BEARINGS: SPRING 2018

The Capital Battalion Naval Reserve Officer Training Corps

Edition 1
# Table of Contents

I. Editor’s Note (1)

II. XO’s Letter – “Time, Tide, and Formation Wait for No One” (2-6)

III. “To Be Rather than To Seem” (7-8)

IV. A Capital Battalion Specialty: Interning at the State Department (9-10)

V. USNA Symposium on ‘Love and War’ (11-12)

VI. Notre Dame Leadership Conference (13-14)

VII. Cyber-security Memo (15-16)

VIII. A Look at the Targeted Reentry Program [TRP] (17-18)

IX. Blast to the Past – Bearings 20 Years Ago (19-20)
Editor’s Note

Good Day Ladies and Gentlemen,

I would first like to thank everyone who provided me with an article. Thank you for taking the time to contribute some of your literary prowess and to help the battalion put its best foot forward. I would also like to specifically thank a couple of previous editors: MIDN 3/C Gilson and MIDN 2/C Bucholz. Your recommendations and guidance were very helpful in my production of this most recent edition.

I would next like to welcome anyone currently reading this edition of Bearings. Thank you for taking the time to see what has happened in the battalion and I hope you gain something from your reading.

Finally, I would like to encourage everyone reading this to try to focus on the qualities of adaption and growth in unfamiliar places present throughout this edition of Bearings. As the season of Spring is now in full swing, we welcome a period of chaotic and unfamiliar weather from our recent, cold Winter. Similar to how Nature may call for cold winds one day and rain the next, our lives are constantly changing with the introduction of different opportunities and obstacles. I hope through this edition of Bearings you acquire a deeper understanding of how adaptation and exposure to new environments is a requirement for future Naval and Marine Corps Officers. If nothing else, you’ll be getting ahead on the power curve.

Very respectfully,

MIDN 2/C Grever
“Time, Tide, and Formation Wait for No One”

By Commander Mark J. Knollmueller, Executive Officer

In a few short weeks, we at the Capital Battalion will have the privilege of commissioning senior midshipmen of the class of 2018 into the officer corps of the United States Navy and the United States Marine Corps. For these midshipmen, the commissioning ceremony will symbolize the capstone of years of dedication and hard work. It will mark the end of a college career and life as a college student, and mark the beginning of service in the armed forces of the United States and life as a commissioned officer. Their trials and triumphs as midshipmen will quickly begin to fade into memory.

In the days and weeks following the commissioning ceremony, our new Ensigns and Second Lieutenants will leave the Capital Battalion behind as they report to their first training and operational units. As they arrive at their places of assigned duty, our shipmates will meet new colleagues, forge new friendships, and embark on new challenges and adventures. Sadly, part of this process will be that they will also leave most of their college friends and fellow midshipmen behind. We’ll get to these friends and midshipmen shipmates left behind a bit later. For now, let’s talk about our rising Ensigns and Second Lieutenants.

There might be a temptation, after working so hard to get through college and NROTC training, for our new officers to “take one’s pack off” or “to let one’s hair down”
as it were. That would be a mistake. Life in the military can be very fast-paced. It can be fun and it can be dangerous. It can be full of accomplishment; it can also be full of hardship and tragedy.

Military life does not wait for one to rest or catch up. It often means a lot of moving around: new units, new bases, new homeports, new states, even new countries. Operational tours at specific units and locations rarely last for more than a few years. Every new assignment will mark a new beginning, and every departure marks a new round of good-byes.

Building new professional relationships and friendships at each new unit/organization is a critical life skill every new officer must master. Human organizations depend on interpersonal relationships and teamwork to thrive. Military life is no exception. Operational units and defense organizations cannot execute their missions without strong bonds of camaraderie and respect between their members.

This may sound like something obvious and simple. That might be true; but ‘simple’ does not mean the same thing as ‘easy.’ While our new Ensigns and Second Lieutenants have been exposed to some level of diversity at their host educational institutions these last four to five years, the reality of Fleet service is that they are going to be immersed in challenging environments along with

LT Coyne (left) with MIDN I/C: Bonagura, Capriglione, and Adams. Each successfully passed their nuke interviews.
every type of person that a heterogeneous nation such as ours can offer.

Every race, ethnicity, gender, socio-economic class, orientation, religious (or non-religious) persuasion, ideology, philosophy, sociological worldview, ontology, and epistemology is represented in the men and women who wear our nation’s cloth. Our new Ensigns and Second Lieutenants are going to have to learn to live with, work with, and get along with all kinds of people – even those individuals that they may personally dislike. It will be essential that our new officers learn to train, serve, and succeed with each new group of service personnel they encounter. They must approach this task like lives depend on it - because frankly, lives DO depend on it. The lives our new officers might be saving via these new relationships might very well be their own; for in many a time of conflict, crisis, and strife, they will be putting their own lives in the hands of the very men and women they have trained.

Despite all the different places that we come from, and all the different creeds to which we may adhere, as organizations, the Navy and Marine Corps have their own principles. Military values such as Honor, Courage, and Commitment become the new virtues for entire generations of service men and women. Shared traditions and service cultures will help bind otherwise disparate people into a tightly-knit team.

Through the multitude off exotic locales and dangerous assignments the military has to offer, it is one’s shipmates that make the good times good, and the bad times bearable. In order to earn these shipmates, our new officers will have to learn, and have the confidence, to extend a hand in friendship and say “hello.” They will also have to learn to do the opposite and someday wave “farewell” when it is time to move on. Sometimes, paths
with shipmates cross again and again later in one’s career. Other times, leaving a unit marks the last time one will spend with many of those comrades.

Time is unescapably linear. All military assignments have a beginning, a midpoint, and an end. In all military careers, short or long, this law is absolute – there are no exceptions. Therefore, it is up to each of our newly commissioned officers to make the most of their opportunities in each tour of duty. They will only get one chance to go through flight training, or nuclear power school, or The Basic School. Success at these training commands will depend in large part on their abilities to create personal and professional networks of colleagues and mentors to get them through tough assignments and missions.

To summarize for those midshipmen who will soon leave us: do not take off the pack when you get to your first command. Understand that you will get one shot to succeed at your first training command; first impressions can last for a lifetime. Do not get too wrapped up in the little trials and triumphs along the way; keep your eyes on the goals of your unit and the mission at hand. Do not let professional disagreements become personal ones. Do not let personal feelings get in the way of your professional commitments to your comrades and your units. Remember that while life’s challenges will get bigger – so too will life’s rewards; and with each passing year and assignment, your own skills and confidence will rise to meet those challenges and earn those rewards.

For our midshipmen who are staying behind, consider that time, tide, and formation

Pictured: Navy and Army ROTC units of the D.C. area after the annual PT Competition.
wait for no one. One to three years may seem like a long time away, but the day of their own commissioning and their own start in this journey we know as military life is rapidly approaching. Take every chance to gain as much knowledge and insight on how to be a successful midshipman from our soon-to-graduate Class of 2018 before they depart. Remember to say farewell to each of them, for some of them you may never get the chance to see again. Do not miss an opportunity while in the relatively safe harbor of NROTC to prepare yourselves mentally, morally, and physically for what remains one of the greatest adventures available to young American men and women – service in the Armed Forces of the United States.
“To Be Rather than To Seem”

By MIDN 1/C Burns

If you Google Search “how to develop a command philosophy?”, for every five links you click, you will find ten ways of approaching the subject. I stopped searching online quickly. Honestly, that search didn’t even begin until after I had proposed my current philosophy. Originally when walking to my interview, uniform ironed and tucked neatly, I went with my gut and presented the philosophy I gave at the beginning of this semester. There was a moment between those points that might have changed that vision.

Over winter break, I went hiking to a frozen waterfall near my home. I put my boots in mud and ice, my thoughts in silence, and I second-guessed in private. First of all - *Esse Quam Videri* --- Latin? How pretentious could I be as Battalion Commanding Officer (BCO)? “To Be rather than to Seem.” How much time would it take to explain what I meant by that? Did any of that matter? In reflection with myself, I realized if I came to any other philosophy besides the one I had already presented in my interview, it would be because I was doing what my initial philosophy intended: self-reflection. Perhaps that habit was the best thing we all can learn as students and midshipmen; how to reflect on our intentions and align those with our actions.

An officer is a professional; a thinker. Self-reflection is critical to their character. There’s a reason that formulating a philosophy is an exercise we apply before assuming command. If you plan to base your actions around a philosophy; if you plan to construct a plan to train others under that philosophy and expect them to buy in, your philosophy should be something that feels so natural that it acts as a point in space that you always gravitate towards. Before leaving for Officer Candidate School (OCS), I read Marcus Aurelius’ *Meditations*. In this piece of literature, he says to “be content to seem what you really are”. Perhaps more directly, Epictetus, a Greek Stoic philosopher, said, “If you try to be something or someone you are not, you belittle your true self and end up not
developing in those areas, that you would have excelled at quite naturally.” Epictetus’ philosophy has always been integral to my training and is built upon a foundation of reflection being the first step of recognizing our flaws and improving.

Besides the natural requirement for a philosophy to aide in individual development, it should also help those under your command reach a collective mentality that provides guidance on how to work with others. It is the BCO’s job to set standards that define what it means to be a successful Midshipman in the Capital Battalion. Embodying those standards allows the BCO to demand as much from all other members of the Battalion without hypocrisy. When making our first impressions and establishing new relationships as leaders in a military organization, we rely on the perception of our professionalism.

No one follows a leader who doesn’t seem to mean what they say; a leader who pushes policies they don’t believe in and complains or slacks on the very standards they set. Such a leader is not what they want to seem, nor are they what they want their followers to be. They likely haven’t considered how others are perceiving them, and therefore have no ability to influence that perception. “To Be rather than to Seem” requires all leaders, and especially future officers in the Armed Forces of the United States, to consider not only those perceptions but to act to maintain a positive perception of themselves by genuinely behaving as they expect others to.
A Capital Battalion Specialty: Interning at the Department of State

by MIDN 2/C Ho

Last fall, I had the privilege of working at the U.S. Department of State as an intern in the Bureau of Arms Control, Verification and Compliance (AVC). AVC works to ensure that international arms control, nonproliferation, and disarmament agreements are met. My office, the Office of Verification, Planning, and Outreach (AVC/VPO), served as AVC’s chief policy-community representative to the intelligence-community on matters of arms control.

To be able to walk into the Department of State - our nation’s center for diplomacy - every day was an incredibly eye-opening and humbling experience. As a student at the Georgetown Walsh School of Foreign Service, I constantly learn about the United States’ domestic and international policy and security issues by studying academic scholars and theories. During my internship, however, I regularly consulted with subject-matter experts on issues of arms control, and had the firsthand experience of witnessing individuals debate, formulate, and carry out policies. In addition to the breadth of knowledge I was exposed to, I received very unique opportunities throughout my internship. For instance, I attended a U.S. Senate Foreign Relations Committee hearing about the Presidential Authority to order the use of nuclear weapons, and prepared a report on the proceedings for the Deputy Secretary of State. Another aspect that I enjoyed was being able to draw connections between my naval science and Georgetown security classes with my internship. Using knowledge from LT Dantas’ Seapower and Maritime Affairs class, I authored and presented a research paper on how maritime history, Mahanian theory, and the abolishment of maritime privateering can serve as analytical models for studying the current challenges - such as the creation of cyberspace norms - and how states might control and use the cyber space as an instrument of national power.
Interning at the State Department was amazing, and my experience is truly indicative of what is so great about living in our nation’s capital; you always have endless opportunities to learn from the nation’s best, and live and breathe in the world of international affairs.

Another Capital Battalion Specialty…

The Annual Wreaths Across America at Arlington National Cemetery

Photo taken by MIDN 1/C Hardgrove during the laying of the wreaths this past Holiday Season. A group of officers and midshipmen were present as volunteers.
USNA Symposium on ‘Love and War’ by MIDN 4/C Smith

I recently had the privilege of attending the annual USNA Symposium on Military Life. The goal of the symposium is to start the conversation on many of the tough questions facing the Navy. These questions included the topics of gender inequality, how to express one’s identity, and adapting after coming from different cultures. In a time where there is a massive reckoning on workplace culture not just in the Navy, but also in the corporate world, it is time to understand the issues we are facing and look for solutions.

The Naval Academy Women’s Network hosted the symposium and paid close attention in selecting current and former officers that best represented the diversity among the various communities. The first of the two panels I attended discussed how far women have progressed, but also the challenges they are still facing. One of the challenges discussed was the unconscious bias that men have against hiring and promoting women. Although the severity of the bias has decreased over the years, 15 years ago it was quite common for men to automatically prefer other men to fill important positions. Two of the opening panelists were men, one a retired officer and one a leader in the corporate world, explained how their positions had changed over time. After becoming aware of the unconscious bias present in their professions and the advantages of diversity of gender, they developed systems to promote and hire based on the capability and diversity of experience the individual could provide.

Despite the success in changing hiring practices, women are still under-represented in many of the Naval communities, specifically the Marines, aviation Fast Attack, and special warfare. As the panel discussed, the culture shift that we are looking for can only be accomplished with women in more leadership positions. With only 8% of Marine officers being women and the numbers being even lower for the Navy special warfare community, with EOD officers at 2.5%, there is substantial work to be done to
create a more inclusive Navy and Marine Corps that provides women with equal opportunities as men.

Transitioning from a general discussion on gender inequality to discussing intersectionality, the Women’s Network provided a panel of officers from a variety of backgrounds. The various groups represented included African-Americans, women, disabled, and the LGBT community. They all detailed their different perspectives and experiences of how they adapted to their respective communities. While intersectionality can be hard to define, it is useful for describing the interconnected nature of various social backgrounds and cultural differences. It was evident from the different stories each officer provided, that they experienced barriers to becoming part of communities that are predominantly white males. As one of the junior officers described, you must decide whether to adapt with the culture around you or align more with how you identify. This has especially been difficult for LGBT officers adjusting to the Marine or special warfare communities that are primarily made up of heterosexual men that may share the same identity or beliefs. It was evident that finding a common ground or universal belief system is very important in successfully adjusting to these specific environments. The change that is required in the current Navy and Marine Corps culture can only be brought about by displaying mutual respect for all other officers and enlisted regardless of their race, gender, or sexual orientation.
Notre Dame Leadership Conference  
by MIDN 2/C Harry Clow

Over the weekend of February 9th-11th, I, along with four other midshipmen, had the privilege to attend the Notre Dame NROTC Naval Leadership Weekend (NLW). A conference expected to be packed with the top leadership of the Navy and Marine Corps, and keynoted by Vice Chief of Naval Operations (VCNO) ADM Moran, turned out to be a weekend spent learning about the importance of adaptability and back up plans.

As LT Coyne drove our ragtag crew out to South Bend, Indiana, we were aware of a possible government shut down that night, as well as the impending blizzard hitting Notre Dame. These two forces combined to hamper some of the speakers’ ability to come and impart their wisdom with the approximately 200 midshipmen and staff in attendance at the conference. However, these cancellations did not deter the Notre Dame NLW staff from still bringing in top talent in leadership across many diverse fields.

We were privileged to open the conference with an address by Master Chief Petty Officer of the Navy (MCPON) Giordano, who reminded those in attendance of the human element of leadership. He emphasized that as future leaders we cannot ignore that our sailors are people outside of their job and to always check in on those in your command. Additionally, the MCPON stressed the importance of cultivating a strong working relationship with your senior enlisted—using their experience as an asset while maintaining a humble attitude in all you do.

While many of the speakers of the day cancelled, the NLW staff was able to fill in the slots with speakers from non-military backgrounds, mostly from the Mendoza College of Business at Notre Dame. The new speakers relayed their experience in the business world as both entry level employees and top-level management. One speaker, Chris Stevens, talked about the principles of management as a field and academic study. Speaking from a more business oriented standpoint, he stressed the importance of taking risks and preparing yourself as best
you can to take these risks. I personally enjoyed the fresh perspective he brought to NLW because, as one of the Capital Battalion’s few business students, hearing a speaker from the business world emphasize what I learn in my coursework made the topics resonate. As someone who has never served in the military, Stevens spoke about the practicality of management techniques in the civilian sector as it relates to being an authentic leader and developing subordinates.

Another favorite event of mine was the Junior Officer (JO) panel held at the conference. With JOs from many communities represented, we could ask questions relating to their experience checking in to their first command, as well as career specific questions in later break-out sessions. The Capital Battalion’s own LT Coyne partook in the panel offering advice and sharing stories of success and failure with those in attendance.

With a wonderful keynote speech by Lawrence Greenspun from the Drucker Institute, the NLW was brought to a close. Midshipmen departed to their home universities having experienced a weekend full of enriching speakers and delicious food, but took with them the command to bring what they learned at NLW back to their home units. We were told to not let the lessons we learned in Indiana stay there, but rather to let them spread across NROTC units across the country and beyond as we begin out careers in the Navy and Marine Corps.

MCPON Giordano
Cyber-Security’s Growing Educational Opportunities

by MIDN 2/C Barone, Visiting from Virginia Tech

I am currently spending my semester in Washington D.C. as a member of a cybersecurity program through Virginia Tech (VT). The program acts as an alternative to the traditional study abroad experience. Two years ago, Virginia Tech was awarded a grant from Hewlett Packard to create a program to holistically teach students about the challenges of cybersecurity. Virginia Tech used this grant to create the Cyber Leaders program which is offered by the Hume Center for National Security and Technology. The program is designed to create opportunities for students to grow their skills in both the engineering and regulation/policy qualities of cybersecurity.

As a member of this program, I spend 3-4 days a week in a lab working with Internet of Things (IoT) devices. An IoT device is any non-standard computing device that connects wirelessly to a network and can transmit data. An IoT device could be anything from your refrigerator to your Amazon Alexa. In our lab, we attempt to find vulnerabilities in these devices. A vulnerability is a weak point in the device software that allows an unauthorized user to access the device and could be exploited to gain control. Recently, my classmates and I attempted to hack into a Philips Smart Bulb. Even though this does not come off as a major threat, it’s extremely troubling if four college students with limited backgrounds in hacking can take over and control a Philips Smart Bulb. If it possible for people with our level of expertise and training, then what can someone do with years of experience? Companies don’t always want to invest heavily in cybersecurity because they see it as an expense that will hurt their profits. In most cases, companies load their IoT devices with the minimum amount of security. This environment of weak cybersecurity is supported by the market’s constant development and production of newer versions of similar devices. This is proving to be huge issue, especially as our nation begins to rely on these devices more and more.

In conjunction with our lab is a memo writing class. In our memo writing class we work with a professor from the State Department who helps our team convey our results, concerns, and recommendations from the lab into an ‘official’ memo that could theoretically be sent to members of Congress, executives from companies who make the
IoT devices, etc. The assignments vary from week to week, and relate directly to our lab assignments. This portion of the program is essential because a large issue with cybersecurity and protecting IoT devices is helping leadership, whether in the federal government or private business, understand the threats they may face. The importance of ensuring these leaders are aware and up-to-date on cyber-threats is extremely relevant since most cyber-attacks go undetected. For example, the Office of Personnel Management was hacked by an elite Chinese cyber unit. The unit had infiltrated the system for a whole year before it was detected.

The program also teaches about the less technical aspect, cyber-policy. This portion is focused on the national policy and human quality of the cybersecurity issue. We spend a lot of time discussing leadership failures and how to build organizations that can successfully adapt to the constantly changing threat of cybersecurity. A large challenge companies face is executives often try to mitigate cyber threats rather than developing a proactive defense against them.

The program is a great experience and a lot of information we learn about relates directly to the future importance of cybersecurity in the Department of Defense.
A Look at the Targeted Reentry Program [TRP]
By MIDN 3/C Shaw

This previous week, on Tuesday February 27th, the United States Navy (USN) announced, in NAVADMIN 047/18, that it would now be implementing the Targeted Reentry Program (otherwise known as TRP) and accompanying associated program guidelines (Navy Personnel Command Public Affairs). The aim of the TRP is to expedite the reentry of formerly retired sailors to guarantee the USN has a constant supply of sailors who are skilled, possessed of tested leadership abilities, and experienced through prior service. By utilizing these talented and seasoned service men and women, the USN hopes to maintain its status as the service branch with the best and brightest.

The TRP is operated by picking out “Active Component and Full Time Support” officers, as well as enlisted personnel who are no longer active duty (Navy Personnel Command Public Affairs). Once a list of non-active duty personnel is acquired, it is cross referenced with a list of those who also do not wish to be part of the Ready Reserve. Once this is done, the CO will recommend certain men or women to be awarded something called the “Golden Ticket” or “Silver Ticket” (Navy Personnel Command Public Affairs). These tickets give the option of reentry to active duty, if they choose to do so.

The TRP allows for the Navy to acquire talent and skills that are uniquely possessed by sailors who have already been battle tested. According to Vice Admiral Robert Burke, Chief of Naval Personnel, “Talent is tough to draw in and even tougher to keep… These changes are designed to maximize opportunities for command triads to advance their best Sailors while managing community and individual rates’ health (Navy Personnel Command Public Affairs).” By recycling these veterans who have already gone through the awkward stages of learning their way around a ship and becoming accustomed to the Navy’s high standards, we can ensure that the Navy will always be at the leading edge of an increasingly competitive world.
Works Cited


A Few Events from the Year

MIDN 3/C Michael, Rios, and Skawski at the Tulane Drill Competition

A group of midshipmen representing the unit and raising charitable money at the GWU Dance Marathon

MIDN 2/C Antonucci and Grever at Dining Out
Blast to the Past – Bearings 20 Years Ago

Intro and Edits by MIDN 2/C Grever, Written/Development by then MIDN 2/C Tara Jo DeRosa

Introduction: In a tribute to past editions of Bearings, and in celebration for the upcoming Dining In, I would like to present a Bearings article published 22 years ago this month (March 1997). Please enjoy the article and appreciate the long line of midshipmen that have preceded us through the years. Thank you.

“Q: How do you explain 200 Mids walking towards the Marvin Center in uniform on a Friday Night?... Give up???

A: It must be the Dining In!

On Friday, 28 February the Midshipmen and staff of The George Washington University NROTC Unit gathered at the University Club to enjoy dinner, entertainment, and numerous toasts at the annual Dining In.

The evening began with a lovely social hour (wet bar extra) outside the main dining area. Once the pipes were sounded, the battalion proceeded to take their seats as ordered by Mr. President, MIDN 1/C Hess. The beef was paraded and declared fit for consumption as meals were served. And before long, the overzealous 4/C Master at Arms were reporting violations of the mess to Mr. Vice, MIDN 1/C Pate, who appeared anxious to dish out his first cup of grog. After witnessing the first few victims of the OC’s wrath, (and you thought the book vault wouldn’t catch up with you) the mess was introduced to RADM Barbara E. McGann, who would be the keynote speaker for the evening.

In her speech, RADM McGann, an extremely intelligent, well-educated and decorated Naval Officer reminded the Mids of how important we all are to the future of today’s Navy. She also used her time to discuss the history of women in...
the Navy, and how their roles are evolving daily. Humor, wit and charm were all a part of her captivating address to the Mess. RADM McGann was followed by the Unit’s own vocal prodigies (AKA Reveille) who, as usual, amazed the crowd with their enthusiasm and obvious love for the stage. As expected, they sounded wonderful, even without the assistance of now-ENS Stepnowski’s acoustic guitar.

The part of the evening that everyone had been waiting for finally arrived: the class skits! First up were the 4/C. What initially began as a comical impression of the Unit Staff at Friday morning drill, was drawn out a bit longer than necessary, leaving a bad taste in the mouths of many. Take two, the 3/C. Once again, had it not been for the duration, the performance might have been better. However, it will be a long time before anyone forgets MIDN Jefferies’ rendition of MIDN Vogel’s enthusiasm for TQL. The 2/C brought new meaning to the phrase ‘third time’s the charm’ with their hysterical rendition of GWU NROTC’s own version of Singled Out. A brunette Jenny McCarthy was played by none other than MIDN 2/C Brian McKeever (by the way, this particular Mid seems to have a tradition of donning wigs in honor of the Dining in), who kept the mess in stitches throughout his entire performance, babbling about how ‘Ohmigod, this is so totally awesome I can’t believe it owwww!’ The 1/C would have a tough act to follow. Beginning their skit with an apology for last year’s lack of taste, the 1/C produced a somewhat comical rendition of the McLaughlin group. In what seemed an overriding theme for the night, Unit Staff mockery was inevitable, and laughter was heard throughout the room. Although humorous, it still paled in comparison to the reigning champions of comic relief, the 2/C.

The evening was brought to a close by toasting the many branches of our armed forces, our friends and families, and of course our bidding a fond farewell to CAPT Lear, who spent his last Dining in with a group of Midshipmen that will never forget how hard he has worked for them. In all, the event was a giant success, and MIDN Maro and MIDN Applehans, and their staff are to be commended for job well done.

Bravo Zulu, and keep charging.”