

Preface

Welcome and thank you for taking the initiative to excel in a challenging academic environment and to consider serving your Nation as a Leader in our Army. This Cadet Handbook has been developed by the Cadre and Corps of Cadets of the Truman State University Army ROTC program in order to assist students in achieving a successful transition into college life and the Army ROTC's Leadership Development Program (LDP).

If you haven't already, please look at our Military Science website and some of the sub-links we've set-up so you can preview our program, the cadre and cadet leadership as well as the paid summer internship and scholarship opportunities available to you at: <http://militaryscience.truman.edu/>

The Cadets of the Bulldog Battalion receive leadership training that is unmatched by any other college course. As Cadets progress through their academic years they receive increasingly more comprehensive instruction in military theory, history, doctrine and organization to compliment the core military science and leadership classes. Leadership roles and responsibilities in the cadet battalion also increase culminating in the senior or MS IV year where the seniors run the program and serve as peer mentors to the underclassmen. This progressive instruction is enhanced by leadership laboratories, a very challenging physical fitness program and summer internships and cadet professional field training to include Airborne, Air Assault, Mountain Warfare, Combat Life Saver and other skills training.

Our Leadership Development Program also offers voluntary extracurricular activities. Rappelling, paintball, canoe and ski trips are always favorites but we also train a Ranger Challenge team that competes in regional and national competitions against other universities in a series of "Military Stakes" type events. The Ranger Challenge Team at Truman has a decade long tradition of excellence placing in the top three schools each of the last ten years. Our Ranger Challenge team training starts early in the fall semester and allows for a more physically challenging atmosphere in order to promote success at the competition. This is our varsity sport and will challenge you to become a better athlete and team member. Additionally, we have a Color Guard ceremonial detail, Howitzer cannon crew and "Recondo" Club that teaches additional tactical military skills to improve our cadets' leadership skills.

The TSU Army ROTC Cadre consists of experienced US Army Officers and NCOs, all of whom have deployed to Iraq or Afghanistan. These professional instructors are specially selected by the Army to serve at the University and develop the future leaders of our Nation and our Army. You will receive personalized assistance in mapping out your progression as a student and enhancing your personal leadership skills. This invaluable leadership training will serve you well in whichever career field you ultimately choose to pursue. If you decide on a pursuing a career in the Active Duty Army, National Guard or US Army Reserve, by signing up for Military Science classes you will have completed the first steps necessary to receive an ROTC scholarship and ultimate commission as an Army Officer upon graduation.

***-LEADERSHIP EXCELLENCE IS NO ACCIDENT-
BULLDOG PRIDE!***



ROTC and U.S. Army Cadet Command (USACC) History

The Army Reserve Officers' Training Corps (ROTC), as it exists today, began with President Wilson signing the National Defense Act of 1916. Although military training had been taking place in civilian colleges and universities as early as 1819, the signing of the National Defense Act brought this training under single, federally-controlled entity: The Reserve Officers' Training Corps.

Army ROTC is the largest officer-producing organization within the American military, having commissioned more than half a million second lieutenants since its inception. Women have been an integral part of the Army ROTC since school year 1972-1973. The first group of females from ROTC was commissioned in school year 1975-1976. Today, women constitute 20 percent of the Corps of Cadets and more that 15 percent of each commissioning cohort.

In April 1986, the U.S. Army Cadet Command was formed. With its headquarters at Fort Monroe, Virginia, Cadet Command assumed responsibility for more than 400 senior ROTC units, four regional headquarters, and the Junior ROTC with programs in more than 800 high schools. Cadet Command transformed the ROTC from a decentralized organization turning out a heterogeneous group of junior officers into a centralized command producing lieutenants of high and uniform quality. An improved command and control apparatus, an intensification and standardization of training, and improvements in leadership assessment and development helped produce this transformation of pre-commissioning preparation.

Today, Army ROTC has a total of 272 programs located at colleges and universities throughout the 50 states, the District of Columbia, Puerto Rico with an enrollment of more than 20,000. It produces approximately 60 percent of the second lieutenants who join the active Army, the Army National Guard and the U.S. Army Reserve. More than 40 percent of current active duty Army General Officers was commissioned through the ROTC. Of even greater importance is that ROTC trained and educated officers bring a hybrid vigor to our officer corps by drawing on the strength and variety of our social fabric. This reduces the natural tendency of armies to drift into inbred professional separatism. Cadet Command accomplishes this by combining the character building aspects of a diverse, self-disciplined civilian education with tough, centralized leader development training. This process forges a broad-gauged officer who manifests the strength and diversity of the society from which he or she is drawn as well as the quality of strong officer leadership.

History of Army ROTC at Truman State University

In 1968, the Department of the Army authorized Truman State University to establish an ROTC program. The program agreement stated that ROTC would be mandatory for all incoming freshmen, replacing the general education requirement of physical education. After completing their freshmen year, continuation of the ROTC program would be optional.

The new program was placed on the academic schedule as of the fall semester SY 1969-1970. More than 600 young men were enrolled in the fall of 1969. On 23 September 1969, the first leadership lab was held. In January 1970, the first female enrolled in the program and in February the rifle range in the basement of Brewer Hall was opened for Truman undergraduate students. On 19 May 1970, the first military banquet was held at the Bonfoey Inn.

During the summer of 1970, 17 Truman State University students attended Advanced Camp at Fort Riley and 25 attended Basic Camp at Fort Knox.

The first commissioning ceremony was held on 27 May 1971. At this time, there were four commissionees. Since that time, more than 550 lieutenants have been commissioned through the Bulldog Battalion. Over one-third still serves in the United States Army, Army National Guard, or Army Reserve.

The Cadet Command (ROTC) Patch



The Cadet Command Shield symbolizes the Army mission of National Defense and is divided into quarters representing the four traditional Military Science Courses comprising the Senior ROTC curriculum.

The Sword signifies courage, gallantry, and self-sacrifice intrinsic to the profession of arms. The Lamp denotes the pursuit of knowledge, higher learning, and the partnership of Army ROTC with American colleges and universities.

The Greek Helmet is symbolic of the ancient civilization concept of the Warrior Scholar. The motto "Leadership Excellence" expresses the ultimate responsibility of Army ROTC in the discharge of its moral responsibility to the Nation.

Formal approval was granted by the U.S. Army Institute of Heraldry on 22 August 1986.

THE CADET CREED

I am an ARMY Cadet.

Soon I will take an oath and become an Army Officer committed to DEFENDING the values which make this Nation great.

HONOR is my touchstone.

I understand MISSION first and PEOPLE always.

I am the PAST, the spirit of those WARRIORS who 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 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 Cadet Command Song

A BAR OF GOLD ON ARMY GREEN

A Bar of Gold on Army Green,
A Bar of Gold on Army Green,
If you're looking for a leader
One who's heard as well as seen,
Look to the one who's earned respect
And a Bar of Gold on Army Green.
A Bar of Gold on Army Green

The Seven Army Values

L-D-R-S-H-I-P

“Our profession’s ethic remains the foundation of trust which the American people place in their military”

Loyalty

Bear true faith and allegiance to the U.S. constitution, the Army, and other soldiers.

Be loyal to the nation and its heritage. Leaders who demonstrate loyalty:

- Bear true faith and allegiance in the correct order to the Constitution, the Army, and the organization.
- Observe higher headquarters’ priorities.
- Work within the system without manipulating it for personal gain.

Duty

Fulfill your obligations.

Accept responsibility for your own actions and those entrusted to your care.

Find opportunities to improve oneself for the good of the group. Leaders who demonstrate devotion to duty:

- Fulfill obligations—professional, legal, and moral.
- Carry out mission requirements.
- Meet professional standards.
- Set the example.
- Comply with policies and directives.
- Continually pursue excellence.

Respect

Rely upon the golden rule – Treat others as you want to be treated.

How we consider others reflects upon each of us, both personally and as a professional organization.

Leaders who demonstrate respect:

- Treat people as they should be treated.
- Create a climate of fairness and equal opportunity.
- Are discreet and tactful when correcting or questioning others.
- Show concern for and make an effort to check on the safety and well-being of others.
- Are courteous.
- Don’t take advantage of positions of authority.

Selfless Service

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

Selfless service leads to organizational teamwork and encompasses discipline, self-control and faith in the system. Leaders who demonstrate selfless service:

- Put the welfare of the nation, the Army, and subordinates before their own.
- Sustain team morale.
- Share subordinates’ hardships.

- Give credit for success to others and accept responsibility for failure themselves.

Honor

Live up to all the Army values. Leaders who demonstrate honor:

- Live up to Army values.
- Don't lie, cheat, steal, or tolerate those actions by others.

Integrity

Do what is right, legally and morally.

Be willing to do what is right even when no one is looking.

It is our "moral compass" an inner voice. Leaders who demonstrate integrity:

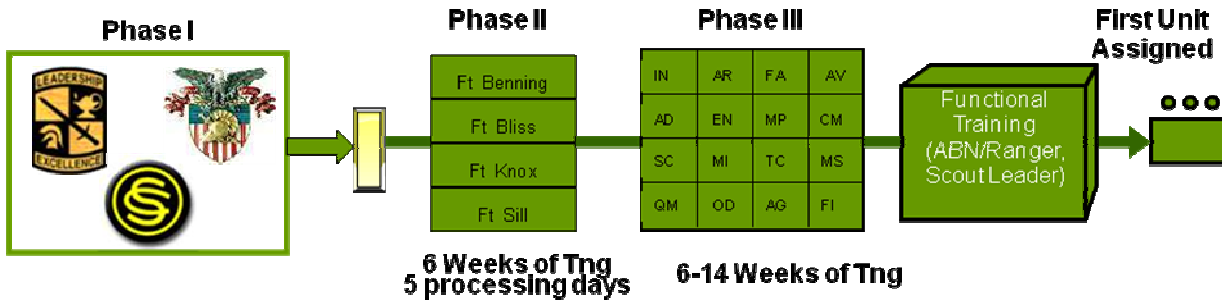
- Do what is right legally and morally.
- Possess high personal moral standards.
- Are honest in word and deed.
- Show consistently good moral judgment and behavior.
- Put doing the right thing ahead of being popular.

Personal Courage

The ability to face fear, danger, or adversity, both physical and moral courage. Leaders who demonstrate personal courage:

- Show physical and moral bravery.
- Take responsibility for decisions and actions.
- Accept responsibility for mistakes and shortcomings.

Basic Officer's Leader Course (BOLC) Framework



The United States Army commissions officers from three primary sources:

1. The Reserve Officers Training Corps (ROTC)
2. The United States Military Academy (USMA)
3. Officer Candidate School (OCS)

Taken together, these three sources represent Phase I of BOLC.

Army ROTC (BOLC I) at Truman State University

The Army Reserve Officers' Training Corps (ROTC) at Truman State University is an educational and leadership development program which combines college electives in military science with practical leadership training to prepare men and women to become Army officers. Upon successful completion of the Army ROTC program and graduation from Truman, cadets receive their commissions as Second Lieutenants in the active Army, Army Reserve or Army National Guard.

BOLC Phase II

BOLC II is a 6 week tactical field training course completed at Fort Benning, GA or Fort Sill, OK. The mission of BOLC II is to **train, educate, and acculturate Second Lieutenants to develop competent, confident, and adaptable officers able to lead Soldiers in any environment.** BOLC Phase II accomplishes this through a series of field training exercises and more detailed tactical training that prepares Lieutenants to lead soldiers in the Contemporary Operating Environment (COE).

BOLC Phase III

BOLC III consists of technical training in your assigned Army branch (Infantry, Aviation, Signal, Army Nurse, etc.) conducted at your branch's Officer Basic Course schoolhouse location.

ROTC Curriculum

Military Science and Leadership Courses

Army ROTC at Truman is divided into a Basic and Advanced Course. The Basic Course equates to Freshman and Sophomore (MS I & II) academic years while the Advanced Course is for academic juniors and seniors (MS III & IV). Cadets can either enter as normal progression cadets and take the 4 year course or as lateral entry cadets taking the 2 year course following the Leader's Training Course (LTC – outlined below).

Four-Year Program

Students take one course and participate in a leadership laboratory each semester. Cadets attend Leadership Development and Assessment Course (LDAC), a five week leadership course conducted at Fort Lewis, Washington during the summer between junior and senior year. Cadets must also complete an approved course or show proficiency in each of the following areas: human behavior, computer literacy, mathematical reasoning, and written communications. Complete the Basic and Advanced courses listed below.

COURSE	CREDITS
FRESHMAN YEAR	
Fall Semester	
MS 100 Introduction to Military Science I w/ Lab	1
Spring Semester	
MS 101 Introduction to Military Science II w/ Lab	1
SOPHOMORE YEAR	
Fall Semester	
MS 200 Perspectives in Leadership I w/ Lab	2
Spring Semester	
MS 201 Perspectives in Leadership II w/ Lab	3
JUNIOR YEAR	
Fall Semester	
MS 300 Military Leadership Development w/ Lab	3
Spring Semester	
MS 301 Advanced Leadership Development w/ Lab	3
MS 302 Advanced Leadership Practicum (LDAC - 5 weeks, summer)	6
SENIOR YEAR	
Fall Semester	
MS 400 Seminar: Leadership & Management w/ Lab	3
Spring Semester	
MS 401 Advanced Seminar: Leadership & Management w/ Lab	3
COMMISSIONED	25

Two-Year Program

Truman students who did not take ROTC during their freshmen and sophomore years, and transfer students should attend **Leader's Training Course (LTC)**. LTC is a paid, no obligation, four week Army internship conducted at Fort Knox, Kentucky during the summer between sophomore and junior year. Attendance of the Leader's Training Course satisfies required freshman and sophomore classes (Basic

Course requirements). Students attending Leader's Training Course may receive up to seven credit hours towards graduation requirements. Successful completion of Basic Training also satisfies this requirement. Students are required to take on a military science class and Leadership Laboratory each semester. Cadets must attend a five week course conducted at Fort Lewis, Washington during the summer between junior and senior year (LDAC). Completion of an approved course or showing proficiency in each of the following areas: human behavior, computer literacy, mathematical reasoning, and written communications are required. Successful completion of at least 54 semester hours is required prior to enrollment. Complete all of the Advanced Courses listed below.

COURSE	CREDITS
Leaders Training Course (4 weeks Summer)	7
JUNIOR YEAR	
Fall Semester	
MS 300 Military Leadership Development w/ Lab	3
Spring Semester	
MS 301 Advanced Leadership Development w/ Lab	3
MS 302 Advanced Leadership Practicum (LDAC - 5 weeks, summer)	6
SENIOR YEAR	
Fall Semester	
MS 400 Seminar: Leadership & Management w/ Lab	3
Spring Semester	
MS 401 Advanced Seminar: Leadership & Management w/ Lab	3
COMMISSIONED	25

A Written Communication Skills Course is designed to promote writing effectiveness. Recommended courses: Advanced English Composition, Creative Writing, Business Writing OR Scientific Writing & Languages, Writing for Mass Communicating. Alternate Courses: Linguistics, Logic, other courses with Professor of Military Science's permission.

A Human Behavior Course helps in order to gain knowledge of human and societal development as a basis for understanding of the human aspects of command, military operations and training, and combat and training developments. Recommended courses are: General Psychology, Sociology, Anthropology and Ethics. Alternate courses may be taken with Professor of Military Science's permission.

Course Descriptions

BASIC COURSE

MS 100 Introduction to Military Science I

1 Credit Hour

Provides an overview of the mission and roles of the US Army, the Reserve Officers Training Corps, the National Guard, the Army Reserves, and the Department of Defense in support of the Constitution. Emphasis is also given on developing a personal physical fitness program. This course along with MS101 fulfills the Personal Well-Being as an Essential Skill requirement.

MS 101 Introduction to Military Science II

1 Credit Hour

Teaches students the principles of war, basic small unit tactics, basic map reading, and treatment of hot and cold weather injuries. Basic leadership principles are also emphasized. This course along with MS100 fulfills the Personal Well-Being as an Essential Skill requirement.

MS 125 Ranger Challenge

1 credit hour

Ranger Challenge is the national ROTC "Varsity" team competition that tests mental and physical endurance and teamwork. Ranger Challenge offers eight weeks of training covering eight separate events. The events are the Army Physical Fitness Test (APFT), orienteering, one-rope bridge, weapon assembly/disassembly, grenade assault course, weapons firing, small unit patrolling, and a 10 kilometer road march. Students will train 14.5 hours per week and four of the eight weekends, in preparation for the final Ranger Challenge competition. This course is only offered during the fall semester.

MS 200 Perspectives in Leadership I

2 credit hours

Emphasis is on developing leadership skills and self-confidence. Students learn and practice leadership techniques and study communications skills, human behavior, motivation, ethics, counseling, and general principles of organizational and individual leadership. Students also study American Military History from the French and Indian War to the War of 1812.

MS 201 Perspectives in Leadership II

3 credit hours

Emphasis is on the continued practice and refinement of leadership skills. Students also learn effective military writing and speaking. Small unit tactics and American Military History from the War of 1812 to the Mexican-American War are also studied. This course is **WRITING ENHANCED** and counts as one of the two writing enhanced courses that must be taken, as outlined in the Liberal Studies Program.

ADVANCED COURSE

MS 300 Military Leadership Development

3 credit hours

Leadership Practicum in management decision-making and problem solving in small group situations. Emphasis is placed on basic military leadership, tactical and technical skills development. The mandatory labs enable students to apply military skills learned in prior classes and leadership labs in preparation for Advanced Camp. Map reading and military communications practical exercises are also conducted. The military aspects of the Civil War through the Spanish-American War are also studied.

MS 301 Advanced Leadership Development

3 credit hours

Students learn the leader's role in directing and coordination individual and small unit efforts to execute offensive and defensive tactical missions. Tactics, combat support and troop leading procedures are also studied, as well as the American involvement in World War I.

MS 302 Advanced Leadership Practicum (LDAC)

6 credit hours

A five-week practical training exercise in a field training environment at a military installation to develop, demonstrate and evaluate leadership capabilities. Required for all cadets prior to being commissioned. Successful completion of the Army Physical Fitness Test (APFT), Land Navigation Course, rifle marksmanship, and leadership performance evaluation is required for practicum credit. Students are paid for this experience.

MS 303 Special Topics: Leadership Assessment**3 credit hours**

Designed to determine the viability of using U.S. Army leadership assessment techniques and procedures for use in assessing student leadership on a University-wide basis.

MS 305 Battle Analysis**1 credit hour**

Students learn the "Staff Ride" methodology and develop critical thinking, briefing and writing skills used in a formal analysis of a military battle. This course satisfies the mandatory Profession Military Education requirement.

MS 400 Seminar: Leadership and Management**3 credit hours**

Advanced leadership skills, counseling, personnel management, command and staff functions, training management, written and oral communications, and military skills are emphasized. The US Army Role in World War II and Korea are also examined. Students also serve as primary leaders within the Bulldog Battalion.

MS 401 Advanced Seminar: Leadership and Management**3 credit hours**

The capstone Military Science experience is designed to assist students with the transition to duty in the Active Army, Army Reserve or Army National Guard. Emphasis is placed on professional and personal ethics, personal finance planning, the military logistical system, and Military Law. The US Army involvement in Vietnam, Desert Storm and the future role of the US Army in support of national policy are also studied.

Professional Military Education

In order to receive your commission you must complete the following Professional Military Education (PME) requirements in addition to any undergraduate degree requirements Truman State University requires:

- Military Science 305 – Battle Analysis. 1 Credit Historical Staff Ride conducted MS IV year in the spring semester.
- Military History – A 3 credit course that satisfies the US Army Cadet Command’s military history pre-commissioning professional military education requirement IAW TRADOC Reg 350-13 The following Truman courses satisfy this requirement:
 - o HIST 425 – Civil War and Reconstruction
 - o HIST 461 – Viet Nam Survey
 - o HIST 560 – US in WWII
 - o JINS 369 – Why We Fight
 - o MS 303 – Theory, History and Doctrine of War

ROTC Scholarships



Federal Scholarships:

Army ROTC is the **single largest** source of scholarship money in the United States. Each year, the Army awards millions of dollars in scholarships to thousands of deserving students nationwide. At Truman State University approximately 90% of all students enrolled into the Advanced Course have been awarded scholarships. These scholarships were awarded based on merit, not financial need. Four-, three-, and two-year scholarships are available to qualified students. High school seniors can apply for either a four-year or three-year scholarship. College students can apply for either three-year or two-year scholarship.

Army ROTC scholarships pay for:

- Tuition or room & board on or off-campus
- Books - \$1200 yearly book allowance
- Most college fees
- Tax-free subsistence allowance of \$300 for freshman, \$350 for sophomores, \$450 for juniors and \$500 for seniors per month for up to 10 months a year

Guaranteed Reserve Forces Duty Scholarship:

To receive this scholarship, a student must meet all the eligibility requirements listed above and 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).

Simultaneous Membership Program (SMP).

The Simultaneous Membership Program is an officer training program designed to train officers for the Army Reserve and the National Guard through the ROTC program. An SMP cadet is both a member of the ROTC program and of an Army Reserve or National Guard unit and attends drill with his/her 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 as an E5 and the monthly ROTC stipend.

Additional Incentives Provided by Truman State University:

- Free room and board for a limited number of scholarship winners with a 25 ACT and 3.25 cumulative GPA
- Academic credit for all Military Science classes
- Offers minor in Military Science
- Satisfies portion of graduation core requirement
- Scholarships and university incentives are awarded based on several criteria



Other Incentives:

- **Leaders Training Course (LTC) Contracting Bonus:** \$5000 bonus for students who contract after attending LTC. This Bonus is for cadets that contract after August 2008.
- **The Critical Language Incentive Pay (CLIP) program** is offering \$100-\$250 a month for Cadets willing to study one of the following languages: Arabic, Persian-Farsi, Persian-Dari, Chinese-Mandarin, Pashto, Urdu, Indonesian, Swahili, Hausa, and Korean. The pay starts at \$100 and increases as the language level of study increases. This program is for cadets that contract after August 2008.
- **Student Loan Repayment Program (SLRP)** offers to repay federal student loans in return for at least 3 years of service.

Cadet Responsibilities

Leaders of Character

As an Army Cadet you have volunteered to adhere to higher standards of conduct and personal excellence as embodied in the Army Values, the Cadet Creed and the Soldier's Creed. Your Leadership Development Process (LDP) will prepare you for the challenges you will face at LDAC and beyond. Should you violate any of the stated standards of conduct or fail to meet the stated scholarship retention standards you may be subject to administrative suspension or potential disenrollment proceedings. It is critical that you understand your obligations and begin to live the Warrior's Ethos... "I Will Always Place the Mission First, I Will Never Accept Defeat, I will Never Quit and I Will Never Leave a Fallen Comrade" – BULLDOG PRIDE!

CONTRACTED AND SCHOLARSHIP CADETS

As a contracted Army ROTC cadet, your continued scholarship benefits in the program rely on meeting the following standards:

Academics:

All cadets must strive for academic excellence. You cannot become an Army officer unless you graduate. Your primary mission at Truman State University is to excel at your academic studies. The national Order of Merit List (OML) program allocates the largest percentage of points to GPA (40%) in determining whether you receive your desired component of service (Active Duty or Reserve Duty) and your desired branch (Aviation, Infantry etc.). Your grades come first! Probation and/or disenrollment from the program will result unless the following standards are met:

- Cumulative or term GPA over 2.0
- Make acceptable progress towards your degree IAW CC Form 104-R Planned Academic Program Worksheet in order to remain academically aligned
- 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
- Earn a grade of at least a "C" in all Military Science courses
- Have no misconduct or incidents with authorities that would discredit the program or the U.S. Army

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 31 of this handbook.
- Height and Weight. Cadets must meet height and weight standards outlined on AR 600-9. These standards are located on page 44 of 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 generally hold one FTX per 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 Monday, Wednesday and Friday every week by the battalion at 0600. Cadets must continuously pass the Army Physical Fitness Test (APFT) with a minimum score of 180 points total with 60 points in each event based on age and gender.

- 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 31-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.
- Veteran's Day Ceremony: Cadets will participate in a special tribute to our fellow service men and women.
- Football Games: Cadets serve as ushers and take tickets at the gate and these positions are filled with cadets who volunteer.

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.

Cadet Mentorship Program

TSU Army ROTC employs a peer mentorship program whose goals are to:

- a. Promote academic excellence.
- b. Support development of the knowledge, skills and attributes necessary for successful completion of academic and commissioning goals.
- c. Model Army Values, professional ethics and expose cadets to the concept of the Warrior Ethos.
- d. Encourage development of supportive relationships with other Cadets, Faculty, Cadre, and Staff.
- e. Promote self-confidence by clarifying standards, expectations and providing routine feedback.
- f. Develop leadership skills that enable Cadets to better citizens and future Army officers.

The mentorship program pairs MS IV (seniors) with underclassmen protégés to accomplish these goals. MS IVs meet initially with new cadets to provide an orientation based on the Cadet Checklist (TSU Form 2-R) and complete initial reviews of this Cadet Handbook, command policies and completing the Cadet Data Sheet (TSU Form 1-R). Seniors then meet monthly with underclassmen (typically 3-4 protégés per senior) and update cadet data sheets on progress in Cadet training, academics status and physical fitness. Mentors meet informally with their protégés at PT, leadership labs and socially in the Cadet Lounge and other functions to routinely provide support and give pass along program information and provide answers to questions.

All Cadet Mentorship Program information can be found on the U: Drive at
U:_MS Student File Area\MENTORSHIP

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 Missouri, Arkansas, Illinois, Tennessee and Kansas.

Buddy Challenge Team

The Buddy Challenge Team Competition is an elite annual event held in April, where two member cadet teams compete against the best within their respective ROTC regions. It utilizes the skills acquired from Ranger Challenge and demands extreme physical and mental conditioning.

Color Guard

The Color Guard posts the US and Missouri flags at all home football games. Additionally, Color Guard is responsible for posting the colors at all major ROTC functions such as the Cadet Awards Ceremony and the Veterans Day Ceremony.

RECONDO Club

The RECONDO Club strives to better cadets by conducting in-depth courses on military tactics every week, conducting squad training exercises five times per semester and enforcing military conduct codes and standards. RECONDO strives to better prepare cadets to lead as future officers in the United States Army.

Mentor Program

The cadet Mentor Program is designed to ensure new cadets are fully assimilated into the Bulldog BN. MS IIIs and MSIVs are mentors and are responsible for "showing the ropes" to MSL I and MSL II cadets as well as high school seniors considering our program.

Bataan Memorial Death March

The Bataan Memorial Death March is a challenging march through the high desert terrain of White Sands Missile Range, N.M., conducted in honor of the heroic service members who defended the Philippine Islands during World War II. Participants train to compete in a 26.2 mile challenging route in heavy or light divisions.

German Proficiency Badge

The GPB is a foreign medal that is authorized to be worn in the United States Army. The competition includes a long distance run, 100m run, various track and field events, swim, pistol shoot, first aid test, and ruck march. Participants qualify for bronze, silver, or gold medals.

Leadership Development Program (LDP)

The Leadership Development Program is used as an evaluation tool for all ROTC Cadets. Throughout their ROTC experience, Cadets are given leadership positions. These positions include Platoon Leader, Squad Leader, Team Leader, etc... For each of these positions, an MS IV cadet evaluates the leader in position. The LDP is also used at LDAC and cadets are evaluated by TAC Officers and NCOs. The LDP evaluates the cadet leader based on Attributes, Skills and Leader Actions:

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.

Leader Development & Assessment Course (LDAC)

Leader Development and Assessment Course (LDAC) is the most important training event for an Army ROTC cadet or National Guard Officer Candidate. The 32-day course incorporates a wide range of subjects designed to develop and evaluate leadership ability. The challenges are rigorous and demanding, both mentally and physically. LDAC tests intelligence, common sense, ingenuity and stamina. These challenges provide a new perspective on an individual's ability to perform exacting tasks and to make difficult decisions in demanding situations.

The course places each cadet and officer candidate in a variety of leadership positions, many of which simulate stressful combat situations. In each position, cadets are evaluated by platoon tactical and counseling (TAC) officers and noncommissioned officers. In addition to proving their leadership ability, cadets and officer candidates must meet established standards in physical fitness, weapons training, communication, combat patrols and demonstrate their proficiency in many other military skills. Cadets and officer candidates must pass all camp events satisfactorily to be considered competitive for a commission as an Army officer. The following events are standard at LDAC:

Field Leaders Reaction Course

FLRC is designed to develop and evaluate leadership and to build teamwork early in the camp cycle. Course administration is accomplished using the established cadet organization and chain of command. Cadet leadership potential is assessed by committee evaluators. Cadets are provided the opportunity to get early feedback on their leadership strengths, weaknesses, styles and techniques.

Basic Rifle Marksmanship

Future Army Leaders must know the characteristics of the basic Army rifle, how to fire it accurately, and how to employ it in combat. Rifle marksmanship training teaches cadets to engage and hit targets on the battlefield. Cadets are required to fire for record. Qualification is a camp completion criterion.

Advanced Weapons

Squad Automatic Weapon / M60 machine gun training teaches cadets the characteristics, functions and employment of the weapons. This training provides skills used in later tactical phases of camp.

Land Navigation

Land navigation training must be mastered early in the camp cycle for the cadets to be fully successful in the tactical training which follows. The land navigation evaluation consists of three portions totaling 100 points. The written examination is worth 30 percent. The day land navigation test is worth 50 percent. Night land navigation is worth 20 percent. Each cadet must earn 70 percent on each test to pass this event. A passing score in land navigation is a camp completion criterion.

Individual Tactic Training (ITT)

ITT is the first block of instruction in tactics at National Advanced Leadership Camp. It covers individual battlefield skills, combat movement techniques, and procedures necessary for subsequent tactical training at the squad and platoon level.

Fire Support

Fire Support teaches cadets the importance and lethality of artillery fire on the battlefield, employment of indirect fires, and gives them the opportunity to perform the duties of howitzer crewmen.

Hand Grenades

Basic understanding and use of hand grenades is an important facet of weapons and tactical training. Cadets learn to identify major types of grenades. They learn the grenades' characteristics and uses. Cadets also employ live grenades.

Nuclear, Biological, Chemical

NBC training provides basic soldier skills that cadets must master to meet pre-commissioning requirements. Cadets learn characteristics, maintenance and employment of NBC equipment. They also develop confidence in defensive equipment during mask confidence exercises.

Squad Situational Training Exercises

Squad STX is a five-day, two-phase event. The first two days, the Squad training phase, are designed to train squad battle drills and collective tasks. The last three days, the Squad STX lane phase, are designed to evaluate leadership using tactical scenarios. Each cadet receives two formal evaluations of their performance as a squad leader during this phase. Squad operations build on and reinforce all previous instruction. Cadets use knowledge of land navigation, terrain association, weapons systems, and all individual training previously presented.

Patrolling Situational Training Exercises

Patrolling STX is a three-day event that provides cadets practical experience leading soldiers at the section level. The first day is a training day on which cadets are taught the fundamentals of patrolling missions. The following two days are designed to evaluate leadership potential using tactical scenarios by giving cadets opportunities to utilize the training as patrol leaders and assistant patrol leaders. Patrolling STX builds on and reinforces all previous instruction, and teaches cadets the basics of air assault operations. This event culminates cadets' training at National Advanced Leadership Camp.

Cadet Troop Leadership Training & Internships

Cadet Troop Leadership Training:

The CTLT track provides Cadets the opportunity to experience leadership in Army Table of Organization and equipment (TO&E) units over a three to four week period. Cadets serve in platoon leader positions or other positions where a second lieutenant is normally assigned. Platoon Leader positions have 3-4 week duration depending on the hosting unit and location. Assignments include units that are located CONUS and OCONUS. Cadets are assigned a unit mentor, and are provided on-post lodging and meals via a Dining Facility. This program is exclusively designed for MSIII Cadets after completion of LDAC. There are no exceptions to this policy.

Drill Cadet Leadership Training:

The 4-week DCLT program provides Cadets serve in a platoon leader or executive officer positions in IMT companies and work closely with Drill Sergeants and other cadre.

Cadets experience leadership training with Initial Military Training (IMT) Companies.

Positions lengths vary in duration depending on the host unit and location. Cadets have the opportunity to apply leadership skills, interact with highly skilled and experienced Noncommissioned Officers (NCOs) and drill sergeants. DCLT improves common task skill proficiency in an Army training environment.

Cadets must attend a Staff Cadre Training Course (SCTC) prior to training in IMT units. This program is exclusively designed for MSIII Cadets after completion of LDAC.

Internships:

The internship track offers a myriad of opportunities for Cadets who seek additional training in specialized areas such as scientific application, engineering, nursing, medicine, intelligence, cultural awareness, and language proficiency. The internship types, locations, and allocations change significantly from year to year. Cadet Command is significantly increasing overseas opportunities focused on cultural awareness and language proficiency. These programs are meant primarily for MSII and MSIII Cadets. Select the Internship link to see more information on each program. In some cases an MSI Cadet can request an exception to this policy.

Nurse Summer Training Program (NSTP – Required for Nursing Majors):

Cadets with an Academic Major of Nursing are the only cadets eligible to apply for this program. Cadets are assigned to Army Medical Facilities both in the continental United States (CONUS) and outside the continental United States (OCONUS) including Europe and Asia. NSTP provides nursing cadets with opportunities to develop and practice leadership in a clinical environment. Cadets work side-by-side with an Army Nurse Corps Officer preceptor. To qualify, cadets must submit an application packet through their PMS and the Brigade Nurse counselor to the Cadet Command Chief Nurse. Cadets applying for this program must be certified in Basic Cardiac Life Support (BCLS) and certification may not expire prior to the completion of NSTP training.

Cadet Practical Field Training (CPFT)

CPFT involves training at different Army schools. Generally, in a typical year, the total number of CPFT allocations equals approximately ten percent of the cadet population at large. Battalion commanders will prepare, select and send to CPFT only those with the highest potential for completing the CPFT training and for being commissioned. Cadet Command pays for travel. Billeting and mess are provided by the installation in most cases. All cadets must meet the eligibility criteria to be selected. The following are CPFT schools available:

Air Assault School:

Army Air Assault School is a two week course conducted at Fort Campbell, Kentucky. This school is designed to make soldiers qualified to conduct airborne helicopter operations. Air Assault is a fast-paced exercise in mental alertness and physical endurance and upon completion; cadets are awarded the Air Assault Badge.

Airborne School:

Airborne school is a three-week course conducted at Fort Benning, Georgia. Cadets in good physical condition may compete for a school allocation. At airborne, cadets train with regular Army officers and enlisted men and women. Upon completion of the course, cadets earn their jump wings and are parachutist qualified.

Northern Warfare School:

Northern Warfare School is a two-week course located in Fort Greely, Alaska. Students are taught survival techniques in northern climates as well as basic skills of military mountaineering. Subjects include rock and ice climbing, cold weather survival, rappelling, and inland waterway operations.

Mountain Warfare School:

Mountain Warfare School is a two-week course located in Jericho, Vermont. Training is designed to improve cadet mountain operations and requires top-notch physical conditions. This course focuses on combat arms and is not taught in a garrison environment.

Cadet Field Training (CFT):

CFT is a 4-week program of instruction that provides training and instruction in the following areas:

- Military Training, both individual (rifle marksmanship, communications and combat skills) and collective (patrolling, convoy, QRF, Cordon and Search)
- Physical Training
- Professional Development (honor instruction, leadership)

CFT supports Cadet Leader Development System by maximizing opportunities for upper-class Cadets to exercise Troop Leading Procedures in a tactical environment, by stressing the tactical and ethical decision making process in a time constrained environment.

Military Customs and Courtesies

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 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."
- 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.

Cadet Corps Organization & Chain of Command

The Bulldog Battalion (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. MSIVs (academic seniors) provide the cadet leadership in the Bulldog BN.

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.

STAFF OFFICERS

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

S6, AUTOMATION OFFICER (CADET CAPTAIN OR LIEUTENANT)

The S6 is responsible for photography, publishing the Tiger's Eye (battalion newsletter), and maintaining and posting information to the MU Army ROTC website.

CADET COMPANY CHAIN OF COMMAND

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.

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 C/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.

Wear and Appearance of Uniforms

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 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 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 ear lobe. 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.

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

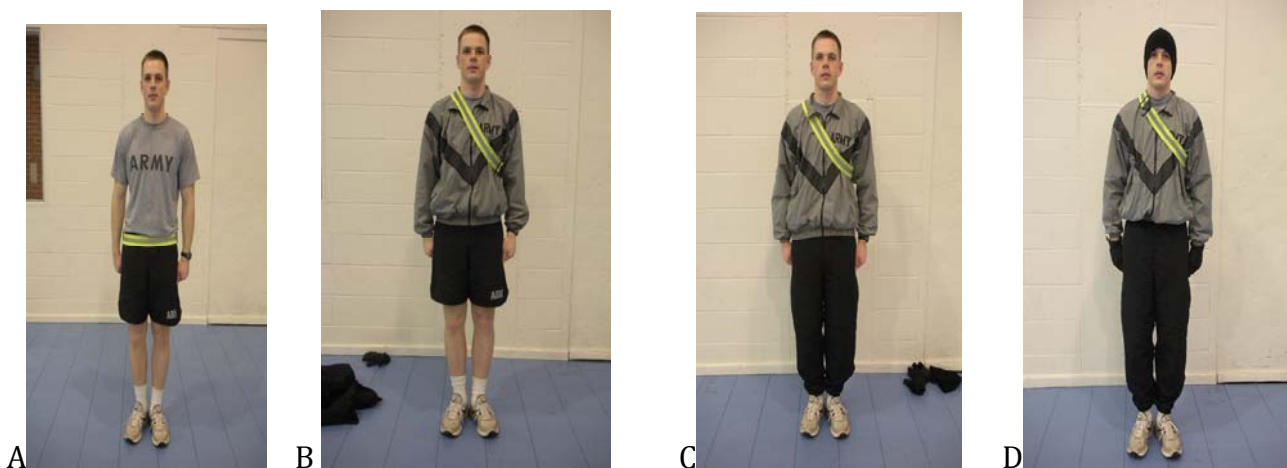
Tattooing in areas of the body, (i.e., face, legs) which would cause the tattoo to be exposed while in class A uniform, detract from a soldierly appearance and are unauthorized.

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.

- A. PT Shirt, Shorts and PT Belt around hips (warm weather)
- B. PT Shirt, Shorts and Jacket w/ PT Belt across right shoulder (warm weather)
- C. PT Shirt, Shorts, Jacket and Pants w/ PT Belt across right shoulder (cold weather)
- D. PT Shirt, Shorts, Jacket, Pants, Hat and Gloves w/ PT Belt across right shoulder (cold weather)

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.

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 Army ROTC 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. It is also worn by Advanced Course cadets to class on Tuesday/Thursday. The commander may authorize its wear for other occasions. All contracted Basic Course cadets are to wear their ACUs per their MSL Class Instructor's syllabus.

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. Cadets in the grade of cadet private first class and below will wear non subdued insignia of grade 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.

OCCASIONS FOR WEAR:

The commander may authorize its wear.

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 Tiger 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. Cadets in the grade of cadet private first class and below will wear non subdued insignia of grade centered on the collar of the green shirt with the insignia bisecting the points of the collar and the bottom of the insignia positioned one inch from the collar point. Cadet noncommissioned officers will not wear rank on their Class A uniform. Cadet Officers will wear their rank on the shoulder loops but specific placement varies. Consult CC Reg 670-1 for specific guidance.

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 Dining Out.

Alumni Association

The strength of the Army ROTC program at Truman flows directly from the Corps of Cadets. Your career will start here as an apprentice scholar and leader and it is important that you stay in touch with your roots as you progress through your career as a commissioned officer. The program will maintain an Alumni Association that can be accessed through the internet and our Military Science link on the Truman Homepage at <http://militaryscience.truman.edu/>.

The purpose of the Alumni Association is to provide a link to the field for future cadets so they can hear and see real world examples of your career progress and accomplishments. The mentorship program we have established at Truman will be strengthened by this program and will allow you to answer questions from cadets who are about to be branched in your career field or stationed along side of you worldwide.

Support from Truman State Army ROTC Alumnus will help to keep the program current on evolving leadership trends in the force and provide a link to home for you when you are on deployment or training in various places around the globe.

APPENDIX A

Army Combat Uniform (ACU)

Wear Patrol Cap
With Subdued Rank

Name Tape:
Right Breast

US Flag:
Upper Right Arm

Combat Patch:
Centered Right Arm



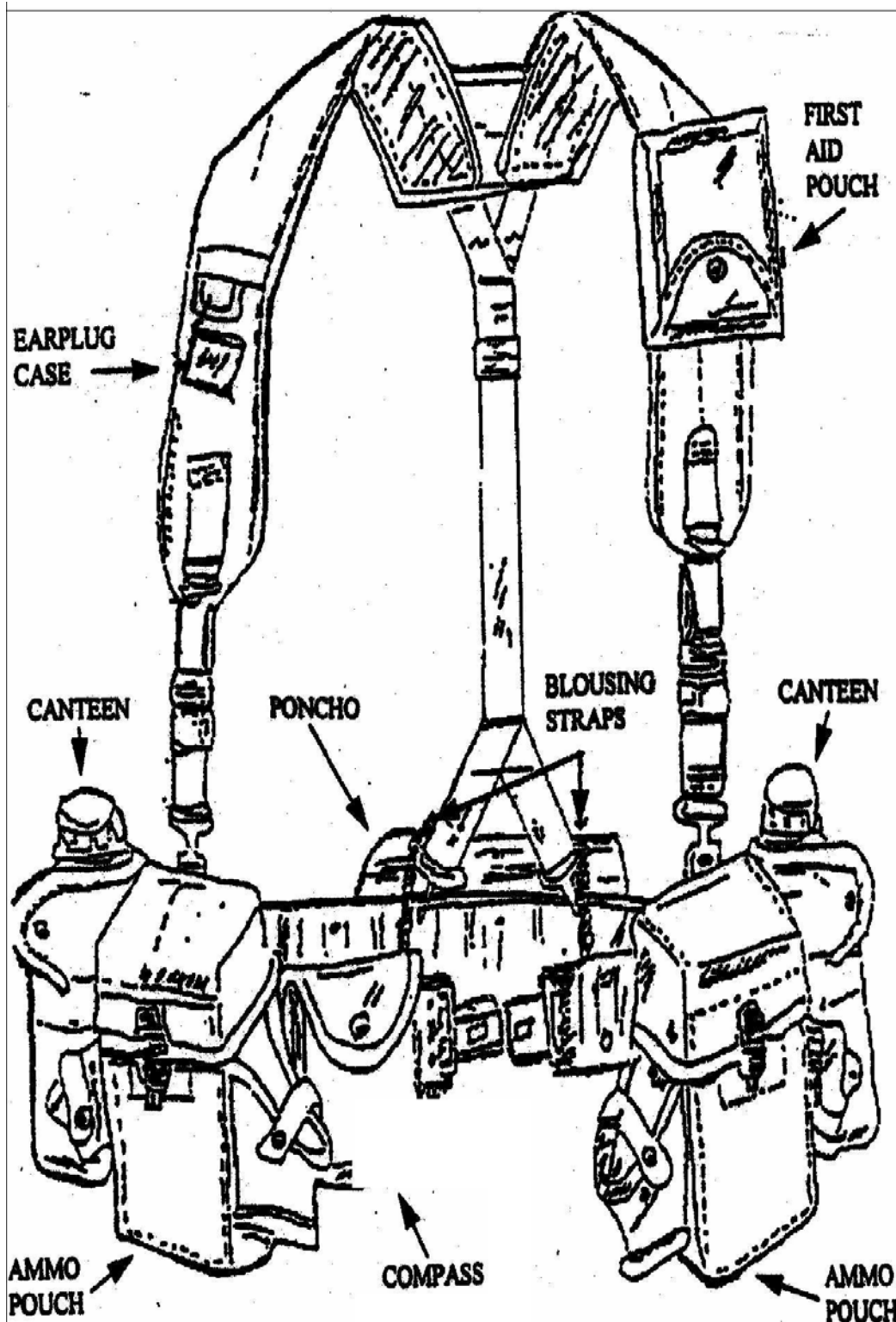
CDT Rank:
Centered on Chest

Skill Identifier Badges:
Pinned above US ARMY
Tape

US ARMY Tape:
Left Breast

Unit Patch:
Centered Left Arm

APPENDIX B
Load Bearing Equipment (LBE) Configuration



Annex B 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	99	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	75	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	25	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

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 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.

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.

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.

Annex C 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	
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	87		15:36	87	91	93	97							15:36
15:42	63	99	70	99	74		78	82	86		15:42	86	90	92	97		100					15:42
15:48	61	98	69	98	73	100	77	81	85		15:48	85	88	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	84	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	98	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					17:24
17:30	38	77	50	81	55	85	62	89	67	96	17:30	70	99	76	78		81					17:30
17:36	37	76	49	80	54	85	61	88	66	96	17:36	70	99	75	100	77		80				17:36
17:42	35	75	48	79	52	84	60	88	65	95	17:42	69	98	74	99	76		79				17:42
17:48	34	73	47	78	51	83	59	87	64	94	17:48	68	97	73	99	76		78				17:48
17:54	32	72	46	77	50	82	58	86	63	94	17:54	67	97	73	98	75		77				17:54
18:00	31	71	44	76	49	81	57	86	63	93	18:00	66	96	72	97	74		77				18:00
18:06	30	70	43	75	48	80	56	85	62	92	18:06	65	96	71	97	73		76				18:06
18:12	28	68	42	74	47	80	55	84	61	92	18:12	64	95	70	96	73		75				18:12
18:18	27	67	41	73	46	79	55	83	60	91	18:18	63	94	69	96	72		74				18:18
18:24	26	66	40	72	45	78	54	83	59	90	18:24	63	94	69	95	71		73				18:24
18:30	24	65	39	71	44	77	53	82	58	89	18:30	62	93	68	94	70		72				18:30
18:36	23	64	38	70	43	76	52	81	57	89	18:36	61	92	67	94	69		71				18:36
18:42	21	62	37	69	42	75	51	81	57	88	18:42	60	92	66	93	69		70				18:42
18:48	20	61	36	68	41	74	50	80	56	87	18:48	59	91	65	92	68		70				18:48
18:54	19	60	34	67	39	74	49	79	55	87	18:54	58	90	65	92	67		69				18:54
19:00	17	59	33	66	38	73	48	79	54	86	19:00	57	90	64	91	66	100	68				19:00
19:06	16	58	32	65	37	72	47	78	53	85	19:06	57	89	63	91	65	99	67				19:06
19:12	14	56	31	64	36	71	46	77	52	85	19:12	56	89	62	90	65	99	66				19:12
19:18	13	55	30	63	35	70	45	77	51	84	19:18	55	88	62	89	64	98	65				19:18
19:24	12	54	29	62	34	69	45	76	51	83	19:24	54	87	61	89	63	97	64				19:24
19:30	10	53	28	61	33	69	44	75	50	82	19:30	53	87	60	88	62	96	63				19:30
19:36	9	52	27	60	32	68	43	74	49	82	19:36	52	86	59	87	62	96	63				19:36
19:42	8	50	26	59	31	67	42	74	48	81	19:42	51	85	58	87	61	95	62	100			19:42
19:48	6	49	24	58	30	66	41	73	47	80	19:48	50	85	58	86	60	94	61	99	62		19:48
19:54	5	48	23	57	29	65	40	72	46	80	19:54	50	84	57	86	59	93	60	98	61		19:54
20:00	3	47	22	56	28	64	39	72	46	79	20:00	49	83	56	85	58	93	59	98	60	100	20:00
20:06	2	45	21	55	27	63	38	71	45	78	20:06	48	82	55	84	58	92	59	97	59	100	20:06

Description:

The two-mile run is used to assess your aerobic fitness and your leg muscles' endurance. You will begin running at your own pace. You will be tested on your ability to complete the 2-mile course in the shortest time possible. Although walking is authorized, it is strongly discouraged. If you are physically helped in any way (for example, being pulled, pushed, picked up, and/or carried) or leave the designated running course for any reason, you will be disqualified. (It is legal to pace a soldier during the 2-mile run. As long as there is no physical contact with the paced soldier and it does not physically hinder other soldiers taking the test, the practice of running ahead of, along side of, or behind the tested soldier, while serving as a pacer, is permitted. Cheering or calling out the elapsed time is also permitted.)

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

Annex D Height and Weight Standards

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.

Appendix D
Army ROTC Cadet Rank Insignia

Cadet Command
 Sergeant Major
 C/CSM



Cadet Sergeant
 Major
 C/SGM



Cadet First
 Sergeant
 C/1SG



Cadet Master
 Sergeant
 C/MSG



Cadet Sergeant
 First Class
 C/SFC



Cadet Staff
 Sergeant
 C/SSG



Cadet Sergeant
 C/SGT



Cadet Corporal
 C/CPL



Cadet Privte
 First Class
 C/PFC



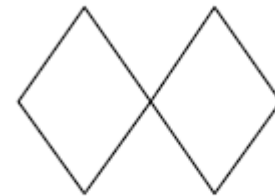
Cadet Privte
 C/PVT



Cadet Colonel
 C/COL



Cadet Lieutenant
 Colonel
 C/LTC



Cadet Major
 C/MAJ



Cadet Captain
 C/CPT



Cadet First
 Lieutenant
 C/1LT



Cadet Second
 Lieutenant
 C/2LT


























Appendix E
Annex A
U.S. Army Rank Insignia

Officer Grade	Title	Insignia	Enlisted Grade	Title	Insignia
O - 1	2nd Lieutenant		E - 1	Private (PV-1)	None
O - 2	1st Lieutenant		E - 2	Private (PV-2)	
O - 3	Captain		E - 3	Private 1st Class	
O - 4	Major		E - 4	Corporal	
O - 5	Lieutenant Colonel		E - 4	Specialist	
O - 6	Colonel		E - 5	Sergeant	
O - 7	Brigadier General		E - 6	Staff Sergeant	
O - 8	Major General		E - 7	Platoon Sergeant or Sergeant 1st Class	
O - 9	Lieutenant General		E - 8	First Sergeant	
O - 10	General		E - 9	Sergeant Major	
			E - 9	Command Sergeant Major	
			E - 9	Sergeant Major of the Army	



Annex B
U.S. Marine Corps Rank Insignia

Officer Grade	Title	Insignia	Enlisted Grade	Title	Insignia
O - 1	2nd Lieutenant		E - 1	Private (PV-1)	None
O - 2	1st Lieutenant		E - 2	Private 1st Class	
O - 3	Captain		E - 3	Lance Corporal	
O - 4	Major		E - 4	Corporal	
O - 5	Lieutenant Colonel		E - 5	Sergeant	
O - 6	Colonel		E - 6	Staff Sergeant	
O - 7	Brigadier General		E - 7	Gunnery Sergeant	
O - 8	Major General		E - 8	Master Sergeant	
O - 9	Lieutenant General		E - 8	First Sergeant	
O - 10	General		E - 9	Master Gunnery Sergeant	
			E - 9	Sergeant Major	
			E - 9	Sergeant Major of the Marine Corps	



Annex C
U.S. Navy Rank Insignia

Grade	Title	Dress Uniform	Collar Device	Grade	Title	Insignia
O-1	Ensign			E-1	Seaman Recruit	
O-2	Lieutenant Junior Grade			E-2	Seaman Apprentice	
O-3	Lieutenant			E-3	Seaman	
O-4	Lieutenant Commander			E-4	Petty Officer 3rd Class	
O-5	Commander			E-5	Petty Officer 2nd Class	
O-6	Captain			E-6	Petty Officer 1st Class	
O-7	Rear Admiral (Lower Half)			E-7	Chief Petty Officer	
O-8	Rear Admiral (Upper Half)			E-8	Senior Chief Petty Officer	
O-9	Vice Admiral			E-9	Master Chief Petty Officer	
O-10	Admiral			E-9	Master Chief Petty Officer of the Navy	



Annex D
U.S. Air Force Rank Insignia

Officer Grade	Title	Insignia	Enlisted Grade	Title	Insignia
O - 1	2nd Lieutenant		E - 1	Airmen Basic	None
O - 2	1st Lieutenant		E - 2	Airman	
O - 3	Captain		E - 3	Airman First Class	
O - 4	Major		E - 4	Senior Airman	
O - 5	Lieutenant Colonel		E - 5	Staff Sergeant	
O - 6	Colonel		E - 6	Technical Sergeant	
O - 7	Brigadier General		E - 7	Master Sergeant	
O - 8	Major General		E - 8	Senior Master Sergeant	
O - 9	Lieutenant General		E - 9	Chief Master Sergeant	
O - 10	General		E - 10	Chief Master Sergeant of the Air Force	

Appendix F **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>

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 bread, 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

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

Mama Mama 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

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.


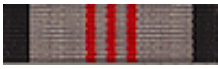












When my Granny turned 96,
She did sit ups just for kicks.





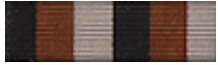










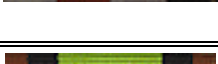
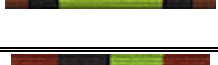
And when my granny turned 97,
She double-timed straight up to heaven.




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."

Appendix G Cadet Awards





Superior Cadet Decoration Award: Awarded annually to the outstanding cadet in each year of Military Science who is in the upper 25% of the academic and ROTC class, shows academic and military leadership and demonstrates strong officer potential.	
Region Commander's Leadership Award: Provided by the Region Commander to the most outstanding cadet in each regiment.	
Camp Commander's Leadership Award: Awarded to the number one cadet in each company as determined by their total camp evaluation scores.	
Platoon Leadership Award: Awarded to the number one cadet training platoon in each cycle as determined by their total camp evaluation scores.	
Physical Proficiency Award: Awarded to each cadet at Advanced Camp who scores in the top 10 percentile of points on the record physical fitness test as prescribed by HQ, Cadet Command.	
Military Proficiency Award: Awarded to the top 5 percent of all cadets in each camp cycle according to the individual's combined military proficiency scores as prescribed by HQ, Cadet Command.	
Superior at Advanced Camp:	
Excellence at Advanced Camp:	
Advanced Camp Graduate: Awarded to all cadets who have completed LDAC.	
Region Ranger Challenge Winner:	
Brigade Ranger Challenge Winner: Awarded to members of the winning Ranger Challenge Team.	
Ranger Challenge Team Member: Awarded to all members of the Ranger Challenge team.	
SGT York Award: Awarded to the cadet who does most to support Army ROTC.	
Drill Team: Awarded to cadets who are members of a drill team that wins a competition.	

Color Guard: Awarded to cadets who are members of the Color Guard.	
Battalion Commander's Military Award:	
One-Shot-One-Kill Award: Cadets who score 40 out of 40 during Basic Rifle Marksmanship either at Basic/Advanced Camp.	
Bold Challenge:	
Basic Camp Graduate: Presented to each cadet who successfully completes Basic Camp.	
Dean's List Award: Awarded for receiving a semester or term GPA on 3.5 to 4.0.	
Cadet Honors Award: Awarded is awarded for receiving a semester or term GPA of 3.2 to 3.49.	
Cadet Scholar Award: Awarded for receiving a semester or term GPA of 2.9 to 3.19.	
Highest jump in Semester GPA: Awarded to MSL II through MSL IV cadets who have the highest jump in semester or term GPA.	
ROTC Honors:	
Battalion Commander's Academic Award:	
Cadet Recruiting Ribbon: Awarded to cadets who participate in at least two recruiting activities, recruit at least two, cadets or one nurse cadet.	
BN Cdr's Recruiting Award: Awarded at the Commander's discretion to a cadet who contributes significantly to the recruiting effort.	
Platinum Medal Athlete: Awarded for a score above 300.	
Gold Medal Athlete: Awarded for a score of 290-299.	
Silver Medal Athlete: Awarded for a score of 280-289.	
Bronze Medal Athlete: Awarded for a score of 270-279	

Battalion Commander's Athletic Award:	
Most Improved Award: Awarded to the cadet with the largest APFT score increase since the last record APFT.	
CTLT Ribbon: This ribbon is awarded to those ROTC cadets who successfully participate in CTLT.	

Decorations from Fraternal & Social Organizations

1812 General's Society: Awarded annually to an MSL II. Must be in good academic standing and of high moral character.	
AFCEA Academic Excellence Award: Awarded annually to a cadet in each ROTC unit who demonstrates excellence in leadership and academics.	
American Legion Gold Academic Award: Awarded annually to cadets who rank academically in the top 25% of the university, are in the top 25% of the ROTC class, and display outstanding qualities of military leadership, discipline, character and citizenship.	
American Legion Silver Academic Award:	
American Legion Gold Military Award: Awarded annually to cadets who rank academically in the top 25% of the university, are in the top 25% of the ROTC class, and display outstanding qualities of military leadership, discipline, character and citizenship.	
American Legion Silver Military Award:	
American Veterans Outstanding Cadet Award: Awarded annually to an MSL III or MSLIV cadet in good academic and military standing for diligence in the discharge of duty and willingness to serve God and Country.	
Reserve Officer's Association Bronze Award: Awarded annually to an MSL II, MSL III and an MSL IV cadet in the top 10% of their ROTC class who has indicated a desire to obtain a commission and possesses high moral qualities and leadership ability.	
Military Order of World Wars Gold Award: Awarded annually to an MSL I, MSL II, MSL III, and MSL IV cadet who has shown overall proficiency in military and scholastic studies during the school year and have indicated a desire to serve their country.	
Military Order of World Wars Silver Award:	
Military Order of World Wars Bronze Award:	
Daughters of the American Revolution: Awarded annually to an ROTC cadet at each battalion for outstanding ability and achievement. Must be a member of the graduating class; in the top 25% of the ROTC class; in the top 25% of the university; and demonstrate	

qualities of loyalty and patriotism, dependability and good character, adherence to military discipline, leadership ability and a fundamental and patriotic understanding of the importance of ROTC training.	
Sons of the American Revolution: Award. Awarded annually to an MSL I cadet in good standing militarily and scholastically who has a high degree of merit and excellence in ROTC and has contributed the most to the cause of patriotism and service to the nation and community.	
AUSA History Award: Awarded annually to a cadet recognized for excellence in the study of military history.	
AUSA Member:	
SAME Academic Award: Awarded to an outstanding MSL IV majoring in engineering.	

Leader Development and Assessment Course (LDAC) Awards

Certificate of Training: Each cadet who earns camp completion credit receives a certificate presented at Regiment.

AUSA Leadership Excellence Award: Top cadet, as determined by Regimental Board, is presented a saber and coin at graduation.

Reserve Officer Association Award: Top cadet, as determined by Regimental Board, is presented a medallion and certificate at graduation.

Sinclair L. Melner Award: Second top cadet, as determined by Regimental Board, is presented a plaque at graduation.

Camp Commander's Leadership Award: Top cadet, as determined by Company Board, is presented a ribbon and certificate at Regiment.

Platoon Leadership Award: Top cadet, as determined by TAC Team, is presented a ribbon and certificate at Regiment.

Leader Stakes: Platoon with highest leader stakes scores in each Company of a Regiment receives a Cities of Tacoma and Olympia Trophy at graduation. Each Platoon member receives a certificate at Regiment.

Military Proficiency Award: Criteria is minimum of 90 points per event on APFT score; 80 percent on written, day, and night Land Navigation; and Go for BRM. Each cadet who meets criteria receives a ribbon at Regiment.

RECONDO: Criteria is minimum of 90 points per event on APFT score; Go on Confidence Course; Go on Water Safety; 80 percent on written, day, and night Land Navigation; "S" for SQD STX; Go for MG Assault Course; Go, 80 points for HG: Go for ITT Assault Course; Go for BRM; no dimensional "N"; and no non-medical waivers. Each cadet who meets criteria receives a badge and certificate from Regiment.

One-Shot-One-Kill Award: Each cadet with a perfect BRM Score 40 of 40 receives a coin from Regiment.

Maximum Fitness: Male and Female cadets with highest APFT "raw" score in each Regiment receive a coin from Regiment.

DA Certificate of Achievement: Each cadet who scores 300 on APFT receives a certificate from Regiment. Army

PT Patch: Each cadet who earns at least 90 points in each event on the APFT receives the Army PT Patch from Regiment.

Machine Gun Assault Course Top Time: Fastest three-person team in each Regiment receives a coin from Regiment.

Leader's Training Course (LTC) Awards

Leader's Training Course Certificate/Ribbon: Presented to all cadets who successfully complete Camp Challenge.

Society of American Military Engineers Award: Presented to an outstanding cadet who is enrolled in an engineering curriculum for military excellence.

The Military Order of the Purple Heart Award: Presented to one cadet in each company who meets all standards and shows the most improvement in leadership and military skills.

High Physical Fitness Test Award: Presented to the top male and top female cadets in each company who achieve the highest score on the final Army Physical Fitness Test (APFT).

High Rifle Marksmanship Award: Presented to the cadet in each company who achieved the highest score on the rifle range during Basic Rifle Marksmanship (BRM).

Iron Leader Award: Presented to the top cadet in each platoon as shown by the platoon's Order of Merit List.

Gauntlet Award: Presented to those cadets scoring at or above the company average on the APFT, Land Navigation, BRM, and Cadet Common Tasks Test.

High Physical Fitness Test Award: Presented to cadets who score 290 and above on the final APFT.

Bold Challenge Participation Ribbon: Presented to all cadets who successfully complete the end of camp field training exercise.

Cadet Common Task Test Ribbon: Presented to any cadet who achieves a score of 270 or higher.

Camp Completion Packet: Presented to each cadet who graduates and contains the Leader's Training Course Ribbon and Certificate, a letter from the Camp Commander and, when appropriate, a Bold Challenge Ribbon.

Leader Warrior Spirit Award: Presented to the outstanding cadet in each company who demonstrated inspirational leadership, warrior spirit, and high Cadet Evaluation System (CES) ratings.

Association of the United States Army Award: Presented to one cadet in each company for demonstrated excellence in leadership, military performance, and a high degree of teamwork and initiative.

Reserve Officers' Association Award: Presented to one cadet in each company for military excellence, leadership and moral character.

The Military Order of the World Wars (MOWW) Award: Presented to one cadet in each company for consistent excellence in leadership, and whose achievements are in the honored traditions of the United States Army.

National Sojourners' Award: Presented to one cadet in each company for Americanism and military excellence and a potential for outstanding leadership as demonstrated by scores in physical conditioning, leadership, and the CCTT.

The Retired Officers' Association Award: Presented to one cadet from each company for demonstrated exceptional leadership and performance.

The Armed Forces Bank Performance Award: Presented to a top cadet (as determined by the CES) of each company who successfully passed events and is medically eligible to enter the U.S. Army ROTC Advanced Course. This award is sponsored by the Armed Forces Bank, Fort Knox, KY.

United Service Planning Association and Independent Research Agency Award: Presented to one cadet in each company for outstanding leadership, strong moral character, and excellent physical fitness training.

APPENDIX H

The Soldier's Creed and Army Song

THE SOLDIER'S CREED

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

Warrior
Ethos

I Will Always Place The Mission First.

I Will Never Accept Defeat.

I Will Never Quit.

I Will Never Leave A Fallen Comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

The Army Song

First Chorus: 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;
For where'er we go,
You will always know
That The Army Goes Rolling Along.

Second Chorus: 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: (same as above)

Third Chorus: (slower, more freely)
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: Then it's hi! hi! hey!
The Army's on its way.
Count off the cadence loud and strong; (two! three!)
For where'er we go,
You will always know
That THE ARMY GOES ROLLING ALONG! (keep it rolling!)
And THE ARMY GOES ROLLING ALONG!

The song was originally written by field artillery First Lieutenant [later Brigadier General] Edmund L. Gruber, while stationed in the Philippines in 1908 as the "Caisson Song." The original lyrics reflect routine activities in a horse-drawn field artillery battery. The song was transformed into a march by John Philip Sousa in 1917 and renamed "The Field Artillery Song."

It was adopted in 1956 as the official song of the Army and retitled, "The Army Goes Rolling Along." The current lyrics tell the story of our past, our present, and our future.

The "Army Goes Rolling Along" is played at the conclusion of every U.S. Army ceremony and all soldiers are expected to stand and sing.

APPENDIX I

Branch Information

-  **INFANTRY.** To lead, train, and employ infantry and combined arms forces in military operations on land.
-  **ARMOR.** The job of this branch is to command, direct and control armored and/or combined arms organizations during mobile land combat operations.
-  **FIELD ARTILLERY.** In Field Artillery, officers coordinate for and employ field artillery and target acquisition means in support of military operations.
-  **AVIATION.** The role of an officer in this branch is to direct and coordinate the employment of Army Aviation units in support of land combat operations.
-  **ENGINEERS.** The Engineers train and lead troops in topographic, construction engineering operations, facilities maintenance, civil works programs, and lead engineer troops in infantry combat operations.
-  **AIR DEFENSE ARTILLERY.** Officers lead, train, and employ Air Defense forces in support of military operations, primarily against enemy aircraft and missile attacks.
-  **MILITARY POLICE.** To train and lead combat-ready Military Police forces that can expedite the battlefield movement of critical Army resources and achieve tactical success in rear area operations. In the peacetime garrison environment, plan and supervise the disciplines of law enforcement, crime prevention, criminal investigation, physical security and confinement.
-  **CHEMICAL.** In the Chemical Corps, officers support the Army by providing expertise concerning all aspects of chemical, biological, and nuclear defense and chemical operations to commanders and staffs at all levels.
-  **MILITARY INTELLIGENCE.** In this branch officers manage and direct all facets of intelligence planning and operations at the tactical, operational, and strategic levels of war.
-  **SIGNAL CORPS.** Providing rapid and reliable-information systems to support command and control of the Army's combat forces during both peace and war is the job of a Signal Corps officer.
-  **ADJUTANT GENERAL.** The Adjutant General officer's job is to plan, develop, and direct systems for managing the Army's personnel, administrative, and Army band systems.
-  **FINANCE.** Finance provides the essential professional analysis of financial data necessary for the efficient use of the Army's money, material, and personnel resources.
-  **ORDNANCE.** Ordnance officers develop, produce, acquire and support weapon systems, ammunition, missiles, and ground mobility material during peace and war in order to provide combat power for the U.S. Army.
-  **TRANSPORTATION.** Transportation officers procure, provide, arrange or manage all surface transportation assets required to support and sustain the Armed Forces in peace and war.
-  **QUARTERMASTER.** A Quartermaster officer plans and directs the activities of Army units and organizations engaged in the acquisition, receipt, storage, preservation, and issue of equipment, repair parts, construction material, subsistence, petroleum products, water, and other general supplies.
-  **MEDICAL CORPS.** The Army Medical Corps includes doctors, nurses, medical specialists, and veterinarians. All these health care professionals combine to keep the Army healthy in a field and garrison environment.

APPENDIX J

Common Army Acronyms

AA - Assembly Area
AAFES - Army and Air Force Exchange Service
AAR - After Action Review
ACE Report - Ammo, Casualties, Equipment
ACU - Army Combat Uniform
AD - Active Duty
ADSO - Active Duty Service Obligation
AIT - Advanced Individual Training
AO - Area of Operations
APFT - Army Physical Fitness Test
ARNG - Army National Guard
AT - Annual Training
AWOL - Absent Without Official Leave
BAH - Basic Allowance for Housing
BAS - Basic Allowance for Subsistence
BCG - Birth Control Glasses/Goggles
BCT - Basic Combat Training
BOLC - Basic Officer Leader Course
CER - Cadet Evaluation Report
CI - Command Inspection
CMD - Command
CO - Commanding Officer
COB - Close of Business
COE - Contemporary Operating Environment
COLA - Cost of Living Allowance
CONUS - Continental United States
CQ - Charge of Quarters
CWST - Combat Water Survival Training
DA - Department of the Army
DFAC - Dining Facility
DOD or DD - Department of Defense
EO - Equal Opportunity
ETA - Estimated Time of Arrival
FM - Field Manual
FO - Forward Observer
FOB - Forward Operating Base
FRAGO - Fragmentary Order
FTX - Field Training Exercise
GBR - Gold Bar Recruiter
GI - Government Issue
IAW - In Accordance With
IBA - Individual Body Armor
IED - Improvised Explosive Device
LBE or LCE - Load Bearing or Carrying Equipment
LES - Leave and Earnings Statement
LOA - Limit of Advance
LZ - Landing Zone
MEDEVAC - Medical Evacuation
METL - Mission Essential Task List
METT-T - Mission, Enemy, Terrain and Weather, Time and Troops
MOS - Military Occupational Specialty
MOUT - Military Operations on Urbanized Terrain
MRE - Meal Ready to Eat
MTOE - Modified Table of Organization and Equipment
NBC - Nuclear, Biological, Chemical
NCO - Non Commissioned Officer
NCOER - Non Commissioned Officer Evaluation Report
NCOIC - Non Commissioned Officer in Charge
NLT - Not later than
OBC - Officer Basic Course
OCONUS - Outside Continental United States
OCS - Officer Candidate School
OER - Officer Evaluation Report
OIC - Officer In Charge
OML - Order of Merit List
OPFOR - Opposing Forces
OPORD - Operations Order
OPSEC - Operations Security
OSUT - One Station Unit Training
PCI - Pre-Combat Inspection
POV - Privately Owned Vehicle
PT - Physical Training
PTs - Physical Training Uniform
PX - Post Exchange
SALUTE - Size, Activity, Location, Unit, Time and Equipment
SITREP - Situational Report
SOP - Standard Operating Procedure
STX - Situation Training Exercise
TAC - Training, Advising and Counseling
TBA - To Be Announced
TDY - Temporary Duty
TBD - To Be Determined
TLP - Troop Leading Procedures
UCMJ - Uniform Code of Military Justice
USAR - United States Army Reserve
WARNO - Warning Order
XO - Executive Officer

APPENDIX K

Drill and Ceremonies

POSITION OF ATTENTION

Two commands can be used to put personnel at the Position of Attention:

- FALL IN is used to assemble a formation or return it to its original configuration.
- The two-part command for Attention is used for soldiers at a rest position. Assume the Position of Attention on the command FALL IN or the command Squad (Platoon), ATTENTION.

a. To assume this position, bring the heels together sharply on line, with the toes pointing out equally, forming a 45-degree angle. Rest the weight of the body evenly on the heels and balls of both feet. Keep the legs straight without locking the knees. Hold the body erect with the hips level, chest lifted and arched, and the shoulders square.

b. Keep the head erect and face straight to the front with the chin drawn in so that alignment of the head and neck is vertical.

c. Let the arms hang straight without stiffness. Curl the fingers so that the tips of the thumbs are alongside and touching the first joint of the forefingers. Keep the thumbs straight along the seams of the trouser leg with the first joint of the fingers touching the trousers.

d. Remain silent and do not move unless otherwise directed.



REST POSITIONS AT THE HALT Any of the positions of rest may be commanded and executed from the Position of Attention.

a. **PARADE REST:** Parade Rest is commanded only from the Position of Attention. The command for this movement is Parade, REST.

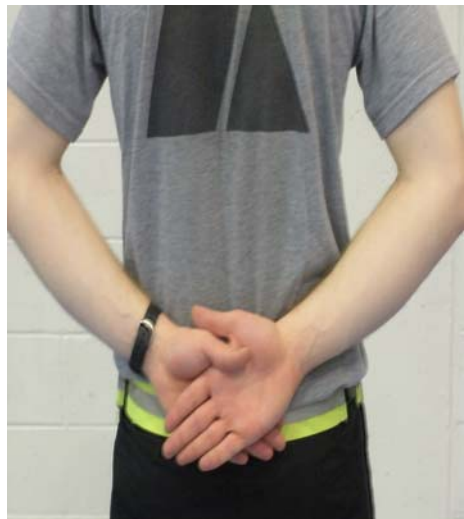
(1) On the command of execution REST, move the left foot about 10 inches to the left of the right foot. Keep the legs straight without locking the knees, resting the weight of the body equally on the heels and balls of the feet.

(2) Simultaneously, place the hands at the small of the back and centered on the belt. Keep the fingers of both hands extended and joined, interlocking the thumbs so that the palm of the right hand is outward.

(3) Keep the head and eyes as in the Position of Attention. Remain silent and do not move unless otherwise directed. Stand at Ease, At Ease, and Rest may be executed from this position.



b. **STAND AT EASE:** The command for this movement is **Stand at, EASE**. On the command of execution **EASE**, execute Parade Rest, but turn the head and eyes directly toward the person in charge of the formation. At Ease or Rest may be executed from this position.



c. **AT EASE:** The command for this movement is **AT EASE**. On the command **AT EASE**, the soldier may move; however, he must remain standing and silent with his right foot in place. The soldier may relax his arms with the thumbs interlaced. Rest may be executed from this position.

d. **REST:** The command for this movement is **REST**. On the command **REST**, the soldier may move, talk, smoke, or drink unless otherwise directed. He must remain standing with his right foot in place. **AT EASE** must be executed from this position to allow soldiers to secure canteens, other equipment, and so forth.

NOTE: On the preparatory command for *Attention*, immediately assume *Parade Rest* when at the position of *Stand at Ease*, *At Ease*, or *Rest*. If, for some reason, a subordinate element is already at attention, the members of the element remain so and do not execute parade rest on the preparatory command, nor does the subordinate leader give a supplementary command.

FACING AT THE HALT

a. **Left (Right) FACE:** The command is **Left (Right), FACE**.

(1) On the command of execution **FACE**, slightly raise the right heel and left toe, and turn 90 degrees to the left on the left heel, assisted by a slight pressure on the ball of the right foot. Keep the left leg straight without stiffness and allow the right leg to bend naturally.

(2) On count two, place the right foot beside the left foot, resuming the Position of Attention. Arms remain at the sides, as in the Position of Attention, throughout this movement

NOTE: Instructions are for a Left, FACE. Turn the other direction for a Right, FACE.

b. **About, FACE:**

(1) On the command of execution **FACE**, move the toe of the right foot to a point touching the marching surface about half the length of the foot to the rear and slightly to the left of the left heel. Rest most of the weight of the body on the heel of the left foot and allow the right knee to bend naturally.

(2) On count two, turn to the right 180 degrees on the left heel and ball of the right foot, resuming the Position of Attention. Arms remain at the sides, as in the Position of Attention, throughout this movement.

THE HAND SALUTE

The Hand Salute is a one-count movement. The command is **Present, ARMS**. The Hand Salute may be executed while marching. When marching, only the soldier in charge of the formation salutes and acknowledges salutes. When double-timing, an individual soldier must come to Quick Time before saluting.

a. When wearing headgear with a visor (with or without glasses), on the command of execution **ARMS**, raise the right hand sharply, fingers and thumb extended and joined, palm facing down, and place the tip of the right forefinger on the rim of the visor slightly to the right of the right eye. The outer edge of the hand is barely canted downward so that neither the back of the hand nor the palm is clearly visible from the front. The hand and wrist are straight, the elbow inclined slightly forward, and the upper arm horizontal.

b. When wearing headgear without a visor (or uncovered) and not wearing glasses, execute the Hand Salute in the same manner as previously described, except touch the tip of the right forefinger to the forehead near and slightly to the right of the right eyebrow.

c. When wearing headgear without a visor (or uncovered) and wearing glasses, execute the Hand Salute in the same manner as previously described, except touch the tip of the right forefinger to that point on the glasses where the temple piece of the frame meets the right edge of the right brow.

d. Order Arms from the Hand Salute is a one-count movement. The command is **Order, ARMS**. On the command of execution **ARMS**, return the hand sharply to the side, resuming the Position of Attention.

e. When reporting or rendering courtesy to an individual, turn the head and eyes toward the person addressed and simultaneously salute. In this situation, the actions are executed without command. The Salute is initiated by the subordinate at the appropriate time (six paces) and terminated upon acknowledgment.

STEPS AND MARCHING

Unless otherwise specified, when directed to execute steps forward, the steps will be 30-inch steps.

THE 30-INCH STEP

To march with a 30-inch step from the Halt, the command is **Forward, MARCH**.

a. On the preparatory command **Forward**, shift the weight of the body to the right foot without noticeable movement. On the command of execution **MARCH**, step forward 30 inches with the left foot and continue marching with 30-inch steps, keeping the head and eyes fixed to the front. The arms swing in a natural motion, without exaggeration and without bending at the elbows, approximately 9 inches straight to the front and 6 inches straight to the rear of the trouser seams. Keep the fingers curled as in the Position of Attention so that the fingers just clear the trousers.

b. To **HALT** while marching, the command **Squad (Platoon), HALT** is given. The preparatory command **Squad (Platoon)** is given as either foot strikes the marching surface as long as the command of execution **HALT** is given the next time that **same foot** strikes the marching surface. The Halt is executed in two counts. After **HALT** is commanded, execute the additional step required after the command of execution and then bring the trail foot alongside the lead foot, assuming the Position of Attention and terminating the movement.

THE 15-INCH STEP, FORWARD/HALF STEP

Use the following procedures to execute the 15-inch step, forward/half step.

a. To march with a 15-inch step from the Halt, the command is **Half step, MARCH**. On the preparatory command **Half step**, shift the weight of the body to the right foot without noticeable movement. On the command of execution **MARCH**, step forward 15 inches with the left foot and continue marching with 15-inch steps. The arms swing as in marching with a 30-inch step.

b. To alter the march to a 15-inch step while marching with a 30-inch step, the command is **Half step, MARCH**. This command may be given as either foot strikes the marching surface. On the command of execution **MARCH**, take one more 30-inch step and then begin marching with a 15-inch step. The arms swing as in marching with a 30-inch step.

c. To resume marching with a 30-inch step, the command **Forward, MARCH** is given as either foot strikes the marching surface. On the command of execution **MARCH**, take one more 15-inch step and then begin marching with a 30-inch step.

d. The Halt while marching at the Half Step is executed in two counts, the same as the Halt from the 30-inch step.

e. While marching at the Half Step, the only commands that may be given are: **Mark Time, MARCH; Forward, MARCH; Normal Interval, MARCH; and HALT**.

FORMING THE SQUAD

The squad normally forms in a line formation; however, it may re-form in column when each member can identify his exact position (equipment grounded) in the formation.

a. To form at normal interval, the squad leader comes to the Position of Attention and commands **FALL IN**. On the command **FALL IN**, the following actions occur simultaneously:

(1) Each member double-times to his position in the formation.

(2) The right flank man positions himself so that when the squad is formed it is **THREE STEPS** in front of and centered on the squad leader.

(3) The right flank man comes to the Position of Attention and raises his left arm laterally at shoulder level, elbow locked, fingers and thumb extended and joined, and palm facing down. He ensures that the left arm is in line with the body.

(4) The man to the immediate left of the right flank man comes to the Position of Attention, turns his head and eyes to the right, and raises his left arm in the same manner as the right flank man. He obtains proper alignment by taking short steps forward or backward until he is on line with the right flank man. He then obtains exact interval by taking short steps left or right until his shoulder touches the extended fingertips of the right flank man. As soon as the man to the left has obtained Normal Interval, each man individually lowers his arm to his side, sharply turns his head and eyes to the front, and assumes the Position of Attention.

(5) The right flank man then sharply returns to the Position of Attention.

(6) All other members of the squad form in the same manner except that the left flank man does not raise his left arm.

NOTE: The right flank man raises his arm and looks straight to the front unless the squad is to align on an element to its right. If he is to align on an element to the right he turns his head and eyes to the right and aligns himself with that element.

FORMING THE PLATOON

The platoon normally forms in a line formation; however, it may re-form in a column when each man can identify his exact position (equipment grounded) in the formation.

a. The platoon forms basically the same as a squad. The platoon sergeant assumes the Position of Attention and commands **FALL IN** (At Close Interval, **FALL IN** or In Column, **FALL IN**). On the command **FALL IN** (At Close Interval, **FALL IN**), the squad leader and the first squad (when formed) is three steps in front of and centered on the platoon sergeant. Other squad leaders cover on the first squad leader at the correct distance, which is obtained by estimation. The members of the first squad fall in on their squad leader as prescribed for squad drill. Members of the other squads fall in on their squad leader, assume the Position of Attention, and turn their heads and eyes to the right. They obtain correct distance by taking short steps forward or backward and align themselves on the man to their right. They then sharply turn their heads and eyes to the front as in the Position of Attention and obtain proper interval by taking short steps left and right to cover on the man to their front. Members of all squads, other than the first squad, will not raise their left arms unless the man to their immediate left has no one to his front in the formation on which to cover.

b. When armed, members fall in at Order Arms or Sling Arms. For safety, the commands Inspection, ARMS; Ready, Port, ARMS; Order (Sling), ARMS are given at the initial formation of the day and just before the last command, **DISMISSED**.

c. When a report is appropriate, the platoon sergeant commands REPORT. The squad leaders, in succession from front to rear, turn their heads and eyes toward the platoon sergeant and salute (holding the Salute until returned) and report. The squad leaders do not state the unit. For example:

(1) Situation 1. When all squad members are in formation, the report is "All present."

(2) Situation 2. When squad members are absent, the soldiers and reasons for absence are reported:

Pvt. Smith - CQ runner.

Pvt. Jones - sick call.

Pvt. Williams -AWOL.

d. The platoon sergeant turns his head and eyes toward the reporting squad leader, receives the report, and returns the salute. After receiving the report from the squad leaders, the platoon sergeant faces about and awaits the arrival of the platoon leader or a directive from the first sergeant to REPORT. When the platoon leader has halted at his post, the platoon sergeant salutes and reports, "Sir, All present"; or "Sir, All accounted for"; or "Sir, (so many) men absent." The platoon leader returns the Salute. After the Salute has been returned, the platoon sergeant faces to the right in marching, inclines around the squad leaders, halts at his post, and faces to the right. If reporting to the first sergeant, the platoon sergeant turns his head and eyes toward the first sergeant, salutes, and reports.

e. If the platoon leader is not present for the formation, and the commander is in charge of the formation, the platoon sergeant STEPS FORWARD THREE STEPS (after receiving the squad leader's report) and, on the command **POST**, assumes the duties of the platoon leader.

f. When appropriate, the platoon may be formed by the platoon leader rather than by the platoon sergeant. The procedures are the same as previously described except that the FIRST SQUAD FORMS SIX STEPS in front of and centered on the platoon leader, and the platoon sergeant forms at his post to the rear of the platoon. For continuity purposes in this chapter, "platoon sergeant" may also denote "platoon leader" when the platoon leader is executing drill from his post.

APPENDIX L

Order of Merit List Model



Train to Lead – We Commission, We Motivate

ROTC OML Model



*Numbers in parentheses are the maximum potential points if a Cadet maximizes each event (they total to 100)

Academic Program - 40%
(40.00%) Cumulative GPA of all academic subjects (includes ROTC GPA) (Spring Semester, most current)

Leader Program - 60%

- Military - 45%**
- (6.75%) 15% WF Performance (quantify E/S/N)
 - Leadership positions
 - Leadership attributes/skills/actions
- (11.25%) 25% WF PLT TAC Evaluation (quantify E/S/N)
- (4.50%) 10% WF Land Navigation (1st score)
- (6.75%) 15% PMS MSIII CER OML
- (4.50%) 10% PMS Accessions OML
- (4.50%) 10% PMS Accessions Potential Comments
- (6.75%) 15% Cadet Trng / Extracurricular Activities

- Physical - 15%**
- 85% APFT
 - 10%, Campus (fall semester, most current)
 - 15%, Campus (spring semester, most current)
 - 75%, WF (1st score)
- 5% Swimming
 - 50%, Campus Cadet Cmd Swim Test
 - 50%, WF CWST
- 10% Varsity, Intramural, Community Team Athletics



Warrior Forge, Platoon Top Five = 1 point added to final OMS
RECONDO = 0.5 point added to final OMS

APPENDIX M Resources & Web Links

Army Manuals and Regulations

www.adtd1.army.mil

www.usapa.army.mil

U:_MS Student File Area\MS IV\References\FMs - REGs - TCs

Army ROTC

www.armyrotc.com

<http://militaryscience.truman.edu>

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

Army and Military Support Agencies

<http://www.armyonesource.com/>

Branch Information

www.branchorientation.com

Flag Etiquette

www.gruntsmilitary.com/flag.shtml

Order of Precedence of ROTC Ribbons

www.gruntsmilitary.com/arotc.shtml

Physical Training:

www.hooah4health.com

www.webmd.com

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

Sexual Assault Prevention and Response

<http://www.sapr.mil>

<http://www.hooah4health.com/prevention/injurytrauma/sexualassault.htm>

<http://www.nsvrc.org>

Kirksville Victims Support Services 24 Hour Counseling Hotline

660-665-1617 or 800-668-1617

Suicide Prevention Resources

<http://www.rotc.monroe.army.mil/soldier/Suicideprev.asp>

National Suicide Prevention Hot Line

1-800-827-7571

Kirksville Victims Support Services 24 Hour Counseling Hotline

660-665-1617 or 800-668-1617

Truman State University

<http://militaryscience.truman.edu>

Wear and Appearance of the Uniform

www.usapa.army.mil/pdffiles/r670_1.pdf

