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LTC Shane Doolan, Outgoing PMS

By Joanna Kassimis

During your time leading the Tar Heel Battalion, what did you find most difficult?
My biggest challenge was adjusting my leadership style from leading Soldiers to mentoring and developing students into Army leaders. When I first got here, I was definitely quiet as I tried to learn how to communicate with everyone.

What was your favorite part about training future Officers?
Observing the growth of Cadets was my favorite experience here. It was amazing to see shy, unsure individuals become very assertive leaders with a great deal of empathy for others.

What have you learned from leading Cadets and how will you carry that into your continuing military career?
The way I communicate with the Soldiers of my generation is very different than communicating with the generation of the future. You have to adjust the way you speak and communicate with today’s students to be more effective and relatable. Another important area for the new generation is they really like to know the why. Once they have the why, there is no limit to what they are able to accomplish. It is imperative that more senior leaders take the time to effectively articulate the why to our subordinates.

If you could leave the Cadets one piece of advice for their future military careers, what would that be?
Growth is uncomfortable. However, to truly maximize your potential in leading the army of freedom, you must get comfortable with being uncomfortable. I was uncomfortable when I got here but I definitely grew a lot.

Quotes from Cadets:
“LTC Doolan has left a legacy imprinted on America’s future leaders, by instilling a sense of purpose, dedication, and above all else Army Pride.” –CDT Walker, MSI
“The legacy of LTC Doolan is an ROTC program that is more connected and open to the school and community around it.” –CDT Troutman, MSI
“LTC Doolan taught me that if you want something, go get it. Don’t let anyone stop you, don’t let anyone tell you no. If you want it bad enough, you can be persistent and you can always get it.” –CDT Monsees, MSIII

MAJ Daniel Snow, Incoming PMS

By Lauren Shappell

What unique experience do you think being an Armor Officer gives you?
I have learned that the Army is so much bigger than simple tactics and impressive equipment. Technical competence is something, but not the only thing. Take time now to develop a strong and mature character, set your principles, widen your scope of learning, and cultivate your desire to seek deeper understanding. When you receive a mission, really focus on the purpose and intent of your higher leaders and understand the reasons behind what it is they are asking you to do. The more you understand the bigger picture, the more freedom you give yourself to think creatively and critically. And don’t underestimate the trade value of the jalapeno cheese spread in the MRE.

What is the most important thing you’ve learned, that you wish you had known as a Cadet?
I wish I had known that if you want something, go get it. Don’t let anyone stop you, don’t let anyone tell you no. If you want it bad enough, you can be persistent and you can always get it.

What would you consider your greatest professional achievement?
My greatest achievement is that I have maintained my moral and ethical bearing and not compromised my principles. I am proud of the fact that throughout my career I have managed to keep a healthy balance between the physical, mental, emotional, and spiritual aspects of my life. Though painful at times, I have learned and grown from my mistakes and realized the value of honest self-reflection.

Do you have anything you would like to tell the program before you arrive?
As the 2010 Profession of Arms white paper states “leader development is an investment required to maintain the Army as a profession and is a key source of combat power.” I could not agree more. Leader development is both an institutional and personal responsibility. I look forward to working with cadre and Cadets to share the responsibility for us all to develop as leaders. I draw energy from interaction and so we will use participative approaches to enhance learning. We will get there by not shying away from contradiction of ideas but instead foster and encourage dialogue and discussion that will collectively enrich everyone’s understanding. Oh, and Han shot first.
Joining the Tar Heel Battalion was the best decision I made coming into college. It has given me a close-knit community of friends, resources to succeed academically, and exciting extracurricular activities which no other student would be able to do. During the average week as a Cadet, I go to PT, lab, and Army 101 class in addition to other activities I do as a student such as participating in clubs and attending my other classes. I expected getting up at 0500 for PT would be the biggest challenge I would face as a first-year Cadet because I really enjoy sleeping in and I had never had to get up that early on a regular basis. What I found, however, was that things that may seem challenging become a lot easier if you are doing them with people you love to be around for a cause that you really want to be a part of.

This year I participated in Ranger Challenge, Color Guard, completed the Norwegian Foot March, did a combat marksmanship course, rucked the Bataan Death March, and of course attended all the battalion FTX’s. Out of all of these amazing things that I have been fortunate enough to do, one of the best things I gained out of joining ROTC was friendship. I feel comfortable around everyone in the Battalion and the best friends I have made at college are in my MSI class. CDT Parker, CDT Sorensen and I even received the best MSI ‘bromance’ award at Dining In.

Overall, my first year in the Tar Heel Battalion was beyond exciting. This summer, I will be attending the Jungle Operations Training Course in Hawaii where I will learn how to survive and fight in the jungle and CULP in Paraguay where I will work with other Cadets from around the nation and the Paraguayan military. With all the memories from this year, I can’t wait to see what my MSII year brings. I hope to continue to take all the opportunities that I can, and to pursue my goals such as competing for a slot at the Army’s Combat Diver Qualification Course. In addition, I am excited to welcome the new class of MSI’s into the battalion.
On Wednesday March 11, the Chancellor of the University of North Carolina at Chapel Hill, Carol Folt, spoke with Cadets on her experiences and the expectations she faces as a leader. Chancellor Folt touched on how she must answer to the elected officials above her in the state’s chain of command and to the people of North Carolina whom she serves. Having to manage a diverse array of projects and fields of study, Chancellor Folt said she relies on the collective knowledge of the team around her and the delegation of tasks to those with greater expertise than herself. In doing so she finds it best to have a unified plan, guiding the overall direction of the University and sector plans for each of the departments and fields she oversees. Of her greatest challenges Chancellor Folt believes balancing the maintenance of standards with accessibility and affordability to all is the most difficult. To handle the issue, she creates programs and opportunities for all potential students to be able to attend the university if they put forth the effort. The Chancellor’s experience helped to provide insight on how, as officers, Cadets will be able to work with diverse groups of people with varying expertise to accomplish an array of tasks.
4th Brigade Command Team Interviews

By Lauren Shappell

Colonel Farrell Duncombe is the new Army ROTC 4th Brigade Commander

What has been your favorite assignment in your career thus far?

My best assignment is where I'm at right now. My next best assignment or better assignment is the one I'm going to next. I dare say that all of my assignments have been fun… anytime I'm around people and Soldiers it just makes life that much better because the army is really all about people… I am happy to be here. No better place. Hooah.

What goals do you think a Cadet should have as he or she is going through ROTC?

I think that each Cadet needs to make sure they want to be a person of character, a person that is competent, and a person that cares. I had an old NCO who always said, "A Soldier doesn't care how much you know until they see how much you care..." that would be the thing that I think the Cadets need to bear in mind as they go through it all.

What is the most important thing you've learned that you wish you had known as a Cadet?

I will say that what I've learned is the importance of planning… the importance of practicing and rehearsing. Sometimes I can look back and see where things did not go as well as I had planned… I thought if I had just devoted 30 more minutes or an hour or more to get some feedback and to practice it probably would have gone just that much better.

CSM Christopher Newsom is the new Army ROTC 4th Brigade Command Sergeant Major

What challenges do you see for 4th Brigade in the next few years?

Finding qualified and diverse Cadets. We are beginning to challenge today's Cadets to help by finding their own replacements. Who better to find an individual of character to serve in today and tomorrow's armed services than Cadets themselves?

What's the most difficult assignment you've had in your career? Why?

I have had 12 duty stations in 25 years of service so they have all had their own challenges. What made these transitions easier were the Soldiers, NCOs and Officers that I have had the pleasure of serving with.

As the Brigade senior enlisted advisor in an officer training program, how do you see your role in training future officers?

My role is to assist in the overall development of the Cadets by assisting each Cadet in balancing and integrating the requirements of the academic, physical, military and character development programs.

What career advice would you give to Cadets about to be commissioned as 2LTs?

Listen to your NCOs and understand their roles. The complementary relationship and mutual respect between officers and NCOs is tradition in the US Army.
Spring FTX, 28 January
By Caleb Garner
The training company met at 0700 to leave for Camp Butner. Upon arrival to the Area of Operations, the Tar Heel Battalion immediately began tactical operations with a road march to the first objectives of the day. Despite continual rain and cold, Cadet motivation and morale was high all weekend. The presence of British Army LT Kerr and Singaporean Army LT Swee allowed Cadets to learn from the experience of junior officers of other nations. Their insight provided a diverse range of knowledge and tactics. For example, Cadets learned some valuable lessons about being aware of their surroundings and the rest of the platoon that will serve all Cadets well in their time as officers. Cadets were able to have a productive and successful Spring Field Training Exercises. Junior Cadets were able to prove their readiness for Advanced Camp this summer, and underclassmen were able to prepare themselves for their new roles next semester.

Land Navigation, 24 February
By Luke Boehm
Saturdays are for sleeping in unless you are an Army ROTC Cadet. The Tar Heel Battalion arrived at Duke Forest before 0800 to practice their land navigation skills and platoon operations. Essential for both Advanced Camp and their future Army careers, land navigation is a critical skill that teaches discipline while allowing Soldiers to reach locations using just a map and a compass. Cadets had four hours to navigate to six different points spread out amongst the hilly, forest terrain. After breaking for lunch, Cadets came back together to conduct a tactical road march to the release point for their platoon operations. They then moved through the woods until establishing contact with a select group of Cadets acting as the opposing forces. Platoon operations allow Cadets the chance to practice their leadership skills while acting under the pressure of fire. Despite the heat and hard work, the Cadets did exceptionally well with both land navigation and platoon operations, and they enjoyed the chance to improve upon their skills.
**General Milley, 01 February**

By Andrew Romza

Cadets from the Tar Heel Battalion had the incredible opportunity to meet the current Chief of Staff of the Army, General Milley. General Milley gave a “fireside chat” at UNC’s School of Business, and as a part of his visit to UNC, he wanted to personally meet with Army ROTC Cadets. General Milley wanted to hear what Cadets had to say about ROTC and to answer any questions they had about him, the Army, or creating a successful career. He chose to do this over lunch at the Business School. All of the Cadets were eager to meet General Milley and ask him questions they had. Being able to meet General Milley was a once-in-a-lifetime opportunity for Cadets, and CDT Shappell sums up the feeling stating, “It was an honor to hear General Milley and his wife speak and to ask them questions. They spoke of technological and geopolitical changes and the strengths and challenges of the Army. It was a much broader scope of thought than we are used to, and it was incredibly motivating.” All in attendance felt privileged to meet General Milley in person and left with a greater knowledge of the Army and life.

**GAFPB, 18 February**

By Mitch Sorensen

The German Armed Forces Proficiency Badge can be earned in bronze, silver, or gold based on performance in various physical events, M9 target shooting, and medical and safety tests. Cadets of the Tar Heel Battalion traveled to NC State to push themselves and test their skills against the standards of the German Army. Additionally, the Cadets had a great time testing themselves against each other while also supporting those around them. One Cadet, Mitch Sorensen, describes the event as, “a great opportunity to push your limits and learn how to improve upon some important Army skills.” The event encouraged Cadets to strive for gold, while also increasing their experience levels. Cadets learned that it is important to test themselves regularly to ensure they are well rounded in their combat skills. The challenge presented by the event also served to show participants what areas to improve upon, and that your military skills can always be refined and expanded. Overall, the GAFPB was a unique opportunity for Cadets to challenge themselves in various combat related events, while developing team communication and the necessary mindset for success and improvement.
Civil Affairs Visit, February 28
By Dylan Vitt

The Tar Heel Battalion hosted a Civil Affairs team from the 95th Civil Affairs Brigade at Fort Bragg for the week. The team was able to give briefings to the various MS Level classes about Civil Affairs and share their experiences operating in other nations. Cadets were able to engage with the team and have their questions about Civil Affairs and Special Operations Forces answered. At Lab time, the team Medic gave a presentation on Tactical Combat Casualty Care and taught the Cadets various techniques that can help save themselves or a comrade in the field. “One of the highlights of the 26 Feb class we had with them I think is when they taught us the keys of negotiating, and all these tips and tricks to negotiate with someone to make sure that you get the outcome you need or want to get. I think that pretty much everyone in the class took something away from this and we all thoroughly enjoyed it.” – Brady Miller MSII

General Pershing Re-enactment, February 28
By Colleen Burns

The Tar Heel Battalion ventured beyond the Chapel Hill campus to the local American Legion chapter for a performance commemorating the life and military career of General John Pershing. The reenactor, poised and proud, gave a vivid and enthralling first-person narrative of a great American hero. Along with the many accomplishments of this influential and determined leader we received a look into how Pershing saw the world. Cadet Jonathan Murphy, MS1, said, “His story was very moving, and it inspired me the way he took control of his destiny.” Each Cadet then got to meet with the Veterans of the American Legion and learn from their stories as well. Cadets were able to learn about WWI history in the year of the centennial anniversary of the armistice, and learn about a key historical Army leader. The unique perspective of observing a polished and skilled reenactor also allowed Cadets to become more involved. The Tar Heel Battalion also formed a crucial bond with the local veteran community.
Promotion Ceremony, 04 April  
By Connor Leech

The Tar Heel Battalion came together along with Colonel Duncombe, retired Major General Wilmotch, other University of North Carolina faculty and staff, and LTC Doolan’s family to witness the promotion of LTC Shane Doolan. COL Duncombe spoke of the remarkable achievement that is being promoted to the rank of O-5. LTC Doolan spoke of the importance of perseverance, sharing a personal story of his upbringing in Jamaica and his journey as a private citizen and as an officer to get where he is today. LTC Doolan outlined the keys to successful leadership and the importance of never giving up. He also thanked the Battalion and his family for inspiring and encouraging him in his Army career. Afterwards, everyone was able to congratulate LTC Doolan and enjoy refreshments on the drill deck.

Brenda Berg Visit, 07 March  
By Rennae Demorse

On Wednesday, March 7th, Brenda Berg came to talk to the Tar Heel Battalion. Brenda Berg is the CEO of BEST NC (Business for Educational Success and Transformation in North Carolina). Berg has had a distinguished career, rising to the top in any environment she faces. As a child, Berg realized her academic ability and strong perseverance. She pushed herself to take high level courses, and her parents worked hard to help her through these opportunities. Berg was able to receive a high-level education and entered into a career field dominated by men. However, she did not let this get in her way. She was able to form her own company, becoming a business leader in the field of baby products. Her passion for education led her to use her success to give the gift of education to others. She developed key leadership skills in her time in business and was able to pass on important lessons to Cadets stressing the importance of support from others, self-confidence, and perseverance. These qualities that she teaches are valuable in the Army for continued individual and team success.
Spring JFTX, 06 April
By Joanna Kassimis
On Friday April 6, Cadets from UNC, NC State, Duke, St. Augustine, and NC Central gathered at Fort Bragg for a weekend of training. Cadets were split into four platoons consisting of Cadets from all five universities. Throughout the weekend, each platoon rotated through five different lanes consisting of: react to contact, movement to contact, raid, attack, and zeroing and qualifying rifles at the range. They also had practice with patrol base operations at night. MS3 Cadets were each given the opportunity to lead the platoon as a PL, PSG, or Squad Leader. This served as excellent practice for Advanced Camp and gave the MS3’s an idea of what they need to focus on before leaving for camp in the next few months. Many of the MS1’s had their first experience at the range and the training event served as a great culmination of everything they have learned throughout their first year in ROTC. Despite the cold and rainy weather, the Cadets persevered and learned a lot from the experience.

Bataan Memorial Death March, 25 March
By Connor Collins
The Bataan Memorial Death March took place on March 25th in White Sands, New Mexico. The march consisted of 26.2 miles through various elevations and terrain. The morning of the 29th annual march started with a ceremony to honor the more than 75,000 American and Filipino Soldiers who were captured by the Japanese during World War II. The support for the march was overwhelming; attended by civilians, veterans, active duty, and ROTC programs from all over the country. The participants struggled through the challenges of the march to make it to the end. However, this did not stop everyone from embracing the experience and bonding over shared love and appreciation for those who have served before us. Everyone managed to finish as a team and overcome the march together. We were able to bond with the Navy and Air Force ROTC units at UNC– Chapel Hill. We travelled and trained jointly, but made sure to finish first. All Cadets were able to have an interesting trip and learn both about the Army’s past and about overcoming a challenge through teamwork.
Fort Fisher, 14 April
By Halle Dohman

Saturday April 14th, Cadets in their senior year of ROTC and Cadre visited Historic Fort Fisher. This trip was part of ROTC’s annual staff ride. UNC Army ROTC does one staff ride per year for the soon-to-be commissioning MS4 Cadets. The location this year was Fort Fisher, four hours away in Wilmington, NC. Cadets prepared briefs based on how their individual Staff Sections within ROTC related to the actions of the Civil War. The Cadre instructed the Cadets on key Army lessons learned from the Civil War which still apply to the Army of today. MS4 Cadet Halle Dohman thought, “The staff ride was a great learning experience for our whole class and it was interesting to see how every section and shop within the Army has operated and grown tremendously from then to now, especially via technology.”

Blood Drive, 12 April
By Lauren Shappell

On Thursday, April 12th, the Tar Heel Cadets, in conjunction with the NC National Guard and US Army Reserve, hosted the American Red Cross for a blood drive. People from all over campus including students, faculty, staff, and local community members gathered at the Naval Armory to donate blood. The NC National Guard and US Army Reserves set up activities in the front of the Armory that helped engage many of the students passing by, and also helped increase the number of walk-in appointments for the drive. The Red Cross was able to collect 29 pints of blood, enough to help 87 patients. The drive had one of the most successful turnouts among others on campus, largely thanks to the efforts of CDT Joanna Kassimis and other Cadets who put in the time and effort to make this event happen. The American Red Cross, the National Guard, and Army Reserve played a huge part in making this drive a success. Thank you to everyone who came out to donate and support the battalion!
Cadets clean Weapons at JFTX (left) Cadets at an attack lane at Eringhaus fields (right).

One of the many contracting ceremonies, on this day five Cadets took their oath to serve their country.
The Battalion in formation for LTC Doolan’s promotion ceremony.

Cadets Collins, Sorenson, and Christensen lead a workout at a recruiting event at Orange High School. (above).

Cadets take a PT Test (below).
Tar Heel Battalion Military Ball

On Thursday March 22\textsuperscript{nd}, Guests gathered at the Carolina Inn, including Cadets, cadre, UNC professors, and active/retired military guests. They enjoyed a cocktail hour before passing through the receiving line and being seated for dinner. After dinner, CAPT (R) Todd Veazie gave an insightful speech, focusing on helpful leadership lessons he has learned throughout his lifetime. Following his speech, the battalion took time to recognize MSG Barnes and everything he has done throughout his years at UNC and army career. It was a pleasure hosting many UNC professors and showing them what our program is all about.
Thank You LTC Doolan, CPT Burke, and MSG Barnes

The Tar Heel Battalion thanks you all for your care, leadership, and wishes you well in your future endeavors. MSG Barnes, thank you for your decades of service we all hope you enjoy your retirement.
Congratulations to the new Second Lieutenants of the Class of 2018

- 2LT Jordan Akalaonu
- 2LT Luke Boehm
- 2LT Natalie Bonsall
- 2LT Adam Bridges
- 2LT Niles Clarke
- 2LT Emily Drake
- 2LT Halle Dohman
- 2LT Caleb Garner
- 2LT Nick Kaufman
- 2LT Dante Pittman
- 2LT Andrew “GQ” Romza

Contact the Cadre

Check in!

The Cadre would love to hear from the alumni about how your careers and lives have progressed. Why not drop them a line.

Consider

Donating

All donations go to the Cadet fund, allowing Cadets to pursue many of the opportunities which are featured in the newsletter. Please consider visiting:

Armyrotc.unc.edu/donations/

Send the Newsletter

Your Story

The Newsletter would love to feature some stories from our wonderful alumni. Please send anything you would like to have printed in the Newsletter to us.

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