

Bay State Battalion Cadet Handbook

WPI Army ROTC
Department of Military Science

Bay State Battalion Cadet Handbook

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Bay State Battalion Cadet Handbook

MEMORANDUM FOR All ROTC Cadets, Bay State Battalion

SUBJECT: Bay State Battalion Army ROTC Handbook

1. The Army ROTC's Bay State Battalion at Worcester Polytechnic Institute has its headquarters at Worcester Polytechnic Institute. The Bay State Battalion includes cadets from The College of the Holy Cross, Assumption College, Anna Maria College, Becker College, Worcester State College, Fitchburg State College, Clark University, and Nichols College.
2. The ROTC program prepares students to become commissioned officers in the United States Army active component, the Army Reserve or Army National Guard. The key goals of the program are:
 - develop leadership skills
 - develop character and inculcate Army values
 - ingrain in cadets what an officer should be, know, and do
 - encourage academic excellence in the belief that lifelong learning is a key attribute of a leader
3. Any student who shows sincere commitment to reach these goals will be successful in the program and will be commissioned an officer in the United States Army.
4. This handbook is a reference for all cadets in the Bay State Battalion. While the handbook does not answer all questions, it does deal with the fundamental aspects of being a successful Army ROTC cadet.

TABLE OF CONTENTS

	Page
Chapter 1	
General Information	
ROTC History	1-1
Army ROTC Mission	1-3
Enrollment Requirements	1-3
Financial Assistance	1-4
Chapter 2	
The Bay State Battalion Program	
Organization	2-1
Program Activities	2-1
General Policies and Standards	2-4
Extracurricular Activities	2-5
Social Activities	2-5
Cadet Professional Development Training	2-5
Annexes	
A. Cadre	A-1
B. Cadet Leadership Position Responsibilities	B-1
C. Cadet Chain of Command	C-1
D. Military and Cadet Ranks	D-1
E. Wearing of the Uniform	E-1
F. Military Customs and Courtesies	F-1
G. Traditions of the U.S. Army ROTC Cadet Command	G-1
H. Branches of the Army	H-1
I. Physical Fitness	I-1
J. Leadership Dimensions	J-1
K. Military Terminology	K-1

General Information

ROTC History

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

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

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

ROTC At WPI

WPI's first military organization, the Salisbury Guard, was a student organization established in 1870, just five years after Worcester Polytechnic Institute's 1865 founding. After some drilling the unit applied to the State for a stand of muskets but the organization disbanded before the arms arrived. The next military training was late Spring of 1918, a full year after America cast its lot with the Allies in World War I, when the War Department developed plans for the Student Army Training Corps (SATC) to go into effect in the Fall. WPI had a unit for only one month from 10 October until December 1918 because of the November 11 Armistice.

WPI contributed to officer training in WWII with a Naval Training (V-12) Unit activated from 1 July 1943 until 28 February 1946. WPI established a permanent program during the Korean Conflict. An Army Senior Reserve Officer Training Program (ROTC) started 1 April 1951 and has continued since that time.

Today, WPI's Army ROTC offers officer training for students from Worcester Consortium and other local colleges. Although a mandatory course for all males in the 1960s, ROTC is now a completely voluntary activity taken as a series of electives beyond the normal course of study. The typical cadet takes eight semesters of ROTC and commissions as an active duty Lieutenant immediately upon graduation.

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



Description

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

Symbolism

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

Army ROTC Mission

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

Inherent in this mission are the following objectives:

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

Enrollment Requirements

1. General. The following requirements must be met by all students in order to be enrolled in ROTC as a cadet and to maintain enrollment.
 - a. Be of good moral character.
 - b. Be a U.S. citizen by birth or naturalization. There are limited exceptions for foreign students.
 - c. Be at least 17 years old to begin ROTC and under 30 years of age at time of commissioning. Waivers for ages 30-34 are possible. You must be under age 27 at the time of commissioning to be eligible for scholarships, unless you have previous active duty service time.
 - d. Be enrolled in and attending classes full time at a school participating in the Senior ROTC program and pursuing a course of instruction leading to an approved baccalaureate or advanced degree.
 - e. Have at least a 2.0 cumulative grade point average based on a 4.0 scale. (This is the grade point average required by ROTC Cadet Command.)
 - f. Execute a loyalty oath or affirmation.
 - g. Not be a conscientious objector.
 - h. Be selected by the Professor of Military Science (PMS).
2. Advanced Course Requirements. In order for a cadet to be enrolled in the Advanced Course these additional requirements must be met:

- a. Demonstrate leadership and officer potential.
- b. Have at least two full academic years remaining in college as an undergraduate or graduate student.
- c. Have Basic Course completion credit.
- d. Successfully complete the current aptitude or screening tests and any other prescribed surveys or evaluations.
- e. Be medically and physically qualified.
- f. Execute a contract with the U.S. Army.

Financial Assistance

1. ROTC Scholarships

Four, three and two year Army ROTC scholarships are awarded on a competitive basis to the most outstanding students who apply. Students who attend the Basic Camp of the two-year program may compete for two-year scholarships while at camp. A limited number of three and two-year scholarships are available on campus. Interested cadets should contact the Professor of Military Science, the Enrollment/Scholarship Officer, or the Administrative Specialist.

Each scholarship pays up to \$17,000 and provides for a specified amount for textbooks. Each scholarship also includes a subsistence allowance of:

<u>Year</u>	<u>Tax free Subsistence</u>
Freshmen	\$250 per school month
Sophomore	\$300 per school month
Junior	\$350 per school month
Senior	\$400 per school month

Students who receive a scholarship will be required to attain an undergraduate degree in the field in which the scholarship was awarded.

2. Simultaneous Membership Program (SMP)

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

3. National Guard Tuition Waiver

The Massachusetts State Legislature enacted the Educational Assistance Bill waiving tuition at state colleges for National Guard members. This tuition waiver is applicable to all members of the Massachusetts Army National Guard who are enrolled or accepted for enrollment in a state college in an undergraduate degree granting or certificate program.

The Bay State Battalion Program

Organization

1. Battalion Cadre

- a. The Professor of Military Science (PMS) is the representative of the Department of the Army at Worcester Polytechnic Institute. He/She is a member of the Active Army assigned to duty at the University.
- b. Assistant Professors of Military Science are commissioned officers serving with the Military Science Department. They instruct academic classes and serve as advisors to help cadets on the road to becoming commissioned officers.
- c. Non-commissioned Officers (NCOs) in the cadre are proficient in their military occupational skills and provide training, administrative and logistical support, and serve as instructors for military science classes.

2. Cadets

- a. Each student is designated as an MS I, MS II, MS III, or MS IV cadet (MS = Military Science) based on academic alignment and military training experiences.
MS I - academic Freshman
MS II - academic Sophomore
MS III - academic Junior
MS IV - academic Senior
- b. The cadet organization includes a battalion chain of command as well as staff. The cadets are further organized into a company, platoons and squads.

Program Activities

1. The U.S. Army ROTC Program offered at Worcester Polytechnic Institute is designed to develop your management, leadership, and basic military skills. There is a significant focus on preparing you to successfully complete the National Advanced Leadership Camp, the most significant event in your cadet training. The ultimate goal is for each cadet to be well prepared for service as a commissioned officer in one of the three components of the U.S. Army- the Active Army, the Army National Guard, or the United States Army Reserve. The purpose of each MS year is delineated in the following two sections.
2. The Basic Course
 - a. MS I cadets attend Military Science academic classes weekly as well as physical training once each week. Leadership Labs are held once a month, usually on a Saturday from 0800 till noon. There is also a Field Training Exercise (FTX) held twice a year, in the fall and in the spring semester. Social events are apart of the

ROTC program as well and encourage military history as well as esprit de corps within the cadet battalion. The purpose of Military Science I is:

- 1) To provide the cadet an overview of Army ROTC and the Army: its history, customs, regulations and opportunities, to include the scholarship process.
 - 2) To develop personal character and challenge freshmen to live up to the standards of Army Officers.
 - 3) To foster a sense of responsibility within cadets, especially toward academics and ROTC subjects.
 - 4) To develop self-confidence through challenging, adventurous and innovative training, including hands-on military skills.
 - 5) To develop oral and written presentation skills.
 - 6) To develop a sense of belonging to the Army family, especially as a member of the Bay State Battalion, which will motivate students to participate fully in Army ROTC.
 - 7) To prepare MS I cadets to become successful MS II cadets.
- b. MS II cadets attend Military Science academic classes weekly as well as physical training on Wednesdays and Fridays. Leadership Labs are held once a month. They usually are held on Saturdays from 0800 till noon. There is also a Field Training Exercise (FTX) held twice a year, in the fall and in the spring semester. Social events are apart of the ROTC program as well and encourage military history as well as esprit de corps within the cadet battalion. The purpose of Military Science II is:
- 1) To introduce MS II cadets to the role of the noncommissioned officer, to expose them to NCO leadership in the Active Army and the Bay State Battalion, and to prepare them to assume NCO leadership of the cadet battalion in the future.
 - 2) To become familiar with and develop knowledge of basic military skills, specifically first aid, operations orders, tactics, and leadership. The focus of training is to prepare cadets to be future leaders of the cadet battalion and eventually, the Army.
 - 3) To further develop oral and written presentation skills.
 - 4) To encourage qualified MS II cadets to contract into the Advance Course.
 - 5) To prepare MS II cadets to be successful MS III cadets.

3. The Advanced Course

- a. MS III cadets will attend Military Science academic courses. Participation in FTXs, monthly scheduled Leadership Laboratories, formal social functions, and physical training is required. Participation in extracurricular activities is encouraged. The purposes of Military Science III is:
- 1) To prepare cadets for success at the National Advanced Leadership Camp. Training consists of hands-on situational tactical exercises, planning and executing operations orders and basic military skills.

- 2) The Leadership Development Process and the Twenty-three Leadership Dimensions are used to evaluate and improve MS III performance.
 - 3) To further develop oral and written presentation skills.
 - 4) To prepare cadets to become responsible MS IVs. The MS III year will reinforce troop leadership skills necessary for success as cadet officers.
 - 5) To enable the cadet to make sound informed decisions concerning component (Reserve Forces Duty, Active Duty), branch, and initial duty assignments.
 - 6) To teach cadets to provide the NCO leadership in the cadet battalion.
 - 7) To instill an understanding that college performance is as important as ROTC involvement to the cadets' future. Similarly, their performance at Advanced Camp is a training and performance evaluation that is critical in the selection process for component and branch.
- b. MS IV cadets will attend ROTC academic courses. Participation in FTXs, special professional development events, physical training, and all Leadership Laboratories is required. Involvement with extracurricular activities is encouraged. The purpose of Military Science IV is:
- 1) To develop the cadet's leadership and managerial skills, enabling him/her to assume the junior officer leadership of the U.S. Army.
 - 2) To develop leadership and managerial skills in the Cadet Battalion by planning, coordinating, and conducting the training of Basic Course cadets.
 - 3) To prepare MS IV cadets for success at the Officer Basic Course (OBC).
4. Professional Military Education Requirements
- Certain academic courses outside the regular Military Science curriculum are required to provide each cadet with the academic foundation necessary to support his/her continued intellectual growth. Requirements which cadets must satisfy are the baccalaureate degree and completion of at least one undergraduate course from each of the following designated fields of study: written communication skills, military history and computer literacy (or demonstrate proficiency otherwise).

General Policies and Standards

1. Administrative

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

2. Training

- a. Regular classroom attendance or prearranged make-up of missed class instruction is expected of all cadets. Punctuality, attentiveness, prior preparation, and active participation is each student's responsibility.
- b. Participation in Leadership Laboratories is required of all cadets.
- c. Cadets also participate in a Physical Training (PT) Program.
- d. Two FTXs per year are conducted. Participation in these intensive field training exercises is mandatory. You can learn to lead only by doing.
- e. Dining-In and Military Ball are the two major military social events.
- f. Upon written request to their unit, SMP cadets will be excused from annual training during the year they are required to attend ROTC Advanced Camp. They are not required to attend both, unless they choose to do so, but they must attend Advanced Camp.
- g. Use the chain of command for information flow and to solve training problems.

Extracurricular Activities

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

Ranger Challenge Team

Rangers commit themselves to maintaining a high level of physical fitness while acquiring military and leadership skills that help them excel at Advanced Camp and later as an Army officer. All Rangers compete for slots on the Ranger Challenge Team. Ranger Challenge is the varsity sport of ROTC. This team competes against teams from the New England area, in events such as APFT, Marksmanship, 10km Road March and Orienteering. The best of those teams compete against the best teams from across the First Region. To apply, cadets should contact the Cadet Ranger Commander or Cadre Ranger Advisor.

Social Activities

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

Dining-In

Dining-In is a formal unit function which is mandatory for all contracted cadets and part of all cadets' class participation grade. It is a formal regimental dinner with origins dating back to the British Royal Army of pre-colonial times. University officials and distinguished ROTC Alumni also often attend. Skits and humorous enforcement of the "Rules of the Mess" make this event a lot of fun.

Military Ball

The Military Ball is mandatory for contracted cadets and part of all cadets' class participation grade. Guests (dates) are encouraged and most welcome. University officials and distinguished ROTC Alumni also often attend. This is a joint event; the Navy, Air Force, and Marine Cadets also join with us.

Football

Each year the Army ROTC cadets play in two flag football games against the Air Force ROTC and Navy ROTC cadets. At stake are two large trophies and pride.

Cadet Professional Development Training

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

Bay State Battalion Cadet Handbook

consideration for attendance at these schools early in the fall quarter/semester by contacting their cadre advisor.

Air Assault School (AA)

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

Airborne School (ABN)

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

Cadet Troop Leadership Training (CTLT)

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

Nurse Summer Training Program (NSTP)

This course is available only to qualified nurse cadets. NSTP is an optional clinical elective providing opportunities to develop and practice leadership skills in a clinical environment. Nurse cadets train for three weeks at selected U.S. Army Medical Command Medical Treatment Facilities. Cadets work side-by-side with an Army Nurse Corps officer preceptor.

Northern Warfare Training Course (NW)

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

United Kingdom (UK)

This program is hosted by our British Army counterparts at Sandhurst (the UK equivalent of West Point). It is an opportunity to observe and participate in the conduct of foreign nation cadet training. It is a two-week training event open to contracted MS II scholarship cadets. Cadets will fire on weapon ranges, train on branches of the Army, conduct "adventure" training and participate in a FTX.

ANNEX A

CADRE POSITIONS

BATTALION COMMANDER/PROFESSOR OF MILITARY SCIENCE (PMS)

An active duty Lieutenant Colonel; responsible to the Army and the university for all cadet and cadre activities.

BATTALION EXECUTIVE OFFICER

Second in command; assists the PMS with cadre supervision.

BATTALION NONCOMMISSIONED OFFICER IN CHARGE

The senior enlisted soldier and advisor to the PMS. Also the Commandant of Cadets.

ADMINISTRATION SPECIALIST

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

S-3/OPERATIONS AND TRAINING OFFICER

Plans all cadet and cadre training.

SUPPLY TECHNICIAN

Ensures accountability and availability of all Army and university property.

S-5/ENROLLMENT AND RECRUITING OFFICER

Manages the marketing of the battalion's program.

ASSISTANT RECRUITING OFFICER/GOLD BAR RECRUITER

Normally a recently commissioned lieutenant.

CIVILIAN SECRETARY

A university employee, generally responsible for secretarial aspects of the office.

ANNEX B

CADET LEADERSHIP POSITION RESPONSIBILITIES

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

BATTALION COMMANDER (BN CDR):

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

BATTALION EXECUTIVE OFFICER (BN XO):

- * Supervises all tasks assigned to the staff.
- * Directs the efforts of special staff officers.
- * Ensures staff is rendering assistance to subordinate commands.
- * Supervises the implementation of risk management.
- * Serves as Battalion Commander in his/her absence.

BATTALION PERSONNEL OFFICER (BN S-1):

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

BATTALION OPERATIONS OFFICER (BN S-3):

- * Prepares monthly/weekly training schedules.
- * Develops Mission Essential Task List (METL).
- * Supervises the execution of training.
- * Determines requirements and priorities for the allocation of resources.
- * Prepares Order of Merit Lists (OML) for cadet schools.
- * Prepares, Coordinates, Authenticates, Publishes, and Distributes OPLANS, WARNOs, FRAGOs.
- * Compiles training records and reports such as After Action Review (AARs).

BATTALION LOGISTICS OFFICER (BN S-4):

- * Coordinates the use of all classes of supply.
- * Determines maintenance requirements.
- * Coordinates transportation requirements.
- * Coordinates the distribution of TA-50 and personal clothing.
- * Coordinates field sanitation requirements.

BATTALION CIVIL-MILITARY (RECRUITING/RETENTION) OPERATIONS OFFICER (BN S-5):

- * Coordinates with nonmilitary agencies.
- * Plans recruiting and retention plans.
- * Executes recruiting tables throughout campus locations.
- * Coordinates community activities.

COMPANY COMMANDER (CO):

- * Commands and controls the company.
- * Executes tactical officer/NCO instructions.
- * Executes the daily training plan.
- * Disseminates information/issues orders.
- * Exercises command through the chain of command.
- * Inspects and follows-up on instructions.
- * Accepts responsibility for all unit actions.

COMPANY EXECUTIVE OFFICER (XO):

- * Performs duties directed by CO.
- * Acts as CO in his/her absence.
- * Coordinates for rations/mess, water, and resupply operations.
- * Supervises distribution of equipment and supplies.
- * Establishes movement load plans.

FIRST SERGEANT (1SG):

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

PLATOON LEADER (PL):

- * Commands and controls the platoon.
- * Executes the CO's instructions/orders.
- * Conducts troop leading procedures.
- * Inspects and follows-up on instructions.
- * Prepares and issues OPORDs.

Bay State Battalion Cadet Handbook

- * Controls tactical movements.
- * Conducts platoon offensive, defensive and patrolling operations.
- * Conducts platoon battle drills.
- * Plans, calls for and adjusts fire.
- * Accepts responsibility for all platoon actions.
- * Renders reports; keeps the chain of command informed.

PLATOON SERGEANT (PSG):

- * Controls and accounts for personnel and equipment.
- * Ensures barracks/personal appearance meet standards.
- * Supervises the issue of equipment, rations, and ammunition to the squads of the platoon.
- * Conducts platoon formations.
- * Conducts drill and ceremonies at the platoon level.
- * Performs duties directed by the Plt Ldr.
- * Conducts pre-combat inspections.
- * Supervises occupation of assembly areas, defensive positions and patrol bases.
- * Assists the Plt Ldr in tactical movements/battle drills; assists in the conduct of the platoon attack/defense.
- * Conducts resupply/redistribution activities.
- * Supervises construction of individual and crew-served fighting positions.
- * Supervises and controls maintenance and turn-in of equipment.

SQUAD LEADER (SL):

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

ANNEX C

CADET CHAIN OF COMMAND

BATTALION COMMANDER

COMPANY COMMANDER

PLATOON LEADER

SQUAD LEADER

SUPPORT CHAIN

COMMAND SERGEANT MAJOR

FIRST SERGEANT

PLATOON SERGEANT

PRIMARY STAFF

XO EXECUTIVE OFFICER

S-1 PERSONNEL AND ADMINISTRATION

S-3 OPERATIONS AND TRAINING

S-4 SUPPLY/LOGISTICS

S-5 RECRUITING

ANNEX D

MILITARY AND CADET RANKS

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

OFFICER

<u>ABV</u>	<u>GRADE</u>	<u>RANK/TITLE</u>	<u>ORAL ADDRESS</u>
GEN	0-10	General (4 star)	General
LTG	0-9	Lieutenant General (3 star)	General
MG	0-8	Major General (2 star)	General
BG	0-7	Brigadier General (1 star)	General
COL	0-6	Colonel	Colonel
LTC	0-5	Lieutenant Colonel	Colonel
MAJ	0-4	Major	Major
CPT	0-3	Captain	Captain
1LT	0-2	First Lieutenant	Lieutenant
2LT	0-1	Second Lieutenant	Lieutenant

WARRANT

<u>ABV</u>	<u>GRADE</u>	<u>RANK/TITLE</u>	<u>ORAL ADDRESS</u>
MW5	W-5	Master Chief Warrant Officer	Mister/Ms
CW4	W-4	Chief Warrant Officer	Mister/Ms
CW3	W-3	Chief Warrant Officer	Mister/Ms
CW2	W-2	Chief Warrant Officer	Mister/Ms
W01	W-1	Warrant Officer	Mister/Ms

ENLIST







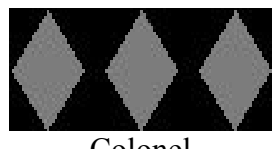

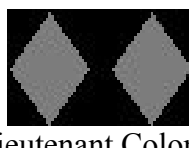

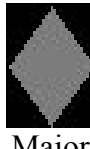
<u>ABV</u>	<u>GRADE</u>	<u>RANK/TITLE</u>	<u>ORAL ADDRESS</u>
SMA	E-9	Sergeant Major of the Army	Sergeant Major
CSM	E-9	Command Sergeant Major	Sergeant Major

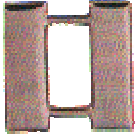





Bay State Battalion Cadet Handbook

SGM	E-9	Sergeant Major	Sergeant Major
1SG	E-8	First Sergeant	First Sergeant
MSG	E-8	Master Sergeant	Sergeant
SFC	E-7	Sergeant First Class	Sergeant
SSG	E-6	Staff Sergeant	Sergeant
SGT	E-5	Sergeant	Sergeant
CPL	E-4	Corporal	Corporal
SPC	E-4	Specialist	Specialist
PFC	E-3	Private First Class	PFC
PVT	E-2	Private	Private
PVT	E-1	Private	Private






Army and ROTC Rank Insignia

Officer Rank Insignia










<u>Grade</u>	<u>Army</u>	<u>Senior ROTC Cadet</u>
Special	 General of the Army	No equivalent cadet rank
O-10	 General	No equivalent cadet rank
O-9	 Lieutenant General	No equivalent cadet rank
O-8	 Major General	No equivalent cadet rank
O-7	 Brigadier General	No equivalent cadet rank
O-6	 Colonel	 Colonel
O-5	(SILVER)  Lieutenant Colonel	 Lieutenant Colonel
O-4	(GOLD)  Major	 Major







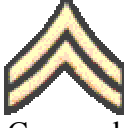






O-3	 Captain	 Captain
O-2	(SILVER)  First Lieutenant	 First Lieutenant
O-1	(GOLD)  Second Lieutenant	 Second Lieutenant

Warrant Officer Rank Insignia

<u>Grade</u>	<u>Army</u>	<u>Senior ROTC Cadet</u>
W-5	 Master Warrant Officer 5	No equivalent cadet rank
W-4	 Chief Warrant Officer 4	No equivalent cadet rank
W-3	 Chief Warrant Officer 3	No equivalent cadet rank
W-2	 Chief Warrant Officer 2	No equivalent cadet rank
W-1	 Warrant Officer	No equivalent cadet rank

Enlisted Rank Insignia

<u>Grade</u>	<u>Army</u>	<u>Senior ROTC Cadet</u>
Special	 Sergeant Major of the Army	No equivalent cadet rank
E-9	 Command Sergeant Major	 Command Sergeant Major
E-9	 Sergeant Major	 Sergeant Major
E-8	 First Sergeant	 First Sergeant
E-8	 Master Sergeant	 Master Sergeant

E-7	 Sergeant First Class	 Sergeant First Class
E-6	 Staff Sergeant	 Staff Sergeant
E-5	 Sergeant	 Sergeant
E-4	 Corporal	 Corporal
E-4	 Specialist	No equivalent cadet rank
E-3	 Private First Class	 Private First Class
E-2	 Private E-2	 Private E-2
E-1	NO INSIGNIA Private E-1	No equivalent cadet rank

ANNEX E

WEARING OF THE UNIFORM

1. GENERAL

- a. Wearing a military uniform is a privilege. It sets you apart as a special person. Wear the uniform with pride.
- b. Supply will issue you your various uniforms. If necessary, arrangements will be made for alterations so the uniforms fit properly.
- c. When in uniform, always wear the complete uniform. Never mix articles of civilian clothing with uniform parts.
- d. Uniforms will be clean and neatly presented when worn
- e. Uniform cap must be worn when outdoors in uniform. Keep buttons buttoned, zippers closed, and snaps fastened. Footwear and brass will be highly shined.
- f. Simultaneous Membership Program (SMP) cadets will be issued certain uniform items of outerwear by the ROTC supply. When participating in ROTC training, the Cadet Command patch and ROTC unit insignia will be worn. When training with their reserve component units, patches and distinctive unit insignia of that unit will be worn.

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

- a. Male haircuts. The hair will not be excessive or present an unkempt appearance. It will present a tapered look. When combed, it will not fall over the ears or eyebrows or touch the collar except for the closely cut neck hair.
- b. Female haircuts. The bulk or length of the hair will not interfere with wearing of military headgear. Hair should not appear unkempt. The hair length may not extend below the bottom edge of any uniform collar. Long hair may meet this standard by being pinned up using natural hair colored clips etc.
- c. Men will be clean-shaven except for mustaches. If a mustache is worn, it will be neatly trimmed so that no portion covers the upper lip line or extends beyond or below the corner points of where the upper and lower lips join.
- d. Earrings. Female optional wear of screw-on, clip-on, or post-type earrings with only the Class A, Class B, dress, and mess uniforms. Earrings will not be worn with

BDU's or PT uniforms. Earrings will not exceed 6mm or 1/4 inch in diameter. They will be of gold, silver, white pearl or diamond; unadorned and spherical. When worn, earrings will fit snugly against the ear and will be worn as a matched pair with only one earring per ear lobe.

- e. Jewelry. The wearing of a wrist watch, a wrist identification bracelet, and not more than two rings is authorized with Army uniforms as long as the style is conservative and in good taste.
- f. Make-up. Female soldiers are authorized to wear cosmetics applied conservatively and in good taste. Lipstick and nail polish may be worn as long as the color is conservative and compliments the uniform. Female nails must be trimmed no longer than 1/4 inch, as measured from the fingertip; no two-tone or multi-tone manicures; no nail designs; prohibited nail polish includes bright fire-engine red; khaki or camouflage; purple, gold blue, black, white, and neon colors.

3. THE ARMY GREEN UNIFORM.

- a. The Class "A" uniform is often referred to as "Greens." This uniform is appropriate for most occasions. For formal affairs cadets and enlisted personnel will wear a white shirt and bow tie with the green coat.
- b. The Class "B" uniform is the normal daily duty uniform in an office setting. The Class "B" uniform is similar to the class "A" uniform except that the Green Uniform coat is not worn. The green shirt now becomes the outer garment. An optional black pullover sweater may be worn. It may be worn with or without a tie.

4. Battle Dress Uniform (Class "C" Uniform). The BDU uniform is also referred to as the Class "C" or "fatigue" uniform. This uniform is the normal work uniform. For most leadership labs and field Training Exercises you will wear the Class "C" uniform, unless directed otherwise.

5. For placement of rank insignia, ribbons, badges and special insignia on Army Uniforms refer to the appropriate figure:

- Fig 1 Placement of ROTC and branch insignia on the male Army Green Coat
- Fig 2 Placement of ROTC and branch insignia on the female Army Green Classic Uniform
- Fig 3 Cadet Officer and Enlisted Insignia of Grade
- Fig 4 Wearing Cadet Insignia of Grade and NU/BC Crest (Distinctive Unit Insignia)
- Fig 5 Wearing of Badges, Ribbons, Nameplate and Special Insignia on the Army Green Coat (Male)
- Fig 6 Wearing of Badges, Ribbons, Nameplate and Special Insignia on the Army Green Classic Uniform (Female)
- Fig 7 Placement of Rank, ROTC Insignia and Branch Insignia on the Battle Dress Uniform (BDU)
- Fig 8 Garrison Cap Insignia Placement, Basic Course
- Fig 9 Garrison Cap Insignia Placement, Advanced Course
- Fig 10 Battle Dress Hat Rank Insignia Placement
- Fig 11 Black Pullover Sweater (Male or Female)

Bay State Battalion Cadet Handbook

Fig 12 Black All Weather Coat (Male or Female)

Fig 13 Cold Weather Coat (Field Jacket)

Note: For more information on uniform wear and appearance, see Army Regulation 670-1, Wear and Appearance of Army Uniforms and Insignia and Cadet Command Regulation 670-1, Uniform Wear and Appearance.

Figure 1 Placement of ROTC and branch insignia on the male Army Green Coat ROTC insignia is centered on both lapels of the coat, parallel to the inside edge of each lapel, with the lower edge of the insignia $\frac{5}{8}$ inch above the notch of the lapel. Branch Insignia is $\frac{5}{8}$ inch below notch and centered on ROTC insignia (branch insignia is only worn by MS IVs after they have received their branch assignment).

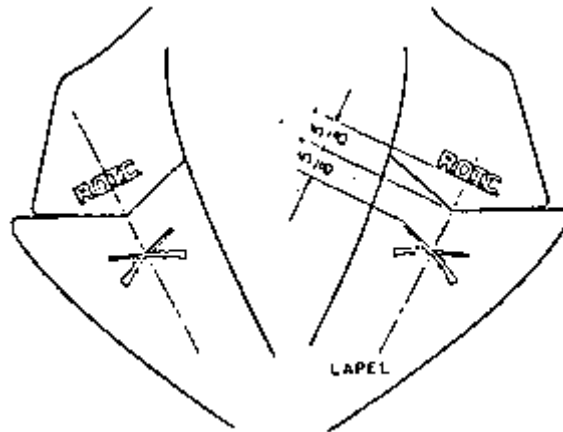
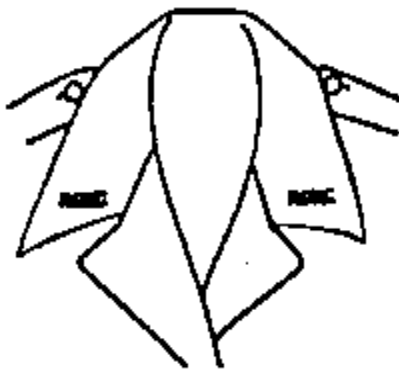


Figure 2 Placement of ROTC and branch insignia on the female Army Green Classic Uniform ROTC insignia are worn on both collars, are lined horizontally, centered 1 inch from lower edge of collar and parallel to the floor. Branch insignia is $\frac{5}{8}$ inch below notch and centered on ROTC and parallel to the inside of lapel.



ROTC Insignia



Branch Insignia

Figure 3 Cadet Officer and Enlisted Insignia of Grade When wearing more than one disk or lozenge, they will be spaced 1/4 inch apart.

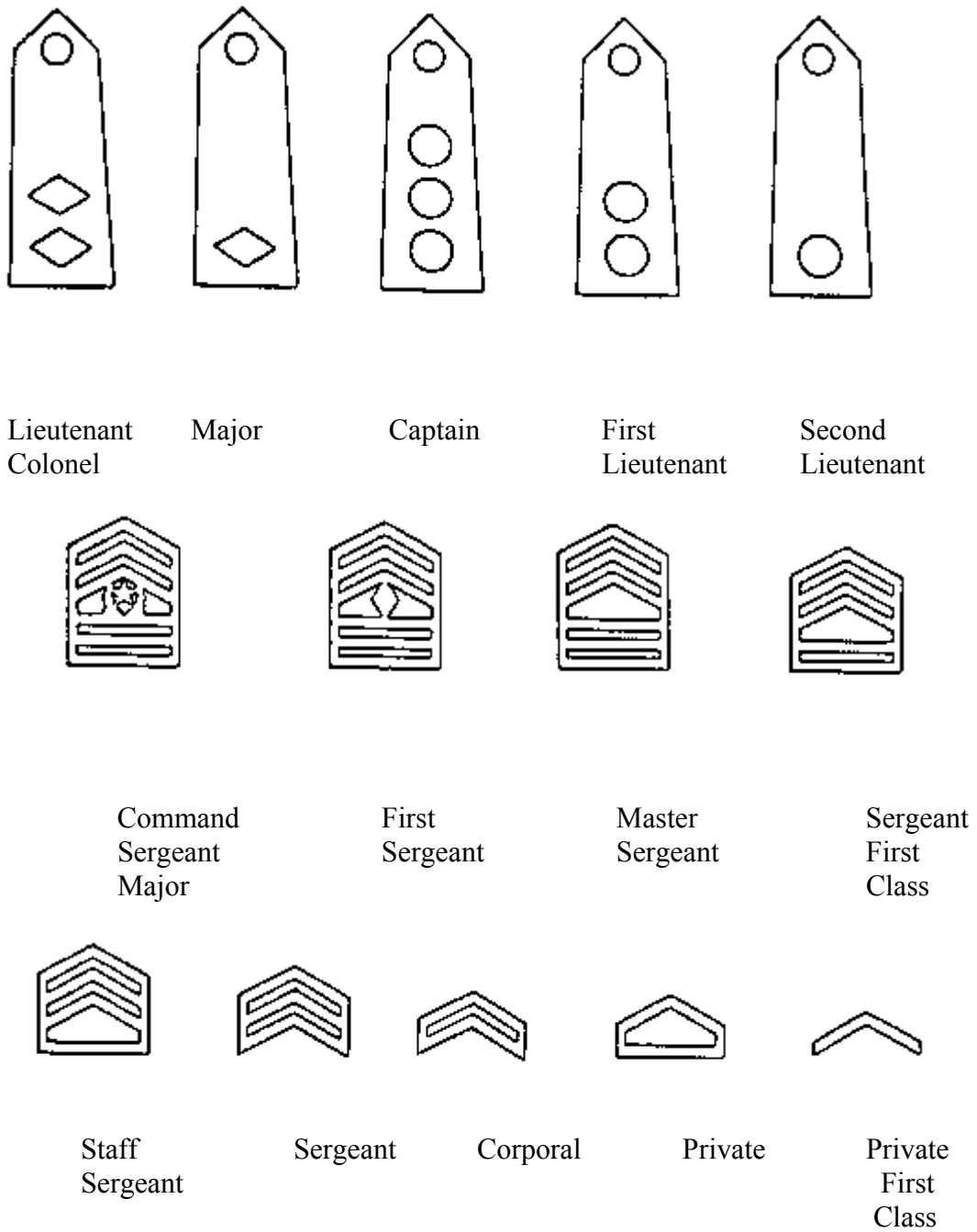


Figure 4 Wearing of Cadet Insignia of Grade and Bay State Battalion Crest (Unit Insignia)

- a. Cadet grade insignia will be worn as shown above on the shoulder loop of the Army Green coat, the AG 415 green shirt (when worn as an outer garment), and the black raincoat, positioned with the bottom edge of insignia $\frac{5}{8}$ inch from edge of outer seam.
- b. Bay State Battalion Crest (Unit Insignia) will be worn by all cadets on the shoulder loops of the Army Green Uniform centered between the bottom edge of the button and top edge of insignia of grade.

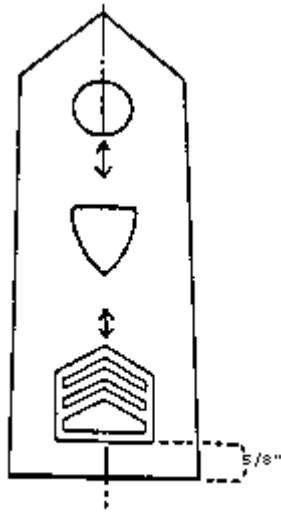
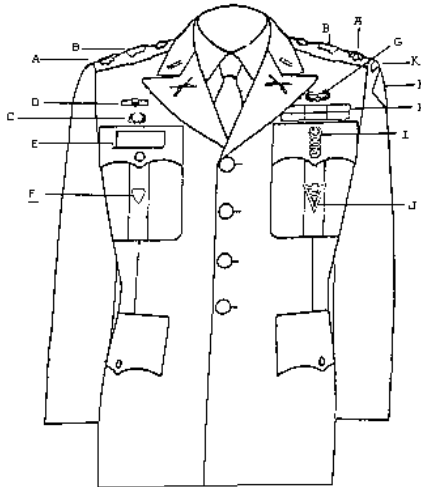


Figure 5 Wearing of Badges, Ribbons, Nameplate and Special Insignia on the Army Green Coat (Male)

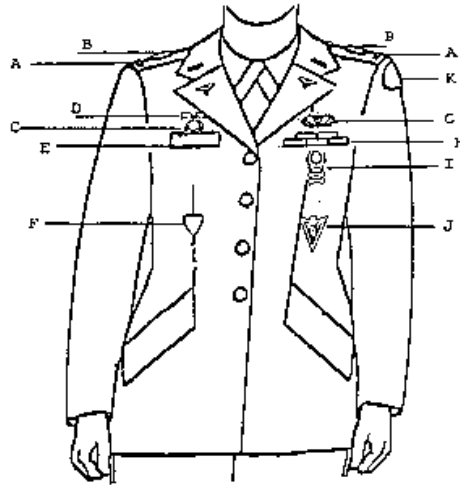


- A. Non-Subdued Officer or Enlisted Rank: Is 5/8 inch from shoulder seam on both shoulder loops. When wearing more than one disk or lozenge there will be 1/4 inch space between them.
- B. Distinctive Unit Insignia (Unit Crest): Centered on shoulder loops midway between the insignia of grade and outer edge of the button.
- C. Academic Achievement Insignia: Centered immediately above the right breast pocket.
- D. Distinguished Military Student Badge: Centered 1/8 inch above the right breast pocket or 1/8 inch above the Academic Achievement Wreath.
- E. Nameplate: Is worn on the right breast pocket flap centered between the top of the button and the top of the pocket.
- F. Parachutist/Air Assault Badge: Centered 1/4 inch above the left breast pocket or 1/4 inch above ribbons.
- G. Ribbons: Laterally centered 1/8 inch above the left breast pocket. If more than one ribbon has been awarded, precedence will be from left to right, top row taking precedence over bottom row, no more than four ribbons to a row. Subsequent rows are flush or 1/8 inch above the previous row.
- H. Marksmanship Badge: Centered on left breast pocket flap 1/8 inch below the pocket seam. If additional badge is worn, it will be laterally centered on the pocket flap with one inch between badges.
- I. RECONDO Badge: Centered on the left breast pocket between the bottom of the pocket and the bottom of the pocket flap.

Bay State Battalion Cadet Handbook

J. Cadet Command Shoulder Sleeve Insignia: Worn centered on the left sleeve 1/2 inch below the top of the shoulder seam. When the Ranger Challenge Tab is worn, the tab will be placed 1/2 inch below the top of the shoulder seam. The shoulder sleeve insignia will be worn 1/4 inch below the tab.

Figure 6 Wearing of Badges, Ribbons, Nameplate and Special Insignia on the Army Green Classic Uniform (Female)

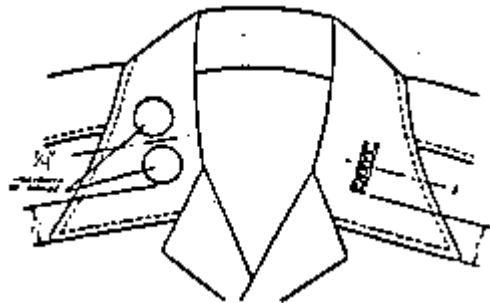


- A. Non-Subdued Officer or Enlisted Rank: Is 5/8 inch from shoulder seam on both shoulder loops. When wearing more than one disk or lozenge, there will be 1/4 inch space between them.
- B. Distinctive Unit Insignia (Unit Crest): Centered on shoulder loops midway between the insignia of grade and outer edge of the button.
- C. Academic Achievement Insignia: Is 1/4 inch and centered above the nameplate.
- D. Distinguished Military Student Badge: Centered 1/4 inch above any other insignia and/or nameplate worn on right coat front.
- E. Nameplate: Is worn 1 to 2 inches above the top of the button centered horizontally on the wearer's right side.
- F. Parachutist/Air Assault Badge: Centered 1/4 inch above top row of ribbons.
- G. Ribbons: Centered on left side, with the bottom row positioned parallel to the bottom edge of the nameplate.
- H. Marksmanship Badge: Will be worn on the left side 1/4 inch below the bottom ribbon row or in a similar location if ribbons are not worn. Placement of badges maybe adjusted to conform to individual figure differences.
- I. RECONDO Badge: Centered on left side. The top of the insignia one inch below bottom of second button.

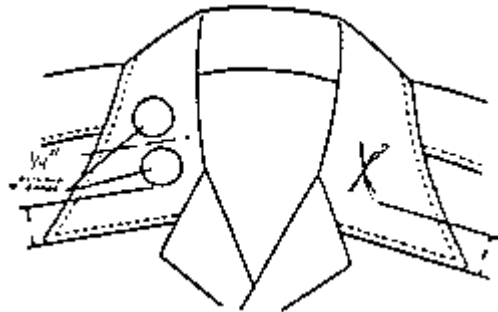
J. Cadet Command Shoulder Sleeve Insignia: Worn centered on the left sleeve 1/2 inch below the top of the shoulder seam.

Figure 7 Placement of Rank, ROTC Insignia and Branch Insignia on the Battle Dress Uniform (BDU)

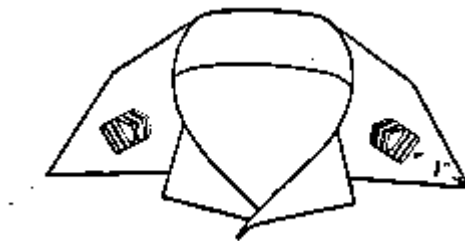
Insignia of grade will be worn as follows on the BDU uniform. When more than one rank disk or lozenge is worn, they will be spaced 1/4 in apart.



ROTC and Cadet Officer Insignia on Collar

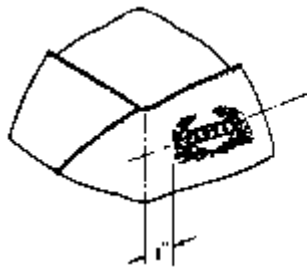


Insignia of Branch on Collar



Enlisted Insignia on Collar

Figure 8 Cadet Garrison Cap Insignia Placement, Basic Course



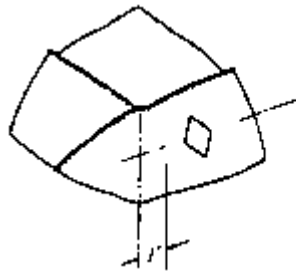
Garrison Cap (Male)



Garrison Cap (Female)

Insignia for the garrison cap is centered on left curtain, one inch from the front crease.

Figure 9 Garrison Cap Insignia Placement, Advanced Course



Officer Insignia (Male)



Officer Insignia (Female)

Cadet officer rank insignia is centered on left curtain, one inch from the front crease. When wearing more than one disk or lozenge there will be 1/4 inch space between them.



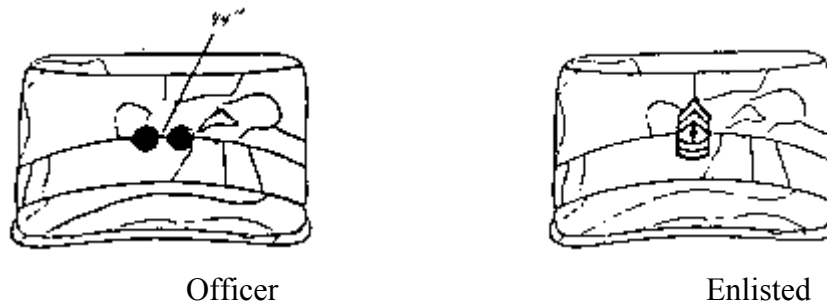
Enlisted Insignia (Male)



Enlisted Insignia (Female)

Advance Course enlisted cadet will wear the BU Crest centered on left curtain, one inch from the front crease.

Figure 10 Battle Dress Hat Rank Insignia Placement



Pin-on subdued rank insignia will be worn centered on the front of headgear left to right, top to bottom above the bill. Officer cadets will wear non-subdued rank insignia.

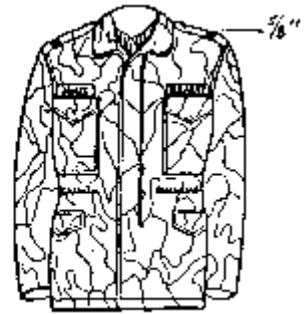
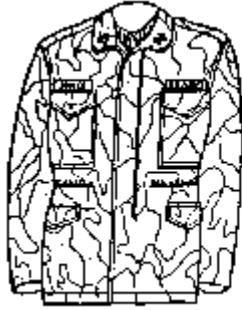
Proper Wear of Cadet Head Gear

Garrison Cap Male: The garrison cap will be worn with the front vertical crease of cap centered on the forehead, in a straight line with the nose. The cap will be tilted slightly to the right, but in no case will the side of the cap rest on top of the ear. The cap will be placed on the head in such a manner that the front and rear vertical creases and the top edge of the crown form unbroken lines in silhouette. The crown of the cap will not be crushed or shaped to form peaks at the top front of top rear of the cap.

Garrison Cap Female: The garrison cap will be worn with the front vertical crease of the cap centered on the forehead, with the front lower portion of the cap approximately one inch above the eyebrows. The top of the cap will be opened to cover the crown of the head. Hair will not be visible on the forehead below the front bottom edge of the cap.

BDU Cap: Will be worn straight on the head so that the cap band creates a straight line around the head parallel to the ground. The cap will be worn so that no hair will be visible on the forehead. The cap will not be blocked.

Figure 13 Cold Weather Coat (Field Jacket) Officers will wear insignia of grade centered on the should loops, 5/8 inch from the outside shoulder seam. When more than one disk or lozenge is worn they will be spaced 1/4 inch apart. Enlisted personnel will wear the insignia of grade on the coat collars, the same as on the BDU shirt.



ANNEX F

MILITARY CUSTOMS AND COURTESIES

1. INTRODUCTION.

- A. If there is any one fundamental that underlies all proper social conduct, it is this-- consideration for the rights and dignity of others. While some of our social customs seem somewhat involved, all proper conduct originally springs from this fundamental. The knowledgeable officer will, at all times, conduct ones self in such a manner that will cause the least embarrassment, discomfort, and inconvenience to those around him/her. An officer, in social relations, should never forget this principle of consideration for others.
- B. Two of the most important expressions in your whole vocabulary are "please" and "thank you." If you are thinking in these terms, chances are that you are headed in the right direction, even though you may be a little rusty on the particular rules governing a situation.
- C. There is an old military maxim that in the relations between seniors and juniors, "The senior will never think of the difference in rank; the junior will never forget it." This adage is just as true in social as it is in official relations. Adherence to this principle leads to ease and harmony. Violation of it often leads to unpleasantness and sometimes to outright embarrassment.
- D. During your career as an officer, you will meet literally hundreds of people, both officially and socially. The impression that you make on all these people depends very much on your social conduct in all its aspects: politeness, proper clothing, respect for seniors, table manners, courtesy to others, and correct correspondence. It is therefore in your best interest to become familiar with these procedures as soon as possible.

2. CUSTOMS OF THE SERVICE.

"Nothing is Stronger than Custom" - OVID.

A custom is an established usage. Customs include positive actions--things to do, and taboos--things to avoid doing. Much like life itself, the customs, which we observe, are subject to a constant and slow process of revision. Many of those customs that were commonplace a generation or two ago have passed into a period of declining observance. New customs arise to replace those that have declined. Others live on and on without apparent change. To an astonishing degree, man is eager to follow established practices. The realization that he is following a course that has been successful for others in similar circumstances bolsters his confidence, thus encouraging him or her to adhere to his/her course. Whether a custom is ancient or new, its influence is profound. It follows, that, as a long established social organization, the Army observes a number of customs that add appreciably to the interests, the pleasures, and

the graciousness of Army life. This section is intended to explain and to help perpetuate those Army customs that have enriched many lives for many years. In knowing and practicing these customs you will be rewarded with enjoyable experiences and new friendships formed, all strengthening the purposeful service that our mission requires.

A. The Correct Use of Titles.

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

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

B. Titles of Commissioned Officers.

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

Other commissioned officers are addressed by their title. In nonofficial correspondence and conversation, brigadier generals, major generals, and lieutenant generals are addressed as "General." Under the same conditions, lieutenant colonels are referred to as "Colonel."

Frequently, senior officers will address junior officers by their first name (but never NCOs); however, this in no way gives the junior the privilege of referring to the senior in any way other than with his proper title. Similarly cadre members may occasionally refer to cadets in one-on-one situations by their first names.

Chaplains are addressed as "Chaplain." A Catholic Chaplain may properly be addressed as "Father."

When addressing a female officer the term "Ma'am" should be used.

C. Titles of Warrant Officers. Warrant Officers are referred to as "Mister," or "Ms." Chief Warrant Officers (CW2 through MW5) under informal circumstances are referred to as "Chief".

D. Titles of Noncommissioned Officers.

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

E. Reporting. Cadets in uniform reporting to a cadre officer or a cadet officer of higher rank will:

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

3. SALUTING.

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

- 1) As required at military formations and ceremonies as prescribed by FM 22-5.
- 2) By all cadets in uniform outdoors when meeting or when approached by a cadre officer or a cadet officer of higher rank.
- 3) By cadets in uniform indoors reporting to a cadre officer. (Reporting is covered in paragraph E, above).
- 4) As the national colors pass by or is passed by out of doors when in uniform.
- 5) Always salute the most senior officer.
- 6) An appropriate greeting should be offered when saluting a higher-ranking official: e.g., "Good morning, Ma'am"
- 7) The salute is not rendered indoors except when reporting or when in a ceremony.

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

4. The Senior's Place of Honor.

Another ancient military custom dictates that you should always walk or sit to the left of your superiors. For centuries men fought with swords, and because most men are right handed, the heaviest fighting occurred on the right. The shield was on the left arm, and the left side 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 be a post of honor. Therefore, when an officer walks or sits on your right, he is symbolically filling the post of honor.

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

- A. A soldier, in addressing a military superior, uses the word "Sir" or "Ma'am" in generally the same manner as does a civilian speaking to a person to whom he wishes to show respect. In the military service, however, the matter of who says "Sir" to whom is clearly defined: in civilian life it is largely a matter of discretion.
- B. As a general rule "Sir" or "Ma'am" is used in speaking either officially or socially to any senior. The word is repeated with each complete statement. "Yes" and "No" should not be used in speaking to a superior without "Sir".
- C. On the other hand, "Sir" or "Ma'am" should not be said with every other breath to the point of obsequiousness. In official dealings between officers who know each other well, it is proper to use the word with less frequency.

6. No Excuses.

- A. One of the most firmly established concepts of military service is the practice of accepting any task assigned, and of accomplishing each task. In the event that some task might not be accomplished, it is traditionally expected that the officer assigned that task should not offer excuses to justify failure.
- B. This concept is founded upon the precept that our Army exists to defend the nation, and that any mission or task assigned to an Army officer contributes directly to that defense. The application of this concept results in training Army officers to focus their efforts and ingenuity on finding solutions to challenges with which they are presented, rather than on a search for reasons why the task should not be attempted or excuses why it could not be accomplished. This focus on mission accomplishment must be accompanied by a strong sense of ethical self-discipline--determination to accomplish the task and to overcome the challenges--which insures that the actions taken are within the letter and the intent of the appropriate policies, regulations, and established procedures.
- C. Within these guidelines, the officer must realize that there are certain circumstances under which "No Excuse, Sir" is not an appropriate answer. If the task in question was not accomplished for reasons that indicate that some part of "the system" is not

functioning properly, then the officer has the obligation to point out these flaws in the system, rather than to allow them to remain unnoticed in a misplaced sense of self-sacrifice. Such flaws must never be pointed out as an attempt to throw up a smoke screen behind which to conceal your own shortfalls for which there truly is "No Excuse, Sir."

ANNEX G

TRADITIONS OF THE U.S. ARMY ROTC CADET COMMAND

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

2. THE CADET CREED.

a. The Cadet Creed was adopted in June 1988 to imbue Army Cadets with the values that are critical to being successful cadets and later Army Officers.

THE CADET CREED

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

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

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

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

I WILL do my DUTY.

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

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

"HONOR is my touchstone." Honor is used in two ways when referring to Army cadets. Serving the people of the United States, as a commissioned officer is an honor afforded only a small fraction of our young men and women. More importantly, "with honor" describes how an Army cadet will serve upon being commissioned. Honor is the bedrock upon which the Army officer builds a successful career. Honor encompasses integrity and dedication. Honor is the thread which holds together the fabric of our Army as it discharges its critical mission of being the strategic force which maintains the integrity of our Nation and peace in our world. Serving with honor begins in the cadet years and builds throughout a career.

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

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

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

"I am the FUTURE." Army cadets are indeed the Army's future officer leadership. Into the hands of Army cadets across the Nation will be placed the responsibility of leading the outstanding young Americans who fill the enlisted ranks of our Army. Our Army cadets will be

challenged to maintain and strengthen our Army. Being an officer-leader will be both a challenge and an opportunity. Each Army cadet must live up to his or her full potential to become a warrior leader with the "RIGHT STUFF" to be a war winner.

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

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

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

5. CADET PARK. Cadet Park at Headquarters Cadet Command was dedicated 28 April 1987 as part of the first anniversary observance of the Command. Cadet Park was dedicated in the year of the Bicentennial of the American Constitution, the document our cadets swear to defend and preserve upon being commissioned. Cadet Park at Headquarters, Cadet Command and those at each region, are also our symbolic link to the university community. Our parks commemorate the men and women who have earned Army commissions through Cadet Command and are serving their Nation proudly as officer-leaders. This commissioning process is made possible by the administration and faculties of colleges and universities throughout our country who have opened their campuses to Cadet Command and are our active partners in "Commissioning the Future Officer Leadership of the United States Army."

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

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

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

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

ANNEX H

BRANCHES OF THE ARMY

A. General

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

B. BRANCHES OF THE ARMY

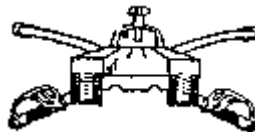
Each Army officer is assigned to one of the Army's branches. Each cadet requests assignment to a branch of preference. Every effort is made to assign new officers to a branch of their choice.

C. COMBAT ARMS:



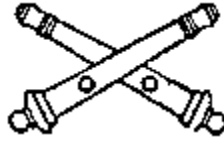
INFANTRY

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



ARMOR

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



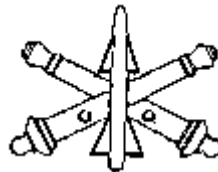
FIELD ARTILLERY

3. **FIELD ARTILLERY**--Field Artillery Officers control the devastating arsenal of weapons, which bring long-range fire to bear on enemy targets. Officers in this specialty manage the missile and cannon weapons, which stand ready to deliver payloads on enemy targets. Traditionally the artillery delivers the majority of firepower on the battlefield. (FEMALES only assigned to Rocket Artillery.)



AVIATION

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



AIR DEFENSE ARTILLERY

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



CORPS OF ENGINEERS

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

D. COMBAT SUPPORT:



CHEMICAL CORPS

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



MILITARY INTELLIGENCE

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



MILITARY POLICE

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



SIGNAL CORPS

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

E. COMBAT SERVICE SUPPORT:



ADJUTANT GENERALS CORPS

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



FINANCE CORPS

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



ORDNANCE CORPS

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



TRANSPORTATION CORPS

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



QUARtermaster CORPS

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



MEDICAL SERVICE CORPS

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

F. SPECIAL BRANCHES:



ARMY NURSE CORPS

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



JUDGE ADVOCATE GENERAL CORPS

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



MEDICAL SPECIALIST CORPS

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

G. Not all branches are pictured. Those not pictured are not available as ROTC accession specialties. Branches not pictured include:

- (a) Special Forces
- (b) Civil Affairs (RC Only)
- (c) Chaplain
- (d) Dental Corps
- (e) Veterinary Corps
- (f) Medical Corps
- (g) Acquisition Corps

ANNEX I

PHYSICAL FITNESS

1. CONDUCTING PHYSICAL TRAINING

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

(1) Extended Rectangular Formation.

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

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

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

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

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

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

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

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

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

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

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

Jog in place for 1 to 2 minutes.

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

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

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

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

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

End stretches with calisthenics exercise such as the Side Straddle Hop.

(2) Exercises

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

Then announces "The next exercise will be (state exercise)."

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

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

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

REST (optional) then back to **ATTENTION**.

Then keep repeating above steps for the remaining exercises.

(3) Cool Down

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

2. PT TESTS AND REQUIREMENTS

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

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

c. The Army Physical Fitness Test that will be given to each cadet consists of three events. Scholarship cadets must be able to score 50 points in each event to pass the Physical Fitness Test. There are 100 points possible for each event with 300 points being a perfect score on the test.

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

PUSHUP



START POSITION

AGE 17-21

- (1) Minimum Male - 42 Push-ups; 60 points
(2) Maximum Male - 71 Push-ups; 100 points
(3) Minimum Female - 19 Push-ups; 60 points
(4) Maximum Female - 42 Push-ups; 100 points
- (2) The Sit-up: The start position is flat on your back, knees bent at a 90 degree angle, fingers interlocked behind your head. You have two minutes to complete this test. On the command of GO, begin curling your body forward and return to the vertical position and return to starting position. During the exercise, another cadet will hold your ankles down to the ground. The hands must remain interlocked behind your head throughout the exercise. You may rest only in the up position.

SIT-UP



START POSITION

AGE 17-21

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

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

AGE 17-21

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

3. WEIGHT CONTROL PROGRAM

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

Ht Inch.	MALE				FEMALE			
	AGE							
	17-20	21-27	29-39	40+	17-20	21-27	28-39	40+
58	---	---	---	---	109	112	115	119
59	---	---	---	---	113	116	119	123
60	132	136	139	141	116	119	123	127
61	136	140	144	146	120	124	127	131
62	141	144	148	150	125	129	132	137
63	145	149	153	155	129	133	137	141
64	150	154	158	160	133	137	141	145
65	155	159	163	165	137	141	145	149
66	160	163	168	170	141	146	150	154
67	165	169	174	176	145	149	154	159
68	170	174	179	181	150	154	159	164
69	175	179	184	186	154	158	163	168
70	180	185	189	192	159	163	168	173
71	185	189	194	197	163	167	172	177
72	190	195	200	203	167	172	177	183
73	195	200	205	208	172	177	182	188
74	201	206	211	214	178	183	189	194
75	206	212	217	220	182	188	194	200
76	212	217	223	226	189	194	200	206
77	218	223	229	232	193	199	205	211
78	223	229	235	238	208	214	220	227

ANNEX J

LEADERSHIP DIMENSIONS

Leadership Dimensions

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

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

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

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

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

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

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

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

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

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

(1) **Mental (ME)** attributes are intellectual aptitudes or capacities for learning that leaders possess and can develop. These attributes include will, self-discipline, initiative, judgment, confidence and intelligence. Will is the readiness and determination to support the everyday mission and goals of the Army in peace. Will is also the preparation in peace to get ready to fight when necessary and the determination to win in war. It also is the indispensable motivation to persevere in the face of adversity when others prefer to quit, "though I be the lone survivor". The leader's will must be contagious; tapping hidden potential to inspire soldiers to reach beyond their own expectations. The best way for leaders to build will in their soldiers is through confidence and skill. Self-discipline is the ability to do the right thing on your own. Self-discipline enables clear thinking and reasonable action during combat with its periods of isolation, potential for high leader casualties, continuous stress and critical need for independent action based on the commander's intent. Good leaders do not wait for orders when something must be done. They encourage initiative tempered by judgment. Will, self-discipline, initiative, and judgment build confidence. Confidence is self esteem developed through competence. Intelligence is the ability to acquire and apply knowledge tempered with judgment and confidence.

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

(3) **Emotional (EM)** attributes are self-control, balance and stability. They are central to emotional maturity and leading by example. A leader must have the ability to exercise self-control, to balance emotion with competing demands, and to remain stable in the face of

adversity. They also form the basis for developing a reciprocal bond between leaders and soldiers that sustains them in time of mortal danger.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ANNEX K

MILITARY TERMINOLOGY

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

2. Translation of Acronyms.

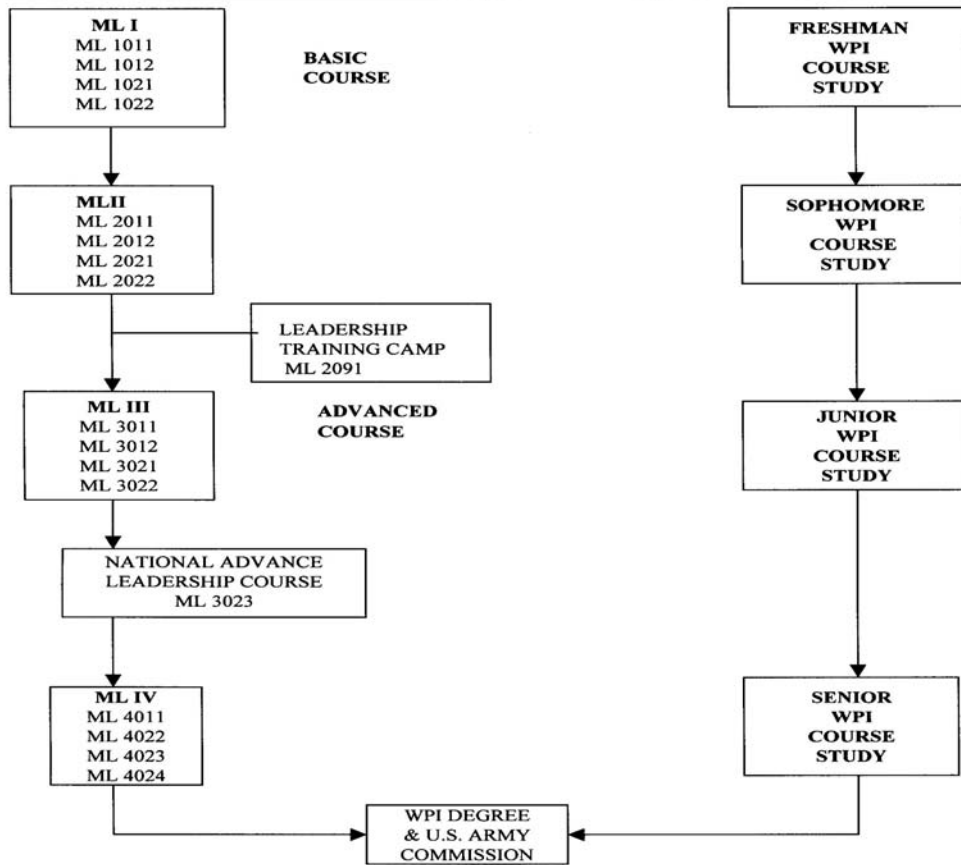
- AAR After Action Review: A group critique at the end of a mission or exercise to maximize the learning experience of the group.
- AGR Active Guard/Reserve: Reserve component officers serving full time on active duty in support of the Reserve Component mission.
- APMS Assistant Professor of Military Science: An ROTC Cadre Officer.
- APFT Army Physical Fitness Test: Evaluates physical condition. It consists of three events (push-up, sit-up and 2 mile run) which are rated on a scale from 0 to 100 points for each event. The minimum passing score for each event is 60 points (50 points to validate scholarship award).
- ARNG Army National Guard.
- ASAP As Soon As Possible: Do what is requested now.
- BDU Battle Dress Uniform: The camouflage utility uniform worn with combat boots.
- CDT CMD U.S. Army ROTC Cadet Command: The active duty major Army Command that controls ROTC.
- CO Commanding Officer: The officer with legal authority over all personnel and operations in the unit.
- CONUS Continental United States: Usually refers to an assignment within the lower 48 states of the US.
- CRB Cadet Record Brief. A computer-generated report used by Cadet Command
- CTLT Cadet Troop Leadership Training: Program during the summer for MS IIIs after Advanced Camp to work as a leader and experience the challenges of an active Army unit.

D&C	Drill and Ceremonies: How military groups move from place to place and render honors.
FM	Field Manual describes doctrine (how to do something) e.g. tactics, patrolling.
FTX	Field Training Exercise: Training conducted outside the classroom, maximizing hands-on experience.
FY	Fiscal Year: A fiscal accounting year. For the U.S. Government it begins 1 October and ends 30 September.
GTA	Graphic Training Aid: A visual aid or tool used while conducting training.
GRFD	Guaranteed Reserve Forces Duty: A commissioning contract option guaranteeing a new lieutenant will not serve on active duty except for the Officer's Basic Course.
HQ	Headquarters: Where the boss is located
IAW	In Accordance With: Tells you what reference to use to obtain guidance on how to accomplish something.
JROTC	Junior Reserve Officers' Training Corps: A high school leadership and citizenship development program.
LDP	Leadership Development Program: An evaluation program of leadership potential for Army ROTC and West Point cadets.
LCE	Load-Carrying Equipment: (Also sometimes called LBE for Load Bearing Equipment)The web gear carried by a soldier while in the field. It usually consists of the pistol belt, suspenders, canteen and ammunition pouches.
LES	Leave and Earnings Statement: A document that accompanies your monthly military paycheck which accounts for your money and vacation days.
MS	Military Science or student: Refers to ROTC cadets or classes (MS I-Freshmen, MS II-Sophomores, MS III-Juniors, and MS IV's-Seniors).
NAC	National Agency Check: A security clearance check.
NCO	Noncommissioned officer: Doer-supervisors in the Army. Includes corporal and all of the sergeant ranks.
NLT	Not later than: Tells you to do something by a specific time.

- OBC Officers Basic Course: Branch specific active duty training following ROTC instruction and commissioning.
- OER Officer Evaluation Report: A job evaluation and report card.
- OML Order of Merit List: Ranked and prioritized list of people based on their demonstrated performance and leadership potential.
- PT Physical Training. Includes stretching, calisthenics, strength training and cardiovascular training to prepare for APFT
- SOP Standard Operating Procedure. The organization's standard/approved way to do something

APPENDIX L

MILITARY SCIENCE COURSE FLOW CHART



- (1) Required for 2 year ROTC program students.
- (2) Additional requirements: Professional Military Education:
Five Undergraduate Courses.
Leadership Laboratories, weekly.
Physical Training, weekly.
Weekend Field Training Exercise (2 each year).
Social Events
- (3) Required attendance for all Juniors and Seniors