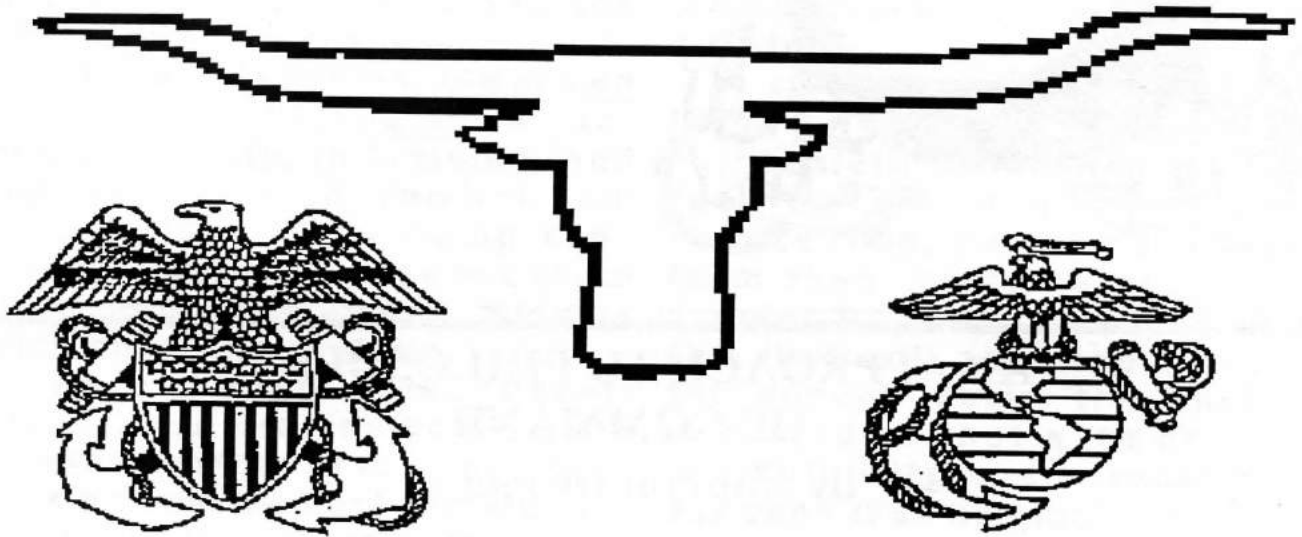


THE NAVAL ORANGE

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**YEARS OF NAVAL TRADITION
THE UNIVERSITY OF TEXAS NROTC**

The Professional Journal of the Reserve Officer Training Corps
University of Texas



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AN APPROACH TO PHILOSOPHY OF COMMAND

by Captain Dwiggin

Fellow shipmates, just as I gave some guidance to you when I first took over the Marine Officer Instructor position, it is my goal to share new and different styles of leadership philosophy for the Unit.

Since arriving at the NROTC Unit, I have been asked, on far too many occasions, what my philosophy was on this, that, or something else. I have hence decided to put on paper what I believe are some effective approaches for dealing with organizational functions. This will, I hope, alleviate several of your questions, give you a better un-

derstanding of my views, and serve as turn-over information for new members of our Unit.

I have not entitled this article "Policies" because only the Commanding Officer really makes policies for his unit. Secondly, I have no wish to add to the already burgeoning "policies" in existence. We are provided with a host of rules, regulations and guidelines. We find them in that vast body of orders, letters, and years of tradition, which is probably our best guide for action. I hope that this letter will describe my general approach to our business, and on that basis you will be

able to make decisions accordingly. My overriding concept is that we pay our Marines/Sailors to follow that large body of rules, regulations and traditions. Once we get to senior Marine/Navy Chiefs and beyond, however, we start getting paid less to follow the rules, but more and more we are expected to make judgements and decisions. Most of those judgements and decisions revolve around how and when to apply the rules, what to do when the rules do not apply, and what to do in the absence of rules. We are an organization of leaders. In garrison or on ship, in training, and most certainly in combat, we cannot afford to be going constantly to our seniors to ask them about their policies on problems which confront us daily.

Based upon this overall concept, you can see how I have come to a number of themes which describe how we each should act.

a. "If it's worth doing, do it right, do it now." This idea is rooted in the traditions of the Marine Corps. We have always prided ourselves on both our excellence and our readiness. We need to continually decide what it is that needs doing, discarding the unimportant. We need to do it right, or most certainly it will end up being done again. We need to do it soon, because something will always happen to prevent us from doing it later. In garrison and on ship we'll get additional tasks; in combat the enemy all too often asserts himself, and we find our delay has cost us dearly.

b. "Each Marine takes responsibility for himself and his

unit." Our Unit is very much like a family. We live, eat, work, cry, and sleep together; and, like a family, each of us has the responsibility to insure that we as individuals are squared away, and that we are doing our fair share of the chores in order to help the entire family. In the case of the Unit, each of us looks out for ourselves and looks to see that those for whom we are responsible are taught, assisted, and watched-over as well as watched-out-for.

c. "Power Down." Now I know its often difficult for us to take responsibility because we don't feel that we have the authority to back it up. I can find no better term than the currently popular "Power Down." It means we in this Unit will push the authority far enough down the chain of command so that each of us has the authority and responsibility our rank was originally meant to have. Instead of pushing the decisions up the chain, we are going to push decisions down, so that the person on the scene who has the information will make the choice. You see, we cannot function if we keep putting the decision-making-monkey on the backs of the senior people. When we do that, our organization grinds to a halt when the senior man is gone, and, if he is not gone, he is so burdened with petty details that he is ineffective.

d. "If you're going to be a bear, be a grizzly." I was taught this by a Commanding Officer long ago, and it stands to reason that

CONTINUED ON PAGE 10

ONE CUP IS NOT ENOUGH

by Rob Ramsey

Most students at the University of Texas wake up to a rising sun on the Eastern horizon and a nice cup of coffee to stimulate their bodies. When I get up at 0600 on Monday, Wednesday, and Friday, two mugs of coffee couldn't possibly wake me! I need something more stimulating than caffeine. A five mile run with Captain D. in the lead - now we're talking. A double fartlek with Sgt. Martinez - getting better. Running the Chesty with Gunny Ostoj - easy day. Leathernecks, the Marine Corps Officer Candidate Organization,, is not only for men and women who desire to be Marine Corps officers. Hard-charging Navy Midshipmen can and are welcome to come and participate in Leathernecks.

1. Kaz (SSgt Dan Kazmier, Platoon Commander)
2. Dicki (Victor Bunch,)
3. Lampard (Tim Lampard, Squad Leader)
4. The Burmese Devil-Dog (Mark Lewin, Platoon Sergeant)
5. Bennett (Gary Bennett, Guide)
6. Harrison (Barry Harrison, member)
7. Horhay (George Block, member, PLC)
8. Benny (Ben Chapman, member, PLC)
9. Leif (Harald Ragaard, member)

10. Daniel (Chris Daniel, member)
11. Gunner (David Gundlach, member)
12. Mahlum (Larry Mahlum, Squad Leader)
13. Rambo (Rob Ramsey, member)
14. Martinez (Sgt. Mike Martinez)

The month of March has been a busy one for the Leathernecks. Gary Bennett, Larry Mahlum, and Tim Lampard are preparing to go to Bulldog (Marine Officer Candidate School) in Quantico, Virginia, this summer. Each of these Midshipmen attend Pre-OCS classes, taught by GySgt. Ostoj on Tuesdays and Thursdays, as well as regular PT on Mondays, Wednesdays, and Fridays with the other Leathernecks. Regular PT consists of two types of workouts: endurance workouts and strength/high intensity workouts. Endurance workouts during March



I think I can; I think I can.

have consisted of: 1. The Chesty (a 6.5 mile run), 2. Pease Park North (a 5.0 mile run), 3. Skid Row East (a 5.0 mile run). strength/high intensity workouts have included: 1. Combat Conditioning Course (consisting of a 3 mile run with rifles and various other exercises), 2. UBDs (Upper Body Development workouts - dips, pullups, etc.), 3. Run circuits (a combination of lap running with calisthenic/strength exercises). Physical training is not the only activity the Leathernecks have participated in this month, however. For example, at the beginning of this month the Leathernecks were CPR qualified

as a group. They also poured beer for the Delt/Zebe/Theta/Zeta Ranch Party.

In retrospect, was your PRT score lower than you expected it to be? Would you like to spend some quality time with Captain Dwiggins for motivational purposes? Is discipline a part of your past? Well, if you like being around a bunch of gung-ho Marines, if coffee just doesn't start out your morning with a bang, or if you just need someone to work out with on a regular basis, show up at 0630 Mondays, Wednesdays, and Fridays, and we, the Leathernecks, will show you a good time.



I love being road guard

REMEMBER SAILING?

by Michael Titcomb

With the coming of Spring, there is the start of clear skies, warmer waters, and perfect sailing weather. In the upcoming month the unit will be involved in two sailing events: The U.T. and Battalion Sailing Regattas.

The battalion Sailing Regatta, which will be held on the sixth of April at Decker Lake, will help determine who the honor company is for this semester. Each company will submit two volunteers and these people will run heats to determine the winner. Time may be made available after the event for those who have not yet achieved 'B' qualifications. In any event, 'B' qualifications will start in the first week of April.

The Unit Sailing Regatta, which will be held on April 20th at

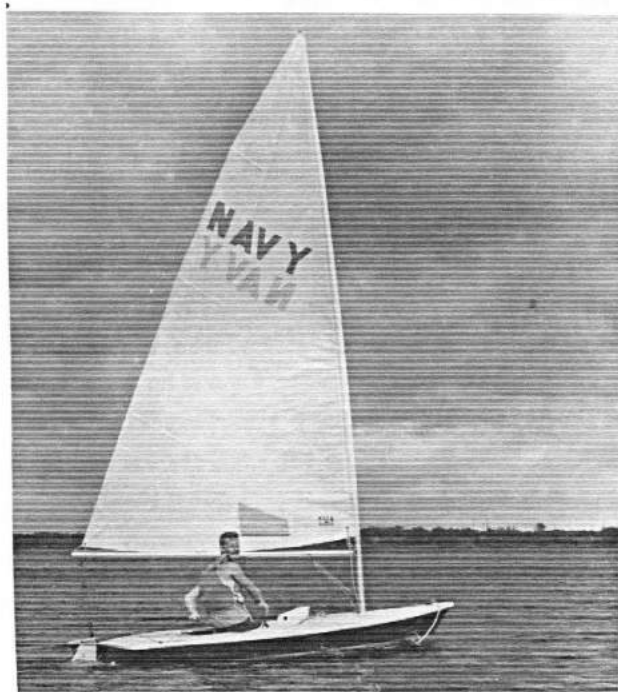
Decker Lake, will involve teams from neighboring states and Texas A&M. The University of Oklahoma will attempt to defend its title with competition from Rice, The Texas Maritime Academy, Texas Tech., Arizona, and a few others. The event will include three preliminary heats with the first and second place finishers racing in the final heat. Following the Regatta, there will be an all you can eat buffet at Mr. Gatti's followed by a little partying. The visiting midshipmen will need lodging during the Regatta, so you are asked to volunteer any additional space you may have. Everyone is encouraged to come out and support our team and have fun in the process.

.....

BRAVO ZULU ON THE PRT

by John Katzmarek

Bravo Zulu to everyone for their effort Saturday morning (23 Mar) at the PRT. It was run much stricter this year and everyone adapted well. The manner in which the events were performed was also different from previous semesters. All the midshipmen followed the new rules well! Now the PRT is behind you for another semester. Each person should keep up their physical fitness by maintaining a PT program. This way when the PRT comes around next semester it will not be a painful process of trying to get back into shape. Again, great job to everyone.



Where did the buoy go?

EDITOR'S NOTE

With Spring Break over, the long haul of the semester is finally upon us. By now the last thing you want to read is some boring serious stuff. In an effort to alleviate the dullness of the semester grind, the Naval Orange would like to offer a selection of articles with less substance and more meaningless chatter so all you cynics out there can tear them apart at you leisure.

LIVING LIFE ON THE EDGE

THE ERWIN CENTER CLEAN-UP

by Andy Miller

Excitement filled the air as a small crowd gathered anticipating the climactic event of their week: The Erwin Center clean-up. Once everyone was present and accounted for, the group was led inside through an obscure side entrance. Shortly after everyone had signed in, the real fun began. The group was led deeper into the musky halls of the building where they boarded an ancient and odd-looking service elevator. Upon reaching a higher-level each member was given a plastic bag and their very own straw broom. Everyone then split-up and tackled a section of their own. Luckily, the attending crowd had been conservative women's basketball fans and not a pack of wrestling fanatics. When all the

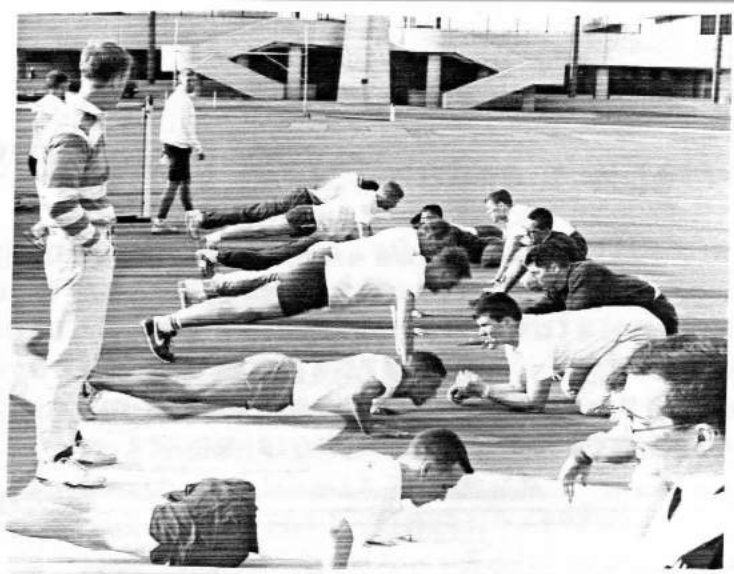
trash had been picked or swept up, we were each given our own set of wheels, a mop bucket. After thoroughly swabbing each aisle, the group checked out and was dismissed. Each individual went their separate way exhausted from the adrenaline rush that goes with living life on the edge.



New innovation for
Erwin Center cleanup.



WAIT A MINUTE.... THIS CAN'T BE.... I GOT AN ANSWER !



LCDR SHANNON LOOKS ON IN AWE.



PLEASE, TELL ME IT'S OVER!



CAPT. DWIGGINS CONDUCTING FIELD TRAINING.



A HARD DAY AT THE OFFICE.



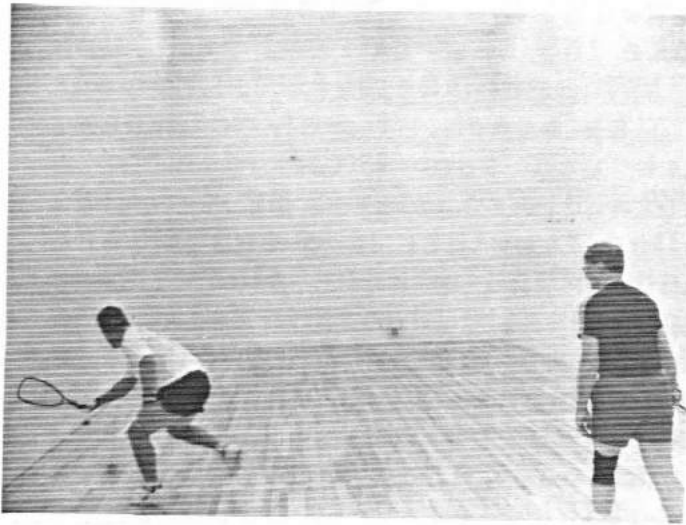
MAKE PEACE, NOT WAR!



IS THIS NROTC OR JROTC ?



I'M HANS, AND HE'S FRANZ!



OC DAVIS GETTING BLANKED BY THE ADMIRAL.



MIDN. KIBEL MISSING HER BOYFRIEND.



OK, EVERYBODY, TAKE A DEEP BREATH ON THREE!



IS THIS VEGAS?!

I SHOULD OF STAYED HOME

by Tony McFadden

I should have known that Spring Break was going to be bad when I booked a hotel room at Bud's Booze and Snooze Motel ... for \$150.00 per night! The brochure said "We've got it all!". Boats, beaches, blondes, booze, this place was going to be great!

I left early Friday afternoon, heck, I even skipped my last two classes because I was so excited. I packed my suitcase, loaded up the car and drove to what I thought was going to be a week

of heaven. Much to my dismay, heaven turned out to be a rat hole. First of all, the motel looked exactly like a Norman Bates dream, and the clerk was an exact copy of Mamma from Throw Mamma From the Train. I had the deluxe suite which simply meant I had running water and got 3 channels on the TV instead of 1. I looked at the room and decided to make the best of it. I put down my things and decided to head out for the beach. I walked around back and saw their idea of a beach. It consisted of 4 boards nailed together in a square and sand in the middle, plus it was conveniently placed in front of a trickle of water they called a lake. Ah yes, there was the boat, sunk at the bottom of the stream. The blonde? That must have been her at the desk. \$150.00 per night for 4 nights, paid in advance, with no refund ... I should have stayed home.



Mr. McFadden's article touched us all at the Naval Orange so deeply, that we all chipped in and bought him this picture of the Babe he never saw over Spring Break.



ODE TO AN I.G. WOE

(My apologies to Dr. Seuss)

As springbreak bowed its
'Borng' (Hey, like you know a
word that rhymes with Orange)
I realized it was time for a new
Naval Orange.

So I picked up my pad and lead
and off to the officers I did
head.

I went left. I went right, till I
caught in my sight
the wonderous Captain Dwiggins
Mic Smight.

"Out of my way, Out of my way
I say.
The I.G. is coming, coming to
stay.
I have no time for you today."

With my head hung low, I had to
fight off my woe.
It is off to Lt. Stuart I'll go.

"Five, Six, Seven, Nine ! Are
these jobs all mine?
I work all day. I work all night,
there is no end in sight.
Be you gone boy, be you gone
this day
The I.G. is coming, so out of my
office you stay."

Quick I may not be, but a pat-
tern here I do see.
I hope. I pray, guess I'll try Lt.
Commander Shannon O Shay.

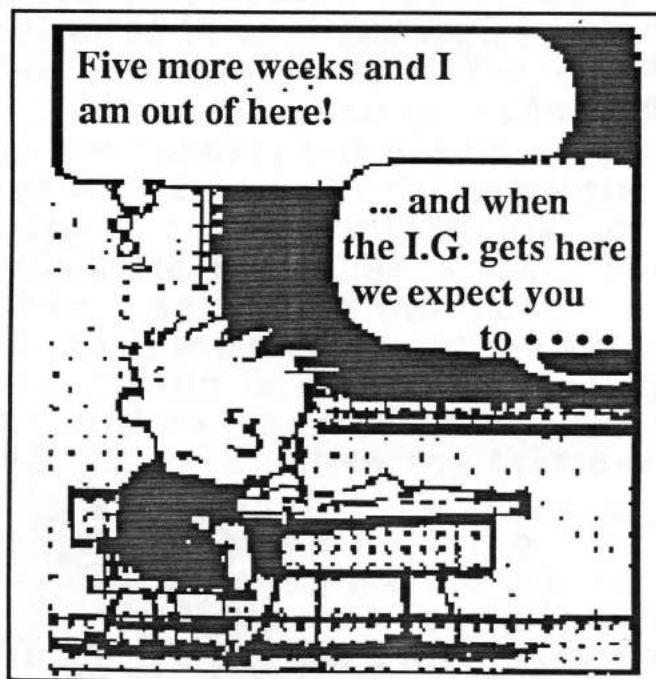
As his office grew near, a line
did appear.
The line I fear stretches all the
way to "Oh dear"

Germany?
The weather there is not like
ours, so I hear.

No time, no time for the this
have I today.
I'll go to Lt Chisolm for my
story I say.

Now Boys and Girls, the morale
of my story
has found its time of Glory.
When the I.G. come, Mad we all
do become.

Crazy even you and me,
as my testimony proves it
surely must be.
I asked an Aggie, an Aggie for
an article you see
for a proud Longhorn Publica-
tion (The Naval Orange),
It shall not be.



FOR A RESPITE

excerpt from the Reader's Digest Apr. 91

"Our Meeting at the Naval Station in Norfolk, Va., was attended by a Captain who outranked the rest of us. 'Don't let me interfere with your work,' he said. 'I'll just sit here quietly.'

Soon afterward, the Captain interrupted with a comment. 'You won't hear another word from me.'

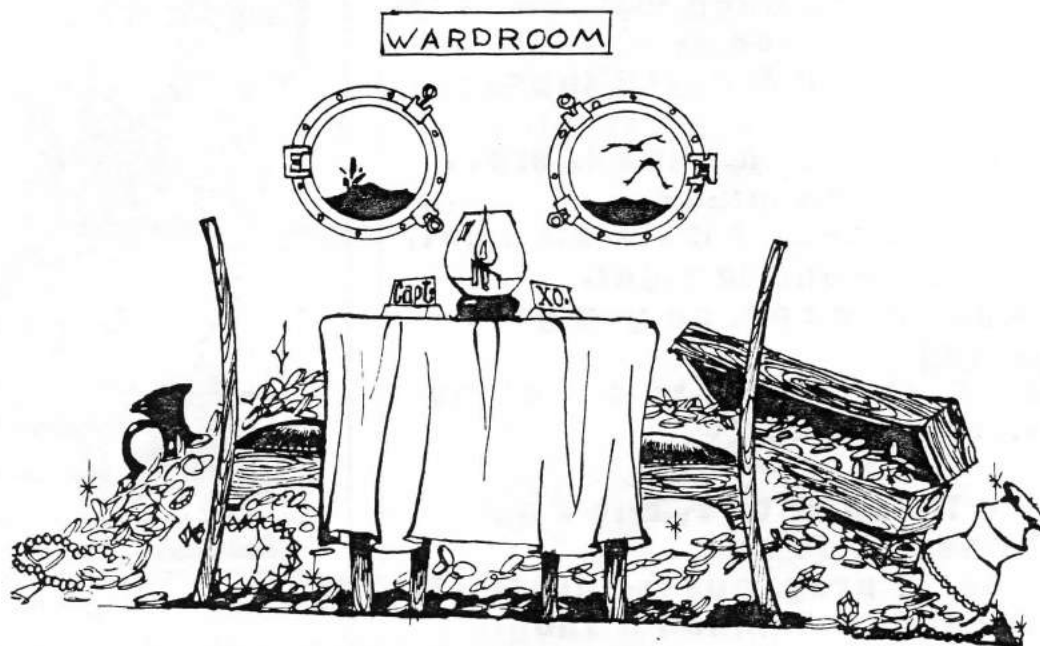
A few minutes later, the Captain again felt compelled to speak and concluded, 'That's all I'm going to say.'

Not long after, he took the floor once more and then contritely vowed to remain silent. 'That's okay, Captain,' a Chief Petty Officer called out from the back. 'You just won me five bucks!'

WARDROOM

Aboard 18th Century British ships there was a compartment called the wardrobe and used for storing booty taken at sea. The officers' mess and staterooms were situated nearby, so when the wardrobe was empty they congregated there to take their meals and pass the time.

When the days of swash-buckling and pirating had ended, the wardrobe was used exclusively as an officers' mess and lounge. Having been elevated from a closet to a room, it was called the wardroom.



Say Chief? How did you hide all this from the I.G.

PHILOSOPHY

CONTINUED FROM PAGE 2

if "Power Down" is to work, juniors cannot be afraid to make decisions. No one in this Unit should be crucified because he made the wrong decision. He may need to be educated and counseled so he can make better decisions next time, but sincerely-made decisions should be encouraged and rewarded. This must include freedom to fail as well as freedom to succeed.

e. "Treat people like adults; get them involved; Communicate." Anyone who is old enough to raise his right hand, make it through the NROTC program, boot camp, and order beer at the Club deserves to be treated for what he is - grown up. True, some Marines/Sailors will soon prove that they need to be supervised more closely, and we will accommodate them. Until that point however, we get better results when we involve people, ask their opinions, answer their questions, and talk to them civilly. Lastly, everyone likes to know what is going to happen, when, and why. Keeping Marines/Sailors in the dark destroys morale and motivation. It is imperative that we make sure the word gets passed all the way down, and that our Marines/Sailors know that when time and security permits, we will tell them as much of the detailed information as possible.

f. "Fight smart, move fast, win big." At first sight you will think of this as only a tactical dictum. It is, but it works as well in garrison/ship. We need to plan ahead, do our homework, move quickly to implement our plan, and then go for big results. Brains, Speed, and Boldness are a universal recipe for success.

I have a priority. First and foremost we need to focus our efforts on the readiness of our personnel and equipment. Are we trained to go, will our gear function as designed, are our wives, loved ones, and girlfriends prepared for us to leave? We cannot say, "I'll do my unit leader's/departement head's notebook when I get a full squad"; or "I'll lube that fitting next week"; or "One of these days I ought to talk to the men's wives and girlfriends."

All of this is an agenda for an entire career, not just a tour in the NROTC Unit. At the same time none of it is very difficult. Additionally it can go a long way toward spreading the work load, so that each member of the NROTC Unit family is a contributor. By evening out the work load, I think we can accomplish the last part of my philosophy: Let's make it fun. We signed up for military service knowing we'd work hard and thinking we'd have fun while we were at it. Let's insure we are giving ourselves the opportunity to do both.

THE MEANEST MAN IN IRAQ

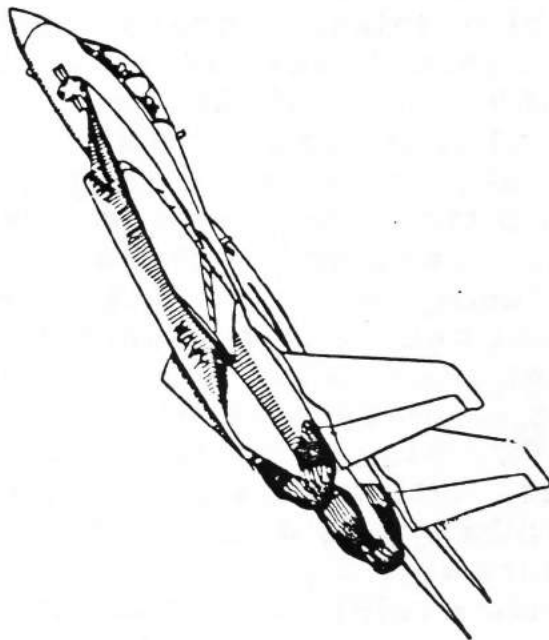
by Daryl Foster

Who is the meanest man in Iraq? Those who believe it is Saddam Hussein may be wrong. Saddam's Interior Minister, his cousin Ali Hassan Majid, is as brutal as they come and is the most likely candidate. Born in 1940, Majid began his career in the Baath Party's internal-security branch. Its reputation for rough torture made it the most feared organization in Iraq. It was whimsically called the Instrument for Yearning. Saddam soon made Majid the Minister of Municipalities. But his real job was to be Saddam's top enforcer.

When Saddam was looking for help to put down the worst rebellion ever, he needed to look no further than Majid. Cousin Majid ordered a poison-gas attack on unruly Kurds in 1988. This earned him the nickname "The Butcher of Kurdistan" when 5,000 people were killed. Last September, Majid was made governor of occupied Kuwait so that he could suppress the resistance. He was responsible for the execution of its members and the abduction of about 2,000 Kuwaitis to Iraq.



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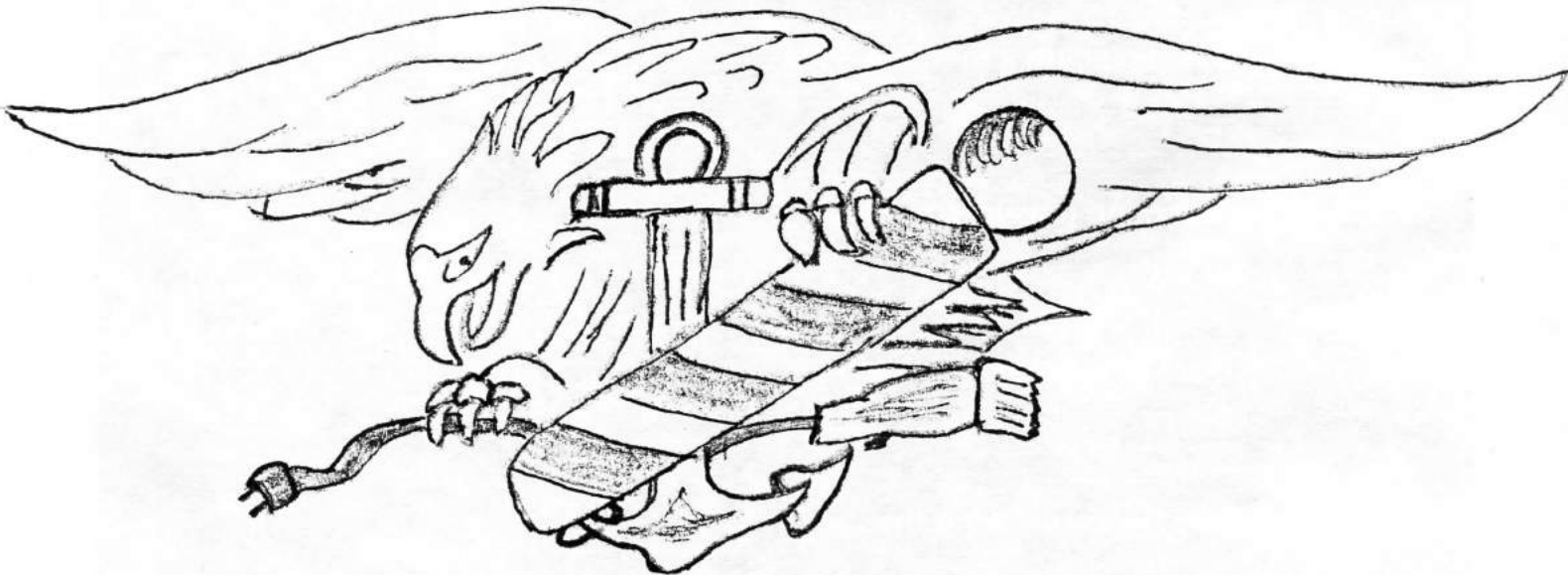


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