



DEPARTMENT OF THE ARMY
UNITED STATES ARMY ROTC CADET SUMMER TRAINING DETACHMENT
1ST CAVALRY REGIMENT ROAD
FORT KNOX, KENTUCKY 40121-5123

ATCC-ST

19 May 2026

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Cadet Summer Training (CST26) Policy Memorandum 17 - MSIII Leader Mentor Training Guidance

1. Reference. U.S. Army Cadet Command Circular 145-5, Cadet Summer Training, 23 April 2025.

2. The MS III Leader Mentor. The Leader Mentor, living in the Basic Camp (BC) barracks and working closely with BC cadre, will assist in the training of Cadets. Cadre will provide guidance to the Leader Mentor to execute their role as a squad leader (SL) and/or platoon leader (PL).

a. MSIII Leader Mentor Responsibilities.

- (1) Attend all Leader Development Program (LDP) activities with BC cadre.
- (2) Initially, MSIII Leader Mentors will assume leadership roles to help organize trainees. The limit is the first 2-3 days of training.
- (3) Augment platoon leadership to assist and observe counseling of all BC Trainees (initial, mid-cycle, and final).
- (4) Augment cadre in observing training events, capture feedback for after action reviews (AAR) and Cadet counseling.
- (5) Supervise Cadets in the barracks and field sites.
- (6) Back brief the daily training schedule and serve as a link between the cadre and Cadets.
- (7) Coordinate developmental training during the planning, rehearsal, preparation, and execution of training schedule events.
- (8) Coach, teach, and mentor Cadets on the application of doctrine, tactics, techniques, and procedures. Support cadre.

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(9) Assist Cadets through observation, data collection, and continuous feedback via facilitated AARs and counseling.

(10) Act as a liaison between the MSI/II Cadet and the company leadership to increase the communication flow and provide a closer mentorship opportunity.

(11) Coordinate with the PL and/or Company Training Officer (CTO) regarding management of the platoon, to include completion of all required platoon tasks, establishing a platoon plan of action, and controlling platoon organization.

(12) Assist in creating and issuing platoon operations orders (OPORDs).

(13) Conduct platoon inspections and rehearsals.

(14) Serve as the primary mentor for MSII squad leaders and provide formal and informal feedback to MSII SLs.

(15) Perform counselings of Cadets as required and/or directed. All counselings will be documented, whether formal or informal.

(16) Maintain accountability of various activities, to include organizing and moving platoon formations, accounting for platoon attendance, preparing and submitting morning reports - to include accountability of absences and sick call.

(17) Assist the company leadership with logistic functions, to include supervising issue/turn-in of supplies and equipment and supervising barracks maintenance.

(18) Review CST26 Policy Memorandum 10 and be prepared to assist BC Cadets by conducting initial and intermediate counseling with BC Cadets on DA Form 4856.

(19) Review and comply with all other CST26 Policy Memorandums, specifically CST26 Policy Memorandum 6 and 20, especially as it concerns their personal behaviors and interactions with and towards BC Cadets. Violation of, or failure to comply with, CST26 policies may result in punitive or administrative action.

b. Pre-Advanced Camp MSIII Leader Mentor. Allocated opportunities to prepare for Advanced Camp (AC).

(1) Complete training iterations in preparation for AC (i.e., day/night land navigation, BRM, and tactical training).

(2) Conduct physical readiness training (PRT) separate from BC organization to prepare for AC. The leading of PRT is by the most physically fit 2LT and cadre, without

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detracting from daily requirements. MSIII Leader Mentors will execute this PRT program 3-5 times a week and within normal duty hours.

(3) MSIII Leader Mentors will assume leadership roles during tactical and FTX training from SL to PL levels to lead BC Cadets and increase proficiency prior to AC.

c. Regimental Cadre Responsibilities.

(1) Integrate MSIII Leader Mentors as cadre augmentees.

(2) Include Leader Mentors in the regiment's LDP and integrated as members of the team. Define the roles for MSIII Leader Mentors, 2LT, Drill Sergeants, and cadre for all team members.

(3) Identify strengths/weaknesses to enhance the Leader Mentor by conducting written initial, mid-tour, and final counseling sessions as well as opportunity and event-oriented informal counseling. This will be 2LT led and cadre supervised.

(4) Provide the Leader Mentor periodic guidance throughout the rotation to increase the mentorship/accessing process of BC Cadets.

(5) Create opportunities for MSIII to conduct physical fitness and field craft to prepare for follow-on training and/or sharpen their skills.

(6) The Regimental Training Officer (RTO) and CTO will identify additional training opportunities (i.e., shadowing 2LT) and develop plans that will support both pre- and post-AC MSIII Leader Mentors. The end-state remains successful completion of CST26 AC.

(7) Utilize Leader Mentors' status as ROTC Cadets to monitor and support trainees in their barracks and field site environments where other cadre may have limited hours and access (i.e., fire guard supervision, first contact for emergencies, after hour medical issues).

(8) Do not use MSIII Leader Mentors simply as a work force. Show these Cadets what right looks like and explain the "why."

(9) The RTO will ensure that pre-AC Cadets have opportunities to complete training iterations of all events they will take part in at AC (i.e., day/night land navigation, BRM, and tactical training).

(10) MSIII Leader Mentors will conduct PRT 3-5 times a week and within normal duty hours to prepare them for AC.

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(11) For Post-AC MSIII Leader Mentors, CTO shall review their evaluations and provide opportunities for additional training for any knowledge, skills or attributes that need improvement.

(12) Use MSIII Leader Mentors to demonstrate leadership roles during tactical and FTX training events.

(13) Coordinate with Task Force Leader to schedule MSIII Leader Mentor sensing sessions with TF Leader Commander prior to the MSIII departure from their Cadet BC detail (e.g. post-FTX recovery window).

d. Guidance for Release of MSIII Leader Mentors (Pre-Advanced Camp). Release all Pre-AC MS III Leader Mentors from their duties upon completion of final counseling sessions and no later than three days prior to their report date for AC. Afford Pre-AC MS III Leader Mentors the opportunity to attend their Basic Camp Regiment's graduation.

3. Point of contact for this memorandum is Mr. Shawn M. Bowers, Deputy G37, at 502-624-6258 and shawn.m.bowers.civ@army.mil.

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