



DEPARTMENT OF THE ARMY
LOYOLA-TOWSON ARMY ROTC
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ATCC-DDM-DLC

02 September 2025

MEMORANDUM FOR Cadre and Cadets of the Greyhound Battalion

SUBJECT: Policy Memorandum #4 – Integrity, Accountability, Standards, and Waiver Authority for Academic and Professional Practices, Independent Studies, and Early Dismissals

1. **References:** USACC Regulation 145-1 (5 March 2025), USACC Pamphlet 145-4 (1 April 2020), Army Regulation 600-2.

2. **Purpose:** This memorandum establishes integrity, accountability, and standards, and waiver authority for academic and professional practices for Reserve Officers' Training Corps (ROTC) Cadre, Cadets, and Students while defining prohibited activities. Its purpose is to maintain institutional integrity and safeguard all members of ROTC against potential incidents, decisions, and exploitive actions that may violate legal, moral, ethical, or regulatory boundaries, grounded in precedence, that may lead to a counterproductive environment and organizational culture with increased risk for academic and professional misconduct.

3. **Applicability:** This policy applies to all ROTC personnel affiliated with Loyola University Maryland, Towson University, Notre Dame of Maryland University, and Goucher College.

- a) This policy defines **ROTC Cadre** as the following members and roles: military service members in the role of Senior Military Science Instructor, Executive Officer, Operations Officer, Assistant Professor of Military Science, Military Science Instructor, Patton/Cavazos Intern, Gold Bar Recruiter, **General Schedule (GS) civilian employees** in the role of **Recruiting Operations Officer, Human Resource Administrator**, Logistics Technician, Program Assistant, or any GS civilians employed in an official capacity with ROTC, **contractors** employed in any official capacity with ROTC.
- b) This policy defines **Augmentee Staff** as Troop Program Unit (TPU) service members, Recruiters, Drill Sergeants, University Hires, or any personnel assigned in any full-time, part-time, or volunteer capacity with ROTC.
- c) This policy defines **ROTC Cadet** as Contracted Cadets and Non-Contracted Cadets, and **ROTC students** as Participating Students, Auditing Students, Conditional Students, and Foreign Students.

4. **Authority for Academic Waiver, Override, or Alignment Modifications:** In accordance with USACC Regulation 145-1 and USACC Pamphlet 145-4, **only the Brigade Commander and Professor of Military hold authority to grant approval for academic waivers for ROTC courses**, modification to standard academic alignment practices, approve the acceleration or compression of military science classes, and grant waivers for Basic Course Credit. Approval is defined as written authorization captured in a memorandum for record and signed by the Professor of Military Science on an individual Cadet or student basis, with individual written documentation and justification, and full transparency with the university. This policy prohibits the use of blanket or mass approval practices and/or approval by any other medium (e.g., verbal approval, SOPs, TTPs).

5. **Standards for Academic Alignment and Prohibitions on Misalignment:**

- a) Outside of the PMS or his/her duly appointed delegate, no ROTC Cadre or Augmentee Staff as defined in paragraph 3 may authorize approval for academic waiver requests, place students into Military Science courses outside of traditional academic alignment, allow students to waive lab co-requisites, grant early dismissals, or place students into an independent study course.
- b) **At no time will ROTC Cadre attempt to place Cadets in, or advise Cadets to register for academically misaligned courses**, so that they appear in a different mission set for the purpose of inflating mission set numbers for Brigade reports on projected contract or commission numbers. **ROTC Cadre will not advise Cadets to continue to register for ROTC courses if they have administrative, legal, or medical issues that reasonably and likely prevent them from contracting/commissioning.**
- c) **Cadets who are placed in academically misaligned situations frequently experience hardships or poor performance at key developmental** gates like Cadet Summer Training, leading to issues with their national Order of Merit Score (OMS) and component/branch assignment. Senior Cadets who are academically misaligned frequently miss key development during their MS4 year.
 - i. Example 1: A Cadet in their junior year who registers for Military Science courses in the sequence of MS*302, MS*401, MS*402, Cadet Summer Training, then MS*301 and is advised to sit in on MS3-level classes while they are registered for MS4-level classes, or vice versa, has likely been academically misaligned.
 - ii. Example 2: A Cadet in their first year is assessed to be unable to gain US citizenship due to exigent legal circumstances but is advised to continue ROTC through the end of their junior (MS3) spring semester and is reported as “firm” (likely) to contract for the mission set for the purposes of falsely inflating mission set numbers. At the end of their junior spring semester, they are informed that they must be removed from ROTC as a Non-Contracted Drop.
 - iii. Example 3: A Non-Contracted Cadet has multiple legal convictions that prevent contracting but is advised to continue enrollment in ROTC through MS2, MS3, and MS4 years on the hopes of a USACC-level exception to policy. The Cadet is removed from ROTC as a Non-Contracted Drop after finishing the entirety of the MS4 curriculum.
 - iv. Example 4: A first-year Cadet is placed into a continuous series of independent studies classes throughout their MS1 to MS2 years without the knowledge of the Professor of Military Science for course schedule conflicts under false pretenses. They are advised to exploit a registration loophole to avoid their full lab co-requisite. A Cadet in this situation will likely be unprepared for success during a rigorous training event such as CST.
- d) The Professor of Military Science will only delegate this authority to any of the ROTC Cadre or Augmentee Staff listed in paragraph 3 through an official appointment memorandum for record.

6. **Prohibitions on Academic Actions by ROTC Cadre:** All ROTC Cadre listed in paragraph 3 are prohibited from:

- a) Executing modifications to academic alignment (defined as assisting or allowing Cadets or students described in paragraph 3 to register and complete Military Science Courses out of academic alignment sequence).

- b) Granting waivers or exceptions to modify Cadet or student registration for Military Science Courses and/or corequisite Military Science Labs or Physical Training.
- c) Executing course “**compression**” as defined by USACC Pamphlet 145-4: Registering Cadets or students for multiple simultaneous Military Science Courses under pretenses where Cadets or students do not physically attend and complete academic requirements in all courses and/or “**combining two courses into one**”.
- d) Allowing students to execute partial attendance for significant portions of Military Science Courses and Labs (e.g., “early dismissals”).

7. **Definition of Independent Studies:** Independent studies are defined as any ROTC course or lab that is structured in a manner where Cadets/students meet with instructors during periods outside of the official course time block defined for each mission set cohort for Military Science courses or lab periods. Independent studies are also described as any course or lab in which the modality of engagement is asynchronous or virtual outside of the official course time block or modality defined for each mission set cohort for Military Science courses or lab periods.

8. **Prohibitions on Independent Studies without Professor of Military Science Authorization:**

- a) All ROTC Cadre or Augmentee Staff listed in paragraph 3 are prohibited from creating or executing any form of independent studies in the context of any ROTC academic course or lab unless granted written approval for each semester, course, or lab from the Professor of Military Science on an individual Cadet/student case-by-case basis. **Modifications to the course catalog must be reported to Loyola University Maryland’s registrar prior to the start of each semester and must receive university approval.**
- b) **ROTC Cadre will not execute independent studies without written approval and/or knowledge from the Professor of Military Science and the university.**
- c) In rare instances where independent studies are required for academic progression under a Cadet/student’s academic alignment, the course must be approved in writing by both the Professor of Military Science and the Cadet’s university, as defined in paragraph 3. The Professor of Military Science and the Cadet/student’s university must document justification in writing that avoidance of independent studies is impossible and will prevent the Cadet/student from graduating within their declared academic program. **Such rare incidents may include nursing students or other advanced degree seeking students who are executing clinicals or similar programs which prohibit attendance during official ROTC course hours.** Cadets/students in most STEM majors ordinarily do not require these exceptions based on historical data from the universities listed in paragraph 3.
- d) **The creation of MS1 through MS3 independent study courses** labelled as MS*103, MS*203, or MS*303, which populate every semester on the course catalog, **should be avoided.** Creation of additional independent study courses without the approval of the PMS represents fraudulent activity in fulfillment of ROTC BOLC-A requirements and jeopardizes academic accreditation with the host university. **When necessary for acceleration, the Professor of Military Science can leverage time overrides for existing and standard Military Science courses allocated for mission set cohorts and/or grant written Basic Course Credit to accomplish academic alignment goals as defined in USACC Regulation 145-1 and USACC Pamphlet 145-4.**

9. **Enrollment Issues from Late Registration or Poor Academic Planning:**

- a) Independent studies will not be used to remediate issues resulting from Cadets/students’ late registration for courses (e.g., a course has no open seats) or lack of accurate academic planning.

ROTC Cadre are highly encouraged to leverage USACC Form 104-R to ensure continued academic alignment.

- b) Should Cadets/students face situations where non-ROTC courses conflict with required ROTC courses and lab times, these Cadets/students should expend all efforts to coordinate with their advisors for alternate non-ROTC course periods and execute a course override request if needed to override class seat capacity in sections that deconflict this overlap. ROTC Cadre will assist, to the best of their ability, to coordinate override requests with Department Chairs, Academic Advising, and the Registrar. Early coordination with ROTC Cadre is essential since Cadre ability to assist with registration is extremely limited after the official add/drop period ends.
- c) Contracted Cadets who cannot maintain enrollment in their applicable Military Science course, all corequisite labs, and physical training will be placed into a Leave of Absence (LOA) status and/or recommended for disenrollment as well as forfeiture of all previously received scholarship monies, if applicable, in accordance with USACC Pamphlet 145-4.

10. **Authorized Exceptions for Independent Studies:**

- a) Asynchronous military history courses executed by ROTC instructors who have completed the Military History Instructor Course (MHIC) do not apply to this policy since asynchronous instruction is the approved distributed learning format in accordance with USACC guidance.
- b) **The independent study course MS*403 is authorized for senior Cadets in their last academic semester for Cadets in Completion status** (complete with MS*401 and MS*402). The use of MS*403 to substitute both MS*401 and MS*402 for any Cadet is unauthorized. **The sole intended use of MS*403 is to maintain ROTC enrollment for Completion Cadets in accordance with USACC Pamphlet 145-4, not as a tool to grant senior Cadets the ability to bypass the in-person academic requirements of the BOLC-A MS*401 and MS*402 curriculum.**
- c) **Nursing Cadets with clinical schedules that are impossible to deconflict with ROTC are exempt from this independent studies policy.** Select STEM majors may face similar challenges and must be reviewed by the Professor of Military Science on a case-by-case basis. **These Cadets must enroll in traditional Military Science courses listed on the course catalog along with their mission set cohort, with written approval from the Professor of Military Science and the university granting independent study status.** For example, a nursing student undergoing clinicals during their senior year should still register for MS*401 and MS*402 within the course catalog with written approval to modify published class times as described above.
- d) Requests for exception to the requirement to be enrolled in and attending full time may be submitted by **graduate students and last semester MS4 Cadets** must be sent to the **Brigade Commander for determination on a case-by-case basis** in accordance with USACC Pamphlet 145-4, 3-6 Academic Status. Recommendations at each command level and proper comments regarding justification for exception must be included. For example, Cadets may request approval from the Brigade Commander to execute MS*402 through independent studies to deconflict internships. **Cadets who are not in their last MS4 semester cannot request independent studies unless in situations listed above.**

11. **Independent Studies for Student-Athletes:**

- a) **On a case-by-case basis, the Professor of Military Science will provide written authorization for student-athletes to attend athletic training/events in substitution for ROTC Physical Training** if they deem attendance as beneficial to the Cadet/student's holistic development through ROTC.

- b) In accordance with Loyola University Maryland's policy for student-athletes, **athletic teams/departments cannot require student-athletes to attend practices that conflict with students' academic progression, defined as Military Science Courses and Leadership Lab.** Cadre should assist student-athletes to coordinate for schedule deconflictions that serve their best interests through official university channels.

12. Prohibitions on Independent Studies and Isolated Meetings:

- a) All ROTC Cadre or Augmentee Staff listed in paragraph 3 are prohibited from executing independent studies or office hour meetings where a singular Cadre member is with Cadets/students without other Cadre members being physically present in the same building, or behind closed doors. Cadets should utilize the "battle buddy" system (two or more Cadets together) whenever possible, as it may not always be reasonably possible for multiple Cadre members to be present.
- b) Interactions of this nature constitute an unmitigated risk and a violation of DD Form 2982, Recruiter/Trainer Prohibited Activities Acknowledgement, Section 7, Sub-Section n. Closed-door engagements where a Cadre member is alone with a singular Cadet/student are prohibited in all situations.
- c) The Professor of Military Science holds authority to issue lawful orders to ROTC Cadre or Augmentee staff to cease any interaction with Cadets/students that present, or are reasonably perceived to present, a risk to good order, discipline, or the integrity of the training environment, consistent with Army Regulation 600-20 and Cadet Command Regulations.
- d) Authorized and prohibited contact practices are outlined in depth in BN Policy Memorandum 5 – Standard Operating Instructions (SOI) and Contact Practices.

13. Early dismissals are defined as when Cadets **routinely leave** Military Science Classes and/or Labs that are a part of the official ROTC BOLC-A curriculum **before their official end time**. Official end times for **ROTC curriculum events must always be announced prior to the date of execution and adjusted to allow for reasonable and safe travel time for all Cadets to reach an immediate follow-on class at the farthest possible campus without hardship. Cadets who leave curriculum events before official end times will be marked for an "unexcused absence"** in accordance with their syllabus and initial counseling. Cadets in assigned leadership positions are only responsible to assist Cadre in annotating attendance through the totality of ROTC curriculum events; Cadre hold responsibility in counseling and mentoring their cohorts in the event of patterns of "unexcused absences". **Cadets who register for university courses in direct conflict with required BOLC-A ROTC courses do not meet full-time ROTC status requirements and must be placed into a Leave of Absence (LOA) status** until they can achieve ROTC attendance in accordance with USACC Pamphlet 145-4. **Exceptions include the following cases:**

- a) In exceptional circumstances where Cadets/students are provided **extenuating academic, professional development, or student-athlete opportunities tied to a specific date** such as academic study sessions (e.g., optional final exam reviews), off-campus professional development opportunities, or athletic competitions/games, **ROTC Cadre are encouraged to provide "excused absences" if deemed reasonable to support academic success and overall development as a future Commissioned Officer.** Whenever possible, Cadre should ensure that classes are broadcast, streamed, or recorded if Cadets cannot physically be present on campus (e.g., due to commute/report times for the above opportunities), **but can otherwise safely and reasonably participate in the BOLC-A curriculum through virtual methods.**

- b) In the unique event of an **immediate family emergency, medical emergency, or sudden illness**, reasonable and compassionate “excused absence” authority is granted to the senior ROTC Cadre member on-site.
- c) Cadets/students who are attending a Military Science class on one university campus but must **travel to another campus for an immediate follow-on class** may be dismissed early to reasonably account for commute time in traffic, movement to and from parking locations, and change of clothing by ROTC Cadre defined in paragraph 3. Authorization is not needed from the Professor of Military Science, and **reasonable discretion is granted to ROTC Cadre to manage their cohort**.
- d) **If ROTC instruction or training is conducted off-site from traditional campus locations as defined in the university course catalog, ROTC Cadre or Augmentee Staff must end program instruction or training at a time where all Cadets/students are provided reasonable commute time with consideration for traffic back to their campus, movement to and from parking locations, and change of clothing** if deemed reasonable, for follow-on academic courses (e.g., if Leadership Lab is scheduled for 0600-0950 and is conducted at a training site that takes 1-hour to commute back to the farthest campus, ROTC Cadre or Augmentee Staff must conclude training for all Cadet and release them no later than 0850).
- e) Cadets/students who are located at an off-site location and are unable to execute **early registration for academic courses digitally** should be excused during these registration days to execute these actions in support of overall academic alignment and success.

14. **Enforcement as a Lawful Order:** While the Professor of Military Science does not hold Command Authority, this policy constitutes a lawful order from the Professor of Military Science to all ROTC Cadre and Augmentee Staff. Violations of this policy by ROTC Cadre or Augmentee Staff may result in administrative action under Article 92, UCMJ, Failure to Obey Order or Regulation for service members or administrative action through appropriate USACC and contractor management channels for ROTC civilians. Violations of this policy by ROTC Cadets are subject to administrative actions per USACC Regulations and Pamphlets and with their university’s Student Code of Conduct. Violations of this policy by ROTC students are subject to administrative actions per their university’s Student Code of Conduct.

15. The point of contact for this policy is the undersigned at evan.m.westgate.mil@army.mil.

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