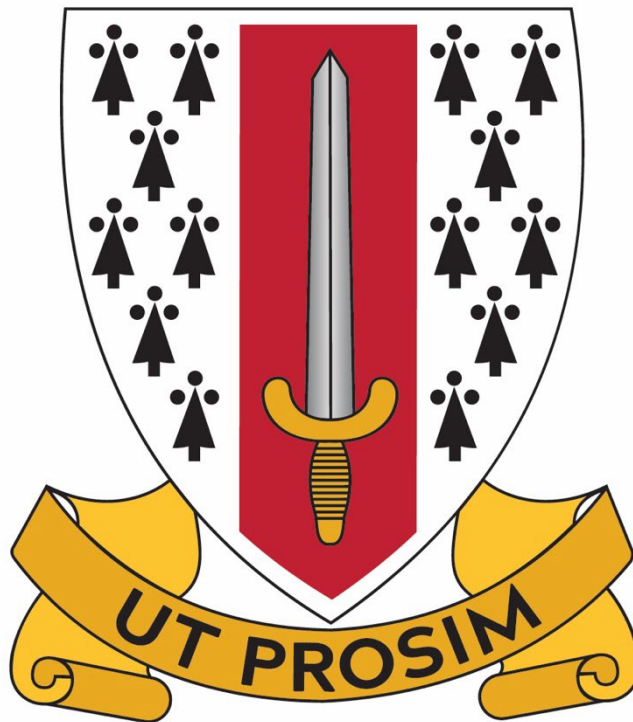


Virginia Tech®



Corps of Cadets

# Leader Development Program

Virginia Tech Corps of Cadets Leader  
Development Program  
2023

Guided by the university motto of *Ut Prosim*, the Virginia Tech Corps of Cadets is a Four-year Leader Development Program designed to graduate leaders of exemplary character who are instilled with the values and skills essential for leadership success in service to the nation.

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## Introduction

Founded in 1872 as a land grant college under the authority of the Morrill Land Grant Act, Virginia Polytechnic Institute and State University continues to provide the military training initially required by the Morrill Act through the Corps of Cadets. In addition, the Department of Defense has recognized Virginia Tech as one of six Senior Military Colleges in the United States. Virginia Tech supports the Virginia Tech Corps of Cadets as a Military College within a larger public university setting. The Corps of Cadets, in partnership with the services' Reserve Officer Training Corps, trains leaders by creating a regimented and disciplined environment that educates and develops the whole person – mentally, morally, physically, and spiritually.

The Corps of Cadets is a military-structured leader development program that achieves this by being a distinctly organized group of students who adhere to a strict code of honor, wear a distinctive cadet uniform, live in designated cadet barracks, and train to military-inspired standards. Cadets live in a diverse joint, military-style environment that provides opportunities to lead and follow at all levels of the organization.

Beginning in 1997, the Corps implemented a series of Strategic Visions, that set the tone and tenor for the 21<sup>st</sup> Century Corps of Cadets. These visions focus on setting the Corps of Cadets apart as a nationally renowned Senior Military College. Actions to achieve that goal include expanding the Commandant's Staff, developing academic programs within the Corps, implementing the Corps Leadership Minor, and initiating the Citizen-Leader Track.<sup>1</sup>

Cadet Regulations, which are continuously refined, govern the day-to-day activities of cadets in the Regiment including; standards for uniforms, rooms, and behavior; training requirements for First-year

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<sup>1</sup> The most recent iteration of these strategic documents is the *Virginia Tech Corps of Cadets Strategic Plan 2020 to 2025*

Cadets, disciplinary procedures, and expected activities throughout the academic year; and Corps of Cadets graduation requirements.<sup>2</sup>

This Leader Development Plan is designed as a bridge between the Strategic Vision (strategic) and Cadet Regulations (tactical). It serves to translate the vision into expectations on performance, training, and education of Cadets throughout their four years in the Corps to achieve the goal of graduating leaders of exemplary character.

Descriptive rather than prescriptive, the Leader Development Plan paints a picture of the Cadet experience from arrival during New Cadet Week, through each class year to graduation, and beyond. It also provides fidelity to the activities of Cadets and Commandant's Staff called out in the Strategic Vision. Specifically, this Leader Development Program supports the following focus areas from Strategic Vision 2025:

- Maintain a diverse and inclusive Corps of between 1,350 and 1,400 cadets to ensure full occupancy of our new residence halls.
- Ensure an environment that is nurturing and respectful to all allowing for each person being able to grow and perform at their maximum potential.
- Enhance and deepen cadets' understanding and commitment to honor and ethics.
- Grow and cultivate a professional staff to carry out the mission of the Corps.<sup>3</sup>

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<sup>2</sup> Virginia Tech Corps of Cadets *Standard Regulations*,  
[https://vtcc.vt.edu/content/dam/vtcc\\_vt\\_edu/resources/manuals/regulations2023.pdf](https://vtcc.vt.edu/content/dam/vtcc_vt_edu/resources/manuals/regulations2023.pdf)

<sup>3</sup> The Continued Development of the Corps' Curriculum and Experiential Programs line of effort from Strategic Vision 2025 was used as the basis for creating Leader Development Plan 2023.

## Commandant's Welcome

This Leader Development Program comes at a critical time in our history as a Corps of Cadets and our nation. The Corps of Cadets provides a myriad of experiences, numerous training activities, and formal educational activities, but when you boil it down to its most fundamental, the Corps develops character. It is character that ensures our nation's leaders do the right thing, at the right time, in the right place – all the time. It is character that provides our nation's leaders the ability to make morally correct decisions. And it is character that drives the sacrificial leadership needed in times of crisis. As uncertainty about the future reigns, developing leaders of character who are prepared to lead in that uncertainty is not only desired, but essential.

The intent of this program is to put in one place a descriptive path to build leaders of character. Focusing on Core Values and developing leaders across all four years of the Corps of Cadets, this Leader Development Program codifies practices from across the organization, bridges the gap between the Corps' strategic vision and the execution of day-to-day operations, and provides a guide for cadets to plan, execute, and evaluate cadet training and Corps operations.

Finally, this is a living document – intended to evolve as the needs of the Corps evolve. Tomorrow's leadership challenges have yet to be revealed, but we know there will be challenges. We encourage cadets to use this program to guide their actions, but we also encourage them to think creatively and identify when this program needs to advance.



Maj Gen Randal Fullhart, USAF (Retired)  
Commandant of Cadets

# Mission Statement and Vision

## Mission

The mission of the Virginia Tech Corps of Cadets is to graduate leaders of exemplary character who are instilled with the values and skills essential for leadership success in service to the nation.

## Vision

The vision of the Virginia Tech Corps of Cadets is:

Global, Ethical Leaders  
Now...More than Ever

Global...where we attract people from...and where they go after they graduate.

Ethical...encompassing moral, legal, honor, ethics...doing the right thing...always.

Now...More than Ever: A sense of urgency and a sense of quantity because the challenges (and opportunities) are numerous, demand our immediate attention, and drive the demand for such leaders.<sup>4</sup>

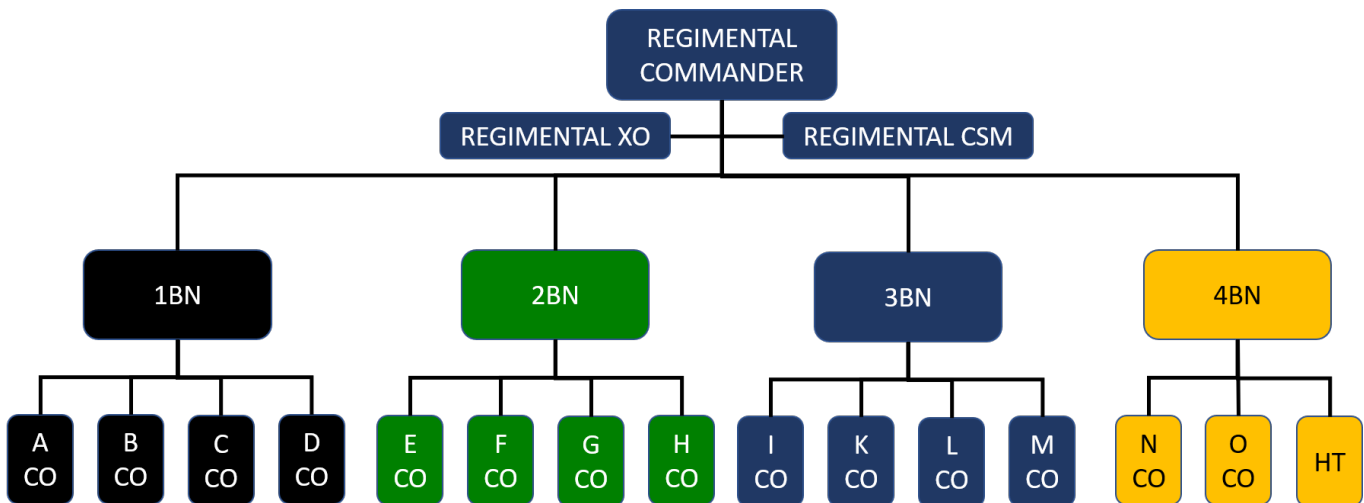
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<sup>4</sup> Virginia Tech Corps of Cadets Strategic Plan 2020 to 2025

## Corps Organization

The Virginia Tech Corps of Cadets is organized as a functional military-style line and staff organization. Corps regulations establish a standard organization structure using an Army regimental model.

The Corps of Cadets consists of a **cadet-led regiment** under the supervision of a Commandant of Cadets. The regiment is made up of four battalions, each under the supervision of a Deputy Commandant and a Senior Enlisted Advisor.



**Cadets are responsible for the day-to-day operation of the Corps.** Cadets set the vision for each semester and lead the various elements of the Regiment from the Regimental Commander to Fire Team Leaders. This is done through an orders process that is planned and executed by the Cadet chain of command and advised by the Commandant's Staff. Cadets develop training objectives and plans based on the guidance provided in this and other governing documents to achieve Corps training and development goals. They then execute and evaluate those training plans in accordance with Cadet Regulations.



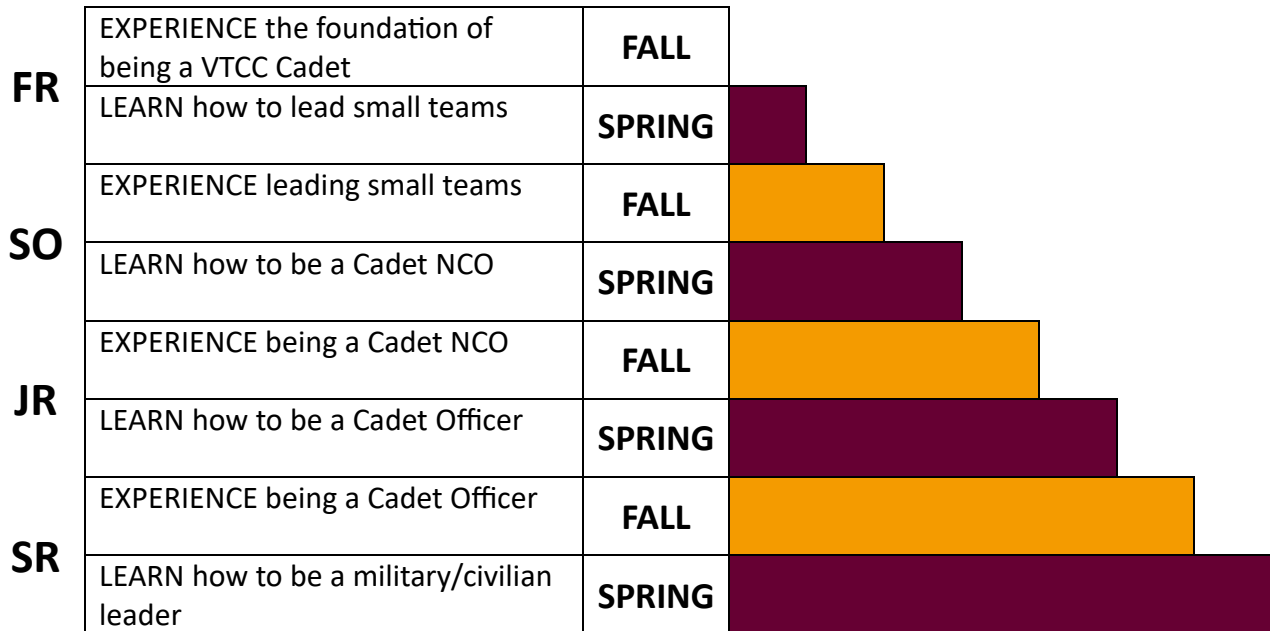
## Four-Year Progression

The leader development program of the Corps of Cadets is a four-year, progressive program based upon a servant-leader model whose foundation is selflessness steeped in respect for others.

Each Class Year in the Corps focuses on an element of leadership that builds toward graduating global ethical leaders of character

<u>Class Year</u>	<u>Leadership Theme</u>	<u>A Cadet is Prepared to be a:</u>
First-Year	Leading Self	Fire Team Leader
Sophomore	Leading People	Cadet NCO
Junior	Leading Organizations	Cadet Officer
Senior	Leading for the Future	Junior Officer/Citizen Leader

Each year is further divided into semesters that build on the experience of the preceding semester using a learn-experience progression, with the Fall focused on learning skills that will be put into practice and reflected upon in the Spring Semester.



# Development Themes by Class

Phase	First-year Cadets	Sophomores	Juniors	Seniors
<b>Fall Semester – Experience</b>				
Cadre Week (1 week)		<ul style="list-style-type: none"> <li>Support &amp; observe Cadre</li> </ul>	<ul style="list-style-type: none"> <li>Prepare to train incoming New Cadets</li> <li>New Cadet Week ROC Drill</li> <li>Review &amp; Confirm standards</li> </ul>	<ul style="list-style-type: none"> <li>RWB Leader Training</li> <li>Lead training of Cadre</li> </ul>
New Cadet Week (1 week)	<ul style="list-style-type: none"> <li>Basic Military Training</li> <li>Room &amp; Uniform Standards</li> <li>Military Drill &amp; Ceremony</li> </ul>	<ul style="list-style-type: none"> <li>Support New Cadet Training</li> <li>Observe Cadre</li> </ul>	<ul style="list-style-type: none"> <li>Train New Cadets</li> <li>Teach &amp; model standards</li> <li>Develop Leadership Skills through practice</li> </ul>	<ul style="list-style-type: none"> <li>Set Command vision</li> <li>Serve as Cadet Officers</li> <li>Plan &amp; evaluate training</li> <li>Set &amp; enforce standards</li> <li>Supervise &amp; mentor Cadre</li> </ul>
Red Phase (6 weeks)	<ul style="list-style-type: none"> <li>Refine skills learned in New Cadet Week</li> <li>Integrate academics</li> <li>Leading Self</li> <li>Develop personal standards</li> <li>Teamwork and Brotherhood</li> </ul>	<ul style="list-style-type: none"> <li>Integrate into new company</li> <li>Refine training as FTL</li> <li>Internalized standards</li> </ul>	<ul style="list-style-type: none"> <li>Serve as Cadet NCOs</li> <li>Train First-year Cadets</li> <li>Develop Leadership Skills through practice</li> <li>Evaluate performance of First-year Cadets</li> </ul>	<ul style="list-style-type: none"> <li>Implement Vision</li> <li>Serve as Cadet Officers</li> <li>Train Sophomore Cadets</li> <li>Lead the Corps</li> <li>Plan &amp; evaluate training</li> <li>Set &amp; enforce standards</li> <li>Supervise &amp; mentor Cadre</li> </ul>
White Phase (9 weeks)	<ul style="list-style-type: none"> <li>Continue to develop personal standards</li> <li>Sustain &amp; stabilize performance</li> </ul>	<ul style="list-style-type: none"> <li>Assume role as FTL</li> <li>Train First-year Cadets</li> <li>Expand small unit leadership skills</li> </ul>	<ul style="list-style-type: none"> <li>Serve as Cadet NCOs</li> <li>Evaluate &amp; counsel subordinates</li> <li>Supervise and mentor FTLs</li> <li>Professional mentoring of First-Year Cadets</li> </ul>	<ul style="list-style-type: none"> <li>Implement Vision</li> <li>Serve as Cadet Officers</li> <li>Evaluate &amp; counsel subordinates</li> <li>Supervise &amp; mentor Cadre</li> <li>Plan &amp; evaluate training</li> </ul>
<b>Spring Semester – Learn</b>				
Blue Phase (15 weeks)	<ul style="list-style-type: none"> <li>Uphold personal standards</li> <li>Refine performance</li> <li>Prepare to be Fire Team Leaders (FTL)</li> </ul>	<ul style="list-style-type: none"> <li>Serve as FTLs</li> <li>Train First-year Cadets</li> <li>Prepare to be Cadet NCOs</li> <li>Expand small unit leadership skills</li> <li>Prepare Freshman to assume FTL role</li> </ul>	<ul style="list-style-type: none"> <li>Serve as Cadet NCOs</li> <li>Prepare to be Cadet Officers</li> <li>Evaluate &amp; counsel subordinates</li> <li>Prepare SO to assume Corps NCO roles</li> <li>Professional mentoring of First-Year Cadets</li> </ul>	<ul style="list-style-type: none"> <li>Implement Vision</li> <li>Serve as Cadet Officers</li> <li>Evaluate &amp; counsel subordinates</li> <li>Prepare Juniors to assume Corps Leadership roles</li> <li>Prepare for post-graduation goals</li> </ul>

# Annual Training Cycle

## Training Phases

Phase	Start	Finish	Milestone Events	Key Events
<b>Fall Semester – Experience</b>				
Cadre Week (1 week)	~2 Weeks before Start of Classes	~1 Week before Start of Classes	New Cadet Move-in Rehearsal	<ul style="list-style-type: none"> <li>RWB Student Leader Training</li> <li>Cadre Level of Knowledge</li> <li>Train the trainer training</li> </ul>
New Cadet Week (1 week)	1 Week before College Orientation	Day prior to College Orientation	New Cadet Parade	<ul style="list-style-type: none"> <li>New Cadet Move-in</li> <li>VTCC Introduction</li> <li>Weeks of Welcome</li> </ul>
Red Phase (6 weeks)	First Day of Classes Fall Semester	Friday Prior to Last Day to Drop Classes	Caldwell I  Sophomore Red Phase Culminating Event	<ul style="list-style-type: none"> <li>Transition to Academics</li> <li>Sophomore Integration</li> <li>Class-specific Training</li> <li>Football Games</li> <li>Homecoming PIR</li> <li>FTL Selection</li> </ul>
White Phase (9 weeks)	Completion of Caldwell I	Last Day of Classes Fall Semester	First-year Cadet White Phase Culminating Event	<ul style="list-style-type: none"> <li>NC Promotion to Cadet</li> <li>Class-specific Training</li> <li>Integration of FTLs</li> <li>Mentor Night</li> <li>Football Games</li> <li>Spring Change of Command</li> </ul>
<b>Spring Semester – Learn</b>				
Blue Phase (15 weeks)	First Day of Classes Spring Semester	Change of Command PIR	Caldwell II  Change of Command Pass-in-Review  Graduation & Commissioning	<ul style="list-style-type: none"> <li>Senior Banquet</li> <li>Military Ball</li> <li>Ring Dance</li> <li>Platoon Tactical Challenge</li> <li>FTL Training (FR)</li> <li>Advanced Leader Course (SO)</li> <li>Cadet Officer Training (JR)</li> </ul>

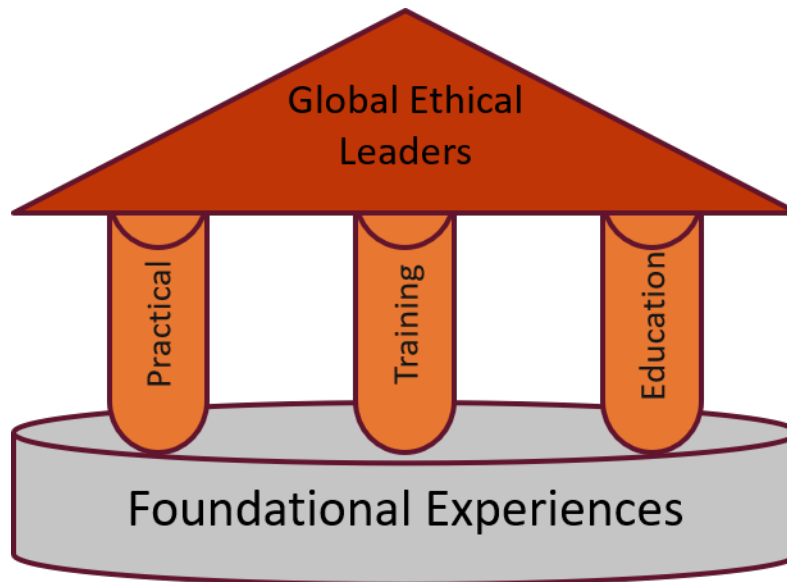
## Leader Development Program Goals

Graduate leaders of exemplary character who are instilled with the values and skills essential for leadership success in service to the nation. This is achieved by:

- Instilling Foundational Values
- Developing and Refining Leadership Skills
- Inspiring a Sense of Service
- Molding Character through Experience

Across a four-year program designed to take in students from a wide variety of backgrounds.

Leadership is both a science and an art. Leadership can be studied and learned, but must also be practiced in order to fully comprehend and embrace its power and potential for good.



Cadets are challenged and encouraged by practical application and frequent evaluation in positions of ever-increasing responsibility within a diverse, joint, military-style leadership environment.

The program begins with developing **active followership** skills and learning to **lead one's self** in our incoming **First-year Cadets**. Elements include learning basic military skills and standards, self-development, self-understanding, college success strategies, and an introduction to studying leadership. At the end of their first year in the Corps of Cadets, Cadets are prepared to **step into the role of Fire Team Leader**.

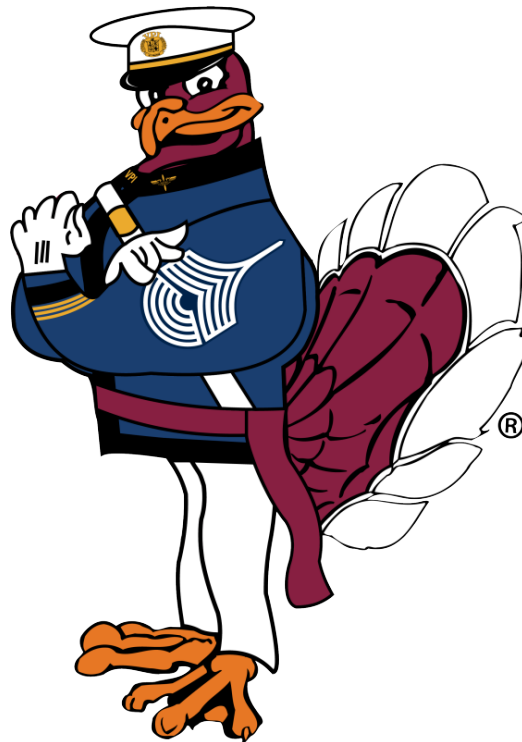
**Sophomores** are expected to assume the role of **frontline leaders** and begin leading others. With the focus on small unit leadership, essential skills developed during this period include mentorship, one-on-one and one-on-few training, development of subordinates, and an introduction to the conduct of counseling and evaluation of subordinates. There is a continued focus on team building as a class as they are incorporated into new units. At the end of their Sophomore year, Cadets are prepared to **step into the roles of Cadet Non-commissioned Officers** at the company, battalion, or regimental level.

The focus for **Juniors** is on **organizational leadership**. During this year cadets are fully engaged in the day-to-day operations of the Corps and see to the functioning of their organizations as well as **overseeing the growth and development of the First-year Cadets**. Juniors are also expected to mentor and take an active role in counseling and evaluating their subordinates. At the end of their Junior year, Cadets are prepared to **step into the roles of Cadet Officers** including command at all levels of the regiment and critical staff officer roles at the battalion or regimental levels.

**Seniors**, serving across the regiment as **Cadet Officers**, are at a transition point in their leader development with their focus at the strategic level with an eye toward building the organization for the future. First, they see to the strategic direction of their organizations to include setting specific goals that inform the actions of all other members of the Corps. Seniors are also expected to step out of the

direct training role and into a **supervisory and assessment** role in the Corps' training activities. They are also at the stage where they are preparing to **transition to their post-Corps professions** and thus should be putting the final touches on their own personal and professional development.

For this Leader Development Program to be successful, the Corps must be run by the cadets. The Commandant's Staff seeks to **empower cadet leaders** at all levels with the freedom to act within the parameters outlined in Cadet Regulations. Serving as advisors and mentors, the staff helps those leaders set the organization's vision; plan, execute, and assess training; refine and implement cadet-driven goals; plan, implement, execute, and assess Corps activities; and **provide cadets the space to make and learn from mistakes made in that process**. With a bias toward action, the staff encourages **each class of cadets to own their leadership** of the organization by setting an environment for success across the Corps.



## Instilling Foundational Values

The Corps, as a fundamental part of Virginia Tech, espouses those values set forth on the Pylons: The pylons embody the values that members of the Hokie Nation hold in the highest regard and serve as a touchstone for the traditions, Honor Code, training programs, policies, and regulations of the Corps of Cadets. It is important that all understand the meaning behind each of the pylons.

- ***Ut Prosim [That I May Serve]***: Alma Mater advising her student: Forge your life on the principles I strive to teach. I cherish four major virtues: Brotherhood, Duty, Honor, and Loyalty.
- **Brotherhood**: Brotherhood is akin to the Golden Rule; let no wall be high enough to separate you from your fellow citizens in spite of dividing factors – be they geographical, political, religious, or social.
- **Duty**: Duty is a sublime word. Be faithful in the performance of your day-to-day duties aware of the larger obligation to humanity. It is your obligation to know what you ought to do and to do it.
- **Honor**: Honor is your personal integrity; your intuitive sense of what is right, and your shield against evil. The shield as a symbol of personal honor dates back to Knighthood.
- **Loyalty**: Loyalty is unswerving allegiance to family and friends, to me...your school, and to your community, state, or nation.
- **Leadership**: Cultivate the character traits of brotherhood, duty, honor, and loyalty, and you will be eligible for leadership. Only then can you raise your hand and say, “Follow Me.”
- **Service**: Be warned. Life is demanding and courageous leadership means service. The symbolism stresses the readiness to put aside the pursuit of one’s own work and career to enter into military or public service...serving one’s

country and fellow citizens.

- **Sacrifice:** And finally, service means sacrifice...even unto life itself. For leaders, it means that you must give up actions and habits that would detract from the higher calling to lead and serve others.<sup>5</sup>

Leader Development Program 2023 focuses on four foundational values that underpin the purpose of the organization, encompass the Pylon values, and align with service values. By focusing on these four values, all eight of the Pylon values are lived and learned.

These values will be instilled in our cadets from the beginning of their tenure in the Corps to take with them as they leave:

- Brotherhood
- Honor
- Duty
- Sacrifice



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<sup>5</sup> *Standard Regulations*, pp. 21-22



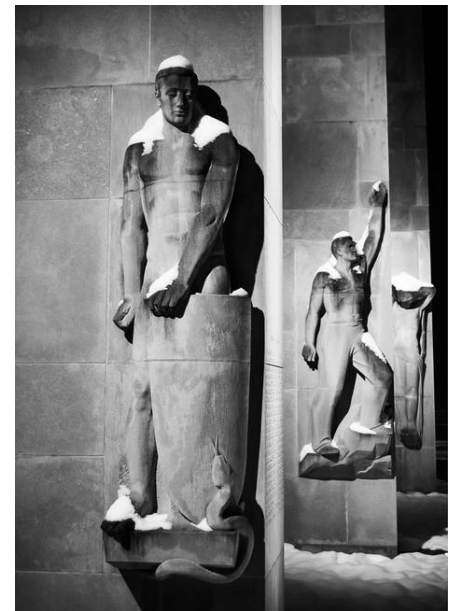


## Brotherhood

- Inseparable. A belief in each other built out of respect, love, and hope that establishes an inseparable bond held together by a common purpose driven by the desire to be better.
- Shared interest and support
- A sense of belonging

## Honor

- A quality of integrity and justice shown in one's beliefs and actions. Your reputation will precede you.
- Cadets are persons of integrity; they strive to choose the harder right instead of the easier wrong and are never content with a half-truth when the whole can be won.
- To be an honorable leader, one must be completely trustworthy, for leadership is built on trust, and trust is built on honor.





## Duty

- The agency to act in order to fulfill your obligations regardless of risk.
- Duty means to accept and accomplish the responsibilities assigned to me including accepting the consequences associated with performance and actions.
- A call to serve others before self.
- The compulsion felt to meet one's obligations. Duty compels us to do the right thing at the right time, regardless of adverse consequences. It is the precursor of discipline and obedience.
- Duty is the obligation to perform what is required for the mission.

## Sacrifice

- Service means sacrifice, even unto life itself.
- The act of subordinating your wants, desires, and interests to serve the needs of the nation, the organization, and your fellow citizens.
- Subordination with a purpose, a goal to be achieved to make the organization, and yourself better for your sacrifice



# Developing and Refining Leadership Skills

The Corps provides the environment to evaluate and grow individual leadership skills. This is accomplished through practice, training, and education that includes:

- Identifying a Cadets strengths areas of struggle, then providing tools to develop those strengths and address the struggles
- Presenting various leadership philosophies and their virtues and challenges
- Providing tools to develop and refine a personal leadership philosophy
- Encouraging self-discovery and understanding one's own abilities and encouraging cadets to lead themselves first by upholding standards



In each step of this process, the Corps provides opportunities to explore and test leadership philosophies in a safe environment that allows for, complex and intelligent failure, evaluation and mentoring, and reflection.

3 quintessential types of failures:

1. Simple failures (=mistakes). These failures are the ones where we know how to do it right, but for some reason, the process didn't go right.
2. Complex failures (=accidents). In these failures, a set of factors come together in a novel way despite the reasonably familiar contexts.
3. Intelligent failures (=discoveries). These are the undesired results of thoughtful forays into new territory.<sup>6</sup>

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<sup>6</sup> "Amy Edmondson – The Science of Intelligent Failure" *Nordic Business Forum*, 03 June 2021

## Inspiring a Sense of Service

Service represents an ideal of placing the needs of others above your own. This can take many forms, but in each case, service seeks to improve the situation of others. Service is something bigger than yourself, it means engaging in the organization and aiming to leave it better than you found it.

Leadership requires courageous service, in times of peace and in times of war, in a military or civilian context, and that service requires sacrifice, even unto life itself.



## Molding Character through Experience

Character is defined as the complex of mental and ethical traits marking and often individualizing a person, group, or nation. Good Character refines that definition to include moral action demonstrated in all circumstances. The development of good character is the result of reasoned and willful coordination between heart and mind.

CHARACTER COUNTS! identifies Six Pillars of Character which they call “T.R.R.F.C.C.” (pronounced terrific)

- Trustworthiness
- Respect
- Responsibility
- Fairness
- Caring
- Citizenship<sup>7</sup>



Each of the Six Pillars of Character helps instill a positive climate and a culture of respect and empathy, making the Corps a safe environment for students to learn.

A leader of character seeks to discover the truth, decide what is right, and demonstrate the courage and commitment to act accordingly.

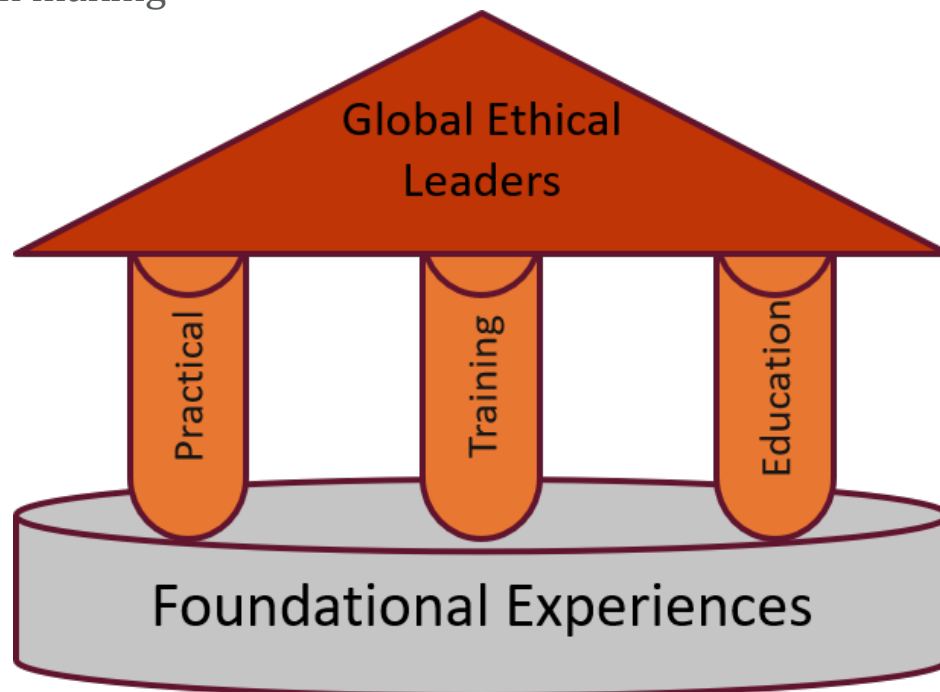
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<sup>7</sup> “The Six Pillars of Character” <https://charactercounts.org/character-counts-overview/six-pillars/>

## Leader Development Program Pillars

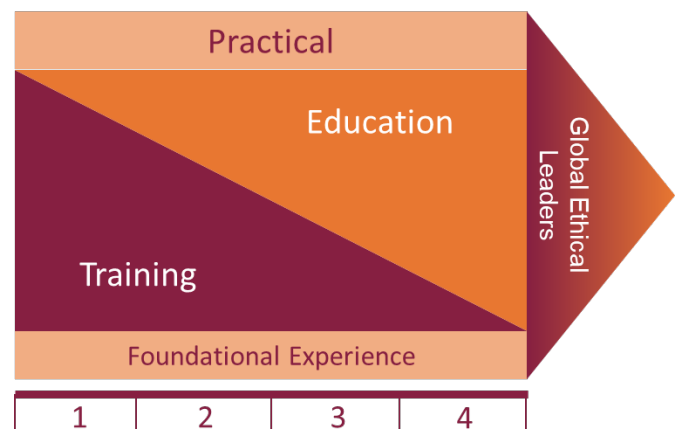
Leader Development requires a balance of:

- Practical experiences and hands-on activities
- Training in leadership techniques, position responsibilities, and communication skills
- Education to develop critical thinking, problem-solving, and ethical decision making



Over the course of the Leader Development Program that balance changes:

- Initial focus is on training on the standards and expectations for known events and activities
- As cadets mature, the focus shifts to include broader education to prepare cadets for unforeseen events



## **Practical – prepare for the now**

The Virginia Tech Corps of Cadets is the university's original Living-Learning Community. Daily experiences in the Corps provide opportunities to practice foundational values, develop and refine leadership skills, serve others, and mold individual character.

This is achieved through:

- Living by the Cadet Honor Code on the pathway to ethical leadership
- Being a Cadet run organization with mentorship from Commandant's Staff
- Planning, executing, and assessing cadet training and activities
- Being immersed in the leadership experience 24 hours a day during the school year
- Cadet leaders, at all levels, deal with real challenges requiring real solutions
- Emphasis on personal and organizational-level accountability
- Submitting to competent authority and exercising authority when granted

## **Training – prepare for the future known**

Training is designed to teach the skills necessary to complete assigned tasks and positions within the organization. Training is most intensive training is for First-year Cadets but also includes upperclassmen as they learn how to train underclasses and take on positions of increased responsibility.

The Corps provides planned and unplanned training opportunities throughout the academic year and across the four years of the program using a progressive training model. Planned training opportunities begin with New Cadet Week where First-year Cadets are immersed in the training environment from reveille to taps for seven days before the beginning of classes each Fall. Planned training after New Cadet Week includes morning online training and

flag formation, Corps Lab periods each Thursday afternoon, and weekend training events for First-year Cadets and sophomores. Unplanned training opportunities range from responding to unexpected requirements from the university to dealing with unforeseen circumstances in a cadet's life.

A Cadet's training experience begins with New Cadet week where they are introduced to military standards and discipline. Once classes begin, while training intensity reduces as cadets focus on their academic courses, training concentrates on preparing cadets for the next phase of the cadet experience.

The Corps of Cadets is a standards-based organization. This means that every member of this organization is expected to uphold the standards. Cadet training is an objective-based blend of ROTC/VPI/Corps activities, including assessment of training objectives, working collaboratively to develop the whole cadet that is designed to develop the skills necessary to meet standards, inspect to the standard, and maintain discipline within the organization.

### **Education – prepare for the future unknown**

The function of education... is to teach one to think intensively and to think critically.<sup>8</sup>

Virginia Tech is a world-class, tier-one research institution. The educational opportunities related to a cadet's chosen major are instrumental to their future success – mentally, morally, physically, and spiritually.

To be successful in what they have chosen to do, one of the primary purposes of every cadet's attendance at Virginia Tech is to obtain an undergraduate degree. In many cases, a cadet's personal goals may depend not on the degree alone but on the grade point average (GPA). As such, special emphasis is placed on a cadet's academic performance.

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<sup>8</sup> Martin Luther King, "The Purpose of Education," Morehouse College, 1948



The Corps of Cadets plays a critical role in a cadet's academic success by ensuring an environment conducive to that success. Cadet activities are scheduled with consideration of cadet academic schedules. Attending classes and other scheduled academic activities takes priority over Corps activities to the maximum extent practical. Additionally, dedicated study time and residence hall quiet hours are enforced each school-day evening in the form of Evening Call to Quarters (ECQ). During ECQ cadets are afforded maximum opportunities to conduct their studies in an academically conducive environment with limited distractions.

While a cadet's major prepares them for graduation with a degree, cadets take classes designed to expand their understanding of leadership. The ROTC leader development program provides service-specific leadership education which the Corps enhances with Corps Leadership Courses, accredited through the Pamplin College of Business Management Department, aimed to expand critical thinking and creative problem-solving in leadership roles. Corps Leadership Courses are mandatory for First-year and Sophomore cadets, and offered for Junior and Senior cadets wishing to further pursue their leadership education. <sup>9</sup>

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<sup>9</sup> Further details on the VTCC Leader Development Plan Training Pillars, broken down by class, training phase, and LDP line of effort can be found in the unabridged Leader Development Plan on the VTCC Resources webpage -

LEADERSHIP FIRST

**WHEN PEOPLE FEEL SAFE  
ENOUGH TO RAISE THEIR HANDS  
AND SAY, "I MADE A MISTAKE"  
OR "I NEED SOME HELP." THE  
LEADER HAS CREATED AN  
ENVIRONMENT WHERE PEOPLE  
FEEL SAFE TO BE THEMSELVES.**

**SIMON SINEK**

## **Leader Development - Practical**

All Cadets participate in the daily activities of the Corps of Cadets and each of these activities builds toward the goal of developing leaders of exemplary character. While the skills and lessons from these activities vary with a Cadets class year, some common events apply to all cadets in the regiment. These include:

- **Daily Flag Formation.** The regiment gathers each morning to honor the flag that represents those who have and are serving the nation and its Constitution. We also remember our purpose as a senior military college and a leadership development program. This gathering serves as an opportunity for accountability, instruction, and inspection of cadets across all classes. The running of flag formation by the leaders of the cadet regiment serves as a practical application of our core values and a daily exercise in leading the organization
- **Regimental Inspection.** Conducted at the beginning of each semester by the Regimental Inspector General, the regimental inspection helps to enforce Corps standards and allows cadets to practice demonstrating proficiency to an outside organization.
- **Pass-in-Review Ceremonies.** These ceremonies serve several purposes in the development of cadets. By honoring traditions and the officials reviewing the ceremony, cadets demonstrate an understanding of Honor, Service, and Duty. Planning, rehearsing, and executing the pass-in-review provides a wide range of leadership experience across the cadet chain of command, and it exposes underclassmen to the ceremony and the work required to execute such an event
- **Corps Lab.** Cadets of all class years participate in weekly Corps Lab sessions which range from presentations by the Commandant and staff, to guest speakers of national renown speaking in leadership, to practical activities such as class-specific training and preparing for the Platoon Tactical

## Challenge

- **Football Games.** During the Fall Semester, the Corps attends Hokie football games as a unit. This includes marching to the stadium and onto the field during pre-game activities. Various specialty units directly support athletics with game activities to include the Color Guard, Regimental Band, Skipper Cannon Crew, and the Corps' spirit team – Esprit de Corps. While watching a football game is the by-product of these efforts, the planning and execution of these events provide practical leadership experience to all levels of the cadet chain of command.
- **Military Ball.** Celebrating the traditions of military life is part of educating the whole cadet. Planning, preparing, executing, and participating in the Military Ball, and other formal events sponsored by the ROTCs and VPI Battalion, provides cadets with experiences in military etiquette and ceremony to prepare them for commissioned service and other formal events.
- **Platoon Tactical Challenge.** Held each Spring Semester, Platoon Tactical Challenge is quintessentially a leadership reaction exercise. As the name implies, platoon-sized elements, led by a senior platoon leader and a junior platoon sergeant, execute a series of activities, some known in advance and some not, to determine the best platoon in the Corps that semester.

## **First-Year Cadets**

Immediately upon arrival to New Cadet Week, First-year cadets are introduced to the basic elements of being a Cadet including an introduction to Corps, University, and Service Core Values and the VTCC Honor Code; the ideas of personal and personal and peer accountability; the concept authority and responsibility; and military standards including how to meet those standards personally and collectively.

Activities throughout Red, White, and Blue phases are designed to reinforce the importance of values, encouraging First-year Cadets to

internalize them through frequent feedback. Activities and experiences during this period, especially Red and White phase, are deliberately stressful, forcing First-year Cadets to make decisions in suboptimal situations and react to the unexpected. In the process, First-year Cadets learn to follow their leaders and recognize that meeting standards requires effectively leading themselves.

While participating in Corps activities, First-year cadets are exposed to the ideals of service and afforded the opportunity to observe the leaders around them, noting their strengths and challenges, and beginning to identify those effective leadership traits that can lead to their own effective personal leadership style. This will include entering into and practicing a professional mentor relationship with upperclassmen mentors

Throughout this process, First-year Cadets bond with their classmates and build a sense of brotherhood through shared experiences and emphasis on shared responsibility and successful teamwork.

- Instilling Foundational Values
  - Introducing and internalizing VTCC, University, and Service Core Values and the VTCC Honor Code
  - Educating on importance of values
  - Introduction to personal and peer accountability
  - Introduction to authority and responsibility
  - Build a sense of brotherhood with classmates, the VTCC, and the University
- Developing and Refining Leadership Skills
  - Introduce and develop ability to meet personal and collective standards
  - Learning to follow and lead yourself
  - Participate in a mentor relationship with upperclassmen mentors
  - Observing Leaders around you
- Inspiring a Sense of Service

- Participate in service-related events
- Exposure to variety of ways to serve others
- Molding Character through Experience
  - Operate in a stressful environment
  - Reacting to the unexpected
  - Bonding with classmates

## **Sophomore Cadets**

The beginning of Sophomore year in the Corps of Cadets brings more freedom than a cadet's first year, but it also brings new challenges. Assigned to a new company, sophomores begin the Fall Semester integrating into that company's culture and building comradery with their new company classmates. Sophomores then step into non-commissioned officer roles including clerks, honor or IG representatives, and fire team leaders. In these roles, sophomores get opportunities to exercise limited authority and responsibility leading small teams under supervision of Junior and Senior Cadets.

- Instilling Foundational Values
  - Explain to VTCC, University, and Service Core Values
  - Assist in educating First-year cadets on organization values
  - Living and demonstrating values inside and outside the Corps
  - Conduct themselves honorably at all times, internalizing the Honor Code
- Developing and Refining Leadership Skills
  - Accountability for subordinate's performance
  - Observe leadership of upperclassmen
  - Lead up, down, and across within the fire team, squad, platoon, and company
  - Expand mentor relationships with upperclassmen mentors
  - Investigate leadership philosophies
- Inspiring a Sense of Service
  - Explore service-related opportunities
  - Join Corps and University Organizations
- Molding Character through Experience

- Interact and deal with change
- Build relationships with classmates, enforcing standards among peers
- Serve as Fire Team Leaders, enforcing standards in small units
- Serve in staff positions of increasing levels of responsibility
- Independent decisions on time management

## **Junior Cadets**

Junior Cadets are the heartbeat of the Corps of Cadets. Charged with training and providing professional mentorship of First-year Cadets, their actions have the most direct impact on the culture and success of the Corp. Throughout the academic year, juniors' experiences allow them to expand their proficiency in the following:

- Instilling Foundational Values
  - Model, teach, & enforce Co, University, and Service Core Values
  - Faithfully perform day-to-day duties, aware of the larger obligation to humanity
  - Reflect and discuss successes and failures
  - Actively pursue peer accountability – the desire to be better
  - Conduct themselves honorably at all times, modeling, teaching, and enforcing the Honor Code
- Developing and Refining Leadership Skills
  - Establish and evaluate personal leadership philosophy
  - Filling NCO roles in the organization (cadre or staff)
  - Modeling positive leadership traits – role model
  - Serve as mentors for subordinates in formal mentor relationship
- Inspiring a Sense of Service
  - Plan and organize service-related events
  - Lead underclassmen in service
- Molding Character through Experience
  - Plan and execute Cadre and New Cadet Week
  - Execute Corps training activities to approved standards
  - Summer ROTC/professional training
  - Subordinate wants, desires, and interests to the needs of VTCC and fellow cadets

## Seniors Cadets

Senior Cadets run the Corps of Cadets. Cadets in command set the vision of the organization and carry out that vision. Cadet staff officers plan, execute, and assess the Cadet Training Program and Cadet activities through a robust planning and orders process. As cadet officers, seniors are charged with supervising, advising, mentoring, and counseling subordinates. Throughout the academic year, seniors' experiences allow them to expand their proficiency in the following:

- Instilling Foundational Values
  - Model Corps Values through service
  - Teach Corps Values to underclassmen and enforce them through example and action
  - Set the standard for ethical behavior
  - Sacrifice personal comfort to improve organization & subordinates
  - Conduct themselves honorably at all times, modeling, teaching, and enforcing the Honor Code
- Developing and Refining Leadership Skills
  - Establish the vision for the organization
  - Lead the regiment by serving as Cadet Officers
  - Refine personal leadership philosophy
  - Mentor Cadet NCOs
- Inspiring a Sense of Service
  - Inspire and motivate others to serve
  - Internalize sacrificial role of leadership
  - Lead Corps support to University and service activities
- Molding Character through Experience
  - Set, execute, and evaluate Corps training standards
  - Plan, execute, and evaluate Corps Activities
  - Dealing with change and uncertainty



## Leader Development - Training

The Corps Training Year is divided into four phases – New Cadet Week followed by Red, White, and Blue Phases. New Cadet Week occurs the week before the start of classes in the Fall Semester. Red Phase starts on the first day of classes and culminates with the first half of the Caldwell March. White Phase occupies the remainder of the Fall Semester. During Blue Phase, which aligns with the Spring Semester, the training shifts to preparing cadets from all classes for their next level of responsibility and leadership while exercising the skills learned during the Fall Semester.

### Training Program Goals

Cadet Training is intended to be an inspiring, motivational experience. The program is designed to aid the Cadet's overall development and focuses on the following areas:

**Moral:** Amid a challenging environment, a Cadet's moral strength will be tested, and the following qualities enhanced:

- An appreciation of the ethical foundation of the Cadet Honor Code
- Openness & willingness to take responsibility for one's own actions
- Pride and self-respect
- Moral courage and self-reliance

**Mental:** Cadets will face a demanding environment which will help develop the following attributes:

- Alertness, attentiveness, accuracy, and efficiency
- Flexibility and adaptability
- Ability to assimilate, retain information, and discriminate between the important and the unimportant
- Mental discipline and self-control
- Willingness to act as a follower to further understand leadership
- Willingness to lead when presented the opportunity and recognize that the role of leadership is to support others
- Mental courage and decisiveness, acting without hesitation based on self-confidence

- Self-evaluation and the courage to find one's faults and improve upon them
- Ability to influence others through peer leadership

**Physical:** Physical training will not only condition the body but also aid every aspect of individual development. Through athletics, the Cadets will learn that good sportsmanship and teamwork lead to success. The following benefits will also be obtained:

- Good posture, military bearing, and fitness
- Physical courage and stamina
- Class unity and teamwork

**Spiritual:** Akin to physical training, spiritual training conditions the mind to handle stress and uncertainty through resiliency and well-being.

**Military:** The VTCC is a military organization. Whether or not a Cadet will seek a commission in the Armed Forces, they will benefit from the training in the concepts and principles of our military heritage.

## Cadre Week

Starting with Company Commanders who arrive two weeks before the start of the semester for Residential Wellbeing Student Leader Training, followed by the arrival of key leaders, cadre juniors, and cadre training assistants, Cadre Week prepares the cadet training teams to conduct New Cadet Week. The focus of Cadre week is team building and refining instructional technique

- Instilling Foundational Values
  - In-depth Guidon knowledge with exam
  - Review of Corps Values
- Developing and Refining Leadership Skills
  - Building a cohesive Cadre team
  - Lead training events in advance of New Cadet arrival
  - Enforce standards among Cadre team
- Inspiring a Sense of Service
  - Understanding Cadre's role in training next generation of New Cadets
  - Internalize Cadre role of supporting New Cadets
  - Challenge Cadre to live *Ut Prosim*
- Molding Character through Experience
  - Culminating event building on Sophomore Training
  - Rehearsal of Concept (ROC) Drill for New Cadet Week
  - Review, practice & teach uniform and room standards
  - Review, practice & teach stationary and marching drill, with & without rifles

## New Cadet Week

From the arrival of New Cadets to the culminating New Cadet Parade, New Cadet Week is designed to quickly train incoming students and provide them the basic skills needed to be a cadet. Training during New Cadet Week is constant, from reveille to lights-out each day. During the week, New Cadets will have little or no

control over their time or their activities as Cadre work to instill the basics of cadet requirements before the beginning of the school year.

- Instilling Foundational Values
  - Introduce Pylon values
  - Introduce to the Cadet Honor System
- Developing and Refining Leadership Skills
  - Introduce the idea of Followership
  - Academic preparation
- Inspiring a Sense of Service
  - ROTC/VPI introductions
  - Introduce *Ut Prosim*
- Molding Character through Experience
  - Reception and introduction to the Corps
  - Cadre transition New Cadets from civilians to cadets
  - Introduction to military standards of cleanliness, order, and discipline
  - Wear and appearance of uniforms
  - Drill and ceremony
  - Functioning under stress, uncertainty
  - Acclimate to physical training standards

By the end of New Cadet Week, New Cadets are expected to know:

- Close order drill
- Marching drill with and without rifle
- Addressing upperclassmen and commissioned officers.
- Asking and answering questions
- Basic Cadet knowledge as referenced in the Guidon
- General structure and purpose of the chain of command
- Proper care and maintenance of uniforms
- Proper manner in which rooms will be maintained
- How to successfully get to their classes
- Inspection and reporting procedures
- Proper form for physical fitness exercises
- The level of discipline required for success as a cadet
- Understand proper flag etiquette

## Red Phase

During Red Phase, the volume of training reduces as academics take the lead in a New Cadet's time and focus, but the intensity of training remains high. Formal training periods are more focused with a morning period before daily flag formation, and weekend sessions to assess the effectiveness of the morning online training.

### First-year Cadets

New Cadet activity remains relatively restricted with time outside of the classroom closely regimented to include evening study hours and mandatory weekend activities. The key effort in Red Phase is to refine and reinforce the ideas and skills introduced during New Cadet Week to the point where New Cadets become proficient. Focus areas include:

- Instilling Foundational Values
  - Learning the Guidon and the Corps' foundational values
  - Tying the pylons to everyday life
- Developing and Refining Leadership Skills
  - Honing leadership skills necessary for success through peer leadership opportunities
  - Mastering drill and ceremony to be able to teach others
  - Developing ability to self-regulate
- Inspiring a Sense of Service
  - Participate in service-related events
  - Gratitude is Attitude – Reflect and share the things you are grateful for
- Molding Character through Experience
  - Weekday online training with weekly validation activities
  - Team building within training company
  - Integrating into university life
  - Thinking under stress
  - Receiving evaluations and counseling

By the end of Red Phase, New Cadets are expected to know:

- Comprehensive Cadet knowledge as referenced in the Guidon
- Proper conduct involving civilians and affairs off of Upper Quad
- Navigation around the towns of Blacksburg and Christiansburg
- Resources available for academic, medical, and emotional well-being
- Purpose and function of Honor court and Executive Committee systems
- Rank structure of all military branches
- Effective academic planning methods and tools
- What is expected of them as a cadet in their first year

## **Sophomore Cadets**

As sophomore cadets return to campus, they are reminded of their training as First-year Cadets and their instruction in the skill needed to be a Fire Team Leader. Sophomore training in Red Phase is guided by company-level cadet officers and cadet NCOs with significant onus on the trainee's initiative to know, follow, and enforce personal standards and prepare for their eventual integration into the chain of command as Fire Team Leader at the end of Red Phase.

- Instilling Foundational Values
  - In-depth Guidon knowledge with exam
  - Review of Corps Values
  - Internalize VTCC Honor Code and serve as Honor representatives
- Developing and Refining Leadership Skills
  - Practice teaching and enforcing room and uniform standards
  - Reviewing and refining Fire Team Leader training
  - Receiving, learning, and observing formal evaluation and counseling of subordinates
- Inspiring a Sense of Service
  - Full participation in company and Corps-wide events
  - Plan and execute company service projects

- Molding Character through Experience
  - Serve as a Fire Team Leader/Company Clerk/Staff NCO
  - Participate fully in company activities
  - Integration into new company

By the Red Phase Sophomore Cadets are expected to be able to:

- Independently meeting Corps uniform and room standards
- Having met standards, inspect subordinates to Corps standards with supervision from cadre
- Conduct instruction during online training and weekend training sessions with supervision from cadre
- Counsel and correct subordinates in a professional manner with supervision from cadre

## **Junior Cadets**

While the focus of Red Phase training is transforming New Cadets into Cadets, the Junior class executing that training is also a training audience in those efforts. By executing Red Phase training of First-year cadets, Juniors learn and develop the following:

- Instilling Foundational Values
  - Internalize and live the Corps values in day-to-day life
  - Holding others to those same values
  - See it-Fix it, have the courage to be better, get better every day.
  - Develop the habits of mind and habits practice that will ensure success
- Developing and Refining Leadership Skills
  - Serving as NCOs – both cadre and staff – recognize your value to an organization
  - Working with subordinates and superiors – lead up and down
  - Building and operating within a cohesive unit - a self-actualized person that knows their role
  - Conducting training and events – planning and execution
  - Learn how to instruct, teach, and mentor
  - Building and operating within a cohesive unit

- Inspiring a Sense of Service
  - Plan and lead service-related events
  - Molding the next class of cadets – leave a legacy
- Molding Character through Experience
  - Learn how to instruct, coach, teach, mentor, and be vulnerable
  - Build self-regulation and self-discipline that come with the temptations of new freedoms
  - Conducting training and events – planning, execution, and evaluation of subordinates

By the Red Phase, Junior Cadets are expected to be able to:

- Execute prescribed training plans
- Provide professional counseling and evaluation of subordinates
- Provide correction to subordinates in a professional manner
- Meet and enforce Corps uniform and room standards through formal inspections and informal review
- Hold subordinates and peers accountable for Corps standards

## **Senior Cadets**

The Senior Class role in Red Phase training is twofold. The most visible role is setting the vision for New Cadet and upperclassmen training, planning that training using an objectives-based model, supervising implementation of planned training, and assessing the effectiveness of the training that was delivered. The second role is to plan, execute, and evaluate Sophomore training as they prepare to assume roles as Fire Team Leaders. Through these activities, Senior Cadets will:

- Instilling Foundational Values
  - Internalize and live the Corps values in day-to-day life
  - Displaying the Corps' values in day-to-day life
  - Holding others to those same values
- Developing and Refining Leadership Skills
  - Designing, supervising, and assessing training plans for subordinate classes



- Translating Corps leadership opportunities to post-graduation activities
- Inspiring a Sense of Service
  - Sacrifice personal comfort for service to the Corps and University
  - Identify service opportunities and lead others in that service
- Molding Character through Experience
  - As Cadet Officers, Lead the Corps
  - Mentor Junior Class to prepare them to be Cadet Officers

By the end Red Phase Senior Cadets are expected to be able to:

- Provide vision and direction for their respective units
- Supervise and direct subordinates
- Plan and assess training plans
- Plan, execute, and assess Corp activities using a deliberate planning process.
- Provide professional counseling and evaluation of subordinates
- Provide correction to subordinates in a professional manner
- Be accountable to the performance of the organization which they lead
- Hold subordinates and peers accountable for Corps standards

## White Phase

White Phase begins with a New Cadet's promotion to Cadet after their completion of the Caldwell March Part I. Sophomore Cadets step up into their roles as Fire Team Leaders and gradually take over the training of First-year Cadets under supervision of the Cadre.

### First-year Cadets

The focus of training now shifts to more advanced elements of basic skills learned during New Cadet Week and Red Phase. As Cadets, expected to be proficient in basic cadet skills, training now emphasizes team building, coordinated activities, and reflection on what has been learned to date. The intensity of training shifts from externally induced to internally driven as Cadets concentrate on complex tasks instead of rote compliance.

- Instilling Foundational Values
  - Reflect on Guidon and Corps foundational values
  - Connecting internal beliefs to organizational purpose
  - Explore life through other lenses to personalize and prioritize values
- Developing and Refining Leadership Skills
  - Practice accomplishing and being responsible for increasingly complex tasks
  - Experience failure that requires iteration for success
- Inspiring a Sense of Service
  - Participate in service-related events
  - Reflect and share the things you are grateful for
- Molding Character through Experience
  - Weekday online training with weekly validation activities
  - Thinking and functioning under stress
  - Continuing to build a sense of self (self-awareness)
  - Purposeful development to test courage and commitment
  - Further integrating into university life
  - Receiving evaluations and counseling

By the end of White Phase, First-year Cadets are expected to know:

- How to conduct themselves in accordance with Corps values
- How to operate with limited supervision to uphold good order and discipline
- How to conduct good academic practices
- How to access VT resources for well-being and how to navigate those resources electronically
- How to operate in fire team-sized units to accomplish tasks
- Have a working understanding of the VTCC regulations
- Pass White Phase VTCC regulations exam
- A baseline understanding of how the regiment is organized, and the responsibilities of each tier of leadership
- Have an academic degree plan to ensure timely graduation

By the end of White Phase, First-year Cadets should develop

- A sense of self-dependence/efficacy
- Critical thinking, problem-solving, and teamwork abilities
- Basic college skills for academic success
- A general understanding of VT as a university and its resources
- An adept understanding of the regiment; its practices, culture, and regulations
- The ability to operate alone or in a squad without direct supervision

## **Sophomore Cadets**

Having completed their Fire Team Leader Training and fully integrated into their new company, Sophomore Cadets step up into their roles as Fire Team Leaders and gradually take over the training of First-year Cadets under supervision of the Cadre.

The purpose of White Phase sophomore training is to:

- 1) Refine small unit and peer leadership skills
  - 2) Develop self-awareness as leaders
  - 3) Become contributing members of their companies
- Instilling Foundational Values
    - In-depth Guidon knowledge with exam
    - Review of Corps Values

- Internalize VTCC Honor Code and serve as Honor representatives
- Developing and Refining Leadership Skills
  - Practice teaching and enforcing room and uniform standards
  - Receiving, learning, and observing formal evaluation and counseling of subordinates
- Inspiring a Sense of Service
  - Full participation in company and Corps-wide events
  - Plan and execute company service projects
- Molding Character through Experience
  - Serve as a Fire Team Leader/Company Clerk/Staff NCO
  - Participate fully in company activities
  - Integration into new company

By the end of White Phase, Sophomore Cadets are expected to:

- Understand and execute small unit leadership
- Operate or assist with a fireteam
- Know how to work with and lead their peers on the small unit level
- Assist in company objectives and events as frontline leaders
- Assist in running morning online training, and all applicable Corps and/or ROTC events
- Act as a guide, resource, and example for the next class of cadets

By the end of White Phase, cadets should develop:

- A sense of unit pride in their companies and their histories
- The foundational aspects of being a Non-Commissioned Officer
- The confidence to have proper peer accountability.
- A balanced work-life schedule and official academic plan for their college career
- A sense of skills needed to be successful and stand out in ROTC/VPI for specialized schools and slots
- A refined ability to lead in small groups
- An understanding of how their units work and their organizational goals
- Basic mentor abilities

## Junior Cadets

The transition to White Phase sees the Cadre step back from direct training of First-year Cadets and instead supervisor the Fire Team Leaders as they step into their new roles. The ability to provide direction, counseling and correction, and performance evaluation becomes the focus of training in this phase.

The purpose of White Phase Junior training is to:

- 1) Develop delegation and communication skills within their unit
  - 2) Mentor Sophomore cadets in small unit leadership
  - 3) Develop an understanding of how large unit leadership works
  - 4) Engage in company traditions and strengthen unit cohesion
- Instilling Foundational Values
    - Internalize and live the Corps values in day-to-day life
    - Holding others to those same values
    - See it – Fix it, have the courage to be better, get better every day.
    - Develop the habits of mind and habits practice that will ensure success
  - Developing and Refining Leadership Skills
    - Serving as NCOs – both cadre and staff – recognize your value to an organization
    - Working with subordinates and superiors – lead up and down
    - Building and operating within a cohesive unit - self-actualized person that knows their role
    - Conducting training and events – planning and execution
    - Learn how to instruct, teach, and mentor
    - Building and operating within a cohesive unit
  - Inspiring a Sense of Service
    - Plan and lead service-related events
    - Molding the next class of cadets – leave a legacy
  - Molding Character through Experience
    - Learn how to instruct, coach, teach, mentor, and be vulnerable
    - Build self-regulation and self-discipline that come with the temptations of new freedoms

- Conducting training and events – planning, execution, and evaluation of subordinates

By the end of White Phase, Junior Cadets are expected to:

- Properly and effectively lead a squad-sized element
- Demonstrate mastery of fundamental cadet knowledge including room and uniform standards, drill, and Corps history
- Uphold all standards per the Corps regulations and serve as a role model to underclassmen
- Adjust their leadership style to motivate and inspire peers and subordinates
- Effectively administer counseling, and instruct subordinates how to counsel
- Demonstrate an understanding of the role of an NCO and execute their respective duties
- Act as a mentor to subordinate cadets in a professional mentoring relationship
- Conduct unit activities to strengthen unit culture, boost morale, and promote inclusion

By the end of White Phase, Junior cadets should develop

- Expertise in carrying out NCO duties
- The ability to instruct skills or information to a group
- A personal sense of responsibility for their actions and their impact on others
- A personal leadership philosophy
- An acute understanding of skills needed for ROTC/VPI summer training

## **Senior Cadets**

The transition to White Phase changes little for the Seniors in their role as Cadet Officers. Their ability to provide vision, direction, counseling and correction, and performance evaluation to subordinates are refined through repetition in this phase.

- Instilling Foundational Values
  - Internalize and live the Corps values in day-to-day life

- Displaying the Corps' values in day-to-day life
- Holding others to those same values
- Developing and Refining Leadership Skills
  - Designing, supervising, and assessing training plans for subordinate classes
  - Translating Corps leadership opportunities to post-graduation activities
- Inspiring a Sense of Service
  - Sacrifice personal comfort for service to the Corps and University
  - Identify service opportunities and lead others in that service
- Molding Character through Experience
  - As Cadet Officers, Lead the Corps
  - Mentor Junior Class to prepare them to be Cadet Officers

By the end of White Phase, Senior Cadets are expected to:

- Plan, supervise, and evaluate a training plan or event
- Pass on unit pride and traditions to incoming sophomores
- Effectively administer and manage counseling and evaluations of subordinates
- Understand their personal leadership and introspectively assess their continuing growth

By the end of White Phase, Senior Cadets should develop

- A sense of the basic skills needed for a Second Lieutenant, Ensign, or civilian leader
- Administrative and managerial leadership abilities
- A sense of operational, and strategic planning
- Understand the requirements to graduate/commission
- A post-graduation plan
- Know resources to aid in future planning/ financial stability

## **Blue Phase**

By Spring Semester, cadets have completed a semester of training and practice at their current class level. Therefore, the purpose of Blue Phase training is to put the skills cadets learned in Red and White Phases into practice and prepare Cadets for their promotable positions next semester in the Corps of Cadets.

### **First-year Cadets**

The purpose of Blue Phase freshmen training is to;

- 1) Teach cadets to lead small groups
  - 2) Solidify their understanding of themselves and leadership
  - 3) Prepare cadets to be fire team leaders
  - 4) Understand how to conduct themselves as an upperclassmen cadet
- Instilling Foundational Values
    - Monthly seminars with Commandant's Staff related to foundational values
    - Learning self-accountability and accountability for others
    - Fostering sense of brotherhood through share experience and team-building activities
  - Developing and Refining Leadership Skills
    - Develop a rudimentary personal leadership style
    - Analyze traits of successful/unsuccessful leaders
    - Shadow and practice skills/duties of a team leader
    - Assessing personal strengths and preferences
  - Inspiring a Sense of Service
    - Participate in service-related events
    - Join and participate in a Corps Service Organization
    - Apply the concept of "serve to lead" as it relates to team leader and peer leadership
  - Molding Character through Experience
    - Participating in key fall and spring semester events
    - Operating to and enforcing cadet standards
    - Using regulations to assess standards in peers and subordinates
    - Receiving evaluations and counseling



## **Sophomore Cadets**

The purpose of Blue Phase sophomore training is to

- 1) Enhance cadets' abilities to lead their peers and lead larger units
- 2) Teach cadets how to teach and execute effective training
- 3) Prepare cadets for cadet NCO roles

- Instilling Foundational Values
  - In-depth Guidon knowledge with exam
  - Review of Corps Values
  - Internalize VTCC Honor Code and serve as Honor representatives
- Developing and Refining Leadership Skills
  - Practice teaching and enforcing room and uniform standards
  - Advance Leader Development Course during Spring Semester Corps Lab
  - Receiving, learning, and observing formal evaluation and counseling of subordinates
- Inspiring a Sense of Service
  - Full participation in company and Corps-wide events
  - Plan and execute company service projects
- Molding Character through Experience
  - Serve as a Fire Team Leader/Company Clerk/Staff NCO
  - Participate fully in company activities
  - Integration into new company

## **Junior Cadets**

The purpose of Blue Phase junior training is to

- 1) Prepare for large unit leadership
  - 2) Prepare to be a Cadet Officer
  - 3) Train the next NCO leadership teams
- Instilling Foundational Values
    - Internalize and live the Corps values in day-to-day life
    - Holding others to those same values
    - See it – Fix it, have the courage to be better, get better every day.

- Develop the habits of mind and habits practice that will ensure success
- Developing and Refining Leadership Skills
  - Serving as NCOs – both cadre and staff – recognize your value to an organization
  - Working with subordinates and superiors – lead up and down
  - Building and operating within a cohesive unit - self-actualized person that knows their role
  - Conducting training and events – planning and execution
  - Learn how to instruct, teach, and mentor
  - Building and operating within a cohesive unit
- Inspiring a Sense of Service
  - Plan and lead service-related events
  - Molding the next class of cadets – leave a legacy
- Molding Character through Experience
  - Learn how to instruct, coach, teach, mentor, and be vulnerable
  - Build self-regulation and self-discipline that come with the temptations of new freedoms
  - Conducting training and events – planning, execution, and evaluation of subordinates

## **Senior Cadets**

The purpose of Blue Phase senior training is to

- 1) Prepare for success immediately following graduation/ commissioning
  - 2) Pass on unit traditions/history
  - 3) Mentor rising seniors in large-scale leadership
  - 4) Assess the progression of training in the regiment and provide feedback to rising senior leadership
  - 5) Complete the final tasks needed to be a successful Junior Officer in the United States Armed Services or a leader in the civilian sector.
- Instilling Foundational Values
    - Internalize and live the Corps values in day-to-day life

- Displaying the Corps' values in day-to-day life
- Holding others to those same values
- Developing and Refining Leadership Skills
  - Designing, supervising, and assessing training plans for subordinate classes
  - Translating Corps leadership opportunities to post-graduation activities
- Inspiring a Sense of Service
  - Sacrifice personal comfort for service to the Corps & University
  - Identify service opportunities and lead others in that service
- Molding Character through Experience
  - As Cadet Officers, Lead the Corps
  - Mentor Junior Class to prepare them to be Cadet Officers

By the end of Blue Phase Cadets of all classes will be able to:

- Understand and demonstrate the importance of physical fitness and why an officer or professional must be physically fit while leading their subordinates.
- Identify what good unit cohesion looks like through their companies and other echelons.
- Demonstrate ability to make critical decisions with sound judgment
- Evaluate and provide feedback to subordinates and peers required by year group.
- Understand their next position as a cadet NCO or cadet officer and will demonstrate potential to promote.
- Utilize and understand turnover to ensure continuity with successors and the efficiency of the entire unit.

<u>Class Year</u>	<u>A Cadet is Prepared to be a:</u>
First-Year	Fire Team Leader
Sophomore	Cadet NCO
Junior	Cadet Officer
Senior	Junior Officer/Citizen Leader

## **Leader Development - Education**

To be successful in what they have chosen to do, one of the primary purposes of every cadet's attendance at Virginia Tech is to obtain an undergraduate degree. In many cases, a cadet's personal goals may depend not on the degree alone but on the grade point average (GPA). As such, special emphasis is placed on a cadet's academic performance.

The Corps of Cadets plays a critical role in a cadet's academic success by ensuring an environment conducive to that success. Cadet activities are scheduled with consideration of cadet academic schedules. Attending classes and other scheduled academic activities takes priority over Corps activities to the maximum extent practical. Additionally, dedicated study time and residence hall quiet hours are enforced each school-day evening in the form of Evening Call to Quarters (ECQ). During ECQ cadets are afforded maximum opportunities to conduct their studies in an academically conducive environment with limited distractions.

While a cadet's major prepares them for graduation with a degree, cadets take classes designed to expand their understanding of leadership. The ROTC leader development program provides service-specific leadership education which the Corps enhances with Corps Leadership Courses, accredited through the Pamplin College of Business Management Department, aimed to expand critical thinking and creative problem-solving in leadership roles. Corps Leadership Courses are mandatory for First-year and Sophomore cadets, and offered for Junior and Senior cadets wishing to further pursue their leadership education.

## **First-year Cadets**

- Transition from High School
  - Understanding differences and similarities between high school and college
  - Time Management Skills
  - Academic Degree Plan
  - Knowing and using resources
  - Take responsibility for your own academic success
- Developing strengths:
  - Understanding role of global cultural competency
  - Review and understand individual Clifton Strengths assessment
  - Review and understand individual Myers-Briggs Type Indicator
  - Identifying positive and negative leadership traits

## **Sophomores**

- Transition from Freshman year of College
  - Emphasis on greater independent thinking and action
  - Demonstrating responsibility for actions
  - Initiate development of leadership philosophy
  - Assess academic major and career goals, adjust as necessary to achieve goals
- Developing strengths:
  - Build on skills developed Freshman year
  - Taking responsibility for others in addition to self

## **Juniors**

- Focus on in-major coursework – Develop an Identity
  - Finalize career goals/aspirations
  - Create self-efficacy in important areas
  - Find autonomy, relatedness, build competency
  - Solidify self-confidence
- Developing interpersonal relationships:
  - Practice Active Listening and written communication
  - Mentoring and Counselling – Be able to give effective feedback
  - Servant leadership versus toxic leadership

- Refine Leadership Philosophy
- Reflect on personal leadership style, identifying strengths and challenges

## **Seniors**

- Prepare for post-graduation opportunities
  - Finish degree plan
  - Translate degree work to life-skills
- Developing skills needed post-graduation:
  - Strong communication skills
  - Senior-subordinate relationships
  - Financial and life-skills readiness
  - Dealing with change

At the end of a Cadet's time in the Corps and the University, they will have completed an academic degree that allows them to commission as an officer in the US Armed Services, transition to graduate-level education, or gain employment in the civilian sector in the career of their choice. They will also leave this program with an intellectual curiosity as life-long learners, recognizing that the education they received while at Virginia Tech and in the Corps of Cadets was a foundation for future learning and not a destination or end unto itself.