



# Leaders for Life

U.S. Army Cadet Command and Fort Knox, Kentucky

Jan.—March 2016

## Upcoming Cadet Command events

- May 25  
Cadet Command  
Change of Command
- May 30  
Memorial Day
- May 30  
First Day of Cadet  
Summer Training
- June 3  
Army ROTC 100th  
Anniversary
- June 23-28  
JROTC Leadership and  
Academic Bowl (JLAB)  
Washington, DC



*Gen. Robert Abrams, Commanding General of Army Forces Command, speaks to Cadets attending the George C. Marshall Awards and Leadership Seminar at Fort Leavenworth, Kansas, Feb. 23. More than 300 Cadets were in attendance during the three-day event from Feb. 22-24.*

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## George C. Marshall attendees receive leadership advice from Army's top ranks

### Michael Maddox

Writer/Editor  
Cadet Command Public Affairs

FORT LEAVENWORTH, Kansas – The more than 300 Army Cadets who attended the George C. Marshall Awards and Leadership Seminar Feb. 22-24 were privileged to be mentored by their leadership – from Cadet Command leadership to current and former top leadership of the Army.

Maj. Gen. Peggy Combs, commander of U.S. Army Cadet Command, kicked off the three-day event by sharing her expectations and advice for the Cadets who will soon be leading Soldiers.

“Although the future is unknown and

unknowable, we do know several things. We know that the United States of America, the world’s best democracy will be involved in conflict in the future. We know that in order to win that conflict, we must have Soldiers with boots on the ground,” she said. “Now what we don’t know is what those boots might look like. We may have technology that will allow our Soldiers to do things we have never seen or even imagined. In order for those Soldiers to win, they must be led by leaders that can outthink an enemy we have not even seen before.”

Combs went on to say she has full confidence in the future leaders of the Army.

“By the time you leave (the confer-

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## From the commander...

Spring is here and that means Cadet Summer Training is right around the corner. This year, those Cadets attending the Cadet Leader Course (CLC) will experience a whole new event: The Commitment to the Army Profession Seminar (CAPS).

CAPS allows Cadets to engage military, government, and civilian leaders in discussions about the importance of leadership not only to our Army, but to our government and nation as a whole. These leaders, especially those from the civilian and government sectors, will bring a unique dimension to their discussions and provide various perspectives on leadership for Cadets to use in their reflections.

A century of refinement has gone into these evolving leadership lessons, helping to make Cadets agile, adaptive leaders who think critically and win in the complex world we face. This important activity provides Cadets an opportunity to reflect on what leadership style they can bring with them into the profession.

I'm also excited about the recent opening of all Army branches to

physically qualified Soldiers regardless of gender. This change expands our opportunity for recruitment, as every Cadet, regardless of gender, is able to compete for any Army branch for which they are physically qualified. As part of this initiative, Cadet Command will now administer an Occupational Physical Assessment Test (OPAT) to determine which branches Cadets are qualified to enter. As with most challenges, I am sure our cadets will excel on the OPAT as well.

You will also see other changes on your campus, specifically a 90-day pre-Basic Officer Leadership Course training program. This program will help you prepare Cadets for the physical demands of Infantry and Armor BOLC.

The near-term future is full of changes, and these changes will enhance our Cadets' leader development, both on campus and here at Fort Knox, preparing them for a successful Officer career.

I encourage you to share these program updates with your Cadets so they know what to expect in the



coming year and can plan accordingly.

Creating Gold Bars has never felt so exciting and meaningful as it does right now in our 100th year. I'm thrilled to share this noble mission with each of you, and we're looking forward to seeing you this summer at CST.

Leaders for Life!

**MG Peggy C. Combs**



*Cadets from the 2015 Cadet Leader Course, 5th Regiment, salute the crowd during their graduation ceremony last summer. This year the Commitment to the Army Profession Seminar (CAPS) will be added to the course.*

## Army ROTC 100th Anniversary Events Update

The 100th Anniversary of Army ROTC is just two months away, and Cadet Command is organizing a wide range of activities to mark the centennial.

Cadets and cadre on campuses have been working hard sponsoring local events to celebrate this significant milestone in the history of the program. At Cadet Command headquarters, planning for several national-level key events have also reached the final stages.

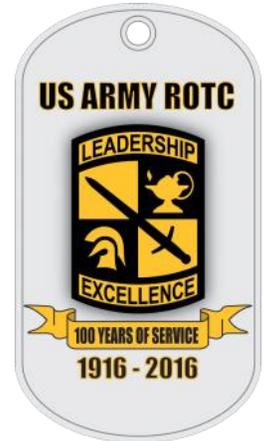
- As the first American academic institution to offer military leadership training on a civilian campus, Norwich University has played a pivotal role in ROTC's proud history. In light of that fact, the commanding general and other USACC key leaders participated in a multi-day leadership symposium hosted there April 21-22. The event was a watershed occasion – as senior leaders from all the military services and prominent academic officials from around the nation attended. Gen. Mark Milley, the Chief of Staff of the Army and ROTC alumnus, was the featured speaker for the symposium.

- On April 23, a worldwide Fun Run involving Cadets and cadre from Junior ROTC, the college-level ROTC program, alumni and other community members took place.

- The command is orchestrating a special ceremony at the Pentagon for June 3 to mark the centennial of the legislation that formally created ROTC. In addition to a cake cutting, the audience will have the opportunity to hear remarks presented by key leaders on the value of ROTC to the nation.

- Attention will then turn to Fort Knox, where a series of activities are planned June 10. The command will memorialize Maj. Gen. Robert E. Wagner's contributions to the nation of by dedicating a sidewalk in the headquarters area.

The Army's famed Golden Knights Parachute Team will also conduct a demonstration, and the command will induct the first-ever group of ROTC alumni into a Hall of Fame. These exemplary men and women will be recognized by the presentation of a certificate, a special medallion and a permanent memorial to be emplaced at Fort Knox. Remarks from guest speakers and a cake-cutting will round out the proceedings.



### Happy Birthday ROTC!



(From left) Rear Adm. Stephen C. Evans, commander of the Naval Service Training Command, Maj. Gen. Peggy Combs, commander of U.S. Army Cadet Command and Fort Knox, Brig. Gen. Paul H. Guemmer, commander of the Jeanne M. Holm Center for Officer Accessions and Citizen Development, and Brig. Gen. Sean Gainey, Deputy Commanding General for U.S. Army Cadet Command pose for a photo while cutting a cake at Fort Knox, Ky., Feb. 2, in recognition of the 100th Anniversary of the Reserve Officers' Training Corps program this year.

# Best of the best contend at Army JROTC National Drill and Ceremony competition

## Michael Maddox

Writer/Editor  
Cadet Command Public Affairs

LOUISVILLE, Ky. – The sounds of cadence calling and marching feet filled the Kentucky International Convention Center this past weekend as more than 2,300 hundred Junior Reserve Officers' Training Corps (JROTC) Cadet from the across the country converged on the center for the Army JROTC National Drill and Ceremony competition April 9.

More than 80 schools participated in the event comprised of armed and unarmed drill and ceremony regulation and exhibition routines as well as individual and team inspections.

Col. Thomas Bell, Director of Cadets Command's JROTC program, said no matter who won or lost at the end of the day, everyone gained something from making to that level of competition.

"All of these folks are winners – and you can see it in their thousands of hours of practice and competition of different levels within their brigade. Then it all comes to fruition here at the national competition – it's a great event," he said.

"It's absolutely amazing to see the exuberation in their faces when they get out there in the spirit of competition," added Bell.

Army retired 1st Sgt. Lewis Gonzales, a JROTC instructor at Sam Rayburn High School, Pasadena, Texas, said while winning is great, there are other immeasurable rewards the Cadets gain from being in JROTC and competing at such events.

"Win, lose or draw, we see some really great schools, and you get to go up against them to see how good you



Members of the Theodore Roosevelt High School, San Antonio, Texas, JROTC program perform their Unarmed Exhibition Drill routine during the Army JROTC National Drill and Ceremony competition April 9. They went on to take first place in that category.

really are," he said. "I believe it builds their confidence tremendously – through teamwork and friendship, and the bonds that are formed."

"After 14 years of doing this, I've seen a lot of teams that are still friends to this day," added Gonzales.

Cadet Christian Hickock, from Airport High School, West Columbia, S.C., is no stranger to competing, he's been a part of the team for several Army level and national level Drill and Ceremony competitions. Even so, he said there are still always things a team can work on.

"This year I think our strength was being sharp and precise, but it was still a little difficult just being under the under pressure of competing at this level," he said.

Cadet Raven Malone, from Tara High, Baton Rouge, La., was a first time competitor at the competition. She said she learned a lot about the pressures of performing at such a high level of competition.

"It's been a good day – a little tiring, but a good day," she said. "It's

been a little stressful making sure we were everywhere we needed to be and that everyone in our platoon was ready, but in the end we communicated and worked as team to make sure everything was as good as we could make it."

Results by category were:

### Unarmed - Inspection

1st Place - Theodore Roosevelt High School, San Antonio, Texas

2nd Place - Sam Rayburn High School, Pasadena, Texas

3rd Place - Forestville Military Academy, Forestville, Md.

### Armed - Inspection

1st Place - Marmion Academy, Aurora, Ill.

2nd Place - Grant High School, Dry Prong, La.

3rd Place - West Creek High School, Clarksville, Tenn.

### Unarmed - Regulation

1st Place - Kenwood High School, Clarksville, Tenn.

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(Left) Members of the Riverside Military Academy, Gainesville, Ga., prepare to wrap up their Armed Exhibition routine during the Army JROTC National Drill and Ceremony competition April 9.

(Below) Cadet Gary Panion, from Junction City High School, gets inspected by Staff Sgt. David Lewis during the unarmed inspection portion of the Army JROTC National Drill and Ceremony competition. During the inspection competition, Cadets were checked for correct wear of the uniform and asked various questions about current events and military leadership.

**From COMPETITION, Page 4**

- 2nd Place - Sam Rayburn High School, Pasadena, Texas
- 3rd Place - Albuquerque High School, Albuquerque, New Mexico

**Armed - Regulation**

- 1st Place - Grant High School, Dry Prong, La.
- 2nd Place - North Miami Beach Senior High School, North Miami Beach, Fla.
- 3rd Place - Airport High School, West Columbia, S.C.

**Unarmed - Color Guard**

- 1st Place - Renaissance High School, Detroit, Mich.
- 2nd Place - North Miami Beach Senior High School, North Miami Beach, Fla.
- 3rd Place - Smith Cotton High School, Sedalia, Mo.

**Armed - Color Guard**

- 1st Place - Grant High School, Dry Prong, La.
- 2nd Place - Ozark High School, Ozark, Mo.
- 3rd Place - Theodore Roosevelt High School, San Antonio, Texas

**Armed - Exhibition**

- 1st Place - North Miami Beach Senior High School, North Miami Beach, Fla.
- 2nd Place - Gurdon S. Hubbard High School, Chicago, Ill.

**Unarmed - Exhibition**

- 1st Place - Theodore Roosevelt High School, San Antonio, Texas



- 2nd Place - Leavenworth High School, Leavenworth, Kan.

- 3rd Place - Forestville Military Academy, Forestville, Md.

- 3rd Place - Marmion Academy, Aurora, Ill.

**Unarmed - Overall Championship**

- Theodore Roosevelt High School, San Antonio, Texas

**Armed - Overall Championship**

- Grant High School, Dry Prong, La.

## JROTC Cadet performs for audience of one

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### Michael Maddox

Writer/Editor  
Cadet Command Public Affairs

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LOUISVILLE, Ky. – Crowds cheered on the thousands of Junior Reserve Officers' Training Corps (JROTC) Cadets during the Army JROTC National Drill and Ceremony competition at the Kentucky International Convention Center April 9, but Cadet Angel Martinez, from Hubbard High School in Chicago, was performing for an audience of one – his mother who recently passed away.

Martinez's mother, who had been in a coma for the last 13 years, died the week before he was supposed to go compete at the national competition. It was a tough situation, said Retired Army Lt. Col. John Wargo, Senior Army Instructor for the Gurdon S. Hubbard High School JROTC program.

"After I heard about his mother, I had a meeting with all of the team captains and we discussed whether he should still go to nationals or not," he explained. "We decided to leave it up to him, so I had him come sit down and talk with me, and then take a night to think about it.

"He came back the next day and told me he wanted to go because it would be the only way his mother would be able to see him compete. He didn't want to let his team down, but he especially didn't want to let his mother down," added Wargo.

Martinez, who has been on the drill and ceremony team for three years now, said he felt he had to go to the national competition because it was his way of showing his mother how all his hard work had paid off.

"One of the reasons I came here was she's never seen me compete because she's always been in a coma, so I feel like now she can see me from somewhere else – that's why I decided to come to the competition," said Martinez.

He said his teammates have been in his corner throughout the hard times, and that bond isn't something he takes for granted.

"You have to remember you're not alone - other people have gone through whatever it is you're going through. There's going to be people there to help you make it through it," said Martinez. "They've supported me a lot, so I have to pay them back and support them too – I can't just let them down."

Col. Thomas Bell, Director of Cadet Command's JROTC program, said perseverance like Martinez has shown demonstrates the core values of JROTC Cadets.



*Cadet Angel Martinez, from Gurdon S. Hubbard High School in Chicago, performs during the Armed Exhibition portion of the Army JROTC National Drill and Ceremony competition at the Kentucky International Convention Center April 9. Martinez's team did well, placing second in the nation in that category.*

"To have that level of respect for your team mates, by not wanting to let them down, it just goes to show what we're trying to build here in JROTC," he said.

Martinez shared one last piece of advice for others who will go through trials and tribulations before his final competition.

"Keep your head up high – good things do happen in time, you've just got to wait for them," he said.

His team went on to win second place in the Armed Exhibition category - his mom would be proud.

The team from Texas A&M University finished first in the ROTC division of the 2016 Sandhurst competition. (Courtesy photo)



## Cadets square off at 2016 Sandhurst competition

**Sgt. 1st Class Brian Hamilton**  
108th Training Command

WEST POINT, N.Y. — Rain subsided, the temperature plummeted and jubilation turned to determination as teams of Military Cadets made their way to historic Washington Hall for the start of the 2016 Sandhurst competition held on the United States Military Academy campus at West Point, New York, April 8-9.

What started in 1967 as a friendly challenge between the Army's Corps of Cadets and those from the Royal Military Academy Sandhurst located in Camberley, United Kingdom for a British Officer's sword has blossomed into a 60 team, multinational match of wit, skill and endurance that stretched nearly 35 miles over 36 hours.

This year's competition boasted 13 different stations through the rugged terrain of the Hudson River

valley surrounding West Point. Those stations included functional fitness, small arms qualification, react to contact and more. For most this was their first taste of infantry tactics but for some it was an opportunity to build upon the trials and tribulations of years past.

"There are a couple of us on the team that had the...so called...luxury of competing in last year's contest and it was a lot more squad patrol based than what I expected," said Cadet Zachary Delph of Michigan State University.

MSU was one of eight teams from Cadet Command's Reserve Officer Training Corps who competed in Sandhurst and on a year where the ROTC program turns 100, there was a lot of anticipation over what this year's contest might bring.

Delph, who experienced a grueling casualty carry up the muddy ski slopes of West Point last year,

battle buddy and gear in tow, had only good things to say about the challenge.

"Emotionally, last year was pretty tough but this is definitely a team building exercise and it helped us come together for this go around. You're physically and mentally tired and you get frustrated with your buddies but you learn to think like a leader. You shake it off and you move on," he said.

Finishing where they started, at Washington Hall, one-by-one, teams of Cadets completed the last of the 13 tasks, ran to the finish line and collapsed, grimacing in painful smiles with what they had accomplished.

The overall winner of this year's competition was the Royal Military College of Canada. Team H-3 placed the best of the USMA teams and Texas A&M University finished first in the ROTC division.

## Former Army Chiefs of Staff share lessons learned

### Michael Maddox

Writer/Editor  
Cadet Command Public Affairs

FORT LEAVENWORTH, Kansas – Between the two of them Gen. George Casey and Gen. Peter Schoomaker, both retired former Chiefs of Staff of the Army, have more than 75 years of experience as officers in the Army, and Cadets attending the George C. Marshall Awards and Leadership Seminar took advantage of all of that experience during a panel discussion with the former CSAs Feb. 23.

Casey's first piece of advice to the Cadets was the traits he views as necessary in any good leader.

"Courage, commitment, candor and competence – as a company grade and field grade officer, those were the four traits I tried to model myself on," he said. "You need to be competent - the best thing you should do when you get to your unit is to learn your job and every aspect of your job as quick as you can. You get that noncommissioned officer to teach you everything you need to know about your job because until you feel that you are competent you won't have the confidence to lead and it will be apparent.

"It takes commitment when you raise your right hand - you are committing to something larger than yourself. It's not about you anymore – it's about the United States of America, it's about the United States Army, and it's about everything down to your platoon – the men and women who will rely on you for their lives," said Casey.

"I like candor at the beginning stages of an officer's career because it's about openness. I've always found that you aren't helping anyone if you aren't honest about your strengths and your weaknesses," he

*"Today things are volatile, uncertain, complex and ambiguous. That's the world you live in – things will change quickly, they will change for reasons beyond your control."*

**Gen. (Retired)  
George Casey  
Chief of Staff of the Army**

said. "It also takes courage to act in the face of uncertainty and risk, but you have to act if you're going to succeed. And when you act, you're going to make mistakes, but it's not the mistake that's the problem. The problem is if you don't learn from it, fix it and go on to something else."

Schoomaker added that being flexible is also essential.

"In life, you're going to run up against some hard things – you're going to have failures, you're going to have setbacks, you're going to have successes. Both have their challenges in how to deal with them," he said. "So I would be careful in thinking in too straight of a line on things because that's not how life is going to be issued to you."

Casey went on to say that being agile and adaptive in today's global society is also necessary.

"Today things are volatile, uncertain, complex and ambiguous.

That's the world you live in – things will change quickly, they will change for reasons beyond your control. Things are getting more and more complex because you have to integrate multiple and sometimes competing variables," said Casey. "That's why you have to have an agile mind and you have to be willing to adapt to lead. But in the end, you have to act. And that takes courage."

Schoomaker said one of the pitfalls he's seen in junior and senior officers is trying to personally manage all aspects of the mission.

"The biggest mistake I see in the officer corps is they try to run stuff, they try to micromanage and they get in the way. Noncommissioned officers run stuff, officers command stuff," he said. "As an officer you have to be able to bring context to things and tell people what the bigger picture looks like – why you are doing what you're doing and how it fits into the bigger picture.

"Don't get in the way of an NCO who is loyal and doing his job. It's a marriage made in heaven when you have a great NCO and a great young commissioned officer together leading Soldiers – it is a thing of beauty," added Schoomaker.

He went on to add that communication and taking time to know Soldiers is how to build a cohesive team.

"Communication is so important. You need to get out amongst your Soldiers and ask the right kinds of questions. You have to get out and touch people to find out what's coming out the other end of the pipe," said Schoomaker. "You might be thinking everything is great until you hear what's coming out at the other end of the pipe that's you've been yelling down. If you demonstrate to Soldiers that you really care, they'll do anything for you."

# Top teens compete at Air Rifle Nationals

**By Sgt. 1st Class Joel Quebec**

314th Press Camp Headquarters

ANNISTON, Ala. – More than 200 Junior Reserve Officers' Training Corps Cadet athletes gathered March 17-19 to compete in the 2016 JROTC National Air Rifle Championships.

The shooters represented 73 high schools fielding 56 teams from across the country. Through a series of multiple shooting competitions, individuals and teams qualify to compete in the National Championship by defeating thousands of other shooters.

The event is a 3x20 air rifle match, meaning competitors fire 20 record shots from three positions: prone, standing and kneeling.

Being on his school's rifle team has had many benefits for Cadet Command Sgt. Maj. Hunter Jacob of Sarasota Military Academy.

"It challenges you, not just mentally, but physically as well — having to learn your body, what it can do, what you need to improve on and also having the mental fortitude to be able to control yourself to do what you know how to do," he said.

Jacob also said being on the rifle team has helped him set goals and challenges, and overcome them.

Self-discipline is another benefit to competing, said Walla Walla High School senior and Cadet Maj. Madeline Erikson.

"For me it's a sport where I can directly apply and see a direct result. With rifle, I know where I am. With practice, I can see direct improvement," said Erikson, who has also played basketball and softball.

Erikson's teammate, Cadet Maj. Sabrina Keenan, added, "It helps me focus. If I can focus for two hours on a circle, then I can probably focus on a math test."

That focus also paid off as Walla Walla placed second in the Precision class of the competition.

Parents also see the benefits of their children's participation in the program.

"You can see it in their behavior," said Darci Jacob. "Hunter has more self-confidence and pride since joining the [rifle] team."

"Steven [Lester] has learned respect and team-building skills in the [JROTC] program," said Louise Lester, another Sarasota parent.

Retired Sgt. 1st Class and former Army Ranger Mark Mebes said competitions like this and JROTC in general can help students' grow as a young adult.

"It exposes them to things, to a segment of life that they wouldn't normally be exposed to," he said. "I think it's



*Cadet Matisha Ramsey from Buena High School in Sierra Vista, Ariz., takes aim at a small target 45.5 millimeters in diameter and 10 meters (33 feet) away during the 2016 JROTC National Air Rifle Championship in Anniston, Ala., March 19. (Photo by Sgt. 1st Class Joel Quebec)*

important for young kids to get as many experiences as they can when they're forming their view of the world."

One of Mebes' shooters, Cadet Capt. Evan Jamison, agreed.

"I don't think they really know how to get out of their comfort zone with people," he said. "They stay in their cliques and friend groups, which is too bad because once they get out past high school and past college, they won't really have that experience with people different than themselves."

Another major theme mentioned consistently is that of family.

"We're kind of like a family," said Walla Walla's Daniel Enger. "Except we're a little dysfunctional. But when it comes down to hard times, we all come together and we know how to get through it."

"We're all a giant family," said Hunter Jacob. "They're my brothers and my sisters, I love them all and I'd do anything for them."

"The program positively contributes to their successful accomplishment of goals throughout their lifetimes," said Col. Thomas Bell, Director of the Army JROTC program.

"The benefits our Cadets receive from participating in this air rifle competition far exceed the ability to consistently hit the targets accurately. The real win for them is in the tangible attributes such as focus, discipline, perseverance and teamwork, which will serve these young people long after their competition days have ended."

## 2015 MacArthur award winners announced

### Michael Maddox

Writer/Editor  
Cadet Command Public Affairs

Fort Knox, Ky. – The U.S. Army Cadet Command recently announced the eight winners of the MacArthur Awards for the school year 2014-2015.

The award recognizes the eight schools, selected from among the 275 senior Army Reserve Officers' Training Corps (ROTC) units nationwide, as the top programs in the country.

The awards, presented by Cadet Command and the Gen. Douglas MacArthur Foundation, recognize the ideals of "duty, honor and country" as advocated by MacArthur.

The award is based on a combination of the achievement of the school's commissioning mission, its cadets' performance and standing on the command's National Order of Merit List and its Cadet retention rate.

Cadet Command and the MacArthur Foundation have given the awards each year since 1989.

The FY15 awardees of the General Douglas MacArthur Award, selected by their brigade commanders as the top performing program, are:

- Virginia Military Institute, Lexington, Va. which represents 1st Brigade.
- University of Vermont, Burlington, Vt., which represents 2nd Brigade.
- University of Wisconsin-Stevens Point, Stevens Point, Wis., which represents 3rd Brigade.
- University of Virginia, Charlottesville, Va., which represents 4th Brigade.
- University of Houston, Houston, Texas, which represents 5th Brigade.
- Georgia Southern University, Statesboro, Ga., which represents 6th Brigade.
- Austin Peay State University, Clarksville, Tenn., which represents 7th Brigade.
- University of Oregon, Eugene, Ore., which represents for 8th Brigade.

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ence), we want to you to have a perspective of the complexities of 2020 to 2040. You will be those leaders. A few years from now, us senior leaders are probably going to take off our boots, and I am going to think about our Army and our nation. I'm going to know that it's in good hands because it's going to be lead by leaders like you," she said.

During Gen. David Perkins', Commanding General of the U.S. Army Training and Doctrine Command, comments, he reminded the Cadets that they are just at the beginning of their journey as leaders, and they will need to be able to adapt to be successful in the future.

"If you look at General Marshall's biography, it's actually pretty enlightening as in regards as what we want you to be able to do when we commission you. You're not going to be commissioned directly as the Chief of Staff

of the Army, or Secretary of State, or Secretary of Defense, but some of you may get there eventually," he said. "So if you take a look at his career, he went from a horse-drawn Army to a nuclear powered Army, that's a pretty dramatic shift. That's an example of why as we prepare you to be commissioned and to be leaders, we can't give you a checklist for everything.

"How long of a checklist would General Marshall have needed that went from when he graduated with horse drawn artillery to nuclear weapons?" Perkins asked the crowd. "There is no way we can train you for everything that is going to come your way, but there's a difference between being trained and well prepared. We can't train you for everything, but we can prepare you for just about anything. My experience with most leaders, when called upon, are actually much better prepared than they think they are."

Perkins encouraged the Cadets to

use the tools they will have available to them once commissioned – including learning from their fellow Soldiers.

"We give you a platoon sergeant and non-commissioned officers because you're brand new, and what we expect is that you are prepared enough to listen to them, that you are prepared enough to understand the role they play, the role of the NCO," he said. "You might not know everything the NCO does, but in your preparation you know they're the backbone of the Army. That's the difference between being prepared and perfectly trained. If you show up and you don't listen to you NCOs, if you show up acting like you know everything that we know you don't, that will show that you are not prepared to be a leader."

"Soldiers want to know if you are prepared to put your unit before yourself. Are you prepared to lead from the front? Are you prepared to learn?" he added.

## Cadets receive mentoring from command leadership

### Michael Maddox

Writer/Editor  
Cadet Command Public Affairs

SAN ANTONIO, Texas. – During the U.S. Army All-American Bowl, 30 Army ROTC Cadets from across the country served as Cadet Marshals, providing leadership and examples of being a team player to the athletes and band members performing during the game.

The Cadets received a little mentoring of their own from Cadet Command leadership at an Officer Professional Development (OPD) session.

Maj. Gen. Peggy Combs, commander of U.S. Army Cadet Command and Fort Knox, Brig. Gen. Sean Gainey, Cadet Command Deputy Commanding General, and Command Sgt. Maj. Gabriel Arnold, Command Sergeant Major of Cadet Command, provided guidance and answering questions from the Cadets.

Combs fielded various questions from the Cadets, with several about the Cadet Leader Course and Cadet Summer Training changes.

“I believe CLC this last year, got us one step closer to where we wanted to be,” she said. “We introduced the OTM (Observer-Trainer-Mentor) concept this year and we did away with lanes. It was more of an immersive scenario. This year it will be a completely immersive experience from the start.

“Last year, you were in the field for nine days and this year it will be 13 days. It will be structured free play, 24/7, much like we do at JRTC (Joint Readiness Training Center) and NTC (National Training Center), it will be an immersive environment with OPFOR (Opposing Force) that’s dedicated to each company.”

Combs added that not all of the

upcoming changes will be physical or training modifications.

“Another change to CLC this year is that we are going to do EQ, Emotional Quotient/Social Intelligence testing, so that everyone understands where they’re at as far as their ability to interact interpersonally with others,” she said. “I think leadership, fundamentally, at its very roots, is nothing more than a relationship between the leader and the led. If you can’t relate to one another, how can you motivate and inspire others to commit to a mission if you can’t connect as a person? If you can’t relate to people, you can’t be an effective leader.”

One more change to this upcoming year is to give Cadets a more hands-on experience as a part of their branch orientation.

“We’re having the branches out there with you, so if you have aviation support and they come in for an air insertion mission, you’ll have

that first lieutenant platoon leader there to talk to you about what they do as an aviation officer. What a better environment to learn about them and see them performing their job rather than at a display,” said Gainey.

Combs shared her hopes that all of the new changes to upcoming summer training will further refine the officer producing process.

“We don’t care as much about if you just get the tactics 100 percent right compared to were you able to think on your feet? Did you develop the situation? Did you collaborate with your team, and did you make a decision and move out -- because the worst thing can do as a leader is do nothing and not make a decision,” she said. “We want complex problem solving, and we want our young leaders to actually think their way through situations. It’s going to be much more complex this year, and it’s going to be a lot of fun.”



Maj. Gen. Peggy Combs, commander of U.S. Army Cadet Command and Fort Knox, speaks with Cadet Marshals during an Officer Professional Development session Jan. 7. The Cadets were in San Antonio for the week leading up to the U.S. Army All-American Bowl to assist and mentor football players as well as band members.

# Adjunct Faculty – A Best Kept Secret

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## Col. Greg Holley

USAR, G-37 (FWD), 104th Training Division (LT)

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Commanders want their troops to succeed by providing them the best resources available. In a resource-constrained environment, we often must do more with less and find new, innovative ways to accomplish the mission.

Professors of Military Science (PMS), who are tasked with developing future leaders at the grass roots level on universities across the nation, are on front lines and have to follow doctrine to form the best team possible and lead. They need every tool available to them to ensure that when it is time for Cadets to make decisions, the training and mentorship they received had an impact.

Education, guidance, setting the example and exposing them to different people and experiences are key to making this happen, and the 104th Training Division provides a valuable resource to this end through Adjunct Faculty.

We are the “R” in ROTC. We provide highly diversified professional Reservists that augment the SROTC program without counting against their numbers or budget.

“We are battle tested and backed by both the skill of the civilian sector, and the strength of America’s Army, the Army Reserve is a proven and cost effective way to integrate, maintain and retain the essential enabling capabilities relied upon by active-duty forces to sustain prolonged operations,” Lt. Gen. Jeffrey W. Talley, Commanding General, U.S. Army Reserve Command.

Adjunct faculty are Soldiers who are assigned to part-time duty at selected or participating colleges and universities where they can best influence both the short and long-term production of officers. The majority have active-duty experiences from varying branches and Military Occupational Specialties.

Coupled with their experiences from operational deployments, command time, extensive schooling and qualifications, these skill sets provide a vast base to coach, mentor and train our future officers. Their military skills have helped them succeed in civilian life – and these lessons learned and the ability to create confidence and appreciation in Cadets is invaluable.

They are not full-time as they have civilian careers. On average, they work about 16-hours a month. They also get eight or more Annual Training days to support annual weekly training at Fort Knox, field exercises with your school and more. They belong to a battalion responsible



for their administrative readiness whereas the university and PMS is responsible for the operational portion.

How do you use them? These adjunct faculty members can speak to the Reserves, corporate life and more.

They can teach classes, mentor, and support competition teams, PT programs, recruit, attend support functions like balls, ceremonies, scholarship boards, special projects, etc. The intent is to add value and provide varying perspectives. Including them in your planning meetings is advised so they can best position themselves effectively.

The goal of Army ROTC is to produce well-rounded, capable Cadets, and having Reservist adjunct faculty adds to the value of the program. PMSs that are familiar with adjunct faculty understand the program is the best-kept secret to strengthen their program capabilities immensely.

It’s like having an essential tool in your toolbox, that if used can connect the parts necessary for forward movement. Using all of the tools available to develop your Cadets through diverse perspectives can only make you a more successful PMS.

For more information contact the following about the Adjunct Faculty program, contact Col. Greg Holley; [kenneth.g.holley.mil@mail.mil](mailto:kenneth.g.holley.mil@mail.mil), Lt. Col. Glenn Layton, [glen.a.layton.mil@mail.mil](mailto:glen.a.layton.mil@mail.mil), or Maj. Erica Courtney; [erica.g.courtney.mil@mail.mil](mailto:erica.g.courtney.mil@mail.mil).

## ***Cadet uses skills learned in ROTC on and off the field***

### **Michael Maddox**

Writer/Editor  
Cadet Command Public Affairs

SAN ANTONIO, Texas. – Football and ROTC have a lot in common – just ask Cadet Denzel Prince. Prince, who attends Bowie State University, is on the school’s football team and is a leader in the ROTC program.

Prince served as one of 30 Cadet Marshals during U.S. Army All-American Bowl in January. Prince, who serves as a defensive end and linebacker for the Bulldogs, is also a family man and a full-time worker along with his school responsibilities.

Entering into the ROTC program wasn’t always in Prince’s plans.

“My original goal was to enlist, but two months before I was to go to basic training, I received a letter inviting me to come experience ROTC,” he said. “I took a PT test and scored on the extended scale, then next thing I knew they invited me to join the program. So I ended up receiving a full scholarship for football and ROTC.”

He said the skills he’s learned in ROTC have mirrored many of the skills he’s needed as an athlete – allowing him to excel at multitasking.

“Time management is key. When you have all of these deadlines, you really need to know how to come up with a plan, and that’s what you get from the military. You come up with a direct plan and you execute it,” said Prince. “Being a full-time father, full-time husband, full-time student, full-time worker and doing ROTC full-time, you really need to make a plan and stick with it. It’s causes a lot of sweat and tears - I’m up until 3 a.m. every day – sometimes it’s more tears than sweat,” he added jokingly.

He said there are definitely similar



traits between his ROTC role and his role as a football player.

“With both, you have comradery - you bleed, sweat and go through emotional ups and downs – but you do it as a team,” he said. “It’s what drives you to be successful from every angle. I believe that’s what also makes a great officer – when you can commit to something, and you can engage with a group of men or women and come to the same conclusions leading to successful outcomes - that’s where leaders come from.”

Prince added, that he feels many successful athletes have qualities that are essential for military leadership.

“A lot of college football players have been playing since they were really young, so they are used to the

team environment, it’s a benefit over someone who maybe isn’t used to a team environment. If you have that team experience, you know when to follow and you know when to lead, which is very important in the military and in athletics,” he said.

Another shared quality is dedication, said Prince.

“A good football player is a dedicated player, and every Soldier must be dedicated – dedicated to the job, dedicated to the person next to them,” he said.

“In football, a lot of it depends on emotion, but in the Army your life depends on it – so you really need to be dedicated to the person next to you. That’s something an athlete can learn from a Soldier- how to be dedicated day in and day out.”



# Seven changes to Army NCO professional development

**Amy L. Haviland**  
TRADOC Public Affairs

FORT EUSTIS, Va. — With the new year came a number of changes in Army noncommissioned officer professional development, and NCOs can expect more changes coming soon, said Command Sgt. Maj. David S. Davenport Sr., U.S. Army Training and Doctrine Command's senior enlisted adviser.

These changes are part of a larger effort called the NCO 2020 Strategy, which, according to Davenport's blog "represents an analytical, data-driven process for evolving the Noncommissioned Officer Education System of today into the Noncommissioned Officer Professional Development System of tomorrow."

Below are some of the recent changes, along with advice from Davenport on how NCOs can prepare and what to expect.

## The new NCO promotion system

**Why it's important:** As of Jan. 1, Select, Train, Educate, Promote, or STEP, is how Soldiers will get promoted. Davenport explained it as:

**S** – "Select" means Soldiers who meet Army standards – based on their performance and potential – get the opportunity to compete for promotion.

**T** – "Train" recognizes the operational domain's responsibility in training Soldiers.

**E** – "Educate" represents the formal education and training of developing leaders – that's what TRADOC does. Education ultimately leads to "P."

**P** – "Promote" means Soldiers who have met all requirements will earn the rank and be officially promoted by U.S. Army Human Resources Command.

**What's changed:** Unlike STEP, the previous promotion system didn't place a value on education, Davenport said.

"We thought that just because you did something over and over, that certified you in that core competency. Knowing the standard from doctrine and knowing the standard from something that has been handed down over time are two different things.

"Through formal education, we make sure that noncommissioned officers are certified in their core competencies before being promoted."

**Bottom line:** NCOs need to know STEP is the standard.

"Beginning Jan. 1, STEP is the manner in which you get promoted in our Army."

He explained that once NCOs become eligible for promotion, they have 18 months to complete their

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professional military education to pin on the next rank.

Davenport said he thinks the force is starting to realize the value of educating its noncommissioned officers because TRADOC has seen an increase in the use of formal school seats.

“Right now, we have a backlog of Soldiers needing school, and they’re our priority,” Davenport said. “But if we don’t get our Soldiers to school on time, and if they’re not prepared to go to school, what we’re going to have is a promotion backlog, not an education backlog.”

## The new NCO Evaluation Report

**Why it’s important:** The new Noncommissioned Officer Evaluation Report, or NCOER, took effect Jan. 1, and although the new system is different, Davenport said it was a needed change that will strengthen the backbone of the Army.

**What’s changed:** The new NCOER system incorporates a number of changes, including more narrative-style writing and three different evaluation forms, based on rank: the direct level form for E-5, the organizational level form for E-6 through E-8, and the strategic form for E-9.

“It’s really a complete change in the way we’ve been doing business,” he said. “And of course, when there’s change, there’s apprehension about the effects ... but Army senior leaders think this is the right direction for the NCO cohort – to truly recognize excellence and those who set themselves apart.”

**Bottom line:** In addition to knowing the standards, NCOs need to know themselves.

“Anytime we talk about a standard, NCOs need to know the standard,” Davenport said, recommending Soldiers attend training workshops to understand not only the NCOER process, but also why the Army needed a new NCOER system.

To familiarize themselves with the new NCOER system, Davenport suggests NCOs read ADRP 6-22, as well as two supplements: the U.S. Army Performance Evaluation Guide and the NCOER Performance Measure Supplement.

TRADOC’s command sergeant major also advises NCOs to have self-awareness in order to take the initiative to improve or excel in areas that may be lacking on their evaluations.

## Basic Leader Course

**Why it’s important:** The Basic Leader Course, previously called the Warrior Leader Course, teaches noncommissioned officers the foundation of what they need to know – and be able to do – as NCOs.

**What’s changed:** In addition to the name change, which will benefit Soldiers as they transition from the Army, Davenport said there will be drastic changes to BLC, including a required written communication assessment that will follow Soldiers throughout their career. This assessment will determine each NCO’s proficiency in listening and verbal and written communication skills at each level of PME.

“At every NCOPDS course, they will build on that assessment,” Davenport explained. “They will get reassessed and we can see their progress – or lack of progress – as they move forward.”

Additionally, there will also be changes to the Service School Academic Evaluation Report, more commonly known as the Department of the Army Form 1059.

“You may be tracking that we retooled the 1059,” Davenport added. “We’re going to start putting grade point averages on there, enumeration of class standing, as well as height, weight and (Army Physical Fitness Test) data, so it truly will be a picture of performance as you attend NCOPDS, or PME courses.”

**Bottom line:** Davenport said all the subjects in BLC are currently “on the table,” as leaders look at ways to improve the course.

“We’re looking at really getting back to what we need noncommissioned officers to be able to do,” he said. “What are those core competencies – those knowledge, skills and attributes that we want our sergeants to have.”

## Master Leader Course

**Why it’s important:** The Master Leader Course fills the PME gap between the Senior Leader Course and the Sergeants Major Academy – a gap that could potentially last several years. The second – and perhaps more important reason – is that it’s required for promotion.

“With the implementation of STEP, if you’re going to get promoted to master sergeant, STEP created a requirement that you have to have the formal PME – the ‘E’ in STEP – before you can pin on master sergeant rank,” Davenport said.

**What’s changed:** “It’s not the old first sergeant course of days gone by at Fort Bliss, Texas,” Davenport said. “It’s really about beginning the transition from the tactical level to the operational level. And, it’s about having a bigger understanding of how the Army runs.

“It’s not necessarily the administrative tasks that they may have heard about in the old first sergeant course,” Davenport explained. “Remember – master sergeants can be both primary staff NCOs, and they can be selected to be first sergeants, so we want to make sure there’s balance

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within the course.”

**Bottom line:** NCOs need to be prepared.

“We’re not wasting time in the classroom to catch everyone up,” he said. “In the self-development domain, you’ve been given the read-ahead assignments, and it’s expected that you do the coursework before coming to the course.”

Davenport said students should go online – before they attend the Master Leader Course – and read the required materials provided by the Sergeants Major Academy.

## Executive Leader Course

**Why it’s important:** The Executive Leader Course is the formal education requirement between sergeant major and the promotion to nominative sergeant major.

**What’s changed:** Previously, the course was only for nominative sergeants major – those who worked for general officers; however, the course is now part of the NCOPDS.

“If we really want to have STEP be the standard, then we need to make sure that anytime someone’s selected for a promotion – going from sergeant major to nominative is a promotion – that there should be a formal ‘E’ – an education portion,” Davenport said.

**Bottom line:** The end result is more educated, trained sergeants major.

“After the board releases those sergeants major eligible to compete for nominative positions, they’ll get a school slot, and they’ll get educated for the chance to compete.”

After the board releases sergeants major who are eligible to compete for nominative positions, they are assessed by a panel and receive a school slot. The sergeants major then receive formal education for the chance to compete for the position.

“Over time, this will build depth in our NCO Corps,” Davenport said.

## Broadening

**Why it’s important:** Davenport defined broadening as the experiences inside and outside the Army – the diversity that creates a well-rounded NCO. However, it’s also more than just drill sergeant, recruiter or (Advanced Individual Training) platoon sergeant experiences; broadening also includes working with industry or fellowships, like the USASMA fellowship.

**What’s changed:** Davenport and his team began developing the new career map to better explain broadening to Soldiers so they will have an understanding of opportunities and can leverage the Army Career Tracker.

Although not every proponent has the opportunity to

work with industry, teams are looking at ways to tie programs together.

**Bottom line:** NCOs need to know and leverage career maps and take advantage of broadening opportunities.

“Your talents and attributes are the most important combat multiplier our Army and nation can rely on,” Davenport said in a blog post on broadening. “It is imperative we identify your talents, develop them and optimize them for our nation’s national security, the future of our force and for the future of our society as you become veterans employing your talents in the civilian workforce.”

## Army University

**Why it’s important:** The newly established Army University demonstrates the force’s commitment to education, Davenport said, beginning with a Soldier’s first day in the Army.

“As that Soldier raises his or her right hand and they go into basic training or (one-station unit training), we want them to have an understanding that they’re enrolled in Army University, and they’re gaining credit right then and there ... on day one of their experience in our Army.” Davenport said Army U will also benefit NCOs by eliminating redundancies in training throughout PME, making a more efficient use of Soldiers’ time.

“Army University is going to be a great multiplier to the work we’re doing with NCOPDS because of the collaborative synchronization of resources,” he said.

**What’s changed:** As the Army aligns to a university-type model, Davenport said some of the changes will include an increased rate of innovation within classrooms and instructors who are trained to a common standard.

**Bottom line:** There’s a lot of power in Army University, Davenport said, and one of the overarching benefits of Army U is that it will synchronize force, which will, in turn, create a stronger Army.

“If we’re doing something with the NCOs, which we are, it’s nested with what the officers are doing or the warrant officers are doing, to include our great civilians on the team,” he said.

Davenport said he’s excited about the changes, which he refers to as “revolutionary, not evolutionary,” and encourages Soldier feedback via his blog to improve processes and affect changes along the way.

“Soldier feedback is hugely important to me; I can’t tell you how many questions and ideas have come in through the blog,” he said, adding that many of the areas where TRADOC is looking at improvements – including Structured Self-Development – came from Soldier feedback.