



Leadership
starts here

LEADER

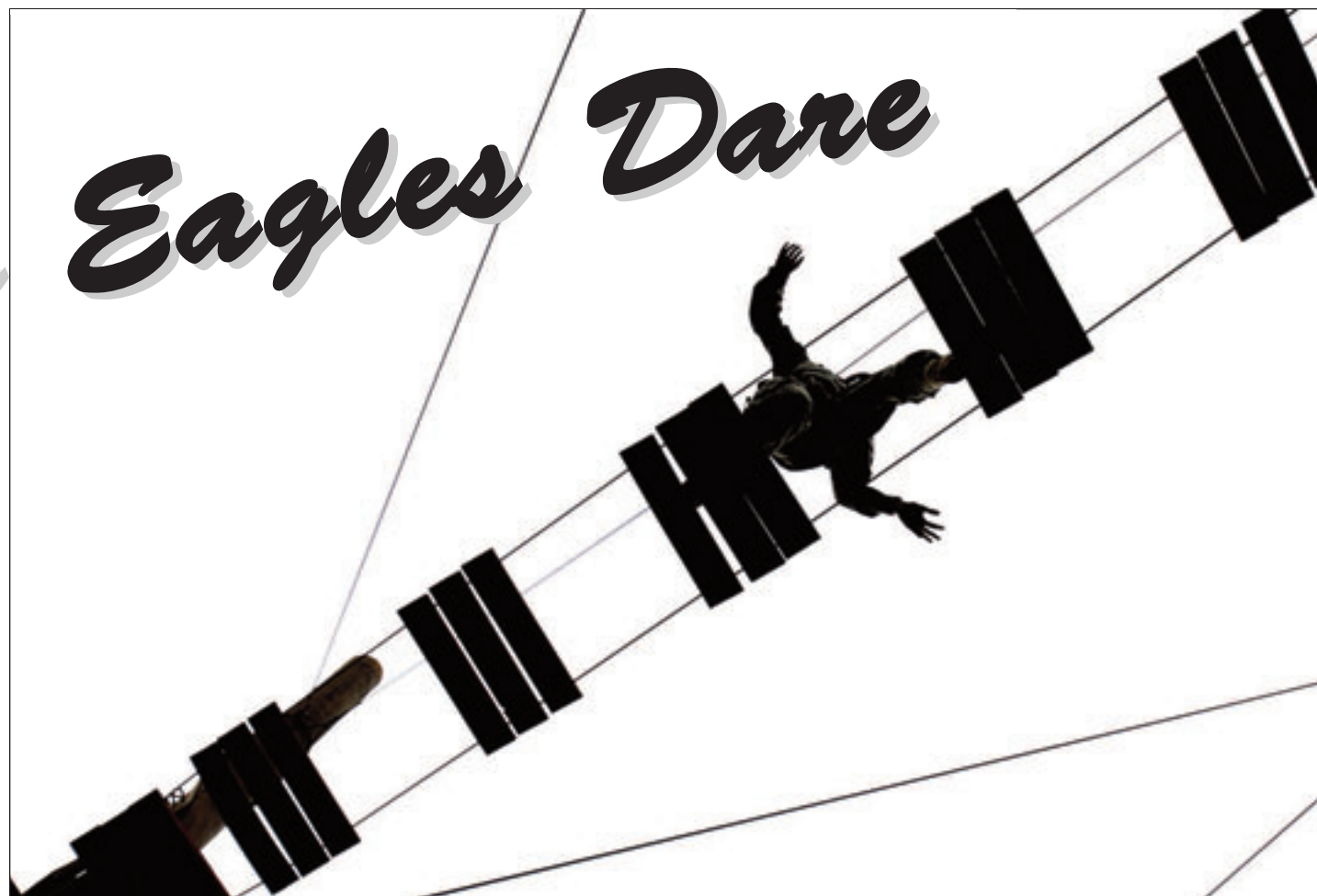
JUNE 19
2009
Fort Knox, Ky.

On the Web at www.leaderstrainingcourse.com

Where

*Cadets navigate
ropes course,
alpine tower,
climbing wall*

Pages 6 & 7



Army turns 234 years old

Cadets celebrated the Army's birthday Sunday. According to tradition, the youngest and oldest Cadets of each company get to cut the cake and eat the first pieces.

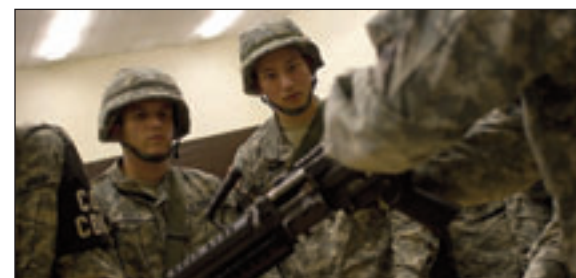
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Building blocks of LTC

The Team Development Course is the first team event Cadets encounter. The course is designed to develop cohesion, encourage teamwork and build leadership skills.

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Leading by example

Cadets prepare to become Army leaders by taking on various leadership roles, including team leader, platoon sergeant, squad leader and platoon leader.

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Lecture series allows Cadets to learn from military leaders



COL. JAY DYMEK
LTC commander

The Leader's Training Course is a world-class leadership lab – fusing both the classroom and practicum environments and immersing all participants over 30 consecutive days. There is no other organization or service which commits so many resources into developing each individual through performance-oriented training and practical experience to its newest leaders.

While you are here, you will learn about yourself and be provided multiple assessments of your strengths and weaknesses. You will be given multiple opportunities to lead in stressful situations and to evaluate your skills, abilities, and attributes in a leadership role.

Each leadership experience adds tools to

your leadership toolkit. To significantly increase each Cadet's number of leadership opportunities, we also conduct a series of lectures and discussion panels enabling you to learn from proven leaders.

The aim behind the series and panels is to introduce you to people who used what they learned as Cadets and Soldiers to excel not just in the military, but also in life.

The people you will hear from all have been in tough spots where others counted on their leadership abilities. But they also have been in everyday, not-so-tough situations where their leadership still made a difference.

The lecture series, which begins Monday, features a number of veterans who have exhibited exceptional leadership throughout their lives, much of it in formidable situations where it counts most.

Our first distinguished speaker is retired Major General Robert Wagner, the first commander of U.S. Army Cadet Command. He will speak to Company A, 1/46th Inf. General Wagner's vision of a unified and standardized pre-commissioning program shaped Army ROTC and JROTC over the last 20 years.

Though the general, an ROTC graduate

from the Virginia Military Institute, has been retired for sometime, he remains a strong influence on our program. And he loves Cadets. He is a firm believer in the potential all of you have in leading our Army and this country. I guarantee you the general will make his point clear when he speaks from his heart directly to all of you.

This will be General Wagner's first visit to LTC is several years. Besides his discussion, he plans to visit training, so chances are you'll see him out and about at a couple of venues.

Later on in the course, Cadets will hear from Lieutenant Colonel Greg Gadson, who lost both legs while in Iraq and who was considered the inspirational leader of the New York Giants' Super Bowl run a couple of years ago. Major General Patricia Horoho, the Army's chief nurse, will address Company E, 1/46th Infantry on July 15.

We'll also have a tandem discussion by retired Colonel Danny McKnight and retired First Sergeant Matt Eversmann. While their names might sound unfamiliar, many of you probably remember the blockbuster movie "Black Hawk Down."

McKnight and Eversmann's unit was the

focus of the story. In the picture, McKnight was played by Tom Sizemore and Eversmann by Josh Hartnett.

Our series wraps up July 28 with retired Sergeant Major Tony Rose, a 9/11 Pentagon survivor. Rose's office in the Pentagon was located just above where the nose of Flight 77 came to rest after it penetrated the building.

Each company also will be exposed to a leadership panel which includes a collection of Soldiers from our cadre. Using a town hall-type forum, they'll offer everything from their strategies for success to what makes a strong leader.

Perhaps the best thing about the lecture series and panels is you play a vital part in tailoring the discussion to meet your needs. Each session will have a question-and-answer period where you can pose questions or solicit input from our speakers. Take advantage of the opportunities.

Digest what our speakers have to say. They enjoy the opportunity to speak and share their leadership experiences within the Army and in life. I know after the series concludes, you will appreciate and always remember the opportunity to have been part of it.

Training, motivation will bring success in LTC



COMMAND SGT. MAJ. CHARLES GREEN
LTC command sergeant major

Two things will carry you from start to finish at the Leader's Training Course: training and motivation.

The first is easy. Our instructors can teach you how to march. They can teach you how to fire a rifle. They can teach you how to cross a stream using a single rope.

They can even teach you the military way to make a bunk and organize a wall locker.

Motivation proves more complicated. No one can teach you motivation. Either you have it, or you don't. Obviously, motivation runs strong in Cadets at LTC. Otherwise, you wouldn't be here trying to better yourselves personally, professionally and mentally.

In my visits to training sites around the course, I see motivation remains high. That's a good sign, because you'll need that motivation even more as the training intensifies.

Ultimately, our success at LTC depends on you. Your desire to get the most of what the Leader's Training Course offers goes a long way in making a difference in your life long after you graduate.

Don't allow yourself to leave Fort Knox saying things like "I wish I would have . . .," "I should have . . ." or "I could have . . ."

What that says to me is you didn't give it your all. Make every day count. Don't sell

yourself short.

Your motivation will be no more critical than when you are placed in leadership positions throughout the various stages of the course. How can you expect subordinates to be upbeat and positive if you are not upbeat and positive yourself?

The answer is simple: They will not be.

For me personally, I find motivation in the Warrior Ethos because it provides directives to help you and your battle buddy.

I will always place the mission first. Your current mission is to experience new challenges that will push you beyond your comfort zone in the areas of battling fears or phobias, developing teamwork with new and different people, and exercising leadership in different situations.

I will never accept defeat. If you struggle with an obstacle, event or task, keep doing it

until you get right.

I will never quit. This is where character is built! Do not allow a temporary condition to cause you to quit. You will get through the early mornings and the long days.

I will never leave a fallen comrade. Do not allow your battle buddy to quit. Always encourage one another.

Are you motivated? Remember that motivation is contagious. If you don't have it, catch it.

On the cover:

A Cadet runs across the planks at Rudder's Ropes Course. Many Cadets in the past week have had to deal with rain-soaked ropes and slick standing platforms as many have worked through almost-daily rain showers.

Photo by Ryan Stone/Leader

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COMMANDER: Col. Jay Dymek
SERGEANT MAJOR: Command Sgt. Maj. Charles Green
PUBLIC AFFAIRS OFFICER: Steve Arel

EDITOR: Forrest Berkshire
STAFF: Majdi Ammari, Mary Barczak, Joe Castelli, Shane Ersland, Terry Heifetz, Mark Payne, Mackenzie Reiss, Michael Rivera, Christie Schroeder, Kristin Sherrard, Eric Stemen, Ryan Stone, Kelsey Sullivan, Dan Townsend, Roseline Twagiramariya, Brian Veirs, Chen Wang, Douglas Worthington
SUPPORT STAFF: Maj. Karen Parker, 2nd Lt. Andrew Word, Sgt. 1st Class Ken McNulty, Lou Skrzynski

LTC celebrates Army's birthday

By Mark Payne

Staff writer

Fritzberg Calas, 35, the oldest Cadet in Co. A 1/46th Inf., stood next to Cameron Lothridge, 17, the youngest Cadet. Together, they clasped a silver saber in front of their fellow Cadets and cadre of Alpha Co. and gave the ceremonial first cut to a cake commemorating the Army's 234th birthday.

They then gobbled down the first pieces.

It is Army tradition that the youngest and oldest Soldier gets the first cuts and the first pieces. At the Leader's Training Course, that honor goes to the youngest and oldest Cadets.

After the cake was cut, pieces were given to the Cadets, who were able to take a break from their busy day.

The celebration was held Sunday at the land navigation course, where the Cadets of Co. A were training. The cere-



Cadets Fritzberg Calas, 35, and Cameron Lothridge, 17, cut the first pieces of cake as part of the Army birthday celebration. Photo by Michael Rivera/Leader

mony lasted around 10 minutes and was followed by dinner.

Calas was pleased to be a part of the ceremony. He said the Army is an opportunity for all people who want to find guidance and for someone who wants to find meaning in his or her life.

Sgt. Maj. Timothy McGregor said imparting a sense of tradition on the Cadets is important.

"One of the first things they do in the summer is to learn that tradition, and that the Army has a long history. There have been many people before them and many will come after them," said McGregor, of the University of Houston.

The Continental Army was created by Congress on June 14, 1775, as a way to combat Great Britain in the Revolutionary War. Its first commander was George Washington.

"It shows them our tradition, where we're coming from, where we're going," said Staff Sgt. Jacqueline Singleton, a drill sergeant for Alpha Co.

Cadets become familiar with critter population

By Mark Payne

Staff writer

Summer is here and, for Cadets, that means hot weather, hard training and critters. As the temperature rises, so do the amount of bugs and varmints scattered about the training field.

The critter population is mostly composed of insects, which range from ants to ticks. Cadets over the years have also encountered coyotes, skunks and snakes, but are rarely seen because those creatures tend to stay away from groups of people. Most of the preventive measures the Army takes goes toward stopping the bites of insects, which can carry diseases.

"At the beginning, when the Cadets first get here, they are given a safety brief," said Sgt. Christina Ostler, a medic at the stream-crossing site.

The brief lets Cadets know about critters in the water and in the wildlife. The Cadets are urged not to mess with animals or insects. They also are supplied cans of Deet to ward off potential hazards.

The best way to defend against bug bites is to use permethrin on the uniform, Deet on exposed skin and to always wear a properly fitted uniform, according to the U.S. Army Center for Health Promotion and Preventive Medicine.

Sgt. Maj. Thomas Solak, the safety officer for stream-crossing, said he has seen a lot of

ticks this year and problems arise when Cadets go to the field unprepared. He advises that Cadets be fully bloused, so they run into minimal bug bites.

In some cases, Cadets are allergic to bug bites, such as bees.

"Individuals are labeled with little zip ties on their boots, that are yellow, in case they're allergic to bee stings, or anything like that," Ostler said.

Ostler said if a Cadet is allergic and gets stung she'll send them to the hospital just to be careful. For regular bug bites, she will look at the site to determine what type of sting it is. She'll let the Cadet continue participating and tell them to keep an eye on it. If she notices any bad signs she'll send them

to the hospital.

She said when she arrives to a site, along with a safety officer, she'll walk around and check for bee hives, or anything else that could be a danger to Cadets.

Ostler advises Cadets that if they see anything to just leave it alone, and it will probably leave you alone.

Correction:

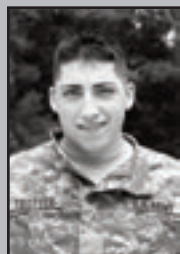
Staff Sgt. Nicole Perrin, a drill sergeant for Alpha Co., was misidentified in an article on page 7 of the June 12 Leader.

SO THEY SAY... What has been the most difficult part of LTC so far?



"Rappelling, because I have fallen four times while attempting it. I got a rope burn on my neck."

Cameron Lothridge
University of South Florida
Co. A 1/46th



"Keeping my mouth shut. It's hard not knowing anyone here, and when you're over stressed it's hard to balance it. Also, getting used to the humidity is pretty hard."

Matthew Trotter
Georgia Institute of Technology
Co. A 1/46th



"Changing my lifestyle to being a Soldier is the hardest thing I've had to do."

James Ito
Utah State University
Co. B 1/46th



"Dealing with not taking a shower. The heat is really hard to deal with; you sweat all day and you feel like you need a shower all the time."

Jason Valdes
Florida International University
Co. B 1/46th

Uniform promotes image of oneness

Cadets learn requirements for presentable appearance, traditions of Army dress

By Shane Ersland

Staff writer

The Army is all about unity. The concept is perhaps no more evident than when it comes to the Army uniform.

Uniformity served as a focal point for Co. B 1/46th Inf. Cadets Sunday during a lesson on wearing the regalia.

Staff Sgt. Tiffany Brimmer, a Bravo Co. drill sergeant, went over standard uniform requirements, including Cadets wearing a bright yellow belt with their physical training uniforms and tucking their Army Combat Uniform trousers into their boots.

The fluorescent PT belt reflects light from vehicles, providing safety for Cadets at night, and the ACU pants are tucked in to keep out insects, she said.

“We don’t want them crawling in our pants,” Brimmer said.

Some other requirements for a presentable appearance concern length and style of hair, shaving for males, wearing sports bras for females and keeping uniform pockets closed at all times.

If Soldiers don’t meet these stipulations, they can face penalties under the Uniform Code of Military Justice. But the main reason to follow the code is to present an image

of oneness. Cadets are held to the same standard.

“We all want to be uniform,” Brimmer said.

Cadet Radina Marinova, from the University of Georgia, said wearing her uniform makes her feel protected.

“It makes me feel like I’m part of a team,” the Lilburn, Ga., native said.

Brimmer said the Army understands the need for individuality, but that it can’t be represented in the way some Cadets wear their civilian pants.

“We don’t sag, we don’t roll or nothing like that,” she said.

Brimmer also cleared up some confusion regarding the American flag on the ACU uniform. She said it faces backward because the Army is always moving forward, and the colors are supposed to appear to be flapping in the wind.

Cadet Mark Messick, from Shippensburg University in Pennsylvania, said he doesn’t mind the loss of individuality in his clothing, and that his company made a cadence regarding the Army uniform.

“I’m enjoying the new cadence, ‘The Army’s not my style; they got me looking like Gomer Pyle,’” the Middletown, Pa., native said.



Cadets of Co. A stand at attention as part of drill and ceremony. During the exercise, the Cadets learned proper techniques of moving a unit and practiced following the commander’s orders with precision. *Photo by Kelsey Sullivan/Leader*

Chaplain provides comfort zone

Stevenson offers religious accommodations and counseling, bringing normalcy to an otherwise stressful environment

By Roseline Twagirariya

Staff writer

Three years ago, it was almost unheard of for a Cadet to have any kind of religious accommodation while attending the Leader's Training Course.

Four weeks of intensive training and an introduction into the Army life meant having to give up their own way of life and leaving their comfort zone. Being able to attend a church service on Sunday morning was going to have to wait.

Today, Cadets and cadre alike can expect some kind of normality thanks to the LTC chaplain.

"At some point, there was the thought that a Cadet might have a religious need that should be met, and the realization came that we should try to get a chaplain assigned here for the Cadets and the cadre," LTC Chaplain Maj. Rick Stevenson said.

The LTC chaplain program was established in 2006 and now includes services usually held on Sundays in the company areas or at training sites, such as land navigation.

The services are generally Christian and consist of prayer and song. Communion is usually held on its own after the general service, that way those who do not wish to attend do not have to.

The chaplain also offers counseling services for Cadets and cadre.

For needs that can't be met by the chaplain,



Chaplain Rick Stevenson lectures to Co. A Cadets about grace during a service at the land navigation site. Photo by Kristin Sherrard/Leader

Stevenson said his office usually works with finding someone else who can.

"The Army is very multicultural and people come from different backgrounds, and everyone needs to have their religious beliefs accommodated," he said.

Every year, the role of the chaplain changes as services are added. This summer will mark the third year the LTC chief chaplain has also acted as a supervisor and mentor for chaplain candidates when they perform various acts of ministry.

Chaplain candidates are essentially in training to one day become battalion chaplains. Every summer, they will be assigned a company and will be with their Cadets throughout their entire stay at LTC. The candidates will be right there as Cadets carry out training and will get to know them on a personal level.

The idea is for them to appreciate what the Cadets are going through and how hard Soldiers work.

"When you allow your tempo to match the

tempo of a Cadet's, then there is a great understanding and a bonding that can occur," Stevenson said. "And in terms of counseling, this can keep from giving some kind of textbook-wrote answer that's not going to really help the Soldier."

For 2nd Lt. David Calger, Co. A's chaplain candidate, LTC has been a learning experience and one he enjoys.

So far, there have been two services held for LTC, and Calger had the chance to direct the service alongside Stevenson. By the end of his training, he will be conducting the service on his own.

For the Cadets themselves, the services have been a relief and have helped keep some normality in their life at Fort Knox. Alpha Co. Cadet Annalise LeVeque of Eastern Illinois University is one of them.

"It was fulfilling and calmed a lot of people's nerves about being away from home," LeVeque said. "I'm very thankful to have services here."



Stevenson, left, leads a prayer before distributing Communion to those who requested it at a service at the land navigation course. Photo by Kristin Sherrard/Leader

COVER STORY

Soaring Like Eagles



Meghan Davey, from Westwood, Mass., works her way down Rudder's Rope Course last week. So far Cadets have only enjoyed one rain-free day at Where Eagles Dare since the start of LTC. *Photo by Ryan Stone/Leader*

Cadets play 'Tarzan' as they climb, balance and jump their way through Where Eagles Dare

Cassandra Adams and Kimberly Adkins chatted about their families, school and their experience thus far at the Leader's Training Course while waiting in line with dozens of other Alpha Company Cadets. Towering in front of them was something neither were excited to face: the 45-foot-high maze of ropes and bridges called Rudder's Rope Course.

The two might not have openly displayed signs of fear, at first, but those soon surfaced as they began to climb.

Adams, from Heidelberg, Germany, and Adkins, from Augusta, Ga., both ultimately agreed they were scared to climb as part of the training known as Where Eagles Dare.

Adkins readily admitted her fear, but her battle buddy, Adams, curtailed answering the question to act brave for Adkins.

"I was trying to be cool about it and not act scared, but I was," Adams said.

"I know I have to (climb), but that doesn't make me want to, though," Adkins said.

Alpha and Bravo Companies got a chance to face their fears the last two weeks at the Forest Hills Climbing Complex. The companies each spent two days tackling a trio of climbing courses: Merrill's Marauder, Moore's Mountain and Rudder's Rope Course. Each poses hurdles of varying degrees to Cadets — all above the ground.

continued on next page

By Mary Barczak • Staff writer

COVER STORY



Above, Christopher Gomek from Tulane University climbs the rock wall during Alpha Company's time at Where Eagles Dare. Right, Alex Toro from Marion Military scales Lane 6 at the Where Eagles Dare climbing tower. The tower features 10 lanes of increasing difficulty. Photos by Ryan Stone/Leader



Master Sgt. Colonel Shipman, the NCOIC of Rudder's, said Forest Hills is designed to help Cadets build their confidence and overcome any fear of heights.

In addition to getting over that fear, the hope is the course will build on the budding camaraderie between Cadets, said Lt. Col. Dan Mishket, the company tactical officer for Alpha Company. As they waited for their turn on the course, Cadets joked with one another and snapped pictures.

"This will help them to form a foundation in their confidence and their ability," he said. "We have to keep it (Leader's Training Course) challenging, otherwise they (Cadets) go home."

Adams, who attends the University of Texas at El Paso, and Adkins, who attends August State University, said they always seem to end up being each other's battle buddy. As they inched closer to the front of the line, they continued to chat.

Adams decided to tackle the course first, leaving her battle buddy as a safety on the ground. She moved through the course with

driving determination and a strong concentration.

With her tongue out, Adams grunted as she pulled herself through the course.

"I'm surprised I'm still breathing, and I'm on the ground," Adkins said, as she looked up at Adams.

Adams yelled down that the course wasn't too hard.

Adkins, who once suffered a panic attack when faced with diving off a 12-foot high diving board, said the obstacles she dreaded most on Rudder's were the rope bridge and zip line and, of course, falling.

She wasn't the only one. A lot of Alpha Company Cadets struggled to push themselves through and seemed terrified of the wooden plank bridge, which wobbles, has several missing planks and forces Cadets to take large, difficult strides to make it across.

After Adams successfully completed the course, it was Adkins' turn.

Second Lt. Savannah Whitt, a squad tactical officer with Alpha Company, decided to do the course with Adkins to help calm her. Ad-

kins became shaky and unsure, but Adams continued to offer encouragement to her along with Whitt.

"I can't do it," Adkins said, stopped in the middle of the course.

"Keep going, keep pulling with your arms," Adams said to Adkins.

Adkins began to tear up before pushing ahead and going across the rope bridge. Adams and Whitt cheered Adkins down the zip line.

"Good job! This is the easiest and most fun part!" they said.

Adkins concurred. She said she was relieved she didn't have to do it again.

"I had to do it and go, or leave LTC," Adkins said, referring to the requirement to complete the ropes course.

Forest Hills left other Cadets with memorable experiences, too.

William Shacklett, from Ashland City, Tenn., said the training was the first time he had ever been on an obstacle like the ropes course.

Shacklett, who attends the University of Tennessee at Chattanooga and is a member with Alpha Company, offered one of the training's highlights. He had to be coaxed to

run across the wood plank bridge. When he reached the other side, he wrapped his arms around the pole and kissed it.

When Shacklett rode the zip line, he shouted a few profanities and was reprimanded with 10 push-ups when he got back on the ground.

Overall though, Shacklett said the experience was fun, but scary at the start.

"It wasn't about being too high, that wasn't too bad," he said. "The first couple of sections were easy, but then it got harder when you got to the rope bridge."

For battle buddies Adams and Adkins, more than just fear is bonding them during LTC. Both are thinking about getting a tattoo as a present to themselves when they graduate the course.

Adams already has three tattoos: her name, her zodiac sign and a butterfly. She's not sure what she wants next.

Adkins doesn't have a tattoo but wants a small daisy on her foot when she graduates.

"I figured I'd start out small," she said.

Forest Hills at a glance

Moore's Mountain

- 55-foot high wall
- 10 lanes with varying degrees of difficulty
- More than 350 plastic and granite holds
- 30 Cadets can be actively involved at one time
- 1 belay and 1 rappel per lane

Rudder's Rope Course

- 45 feet high
- 1 climber and 1 safety
- Cadets go one at a time through each obstacle
- Cargo nets
- Rope bridges
- Wooden platform bridge
- Hanging/crawling ropes
- Zip line

Merrill's Marauder (a.k.a. Alpine Tower)

- 50-foot tower
- Designed for individuals and groups to participate
- 1 certified instructor, 1 belay and rappel per lane
- 6 routes
- 2 cargo nets
- 2 suspended logs
- 30-foot swing

Building blocks of LTC

Cadets work together to navigate team-building course

By **Roseline Twagiramariya**
Staff writer

Foundation is defined as the basis on which something is grounded.

In terms of building blocks, the Leader's Training Course would not function the way it does without the Team Development Course.

It is the first team event scheduled for Cadets, but the lesson learned at the course helps shape the rest of their experience at LTC. The TDC, as it's known, is made up of six stations, or events, each designed to encourage the Cadets to work together as a team.

Sometimes they do so with no difficulties. Other times, they find areas of weakness among their group and work together to improve them.

"The Cadets are brand new and they are not used to working with each other, so this develops cohesion and their ability to work together as a team," said Staff Sgt. Tiffany Brimmer, a drill sergeant for Co. B 1/46th Inf. "It is not about accomplishing the mission."

Brimmer also said the Cadets usually do a good job. One thing



Bravo Co. Cadets work together to transport an ammunition box over an obstacle course bridge during the Team Development Course. Photo by Chen Wang/Leader

she noticed was they don't necessarily take things personally, such as someone interrupting them.

Aside from team-building, TDC also teaches Cadets what it takes to be a leader.

Staff Sgt. William Gray has been bringing Cadets and privates alike to TDC for more than eight years.

"To be a good leader, you need discipline, patience, to work with other people, to come up with solutions and solve problems," said Gray, a drill sergeant for Bravo Co. "This course does it all."

Cadet Janel Haidon, a Kennebec State University student and member of Bravo Company, learned the importance of communication and being able to stay on task.

"Our problems were having everyone chatting at once and not listening to one thing at a time," Haidon said.

Overall, she liked the course

and would advise future Cadets at TDC to pay attention to the time limit at stations, listen to everyone and execute the plan.

For Florida Institute of Technology Cadet David Minnick, TDC was a solid learning experience because "you make mistakes, but quickly learn from them and apply those lessons to the next task."

"You progressively get better as a squad," he said.

TDC was designed to help Cadets get to know each other and their leadership styles.

Kansas State University Cadet David Ghormley said he and others learned a lot about themselves.

"Each of us had the chance to both be a leader and also how to fall back and be a follower," he said.



Bravo Co. Cadet Courtney Jerkins from Indiana University of Pennsylvania tries to climb over an obstacle course wall during the Team Development Course. Photo by Chen Wang/Leader

KNOX WEATHER

Today

Isolated T-Storms

HIGH 95°

LOW 73°

Precipitation chance: 30%

Sunrise: 6:21 a.m.

Sunset: 9:09 p.m.



Saturday

Partly Cloudy

HIGH 88°

LOW 70°

Precipitation chance: 0%

Sunrise: 6:21 a.m.

Sunset: 9:09 p.m.



Sunday

Partly Cloudy

HIGH 85°

LOW 69°

Precipitation chance: 10%

Sunrise: 6:21 a.m.

Sunset: 9:09 p.m.



Monday

Partly Cloudy

HIGH 86°

LOW 69°

Precipitation chance: 20%

Sunrise: 6:22 a.m.

Sunset: 9:09 p.m.



Tuesday

Isolated T-Storms

HIGH 88°

LOW 68°

Precipitation chance: 30%

Sunrise: 6:22 a.m.

Sunset: 9:09 p.m.



Wednesday

Sunny

HIGH 84°

LOW 70°

Precipitation chance: 10%

Sunrise: 6:22 a.m.

Sunset: 9:10 p.m.



Thursday

Mostly Sunny

HIGH 86°

LOW 69°

Precipitation chance: 10%

Sunrise: 6:22 a.m.

Sunset: 9:10 p.m.



Cadets take on leadership roles

Leadership in the Army begins with squad leader

By **Roseline Twagiramariya**

Staff writer

During the Leader's Training Course, a Cadet will have to fulfill different leadership roles, each with different responsibilities.

Team leader, platoon sergeant, squad leader and platoon leader are some of the jobs each will hold.

A number are ready for the opportunity. Some are not. In the end, these roles will help Cadets get closer to becoming leaders in the Army.

Of those roles, however, the focus will be on squad leader, because that's where leadership in the Army starts.

The squad leader is second in command to the platoon leader. Their chief role is distributing information through the chain of command and making sure everyone is on the same page.

That's an important task and is often the deciding factor in successfully completing an activity.

"They have to know what the squad leader is responsible for because when they become lieutenants, their primary focus will be two levels down, which is that squad leader," said Lt. Col. Howard Trujillo, a Co. A platoon tactical officer. "These are the guys they are going to be maneuvering when they are going out to do any kind of exercises."

Trujillo said the better Cadets understand the role, the more effective they will be as lieutenants.

Cadets in leadership positions receive feedback, most of it verbal. However, the squad leader receives a more formal, written assessment. That process includes a self-assessment, as well as one by cadre.

Though not official, the assessments are merely a way to offer feedback to Cadets and help them identify areas in which to improve. They are filed and sent back Cadets' universities so cadre there know of their performance and assemble a leader growth plan.

"When they go to camp next summer for the Leader Development and Assessment Course, they will get evaluated there and those assessments will determine if they get the job of their choice," Trujillo said.

So far, some Co. A 1/46th Inf. Cadets have had a chance to assume one of these leadership roles. Even though most have no idea



Cadet Keevin Miller from Missouri University (center) watches a demonstration on loading a M249 Saw during Alpha Company's time in the Libby Hall facility for heavy weapons training. Photo by Michael Rivera/Leader

what to expect and are nervous, they are also usually surprised at how well they do.

Alpha Co. Cadet Keevin Miller recently acted as a squad leader. His responsibilities included accountability of personnel and equipment and disseminating information given to him to his squad.

A student at the University of Missouri-Columbia, Miller said watching the squad leaders back at school taught him how to be responsible for his Cadets.

For Cadet Rolan Mitchell, being a student at the Valley Forge Military Academy made all the difference.

"I've had a lot of training, so most of this stuff that they are teaching, I've already done, so I've been helping other people in my squad and platoon who haven't already had practice with this stuff," Mitchell said. "It's been a learning experience, and I just like the military atmosphere."

Army Leadership Positions

Platoon leader

- Officer - second lieutenant or first lieutenant
- Issues orders
- Receives instructions from company commander
- Leads platoon in the field

Platoon sergeant

- Senior NCO - staff sergeant or sergeant first class
- Oversees personnel of platoon
- Reports to platoon leader

Squad leader

- Sergeant or staff sergeant
- Supervised by platoon sergeant
- Responsible for two teams of personnel

Team leader

- Usually a sergeant
- First-line supervisor
- In charge of three to four people

Cadet brings experience as police officer, cage fighter

By Joe Castelli

Staff writer

Sunshine muscled through plumes of colored smoke and surrounding trees as one Cadet from each squad in 3rd Platoon swam through the murky water to tie one end of the rope to a post on the opposing bank. The Cadets on the other side pulled it tight, securing it to the opposite post, then raced across.

Cadet Victor McCullough was among the first in his squad to reach the other side, but they wouldn't be able to claim victory in the friendly stream-crossing competition until each Cadet – and the rope they pulled themselves across – had made it to the other side.

McCullough knows what it takes to be the man still standing at the end of the fight. He brought with him to the Leader's Training Course the knowledge of an experienced boxer, law enforcement officer, mixed martial arts cage fighter, husband of seven years and father of six children.

"He brings a unique perspective to all of the training because of his unique experience," said 2nd Lt. Spencer Johnson, the squad tactical officer for McCullough's squad in Co. A 1/46th Inf. "He just has a unique outlook on everything, I mean, he's older than I am."

As a deputy sheriff, McCullough was stuck in a situation where in order to move up the ranks, a position would have to open up in the

Jasper County, Mo., sheriff's department. Despite his work as a sheriff's deputy and instructing at two gyms – one of which he co-founded, and the other he operates on his own – his income still wasn't adding up to what he needed.

There were three things the Tulsa, Okla., native wanted in a career: a certain amount of pay, traveling opportunities and a chance to fight.

"The Army said yes to all three," McCullough said. "I love to travel. When they told me I was going to Kentucky, I said, 'Hooah.'"

His love for fighting is a common theme pulsing through every aspect of his career. While home, McCullough works four days a week, 10 hours a day as a sheriff's deputy, and spends 20 of those hours instructing other officers in self-defense. Having been a student of various fighting styles, he's qualified to teach basic takedowns and defensive tactics.

The 25-year-old has been dishing out beatings since he began boxing at age 4, and has kept a running tally since day one, currently counting 200 wins and three losses, cumulatively. The Pittsburg State University student said his record in Mixed Martial Arts fighting is 16-1. He's undefeated in kickboxing at 35-0, and he's won 149 matches as a boxer, losing only two.

"People ask me what kind of fighter I am all the time," McCullough said. "I'm a standup guy with a great jiu jitsu game."



Cadet spotlight



Cadet Victor McCullough helps his 2nd squad create a one-rope bridge across the stream during a race against the other squads. Photo by Kristin Sherrard/Leader

His goal is to be an Armed Forces champion boxer, though he will also be trying out for the wildly popular Ultimate Fighting Championship in August. If he succeeds, he wants to represent the Army fighting in sold-out arenas across the nation.

His interest in the Army began shortly after Sgt. 1st Class David Brock, a platoon tactical officer for Co. B at LTC who's also from Pittsburg State University in Kansas, became certified in level one combatives last summer.

"I was in the gym at the YMCA and I saw Victor rolling around doing combatives," Brock said. He and McCullough began to discuss the possibilities of an Army career. "I've

just kind of been helping him along, getting him into ROTC," Brock said.

"I think he's gonna do very well. I think he's gonna make a great Army officer. He's got the discipline, the drive already. It takes a big accomplishment to make ranks in martial arts, and it takes a lot of dedication and a lot of drive just to become a champion."

McCullough has enjoyed LTC in large part because of the other Cadets in 3rd Platoon, 2nd Squad, which he describes as "efficient."

"That's what I love about the Leader's Training Course. Everyone has their own strengths" he said. "We have some amazing people out here."

Compassionate 19-year-old considers career as Army chaplain

By Mary Barczak

Staff writer

Second Lt. Justin Mills describes Cadet Byron Adams as a compassionate and caring young man.

"He showed care for one of his fellow comrades the other day when he took it upon himself to come and tell me that one of them had a torn PT shirt," he said. "And I think that (caring) is a good quality chaplains should have."

Adams, a 19-year-old from Eatonville, Wash., and member of Co. B 1/46th Inf., wants to join the Army to be a chaplain.

"(I want to be) helping people out, I don't know why, but it's fun," he said. "I'm good at it, and I have good people skills."

Adams, who attends Washington State University, said he's wanted to become a chaplain for about the last three to four years.

He was in Air Force ROTC his first year in college, but soon withdrew from the program when he discovered the



Cadet spotlight



Cadet Byron Adams helps his fellow Cadets maneuver a board across an obstacle at the Team Development Course. Photo by Chen Wang/Leader

Air Force didn't support chaplains in the way he needed. He set his sights on the Army.

If he decides to become an Army chaplain, he will be able to finish college and then continue on with a three-year degree program at the seminary, something the Air Force could not offer.

Adams said he always wanted to do something with the military, but he just didn't know exactly what.

Adams said going to church had always been a part of his life growing up. However, it has become more important to him as he's gotten older.

"When I was younger, I resented it because I felt like I was being forced to do it, but now I really enjoy it," he said. "I go there as much as I can when I can."

Adams said his parents and older brother were excited for him when he told them he wanted to be a chaplain.

"They didn't know it was coming," he said with a smile.

"Mom's the nervous type about the military in general and Dad's, 'Just do what you want do with your life.'"

Adams said the hardest part of LTC will be not talking to his parents and friends, because of the three-hour time difference between Kentucky and his home. But he said he will write to them.

"I don't get a gun, though, so I'm kinda bummed about that," he said. "You know other people can say, 'Oh, I blow crap up' but you're there (as a chaplain) to help your Soldiers and without a gun."

2nd Lt. mentors, coaches, teaches

Ranking 23rd nationally on the Order of Merit List, Whitt helps new Cadets accomplish their goals

By Shane Ersland

Staff writer

Blinded with a stocking and holding a rifle over his head, a Cadet from Co. A 1/46th Inf. was under pressure when he couldn't force himself to jump off the 3-meter diving board at Gammon Pool Friday.

As Sgt. 1st Class Joe Masarik watched from poolside, he shook his head, unable to understand why the Cadet wouldn't jump.

"I don't understand fear," Masarik said.

Though the Cadet had to endure some scrutiny, there were also plenty of shouts of encouragement from surrounding squad tactical officers, one of whom was 2nd Lt. Savannah Whitt.

Whitt's job as a STO is to mentor, coach and teach the Cadets while they are training at the Leader's Training Course.

2nd lieutenant spotlight



Second Lt. Savannah Whitt talks to Cadets as they wait in line for the 3m unexpected entry station as part of combat water survival training. Photo by Kristin Sherrard/Leader

"I love watching them develop," Whitt said. "Every day they learn something new."

Whitt's credentials and accomplishments make her an ideal mentor. Last school year, she ranked 23rd on the Army ROTC Order of Merit List out of more than 5,000 Cadets. The list ranks Cadets based on a number of factors, including academic standing, Army Physical Fitness Test scores and instructor assessments.

Masarik said Whitt is a strong leader, and if the Army allowed female lieutenants to be Rangers, she would be a viable candidate for the job.

"She's a rock-solid studette," said Masarik, who teaches ROTC at the University of Kansas.

Whitt majored in history at East Tennessee State University. She was commissioned May 8 and will be going to flight school at Fort Rucker, Ala., when LTC is finished.

The Morristown, Tenn., native said the most satisfying part of her job is the feeling she gets when she helps Cadets overcome their fears.

"I know how they feel, so it makes it very rewarding," Whitt said.

Drill proves to be jack of all trades

Robinson enters fourth year at LTC with plenty of experience

By Mark Payne

Staff writer

If the Army was a game of baseball, Sgt. 1st Class Kevin Robinson would be a utility player.

The drill sergeant, who has been in the Army since 1995, has served many positions: rifleman, radio telephone operator, team leader, squad leader, squad Army national rifleman, recon platoon leader, recon platoon sergeant. He is currently a senior drill sergeant for the Leader's Training Course, where he is serving his fourth year.

"I learned a lot of things we didn't train for, and I wanted to come back here and put something in these recruits' heads that is going to maybe one day save their lives," Robinson said about why he wanted to become a drill sergeant.

Robinson is assigned to Co. A 1/46th Inf. During most of the year, he is training young privates, but during the summer his company is assigned to LTC.

Robinson enjoys working with Cadets because they will lead Soldiers one day. And the more he teaches Cadets, he said, the better off all platoons will be for it.

"I talk to them like I would want someone to talk to me," Robinson said. "I don't yell, or scream, and I found out, even with basic training, you can get through them a lot

more."

Capt. Christian Mitchell, the Alpha Company commander, said Robinson is well-rounded and excels in all areas.

"He is a quiet guy, but his actions do his talking for him," Mitchell said.

Robinson has had a diverse career, which has, along with an array of jobs, included deployments; seven months in Egypt and 13 months in Iraq. To him, Iraq was a life-changing experience.

"You learn to appreciate more of what you have, once you go over and see what those people are living in," Robinson said. "And you definitely get to appreciate the man, or in some cases the woman, that's standing right next to you."

His most memorable experience in Iraq was when his platoon lost their sergeant.

"When we lost our platoon sergeant to an IED, everybody stuck together. Everybody knew we were going through some tough times ... but we came together as a family and made it through in

one piece," he said.

Robinson has enjoyed his time at LTC, but he will be leaving next month to Fort Polk, La.

"Believe it or not, I am ready to go again," he said.

Mitchell said Robinson is a rare drill sergeant, and the company is losing a big asset.

"It's going to be a big hit to the company," Mitchell said.



Drill sergeant spotlight



Sgt. 1st Class Kevin Robinson is a senior drill sergeant at the Leader's Training Course this summer. Photo by Mackenzie Reiss/Leader

Through the Lens

A weekly collection of images from the Leader's Training Course



Lt. Col. Michael Murphy, the platoon tactical officer for Bravo Co.'s 3rd Platoon, stands at the company area during the company's guidon ceremony. *Photo by Chen Wang/Leader*



Bravo Co.'s 2nd Platoon shouts out its platoon motto Sunday during the Army birthday cake-cutting ceremony at the company area. *Photo by Chen Wang/Leader*



Above, Cadet Shawn Papadinec from Western Kentucky University listens to instructions from a second lieutenant before rappelling down the 50-foot skid. *Photo by Kristin Sherrard/Leader* Right, Cadets from Atlanta JROTC programs compete in a race across one-rope bridges during a mini-version of LTC. *Photo by Kelsey Sullivan/Leader*

