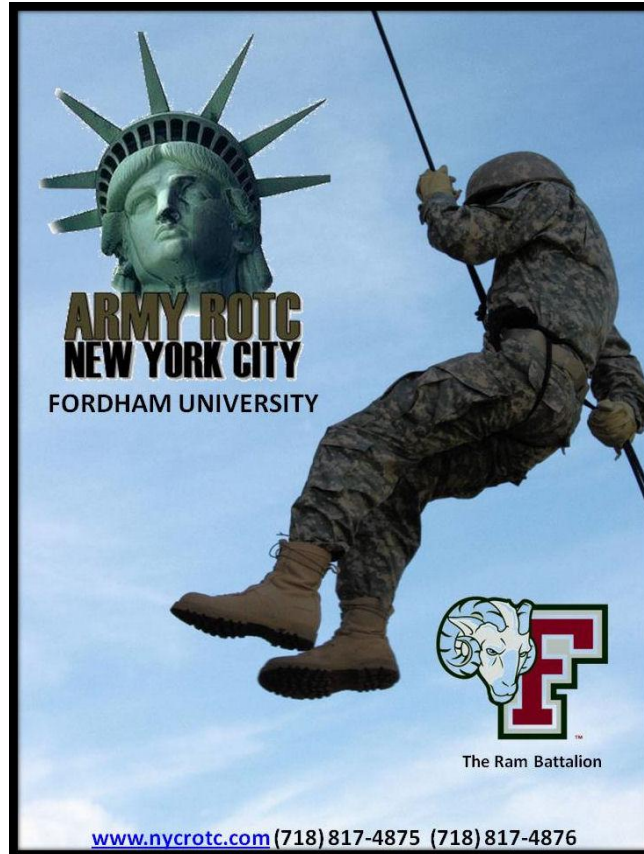




NYC ARMY ROTC AT FORDHAM UNIVERSITY



www.nycrotc.com (718) 817-4875 (718) 817-4876

MAKE NO MISTAKE



**That flag isn't flying backwards.
It's assaulting forwards.**

CADET HANDBOOK

FALL 2012

Welcome to the Fordham ROTC RAM Battalion !

Welcome you to the RAM Battalion and to NYC Army ROTC. Whether you are simply taking courses to learn about leadership or have already decided to pursue a commission as an Officer in the United States Army, you will undoubtedly benefit from the broad range of classes and experiences while a member of the Ram Battalion.

As one of the first ROTC units established by Congress in 1885, our program is one of the oldest and finest in the nation – and has a long and proud history. Over 4,000 officers have graduated from our program since its inception and many have gone on to be leaders in their fields – whether in the Army or in the civilian sector. The program includes students from Fordham University, Columbia University, NYU, Marist, CUNY and numerous others. By participating in ROTC you will open numerous doors of opportunity for your future.

Employers, as well as graduate and medical schools, recognize and seek what ROTC cadets and graduates have to offer – LEADERSHIP. The leadership skills you will develop during your ROTC career will serve you well in whatever walk of life you decide to pursue. It is no mistake that 70% of Fortune 500 company CEOs have served in the Armed Forces as Army Officers.

Many of our Cadets are leaders outside of ROTC. They have learned to take on responsibility and to be willing to sacrifice their time and energy for others in a variety of settings. Many volunteer in community service organizations and campus groups or participate in extra-curricular activities as leaders in their fraternities and sororities, athletic teams, and service groups. I encourage you to participate in these kinds of activities as well to build on the qualities we try to establish here – selfless service, teamwork, and respect for others.

Our ROTC instructors are professional leaders with a myriad of experiences that we would love to share with you as we help develop you into the leaders of tomorrow. We are dedicated to assisting you in reaching your goals while reinforcing in you the values that will set you up for success in the future.

We are happy to have you in the Battalion and look forward to working with you this year. Please use this Cadet Guide to learn a little more about how ROTC works and to get started on the right foot with some basic military knowledge. If you have questions, feel free to ask any cadre member or upper class cadet for assistance.

“RAM TOUGH!”

LEADERSHIP AND EXCELLENCE STARTS HERE!

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CHAPTER 1

GENERAL INFORMATION

1-1 Mission and Purpose

a. The mission of the Army Reserve Officer Training Corps (ROTC) is to train the future officer leadership of the United States Army and motivate students to become better citizens.

b. The purpose of the NYC Army ROTC at Fordham University program is to instill in each Cadet the military skills and leadership qualities required to serve as a commissioned officer in the United States Army, as well as develop a strong sense of personal integrity, honor, responsibility, and appreciation for national security in each student.

c. The purpose of this Cadet guide is to provide the Cadets of Ram Battalion with a general understanding of how the Army ROTC Program works at Fordham University. It also serves as a reference for some of the necessary topics covered in training, as well as covering the expectations and requirements of participation.

d. Additional information about ROTC and Army information can be found on the NYC Army ROTC website at www.nyrotc.com.

1-2 Ram Battalion Structure

a. The NYC Army ROTC “Ram Battalion” includes Cadets from schools in the NYC metropolitan area as well as the mid and lower Hudson Valley area.

1. The Ram Battalion is divided into a Headquarters element and three companies. Each company is further divided into platoons and squads to replicate the Army chain of command structure (see Chapter 5) in order to provide Cadets fundamental knowledge of how the Army is structured.

2. The Ranger Detachment is a separate element that focuses training on the annual Ranger Challenge competition each October (see Chapter 6) and provides Cadets with opportunities to participate in more training opportunities.

b. In general, MS IV (senior) Cadets hold Battalion staff leadership positions in the Headquarters element while MS III (juniors) Cadets serve in company, platoon and squad positions, in order to prepare them for the annual Leadership Development Assessment Course (LDAC), where MSIII Cadets are required to be evaluated on their ability to serve in Squad, Platoon, and Company level leadership positions.

1-3 Monetary Allowances

a. Basic Course Cadets (MSI and MSII) with Army ROTC scholarships and all Advanced Course (MSIII and MSIV) Cadets (both scholarship and non-scholarship) are paid a monthly subsistence of \$300 (freshman), \$350 (sophomore), \$450 (junior), and \$500 (senior). Non-Scholarship MSIII Cadets must be contracted in order to start receiving this allowance. This subsistence will not exceed the school year (stops during summer). There is also a book allowance of \$600 per semester, for scholarship Cadets. **Scholarship Cadets’ tuition will be paid on the 45th day of contracted enrollment each semester.**

b. While attending LDAC and LTC, Cadets are paid and are provided food, housing, uniforms, equipment, and medical attention at government expense. Cadets may elect government transportation to and from summer training or choose to be reimbursed for providing their own transportation.

1-4 Military Service Obligations: Officers commissioned through the Army ROTC Program will have an eight-year obligation that may be broken down as such:

- a. Active duty slots are highly competitive – most scholarship students are selected.
 - 1. Active Duty: 4 years, followed by:
4 years Reserve Duty (Reserve, NG or IRR)
 - 2. Or, Reserve Duty 8 years
- b. Non-scholarship Cadets
 - Active Duty or Reserves 3 years (see Notes above)
 - Reserve Duty 5 years Inactive Ready Reserves (IRR)
- c. Guaranteed Reserve Forces Duty (GRFD) Option
 - Active Duty for training (Officer Basic Course)
 - Scholarship Or Non-scholarship Cadets
 - 8 years National Guard or Reserves
 - Must join a National Guard or Reserve Unit and drill while contracted

1-5 Administration

- a. The focal point for all Army ROTC administrative and finance functions is the ROTC Human Resource Administrative Office. These Cadre members assist Cadets in completing various forms and documents that are relevant to the ROTC program.
- b. Monthly subsistence payments are directly deposited into Cadet bank accounts. Every Cadet will fill out a direct deposit form when contracted into the program.
- c. Any pay problems must be reported immediately to the MS instructor, and Human Resource Administrator.
- d. The official address for the Fordham ROTC program is:

**NYC Army ROTC, Fordham University
Department of Military Science
441 E. Fordham Road, FMH 130
Bronx, New York 10458**

- f. The official contact numbers and website info for the Ram Battalion are:

Info: 1-800-692-ROTC (7682)
Secretary: 718-817-4875
Enrollment: 718-817-4876 / 4798
HRA: 718-817-0920 / 0922
LOG: 718-817-4329 / 0921
Operations: 718-817-4213 / 4877
Marist: 845-575-3000 Extension 2814
Fax: 718-817-4649
Website: <http://www.nycrotc.com>
Facebook: www.facebook.com/nycrotc
Twitter: nycrotc

CHAPTER 2

PROGRAM REQUIREMENTS AND CURRICULUM

2-1 Overview: The Ram Battalion Army ROTC Program consists of two components – the core curriculum and Professional Military Education (PME). The core curriculum is comprised of ROTC classroom instruction in general military subjects and practical exercises in common military skills. Military Science Class is conducted in two phases: the Basic Course and the Advanced Course. The curriculum is performed each semester with requirements to attend physical training (PT), Military Science Class (basic and advanced), Leadership Labs and Field Training Exercises (FTX's). The Professional Military Education component is designed to provide Cadets with the type of academic foundation necessary to support their continued intellectual growth and military leadership development.

2-2 Core Curriculum

a. Basic Course: The basic course consists of four classes normally conducted during the freshman and sophomore years. The goal of this course is to introduce the Cadet to military leadership and military life, and to provide enough information about the US Army to enable the student to make an informed decision concerning participation in the Advanced Course. The core curriculum of the basic course stresses fundamentals in the following areas: military discipline, military courtesy, customs and traditions, functions of the active and reserve components of the Army, communication, and leadership development. In addition to these classes, Cadets must attend a leadership laboratory. This laboratory usually meets each week before or after the weekly military science class (dependent on company), and is designed to train and test Cadets of each class in performance oriented tasks. The leadership labs concentrate on practical exercises and the practical application of the leadership techniques. Finally, all contracted Cadets are required to attend two field training exercises (FTX) each semester. FTX's typically run from Friday night to Sunday afternoon and include activities like land navigation, military tactics, leadership reaction courses, and rifle marksmanship. For students unable to enroll in the basic course during their first two years of college, credit for this phase may be obtained through an alternative summer leadership training course between the sophomore and junior years. This course is called the Leadership Training Course, or Operation Bold Warrior, and is taught during summer months at Fort Knox, Kentucky. Slots for this course are very competitive, and only the best, and well recommended Cadets requiring this course will receive a slot. Alternative credit is also given for those who have completed prior service in the military or have completed at least two years of JROTC in high school.

b. Advanced Course: The goal of this course is to prepare each Cadet to become a successful officer in the U.S. Army upon graduation. The on-campus portion concentrates on the application of the fundamentals acquired during the Basic Course as an integral part of study in applied leadership development, individual and unit tactics, organizational administration and management, military justice and ethics and the inter-relations of the various branches of the Army. ROTC study during the MS III year includes leadership and tactics for MS III Cadets. ROTC study during the MS IV year includes the Profession of Arms I and II for MS IV Cadets. Leadership Labs and FTX's are integral parts of each course. Juniors are required to attend additional training throughout the year in order to ensure that they are prepared for the Leader Development and Assessment Course (LDAC). MS IV ROTC Cadets plan and lead all of the training during the year, including the Labs and FTX training. MS IV Cadets are a vital link in preparing the junior class Cadets for success in the program.

2-3 Professional Military Education

In addition to the requirements listed above, each Cadet must take at least one course in American Military History to gain a better appreciation of the military's role in national policy and the change in the military as an organization through history. This course may be taken at any time throughout the Cadet's progression; however, the course must be completed prior to graduation / commissioning. *CAUTION:* Cadets should coordinate their electives with their ROTC and Academic Advisors prior to course registration in order to ensure fulfillment of the

Cadet Command professional military education requirements. To assist with ensuring all Cadets meet commissioning requirements, each Cadet will review their Cadet Command form 104-R (Academic Plan) with their instructors at least once each semester.

2-4 Grading Policy

Each Military Science Instructor will publish a course syllabus that clearly indicates the grading standards for their particular course. Cadets are reminded that they must maintain a cumulative GPA of 2.0 or higher in order to remain in the program.

2-5 Scholarship Probation and Termination

- a. Each Cadet receiving ROTC scholarship benefits must meet the following standards:
 1. Maintain an academic GPA of 2.0.
 2. Pass all academic courses.
 3. Maintain an ROTC semester and ROTC cumulative GPA of 2.0.
 4. Maintain a normal progression towards the baccalaureate degree as required for graduation at the scheduled time.
 5. Pass the Army Physical Fitness Test (see Annex A for grading standards).
 6. Maintain Army height/weight and body fat composition standards.
 7. Participate regularly in ROTC events.

b. Army ROTC scholarship Cadets who fail to meet the standards listed above will be placed on probation or academic suspension for the semester following the deficiency. Students on probation and their respective deans will be notified in writing. Failure to correct the identified deficiencies by the end of the probationary period will constitute a basis for termination of all Army scholarship benefits and disenrollment from the program.

c. Failure in any Military Science course for any semester, or a considerable deficiency in the quality of work in the ROTC core curriculum, will constitute a basis for immediate termination of ROTC scholarship benefits without a period of probation.

2-6 Disenrollment

Any contracted Cadet can be dis-enrolled from ROTC for any of the reasons listed below or for any breach of contract not specifically listed. A breach of contract is defined as any act, performance or non-performance on the part of a student that breaches the terms of the contract regardless of whether the act, performance or nonperformance was done with specific intent to breach the contract or whether the student knew that the act, performance or nonperformance breaches the contract).

Possible Disenrollment reasons:

1. To receive an appointment or to enter an officer training program other than ROTC, the release must be approved by HQCC.
2. To receive training under Army Medical Department programs such as Health Professional Scholarship Programs and United States Uniform Health Services.
3. At their own request, Non-Scholarship Basic Course student may be released/dis-enrolled at their own request or by the PMS at any time prior to enrollment/contracting in the Advance Course.
4. 4-year Scholarship Cadets who have not reached their obligation point (first class of MS2 year) may withdraw from the program and dis-enroll.
5. Because of withdrawal or dismissal from the academic institution. A former Cadet may be re-enrolled if he/she enters a school that offers ROTC, provided that he/she meets the re-enrollment eligibility criteria.

6. Medical disqualification (to include pregnancy if complication exist) when determined and approved by HQ, Cadet Command, or higher authority. A medical condition that precludes appointment will be cause for disenrollment.
7. Failure to maintain a minimum cumulative academic GPA of 2.0 on a 4.0 scale or higher if required by the school and at least a 3.0 on a 4.0 scale or Cumulative average in all ROTC courses.
8. Personal hardship as specified in AR 635-200, chapter 6.
9. Failure to meet the requirements of the Army Weight Control Program and the Army Physical Fitness test as required of active duty soldiers prior to the end of the last school term of the MS 3 year.
10. For being an approved conscientious objector.
11. For being dismissed from Leader Development and Assessment Course, receiving a recommendation not to receive credit for Leader Development and Assessment Course or withdrawal from Leader Development and Assessment Course for reasons other than breach of contract. If breach of contract is involved, (See (18) below).
12. It is discovered that a fact or condition exists that will bar a Cadet for appointment as a commissioned officer, to include a positive urinalysis for drug and alcohol abuse.
13. Misconduct, demonstrated by disorderly or disrespectful conduct in the ROTC classroom or during training, or other misconduct that substantially interferes with the ROTC mission, including participation in unlawful demonstrations against the ROTC, illegal interference with rights of other ROTC students, or similar acts.
14. Inaptitude for military service as demonstrated by lack of general adaptability, skill, hardiness, ability to learn, or leadership abilities.
15. Undesirable character demonstrated by cheating on examinations, stealing, unlawful possession, use, distribution, manufacture, sale (including attempts) of any controlled substances, as listed or defined in 21 USC 812, discreditable incidents with civil or university authorities, falsifying academic records or any forms of academic dishonesty, failure to pay just debts, or similar acts. Such acts may also be characterized as misconduct.
16. Indifferent attitude or lack of interest in military training as evidenced by frequent absences from military science classes or drill, and established pattern of shirking, failure to successfully complete an established weight control program, or similar acts.
17. Breach of contract (Breach is defined as any act, performance or nonperformance on the part of a student that breaches the terms of the contract regardless of whether the act, performance or nonperformance was done with specific intent to breach the contract or whether the student knew that the act, performance or nonperformance breaches the contract)

2-7 Physical Training

a. Physical fitness is of the utmost importance to all Cadets regardless of career or ambition. Leaders must be physically fit in order to set the examples for their subordinates. Therefore, our program places a heavy emphasis on physical training (PT). Organized PT is conducted three days a week throughout the school year. Attendance is mandatory for all scholarship and contracted Cadets. It is highly encouraged for all Cadets to attend PT to participate, regardless of status. PT is held at these locations for convenient Cadet accessibility: Fordham's (Rose Hill campus) Lombardi Gymnasium (Field House), Central Park (Lincoln Center), and Marist College Gym, lasting for one hour at each location. The P.T. schedule may change during the semester to facilitate academic efforts and to reward Cadets in good physical condition.

b. Progress in physical fitness is measured through the Army Physical Fitness Test (APFT). Each Cadet will be tested in the 2 minute push-up, 2 minute sit-up, and two mile run events. The test will be given frequently, and is mandatory for all contracted Cadets. See Annex B for exact APFT standards.

c. Attendance at PT sessions will reflect in each Cadet's military science class grade. More than three excused absences will result in a reduced attendance/participation grade. Cadets who participate in varsity athletics may be excused from PT during the period when the sport is in season. Athletes will begin attendance of PT immediately following the final game or practice of the season. The Professor of Military Science is the approval authority for ANY missed training.

CHAPTER 3

OFFICER'S IMAGE, VALUES, COURTESY, AND DISCIPLINE

3-1 The Image of the Officer

a. An officer is an official of the US Army and therefore of the US Government. The characteristics and values that an officer possesses and displays must be beyond reproach. Our focus is to produce leaders who exemplify the Army values of loyalty, duty, respect for others, selfless service, honor, integrity and personal courage.

b. Army officers are required to lead the men and women of the United States Armed Forces into combat to win our nations wars and implement our national will throughout the world. The soldiers of the US Army must have the utmost trust in their leaders if they are to have the courage to fight and win on the battlefield. The trust in the integrity and professional competence of the military officer extends beyond the soldiers to the citizens of the United States. It is no coincidence that the army profession has remained one of the top 5 most respected careers in the U.S. The citizens must believe that the military will endeavor to uphold the ethical and moral ideal set forth in the Constitution of the United States of America. All of our cadets are expected to maintain the highest standard of conduct to maintain the integrity of the Officer Corps.

3-2 Military Courtesy: Courtesy is an essential element in effective human relationships. It stimulates the harmonious associations of individuals, eases the conduct of affairs and adds a welcome note to all manner of human contact, civilian as well as military. Courtesy pertains to wholesome relationships between seniors and subordinates. The Cadets and officers of the Ram Battalion will adhere to all standards of military courtesy prescribed in Army regulations. Military courtesy is an integral part of discipline and Cadets cannot expect success in the program or in future life without it. All Cadets will treat others with respect at all times. All Cadets will use military rank to address senior cadets and cadre and will render appropriate salute and greetings when outdoors.

3-3 Greetings, Titles, and the Hand Salute:

a. Officers will be addressed as Sir or Ma'am, or by their rank when addressing them by name.

Note: Lieutenant Colonels will be addressed as "Colonel", First Lieutenants will be addressed as "Lieutenant", and Generals of any rank will be addressed as "General". Junior Non-Commissioned Officers (E-5 and E-6) are addressed as Sergeant; Senior NCO's (E-7 – E-9) are addressed by their full rank. Enlisted personnel from E-1 to E-4 are addressed by their rank.

b. The exact origin of the hand salute is uncertain. Many historians state that the salute began in late Roman times when assassinations were commonplace. A citizen who wanted to see a public official had to approach with his right hand raised to show that he did not hold a weapon. Knights in armor raised visors with their right hands when meeting a comrade. This practice gradually became a way of showing respect. Early Americans were known to tip their hats, which may have led to this now traditional custom. By 1820, the tipping of the hat was modified to simply touching the hat and has since been transformed into the salute used today. Superior officers are to be saluted in outdoor garrison environment, as well as when reporting for duty. Note: You do not salute indoors (unless reporting for duty), or in a field environment.

c. Army personnel in uniform are required to salute when they meet and recognize persons entitled to a salute. All ROTC Cadets are required to render salutes to all Army commissioned and warrant officers. A salute is also required in the following instances:

1. When the National Anthem, "To the Colors", or "Hail to the Chief" is played outdoors.
2. When the National Colors pass by (outdoors).

3. In all official greetings (with any Officer) outdoors.
4. At reveille and retreat, when in sight or sound of the flag or music.
5. During the rendering of honors.
6. When passing by uncased colors outdoors.
7. When pledging allegiance to the US flag outdoors.

3-4 Military Discipline

a. Military discipline may be defined as an outward manifestation of mental attitudes and state of training, which renders obedience and proper conduct instinctively at all times, under all conditions. It is founded upon respect to the properly constituted authority. While military discipline is most readily displayed in military training, every aspect of military life has an effect on military discipline.

b. Military discipline is generally recognized in an individual or unit by smartness of appearance and action, by cleanliness and neatness of dress, equipment and quarters, by respect for seniors, and by prompt execution of lawful orders. The Ram Battalion disciplinary training program is designed to condition the mind and body to respond quickly to orders and directions given by senior authority and to build self-confidence in each Cadet's ability to direct the actions of subordinates.

c. All cadets are expected to maintain the self-discipline to keep great personal appearance, maintain pride in themselves, their equipment, and their facilities, and to always "do the right thing" in the face of temptation or adversity.

3-5 Values & Leadership Dimensions

I. Character: A person's moral and ethical qualities which give a leader motivation to do what is appropriate regardless of circumstances or consequences.

1. Army Values

LOYALTY: Bears true faith and allegiance to the Constitution, Army, and Soldiers

DUTY: Fulfills professional, legal, and moral obligations

RESPECT: Treats others as they should be treated; promotes dignity, consideration, and fairness

SELFLESS SERVICE: Places welfare of others and Army priorities before self

HONOR: Adheres to the Army's publicly declared code of values

INTEGRITY: Does what is legally and morally right; honest in word and deed

PERSONAL COURAGE: Faces fear, danger, or adversity; manifests physical and moral courage

1a: Other Values, Warrior Ethos Tenets, and 17 Leadership Dimensions: These categories are directly in line with the 17 core leadership dimensions which you will constantly be assessed on while participating in Army ROTC.

EMPATHY: The ability to see something from another person's point of view, to identify with and enter into another person's feelings and emotions

WARRIOR ETHOS: I will always place the mission first, I will never accept defeat, I will never quit, I will never

leave a fallen comrade

2. Presence- The impression made on others which contributes to a leader's success; the image that a leader projects.

Military Bearing (MB) - Projecting a commanding presence and professional image of authority

Physical Fitness (PF) - Having sound health, strength, and endurance that supports one's emotional health and conceptual abilities under stress

Confidence (CF) - Projecting self-confidence and certainty; demonstrates composure and poise; calm and collected; possesses self-control of emotions

Resilience (RS) - Showing a tendency to recover quickly while maintaining a mission and organizational focus

3. Intellectual Capacity- The ability to draw on mental tendencies and resources that shape conceptual abilities and impact on effectiveness

Mental Agility (MA) - Flexibility of mind, tendency to anticipate or adapt to conditions; improvisation

Sound Judgment (SJ) - Assesses situations and draws feasible conclusions; makes sound and timely decisions

Innovation (IN) - Ability to introduce something new; original in thoughts and ideas; creative

Interpersonal Tact (IP) - Effectively interacts with others; possesses the capacity to understand personal interactions with others; awareness of how others see you

Domain Knowledge (DK) - Possessing facts, beliefs, and logical assumptions in relevant areas; technical, tactical, cultural, and geopolitical knowledge

II. Core Leader Competencies: Works to lead others; develops themselves, their subordinates, and organizations to achieve mission accomplishment

1. Leads- Application of character, presence, intellect, and abilities while guiding others toward a common goal and mission accomplishment

Leads Others (LD) - Motivates, inspires, and influences others to take initiative, work toward a common purpose, accomplish critical tasks to achieve unit objectives

Extends Influence Beyond Chain Of Command (EI) - Uses indirect means to influence others outside normal chain of command; involves diplomacy, negotiation, conflict resolution, and mediation

Leads by Example (LE) - Provides the example to others; serves as a role model; maintains high standards in all aspects of behavior and character

Communicates (CO) - Clearly expresses ideas to ensure understanding, actively listens to others, and practices effective communication techniques

2. Develops- Taking actions to foster teamwork, encourage initiative, and to accept personal responsibility while demonstrating care

Creates a Positive Environment (CP) - Creates a positive and ethical environment

Prepares Self (PS) - Self-study; self-development toward becoming multi-skilled; ensures preparation for leadership

Develops Others (DO) - Encourages and supports others to grow as individuals and teams; prepares others for success; makes the organization more versatile

3. Achieves- Sets objectives and focuses on mission accomplishment

Gets Results (GR) - Structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance, and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment

3-6. Conduct

As a means of fostering discipline, all Cadets in the Ram Battalion will adhere to the following standards of conduct:

1. Class Attendance. Traits of good leadership such as self-discipline, personal responsibility, and time management are emphasized in our program. Attendance at all classes, labs, and scheduled physical training sessions is mandatory. Requests for excused absences will be obtained from the Cadet's military science class instructor, **AND THEN** notified through the Cadet chain of command **PRIOR TO** the expected absence. Excuses after the fact will not be tolerated unless the Cadet can show a reasonable emergency situation that prevented prior request approval. It is also expected that Cadets will not skip non-ROTC classes without a justification.

2. Uniform / Appearance. All Cadets are expected to demonstrate extremely high standards of appearance as required by an Army officer. Civilian clothing should always display good taste. You must realize that you represent the Ram Battalion and the US Army at all times and should dress accordingly. The prescribed uniform must be worn to all scheduled periods of classroom instruction, drill periods, formations, leadership laboratories, PT sessions, and training exercises. CC Regulation 670-1 and AR 670-1 govern the wear and appearance of Army and civilian clothing. (See Chapter 4 for more details)

3. Care of Uniform and Equipment. Uniforms and equipment are provided free of charge for each contracted Cadet. Cadets will be held financially liable for lost or damaged equipment in their care. Normal wear and tear of the equipment is expected. However, willful misuse of the equipment will not be tolerated. Cadets who intend to leave the ROTC program must return all uniforms and equipment before disenrollment. If a Cadet does not turn in his or her equipment, a statement of charges will be prepared.

4. The chain of command will use email whenever possible to disseminate information. Each Cadet should update email addresses with the chain of command and check their email daily. All contracted Cadets will have an Army Knowledge Online (AKO) email account.

3-7 Excused Absences from Training Other Than MS Classes

a. Cadets may experience events that require them to miss scheduled classes or training. In order to be excused from training, Cadets **WILL** submit a written (email) request for excusal through their MS instructor, which will be granted or denied by the PMS. Requests must be submitted no later than one week prior to the requested absence. Exceptions to this rule will only be granted in cases of personal emergency and on a case by case basis.

b. The Professor of Military Science is the approval authority for all excused absences other than class and PT. The PMS will use the recommendation of the Cadet chain of command to make his decision when applicable.

c. It is the individual Cadet's responsibility to follow up on the request for absence. Do not assume that your request will automatically be granted.

d. Cadets will plan their schedules to eliminate any conflicts with ROTC training. Address any concerns or problems with your respective instructor as soon as you become aware of a potential conflict.

e. Contracted Cadets who have been identified as not performing at the desired standard in physical training, or who have failed an APFT, or MSIII Cadets who have not achieved 270 points on the APFT with 90 points in each event are also required to attend remedial physical training on the additional two days per week.

CHAPTER 4

UNIFORM AND APPEARANCE

4-1 General Appearance

The Army is a uniformed service. Therefore, a neat and well-groomed appearance by Cadets is fundamental and contributes to building the pride and esprit essential to an effective military force. A vital ingredient of both the Army's and the Ram Battalion's effectiveness is the pride and self-discipline which members bring to the organization. It is the responsibility of all leaders to ensure that Cadets under their command present a neat and Soldierly appearance. It is the duty of each Cadet to take pride in his or her appearance at all times. Physical fitness and acceptable weight standards are also factors in personal appearance.

The following standards for both male and female Cadets were extracted from both **CC 670-1** and **AR 670-1**. If detailed information or clarification is required, refer to either **AR 670-1**, **CC 670-1**, or a member of the Cadre.

A. Hair - General:

Extreme or fad style haircuts are not authorized. If dyes, tints, or bleaches are used, colors used must be natural to human hair.

Hair – Male:



The hair on the top of the head will be neatly groomed. The length and bulk of the hair will not be excessive or present a ragged, unkept, or extreme appearance. Hair will present a tapered appearance and when combed will not fall over the ears or eyebrows or touch the collar except for the closely cut hair at the back of the neck. The block cut fullness in the back is permitted in moderate degree as long as the tapered look is maintained. In all

cases the bulk or length of hair will not interfere with the normal wear of headgear or protective masks. Sideburns will be nearly trimmed. The base will not be flared and will be a clean-shaven, horizontal line. Sideburns will not extend below the **UPPER** part of the exterior ear opening. The face will be clean-shaven, except mustaches are permitted. If a mustache is worn, it will be kept neatly trimmed tapered, and tidy and will not present a chopped-off appearance. No portion of the mustache will cover the upper lip or extend sideways beyond a vertical line drawn upward from the corner of the mouth.

Hair - Female:



Hair will be neatly groomed. The length and bulk of the hair will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will not fall over the eyebrows or extend below the bottom edge of the collar. Hair styles will not interfere with the proper wearing of military headgear or protective masks. A hairnet will not be worn unless it is required for health or safety reasons. Hair holding ornaments (barrettes, pins, clips), if used, must be transparent or similar in color to the hair, and will be inconspicuously placed. Beads or similar ornamental items are not authorized. Ponytails are authorized for females during physical training, while wearing the Army PT Uniform only.

B. Cosmetics: Female Soldiers are authorized to wear cosmetics applied *conservatively and in good taste*. Exaggerated or cosmetic styles perceived to be faddish are inappropriate with the uniform and will not be worn. No colored lipstick may be worn with any uniform. Lip-gloss may be worn as long as the color is conservative and complements the uniform. Extreme shades of lipstick will not be worn.

C. Fingernails: All personnel will keep fingernails clean and neatly trimmed so as not to interfere with performance of duty, detract from the military image, or present a safety hazard. According to the 2012 updates to AR670-1, Nail polish is not permitted to be worn while in utility uniform (ACU's). Nail polish is only permitted to be worn in in service (Class A), mess, or dress uniform, and must be a conservative color or shade. Additionally, fingernail extensions are no longer authorized, at all.

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

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

Female Soldiers are authorized optional wear of screw-on, clip-on, or post-type earrings with the service, dress, and mess uniforms. Earrings will not be worn with ACU. Earrings will not exceed 6 mm or 1/4 inch in diameter. They will be a gold, silver, or white pearl; 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. The band connecting

nonpierced earrings may extend slightly below the ear lobe. Male Soldiers are not authorized to wear any type of earring when in uniform, when wearing civilian clothing on duty, or at any time while at Demonstration Hall.

2012 Update: Male Soldiers are not permitted to have pierced ears. To clarify, male Soldiers are NOT permitted to wear earrings on or off duty, even in civilian clothing. Enlarged piercing holes in ears are not authorized. Body piercings of any kind are now unauthorized, on or off duty, in civilian clothes or in uniform. Ankle bracelets and toe rings are not authorized to be worn in civilian clothes while on duty. Gold, platinum, or ornamented teeth are not authorized.

E. Eyeglasses: Conservative civilian prescription eyeglasses (including shaded) are authorized for wear. Effective 2012: The only sunglasses (non-prescription) that are authorized for wear in uniform are military issued, and ballistic rated eyewear. No other civilian sunglasses are authorized.

4-2 General Guidance of Uniform Standards

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

Uniforms will be kept buttoned, zipped, and snapped; metallic devices such as metal insignia, belt buckles, and belt tips will be kept in proper luster and will be free of scratches and corrosion; medals and ribbons will be clean and not frayed; and shoes and boots will be cleaned and shined. Lapels and sleeves of coats and jackets will be roll pressed (without creasing). Skirts will not be creased. Trousers, slacks, and sleeves of shirts and blouses will be creased. Although some uniform items are made of wash and wear materials or treated with a permanent press finish, some pressing may be required to maintain a neat military appearance. However, before pressing, Cadets should read and comply with the instruction labels attached to uniform items.

Commercial rucksacks, gym bags or like articles may be carried or worn while in uniform. Cadets may carry these bags by hand on one shoulder using a shoulder strap or over both shoulders using both shoulder straps. If Cadet opts to carry a bag over one shoulder, the bag must be carried on the same side of the body as the shoulder strap. If a Cadet chooses to carry a shoulder bag while in uniform, the bag must be black or ACU with no other colors and may not have any logos. The contents of the bag may not be visible. There are no restrictions on the color of civilian bags carried in the hand.

A. The Army Combat Uniform (ACU)

THE ACU consists of a jacket, trousers, patrol cap, moisture wicking t-shirt and the recently adopted Army Combat Boot (Temperate and Hot Weather). The new ACU is the culmination of many months of research and development by Soldiers, for Soldiers, and is the uniform of choice by the overwhelming majority of Army leaders and Soldiers.

ACU accessory items:

- | | |
|--|-------------------------------|
| -Army combat boots – hot weather | -Boot socks (green) |
| -Army Combat boots – temperate weather (tan) | -T-shirt (tan) |
| -Two-inch rigger belt | -Undergarments |
| -U.S. Flag insignia | -Subdued name tape |
| -Cadet Command Patch (Left sleeve) | -Fordham Patch (Right Sleeve) |
| -Subdued U.S. Army tape | -Assigned Cadet Rank |

Any questions regarding updated uniform wear policy changes, refer to:
<http://www.armyg1.army.mil/hr/uniform/>



The ACU Care Policy.

The following instructions must be followed when caring for the ACU in order to maximize the service life and maintain optimum performance: Cadets will **NOT starch** the ACU under any circumstances. The use of starch, sizing, and any process that involves dry-cleaning or a steam press will **adversely affect** the treatments and durability of the uniform and **IS NOT AUTHORIZED**.

Wash in cold water and mild detergent containing NO optical brighteners or bleach. Tumble dry at low heat (not to exceed 130 degrees Fahrenheit). Remove immediately from the dryer and fold flat or place on a rustproof hanger to ensure heat from the dryer does not set wrinkles. To drip dry, remove from the washer/water and place on a rustproof hanger. Do not wring or twist.

The ACU Wear Policy.

The ACU is used as a combat uniform designed to be worn under body armor. The uniform is prescribed for year-round wear for all Cadets/Soldiers, unless otherwise directed by the commander. The ACU will not be worn by Cadets for commercial travel. The ACU is not normally considered appropriate for social or official functions away from the battalion such as memorial services, funerals, weddings, patriotic ceremonies, etc. Sewing of the rank insignia on the ACU patrol cap, ACU sun hat, or Kevlar camouflage cover is authorized. The ACU will be loose fitting and comfortable; alterations to make them fit tightly are not authorized.

The coat is worn hook and looped and zipped. The coat has Hook and loop fasteners for wearing the U.S. flag insignia, skill tabs, shoulder sleeve insignia, shoulder sleeve insignia – former wartime service, rank, U.S. Army tape, and name tape. The mandarin collar will be normally worn in the down position. Cadet/Soldiers are authorized to wear the mandarin collar in the up position when wearing body armor or when weather conditions dictate the wear as prescribed by the commander. The coat is normally worn outside the trousers, and the trousers are worn with a belt. The coat may also be worn inside the trousers when directed by the commander, (i.e. when wearing the outer tactical vest, etc.). The coat will not extend below the top of the cargo pocket on the trousers and will not be higher than the bottom of the side pocket on the trousers.

The elbow pouch with hook and loop closure for internal elbow pad inserts must be closed at all times. Permanent infrared feedback squares affixed to each shoulder for nighttime identification will be covered when insignias are not worn on the pocket flaps. Sleeves will be worn down at all times, and not rolled or cuffed. The moisture wicking tan t-shirt or cotton t-shirt is worn underneath the coat and it tucked inside the trousers at all times.

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

The ACU Patrol Cap - The ACU Patrol cap is worn with the ACU in field environments when the Kevlar helmet is not worn, on work details, or in other environments as determined by the commander. Personnel wear the ACU patrol cap straight on the head so that the cap band creates a straight line around the head, parallel to the ground. The patrol cap will fit snugly and comfortably around the largest part of the head without distortion or excessive gaps. The cap is worn so that no hair is visible on the forehead beneath the cap. Sewn or pin on rank is worn on the ACU patrol cap. The last name tape will be worn centered on the Hook and loop pads on the back of the ACU patrol cap.

The Grey Fleece Cap - The fleece cap is worn with the ACU in field environments when the Kevlar helmet is not worn, on work details, or in other environments as determined by the commander. Personnel wear the fleece cap pulled down snugly on the head. Soldiers will not roll the edge of the cap. Similar civilian fleece or wool caps are not authorized.

Cold Weather Apparel - Cadets are authorized to wear poly-propylene, silk weight, or civilian equivalent (subdued colors) long underwear in cold-weather environments. Cadets are authorized to wear the issued Gore-Tex Jacket, Field Jacket, or Black Fleece Jacket, as provided by the University Logistics Technicians. Cadets may wear gloves with the ACU without the cold weather outer garments.

Hydration Systems - Commanders may authorize the use of a black or camouflage (woodland, desert, or ACU colors) personal hydration system only in a field environment, in high-heat areas, or on work details. Cadets will not carry hydration systems in a garrison environment unless the commander has authorized it for one of the situations described above.

Rank Insignia - The embroidered rank insignia is 2 inches high and 1 3/4 inches wide, Hook and looped and worn centered on the front Hook and loop-face pad of the ACU coat for ranks private through general. The background of the rank insignia can be either olive green or the universal camouflage pattern. The rank insignia background will match the background of the name and U.S. Army tapes.

Last name/U.S. Army tape - Last name/U.S. Army tapes are 5 inches in length, have a Hook and loop-faced pad, and are worn immediately above and parallel with the top of the slanted chest pocket flaps. The background of the last name/U.S. Army tape can be either olive green or the universal camouflage pattern.

Shoulder Sleeve Insignia (SSI) – Unit patch The SSI is centered on the Hook and loop-faced pad already provided on the left sleeve of the ACU coat.

Shoulder sleeve insignia – former wartime service (SSI-FWTS) – combat patch. The SSI-FWTS is centered on the Hook and loop-faced pad already provided on the right sleeve of the ACU coat. While enrolled as a Contracted Cadet in Army ROTC, Cadets will wear the University Patch on their right sleeve.

U.S. Flag Insignia – The U.S. flag insignia (full color or subdued) is worn on the right shoulder pocket flap of the ACU coat. The flag insignia is placed directly on the top of the Hook and loop-faced pad already provided with the ACU coat shoulder pocket flap. The subdued U.S. flag insignia is worn as directed by the commander under tactical or field conditions.

B. Army Service Uniform:

1. The new Army ASU will include a coat and low waist trousers for male Soldiers; and a coat, slack, and skirt for female Soldiers. The fabric is wrinkle resistant consisting of 55% wool and 45% polyester material.

2. Dress Blue ASU: The dress blue ASU includes the Army blue coat and trousers, a long-sleeved white shirt and black bow tie for males. The Army dress blue ASU for females includes the Army blue coat, skirt, and a long-sleeved white shirt with black neck tab.

a. Combat boots and organizational items, such as brassards, Military Police (MP) accessories and distinctive unit insignia (DUI) are not authorized for wear with the dress blue ASU. All other accessories and insignia authorized for wear with the Class A service uniform are authorized for wear on the dress blue ASU. The authorized awards and badges are the same for the ASU as they are for the Army green service uniform.

3. Class A ASU: The Class A ASU includes the Army blue coat and trousers/skirt/slacks, a short or long sleeve white shirt and four-in-hand necktie (male)/neck tab (female).

4. The ASU consists of the following items:

- ASU coat
- ASU trousers, low waist with belt loops (male Soldiers)
- ASU slacks, low waist (female Soldiers)
- ASU skirt (female Soldiers)

a. Headgear Authorized for wear with the ASU:

- Beret (black, maroon, green, and tan)
- The beret is the primary headgear worn with the ASU by all Soldiers unless the Commander directs wear of the service cap (for CPLS and above)

b. Officers and enlisted Soldiers in the grade of corporal and above will wear trousers with a gold braid sewn on the outside of seam of each trouser leg of the blue ASU.

c. Service stripes are authorized for wear on the left sleeve for enlisted Soldiers and overseas service bar(s) on the right sleeve for both officers and enlisted Soldiers.



PHYSICAL FITNESS UNIFORM:



Individual Physical Fitness Uniform (IPFU)

The Physical fitness uniform is authorized for year round wear. The IPFU comprises a T-shirt, trunks, sweat jacket, sweat pants and long sleeve shirt. Commanders may authorize the wear of gray or black biking shorts to be worn under the shorts. Commanders may authorize the wear of commercial running shoes, socks, gloves and other items appropriate to weather conditions.

The only authorized insignia for wear on the IPFU is the physical fitness badge. When the badge is worn it will be placed on the upper left front side of the IPFU-shirt, sweat jacket, and/or long sleeve shirt.

Ankle Length socks are now authorized for wear with the IPFU, but they cannot go lower than the ankle bone. Socks must be white, and are not authorized to have logos, markings, or any other visible brandings.

The Reflective PT Belt must be worn with the Physical Fitness Uniform at all times. When wearing just the T-Shirt and Trunks (Summer Uniform) the Belt is worn around the waist. When wearing the Cold Weather PT Jacket and / or Pants, the belt is worn across the body, over the left shoulder, draped down over the right hip.

During winter months or when prescribed by the commander due to weather necessity, the fleece cap and black gloves with liners will be worn.



4-3 ACCESSORIES, DECORATIONS, AND ROTC INSIGNIA

Boots, Desert: The boots will be diagonally laced with black laces, with the excess lace tucked into the top of the boot or under the bloused trouser or slacks. Green top jungle boots are no longer authorized. Metal cleats and side tabs are not authorized for wear. Zipper inserts are not authorized. Class A trousers will not be bloused for drill and ceremony except by members of the honor guard. Low quarter shoes will be worn except when a Cadet is a member of the honor guard IAW CC 670-1 4-2 (I) and (ii).

Black Leather Gloves with Inserts: These gloves are authorized for wear with outer garments with utility uniforms. The inserts will not be worn without the leather shell gloves.

Black Service Handbag: This handbag may be carried with the service, utility, and army dress blue uniforms. It may be carried in the hand or worn on the shoulder.

Black Bow Tie: The black bow tie will be worn with the army blue and green dress uniform at social functions.

Black Four-in-hand Tie: The black four-in-hand necktie will be worn with the class A uniform and the AG 415 long sleeve shirt. The tie is optional with the class B uniform when wearing the short sleeve shirt. The tie may be worn in a Windsor or half-Windsor knot. Use of a conservative military oriented tie tack or tie clasp is authorized.

The tie will be tied so it is not shorter than 2 inches above the top of the belt buckle nor be so long as to extend past the bottom of the belt buckle.

Black Scarves: Scarves are authorized for wear by all personnel with the army black all weather coat and windbreaker. Scarves will be worn folded in half, lengthwise, and crossed left over right at the neck. The ends will be tucked neatly into the neckline of the outer garment.

Green Utility Scarves: The scarves are authorized for wear with the cold weather utility coats (field jackets). Scarves will be worn folded in half, lengthwise, and crossed left over right at the neck. The ends will be tucked neatly into the neckline of the outer garment. The olive green scarf will only be worn with cold weather coats (field jackets).

Black Oxford Shoes, Male: The material is leather or poromeric. Patent leather is not authorized. The shoes are made from an approved specification or a similar commercial design dress tie oxford. A chukka boot or similar commercial design is also authorized. Chukka boots will be of plain design without straps or zippers. The shoes and chukka boots will have a noncontrasting sole. Other types of boots, such as Wellingtons, will not be worn.

Black Oxford Shoes, Female: The shoes are made of leather or poromeric material. They may not be of patent leather. The shoes are made from an approved specification or pattern or from a similar commercial design, dress tie oxford with at least three eyelets, closed toe and heel, and heels no higher than 2 inches. A jodhpur boot or similar commercial design is also authorized for wear when wearing slacks. The heel and sole will be of a noncontrasting color. This shoe may be worn with the service uniform.

Black Service Pump Shoes: The material is calfskin, fine grain or poromeric; patent leather is also authorized. They are untrimmed pumps of commercial design with closed toe and heel. The heel may be from a minimum of one inch to a maximum, of 3 inches. The sole thickness will not exceed ½ inch. Black service pumps are authorized for wear by all female personnel with the service and blue dress uniforms. The black service pumps are required for all female personnel.

Socks: Black socks will be worn with black oxford shoes. Olive green or black socks will be worn with combat boots. White civilian or athletic socks are NOT authorized for wear with the ACU.

Sheer Stockings: They are sheer or semi-sheer, without seams, and of flesh tones complementary to the wearer and uniform. No patterned, black, or pastel stockings are permitted to be worn while in uniform. The stockings are worn with the service and dress uniforms. **Note:** As an option, plain commercial black cotton or cotton and nylon socks may be worn with the black oxford or jodhpur boots when wearing slacks.

Undergarments - Male: Drawers will be worn with all uniforms by male personnel. Either the brief or boxer style drawers may be worn. White undershirts will be worn by male personnel with the service and dress uniforms. The brown undershirt will be worn by all personnel with ACU uniform.

Undergarments - Female:

Brassieres and panties will be worn with all uniforms.

Slips will be worn with the service and dress skirts.

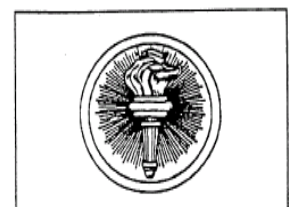
The brown undershirt will be worn by all personnel with the ACU uniform.

Umbrella, Black: Personnel may carry the plain, black umbrella only during inclement weather when wearing the service, dress, and mess uniforms. The umbrella may not be carried when wearing field or utility uniforms.



**Torch of Knowledge
Placement**

Basic Course "Torch of Knowledge" Insignia: The Torch of Knowledge is worn by all Basic Course Cadets (MS I, II) on both collars of the Army Green Classic Uniform.



Basic Course Insignia

Male: Outside of the insignia one inch above the notch and centered on the collar with the torch parallel to the inside edge of the collar.

Female: One inch above the notch and centered on the collars with the center line of the insignia bisecting the notch and parallel to the inside edge of the collar on the Army Green coat. The insignia on the classic uniform coat will be centered at an equal distance from each edge of the collar with the center of the insignia parallel to the inside edge of the collar and spaced one inch up from the collar and lapel seam.

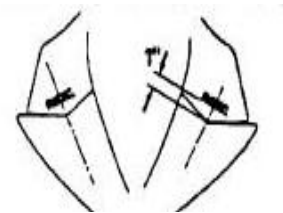
Advanced Course Lapel and Collar Insignia:

Male Cadets, Army green coat. The "ROTC" insignia will be worn one inch above the notch on both lapels with the center line of the insignia bisecting the notch and parallel to the inside of the lapel.

Female Cadets. The "ROTC" insignia will be worn one inch above the notch on both collars and parallel to the floor on the green uniform coat and one inch up from the collar and lapel seam on the classic uniform coat with the center line of the insignia parallel to the inside edge of the lapel.

Subdued. The subdued (black) "ROTC" metallic insignia will be worn on the left collar of the BDUs by all Cadet Officers. The insignia is centered one inch from the lower edge of the collar with the center line of the insignia parallel to the lower collar edge.

Note: After branches are approved for MS IV Cadets, they may wear their branch insignia in lieu of the "ROTC" insignia.



ROTC insignia placement

Rank Insignia:

General. Cadet rank is assigned based upon their leadership position. Therefore, rank insignia will be turned in to supply at the end of a Cadet's cycle in a leadership position.

Officer Subdued Rank: The subdued insignia will be worn centered horizontally on the right collar, one inch from the lower edge of the collar, with the center line of the insignia parallel to the lower edge of the collar. The subdued insignia of grade will be worn on the shoulder loops of the cold weather coats in the same manner as the non-subdued insignia as described above.

Enlisted Subdued Rank: Subdued insignia of grade will be worn centered on both collars of the utility uniform shirts and cold weather coats with the center line of the insignia bisecting the points of the collar and the bottom of the insignia positioned one inch up from the collar point.

Non-subdued Rank. Insignia of grade will be worn centered on the shoulder loops, 5/8 inch from the outside shoulder seam of the Army green classic coat, black all weather coat, and windbreaker.

Shoulder boards: Shoulder boards are worn on the shoulder loops of the service uniform shirt, and black pullover sweater by all personnel Corporal and above.

Nameplate: The nameplate will be a black laminated plastic plate, one inch by 3 inches by 1/16 inch thick, with a white border not to exceed 1/32 inch in width. Lettering will be block type, indented lettering, 3/8 inch in height and centered on the plate. Only last names will be used. The finish may be either gloss or non-gloss.

Male personnel. The nameplate will be worn on the flap of the right breast pocket, centered between the top of the button and the top of the pocket on the Army green 415 shirts, the coats of the Army green, white, and blue uniforms. The nameplate will be worn centered on the black patch of the black pullover sweater except when wearing the DUI. When wearing the DUI, the nameplate will be worn 1/2 inch above the bottom seam of the black patch with the DUI centered left to right, top to bottom above the nameplate.

Female personnel. On the green classic uniform, the nameplate will be worn between one to 2 inches above the top of the button centered horizontally on the wearer's right side. On the AG 415 shirts, the nameplate is worn in a comparable position. The nameplate will be worn centered on the black pullover sweater, except when wearing a DUI. When wearing a DUI, the nameplate will be worn ½ inch above the bottom seam of the black patch with the DUI centered left to right, top to bottom, above the nameplate. The placement of the nameplate and DUI may be adjusted to conform to individual figure differences.

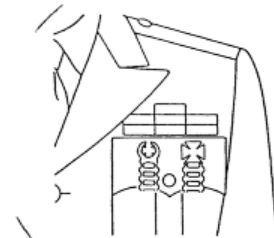
Ribbons: Ribbons will be worn in the order of precedence from the wearer's right to left in one or more rows either with no space between rows or a 1/8 inch space between rows. No more than four ribbons will be worn in any one row. A second row will not be started unless the individual is authorized to wear four or more ribbons. The determination of whether three or four ribbons are worn in each row will be based on the size of the coat and the position of the lapel. The first and second rows will contain the same number of ribbons (three or four) before starting a third row. The third and succeeding rows will contain the same or fewer ribbons than the first two rows. The top row will be centered on the row beneath or aligned to the left, whichever presents the best appearance.

Male personnel. Ribbons will be worn centered 1/8 inch above the left breast pocket in as many rows as necessary.

Female personnel. Ribbons will be worn centered on the left side with the bottom edge of the nameplate on the coats of the Army green classic, white, and blue uniforms. The placement of the ribbons may be adjusted to conform to individual figure differences.

Badges and tabs:

Male personnel. Marksmanship badges will be worn on the left pocket flap or in a similar position for uniforms without pockets in order of precedence from the wearer's right but to the left of any special skill badges if worn in the same row.



Wear of two marksmanship badges or two special skill badges, male

One marksmanship or one special skill badge. The badge will be centered from left to right on the packet flap with the upper portion of the badge approximately 1/8 inch below the seam.

Two special skill or two marksmanship or one special skill and one marksmanship badges. These badges will be equally spaced from left to right on the pocket flap with the upper portion of the badges approximately 1/8 inch below the seam with at least one inch between badges. Special skill badges will be worn to the right of the marksmanship badges.

One special skill and two marksmanship badges. These badges will be equally spaced from left to right on the pocket flap with the upper portion of the badges approximately 1/8 inch below the seam. Marksmanship badges that have attaching devices at the top of the badge, such as the Excellence in Competition Rifleman Badge, will be worn this way.

Female personnel. Marksmanship badges 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 on the service or dress uniform coats. Placement of badges may be adjusted to conform to individual figure differences.

One marksmanship or one special skill badge. The badges will be worn centered with the upper portion of the badge 1/4 inch below the ribbon bar

Two special skill or two marksmanship badges or one special skill and one marksmanship badge. These badges will be worn with the upper portion of the badges 1/4 inch below the ribbon bar with at least one inch between badges. Special skill badges will be worn to the wearer's right of marksmanship badges.



Wear of two special skill or two marksmanship badges, female



Wear of one special skill and one marksmanship badge, female

Two special skill and one marksmanship or one special skill and two marksmanship or three marksmanship badges. Will be worn with the upper portion of the badges 1/4 inch below the ribbon bar and spaced an equal distance apart.

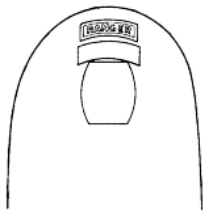
Combat or special skill badges worn above ribbons, the pocket flap, or in a similar location on uniforms without pockets, will be worn one above the other 1/4 inch above ribbons, or the top of the pocket and spaced 1/2 inch apart.

Subdued pin-on and embroidered sew-on combat and special skill badges. Badges will be worn one above the other centered on the U.S. Army tape in order of group precedence. When three badges are worn, two will be worn centered above the U.S. Army tape in a vertical line, and one will be worn centered on a pocket flap or in a similar location on uniforms without pockets. When two badges are worn, both badges will be worn centered above the U.S. Army tape in a vertical line. If only one badge is worn, it will be worn centered above the U.S. Army tape. The bottom of the badge will be worn approximately 1/4 inch above the U.S. Army tape and 1/2 inch space between badges if more than one badge is worn.



Wear of subdued combat and special skill badges

Ranger and Special Forces tabs:



Wear of special skill tabs

The full collar tab is worn 1/2 inch below the shoulder seam on the left sleeve of the Army green coat. The subdued tab is worn 1/2 inch below the shoulder seam on the left sleeve of the utility uniforms and field jackets.

U.S. Army Cadet Command Patch:



Both no subdued and subdued "Leadership Excellence" patches will be worn centered on the left sleeve 1/2 inch below the top of the shoulder seam on the coats of the Army green uniforms for all personnel. When the Ranger, Special Forces, or President's Hundred tab is worn, the tab will be placed 1/2 inch below the top of the shoulder seam. The "Leadership Excellence" will be worn 1/4 inch below the special skill or marksmanship tab.

Note: Non-contracted SMP Cadets should wear their reserve, ARNG unit patches until they are contracted. Once they are contracted they will wear the "Leadership Excellence" and MSU patches on all uniforms, both during ROTC functions and Reserve/ARNG unit drills. The contracted SMP Cadet's rank in his unit is Cadet second lieutenant, and the Cadet "pips" and "ROTC" will be worn.

Fordham University Patch: Will be worn centered on the right sleeve ½ inch below the top of the shoulder seam.

Military/Academic Achievement Insignia:

Distinguished Military Student (DMS) insignia.

- a. Worn by all MS IV Cadets designated as DMS by the Professor of Military Science.
- b. Male Cadets. The badge will be worn centered and 1/8 inch above the right breast pocket of the Army green coat.
- c. Female Cadets. The badge will be worn centered and 1/8 inch above the nameplate.

Note: The DMS insignia takes precedence over the Academic Achievement insignia. If both are worn, the DMS insignia is placed 1/4 inch above the Academic Achievement insignia.



Distinguished Military Student (DMS) Insignia

Academic Achievement Insignia.



Academic Achievement Insignia

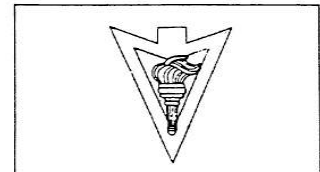
- a. Awarded annually to Cadets in the top 10% of their ROTC class the preceding year. Second, third, and fourth awards are indicated by red, silver, and gold felt backings to the wreath insignia respectively.

- b. Male Cadets. The insignia will be worn centered and 1/8 inch above the right breast pocket of the Army green coat.

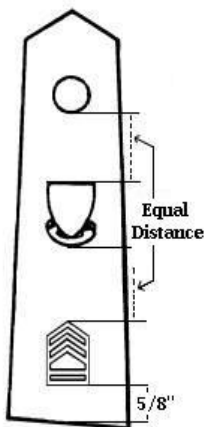
- c. Female Cadets. The insignia will be worn centered and 1/8 inch above the nameplate on the Army green coat.

Recondo Badge.

- a. Worn by all MS IV Cadets who have successfully completed Recondo training at LDAC.
- b. Male Cadets. The badge will be worn centered on the left pocket of the Army green coat.
- c. Female Cadets. The badge will be worn centered on the left jacket front.



Recondo Badge



Insignia of rank. Non-subdued insignia will be worn centered on both shoulder loops of the coat, 5/8 inch from the outside shoulder seam. The top of enlisted insignia will point toward the individual's neck.

Distinctive Unit Insignia (DUI). The DUI is worn on the shoulder loops of the coat and centered between the insignia of grade and the outer edge of the button.

Wearing of the Service Uniform for Special Events (Dress Uniform): When wearing the service uniform as a dress uniform for special events, a bow tie is worn, and all unit insignia is removed to include the Distinctive Unit Insignia on the coat shoulder loops and any unit awards and decorations.

Notes:

1. MSIV's in the spring semester are authorized to wear their authorized branch insignia and sleeve piping. At this time, they will still wear all authorized Cadet awards earned throughout their ROTC Career.

2. For uniformity purposes, Cadets on the Color Guard team will all wear the advanced course "ROTC" Insignia on their coat lapels.

Wear Of Beret: 1" above the bridge of the nose, worn parallel to the ground around the head. Worn with a Unit Crest on the Blue flash. Unit Crests will be provided by logistics.



- The Beret is Worn with Class A, Class B, and Class C Uniforms.
- Edge binding 1 inch above eyebrows and straight across forehead. Center the flash and the stiffener above the left eye. Pull excess material between the top and middle of right ear.
- Hair should not extend below the front bottom edge of the beret.
- Officers wear their rank centered on the flash. Enlisted soldiers wear their distinctive unit insignia on the flash






Male Beret Wear






















Female Beret Wear

4-4. U.S. Army Rank Structure and Insignia






ENLISTED RANK INSIGNIA

<u>Grade</u>	<u>Army</u>	<u>Senior ROTC Cadet</u>
Special	 Sergeant Major of the Army (SMA)	No equivalent cadet rank
E-9	 Command Sergeant Major (CSM)	 Cadet Command Sergeant Major (C/CSM)










<p>E-9</p>	 <p>Sergeant Major (SGM)</p>	 <p>Cadet Sergeant Major (C/SGM)</p>
<p>E-8</p>	 <p>First Sergeant (1SG)</p>	 <p>Cadet First Sergeant (C/1SG)</p>
<p>E-8</p>	 <p>Master Sergeant (MSG)</p>	 <p>Cadet Master Sergeant (C/MSG)</p>
<p>E-7</p>	 <p>Sergeant First Class or Platoon Sergeant (SFC) or (PSG)</p>	 <p>Cadet Sergeant First Class or Cadet Platoon Sergeant (C/SFC) or (C/PSG)</p>
<p>E-6</p>	 <p>Staff Sergeant (SSG)</p>	 <p>Cadet Staff Sergeant (C/SSG)</p>



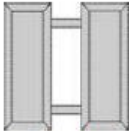





E-5	 Sergeant (SGT)	 Cadet Sergeant (C/SGT)
E-4	 Corporal (CPL)	 Cadet Corporal (C/CPL)
E-4	 Specialist (SPC)	No equivalent cadet rank
E-3	 Private First Class (PFC)	 Cadet Private First Class (C/PFC)
E-2	 Private E-2 (PVT)	 Cadet Private E-2 (C/PVT)
E-1	NO INSIGNIA Private E-1	No equivalent cadet rank

WARRANT OFFICER RANK INSIGNIA

<u>Grade</u>	<u>Army</u>	<u>Senior ROTC Cadet</u>
W-5	 Master Warrant Officer 5 (CW5)	No equivalent cadet rank
W-4	 Chief Warrant Officer 4 (CW4)	No equivalent cadet rank
W-3	 Chief Warrant Officer 3 (CW3)	No equivalent cadet rank
W-2	 Chief Warrant Officer 2 (CW2)	No equivalent cadet rank
W-1	 Warrant Officer (WO1)	No equivalent cadet rank

OFFICER RANK INSIGNIA

<u>GRADE</u>	<u>Army</u>	<u>ROTC CADET</u>
General of the Army		No equivalent Cadet rank
O-10	 General (GEN)	No equivalent cadet rank
O-9	 Lieutenant General (LTG)	No equivalent cadet rank
O-8	 Major General (MG)	No equivalent cadet rank
O-7	 Brigadier General (BG)	No equivalent cadet rank
O-6	 Colonel (COL)	 Cadet Colonel (C/COL)
O-5	(SILVER)  Lieutenant Colonel (LTC)	 Cadet Lieutenant Colonel (C/LTC)

O-4	<p>(GOLD)</p>  <p>Major (MAJ)</p>	 <p>Cadet Major (C/MAJ)</p>
O-3	 <p>Captain (CPT)</p>	 <p>Cadet Captain (C/CPT)</p>
O-2	<p>(SILVER)</p>  <p>First Lieutenant (1LT)</p>	 <p>Cadet First Lieutenant (C/1LT)</p>
O-1	<p>(GOLD)</p>  <p>Second Lieutenant (2LT)</p>	 <p>Cadet Second Lieutenant (C/2LT)</p>

4-5 Issue and Turn-in of Uniforms and Equipment

1. Newly enrolled Army ROTC Cadets will not be issued TA-50 until after successfully completing all contracting requirements, and are formally contracted in the ROTC program. Enrolled Cadets will be issued uniform items necessary to participate in weekly class, lab, and physical training events. Only Contracted Cadets will be issued the Army Service (Class A) Uniform.

2. Enrolled Cadets who have not been issued equipment will not participate in Field Training Exercises. The only personnel authorized to grant an exception to this are the Professor of Military Science and the Senior Military Instructor.

3. SMP Cadets are required by Army Regulation to be issued their TA-50 from their assigned units. Exceptions to this policy will only be granted by the PMS or SMI.

4. ALL MSIII Cadets will be issued a lensatic compass. MSII Contracted Cadets, then MSI Contracted Cadets will have the next priority based on equipment availability.

5. Direct Exchange (DX) Policy: All uniform and equipment items that have been damaged through the common sense guideline of normal use, fair wear and tear, will be permitted to exchange clothing and equipment without a statement of charges being initiated. Cadets who abuse their equipment and clothing, and damage it through negligence (method of damage assessed and confirmed by MS Cadre) will be charged for the replacement cost of the negligently damaged clothing or equipment.

6. Add/Drop Policy: There will be no equipment or clothing issue after the beginning of the spring semester. If a student joins the program or chooses to participate after the spring semester has started, he / she must be made aware that they will not be issued any military equipment or clothing until the beginning of the following semester. However, the student may participate in physical training and / or classroom instruction in civilian clothes if desired, in order to start his / her probationary period.

9. Exceptions to any part of this policy may only be granted by the PMS or SMI. All uniforms and equipment are Accountable items. Cadets will properly sign for all property from the Battalion Logistics Techs on a DA Form 2062. Cadets who require complete issue of equipment will do so during the posted customer service hours of operation.

10. Ram Battalion logistics customer service hours:

Mondays: Not Open.

Tuesdays: 0900 – 1200 / 1300 – 1700 (Rose Hill) No appointment necessary

Wednesdays: 0900 – 1200 / 1300 – 1700 (Rose Hill) No appointment necessary

Thursdays: Appointments Only (Made by MS Instructor)

Fridays: 0900 – 1500 (Lincoln Center) No appointment necessary

4-6 Equipment SOP's

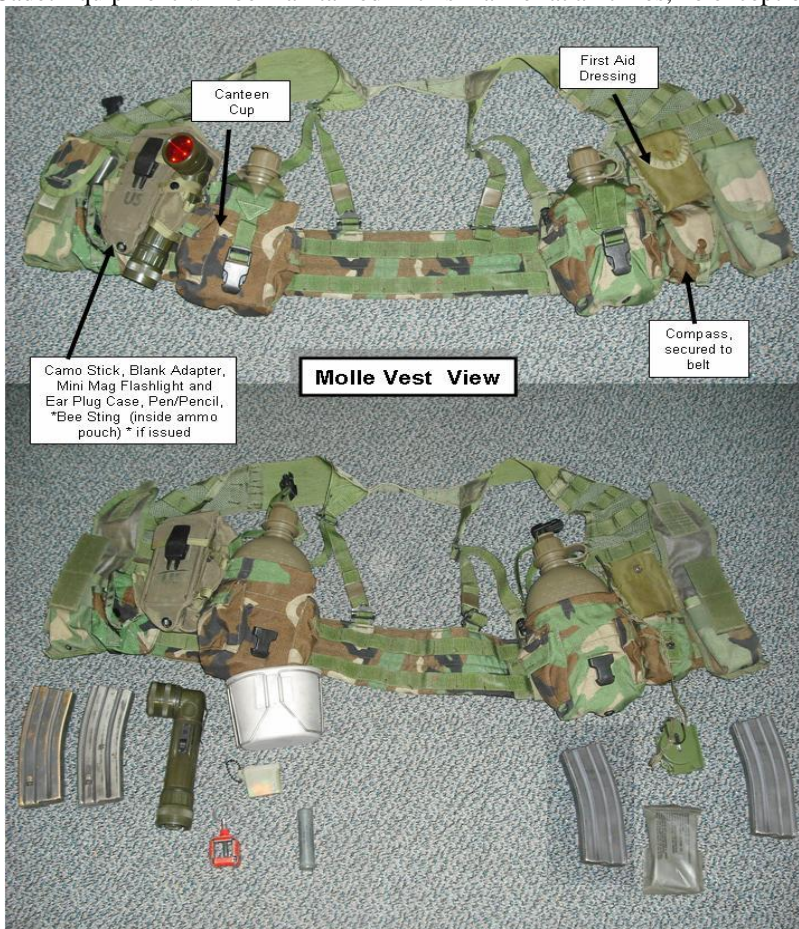
Helmet SOP:

Helmet Cover Snug over helmet, with camoflaue band tied down in three locations. Cat-eyes on Camoflaue band face the rear.



MOLLE VEST SOP

Cadet Equipment will be maintained in this manner at all times, no exception.



MOLLE RUCK SOP

Cadet MOLLE Ruck should have the same appearance during all training events.
Ensure that all storage compartments are closed, sealed, straps tightened and tucked in.
NO HANGING STRAPS!!!

A Reflective belt will be worn around the Ruck during Foot Marches.



With Camelback



Without Camelback

Field Appearance:

From Head to Toe:

Helmet Worn according to SOP, Chinstrap fastened.
Ballistic Eye-Protection Worn.
Uniform Clean & Serviceable, with ALL required patches.
MOLLE Vest complete, worn according to SOP.
Elbow Pads Worn.
Leather Gloves Worn.
Knee Pads Worn.
Trousers Properly Bloused Inside Boots.
Authorized Boots Worn Correctly, Laces Tucked In.

ID-Tags and ID Card Always on your person.



Example of Cadet Field Uniform

CHAPTER 5

RAM BATTALION ORGANIZATION AND RESPONSIBILITIES

5-1 Cadet Battalion Organization

The RAM Battalion includes Cadets from schools in the NYC metropolitan area. The RAM Battalion headquarters is located in Faculty Memorial Hall (FMH), Room 130, at the Rose Hill, Bronx campus.

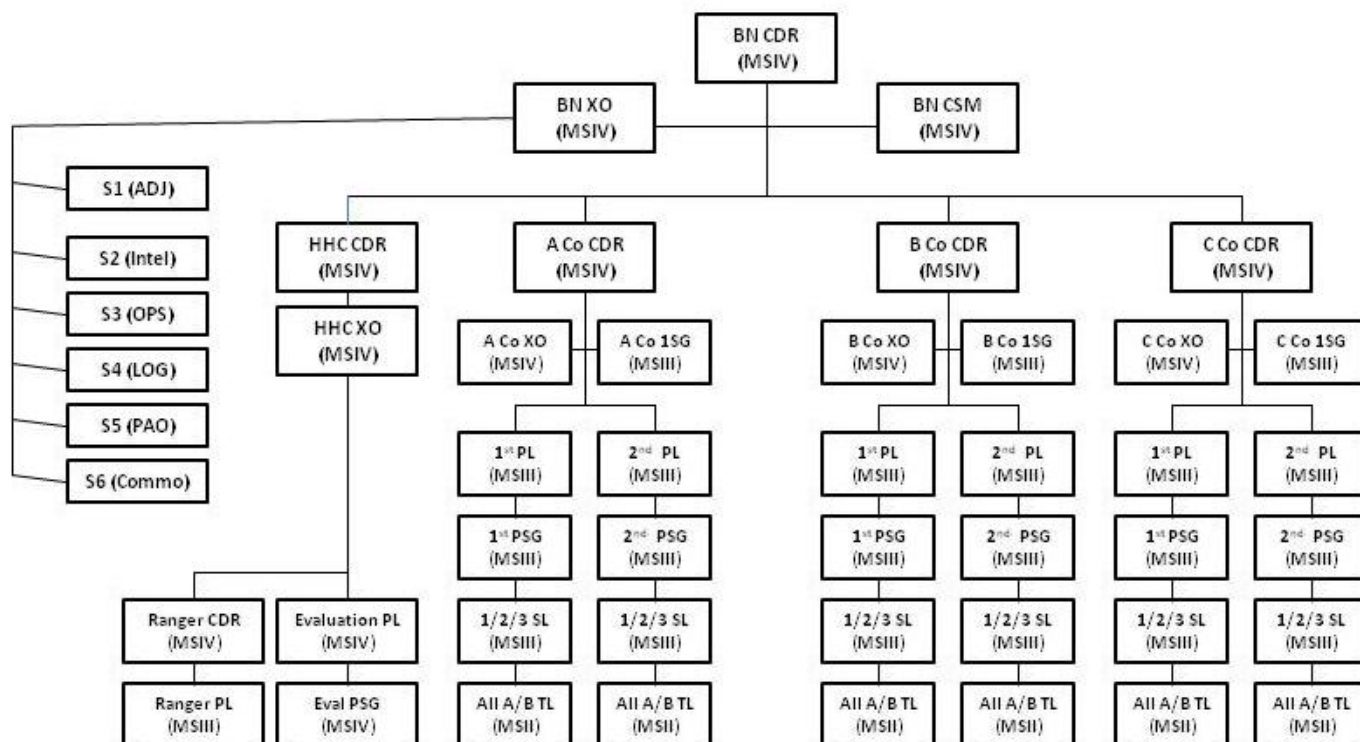
a. The Battalion: The RAM Battalion is comprised of a battalion headquarters (the Cadet battalion commander and staff) and Cadet companies. An MS IV Cadet leads the battalion. The duties of the officers in the battalion staff are defined in paragraph 5-3.

b. The Companies: The companies consist of company headquarters and two platoons. The size of companies depends upon enrollment.

c. The Platoons: Each platoon is comprised of at least two but no more than four squads. The platoon size will depend upon enrollment. MS III Cadets lead platoons.

d. The Squads: Each squad is comprised of MS I, MS II, and MS III Cadets. Squad size will depend upon enrollment.

Ram Battalion Organization Chart



5-2. Chain of Command

a. The Battalion Commander and Staff are MS IV Cadets who have successfully completed LDAC. All other chain of command positions below the battalion level are filled with MS III Cadets.

b. The Cadet chain of command is responsible for running the Cadet battalion. Under the direction and policies of the Professor of Military Science, the Cadet chain of command will exercise its authority and initiative in order to accomplish the mission of the RAM Battalion.

c. The Cadet chain of command is as follows:

1. Battalion Commander (Cadet Lieutenant Colonel – C/LTC)
2. Company Commander (Cadet Captain – C/CPT)
3. Platoon Leader (Cadet First Lieutenant – C/1LT or Cadet Second Lieutenant – C/2LT)
4. Squad Leader (Cadet Staff Sergeant – C/SSG)
5. Team Leader (Cadet Sergeant – C/SGT)

5-3. Command and Staff Responsibilities:

a. Cadet Battalion Commander (C/LTC):

- * **The commander is responsible for all the unit does or fails to do!!!**
- * Establishes goals and objectives for the Cadet battalion
- * Provides planning and training guidance, and communicates policy
- * Determines appropriate priorities, allocation of resources, and assign missions to subordinate leaders
- * Delegates tasks to subordinates as necessary

b. Cadet Battalion Executive Officer (C/MAJ):

- * Supervise Cadet staff
- * Plans, coordinates and schedules all staff actions and meetings
- * Primary link between the battalion commander and the battalion staff
- * Keeps commander informed on planning and execution of tasks, and assists commander as directed
- * Assumes command of the Cadet battalion in the commander's absence
- * Manages Cadet Mentorship Program
- * Administers the Cadet Performance Review Board at the end of every semester, or as directed by cadre

c. Command Sergeant Major (C/CSM):

- * Primary Advisor to the Battalion Commander and head of the NCO Support Channel
- * Assembles the battalion (formation) for key events
- * Manages Cadet Height/Weight Program (with Company 1SG's / XO's)
- * Plans for and supervises inspections on uniforms and equipment in preparation for key all events
- * Provides mentorship / instruction on counseling for subordinate Cadet Leaders.
- * Supervises and ensures Cadet compliance with uniform standards
- * Administers the Cadet of the month, semester, and year competition boards
- * Maintains a presence at all training events, visits company training in garrison
- * Runs the battalion, but lets the officers think they're in charge!

d. Cadet Adjutant (S-1) (C/CPT):

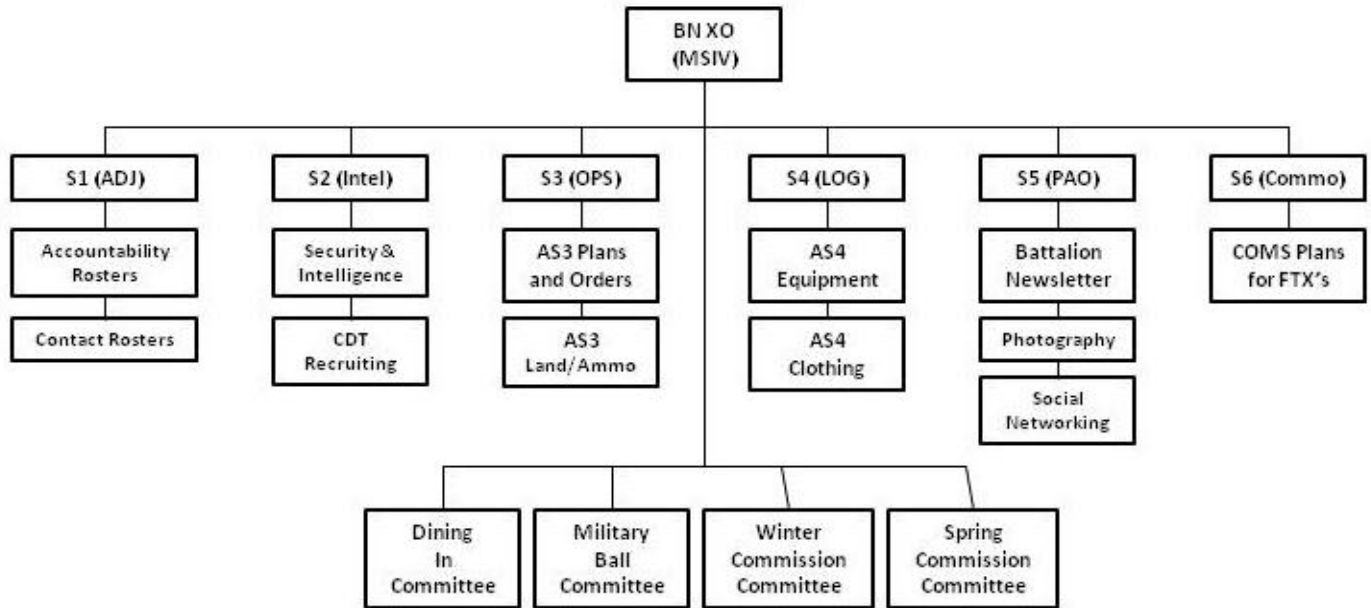
- * Administers Cadet SRP/PAI at beginning of each semester
- * Consolidates Cadet Phone/email contact data
- * Maintains Phone and email rosters
- * Receives Accountability reports from CDRs & XOs
- * Maintains Battalion accountability and participation reports, tracks attendance at ALL Battalion events to include but Not limited to PT Sessions, Classes, Labs, FTX's, and other Battalion events
- * Tracks the Cadet Award program, maintains and updates award recipient rosters

e. Cadet Intelligence Officer (S-2) (C/CPT):

- * Responsible for developing enemy situation for all labs and training events
- * Creates, requests, acquires maps and overlays for all events
- * Keeps the command & staff informed of location and impact on Battalion operations

- * Disseminates security and counter-terrorism warnings as necessary or required
- * Maintains the Battalion ROTC Web page and requests updates
- * Serves as a liaison officer to the ROO and Cadet Recruiting Team

Ram Battalion Staff & Functions



f. Cadet Operations Officer (S-3) (C/MAJ):

- * Plans, supervises, and evaluates all instruction and training during leadership labs and field training exercises
- * Develops operation plans and orders for labs, field training exercises, and other events.
- * Enforces compliance with all battalion training and fitness policies IAW PMS policy letters
- * Uses 8-step training model and Military Decision Making Process in the performance of planning all events
- * Executes Composite Risk Management for all events, presents to PMS for final approval
- * Determines all training and logistical requirements required, and coordinates for them through proper channels
- * Attends 10 day out meetings with Cadre at Fort Dix and Camp Smith
- * Ensures proper planning takes place through thorough reconnaissance, IPR's, Rock Drills, and rehearsals

g. Cadet Logistics Officer (S-4) (C/CPT):

- * Responsible for the coordination of uniform and equipment issue and turn-in
- * Requests appropriate equipment to support all battalion training activities
- * Assists the Battalion Logistics Technician in keeping the supply areas neat, organized, and functional.
- * Assists Logistics Technician maintaining inventory and accountability as required
- * Assists S3 in determining logistical requirements for FTX's to include but not limited to Ammo, Food, Fuel, Water, Transportation, and all classes of supply.

h. Cadet Public Affairs Officer (S-5) (C/CPT):

- * Responsible for receiving stories for, and assembling the Battalion newsletter published each semester
- * Responsible for planning and coordinating for photography at all Battalion events
- * Assists the Battalion Cadre in maintaining the Battalion social networking sites REGULARLY
- * Plans for activities relating to information concerning the ROTC program and the Army as it relates to the public and information conveyed specifically for the public. Ensures messages regarding the program are positive
- * Creates and edits stories intended for news releases, etc.
- * Coordinates with Campus public affairs and newspapers to promote Army ROTC
- * Never publishes or disseminates anything without prior cadre approval.

i. Company Commander (C/CPT):

The Company Commander is responsible for everything the Cadet company does and fails to do!

- * Executes policies established by the Battalion Commander
- * Works closely with the First Sergeant and XO in order to accomplish the company mission.
- * Establishes the Physical Training Plan for company each semester
- * Briefs PT Plan to PMS, SMI, OPS well prior to execution
- * Ensures information is disseminated, issues oral and written Operations Orders in garrison and field environments
- * Ensures maximum participation at all events
- * Plans for and provides photography for all training events, submits to Battalion PAO (S5)
- * Leads by example at all times

j. Company Executive Officer (C/ILT):

- * Ensures that all supply and logistical needs of the Company are met
- * Anticipates and requests all logistical requirements for the company
- * Keeps the commander informed and assists him/her as directed
- * Assumes command of the Cadet company in the commander's absence
- * Receives accountability report from 1SG at all events, records and reports accountability to Battalion S1
- * Conducts Height/Weight recording for company, provides info to 1SG for reporting to BN CSM
- * Enforces Battalion mentorship program at the company level
- * Selects Cadets and submits Cadet names for participation in Cadet of the Month Boards
- * Maintains Company phone & email contact rosters, reports updates to Battalion S1
- * Leads by example at all times

j. Company 1st Sergeant (1SG):

- * Responsible for the supervision and mentorship of all the NCOs in the company
- * Advises the commander on training requirements and assists the company commander as directed
- * Communicates regularly with the Battalion CSM on affairs related to health, welfare, morale, and safety of Cadets
- * Ensures counseling and mentorship program are enforced
- * Works closely with the XO to determine logistical requirements for all company/platoon events
- * Works closely with the Platoon Sergeants to ensure that all training is accomplished
- * Plans and executes Company level PCC's and PCI's for all events
- * Enforces uniform and appearance standards
- * Leads all company formations
- * Conducts accountability formations at all events, reports numbers and missing personnel to XO
- * Assists commander in developing MEDEVAC plan
- * Prepares and delivers paragraph 4 of all Company OPORDs
- * Enforces standards and discipline
- * Leads by example at all times

l. Platoon Leader (C/ILT or C/2LT):

- * The Platoon leader is responsible for everything that the platoon does or fails to do!
- * Plans all training and activities for the platoon
- * Works closely with the Company Commander to accomplish all prescribed goals and directives
- * Prepares and delivers OPORDs for all Platoon activities
- * Updates changes to Platoon phone & email contact roster, reports updates to XO
- * Executes policies established by the Company leadership
- * Works closely and communicates regularly with Platoon Sergeant in order to accomplish all platoon operations
- * Enforces Company PT Plan
- * Ensures counseling takes place in platoon
- * Ensures Platoon level PCI's are conducted prior to every event
- * Conducts Composite Risk Management for all Platoon operations in garrison and field training
- * Leads by example at all times

m. Platoon Sergeant (C/SFC):

- * The Platoon Sergeant is responsible for the direct supervision of training that occurs within the platoon.
- * Works closely with and communicates regularly with the PL to accomplish all platoon goals and directives
- * Coordinates with the Squad leaders to accomplish all the Platoon Leaders goals
- * Conducts Platoon formations
- * Holds accountability formations prior to every event, reports numbers and missing personnel to 1SG and XO
- * Conducts Platoon level PCC's & PCI's prior to every event
- * Responsible for discipline and standards within the Platoon
- * Anticipates and plans for medical needs for all Platoon operations
- * Prepares and delivers paragraph 4 during all Platoon Operations Orders
- * Enforces uniform and appearance standards in Platoon
- * Enforces all Platoon, Company, and Battalion SOP's, Policies, and Army Regulations
- * Counsels subordinates regularly on performance related events
- * Leads by example at all times

n. Squad Leader (C/SSG):

- * The Squad leader is responsible for keeping all the members of the squad informed and trained.
- * The Squad Leader works directly with the squad members through the team leaders to ensure all instructions are understood and followed.
- * Works closely with and communicates regularly with PL and PSG to accomplish all platoon and squad missions
- * Works closely with and communicates regularly with peer SL's to accomplish all platoon objectives
- * Disseminates information consistently
- * Ensures accountability at all events, reports numbers & missing personnel to PSG
- * Prepares and delivers squad OPODs
- * Enforces uniform and appearance standards in squad
- * Counsels subordinates regularly
- * Conducts squad level PCC's & PCI's
- * Responsible for discipline and standards within squad
- * Leads by example at all times

p. Team Leader (C/SGT):

- * The team leader works directly with the members of the team to ensure that all their needs are met and all training is accomplished.
- * Receives instructions from the squad leader, disseminates information to subordinate Cadets
- * Conducts team level PCC's & PCI's
- * Enforces discipline and standards in team
- * Enforces uniform and appearance standards
- * Ensures his/her team is accounted for prior to, and prepared for all events in advance
- * Counsels subordinates regularly or as needed
- * Leads by example at all times

Cadet Committees: Led by the Battalion XO and S3, these committees and their selected OIC's & NCOIC's will be held responsible for performing all standard planning, preparation, resourcing and execution requirements (similar to the S3 responsibilities) for their respective events. Special attention and maximum assistance from multiple Cadets for these events will be required due to the complexity and importance of the events. Events will include but are not limited to the Battalion Dining In, Winter Commissioning Ceremony, Military Ball, Spring Commissioning Ceremony, and other events as required by the Cadre such as the Army Ten-Miler, Tunnel To Towers Run, Staff Ride, Etc. These committees will operate under the direct supervision of the Cadet Battalion S3 and XO, with oversight provided by Cadre to ensure the events are properly planned, resourced, and executed.

CHAPTER 6

RANGER CHALLENGE TEAM



6-1 Ranger Challenge Platoon: The Ranger Detachment is a Cadet-run organization specializing in tactics and leadership training. It has a separate Cadet chain of command and has its own training calendar for physical training and for skills training. Membership in the Ranger Detachment is open to all Cadets who meet the membership standards. Contact the Ranger Detachment commander about information regarding the Ranger Detachment.

6-2 Ranger Challenge competition: This annual competition is designed to assess the Ranger Challenge team's physical aptitude, mental toughness, and knowledge of military skills. The Ranger Challenge team dynamic tests the Cadets' teamwork while at the same time developing the participants' leadership skills.

a. Training: Training for the Ranger Challenge Competition takes place all year round. Pre-competition training focuses on developing the skills necessary to win the competition and developing teamwork and a winning attitude. Post-competition training focuses on physical fitness and selecting and assessing Cadets for participation in the competition.

b. Events at Ranger Challenge: The 10-person team competes against other schools in its division in eight events: weapons assembly/disassembly, dismounted land navigation, obstacle course, Confidence Course, Army Physical Fitness Test, knowledge of Patrolling techniques, one-rope bridge river crossing, 10 kilometer forced march, Hand Grenade Assault Course, and one (1) more event of the Brigade Commander's choosing.

CHAPTER 7

CADET PROFESSIONAL DEVELOPMENT TRAINING AND SOCIAL ACTIVITIES

SUMMER TRAINING

7-1 Leadership Development Assessment Course (LDAC) Between MS III and MS IV Year.

Each advanced course Cadet is required to satisfactorily complete the ROTC LDAC as a requirement for completion of the advanced course and appointment as a commissioned Officer. Cadets attend LDAC at Fort Lewis, Washington for a five-week period from months of June and through August. Practical training in leadership is emphasized. Cadets will periodically receive leadership positions and will be evaluated in those positions by regular Army Cadre. Teamwork is, therefore, a prerequisite for success in this area. Areas of Cadet scored evaluation include go or no go rifle marksmanship, job performance (summary), physical fitness, and land navigation.

A large portion of the MS III year will be devoted to preparing Cadets for the challenges of LDAC; military skills, leadership and physical fitness are emphasized in the MS III year. In light of the hot weather and long training days at Ft. Lewis, it is imperative that Cadets achieve a high state of physical fitness prior to LDAC.

LDAC Themes. LDAC will be the most significant event in your career as a Cadet. You will be placed under a magnifying glass to determine whether you have what it takes to be an Army Officer. The mission of any camp is to TRAIN CADETS TO LEADERSHIP AND ARMY STANDARDS AND EVALUATE THEIR OFFICER

LEADERSHIP POTENTIAL. You will receive some of the best training in the Army. The following themes are emphasized at LDAC.

* **A SPECIAL CALLING.** Those who follow the profession of arms bear a special trust to defend those values stated in the Constitution which make the nation great.

* **LEADERSHIP.** “When in charge—take charge!” Above all else, LDAC is a leadership experience. Leadership is taught and leadership potential evaluated. The Army needs Officers with a keen sense of urgency— young men and women who can make things happen under pressure.

* **STRESS.** LDAC is a rite of passage. Cadets must prove they can handle mental and physical stress before they become Officers.

* **COHESION.** Cohesion and teamwork are vital elements taught at camp. Cadets are all part of Cadet regiments which are affiliated with Regular Army units. They learn that to successfully complete LDAC they must operate as a team—not as diverse bunch of individuals—because teamwork is the Army way.

* **LIGHT INFANTRY.** Light infantry is the teaching model. Cadets are placed through a variety of tough, stressful, leadership experiences.

7-2 Off-campus Training Programs: In addition to participation in the normal ROTC classroom and field training activities, Cadets are periodically afforded the opportunity to participate in a variety of off-campus Army schools and training exercises. Selection criteria and number of slots available are established by Headquarters U.S. Army Cadet Command, Second Brigade, and the Professor of Military Science.

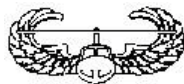
Voluntary Training. Attendance at all of the training programs noted below is voluntary, and contingent upon:

- a. Number of school/training slots available
- b. Order of Merit (OML) standing- G.P.A./APFT Score, Cadre Recommendation
- c. Individual Cadet desires
- d. Demonstrated excellence in physical fitness testing and overall potential within the ROTC program

Cadet Professional Development Training. Available following sophomore and junior years.



Airborne School (MS II and MS III Year): Airborne School is three weeks long and is conducted by the US Army Infantry school at Fort Benning, Georgia. At Airborne School you are taught military parachuting, from the proper way to put on the parachute to what to do when you hit the ground. The training is extremely rigorous, and a premium is placed on physical fitness. Fort Benning is very hot and humid, and the training days are about 12 hours long - if you want to go, you had better be in shape! But when you graduate you are qualified to wear Airborne wings, the silver wings of a paratrooper.



Air Assault School (MS II and MS III Year): Air Assault School is called the "toughest ten days in the Army". This school is open to both male and female Cadets and is conducted at multiple sites. During the course you are taught how to prepare and load/sling equipment into helicopters, and the fundamentals of small unit airmobile assaults and movement. Physical preparation is critical. There are arduous road marches in full combat gear and you will be attending with very capable Officers and NCO's as fellow students. Discipline at the course is exacting. Upon graduation you are authorized to wear the Air Assault Insignia or patch.

Cadet Troop Leadership Training (MS III Year): Cadet Troop Leadership Training (CTLT) is available to selected volunteers immediately following completion of LDAC. CTLT offers you realistic training with active Army, Reserve and National Guard units giving firsthand knowledge of the duties, responsibilities, and living conditions of the junior Officer in the Army. It offers exposure to a wide range of Army activities so that you will better understand the daily operations of units in garrison and in the field. You may receive practical experience in performing the duties of a

platoon and company level. CTLT is your opportunity for additional orientation in the daily professional and social life of the Officer corps of the United States Army.

Drill Cadet Leadership Training (MS II and MS III Year): Drill Cadet Leadership Training (DCLT) is a 4-week program that provides Cadets an opportunity to apply leadership skills, interact with highly skilled and experienced Noncommissioned Officers (NCOs) and drill sergeants, and improve common task skill proficiency in an Army training environment. Cadets serve in positions with the Cadre of Initial Entry Training (IET) and One-Station Unit Training (OSUT) units -- Basic Combat Training.

Internships (MS II and MS III Year): The internship track offers a myriad of opportunities for Cadets who seek additional training in specialized areas such as scientific application, engineering, nursing, medicine, intelligence, cultural awareness, and language proficiency. The internship types, locations, and allocations change significantly from year to year. Cadet Command is significantly increasing overseas opportunities focused on cultural awareness and language proficiency. The programs are meant primarily for MS II and MSIII Cadets. Select the Internship link on the Cadet Command Web Site www.rotc.usaac.army.mil/CTLT to see more information on each program at. In some cases an MSI Cadet can request an exception to this policy.

Northern Warfare Training (MS II and MS III Year): Each year Cadets are chosen to receive instruction in cold weather operations. The course is conducted at Fort Greely, Alaska, is three-weeks long and attendance is determined by a selection board convened at Fort Knox. Selection is very competitive. Training emphasizes arctic survival techniques, mountain and glacier climbing, navigation, and river operations.

Nurse Summer Training Program (MS III Year): The NSTP is a paid three-to-four week clinical elective for Army ROTC nurse Cadets. Attendance is voluntary. NSTP is conducted at Army hospitals in the United States, Germany, and Korea. You get paid while attending NSTP during the same summer as National Advanced Leadership Training (NALT), which is usually between the junior and senior year of college. During the NSTP clinical elective, you will receive "hands on" experience under the direct supervision of a preceptor – an Army Nurse Corps Officer who works with you one-on-one. Regular coaching sessions enhances your progress, while also providing feedback about your performance. While you follow the same duty schedule as your preceptor, you could receive training in such areas as patient assessment...planning of patient care...nutrition maintenance and feeding techniques...range of motion and mobility...medication administration...emergency procedures...intravenous (IV) therapy...and other special procedures and techniques.

Mountain Warfare Training (MS II and MS III Year): The course is conducted at the Ethan Allen Firing Range in Jericho, Vermont, is two-weeks long and attendance is determined by a selection board convened at Fort Knox. Selection is very competitive. Training emphasizes mountain navigation and operations, warfare tactics and knot tying.

Robin Sage (RS) Exercise (MS II, MS III, and MS IV Year): The Robin Sage exercise provides Cadets with an interest in Infantry and/or Special Forces an opportunity to serve as squad members within "G" bands. There are 15 "G" bands consisting of three to four Cadets, 15-20 regular Army personnel and one "G" Chief. The "G" band conducts link-up operations with Special Forces Student Operational Detachment Alphas, receives specific training and conduct combat and sustainment operations. Over a three-week period this program provides the Cadets with opportunities to learn and grow as potential leaders. Areas to which Cadets are exposed: Troop Leading Procedures, Mission Planning (Warning, Patrol and Frag orders), Small Unit Tactic (Raids, Ambushes, Recons), Air Operations (Drop and Landing Zones and Message pick-up), Basic Field Craft (Survival, Expedient Navigation), Demolition, Medical, Communications and Weapons. The location for this exercise is Camp Mackall, North Carolina. Cadets are selected and assigned to available RS positions by thePMS.

CULP – Culture and Language Awareness Program (All contracted Cadets): The Department of the Army has developed a comprehensive strategy to define, assess, and train culture and language proficiency skills. Part of this strategy is expected to address how Cadet Command increases Cadet language learning exposure. Cultural awareness training is already incorporated into our curriculum, at LDAC, and now via many more overseas culture immersion internships opportunities. This will increase number of Cadet cultural immersion opportunities using existing programs to minimize additional resource requirements. It is aimed at producing Officers who possess language and cultural skills required in the state or of persistent warfare expected in the 21st century. Participating Cadets develop culture awareness skills and appreciation of cultural difference and recognize potential impact on assigned missions. For information, see CC Pam 145-3-2.



SAPPER Leader Course (MSIII Year): To wear the Sapper Tab, a Soldier must complete the Sapper Leader Course which is operated by the U.S. Army Engineer School at Fort Leonard Wood, Missouri. The Sapper Leader Course is a 28-day course designed to train joint-service leaders in small unit tactics, leadership skills, and tactics required to perform as part of a combined arms team. The course is open to enlisted Soldiers in the grades of E-4 (P) (in the Army, specialist on the list for promotion to sergeant, E-5) and above, Cadets, and Officers O-3 (Army, captain) and below. As students can come from any combat or combat support branch of the service, but priority is given to engineering, cavalry, and infantry Soldiers.^[4] The course is in two phases.

SCUBA School (MSIII Year): 1st week- Morning formation, PT, boat house boogie (FAST 2 mile run), conditioning in pool, which consists of laps and flutter kicks, instruction in dive equipment and procedures.

2nd week-- "Ditching + Donning": enter pool, swim underwater to deep end at depth of 15 feet, remove face mask, snorkel, fins. Twin tanks left on bottom, placing weight belts on top. Take one breath of compressed air, surface, breathe, go down, put weight belt on and other equipment, begin using compressed air. "Harassment Dive" :Get in water, swim around edge at the bottom, and get "harassed" by instructors, face masks pulled, fins removed, oxygen tanks removed, etc, for an hour. Failing either of these exercises results in discharge from SCUBA school. Classes. 500m navigation dive evaluation.

3rd week- Dive, Dive, Dive...day and night, 1500m navigation dive evaluation, classes, etc. etc. etc.

4th Week- More night dives, team swim, 3000m navigation dive evaluation, end of course test, FTX, GRADUATION!

Project Go (MSII and MSIII Year):

The ROTC Language & Culture Project provides scholarships to ROTC students for critical languages study domestically and abroad.

Project Go is a collaborative initiative that promotes critical language education, study abroad, and intercultural dialogue opportunities for ROTC students. Project Go programs focus exclusively on the languages and countries of the Middle East, Asia, Central Asia, and Africa.

Applicants must be a current ROTC student on tract to commission (Geared more to MS I level Cadets). Any language proficiency level.

For successful completion of the program, Cadets may qualify for the language incentive bonus (CLIP B).

7-3 Association of the United States Army (AUSA). Contact cadre Operations Office for more information at **718-817-4877**.



7-4 COLOR GUARD. A five-Cadet squad presents the colors at formal ROTC ceremonies, athletic games, and other formal ceremonies in the Greater NYC area. One Cadet, normally an MSIII, is in charge of the color guard. His or her duties and responsibilities include: coordinating Cadet support to color guard events, inspecting the team members' uniforms, and scheduling and conducting practices. Being a member of the Color Guard Team is truly an honor, and a unique experience. You are responsible for rendering military honors at local military, collegiate, and civic ceremonies and events.

7-5 MENTORSHIP PROGRAM. In this program senior ROTC Cadets are paired up with underclass Cadets to teach coach, mentor, and counsel entry level cadets and to establish a Ram Battalion support system. The intent is to assist new members in integrating into the Battalion and quickly establish a support network to help with topics such as PT, academics, and learning basic military knowledge and expectations.

CHAPTER 8

ANNUAL AWARDS

8-1 Purpose

The purpose of the Ram Battalion Awards Program is to motivate Cadets to achieve excellence in military, scholastic, athletic, and extra-curricular activities. Awards are presented annually at a military ceremony to Cadets who have demonstrated meritorious achievement and excellence throughout the school year.

8-2 Awards Description

a. Medals. Each medal award has a representative service ribbon, which will be worn with the Army green uniform. It is possible for some Cadets to earn the same award in different years. Multiple awards are denoted by a bronze, silver, or gold torch of knowledge, or by numerals.

1. The **American Legion General Military Excellence Awards (AMLEG)** are given to an MS 2, MS 3, and MS 4 Cadets who are in the top 25% of their academic classes. The Leadership category of this award is for MS 2, MS 3, and MS 4 ROTC Cadets in the top 25% of ROTC classes, and demonstrates outstanding qualities in military leadership, discipline, character and citizenship. The Outstanding Cadet category is awarded to the overall outstanding Cadet of the ROTC program.

2. The **American Veterans of WWII, Korea and Vietnam (AMVETS) Award** is given to an MS3 Cadet in good academic and military standing. This Cadet shows diligence in the discharge of duty and a willingness to serve both God and Country.

3. The **Association of the U.S. Army (AUSA) Military History Award** is given to a Cadet in the top 25% of the military history course who displays an exceptional understanding of the implications that past military actions have on today's army. This Cadet has excelled in the study of United States History.

4. The **Association of the U.S. Army (AUSA) ROTC Award and Medal** is given to a Cadet in the top 10% of the ROTC class and top 25% of their academic class, who, through their leadership, has greatly contributed to the success of the Military Science Department.

5. The **National Society of the Daughters of the American Revolution (NSDAR) Medal** is awarded to a member of the graduating class who excels academically. This Cadet must also be rated in the top 20% of both their platoon and company in ROTC advanced camp evaluation scores, be active in campus activities and athletics, and demonstrate outstanding leadership.

6. The **Daughters of Founders and Patriots of America (DF & P of A) Medal** is given to an MS 1 and MS2 Cadet who is in the top 25% of their ROTC and academic classes. Through diligence and endeavor, this Cadet has accomplished a high degree of excellence in military science, has demonstrated a potential for leadership, and has shown a great deal of patriotism.

7. The **Military Officers Association of America Award (MOAA)** is given to an MS 3 Cadet in good academic and military standing, shows a great order of loyalty, high moral character, and exhibits exceptional potential for military leadership.

8. The **Military Order of Foreign Wars Academic Award (MOFW-SCH)** is presented to a Cadet who has demonstrated achievement and concentrated effort in military and academic subjects and has shown capability and diligence in related activities in the ROTC program.

9. The **Military Order of Foreign Wars Leadership Award (MOFW-LDR)** is presented to a Cadet who has demonstrated exceptional dedication to leadership excellence.

10. The **Military Order of the Purple Heart (MOPH)** leadership medal award is given to a Cadet in the top 25% of the ROTC program and has demonstrated outstanding leadership abilities.

11. The **Scottish Rite of Freemasonry Award** is presented to an MS 2 or MS3 Cadet who is in the top 25% of their ROTC and academic classes, and who demonstrates outstanding leadership by exhibiting qualities of dependability, good character, self-discipline, citizenship and patriotism.

12. The **Military Order of World Wars (MOWW) Medals** are given to an MS1, MS2, and MS 3 Cadet who have excelled in all military and scholastic aspects of the ROTC program, and best display the desire to become commissioned officers:

13. The **National Sojourners Medal** is awarded to a Cadet who is in the top 25% of their academic class and has demonstrated the ideals of Americanism by deed and conduct. This Cadet has also shown a potential for outstanding leadership.

14. The **National Defense Industrial Association (NDIA) Medal** is presented to a Cadet in the upper half of their class with a minimum of a B average in ROTC. This Cadet must demonstrate qualities of loyalty, patriotism,

dependability, and good character, and also possess leadership ability and a fundamental understanding of the importance of ROTC training.

15. The **Reserve Officers Association (ROA) Medals** are presented to an MS1, MS2, MS3 and MS4 Cadet who indicates a desire to become a commissioned officer and pursue a military career. These Cadets are in the top 10% of their ROTC class and demonstrate outstanding qualities of leadership, moral character and a high aptitude for military service.

16. The **New York Society of Sons of the American Revolution (NYSSAR) Medal** is given to a first year Cadet who is in good standing militarily and scholastically. This Cadet shows a high degree of merit in soldierly bearing and all-around excellence in ROTC studies and activities. It also is awarded with an EE bond.

17. The **Society of the War of 1812 Award** is given to an MS 2 Cadet who is in good academic standing, has demonstrated leader skills, and best represents the high moral character expected of junior officers.

18. The **United States Automobile Association (USAA) Spirit Award** is presented to a Cadet who is in the top 10% of their ROTC class and top 25% of their academic class, and has demonstrated unwavering commitment, selfless service, and exceptional loyalty to the advancement of the RAM Battalion and whose leadership has greatly contributed to advancing the standing of Military Science at Fordham University.

19. The **Department of the Army Superior Cadet Award** is given to the outstanding ROTC Cadet from each Military Science Class. These Cadets demonstrate exemplary leadership abilities.

b. Graduating Cadets Awards

1. The **General George C. Marshall Leadership Award** is presented annually to the most outstanding MS4 Cadet who clearly demonstrates the leadership and scholastic qualities that epitomize the career of General George C. Marshall. The late Gen. Marshall served as the chief of staff of the Army and Secretary of both State and Defense. He was the author of the restorative Marshall Plan and was the only career soldier to be awarded the Nobel Peace Prize.

2. The **President's Trophy** is given to an outstanding ROTC graduating senior Cadet for significant contributions to the ROTC program.

3. The **Professor of Military Science Trophy** is awarded to a member of the graduating class who is recognized by the PMS for his/her demonstrated leadership ability and outstanding achievement.

4. The **President's Saber** is awarded to the ROTC MS4 Cadet who has made the most significant contribution to the ROTC battalion and reflects those leadership characteristics required of an officer.

5. The **Distinguished Military Graduate** honor is awarded by the United States Army Accessions Command. Students who rank the top 20% of the National Order of Merit List developed by the ROTC Accessions OML panel will be designated as Distinguished Military Graduate (DMG) eligible.

CHAPTER 9

AFFILIATE SCHOOLS

9-1 Registration

a. Registration for Army ROTC at the Fordham University should be done through your respective university's Registrar's Office. The Fordham University course bulletin is available upon request. The courses are listed under the Department of Military Science. Contact the Department of Military Science at (718) 817-4876 for assistance in enrolling in the proper classes. All enrolled Cadets must take the leadership lab. All ROTC students must adhere to the published physical training policy as well.

b. Any conflicts in scheduling classes must be brought to the attention of a Cadre member immediately.

9-2 Transportation, Parking: Non-Fordham Cadets are authorized to park at the Fordham University Rose Hill campus parking lot with advance notice and coordination with security. Coordinate with Cadre for parking information at 718-817-0921. A shuttle service runs from the Lincoln Center to Rose Hill campus routinely. Contact the departmental secretary at 718-817-4875 to inquire about Ram Van daily schedules. Other transportation between campuses is at Cadet expense.

9-3 Physical Training (P.T.) Times at Affiliate Schools:

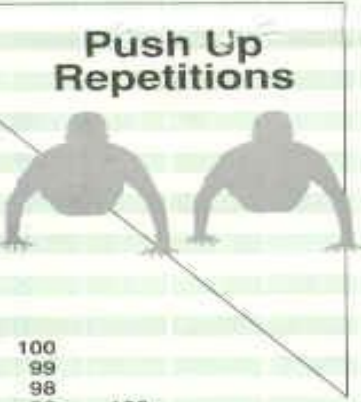
a. Lincoln Center Campus of Fordham University. PT meets at Central Park, Manhattan, NY – meet at the Columbia Circle entrance on Mon, Wed, Fri, from 0700-0800 hours.

b. Marist College – meet at the Marist Gymnasium at 0600-0700 hours. Another PT group meets near Mount St. Mary's College at Newburgh Academy H.S., at 0600-0700 hours.

ANNEX A: ARMY PHYSICAL FITNESS TEST GRADING SCALE

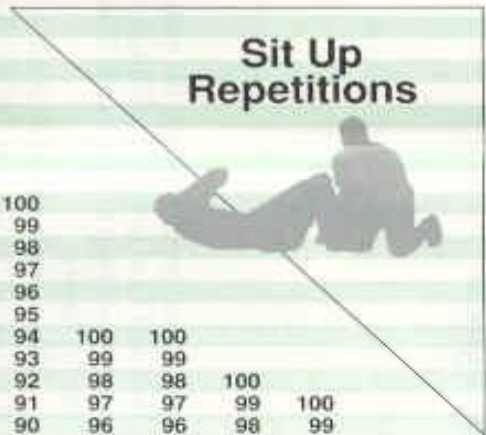
*Scores falling between two values are rounded to the lowest points

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



Effective Date: Oct. 1, 1998

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



2-MILE RUN STANDARDS									
AGE GROUP	17-21		22-26		27-31		32-36		AGE GROUP
TIME	M	F	M	F	M	F	M	F	TIME
12:54									12:54
13:00	100		100						13:00
13:06	99		99						13:06
13:12	97		98						13:12
13:18	96		97		100		100		13:18
13:24	94		96		99		99		13:24
13:30	93		94		98		98		13:30
13:36	92		93		97		97		13:36
13:42	80		92		96		96		13:42
13:48	89		91		95		95		13:48
13:54	88		90		94		95		13:54
14:00	86		89		92		94		14:00
14:06	85		88		91		93		14:06
14:12	83		87		90		92		14:12
14:18	82		86		89		91		14:18
14:24	81		84		88		90		14:24
14:30	79		83		87		89		14:30
14:36	78		82		86		88		14:36
14:42	77		81		85		87		14:42
14:48	75		80		84		86		14:48
14:54	74		79		83		85		14:54
15:00	72		78		82		85		15:00
15:06	71		77		81		84		15:06
15:12	70		76		79		83		15:12
15:18	68		74		78		82		15:18
15:24	67		73		77		81		15:24
15:30	66		72		76		80		15:30
15:36	64	100	71	100	75		79		15:36
15:42	63	99	70	99	74		78		15:42
15:48	61	98	69	98	73	100	77		15:48
15:54	60	96	64	97	72	99	76	100	15:54
16:00	59	95	67	96	71	98	75	99	16:00
16:06	57	94	66	95	70	97	75	99	16:06
16:12	56	93	64	94	69	97	74	98	16:12
16:18	54	92	63	93	68	96	73	97	16:18
16:24	53	90	62	92	66	95	72	97	16:24

16:30	52	89	61	91	65	94	71	96	16:30
16:36	50	88	60	90	64	93	70	95	16:36
16:42		87	59	89	63	92	69	94	16:42
16:48		84	58	88	62	91	68	94	16:48
16:54		83	57	87	61	91	67	93	16:54
17:00		82	56	86	60	90	66	92	17:00
17:06		81	54	85	59	89	65	92	17:06
17:12		79	53	84	58	88	65	91	17:12
17:18		78	52	83	57	87	64	90	17:18
17:24		77	51	82	56	86	63	90	17:24
17:30		76	50	81	55	86	62	89	17:30
17:36		75		80	54	85	61	88	17:36
17:42		73		79	53	84	60	88	17:42
17:48		72		78	52	83	59	87	17:48
17:54		71		77	51	82	58	86	17:54
18:00		70		76	50	81	57	86	18:00
18:06		68		75		80	56	85	18:06
18:12		67		74		80	55	84	18:12
18:18		66		73		79	55	83	18:18
18:24		65		72		78	54	83	18:24
18:30		64		71		77	53	82	18:30
18:36		62		70		76	52	81	18:36
18:42		61		69		75	51	81	18:42
18:48		60		68		74	50	80	18:48
18:54		59		67		74		79	18:54
19:00		58		66		73		79	19:00
19:06		56		65		72		78	19:06
19:12		55		64		71		77	19:12
19:18		54		63		70		77	19:18
19:24		53		62		69		76	19:24
19:30		52		61		69		75	19:30
19:36		50		60		68		74	19:36
19:42				59		67		74	19:42
19:48				58		66		73	19:48
19:54				57		65		72	19:54
20:00				56		64		72	20:00
20:06				55		63		71	20:06
20:12				54		63		70	20:12
20:18				52		62		70	20:18
20:24				51		61		69	20:24

20:30				50		60		68	20:30
20:36						59		68	20:36
20:42						58		67	20:42
20:48						57		66	20:48
20:54						57		66	20:54
21:00						56		65	21:00
21:06						55		64	21:06
21:18						54		63	21:18
21:24						53		63	21:24
21:30						52		62	21:30
21:36						51		61	21:36
21:42						51		61	21:42
21:48						50		60	21:48
21:54								59	21:54
22:00								59	22:00
22:06								58	22:06
22:12								57	22:12
22:18								57	22:18
22:24								56	22:24
22:30								55	22:30
22:36								54	22:36
22:42								53	22:42
22:48								52	22:48
22:54								51	22:54
23:00								51	23:00
23:06								50	23:06
TIME	M	F	M	F	M	F	M	F	TIME
AGE GROUP	17-21		22-26		27-31		32-36		AGE GROUP

ANNEX B: HEIGHT AND WEIGHT SCREENING TABLE

Height (in inches)	Male Age	Male Age	Female Age	Female Age
	17-20	21-27	17-20	21-27
58	-	-	109	112
59	-	-	113	116
60	132	136	116	120
61	136	140	120	124
62	141	144	125	129
63	145	149	129	133
64	150	154	133	137
65	155	159	137	141
66	160	163	141	146
67	165	169	145	149
68	170	174	150	154
69	175	179	154	158
70	180	185	159	163
71	185	189	163	167
72	190	195	167	172
73	195	200	172	177
74	201	206	178	183
75	206	212	183	188
76	212	217	189	194
77	218	223	193	199
78	223	229	198	204
79	229	235	203	209
80	234	240	208	214

If a Cadet does not meet the height/weight screening standard, the Cadre will perform a body-fat measurement using the tape test method. According to Army Regulation 600-9, only the tape test method is authorized to determine body-fat percentage. The maximum body fat ratio by age and sex is as follows.

Males- Age 17-20 20% body fat
 Age 21-27 22% body fat

Females- Age 17-20 30% body fat
 Age 21-27 32% body fat
 Age 28-39 34% body fat
 Age 40+ 36% body fat

ANNEX C:

DRILL, CEREMONIES & LEADER ORDERS/ACRONYMS

PART 1: Drill and Ceremony

The purpose of drill is to:

- a. Enable a commander to move his unit from one place to another in an orderly manner. Aid in disciplinary training by instilling habits of precision and response to the leader's orders.
- b. Provide a means, through ceremonies, of enhancing the morale of troops, developing the spirit of cohesion, and presenting traditional, interesting and well-executed military parades.
- c. Provide for the development of all soldiers in the practice of commanding troops.

Cadence

- a. Cadence, in commands, means a uniform and rhythmic flow of words. The interval between commands is uniform in length for any given troop unit. This is necessary so that everyone in the unit will be able to understand the preparatory command and will know when to expect the command of execution. For the squad or platoon in *march*, except when supplementary commands need to be given, the interval of time is that which allows one step (or count) between the preparatory command and the command of execution. The same interval is used for commands given at the *halt*. Longer commands, such as **Right flank, MARCH**, must be started so that the preparatory command will end on the proper foot, and leave a full count between the preparatory command and command of execution.
- b. When supplementary commands are necessary, the commander should allow for one count between the preparatory command and the subordinate leader's supplementary command, and an additional count after the subordinate command but before the command of execution.

Command Voice:

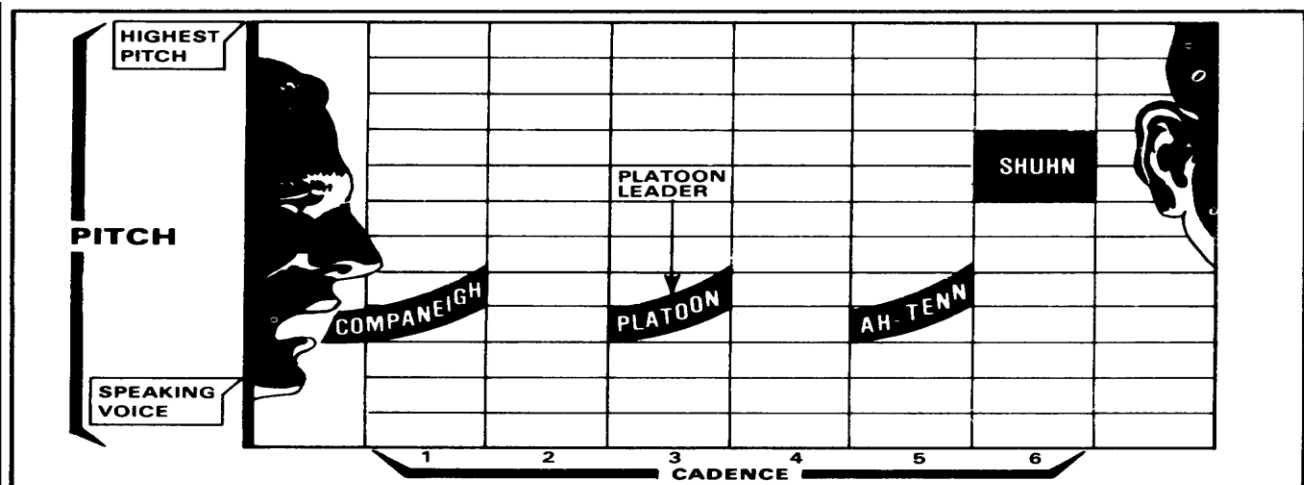


Figure 2-1. Diagram of a Command

Articulate all commands, and sound off using the muscles in your diaphragm, not your throat.

STATIONARY MOVEMENTS

General.

- a. This section contains most of the individual positions and stationary movements required in drill. These positions and the correct execution of the movement, in every detail, should be relearned before proceeding to other drill movements.

- b. Movements are initiated from the position of *attention*. However, some *rest* movements may be executed from other *rest* positions.
- c. The explanation of a movement that may be executed toward either *flank* is given in this chapter for only one *flank*. To execute the movement toward the opposite *flank*, substitute *left* for *right*, or *right* for *left*, in the explanation.

Position of Attention

- a. Assume the position of *attention* on the command **FALL IN** or the command **Squad (platoon), ATTENTION** (see note following paragraph 3-3d).
- b. To assume this position, bring the heels together sharply on line, with the toes pointing out equally, forming an angle of 45 degrees. Rest the weight of the body evenly on the heels and balls of both feet. Keep the legs straight without locking the knees. Hold the body erect with the hips level, chest lifted and arched, and the shoulders square.
- c. Keep the head erect and *face* straight to the front with the chin drawn in so that alignment of the head and neck is vertical.
- d. Let the arms hang straight without stiffness. Curl the fingers so that the tips of the thumbs are alongside and touching the first joint of the forefingers. Keep the thumbs straight along the seams of the trouser leg with the first joint of the fingers touching the trousers.
- e. Remain silent and do not move unless otherwise directed.

Rest Positions at the Halt

NOTE: Any of the positions of *rest* may be commanded and executed from the position of *attention*.

- a. **Parade Rest.** *Parade rest* is commanded only from the position of *attention*. The command for this movement is **Parade, REST**. On the command of execution **REST**, move the left foot about 10 inches to the left of the right foot. Keep the legs straight without locking the knees, resting the weight of the body equally on the heels and balls of the feet. Simultaneously, place the hands at the small of the back and centered on the belt. Keep the fingers of both hands extended and joined, interlocking the thumbs so that the palm of the right hand is outward. Keep the head and eyes as in the position of *attention*. Remain silent and do not move unless otherwise directed. *Stand at ease, at ease,* and *rest* may be executed from this position.
- b. **Stand At Ease.** The command for this movement is **Stand at, EASE**. On the command of execution **EASE**, execute *parade rest*, but turn the head and eyes directly toward the person in charge of the formation. *At ease* or *rest* may be executed from this position.
- c. **At Ease.** The command for this movement is **AT EASE**. On the command **AT EASE**, the soldier may move; however, he must remain standing and silent with his right foot in place. *Rest* may be executed from this position.
- d. **Rest.** The command for this movement is **REST**. On the command **REST**, the soldier may move, talk, smoke, or drink unless otherwise directed. He must remain standing with his right foot in place. *At ease* may be executed from this position.

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

Facing at the Halt

- a. *Facing* to the flank is a two-count movement. The command is **Left (Right), FACE**. On the command of execution **FACE**, slightly raise the right heel and left toe, and turn 90 degrees to the left on the left heel, assisted by a slight pressure on the ball of the right foot. Keep the left leg straight without stiffness and allow the right leg to bend naturally. On the second count, place the right foot beside the left foot, resuming the position of *attention*. Arms remain at the sides, as in the position of *attention*, throughout this movement.
- b. *Facing* to the rear is a two-count movement. The command is **About, FACE**. On the command of execution **FACE**, move the toe of the right foot to a point touching the marching surface about half the length of the foot to the rear and slightly to the left of the left heel. Rest most of the weight of the body on the heel of the left foot and allow the right knee to bend naturally. On the second count, turn to the right 180 degrees on the left heel and ball of the right foot, resuming the position of *attention*. Arms remain at the sides, as in the position of *attention*, throughout this movement.

Hand Salute

- a. The *hand salute* is a one-count movement. The command is **Present, ARMS**.
- b. When wearing headgear with a visor (with or without glasses), on the command of execution **ARMS**, raise the right hand sharply, fingers and thumb extended and joined, palm facing down, and place the tip of the right forefinger on the rim of the visor slightly to the right of the right eye. The outer edge of the hand is barely canted downward so that neither the back of the hand nor the palm is clearly visible from the front. The hand and wrist are straight, the elbow inclined slightly forward, and the upper arm horizontal.
- c. When wearing headgear without a visor (or uncovered) and not wearing glasses, execute the *hand salute* in the same manner as previously described in subparagraph a, except touch the tip of the right forefinger to the forehead near and slightly to the right of the right eyebrow.
- d. When wearing headgear without a visor (or uncovered) and wearing glasses, execute the *hand salute* in the same manner as described in subparagraph a, except touch the tip of the right forefinger to that point on the glasses where the temple piece of the frame meets the right edge of the right brow. *Order arms* from the *hand salute* is a one-count movement. The command is **Order, ARMS**. On the command of execution **ARMS**, return the hand sharply to the side, resuming the position of *attention*.
- e. When reporting or rendering courtesy to an individual, turn the head and eyes toward the person addressed and simultaneously *salute*. In this situation, the actions are executed without command. The *salute* is initiated by the subordinate at the appropriate time and terminated upon acknowledgment.
- f. The *hand salute* may be executed while *marching*. When *double timing*, a soldier must come to *quick time* before *saluting*. **NOTE:** When a formation is *marching at double time*, only individual in charge assumes *quick time & salutes*.

STEPS AND MARCHING

General.

- a. This section contains all of the steps in *marching* of the individual soldier. These steps should be learned thoroughly before proceeding to unit drill.
- b. All marching movements executed from the *halt* are initiated from the position of *attention*.
- c. Except for *route step march* and *at ease march*, all marching movements are executed while *marching at attention*. *Marching at attention* is the combination of the position of *attention* and the procedures for the prescribed step executed simultaneously.
- d. When executed from the *halt*, all steps except *right step* begin with the left foot. For short-distance marching movements, the commander may designate the number of steps forward, backward, or sideward by giving the appropriate command: **One step to the right (left), MARCH**; or, **Two steps backward (forward), MARCH**. On the command of execution **MARCH**, step off with the appropriate foot, and *halt* automatically after completing the number of steps designated. Unless otherwise specified, when directed to execute steps forward, the steps will be 30-inch steps.
- e. All marching movements are executed in the cadence of *quick time* (120 steps per minute), except the 30-inch step, which may be executed in the cadence of 180 steps per minute on the command **Double time, MARCH**.
- f. A step is the prescribed distance from one heel to the other heel of a marching soldier.
- g. All 15-inch steps are executed for a short distance only.

The 30-Inch Step

- a. To *march* with a 30-inch step from the *halt*, the command is **Forward, MARCH**. On the preparatory command **Forward**, shift the weight of the body to the right foot without noticeable movement. On the command of execution **MARCH**, step forward 30 inches with the left foot and continue *marching* with 30-inch steps, keeping the head and eyes fixed to the front. The arms swing in a natural motion, without exaggeration and without bending at the elbows,

approximately 9 inches straight to the front and 6 inches straight to the rear of the trouser seams. Keep the fingers curled as in the position of *attention* so that the fingers just clear the trousers.

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

NOTE: When *marching*, there are five steps in the step-by-step method: (1) preparatory command step, (2) intermediate step or thinking step, (3) command of execution step, (4) additional step after command of execution, (5) execution of the movement that was commanded.

Change Step

a. To *change step* while *marching*, the command **Change step, MARCH** is given as the right foot strikes the marching surface. On the command of execution **MARCH**, take one more step with the left foot, then in one count place the right toe near the heel of the left foot and step off again with the left foot. The arms swing naturally.

b. This movement is executed automatically whenever a soldier finds himself out of step with all other members of the formation.

3-9. Rest Movement, 30-Inch Step

a. **At Ease March.** The command **At ease, MARCH** is given as either foot strikes the marching surface. On the command of execution **MARCH**, the soldier is no longer required to retain cadence; however, silence and the approximate interval and distance are maintained. **Quick time, MARCH** and **Route step, MARCH** are the only commands that can be given while *marching at ease*.

b. **Route Step March.** *Route step* is executed exactly the same as *at ease march* except that the soldier may drink from his canteen and talk.

NOTE: To change the direction of march while *marching at route step* or *at ease march*, the commander informally directs the lead element to turn in the desired direction. Before precision movements may be executed, the unit must resume *marching* in cadence. The troops automatically resume *marching at attention* on the command **Quick time, MARCH**, as the commander reestablishes the cadence by counting for eight steps.

The 15-Inch Step, Forward/Half Step

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

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

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

d.

d. The *halt* while *marching* at the *half step* is executed in two counts, the same as the *halt* from the 30-inch step.

e. While *marching* at the *half step*, the only commands that may be given are: **Mark time, MARCH; Forward, MARCH; Extend, MARCH; and HALT.**

Marching in Place

a. To *march* in place, the command **Mark time, MARCH** is given as either foot strikes the marching surface and only while *marching* with a 30-inch or 15-inch step forward. On the command of execution **MARCH**, take one more step, bring the trailing foot alongside the leading foot, and begin to *march* in place. Raise each foot (alternately) 2 inches off the marching surface; the arms swing naturally, as in *marching* with a 30-inch step forward.

NOTE: While *marking time* in formation, the soldier adjusts position to ensure proper alignment and cover.

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

c. The *halt* from *mark time* is executed in two counts, basically the same as the *halt* from the 30-inch step.

The 15-Inch Step, Right/Left

a. To *march* with a 15-inch step right (left), the command is **Right (Left) step, MARCH**. The command is given only while at the halt. On the preparatory command of **Right (Left) step**, shift the weight of the body without noticeable movement onto the left (right) foot. On the command of execution **MARCH**, bend the right knee slightly and raise the right foot only high enough to allow freedom of movement. Place the right foot 15 inches to the right of the left foot, and then move the left foot (keeping the left leg straight) alongside the right foot as in the position of *attention*. Continue this movement, keeping the arms at the sides as in the position of *attention*.

b. To *halt* when executing *right* or *left step*, the command is **Squad (Platoon), HALT**. This movement is executed in two counts. The preparatory command is given when the heels are together the command of execution **HALT** is given the next time the heels are together. On the command of execution **HALT**, take one more step with the lead foot and then place the trailing foot alongside the lead foot, resuming the position of *attention*.

The 15-Inch Step, Backward

a. To *march* with a 15-inch step backward, the command is **Backward, MARCH**. The command is given only while at the *halt*. On the preparatory command **Backward**, shift the weight of the body without noticeable movement onto the right foot. On the command of execution **MARCH**, take a 15-inch step backward with the left foot and continue *marching* backward with 15-inch steps. The arms swing naturally.

b. The *halt* from *backward march* is executed in two counts, basically the same as the *halt* from the 30-inch step.

The 30-Inch Step, Double Time

a. To *march* in the cadence of 180 steps per minute with a 30-inch step, the command is **Double time, MARCH**. It may be commanded while at the *halt* or while *marching* at *quick time* with a 30-inch step.

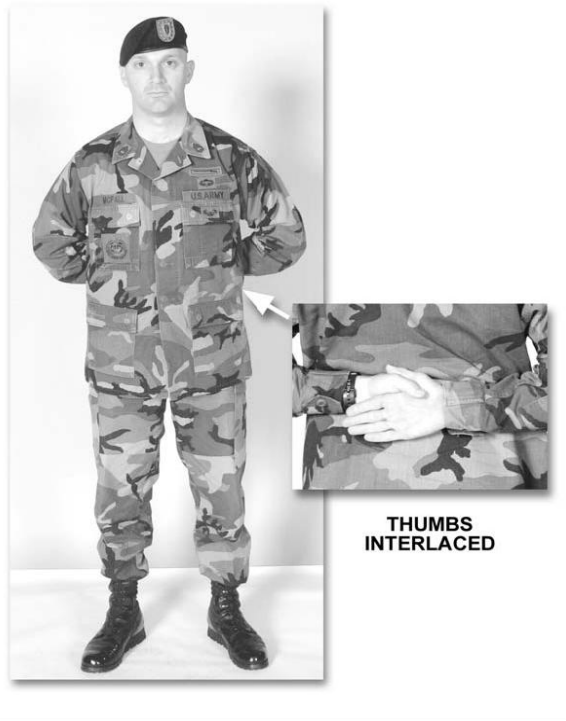
b. When at the *halt* and the preparatory command **Double time** is given, shift the weight of the body to the right foot without noticeable movement. On the command of execution **MARCH**, raise the forearms to a horizontal position, with the fingers and thumbs closed, knuckles out, and simultaneously step off with the left foot. Continue to *march* with 30-inch steps at the cadence of *double time*. The arms swing naturally to the front and rear with the forearms kept horizontal. (When armed, soldiers will come to *port arms* on receiving the preparatory command of **Double time**.) Guides, when at *sling arms*, will *double time* with their weapons at *sling arms* upon receiving the directive **GUIDE ON LINE**.

c. When *marching* with a 30-inch step in the cadence of *quick time*, the command **Double time, MARCH** is given as either foot strikes the marching surface. On the command of execution **MARCH**, take one more 30-inch step at *quick time*, and step off with the trailing foot, *double timing* as previously described.

d. To resume *marching* with a 30-inch step at *quick time*, the command **Quick time, MARCH** is given as either foot strikes the marching surface. On the command of execution **MARCH**, take two more 30-inch steps at *double time*, lower the arms to the sides, and resume *marching* with a 30-inch step at *quick time*.

NOTE: *Quick time*, *column half left (right)*, and *column left (right)* are the only movements that can be executed while *double timing*. Armed troops must be at either *sling arms* or *port arms* before the command **Double time, MARCH** is given.

Position of PARADE REST



Position of ATTENTION



LEFT FACE



ABOUT FACE



Hand Salute



1

2

3

Armed Drill

Move from Order Arms to Parade Rest



Move from Order Arms to Port Arms



COUNT ONE

COUNT TWO

Move from Port Arms to Order Arms



COUNT ONE

COUNT TWO

COUNT THREE

Present Arms



IN FORMATION/INDIVIDUAL



COURTESY/REPORTING

Right Shoulder Arms



COUNT TWO



COUNT THREE



COUNT FOUR

Left Shoulder Arms



COUNT TWO



COUNT THREE



COUNT FOUR

FLAG DETAIL

How to fold the American Flag:



A)

(a) Straighten out the flag to full length and fold lengthwise once.



(b) Fold it lengthwise a second time to meet the open edge, making sure that the union of stars on the blue field remains outward in full view. (A large flag may have to be folded lengthwise a third time.)

B)



(c) A triangular fold is then started by bringing the striped corner of the folded edge to the open edge.

C)



(d) The outer point is then turned inward parallel with the open edge to form a second triangle.

D)



(e) The diagonal or triangular folding is continued toward the blue union until the end is reached, with only the blue showing and the form being that of a cocked (three corner) hat.



E)



PART 2: Orders

1. General Overview: Orders are the manner in which the Army disseminates information. They come in several formats.

2. Orders Formats.

(a) **Warning order.** A warning order has no specific format. One technique is to use the five-paragraph operation order format. The leader issues the warning order with all the information he has available at the time.

(b) **Operation order.** The operation order is normally issued orally. The leader uses notes that follow the five-paragraph format.

(c) **Fragmentary order.** The format for a FRAGO is that portion of the current OPORD that has changed. If significant changes have occurred since the last OPORD, a new OPORD should be prepared.

3. Five Paragraph Operations Order

PARAGRAPH 1 - SITUATION

a. Enemy forces (and battlefield conditions).

1) Weather and light data.

(2) Terrain (factors of OCOKA).

Observation and fields of fire.

Cover and concealment.

Obstacles.

Key terrain.

Avenues of approach.

(3) Enemy forces.

Identification.

Composition/order of battle.

Recent activities.

Strength.

Current location.

Most probable course of action.

Most dangerous course of action.

Weaknesses.

b. Friendly forces.

Higher commander's concept of the operation.

Higher commander's mission.

Adjacent unit missions/locations.

Unit(s) providing fire support.

Other units supporting the task force.

c. Attachments and detachments.

Time(s) of attachment.

Time(s) of detachment.

Support relationship(s).

PARAGRAPH 2 - MISSION. – who, what, when, where, why (2X)

PARAGRAPH 3 - EXECUTION.

Commander's intent.

a. Concept of the operation.

(1) Scheme of maneuver.

(2) Fires. –Do you have any artillery/mortar support available to you?

Purpose of indirect fires.

Priority of fires.

Allocation.

Triggers.

Restrictions/coordinating instructions

Allocation and use of special fires (such as smoke, illumination, or CAS).

b. Tasks to maneuver units. –What does each part of the unit you control need to do in order to accomplish your mission?

Task and purpose.

c. Coordinating instructions.

Time or condition when a plan or order becomes effective.

Commander's critical information requirements (CCIR).
Risk reduction control measures.
ROE and/or ROI.
Environmental considerations and control measures,
Force protection control measures.

PARAGRAPH 4 - SUSTAINMENT.

(1) logistics

a. Material and service.

Supply
Class I—food and water.
Class V.—ammunition
Class VIII—Medical

b. Transportation.

Location of task force supply route.
Location of LRPs and collection points.

(2) Health Systems Support

Location of casualty collection points (in each phase of the operation).
Location of task force aid station(s) during the battle.
Method of marking vehicles with wounded/KIA.
Procedures for evacuation of wounded.

(3) Personnel.

Procedures for handling EPWs and location of company team EPW collection points.
Location of task force EPW collection points.
Personnel replacement.

PARAGRAPH 5 – COMMAND AND CONTROL

a. Command.

Location of leader
Location of second in command
Location of command post/alternate command post
Succession of command.

b. Control

Reports
Signal

SOI in effect.
Radio communications restrictions.
- Radio listening silence and the time it is effect.
- Alternate frequencies and time or condition for changing frequencies.
Code words and reports specific to the operations.
Communications Security (COMSEC) guidelines and procedures.

PART 3: Radio Procedures

1. Phonetic Alphabet and Number Pronunciation

A - Alpha	K - Kilo	U - Uniform	0 - Zero
B - Bravo	L - Lima	V - Victor	1 - Wun (One)
C - Charlie	M - Mike	W - Whiskey	2 - Two
D - Delta	N - November	X - X-ray	3 - Tree (Three)
E - Echo	O - Oscar	Y - Yankee	4 - Fower (Four)
F - Foxtrot	P - Papa	Z - Zulu	5 - Fife (Five)
G - Golf	Q - Quebec		6 - Six
H - Hotel	R - Romeo	. - decimal (point)	7 - Seven
I - India	S - Sierra	. - (full) stop	8 - Ait (Eight)
J - Juliet	T - Tango		9 - Niner (Nine)

Radio Procedures

"This is" should be used as to separate the callsign of the station being called from the callsign of the calling station.

"OVER" or "OUT". When a transmission has not ended with either "OVER" or "OUT", delays and misunderstandings can result. A receiving station would have no indication that the transmitting station has said all that it wants to say unless one of these words is used.

- When "OUT" is not used to complete a series of transmissions, either stations on the frequency will have no clear indication that the frequency is free for other users.
- OVER means "I have finished transmitting" – "please go ahead with your reply."
- "OUT" means "This conversation is ended – the frequency is now free for other users."

These definitions indicate that the phrase "OVER AND OUT" is contradictory and should not be used.

Procedure Words (Prowords)

Prowords are standard, easily pronounced words which have been assigned special meanings to speed up messages handling on radio networks. They should be used whenever appropriate.

A proword, or combination of prowords must never be substituted for any word or phrase in the text of a message.

The following prowords are acceptable for general use:

"ACKNOWLEDGE"	Receipt of this message must be acknowledged by the addressee. (The person to whom it is addressed)
"ALL BEFORE/AFTER"	Used when asking to repeat that portion of a message preceding or following a key word of the text.
"CORRECTION"	Indicates that an error has been made and that the transmission will continue from the last word correctly used.
"DISREGARD THIS"	This transmission has been made in error – TRANSMISSION" disregard.
"FIGURES"	Numerals follow.
"FROM"	Originator of the message is
"I SAY AGAIN"	I will re-transmit the message or part message.

"I SPELL"	The next word will be spelled. In poor conditions, use phonetics.
"RELAY TO"	Transmit this message to the addressee indicated.
"ROGER"	Message received and understood.
"ROGER SO FAR"	(query) Have you received my message so far? (answer) Message received so far – carry on.
"SAY AGAIN"	Re-transmit all (or all after) your transmission.
"WAIT"	I am pausing for a few seconds.
"WAIT OUT"	I will call you again – a pause for longer than a few seconds.
WILCO	I <u>Will Comply</u> with your message (to be used only by the person who intends to comply)

Phrases

The following list and explanations explain most of the common phrases which may be used in message texts;

"RADIO CHECK"	Request a report on reception of the transmission at your location.
"SAY AGAIN ALL AFTER"	A request for the sender to re-transmit all of the transmission after a particular word or phrase.
"I SPELL"	Means that the next word will be spelled out. In poor conditions, phonetics will be used.
"NEGATIVE"	Means NO – more distinctly.
"AFFIRMATIVE"	Means YES – more distinctly
"I SAY AGAIN"	A repeated word or phrase or a correction.
"FIGURES"	The following part of the text in numerals.
"MESSAGE CORRECT"	The read-back was correct.
"READ BACK"	The message just sent will be re-transmitted for clarity.
"STOP"	indicates a FULL STOP punctuation mark in the message.

PART 4: Taking Charge/Troop Leading Procedures/ Reports

1. Stand up and introduce yourself
2. Designate Team Leaders (this may be done for you)
3. Establish Security:
 - a. Designate 12 o'clock
 - b. Assign Security sectors for each team/squad
4. Initiate the Troop Leading Procedures

Note: Be loud, be confident, and be efficient.

8 Troop Leading Procedures

1. Receive the Mission
2. Issue a warning order
3. Make a tentative plan
4. Start necessary movements
5. Reconnoiter
6. Complete the plan
7. Issue the complete order
8. Supervise

5 Point Contingency Plan (GOTWA)

To be left at leaders recon or any time in which the leader does not have direct control over his soldiers.

1. Where you're Going
2. Others you are taking with you
3. Time you will be gone
4. What to do if you do not return
5. Actions to be taken if they are fired upon and/or you are fired upon

LACE REPORT

Liquid
Ammunition
Casualties
Equipment

-This information about your unit is to be brought up the chain of command ASAP after an engagement.

SALUTE REPORT

What was seen of the enemy is sent up to higher, usually after a RECON

Size
Activity
Location
Unit/Uniform
Time
Equipment

PART 5: Nine Line MEDEVAC Procedure

Line 1. Location of the pick-up site.

Line 2. Radio frequency, call sign, and suffix.

Line 3. Number of patients by precedence:

- A - Urgent
- B - Urgent Surgical
- C - Priority
- D - Routine
- E - Convenience

Line 4. Special equipment required:

- A - None
- B - Hoist
- C - Extraction equipment
- D - Ventilator

Line 5. Number of patients:

- A - Litter
- B - Ambulatory

Line 6. Security at pick-up site:

- N - No enemy troops in area
- P - Possible enemy troops in area (approach with caution)
- E - Enemy troops in area (approach with caution)
- X - Enemy troops in area (armed escort required)
- * *In peacetime* - number and types of wounds, injuries, and illnesses

Line 7. Method of marking pick-up site:

- A - Panels
- B - Pyrotechnic signal
- C - Smoke signal
- D - None
- E - Other

Line 8. Patient nationality and status:

- A - US Military
- B - US Civilian
- C - Non-US Military
- D - Non-US Civilian
- E - EPW

Line 9. NBC Contamination:

- N - Nuclear
- B - Biological
- C - Chemical
- * *In peacetime* - terrain description of pick-up site

PART 6: General Orders

1st General Order

I will guard everything within the limits of my post and quit my post only when properly relieved.

2nd General Order

I will obey my special orders and perform all my duties in a military manner.

3rd General Order

I will report violations of my special orders, emergencies, and anything not covered in my instructions, to the commander of the relief.

ANNEX D: CADET AWARDS AND RIBBONS

<u>Name</u>	<u>Qualifications</u>	<u>Frequency</u>
SMP Activation Award	Activated in a Reserve Unit call-up for 30 days or more	Whenever RC unit is activated.
CTLT Ribbon	Participate in CTLT	One Time
Academic Awards Series (R-1)		
A. Dean's List (R-1-1)*	Semester GPA 3.5 - 4.0	
B. Cadet Honors (R-1-2)*	Semester GPA 3.2 – 3.49	
C. Cadet Scholar (R-1-3)*	Semester GPA 2.9 – 3.19	
D. Most Improved (R-1-4)	Highest jump in Semester GPA	
E. ROTC Honors (R-1-5)*	GPA of 4.0 in ROTC	

Athletic Award Series (R-2)

- | | |
|----------------------------|--------------------------|
| A. Platinum Medal (R-2-1)* | Score 300 on APFT |
| B. Gold Medal (R-2-2)* | Score 290 – 299 on APFT |
| C. Silver Medal (R-2-3)* | Score 280-289 on APFT |
| D. Bronze Medal (R-2-4)* | Score 270-279 on APFT |
| E. Most Improved (R-2-5) | Largest increase on APFT |

Military Awards Series (R-3)

- | | | |
|---|--|----------|
| A. Leadership Development and Accessions Course | Graduate from advanced Camp | One Time |
| B. Brigade Ranger Challenge Winner (R-3-5) | Members of Brigade Winning Ranger Challenge Team | Annually |

*Awarded on a semester basis. A Cadet may only earn the academic and athletic awards for the immediate prior semester.

<u>Name</u>	<u>Qualifications</u>	<u>Frequency</u>
C. Ranger Challenge Team Member (R-3-6)	Member of Ranger Challenge Team	Annually
D. Drill Team (R-3-8)	Member of the Drill Team	Each Semester
E. Color Guard (R-3-9)	Member of the Color Guard	Semester on Color Guard
F. Leaders Training Course Graduate (R-3-13)	Completed Basic Camp	One Time
G. Blood Drive Ribbon	Participant in a Blood Drive	After 1 donation

Academic Achievement Wreath - Awarded each Fall and based on the previous year's ROTC grade. Awarded to the top 10% of ROTC class based on grades earned in ROTC subjects as determined by the Professor of Military Science. A red, silver, and gold felt pad worn under the wreath indicates second, third, and fourth awards.

The Recondo Badge - Awarded to Cadets who successfully complete the Recondo phase of training at LDAC.

ANNEX E: TERMINOLGY AND ACRONYMS

AA

Assembly Area.

ACU

Army Combat Uniform.

Advance Course Cadets

MS III and MS IV Cadets.

ALICE Pack

All-purpose Lightweight Individual Carrying Equipment

AO

Area of Operation.

AOR

Area of Responsibility.

APFT

Army Physical Fitness Test consisting of sit-ups, push-ups, and a timed 2 mile run. Scores are calibrated according to age and sex. A perfect score is 300 and you must achieve at least 60 points in each event to pass.

AR

Army Regulation manuals that outline rules and regulations of the Army.

Assessions

The process by which senior cadets are evaluated for entrance into either active duty or reserve component and the determination of which branch each Cadet will receive.

Basic Course Cadets

MS I and MS II Cadets.

BDU

Battle Dress Uniform.

Branch

The Army is divided into various areas for officers' career tracks involving different job areas. An officers branch is identified by his or her collar.

BRM

Basic Rifle Marksmanship.

Cadre

The instructors.

Cat Eyes

Reflective tape worn on the back of hats or helmets.

CP

Command Post.

D&C

Drill and Ceremony.

DA

Department of the Army.

DOD

Department of Defense.

EPSQ

Electronic Personnel Security Questionnaire.

ESTP

Enhanced Skills Training Program.

FLRC

Field Leaders Reaction Course. A course where a squad size element negotiates various obstacles using teamwork.

FM

Field Manual. Training doctrine is outlined in a FM. Example FM 7-8 explains squad and platoon infantry tactics.

FTX

Field training exercise.

G2G

Green to Gold.

GRFD

Guaranteed Reserve Forces Duty.

GTG

Good to go.

Kevlar

Your helmet.

Land Nav

Finding points in the woods using a map, compass, protractor, pace count, and terrain association.

LBE

Load Bearing Equipment.

LCE

Load Carrying Equipment.

LDA

Linear Danger Area.

Leadership Development and Accessions Course (LDAC) aka Operation Warrior Forge

Four weeks of training and evaluation conducted at Ft. Lewis, WA during the summer after the MS III year to evaluate Cadets' officer potential. Accounts for 1/3 of the points considered during the assessments board.

Leadership Lab

Training conducted outside of the classroom each week to work on skills such as Tactics, Land Navigation, and Drill and ceremony.

LOA

Limit of Advance.

MRE

Meal, ready to eat, packaged Army food that soldiers can easily eat and carry when in the field.

MS

Stands for Military Science and the number that follows denotes the academic year of the Cadet.

NCO

Non-Commissioned Officer such as Sergeant or Sergeant Major

NSTP

Nurse Summer Training Program.

OML

Order of Merit List. List that represents your standing among your fellow classmates. Will be a factor in determining attendance at a school.

Operations Order

OPORD, a five paragraph order for a multitude of operations which states the situation, missions, execution, service support, and command and signal for the operation.

OPFOR

Opposing forces, soldiers who act as the enemy to help make training more realistic.

ORP

Objective Rally Point.

PT

Physical Training.

ROTC

Reserve Officers' Training Course

SMP

Simultaneous Membership Program.

SOP

Standard Operating Procedure.

TOC

Tactical Operations Center.

ANNEX F: ARMY ROTC HISTORY

ARMY ROTC - PAST TO PRESENT

The tradition of military instruction on civilian college campuses began in 1818 when Captain Alden Partridge, former superintendent at West Point, established the American Literary, Scientific, and Military Academy, which later became Norwich University. The idea of military instruction in civilian colleges soon spread to other institutions, including Virginia Military Institute, The University of Tennessee, and The Citadel. The Land Grant Act of 1862 (Morrill Act) reinforced this tradition by specifying that courses in military tactics should be offered at the colleges and universities established.

Although 105 colleges and universities offered this instruction by the turn of the century, the college military instruction program was not directly associated with Army needs. The National Defense Act of 1916 turned away from the idea of an expandable Regular Army and firmly established the traditional American concept of a citizen's Army as the keystone of our defense forces. It merged the National Guard, the Army Reserve, and the Regular Army into the Army of the United States. Officers for this expanded citizen's Army were to be given military instruction in colleges and universities under a Reserve Officers' Training Corps. Army ROTC was firmly established in the form in which it is known today.

By the beginning of World War I, ROTC had placed some 90,000 officers in the reserve pool. In 1917 and 1918, the majority of these were called to active duty. At the outbreak of World War II, more than 56,000 Army ROTC officers were called to active duty within a six-month period. By the end of World War II, more than 100,000 had served. Since 1945, more than 328,000 men and women have received commissions through Army ROTC.

In 1945, Congress passed the ROTC vitalization Act, which made the ROTC program more effective by establishing an attractive scholarship program, introducing the two-year program and providing monthly financial assistance to Advanced Course Students.

Today, the importance of the ROTC program to national security is highlighted by the fact that about 75% of all officers commissioned each year come from ROTC sources. The national resurgence of interest in ROTC is also clearly evident by the involvement of over 70,000 college students in ROTC courses and by the more than 270 college institutions and 600 cross-enrolled schools that offer the ROTC program on their campuses.

ANNEX G: Reserve Officers' Training Corps Shoulder Sleeve Insignia



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.

ANNEX H: Basic Rules to live by in ROTC

1. **Honor Code** - "A cadet will not lie, cheat, steal, or tolerate those who do." Throughout the history of the Armed Forces, the officer's word has been his bond, to lie, cheat, steal, or tolerate those who do is a violation of the ethics of the military profession. Any such violation on the part of those who aspire to be leaders in our profession will automatically be considered grounds for dismissal from the Corps of Cadets.

2. **Chain of Command** - Whenever possible, cadets will use the chain of command for official matters. For example, a cadet who wishes to lodge a complaint or make a suggestion to the Professor of Military Science (PMS) will bring the matter to the attention of his immediate cadet supervisor/leader, who will in turn run the action through cadet and cadre channels. The purpose of this procedure, which is the same kind of procedure used in the military, is to ensure that actions are taken and problems resolved at the lowest possible level. However, all cadets must understand that protocol should never take precedence when a matter demanding immediate attention of the ROTC cadre arises. The PMS and all other members of the cadre are available to all cadets for consolation on any such matter day or night.

3. **Discipline** - It is imperative in the military that a high degree of discipline exists within command. The overriding purpose of discipline in the military is to ensure that all members of a unit live the Seven Army Values day in and day out. Living the Army Values means we live a disciplined life style where we do the right thing because it is the right thing to do. **One should not do something for fear of repercussion; he should do it because it is expected of him and right.** We are not trying to replicate an active Army organization in the MTU ROTC department, but one of our missions is to instill in each Cadet a level of military discipline that will allow him to perform effectively as a commissioned officer upon graduation. Every Cadet must meet the standards of discipline set by the department.

4. **Attendance** - Cadets are required to attend class and participate in other mandatory ROTC activities such as labs. Scholarship cadets are also required to attend physical training, all FTXs during the year, and activities outlined in their syllabuses for their classes. All requests for absences from mandatory activities will be considered on a case-by-case basis.

5. **Majors** - Contracted cadets who have signed a contract for a specified major will not change their major without prior written approval from the Professor of Military Science. It is important to stay academically aligned with your major so you will commission on schedule. This could have a dramatic impact on your scholarship.

6. **Appearance** - The Army is a uniformed service and when in uniform a neat and well-groomed appearance is mandatory. This applies whether you are in the Basic or Advance Course. Appearances in and out of uniform for all contracted cadets will be in accordance with Cadet Command Regulation 670-1 and Army Regulation 670-1. It is the responsibility of the leaders to ensure that Cadets under their command present a neat and Soldierly appearance.

7. **Safety** - The importance of complying with established safety procedures in the ROTC program cannot be overemphasized. It is the responsibility of each cadet and cadre member to insure that regardless of the level of individual proficiency or type of training being conducted, established safety procedures will never be compromised or ignored. To eliminate the chance for unfortunate accidents, ROTC personnel are trained and become totally proficient in safety awareness. The PMS and the ROTC cadre will develop and implement approved safety policies and guideline to prevent training accidents, with special emphasis on controls over injury producing hazards during high-risk training. Each ROTC Cadet is required to comply with these safety policies and procedures and to immediately report any unsafe acts they may observe during training.

8. **Accountability** - Property accountability is critical. A cadet is issued uniforms, books, and other equipment belonging to the ROTC unit. You are responsible for all items of equipment issued to you. Uniform items must be returned to the supply room if you are disenrolled from the program and at the end of each semester. The cost of equipment, uniform and texts, considered damaged through causes other than fair wear and tear or items, which are lost, will be reimbursed to the U.S. government and grades will be withheld until this is accomplished. 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.

9. Customs and Courtesies - Military courtesy has developed over the years from earlier customs and traditions. They are often very similar to the courtesies found in civilian organizations and in daily life. In the military, courtesies help to recognize the respect from junior to senior ranking member. When rendering a military courtesy, always do so with pride. The following are some guidelines of common military courtesies.

10. Addressing an Officer and Non-Commissioned Officer

When speaking to a senior officer you should stand at the position of attention; that is, feet together with hands at your side. The term “Sir” or “Ma’am” precedes the conversation. It is also appropriate to use the persons rank and proper name, i.e. “Captain Jones, I have a question.” Non-Commissioned Officers are addressed by rank and proper name. Cadets should stand at parade rest when addressing an NCO. Parade rest is a modified position of attention where your feet are approximately ten inches apart and hands interlocked behind your back. Cadets are referred to as Cadet or by rank and proper name.

ANNEX I: Basic Tactics

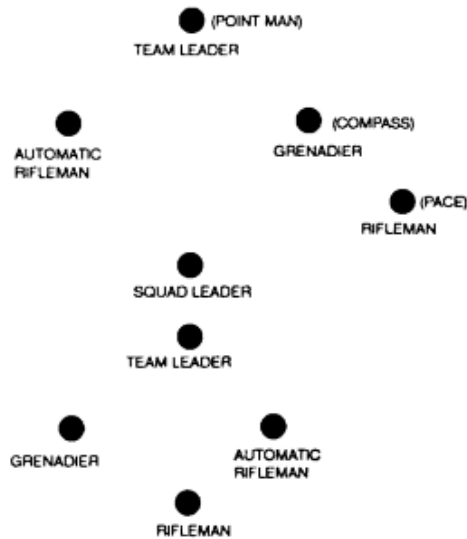
1. MOVEMENT

a. **Formation** - Leaders choose the formation based on their analysis of METT-T and likelihood of enemy contact.

(1) **Fire team formations** - All soldiers in the team must be able to see their leader.

- (a) **Wedge** - This is the basic fire team formation; it will be used unless modified because of terrain, dense vegetation, terrain or mission.
- (b) **File** - Used in close terrain, dense vegetation, limited visibility.

(2) **Squad formations** - Squad formations describe the relationships between fire teams in the squad.



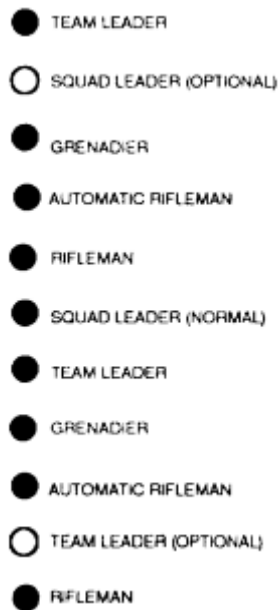
Column Formation

- (a) **Column** –
 1. The squad column is the squad's most common formation.
 2. It provides good dispersion laterally and in depth without sacrificing control, and facilitates maneuver.
 3. The lead fire team is the base fire team.
 4. When the squad moves independently or as the rear element of the platoon, the rifleman in the trail fire team provides rear security.



Line Formation

- (b) **Line** –
1. The squad line provides maximum firepower to the front.
 2. When a squad is acting as the base squad, the fire team on the right is the base fire team.



File Formation

- (c) **File** –
1. When not traveling in a column or line, squads travel in file.
 2. The squad file has the same characteristics as the fire team file.
 3. If the squad leader desires to increase his control over the formation, exert greater morale presence by leading from the front, and be immediately available to make key decisions, he will move forward to the first or second position.
 4. Additional control over the rear of the formation can be provided by moving a team leader to the last position.

(3) **Platoon formations** - METT-T will determine where crew- served weapons move in the formation. They normally move with the platoon leader so he can quickly establish a base of fire.

- (a) **Column** - Primary platoon formation, used unless METT-T dictates otherwise.
- (b) **Platoon line, squads on line** - Used when the platoon leader wants all soldiers on line for maximum firepower forward. Used when the enemy situation is known.
- (c) **Platoon line, squads in column** - Used when the platoon leader does not want everyone forward, but wants to be prepared for contact such as near the objective.
- (d) **Platoon Vee** - Used when enemy situation is vague, but contact is expected to the front.
- (e) **Platoon wedge** - Used when enemy situation is vague and contact is not expected.
- (f) **Platoon file** - Used when visibility is poor due to terrain or light.

b. **Movement Techniques** - Leaders choose a movement technique based on their mission analysis of METT-T and likelihood of enemy contact.

- (1) **Traveling** - Used when contact is not likely and speed is important.
- (2) **Traveling overwatch** - Used when contact is possible but speed is important.
- (3) **Bounding overwatch** - Used when contact is likely or imminent and speed is not important.

e. **Foot Marches.** When moving along a road in a relatively secure area, the platoon will move with one file on each side of the road. Fire teams are not split up. There will be 3 to 5 meters between soldiers and 25 to 50 meters between platoons.

- (1) The normal rate of marching for an 8-hour march is 4 mph. The interval and rate of marching depends on the length of the march, time allowed, likelihood of enemy contact, terrain and weather, condition of the soldiers, and the weight of the soldiers' load.
- (2) A 15-minute rest will be conducted at the end of the first 45 minutes of a road march. During this halt, the PLT Medic and squad leaders will check the soldiers' feet and report the physical condition of the soldiers to the platoon leader and platoon sergeant. Thereafter, a 10-minute rest is conducted every 50 minutes.

2. **ACTIONS AT HALTS** - During halts, security is posted and all approaches into the platoon's area are covered by key weapons. The platoon sergeant moves forward through the platoon, checking security as he goes, and meets the platoon leader to determine the reason for the halt. a. During halts of 30 seconds or less, the soldiers drop to one knee and cover their assigned sector.

During halts longer than 30 seconds, a cigar-shaped perimeter is formed, and the soldiers assume the prone position.

TACTICAL DUTIES AND RESPONSIBILITIES

1. **PLATOON LEADER.** The platoon leader is responsible for accomplishing the platoon's mission. They are responsible for positioning and employing all assigned and attached crew-served weapons. They must also know how to employ supporting weapons.

- a. Leads the platoon in support of company and battalion missions
- b. Informs their commander of his/her actions at all times
- c. Plans missions with the help of the platoon sergeant, squad leaders, and other key personnel
- d. Stays abreast of the situation and goes where they are needed to supervise, issue FRAGOs, and accomplish the mission
- e. Requests support for the platoon from the company commander to perform its mission
- f. Directs the platoon sergeant in planning and coordinating the platoon's CSS effort
- g. During planning, they receive on-hand status reports from the platoon sergeant and squad leaders
- h. Reviews platoon requirements based on the tactical plan
- i. Develops the casualty evacuation plan
- j. During execution, they check the work of the platoon sergeant and the squad leaders
- k. Ensures the soldier's load is reasonable

2. PLATOON SERGEANT -

The platoon sergeant is the senior NCO in the platoon and second in command.

- a. Supervises the logistics, administration, and maintenance activities of the platoon.
- b. Organizes and controls the platoon alternate CP
- c. Trains the crews and employs the platoon's machine guns IAW the platoon leader's orders
- d. Receives the squad leaders' requests for rations, water, and ammunition
- e. Works with the company XO and first sergeant to request resupply. Also directs the routing of supplies and mail

- f. Maintains platoon strength information, consolidates and forwards the platoon's casualty reports and receives replacements
- g. Monitors the morale, discipline, and health of platoon members
- h. Commands task-organized elements in the platoon during tactical operations. This can include, but is not limited to, quartering parties, security forces in withdrawals, support elements in raids or attacks, and security patrols.
- i. Coordinates and supervises company directed platoon resupply operations.
- j. Ensures that ammunition and equipment are evenly distributed. (This is a critical task during consolidation and reorganization.)
- k.** Ensures that the casualty evacuation plan is complete and executed properly by directing the platoon's Medic, and aid and litter teams.

3. **SQUAD LEADER.** The squad leader is responsible for the squad.

- a. Controls the maneuver of his/her squad and its rate and distribution of fire
- b. Exercises command through the fire team leaders
- c. Manages the logistical and administrative needs of his/her squad
- d. Requests and issues ammunition, water, rations, and special equipment
- e. Maintains accountability of his/her soldiers and equipment
- f. Completes casualty feeder reports and reviews the casualty reports completed by squad members
- g. Supervises the maintenance of the squad's weapons and equipment
- h. Conducts inspections of his/her soldiers, their weapons and their equipment
- i. Keeps the platoon sergeant and platoon leader informed on his squad's supply status and equipment readiness
- j. Ensures that supplies and equipment are internally cross-leveled
- k. Designates and supervises special teams
- l. Ensures compass and pace count duties are assigned

4. **TEAM LEADER.** The team leader is a fighting soldier who leads by personal example and helps the squad leader as required.

- a. Controls the movement of his/her fire team
- b. Controls the rate and placement of fire by leading from the front and using the proper commands and signals
- c. Maintains accountability of his/her soldiers and equipment
- d. Ensures his/her soldiers maintain the unit standards in all areas
- e. Responsible for one Automatic Rifleman, one Rifleman, and one Grenadier
- f. Ensures that his/her Specialty Teams are trained to standard

5. **SPECIAL TEAMS.** Special teams perform specific tasks in accordance with the Platoon Leader's guidance and mission requirements. Special teams generally perform their tasks after security is established and the enemy threat is minimized (win the fight first). Special teams should rehearse before the mission.

a. Enemy Prisoner of War (EPW) Team: Responsible for searching dead or wounded enemy combatants, EPW's, and noncombatants as directed by the Platoon Leader or Squad Leader. When searching and detaining EPW's or noncombatants, EPW teams follow the Law of Land Warfare, and use the "Five S's."

- (1) Search
- (2) Silence
- (3) Segregate
- (4) Safeguard
- (5) Speed EPWs to collection points

b. Aid & Litter Team: Responsible for treating friendly wounded and moving friendly dead and wounded to the casualty collection point as directed by the Platoon Leader or Platoon Sergeant. Wounded enemy or noncombatants may be treated at the direction of the Platoon Leader, after friendly wounded are treated. The

following tasks, that the Aid and Litter Team must know, can be found in the Soldiers' Manual for Common Tasks:

- (1) Evaluate A Casualty
- (2) Administer First Aid to a Nerve Agent Casualty
- (3) Perform Mouth to Mouth Resuscitation
- (4) Put on a Field or Pressure Dressing
- (5) Prevent Shock
- (6) Give First Aid for Burns, Heat Injuries, Frostbite
- (7) Transport a Casualty using a Litter to Collection Points
- (8) Transport a Casualty using a Two-Man Carry to Collection Points

TYPES OF PATROLS

1. RECONNAISSANCE PATROL

- a. **Area Reconnaissance** – to obtain information about specified location and the area around it. The platoon or squad uses surveillance or vantage-points around the objective from which to observe it and surrounding area.
- b. **Zone Reconnaissance** – to obtain information on enemy, terrain, and routes within a specified zone. Techniques include the use of moving elements, stationary teams, or a series of area reconnaissance actions.
- c. **Route Reconnaissance** – to obtain detailed information about one route and all the adjacent terrain or to locate sites for emplacing obstacles.

2. COMBAT PATROLS

- a. Ambush- a surprise attack from a concealed position on a moving or temporarily halted target.
- b. Hasty Ambush – when visual contact is made with an enemy force and you have enough time to establish an ambush without being detected.
- c. Deliberate Ambush – conducted against a specific target at a predetermined location.
- d. Point Ambush – soldiers deploy to attack an enemy in a single location.
- e. Area Ambush – soldiers deploy to attack the enemy in two or more related point ambushes.
- f. Anti-armor Ambush - to destroy one or two armor vehicles
- g. Raid – operation to attack a position or installation followed by a planned withdrawal.

ASSEMBLY AREAS, PATROL BASES, AND LINKUP

1. **ASSEMBLY AREA*** –When directed to occupy an assembly area, the platoon leader designates a quartering party. Each squad will provide two men for the quartering party. The platoon sergeant or selected NCO will be in charge of the quartering party.

- a. The quartering party reconnoiters the assembly area to ensure no enemy are present and to establish initial security.
- b. The quartering party determines initial positions for all platoon elements.
- c. The quartering party provides security by forcing enemy reconnaissance probes to withdraw and providing early warning of an enemy attack.
- d. As the platoon clears the release point, quartering party members, waiting in covered and concealed positions, move out and guide the platoon to its initial position without halting.
- e. The platoon establishes and maintains local security. The platoon leader assigns each squad a sector of the perimeter to ensure mutual support and to cover all gaps by observation and fire. The platoon leader designates OPs and squad leaders select OP personnel. OPs have communications with the platoon CP. OPs warn the platoon of enemy approach before the platoon is attacked.
- f. The platoon leader establishes a priority of work
 - (1) Positioning of crew-served weapons, chemical agent alarms, and designating PDF, FPL, and FPFs.
 - (2) Constructing individual and crew served fighting positions.

- (3) Setting up wire communications between the squads and the platoon CP. (Radio silence is observed by the platoon)
- (4) Preparing range cards.
- (5) Camouflaging positions
- (6) Clearing fields of fire
- (7) Distributing ammo, rations, water, supplies, and special equipment.
- (8) Conducting preventative checks and services on weapons and equipment.
- (9) Inspecting platoon members and equipment.
- (10) Rehearsing critical aspects of the upcoming mission.
- (11) Test firing small - arms weapons (As tactical situation permits).
- (12) Conducting personal hygiene and field sanitation.
- (13) Instituting a rest plan.
- (14) Completing the work priorities as time permits.

- g. The platoon leader conducts adjacent unit coordination. The platoon leader assigns security patrols, if applicable. The platoon leader establishes responsibility for the overlapping enemy avenues of approach between adjacent squads and platoons. The leaders ensure there are no gaps between elements. The platoon leader exchanges information on OP locations and signals. The platoon leader coordinates counterattacks.
- h. The platoon leader forwards a copy of the sector sketch to the company commander and keeps one for platoon use.

2. **PATROL BASE**** – is a position set up when a squad or platoon conducting a patrol halts for an extended period. Patrol bases should be occupied no longer than 24 hours, except in an emergency. The platoon or squad never uses the same patrol base twice. Platoons and squads use patrol bases –

- a. To stop all movement to avoid detection.
- b. To hide during a long, detailed reconnaissance of an objective area.
- c. To eat, clean weapons and equipment, and rest.
- d. To plan and issue orders.
- e. To reorganize after infiltrating an enemy area.
- f. To have a base from which to conduct several consecutive

2. **LINKUP** - A linkup is a meeting of friendly ground forces. Linkups depend on control, detailed planning, and stealth. Linkup procedures begin as the unit moves to the linkup point. The steps of this procedure are:

- a. If using radio communications, the platoon reports its location using phase lines, checkpoints, or other control measures.
- b. The first squad at the site stops and sets up a linkup rally point about 300 meters from the linkup point.
- c. The first squad sends a security team to find the exact location of the linkup point.
- d. The security team clears the immediate area around the linkup point. It then marks the linkup point with the coordinated recognition signal. The team moves to a covered and concealed position and observes the linkup point and immediate area around it.
- e. The next unit approaching the site repeats steps one through three when its security team arrives at the site and spots the coordinated linkup point recognition signal, it gives the far recognition signal.
- f. The first security team responds, and the second team advances to the first team's location. The teams exchange near recognition signals.
- g. If entire units must link up, the second team returns to its unit's rally point and brings the unit forward to the linkup point. The first security team guides the entire second unit to the linkup rally point. Both teams are integrated into the security perimeter.
- h. When more than two units use the same linkup point, the first unit leaves a security team at the linkup point. They repeat the linkup procedure as other units arrive.

ANNEX J: After Action Review (AAR)

An After Action Review (AAR) is a professional discussion of training which focuses on unit performance set against the Army standard for the tasks being trained. AARs maximize training benefits by allowing soldiers, regardless

of rank, to learn from each other and the overall situation. AARs are most effective when the discussion is: dynamic, candid, insightful, and focused. Everyone can and should participate if they have an insight, observation or question that will help the unit identify and/or correct deficiencies or maintain strengths. An AAR is NOT a critique. No one, regardless of rank, position, or strength of personality, has all of the information or answers. The AAR is NOT a means of “grading” success or failure nor is it a “whine” session. The AAR should be conducted immediately following a training event so that the information and experience is fresh in the minds of the participants; it is best if conducted within four hours of training. All of the participants should be present. Maximum participation fosters the best discussion. The Rules and Agenda should be reviewed prior to each AAR session. Soldier participation is directly related to the atmosphere created during the introduction. Someone must be designated to take notes and to follow up with the proper filing requirements.

Facilitators must be on hand to keep the review focused and professional. AAR leaders should make a concerted effort to draw in and include soldiers who seem reluctant to participate. Facilitators should enter the discussion only when necessary. They also reinforce the fact that it is permissible to disagree and focus on learning. Facilitators encourage people to give honest opinions and use open-ended/leading questions to guide the discussion of soldier, leader and unit performance.

a. Key Points –

- (1) Are conducted during or immediately after each event.
- (2) Focus on intended training objectives.
- (3) Focus on soldier, leader, and unit performance.
- (4) Involve all participants in the discussion.
- (5) Use open-ended questions.
- (6) Are related to specific standards.
- (7) Determine strengths and weaknesses.
- (8) Link performance to subsequent training.

b. Format

- (1) Introduction and rules.
- (2) Review of training objectives.
- (3) Commander's mission and intent (what was supposed to happen).
- (4) Opposing force (OPFOR) commander's mission and intent (when appropriate).
- (5) Relevant doctrine and tactics, techniques, and procedures (TTPs).
- (6) Summary of recent events (what happened).
- (7) Discussion of key issues (why it happened and how to improve).
- (8) Discussion of optional issues.
- (9) Discussion of force protection issues (discussed throughout).
- (10) Closing comments (summary).

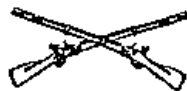
ANNEX K: Officer Corps Branches Of Service

BRANCHES OF THE ARMY

A. GENERAL - The following information provides a brief glimpse at the branches offered to a newly commissioned lieutenant in the United States Army. The Home Station refers to the location of the respective branches' Officer Basic Course (OBC) and other professional education courses. Cadets are encouraged to log onto the homepage to gather more information concerning branch choices. All information is derived from <http://www.branchorientation.com/>. Cadre are another valuable resource to draw on for branch- specific information.

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. The Initial Assignment Opportunities outline the typical "entry-level" positions that a Second Lieutenant will hold within a given branch.

C. COMBAT ARMS:



INFANTRY

<http://www.benning.army.mil/>

Home Station: Fort Benning, Georgia
Initial Assignment Opportunities: Rifle Platoon Leader (Mechanized, Light, Air Assault, Stryker, or Airborne),
Specialty Platoon Leader (Mortar, Anti-Armor, or Scout)

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

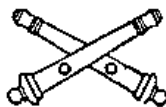


ENGINEER

<http://www.wood.army.mil/eschool/>

Home Station: Fort Leonard Wood, Missouri
Initial Assignment Opportunities: Platoon Leader (Combat, Construction, Bridging, Prime Power or Geospatial-Terrain Analysis)

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.



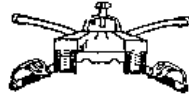
FIELD ARTILLERY

<http://sill-www.army.mil/>

Home Station: Fort Sill, Oklahoma

Initial Assignment Opportunities: Platoon Leader (Cannon or MLRS), Fire Support Officer (FSO), Target Acquisition Detachment Commander (Radar), Fire Direction Officer (FDO)

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



ARTILLERY

<http://www.knox.army.mil/>

Home Station: Fort Knox, Kentucky
Initial Assignment Opportunities: Tank Platoon Commander, Cavalry Platoon Commander, Specialty Platoon Leader (Mortar or Scout)

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).

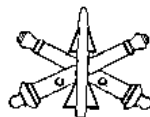


ARMOR

<http://www-rucker.army.mil/>

Home Station: Fort Rucker, Alabama
Initial Assignment Opportunities: Platoon Leader (Attack, Assault, Heavy Lift, or Cavalry)

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

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

Home Station: Fort Bliss, Oklahoma
Initial Assignment Opportunities: Platoon Leader (Stinger, Linebacker, or Avenger), Radar Platoon Leader (Sentinel), Patriot Platoon Leader (Launcher, Maintenance, or Fire Control)

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.

D.COMBATSUPPORT:



CHEMICAL CORPS

<http://www.wood.army.mil/usacmls/>

Home Station: Fort Leonard Wood, Missouri
Initial Assignment Opportunities: Platoon Leader (NBC, Reconnaissance, Smoke, Decontamination, or Detection)

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.

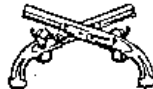


MILITARY INTELLIGENCE

<http://huachuca-www.army.mil/>

Home Station: Fort Huachuca, Arizona
Initial Assignment Opportunities: Direct Support Platoon Leader (Analysis or Operations), General Support Platoon Leader (Electronic Warfare, Collection, or Jamming)

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



MILITARY POLICE

<http://www.wood.army.mil/usamps/>

Home Station: Fort Leonard Wood, Missouri
Initial Assignment Opportunities: Platoon Leader (Light, Heavy, Airborne, or Air Assault), Internment/Resettlement Platoon Leader, Guard Platoon Leader

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

<http://www.gordon.army.mil/>

Home Station: Fort Gordon, Georgia
Initial Assignment Opportunities: Platoon Leader (MSE, Tri-Tac, Tropo, or TACSAT)

The Signal Corps are a vital member 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

<http://www.jackson.army.mil/>

Home Station: Fort Jackson, South Carolina
Initial Assignment Opportunities: PERSCOM Staff Officer, Platoon Leader (Personnel, Replacement, or Postal)

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



FINANCE CORPS

<http://www.finance.army.mil/>

Home Station: Fort Jackson, South Carolina
Initial Assignment Opportunities: Disbursing Officer, Finance Detachment Commander

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

<http://www.apg.army.mil/>

Home Station: Aberdeen Proving Ground (APG), Maryland
Initial Assignment Opportunities: Platoon Leader (Ordnance Ammunition or Maintenance, Electronics Maintenance, Forward Support, or EOD)

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

<http://www.transchool.eustis.army.mil/>

Home Station: Fort Eustis, Virginia
Initial Assignment Opportunities: Motor Transport Platoon Leader (Light, Heavy, Airborne, or Air Assault), Terminal, Platoon Leader (Terminal Service or Watercraft)

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

<http://www.quartermaster.army.mil/>

Home Station: Fort Lee, Virginia
Initial Assignment Opportunities: Platoon Leader (Support, Petroleum, Airdrop, Mortuary)

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 is available worldwide as needed.



MEDICAL SERVICE CORPS

<http://fshtx.army.mil/>

Home Station: Fort Sam Houston, Texas
Initial Assignment Opportunities: Medical Platoon Leader

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



NURSE CORPS

<http://armynursecorps.amedd.army.mil/>

Home Station: Fort Sam Houston, Texas
Initial Assignment Opportunities: Nurse (Army Community Hospitals or Army Medical Centers), Combat Support Hospital Platoon Leader

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



MEDICAL SPECIALIST CORPS

<http://www.amsc.amedd.army.mil/>

Home Station: Fort Sam Houston, Texas
Initial Assignment Opportunities: Varies

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



JUDGE ADVOCATE GENERALS CORPS

<http://www.jagcnet.army.mil/>

Home Station: Charlottesville, VA
Initial Assignment Opportunities: JAG Attorney

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.

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



ANNEX L: Battalion History

Military History at Fordham University

The history of military training at Fordham actually can be traced to the late 1840s when twelve muskets were provided for the defense of the campus against members of the Know Nothing Movement, who had threatened to burn Catholic churches. In the early 1850s 40 students formed their own unit known as the College Cadets and conducted drills. Many alumni, faculty and students served on both sides during the Civil War and at least three were awarded the Medal of Honor. Formal military instruction under the supervision of a US Army officer at St. John's College, Fordham goes back to October 10, 1885. On that day Second Lieutenant Herbert G. Squiers of the 7th U.S. Cavalry arrived as the first Professor of Military Science and Tactics (PMS&T). Squiers trained a cadre of 12 upperclassmen as cadet officers and a cadet unit was formed with an initial enrollment of 50 students. This rapidly grew to over 150. In 1890 2LT Clarence R. Edwards became the next PMS&T. The cadet battalion again grew and was acknowledged as second only to West Point. Cadets provided honor guards at College and public ceremonies and conducted tactical training on campus and in Bronx Park. During his time here the contributions of the program to the prestige of Fordham were great. A plaque on Dealy Hall honors Major General Edwards and his memory lives on as students enjoy the beauty of Edwards' Parade Ground, the center of the Rose Hill Campus.

By 1905 neglect on the part of the War Department and the establishment of Fordham as a University influenced the gradual demise of the cadet battalion. Military training resumed in 1917 with the organization of the Fordham Ambulance Corps and later a Student Army Training Corps (SATC) unit was formed incident to World War I. Following the war the Memorial Gate on Fordham Road, designed by architect alumnus Major William F. Deegan, was dedicated to the memory of Fordham's veterans.

Although on campus training again ceased after the war, Father Duffy of the Fighting 69th encouraged students to participate in the state's cadet program. A company of the 69th Regiment was then known as Fordham Company. The Reserve Officers' Training Corps (ROTC) was organized at Fordham on September 20, 1926. It was initially formed to train Coast Artillery Officers and anti-aircraft guns for training were kept on campus. In 1929 the first of many future thousands of commissioned officers graduated the program. During World War II Fordham also served as a site for the Army Specialized Training Program (ASTP). Following the war Fordham's ROTC grew by 1948 to an

unprecedented strength of 925 cadets, a record still unsurpassed. During the 1950's the Army program became general, training officers for all branches of service. In addition, the Air Force program split off from the Army.

Fordham has influenced and trained many officers who have distinguished themselves in both military and civilian pursuits. They have served with honor in every American conflict since the Civil War. These include Colonel Robert Gould Shaw of the 54th Massachusetts Colored Infantry; Sixth Corps Chief of Staff and Medal of Honor recipient Major General Martin T. McMahon and his two brothers Colonels James and John McMahon; Medal of Honor recipient Major General James R. O'Beirne, who as Provost Marshall in Washington D.C. helped track down Lincoln's assassins and was instrumental in the establishment of military training at his alma mater; BG James McQuade of the 14th Brooklyn; and Jesuit Chaplains Michael Nash, Thomas Ouellet and Pierre Tissot; H.G. Squiers, allied Chief of Staff during the Boxer Rebellion, first Minister to Cuba and later Panama; Major General Clarence R. Edwards, commander of the 26th Division in World War I; Major Alford Williams, an aviation pioneer and the Navy's first test pilot; Major William F. Deegan, architect and politician; MG Charles J. Timmes, Distinguished Service Cross (DSC) airborne battalion commander during Normandy Invasion and the Battle of the Bulge and insurgency expert and key advisor during Korea and Vietnam; Vietnam Medal of Honor recipients Fr. Vincent R. Capodanno and Robert C. Murray, Vietnam DSC recipient Christopher J. O'Sullivan; AFC recipient Vincent J. Hickman, BG William Fiorentino, who managed the original Star Wars project; Hon. John R. Countryman, former Ambassador to Oman; Admiral Thomas A. Brooks, former Chief of Naval Intelligence, Joseph J. Sponholz, former Vice Chairman, Chase Bank; LTG Vincent Russo, former Commander of the Defense Logistics Agency; New York Supreme Court Justice Andrew P. O'Rourke MG Richard S. Colt, commander of the 77th Regional Readiness Command, MG Thomas P. Maguire, the Adjutant General of the State of New York, former Vice Chief of Staff of the Army, Gen John M. Keane, and Secretary of State Colin L. Powell, a graduate of the City College of New York program of NYC ROTC.

Today, New York City Army ROTC at Fordham University continues to contribute quality officers and leaders to the US Army. Its prestige and influence on campus, in New York City and within Cadet Command and the US Army also continues to grow.

ANNEX M: The Army ROTC Program At A Glance

The program provides education in leadership and military skills through courses offered by the Department of Military Science. While not an academic major, the Army ROTC program provides preparation for leadership in a profession, either military or civilian.

Basic Course The Basic Course, normally completed in the freshman and sophomore years, provides the student a general knowledge of the military's role in our society and the missions of the Army. Subjects include leadership, land navigation, marksmanship, military history, and basic military skills. Students enroll in one military science course each semester. It is possible for a sophomore to complete the Basic Course in one year through prior arrangement with the department. No military obligation is incurred for non-scholarship students participating in or completing the Basic Course.

Advanced Course The Advanced Course is the professional phase of the ROTC training program. Upon satisfactory completion of required ROTC courses and the professional military education (PME) component, the student is eligible for a commission as a Second Lieutenant in the active Army, the U.S. Army Reserve, or the Army National Guard.

The professional phase includes courses in leadership skills, training, personnel management, ethics, military justice, and military tactics. During the two years of the Advanced Course, students enroll in one military science course per term. The PME component consists of two essential parts: a bachelor's degree and at least one undergraduate course from three designated fields of study. You must take a course in military history, computer literacy and (written or oral) communication. See your military science instructor for specifics in PME. Attendance at one scheduled field training exercise (FTX) is required each semester, and all students must meet Army physical fitness

and weight control standards. A four-week Leadership Development and Assessment Course (LDAC) is normally attended in the summer between the junior and senior years.

Constructive Credit Other training or service. Constructive credit for the Basic Course can be granted at the time the student enrolls in the ROTC program at Fordham University. If, for any reason, the student does not complete the ROTC program which he/she begins, constructive credit will be withdrawn. Constructive credit can be given for:

- a. Service academy education. Students who have satisfactorily completed work at a service academy may receive constructive credit for up to two years of Military Science. The department will make a credit determination at the time the student enrolls.
- b. Active service or active duty for training (ADT) in the U.S. Army, Air Force, Navy, Marine Corps, or Coast Guard. The Professor of Military Science may grant constructive credit for up to two years of the Basic Course, dependent upon service duties and academic class.
- c. Junior ROTC or military school training. Students who have had junior ROTC or military school training should contact the Professor of Military Science for credit determinations. Maximum allowable constructive credit will be for the two-year Basic Course, depending on academic class.

Planned Academic Program Worksheet All contracting Cadets are required to have a Planned Academic Program Worksheet (104-R) filled out and signed by their academic advisor reviewed by their military science instructor, and approved by the PMS. The purpose is to ensure that all Cadets are academically aligned to graduate as soon as possible, ideally in four years. Any changes to the 104-R requires the signature of the Advisor/PMS. MS instructors review the 104-R once per semester. (See Annex G).

CADET READINESS. All Cadets are expected to maintain their individual readiness to commission throughout their time in the program. To meet this demand, all Cadets must keep the following items current (if contracted) at all times:

- a. ID Card. Must be correct, carried, and serviceable at all times. Report problems with ID cards (loss or damage) to your chain of command immediately.
- b. ID Tags. Must be correct and worn at all times. Allergy warning tags and the 'Values Tag' are the only additional items authorized on the ID tag chains.
- c. Emergency Data. Correct emergency data records as soon as a change occurs. The most common causes of change are marriage, divorce, birth of children, relocation of family members, and changes in beneficiaries or their addresses. Report all changes to your leaders immediately.
- d. Academic Data. Submit updated CC 104-R every term along with unofficial academic transcripts.

Uniforms and Textbooks Uniforms are furnished to students on a loan basis. Some textbooks are furnished during participation in the ROTC program but must be returned when the student completes association with the department. Failure to return equipment or textbooks will result in a hold card being placed on a Fordham student with the Registrar's Office. Students of other institutions will have a letter sent to their bursar recommending a transcript and graduation hold.

Military Science Curriculum

Basic Course

	FALL	SPRING
MS I (Freshman)	MS 101 Army Leadership and Officer Development	MS 102 Intro to Army Leadership & Problem Solving
MS II (Sophomore)	MS 201 Values & Ethics Army Leaders	MS 202 Challenges in Army Leadership

Advanced Course

MS III (Junior)	MS 301 Leading & Problem Solving Army	MS 302 Army Small Unit Tactics & Leadership
MS IV (Senior)	MS 401 Adaptive Army Leadership	MS 402 Army Leadership in a Complex World

MS-I

MS 101 Army Leadership and Officer Development

Duties and responsibilities of the Army Officer and NonCommissioned Officer. Organizational structure of the Army, Army Reserve, and National Guard. The Army's role in joint operations. Introduction to Army values, leadership, customs, and traditions.

MS 102 Introduction to Army Leadership & Problem Solving

Fundamentals of basic Army leadership. Military problem solving process. Military briefing and writing skills. Goal setting and time management. Introduction to the Army's developmental counseling program.

MS-II

MS 201 Values and Ethics of Army Leaders

Application of military case studies. Critical dilemmas in combat situations and the ethical decisions Army leaders make to ensue mission success. Understanding how to improve Army organizations and Soldier performance. Introduction to the Army's leadership development program, battle drills, land navigation, and combat decision making.

MS 202 Challenges in Army Leadership

Application of military case studies. Recognizing challenging situations for military leaders and units. Applying sound ethical leadership practices to implement decisions. Understanding basic military small unit tactics.

MS-III

MS 301 Leading and Problem Solving in Army Units

Planning and executing military activities in small Army units. Recognizing and analyzing problems in challenging situations. Implementing the skills required to communicate decisions and supervise subordinates. Applying fundamentals of map reading and land navigation.

MS 302 Army Unit Tactics and leadership

Fundamentals of military tactics and battle drills. Applying troop leading procedures to military tactical operations. Implementing skills and making decisions to lead small Army units on the battlefield. Integrate terrain analysis into military planning and operations.

MS-IV

MS 401 Adaptive Army Leadership

Application of military case studies. Skills and attributes military leaders use to make decisions in combat situations. Practical exercises in problem solving and crisis counseling. Fundamentals of Army Training Management, the military justice system, and the law of land warfare.

MS 402 Army Leadership in a Complex World

Application of military case studies to the principles of the law of land warfare, and rules of engagement in the face of international terrorism. Importance of ethics in military leadership. Integration of the media into military operations. Evaluation of interaction with nongovernmental organizations, civilians, and host nation support on the battlefield.

Grading

The Department of Military Science is the official certifying agency for a commission and is responsible for development of professional skills and standards. For these reasons it is absolutely necessary that a strict grading system be followed. The grading criteria for each course will be posted in the syllabus and provided to each student at the beginning of the course. Required field trips, special lectures, and attendance will be considered in the grading for the term in which they are given.

- a. Each Military Science course consists of earning points through examination, class participation, or other graded work as determined by the instructor.
- b. Numerical grades for Military Science courses will be awarded as described in the course syllabus.
- c. Contracted Cadets must attend leadership labs. Enrolled or participating Cadets are encouraged to participate in leadership labs. (Refer to your instructor's class syllabus for details on lab attendance).
- d. All contracted Cadets participate in physical fitness training program. Enrolled and participating Cadets are encouraged to participate in physical training.
- e. **Only instructors may excuse Cadets from training/classroom instruction.**

Physical Fitness

Physical fitness is an integral component of leadership and as such is as important to the accomplishment of the Army's mission as are proficiency in military skills, tactical and technical training, and material readiness. Considering our variety of missions in different environments, the complete physical fitness of all Soldiers is most important. All military members must be prepared to perform their skills under extreme physical and mental stress.

The Army's physical fitness training program applies to all Soldiers in the active Army, Army Reserve and Army National Guard. However, the importance of sound physical conditioning particularly in the Officer corps is an essential part of being an effective leader. Not only does a physically fit Officer present an impressive appearance standard, but it allows him/her to lead their Soldiers in stressful conditions.

Professional Military Education (PME) Requirements

Cadets must meet all PME requirements in order to commission. U.S. Army Cadet Command PME commissioning requirements are outlined below. Substitutions, deferments, waivers and exemptions to the PME requirements are covered in Chapter 3 of this regulation.

- a. Baccalaureate degree. Cadets must achieve a cumulative GPA of 2.0 on a 4.0 scale or its equivalent and possess a baccalaureate degree conferred by an accredited 4-year degree granting institution.
- b. Advanced Course. Cadets must complete the Advanced Course, (MSL 301, MSL 302, MSL 401, MSL 402, and Leadership Labs) and LDAC in order to receive a commission.
- c. Military History Course. Prior to commissioning, Cadets will complete a one-semester or equivalent college-level course in American military history offered by the college history department or offered by the ROTC Department, as per TRADOC Regulation 350-13 section 3-3 dated 2010. If the college-level course is taken, it must support the common core tasks 155-197-0020 (Integrate the Basic Knowledge of Military History into Your Education as a Future Officer) and 155-197-0010 (Apply the Principals of War During Mission Planning). See Annex I for more information.
- d. Staff Ride or Battlefield Tour. A staff ride or battlefield tour must be completed in addition to the Military History Course PME requirement. The PMS will ensure Cadets participate in a staff ride or battlefield tour prior to commissioning. This staff ride or battlefield tour can be conducted in conjunction with the ROTC American Military History Course or as a separate activity during the school year. The intent is to involve Cadets in a formal battle analysis. Cadets must properly prepare and conduct the necessary preliminary study prior to the event, participate in the event and complete a battle analysis paper or briefing in order to meet this requirement.

e. Combat Water Survival Test (CWST). CWST is a non-waiverable PME requirement that all Cadets must successfully complete in order to be commissioned.

f. English Language Proficiency. In order to commission, a Cadet's whose native language or primary language spoken in the home is other than English must score a 90 on the ECLT and have an OPI score of 2+/2 during.

Distinguished Military Students

Distinguished Military Students (DMS) are tentatively selected upon completion of the MS III year and Leadership Development and Assessment Course (LDAC) and may be appointed as DMS anytime during the MS IV year. All those who meet the following criteria will be considered, but only those best qualified will be selected by the PMS.

For a Cadet to be selected as a DMS, he or she must:

1. Possess outstanding qualities of leadership and moral character
2. Exhibit a definite aptitude for military service
3. Be in the top 1/3 of the ROTC class and the top 1/2 of their university class.
4. Have performed well at ROTC Leadership Development and Assessment Course (LDAC)/Warrior Forge.

A Distinguished Military Graduate (DMG) is selected based on their standing (top 20%) in the National Order of Merit List during the accession process.

Advantages of Army ROTC

- a. Army ROTC enhances your education by providing both training and experience in leadership and management. It develops self-discipline, responsibility, and confidence—qualities basic to success in the Army or in a civilian career.
- b. ROTC gives you a valuable opportunity to build for the future by helping you earn both a college degree and an Officer's commission at the same time.
- c. ROTC graduates find that their background and experience in ROTC and the Army is a valuable asset if they decide to pursue a civilian career. The practical experience gained by leading people and managing money and equipment can place you ahead of other college graduates competing for jobs that lead to top management positions.

Financial Assistance

The United States Army, through the Department of Military Science, offers a variety of programs which will assist Fordham Cadets to offset the cost of their education.

As a contracted Cadet, you receive a subsistence allowance of \$300.00 per month as an MS I Cadet, \$350.00 per month as an MS II Cadet, \$400.00 per month as an MS III Cadet and \$500.00 per month as an MS IV Cadet.

CLIP-B - \$250 per credit hour for an approved language course, capped at \$3,000 per year.

Other Features. In addition to the features and benefits mentioned others include:

- No obligation to the Army while enrolled in Basic Course classes (if a noncontracted Cadet)
- Free comprehensive physical examination
- Academic counseling
- Personal counseling
- Free air travel on MAC flights on a space A Basis (for contracted Cadets)
- Military skills training
- Military schools (Airborne, Air Assault, Northern Warfare, and Mountain Warfare)
- Limited car insurance with USAA (contracted students)
- Academic credit
- Social organizations (Pathfinders, Rangers 1)

Cultural/Language Program (CULP)

Scholarships. General Information.

Army ROTC scholarships. Four, three-and-a-half-, three, two-and-a-half, and two-year Army ROTC scholarships are available and awarded on a competitive basis. These scholarships will pay for full tuition, as well as required fees, and provide \$600 per semester for text books, supplies, and equipment. Scholarship students also receive the \$300-500 (based on MS level) per month subsistence allowance for up to ten months each school year the scholarship is in effect. Pay is also received while attending the five-week Leadership Development Assessment Course (LDAC) between MS III and MS IV school year. Scholarship students must meet university admission criteria, pass the Army Physical Fitness Test (APFT), meet Army height and weight control standards, and pass a DOD medical exam.

Academic Discipline. Army ROTC scholarships are awarded for all academic disciplines. Many scholarships are awarded to students seeking but not limited to degrees in engineering, the physical sciences, or nursing. If you are awarded a scholarship, you will be required to obtain an undergraduate degree in the discipline in which the scholarship was awarded.

Type of Scholarships

Four-year Army ROTC scholarships. Awarded to qualified high school seniors, and first semester freshman.

Qualifications:

- U.S. citizen upon acceptance.
 - Minimum 17 years of age.
 - Have taken the ACT or SAT no later than November of the year you apply.
 - Participate in leadership extracurricular and athletic activities.
 - Meet required medical and fitness standards.
 - Be under 30 years old on December 31 of the year you expect to graduate and receive commission.
 - Be accepted by one of the Army ROTC host college or universities, or a cross-enrollment school.
 - Pursue a Department of the Army approved academic discipline.
 - Agree to accept a commission as an active duty Officer.

Three and Two-year Army ROTC Scholarships. Awarded to Freshmen, Sophomore, and Graduate Students.

Qualifications:

- Same citizenship, age, and physical requirements as a four-year scholarship.
- Have at least three years (for a three-year scholarship) or two years (for a two-year scholarship) remaining for baccalaureate or graduate degree.
- Have satisfactory grades in all academic courses and ROTC courses (if already enrolled in ROTC). Minimum of 2.5, but preferably a 3.0 cumulative GPA.

Two- and Three-year Reserve Forces Duty Scholarship. Same eligibility as above and have two years of undergraduate or graduate school remaining. Recipients will serve 6 years in the National Guard or Reserves upon completing the program, and 2 years in the Individual Ready Reserve (IRR).

Agreements: If you are already in the Guard or Reserve, you must have at least four years of military service remaining when you enroll in the ROTC Advanced Course.

Army Reserve/National Guard. Any non-scholarship, advanced course Cadet may participate in the Simultaneous Membership Program (SMP) by enlisting in an Army Reserve or National Guard unit. This will entitle him/her to additional pay in the grade of Sergeant (E-5) or higher and two-weeks' pay during the unit's summer training. It can be worth as much as \$12,500 per year in addition to normal Advanced Course participation. All Cadets interested in the SMP should see our recruiting Officer or National Guard representative.

The purpose of the program is to provide off-campus Officer training experience and familiarize Advanced ROTC Cadets with opportunities for commissioned service in Reserve Component units.

Eligibility requirements include:

- Contractual enrollment in the Advanced Course
- No more than 32 years old at time of appointment

An enlisted member of a reserve component who contracts for a scholarship in the Advanced ROTC and does not enroll in the SMP must be discharged/transferred from their Reserve Component.

Cadets who hold a Guaranteed Reserve Forces Duty (GRFD) scholarship must participate in the SMP program.

Service Obligation. There is no contract with the Army and no service obligation incurred during the first two years of the program (Basic Course), unless you receive a scholarship. The service obligation point begins the first day of class in the fall of the MS II year for three- and four-year scholarship students; the first day of class in the fall of the MS III year for two-year scholarship winners. The following chart describes military obligation incurred by the ROTC scholarship and nonscholarship Cadets.

Military Service Obligation for ROTC Officers
SCHOLARSHIP + NONSCHOLARSHIP CADETS

TOTAL SERVICE OBLIGATION	OPTIONS	ACTIVE DUTY	ARMY GUARD OR ARMY RESERVE UNIT	INDIVIDUAL READY RESERVE
8 years	Active Duty	4 years	Remaining 4 years may be served in Army National Guard or Reserve Unit of choice	Remaining 4 years may be served in IRR

ANNEX N: Cadre and Staff

Staff and Faculty The Department of Military Science is organized for the efficient operation, training, and administration of the ROTC program at Fordham University. A brief description of each position within the ROTC detachment is provided to acquaint the members of the Cadet battalion with the responsibilities of each member of the Cadre.

Professor of Military Science (PMS) The Department of Military Science is chaired by the Professor of Military Science (PMS), who is responsible for the overall direction and supervision of the ROTC program. The PMS is charged with the responsibility for structuring the military science program to blend the philosophies of Fordham with the needs of the US Army. He ensures that the ROTC program is administered at Fordham in accordance with Army regulations, programs, objectives, and policies. The PMS represents the Department of the Army at Fordham in all matters relating to the Army ROTC program.

APMS, (XO) The Executive Officer is responsible for the administration, supervision, logistical, and functioning of all staff sections. He/she monitors the University and Army budget accounts. He/she monitors and ensures proper coordination among all staff sections. During the absence of the PMS, the XO will assume his responsibilities. He/she is also responsible for all logistical support for the Ram Battalion. This includes logistical support of clerical supplies, garrison and tactical training support, and the interchange with all Reserve and National Guard units.

Recruiting Operations Officer, (ROO) The Recruiting Operations Officer is responsible to the PMS for all activities related to the enrollment and retention of Cadets. He/she manages the publicity and dissemination of any information pertaining to the Army ROTC program. The Recruiting Operations Officer is the point of contact for Cadets who desire information concerning scholarships, the Simultaneous Membership Program, and the high school and college recruitment fairs.

Senior Military Science Instructor (SMI) The Senior Military Science Instructor is responsible for the supervision and coordination of all duties performed by enlisted personnel. He/she is the point of contact for the instruction of basic military skills, military courtesy, and the coordination of physical plant, Department of Public Safety (DPS), and Fordham other support of ROTC operations. He/she also coordinates any requirements needed from community resources. In his/her instructor capacity, he trains Cadets in drill and ceremony, proper wear of the uniform and customs and traditions of the Army. He/she prepares Cadets for specialized summer training such as the Airborne, Air Assault and Northern Warfare schools.

APMS (Training Officer) The APMS (S3) organizes, supervises and trains the Cadets. He/she is the principal coordinator for Cadet activities and ensures resources are requisitioned and available for training. The Training Officer is responsible for the management and execution of all training events within the unit. The Training Officer ensures complete garrison and tactical training is coordinated and executed. He/she is the Cadet's principal contact for the orders process.

APMS Instructor The APMS instructors are Officers who plan, organizes, and teaches military science classes. These instructors also assist Cadets for the Ranger 1 and Pathfinder extra-curricular groups. The APMS instructors are mentors for all Cadets throughout their time here at Fordham Army ROTC.

Military Science Instructor (MSI) The MSI's are Non-Commissioned Officers assigned to help instruct the Military Science classes. They assist the APMS instructors. These NCO's will help prepare and coordinate all land and resources needed to conduct Cadet training. They are the subject matter experts on all hands-on training. They also manage training and prepare Cadets for all Cadet Professional Development Training (CPDT) and extracurricular activities.

Supply Technician The Supply Technician is a government employee who runs the ROTC Supply Room. He/she issues all uniforms and equipment to Cadets and instructs in their proper use, care, and cleaning. Responsible for 100% accountability of all equipment, forecasting supplies for the Ram Battalion, and working with and training the Cadet S-4.

Human Resources Assistant The Human Resources Assistant is a government employee responsible for the administration of all Cadre and Cadet administrative matters within the department to include: enlistment, security clearances; physical examinations, pay, orders, scholarship tuition payment, Leader's Training Course and Leadership Development Assessment Course packets, accession and commissioning files personnel actions, records management and postage. The Human Resources Assistant is responsible for administration of Cadre personnel actions. The Human Resources Assistant advises the PMS concerning provisions affecting both the U.S. Army and Fordham policies and regulations which govern the conduct of the ROTC program. The Human Resources Assistant maintains records for the Cadets' curriculum development, probation counseling, preparation of Cadet academic schedules, and the monitoring of individual Cadet academic performance. The primary responsibility is to assure that a quality ROTC program meeting the academic standards of the University and Army is maintained.

University Secretary The departmental secretary is a University employee and serves as the secretary to the Professor of Military Science. He/she is responsible for typing and maintaining the official university correspondence files and assists Cadre with routine typing such as lesson plans, schedules, SOP's, and reports. He/she maintains and processes records for the University budget. The department secretary also coordinates events, and establishes the proper protocol for events such as the military ball or spring/fall awards ceremony.

Annex O: Cadet Battalion Activities

New Cadet Orientation - a comprehensive program run by both Cadre and Cadets which familiarizes students with the Fordham ROTC program.

Leadership Laboratory - 2 hours weekly. Subjects integrate leadership, physical training, and military skill training.

- Each lab starts with a Battalion Formation at 1510hrs, unless otherwise stated. Lab time will be directed by instructors at the beginning of the semester.

Fall Awards Ceremony - held early during the fall semester to recognize summer camp and training accomplishments, along with spring semester academic achievement, and current semester PT test recognition. Held at Fall FTX. Check Battalion Training Schedule for date.

Staff Ride - a trip to a significant military location to enhance Cadets understanding and appreciation of that historical.

Field Training Exercise (FTX) - introduction to military skills in a field environment conducted in the fall at Fort Custer.

Military Ball - a formal dinner-dance attended by Cadets, Cadre, faculty, guests, and invited community leaders. Held in February.

Army Physical Fitness Test (APFT) - a three-event test required of all contracted Cadets. Consists of push-up, sit-ups, and a 2-mile run. APFTs will be conducted every month.

J-FTX (Joint Field Training Exercise) - Tactical training over a weekend in a field environment. The J-FTX is usually scheduled at the end of March.

Spring Awards Ceremony - is held in April (see Ram Battalion calendar for date). This ceremony honors students with in-house and outside organization awards for their accomplishments during the school year.

Platoon Responsibilities- Each platoon will be responsible for a designated period of time in which they are to clean up the Cadet Lounge, Fitness Center, and conduct flag detail.

Leadership Laboratory (Mandatory Event)

Leadership Laboratory is that portion of the ROTC academic program which augments lectures and focuses on individual leadership development and scheduled Ram Battalion activities. It provides for assembly of the battalion and exercises the chain-of-command.

The objectives of the Leadership Laboratory are:

1. To familiarize Cadets with the Army uniform and Army regulations, traditions, and procedures.
2. To afford Cadets the opportunity to exercise and develop leadership skills in a structured environment.
3. To familiarize new Cadets with the Fordham ROTC program and Ram Battalion.
4. To train Cadets in selected military skills important for general development and National Advanced Leadership Camp.

Field Training Exercise (Mandatory Event)

Field training exercises (FTX) are held each school year. They are planned, coordinated, and carried out by the MS IVs under the supervision of the Cadre, and have a three-fold purpose: to give the MS IVs practical experience in planning and carrying out a major training exercise; to give the MS IIIs a chance to practice their tactical skills and prepare them for LDAC; and to give the MS Is and IIs training in military skills while they learn more about what ROTC and the Army are like. FTXs give Cadets a chance to get practical experience in the military skills they have been learning in the classroom.

Annex P: The Ram Battalion Physical Fitness Program

Every Cadet must be fit to fight. Consequently, all Cadets will conduct physical training. A battle buddy while running outdoors during PT is highly encouraged. The Ram Battalion PT program will improve Cadet's and Cadre overall physical fitness as measured by the Army Physical Fitness Test (APFT), prepare the Cadets for LDAC/BOLC II and inspire a commitment to a lifetime of a sustained, high level of fitness.

- a. Key tasks:
 - challenge and motivate participants
 - focus on APFT improvement
 - offer variety
 - comply with the components of fitness and the principles of exercise
 - provide incentives for improved performance

Goal of the program: The Cadets and Cadre of the Ram Battalion have an overall average of 270 on the APFT and demonstrate an exceptional level of physical training and stamina.

Responsibilities:

The Ram battalion will conduct PT on Monday, Wednesday and Friday at 0700 led by a MS III Cadet and assessed by a MS IV Cadet. Contracted Cadets, scholarship applicant Cadets and Cadre are expected to participate in every PT session.

The uniform for PT is the Individual Physical Fitness Uniform (IPFU). The MSIII Cadet leading PT will consult with the MSIV and Cadre prior to directing the uniform standard.

Non-contracted, scholarship MS I Cadets must pass the APFT and meet the AWCP NLT 15 DEC in order to contract and begin their scholarship benefits. Repeated failures on the APFT and failures to meet AWCP can result in probation, leave of absence, suspension of benefits and disenrollment.

MS IIIs are assigned to lead BN PT.

Mandatory PT and the Army Physical Fitness Test. Physical fitness training and testing are an active part of the ROTC program. In addition to classroom instruction and actual participation in the Army's various "conditioning drills", Cadets will be administered the Army Physical Fitness Test (APFT) each month. The APFT is a three-event test, consisting of push-ups, sit-ups, and a two-mile run. All of the events are timed (two minutes for pushups and sit-ups) and criteria are established by age group. Maximum points that can be scored on the APFT are 300; (100 per

event). Although there is not distinction between male and female on the actual test events, the number of exercise repetitions that are correlated to a point value are different.

All contracted Cadets are expected to maintain prescribed standards of the APFT. Although the minimum passing score is 180 points (60 points per event), each Cadet should strive to attain the maximum score on the APFT.

Weight Standards. Maintenance of proper weight balance goes hand-in-hand with physical conditioning. Proper weight enhances personal health and appearance, as well as it has a tremendous effect on the APFT. All Soldiers are expected to conform to the established weight standards. These same standards apply to students enrolled in the ROTC program. Cadet commanders will ensure all Cadets maintain and meet their service regulation for weight control. Ensure overweight Cadets are on a formal and effective weight control program.

PT Uniform- The uniform for physical training will be either summer or winter PT's according to the commander's decision. There are different ability groups which are distinguished by the color of belt you receive upon the results of your PT test. There are 5 different ability groups. All Cadets are required to have and wear a watch during PT. Watches are not provided by ROTC but can be purchased at a local Meijer or Walmart for as low at \$10.00. Cadets are also allowed to wear the Battalion t-shirt to PT.

THE ARMY SONG:

“THE ARMY GOES ROLLING ALONG”

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

It was adopted in 1952 as the official song of the Army and retitled, “The Army Goes Rolling Along.” The current lyrics tell the story of our past, our present, and our future. For more on the history of “The Army Goes Rolling Along,” click on [A Soldier's Song](#).

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

First to fight for the right,

And to build the Nation’s might,

And The Army Goes Rolling Along

Proud of all we have done,

Fighting till the battle’s won,

And the Army Goes Rolling Along.

Then it’s Hi! Hi! Hey!

The Army’s on its way.

Count off the cadence loud and strong

For where ever we go,

You will always know

That The Army Goes Rolling Along.

The Cadet Creed

I am an Army Cadet.

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

Honor is my touchstone.

I understand mission first and people always.

I am the past – the spirit of those warriors who have made the final
sacrifice.

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

But above all, I am the future – the future warrior leader of the
United States Army.

May God give me the compassion and judgment to lead and the
gallantry in battle to win.

I will do my duty.

The Soldier's Creed

I am an American Soldier.

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

I will always place the mission first.
I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

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

I am an expert and I am a professional.
I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

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

I am an American Soldier.