

Parents Almanac



Public Affairs Office
United States Military Academy
West Point, New York 10996
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OFFICE OF THE SUPERINTENDENT UNITED STATES MILITARY ACADEMY WEST POINT, NEW YORK 10996-5000



Dear Parent:

Congratulations on your son's or daughter's acceptance to the United States Military Academy at West Point. The next four years will be an exciting and rewarding time for you as your cadet is educated and trained to become a leader of character for our Army.

The Parents Almanac contains information about West Point and the cadet experience. I trust it will help make you a better informed West Point parent. Keep in mind that information about cadet schedules and activities is general in nature and varies from year to year; it is always necessary to confirm specifics with your cadet before making plans.

West Point Parents Clubs offer an opportunity for mutual support and insight into the coming years. I urge you to join in the fellowship of a local club. A list of clubs is included in the almanac.

I look forward to welcoming you and your cadet on June 27.

Sincerely.

Lieutenant General, US Army

Superintendent



Parents tailgating at Army football game

Joining a Parents Club

Membership in a West Point Parents Club offers valuable opportunities for mutual support, fellowship and access to useful information about the academy and cadet life. Although each club is an independent, autonomous organization, clubs are all officially recognized and supported by the academy.

The parents club network offers a dynamic line of communication between the academy and cadet parents. The Parents Club Coordinator at West Point passes on current information to club presidents, who then communicate with their members through e-mails, newsletters, telephone chains, etc. Typical club activities are meetings, informal get-togethers, tailgates, holiday balls, new cadet picnics, luncheons or dinners and other events at which cadet families gather.

Parents clubs are not a substitute for communication between you and your cadet's Company Tactical (TAC) officer. Specific concerns or information regarding your cadet should be addressed to the TAC.

Many parents clubs communicate and interact with West Point Societies and members of the USMA Admissions Field Force in their local areas. Through this networking, these groups are able to gain a broad perspective on the academy and to assist in telling the West Point story across the country.

Some clubs are becoming more involved by working with the Admissions Office in spreading the word about USMA to their local communities and high schools. Many work with the West Point Societies by coordinating events at away football games and Founders Day activities.

There are West Point Parents Clubs in most states and in Europe. To join a parents club near you, simply locate the club in your region on the Parents Club Roster and contact the president. (Please note the roster reflects club presidents as of March 2005.)

If there isn't a club in your area and you would like information about forming one, please call the Parents Club Coordinator at (845) 938-5650, write to: Community Relations, Bldg. 2107, U.S. Military Academy, Mail & Distribution Center, 646 Swift Road, West Point, N.Y. 10996-1905 or e-mail dolores.salvatore@usma.edu. The Community Relations Branch of the Public Affairs Office is located in the basement of the Visitors Center, Building 2107, Pershing Center.

The Public Affairs Office also maintains a list server that posts official information via e-mail. To sign up for this free service go to USMA's homepage at www.usma.edu; then *News* then *West Point Parents Club and USMA News mailing lists* then *WPPC-NEWS* then *Join (or leave) the list*. From there, follow the directions listed.

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Cadet Life

The West Point Experience



When cadets enter the academy, they become active duty members of the U.S. Army. They are taking the first steps toward joining the *Long Gray Line*, one of the proudest traditions in the Army and in the nation.

At the U.S. Military Academy, your cadets will be developed as a leader of character to serve our Army and country for a lifetime. The active duty service obligation is five years after graduation, but whether cadets remain in uniform for a career or

select other fields of endeavor, they will always be recognized as West Point graduates.

The demanding 47-month West Point experience transforms cadets into leaders. This experience includes academic, military and physical development. A strong emphasis on moralethical standards is woven into each developmental area.

You can be enormously proud of the accomplishments of your cadet. West Point is extremely selective, enrolling only the most promising young men and women. They are bright, eager and enthusiastic; and they demonstrate a high degree of extraordinary leadership potential. They are among the finest young people in America, and we are proud that they have chosen to come to West Point.

Academics

During their first two years, the program of study consists of a core curriculum of science, English, mathematics, history, information technology and behavioral and social sciences. This broad base of knowledge forms the foundation for a higher level core curriculum, a minimum of three engineering courses, and specialization in an academic major.



Your cadets are responsible for keeping you informed about how they are doing. If they experience difficulty in a course,

they should seek help immediately. Additional instruction (AI) is offered in every course. Cadets may also request a tutor through their company.

Academic requirements, coupled with the many other demands upon their time, place a great need for self-discipline on cadets. The Center For Enhanced Performance (CEP) offers a *Student Success Course* and *Critical Thinking and Information Literacy Course* through the Reading and Study Skills Program (RSSP). It also offers individual and team performance enhancement training through the Performance Enhancement Program (PEP) to help cadets adjust to academy life. Academy counseling is provided throughout a cadet's four years. Teams of faculty counselors assigned to each cadet company work with cadets during their first two years. In addition to assisting with individual study challenges, the counselors help cadets clarify the areas of specialization in the curriculum best suited to their individual abilities and goals.

Early in their second year, departmental academic counselors assist cadets in selecting their major. The counselors are assigned to cadets according to the cadets' chosen major and provide counseling to the junior and senior classes. Individual course instructors are always willing to help cadets, and the academic counselors in the Dean's Office are available for academic guidance on a walk-in basis.

Military Program

When new cadets arrive on R-Day, they begin to experience the military environment ever present at the academy. They are required to conduct themselves according to military standards. The first phase of military training is given during the six-week program known as



Cadet Basic Training (CBT). CBT, or Beast Barracks, is one of the most strenuous and intense periods of training that cadets encounter while at the academy.

During CBT, upperclass cadets, tactical officers and noncommissioned officers (TAC Teams) train, inspire and mentor new cadets in basic soldier skills and prepare them for acceptance into the Corps of Cadets. In addition, the program is designed to inspire each new cadet to internalize the ideals of West Point and the Army.

Along with instruction in military subjects, new cadets participate in drills, marches and overnight field training.

CBT culminates in a week of training and living in a field environment and a 15-mile march back to West Point. Once they enter the gate, new cadets, led by the USMA Band, are greeted by well-wishers lining the streets as they pass-in-review before the Superintendent and senior members of the staff. Soon after, they are accepted into the Corps and acknowledged as cadets in a brigade review on the Plain.

Throughout the academic year, cadets receive instruction in military subjects. Military Science instruction during their first academic year includes two courses: MS101 Introduction

to the Army and MS103 Introduction to Warfighting. MS101 introduces cadets to the Army, its heritage and its organization. In this course, cadets learn the seven Army values, the identities and principles of Officership, and basic Army customs and traditions to properly prepare them to begin their study of Military Science. MS103 is designed to provide cadets a foundation of tactical knowledge necessary for success during Cadet Field Training (CFT). Tactical instruction includes map reading. Troop Leading Procedures and introduction to military planning. Cadets are also introduced to dismounted platoon operations, patrolling, organization of a light infantry squad/platoon, and the characteristics of organic weapons.



Physical Development

"Upon the fields of friendly strife are sown the seeds that upon other fields, on other days, will bear the fruits of victory." These words of General Douglas MacArthur express a fundamental part of the West Point philosophy. In addition to the required physical education courses and periodic assessments of physical fitness, every cadet must engage in intramural, competitive club or intercollegiate athletics.

The physical education program is based on the principle that each cadet will develop a desire and knowledge to maintain a high degree of physical fitness throughout a lifetime of service and that physically capable Army officers will perform more effectively. Plebes pursue a rigorous physical education curriculum that includes Combatives I (conducted during Cadet Basic Training), Combatives II (boxing for men and self-defense for women), survival swimming and military movement. Their physical development continues as upper-class cadets with Combatives III (conducted during Cadet Field Training), Combatives IV (Close Quarters Combat), lifetime sports and Fitness Leader I and II.

The Army Physical Fitness Test (APFT), administered semi-annually, consists of pushups, sit-ups and a two-mile run. Additionally, all cadets take the Indoor Obstacle Course Test (IOCT) annually. This 11-event test is used to assess coordination, balance, anaerobic ability, muscular endurance and agility.



The slogan "every cadet an athlete and every athlete challenged" reflects the spirit of the intramural program, which consists of cadet companies competing against each other. The majority of cadets compete at this level. The program's objectives are to ensure a broad sports experience for each cadet, to develop lifelong sports skills, to instill the habit of physical activity



and, most importantly, to provide the opportunity for leadership development. Adhering to the principles of fair play is an essential part of the program.

Cadets who desire to participate at a higher level of competition are offered the opportunity to compete against other clubs, colleges and universities in numerous competitive club sports, such as rugby, crew and marathon running.

The intercollegiate (varsity) program includes a wide variety of

men's and women's sports. More than one-quarter of the cadets compete at this level.



West Point's Bedrock Values: Honor and Respect The Honor Program

"Duty, Honor, Country. Those three hallowed words reverently dictate what you ought to be, what you can be, what you will be. They are your rallying points...."

GEN Douglas MacArthur spoke these words to the Corps of Cadets, on 12 May 1962, in his farewell address to West Point. The Cadet Honor program is at the center of the very being of the United States Military Academy. It

develops cadet's character through a 47 month experience. The Program's foundation is the Cadet Honor Code which states "A Cadet will not lie, cheat, steal or tolerate those who do."

The Honor Code is administered by the Cadet Honor Committee. Its members are elected by their peers and appointed for two years. They are responsible for the education of the standards and requirements of the Honor Code, its system and procedures.

The Respect Program

"Not all leader issues are respect issues, but all respect issues are leader issues."

For generations, the United States Military Academy has advocated respect for others as an integral part of leadership and inherent to the ethos of the professional military officer. The ability to educate, train, and inspire leaders of character is linked to the Academy's commitment to ensure a positive command climate, eliminate discrimination, and foster an atmosphere in which cadets can learn and develop equally without prejudice. In order to ensure a healthy command climate and focus more succinctly on character development, the United States Military Academy maintains the Respect Program as a Bedrock Value. The intent of the program is to engender a professional attitude that encompasses every aspect of cadet life and that is essential for effective leadership in the Army.

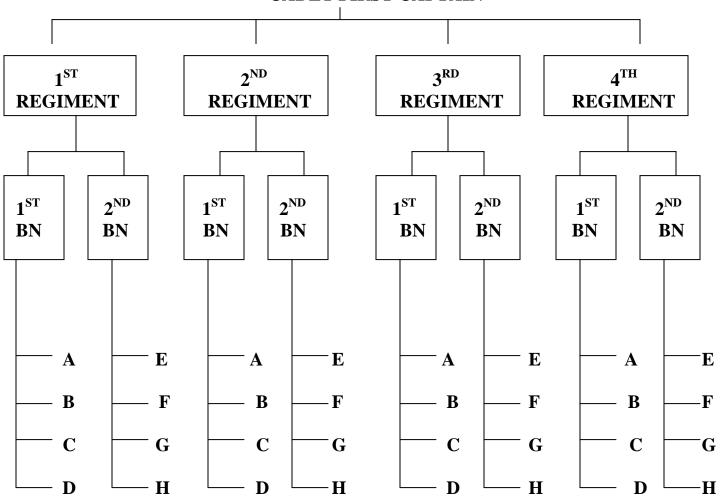
The Army and the United States Military Academy will not tolerate violations of equal opportunity (prejudicial and discriminatory behavior or unfair treatment based on race, religion, national origin, color, or gender), and one function of the Respect Program is to educate cadets on equal opportunity issues. The program fosters cadets understanding of and commitment to the fundamental principle that each individual intrinsically has infinite dignity and worth.

"He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself."

Major General John M. Schofield

ORGANIZATION OF THE CORPS OF CADETS DURING THE ACADEMIC YEAR

CADET FIRST CAPTAIN



BN = **Battalion**

Letters denote cadet companies

Cadet Company Orderly Room Telephone Numbers

(845) 938-XX	XXX	
A2-3570	A3-2962	A4-4125
B2-4431	B3-3236	B4-3343
C2-3761	C3-2664	C4-4120
D2-3293	D3-2763	D4-3370
E2-3195	E3-2466	E4-3364
F2-3556	F3-5476	F4-3776
G2-2983	G3-3085	G4-2444
H2-3285	H3-3189	H4-4346
	A2-3570 B2-4431 C2-3761 D2-3293 E2-3195 F2-3556 G2-2983	B2-4431 B3-3236 C2-3761 C3-2664 D2-3293 D3-2763 E2-3195 E3-2466 F2-3556 F3-5476 G2-2983 G3-3085

Cadet Rules and Regulations

A and B Saturdays

A and B Saturdays refer to two kinds of Saturdays in the cadet academic year schedule. The following explanation is from an academy regulation.

Alpha (A) Saturdays are those during which all cadets, except those participating in corps squad and selected club competitions at or away from West Point, are expected to be in attendance for events scheduled on Saturday morning by the Commandant (A/C) and the Dean (A/D). Operating rules for A/D include a Friday formal evening study period (ESP) and Saturday from 7:35 a.m. until 11:45 a.m. for Dean's activities. Operating hours for A/C do not include a formal ESP on Friday, but do provide Saturday from 7:35 a.m. until 11:45 a.m. for Commandant's activities.

Bravo (B) Saturdays are those when cadets will pursue discretionary events. Extracurricular groups try to schedule their away events on Bravo Saturday weekends.

Cadets will receive the specific schedule of Saturdays at the start of the academic year. Many parents who plan a trip to West Point often schedule it on a B Saturday weekend, which may allow them more time with their cadet. Reminder: All information provided in this almanac is subject to an individual cadet's circumstances and duty requirements.

Leaves and Passes

Information about leaves and passes is contained in the USCC Standing Operating Procedures (SOP). Cadets are responsible for submitting all requests and obtaining approval for leaves or passes. Approval must be obtained before making any travel arrangements.

A **Pass** is a privilege that may be earned. It is approved or disapproved by the company tactical officer (TAC). Plebes are eligible for one pass during their first semester.

Generally, all cadets are authorized **leave** as a part of the curriculum and as a respite from academic and military duties. Unless otherwise notified, cadets may take leave from West Point during Thanksgiving, December holiday leave period, spring break and during the summer.

In the event of an immediate family emergency, TACs, and in their absence the USCC Officer-in-Charge, may approve emergency leave requests. If parents cannot reach their cadet, they should call the cadet's Tactical Officer or TAC NCO. Parents may also call the Central Guard Room (845-938-3030) which is staffed 24 hours a day or the Brigade Tactical Department Headquarters at 845-938-6005.

Walking Privileges

At the conclusion of CBT and the Acceptance Parade, New Cadets are welcomed into the ranks as cadet privates or plebes. They are then allowed walking privileges in accordance with the guidelines in the USCC SOP.

Cadets in good standing have walking privileges on the weekend once they have completed all duties. On normal weekends, cadets may take walking privileges on Saturday after their last duty until 11 p.m. and Sunday from 7 a.m. to 7 p.m. There are additional allowances for holiday weekends specified in the USCC SOP.

As is the case in any explanation of cadet regulations, these are general guidelines that are subject to an individual cadet's circumstances. It is the cadet's responsibility to know the regulations and how to apply them to each particular case.

Historic Cadet Mess Hall in Washington Hall

The neo-Gothic Cadet Mess Hall at West Point is an impressive structure configured like an enormous spoked



wheel with six dining wings radiating from a central elevated "poop deck." The Mess Hall seats and feeds the entire Corps of approximately 4,000 cadets in less than 25 minutes. It provides well-balanced nutritional meals that support the cadets very active daily life. To maintain the unity of the Corps, the use of the Mess Hall by others is highly regulated. Family members may eat in the Mess Hall with their cadet under the following guidelines:

Official Guests: Cadets of any class may invite and escort an official guest (official as deemed by Protocol or Public Affairs) or a member of the Armed Forces during any meal with minor exceptions listed in the USCC SOP.

Unofficial Guest: Cadets in their second through fourth year may invite and escort guests to informal meals only, with a maximum of five guests. The exception for first year cadets is during Plebe Parent Weekend when they may escort guests to informal meals. Other exceptions are listed in the USCC SOP.

Informal Meals: Saturday lunch and dinner or Sunday brunch.

Official Weekends: Special events are scheduled throughout the year for different

classes. At such times guest meal tickets are not authorized.

Meal Hours: Meal hours are posted on the cadet schedule and are strictly enforced.

Plebe-Parent Weekend

Plebe parents are invited to USMA to spend time with their cadets to see what they have accomplished since their entrance into the academy. Other family members and friends are also welcome to visit at this time.

There are many events for parents to participate in during Plebe-Parent Weekend, which will be Oct. 14-17, 2005.

The USMA Operations Office will send out a Plebe-Parent Weekend Information Booklet providing more details about this unique event planned for plebes and their families. A banquet in the Cadet Mess and dance in Eisenhower Hall are traditional weekend events. Plebes normally have sufficient free time and walking privileges to make this a quality family experience.

If you plan on visiting West Point, you should make hotel/motel reservations as early as possible for this well-attended event.

Yearling Winter Weekend

This weekend occasion is planned for yearlings and their guests. Winter sports activities at West Point are highlighted, along with a Saturday evening banquet and formal dance. Yearling Winter Weekend for the Class of 2008 is February 3-5, 2006.

500th Night Weekend

The date marking the 500th night before graduation prompts a January weekend of festivities for cows or juniors. This milestone in a cadet's schooling is typically celebrated with a Saturday night banquet, followed by a formal dance. The Class of 2007 will hold its 500th night weekend events on January 20-22, 2006.

Ring Weekend

Firstie cadets receive their class rings in late August of their final year at the academy. This firstie occasion is celebrated with a weekend of events. There is a banquet and dance to top off the festivities on Saturday night. This year's Ring Weekend will be August 26-28, 2005.

100th Night Weekend

This late winter weekend marks the 100th night before graduation. It is a time of anticipation for these future officers and also an occasion for looking back at the humorous and unforgettable experiences they have shared during their time at West Point.

The 100th Night show is usually presented by the firsties at Eisenhower Hall on Friday and Saturday nights. This musical show is written, directed and performed by members of the senior class and is usually based on their class's unique perception of the West Point experience. A formal banquet and hop are also planned for this special weekend. The Class of 2006's 100th Night is February 24-25-26, 2006.

Graduation Week

Many special activities are planned during the week preceding the Saturday morning graduation ceremony. The USMA Operations Office sends firstie parents a Parents Guide for Graduation Week outlining the week's events. This is mailed in April of the cadet's senior year. Although some events begin as early as Wednesday, Friday is when the graduation parade, banquet and hop occur. Please remember: if you are planning to attend, you will need to make arrangements for lodging well in advance. Graduation Day for the Class of 2005 is May 28, 2005, and for the Class of 2006, it is May 27, 2006.

Army Football

Choose from the following options to purchase tickets.

Season Tickets

(\$133 per season ticket)

Cadet Season Tickets

A cadet may purchase season tickets for family and friends. That seating will be with other guests behind the Corps on the lower level. Each year, seating is reassigned based on each cadet's class year. Only cadets may purchase these tickets at the Army Ticket Office.



"A" Club Season Tickets

Parents may wish to purchase their own season seats in different areas of Michie Stadium. All seating and parking assignments are based on donation level.

Single Game Tickets

\$27 per ticket, except Connecticut and Central Michigan (home) at \$31 per ticket

Cadet Single Game Tickets

Cadets may purchase tickets for individual games at the Army Ticket Office. These seats are located in Sections 17A, 18 & 19 behind the Corps. Cadets may request a stub (no purchase necessary) to sit with their guests.

Other Single Game Tickets

Parents, family and friends may purchase single game tickets for Army football. All seating is assigned based on level of giving to the Army "A" Club. Please contact the Army Ticket Office for special group rates and tailgating information.

Army-Navy Game

The ticket prices for the 2005 Army/Navy game are as follows: Lower and Upper Level \$50 per ticket, Club Level \$85 per ticket The game is played at Lincoln Financial Field in Philadelphia, Pa.

Cadet Seating

Each cadet is entitled to purchase up to four tickets to the Army-Navy Game in the cadet guest area. Seating is assigned by class year. These tickets can be purchased by cadets <u>only</u> and are subject to availability.

"A" Club Seating/Season Ticket Holder Seating

By becoming an Army football season ticket holder you may purchase as many Army-Navy tickets as you do season tickets. By joining the Army "A" Club (minimum annual contribution of \$50) you may purchase as many Army-Navy tickets as your level of giving permits. Seating for the Army-Navy game is assigned by donation level. Group purchases for individual parents clubs are only possible if the club makes an "A" Club contribution, or places orders as individual "A" Club donors along with a "sit together" request. All Army-Navy tickets are subject to availability.

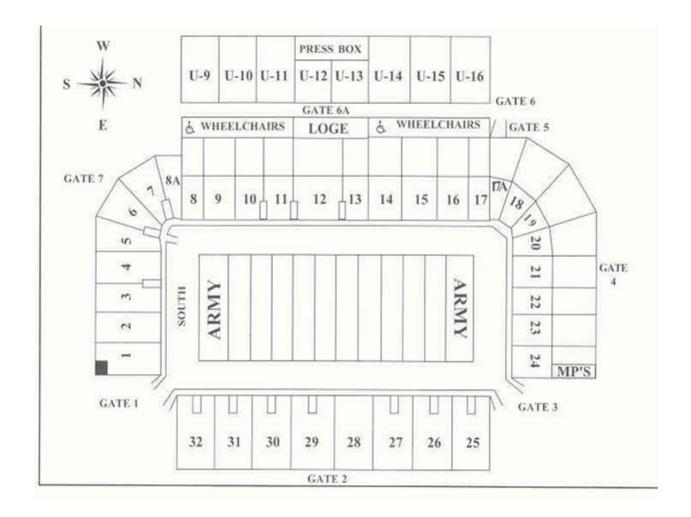
R-Day Exception

The Army Athletic Association makes an exception on R-Day to the above ticket policies. Plebe parents may purchase the cadet season, single & Army-Navy tickets on R-Day only. After R-Day, cadet tickets may be purchased only by the cadet at the Army Ticket Office.



Army Football Schedule

Date	Opponent	Site	Location
Sept. 10	at Boston College	Alumni Stadium	Chestnut Hill, MA.
Sept. 17	BAYLOR	MICHIE STADIUM	WEST POINT, NY
Sept. 24	IOWA STATE	MICHIE STADIUM	WEST POINT, NY
Oct. 1	CONNECTICUT	MICHIE STADIUM	WEST POINT, NY
Oct. 8	CENTRAL MICHIGAN	MICHIE STADIUM	WEST POINT, NY
Oct. 15	at TCU	Amon G. Carter Stadium	Fort Worth, TX
Oct. 22	at Akron	Rubber Bowl	Akron, OH
Nov. 5	at Air Force	Falcon Stadium	USAFA, CO
Nov. 12	MASSACHUSETTS	MICHIE STADIUM	WEST POINT, NY
Nov. 19	ARKANSAS STATE	MICHIE STADIUM	WEST POINT, NY
Dec. 3	NAVY	LINCOLN FINANCIAL FIELD	PHILADELPHIA, PA



FOR MORE INFORMATION

ARMY TICKET OFFICE

Holleder Center West Point, New York 10996 1-877-TIX-ARMY www.goARMYsports.com

ARMY 'A' CLUB

639 Howard Road West Point, New York 10996 845-938-2322 or 845-938-4444 ArmyAClub@usma.edu

Reception Day (R-Day)

If it's feasible, attend Reception Day. It will help you to better understand the academy and what your new cadet will experience during CBT. Be sure to wear comfortable shoes and clothing. The weather can be hot, humid or rainy.

Activities/conveniences for parents:

- Initial briefing and farewell (with your cadet)
- Shuttle bus service and guided bus tours around West Point
- Parents Reception Center
- Afternoon briefing by the Superintendent and Commandant, followed by question and answer period
- New cadet Swearing-In Ceremony

Handy Items for Cadets to Bring:

- Inexpensive watch
- Small overnight bag
- Stamped, pre-addressed envelopes to family and friends

Communicating with your Cadet

Mail to Cadets

Individual post office box numbers are sent to new cadets as part of a mailing from the Director of Admissions. New cadet mailing addresses will also be available during R-Day. Cadets can send their address within a day or two to parents who are unable to attend R-Day.

Suggestions for parents:

- Bring a stamped envelope/card with you, place your cadet's new address on it, and drop it in the mailbox before leaving West Point. Your cadet will enjoy having mail right away.
- Write your cadet encouraging words as frequently as possible.
- Emphasize taking one day at a time and keeping a sense of humor.
- Send hometown news, cartoons, inspirational cards and a few pre-addressed and stamped post cards to your new cadet.

TAC Team

The academy is often a cadet's first introduction to a military environment. TAC teams are instrumental in the cadet's transition to the military lifestyle. A Company TAC Team is composed of an active duty officer and senior non-commissioned officer (NCO). TACs are the program integrators of the Academy. They have the requisite military and civilian education and experiences to lead, coach and mentor cadets, ensuring an easy and thorough integration into the Corps of Cadets.

If you have any questions or concerns about any programs, events or your cadet, the TAC or TAC NCO should be your initial contact point. If you are unable to contact the TAC Team, you may call the Brigade Tactical Department at 845-938-6005.

E-mail and the Worldwide Web

West Point has long realized that it is good for cadets to use electronic mail for both official and personal correspondence. This also fits the needs of the Army as officers must be capable and comfortable with electronic communications. E-mail is also a simple and inexpensive way to support the morale and welfare of cadets and their families. Cadets are prohibited from using the government computer network for profit-making activities. Cadets receive their personal laptops during Reorganization Week, Aug. 7-14. The simplest way to initiate an e-mail conversation is to have your cadet send an e-mail to your address. E-mail is not available for new cadets during Cadet Basic Training. The U.S. Military Academy has its own website on the worldwide web. The address is: http://www.usma.edu.

Packages and "Boodle Boxes"

Unless it's an emergency item (for example, eyeglasses), packages are not to be sent to new cadets during Cadet Basic Training.

"Boodle" is the cadets' expression for goodies from home, and it's a very effective morale-booster after CBT. Do not send boodle during CBT. When you send boodle, use an airtight container that will provide storage for future mailings.

All commercial mail delivery services (UPS, FEDEX, etc.) must first go to the USMA Mail and Distribution Center to be scanned for security reasons. The Mail and Distribution Center normally will deliver packages to the Central Guard Room in the afternoon. If mail is delivered on a Friday afternoon, it will not be scanned or delivered to the Central Guard Room until the next work day. All mail to the Central Guard Room should include the cadet's name and company. Address it as follows:

Cadet John Smith, Company C4, c/o Cadet Central Guard Room Building 745C West Point, New York 10997 (The zip code 10997 is used exclusively for mail delivered by the U.S. Postal Service to the cadet's mailbox.)

The cadet-in-charge of quarters takes the package to the recipient's company area, and it is picked up there.

Telephone Calls

Most new cadets will not be able to call home for 2-3 weeks after R-Day, although this changes from year to year. There are pay phones in all cadet barracks and new cadets will be allowed to use these phones to call home, time permitting. During Reorganization Week (Aug 7-14), all new cadets will be issued their personal phones.

Cadet Home Address

If you move while your cadet is at the academy, the cadet must go to the Cadet Personnel Office to fill out a change of address form. The cadet is the only person authorized to do this.

If parents do not reside at the same location, remind your cadet to provide addresses for both parents. Each parent will then receive information sent out by the academy as authorized by the cadet.

Medical Treatment

Cadets are members of the active duty Army and are entitled to complete military medical and dental benefits as long as they remain on active duty. Eligibility for military health benefits lasts until midnight on the date of discharge from the active Army. Retention of a civilian medical plan ensures continuous medical coverage after discharge.

Don't panic if you hear your cadet is in the hospital. You may call the TAC Team at any time to get information. Cadets who have an illness that requires bed rest, such as the flu, are often hospitalized because they do not have the option of missing classes and resting in their rooms. Because of laws that protect the confidentiality of medical information, cadets are responsible for notifying their parents. If a serious injury occurs, the TAC officer will notify the parents. While in the hospital:

- Your cadet can call you by using a calling card or dialing collect.
- You can reach your cadet by calling the nurses' station at (845) 938-3004/3045. Your call will be transferred to the cadet's room.
- Parents of cadets with significant illness or injury may speak with their son's/daughter's attending
 physician. Understand, though, the doctor cannot discuss medical information unless permission is
 granted by the cadet.

Cadets who become ill or injured while on leave, pass or temporary duty (TDY) should go to a military medical treatment facility (Army, Navy, Air Force, Marine, Coast Guard, or VA), if available within a reasonable distance. The government will not pay for non-emergency medical or pharmacy care from civilian source without prior authorization.

In the event of an emergency*, cadets should call 911 or obtain medical care at the nearest medical facility (military or civilian). All cadets are required to carry a USMA Cadet Medical Benefits card with information on the procedures to follow. Prior authorization is not required for emergencies. In an event of an injury or illness that is urgent but not emergent*, prior authorization is required. Cadets must call either the TRICARE North Region contractor at 1-877-TRICARE, or the Keller Army Community Hospital Health Care Information Line at (800) 552-2907 (select option 3).

Cadets who are separated from the Academy because of an injury or illness suffered while on active duty may apply for medical care from the Department of Veterans Affairs. Cadets who resign for reasons other than injury or illness suffered while at West Point, generally are not eligible for VA medical care.

If allowed by the health insurance carriers, parents should consider maintaining health insurance coverage for their cadets. Doing so will ensure that your cadet can depart the Academy for any reason with no loss in medical insurance coverage and risk of "pre-existing conditions." Some insurance carriers may not allow your cadet to remain on your policy because your cadet is a member of the active duty military.

^{*} An "emergency" is a medical condition that, if not treated immediately, could result in the loss of life, limb (including loss of function) or eyesight. Cadets must exercise reasonable judgment. They should never gamble with their lives out of fear of paying a bill.

Counseling Support for Cadets

Confidential counseling for cadets challenged by stress, adjustment issues, relationship concerns, sadness, diminished self-confidence, anger management problems, eating disorders and more is immediately available to all cadets. The **Center for Personal Development** (CPD) (established in 1967) has four full-time licensed psychologists providing *confidential* support for cadets struggling with a wide variety of personal challenges including those who have been hurt in the past by child abuse and/or sexual assault. Appointments can be made on-line via the USCC Homepage where the counselors' biographies can also be found. Of the four counselors, three are active duty and one is civilian; two are male and two female. CPD is located in the cadet area in the 51st Div., Scott Barracks.

Despite the fact that the Corps of Cadets includes America's stress hardiest young adults, they are not immune and may at times feel isolated in their challenge. For these reasons the Academy wants to be sure cadets and their parents are aware of this supportive resource. If you sense your cadet may be confronted by an issue that is reducing his/her performance or exceeds his/her personal resources, encourage your cadet to schedule an appointment with one of CPD's counselors. Also, if you have any questions or would like additional information about CPD call (845) 938-3327/3022.

Leave and Pass Transportation

During major holiday and leave periods, USMA contracts bus transportation for cadets to various airports. Announcements about these buses are made in the Mess Hall and on the cadet computer bulletin board. Cadets need to buy bus tickets in advance.

Cadets should allow themselves at least **three hours** for travel to LaGuardia, JFK and Newark airports since traffic can cause significant delays. Travel from Stewart Airport may be more convenient if flights go to your home area from there.

Cadets are encouraged to make their own arrangements. Parents **must** check with their cadet regarding leave dates before making reservations.

Getting the Word Out About Cadet Achievements

There are a number of ways for cadets and their parents to inform their local press about cadet achievements and the U.S. Military Academy.

The Academy's Public Affairs Office (PAO) sends Hometown News Release forms electronically to all new cadets at the completion of CBT, to all senior cadets just prior to graduation, to cadets earning academic achievement and to those who are appointed to chain of command positions.

PAO can also prepare releases for other activities such as club sports and military training schools (e.g. airborne, air assault). However, these forms are not sent automatically and must be initiated by the cadet either by e-mail or in person to the PAO located in Taylor Hall (Building 600).

PAO will then send the completed releases directly to cadet parents to submit to their hometown papers. This system has proven to be very effective.

Another media opportunity offered to cadets and their parents occurs during Plebe-Parent Weekend. PAO sets up a Hometown News Release booth where photographs are taken of the Plebes with their visiting guests. Shortly after the visit, the photo and a suggested news release are sent to the parents, which they may then submit to their local newspapers. This service is provided free of charge.

Parents may also submit information about their cadet or USMA-related events that occur in their community directly to their local media.

Any questions about news releases can be directed to the Public Information Branch, Public Affairs Office or phone (845) 938-2006.



Visiting West Point

General Suggestions

When visiting your plebe, plan on remaining on post or staying within the confines of their walking privileges. (Limits are explained in section, "Cadet Life.")

Wear comfortable shoes.

- West Point has many picnic areas to enjoy.
- Home football game weekends are a lot of fun. The fall season is beautiful in the Hudson Valley. The game usually begins around 1 p.m. The games are exciting and tailgating at West Point is a unique experience.
- Visiting West Point when no special events are scheduled has the advantage of more free time with your cadets and fewer crowds.

Visitors Center

This facility, located outside of Thayer Gate, in the Pershing Center, is open from 9 a.m. - 4:45 p.m. daily, except for New Year's Day, Thanksgiving Day and Christmas Day. Receptionists are available to provide information about West Point and the surrounding area.

Murals, videos, movies and other displays, including a model of a cadet room, inform visitors of the mission, history and operation of the U.S. Military Academy. A commercial tour company operates from this facility, providing regularly scheduled bus tours that include points of interest like the Cadet Chapel and Trophy Point. Telephone: (845) 938-2638 or visit our website at www.usma.edu/PublicAffairs/vic.htm The U.S. Military Academy is a Military Reservation and is currently under heightened security. When entering the Academy you will need to have photo ID for all adult members in the vehicle. All vehicles are subject to inspection. When making plans to visit the Academy make sure you allow extra time for possible delays at the gate.

West Point Museum

The West Point Museum, the oldest museum in the Department of Defense, opened in 1854. It is located at Pershing Center behind the Visitors Center. It consists of six galleries which focus on West Point and its history, the history of warfare, history of the U.S. Army in both war and peace, and a history of military small arms and large weapons. The collections are diverse and contain military arms, uniforms and flags, as well as military battle art, portraiture and other memorabilia related to West Point and the Corps of Cadets. The earliest exhibits date to 3000 B.C. with artifacts from Egypt's Old Kingdom, and the most current objects are from the Gulf War. Galleries are designed by theme and then chronologically to facilitate self-guided tours. For more information about the Museum, call (845) 938-3590/2203 or visit the museum's website at www.usma.edu/Museum.

Constitution Island

During the Revolutionary War, the fortifications at West Point and Constitution Island were critical to the defense of the Hudson River. The Constitution Island Association runs tours to Constitution Island for the public from June 25th until September 25th and at special times during the year. To reach the island, visitors take a ferry from the South Dock at West Point. Tours leave the South Dock at 1:00 p.m. and 2:00 p.m. on Wednesdays and Thursdays. Tours are approximately 2 ½ hours in duration. Call (845) 446-8676 to make reservations.

Gift Shops

West Point Gift Shop, located in the same building as the Visitors Center, offers a full line of West Point-related clothing and souvenir items. The facility is open during the same hours as the Visitors Center. For more information, call (845) 446-3085 and 800-315-USMA.

Daughters of the United States Army Gift Shops, located in the museum and the lobby of the Hotel Thayer, have a variety of museum-related items, West Point souvenirs and other specialty products. For more information, call the Museum Gift Shop at (845) 446-0566 or the Hotel Thayer Gift Shop at (845) 446-8681.

Association of Graduates Gift Shop, located in the James K. Herbert Alumni Center, offers a wide variety of fine West Point-related gift items, including china, crystal, pewter, prints and jewelry. Telephone: (845) 446-5869.

Lodging - West Point Area.

For reservations at the Hotel Thayer (located at West Point) call 800-247-5047. For reservations at the Five Star Inn also located at West Point call (845) 446-5943/1028.

The following organizations can provide information about hotels/motels in the West Point area:

The Chamber of Commerce of Orange County, Inc., (845) 567-6229 or (Fax) (845) 567-6271 www.orangeny.org

Orange County Tourism (845) 291-2136 www.orangetourism.org

Westchester Convention & Visitors Bureau (800) 833-9282 or (914) 948-0047 www.westchester.com

Dutchess County Tourism Promotion Agency (800) 445-3131 www.dutchesstourism.com

Putnam County Visitors Bureau Fax: (845) 225-0381 www.visitputnam.org

Rockland County (845) 708-7300 www.rockland.org

The Town of Highlands www.visiontownofhighlands.com

- Make reservations early
- Parents Club members are a good source of information. Clubs often reserve blocks of rooms for special cadet events.
- Remember to inquire about the hotel-motel's reservation and refund policy.

Directions From Airports

The West Point area has five major airports-LaGuardia, JFK, Newark, Albany and Stewart International Airport (Newburgh). Stewart is the closest to West Point. Newark and Albany are generally regarded as the next best choices. Driving directions from the airports are as follows:

Stewart to West Point

From the main entrance to Stewart, turn left onto Route 207, which merges with Route 300. Remain on Route 300 until it intersects with Routes 32 and 94 at the Five Corners intersection in Vail's Gate. Continue on Route 32 to the second traffic light. Turn left toward Cornwall. Enter Route 9W (South - Bear Mountain Bridge exit) before entering Cornwall. Take 9W South to signs for West Point.

Newark to West Point

Take 95N/New Jersey Turnpike North to Exit 18. After final toll, continue on the expressway, but be on the lookout for a large sign for George Washington Bridge (about four miles after last toll). The highway will divide into Express and Local Lanes—stay in the Local Exit Lane (there will be three Local Lanes—try to stay in the far left lane). DO NOT take the George Washington Bridge exit. As you approach a large arch across the lanes, there will be a sign in far left Local Lane with Fort Lee and/or Palisades Parkway North directions—you will exit off left to a traffic light. Turn left at the light and go on the overpass. You will be in city traffic (stay in the right lane) and after three or so blocks, you will see a sign to exit right to the Palisades. Once on the Palisades, drive about 40 miles to the Bear Mountain Traffic Circle. In the circle, take the third cutoff to Route 9W Northbound (Newburgh/West Point). Take the first West Point exit after passing through Fort Montgomery. You will be in Highland Falls—stay on this road (about 1.5 miles) and you will see the West Point Visitors Center on your right. Stop at the Visitors Center for maps and directions.

Albany to West Point

Go Southeast on Airport Access Road towards NY-155 E by turning to left. Turn slight left onto NY-155 E. Take I-87 S to I-90 E/I-87 S I-90 W exit number 1 towards Albany, Boston, New York, Buffalo. Keep right at the fork in the ramp. Merge onto I-87 S. Take the I-87 S exit, number 23 to 1 towards New York merge onto NY State Thruway toll road. NY State Thruway becomes I-87 S. Take NY State Thruway to exit 16 Harriman to US 6 East to Rte 293 north to 218.

NYS Thruway (I-87) South LaGuardia and JFK to West Point

Take Throgs Neck Bridge or Whitestone Bridge to Cross Bronx Expressway or Grand Central Parkway to Triborough Bridge to Major Deegan Expressway. Follow signs to George Washington Bridge upper level. Stay in right lane on George Washington Bridge. Take exit to Palisades Parkway North. Drive about 40 miles to the Bear Mountain Traffic Circle. In the circle, take the third cutoff to Route 9W Northbound (Newburgh/West Point).

Take the first West Point exit after passing through Fort Montgomery. You will be in Highland Falls—stay on this road (about 1.5 miles) and you will see the West Point Visitors Center on your right. Stop at the Visitors Center for maps and directions.

Other Useful Numbers Note: The area code for the following numbers is 845				
		<u> </u>		
Admissions Office	938-4041	Hotel Thayer Reservations	446-4731	
Athletic Ticket Office	446-4996	Information Operator	938-4034	
Brigade Tactical Dept.	938-6004	Jewish Chapel	938-2766	
Bus Transportation	938-2018/2047	Keller Army Hospital Info	938-5169	
Cadet Bookstore	938-5356	Museum	938-2203	
Cadet Chapel	938-2308	Old Cadet Chapel	938-4106	
Cadet Counseling Center	938-3022	Parents Club Coordinator	938-5650	
Catholic Chapel	938-8760	Sports Scores	938-ARMY	
Credit Union	446-4946	Visitors Center	938-2638	
Ike Hall Box Office	938-4159	Central Guard Room	938-3030	

REGIMENTAL TACTICAL ROSTER

As of 20 January 2004

HQ (MACC-O)

Brigade Tactical Officer	x6005
Secretary	x6004
Brigade Executive Officer/Regs & Discipline Officer	x4029

1 ST REGIMENT (M/ACC-O-1) (Class 2006)	Phone	2 nd REGIMENT (MACC-O-2) (Class 2005) Phone
Regimental Tactical Officer	x2901	Regimental Tactical Officer	x3706
Executive Officer	x2904	Executive Officer	x2623
TACTICAL OFFICERS AND NCO'S		TACTICAL OFFICERS AND NCO'S	
A1 Tactical Officer	x2613	A2 Tactical Officer	x2725
Non-Commissioned Officer	x3190	Non-Commissioned Officer	x4830
B1 Tactical Officer	x2905	B2 Tactical Officer	x4119
Non-Commissioned Officer	x5004	Non-Commissioned Officer	x3750
C1 Tactical Officer	x3803	C2 Tactical Officer	x2622
Non-Commissioned Officer	x2125	Non-Commissioned Officer	x3043
D1 Tactical Officer	x3603	D2 Tactical Officer	x3643
Non-Commissioned Officer	x4555	Non-Commissioned Officer	x5444
E1 Tactical Officer	x2903	E2 Tactical Officer	x2824
Non-Commissioned Officer	x2102	Non-Commissioned Officer	x2421
F1 Tactical Officer	x3307	F2 Tactical Officer	x3108
Non-Commissioned Officer	x2551	Non-Commissioned Officer	x3962
G1 Tactical Officer	x2408	G2 Tactical Officer	x2528
Non-Commissioned Officer	x4853	Non-Commissioned Officer	x2196
H1 Tactical Officer	x2427	H2 Tactical Officer	x2620
Non-Commissioned Officer	x2195	Non-Commissioned Officer	x3557
Chaplain	x2784	Chaplain	x3412
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3 rd REGIMENT (MACC-O-3) (Class 2007)	Phone	4th REGIMENT (MACC-O-4) (Class 2008	
Regimental Tactical Officer	x4402	Regimental Tactical Officer	x2028
Regimental Tactical Officer	x4402	Regimental Tactical Officer	x2028
Regimental Tactical Officer Executive Officer	x4402	Regimental Tactical Officer Executive Officer	x2028
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S	x4402 x4405	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S	x2028 x2825
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A3 Tactical Officer	x4402 x4405 x3501	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A4 Tactical Officer	x2028 x2825 x3118
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A3 Tactical Officer Non-Commissioned Officer	x4402 x4405 x3501 x3935	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A4 Tactical Officer Non-Commissioned Officer	x2028 x2825 x3118 x5265
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A3 Tactical Officer Non-Commissioned Officer B3 Tactical Officer	x4402 x4405 x3501 x3935 x3302	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A4 Tactical Officer Non-Commissioned Officer B4 Tactical Officer	x2028 x2825 x3118 x5265 x2922
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A3 Tactical Officer Non-Commissioned Officer B3 Tactical Officer Non-Commissioned Officer	x4402 x4405 x3501 x3935 x3302 x2823	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A4 Tactical Officer Non-Commissioned Officer B4 Tactical Officer Non-Commissioned Officer	x2028 x2825 x3118 x5265 x2922 x2468
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A3 Tactical Officer Non-Commissioned Officer B3 Tactical Officer Non-Commissioned Officer C3 Tactical Officer	x4402 x4405 x3501 x3935 x3302 x2823 x2101	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A4 Tactical Officer Non-Commissioned Officer B4 Tactical Officer Non-Commissioned Officer C4 Tactical Officer	x2028 x2825 x3118 x5265 x2922 x2468 x3719
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A3 Tactical Officer Non-Commissioned Officer Son-Commissioned Officer Non-Commissioned Officer C3 Tactical Officer Non-Commissioned Officer	x4402 x4405 x3501 x3935 x3302 x2823 x2101 x2694	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A4 Tactical Officer Non-Commissioned Officer B4 Tactical Officer Non-Commissioned Officer C4 Tactical Officer Non-Commissioned Officer	x2028 x2825 x3118 x5265 x2922 x2468 x3719 x3089
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A3 Tactical Officer Non-Commissioned Officer Son-Commissioned Officer C3 Tactical Officer Non-Commissioned Officer Non-Commissioned Officer Tactical Officer Non-Commissioned Officer Tactical Officer	x4402 x4405 x3501 x3935 x3302 x2823 x2101 x2694 x2619	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A4 Tactical Officer Non-Commissioned Officer B4 Tactical Officer Non-Commissioned Officer C4 Tactical Officer Non-Commissioned Officer D4 Tactical Officer	x2028 x2825 x3118 x5265 x2922 x2468 x3719 x3089 x3718
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A3 Tactical Officer Non-Commissioned Officer Son-Commissioned Officer Non-Commissioned Officer Non-Commissioned Officer Tactical Officer Non-Commissioned Officer Tactical Officer Non-Commissioned Officer Tactical Officer Non-Commissioned Officer Non-Commissioned Officer Non-Commissioned Officer	x4402 x4405 x3501 x3935 x3302 x2823 x2101 x2694 x2619 x3289	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A4 Tactical Officer Non-Commissioned Officer B4 Tactical Officer Non-Commissioned Officer C4 Tactical Officer Non-Commissioned Officer D4 Tactical Officer Non-Commissioned Officer E4 Tactical Officer Non-Commissioned Officer Non-Commissioned Officer Non-Commissioned Officer	x2028 x2825 x3118 x5265 x2922 x2468 x3719 x3089 x3718 x3034
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A3 Tactical Officer Non-Commissioned Officer Son-Commissioned Officer Non-Commissioned Officer Non-Commissioned Officer Non-Commissioned Officer Tactical Officer Non-Commissioned Officer Tactical Officer Non-Commissioned Officer Tactical Officer Non-Commissioned Officer Tactical Officer Tactical Officer Tactical Officer	x4402 x4405 x3501 x3935 x3302 x2823 x2101 x2694 x2619 x3289 x4877	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A4 Tactical Officer Non-Commissioned Officer B4 Tactical Officer Non-Commissioned Officer C4 Tactical Officer Non-Commissioned Officer D4 Tactical Officer Non-Commissioned Officer E4 Tactical Officer Non-Commissioned Officer F4 Tactical Officer F54 Tactical Officer	x2028 x2825 x3118 x5265 x2922 x2468 x3719 x3089 x3718 x3034 x2009
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A3 Tactical Officer Non-Commissioned Officer Son-Commissioned Officer Non-Commissioned Officer Non-Commissioned Officer Tactical Officer Non-Commissioned Officer Tactical Officer Non-Commissioned Officer Tactical Officer Non-Commissioned Officer Non-Commissioned Officer Non-Commissioned Officer	x4402 x4405 x4405 x3501 x3935 x3302 x2823 x2101 x2694 x2619 x3289 x4877 x4116 x2902 x2089	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A4 Tactical Officer Non-Commissioned Officer B4 Tactical Officer Non-Commissioned Officer C4 Tactical Officer Non-Commissioned Officer D4 Tactical Officer Non-Commissioned Officer E4 Tactical Officer Non-Commissioned Officer Non-Commissioned Officer Non-Commissioned Officer	x2028 x2825 x3118 x5265 x2922 x2468 x3719 x3089 x3718 x3034 x2009 x2770
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A3 Tactical Officer Non-Commissioned Officer B3 Tactical Officer Non-Commissioned Officer C3 Tactical Officer Non-Commissioned Officer D3 Tactical Officer Non-Commissioned Officer E3 Tactical Officer Non-Commissioned Officer F3 Tactical Officer Non-Commissioned Officer F3 Tactical Officer Non-Commissioned Officer G3 Tactical Officer	x4402 x4405 x3501 x3935 x3302 x2823 x2101 x2694 x2619 x3289 x4877 x4116 x2902 x2089 x2827	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A4 Tactical Officer Non-Commissioned Officer B4 Tactical Officer Non-Commissioned Officer C4 Tactical Officer Non-Commissioned Officer D4 Tactical Officer Non-Commissioned Officer E4 Tactical Officer Non-Commissioned Officer F4 Tactical Officer Non-Commissioned Officer F4 Tactical Officer Non-Commissioned Officer G4 Tactical Officer	x2028 x2825 x3118 x5265 x2922 x2468 x3719 x3089 x3718 x3034 x2009 x2770 x2727 x3853 x2602
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A3 Tactical Officer Non-Commissioned Officer Sa Tactical Officer Non-Commissioned Officer Non-Commissioned Officer Non-Commissioned Officer Tactical Officer Non-Commissioned Officer	x4402 x4405 x4405 x3501 x3935 x3302 x2823 x2101 x2694 x2619 x3289 x4877 x4116 x2902 x2089 x2827 x4393	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A4 Tactical Officer Non-Commissioned Officer B4 Tactical Officer Non-Commissioned Officer C4 Tactical Officer Non-Commissioned Officer D4 Tactical Officer Non-Commissioned Officer E4 Tactical Officer Non-Commissioned Officer F4 Tactical Officer Non-Commissioned Officer G4 Tactical Officer Non-Commissioned Officer G5 Tactical Officer Non-Commissioned Officer	x2028 x2825 x3118 x5265 x2922 x2468 x3719 x3089 x3718 x3034 x2009 x2770 x2727 x3853
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A3 Tactical Officer Non-Commissioned Officer Sa Tactical Officer Non-Commissioned Officer Tactical Officer Non-Commissioned Officer	x4402 x4405 x3501 x3935 x3302 x2823 x2101 x2694 x2619 x3289 x4877 x4116 x2902 x2089 x2827 x4393 x2921	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A4 Tactical Officer Non-Commissioned Officer B4 Tactical Officer Non-Commissioned Officer C4 Tactical Officer Non-Commissioned Officer D4 Tactical Officer Non-Commissioned Officer E4 Tactical Officer Non-Commissioned Officer F4 Tactical Officer Non-Commissioned Officer G4 Tactical Officer Non-Commissioned Officer G4 Tactical Officer Non-Commissioned Officer H4 Tactical Officer	x2028 x2825 x3118 x5265 x2922 x2468 x3719 x3089 x3718 x3034 x2009 x2770 x2727 x3853 x2602
Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A3 Tactical Officer Non-Commissioned Officer Sa Tactical Officer Non-Commissioned Officer Non-Commissioned Officer Non-Commissioned Officer Tactical Officer Non-Commissioned Officer	x4402 x4405 x4405 x3501 x3935 x3302 x2823 x2101 x2694 x2619 x3289 x4877 x4116 x2902 x2089 x2827 x4393	Regimental Tactical Officer Executive Officer TACTICAL OFFICERS AND NCO'S A4 Tactical Officer Non-Commissioned Officer B4 Tactical Officer Non-Commissioned Officer C4 Tactical Officer Non-Commissioned Officer D4 Tactical Officer Non-Commissioned Officer E4 Tactical Officer Non-Commissioned Officer F4 Tactical Officer Non-Commissioned Officer G4 Tactical Officer Non-Commissioned Officer G5 Tactical Officer Non-Commissioned Officer	x2028 x2825 x3118 x5265 x2922 x2468 x3719 x3089 x3718 x3034 x2009 x2770 x2727 x3853 x2602 x5252

"It's all about leadership"

