



Rocket Battalion Cadet Handbook



MISSION

The mission of Army ROTC is to commission the future officer leadership of the United States Army. We strive to meet that mission by offering a classroom curriculum that focuses on developing bright, capable college students into leaders. In our leadership lab, students are given the opportunity to apply the skills they learn in a tactical setting. Since physical fitness is a necessary quality for a future officer, Cadets participate in regular physical training. Army ROTC prepares you for a lifetime of successes. While earning a degree in any field, you will receive additional training in areas such as: leadership, judgment, decision-making, values, ethics, communications, critical thinking, management and analysis. We strive to impart all Cadets with a sense of self-motivation, discipline, initiative, service, patriotism, and integrity.

PURPOSE OF THE HANDBOOK

The purpose of this handbook is to provide general information on Army ROTC. This handbook gives an overview of our program and should answer most questions new Cadets have about being a Cadet in the Rocket Battalion. This handbook should become a well-worn reference and is designed to be used throughout a Cadet's career. It is intended to be a primary resource for basic information and should be referenced whenever a question arises.

OVERVIEW

The University of Toledo Army ROTC program offers classroom instruction, weekly leadership laboratories, physical training (PT), periodic field exercises, and several extra-curricular opportunities. The four-year Military Science program consists of the Basic Course, offered to freshmen, and sophomores, and the Advanced Course offered to selected juniors, seniors and graduate students. Completing the Military Science curriculum does not fulfill academic major or minor requirements as most military science courses are considered electives.

Basic Course (MSL I & MSL II)

The Basic Course is open to all students. ROTC textbooks are provided at no cost. Uniforms are provided on a case-by-case basis to Basic Course Cadets and returned at the end of each semester. Also, Cadets can expect to spend one to two hours a week in class, two hours a week in lab, and three hours a week conducting PT with the Battalion.

Advanced Course (MSL III & MSL IV)

Admission into the Advanced Course is for those students who have successfully completed the Basic Course or to students who have entered the program through lateral entry. Admission criteria include academic achievement, demonstrated leadership potential, and medical/physical fitness. Students must be enrolled full-time students actively seeking to serve in the Active Army, the Army Reserves, or National Guard following graduation. While enrolled in the Advanced Course, students will receive a monthly stipend, free ROTC textbooks, and temporary issue of uniforms. Cadets in the Advanced Course (also known as Military Science and Leadership III and IV) spend time in class, fill leadership and instructor positions at lab and PT, and devote time to preparing leadership assessments and evaluations.

ROTC CADET CREED, PATCH, AND MOTTO

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 have 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.

THE ROTC SHIELD

The shield (patch) 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 Greek helmet is symbolic of the ancient civilization concept of the warrior scholar.



ROTC MOTTO

The motto "Leadership Excellence" expresses the ultimate responsibility of Army ROTC in the discharge of its moral responsibility to the Nation.

HISTORY AND PURPOSE

It has always been our nation's policy to have only as large an active Army as necessary to meet immediate requirements. The Army Reserve and the Army National Guard create the ability to expand the size of the force in the event of emergency. The Army trains officers to fill the positions of all three components: Active Army, Army National Guard, and Army Reserve. The Army Reserve Officer's Training Corps (ROTC) in colleges and universities throughout the United States trains 66% of the officers earning commissions as Second Lieutenants each year. Those officers fill the positions in all three components of the Army.

The Reserve Officers' Training Corps was established immediately prior to World War I to train college students for positions of leadership in Active and Reserve Army units. At its inception in 1916, 90,000 Cadets were enrolled. Today U.S. Army Cadet Command trains over 40,000 college students at 270 colleges and universities throughout the United States, Puerto Rico and Guam. Each year approximately 4,000 Cadets are commissioned through the Army ROTC program.

The ROTC program at The University of Toledo has a long and proud tradition. Several groups tried to establish an ROTC program at the University when World War II interrupted their plans. On 29 January 1947, Dr. Phillip C. Nash, then President of the University, made formal application to the War Department for an Infantry ROTC program. In response to the application, and following an inspection of the University's facilities, Army ROTC was established on 28 May 1947. An Engineer ROTC unit was organized on 1 April 1951. In September 1952, the University was selected as one of the units to be placed under the general ROTC curriculum not dedicated to any single branch within the Army. This general program is essentially the one found in all colleges and universities across the nation today. The ROTC program at The University of Toledo has evolved over the past 60 years.

This guide will assist you in maintaining and perpetuating this fine heritage. Your actions will have a great deal to do with the success of Army ROTC at The University of Toledo. You have good reason to be a proud member of the Rocket Battalion.

MILITARY CADRE AND STAFF

Professor of Military Science (PMS): The Professor of Military Science is responsible for the overall conduct of the Army ROTC program at the University of Toledo. The PMS is the senior Army Officer and, as such, leads the Cadre and Cadets of the "Rocket Battalion". As the Battalion Commander, the PMS is the first link in the chain of command for both the Cadre and Cadets alike. The PMS is also the Chairman of the Military Science Department for the University.

Army Instructors: Active Army Officers and Non-Commissioned Officers are assigned to The University of Toledo Army ROTC Battalion as instructors and year group advisors. Their duties are to teach pre-commissioning military subjects and assist in the development of Cadet leadership skills. They also serve as counselors and mentors, and advise the extracurricular activities (Pershing Rifles, Ranger Company...). The instructors have served in a variety of military positions and are great sources of information. Do not hesitate to consult them.

Civilian Staff: There are several civilian staff employees assigned to the Army ROTC Battalion for the purpose of assisting with the administration of ROTC Battalion activities. These employees perform a number of duties to include: secretarial duties, records management, financial management, recruiting and enrollment assistance, computer data management, scholarship management, supply accountability and property management. Do not hesitate to seek their advice. They too are professionals and take pride in providing excellent customer service.

CADET RECORDS

For each Cadet enrolled in ROTC, a Military personnel Records Jacket (DA Form 201); and ROTC Cadet Record (TRADOC-476) is prepared and maintained on file in the Cadet records section. It is imperative that each Cadet ensure that the information contained in these records is up to date and accurate. Additionally, from time to time certain other information and documents are required as part of the counseling process to ensure academic progression. On such occasions, Cadets will be notified either directly or through Cadre advisors and subsequently will be expected to comply with any and all actions needed in a prompt manner.

CADET SUPPLY

As a member of the "Rocket Battalion", you will be issued various uniforms and items of military equipment. You are responsible for safeguarding and maintaining everything issued to you. All clothing and equipment issued from the supply room must be signed for by all Cadets drawing the item(s). Such persons will be held responsible for proper use, care and return of the equipment and supplies in a satisfactory condition. Cost of all items damaged, or not returned to supply will be paid for by the Cadet responsible. Cadets failing to do so will have a hold placed on the university transcripts and a lien for payment forwarded to the Internal Revenue Service.

GENERAL:

Army Green (Class A) uniform items are to be dry cleaned. All other uniform items, except field equipment, are to be laundered. Field equipment will be brushed off, hand washed in mild soap, and drip dried.

Equipment and footwear worn-out through normal wear and tear may be exchanged at no cost to the Cadet. No articles requiring polish will be cleaned or shined while attached to the uniform. Cleaners such as Brasso will render the uniform unserviceable if spilled on. You will have to pay for uniforms if this occurs.

Upon completion of either the two- or four- year program, or withdrawal from ROTC all government property will be returned to Supply. Students who leave the program before completing one full academic year are required to return all equipment and uniforms. Combat boots, which have been issued for less than two years to a Cadet will be returned or may be purchased at half price. MSL IVs who are commissioned have the option of returning or purchasing, at half price, any uniform items they have hand-receipted for at least two years. Non-recoverable items such as socks, t-shirts, belts, hats, caps and gloves may be retained at no cost to the newly commissioned officer.

EQUIPMENT ACCOUNTABILITY:

Uniform items issued by the Battalion, which are destroyed or made unserviceable due to fair wear and tear, will be replaced by the Battalion only when the loss or destruction: (a) Was due to fair wear and tear. (b) Was not the fault or neglect of the student. (c) Occurred during ROTC training. Otherwise, maintenance, repair and replacement of uniforms and equipment, while in possession of the Cadet, is made at the expense of the Cadet. The Cadet does not pay for costs of repair and restoration caused by fair wear and tear.

Equipment and uniform items lost or damaged during ROTC training must be reported through the chain of command or to a cadre member immediately. Every effort should be made to recover lost items at that time. If equipment or uniform items are stolen, law enforcement authorities should be notified (if possible) so that a report could be filed. This report can help determine liability. The supply office should also be notified as soon as possible and provided a copy of the police report along with an affidavit signed by the Cadet explaining the situation

FAILURE TO RETURN EQUIPMENT: A Financial Liability Investigation of Property Loss (FLIPL) will be initiated against any Cadet who fails to return uniforms and equipment. If found liable, the Cadet must pay for the items. Action will also be taken to collect through university channels; this may include freezing student accounts.

CHARACTERISTICS OF A MILITARY LEADER

Leadership is influencing people - by providing purpose, direction, and motivation-while operating to accomplish the mission and improving the organization. In order to be an effective leader, a future officer must possess certain values, attributes, skills and actions.

VALUES

Values tell us part of what the leader must be.

LOYALTY

Bear true faith and allegiance to the US Constitution, the Army, your unit, and other soldiers.

DUTY

Fulfill your obligations.

RESPECT

Treat people as they should be treated.

SELFLESS SERVICE

Put the welfare of the nation, the Army, and subordinates before your own.

HONOR

Live up to all the Army values.

INTEGRITY

Do what's right-legally and morally.

PERSONAL COURAGE

Face fear, danger, or adversity (physical or moral).

ATTRIBUTES

Attributes are a person's fundamental qualities and characteristics

MENTAL ATTRIBUTES The mental attributes of an Army leader include will, self-discipline, initiative, judgment, self-confidence, intelligence, and cultural awareness.

PHYSICAL ATTRIBUTES Physical attributes-health fitness, physical fitness, and military and professional bearing--can be developed. Army leaders maintain the appropriate level of physical fitness and military bearing.

EMOTIONAL ATTRIBUTES As an Army leader, your emotional attributes-self-control, balance, and stability--contribute to how you feel and therefore to how you interact with others.

SKILLS

Competence links character and leadership. Leaders are responsible for being personally competent.

INTERPERSONAL SKILLS affect how you deal with people. They include coaching, teaching, counseling, motivating, and empowering.

CONCEPTUAL SKILLS enable you to handle ideas. They require sound judgment as well as the ability to think creatively and reason analytically, critically, and ethically.

TECHNICAL SKILLS are job-related abilities. They include basic soldier skills. As an Army leader, you must possess the expertise necessary to accomplish all tasks and functions you're assigned.

TACTICAL SKILLS apply to solving tactical problems, that is, problems concerning employment of units in combat. You enhance tactical skills when you combine them with interpersonal, conceptual, and technical skills to accomplish a mission.

LEADER ACTIONS

Leaders act. They bring together everything they are, everything they believe, and everything they know how to do to provide purpose, direction, and motivation. Army leaders work to influence people, operate to accomplish the mission, and act to improve their organization.

INFLUENCING Army leaders use interpersonal skills to guide others toward a goal. Direct leaders most often influence subordinates face to face.

- **Communicating** involves displaying good oral, written, and listening skills for individuals and groups.
- **Decision-making** involves selecting the line of action intended to be followed as the one most favorable to the successful accomplishment of the mission. This involves using sound judgment, reasoning logically, and managing resources wisely
- **Motivating** involves inspiring and guiding others toward mission accomplishment.

OPERATING Operating is what you do to accomplish the immediate mission, to get the job done on time and to standard.

- **Planning and preparing** involve developing detailed, executable plans that are feasible, acceptable, and suitable; arranging unit support for the exercise or operation; and conducting rehearsals.
- **Executing** involves meeting mission standards, taking care of people, and efficiently managing resources.
- **Assessing** involves evaluating the efficiency and effectiveness of any system or plan in terms of its purpose and mission.

IMPROVING Good leaders strive to leave an organization better than they found it.

- **Developing** involves investing adequate time and effort to develop individual subordinates as leaders. It includes mentoring.
- **Building** involves spending time and resources to improve teams, groups, and units and to foster an ethical climate.
- **Learning** involves seeking self-improvement and organizational growth. It includes envisioning, adapting, and leading change.

LEADERSHIP DEVELOPMENT PROGRAM (LDP)

The LDP is an individual-focused training process designed to develop leadership skills in a variety of training environments. It is administered on-campus by a primary assessor (MSL IV / Military Science Instructor) and at LDAC/LTC by TACs (Train, Advise, Counsel), and uses an integrated system of structured leadership opportunities to maximize potential and predict success as a lieutenant. Leader development is a continuous process of training, assessment and feedback with the goal of instilling and enhancing desirable behavior in military organizational managers. The LDP includes basic leadership training, periodic assessment, and counseling at both team and individual level by experienced observers. Trends and corrective actions are identified and followed with retraining and reassessment in a continuous cycle. Effective leader development is progressive, building on lessons learned and maximizing individual potential.

INDIVIDUAL FOCUS: The LDP establishes a model that identifies individual training needs, creates a plan of development, trains, and assesses Cadet performance, all with the goal of developing Cadets to their maximum individual potential. Following each assessment, Cadets are provided timely, focused developmental feedback in the form of individual counseling. Cadet performance is thoroughly documented in individual Cadet files (e.g., Job Performance Summary Cards and the Cadet Evaluation Report) that reflect information used to quantify performance and potential. The assessment of individual growth considers each Cadet's history of performance.

DEVELOPMENTAL FEEDBACK: Timely periodic performance feedback provides Cadets with tools to begin improvement. Each time Cadet performance is assessed, notable strengths and weaknesses are addressed and specific means for improvement are discussed in detail with the Cadet. Depending on the nature of the assessment scenario, the assessor provides formal or informal feedback in the form of performance test scores, counseling sessions, coaching, encouraging and individual or team after action reviews (AARs).

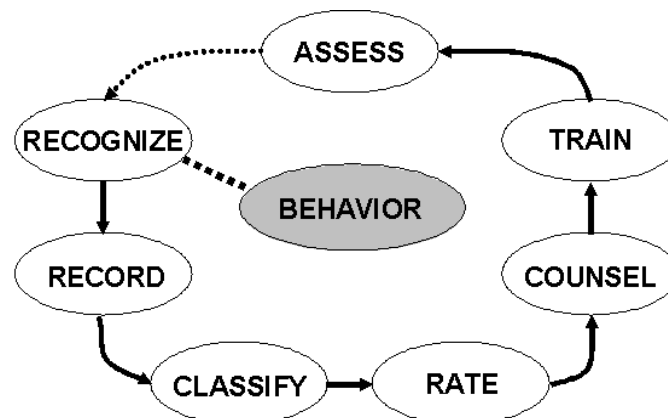
STRUCTURED LEADERSHIP OPPORTUNITIES: Leadership opportunities are practical exercises in leading and caring for subordinates, and are used as a training tool to emphasize key teaching points. The LDP utilizes formally structured leadership opportunities, where Cadets are assigned a leadership role with specific and implied tasks, given time to plan and prepare, and allowed to execute their duties. The use of structured opportunities enables assessors to direct actions to ensure that experiences are consistent with the Cadet's development.

COUNSELING:

MSL I and MSL II Years: The PMS ensures all MSL I and MSL II Cadets each semester receive developmental counseling from either an upper class Cadet or a member of the battalion cadre. While the PMS may adjust this scheme to fit school circumstances, the quality of all counseling is controlled, both in form and content, by battalion cadre. This counseling is recorded on DA Form 4856, Developmental Counseling Form.

MSL III Year: From the standpoint of training, assessment, and leadership development, the MSL III year is the most intensive of a Cadet's ROTC experience. The PMS maintains a record of Cadet performance during the MSL III year (immediately preceding LDAC attendance) and summarizes this performance on the Cadet Evaluation Report (CER). Likewise, at LDAC, Cadet performance in leadership opportunities and in all scored events is summarized in a CER for each Cadet.

MSL IV Year: As they prepare for entry into Army service, MSL IV Cadets, with help from battalion cadre, prepare an Officer Development Support Form and a Junior Officer Development Support Form, IAW AR 623-105. The PMS counsels Cadets based on their performance and support forms and completes an Officer Evaluation Report for each MSL IV Cadet during the last semester of the MSL IV year.



CADET LEADERSHIP ASSESSMENT REPORT

LEADERSHIP ASSESSMENT REPORT				CADET COMMAND REG 145-3 REQUIREMENTS CONTROL SYMBOL ATCC-122
PART I – RECORD OF OBSERVATIONS AND COUNSELING			Check here if SPOT REPORT <input type="checkbox"/>	
a. SUMMARY OF OBSERVATION: Summarize most significant observed leadership behaviors. Use sufficient detail to support summary ratings in Parts II and III. Use Continuation Card if necessary.				
<p>SL for 8 person squad to conduct training at Leader Lab 1 (1930-2130): Train squad members in specified individual and squad drill tasks; Came to rehearse with prepared training outline; smart plan (DU, PL, CN); (1915) Instructed squad to open ranks, inspected uniforms prior to first formation, made spot corrections, set example; Distributed bug spray to squad, big hit with squad; Brought squad to parking lot without knowing where to go; slow to sort it out (1952-1956); had "gaggle" until he finally regained control (EM-, DM-, EX-); Used an experienced MSL II to help an MSL I off-line while SL continued to work with the rest of the squad; (2015) Faced squad in the wrong direction and commented "OOPS" (EM-, TE-); Often not centered on squad while marching...</p>				
b. COUNSELING: Comment on at least 1 "SUSTAIN" and 1 "IMPROVE" dimension as identified in Part II. ("IMPROVE" comments are required for each "N" entry in Part II). Not required for Spot Report.				
<p>SUSTAIN: Used clear command voice, easily understood, energetic; Gave command "fall out" while squad in "at ease" position; Paid close attention to detail in column movements; (1940) Made good use of demonstrators throughout..</p> <p>IMPROVE: Commands often hurried and w/o proper inflection - didn't usually pause between preparatory command and command of execution (CO-, TE-); Demonstrated incorrect in "rear march" execution, realized it, did not correct (ME-, AS-)...</p>				
RATED CADET NAME <div style="text-align: center;">Doe, John</div>		UNIT <div style="text-align: center;">1st Platoon</div>		DUTY POSITION (Location if Spot Report) <div style="text-align: center;">Squad Leader</div>
RATED CADET SIGNATURE <div style="text-align: center;"><i>John Doe</i></div>		ASSESSOR NAME / INITIALS <div style="text-align: center;">James Smith / JS</div>		DATE <div style="text-align: center;">9-1-02</div>
		CADRE <input checked="" type="checkbox"/>		CADET <input type="checkbox"/>

CDT CMD FORM 156-4A-R FEB 02 REPLACES CDT CMD FORM 156-4-R OCT 98

NOTE: Signature indicates that counseling was administered as reflected in Part I above, and does not imply agreement with ratings.

PART II - CHARACTER: Disposition of the leader: combination of values, attributes, and skills affecting leader actions											
a. ARMY VALUES (Comments mandatory for all "NO" entries. Use Part I)											
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>1. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the Unit, and the soldier</p> <p>2. DUTY: Fulfills professional, legal, and moral obligations</p> <p>3. RESPECT: Promotes dignity, consideration, fairness, & EO</p> <p>4. SELFLESS-SERVICE: Places Army priorities before self</p> </td> <td style="width: 50%; vertical-align: top;"> <p>5. HONOR: Adherence to the Army's publicly declared code of values</p> <p>6. INTEGRITY: Possesses high personal moral standards; honest in word and deed</p> <p>7. PERSONAL COURAGE: Manifests physical and moral bravery</p> </td> </tr> </table>						<p>1. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the Unit, and the soldier</p> <p>2. DUTY: Fulfills professional, legal, and moral obligations</p> <p>3. RESPECT: Promotes dignity, consideration, fairness, & EO</p> <p>4. SELFLESS-SERVICE: Places Army priorities before self</p>	<p>5. HONOR: Adherence to the Army's publicly declared code of values</p> <p>6. INTEGRITY: Possesses high personal moral standards; honest in word and deed</p> <p>7. PERSONAL COURAGE: Manifests physical and moral bravery</p>				
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b. LEADER ATTRIBUTES / SKILLS / ACTIONS: Mark "E", "S", or "N" for each observed dimension. IMPROVE comments in Part II are mandatory when rating of "N" is indicated.											
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Summary Rating Process. At the conclusion of each observation, the assessor considers all observed dimensional behavior and the Initial ratings determined for each. By analyzing trends and weighing the criticality of actions, the assessor determines a Summary rating of Excellent, Satisfactory, or Needs Improvement (E/S/N) for each leadership dimension classified (those observed one or more times). Any behavior not rising to the minimum requirements of Satisfactory performance is considered Needs Improvement. The determination of Summary ratings is not simply a mathematical rollup of Initial ratings; assessors must recognize the relative impact of individual acts of leader behavior on the leader's overall effectiveness during the rating period, and to weight their judgments accordingly. As an example, the leader may demonstrate effective emotional control throughout most of the assessment, but a single, momentary lapse of self-control might negate everything positive done throughout the day. The assessor may weight the Summary rating more heavily toward the single loss of self-control, particularly if it is felt that behavior points to a significant leadership issue. Similarly, the leader may show little proficiency at the beginning of the rating period, only to show marked improvement near the end. The assessor may determine the improved performance to more accurately reflect the leader's capabilities, and rate accordingly. A rating of E/S/N is determined for the overall leadership performance by appropriately weighing the impact of the leader's effectiveness and impact. In determining the overall rating, individual leadership dimension ratings are considered and appropriately weighted based on their impact to the leader's overall effectiveness.

CADET SELF ASSESSMENT REPORT

CADET SELF ASSESSMENT REPORT				ROTC Cad Cmd Reg 145-3 REQUIREMENTS CONTROL SYMBOL ATCC-122	
Cadet	Unit Reg/Co/ Plt /sqd	Duty Position	Length(Hours)	Date	Date of Position
IMA Cadet	Plt /sqd	Squad Leader	24		
<p>SUMMARY OF PERFORMANCE (Describe the Situation, assigned Task, the Action taken, and the Results). Card <u>1</u> of <u>2</u></p> <p>S: Squad Leader in charge of 10 cadets during APFT, from 1800 01 Jul 99 to 02 Jul 99.</p> <p>T: Receive WARNORD/OPORD, conduct Troop Leading Procedures.</p> <p>A: Coordinated with outgoing Squad Leader to determine unfinished tasks to be completed.</p> <p>A: Took charge immediately following change of command; appointed Team Leaders and designated A-Team Leader to take charge in my absence.</p> <p>A: Gave instructions to Team Leaders to complete while I attended OPORD.</p> <p>A: Attended PLT OPORD; took notes and asked questions to clarify mission execution; asked for time to brief Sqd.</p> <p>A: Issued Squad WARNORD in clear and concise voice; covered all available information, mission statement covered "who, what, where, when, why"; Gave time and location of Squad OPORD.</p> <p>A: Issued OPORD in correct 5 paragraph format; reiterated important or critical information; maintained dynamic command presence; made eye contact with Squad members; answered all questions respectfully; used terrain model and overlay to illuminate execution phase; used Brief-back technique to ensure key leaders understand mission.</p> <p>A: Checked with Platoon Leader and Platoon Sergeant to ensure no changes to mission prior to Lights out.</p>					

CDT CMD Form 156-2-R Dec 95

<p>My Strongest Dimensions: (list 1, 2 or 3) <u>Motivating, planning, executing</u></p>		
<p>Dimensions I Need to Improve: (list 1, 2 or 3) <u>Technical skills-need to improve my knowledge of drill & ceremony.</u></p>		
<p>Complete self-assessment to this point and turn it in prior to counseling</p>		
<p>Cadet Summary of Counseling</p> <p>My Strong Dimensions (As Noted by Evaluator): (list) <u>planning, motivating, and building</u></p> <p>Dimensions to Improve (As Noted by Evaluator): (list) <u>Technical skills, decision making, and mental attributes.</u></p> <p>Actions I Plan to Take: (sentences or bullets)</p> <p><u>Practice leading Drill such as PTO on future Labs; improve timing of giving commands; make a choice more quickly in an uncertain situation; make the most of it. Sustain physical and emotional attributes; work on mental attributes; show the will and judgement to "deal with it" when something goes wrong; try to think more quickly "on my feet."</u></p>		
<table style="width: 100%;"> <tr> <td style="width: 50%; padding: 5px;">Cadet's Signature <u>Ima Cadet</u></td> <td style="width: 50%; padding: 5px;">Date <u>Date of Position</u></td> </tr> </table>	Cadet's Signature <u>Ima Cadet</u>	Date <u>Date of Position</u>
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CC Form 156-2-R (Reverse Side) Jun 97

CADET SELF-ASSESSMENT – The assessor considers the leader's perspective of activities prior to determining final ratings. Following the leadership opportunity, leaders are given a specified amount of time to complete and turn in CC Form 156-2-R (Cadet Self-Assessment Card). Leadership behavior is placed in context by addressing the general **S**ituation, specific and implied **T**asks, **A**ctions associated with the task, and the **R**esults due to those actions. This **"STAR"** format is used as a tool to aid in recognizing connections between behavior and results. Using the "STAR" format, leaders present what they consider key aspects of their performance and present details that explain significant behavior and highlight initiative. Leaders should avoid recording a simple list of the day's activities, but should focus their effort instead on the most relevant behaviors. The self-assessment provides the assessor with the opportunity to gauge the level of self-awareness of the leader. Cadet Self Assessment is not normally written following a Spot Report, unless the assessor determines the information is necessary.

MILITARY COURTESY

The observance of certain forms of military courtesy is expected of all ROTC Cadets. Courtesy is the expression of consideration for others and is shown at all times. The courtesy shown is in recognition of the responsibility and authority of his/her position. The practice of rendering courtesies marks the trained and disciplined person and develops a respectful and self-confident bearing which is an asset in military and civilian life.

HISTORY OF THE MILITARY SALUTE

Men of arms have used some form of the military salute as an exchange of greeting since the earliest times. It has been preserved and its use continued in all modern armies which inherit their military traditions from the age of chivalry. The method of rendering the salute has varied through the ages, as it still varies in form between the armies of the world today.

In the age of chivalry, the knights were all mounted and wore steel armor which covered the body completely, including the head and face. When two friendly knights met, it was the custom for each to raise the visor and expose his face to view of the other. This was always done with the right hand, the left being used to hold the reins. It was significant gesture of friendship and confidence, since it exposed the features and also removed the right hand - the sword hand - from the vicinity of the weapon. Also, in ancient times the freemen (soldiers) of Europe were allowed to carry arms; when two freemen met, each would raise his right hand to show that he held no weapons and that the meeting was a friendly one. Slaves were not allowed to carry arms, and they passed freemen without the exchange of a greeting. In the Middle Ages, gentlemen often went about clothed in heavy capes under which swords were carried. Upon meeting a friend, the cloak was thrown back by raising the right arm, thus disclosing that the right hand was not on the sword hilt. The civilian counterpart of the salutes manifested in various ways such as raising the hand when greeting a friend, tipping the hat when meeting a lady, and using a sign of recognition between lodge members. This sign is always exchanged as a greeting between mends and is given willingly.

The military salute is given in the same manner - that of pride in giving recognition to a comrade in the honorable profession of arms. The knightly gesture, of raising the hand to the visor came to be recognized as the proper greeting between soldiers, and was continued even after modern firearms had made steel body armor a thing of the past. The military salute is today, as it seems always to have been, a unique form of greeting between military professionals.

WHEN TO SALUTE

Army personnel in uniform are required to salute when they meet and recognize persons entitled (by grade) to a salute except when it is inappropriate or impractical (in public conveyances such as planes and buses, in public places such as inside theaters, or when driving a vehicle).

A salute is rendered:

- When the United States National Anthem is played, foreign national anthems are played.
- To uncased National Color outdoors (within six paces).
- At reveille and retreat ceremonies.
- During the sounding of honors.
- When pledging allegiance to the U.S. flag outdoors.
- When turning over control of formations.
- When rendering reports.
- To officers of friendly nations.
- During "To the Color," "Hail to the Chief," or the raising or lowering of the flag.
- When an officer approaches a uniformed group not in formation outside, the first Cadet to recognize the officer will call "Attention" and all Cadets will salute and remain at attention until given "At ease", "Rest", "Carry on", another command, or until the officer passes.
- When in formation and an officer approaches, the person in charge calls the formation to attention and salutes. The other members of the formation do not salute.

Salutes are not required:

- Indoors, except when reporting to an officer or when on duty as a guard.
- When saluting is obviously inappropriate (e.g., a person carrying articles with both hands or being otherwise so occupied as to make saluting impracticable).
- When either the senior or the subordinate is wearing civilian clothes.

* Salutes are not rendered at double-time. If you are at double-time and must salute, come to quick time (marching) and render the salute and appropriate greeting. Then return to double time.

ADDRESSING OF OFFICERS, NCOS, and CADETS

- All Cadre and Cadet officers are addressed as "Sir" or "Ma'am" or by their respective rank and last name. 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 always be accompanied with "Sir"/"Ma'am". A noncommissioned officer is always addressed as "Sergeant," "First Sergeant," or "Sergeant Major," as appropriate.
- Two or more male officers are addressed as "Gentlemen"; two or more female officers are addressed as "Ladies"; and a mixed group should be addressed as "Ladies and Gentlemen."
- All Cadet officers will be rendered the same military courtesies as commissioned officers when in uniform or conducting ROTC training. Cadre will address all Cadets either by appropriate Cadet rank or simply as Mr. or Miss. Miss is used for married female Cadets as well.

TALKING TO OFFICERS AND NCOS

When speaking to an officer Cadets will stand at the position of attention until instructed otherwise by the officer. Likewise, when speaking to an NCO, Cadets will maintain the position of parade rest until instructed otherwise.

POSITION OF HONOR

Another ancient military custom dictates that you should always walk or sit to the left of your seniors. 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 became 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 a post of honor. Therefore, ensure a senior officer is located to your right when walking or sitting. He or she is filling the position of honor.

NATIONAL COLORS AND THE NATIONAL ANTHEM

In uniform: Cadets or military personnel when not in a military formation will render the hand salute:

- At the first note of the National Anthem.
- Individuals face toward the music or the National Colors
- Hold the salute from the first to the last note.

When indoors, in uniform and uncovered:

- Individuals will stand at attention.

When not in uniform and outdoors:

- The courtesy to the National Anthem and Colors is rendered by standing at attention.
- Remove any headgear and hold it in the left hand.
- Place the right hand over the left breast.

PROPER SPEECH ETIQUETTE

When speaking to persons of higher grade, use proper speech and titles and avoid using slang expressions, for example:

- Yeah, ya or yep
- Nope, nah
- Uh or uh ha
- Hey man, yeah man

Always use proper and professional titles and speech, for example:

- Yes Sir, No sir etc...
- Yes Sergeant, No Master Sergeant etc...

SCHOLARSHIPS

The Army sponsors several attractive scholarship packages. All Cadets must be familiar with the benefits Army ROTC has to offer.

THREE- AND FOUR -YEAR SCHOLARSHIPS

- Eligibility standards:
- be a U.S. citizen
- be 17 years old before the scholarship is effective
- receive minimum of 19 on the ACT or 920 on the SAT
- have at least a 2.5 GPA
- participate in leadership, extracurricular, and/or athletic activities
- be under 31 years old on June 30 of the year you expect to graduate and receive your officer's commission (an extension of up to three years may be granted to veterans who qualify)
- have a successful interview with the scholarship board
- pursue an Army approved academic major
- agree to accept a commission as an Active Duty, Army National Guard or U.S. Army Reserve Officer
- meet required medical and fitness standards
- three-year scholarship winners must have completed one year of college

TWO-YEAR SCHOLARSHIPS

To receive a two-year scholarship, students must meet the above listed requirements and must have completed the Basic Course. Students who did not complete the Military Science Basic Course, but would like to join ROTC and/or compete for a scholarship, can still do so. Basic Combat Training, ROTC Leaders Training Course (LTC), and JROTC experience may satisfy the Basic Course requirement (LTC is a fully paid four-week training program at Fort Knox, Kentucky.).

GUARANTEED RESERVE FORCES SCHOLARSHIP (GRFD)

To receive this scholarship, a student must meet all the eligibility requirements listed above. They will receive a commission in the Army Reserve or National Guard. The benefits, listed below, are also the same. Winners of these scholarships must participate in the Simultaneous Membership Program (described below).

OBLIGATIONS

- complete Military Science courses
- complete degree requirements
- maintain a 2.5 cumulative GPA in general studies and a 3.0 in ROTC courses
- participate in physical training and maintain Army Physical Fitness Test (APFT) standards
- meet Army height and weight standards
- serve eight years in the Army (four years of active duty and four in the Reserves or National Guard, or all eight years in the Reserves or National Guard)

BENEFITS

- 100% tuition and related required academic fees
- generous allowance each semester for books and supplies
- monthly subsistence allowance during the academic year

SIMULTANEOUS MEMBERSHIP PROGRAM (SMP)

The Simultaneous Membership Program is an Officer training program designed to produce Officers for the Army Reserve and the National Guard. An SMP Cadet is both a contracted Cadet in the Army ROTC program and a member of the Army Reserve or Army National Guard unit. SMP Cadets typically shadow platoon leaders in their unit giving them real world insight into the working of an Army Reserve or National Guard platoon. At the same time, SMP Cadets attend Military Science classes and participate in ROTC training exercises. SMP Cadets receive drill pay and the monthly ROTC stipend as well as other benefits they may have earned.

CADET PAY

A non-taxable subsistence stipend is authorized for fully enrolled and contracted Cadets at the rate of:

\$350.00 – MSL I's

\$400.00 – MSL II's

\$450.00 – MSL III's

\$500.00 – MSL IV's

for a total of up to 10 months per academic year.

Cadets are also authorized taxable pay of about \$27 a day during attendance to the Leaders Training Course and the Leadership Development and Assessment Course.

Cadet pay is directly deposited into each Cadet's bank account. Cadets will receive a Leave and Earning Statement (LES)/pay statement each month they receive pay.

CADET ACTIONS

SPOT REPORTS

Spot reports are used to report or recognize either outstanding or below standard performance of individual Cadets. These reports may be initiated by any Cadre member, or by MSL IV Cadets reporting performance of MSL I, II, or III Cadets. The spot report will be routed through the appropriate chain of command to the Commandant of Cadets for filing in the Cadet's record folder.

DISENROLLMENT

Contract students failing to meet the standards will be candidates for disenrollment from the ROTC program. Normally, Cadets will be given a warning letter and a period of time (possibly on probation) to correct deficiencies. However, if deficiencies are of a serious nature, the PMS retains the authority to disenroll Cadets without warning when adequately justified. Disenrolled students are prohibited from participation in any and all ROTC related activities and organizations and in special cases, a board of officers will be convened to make recommendations regarding future military obligations or pay back stipulations. Cadet Command will then act upon these recommendations.

ORDER OF MERIT

Order of merit lists are constructed on several occasions during the Cadet's training period in ROTC. These lists are used to help make determinations for DMS, DMG, awards, promotions, branching, and various other matters. Generally, there are two types of merit lists. One is a quarterly; it is based solely upon academic standing within the Cadet's Military Science class. The second type is a cumulative list based upon the Cadet's total ROTC performance record to date. For this, cumulative ROTC GPA, University GPA, Camp performances, and extra-curricular activities are weighed to determine a Cadet's standing among his/her peers.

CADET RESPONSIBILITIES

CONTRACTED AND SCHOLARSHIP CADETS

Academics: All Cadets must strive for academic excellence. Completion of the degree is a requirement for commissioning. Probation and/or disenrollment from the program will result unless the following standards are met:

- cumulative or term GPA over 2.0 (non-scholarship Cadets)
- pass all classes with a D or higher (some academic departments require a C to pass)
- maintain full-time student status throughout the term, not less than 12 credit hours
- ROTC cumulative or term GPA over 3.0

Participation / Attendance: Cadets must be present for the following events.

- Appearance and Grooming. Cadets are required to meet grooming standards outlined in CC Reg 670-1. These standards are located beginning on page 16 of this handbook.
- Height and Weight. Cadets must meet height and weight standards outlined on AR 600-9. These standards are located later on in this handbook.
- Leadership Laboratories. Labs are held one day each week for approximately two hours.
- Field Training Exercises (FTXs). FTXs are two to three day exercises held on weekends and allow Cadets the chance to practice their leadership and tactical skills in a field environment. We hold two FTX each academic year with both occurring in the spring semester.
- Physical Training (PT). Physical stamina is an essential component of leadership. Failure to maintain physical fitness, either by failing the APFT or the height and weight standards, will result in disenrollment. Cadets should expect to devote at least five hours per week to physical fitness. PT is held three days a week by the battalion. Partnership schools will attend PT several times a week and will sign a partnership fitness agreement from their instructor.
- Warrior Forge/ Leadership Development Assessment Course (LDAC). Cadets usually attend Warrior Forge between the junior and senior year and must successfully complete camp to become an officer. The 33-day camp incorporates a wide range of subjects designed to develop and evaluate leadership ability. The challenges are rigorous and demanding, both mentally and physically. They test intelligence, common sense, ingenuity and stamina. These challenges provide a new perspective on a Cadet's ability to perform exacting tasks and to make difficult decisions under demanding conditions.
- Military Dining-Out. A military Dining-Out is a formal social event held each spring. The Dining-Out is a training event used to introduce Cadets to military social functions.
- Fundraising. Concession stands at football games serve as a primary fundraiser through the fall, and Cadets are required to work one game.

NON CONTRACTED CADETS

The Basic Course is open to any student on campus without stipulation or obligation. However those Basic Course Cadets interested in completing the ROTC program are welcome and encouraged to participate in any and all Cadet activities. Non-eligible Cadets will not progress to the Advanced Course and all Cadets must contract not later than the second semester of their junior year.

ACADEMIC STANDARDS

1. Basic Course (Non-Scholarship): There are no ROTC imposed minimum academic standards for non-contracted students to remain enrolled in the ROTC Basic Course of ROTC.

2. Advanced Course and all Scholarship Cadets: Academic standards for contract Cadets to include 4-year and 3-year AD scholarship winners and Advanced Course Cadets are as follows:

- a. Be a full time college student (minimum 12 credit hours per semester) working toward an undergraduate degree and 9 credit hours towards a graduate degree.
- b. Maintain at least a 2.0 semester and cumulative GPA
- c. Successfully pass all academic courses each semester
- d. Maintain a cumulative ROTC GPA of 2.0
- e. Inform the PMS before withdrawing from or dropping a class
- f. Maintain satisfactory progress towards a degree completion as outlined in CC Form 104-R

3. Academic Probation:

a. A Cadet's first priority is academics. Extracurricular participation in ROTC activities which adversely affect academic proficiency, will not be permitted. Probation is considered a warning. All Cadet enrollments and benefits will continue during the probation period.

b. Cadets will be placed on academic probation if:

- o Semester GPA and/or cumulative GPA falls below 2.0.
- o Failure in one or more subjects during an academic semester.
- o Failure to maintain full-time academic status as determined by the university.
- o Failure to progress towards a degree in the scheduled time without sufficient justification.
- o Failure to maintain a cumulative GPA of 2.5 in ROTC for scholarship Cadets.

c. Leave of Absence (LOA): is that status which suspends financial assistance (scholarship) and subsistence allowance, however does not affect the period of the scholarship or benefits authorized.

- o Cadets on LOA will not be allowed to participate in ROTC training or military science class and will not be required to attend formations, drills, APFT's or other ROTC activities.
- o These Cadets will not receive commissioning credit for the period while on LOA.
- o The PMS may authorize the LOA for the following reasons:
 - Cadet needs more than the normal required time to devote to studies to complete degree requirements.
 - The normal period for degree requirements is extended because of minor academic difficulties.
 - Medical reasons (illness, pregnancy, injury or convalescence from illness).

COURSE REQUIREMENTS FOR A MILITARY SCIENCE MINOR

6 hours from any MSL 1000 or 2000 level course:

- MSL 1010 Leadership and Personal Development (fall) (2 credit hours)
- MSL 1020 Introduction to Tactical Leadership (spring) (2 credit hours)
- MSL 1030 Introduction to Physical Fitness (fall) (1 credit hour)
- MSL 1040 Physical Fitness (spring) (1 credit hour)
- MSL 2010 Innovative Team Leadership (fall) (3 credit hours)
- MSL 2020 Foundations of Tactical Leadership (spring) (3 credit hours)
- MSL 2030 Physical Training I (fall) (1 credit hour)
- MSL 2040 Physical Training II (spring) (1 credit hour)
- MSL 2200 ROTC Leadership Training Course (summer) (3 credit hours)

18 hours from the MSL 3000 and 4000 level courses:

- MSL 3010 Adaptive Tactical Leadership (fall) (3 credit hours)
- MSL 3020 Leadership in Changing Environments (spring) (3 credit hours)
- MSL 3850 Army ROTC Advance Camp (summer) (3 credit hours)
- MSL 4010 Developing Adaptive Leaders (fall) (3 credit hours)
- MSL 4020 Leadership in a Complex World (spring) (3 credit hours)
- MSL 4800 Gettysburg: A Military History (fall) (3 credit hours) **

Electives, must be 3000 level or higher:

- MSL 3030 Physical Fitness Planning I (fall) (1 credit hour)
- MSL 3040 Physical Fitness Planning II (spring) (1 credit hour)
- MSL 3600 Airborne Operations (summer) (1 credit hour)
- MSL 3700 Cadet Troop Leadership Training (summer) (1 credit hour)
- MSL 3800 Air Assault Operations (summer) (1 credit hour)
- MSL 4030 Advanced Physical Fitness Planning I (fall) (1 credit hour)
- MSL 4040 Advanced Physical Fitness Planning II (spring) (1 credit hour)

Hours Required for a Minor: 25

*** Additional Military History courses that meet the Cadet Command requirement are:*

- HIST 2250 World War I (3 credit hours)
- HIST 2260 World War II on Film (3 credit hours)
- HIST 3420 American Military History (3 credit hours)
- HIST 3430 American Military History in the 20th Century (3 credit hours)
- HIST 4220 The American Revolution (3 credit hours)
- HIST 4250 Civil War and Reconstruction (3 credit hours)
- HIST 5220 The American Revolution (3 credit hours)
- HIST 5250 Civil War and Reconstruction (3 credit hours)
- MSL 4990 Independent Studies – Military History (3 credit hours)

CADET CORPS ORGANIZATION AND CHAIN OF COMMAND

THE CHAIN OF COMMAND

Each Cadet is responsible to two separate and distinct chains of command. The first is the Army chain of command that starts at the instructor/advisor level. This chain is used for all matters concerning academics, scheduling, scholarships, military matters, etc... This chain contains no Cadet Battalion members. The Professor of Military Science is the second level in the chain of command. Most problems, issues, and concerns will be resolved at this level, if not resolved at the instructor level. From this point it flows to the Commander, 7th Brigade, then Commander, Eastern Region (ROTC), Commander, U.S. Army Cadet Command located at Fort Monroe, Virginia; Commander, Training and Doctrine (TRADOC); Chief of Staff of the Army; The Secretary of Defense, and finally The President of the United States.

The second chain of command concerns the Corps of Cadets and is both formal and informal. The chain begins with each Cadet squad leader and flows in order, to the Cadet's platoon leader, company commander, and culminates with the Cadet Battalion Commander. This chain is primarily used for student information flow for battalion activities and as a tool to replicate the actual Army Chain of Command. Formal inquiries from students may begin in this chain and move to the formal military chain of command. The Cadet Battalion Commander is directly responsible to the Professor of Military Science for all that the Corps of Cadets accomplish or fails to accomplish.

The Rocket BN provides leadership opportunities for Cadets in the Advanced Course and teaches Cadets in the Basic Course how an Army organization functions. Each Cadet must become familiar with the Cadet duty positions. MSL IVs (academic seniors) provide the Cadet leadership in the Rocket BN. Cadet officers are addressed as "Sir" or "Ma'am" when performing their Cadet responsibilities. Salutes will be rendered to the Cadet officers in accordance with standard military courtesy practices.

CADET OFFICER CORPS

BATTALION COMMANDER (CADET LIEUTENANT COLONEL)

The Cadet battalion commander (C/BC) is responsible for effectively using the Cadet battalion staff to plan, organize, direct, and control the battalion on a day-to-day basis. Special emphasis is placed on the planning and organizing for labs, the fall and spring FTXs, the Military Dining Out, and Awards Parade.

BATTALION EXECUTIVE OFFICER (CADET MAJOR)

The Cadet executive officer (C/XO) assists the battalion commander in daily operations. Traditionally, the C/XO escorts distinguished visitors and makes decisions in the absence of the C/BC. The C/XO chairs the Cadet Corps Fund Committee.

COMMAND SERGEANT MAJOR (CADET COMMAND SERGEANT MAJOR)

An outstanding MSL III is selected to fill this position for one semester. The C/CSM is responsible for forming the battalion during leadership labs, FTXs, and special events and chairs Cadet-of-the-Month Boards. The /CSM reports directly to the C/BC.

COMPANY COMMANDER (CADET CAPTAIN)

The Cadet company commander (C/CO) is responsible for training the company under the guidance of the C/BC. The most important duty of the C/CO is to ensure that Cadet platoon leaders (C/PL) are kept informed of upcoming events. Additionally, the C/CO must supervise the Leadership Development Program (LDP) by monitoring submission of Leadership Assessment Reports ("blue cards") and Cadet Self-Assessment Reports ("yellow cards").

COMPANY EXECUTIVE OFFICER (CADET FIRST LIEUTENANT)

The Cadet executive officer (C/XO) assists the C/CO by performing assigned duties.

PLATOON LEADER (CADET LIEUTENANT)

The most important job of the Cadet platoon leader (C/PL) is to ensure all Cadets are informed of upcoming events to include date, time, location, uniform, and any special instructions.

STAFF OFFICERS

The battalion commander has staff officers to assist in administration and execution of battalion functions. The Rocket BN has an S1 Officer (Personnel), S3 Officer (Operations), S4 Officer (Logistics), S5 (Recruiting) and an S6 Officer (Automation).

S1, PERSONNEL (CADET CAPTAIN)

The S1 is concerned with all administrative and personnel actions. Duties include processing and filing Cadet awards and organizing and maintaining information on the bulletin boards. The S1 ensures that accountability at all events is accurate and rosters are distributed to the Cadre and directs battalion social events.

S3, OPERATIONS (CADET MAJOR)

The S3 is primarily responsible for planning, resourcing, and directing training for the Cadet corps, especially weekly leadership labs.

S4, LOGISTICS (CADET CAPTAIN)

The S4 is responsible for securing and issuing necessary equipment for labs and FTXs. The S4 also conducts required inventories and ensures all equipment is properly maintained.

S5, RECRUITING (CADET CAPTAIN)

Supervises Cadet Battalion recruiting and marketing activities in coordination with the Cadre Recruiting Operations Officer. Assists in publicizing the ROTC program throughout the University and the local community. Responsible for the coordination of fundraising activities for the Cadet Battalion.

S6, AUTOMATION OFFICER (CADET CAPTAIN OR LIEUTENANT)

The S6 is primarily responsible for photographing Cadet activities and maintaining and posting information to the Rocket Battalion website.

CADET NCO CORPS

Noncommissioned officers (NCOs) assist officers in the execution of their duties. By the MSL III year, each Cadet will achieve the rank of Cadet noncommissioned officer (C/NCO) and will occupy a leadership role in the Cadet battalion. MSL III Cadets occupy the company level C/NCO leadership positions on a rotating basis and apply their leadership and technical skills.

COMMAND SERGEANT MAJOR (CADET COMMAND SERGEANT MAJOR)

An outstanding MSL III is selected to fill this position for one semester. The C/CSM is responsible for forming the battalion during leadership labs, FTXs, and special events and chairs Cadet-of-the-Month Boards. The /CSM reports directly to the C/BC.

FIRST SERGEANT (CADET FIRST SERGEANT)

The Cadet first sergeant (C/1SG) forms the company, receives the strength report from the platoon sergeants, makes announcements, and supervises the platoon sergeants. The C/1SG conducts spot checks and reports directly to the C/CO.





































PLATOON SERGEANT (CADET SERGEANT FIRST CLASS)

The Cadet platoon sergeant (C/PSG) forms the platoon, receives the strength report from the squad leaders, and renders reports to the Cadet first sergeant. The C/PSG keeps the C/PL informed at all times.














SQUAD LEADER (CADET STAFF SERGEANT)

The Cadet squad leader (C/SL) is responsible for the accountability of the squad at all times, ensures the squad is properly outfitted for training events, and conducts inspections to enforce compliance.












































ENLISTED RANKS

Grade	ARMY	NAVY	AIR FORCE	MARINES
E1	Private (No insignia) PVT	Seaman Recruit (No insignia)	Airman Basic (No insignia)	Private (No insignia) PVT
E2	Private E-2  PV2	SR Seaman Apprentice  SA	Airman  Amn	Private First Class  PFC
E3	Private First Class  PFC	Seaman  SN	Airman 1 st Class  A1C	Lance Corporal  LCpl
E4	Corporal Specialist  CPL	Petty Officer 3rd Class  PO3	Senior Airman  SrA	Corporal  Cpl
E5	Sergeant  SGT	Petty Officer 2nd Class  PO2	Staff Sergeant  SSgt	Sergeant  Sgt
E6	Staff Sergeant  SSG	Petty Officer 1st Class  PO1	Technical Sergeant  TSgt	Staff Sergeant  SSgt
E7	Sergeant First Class  SFC	Chief Petty Officer  CPO	Master Sergeant  MSgt	Gunnery Sergeant  GySgt
E8	Master Sergeant  MSG	Senior Chief Petty Officer  SCPO	Senior Master Sergeant  SMSgt	Master Sergeant  MSgt
E9	Command Sergeant Major  CSM	Master Chief Petty Officer  MCPO	Chief Master Sergeant  CMSgt	Sergeant Major  SgtMaj
E9	Sergeant Major of the Army  SMA	Master Chief Petty Officer of the Navy  MCPON	Chief Master Sergeant of the Air Force  CMSAF	Sergeant Major of the Marine Corps  SgtMajMC
















WARRANT OFFICER RANKS

Grade	ARMY	NAVY	AIR FORCE	MARINES
W1	Warrant Officer 1  WO1	No longer in use.	No Warrant Officers	Warrant Officer 1  WO
W2	Chief Warrant Officer 2  CW2	Chief Warrant Officer 2  CWO2	No Warrant Officers	Chief Warrant Officer 2  CWO2
W3	Chief Warrant Officer 3  CW3	Chief Warrant Officer 3  CWO3	No Warrant Officers	Chief Warrant Officer 3  CWO3
W4	Chief Warrant Officer 4  CW4	Chief Warrant Officer 4  CWO4	No Warrant Officers	Chief Warrant Officer 4  CWO4
W5	Chief Warrant Officer 5  CW5	No Chief Warrant Officer 5	No Warrant Officers	Chief Warrant Officer 5  CWO5

OFFICER RANKS

Grade	ARMY	NAVY	AIR FORCE	MARINES
O1	2nd Lieutenant  2LT	Ensign  ENS	2nd Lieutenant  2nd Lt.	2nd Lieutenant  2nd Lt.
O2	1st Lieutenant  1LT	Lieutenant Junior Grade  LTJG	1st Lieutenant  1st Lt.	1st Lieutenant  1st Lt.
O3	Captain  CPT	Lieutenant  LT	Captain  Capt.	Captain  Capt.
O4	Major  MAJ	Lieutenant Commander  LCDR	Major  Maj.	Major  Maj.
O5	Lieutenant Colonel  LTC	Commander  CDR	Lieutenant Colonel  Lt. Col.	Lieutenant Colonel  Lt. Col.
O6	Colonel  COL	Captain  CAPT	Colonel  Col.	Colonel  Col.
O7	Brigadier General  BG	Rear Admiral Lower Half  RADM (LH)	Brigadier General  Brig. Gen.	Brigadier General  Brig. Gen.
O8	Major General  MG	Rear Admiral Upper Half  RADM (UH)	Major General  Maj. Gen.	Major General  Maj. Gen.
O9	Lieutenant General  LTG	Vice Admiral  VADM	Lieutenant General  Lt. Gen.	Lieutenant General  Lt. Gen.
O10	General  GEN	Admiral  ADM	General  Gen.	General  Gen.
	General of the Army  (Reserved for wartime only)	Fleet Admiral  (Reserved for wartime only)	General of the Air Force  (Reserved for wartime only)	

CADET RANKS (ENLISTED & OFFICER)

	CADET PRIVATE (PVT)		CADET SECOND LIEUTENANT (2LT)
	CADET PRIVATE FIRST CLASS (PFC)		CADET FIRST LIEUTENANT (1LT)
	CADET CORPORAL (CPL)		CADET CAPTAIN (CPT)
	CADET SERGEANT (SGT)		CADET MAJOR (MAJ)
	CADET STAFF SERGEANT (SSG)		CADET LIEUTENANT COLONEL (LTC)
	CADET SERGEANT FIRST CLASS (SFC)		CADET COLONEL (COL)
	CADET MASTER SERGEANT (MSG)		
	CADET FIRST SERGEANT (1SG)		
	CADET SERGEANT MAJOR (SGM)		

CADET ORGANIZATIONS

RANGER CHALLENGE TEAM

The Ranger Challenge Team competes in what amounts to the varsity sport of ROTC. It is the most competitive and challenging event of the year. Nine-member teams train intensively in physical fitness, orienteering, military patrolling, and river crossing operations. The team is open to males and females of all MSL levels. Practice begins in the fall and the competition is held each October against schools from 7th BDE, Eastern Region.

MENTOR PROGRAM

The Cadet Mentor Program is designed to ensure new Cadets are fully assimilated into the Rocket BN. MSL IIIs and MSL IVs are mentors and are responsible for "showing the ropes" to MSL I or MSL II Cadets.

PERSHING RIFLES

The National Society of Pershing Rifles gives Army ROTC Cadets the opportunity to develop to the highest degree possible. Cadets can take part in precision trick rifle drill teams that provide them with the outstanding traits of leadership, military bearing and discipline. The Color Guard posts the US flag at home sporting events, university events and local community activities.

RIFLE TEAM

The rifle team is dedicated to teaching Cadets how to properly shoot and compete in competition matches in order to strengthen their marksmanship ability.

EXTRACURRICULAR CADET TRAINING OPPORTUNITIES

CADET TROOP LEADERSHIP TRAINING (CTLT)

CTLT is available to select volunteers immediately following completion of advanced camp. CTLT offers realistic training with active Army units giving first-hand knowledge of the duties, responsibilities, and living conditions of the junior officers. It offers exposure to a wide range of Army activities so that you will better understand the operation of units in garrison and in the field. You may receive practical experience in performing the duties at a platoon and company level. CTLT is your opportunity for additional orientation in the daily professional and social life of the officer corps of the United States Army.

AIRBORNE SCHOOL

Airborne School is three weeks long and is conducted by the US Army Infantry School at Fort Benning, Georgia. The instruction at Airborne School ranges from the proper way to put on the parachute to what to do when you hit the ground. The training is extremely rigorous, and a premium is placed on physical fitness. Fort Benning is very hot and humid, and the training days are about 12 hours long—if you want to go you had better be in shape! After graduation, you are qualified to wear Airborne wings, the silver wings of a paratrooper.

AIR ASSAULT SCHOOL

Air Assault School is called the "toughest ten days in the Army". During the course, you are taught how to prepare and load/sling equipment to helicopters, and the fundamentals of small unit airmobile assaults and movement. Physical preparation is critical. There are difficult road marches in full combat gear. You will be attending with very capable officers and NCOs as fellow students. Discipline at the course is exacting. Upon graduation you are authorized to wear the Air Assault wings and patch.

NORTHERN WARFARE TRAINING

Each year, motivated and physically capable Cadets are chosen to receive instruction in cold weather operations. The course is conducted at Fort Greely, Alaska. It lasts three weeks and attendance is determined by a selection board convened at Fort Knox, Kentucky. Selection is very competitive. Training emphasizes arctic survival techniques, mountain and glacier climbing, navigation, and river operations.

MOUNTAIN WARFARE TRAINING

Each year, motivated and physically capable Cadets are chosen to receive instruction in mountain operations. This school is not for the faint of heart. Mountain Warfare is a two-week school taught at Ethan Allen Firing Range in Jericho, Vermont. The course covers rappelling, rock climbing, mountain survival, land navigation, first aid, and knots. It is both physically and mentally demanding. Cadets should develop a physical training program that will prepare them should they be accepted.

UK EXCHANGE PROGRAM

The United Kingdom University Officers' Training Corps Program offers the experience of a lifetime to contracted MSL II Cadets. The program is hosted by our British ROTC counterparts and provides the opportunity to train alongside Cadets from Cambridge and London. Cadets fire on weapons ranges, train on branches of the Army, conduct "adventurous" training and participate in a Field Training Exercise (FTX). American Cadets are integrated throughout the training process and have the opportunity to do some sightseeing.

NURSE SUMMER TRAINING PROGRAM (NSTP)

Three-to-four week clinical elective for Army ROTC nurse Cadets conducted at Army hospitals in the United States, Germany and Korea. NSTP is an optional clinical elective conducted the summer between your Junior and Senior years. Over 10 hospitals in the United States, Germany, and Hawaii are NSTP sites. During NSTP you will be introduced to the roles, responsibilities, and expectations of a new officer in the Army Nurse Corps. NSTP provides progressive experience and leadership opportunities in a clinical setting, while working side by side with an Army Nurse.

ARMY SCUBA SCHOOL

Personnel become qualified as military combat divers. Receive training in waterborne operations to include day and night ocean subsurface navigation swims, deep dives, diving physics, marine hazards, tides and currents, submarine lock-in/lock-out procedures, and closed-circuit and open-circuit swims. Cadets must qualify through the pre-scuba training program prior to attending the four week course at the U.S. Naval Air Station, Key West, FL.

ROBIN SAGE

Robin Sage is the final culminating event in the process through which the Army selects its Special Forces soldiers. Cadets do not participate in this process, but rather those going to Robin Sage act as part of the course Cadre. They basically role play as guerillas who the SF trainees must teach and work with.

SUMMER INTERNSHIP PROGRAM

Internships provide Cadets with an opportunity to exercise specialized language, technical or research skills. The duration of all internships is approximately four-weeks and the application process begins early. There are a number of different internships available to Cadet including Judge Advocate General, Engineering, and Public Affair Internship Programs.

APPEARANCE STANDARDS

GENERAL GROOMING (IAW AR 670-1 and CC Reg 670-1)

All Cadets will maintain a high standard of dress and appearance. Uniforms will be properly fitted (trousers, pants, or skirts should not fit tightly), clean, serviceable, and pressed as necessary. Personnel must project a military image that leaves no doubt that they live by a common military standard and are responsible to military order and discipline. Cadets will ensure that when articles are carried in pockets; i.e., wallets, checkbooks, combs, and keys, these articles do not protrude from the pocket or present a bulky appearance. Items such as keys and key chains will not be attached to belt loops or belts. While in uniform, personnel will not place their hands in their pockets except momentarily to place or retrieve objects.

Uniforms will be kept buttoned, zipped, and snapped; metallic devices such as metal insignia, belt buckles, and belt tips will be kept in proper luster and will be free of scratches and corrosion; medals and ribbons will be clean and not frayed; and shoes and boots will be cleaned and shined. Lapels and sleeves of coats and jackets (including BDUs) will be roll pressed (without creasing). Skirts will not be creased. Trousers, slacks, and sleeves of shirts and blouses will be creased. No other lines/creases will be ironed into the shirt. Although some uniform items are made of wash and-wear materials or treated with a permanent press finish, some pressing may be required to maintain a neat military appearance. However, before pressing, soldiers should read and comply with care instruction labels attached to uniform items. ACUs are not to be ironed.

The wearing of a combination of civilian and military clothing is prohibited. Commercial rucksacks, gym bags or like articles may be worn over the shoulder while in uniform as long as the articles are black in color and have no conspicuous logos.

The wear of Army uniforms is prohibited in connection with the furtherance of any political or commercial interests or when engaged in off-duty civilian employment, when participating in public speeches, interviews, picket lines, marches, rallies, or public demonstrations, when attending any meeting or event which is a function of, or is sponsored by, an extremist organization, when wearing the uniform would bring discredit upon the Army.

These appearance standards apply in all uniforms.

HAIR

There are many hairstyles that are acceptable in the Army. So long as the Cadet's hair is kept in a neat, clean manner, the acceptability of the style will be judged solely by the criteria described below. Extreme or fad style haircuts or hairstyles are not authorized. If dyes, tints, or bleaches are used, colors used must be natural to human hair and not present an extreme appearance. Lines or designs will not be cut into the hair or scalp. Styles of hair and texture differ among the different ethnic groups and these differences affect the length and bulk of hair as well as the style worn by each Cadet. Haircuts, without reference to style, will conform to the following standards.

Male: The hair on top of the head will be neatly groomed. The length and bulk of the hair will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will present a tapered appearance and when combed will not fall over the ears or eyebrows or touch the collar except for the closely cut hair at the back of the neck. The block cut fullness in the back is permitted in moderate degree as long as the tapered look is maintained. In all cases, the bulk or length of hair will not interfere with the normal wear of headgear or protective masks. 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 ear opening.

The face will be clean-shaven, except mustaches are permitted. If a mustache is worn, it will be kept neatly trimmed, tapered, and tidy and will not present a chopped-off appearance. No portion of the mustache will cover the upper lip line or extend sideways beyond a vertical line drawn upward from the corner of the mouth. Handlebar mustaches, goatees, and beards are not authorized.

Female: Hair will be neatly groomed. The length and bulk of the hair will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will not fall over the eyebrows or extend below the bottom edge of the collar. Hair styles will not interfere with proper wearing of military headgear or protective masks. Hair holding ornaments (such as but not limited to, barrettes, pins, clips, bands), if used, must be plain and must be transparent or similar in color to the hair, and will be inconspicuously placed. Beads or similar ornamental items are not authorized.

HEADGEAR

Headgear will be worn with the Army uniform except under the following circumstances:

- Headgear is not required to be worn if it would interfere with the safe operation of military vehicles.
- The wearing of military headgear is not required while in/on a privately owned (including a motorcycle or bicycle) or commercial vehicle or public conveyance (subway, train, plane, bus).
- Headgear will not be worn indoors unless under arms in an official capacity or directed by the commander (e.g., indoor ceremonial activities).
- Personnel are not required to wear headgear with the mess uniforms nor with the Army blue, white, or enlisted green dress uniforms to an evening social event.
- When not worn, headgear will be carried. Headgear will not be attached to the uniform or hung from the belt.

COSMETICS

Female Cadets are authorized to wear cosmetics applied conservatively and in good taste as determined by the PMS, Commandant of Cadets, or an Instructor. Exaggerated or faddish cosmetic styles are inappropriate with the uniform and will not be worn. Lipstick and nail polish may be worn with all uniforms as long as the color is conservative and complements the uniform. Extreme shades of lipstick and nail polish such as purple, gold, blue, and white will not be worn.

JEWELRY

The wearing of a wrist watch or a wrist identification bracelet (including a conservative style MIA/POW identification bracelet) and not more than two rings (wedding set is considered one ring) is authorized with Army uniforms unless prohibited for safety or health reasons and as long as the style is conservative and in good taste.

No jewelry, watch chains, or similar items, to include pens and pencils, will appear exposed on uniforms. Authorized exceptions are a conservative tie tack or tie clasp, which may be worn with the black four-in-hand necktie.

Female Cadets are authorized optional wear of screw-on, clip-on, or post-type earrings with the service, dress, and mess uniforms. Earrings will not be worn with BDUs/ACUs or physical fitness 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 earlobe. Neither male nor female Cadets are authorized to attach, affix, or display objects, articles, or ornamentation to or through the skin when in uniform or when wearing civilian clothing on duty or when on military property (such as Fort Leonard Wood or Crowder Hall).

GLASSES AND SUNGLASSES

Conservative prescription and nonprescription sunglasses are authorized for wear when in a garrison environment except when in formation and while indoors. Individuals who are required by medical authority to wear sunglasses for medical reasons other than refractive error, may wear them except when safety considerations apply.

Eyeglasses or sunglasses that are faddish or have lenses and frames with initials or other adornments are not authorized for wear. Lenses that are so large as to detract from the appearance of the uniform will not be worn.

FINGERNAILS

All personnel will keep fingernails clean and neatly trimmed (1/4" from the end of the nail) so as not to interfere with performance of duty, detract from the military image, or present a safety hazard. Extreme shades of nail polish such as purple, gold, blue, and white will not be worn. Cadets will not apply designs to nails or apply two-tone or multi-tone colors to nails.

TATTOOS

Tattooing in areas of the body, (i.e., face, legs) which would cause the tattoo to be exposed while in class A uniform, detract from a soldierly appearance and are unauthorized.

UNIFORMS

Uniforms are provided at no cost to participating Cadets. Uniforms will not be altered without authorization and will be returned to the shopkeeper upon graduation or disenrollment. Left and right directions refer to the uniform as it is worn.

IMPROVED PHYSICAL FITNESS UNIFORM (IPFU)

Composition: Grey and black nylon jacket, black nylon pants, long sleeved gray t-shirt, short sleeved gray t-shirt, black shorts, white socks (above ankle length), running shoes, black gloves, black knit cap, and reflective belt. The gray and black nylon jacket, black nylon pants, long sleeved gray t-shirt, black gloves, and black knit cap will be worn in accordance with current weather conditions. The Cadet chain of command will prescribe a weather appropriate uniform. Commercially purchased black or gray biking shorts may be worn under the shorts as long as there are no conspicuous logos and the length does not exceed the knee.

Fit: The IPFU will not be excessively tight or baggy.

Insignia: The Physical Fitness Excellence Badge is authorized for wear on the short sleeved and long sleeved gray t-shirts on the upper left front side.

BATTLE DRESS UNIFORM (BDU)

The BDU is designed to be loose fitting; alterations to make the uniforms form fitting are not authorized. A tight fit reduces airflow needed for ventilation and cooling.

Composition: Woodland camouflaged blouse and trousers, woodland camouflaged cap, brown t-shirt, green or black socks, black belt with black buckle, and combat boots. Cadets may wear the black leather shell gloves with utility uniforms without cold weather outer garments provided sleeves are rolled down and are over the tops of the gloves.

Fit: The BDU cap will be worn straight on the head so that the cap band creates a straight line around the head parallel to the ground. The cap will be worn so that no hair will be visible on the forehead. The cap will not be blocked or rolled. Subdued insignia of grade will be worn on headgear.

The blouse will be worn outside the trousers. The blouse will not extend below the top of the cargo pocket on the pants and will not be any higher than the bottom of the side pocket on the pants. The sleeve length will extend to the center of the wrist bone. Trousers are to be fitted and worn with the lower edge of the waistband at the top of the hipbone, plus or minus 1/2 inch. The trousers will be worn with a belt and bloused using the draw cords or blousing rubbers if the trousers are not tucked into the boots. Trouser legs will not be wrapped around the leg so tight as to present a pegged appearance.

The commander may require these uniforms to be pressed for special occasions when appearance should be especially sharp such as parades, reviews, inspections, or other ceremonial occasions.

Insignia: A woven tape of olive green cloth, 1 inch wide, with the inscription "U.S. ARMY" in black block letters 3/4 inch high, extending to the edge of the pocket will be worn immediately above and parallel to the top edge of the left breast pocket. The nametape will be a strip of olive green cloth, 1 inch wide with the individual's last name in black block letters 3/4 inch in height, extending to the edge of the pocket flap will be worn immediately above and parallel to the top edge of right breast pocket. When the nametape is worn with the "U.S. ARMY" tape, both will be the same length.

Subdued insignia of grade will be worn centered on the collar with the insignia bisecting the points of the collar and the bottom of the insignia positioned one inch from the collar point. Subdued insignia of grade will be worn centered on the front of the BDU cap, left to right, top to bottom.

Occasions for Wear: The BDU can be worn by all Cadets for leadership lab and FTXs. The commander may authorize its wear for other occasions.

ARMY COMBAT UNIFORM (ACU)

The ACU will be loose fitting and comfortable; alterations to make them fit tightly are not authorized.

Composition: Universal camouflage pixilated patterned coat, trousers, and patrol cap, tan t-shirt, green socks, tan rigger belt, and tan combat boots. Cadets may wear the black leather shell gloves with utility uniforms.

Fit: The ACU Patrol Cap will be worn straight on the head so that the cap band creates a straight line around the head parallel to the ground. The cap will be worn so that no hair will be visible on the forehead. Subdued insignia of grade will be worn on headgear. The last name tape will be worn centered on the hook and loop pads on the back of the ACU Patrol Cap.

The coat is worn hook and looped and zipped. The coat has hook and loop fasteners for wearing the U.S. flag insignia, skill tabs, shoulder sleeve insignia, shoulder sleeve insignia - former wartime service, rank, U.S. Army tape, and name tape. The coat has a zippered front closure, tilted chest pockets with hook and looped closure, hook and looped sleeve cuff closure (which must be closed at all times), integrated blouse bellows for increased upper body mobility, and shoulder pockets with hook and loop. The collar will be normally worn in the down

position. Soldiers are authorized to wear the collar in the up position when wearing body armor or when weather conditions dictate the wear as prescribed by the commander. The coat is normally worn outside the trousers, and the trousers are worn with a belt. The coat will not extend below the top of the cargo pocket on the trousers and will not be higher than the bottom of the side pocket on the trousers. The elbow pouch with Hook and loop closure for internal elbow pad inserts must be closed at all times. Permanent infrared feedback squares affixed to each shoulder for nighttime identification will be covered when insignias are not worn on the pocket flaps. Sleeves will be worn down at all times, and not rolled or cuffed. The moisture wicking tan t-shirt or cotton t-shirt is worn underneath the coat and it is tucked inside the trousers at all times.

Trousers are to be fitted and worn with the trousers tucked into the top of the boots or bloused using the draw strings at the bottom of the trousers or commercial blousing devices. Personnel will not wrap the trouser leg around the leg tightly enough to present a pegged appearance or insert any items inside the trouser leg to create a round appearance at the bottom of the trouser leg. When bloused, the trousers should not extend below the third eyelet from the top of the boot. The knee Pouch with hook and loop closure for internal knee pad inserts and the bellowed calf storage pocket with hook and loop closure on the left and right legs will be worn closed at all times.

The commander may require these uniforms to be pressed for special occasions when appearance should be especially sharp such as parades, reviews, inspections, or other ceremonial occasions.

Insignia: A universal camouflage Velcro tape with the inscription "U.S. ARMY" in black block letters will be worn immediately above and parallel to the top edge of the left breast pocket. The universal camouflage Velcro nametape with the individual's last name in black block letters will be worn immediately above and parallel to the top edge of right breast pocket. The Cadet Command unit Velcro patch will be worn on the left arm. The U.S. Flag will be worn on the upper right arm.

Subdued insignia of grade will be worn centered on the front of the ACU patrol cap (in the horizontal position), left to right, top to bottom. Subdued insignia of grade will be worn on the chest of the coat in the vertical position.

Occasions for Wear: The ACU can be worn by all Cadets for leadership lab and FTXs. The commander may authorize its wear for other occasions.

CLASS B UNIFORM

Composition: Green slacks, green skirt (female only), long sleeved green shirt, short sleeved green shirt, black neck tab (female only) or tie, black socks, oxford shoes or pumps (female only), garrison cap, black belt with brass buckle. The long sleeved shirt is always worn with the black neck tab (female only) or the tie. Females may wear oxfords or pumps with either the skirt or the slacks. The shirt will be tucked into the slacks so that the shirt edge is aligned with the front fly opening and the outside edge of the belt buckle forms a straight "gig line."

Fit: Slacks will be fitted and worn so that the center of the waistband is at the natural waistline. The front crease of the slacks will reach the top of the instep and be cut on a diagonal line to reach a point approximately midway between the top of the heel and the top of the standard shoe in the back. The slacks may have a slight break in the front. Skirts will not be more than 1 inch above or 2 inches below the crease in the back of the knee. The long sleeved shirt will extend to the center of the wrist bone.

Insignia: The nameplate will be a black laminated plastic plate, 1 inch by 3 inches by 1/16 inch thick, with a white border not to exceed 1/32 inch in width. Lettering will be block type, indented white lettering, 3/8 inch in height and centered on the plate. Only last names will be used. The finish may be either gloss or non-gloss. Male Cadets will center the nameplate on the flap of the right pocket, centered between the top of the button and the top of the pocket. Female Cadets will wear the nameplate one to two inches above the top button, centered horizontally on the wearer's right side. Ribbons will be worn centered 1/8 inch above the left breast pocket with 1/8 inch between each row of ribbons. Cadets in the grade of Cadet sergeant and above will wear shoulder marks designating the appropriate insignia of grade.

Occasions for Wear: The class B uniform will be worn by contracted Cadets as prescribed by the chain of command.

CLASS A UNIFORM

Composition: Green coat, green slacks, green skirt (female only), long sleeved green shirt, black neck tab (female only) or tie, black socks, oxford shoes or pumps (female only), garrison cap, black belt with brass buckle. Females may wear oxfords or pumps with either the skirt or the slacks. The commander may dictate that females wear the slacks and oxfords in order to maintain uniformity in the event of an inspection.

Fit: Slacks will be fitted and worn so that the center of the waistband is at the natural waistline. The front crease of the slacks will reach the top of the instep and be cut on a diagonal line to reach a point approximately midway between the top of the heel and the top of the standard shoe in the back. The slacks may have a slight break in the front. The shirt will be tucked into the slacks so that the shirt edge is aligned with the front fly opening and the outside edge of the belt buckle forms a straight "gig line." Skirts will not be more than 1 inch above or 2 inches

below the crease in the back of the knee. The long sleeved shirt will extend to the center of the wrist bone. The coat will extend one inch below the wrist bone.

Insignia: The nameplate will be a black laminated plastic plate, 1 inch by 3 inches by 1/16 inch thick, with a white border not to exceed 1/32 inch in width. Lettering will be block type, indented white lettering, 3/8 inch in height and centered on the plate. Only last names will be used. The finish may be either gloss or matte. Male Cadets will center the nameplate on the flap of the right pocket, centered between the top of the button and the top of the pocket. Female Cadets will wear the nameplate one to two inches above the top button, centered horizontally on the wearer's right side.

Ribbons will be worn centered 1/8 inch above the left breast pocket with 1/8 inch between each row of ribbons. Basic Course Cadets will wear the Torch of Knowledge disc approximately one inch above the notched seam, centered on both collars with the center line parallel to the inside edge of the lapel. Advanced Course Cadets will wear the ROTC insignia in the same position. The Rocket Battalion shoulder insignia is centered 1/2 inch below the seam of the right sleeve. The Leadership Excellence patch is centered 1/2 inch below the seam of the left sleeve. The DUI will be centered on the shoulder loops between the rank and the outside edge of the button with the base of the insignia pointed toward the rank.

Occasions for Wear: The class A uniform will be worn by members of the color guard, while participating in formal inspections, when escorting distinguished visitors, and when appearing before a board. The commander may authorize its wear for other occasions. The Dress Green uniform (Class A uniform except with white shirt with bow tie for males and black neck tab for females) is worn at formal events.

UNIFORM ACCESSORIES

BLACK ALL WEATHER COAT

The all weather coat may be worn with or without the liner. The coat will be worn buttoned, except for the neck closure, which may be worn opened or closed. Male and female coats are buttoned and belted from opposite directions. The coat may be worn with the class B, class A, and Dress Green uniforms.

Male: The length of the sleeve will be 1/2 inch longer than the service coat. The bottom of the black all weather coat will reach to a point 1 and 1/2 inches below the midpoint of the knee.

Female: The length of the sleeves will be 1/2 inch longer than the service coat. The bottom of the coat will reach a point 1-inch below the skirt hem but not less than 1 and 1/2 inches below the crease in the back of the knee.

GARRISON CAP

Cadet officers wear insignia of grade centered on the left curtain one inch from the front crease. Advanced Course Cadets wear the DUI centered on the left curtain one inch from the front crease. Basic Course Cadets wear the ROTC Wreath centered on the left curtain one inch from the front crease.

Male: The garrison cap will be worn with the front vertical crease of the cap centered on the forehead, in a straight line with the nose. The cap will be placed on the head in such a manner that the front and rear vertical creases and the top edge of the crown form unbroken lines in silhouette. The crown of the cap will not be crushed or shaped to form peaks at the top front or top rear of the cap.

Female: The garrison cap will be worn with the front vertical crease of the cap centered on the forehead, with the front lower portion of the cap approximately 1 inch above the eyebrows (approximately the width of the first two fingers). The top of the cap will be opened to cover the crown of the head. The bottom of the rear vertical crease will fit snugly to the back of the head. Hair will not be visible on the forehead below the front bottom edge of the cap.

BELT

The belt with the brass tip will only be worn with the brass buckle. The belt with the black tip may be worn with the brass buckle and is required for wear with the black open-faced buckle. When the belt is worn with the brass buckle, the tipped end will pass through the buckle to the wearer's left and will not extend beyond the end of the buckle so the fabric portion of the belt will not be seen. The plain end (no tip) of the belt may extend beyond the keeper portion of the inside of the buckle as long as it is not visible when worn. When the black tipped belt is worn with the black open-faced buckle, the tipped end will pass through the buckle to the wearer's left and will not extend more than 2 inches beyond the edge of the buckle. The plain end of the belt may extend beyond the keeper portion of the inside of the buckle as long as it is not visible when worn.

BOOTS

The tan desert boots are authorized for wear with the BDUs/ACUs. The black boots are only authorized for wear with BDUs. The boots will be diagonally laced with the laces, with the excess lace tucked into the top of the under the bloused trousers or slacks or wrapped around the top of the boot. Zipper inserts are not authorized. Boots must be black/tan with a plain or capped toe. Boots made of patent leather or poromeric material are not authorized. Optional boots, to include jungle boots, are authorized for wear in lieu of the standard black combat boot. They are not authorized for wear in formation when uniformity in appearance is required. Black boots will be clean of dirt and dust and brush shined. (To brush shine boots, remove dirt and dust by washing boots with water and a soft cloth. Once boots are clean, apply polish with a clean soft cloth and brush vigorously with a boot brush until a shine appears.) Desert boots are not to be shined, but kept free of dirt by brushing.

COLD WEATHER COAT

The woodland camouflage cold weather coat may be worn with the BDU/ACU. The olive green scarf and the black leather shell gloves may be worn but are not required to be worn with the cold weather coat. The coat will be worn buttoned and zipped. The shirt collar will be worn inside the cold weather coat. The hood of the cold weather coat may be worn at the Cadet's option. However, when the hood is not worn, it will be tucked into the jacket and the zipper zipped. A woven tape of olive green cloth, 1 inch wide, with the inscription "U.S. ARMY" in black block letters 3/4 inch high, extending to the edge of the pocket will be worn immediately above and parallel to the top edge of the left breast pocket. The nametape will be a strip of olive green cloth, 1 inch wide with the individual's last name in black block letters 3/4 inch in height, extending to the edge of the pocket flap will be worn immediately above and parallel to the top edge of right breast pocket. When the nametape is worn with the "U.S. ARMY" tape, both will be the same length.

SCARF AND GLOVES

A black scarf and dress gloves may be worn with the black all weather coat. The green scarf and black leather gloves with inserts may be worn with the BDU/ACU. The black leather gloves or inserts may be worn with the PT uniforms. Scarves will be worn folded in half, lengthwise, and crossed left over right at the neck. The ends will be tucked neatly into the neckline of the outer garment.

UMBRELLAS

Female personnel may carry an umbrella when wearing the class B, class, A, and Dress Green uniforms. The umbrella may not be carried when wearing the BDU/ACU or PT uniforms.

BACKPACKS AND OTHER BAGS

Cadets may carry civilian gym bags, civilian rucksacks, or similar civilian bags while in uniform. Cadets may carry these bags by hand, or on one shoulder using a shoulder strap. The bag must be carried on the same side of the body as the shoulder strap; therefore, Cadets may not carry the bag slung across the body with the strap over the opposite shoulder. If Cadets choose to carry a shoulder bag while in uniform, the bag must be black with no other colors and may not have logos. The contents of the bag may not be visible. Soldiers may not carry civilian bags over both shoulders unless they are riding a bicycle or motorcycle. There is no restriction to the color of bags carried in the hand.

SPECIAL ITEMS WORN ON THE CLASS A and DRESS GREEN UNIFORM

- The Distinguished Military Student Badge is centered above the right pocket or Academic Wreath.
- The Academic Achievement Wreath is centered 1/8 inch above the right pocket.
- Airborne or Air Assault wings are centered 1/4 inch above the ribbons.
- Cadets earning the Ranger Challenge Tab will wear it centered 1/2 inch below the seam of the left sleeve and the Leadership Excellence patch centered 1/4 inch below the Ranger Challenge Tab.
- Marksmanship badges are centered in the left pocket flap 1/8 inch below the ribbons.
- The Recondo Badge is centered on the left pocket.
- Females center the nameplate on the jacket above the top button, conforming to the figure. The bottom of the row of ribbons will line up with the bottom edge of the nameplate. All other measurements are the same.

CADENCES

Things to Remember When Calling Cadences:

1. Always remain centered on your unit.
2. Keep the cadences clean.
3. Do not be afraid to call someone out of the formation to help.
4. Do not be afraid to improvise.
5. Know the words!!! Do not try to get away with a cheat sheet.
6. Call running cadences out while running, and marching cadences while marching.

The following are just a few examples of cadences. Look for more at the following websites.

[http://web.uccs.edu/armyrotc/Resources\(Cadence\).asp](http://web.uccs.edu/armyrotc/Resources(Cadence).asp)
<http://www.gruntsmilitary.com/cadence/journal.cgi>

MARCHING

YELLOW RIBBON (Marching)

Around her head she wore a yellow ribbon.
She wore it in the springtime, in the early month of May.
And if you asked her why the hell she wore it,
She wore it for her Ranger who was far, far away.
Far away!
Far away!
She wore it for her Ranger who was far, far away.
Around the block she pushed a baby carriage...
Behind the door her daddy kept a shotgun...

YELLOW BIRD (Marching)

A yellow bird, with a yellow bill
Was sitting on, my window sill.
I lured him in, with a piece of bead, And then I
smashed his little head.
The doctor came, to check his head. "Indeed," he
said, this, bird is dead.

TILL I GET ON BACK HOME (Marching)

I don't know why I left
But I know I was wrong
But it won't be long
'Till I get on back home
Got a letter in the mail,
Said go to war or go to jail
But it won't be long
'Till I get on back home
Slapped me down in a barber's
chair
Spun me around, I had no hair
But it won't be long
'Till I get on back home

Used to drive a Cadillac
Now I hump it on my back
But it won't be long
'Till I get on back home
Used to be a high school stud
Now I'm marching in the mud
But it won't be long
'Till I get on back home
Used to wear my faded jeans
Now I'm wearing Army greens
But it won't be long
'Till I get on back home
Used to date a beauty queen
Now I love my M16
But it won't be long
'Till I get on back home
Mama, mama don't you cry
Your little boy ain't gonna die
Cause it won't be long
'Till I get on back home

WHAT THE ARMY'S DONE TO ME (Marching)

Chorus: Whoa, whoa, whoa, whoa
Whoa, whoa, I gotta go Whoa, whoa, whoa, whoa
Whoa, whoa, I gotta go
Momma momma can't you see
What the Army's done to me
Momma, momma, can't you see
What the Army's done to me.
Chorus
They sat me down in the barber's chair
Spun me around and I had no hair
They sat me down in the barber's chair
Spun me around and I had no hair
Chorus
Used to wear my faded jeans
Now I'm wearing Army greens
Used to wear my faded jeans
Now I'm wearing Army greens
Chorus
Used to drive a Chevrolet
Now I'm marching everyday
Used to drive a Chevrolet
Now I'm marching everyday
Mama, Mama can't you see
What that CO's done to me
He made me march real far
The he passed me in his car

RUNNING

C-130 (Running)

C-130 rolling down the strip,
64 Rangers on a one-way trip.
Mission uncertain, destination unknown,
Don't even know if we're ever coming home.
Stand-up, Hook-up, shuffle to the door,
Jump right out and count to four.
If my main don't open wide,
I've got a reserve by my side.
And if that one should fail me too,
Look out below, I'm coming through.
Hit the drop zone with feet apart
Legs in my stomach and feet in my heart.
And if I die on the old drop zone
Well box me up and send me home
Pin my medals upon my chest,
And bury me in the leaning rest.

My Granny (Running)

When my granny was 91,
She did PT just for fun.
When my granny was 92,
She did PT better than you.
When my granny was 93,
She did pushups just like me.
When my granny was 94,
She did PT more and more.
When my granny was 95,
She did PT to stay alive.
When my Granny turned 96,
She did situps just for kicks.
And when my granny turned 97,
She double-timed straight up to heaven.
She met St. Peter at the pearly gate,
Said, "Gee, St. Peter I hope I'm not late."
St. Peter said with a big wide grin,
"Drop down Granny and knock out ten."

Old Lady (Running)

Saw an old lady walking down the street
She had a pack on her back and boots on her feet
I said "Hey lady where you going to?"
She said "U.S. Army Ranger School"
I said "Hey lady, haven't you been told?"
Ranger School's for the young and the bold!"
She said "Hey sonny don't be a fool
I'm an instructor at the Ranger School"

Saw the same lady walking down the street
She had a chute on her back, jump boots on her feet
I said "Hey lady where you going to?"
She said "U.S. Army Airborne School"
I said "Hey lady, you're too darn old
You oughta leave the jumpin' to the young and the bold"

She said "Hey sonny can't you see?
I've got master jump wings on my CIB"

Same old lady walking down the street
She had a tank on her back and fins on her feet
I said "Hey lady, where you going to?"
She said "U.S. Army Scuba School"
I said "Hey lady, haven't you been told?
You better leave Scuba School to the young and the bold"
She said "Hey sonny can't you see?
I taught recon, UDT"

When I Get to Heaven (Running)

When I get to heaven
St. Peter's gonna say
"How'd you make your living"
"How'd you earn your pay"
And I'll reply with a little bit of anger
I earned my living as an Airborne Ranger
Lived a life of guts and danger
Nothin's too tough for an Airborne Ranger

Nothing To Do (Running)

AG, AG, who are you?
TDA with nothing to do
Go to PT at nine a.m.
Then to the pool to have a swim
Racquetball from nine to ten
Recover with a tonic and gin
Lunch from eleven to noon,
Your day will be over soon
Volleyball from noon to three
Keep really busy, can't you see
Now it's four, your day is through
I wish I was AG too

Jesse James (Running)

Jesse James said before he died
There's five things that he wanted to ride
Bicycle, tricycle, automobile
An M-1 tank and a Ferris wheel

Jesse James said in his final will
He had five things that he wanted to kill
A lion, a tiger, a kangaroo
A long haired hippie, and instructor too
And if he could kill just one
He'd kill the instructor, let the hippie run

PHYSICAL FITNESS STANDARDS

Physical fitness is a key element of leadership. While meeting the Army's physical fitness standards is an individual responsibility, the Rocket Battalion conducts physical fitness training at least three days each week. As part of the Cadets' leadership development, PT guidance is provided by the PMS, and the Cadets plan and execute each PT session. The goal of each Cadet is to earn a maximum score (300 points) on the Army Physical Fitness Test (APFT). As a minimum, a passing score on the APFT is 60 points in each event, on the individuals' age group, in each of the three events (push-up, sit-up and 2-mile run).

Basic Course Cadets: Contracted Basic Course Cadets must attend each unit physical fitness sessions regardless of enrollment in the PT class. Other basic course Cadets are encouraged to attend PT sessions.

Advanced Course Cadets: All Advanced Course Cadets must meet the same requirement of the Army Weight Control Program and the Army Physical Fitness Test (APFT) as are required of active duty soldiers. These then become continuous requirements for each Cadet until commissioning.

PUSH-UP STANDARDS

PUSH-UP STANDARDS																										
AGE GROUP	17-21		22-26		27-31		32-36		37-41		AGE GROUP	42-46		47-51		52-56		57-61		62+		AGE GROUP			Repetitions	
Repetitions	M	F	M	F	M	F	M	F	M	F	Repetitions	M	F	M	F	M	F	M	F	M	F	Repetitions				
77					100						77											77				
76					99						76											76				
75			100		98		100				75											75				
74					99		97		99		74											74				
73					98		96		98		73											73				
72					97		95		97		72											72				
71	100				95		94		96		71											71				
70	99				94		93		95		70											70				
69	97				93		92		94		69											69				
68	96				92		91		93		68											68				
67	94				91		89		92		67											67				
66	93				90		88		91		66	100										66				
65	92				89		87		90		65	99										65				
64	90				87		86		89		64	98										64				
63	89				86		85		88		63	97										63				
62	88				85		84		87		62	96										62				
61	86				84		83		86		61	94										61				
60	85				83		82		85		60	93										60				
59	83				82		81		84		59	92		100								59				
58	82				80		83		85		58	91		99								58				
57	81				79		82		84		57	90		98								57				
56	79				78		81		83		56	89		96		100						56				
55	78				77		79		82		55	88		95		99						55				
54	77				76		78		81		54	87		94		98						54				
53	75				75		77		79		53	86		93		97		100				53				
52	74				74		76		78		52	84		92		96		99				52				
51	72				73		75		77		51	83		91		94		98				51				
50	71				72	100	74		76		50	82		89		93		97		100		50				
49	70				71	99	73		75		49	81		86		92		96		99		49				
48	68				69	98	72		74		48	80		87		91		94		98		48				
47	67				68	96	71		73		47	79		86		90		93		96		47				
46	66				67	95	70		72		46	78		85		89		92		95		46				
45	64				66	99	68	94	69	100	45	77		84		88		91		94		45				
44	63				65	97	65	93	68	99	44	76		82		87		90		93		44				
43	61				63	96	64	92	67	97	43	74		81		86		89		92		43				
42	60	100			62	94	63	90	66	96	42	73		80		84		87		91		42				
41	59	98			61	93	62	89	65	95	41	72		79		83		86		89		41				
40	57	97	60		60	92	61	88	64	93	40	71		78		82		85		88		40				
39	56	95	59	90	60	87	63	92	65	99	39	70		76		81		84		87		39				
38	54	93	58	89	59	85	62	91	64	97	38	69		75		80		83		86		38				
37	53	91	57	88	58	84	61	89	63	95	37	68	100	74		79		82		85		37				
36	52	90	55	86	57	83	60	88	62	94	36	67	99	73		78		81		84		36				
35	50	88	54	85	56	82	59	87	61	93	35	66	97	72		77		80		83		35				
34	49	86	53	83	55	81	58	85	60	91	34	64	95	71	100	76		78		81		34				
33	48	84	52	82	54	79	57	84	59	90	33	63	94	69	98	74		77		80		33				
32	46	83	51	81	53	78	56	83	58	88	32	62	92	68	97	73		76		79		32				
31	45	81	50	79	52	77	55	81	57	87	31	61	90	67	95	72	100	75		78		31				
30	43	79	49	78	50	75	54	80	56	85	30	60	89	66	93	71	98	74		76		30				
29	42	77	47	77	49	75	53	79	55	84	29	59	87	65	92	70	96	73		75		29				
28	41	76	46	76	48	73	52	77	54	82	28	58	86	64	90	69	95	71	100	74		28				
27	39	74	45	74	47	72	51	76	53	81	27	57	84	62	88	68	93	70	98	73		27				
26	38	72	44	72	46	71	50	75	52	79	26	56	82	61	87	67	91	69	96	72		26				
25	37	70	43	71	45	70	49	73	51	78	25	54	81	60	85	86	89	88	94	71	100	25				
24	35	69	42	70	44	68	48	72	50	76	24	53	79	59	83	84	87	87	92	69	98	24				
23	34	67	41	69	43	67	47	71	49	75	23	52	78	58	82	83	85	86	90	88	96	23				
22	32	65	39	67	42	66	46	69	48	73	22	51	76	56	80	82	84	85	88	87	93	22				
21	31	63	38	66	41	65	45	68	47	72	21	50	74	55	78	61	82	83	86	86	91	21				
20	30	62	37	64	40	64	44	67	46	70	20	49	73	54	57	77	60	82	84	85	89	20				
19	28	60	36	63	39	62	43	65	45	69	19	48	71	53	56	59	78	61	82	84	87	19				
18	27	58	35	61	38	61	42	64	44	67	18	47	70	52	55	58	76	60	80	82	84	18				
17	26	57	34	60	37	60	41	63	43	66	17	46	68	51	54	57	75	59	78	61	82	17				
16	24	55	33	59	36	59	39	61	42	64	16	44	66	49	52	55	73	58	76	60	80	16				
15	23	53	31	57	35	58	38	60	41	63	15	43	65	48	51	54	71	57	74	59	78	15				
14	21	51	30	56	34	56	37	59	39	61	14	42	63	47	50	53	69	55	72	58	76	14				
13	20	50	29	54	33	55	36	58	38	60	13	41	62	46	49	52	67	54	70	56	73	13				
12	19	48	28	52	32	54	35	56	37	59	12	40	60	45	48	51	65	53	68	55	71	12				
11	17	46	27	50	31	52	34	54	36	57	11	39	58	44	47	50	64	52	66	54	69	11				
10	16	44	26	49	29	50	33	52	35	56	10	38	57	42	45	48	62	51	64	53	67	10				
9	14	43	25	48	28	49	32	50	34	54	9	37	55	41	44	47	60	50	62	52	64	9				
8	13	41	23	48	27	49	31	49	33	53	8	36	54	40	43	46	58	49	60	51	62	8				
7	12	39	22	46	28	48	30	49	32	51	7	34	52	39	42	45	56	47	58	49	60	7				
6	10	37	21	45	25	47	29	48	31	50	6	33	50	38	41	44	55	46	56	48	58	6				
5	9	36	20	43	24	45	28	47	30	48	5	32	49	36	39	42	53	45	54	47	56	5				
4	8	34	19	42	23	44	27	45	29	47																
3	6	32	18	41	22	43	26	44	28	45																
2	5	30	17	39	21	42	25	43	27	44																
1	3	29	15	38	20	41	24	41	26	42																
Repetitions	M	F	M	F	M	F	M	F	M	F	Repetitions	M	F	M	F	M	F	M	F	M	F	Repetitions				
Age group	17-21		22-26		27-31		32-36		37-41		Age group	42-46		47-51		52-56		57-61		62+		Age group				

SIT-UP STANDARDS

SIT-UP STANDARDS												
AGE GROUP	17-21	22-26	27-31	32-36	37-41	AGE GROUP	42-46	47-51	52-56	57-61	62+	AGE GROUP
Repetitions	MF	MF	MF	MF	MF	Repetitions	MF	MF	MF	MF	MF	Repetitions
82			100			82						82
81			99			81						81
80		100	98			80						80
79		99	97			79						79
78	100	97	96			78						78
77	98	96	95			77						77
76	97	95	94	100	100	76						76
75	95	93	92	99	99	75						75
74	94	92	91	98	98	74						74
73	92	91	90	96	97	73						73
72	90	89	89	95	96	72	100					72
71	89	88	88	94	95	71	99					71
70	87	87	87	93	94	70	98					70
69	86	85	86	92	93	69	97					69
68	84	84	85	91	92	68	96					68
67	82	83	84	89	91	67	95					67
66	81	81	83	88	89	66	94	100	100			66
65	79	80	82	87	88	65	93	99	99			65
64	78	79	81	86	87	64	92	98	98	100		64
63	76	77	79	85	86	63	91	97	97	99	100	63
62	74	76	78	84	85	62	90	96	96	98	99	62
61	73	75	77	82	84	61	89	94	95	97	98	61
60	71	73	76	81	83	60	88	93	94	96	97	60
59	70	72	75	80	82	59	87	92	93	95	96	59
58	68	71	74	79	81	58	86	91	92	94	95	58
57	66	69	73	78	80	57	85	90	91	92	94	57
56	65	68	72	76	79	56	84	89	89	91	92	56
55	63	67	71	75	78	55	83	88	88	90	91	55
54	62	65	70	74	77	54	82	87	87	89	90	54
53	60	64	69	73	76	53	81	86	86	88	89	53
52	58	63	68	72	75	52	80	84	85	87	88	52
51	57	61	66	71	74	51	79	83	84	86	87	51
50	55	60	65	69	73	50	78	82	83	85	86	50
49	54	59	64	68	72	49	77	81	82	84	85	49
48	52	57	63	67	71	48	76	80	81	83	84	48
47	50	56	62	66	69	47	75	79	80	82	83	47
46	49	55	61	65	68	46	74	78	79	81	82	46
45	47	53	60	64	67	45	73	77	78	79	81	45
44	46	52	59	62	66	44	72	76	77	78	79	44
43	44	50	58	61	65	43	71	74	76	77	78	43
42	42	49	57	60	64	42	70	73	75	76	77	42
41	41	48	56	59	63	41	69	72	74	75	76	41
40	39	47	55	58	62	40	68	71	73	74	75	40
39	38	45	54	56	61	39	67	70	72	73	74	39
38	36	44	52	55	60	38	66	69	71	72	73	38
37	34	43	51	54	59	37	65	68	69	71	72	37
36	33	41	50	53	58	36	64	67	68	70	71	36
35	31	40	49	52	57	35	63	66	67	69	70	35
34	30	39	48	50	56	34	62	64	66	68	69	34
33	28	37	47	49	55	33	61	63	65	66	68	33
32	26	36	46	48	54	32	60	62	64	65	66	32
31	25	35	45	47	53	31	59	61	63	64	65	31
30	23	33	44	46	52	30	58	60	62	63	64	30
29	22	32	43	45	50	29	57	59	61	62	63	29
28	20	31	42	44	49	28	56	58	60	61	62	28
27	18	29	41	42	48	27	55	57	59	60	61	27
26	17	28	39	41	47	26	54	56	58	59	60	26
25	15	27	38	40	46	25	53	54	57	58	59	25
24	14	25	37	39	45	24	52	53	56	57	58	24
23	12	24	36	38	44	23	51	52	55	56	57	23
22	10	23	35	36	43	22	50	51	54	55	56	22
21	9	21	34	35	42	21	49	50	53	54	55	21
Repetitions	MF	MF	MF	MF	MF	Repetitions	MF	MF	MF	MF	MF	Repetitions
AGE GROUP	17-21	22-26	27-31	32-36	37-41	AGE GROUP	42-46	47-51	52-56	57-61	62+	AGE GROUP

Scoring standards are used to convert raw scores to point scores after test events are completed. To convert raw scores to point scores, find the number of repetitions performed in the left-hand column. Next, move right along that row and locate the intersection of the soldier's appropriate age column. Record that number in the Sit-Up points block on the front of the scorecard.

Performing 60% is passing. The repetition column on the left corresponds with the percentage on the right. Find your age group and gender, follow down to find 60, the repetition on the left is the number you need to perform to pass.

Description:

The sit-up event measures the endurance of the abdominal and hip-flexor muscles. Assume the starting position by lying on your back with your knees bent at a 90-degree angle. Your feet may be together or up to 12 inches apart. Another person will hold your ankles with the hands only. No other method of bracing or holding the feet is authorized. The heel is the only part of your foot that must stay in contact with the ground. Your fingers must be interlocked behind your head and the backs of your hands must touch the ground. Your arms and elbows need not touch the ground. Begin by raising your upper body forward to, or beyond, the vertical position. The vertical position means that the base of your neck is above the base of your spine. After you have reached or surpassed the vertical position, lower your body until the bottom of your shoulder blades touch the ground. Your head, hands, arms, or elbows do not have to touch the ground. A repetition will not count if you fail to reach the vertical position, fail to keep your fingers interlocked behind your head, arch or bow your back and raise your buttocks off the ground to raise your upper body, or let your knees exceed a 90-degree angle. The up position is the only authorized rest position. If you stop and rest in the down (starting) position, the event will be terminated. As long as you make a continuous physical effort to sit up, the event will not be terminated. You may not use your hands or any other means to pull or push yourself up to the up (resting) position or to hold yourself in the rest position. If you do so, your performance in the event will be terminated. Correct performance is important.

2-MILE RUN STANDARDS

2-MILE RUN STANDARDS																									
AGE GROUP		17-21		22-26		27-31		32-36		37-41		AGE GROUP		42-46		47-51		52-56		57-61		62+		AGE GROUP	
Time	M	F	M	F	M	F	M	F	M	F	Time	M	F	M	F	M	F	M	F	M	F	Time	M	F	
12:54											12:54											12:54			
13:00	100		100								13:00											13:00			
13:06	99		99								13:06											13:06			
13:12	97		98								13:12											13:12			
13:18	96		97		100		100				13:18											13:18			
13:24	94		96		99		99				13:24											13:24			
13:30	93		94		98		98				13:30											13:30			
13:36	92		93		97		97		100		13:36											13:36			
13:42	90		92		96		96		99		13:42											13:42			
13:48	89		91		95		95		98		13:48											13:48			
13:54	88		90		94		95		97		13:54											13:54			
14:00	86		89		92		94		97		14:00											14:00			
14:06	85		88		91		93		96		14:06	100										14:06			
14:12	83		87		90		92		95		14:12	99										14:12			
14:18	82		86		89		91		94		14:18	98										14:18			
14:24	81		84		88		90		93		14:24	97		100								14:24			
14:30	79		83		87		89		92		14:30	97		99								14:30			
14:36	78		82		86		88		91		14:36	96		98								14:36			
14:42	77		81		85		87		91		14:42	95		98		100						14:42			
14:48	75		80		84		86		90		14:48	94		97		99						14:48			
14:54	74		79		83		85		89		14:54	93		96		98						14:54			
15:00	72		78		82		85		88		15:00	92		95		98						15:00			
15:06	71		77		81		84		87		15:06	91		95		97						15:06			
15:12	70		76		79		83		86		15:12	90		94		96						15:12			
15:18	68		74		78		82		86		15:18	90		93		95		100				15:18			
15:24	67		73		77		81		85		15:24	89		92		95		99				15:24			
15:30	66		72		76		80		84		15:30	88		91		94		97				15:30			
15:36	64	100	71	100	75		79		83		15:36	87		91		93		97				15:36			
15:42	63	99	70	99	74		78		82		15:42	86		90		92		97		100		15:42			
15:48	61	98	69	98	73	100	77		81		15:48	85		89		91		96		99		15:48			
15:54	60	96	68	97	72	99	76	100	80		15:54	84		88		91		95		98		15:54			
16:00	59	95	67	96	71	98	75	99	80		16:00	83		87		90		94		97		16:00			
16:06	57	94	66	95	70	97	75	99	79		16:06	83		87		89		93		96		16:06			
16:12	56	93	64	94	69	97	74	98	78		16:12	82		86		88		92		95		16:12			
16:18	54	92	63	93	68	96	73	97	77		16:18	81		85		87		91		94		16:18			
16:24	53	90	62	92	66	95	72	97	76		16:24	80		84		87		90		93		16:24			
16:30	52	89	61	91	65	94	71	96	75		16:30	79		83		86		90		93		16:30			
16:36	50	88	60	90	64	93	70	95	74		16:36	78		83		85		89		92		16:36			
16:42	49	87	59	89	63	92	69	94	74		16:42	77		82		84		88		91		16:42			
16:48	48	85	58	88	62	91	68	94	73		16:48	77		81		84		87		90		16:48			
16:54	46	84	57	87	61	91	67	93	72		16:54	76		80		83		86		89		16:54			
17:00	45	83	56	86	60	90	66	92	71	100	17:00	75		80		82		85		88		17:00			
17:06	43	82	54	85	59	89	65	92	70	99	17:06	74		79		81		84		87		17:06			
17:12	42	81	53	84	58	88	65	91	69	98	17:12	73		78		80		83		86		17:12			
17:18	41	79	52	83	57	87	64	90	68	97	17:18	72		77		80		83		85		17:18			
17:24	39	78	51	82	56	86	63	90	67	97	17:24	71	100	76		79		82		84		17:24			
17:30	38	77	50	81	55	85	62	89	67	96	17:30	70	99	76		78		81		83		17:30			
17:36	37	76	49	80	54	85	61	88	66	96	17:36	70	99	75	100	77		80		82		17:36			
17:42	35	75	48	79	53	84	60	88	65	95	17:42	69	98	74	99	76		79		81		17:42			
17:48	34	73	47	78	51	83	59	87	64	94	17:48	68	97	73	99	76		78		80		17:48			
17:54	32	72	46	77	50	82	58	86	63	94	17:54	67	97	73	98	75		77		80		17:54			
18:00	31	71	44	76	49	81	57	86	63	93	18:00	66	96	72	97	74		77		79		18:00			
18:06	30	70	43	75	48	80	56	85	62	92	18:06	65	96	71	97	73		76		78		18:06			
18:12	28	68	42	74	47	80	55	84	61	92	18:12	64	95	70	96	73		75		77		18:12			
18:18	27	67	41	73	46	79	55	83	60	91	18:18	63	94	69	96	72		74		76		18:18			
18:24	26	66	40	72	45	78	54	83	59	90	18:24	63	94	69	95	71		73		75		18:24			
18:30	24	65	39	71	44	77	53	82	58	89	18:30	62	93	68	94	70		72		74		18:30			
18:36	23	64	38	70	43	76	52	81	57	89	18:36	61	92	67	94	69		71		73		18:36			
18:42	21	62	37	69	42	75	51	81	57	88	18:42	60	92	66	93	69		70		72		18:42			
18:48	20	61	36	68	41	74	50	80	56	87	18:48	59	91	65	92	68		70		71		18:48			
18:54	19	60	34	67	39	74	49	79	55	87	18:54	58	90	65	92	67		69		70		18:54			
19:00	17	59	33	66	38	73	48	79	54	86	19:00	57	90	64	91	66	100	68		69		19:00			
19:06	16	58	32	65	37	72	47	78	53	85	19:06	57	89	63	91	65	99	67		68		19:06			
19:12	14	56	31	64	36	71	46	77	52	85	19:12	56	89	62	90	65	99	66		67		19:12			
19:18	13	55	30	63	35	70	45	77	51	84	19:18	55	88	62	89	64	98	65		67		19:18			
19:24	12	54	29	62	34	69	45	76	51	83	19:24	54	87	61	89	63	97	64		66		19:24			
19:30	10	53	28	61	33	69	44	75	50	82	19:30	53	87	60	88	62	96	63		65		19:30			
19:36	9	52	27	60	32	68	43	74	49	82	19:36	52	86	59	87	62	96	63		64		19:36			
19:42	8	50	26	59	31	67	42	74	48	81	19:42	51	85	58	87	61	95	62	100	63	</				

WEIGHT CONTROL STANDARDS

In addition to keeping physically fit, the Army ROTC program also encourages Cadets to maintain a good body composition (lean muscle mass compared to body fat). All Cadets must meet the height/weight tables as appropriate for their level (basic or advanced course). Advanced course Cadets are required to meet the standards listed in AR 600-9 The Army Weight Control Program, no later than the end of their junior year in ROTC. These standards are shown in Table 1 and 2 below. Basic course Cadets must comply with the height weight standards listed in AR 40-501, Standards of Medical Fitness, prior to entering the Advanced Course. These standards are not listed here as they are not applicable to Cadets already enrolled in the Advanced Course.

Table I-Maximum allowable percent body fat standards (AR 600-9)

Age Group: 17-20	Male: 20%	Female: 30%
Age Group: 21-27	Male: 22%	Female: 32%
Age Group: 28-39	Male: 24%	Female: 34%

Table 3-1
Weight for height table (screening table weight)

Height (in inches)	Minimum weight (in pounds)*	Male weight in pounds, by age				Female weight in pounds, by age			
		17-20	21-27	28-39	40+	17-20	21-27	28-39	40+
58	91	—	—	—	—	119	121	122	124
59	94	—	—	—	—	124	125	126	128
60	97	132	136	139	141	128	129	131	133
61	100	136	140	144	146	132	134	135	137
62	104	141	144	148	150	136	138	140	142
63	107	145	149	153	155	141	143	144	146
64	110	150	154	158	160	145	147	149	151
65	114	155	159	163	165	150	152	154	156
66	117	160	163	168	170	155	156	158	161
67	121	165	169	174	176	159	161	163	166
68	125	170	174	179	181	164	166	168	171
69	128	175	179	184	186	169	171	173	176
70	132	180	185	189	192	174	176	178	181
71	136	185	189	194	197	179	181	183	186
72	140	190	195	200	203	184	186	188	191
73	144	195	200	205	208	189	191	194	197
74	148	201	206	211	214	194	197	199	202
75	152	206	212	217	220	200	202	204	208
76	156	212	217	223	226	205	207	210	213
77	160	218	223	229	232	210	213	215	219
78	164	223	229	235	238	216	218	221	225
79	168	229	235	241	244	221	224	227	230
80	173	234	240	247	250	227	230	233	236

Notes:

* Male and female Soldiers who fall below the minimum weights shown in table 3-1 will be referred for immediate medical evaluation.

¹ Height will be measured in stocking feet (without shoes), standing on a flat surface with the chin parallel to the floor. The body will be straight but not rigid, similar to the position of attention. The measurement will be rounded to the nearest inch with the following guidelines: If the height fraction is less than 1/2 inch, round down to the nearest whole number in inches; if the height fraction is 1/2 inch or greater, round up to the next highest whole number in inches.

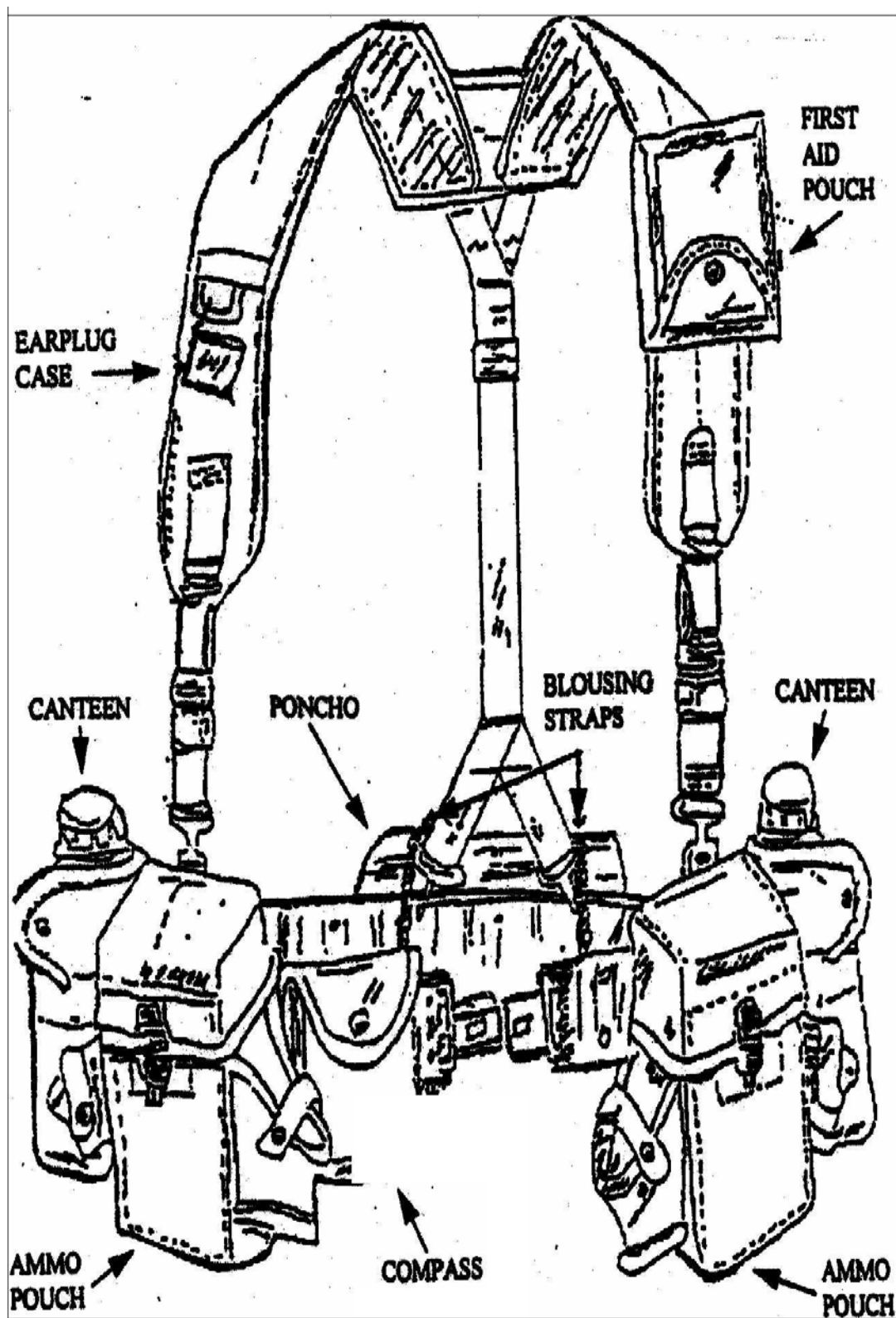
² Weight will be measured and recorded to the nearest pound within the following guidelines: If the weight fraction is less than 1/2 pound, round down to the nearest pound; if the weight fraction is 1/2 pound or greater, round up to the next highest pound.

³ All measurements will be in a standard PT uniform (gym shorts and T-shirt, without shoes).

⁴ If the circumstances preclude weighing Soldiers during the APFT, they will be weighed within 30 days of the APFT.

⁵ Add 6 pounds per inch for males over 80 inches and 5 pounds for females for each inch over 80 inches.

LOAD BEARING EQUIPMENT (LBE) DIAGRAM



ARMY ROTC POLICIES AND PROCEDURES

OPEN DOOR POLICY:

The open door policy at The University of Toledo "Rocket Battalion" is a means by which personnel may discuss complaints, grievances, and suggestions with the Professor of Military Science (PMS). Cadets are encouraged to use the normal chain of command to the maximum extent possible. The PMS's door is open anytime that he is available. No appointment is necessary and personnel desiring to avail themselves of this opportunity can report directly to the PMS.

EQUAL OPPORTUNITY:

The Army's Equal Opportunity Program is a commitment that assures the human dignity and equal opportunity for all service members and Cadets. As such, it is "Rocket Battalion" policy to conduct all activities in a manner that is free from discrimination and provides equal opportunity and treatment to all personnel.

COUNSELING:

Counseling is the primary means of providing feedback about job performance in the Army. Counseling is used daily by officers and non-commissioned officers to recognize their subordinates for good performance. Counseling is also used to redirect subordinates when performance or behavior needs requires change or improvement. Counseling is a very powerful leadership tool. A good leader must learn how to conduct counseling in a way to motivate and encourage subordinates. Counseling is a very interactive between the counselor, who will normally be your instructor/advisor, and you. To provide you with the experience necessary for you to become a good counselor, all Cadets will participate in at least two counseling sessions with their Cadre instructor per semester. Cadets are encouraged to use these sessions to answer any questions and express concerns.

ALCOHOL AND DRUG USE/ABUSE:

The university and Army policies regarding alcohol and drug /abuse are strictly enforced by the Army ROTC battalion. Under age drinking is prohibited. No alcoholic beverages will be consumed in the Army ROTC building without permission of the PMS and university officials. Likewise, alcoholic beverages will not be consumed at social functions without strict controls and permission of the PMS and the university. Use of illegal substances is strictly prohibited and forbidden by all battalion personnel.

SAFETY:

Safety is an individual and organizational responsibility. Knowledge of correct procedures, considerations, and being alert for all possible safety violations and hazards is everyone's duty. If and when you see an unsafe act, act quickly and decisively to either make an on-the-spot correction or notify any ROTC Cadre. The importance of safety cannot be overstated.

OFFICE ADMINISTRATION:

1. Copy machine: Request permission from Cadre and administrative staff prior to use of the copy machine. The machine is for "official" use only and not for college works of a routine nature.

2. Telephones: Office telephones may only be used by Cadets for on-campus calls. Off-campus calls require Cadre permission.

3. Cadet Library: The Cadet library is for your use. However, since there are no formal checkout procedures, promptly return books and manuals when you are done with them. Since there is no library staff, do not abuse the system, doing so will only serve to reduce required materials and damage your reputation. The Operations NCO is the custodian and manager of the library who can answer your questions concerning study time in the library.

4. Computers: Cadets will only be allowed to use the computers in the computer labs located in the MSL IV classroom and the Cadet library on the second floor. Any research needed can be done on these computers. Cadets are prohibited from saving documents on the hard drives of theses computers, as it takes up space on the hard drives. Cadets will provide their own disks or CDs for any work saved.

ACCESSIONS & BRANCHING

Following the completion of the Leadership Development and Assessment Course, Cadets will be required to make their initial branch selections. Each Cadet will select, in order of precedence, their choice of which they would like to be branched upon commissioning. These preferences will then be forwarded to higher headquarters for a final determination regarding each Cadet's branch assignment. Final branch assignment will be made based upon the needs of the Army, the qualifications of each Cadet, and the desires of each Cadet. In most cases, final branch assignment will be in one of the three branches of preference and presentation of the branch will be made in mid-October.

A list of the various branches follows:



INFANTRY: Infantry officers lead units that have the crucial mission of closing with the enemy by means of fire and maneuver in order to destroy, capture, or repel their assault by fire, close combat, and counterattack. The Infantry is the main land combat force and core fighting strength of the Army. It's equally important during peacetime and in combat. The role of an Infantry Officer is to be a leader in operations specific to the Infantry and to lead others in all areas of land combat. The responsibilities of an Infantry Lieutenant may include:

Leading and controlling the Infantry and combined armed forces during land combat.

Coordinating employment of Infantry Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



ARMOR: The Mission of Armor is to close with and destroy the enemy using fire, maneuver, and shock effect. The Army's Armor Branch is responsible for all the tank and cavalry/forward reconnaissance operations on the battlefield. The role of an Armor Officer is to be a leader in operations specific to the Armor Branch and to lead others in many areas of combat operations. As an Armor Officer, you may either work with tank units that utilize the M1A1 and M1A2 Abrams Tanks, or cavalry units responsible for forward reconnaissance operations. The responsibilities of an Armor Lieutenant may include:

Leading and controlling the Armor and combined armed forces during land combat.

Coordinating employment of Armor Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



FIELD ARTILLERY: Field Artillery officers lead units that have the critical mission of destroying, neutralizing or suppressing the enemy by cannon, rocket and missile fire and ensuring the integration of all supporting fires in Combined-Arms operations. The Army's Field Artillery Branch is responsible for neutralizing or suppressing the enemy by cannon, rocket and missile fire and to help integrate all fire support assets into combined arms operations. The role of a Field Artillery Officer is to be a leader in operations specific to the Field Artillery Branch and to be an expert in the tactics, techniques and procedures for the employment of fire support systems. The responsibilities of a Field Artillery Lieutenant may include:

Leading and controlling Field Artillery troops and combined armed forces during land combat.

Coordinating employment of Field Artillery Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



AIR DEFENSE ARTILLERY: Protect the Force and Selected Geopolitical Assets from Aerial Attack, Missile Attack and Surveillance. The Army's Air Defense Artillery Branch has had to evolve to manage the diverse air and missile threat seen in the early part of the 21st century. It is one of the most high-tech and modern forces within the Army and the Officers who lead it must sharpen their skills constantly as this technology evolves. The role of an Air Defense Artillery Officer is to be a leader in operations specific to the Air Defense Artillery Branch and to be an expert in the tactics, techniques and procedures for the employment of air defense systems. You will lead teams in protecting U.S. forces from aerial attack, missile attack and enemy surveillance. The responsibilities of an Air Defense Artillery Lieutenant may include:

- Coordinating the Air Defense target engagement process in joint and multi-national operations.

- Coordinating employment of Air Defense Artillery Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



AVIATION: The mission of Army Aviation is to find, fix, and destroy the enemy through fire and maneuver; and to provide combat, combat service and combat service support in coordinated operations as an integral member of the combined arms team. The Army's Aviation Branch is critical in so many of the Army's operations. From providing quick-strike and long-range target engagement during combat operations to hauling troops and supplies, Army helicopter units are key in getting the job done in many situations. An Officer within the Aviation Branch is first an expert aviator, but is also responsible for the coordination of Aviation operations from maintenance to control tower operations to tactical field missions. All Aviation Officers lead Soldiers and Aviation units and work with the following Army helicopters; OH-58 Kiowa, UH-60 Black Hawk, CH-47 Chinook, and AH-64 Apache. The responsibilities of an Aviation Lieutenant may include:

- Coordinating employment of Aviation Soldiers and aircraft at all levels, from platoon to battalion and higher, in U.S. and multi-national operations.

- Provide Aviation coordination

- Instruct Aviation skills at service schools and combat training centers



ENGINEER: Engineers support the battlefield commander by executing their four-fold tactical mission of mobility, counter mobility, survivability and general engineering, as well as providing topographical support to the Army. An Officer in the Army Corps of Engineers is responsible for providing support in a full spectrum of engineering duties. Engineer Officers help the Army and the Nation in building structures, developing civil works programs, working with natural resources as well as providing combat support on the battlefield. The responsibilities of an Engineer Lieutenant may include:

- Planning and executing engineering missions, both combat and construction

- Understanding tactical decision making and the Engineer's role as a leader in a combined arms or joint-force environment

- Coordinating employment of Engineer Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



SIGNAL: The mission of the Signal Corps is to provide seamless, secure, consistent and dynamic worldwide information systems and communication networks for real-time command and control of Army, Joint, and Combined Forces in tactical, garrison and strategic operations. The Army's Signal Corps is responsible for all systems of communication for the entire Army. The Signal Corps strives to always provide seamless, secure, consistent and dynamic information systems at all levels of command and for any situation. A Signal Corps Officer, then, must be an expert in planning, installing, integrating, operating and maintaining the Army's voice, data and information systems, services and resources. Signal Officers must be highly intelligent, forward-thinking and have a complete knowledge of these various technologies. The responsibilities of a Signal Lieutenant may include:

Planning and executing all aspects of communication on missions, both during combat and peacetime

Understanding tactical decision making and the Signal Officer's role as a leader in a combined arms or joint-force environment

Coordinating employment of Signal Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



CHEMICAL CORPS: Chemical Corps officers protect the force and allow the Army to fight and win against a Nuclear Biological and Chemical (NBC) threat. Branch members develop doctrine, equipment and training for NBC defense that serve to deter potential adversaries possessing weapons of mass destruction. A new frontier of defense for our country is the threat of Nuclear, Biological and Chemical (NBC) weapons and Weapons of Mass Destruction (WMD). The Chemical Officer advises the commander on issues regarding nuclear, biological and radiological warfare, defense and homeland protection. Chemical Officers also employ Chemical units in combat support with chemical, smoke and flame weapons, technology and management. The responsibilities of a Chemical Lieutenant may include:

Commanding and controlling Chemical operations and combined armed forces during combat and peacetime.

Coordinating employment of Chemical Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



MILITARY INTELLIGENCE: Military Intelligence officers provide timely, relevant and accurate intelligence and Electronic Warfare (EW) support to leaders at all levels. MI officers lead, manage and direct intelligence planning and operations across the entire operational continuum. The Army's Military Intelligence (MI) is responsible for all intelligence gathered or learned during Army missions. MI Officers are always out front, providing essential intelligence and in many cases saving Soldiers who are fighting on the front lines. Military Intelligence Officers also assess risks associated with friendly and enemy courses of action and act to counter or neutralize identified intelligence threats. The MI Officer also uses intelligence systems and data to reduce uncertainty of enemy, terrain and weather conditions for a commander. The responsibilities of a Military Intelligence Lieutenant may include:

Commanding and controlling the Military Intelligence Soldiers and combined armed forces during combat and intelligence gathering operations.

Coordinating employment of Military Intelligence Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



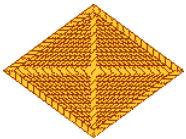
MILITARY POLICE: Military Police Corps officers lead units in performing the five major functions associated with the branch -- area security; maneuver and mobility support; police intelligence operations; internment and resettlement; and law and order. The Army's Military Police provide an important function in the full spectrum of Army operations. The Army's Military Police can be utilized in direct combat and during peacetime. The responsibilities of a Military Police Lieutenant may include:

- Command and direct Military Police units and organizations.

- Provide Military Police coordination at all levels.

- Develop doctrine, organizations and equipment for future military police missions.

- Serve as Military Police advisor to Army Reserve and Army National Guard organizations.



FINANCE: The Finance Corps' Mission is to fund Army, Joint, and Combined Operations; execute timely commercial vendor and contract payments; and to provide pay and disbursing services, banking and currency services, and limited accounting on an area basis. The Army's Finance Corps is responsible for sustaining operations through purchasing and acquiring supplies and services. Officers in the Finance Corps make sure commercial vendors are paid, contractual payments are met, balancing and projecting budgets, paying Soldiers for their service and other financial matters of keeping the Army running. Some specific financial management areas for a Finance Officer include; Army pay, Commercial vendor support, Disbursement of public funds, Auditing, Travel and transportation allowances, Accounting, Financial management information systems, and Banking. The responsibilities of a Finance Lieutenant may include:

- Commanding and controlling Financial operations and combined armed forces during combat and peacetime.

- Coordinating employment of Finance Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



QUARTERMASTER: The Quartermaster Corps provides supply support, field services, aerial delivery support, materiel and distribution management, combat development and doctrine, training, and professional developments to support the Total Army. The Quartermaster Corps is the logistical center point for all Army operations. Quartermaster Officers are responsible for making sure equipment, materials and systems are available and functioning for missions. More specifically, the Quartermaster Officer provides supply support for Soldiers and units in field services, aerial delivery and material and distribution management. The responsibilities of a Quartermaster Lieutenant may include:

- Commanding and controlling Quartermaster operations and combined armed forces during land combat.

- Coordinating employment of Quartermaster Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



TRANSPORTATION: Transportation Corps officers develop concepts and doctrine to perform transportation services and support functions for forces across the operational spectrum of the National Military Strategy. Transportation officers plan, schedule, and supervise the use of each mode of transportation for the effective movement of personnel and cargo. The Transportation Corps is responsible for moving supplies, troops and equipment anywhere on the globe. During war, the Transportation Corps utilizes trucks, boats and airplanes to provide extremely fast support to the combat teams on the frontlines. Transportation Officers are experts in the systems, vehicles and procedures in moving troops and supplies in the Army. The responsibilities of a Transportation Lieutenant may include:

Commanding and controlling Transportation operations and combined armed forces during land combat.

Coordinating employment of Transportation Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



MEDICAL SERVICE CORPS: To provide highly skilled and dedicated leaders who perform the clinical, scientific, administrative, command and support services essential to efficiently and effectively manage a quality, world-class health care system in support of the Army. The Medical Service Corps is a diverse and integral part of the Army Health Care Team. Medical Service Corps Officers are essential in treating and helping the overall health of Soldiers and their families. They are also responsible for much of the medical research that takes place in the Army. From medical fields such as optometry and podiatry to laboratory sciences to behavioral sciences, the Army Medical Service Corps includes many areas of specialty. The responsibilities of a Medical Service Corps Lieutenant may include:

Commanding and controlling the Medical Service Corps units during emergency and non-emergency medical situations

Coordinating employment of Medical Service Corps Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



ADJUTANT GENERAL: To train leaders and soldiers in providing personnel service support for the Army of today and the 21st century through excellence in doctrine, Leader Development, Organization, Material, and soldiers. An Adjutant General Officer is responsible for helping Soldiers with the tasks that affect their overall welfare and well being, while assisting commanders by keeping Soldiers combat-ready. In many cases, the duties of an Adjutant General Officer are very similar to the function of a high-level human resources executive in the civilian world. The responsibilities of an Adjutant General Lieutenant may include:

Commanding and controlling personnel and administrative operations and combined armed forces during combat and peacetime.

Coordinating employment of Adjutant General Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



ORDNANCE: The purpose of the Ordnance Corps is to support the development, production, acquisition and sustainment of weapons systems and munitions, and to provide Explosive Ordnance Disposal, during peace and war, to provide superior combat power to current and future forces of the United States Army. A key component to the Army's success is the maintenance of a wide range of weapons systems, commonly called "ordnance." Ordnance Officers are responsible for ensuring that these weapons systems, vehicles, and equipment are ready and available--and in perfect working order--at all times. An Ordnance Officer will also manage the developing, testing, fielding, handling, storage and disposal of munitions. The responsibilities of an Ordnance Lieutenant may include:

Commanding and controlling Ordnance operations and combined armed forces during land combat.

Coordinating employment of Ordnance Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



NURSE CORPS: To provide nursing leadership and quality nursing care, both in peacetime and during contingency operations, within a professional military system and in support of the mission of the Army Medical Department. As an Officer in the Army Nurse Corps, you will lead a nursing team in caring for Soldiers and their families. You will be responsible for and address all aspects of patient care, including initiating and coordinating multidisciplinary care. As an Army Nurse Corps Officer, you can specialize beyond Medical- Surgical nursing in one of the following areas: Critical Care, Operating Room, OB/GYN, Psychiatric/Mental Health, Army Public Health or Emergency Room. There are also opportunities to attend graduate school and become an Advanced Practice Nurse such as a Certified Registered Nurse Anesthetist, Family Nurse Practitioner, Nurse Midwife and Psychiatric Nurse Practitioner to name a few. The responsibilities of a Nurse Corps Lieutenant may include:

Commanding and controlling one shift on a nursing unit that is part of a Field Hospital or installation Medical Activity (MEDDAC). At large Medical Centers (MEDCEN) you may be a team leader on a large nursing unit.

Coordinating and supervising all nursing care during your shift to provide care for patients at all levels of command, from company to division level and beyond, in U.S. and multi-national operations.

COMMISSIONING

Commissioning is both the final goal of the ROTC Cadet and the stepping-stone toward future opportunity. To commemorate this event, a ceremony will be held at the time of commissioning, to both administer the oath of office and to pin on the coveted gold bars. The following is a reprint of the oath of office. It is a solemn commitment that binds all officers:

OATH OF OFFICE

"I (Full name), having been appointed an officer in the Army of the United States in the grade of Second Lieutenant, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies foreign and domestic; that I bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will, well and faithfully discharge the duties of the office upon which I am about to enter, so help me God."

Beyond ROTC

Following the completion of Army ROTC, there are many different courses of action that can be followed depending upon each individual situation. However, the first priority of any officer should and must be the completion of BOLC II (Basic Officer Leadership Course) and OBC (Officer Basic Course). This course is unique to each branch and should be attended as soon as possible following commissioning. Once this is accomplished, an officer can expect to follow a somewhat standard career progression pattern. The course is taught at the branch school headquarters, and can last from 10 weeks to 18 months.

Following OBC, it is likely that a Second Lieutenant will attend a follow specialty school to prepare him/her for their first assignment. This might be a course on a particular weapon system or branch skill. Other schools such as Airborne, Ranger, or Air Assault may also be available at this time. It is important to make the most of schooling opportunities as they are all designed to better prepare each officer for his/her assignment. Following the completion of the initial branch and specialty schooling, a Second Lieutenant will be sent to his/her first assignment.

The first assignment is a result of three things: the needs of the Army, officer qualifications, and officer desires. Both by directly contacting the assigned branch and by keeping an updated assignment preferences statement on file at the branch, an officer can directly influence his/her place of assignment. The first assignment is the real starting point of an officer's career and can often be a big factor in any and all future successes. The key is to be prepared. You should make the most of your time in ROTC, the training while here, and other opportunities. The Cadet and future officer who does so will be ready to lead and make the most of their Army experience and career.

A BAR OF GOLD ON ARMY GREEN

(Lyrics by Patrick Cunningham)

(Music by David Buskin)

Listen up, you brave young man
The battle's loomin' near
You have to take the hill by morning light
Do you read me loud and clear?

Yes sir, they nod, every man
Though their eyes are flecked with fear
For they've come to know the man in charge
And the cause he holds so dear.

CHORUS:

A bar of gold on Army Green
A bar of gold on Army Green
When you're looking for a leader
One who's heard as well as seen
Look to the man who's earned respect
And a bar of gold on Army green

"The Army Goes Rolling Along"

Intro: March along, sing our song, with the Army of the free
Count the brave, count the true, who have fought to victory
We're the Army and proud of our name
We're the Army and proudly proclaim

Verse: First to fight for the right,
And to build the Nation's might,
And The Army Goes Rolling Along
Proud of all we have done,
Fighting till the battle's won,
And the Army Goes Rolling Along.

Refrain: Then it's Hi! Hi! Hey!
The Army's on its way.
Count off the cadence loud and strong (TWO! THREE!)
For where e'er we go,
You will always know
That The Army Goes Rolling Along.

Verse: Valley Forge, Custer's ranks,
San Juan Hill and Patton's tanks,
And the Army went rolling along
Minute men, from the start,
Always fighting from the heart,
And the Army keeps rolling along.
(refrain)

Verse: Men in rags, men who froze,
Still that Army met its foes,
And the Army went rolling along.
Faith in God, then we're right,
And we'll fight with all our might,
As the Army keeps rolling along.
(refrain)

LINKS AND RESOURCES

Rocket Battalion

<http://www.armyrotc.utoledo.edu>

ROTC Blackboard

<http://rotc.blackboard.com>

Army Manuals and Regulations

www.adtd1.army.mil

www.usapa.army.mil

Army ROTC

www.armyrotc.com

<http://www.rotc.monroe.army.mil/>

<http://www.usaac.army.mil/acce/> (Eastern Region)

Branch Information

www.branchorientation.com

http://www.apd.army.mil/pdffiles/r600_3.pdf

Flag Etiquette

www.gruntsmilitary.com/flag.shtml

Order of Precedence of ROTC Ribbons

www.gruntsmilitary.com/arotc.shtml

Physical Training

www.hooah4health.com

www.usma.edu/dpe/testing/conditioning.html

https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm21_20.pdf

Wear and Appearance of the Uniform

http://www.apd.army.mil/pdffiles/r670_1.pdf