must satisfy the requirements of the student's programme of study. Failure to obtain permission prior to the course start date will result in the denial of credit. Students must obtain an official Confirmation of Equivalency email from the PLAR office prior to submitting their request for a Letter or Permission.

For further information regarding Transfer Credits and Prior Learning Assessment (Undergraduate), please refer to the RMC website (under Admissions). Students are welcome to email any questions to plar-efa@rmc-cmr.ca

PRIVACY POLICY

RMC is not authorized to disclose any academic, medical, or military information or other information about N/OCdts, students or employees without the explicit written consent of the individual, in accordance with the Access to Information Act and the Privacy Act.

VISITING RMC

If you are planning a visit to RMC, please consult www.rmc-cmr.ca and type, "visit RMC" in the search bar to locate driving directions, find campus maps and other important information.

A BRIEF HISTORY OF RMC

Archaeological evidence suggests the presence of Indigenous people in the Kingston region about 9,000 to 3,000 years ago. There is evidence of Iroquois peoples during the Late Woodland Period (about 1000–500 CE), while the first more permanent encampments by Indigenous people began around 500 CE. Among them were the Wyandot people, or Huron, who were displaced by Iroquoian groups.

By the seventeenth century, the Five Nations Haudenosaunee (Iroquois) had settled along the north shore of Lake Ontario. Iroquois settlement began after French settlers established an outpost. By 1700, the north shore Iroquois had moved south, and the area once occupied by the Iroquois (which includes Kingston) was now occupied by the Mississauga, a subgroup of the Anishinabek, who had moved south from the area of Lake Huron and Lake Simcoe.

RMC was founded in 1874 when the Dominion Government passed an act in Parliament to establish a military college “for the purpose of providing a complete education in all branches of military tactics, fortification, engineering, and general scientific knowledge in subjects connected with and necessary to a thorough knowledge of the military profession.”

On June 1, 1876, the Military College of Canada opened its doors to the first class of cadets affectionately known as the “Old Eighteen.” Two years later, in 1878, the College was granted the prefix “Royal.”

The introduction of ROTP in 1952 fundamentally altered the CMC system and had a ‘greater long term significance than either RMC’s acquisition of degree-granting power in 1959 or the physical improvements’ to the campus that began in 1957. ROTP introduced changes to the recruitment of cadets and to the education and training program offered at the College.

“The Royal Military College of Canada Degrees Act, 1959,” empowers the College to confer degrees in Arts, Science, and Engineering. RMC offers a wide variety of programs in these three areas, at the undergraduate and graduate levels on site, through traditional studies, and by distance learning through the Division of Continuing Studies.

While women were accepted into ROTP, they were not present on campus until 1980. The first class of women is known as the ‘First Thirty-two,’ and with the ‘Old Eighteen,’ form the ‘Foundation Fifty.’

RMC also conducts the Indigenous Leadership Opportunity Year (ILOY) program. This program is designed to provide an introduction to the CAF and educational, leadership and cultural opportunities for young people from Indigenous peoples across Canada

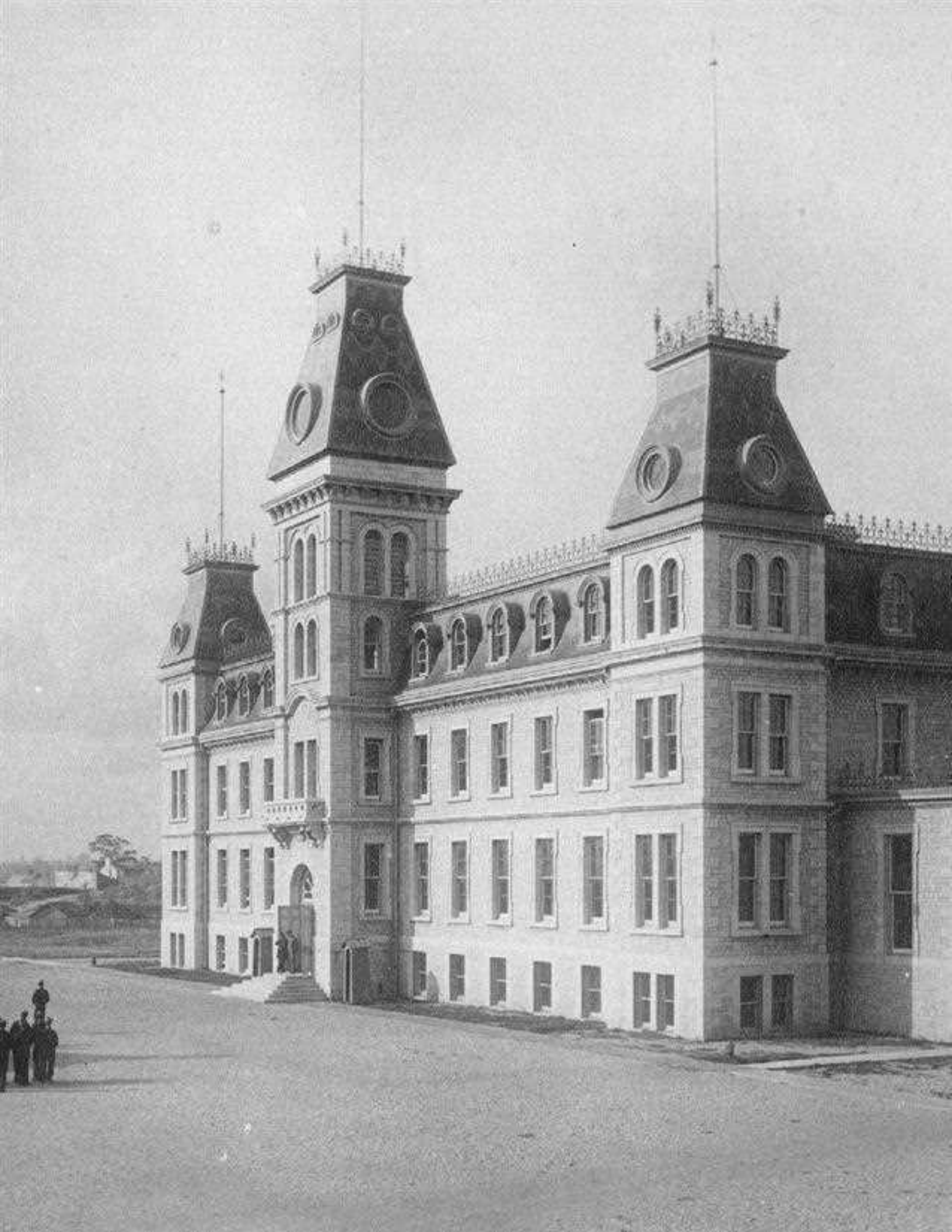
The university also offers graduate level degree programmes in many fields.

RMC graduates have served Canada through a variety of conflicts and peace support operations around the globe and in domestic operations across the country. Many alumni have also gone on to serve in many civilian occupations.

RMC GRADUATES - EXEMPLARY LEADERSHIP AND BRAVERY

Lieutenant-Colonel (later Air Marshal) William Avery Bishop, VC

Billy Bishop, the famed Canadian flying ace of the Royal Flying Corps of the First World War, accounting for 72 planes and two balloons. He was the first ex-cadet to be awarded a Victoria Cross. A businessperson between the world wars, he returned



to serve with the Royal Canadian Air Force in the Second World War as the principal advisor on recruitment in the rank of Air Marshal.

Squadron Leader (later Brigadier-General) Len Birchall, OBE.

Named by Winston Churchill as the 'Saviour of Ceylon' for alerting the island of the approach of the Japanese Fleet, who spent the rest of the war as a Prisoner of War of the Japanese as the Senior Officer in three different POW Camps. He was the commandant of RMC from 1963-1967.

Lieutenant-General Roméo Dallaire (and later Senator)

A 1970 graduate of RMC, Dallaire served with the Royal Regiment of Canadian Artillery, was commandant of Collège militaire royal de Saint-Jean and in 1993-1994 commanded the UN peacekeeping force in Rwanda. General Dallaire has campaigned to end the recruitment of child soldiers. He is also an author, advisor to the Canadian government and the UN, and was a Canadian Senator between 2005 and 2014.

Colonel Jeremy Hansen

A graduate of RMC in 1999, Hansen completed CF-18 Fighter Pilot Training in 2003 and afterwards served with 441 Tactical Fighter Squadron and 409 Tactical Fighter Squadron; he was then the Combat Operations Officer at 4 Wing Operations. In 2009, he was one of two recruits selected by the Canadian Space Agency (CSA) Astronaut Recruitment Campaign and in 2023 is selected for the Artemis II mission slated for a lunar 'fly by' in 2025, which will make him the first Canadian astronaut to travel to the Moon. Hansen was also Canada's flag bearer for the Coronation of King Charles III in May 2023.

Colonel Joshua Kutryk

Following graduation from RMC in 2004, Colonel Kutryk became a pilot in the Royal Canadian Air Force (RCAF) and has served as a test pilot and fighter pilot. In 2017, Kutryk was chosen by the CSA for astronaut training and in 2020, he officially became a Canadian astronaut. In 2023, Joshua Kutryk was assigned to Starliner-1. Scheduled to launch no earlier than 2025. This six-month commercial crew mission will bring Kutryk and NASA astronauts to the International Space Station. As a member of the crew, Kutryk will be the first CSA astronaut to participate in NASA's Commercial Crew Program. He will also become the fourth Canadian astronaut to serve in a long-duration mission to the ISS.

General Jennie Carignan

General Jennie Carignan graduated from RMC in 1990, and on completion of training as a combat engineer officer, served with the United Nations Disengagement Observer Force in the Golan Heights, and the United Nations Protection Force in Bosnia. She later commanded 5 Combat Engineer Regiment and was the deputy commander of 5^e Groupe-brigade mécanisé du Canada in Valcartier. Carignan was the Commandant of RMC Saint-Jean from 2013 to 2015, and then became the first woman in the combat arms to be promoted to general officer rank. She served as Chief of Staff, Operations, at Army Headquarters, and on promotion to major-general, commanded the Land Component CFLCG-1 (Coalition Force Land Component Command) in Iraq in 2019. Promoted to lieutenant-general, Carignan was appointed Chief, Professional Conduct and Culture from 2021 to 2024. In 2024, General Carignan became the first woman to be appointed Chief of the Defence Staff.

Brigadier-General Corinna Heilman

Brigadier-General Corinna Heilman graduated from RMC in 1997 and served in 2 Service Battalion, 2 General Support Battalion, 2 Field Ambulance, 1 Service Battalion and in 2015 as commanding officer, 2 Service Battalion. She deployed to Kabul, Afghanistan on Operation ATHENA in 2003 and 2004. Brigadier-General Heilman later served with the Canadian Army headquarters, Canadian Expeditionary Force Headquarters (now CJOC), and with the Strategic Joint Staff. She was the Director of Cadets at RMC until 2021, when after promotion to Brigadier-General; she became the Strategic J4 at National Defence Headquarters. In June 2022, she became the Chief of Staff Operations, Chief Professional Conduct and Culture at National Defence Headquarters. Brigadier-General Heilman retired from the CAF in 2023 and is now the Senior Vice President Personnel Support Programs.

GRADUATES OF DISTINCTION IN OTHER FIELDS

Other graduates of RMC have had distinguished careers as members of the Canadian Parliament, cabinet ministers, municipal leaders, service with the United Nations, as Rhodes Scholars, astronauts, in the medical and legal professions, and in other capacities at home and abroad.

150 YEARS OF CONTRIBUTION TO CANADA

The founding of RMC was one of the important steps in Canada becoming an independent nation, and in 2026, RMC will commemorate its 150th anniversary.

Since the arrival of its first class in June 1876, RMC has produced military officers whose leadership has influenced Canadian society and industry.

Graduates of RMC have participated in every conflict Canada has been involved in since the late nineteenth century. They have also become active in politics, public service at all levels of government, justice, law enforcement, medicine, science, engineering, industry, education, humanitarian aid, sport, community development, and beyond.

The selection of five RMC graduates for the Canadian astronaut program, more than any other university in Canada, is evidence of the quality of education and training given at RMC.

The sesquicentennial provides an opportunity to reflect on the contributions made by RMC graduates and the College to Canada and the international community, and to renew the commitment of the RMC community to the service of Canada, its changing social fabric, and the dynamic, unpredictable, and hostile conditions of the twenty-first century.

It also offers an opportunity to recognize that RMC must strive to evolve as an equitable, diverse, and inclusive national institution, where the dignity of every person is respected, that Canadians can be proud of.

Recognized nationally and internationally for the high quality of its undergraduate and graduate programs; and the quality of the research undertaken by its military and civilian faculty, RMC continues to offer its students a challenging, well-rounded education with the knowledge and developmental experiences considered fundamental for a career in military service to Canada before self.



**8276 Marc Garneau
RMC 1970**



**13738 Chris Hadfield
RMC 1982**



**21364 Jeremy Hansen
RMC 1999**



**22911 Joshua Kutryk
RMC 2004**

WEBSITES & HELPFUL SOCIAL MEDIA LINKS

RMC Website

- › www.rmc-cmr.ca

Instagram

- › [rmccanadacmr](#)

Flickr

- › [RMC Canada CMR](#)

Facebook

- › [RMC/CMR](#)
- › [RMC Paladins](#)
- › [RMC Club](#)

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|----------------------------|-----------------|---------|
| › RMC Paladins | @RMCPaladins | |
| › City of Kingston | @cityofkingston | |
| › Kingston Police | @KingstonPolice | |
| › Kingston Fire | @KtownFire | |
| › Canadian Forces | @CanadianForces | |
| › The Canadian Army | @CanadianArmy | |
| › Royal Canadian Air Force | @arc_rcaf | #RCAF |
| › Royal Canadian Navy | @MRC_RCN | #RCNavy |



GLOSSARY

ENVIRONMENTS:

The CAF is a unified and integrated single service that includes three major environments based on the land, sea or air elements; known as the Royal Canadian Navy (RCN), Canadian Army (CA), and the Royal Canadian Air Force (RCAF). Other commands provide other specialities and services. Based on the graduate's choice they are assigned to one of the three environments and provided with the appropriate uniform. There are personnel, typically in support occupations such as medical, and logistics who wear one environmental uniform, and serve in one of the others.

- › RCN [**forces.ca/en/about-us/navy**](https://forces.ca/en/about-us/navy)
- › CA [**forces.ca/en/about-us/army**](https://forces.ca/en/about-us/army)
- › RCAF [**forces.ca/en/about-us/air**](https://forces.ca/en/about-us/air)
- › CAF [**www.canada.ca/en/department-national-defence/services/contact-us/frequently-asked-questions.html**](https://www.canada.ca/en/department-national-defence/services/contact-us/frequently-asked-questions.html)

This handbook has been assembled to provide information that we hope you will find useful.

We recognize that everyone has different information needs.

We welcome your feedback and suggestions for additional content.

Please send your feedback to

successcentre-centredesucces@rmc-cmr.ca

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This publication is available in both official languages.

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