



DEPARTMENT OF THE ARMY  
LOYOLA-TOWSON ARMY ROTC  
4501 N CHARLES ST  
BALTIMORE, MD 21210

ATCC-DDM-DLC

02 September 2025

MEMORANDUM FOR Cadre and Cadets of the Greyhound Battalion

SUBJECT: Policy Memorandum #5 – Standard Operating Instructions (SOI) and Contact Practices

1. **References:** USACC Policy Memorandum 1-13 – Cadre-Student Relationships, Brigade Policy Memorandum 6 – Brigade Serious Incident Reporting (SIR), Army Regulation 600-20 Army Command Policy
2. **Purpose:** This memorandum provides a PACE (Primary, Alternate, Contingency, and Emergency) means of communication for all members of the Greyhound Battalion and provides additional guidance on proper use of each form of communication. Additionally, this memorandum outlines business availability hours for the Loyola-Towson Army ROTC program for both Cadets and Cadre.
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. **Business/Duty Hours:** The Loyola-Towson Army ROTC Program will adhere to the following weekly schedule. This schedule is subject to change based on Federal Holidays, United States Army Cadet Command (USACC) Days of No Scheduled Activities (DONSA), and University schedules.
  - a. Monday: 0800-1530
  - b. Tuesday: 0600-1530
  - c. Wednesday: 0600-1530
  - d. Thursday: 0600-1530
  - e. Friday: 0900-1530

- f. Saturday & Sunday: No contact unless specific to an ROTC-approved weekend event (e.g., Color Guard, Ranger Challenge, Army 10-Miler) or in the event of an emergency as outlined in paragraph 5d.
- g. Cadre teleworking will be authorized on a situational basis when the work can be performed more efficiently or effectively from an off-site location. All teleworking will be pre-approved by the PMS.

5. **Approved Methods of Contact:**

- a) **Primary: Official Loyola University Maryland and/or Department of the Army e-mail (loyola.edu and @army.mil) and Microsoft Office 365 functionality (Teams, OneDrive, SharePoint, etc.) are the primary and preferred means of electronic communication and collaboration within the Greyhound Battalion.** All ROTC non-emergency communications, waiver or absence requests, academic correspondence, and planning communications will occur via an official e-mail system of record. It is the responsibility of the Cadet Battalion Commander and individual cohort Cadre instructors to create and maintain Battalion-wide and individual cohort e-mail distribution lists. All members of the Battalion must maintain functional university e-mail accounts and regularly check correspondence. **To access Office 365 functionality, all Cadets must create and maintain a @loyola.edu account within a reasonable time period upon enrollment in ROTC.**
- b) **Alternate: During normal business hours, face-to-face communication** between Cadets and Cadre is always permitted and encouraged. Most issues can be resolved quickly and efficiently using face-to-face communication. **Cadre and Cadets will utilize the “battle buddy system” (two or more Cadets) as appropriate for all scheduled face-to-face meetings, as it may not always be reasonably possible for multiple Cadre to be present for each engagement.**
- c) **Contingency: The Signal application is approved to disseminate short-notice changes (Fragmentary Orders).** Signal may be used to disseminate non-forecasted uniform or location changes to the entire formation, cohorts within the formation, or event-based groups, due to weather or other factors beyond our control, generally when the change occurs within 96 hours of mission execution. Signal is a commercial application and inherently insecure. Therefore, it will not be used as a venue for staff collaboration or planning.
  - a. All Cadre and Cadet leaders should ensure that **Signal communications are used sparingly and only during business/duty hours** to avoid an “always-on”, “digital presenteeism”, or “technostress” unit culture that creates unnecessary mental pressure and stress. Whenever possible, **information dissemination should be “batched” together on a routine schedule after major synchronization meetings** rather than distributed in an unpredictable, scattershot style to **provide predictability** to Cadre and Cadets.
  - b. **All Cadre and Cadets should be able to set Signal groups on mute/silence as a standard practice and be able to execute ROTC functions by checking the platform during reasonable time windows as a bulletin board tool.** Cadre and Cadets **should avoid creating an environment of “hypervigilance” or “Fear of Missing Out” (FOMO)** where participants feel obligated to constantly monitor the platform for updates (e.g., sending messages such as, “I need everyone to ‘thumbs up’ this message right now if you need a ride to lab on Wednesday”).
  - c. **Spillage Prevention:** At no time will Signal be used to transmit official Department of the Army, Cadet Command, or university forms or documents, and must never be used to collect or store Personally Identifiable Information (PII) such as social security numbers, dates of birth, program rosters, or other sensitive data.

- d. All Cadre and Cadet leaders should ensure they pre-coordinate the dissemination of any information as a leadership team to reduce the risk of presenting inaccurate, confusing, conflicting, or misleading guidance.
  - e. **The quantity of Signal groups should be minimized to avoid confusion or oversaturation in communication** (e.g., restricted to Battalion, Cohort, Ranger Challenge, and Color Guard groups).
  - f. **One-on-one, or point-to-point messaging and phone calls are generally discouraged, with exception to exigent circumstances requiring immediate Cadre-to-Cadet correspondence tied to time-sensitive deadlines** that may dramatically impact the welfare or success of a Cadet (e.g., a Cadre member has been unsuccessful in contacting a Cadet over email and contacts a Cadet through Signal in order to meet a branching, travel, or course registration deadline). **Cadets should avoid point-to-point messages/phone calls with Cadre as a standard practice for routine ROTC functions.**
- d) **Emergency: This policy in no way limits Cadets' ability to communicate with the PMS and other Cadre via the most expeditious means available to provide essential notification in an emergency or serious incident.** Emergency situations involving a member of the Greyhound Battalion which require immediate PMS notification include, but are not limited to:
- a. Death or serious injury (threat to life, limb, or eyesight).
  - b. SHARP related issues (sexual assault or sexual harassment).
  - c. Known or suspected Title IX violations.
  - d. Known or suspected suicide or suicide attempt.
  - e. Arrest, detention, or other adverse encounters with law enforcement.
  - f. Hospitalization that includes admission with an overnight stay.
  - g. When in doubt whether a situation qualifies as an emergency, communicate directly with Cadre, ensuring appropriate protection of privacy and PII.

**6. Cadet-Cadre Activities:**

- a) Office Hours: Cadre will maintain adequate availability for office hours during the duty day to counsel and advise Cadets within their assigned cohort. It is the responsibility of each Cadre member to balance Cadet mentorship responsibilities with their administrative functions within the Greyhound Battalion.
- b) At no time will any Cadre member schedule or conduct an in-person one-on-one, closed door, or unobserved meeting with a Student/Cadet for any reason. In the event an unscheduled or unexpected one-on-one interaction occurs and cannot be reasonably avoided, the Cadre member will immediately report the circumstances to the PMS or Senior Cadre member on-ground.
- c) In accordance with BN Policy Memorandum 1, the PMS maintains an open-door policy and is available to meet with any Cadre or Cadet at the earliest available appointment.
- d) Official email and Microsoft Teams correspondence between Cadets/students and Cadre is permitted in the context of an instructor/student relationship. Telephonic correspondence in a

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**limited capacity due to exigent mission requirements** between Cadets/students and Cadre is permitted in the context of an instructor/student relationship.

- e) Prohibited Actions: In accordance with USACC Policy Memorandum 1-13, Cadre and Cadets are prohibited from fraternization and unprofessional/inappropriate relationships.

7. **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.

- 9. The point of contact for this policy is the undersigned at [evan.m.westgate.mil@army.mil](mailto:evan.m.westgate.mil@army.mil).

EVAN M. WESTGATE  
LTC, MI  
Professor of Military Science