

# ***Revere Recorder***

## **ARMY ROTC @ MIT**



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## **The History of our Battalion**

MIT established the Army ROTC Paul Revere Battalion in 1917, one year after the passage of the National Defense Act of 1916. During World War I, more Army Officers came from MIT than from any other school (with the exception of West Point). Of the 1,538 military participants in World War II from MIT, 1,335 were Commissioned Officers. The battalion's history would go on to fill many pages with individual accounts of bravery on the battlefield as well as scientific and technical achievements in military laboratories. Today our battalion's history is shaped by the wide variety of students from MIT, Harvard University, Tufts University, Lesley University, Salem State University, Endicott College, Gordon College, Gordon-Conwell Theological Seminary, and Wellesley College. Yet our history does not stop here. Instead, it continues to be written by the men and women of our battalion who continue to answer our nation's call to serve.

# A Message from the Battalion Commander

To the Cadets, Cadre, friends, family members, and all those affiliated with the Paul Revere Battalion:

On any team, the responsibility of success or failure stands with the leader. The leader owns everything within his or her domain. The leader must acknowledge mistakes, take ownership, and develop a plan to improve. Our organization is unique in that we will all one day be charged with the awesome responsibility of leading American Soldiers. Thus, I challenged each Cadet to lead through ownership during this past semester and beyond. Week in and week out, our team demonstrated its incredible potential, meeting and surpassing my expectations.

The battalion started the Spring semester off strong as MSI-III Cadets prepared for a Command Post Exercise (CPX). While MSIIIs deliberately worked through the Platoon operations process, MSI-IIs were charged with learning the roles of Team and Squad leaders. Within a matter of weeks, the MSI-IIIs came together in highly cohesive teams and effectively responded to all of the challenges placed before them during execution of the CPX. In observing each Cadet think critically and creatively under stress, I began to understand the exceptional potential of the team I was charged with leading.

Training did not halt after the CPX. Rather, MSI-III Cadets were thrown into practical exercises in First Aid, Military Communications and Tactical Operations while the MSIVs worked tirelessly through their own planning processes in order to ensure mission success at the impending Joint Field Training Exercise (JFTX). In early April, after extensive planning, preparation, and training, Paul Revere Battalion Cadets were joined by Liberty Battalion and Charles River Battalion Cadets at Joint Base Cape Cod for the Spring JFTX. Through a long weekend of field training, the Cadets of Paul Revere Battalion remained strong and motivated, demonstrating the intelligence and drive of future officers.

Having pushed through the many challenges the semester had to offer, the Battalion grew both as individuals and as a team. Whether at PT, representing our program through color guards, learning in the classroom, or working through tactical training, all Cadets took ownership of their role within this organization. The way in which the members of this Battalion took time



CDT. Weinberg standing with Professor of Military Science LTC Godfrin as they watch the Battalion Awards Ceremony.



to understand their responsibilities and execute them with pride was truly inspiring. In taking ownership of their tasks and understanding how they fit into the overall mission, no challenge overcame our Battalion. I am extremely excited to see what the future has in store for these leaders.

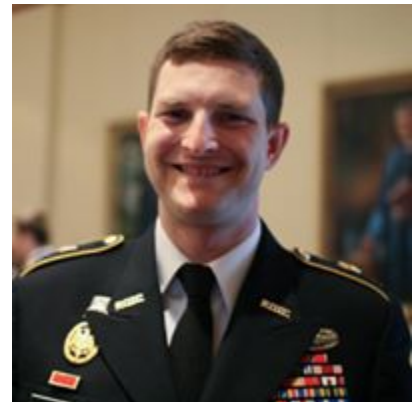
To all those who have made the effort to support our organization over the past year, we are truly grateful. Lastly, troopers of the Paul Revere Battalion, I am extremely proud of what each one of you has accomplished this year. But, more importantly, you should be proud of yourselves. You have all taken up the mantle of selfless service and truly excelled. As a team, we have set a new standard for this organization, I expect nothing less in the years to come. Hold the line.

No Fear,

CDT Matthew Weinberg

c/Battalion Commander (Tufts '17)

## **A Message from the Battalion Command Sergeant Major**



First, I want express how much I have enjoyed and appreciated the opportunity to train with such a motivated group of Cadets and Cadre over the past year. Leaving the active duty Army and moving from a military town in rural North Carolina to an academic setting in Cambridge, MA was somewhat of a culture shock to say the least. The morning PT sessions, afternoon Military Science classes and labs, and weekend Field Training Exercises that I was privileged to spend with you all were some of the most enjoyable parts of my week. The experiences reminded me of all the things I love about leading and training soldiers in the Army.

My position as Cadet Sergeant Major for the Battalion afforded me the opportunity to appreciate the dedication of members at all levels of our organization. Foremost among them were our soon to be commissioned Seniors who put in tremendous efforts this year. I saw first-hand the time and energy they put in behind the scenes to plan and support our many training exercises. Second and third year Cadets overcame the new challenge of being responsible not only for themselves but also for the development and well-being of living, breathing human beings assigned to their care. I believe we thrived in these roles and are well positioned to successfully lead the Battalion next year.

Of all the Cadets, my highest admiration is reserved for our first years. The changes I witnessed from the beginning of the year to the end are incredible. I can hardly believe the trepid boys and girls that arrived fresh out of high school are the confident, even cocky, young men and women I see at the end of the year. However, this shouldn't be a surprise to anyone considering the character, courage, and devotion reflected in their choice to serve their nation. I am honored to have served with you this year and am humbled to have been your Cadet Sergeant Major.

All that being said, perhaps the members of our team most deserving praise are the Cadre. Given the maddening nature of dealing with cadets all day, I am constantly amazed that they did not lose their temper more often while working to keep this circus on the tracks.

Thank you for a great year and have a great summer.

-c/CSM Daniel Cord (Harvard University, '18)

## Lessons in Leadership: The George C. Marshall Awards & Leadership Seminar

*CDT. Anna Page (Tufts University, '17)*



CDT. Page at Ft. Bragg last summer for CTLT

This February, 300 Army ROTC Cadets descended upon the U.S. Army Command and General Staff College in Ft. Leavenworth, Kansas for the George C. Marshall Awards & Leadership Seminar (GCMC). These Cadets, one senior from each Army ROTC program, gathered to discuss leadership and national security issues with top military and civilian officials and their peers. Topics ranged from the tangible doctrinal topics of Mission Command, Operational Art, and the domains of war to the intangible lessons of ethics, resiliency, and leadership. Presenters such as General Perkins, General Abrams, Major General Hughes, Command Sergeant Major Troxell, Senator Ernst, and Joe Galloway all offered their perspectives on officership. Every lecture and session left us, the soon-to-be commissioned officers, ever more eager and hopeful about our future vocations of service. The guest speakers filled our metaphorical rucksacks with endless knowledge that will, hopefully, one day be converted into wisdom.

While the presenters were impressive, I was equally – if not more – impressed with the peers with whom I attend GCMC. While each came with her or his unique experiences after years of training in her or his ROTC program, each exuded

a commitment to servant leadership. Desire and motivation to become the best we could be to one day serve America's men and women danced throughout the room. We challenged each other when talking about culture; inspired one another when talking about trust; and encouraged one another when sharing our passions.

I was constantly impressed by America's future officers through conversations both in and out of the formal classrooms and lecture halls. During my week at the Command and General Staff College, it became clear to me that behind every uniform is a person with a unique personality, quirky hobbies, and – if this group was any indication – a pure and honest desire to serve. The presenters at GCMC may have explicitly taught me about officership; but it was my peers from whom I learned the most. I cannot wait to don the Second Lieutenant rank this May as I am confident that I will be serving alongside some of America's best and brightest who want the best for the women and men we will lead.



CDT. Page at the George C. Marshall Conference. She is 5<sup>th</sup> in from the left in the second row. In the back center of the photo is Freedom Brigade Commander COL. Mintz

## The MSIV Staff Ride

*CDT Hailey Webster (Wellesley College, '17)*

On a gloomy and damp Saturday afternoon, very similar to the weather British Regular and American Colonists experienced on April 19, 1775, the Paul Revere MS IV class explored



the battle sites at Lexington and Concord. Throughout the Spring semester the MS IV class actively studied the road to war and eventual climax of tensions at Lexington and Concord that initiated the American Revolution. During the senior's preliminary study of the events at Lexington and Concord they derived and assessed the applicability of lessons learned towards their future careers as officers. After all Cadets demonstrated their general knowledge of the events leading to the outbreak of conflict on April 19, 1775 and specific knowledge regarding the key events that took place, Cadets and Cadre conducted their Field Study on April 22, 2017.

The group of Cadre and Cadets began by watching an informational video at Minuteman National Park. Shortly thereafter, the group moved to Lexington Green where they discussed the possible reasons for why the 'shot heard round the world' was fired in the first place. After leaving Lexington Green the group moved across the street to Buckman's Tavern where many local militia men spent the night of April 18 in anticipation of the British Regulars' arrival in Lexington. At Buckman's Tavern the group had the opportunity to tour the historic site and listen to experts discussing facts surrounding the fateful battle in the early morning of April 19, 1775. The group left Lexington to discuss the escalation of military conflict at the North Bridge in Concord. Following their time at North Bridge the group continued on to Parker's Revenge to analyze how the American Colonists exploited the initiative in order to force the British Regulars to haphazardly retreat to Boston.

Through exploring the battle sites in Lexington and Concord Cadets not only analyzed the specific lessons derived from studying the leaders, mission command and operations process involved in the Battle of Lexington and Concord. Cadets also gained a new appreciation for history's applicability and lessons for the modern officer.



Members of the MSIV class and Paul Revere Battalion Cadre on the Lexington Green discussing the battle.

# My Experiences and Suggestions from My Second Tough Ruck

*CDT Jonathan Estrella (Endicott College, '18)*

Last year I was asked by my good friend and fellow Cadet Chris Forte if I was interested in doing a 26.2 mile ruck march that was coming up in two months. Until that time, the longest ruck march I had completed was only seven miles. After I initially hesitated, Cadet Forte convinced me and others in the BN to participate in the aptly named Tough Ruck. Although our preparation for the event maxed at eight miles the month before, we managed to complete the Tough Ruck and received the coveted Boston Marathon Medals as reward.

After our experience last year we wanted to find new and better ways to prepare for the second Tough Ruck. For the newer Cadets who did not know what to bring or how to pack their rucks or even what to expect, we tried to prepare them as much as possible.

In terms of what to pack and what to wear while rucking, we suggested packing an extra pair of thick rucking socks, foot powder, body glide, mole skin and candy which had dual purposes for energy and moral boost. Another thing that should be done in preparation is gathering names of individuals who made the ultimate sacrifices for the country. It is common practice to wear the names of fallen service members on the ruck as



Several Paul Revere Battalion Cadets as they fight through the Tough Ruck.

a symbol of honor and memorial. I asked one of my professors who had previously mentioned his work with veterans if he had any names of fallen service members and first responders that he would like me to honor. He asked me to list Officer Sean Collier who was his good friend and roommate at Salem State University. Lastly, at the start of the Tough Ruck we told them they should be wearing a thick pair of rucking socks, place body glide on areas they might chafe and eat a banana for energy beforehand.

We also tried to give advice on how to accomplish the ruck after it had started. A common, but difficult aspect of the Tough Ruck is mental fatigue. Because you are walking for so long it is easy to get inside your own head and overthink the task at hand. For example, after



ten miles I started questioning whether I could complete the ruck or if my participation even meant anything. However, you need to shut those voices out when you question your abilities and replace them with motivation and the meaning behind the ruck. The alternative is you do not shut this negativity out and you become demoralized. It helps to have friends with you in order to motivate one another or even just to talk about different things to keep your mind off of the walking and pass the time. One of the most popular topics of discussion was what everyone would eat after the ruck and plans for the long Patriot Day weekend.

Upon finishing the Tough Ruck, everybody understood how extremely rewarding and satisfying the accomplishment they undertook. The last hundred yards are especially great because even though your feet have blisters and feel terrible and your legs feel like they are about to fall off, there are hundreds of people cheering you to the finish line. Once you are awarded your marathon medal and you see how motivated everyone is you can take the time to realize what you have accomplished. It was really special for me to finish a marathon because the only other person in my family to do so was my mother. Fifteen years ago, my sisters and I made signs and cheered her on. It was nice that she did the same for me when I rucked my marathon. My final suggestion for anyone completing the Tough Ruck is to order your favorite pizza and take a relaxing bath.

## Reflecting on the JFTX

*CDT William Mitchell (MIT, '19)*

Our recent JFTX this past April brought back some memories. A year ago I went to my first Joint Field Training exercise, where we combined with the other battalions in the area (specifically the Charles River Battalion based at Boston University and the Liberty Battalion based at Northeastern) and conducted platoon operations in the field for a weekend. I remember last year Cadre decided it was cold enough to sleep indoors both nights, news that was celebrated with loud 'hooahs!' from Cadets of all the Battalions. Although this was nice and memorable, the Cadet leadership wanted the lower classmen to practice the small unit tactics we learned in class while getting some leadership repetitions during the training exercise.



Experiencing security first hand was an important focus that the MSIs and MSIIIs participated in all weekend.



For the JFTX this year we were tasked with setting up patrol bases outside due to the warmer weather and reduced risk of cold weather casualties. It was a whole new experience. On the first night of this year's JFTX, we were given a class on how to set up a patrol base. We followed the class by moving into the woods and going through the process of setting it up and exercising it for the night. Our platoon leader directed our platoon to maintain 33% security throughout the night and rotate personnel through a deliberate work-rest cycle. At various points, Cadets in my platoon voiced their unfavorable opinions about the cold, the lack of sleep, and the long periods of lying in security. We realized how difficult it was as Soldiers to maintain security while being tired and cold; this was a lesson we would undoubtedly remember as leaders.

We completed five platoon rotations on Saturday and Sunday that focused on small unit tactics. Each rotation involved a new mission, planning and execution time, and an after action review. The MSIII's directed all operations and we had a great experience.



Cadets taking a break from the action while listening to an After Action Review

During the bus ride home, CDT Company Commander Pumiglia led an AAR discussion of the weekend and brought up some important points about our experience. He said that while we did not get a lot of sleep, we were exposed to the morning cold, the difficulties of pulling security, and continuing missions on limited sleep. We saw the platoon leadership come up with a plan similar to the way we would one day ask our Privates to execute.

I feel the JFTX was a valuable learning experience in understanding exactly what our troops will be going through while we are acting as platoon leaders, and will no doubt allow us to

better understand and relate to situations and missions we will likely receive as future officers.

## Negotiation Seminar at WestPoint



*CDT Sophie Hill (Wellesley, '19)*

I had the honor of attending the 8<sup>th</sup> Annual West Point Negotiations Project Workshop on April 13-14 where I joined cadets from multiple service academies and ROTC programs as we learned about how to have discussions aimed at reaching mutually

CDT. Hill (center) at the Negotiations Project Workshop at West Point.

beneficial agreements with others. Through a series of great lectures, practical exercises, and group breakout sessions, we worked on improving the ways that we, as military leaders, convince and cooperate with others in a way that best suits our interest and the interests of the organization we serve.

My favorite lesson from the conference came from the following story told by the main lecturer. During a playdate with his daughter and her friend, both girls came up to him a few hours into the play date with a small dispute: they both wanted a clementine, but there was only one left. Now, as the parent and the person in charge, he could say that it's polite to treat guests, and the guest should get the clementine. Or, he could favor his daughter, and give her the clementine. Instead, he decided to compromise and split the clementine in half. One girl peeled her half, threw away the peel, and ate her part of the clementine, but the other girl peeled her part of the clementine, and used the peel as zest for a birthday cake and threw the rest away in the trash. I found this story particularly interesting because it was a simple way to show how he, as a negotiator, could have made a better arrangement had he delved further into the interests of the two girls. It is also a great way to show how negotiations are not always competitions, and that instead of seeking compromises we should seek collaboration; finding more efficient ways to broker deals and conduct complex problem solving.

It was a fantastic experience, and one that I would definitely recommend to others. I was able to meet and bond with people from different schools, meet some of the Cadets at West Point who graciously housed me for the weekend, and learn about the many programs that work to develop the Army's future leaders. I became more aware of how I speak and carry myself in front of others while learning to work with my peers on how to overcome barriers like cultural differences to achieve common goals from seemingly diverse interests. Through this, I was not only able to learn about better forms of communication, but I was able to better myself as a leader and as a representative of the US Army.



A classroom of Cadets participating in a negotiation.



# Athletics Outside of PT

*CDT Jessica Schuyler (Wellesley College, '19)*

When I joined Wellesley's club water polo team, I'll admit that I was nervous to start something I had no experience in. However, my excitement drove my decision to play. Sports had always been a big part of my childhood, and when I started college, I felt like I had a hole in my heart without it. I missed the competition and the quick change of pace that jump starts your heart when the game is too close to call. Life is too short not to try something different and outside of your comfort zone, because the risk of failing or not liking what you try weighs much less than the potential to discover a newfound passion.

Growing up, I lived in a condo area where I would race my dad and brother in the community's pool, but I never got into swimming as a sport. Although there was something that I loved about the water, because it gave me the feeling that constant motion could be relaxing, as opposed to movement on land, which can put a lot of pressure on your body. Swimming is fun and a de-stressor for me, so naturally I wanted to try something in college that could easily pull me away from my school work and all the other stresses of life. When I play water polo, all I have to think about is the movement in that moment. Too much in my life I worry about the future or deadlines approaching, but with a sport you can let go of that worry.

Wellesley's Water Polo team is relatively new, but I have never met a more lighthearted, dedicated group of people. These women (and our coach, Jerry) have helped me learn that nothing comes easily, but our hard work pays off. My first water polo tournament was exhilarating, and even though I didn't have a clue of what I was doing half the time, my coach and teammates helped me develop skills and quickly adapt to changes in the game. If I was tired (which was often), my team pushed me to swim that extra minute and to take the extra strokes needed in the fast break, only to switch gears and "sprint" back on defense. Because they kept going, I did too. I love water polo because it makes me feel confident in my ability to pick myself back up even if I fail. It is just like Dory said, "you just keep swimming."

# From Reserves to Cadet Land

*CDT Matthew Langille (Salem State University, '19)*

I am a Specialist (E-4) in the Massachusetts Army National Guard. When I enlisted in 2014 into the Military Police, I had no idea what was coming with respect to my career in the Army. All I knew was that I was shipping off to Fort Leonard Wood in a few months and I'd be there for 20 weeks in what is known as OSUT, One Stop Unit Training. The training challenged me physically, mentally, and emotionally and I grew as a person and leader. Although I knew when I joined the Paul Revere Battalion this past Spring I would experience similar growth, ROTC would be a different experience than I was used to; I did not know if any of what I learned in the National Guard would translate over.

Looking back at my experiences in Basic Training and as a drilling soldier in the National Guard, I find that my experiences have assisted me in acclimating appropriately into ROTC. My years of training in the National Guard and interacting with a diverse unit of officers, NCO's, and lower enlisted allowed me support my fellow Cadets. However, ROTC is assisting me in discerning what my career could be in the Army and how I can best support the Army's mission while growing as a soldier.

ROTC has enabled me to grow a greater understanding and appreciation for not only the Officer's Corps, but also the Army as a whole, and the part I play in it. A unit is comprised of many people from a great many backgrounds and it is this diversity in people's backgrounds that provide the greatest assets to the Army. Seeing Cadets from so many different backgrounds working as a cohesive team is not only exciting, but also encouraging as an enlisted Soldier. Knowing how my leaders are trained helps me have a greater appreciation for our mission and how we accomplish it. In terms of learning Military doctrine, my classes better equip me to serve in the capacity I do in the Guard. ROTC is more than a stepping stone and a means to an end, it is an asset to be utilized and a way to grow in maturity as a student. I began my career in the Army as a citizen-soldier in the National Guard, and as I now strive to build myself up further as a student-soldier, it is my hope, made with confidence, that I might be a benefit to the National Guard and my fellow cadets in whichever way I am able. Through training and learning, I can be a better student, a better citizen, and a more disciplined warrior.

CDT Langille  
conversing with  
fellow Cadets Yan  
Agudelo, and Jack  
Cicchelli about the  
perks of being a  
Specialist (E-4) at  
the Battalion  
Awards Ceremony  
held at Tufts  
University.





## Life after ROTC

*2LT Joel Cox (Gordon College, '16)*

After graduation and commissioning I wasn't sure what to expect from the Army. I opted for Army Reserves and ended up in a Quartermaster Unit in Connecticut. I currently run the S2 shop as well as being the unit's ADSO (Additional Duty Safety Officer). When I came into my first weekend of Battle Assembly/Drill I remembered something that CPT Hannenberg told us as MSIII's. She said that at some point you're going to have to sit yourself down and tell yourself that you're the one in charge and no one is going to hold your hand. Obviously, I'm not in command of a platoon currently, but the same rule applies.

In the Army, and especially in the Reserves, people do not often look out for your interests. It's not unexpected. They have jobs and lives outside of Battle Assembly. Failing to meet the standards given to me result in consequences. Often in ROTC, those in charge of me would take the heat for mistakes I made. This is still true, but the blame is better dispersed. As an officer I am to blame for certain mistakes and no one will cover for me. Taking initiative even in defining my role within the unit was essential for my development.

One of the best lessons that I can pass on is refusing to be offended by how you are treated or by how your unit will function. In whatever unit you join whether you go active or reserves, at certain points you will be treated unfairly or your unit will do something frustrating. In this unit I finally let go of being shocked or upset; "How could this happen?" "How could that person treat me that way?" "This isn't fair". Often that attitude does not lead to seeking real and lasting change. Instead, I have found that being relentless in pursuing a high standard will lead to much better results than complaining. Others in your unit will definitely maintain that attitude of being offended, but you have a chance as an officer to set a different standard. I trust that you all will!

## The Battalion Awards Ceremony

*CDT Jack Cicchelli (Gordon College, '18)*

There are many different types of Awards Ceremonies. I have seen ceremonies for academic awards at school, for various sports teams, whether it be my own or at a professional level. I have also seen them held in honor of people who give back to their community, and ceremonies for people who are exceptional at a particular skill. However, one of the most impactful ceremonies that I have had the honor and privilege of witnessing and participating in for the past three years is the Battalion Awards Ceremony held at Tufts University. It has always taken on a much different flavor than most of the other ceremonies that I have seen or been in.

To begin with there is a difference between this particular ceremony and the Unit Awards Ceremony that took place the week before. The Unit Award ceremony saw awards handed out to cadets who had excelled in various categories like scholastics, athletics, and exceptional community or ROTC services. While it is an important ceremony to honor Cadets for their hard work throughout the semester it has little formality and is often overshadowed by the following Change-of-Command Ceremony for the new Battalion Commander. The Battalion Awards Ceremony is a much more formal affair and it also represents a chance for the outside organizations that support the Paul Revere Battalion to honor the cadets that have exemplified the values that these organizations like to see in the future leaders of our Nation's Army. It also presents a rare opportunity for cadets to wear their dress blues (unless they are involved with color guard) and gather at an institution that so highly values the men and women that it prepares for military service.

Perhaps the best part of the ceremony, and certainly the part that sets it apart for me personally, is the ability for Cadets to meet the individuals that represent some of the organizations that are present at the ceremony. I received an award from the Military Officers Association of America (MOAA) and was able to spend some time after the ceremony had concluded talking to Paul Cancelliere II, Major, USA (Ret.), the representative for MOAA Massachusetts Chapter. He gave me some advice towards branching and my future career, and I was able to make a valuable connection with both him and MOAA that has left an impact on me. I would encourage future Cadets to try and build those same connections, not just at awards ceremonies, but at any opportunity that you have, you never know how valuable it might be. I would also encourage the Cadets of the Battalion to look into the organizations that support us. There are many of them and they all have something to offer as well. I found that MOAA would be an association that I would like to be a part of one day and the first steps toward that can be taken as a Cadet.





Some of the Cadets honored with awards by outside organizations. Over half of the Cadets of Paul Revere Battalion were presented with awards.



Of special note is the achievement of CDT. Eva Lisowski who won this year's MHSM (Military Historical Society of Massachusetts) ROTC Cadet Essay Competition. The MHSM gives the winning unit a \$1500 donation to be used towards their Military history program. The Essay winner is given a scholarship check of \$2500. This is the third time that a Cadet from Paul Revere Battalion has won the award in the last four years.

Above: MHSM President Alex Rankin presenting the \$1500 check to Paul Revere Battalion Representative MSG. Joshua Davis.

Right (From left to right): MHSM President Alex Rankin, Essay Competition Chair Wayne Ludwig, author Stephen Taber, winning writer Cadet Eva Lisowski, MIT Army ROTC Senior Military Instructor MSG Joshua Davis, and MIT Army ROTC Military History Instructor Sean McDonough.



## **CONTACTING MIT ARMY ROTC**

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