

Morgan State University ROTC

Department of Military Science



Bear Battalion Cadet Handbook



TABLE OF CONTENTS

Chapter 1

General Information	PAGE
ROTC History	3
Army ROTC Mission	4
ROTC Programs and Benefits	4

Chapter 2

The Bear Battalion Program

Organization	6
Program Description	6
General Policies and Standards	8
Administrative	8
Training	9
Extracurricular Activities	9
Social Activities	9
Cadet Professional Development Training	10
Bridge Grant Program	11
MSU ROTC Tutor Program	11

Annexes

- A. Cadre Positions
- B. Cadet Leadership Position Responsibilities
- C. Military and Cadet Ranks
- D. Wearing of the Uniform
- E. Military Customs and Courtesies
- F. Traditions of the U.S. Army ROTC Cadet Command
- G. Branches of the Army
- H. Physical Fitness
- I. Leadership Dimensions
- J. Military Terminology

Chapter 1: General Information

ROTC History

The origins of military instruction in civilian colleges dates back to 1819 when CPT Alden Partridge founded the American Literary, Scientific and Military Academy, at Norwich, Vermont. Today, it is Norwich University in Northfield, VT. In 1862 the U.S. Congress recognized the need for military training at civilian educational institutions. The Morrill Land Grant Act was enacted to fulfill this need. This Act donated lands and money to establish colleges which would provide practical instruction in agriculture, mechanical and military sciences.

The United States Army Reserve Officers' Training Corps (ROTC) as we know it today dates from the National Defense Act of 1916. World War I prevented the full development of civilian educators and military professionals working together. At the conclusion of World War I, the program was fully implemented on college campuses. The success of this effort was demonstrated in World War II, Korea, Vietnam and the Gulf War. College campuses provided quality Officers to meet the rapidly expanding needs of mobilization. In 1964 the ROTC Vitalization Act improved the program by adding scholarships and expanding junior ROTC opportunities. The inclusion of women in the program in 1973 was another important milestone.

Today, Army ROTC opportunities are available across the country at almost three hundred host units, as well as hundreds of partnership schools.

Morgan State University ROTC History

Reserve Officers' Training Corps was established at Morgan State College in 1948. It is one of four Senior Army ROTC programs in the State of Maryland. Originally designated as a branch oriented program (Infantry), the curriculum was redesigned General Military Science in 1954. Full academic credit is awarded for satisfactory completion of each phase of Military Science; MS I through MS IV. Departmental credit may be used to fulfill overall academic requirements for graduation in all disciplines.

During the school year 1972-73, the US Army for the first time authorized enrollment of women in ROTC. Five institutions were selected for a pilot program. Morgan State was not among the five institutions selected, but in the 1973-74 school year the program was opened to women here and four young women enrolled in Military Science. Academic year 1979-80 witnessed the installation of the first female as the Cadet Corps Battalion Commander.

Since the first ROTC graduation class in 1950 through the class of 2007, Morgan has produced in excess of 1,300 Second Lieutenants, many of whom are still on active duty or in the active reserves. The University has also produced 11 General Officers, with one 4-Star General still on Active Duty.

Figure 1. Reserve Officers' Training Corps Shoulder Sleeve Insignia.



Description

A shield arched at top and bottom, 3 1/2 inches in height and 2 1/2 inches in width, consisting of a field divided quarterly yellow and black and thereon at upper right a yellow lamp of knowledge inflamed, at lower left a yellow trojan helmet, and diagonally across the yellow quarter a black sword point up, all between two yellow panels outlined black and inscribed in black letters 5/16 inch in height, "LEADERSHIP" at top and "EXCELLENCE" below, all within a 1/8 inch black border.

Symbolism

The shield symbolizes the Army mission of national defense and is divided into quarters representing the four traditional military science courses comprising the Senior ROTC curriculum. The sword signifies courage, gallantry and self-sacrifice intrinsic to the profession of arms. The lamp denotes the pursuit of knowledge, higher learning, and the partnership of Army ROTC with American colleges and universities. The Trojan helmet is symbolic of the ancient civilization concept of the Warrior scholar. The motto *Leadership Excellence* expresses the ultimate responsibility of Army ROTC in the discharge of its moral responsibility to the nation.

Army ROTC Mission

"To commission the future Officer leadership of the United States Army."

Inherent in this mission are the following objectives:

1. **Intellectual:** To supplement the traditional education of the university with subjects of value to the student in civilian or military pursuits, to teach each Cadet to communicate effectively both orally and in writing and to motivate Cadets to become leaders throughout their lives.
2. **Moral:** To develop in each Cadet a high sense of duty and the attributes of character inherent in leadership which emphasize integrity, discipline and motivation to succeed in the profession of arms.
3. **Physical:** To develop in each Cadet the stamina and fitness essential to a physically demanding career as an Army Officer.
4. **Military:** To provide Cadets with the broad-based military education required as a prerequisite for commissioning.

ROTC Programs and Benefits

1. The Four-Year Curriculum (Standard Program)

The four year curriculum is for students who attend the Host University, Morgan State University, or Coppin State University as a partnership school. Flexibility is provided through a number of options and alternatives. These options and alternatives recognize previous military related experience and provide accelerated or compressed instruction to allow late entry into the program. The four years of on-campus instruction are designated Military Science MS I, II, III, and IV corresponding to the freshman, sophomore, junior, and senior years respectively. The Basic Course consists of MS I and MS II. The Advanced Course includes MS III, IV and a six week Advanced Camp during the summer after the MS III year.

- a. During the basic course it is not mandatory for a Cadet to Contract with the US Army, Reserves, or Guard; unless they are receiving ROTC scholarship benefits.
- b. Advanced Course Requirements. In order for a Cadet to be enrolled in the Advanced Course these additional requirements must be met:
 1. Demonstrate leadership and Officer potential.
 2. Have at least two full academic years remaining in college as an undergraduate or graduate student and an CGPA of 2.0 or higher.
 3. Have Basic Course completion credit.
 4. Be medically and physically qualified.
 5. Execute a contract with the U.S. Army; if not already done due to scholarship.

2. The Optional Two-Year Curriculum

The two-year curriculum is provided for those students who would not be able to complete the normal four-year curriculum before graduation. A six week Leaders Training Course (LTC), conducted during the summer after the student's sophomore year, provides the equivalent of MS I and MS II training. Following LTC the student enrolls in the Advanced Course, consisting of the MS III year, Leader Development and Assessment Course (LDAC), and the MS IV year.

3. **Scholarship Requirements:** the following requirements must be met by all students in order to receive and maintain a 4, 3, or 2-year Army ROTC scholarship.

- a. Must be a U.S. citizen.
- b. Must be 17 years old before the scholarship is effective.
- c. Pass the Army Physical Fitness Test, with a minimum of 60 points in each event.
- d. Meet Height/Weight Standards as defined in AR 40-501, Standards of Medical Fitness.
- e. Graduate High School with a GPA of 2.5 or higher or 2.5 at a collegic institution.
- f. Have a SAT score of 920 or higher (verbal and math) or ACT score of 19 or higher, unless the applicant has completed at least one semester with a 2.5 or higher at a college or university.
- g. Meet required physical/ medical standards; pass the Department of Defense Medical Examination Review Board (DODMERB).
- h. Show a pattern of leadership and participate in extracurricular activities. (Students with part-time jobs will be given substitute credit.)
- i. Execute a contract agreeing to accept a commission as either an Active Army, Army National Guard or US Army Reserve Officer; be of good moral character.
- j. Be enrolled in and attending classes full time at a school participating in the Senior ROTC program and pursuing a course of instruction leading to an approved baccalaureate or advanced degree.

4. Financial Assistance

a. ROTC Scholarships

Four, three and two year Army ROTC scholarships are awarded on a competitive basis to the most outstanding students who apply. The Scholarship will provide FULL tuition and fees per year, approximately \$13,000-\$21,000 dollars a year, \$1,200 for books per year, and \$300-\$500 per month for ten months while you are in school. In the event that a Cadet does not immediately qualify for a four or three year scholarship, upon becoming eligible, they may compete for a 3.5 or 2.5 year scholarship.

b. Room and Board

Scholarship winners may qualify for the Morgan State University Bridge Grant, which covers full room and board (approximately \$6,500-\$9,500 per year). Terms for the bridge grant must be met in order to receive this additional reward (See Bridge Grant program and Tutoring Program for more details).

c. Simultaneous Membership Program (SMP)

SMP allows Advanced Camp students to be members of the Army National Guard or the Army Reserve and Army ROTC at the same time. ROTC SMP students are paid at the rate of at least Sergeant E-5 for their Guard or reserve training assemblies, plus the subsistence allowance from the ROTC Advanced Course. They serve as Officer trainees in their Guard or Reserve units. All are eligible for certain veterans educational benefits from their Guard or Reserve unit.

5. Participating Students

Participating Cadets who are taking the ROTC basic course as an elective or as a course substitution but are not actively seeking a scholarship or contract, will be graded only on their in class attendance, participation, the Midterm, and the Final. There is no requirement for participating students to attend training, labs, or physical fitness training. Participating Students must notify the instructor of their status in a timely manner.

Chapter 2: The Bear Battalion Program

Organization

1. Battalion Cadre

- a. The Professor of Military Science (PMS) is the representative of the Department of the Army at Morgan State University. He is a member of the Active duty or reserve component of the U.S. Army assigned to duty at the University and is a member of the faculty with the academic rank of Professor during the term of his assignment. He serves as chairman of the Department of Military Science at the University.
- b. Assistant Professors of Military Science are Active duty or Reserve Component commissioned Officers serving with the Military Science Department. They instruct academic classes and serve as advisors to help Cadets on the road to becoming commissioned Officers.
- c. The Senior Military Instructor (SMI) is the Battalion's Senior Noncommissioned Officer (NCO) and serves as the subject matter expert on training techniques and issues. The SMI also advises the PMS or BN CDR on personnel and professional issues, including advise on awards, NCOERS, extensions, retirements, assignments, and disciplinary actions.
- c. Noncommissioned Officers (NCOs) in the cadre are proficient in their military occupational skills and provide training, administrative and logistical support, and serve as instructors for military science classes.

2. Cadets

- a. Each student is designated as an MS I, MS II, MS III, or MS IV Cadet (MS = Military Science) based on academic alignment and military training experiences.

MS I - Normally an academic Freshman

MS II - Normally an academic Sophomore

MS III - Normally an academic Junior

MS IV - Normally an academic Senior

- b. The Cadet organization includes a battalion headquarters with a staff for overall coordination. The Cadets are further organized into companies, platoons and squads.

Program Description

1. The U.S. Army ROTC Program offered at Morgan State University is designed to develop your management, leadership, and basic military skills. There is a significant focus on preparing you to successfully complete the ROTC Leader Development and Assessment Course (LDAC), the most significant event in your Cadet training. The ultimate goal is for each Cadet to be well prepared for service as a commissioned Officer in one of the three components of the U.S. Army- the Active Army, the Army National Guard, or the United States Army Reserve. The purpose of each MS year is delineated in the following two sections.

2. The Basic Course

MS I Cadets attend Military Science academic classes and Leadership Labs each quarter or semester. Participation in FTXs, weekly Leadership Laboratories, formal social functions and physical training is included as part of the class participation or attendance grade of MS classes. The purpose of Military Science I is:

- a. To provide the Cadet an overview of Army ROTC and the Army: its history, customs, regulations and opportunities, to include the scholarship process.
- b. To instill the Army Values and concept of Duty, Honor, Country in Cadets, as well as to imbue in Cadets the Cadet Creed.
- c. To develop personal character and challenge freshmen to live up to the standards of Army Officers.
- d. To foster a sense of responsibility within Cadets, especially toward academics and ROTC subjects.
- e. To develop self-confidence through challenging, adventurous and innovative training, including hands-on military skills.
 - 1. To develop oral and written presentation skills.
 - 2. To develop a sense of belonging to the Army family, especially as a member of the Bear Battalion, which will motivate students to participate fully in Army ROTC.
- f. To prepare MS I Cadets to become successful MS II Cadets.

MS II Cadets attend ROTC academic classes and Leadership Labs each quarter or semester. Participation in FTXs, weekly Leadership Laboratories, formal social functions and physical training is included as part of the class participation or attendance grade of MS classes. The purpose of Military Science II is:

- a. To introduce MS II Cadets to the role of the noncommissioned Officer, to expose them to NCO leadership in the Active Army and the Bear Battalion, and to prepare them to assume NCO leadership of the Cadet battalion in the future. To further afford each Cadet an opportunity to serve as a small unit leader.
- b. To become familiar with and develop knowledge of basic military skills, specifically first aid, operations orders, tactics, and leadership. The focus of training is to prepare Cadets to be future leaders of the Cadet battalion and eventually, the Army. To further develop oral and written presentation skills.
- c. To introduce Cadets to the Army Leadership Framework and encourage them to develop their leadership attributes, as well as, to live by the Cadet Creed and Army Values.
- d. To encourage qualified MS II Cadets to contract into the Advance Course.
- e. To prepare MS II Cadets to be successful MS III Cadets.

3. The Advanced Course

MS III Cadets will attend Military Science academic courses each quarter or semester. Participation in FTXs, bi-weekly scheduled Leadership Laboratories, formal social functions, and physical training is required. Participation in extracurricular activities is a training event and mandatory. The purposes of Military Science III is:

- a. To prepare Cadets for success at the Leader Development and Assessment Course (LDAC). Training consists of hands-on situational tactical exercises, planning and executing operations orders and basic military skills.
- b. The Leadership Development Process and the Twenty-three Leadership Dimensions are used to evaluate and improve MS III performance.
 - 1. To further develop oral and written presentation skills.

2. To prepare Cadets to become responsible MS IVs. The MS III year will reinforce troop leadership skills necessary for success as Cadet Officers.
- c. To enable the Cadet to make sound informed decisions concerning component (Reserve Forces Duty, Active Duty), branch, and initial duty assignments.
- d. To coach/teach/mentor Cadets as they provide the NCO and Officer leadership in the Cadet battalion.
- e. To instill an understanding that college performance is as important as ROTC involvement to the Cadets' future. Similarly, their performance at Advanced Camp is a training and performance evaluation which is critical in the selection process for component and branch.

MS IV Cadets will attend ROTC academic courses each quarter or semester. Participation in FTXs, special professional development events, physical training, and all Leadership Laboratories is required. Involvement with extracurricular activities is a training event and mandatory. The purpose of Military Science IV is:

- a. To develop the Cadet's leadership and managerial skills, enabling him/her to assume the junior Officer leadership of the U.S. Army.
- b. To develop leadership and managerial skills in the Cadet Battalion by planning, coordinating, and conducting the training of Basic Course Cadets.
- c. To prepare MS IV Cadets for success at the Basic Officer Leadership Course (BOLC II) and the Officer Basic Course (OBC).

General Policies and Standards

1. Administrative

- a. Each Cadet will keep his/her Military Advisor and Cadet chain of command informed of his/her current address, telephone number, email address or other means of being contacted.
- b. Military Advisors will counsel Cadets three times a semester concerning their academic progress and individual performance. Cadets are encouraged to visit their advisor anytime to discuss problems or to seek information.
- c. Cadets are expected to provide any requested administrative document or information promptly.
- d. Disenrollment from ROTC can result when a Cadet no longer meets ROTC enrollment criteria. Poor academic or ROTC performance, being overweight, inaptitude for military service, poor attendance in class or training, or disciplinary problems are possible causes. Before disenrollment a Cadet will be warned of his/her questionable standing and remedial measures will be discussed. Formal probation and disenrollment notices will be issued in writing.
- e. Property accountability is critical. A Cadet is issued uniforms, books, and other equipment belonging to the ROTC unit. Cadets may be required to pay for lost or damaged equipment and supplies. Nonpayment could result in the withholding of all school grades or other administrative measures.
- f. Each Cadet will visit unit supply and clear all supply records with the Supply Officer/NCO at the end of their participation in ROTC. All issued uniforms, books or other equipment will be accounted for before commissioning, or before departing on a leave of absence.

2. Training

Regular classroom attendance or prearranged make-up of missed class instruction is expected of all Cadets. Attendance, punctuality, attentiveness, prior preparation, and active participation is each student's responsibility. Learning is not a passive endeavor.

- a. Participation in Leadership Laboratories is required of all Cadets.
- b. Cadets also participate in a Physical Training (PT) Program. Three times a week is mandatory for contracted Cadets. This program is mandatory for all contracted Cadets. Attendance for non-contracted Cadets is included as part of the class participation or attendance grade.
- c. Two Field Training Exercises (FTX) per year are conducted. Participation in these intensive field training exercises is mandatory. You can learn to lead only by doing. Field training will be conducted during the semester on land navigation, squad tactics, and confidence courses.
- d. Dining-In and Military Ball are the two major military social events. They are part of your class participation grade.
- e. Upon written request to their unit, SMP Cadets will be excused from annual training during the year they are required to attend ROTC Advanced Camp. They are not required to attend both, unless they choose to do so, but they must attend Advanced Camp.
- f. Use the chain of command for information flow and to solve training problems.

3. Extracurricular Activities

The Military Science Department sponsors several organizations and activities designed to further the participant's development, knowledge, and preparedness for service as a commissioned Officer. Cadets are encouraged to get involved in any of these activities.

a. Ranger Challenge Competition

Each year, top Cadets from around the country gather to compete in the Army ROTC's varsity sport: Ranger Challenge. This voluntary competition offers outstanding teamwork training while demanding your best physical and mental efforts. Events include orienteering, in which teams use land navigation skills to find 40 checkpoints over a four-square mile course; constructing a one-rope bridge, in which teams cross a 40-foot water obstacle using a single rope and plenty of ingenuity; weapons assembly, grenade assault, a ten kilometer ruck march, and an Army Physical Fitness Test. When this intensive 36-hour competition is over, every participant feels like a winner. Our Ranger Challenge team, trains year-round in preparation for this event and also assist the MSIII's in preparation for Advance Camp.

b. ROCKS 5-Miler

Each year the Bear Battalion will select a handful of fit motivated Cadets to compete in this beautiful and scenic race. The race is named for General Roscoe Cartwright who initiated a national outreach program for mentoring and professional career development to ROTC students and others in pre-commissioning programs.

4. Social Activities

As in all professions, the Army Officer Corps observes certain social customs. Cadets are required to attend social functions steeped in tradition as part of pre-commissioning training. They are enjoyable learning experiences and foster camaraderie.

a. Military Ball

The Military Ball is mandatory for contracted Cadets and part of all Cadets' class participation grade. Guests (dates) are encouraged and most welcome. University officials and distinguished ROTC Alumni also often attend.

b. Dining-in

The Dining-In is a military tradition less formal than the Military Ball. The purpose is to acquaint Cadets and reacquaint the cadre with traditions of a military formal dinner. There are many activities such as toast, skits, and the infamous "grogg" bowl ceremony. The Dining-In strengthens the morale of the Cadets and allows for a fun time.

c. Cadet Socials

Informal barbecues and other parties are held at various times during the year and are open to all Cadets. Cadets are encouraged to invite a friend.

4. Cadet Professional Development Training

Cadets may compete for training opportunities conducted at Active Army Schools. This training is usually conducted during the summer months, but some allocations are available during the winter holidays. Cadets are selected to attend this excellent training based on their overall standing within the program. Since the number of allocations are limited, selection for schools is competitive and based on factors including ROTC grades, academic grades, participation in ROTC activities, APFT scores and advisor recommendations. Cadets should request consideration for attendance at these schools early in the fall quarter/semester by contacting their cadre advisor.

a. Air Assault School (AA)

Cadets are trained in air mobile operations, including rappelling from helicopters, air mobile tactics and rigging air mobile cargo. This is a two-week course taught at Fort Campbell, KY or Fort Rucker, AL. Upon successful completion, the Cadet is awarded the Air Assault Badge. This training opportunity is open to Cadets who have completed MS II, are Basic Camp graduates, or are Basic Training and Advanced Individual Training graduates.

b. Airborne School (ABN)

Army paratrooper training conducted for three weeks at Fort Benning, GA. Upon successful completion Cadets are awarded the Parachutist Badge. This training opportunity is open to Cadets who have completed MS II, are Basic Camp graduates, or are Basic Training and Advanced Individual Training graduates.

c. Cadet Field Training (CFT)

This is an 8-week program of instruction executed by the United States Military Academy to develop the leadership skills of sophomore Cadets. Seven weeks of CFT will be at Camp Buckner, with one week at Fort Knox, KY for Mounted Maneuver Training (MMT). CFT consists of basic skill level training ending with Maneuver Light Training where the Cadets train on how to defend and attack an opposing force. Cadets must be contracted and have completed MS II.

d. Cadet Troop Leadership Training (CTLT)

Cadet Troop Leadership Training is an optional program for MS III Cadets during the summer following completion of Advanced Camp. This three CONUS or 4 weeks OCONUS program trains Cadets in lieutenant positions with active Army and Reserve component units. Assignments are available in nearly all branches and with units world wide.

e. Mounted Maneuver Training (MMT)

Immediately following Advanced Camp, Cadets will continue on to Fort Knox where they are exposed to the full complement of mounted forces. The training is one-week long.

f. Northern Warfare Training Course (NW)

This is a three-week course covering tactical operations in a cold weather climate. The course is taught at Fort Greely, AK and open to Cadets who have completed MS II, are Basic Camp graduates, or are Basic Training and Advanced Individual Training graduates.

5. Bridge Grant Program

- a. The Bridge Scholarship for Room and Board is offered by Morgan State University to ROTC Scholarship recipients. The Scholarship is a privilege that must be earned and qualified for each semester by ROTC Scholarship Cadets. Academic achievement is critical to the success in the ROTC Program and crucial for future success as an Officer in our nations Army.
- b. Effective Fall 08 all Cadets who fell below a 2.7 GPA during the Spring 08 semester will be placed on Academic Probation and must enroll in the ROTC Tutor Program. Cadets below a 2.0 GPA will lose their Room and Board Privileges.
- c. Effective Spring 09 the following criteria are in effect; in order to maintain the full Bridge Scholarship privileges Cadets must earn a 2.7 cumulative and semester GPA or higher. Cadets who fall below a 2.7 GPA will loose their Board privileges and must enroll in the ROTC Tutor Program. Cadets who fall below a 2.5 semester or cumulative GPA lose the entire Bridge Scholarship for the next semester. The Bridge Scholarship may be reinstated after the Cadet serves one semester on probation and raises their semester and cumulative GPA a 2.5.
- d. Cadets who request to receive the Bridge Scholarship will be housed with other Cadets in the University dorms. Freshmen male Cadets will be housed in Rollins dormitory, Freshmen female Cadets will be housed in Blount dormitory, Upper class Cadets will be housed in Thurgood Marshall dormitory. Cadets who refuse to be housed with other Cadets or in the designated dorms will not receive the Bridge Scholarship. Non-availability of space in the designated dorms verified by the housing office to the ROTC program will be the only exception to this policy.
- e. All Cadets who request to receive and who are granted the Bridge Scholarship will sign an agreement to abide by the terms of the contract to include enrolment in the Tutor Program if required based on their GPA and to live in the designated dorms

6. MSU ROTC Tutor Program

- a. Cadets who fail a class, or whose semester or cumulative GPA falls below a 2.7 are required to enroll and participate in the MSU Tutor Program. Cadets also may be placed in the program by the PMS or SMI if the Battalion receives notice from a faculty professor that the student is not achieving the course standards, on quizzes, projects, papers, homework and after mid-terms. The initial registration will be done through their Military Science Instructor, the BN Academic Liaison Officer, and the University Tutor Office. All tutors provided by the University have been certified by the Dean of the college the course falls under and they achieved a minimum of a 3.0 in the course they are tutoring. In the event a student tutor is not available or certified to tutor a faculty member from the department will be the tutor.
- b. Cadets will be required to take 2 – 1 hour sessions per week in the course failed or as agreed on by the Cadet, the Military Science instructor, the students academic advisor and professor.
- c. Once enrolled in the program Cadets must provide a copy of the appointment slip for each scheduled tutoring session to their Military Science Instructor. The MSU Tutor center will provide the battalion with an attendance roster to verify Cadets attended the entire session.
- d. Participation in the Tutor Program by Cadets who meet the criteria in number 6a above is required in order for Cadets to maintain their Room and Board Scholarship privileges. Active participation in the program will be used to determine if Cadets will be placed on Academic Suspension, LOA, or Disenrolled if the need arises later in the Cadets career.

ANNEX A

CADRE POSITIONS

1. **Battalion Commander/Professor of Military Science (PMS)**

Lieutenant Colonel; responsible to the Army and the university for all Cadet and cadre activities.

2. **Senior Military Instructor (SMI)/ Battalion Noncommissioned Officer in Charge**

The senior enlisted Soldier and advisor to the PMS. Also the Operations NCO.

3. **Assistant Professor of Military Science (APMS)**

US Army Active/Reserve/Guard Officer responsible for conducting specific classes such as leadership, introduction to the Army, land navigation, physical training, etc.

4. **Battalion Executive Officer (BN XO)**

Second in command; assists the PMS with cadre supervision.

5. **Human Resources Administrative Specialist (HRA)**

Responsible for Cadet enrollment and scholarship processing as well as cadre personnel issues.

6. **Operations and Training Officer (S3)**

Plans all Cadet and cadre training.

7. **Operations and Training Noncommissioned Officer (Training NCO)**

Assists S-3 in executing all training.

8. **Supply Technician**

Manages Army and university funds and supplies; ensures accountability and availability of all Army and university property.

9. **Enrollment and Recruiting Officer (ROO)**

Manages the marketing of the battalion's program.

10. **Assistant Recruiting Officer/Gold Bar Recruiter**

Normally a recently commissioned lieutenant.

11. **Civilian Administrative Assistant**

A university employee, generally serves as liaison and handles administration with the university.

ANNEX B

CADET LEADERSHIP POSITION RESPONSIBILITIES

Listed below are general responsibilities for major evaluated Cadet leadership positions. By design, they are neither specific nor all-encompassing. As generalized duty descriptions, they apply to on-campus programs as well as to garrison and field environments. The intent of this annex is to provide a sample outline to use as a foundation of responsibilities to build on.

1. **Battalion Commander (BN CDR)**

- a. Commands and controls the battalion.
- b. Uses staff to manage battalion activities.
- c. Responsible for health, welfare, morale, and discipline of the battalion.
- d. Provides training objectives for subordinate commands.
- e. Disseminates command guidance/issues orders.
- f. Executes the orders of the PMS and cadre.
- g. Inspects and ensures orders and policies are followed.

2. **Battalion Executive Officer (BN XO)**

- a. Supervises all tasks assigned to the staff.
- b. Directs the efforts of special staff Officers.
- c. Ensures staff is rendering assistance to subordinate commands.
- d. Supervises the implementation of risk management.
- e. Serves as Battalion Commander in his/her absence.

3. **Battalion Personnel Officer (BN S-1)**

- a. Monitors unit strength and reports attendance to cadre.
- b. Supervises morale support activities including recreational and fitness activities.
- c. Supervises awards program.
- d. Supervises administration of discipline.
- e. Schedules religious services.
- f. Advises the commander on personnel and administration policies.

4. **Battalion Operations Officer (BN S-3)**

- a. Prepares monthly/weekly training schedules.

- b. Develops Mission Essential Task List (METL).
- c. Supervises the execution of training.
- d. Determines requirements and priorities for the allocation of resources.
- e. Prepares Order of Merit Lists (OML) for Cadet schools.
- f. Prepares, Coordinates, Authenticates, Publishes, and Distributes OPLANS, WARNOs, FRAGOs.
- g. Compiles training records and reports such as After Action Review (AARs).

5. **Battalion Logistics Officer (BN S-4)**

- a. Coordinates the use of all classes of supply.
- b. Determines maintenance requirements.
- c. Coordinates transportation requirements.
- d. Coordinates the distribution of TA-50 and personal clothing.
- e. Coordinates field sanitation requirements.

6. **Battalion Civil/Military (Recruiting/Retention) Operations Officer (BN S-5)**

- a. Coordinates with nonmilitary agencies.
- b. Plans recruiting and retention plans.
- c. Executes recruiting tables throughout campus locations.
- d. Coordinates community activities.

7. **Company Commander (CO)**

- a. Commands and controls the company.
- b. Executes tactical Officer/NCO instructions.
- c. Executes the daily training plan.
- d. Disseminates information/issues orders.
- e. Exercises command through the chain of command.
- f. Inspects and follows-up on instructions.
- g. Accepts responsibility for all unit actions.

8. **Company Executive Officer (XO)**

- a. Performs duties directed by CO.

- b. Acts as CO in his/her absence.
- c. Coordinates for rations/mess, water, and resupply operations.
- d. Supervises distribution of equipment and supplies.
- e. Establishes movement load plans.

9. **First Sergeant (1SG)**

- a. Accounts for personnel; prepares personnel reports.
- b. Conducts company formations.
- c. Issues orders/instructions through the NCO chain of command
- d. Ensures barracks/personal appearance standards are met.
- e. Conducts drill and ceremonies at the company level.
- f. Supervises and controls field mess provisions.
- g. Supervises maintenance and control of equipment through the NCO chain.

10. **Platoon Leader (PL)**

- a. Commands and controls the platoon.
- b. Executes the CO's instructions/orders.
- c. Conducts troop leading procedures.
- d. Inspects and follows-up on instructions.
- e. Prepares and issues OPORDs.
- f. Controls tactical movements.
- g. Conducts platoon offensive, defensive and patrolling operations.
- h. Conducts platoon battle drills.
- i. Plans, calls for and adjusts fire.
- j. Accepts responsibility for all platoon actions.
- k. Renders reports; keeps the chain of command informed.

11. **Platoon Sergeant (PSG)**

- a. Controls and accounts for personnel and equipment.
- b. Ensures barracks/personal appearance meet standards.

- c. Supervises the issue of equipment, rations, and ammunition to the squads of the platoon.
- d. Conducts platoon formations.
- e. Conducts drill and ceremonies at the platoon level.
- f. Performs duties directed by the Plt Ldr.
- g. Conducts pre-combat inspections.
- h. Supervises occupation of assembly areas, defensive positions and patrol bases.
- i. Assists the Plt Ldr in tactical movements/battle drills; assists in the conduct of the platoon attack/defense.
- j. Conducts resupply/redistribution activities.
- k. Supervises construction of individual and crew-served fighting positions.
- l. Supervises and controls maintenance and turn-in of equipment.

12. **Squad Leader (SL)**

- a. Controls and accounts for personnel and equipment.
- b. Ensures barracks/personal appearance meet standards.
- c. Supervises distribution of equipment, rations, and ammunition.
- d. Controls squad formations and movements.
- e. Conducts troop leading procedures.
- f. Prepares and issues OPORDs
- g. Conducts squad offensive, defensive, and patrolling operations.

13. **Team Leader (TL)**




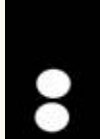

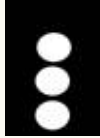








- a. Controls and accounts for personnel and equipment.
- b. Ensures barracks/personal appearance meet standards.
- c. Executes distribution of equipment, rations, and ammunition.
- d. Controls team formations and movements.
- e. Conducts Special Team rehearsals.
- f. Disseminates information.
- g. Conducts team offensive, defensive operations, as ordered by the Squad Leader.
- h. Alpha Team Leader serves also as Assistant Squad Leader (ASL).




















ANNEX C

MILITARY AND CADET RANKS

In writing a letter, you may use the abbreviation in the address of the letter. Use the rank/title spelled out in the heading, i.e., Dear Colonel.

<u>ABV</u>	<u>GRADE</u>	<u>RANK/TITLE</u>	<u>ORAL ADDRESS</u>
GEN	0-10	General (4 star)	General
LTG	0-9	Lieutenant General (3 star)	General
MG	0-8	Major General (2 star)	General
BG	0-7	Brigadier General (1 star)	General
COL	0-6	Colonel	Colonel
LTC	0-5	Lieutenant Colonel	Colonel
MAJ	0-4	Major	Major
CPT	0-3	Captain	Captain
1LT	0-2	First Lieutenant	Lieutenant
2LT	0-1	Second Lieutenant	Lieutenant
SMA	E-9	Sergeant Major of the Army	Sergeant Major
CSM	E-9	Command Sergeant Major	Sergeant Major
SGM	E-9	Sergeant Major	Sergeant Major
1SG	E-8	First Sergeant	First Sergeant
MSG	E-8	Master Sergeant	Sergeant
SFC	E-7	Sergeant First Class	Sergeant
SSG	E-6	Staff Sergeant	Sergeant
SGT	E-5	Sergeant	Sergeant
CPL	E-4	Corporal	Corporal
SPC	E-4	Specialist	Specialist
PFC	E-3	Private First Class	Private
PVT	E-2	Private	Private
PVT	E-1	Private	Private

Army ROTC Officer Rank Insignia		
Rank	ARMY	ARMY ROTC
0-1	 Second Lieutenant	 Second Lieutenant
0-2	 First Lieutenant	 First Lieutenant
0-3	 Captain	 Captain
0-4	 Major	 Major
0-5	 Lieutenant Colonel	 Lieutenant Colonel
0-6	 Colonel	 Colonel
Army ROTC Enlisted Rank Insigni		
E-1	NO INSIGNIA Private E-1	No equivalent Cadet rank
E-2	 Private E-2	 Private

E-3	 <p>Private First Class</p>	 <p>Private First Class</p>
E-4	 <p>Specialist</p>	No equivalent Cadet rank
E-4	 <p>Corporal</p>	 <p>Corporal</p>
E-5	 <p>Sergeant</p>	 <p>Sergeant</p>
E-6	 <p>Staff Sergeant</p>	 <p>Staff Sergeant</p>
E-7	 <p>Sergeant First Class</p>	 <p>Sergeant First Class</p>
E-8	 <p>Master Sergeant</p>	 <p>Master Sergeant</p>
E-8	 <p>First Sergeant</p>	 <p>First Sergeant</p>
E-9	 <p>Sergeant Major</p>	 <p>Sergeant Major</p>
E-9	 <p>Command Sergeant Major</p>	 <p>Command Sergeant Major</p>

ANNEX D

WEARING OF THE UNIFORM

1. **General**

- a. Wearing a military uniform is a privilege. It sets you apart as a special person. Wear the uniform with pride.
- b. The supply technician will issue you your various uniforms. If necessary, arrangements will be made for alterations so the uniforms fit properly.
- c. When in uniform, always wear the complete uniform. Never mix articles of civilian clothing with uniform parts. Although there are exceptions, generally no part of the uniform may be worn with civilian attire and no civilian attire may be visible when worn with the uniform. The exceptions include the black all weather coat, which may be worn with civilian clothing provided all insignia is removed, and the physical fitness uniform. Cadets will be IAW AR 670-1 at all times when wearing any military uniform, to include PTs.
- d. Uniforms will be clean and neatly presented when worn
- e. Uniform cap must be worn when outdoors in uniform.
- f. Simultaneous Membership Program (SMP) Cadets will be issued certain uniform items of outer wear by the ROTC supply. When participating in ROTC training, the Cadet Command patch will be worn.

2. **Grooming**

Cadre and Cadets alike are expected to present a positive, professional image. Proper personal appearance contributes to individual pride as well as to building esprit de corps. As such, all Cadets are expected to be neatly groomed. When wearing a military uniform or otherwise representing Army ROTC, Cadets will conform to the following grooming standards:

- a. Male haircuts. The hair will not be excessive or present an unkempt appearance. It will present a tapered look. When combed, it will not fall over the ears or eyebrows or touch the collar except for the closely cut neck hair.
- b. Female haircuts. The bulk or length of the hair will not interfere with wearing of military headgear. Hair should not appear unkempt. The hair length may not extend below the bottom edge of any uniform collar. Long hair may meet this standard by being pinned up using natural hair colored clips etc.
- c. Men will be clean shaven except for mustaches. If a mustache is worn, it will be neatly trimmed so that no portion covers the upper lip line or extends beyond or below the corner points of where the upper and lower lips join.
- d. Sideburns will be neatly trimmed. The base will not be flared and will be a clean-shaven, horizontal line. Sideburns will not extend below the lowest part of the exterior opening of the ear.
- e. Earrings. Female optional wear of screw-on, clip-on, or post-type earrings with only service and dress uniforms. Earrings will not be worn with ACU's or PT uniforms. Earrings will not exceed 6mm or 1/4 inch in diameter. They will be of gold, silver, white pearl or diamond; unadorned and spherical. When worn, earrings will fit snugly against the ear and will be worn as a matched pair with only one earring per ear lobe.
- f. Tattoos and brands that are visible while wearing the class A uniform are prohibited. The wear of body piercing devices while in uniform is prohibited except for the wear of earrings as defined in paragraph 2-e.

3. **Categories of Uniforms**

a. The Bear Battalion has three distinctive uniforms; the Army Combat Uniform (ACU), the Army Physical Training Uniform (PT), and the Army Service Uniform (Class A).

b. Service Uniforms. This category is further divided into two classes – class A and class B. Cadet-issue includes both classes of the Army green service uniform. The Cadet uniforms are the enlisted personnel's version of the service uniform with Cadet insignia.

c. The Army Combat Uniform (ACU) consists of a coat and trousers, patrol cap, tan T-shirt, appropriate belt, boots and authorized accessories including cold weather coat, socks, etc.

d. The physical fitness uniform consists of the gray T-shirts, black shorts, black pants, gray jacket, and accessories, including the reflective belt and knit cap.

4. **Mandatory Wear of Uniforms**

Cadets wear uniforms on the following occasions:

a. During military science classes, laboratory periods, and physical fitness training.

b. During military social functions, Ranger Challenge training, and color guard details.

c. During field training exercises.

d. When appearing before or serving as a member of a board of Officers.

e. Cadets are expected to remain in Uniform the entire day of their Military Science class.

ANNEX E

MILITARY CUSTOMS AND COURTESIES

1. Introduction

If there is any one fundamental which underlies all proper social conduct, it is this--consideration for the rights and dignity of others. While some of our social customs seem somewhat involved, all proper conduct originally springs from this fundamental. The knowledgeable Officer will, at all times, conduct himself in such a manner that will cause the least embarrassment, discomfort, and inconvenience to those around him. An Officer, in social relations, should never forget this principle of consideration for others.

Two of the most important expressions in your whole vocabulary are "please" and "thank you." If you are thinking in these terms, chances are that you are headed in the right direction, even though you may be a little rusty on the particular rules governing a situation.

An Officer's attitude toward other people will distinguish the gentleman or lady from the boor. Each person, man or woman, should always be treated with consideration and courtesy. The knowledgeable Officer will practice this deference to all those encountered, whether in a business or social environment.

There is an old military maxim that in the relations between seniors and juniors, "The senior will never think of the difference in rank; the junior will never forget it." This adage is just as true in social as it is in official relations. Adherence to this principle leads to ease and harmony. Violation of it often leads to unpleasantness and sometimes to outright embarrassment.

During your career as an Officer, you will meet literally hundreds of people, both officially and socially. The impression that you make on all these people depends very much on your social conduct in all its aspects: politeness, proper clothing, respect for seniors, table manners, courtesy to others, and correct correspondence. It is therefore in your best interest to become familiar with these procedures as soon as possible.

2. Customs of Service

"Nothing is Stronger than Custom" - OVID.

A custom is an established usage. Customs include positive actions--things to do, and taboos--things to avoid doing. Much like life itself, the customs which we observe are subject to a constant and slow process of revision. Many of those customs that were commonplace a generation or two ago have passed into a period of declining observance. New customs arise to replace those that have declined. Others live on and on without apparent change. To an astonishing degree, man is eager to follow established practices. The realization that he is following a course that has been successful for others in similar circumstances bolsters his confidence, thus encouraging him or her to adhere to his/her course. Whether a custom is ancient or new, its influence is profound. It follows, that, as a long established social organization, the Army observes a number of customs which add appreciably to the interests, the pleasures, and the graciousness of Army life. This section is intended to explain and to help perpetuate those Army customs which have enriched many lives for many years. In knowing and practicing these customs you will be rewarded with enjoyable experiences and new friendships formed, all strengthening the purposeful service which our mission requires.

3. The Correct Use of Titles

Each member of the Army, from Private to General of the Army has a military grade which becomes his title by force of regulation and custom. On official correspondence a serviceman's title always accompanies his name. Titles are also used in conversation between service members. Likewise, by usage and customs, military titles are used between military and civilians just as custom has dictated the usage of "Senator," "Professor," or "Doctor."

A. Titles of Commissioned Officers.

1. Lieutenants are officially addressed as "Lieutenant." The terms "First" and "Second" are used only in written correspondence in the address line.

2. Other commissioned Officers are addressed by their title. In nonofficial correspondence and conversation, brigadier generals, major generals, and lieutenant generals are addressed as "General." Under the same conditions, lieutenant colonels are referred to as "Colonel."
3. Frequently, senior Officers will address juniors Officers by their first name (but never NCOs); however, this in no way gives the junior the privilege of referring to the senior in any way other than with his proper title. Similarly cadre members may occasionally refer to Cadets in one-on-one situations by their first names.
4. Chaplains are addressed as "Chaplain." A Catholic Chaplain may properly be addressed as "Father."
5. When addressing a female Officer under circumstances when the use of "Sir" would be appropriate for a male Officer, the term "Ma'am" should be used.

B. Titles of Noncommissioned Officers.

Noncommissioned Officers are addressed by their title. Sergeants Major are addressed as "Sergeant Major" and First Sergeants are addressed as "First Sergeant." All other sergeants are referred to simply as "Sergeant." A specialist is addressed as "Specialist," and privates are addressed as "Private."

C. During ROTC activities, cadre and Cadets of senior rank will be addressed by rank and name: "Sergeant Smith" or "Captain Jones". In as much as military courtesy works both directions in the chain of command, you will be addressed as "Cadet Jones." The term "Sir" or "Sergeant" will be used to show the appropriate respect when conversing with or replying to a cadre or a Cadet Officer or noncommissioned Officer of higher rank.

4. Reporting

Cadets in uniform reporting to a cadre Officer or a Cadet Officer of higher rank will:

- A. Come to attention; salute, holding it; Report as appropriate: "Sir, Cadet Jones reports as directed" or "Sir, Cadet Doe requests permission to speak with you" etc.
- B. Drop the salute after it has been returned.
- C. Remain at attention until told "At Ease" or other direction.
- D. At completion of the conversation return to attention; if at ease, salute and hold the salute until it is returned; drop the salute, then depart.

5. Saluting

This traditional military greeting is one of the more important forms of military courtesy. The manner in which a salute is rendered or returned tells much about an individual Soldier and his unit. Detailed instructions on proper saluting are contained in FM 22-5, Drill and Ceremonies. The proper salute will be rendered as follows.

- A. As required at military formations and ceremonies as prescribed by FM 22-5.
- B. By all Cadets in uniform outdoors when meeting or when approached by a cadre Officer or a Cadet Officer of higher rank.
- C. By Cadets in uniform indoors reporting to a cadre Officer. (Reporting is covered in paragraph E, above).
- D. As the national colors pass by or is passed by out of doors when in uniform.
- E. Always salute the most senior Officer.

F. An appropriate greeting should be offered when saluting a higher ranking official: e.g., "Good morning, Ma'am"

G. The salute is not rendered indoors except when reporting or when in a ceremony.

H. On campus - saluting is optional when both parties are in civilian clothing, however it is mandatory when in uniform.

6. The Senior's Place of Honor.

Another ancient military custom dictates that you should always walk or sit to the left of your superiors. For centuries men fought with swords, and because most men are right handed, the heaviest fighting occurred on the right. The shield was on the left arm, and the left side become defensive. Men and units who preferred to carry the battle to the enemy, and who were proud of their fighting ability, considered the right of a battle line to be a post of honor. Therefore, when an Officer walks or sits on your right, he is symbolically filling the post of honor.

7. Use of "Sir" or Ma'am"

A. A Soldier, in addressing a military superior, uses the word "Sir" or "Ma'am" in generally the same manner as does a civilian speaking to a person to whom he wishes to show respect. In the military service, however, the matter of who says "Sir" to whom is clearly defined: in civilian life it is largely a matter of discretion.

B. As a general rule "Sir" or "Ma'am" is used in speaking either officially or socially to any senior. The word is repeated with each complete statement. "Yes" and "No" should not be used in speaking to a superior without "Sir".

C. On the other hand, "Sir" or "Ma'am" should not be said with every other breath to the point of obsequiousness. In official dealings between Officers who know each other well, it is proper to use the word with less frequency.

8. "No Excuse, Sir/Ma'am"

An Army Officer must focus his/her efforts and ingenuity on finding solutions to challenges with which they are presented, rather than on a search for reasons why the task should not be attempted or excuses why it could not be accomplished. Within these guidelines, the Officer must realize that there are certain circumstances under which "No Excuse, Sir" is not an appropriate answer. If the task in question was not accomplished for reasons which indicate that some part of "the system" is not functioning properly, then the Officer has the obligation to point out these flaws in the system. Such flaws must never be pointed out as an attempt to throw up a smoke screen behind which to conceal your own shortfalls for which there truly is "No Excuse, Sir."

9. Always assume the proper position when speaking with Superiors

Each Cadet must properly "REPORT" to any cadre members requiring her/his presence. Outside the classroom environment (i.e. in the drill hall), Cadets should **stand at attention** when talking to cadre and/or senior Cadet Officers and **parade rest** when speaking with cadre and Cadet NCOs, until told to do otherwise.

10. Arrival or Departure of the BN CDR or Senior NCO

A. Prompt military courtesies are one of leading indicators of a cohesive disciplined unit. One such courtesy is to call the Battalion or building to "Attention" when the Battalion Commander or PMS arrives in the morning and departs for the day. Within these same parameters, the building or Battalion should be called to "At-Ease" when the unit's Senior NCO, usually the SMI, arrives and departs the Battalion area.

B. As a show of respect, if an Officer who outranks the PMS enters the Battalion area, the building should be called to "Attention". If an NCO who outranks the SMI enters the Battalion area, the building should be called to "At-Ease".

ANNEX F

TRADITIONS OF THE U.S. ARMY ROTC CADET COMMAND

1. The United States Army ROTC Cadet Command was organized 15 April 1986 at historic Fort Monroe, Virginia, blending the vibrance of a new command with the traditions of the Army's second oldest continuously active installation. The history of ROTC extends back to the nineteenth century when military training was introduced at what is today Norwich University in Vermont. The lineage of Cadet Command's Reserve Officers' Training Corps dates to 1916 and the passage of the National Defense Act. A new chapter began with the consolidation of all ROTC activities within Cadet Command, an organization forging its own identity and its own traditions.

2. The Cadet Creed

a. The Cadet Creed was adopted in June 1988 to imbue Army Cadets with the values which are critical to being successful Cadets and later Army Officers. All Cadets must memorize the Cadet Creed; it will be recited at every PT formation.

THE CADET CREED

I am an Army Cadet. Soon I will take an oath and become an Army Officer committed to DEFENDING the values which make this Nation great. HONOR is my touchstone. I understand MISSION first and PEOPLE always.

I am the PAST - the spirit of those WARRIORS who made the final sacrifice.

I am the PRESENT - the scholar and apprentice soldier enhancing my skills in the science of warfare and the art of leadership.

But above all, I am the FUTURE - the future WARRIOR LEADER of the United States Army. May God give me the compassion and judgment to lead and the gallantry in battle to WIN.

I WILL do my DUTY.

b. Explanation of the Cadet Creed. The Cadet Creed, in a few carefully selected words, explains what is expected of an Army Cadet. The Cadet Creed is a key element in the traditions of Cadet Command.

"DEFENDING the values which make this Nation great." Cadets, upon being commissioned, take an oath to defend, with their lives when necessary, the Constitution of the United States of America. This document, created more than two centuries ago after our Nation's valiant struggle for independence, is the keystone of our way of life, of the world's most wondrous democracy. Our nation derives its strength from the consent of the governed. The basic tenets of our Constitution are that all people have certain natural inalienable rights, are born equal, and must be treated equally before the law. These are powerful words, but words which have meaning only as long as we as Americans are willing to defend our value system as embodied in our Constitution. Each Army Cadet is honor bound to do this, both as a Cadet and later as a commissioned Officer.

"HONOR is my touchstone." Honor is used in two ways when referring to Army Cadets. Serving the people of the United States as a commissioned Officer is an honor afforded only a small fraction of our young men and women. More importantly, "with honor" describes how an Army Cadet will serve upon being commissioned. Honor is the bedrock upon which the Army Officer builds a successful career. Honor encompasses integrity and dedication. Honor is the thread which holds together the fabric of our Army as it

discharges its critical mission of being the strategic force which maintains the integrity of our Nation and peace in our world. Serving with honor begins in the Cadet years and builds throughout a career.

"MISSION first and PEOPLE always." The Army Cadet who lives by these five words will always get the job done, which is the essence of being an Army Officer. A commissioned Officer has a sacred obligation to take care of the men and women entrusted to the unit - to guide, train, teach and counsel. The leader who cares for people will always command the respect and dedicated service of those commanded, assuring mission accomplishment.

"I am the PAST." The legacy of the Army Cadet dates to the colonial Army which won our independence. It has been enriched by each generation that served in time of peace to safeguard our security, and in time of war to secure victory through supreme sacrifice. The tradition of the Army Cadet is to live up to the magnificent example set by their former comrades-in arms, in our land and overseas, as the guardians of liberty.

"I am the PRESENT." Army Cadets are talented people who are molded into superior leaders through a commitment to excellence by the Officers and noncommissioned Officers who make up Cadet Command. The skills of the Army Cadet are enhanced in the classroom, at field training exercises, at Advanced and Basic Camp, and through Ranger Challenge. The Army Cadet dedicated to excellence will become an Officer who is both a war winner and a respected leader.

"I am the FUTURE." Army Cadets are indeed the Army's future Officer leadership. Into the hands of Army Cadets across the Nation will be placed the responsibility of leading the outstanding young Americans who fill the enlisted ranks of our Army. Our Army Cadets will be challenged to maintain and strengthen our Army. Being an Officer-leader will be both a challenge and an opportunity. Each Army Cadet must live up to his or her full potential to become a Warrior leader with the "RIGHT STUFF" to be a war winner.

"I WILL do my DUTY." Doing one's duty encompasses all the traits inherent in being an Army Cadet and an Army Officer. In the words of one of America's most respected Army commanders, General Robert E. Lee, "Duty is the most sublime word in our language. Do your duty in all things. You cannot do more. You should never wish to do less."

3. The Foster Flag

Cadet Command's colors are the crisp black and gold of America's senior military service, attesting to the command's critical mission: To commission the future Officer leadership of the United States Army. Mrs. Maria Foster, wife of SGM Calvin Foster of the U.S. Army Fourth Region, U.S. Army ROTC Cadet Command, hand-stitched the first colors of the command. SGM Foster presented the flag to MG Robert E. Wagner, the first Commanding General of Cadet Command, on 2 May 1985, at Continental Park, Fort Monroe, during ceremonies marking the organization of the new command. From 2 May 1986 to 16 December 1987, the Foster Flag proudly flew at numerous Cadet Command ceremonies. It symbolizes the dedication of Cadet Command to promoting "Leadership Excellence" and commissioning the future Officer leadership of the United States Army. The Foster Flag now stands in a place of honor in the foyer of Cadet Command Headquarters at Fort Monroe.

4. Patch and Crest

Cadet Command's shoulder patch was authorized 8 April 1986. Its crest was authorized on 22 August 1986. The symbolism of both insignia is identical. The shield symbolizes the Army mission of national defense and is divided into quarters representing the four traditional military science courses comprising Senior ROTC curriculum. The sword signifies courage, gallantry and self-sacrifice intrinsic to the profession of arms. The lamp denotes the pursuit of knowledge, higher learning, and the partnership of the Army ROTC with American colleges and universities. The Greek helmet is symbolic of the ancient civilization concept of the Warrior scholar. The motto "LEADERSHIP EXCELLENCE" expresses the ultimate responsibility of Army ROTC in the discharge of its moral responsibility to the nation.

5. Cadet Park

Cadet Park at Headquarters Cadet Command was dedicated 28 April 1987 as part of the first anniversary observance of the Command. Cadet Park was dedicated in the year of the Bicentennial of the American Constitution, the document our Cadets swear to defend and preserve upon being commissioned. Cadet Park

at Headquarters, Cadet Command and those at each region, are also our symbolic link to the university community. Our parks commemorate the men and women who have earned Army commissions through Cadet Command and are serving their Nation proudly as Officer-leaders. This commissioning process is made possible by the administration and faculties of colleges and universities throughout our country who have opened their campuses to Cadet Command and are our active partners in "Commissioning the Future Officer Leadership of the United States Army."

6. Cannonade

An integral part of Cadet Command's reviews and ceremonies is the firing of a three-volley cannonade saluting the pillars of our service to our Nation - **DUTY, HONOR, and COUNTRY.**

DUTY - Obedience and disciplined performance. Despite difficulty or danger, duty requires self-responsibility and selfless devotion.

HONOR - Encompassing integrity and dedication. Honor is the thread which holds together the fabric of our Army.

COUNTRY - For which men and women have given their lives. Our country shines as the light of freedom and dignity to the world.

ANNEX G

BRANCHES OF THE ARMY

1. General

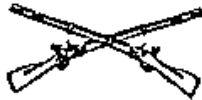
This section is assist you the Cadet in preparing to be commissioned. Cadet Command also provides a companion publication, The Transition from Cadet to Lieutenant, which will also be helpful. Cadre are another valuable resource to draw on.

2. Branches of the Army

Each Army Officer is assigned to one of the Army's branches. Each Cadet requests assignment to a branch of preference. Every effort is made to assign new Officers to a branch of their choice.

a. Maneuver, Fires, & Effects (MFE)

Maneuver



INFANTRY

INFANTRY --Commanding the ground forces which must be ready to destroy enemy forces through close ground combat is the job of the Infantry Officer. Infantry Officers lead by example and will be found in the thick of any military conflict. (MALES only).



ARMOR

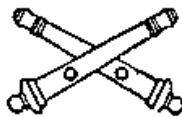
ARMOR--Commanding the finest tanks and related mechanized equipment in the world, the Armor Officer controls some of the most lethal assets on the modern battlefield. Officers in this branch of service can trace their roots to the colorful mounted cavalry of an earlier era. (MALES only).



AVIATION

AVIATION--Commanding the diverse aviation assets of the Army-- both fixed-wing and rotary (helicopters)--are Officers of the Aviation Branch. After extensive and demanding flight training, Officers in this branch pilot the combat and support aviation assets which ensure the fighting agility of our forces.

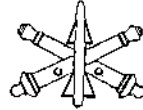
Fires



FIELD ARTILLERY

FIELD ARTILLERY--Field Artillery Officers control the devastating arsenal of weapons which bring long-range fire to bear on enemy targets. Officers in this specialty manage the missile and cannon weapons

which stand ready to deliver payloads on enemy targets. Traditionally the artillery delivers the majority of fire power on the battlefield. (FEMALES only assigned to Rocket Artillery.)



AIR DEFENSE ARTILLERY

AIR DEFENSE ARTILLERY—Taking the fight to the third dimension of the modern battlefield--the airspace above--is the mission of Air Defense Artillery. Officers in this branch employ the sophisticated radar, missile, and gun systems which protect our ground forces from the hostile action of aircraft and allow units freedom of maneuver

Maneuver Support



CORPS OF ENGINEERS

CORPS OF ENGINEERS--The peacetime mission of the Corps of Engineers includes construction of Military office buildings, barracks and environmental and ecological projects such as dams, bridges, and harbors. During combat operations, engineers construct obstacles which are used to impede the enemy and clear obstacles implanted by the enemy which hinder the movement of friendly forces.



CHEMICAL CORPS

CHEMICAL CORPS--The Chemical Corps Officer advises the commander on the best way to counter the chemical, biological, and nuclear hazards which may be encountered by our forces on the battlefield. Officers in this specialty also provide technical expertise on the employment of nuclear and chemical weapons by friendly forces.



MILITARY POLICE

MILITARY POLICE--Military Police Corps Officers are trained in critical aspects of law enforcement such as traffic control, crime prevention, and criminal investigative procedures prior to assuming their duties. Other functions include prevention of sabotage and the supervision of prisoners of war.

b. Operations Support (OS)



MILITARY INTELLIGENCE

MILITARY INTELLIGENCE--The Military Intelligence Officer plans and supervises the collection, analysis, and dissemination of information collected about the area of operations.



SIGNAL CORPS

SIGNAL CORPS--Are vital members of the Combined Arms Team. Advise commanders on the employment of cable, switching, radio computer network and satellite communications. If you can't communicate, you can't shoot and move. Keeping the Army in touch with the Army is a demanding and challenging job.

c. Force Sustainment (FS)

Soldier Support



ADJUTANT GENERALS CORPS

ADJUTANT GENERALS CORPS--In many ways, the Adjutant General Corps runs the Army. It administers the Army's post office, its archives, its publications and even the Army's band. It plans and develops the Army's personnel, administrative and community activities support system.



FINANCE CORPS

FINANCE CORPS--Officers entering the Finance Corps learn all aspects of military and civilian pay operations. These include disbursement of public funds, payment of travel and transportation allowances, processing commercial transactions, and other related payment activities.

Logistics



ORDNANCE CORPS

ORDNANCE CORPS--Maintaining and servicing the complex arsenal of weapons in the Army inventory is the job of the Ordnance Corps. To accomplish this mission, Ordnance Corps Officers must be skilled at handling equipment, munitions and, most importantly, be able to lead the civilian technicians and Soldiers assigned to these units.



TRANSPORTATION CORPS

TRANSPORTATION CORPS--Moving equipment, Soldiers, and supplies throughout the world effectively and efficiently is the job of the Transportation Corps. Using wheeled vehicles, aircraft, and watercraft, Officers in this specialty accomplish such tasks as traffic management, the movement of personal property, and the management of military seaports.



QUARtermaster CORPS

QUARtermaster CORPS--Officers choosing the Quartermaster Corps receive extensive training in supply operations. Armed with the latest data processing equipment, Quartermaster Officers ensure that the immense quantities of equipment required to support a modern Army are available worldwide as needed.

d. **Health Services (HS)**



MEDICAL SERVICE CORPS

MEDICAL SERVICE CORPS--Opportunities in the Medical Service Corps include working in the specialties of optometry, podiatry, and pharmacy as well as medical supply and administration.



ARMY NURSE CORPS

ARMY NURSE CORPS--Army Nurse Corps Officers practice nursing at its best throughout a wide and varied clinical spectrum. Working in an environment that encourages independence and responsibility, Nurse Corps Officers receive opportunities to advance their careers with new clinical experiences and progressive educational programs. Army nursing offers valuable training experiences and challenges not often duplicated in civilian nursing.



MEDICAL SPECIALIST CORPS

MEDICAL SPECIALIST CORPS--The Army Medical Specialist Corps includes the specialties of dietetics, occupational therapy, and physical therapy.

e. **Special Branches**



JUDGE ADVOCATE GENERAL CORPS

JUDGE ADVOCATE GENERAL CORPS--The Judge Advocate General Corps has responsibility for administering the Army's legal system. Areas of specialization administered by Judge Advocate General Corps Officers include labor relations, international law, tax and contract, and criminal justice.

Not all branches are pictured. Those not pictured are not available as ROTC accession specialties. Branches not pictured include: Special Forces, Civil Affairs, Chaplain, Dental Corps, Veterinary Corps, Medical Corps, Acquisition Corps

ANNEX H

PHYSICAL FITNESS

1. Conducting Physical Training

a. There are two formations that are used to assemble a unit for physical training, extended rectangular and

(1) Extended Rectangular Formation

The extended rectangular formation is the traditional formation for most physical training activities. The instructor positions a platoon in line formation; the platoon is centered on the instructor and five paces away.

Extend to the left, MARCH. Cadets in the right flank file stand fast with their arms extended to the sides at shoulder level. All other Cadets extend to the left. The distance between fingertips is about 12 inches and dress is right. After taking a sufficient number of steps all Cadets face the front; each has both arms extended to the sides at shoulder level.

Arms downward, MOVE. The Cadets lower their arms smartly to their sides.

Left, FACE. Cadets execute the left-face movement.

Extend to the left, MARCH. Cadets in the right flank file stand fast with their arms extended to the sides. All other Cadets extend to the left. Spacing is the same as above and dress is right.

Arms downward. MOVE. Cadets lower their arms smartly to their sides.

Right, FACE. Cadets execute the right-face movement.

From front to rear, COUNT OFF. The leading Cadet in each column turns head to the right rear. Calls off, "one", and faces the front. Successive Cadets in each column call off in turn "two," "three," "four," and so on. The last Cadets in each column will not turn the head to the right while sounding off.

Even numbers to the left, UNCOVER. All even-numbered Cadets step to the left squarely in the center of the interval, bringing their feet together. The unit is now ready for stretching and warm-up exercises.

Assemble to the right, MARCH. Cadets double-time to their original positions in column or line formation.

(2) Circular Formation

The circle formation is recommended for guerilla drills, grass drills and various circuits. This formation's advantage over the extended rectangular formation is that supervising all Cadets is easier; and the moving formation permits effective control. More informal than the rectangular formation, the circle formation is excellent for small groups.

When more than 30 Cadets exercise, separate circles should be used. Concentric circles may be used to accommodate more Cadets. If concentric circles are formed, a squad is designated for each. Each additional circle requires more Cadets than the one inside it. For example, squads form the outer circle. When concentric circles are employed, the circles rotate in opposite directions.

Circle formation, FOLLOW ME. This command is used when a platoon is to form a circle. The left flank squad of the column moves forward at double time. The platoon gradually forms a circle in counterclockwise direction. Each succeeding file falls in behind that on the left. Then the rough outline of the circle is formed.

PICK UP A 5-YARD INTERVAL. This command ensures that the intervals between Cadets are uniform. The group may be halted and faced toward the center for instruction. If instruction is not necessary, the exercise may be executed without stopping the platoon.

b. Physical training sessions are broken into three sections, Warm Up, Exercises, and Cool Down. The following explains each element in detail.

(1) **Warm Up**

The instructor gives the command AT EASE

Then announces the warm up/stretching exercise; states the starting position, and then commands READY, BEGIN. At the end of each warm up/stretching exercise they command the formation to RELAX or CHANGEVER as appropriate.

Below is a typical set of warm up/stretching exercises:

Jog in place for 1 to 2 minutes.

Neck Rotation - hands at hips, feet shoulder width apart. Start clockwise then switch. (10 seconds)

Arm and Shoulder Rotation - stand with back straight and feet shoulder width apart. Extend arms outward to shoulder height. Make forward circular motion with your arms then switch direction. (10 seconds)

Hip Rotation - stand same as for Neck Rotation. Rotate hips clockwise, then change direction. (10 seconds)

Knee and Ankle Rotation - feet and knees together, bend at waist and knees, put hands on knees. Rotate legs clockwise then switch. (10 seconds)

At this point, add appropriate stretching exercises found in FM 21-20, working from head to toe.

End stretches with one more calisthenics exercise such as Side Straddle Hop.

(2) **Exercises**

The instructor commands Group/Platoon/Company, ATTENTION - This brings the group to attention.

Then announces "The next exercise will be (state exercise)." "I will count the cadence, you will count the repetition." (when appropriate)

Then commands starting positions, MOVE, in cadence, EXERCISE. (command BEGIN when not in a cadence exercise)

The instructor starts by commanding "1, 2, 3" group says "ONE" then "1, 2, 3" group says "TWO", etc.

The last repetition of the exercise is signified by a change in voice of the instructor. After the last "1, 2, 3" the group says HALT and the instructor commands Position of attention, MOVE.

REST (optional) then back to ATTENTION.

Then keep repeating above steps for the remaining exercises.

(3) Cool Down

Conduct cool down in same manner as Warm Up, but without ending calisthenics.

2. PT Tests and Requirements

a. Each Cadet will be tested in the Army Physical Fitness Test. It will be the Cadets' responsibility to maintain the proper physical conditioning, and to stay within the Army weight standards. Refer to FM 21-20 for APFT standards.

b. Physical training will be a part of the Army ROTC Program throughout the school year. All Cadets should take it upon themselves to stay in good physical condition.

c. The Army Physical Fitness Test that will be given to each Cadet consists of three events. Scholarship Cadets must be able to score 60 points in each event to pass the Physical Fitness Test. There are 100 points possible for each event with 300 points being a perfect score on the test.

(1) **The Push-up:** Cadets start in the front leaning rest position and will have two minutes to complete this exercise. The arms and back must be straight in the starting position. On the command of GO, begin your push-ups by bending at the elbow and lowering your body until the top of the upper arms, shoulders, and lower back are aligned parallel to the ground. You will then return to the starting position. This will count as one (1) push-up. You may rest, but your body cannot touch the ground.

PUSHUP



START POSITION

AGE 17-21

(a) Minimum Male - 42 Push-ups; 60 points

(b) Maximum Male - 71 Push-ups; 100 points

(c) Minimum Female - 19 Push-ups; 60 points

(d) Maximum Female - 42 Push-ups; 100 points

(2) **The Sit-up:** The start position is flat on your back, knees bent at a 90 degree angle, fingers interlocked behind your head. You have two minutes to complete this test. On the command of GO, begin curling your body forward and return to the vertical position and return to starting position. During the exercise, another Cadet will hold your ankles down to the ground. The hands must remain interlocked behind your head throughout the exercise. You may rest only in the up position.

SIT-UP



START POSITION

AGE 17-21

- (a) Minimum Male - 53 Sit-ups: 60 Points
- (b) Maximum Male - 78 Sit-ups: 100 Points
- (c) Minimum Female - 53 Sit-ups: 60 points
- (d) Maximum Female - 78 Sit-ups: 100 points

(3) **The Two Mile Run:** The minimum and maximums are as listed below:

AGE 17-21

- (a) Minimum Male - 15:54: 60 points
- (b) Maximum Male - 13:00: 100 points
- (c) Minimum Female - 18:54: 60 points
- (d) Maximum Female - 15:36: 100 points

3. **Weight Control Program**

Meeting the Army height and weight standard is as much a part of being a leader as wearing the uniform properly. Excess weight is not only detrimental to one's health, but it also can prevent a Cadet from entering the Advanced Program. Any Cadet whose weight does not meet the military acceptable weight standards cannot be contracted into the Advanced Course and cannot attend Advanced Camp. The standards listed on the next page are the "screening table weights". Cadets who exceed this height/weight will be evaluated for body fat percentage. 17-20 year old males may not exceed 20% body fat. 17-20 year old females may not exceed 30% body fat.

ANNEX I

LEADERSHIP DIMENSIONS

Leadership Dimensions

1. A dimension is an observable trait that can gauge an individual's potential to perform a future action. The Army has identified 23 dimensions to measure the potential of an individual to serve as a junior military Officer. These dimensions are used to evaluate ROTC Cadets throughout their on- and -off-campus military training. It is therefore important that each Cadet understands the indicators by which he or she will be assessed. The dimensions are divided into the following categories: values, attributes, skills and actions.

a. **Values** are core ideas/beliefs held by an individual. The Army stresses values as a basis for ethical understanding and behavior. A leader's values include:

(1) **Loyalty** (LO) establishes the correct ordering of our obligations and commitments, starting with the Constitution, but also including the U.S. Army, the unit, the family, friends, and finally the self. Loyalty works both ways, up and down, and is a pre-condition for trust, cooperation, teamwork, and camaraderie.

(2) **Duty** (DU) is the sense of commitment an individual feels toward the laws and rules that make up organizational, civic, and moral obligations. Our values originate with duty because we expect all members of the Army to fulfill their obligations, at a minimum. We often expect individuals to exceed their duty, especially in ethical matters.

(3) **Respect** (RE) is the regard and recognition of the absolute dignity that every human being possesses. Respect is indicated in compassion, consideration of others, sensitivity to and regard for the feelings and needs of others and an awareness of the effect of one's own behavior on them. Respect also involves the notion of fairness.

(4) **Selfless Service** (SS) signifies the proper ordering of priorities. Think of it as service before self. The welfare of the nation and the organization come before that of the individual. While the focus is on service to the nation, the idea also requires that the person properly takes care of family and self.

(5) **Honor** (HO) is a measure of an individual's motivation to act and for the greater good, and is characterized by a strong sense of right and wrong. Honor circumscribes the complex set of all the values that make up the public code for the Army (or for any organization). Honor includes integrity, courage, loyalty, respect, selfless-service, and duty. Honor and moral identity stand together because the honorable individual identifies with the group values. Honor provides the motive for action. An honorable person feels bound to a public moral code rather than protection of a reputation.

(6) **Integrity** (IT) requires steadfast adherence to a set of values, encompassing the sum total of a person's set of values and his or her private moral code. Integrity can also be expressed as reliability under all conditions.

(7) **Personal Courage** (PC) is the military virtue that enables us to face fear, danger, or adversity, whether in physical or moral contexts. Courage includes the notion of accepting responsibility for decisions and actions and involves the ability to perform critical self-assessment, confront new ideas, and to change.

b. **Attributes** are personal characteristics that are more-or-less permanent (or long standing), yet can develop over time through correct and habitual practices. Attributes include mental, physical, and emotional.

(1) **Mental** (ME) attributes are intellectual aptitudes or capacities for learning that leaders possess and can develop. These attributes include will, self-discipline, initiative, judgment, confidence and intelligence. Will is the readiness and determination to support the everyday mission and goals of the Army in peace. Will is also the preparation in peace to get ready to fight when necessary and the determination to win in war. It also is the indispensable motivation to persevere in the face of adversity when others prefer to quit,

"though I be the lone survivor". The leader's will must be contagious; tapping hidden potential to inspire Soldiers to reach beyond their own expectations. The best way for leaders to build will in their Soldiers is through confidence and skill. Self-discipline is the ability to do the right thing on your own. Self discipline enables clear thinking and reasonable action during combat with its periods of isolation, potential for high leader casualties, continuous stress and critical need for independent action based on the commander's intent. Good leaders do not wait for orders when something must be done. They encourage initiative tempered by judgment. Will, self-discipline, initiative, and judgment build confidence. Confidence is self esteem developed through competence. Intelligence is the ability to acquire and apply knowledge tempered with judgment and confidence.

(2) **Physical (PH)** attributes include health, physical fitness and military professional bearing. Health includes taking routine physical examinations, maintaining good dental hygiene, maintaining deployability, and taking care of personal health needs concerning personal hygiene, grooming, and cleanliness. Physical Fitness is the stamina to perform sustained operations with reduced rest and recovery time and is a part of enhanced combat readiness. Paraphrasing Patton, fatigue makes cowards of us all. The goal of an individual physical fitness program is more than high achievement on the Army Physical Fitness Test (APFT). The APFT is merely a yardstick to measure progress toward the goal of better physical fitness. When a leader approaches the APFT in this manner, physical fitness is a part of enhanced combat readiness. Leaders must have the stamina to fight and win successive battles with reduced rest and recovery time. Military/professional bearing is maintaining high standards of appearance, manner, behavior and courtesy.

(3) **Emotional (EM)** attributes are self-control, balance and stability. They are central to emotional maturity and leading by example. A leader must have the ability to exercise self-control, to balance emotion with competing demands, and to remain stable in the face of adversity. They also form the basis for developing a reciprocal bond between leaders and Soldiers that sustains them in time of mortal danger.

c. **Skills** are demonstrations of competence in four dimensions. Interpersonal, conceptual, technical, and tactical. Interpersonal skill is skill with people. Conceptual skill is skill with ideas. Technical skill is skill with things. Tactical skill is the combination of all three of the other skills applied to train for and win wars. We can add some definition to these skill dimensions by listing some representative skills appropriate at Cadet (and lieutenant) level.

(1) **Interpersonal skills (IP)** Skills at the junior leader level include communicating, counseling, teaching, motivating, listening, supervising, team-building, persuading, building interdependence and mediating conflict.

(2) **Conceptual skills (CN)** Skills at the junior leader level include critical (careful, deliberate) reasoning, moral reasoning, judging, taking or gaining perspective, and problem solving.

(3) **Technical skills (TE)** Skills at the junior leader level include setting-up, maintaining, or operating equipment or demonstrating proficiency in applying training received.

(4) **Tactical skills (TA)** Tactical skills are a combination of skills with people, ideas, and things, applied to fight and win wars in ways defined in other doctrinal manuals.

d. **Actions** are grouped into 3 broad types: influencing actions, operating actions and improving actions. Each leadership dimensions:

(1) **Influencing** is taking action to positively direct the behavior of people and units. The three influencing dimensions are communicating, decision making, and motivating.

(a) **Communicating (CO)** Is expressing oneself effectively in individual and group situations, either orally or in writing, whether or not given adequate time to prepare. Communicating includes using proper grammar, gestures, and nonverbal communications.

(b) **Decision Making (DM)** Providing clear direction by reaching sound, logical conclusions based on analysis of factual information and prudent assumptions, and then commit people and units to take appropriate actions based on those conclusions.

(c) **Motivating people (MO)** Understand and use an individual's wants and needs to influence how the individual thinks and what he does. Motivating uses appropriate incentives and methods that reinforce individuals or groups as they work toward accomplishing tasks or toward resolving conflicts or disagreements. Motivating involves empowering subordinate leaders to achieve organizational goals and properly rewarding their efforts as they achieve the goals.

(2) **Operating** Action leaders take to operate effectively with people and units in order to accomplish missions. The three operating dimensions are Planning, Executing and Assessing.

(a) **Planning and organizing (PL)** Planning establishes courses of action for people and units to accomplish goals, set priorities, allocate resources, and entrust specific tasks to subordinates.

(b) **Executing (EX)** Executing establishes procedures for monitoring and regulating processes, tasks, or activities; taking actions to monitor and influence the results of delegated tasks or projects; and coordinating actions and activities of subordinates, fulfilling duty requirements and responsibilities.

(c) **Assessing (AS)** Assessing is the deliberate action to monitor progress and results conducted as the action unfolds. Assessing uses in-progress and after-action reviews to determine how well goals are being accomplished and to identify areas to sustain or improve.

(3) **Improving** actions are those taken by leaders to enhance future performance of individuals and units. The three improving dimensions are Developing, Building and Learning.

(a) **Developing people (DE)** Developing people means enhancing the competence and self-confidence of subordinates through role modeling and/or training and developmental activities related to current or future duties.

(b) **Building teams (BD)** Building teams is accomplished by enhancing the performance of the unit; showing commitment to the achievement of group or organizational goals; striving for and positively reinforce timely and effective discharge of duties; promoting the benefits of working effectively with others; and promoting compliance with and active support of organizational goals, rules and policies.

(c) **Learning from experience (LR)** Learning from experience is demonstrated by a willingness to test experience; examine and challenge how individuals and organizations do things; apply lessons identified both during the assessment of current activities and from earlier experience; transform lessons into knowledge so that individuals and organizations will adopt changes and perform better in the future.

ANNEX J

MILITARY TERMINOLOGY

1. The Army, like any profession has its own special jargon. The military uses a lot of abbreviations and acronyms. Commonly used ones you will likely encounter are listed below. The complete official reference is Army Regulation 310-50. "Authorized Abbreviations and Brevity Codes." With time and experience you will be speaking like a native and will communicate military ideas quickly.

2. Translation of Acronyms

ACU Army Combat Uniform: The camouflage utility uniform worn with combat boots.

AR: Army Regulation

AAR After Action Review: A group critique at the end of a mission or exercise to maximize the learning experience of the group.

AGR Active Guard/Reserve: Reserve component Officers serving full time on active duty in support of the Reserve Component mission.

APMS Assistant Professor of Military Science: An ROTC Cadre Officer.

APFT Army Physical Fitness Test: Evaluates physical condition. It consists of three events (push-up, sit-up and 2 mile run) which are rated on a scale from 0 to 100 points for each event. The minimum passing score for each event is 60 points.

ARNG Army National Guard.

ARPERCEN Army Reserve Personnel Center: the organization which manages reservists and is located in St. Louis, Missouri.

ASAP As Soon As Possible: Do what is requested now.

CDT CMD U.S. Army ROTC Cadet Command: The active duty major Army Command which controls ROTC.

CO Commanding Officer: The Officer with legal authority over all personnel and operations in the unit.

CONUS Continental United States: Usually refers to an assignment within the lower 48 states of the US.

CRB Cadet Record Brief. A computer-generated report used by Cadet Command

CTLT Cadet Troop Leadership Training: Program during the Summer for MS IIIs after Advanced Camp to work as a leader and experience the challenges of an active Army unit.

D&C Drill and Ceremonies: How military groups move from place to place and render honors.

FM Field Manual describes doctrine (how to do something) e.g. tactics, patrolling.

FTX Field Training Exercise: Training conducted outside the classroom, maximizing hands-on experience.

FY Fiscal Year: A fiscal accounting year. For the U.S. Government it begins 1 October and ends 30 September.

GTA Graphic Training Aid: A visual aid or tool used while conducting training.

GRFD Guaranteed Reserve Forces Duty: A commissioning contract option guaranteeing a new lieutenant will not serve on active duty except for the Officer's Basic Course.

HQ Headquarters: Where the boss is located

IAW In Accordance With: Tells you what reference to use to obtain guidance on how to accomplish something.

JROTC Junior Reserve Officers' Training Corps: A high school leadership and citizenship development program.

LDP Leadership Development Program: An evaluation program of leadership potential for Army ROTC and West Point Cadets.

LCE Load-Carrying Equipment: (Also sometimes called LBE for Load Bearing Equipment)The web gear carried by a Soldier while in the field. It usually consists of the pistol belt, suspenders, canteen and ammunition pouches.

LES Leave and Earnings Statement: A document which accompanies your monthly military paycheck which accounts for your money and vacation days.

MS Military Science or student: Refers to ROTC Cadets or classes (MS I-Freshmen,

MS II-Sophomores, MS III-Juniors, and MS IV's-Seniors).

NAC National Agency Check: A security clearance check.

NCO Noncommissioned Officer: Doer-supervisors in the Army. Includes corporal and all of the sergeant ranks.

NLT Not later than: Tells you to do something by a specific time.

OBC Officers Basic Course: Branch specific active duty training following ROTC instruction and commissioning.

OER Officer Evaluation Report: A job evaluation and report card.

OML Order of Merit List: Ranked and prioritized list of people based on their demonstrated performance and leadership potential.

PT Physical Training. Includes stretching, calisthenics, strength training and cardio-vascular training to prepare for APFT

SOP Standard Operating Procedure. The organization's standard/approved way to do something