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The Revere Recorder

ARMY ROTC @ MIT

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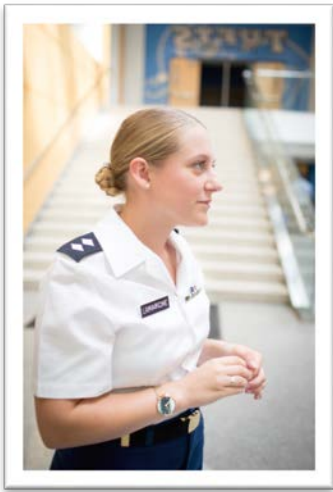
MIT established the Army ROTC Paul Revere Battalion in 1917, one year after the passage of the National Defense Act of 1916. During World War I, more Army Officers came from MIT than from any other school (with the exception of West Point). Of the 1,538 military participants in World War II from MIT, 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, Wellesley University, New England Conservatory of Music, Gordon College, Salem State University, and Endicott College. Yet our history does not stop here. It continues to be written by the men and women of the Paul Revere Battalion, whenever the call may come.

A Letter from the Editors

As a Public Affairs team, this semester, we have had the opportunity to witness and photograph all of the amazing accomplishments achieved by the Cadets in this battalion. While they say a picture is worth a thousand words, sometimes pictures alone cannot express the realities of a Cadet's life. Photographs do no justice to neither the painful feeling of numb fingers and toes experienced during the Combined Field Training Exercise nor the stress of balancing ROTC, academics, and varsity athletics, just as they cannot capture the laughs shared at a post-PT breakfast, nor the camaraderie that is shared among all of us here at the Paul Revere Battalion. That is why the Revere Recorder was created - to share all the personal stories that give us an even greater understanding of our fellow Cadets.

It has been an immense privilege for us to be able to read all of the personal stories and perspectives in this newsletter, as they showcase that the Cadets in our battalion not only have a wide range of interests, but a great diversity of thought. Whether they are dedicating themselves to their school's lacrosse team, or showing a special affinity for the Russian language, there is and always will be a place for every Cadet in this battalion. Each and every Cadet has something to contribute to the Paul Revere Battalion, and we are so grateful to have the ability to share their stories.

Very Respectfully,
CDTs Toluwanimi Akinyemi, Alannah O'Brien, and Robert Gillich



To all Cadets, Cadre, Support Staff, Family, Friends, and all those affiliated with the Paul Revere Battalion:

Over the course of this semester, I've been proud to oversee the implementation of a number of exciting new systems within our battalion's training program. We created a new Lead Lab structure that focuses entirely on Cadet-led training at all levels, giving unprecedented agency to our MSIIIs, and increasing the level of responsibility and accountability for training that our MSIIIs must bear. In this new structure, MSIIIs train and teach their MSI counterparts through interactive lessons and briefs during the first half of lab, after which the MSIIIs lead subordinate Cadets through hands-on practical exercises to reinforce training objectives. Unsurprisingly, our exceedingly capable MSIIIs showed themselves to be exceptional teachers, and I have thoroughly enjoyed watching each MSII rise to the challenge of teaching others and developing confidence in their abilities as leaders.

This semester also saw us implement a new remedial physical training program to bolster the efforts of Cadets seeking to boost their PT scores. Although the minimum passing score for the APFT is 180 (60 in each event), we aim higher, pushing our Cadets to score at least 240 (80 in each event). This semester, we provided those Cadets still working to reach the standard with a thorough plan, better tools, and support from their immediate leadership to facilitate their success. Despite the extra time and effort the program has demanded of its participants, I was impressed to find that our Cadets embraced the opportunity for additional training and supported one another in achieving their physical fitness goals.

My command philosophy this semester was built on the idea that the relationships we develop with those around us lie at the heart of our success as individual leaders, as a battalion, and as members of an Army much greater than the sum of its parts. If I ask one thing of the Cadets of the Paul Revere BN for their semesters to come, it is that they invest themselves in building robust personal and professional relationships with their peers, subordinates, and leadership. As former Battalion Commander, and now 2LT Anna Page often told us, the Army is a people business, and to be a successful Army leader, one must be able to work effectively, and perhaps more importantly work happily, with others. My advice for younger Cadets is to invest themselves in the success of the people around them. The friendships, mentorships, and personal relationships cultivated here have the potential to last a lifetime; I have no doubt that the relationships I've been fortunate enough to develop here will last long after my career in the military is over.

Looking forward, my hope is that as this program grows, as Cadet numbers increase and as cadre come and go, Paul Revere Battalion will retain the feeling of being a family. During my time as a Cadet, the family that I built for myself at 201 Vassar Street became my support system. It is my Paul Revere family that I've turned to in times of crisis and in times of joy. Although they may try, civilian friends and family simply cannot understand the exhaustion of a training weekend, or what we do for a month in the woods of Kentucky, or why we commute such distances to support our fellow Cadets during an APFT, or the feeling of being promoted after a grueling semester of hard work. I am very excited for the future of the Battalion, as we grow in numbers we grow in diversity of thought, diversity of identity, and diversity of experiences that our Cadets bring to the program. I've watched with great pride as this program has grown exponentially in the time that I've been here, and I am excited for the Cadets still yet to come.

It's been my honor to serve as your Battalion Commander. Wherever I go, and whichever battles I fight, I'll be proud to have started my journey here.

No Fear,

CDT Renée LaMarche
c/Battalion Commander
Tufts University '18

A Message from the Battalion Command Sergeant Major

CDT Emma Carter (Wellesley '19)

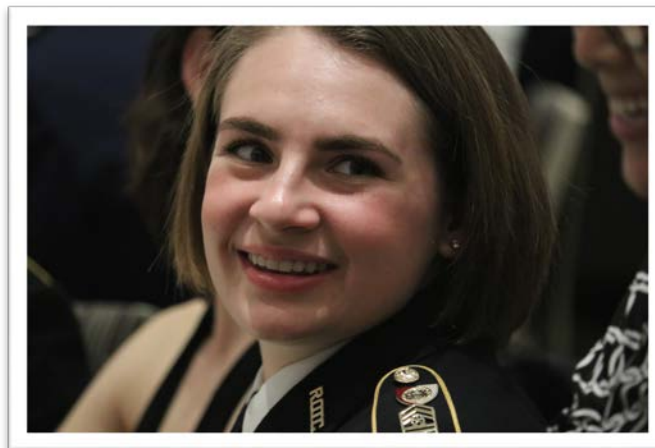
Freshman year, I remember walking into 201 Vassar for the first time. I looked at the Army posters, sat precariously on the Merrill Room couches, and nervously introduced myself to Cadre. To me, it was a sea of staplers, old photographs, and intimidating individuals clad in camo. Three years later it is my home.

Now, after messing up the pin-pad entry for the millionth time, I walk into the Army classroom knowing I am surrounded by my people. From cadets to comrades to life-long best-friends you have all transformed my college experience. Balancing weekdays full of PT, MS class, and lab on top of college is no easy feat. It is you all who make it possible. It is everyone in the MIT Battalion from all walks of life-- North Shore to South Shore, first-year to post-grad, prior service to brand-new-- who have shaped ROTC into the best experience of my life. While our peers will remember classroom lectures and job interviews, memories of my college experience will instead spark memories of kicking each other to stay awake while pulling security, trading MRE candy, editing our comrade's OPOORDs, and seizing Steinbrenner Field, again.

My best advice is to cherish these little moments. We are told to embrace the suck, but do not forget the value in acknowledging the favorable memories either. The Army is not only suck. It is scoring another goal in ultimate Frisbee sports PT, choosing to spend all weekend with your battle buddies because they get you, and laughing at your civilian friends who call waking up at 10am early.

“We are told to embrace the suck, but do not forget the value in acknowledging the favorable memories either.”

As I look back at the semester and the past three years all I can say is thank you. Thank you for giving me the opportunity to serve as your CSM, but more importantly thank you for your friendship, laughter, and building me into the leader I am today.



CDT Carter is all smiles during our annual Military Ball held March 2018

“A Leader’s Conduct in Battle”: MSI Year in Review

CDT Michael Hiebert (MIT '21)

I often think back to a particularly stressful week in the Fall. One full of academic deadlines, ROTC events, internship applications, and lacrosse commitments. I was especially struggling in my physics class, felt I was underperforming in lacrosse, and, quite frankly, did not even know where to start with tackling each of my obligations.

I called my parents and told them everything that was on my plate. Both of my parents listened, assured me everything would turn out alright, and then said they would let me go so I could focus on my many tasks at hand. Later that evening, my father, a former infantry officer himself, sent me an email with a single PDF attachment – “The Four Principles of a Leader’s Conduct in Battle.” In the rest of his email, he ran through each of the principles, what they meant, and why they mattered.

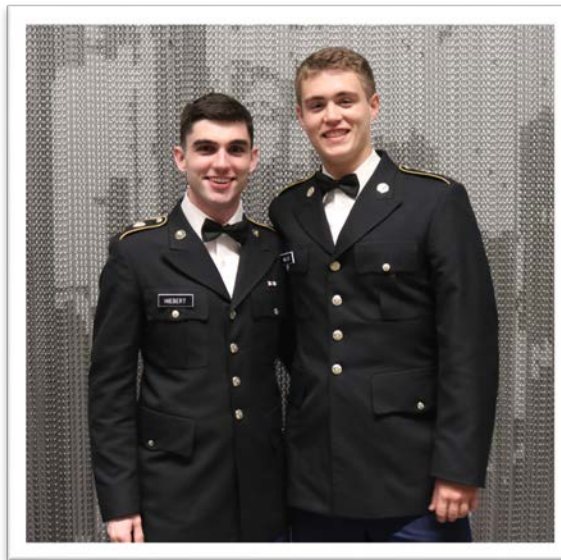
The first, he wrote, was, **“Three strikes and you’re not out.”** In any situation, a leader can do two things: contaminate the environment with his attitude and actions, or inspire confidence. For every mistake, there is an opportunity to do better next time, and no matter how many strikes are against you, you can either accept defeat or overcome.

The second: **“There is always ONE more thing you can do to influence the situation in your favor, and after that, one more thing, and after that, one more thing...”** Keep moving. At every step along the way, you can ask yourself two questions: “What am I doing that I should NOT be doing?” and “What am I not doing that I SHOULD be doing?” By constantly taking steps towards your goal, no matter how small, you get closer and closer to realizing it. That is more than you could ever do by allowing yourself to stand still and be overwhelmed.

The third, **“When there is nothing wrong, there’s nothing wrong... except that there’s nothing wrong,”** and the fourth, **“Trust your instincts,”** tell a leader to remain alert at all times and be ready to trust experience and education. “Be true to these principles in everything you do

as a leader, in combat and out,” he wrote, “and people will follow you anywhere.”

I did not expect it, but the email was exactly what I needed. Of course, I survived that week, and every week since. Everything that needed to get done, got done; somehow, somehow. Life moved right along. The rest of MSI year had its stressful moments, but life is stressful, and it is in how we respond to those moments that make us who we are.



CDT Hiebert poses with CDT Miller during our annual Military Ball

The transition from high school to college was certainly a big adjustment. My “busy” days then would not even phase me now. I have much more work to do, many more roles to fulfill, many more obligations to be present for, and I am solely responsible for accomplishing them all. But with every new challenge has come an opportunity to improve myself, my time management, and adjust to a busier routine.

Looking back at it all along the way, I am grateful for every day, every task, and every challenge. I have grown a lot as a person, both in and out of ROTC. I have learned how to pack my ruck, use hand signals in small-unit

movements, navigate with a map and compass, march and run in cadence, and much, much more. But I have also learned what it feels like to actually be a part of the Army team, and assume a role in an organization with purpose and direction much larger than myself.

This past year, though far from over, has been an incredible one, full of learning and development, and I look forward to three more years of nothing less. For any prospective or incoming MSIs to the Battalion, I would recommend reading through the principles and practicing them throughout the year. You will not see any real combat in Freshman year (though you’ll get the next best thing in our Fall Paintball Situational Training Exercise (STX)), but you will find yourself in many situations you have never experienced before. Your future self will thank you for embracing it all, and not letting yourself back down or shy away from anything.

A Day in the Life

CDT Pedro André Lazo-Rivera (Tufts '20)

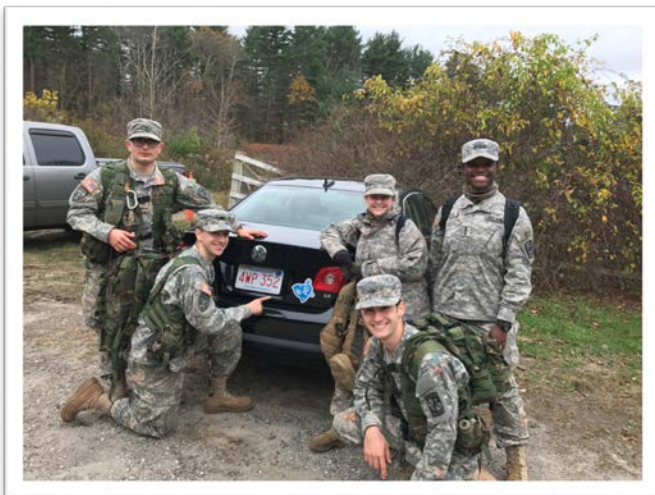
“Is today going to be the day I finally snooze my alarm clock and sleep in?” I ask myself, as I jump out of bed, already wearing my PT uniform, and slip on my running shoes as quietly as I can. I bought these shoes a couple months before joining the program and by now, I’ve very literally ran holes through them. The sun isn’t quite up yet, and my roommate is sound asleep as I’m fumbling around my pitch-black room looking for my PT belt.



After six months, I now regard myself as somewhat of a master of the early morning scavenger hunt. I finally spot it laying, forgotten and sad, in between my boots and my bed. As I attach it across my chest, I feel reassured that this PT belt will keep me safe from harm and guarantee that I not get hit by a car on my way to the MIT Z-center indoor track. Sarcasm aside, I remind myself that it’s a matter of discipline and military bearing. I run out to my porch, very aware of how little time is left until I get picked up by one of my fellow cadets, and I see the distinctive shape of CDT Bryan’s VW headlamps shining over the crest of the Tufts hill.

Being a satellite campus that’s too far to walk but too close to be excused from the daily trek to MIT can sometimes be a lot to handle, but these car rides before and after PT make this minor inconvenience into a major growing opportunity. These commutes in between schools and events are where I’ve learned the most about the ins and outs of ROTC. From OML to branching, classes, time management, and more, this is where I get to learn from my fellow cadets, as well as get to know them as people outside the program. It is in these early morning car rides that I begin to figure my way around ROTC. These rides are where I came to understand that the Army was not just another job, and that perhaps I was deluding myself when I told myself I was joining ROTC for the guaranteed

employment or the scholarships and benefits. I start to feel like a part of a community on Steinbrenner field as we all cheer one another on and try and keep our spirits up during a particularly intense sprint workout in the rain. On the Harvard bridge, crossing the 115th smoot with a rucksack on my back, each step in sync with every other cadet in my platoon as someone finds the confidence to call cadence at the top of their lungs, I come to understand that I am part of a family where we’re all pushing one another to run faster, ruck farther, and work harder for the good of the force.



CDT Lazo-Rivera (bottom right) with his fellow Tufts Jumbos and the legendary VW

“What is one thing ROTC taught you this semester?”

This semester, ROTC has taught me that clarity of information helps a unit operate efficiently and prevents frustration in an organization. I feel like LLABs this semester were organized a lot better than they were last semester, resulting in less exasperation and an overall sense of efficiency.

-Lucy Lee (MIT '21)



Vets and Cadets

CDT William Mitchell (MIT '19)



CDT Mitchell with his mentor, MAJ Tim Devine, an Aviation Officer

The Paul Revere Battalion piloted a new program this year called Vets & Cadets. Spearheaded by our one of our Cadre, CPT Kassim, Vets & Cadets was designed to facilitate engagement and learning from accomplished Military Fellows and Advanced Civil Schooling (ACS) students stationed in the Cambridge area. By establishing relationships with knowledgeable and experienced Veterans within the vicinity of our ROTC program, we've had an opportunity to develop ourselves personally and professionally. Vets & Cadets also introduces cadets to the concept of mentorship and enables Veterans to influence the soon-to-be-active force for the better based on their military and civilian experiences.

Cadre made an extra effort to match Military Fellows to Cadets based on their areas of expertise and our branch interests. To the extent that was possible, Cadets who had made known their branch preferences to cadre were matched with an experienced Military Fellow in that branch. This was especially beneficial to the MSIII class, as we prepare to finalize our branch preferences this spring. In any case, Vets & Cadets has provided an unprecedented opportunity to have informal conversation and discussion with Officers whose recent life experiences will look a lot like the future life experiences of Cadets planning to go Active Duty. Given the success of the program this year, I look forward to seeing Vets & Cadets continuing to provide Cadets with experienced mentors for years to come.

Branch Night

CDT Shane Seekamp (Gordon '21)



CDT Seekamp had his contracting oath administered by 2nd Brigade Commander COL Raucher

Branch Night is an annual Leadership Lab that provides an opportunity for Cadets to learn more about the accessions process, and to expose Cadets to unique career opportunities in the Army while allowing them to ask specific questions to personnel and officers from each of the Army basic branches.

As an MSI, Branch Night was a very special lab. With three years of ROTC still ahead of me, getting to talk to experienced officers in their field of expertise was not only important for gauging what job I think I would like to do once I earn my commission, but it was also exhilarating to see the confidence, enthusiasm, and eagerness that the Soldiers I met with exuded. On a lighter note, I received some serious Army swag that night, including a sweet backpack from the officers managing the Cyber station.

Coming into the event, I knew that if I could pick any branch at the moment, it would be Military Intelligence (and it still is). One of the representatives for this branch was Lieutenant Colonel Paoloni, who intrigued me with her job, which revolved around strategic intelligence. This focuses more on the big picture of intelligence collection. Her job was to analyze intelligence in a more strategic way and look for the larger themes and patterns, making recommendations to other Soldiers based upon this mindset. Coupled with this, she said that she has worked with the FBI throughout her time in the Army, which makes sense because the FBI does similar work in the national security realm.

As somebody who would love to work for one of the really high-speed “three letter agencies” after the Army, I think that military intelligence will be a good route to pursue to set me up for this career path. Lieutenant Colonel Paoloni and Captain Kassim were exceptional recruiters for their field of expertise and were some of the most convincing people I spoke to that night. All in all, I was very grateful for the experience I had during the branch night lab. It is comforting to know that I still have a little more time to consider where I may be the best fit in the Army, and I look forward to at least two more Branch Nights to make my decision.

“What are you looking forward to most next year?”

As I head into my last year of college and ROTC, I am nostalgic and have realized how fast time really flies by. A great leader once told me that the Army is a people business. Although I can't slow down time, in my last year I want to try my best to appreciate the thing that has changed my life for the better while in ROTC: the people, my battle buddies.

-Jessica Schuyler
(Wellesley '19)



A Different Kind of Ruck

CDT Grace Chao (Harvard '19)



CDT Chao passes the ball during a Harvard rugby match

When a cadet hears the word “ruck,” they know that two things are about to happen: they’re going to load up a heavy backpack and march briskly with it for several miles. For me, the word “ruck” has an entirely different meaning in the context of one of my favorite sports, rugby. (Stay tuned for that alternate definition!)

I decided purely on a whim that I wanted to play a full-contact sport my sophomore year of high school, and literally googled Denver high school club rugby teams until I found one that would take me. From the first practice, I was completely hooked. Rugby combines the continuity and endurance of soccer with the contact level and general scoring scheme and structure of football. It is elegant violence that is probably the closest thing to combat a college student can get.

Rugby is not the bloody free-for-all that many Americans imagine it to be. On the contrary, there are many laws governing illegal and dangerous hits, and the learning curve for players who have not grown up at all watching or playing the sport is incredibly steep. There is no protective gear other than a plastic mouthpiece, and the rules are exactly the same for both males and females.

Unlike football, phases (plays) are continuous and there is no reset after a tackle is made. Every tackle is an opportunity for both teams to contest possession of the ball, and that contest is called a “ruck.” (There it is!) A ruck mimics a football line of scrimmage. Teams are also permitted to “maul” their ball-carrier by attaching extra players to the ball carrier to drive them through a tackle. (Imagine if the offensive line could push their running back through a tackle, and that’s roughly the idea.)

This is a unique, mildly confusing, and crazy fun sport, and it has taught me more about managing combat chaos and staying calm under pressure than class or even ROTC could ever teach me. I play a position loosely equivalent to quarterback, and as the primary ball distributor and key tactical decision maker, I am responsible for concentrating the combat power and skill of our 15-player side against 15 opposing players. (Hmm...kind of sounds like the Principles of the Offense.) I have to maneuver our forward pack of large, tough tacklers alongside our speedy runners, communicate clearly in the heat of competition, and above all, keep my wits about me. What better officer training could I ask for?

Admittedly, I’m not exactly the Tom Brady of Harvard Rugby, but the lessons I’ve learned on the pitch will go very far in my officer career. I firmly believe that Soldiers need to train like professional athletes, and that the Army could learn so much about actual physical readiness from collegiate competition and college strength and conditioning programs. I’m encouraged to see TRADOC looking to develop more robust physical fitness exams.

Above all, rugby has taught me that teams are not static entities, and that it takes deliberate effort to cultivate a winning culture that people want to be a part of. That can be a truly long and painful process, and the results are not observable on a tracker or spreadsheet. More than a little tactical patience is necessary, whether in implementing game strategy on the field or completely overhauling a team culture. But if you’re in a people business like rugby or the Army, it will always be worth the effort.



“What is your favorite MRE meal/snack in the field and why?”

"My favorite MRE snack in the field is the maple flavored muffin top, which comes in the maple flavored pork patty MRE. The maple flavored muffin top is something that I would eat for breakfast on any given day with no complaints at all. Dunkin' Donuts should start selling those bad boys because they would make a killing."

-John Gallagher
(Endicott '19)



CDT Pernice briefs the plan during the CPX alongside CDT Koch

During the Command Post Exercise, Cadets were exposed to the technology of simulators. MSIII cadets served as Platoon Leaders and Platoon Sergeants, leading MSIIIs who served as Squad Leaders. Missions were given and executed on a computer simulator, and this exercise was used to prepare for an upcoming field training exercise.

The Command Post Exercise touched upon several things that the MSIIIs have been learning in terms of Platoon Leader and Platoon Sergeant responsibilities. However, this event also allowed for the MSIIIs to get a better understanding of what Platoon Leaders and Platoon Sergeants do, and how they should respond in stressful conditions. In terms of this exercise (and many others in ROTC), recreating stressful circumstances is very helpful in showing leaders how they should respond, and even helping them identify their deficiencies in certain areas. Perhaps one personal deficiency I noticed about myself, was difficulty in separating the rightful job of the Platoon Leader from the Platoon Sergeant. After switching from the role of PSG to PL, I found myself micromanaging the platoon too much, and taking over the role of my PSG. I was reminded quickly to make sure I was doing my job and my job only, so that I did not impede the work of the PSG. I quickly rectified this, and our platoon seemed to fall back into order. The last major takeaway I had from this event, MSII involvement, was something I found to be extremely beneficial. Not only did it give them good leadership repetitions, but also practice with things such as comms and radio etiquette. Combining radio etiquette with stressful situations does nothing but make them more confident in their abilities to make proper decisions, and relay what they are doing/thinking, with the proper form.

Yale NROTC Conference

CDT Rachel Harris (Wellesley '21)

On the weekend of April 6th, while our fellow cadets were busy at spring field training, four MS1s and one MS2 had the privilege of attending Yale's 3rd annual Naval ROTC Leadership Conference. The main focus of this conference was to introduce attendees to leadership in the context of global affairs and to have a better understanding of what it means to be a leader in various dynamic circumstances. Students from a plethora of colleges from across the country attended these lectures and workshops designed to promote leadership and diversity in the military. Each attendee was able to attend two workshops; mine included "Intelligence Collection in International Relations" and "Tackling Corruption Abroad: Short-Term Stability, at What Cost". We had leaders from political and military affairs, including a talk from former Secretary of State Dr. Henry Kissinger and former Secretary of Defense, the Hon. Ashton Carter. However, the unique aspect of this conference was that the presenters came from various military and non military backgrounds. It was a great



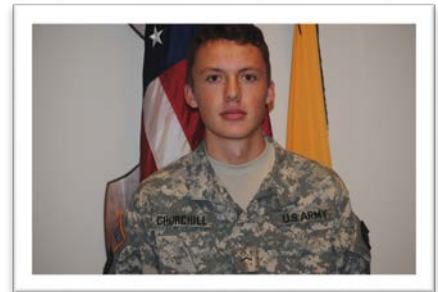
From left to right: CDTs Seekamp, Liu, Miller, Harris, Shah

opportunity to hear from people in all areas of service to our country. The MIT cadets who went and I had a great time meeting fellow cadets from West Point and Midshipmen from other universities. It was an opportunity to form relationships that we would not have gotten the chance to have before and our experience at Yale was definitely one of the best moments I have had in ROTC this semester!



West Point Conference

CDTs Cole Legg (MIT '20), Michael Hiebert (Harvard '21), Churchill (MIT '21)



This semester, Cadet Hiebert, Cadet Churchill, and I attended the West Point Negotiations Workshop (WPNW). It took place from 04 April – 06 April, and included cadets from several military academies and ROTC programs. The conference consisted of various lectures, practical exercises, and keynote speakers. One key lesson that we took away from the experience were the seven essential elements of negotiation: interests, alternatives, options, legitimacy, commitment, relationship, and communication. WPNW sought to mold future leaders of the US Army into effective negotiators by introducing them to the principled negotiation framework.

On the first day, all Cadets had an introductory dinner and met their assigned hosts—one interesting part for us was hearing about our hosts' experiences at USMA and comparing them to their college experience. The second day contained the bulk of the program: the introduction covering the importance of negotiation was followed by an introduction to the seven aforementioned principles, and a practical exercise on a negotiation between a sports agent and a team's general manager. Instruction continued throughout the day, interwoven with a keynote from the West Point Dean of Academics and a panel of recent West Point graduates. The panel particularly was a highlight, because former West Point students had ample practical experiences and stories to share from their duties. The day closed off with another practical exercise, where students played the role of either a 1LT or an Afghan national looking to resolve problems stemming from the American involvement. The final day was a chance to practice negotiations that go wrong from the beginning, and another highlight of the conference, a keynote from Congressman Chris Gibson. Gibson started as an enlisted infantryman and then switched to the officer route, working his way up to colonel before retiring and serving in Congress; hearing his advice on life and his prescriptions for the country was a fascinating experience. After one more simulation, the day and the workshop came to an end. Overall, we were all able to learn a lot about negotiation and leadership, and the opportunities for application are sure to be plenty in the years to come.

Studying Abroad in the UAE

CDT Sophie Hill (Wellesley '20)

My mother and I often joke that my life would be a lot easier if I had decided to just stick to French.

Serendipitously and highly unexpectedly, I ended up studying Arabic after accidentally walking into Arabic 101 instead of World Politics. A year and a half, five semesters of Arabic, and four Middle Eastern countries later, and my time abroad has not only been invaluable to my studies, but also to my future as a military officer.

When I decided to study abroad in the United Arab Emirates for the semester, I wanted a balance of academic rigor, cultural diversity, and ease of travel. I wanted to be challenged in my understanding of the Middle East, and I wanted to know myself without the structure of Army ROTC and without the comfort of America.

Because I spent a summer in Jordan before coming to the UAE, I knew ahead of time how important it was to embrace the discomfort of being abroad. Whether it's using Arabic to introduce myself to a stranger or trying new foods or learning cultural dances, international study is both exciting and exhausting.



By celebrating my mistakes as milestones in understanding new cultures, I've found that I not only make stronger bonds with the people I meet, but that I learn more about myself and the world around me. The plurality of thought, ethnicity, and language has been overwhelming but unsurprising considering the UAE is one of the most western countries in the Middle East. But while most people can speak English, the taxis are all metered and government-regulated, and there's even a Dunkin' Donuts on my campus, the UAE is still a conservative country with religious morals that influence social life greatly. Prayer times affect business hours, decency laws forbid singing or dancing in public, and social conservatism dictates taboos regarding dress code, interactions between genders, and cursing. Furthermore, as a woman, I'm held to higher standards of modesty than my



CDT Hill with her football team. She was the top goal scorer of the season and co-captain

Pictured is CDT Hill with other members of the Pakistani Cultural Club before their performance at Global Day

male peers.

One of the biggest ways I've been pushed out of my comfort zone is by living and studying in a highly patriarchal society where I find myself silenced or secluded because I'm a woman. In college, I am always surrounded with, working among, and encouraged by strong women. Wellesley and the Paul Revere Battalion have taught me that strength, intelligence, and femininity aren't mutually exclusive, but in the Middle East I find qualities of my personality at odds with cultural expectations of womanhood. Bridging the dichotomy between respect and maintaining my sense of self is difficult, especially because I don't want to pawn off my culture to people who aren't asking for it. And although this means I sometimes silence parts of myself that I am proud of and identify strongly with, for instance keeping my participation in ROTC very private, I have been outspoken in other areas. I've worked hard to contribute positively to the growing narratives on campus that seek to challenge misconceptions about femininity and female empowerment and improve my understanding of how different cultures define personal freedom.

At the end of the day, even though I've come to call the UAE a home in many ways, I look forward to returning to the comforts of America. Terry Pratchett once wrote: "Why do you go away? So that you can come back. So that



CDT Hill at the Sultan Qaboos Grand Mosque in Muscat while on a backpacking trip through Oman

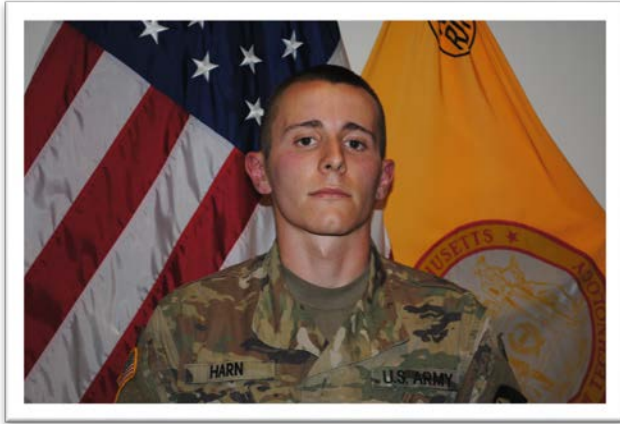
you can see the place you came from with new eyes and extra colors." Reflecting on this, I find myself missing the camaraderie of late nights at the unit, early morning runs along the banks of the Charles River, and Kraft Mac-n-Cheese for dinner. And even though my acceptance to Project Go this summer in Jordan means I won't be returning to the States until August, I know that my time away has better prepared me for succeeding when I get back. I look forward to bringing with me the patience, flexibility, open mindedness, and well-roundedness I've gained in while abroad.



CDT Hill performing Shakar Wanda, one of the seven songs performed by the Pakistani Cultural Club on Global Day

Before Advanced Camp

CDT John Harn (Salem State '19)



Getting ready for the CFTX weekend was a bit nerve-racking. Reading and memorizing soldiering skills such as rifle marksmanship, land navigation, and infantry platoon tactics seemed overwhelming. My fellow Cadets and I worked extremely hard in class, lab, and outside of ROTC learning as much

information as we could to help us for the CFTX. This boosted my confidence as I knew there wasn't much more I had to do in preparing but rather believe in myself.

Listening to "Hells Bells" by AC/DC while driving to the MIT Battalion building on Vassar Street got me in a warrior mindset. The cadre boosted our confidence in giving us cheerful motivational words before leaving. When arriving at Fort Devens, I first participated in the rifle marksmanship. I applied the shooting fundamentals I learned in class and let the M-4 rifle do the rest. I qualified on my first time around hitting 26 out of 40 shots. Later on that the day, I conducted land navigation by myself. After about thirty minutes of being out on the course, it began to snow. The only thoughts going through my mind were to not quit. I found my location by shooting azimuths and using terrain association. I passed finding 4 out of 5 of the points. The rest of the weekend consisted of platoon missions involving ambush, raid, recon, and movement to contact.

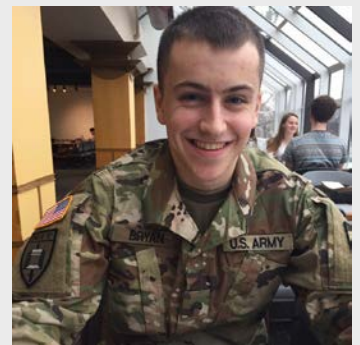
As an MS III, I was given the roles of platoon sergeant, squad leader, and medic. I was surprised by how my platoon, none of whom I knew, worked so well in building a cohesive team and reaching mission success. We all had different strengths and weaknesses; as a result, we were all able to contribute in some way. After the STX lanes ended, I almost felt closer to my platoon than my friends in college. It was disappointing having to leave them and go back home.

The CFTX weekend taught me a lot about myself. Believing in yourself is the most essential entity to success. I felt that by surrounding myself with other high speed Cadets and cadre, I was able to transition and develop a warrior mindset. I am extremely glad I participated in the CFTX and hope to use what I learned to achieve great things during the summer at Advanced Camp.

“What do you do to motivate yourself and others when morale is low?”

I motivate myself by looking to my left and to my right. I am almost always surrounded by other motivated friends here at Paul Revere, and I am spurred on in an effort to serve and function as a part of a team.

-Connor Bryan
(Tufts '20)



The Tough Ruck

CDT Oren Abusch-Magder (Tufts '19)

My feet hurt. My back hurts. My shoulders hurt. It's mile 14. I'm headed out for a 5 mile stretch before I turn around, and I just can't believe I volunteered to do this. Nobody forced me, nobody encouraged me. I willingly chose to take on this adventure. Why had I done this to myself?

At mile 4, I had to stop to take off my boot and found that I had a bleeding blister. It hurt like all hell, and with 22 miles to go, all I could do was ignore it. With each step it numbed. Well, numbed isn't the right word, more just that other pains replaced it. But I kept walking. By mile 14, as I turned around, I was loving it.

I didn't join the Army to have it easy, and there was no easy way out of this, just 12.2 more miles of trail to pound. I passed a stand of veterans, who handed me much-needed boost in the form of a gatorade and a sign that said "embrace the suck." I passed sergeants who were rucking in their BDUs, long retired but still rucking. If they could find the power to do this in their 50s, I had no excuse.

At mile 17 I started to slow down. My feet were hurting with each step, I thought I could probably do it, but knew this would not be fun. But every time I passed another rucker they would give me a high-five and say "good job." They knew I could do it even when I wasn't sure.

At mile 23 I found myself swearing in cadence. Each step just painful enough to produce a stifled grunt and an inaudible expletive. It was then that I thought of the Tough Ruck motto: "we ruck for those who can't." For 23 miles I had passed the ribbons on other's backs. Yellow ribbons, blue ribbons, and red ribbons. Commemorations of our brothers and sisters who didn't come home whole. Those who can't. So when I couldn't keep going for myself, I kept going for them.

The fourth line of the warrior ethos is "I will never leave a fallen comrade." In my opinion, it is the most important one. As a Soldier, I have agreed to do a lot of things, I have agreed to wake up early, I have agreed to be cold, I have even agreed to go to war when my country calls me. None is more sacred than my agreement to

never leave a fallen comrade. Without the bond between soldiers, we are nothing. It is a bond displayed through high-fives and gatorade bottles all the way through valor under fire. I know my comrades won't leave me. So I muscled through, and proudly crossed the finish line carrying the name of four fallen comrades, comrades I have never met, and comrades I will never leave.



CDT Abusch-Magder changes his socks during the Tough Ruck



CDT Abusch-Magder receives his marathon medal after completing 26.2 miles

Lessons from the Staff Ride

CDT Gabe Gladstein (Harvard '18)



CDT Gladstein (second from right) with fellow MSIV comrades at the Staff Ride

The fog was thick early on the morning of April 15 as Paul Revere Battalion's MSIV class donned business casual attire and made its way to Lexington and Concord for what promised to be a day full of historical study and frozen fingers. I can count on one hand the number of things that would get our class of cadets, now only weeks away from graduation, commissioning, and life as real adults, out of bed at six in the morning on a Sunday—but Lieutenant Colonel Godfrin's unspoken threat of the punishments we might incur should we arrive late was most certainly among them.

Our task was to arrive at Lexington Green no later than 0915 in order to complete the interactive educational experience known as a "staff ride," an exercise made famous by the Germans—but made fun by, you guessed it, the Americans. The purpose of a staff ride is to study a historical battleground up close in order to better understand the decisions made there by leaders and their subordinates. From this understanding, we are to derive lessons that we can take with us as we conclude the initial part of our training and become leaders ourselves. Much of the learning is supposed to occur before the ride—we complete readings and prepare presentations (some of us in the same day, directly before we are to present...) on a certain part of the

battle, sharing with our class in order to generate shared understanding within the entire group.

In truth, there is no real substitute for the physical experience of being present on a battlefield, of guessing where a flanking movement might have taken place or of seeing the bridge where the shot heard 'round the world was fired. Living in and around Boston, we have the privilege of forgetting that even as we traipse our modern streets with our headphones in and our Snapchats snapping¹, we walk in the footsteps of our founding forbearers, the men and women who first envisioned for us a nation in its own right, one in which the power lay in the hands of the people. The staff ride is a wonderful reminder of those sobering facts, and experiencing the sights, sounds, and smells of our history is doubtless the most effective way to feel a part of that history, even a small and insignificant one.

But as we discovered, the staff ride is about much more than solemn study of our military history. Perhaps to Lieutenant Colonel Godfrin's chagrin, I'm confident I learned more about the cadets and cadre around me than I possibly could have about the battle we were there to study. I learned that Sergeant First Class Kirk is not only a history buff—he's synthesized his knowledge into a set of coherent, enlightening, pithy lessons that would put many of my best professors at Harvard to shame. I learned that Cadet Pearson will take any opportunity he has at a bar to order a Four Horseman—even if he's not quite sure what exactly is in that apocalyptic cocktail. And I learned that our group of MSIVs have the kind of connection that, even a year ago, I really couldn't have guessed we'd ultimately develop. We've seen each other at some of our best and worst moments. We've had moments as a group of making Lieutenant Colonel Godfrin proud, and we've had others where we made him about as irritated as I've ever seen. Through it all, we somehow became a close-knit group of brothers and sisters who I'd be proud to fight for, and fight with, any day. If it had required a few more freezing trips out to Lexington and Concord in the snow and wind to show me that, I'd have gladly signed up.

¹ I openly admit to having no idea how that actually works.

Alumni Article

1LT Grace Park (Wellesley '16)

On a humid day in late May 2016, I raised my right hand and commissioned as a second lieutenant into the US Army Signal Corps through the MIT ROTC program, and the next day, I graduated from Wellesley College. Even before I began Basic Officer Leaders Course (BOLC) at Ft. Gordon, Georgia, I knew that my next assignment would be at Camp Humphreys, South Korea, at the 304th Expeditionary Signal Battalion (304th ESB). What I didn't know was that the next year would be the most exciting, rewarding, and unexpected year of my life.

The US Army in Korea is a completely different beast than the US Army anywhere else in the world. Our alliance with the Republic of Korea (ROK) is remarkably strong, and as a Korean American officer, I had the incredible opportunity to liaison between two cultures I understand intimately. Unlike my expectations from many years of ROTC, I began my career not as a platoon leader, but as an executive officer, the senior lieutenant and second in command of a company. Moreover, as a signal officer, I had the unique opportunity to be in one of the few signal battalions in the Army, one that provided tactical communications all across the Korean peninsula.



1LT Park with SGT Choe, the hardest working KATUSA ever, on his last day in the ROK Army.



MG Walton and then 2LT Park during an ROTC event at Yonsei University in Seoul, South Korea.

Though I received world-class training at MIT, Wellesley, and the Cyber Center of Excellence, no amount of training could have prepared me for the challenges of motivating soldiers who were away from their families for a full year, without a car or home outside their barracks room or maintaining a cyber network between joint services and across combined Korean and American networks. But navigating these complex problems were the avenue through which I grew as an officer, a leader, and a person. Of course, I could not have done it without the LT mafia in Korea and my fellow MIT ROTC 2016 graduates who continue to encourage and inspire me two years later.

Despite it being a smaller program nationally, the MIT ROTC Program runs deep. I had the honor of meeting MG James Walton, an MIT graduate, 1977 MIT ROTC commissionee (into the Signal Corps, I might add!), and an Army Reserve general tasked with the transformation of US forces to Camp Humphreys. It was remarkable to compare how the program had changed over the years and reminisce with a fellow MIT ROTC graduate. While the Army takes us all over the world, stories like these makes it truly feel like a small Army.

Of course, while the threat in the North keeps the operational tempo high, Korea would still be my assignment of choice due to the incredible cultural and travel opportunities in living and working abroad. Not only did I

have the opportunity to cheer on Team USA during the 2018 Pyeongchang Olympics, I was also afforded the opportunity to travel all over Asia including, Japan, Vietnam, Singapore, and Thailand. As I pinned on first lieutenant in front of my company and my peers and prepared to leave the peninsula, it struck me just how unlikely these experiences would have been without the Army. Joining the MIT ROTC program remains the best decision I made while at Wellesley.

I reflect now in Clarksville, Tennessee, ready to begin my new assignment as the Battalion S6 of 1-187th Infantry Battalion, 3rd Brigade Combat Team, 101st Airborne Division, or as they are famously called, the Rakkasans. Uncertainty is a constant in the life we have chosen as officers in the US Army, but with faith in our training and ourselves, that uncertainty gives birth to opportunities and experiences far beyond our expectations.

Good luck to the Class of 2018, wherever the Army takes you.
Air Assault!



1LT Park with her company, Bravo Company, 304th ESB, after her promotion.

A Thank You Note

CDT Nathan Williams (Harvard '18)



*CDT Williams (center) receives an award
at the ROTC Awards Ceremony from LTC
Godfrin (left) and MSG Davis (right)*

LTC Godfrin was a mythical figure of sorts during my first few years with the Paul Revere Battalion. This isn't to say I didn't believe he existed—I just didn't know what to think of him. He seemed busy supervising the MSIVs as our battalion's NCOs and Captains took care of our juniors and underclassmen. Back then, the only intelligence I had on LTC Godfrin came from Harvard's various MSIV cohorts, each of whom delivered the same warning: MSIV year is a pain in the ass.

Only at the end of my MSIII year did I fully understand their warnings. During my first meeting with LTC Godfrin, he was quick to establish his expectations for fall semester's FTX. He instructed CDTs LaMarche, Forte, and me to conduct a reconnaissance of Camp Edwards before we left for summer vacation, stressing the importance of planning now before August snuck up on us.

Initially, I was a bit overwhelmed; we had yet to complete Advanced Camp, let alone plan New Cadet Orientation. As we walked away from our first reconnaissance of Camp Edwards, I couldn't help but feel as though LTC Godfrin had thrown us in the deep end in hopes that we'd swim. It wasn't until mid-November that I began to realize that I had mischaracterized LTC Godfrin. Though Fall 2017 was certainly a trial by fire as our MSIV class struggled to simultaneously plan several training events, LTC Godfrin never left us out to dry.

As we worked long evenings in the Merrill Room and Army classroom, LTC Godfrin was there, advising us while we wrangled with the Military Decision-Making Process (MDMP) and Mission Command. Whenever we spent too long debating superfluous details, LTC Godfrin was there to nudge us back on track. Like a patient driving instructor, LTC Godfrin allowed us to experiment with leadership while protecting the car (the battalion) from our inexperience when necessary.

Sometimes our cohort focused too heavily on a few specific training events, frequently losing sight of our other responsibilities. Yet just before our mental backburners burst into flames, LTC Godfrin was there to remind us of our timeline. Don't gloss over Mission Analysis, he'd warn us. Don't rush through Course of Action Development. Invest in your wargaming so that you don't have to do it again. These warnings were LTC Godfrin's way of ensuring that we didn't veer off course as we struggled to get the Revere-mobile moving.

Like any group of stressed students, we sometimes half-assed our way through important assignments. Theses, part-time jobs, and extra-curriculars; these responsibilities often pressured our cohort to cut corners when possible. In my experience, most professors and mentors are okay with letting their pupils escape with substandard work. After all, correcting mistakes creates additional work and pain, especially when the students in question are already tired and irritable.

LTC Godfrin is not the type of mentor who lets his students get away with careless mistakes. Did you submit a poorly formatted memorandum? Do it again. Was your Mission Analysis brief unorganized? Do it again. Was your wargame insufficiently thorough? Do it again. Though our cohort was sick of repetitive run-throughs, I can't imagine that LTC Godfrin was enthralled by the idea of spending his Wednesday evenings watching us complete what we should've completed the previous Wednesday. Yet throughout our cohort's numerous redoes and retries, LTC Godfrin was there to guide and develop us, and for that – despite our impatience, irritability, and inexperience – we are extremely grateful for.

Each year, when the CFTX came to a close, the MSIVs would tell me about how much better prepared they felt for commissioning. Though painful, the six months they had spent working through the Military Decision-Making Process left them beaming with pride. Several alums I remain in contact with have repeatedly emphasized how the CFTX planning process and LTC Godfrin's guidance continues to set them apart from their less experienced peers. Having completed the same ordeal, I can confidently say that our cohort is ready for commissioning, a feat for which LTC Godfrin is largely responsible.

Sir, as you prepare to move on to your next assignment, and on behalf of the MSIVs, I'd like to thank you for your patience as you sat through multiple iterations of the same brief. Thank you for not letting us get away with mediocrity. Thank you for forcing us to get things done the right way, even when it took far longer. Thank you for granting us the freedom to experiment. More importantly, thank you for caring about our battalion's development. As someone who's been with this program for the entirety of your tenure, I know that, more than anyone else, you were responsible for transforming this battalion into the stellar program it is today.

Very Respectfully,

CDT Williams

The Paul Revere Battalion

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