

ROTC 101

SCHOOL YEAR 2005-2006
WESTERN KENTUCKY UNIVERSITY
LEAD FROM THE TOP, SIR!"
DEPARTMENT OF THE ARMY
EASTERN REGION
UNITED STATES ARMY CADET COMMAND
WESTERN KENTUCKY UNIVERSITY
1906 COLLEGE HEIGHTS BLVD. #31090
BOWLING GREEN, KENTUCKY 42101-1090

REPLY TO
ATTENTION OF: ATOE-GKY-WK

MEMORANDUM FOR ALL ROTC Cadets, Hilltopper Battalion

SUBJECT: Hilltopper Battalion Army ROTC Cadet Handbook

1. The Army ROTC's Hilltopper Battalion is part of the 7th Brigade, Eastern Region, both headquarters located at Fort Knox, Kentucky.
2. The ROTC program exists to educate and train leaders who make a difference for our Nation. Our primary focus is to prepare cadets to earn a commission as an Army Officer.
3. The key goals of the program are:
 - to instill the seven Army Values into all cadets and mentor the Warrior Ethos.
 - to educate basic leadership concepts and skills.
 - to train and develop a cadet's leadership skills.
 - to encourage academic excellence and lifelong learning.
4. Any student who shows sincere commitment to reach these goals and meet the Army's standards succeeds and earns a commission as an Officer in the United States Army.
5. This handbook is a reference for all cadets in the Hilltopper Battalion. While the handbook does not answer all questions, it does deal with the fundamental aspects of being a successful Army ROTC cadet.

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WKU HILLTOPPER BATTALION CADET MANUAL

This Cadet Manual supersedes all previous cadet manuals published by this battalion.

This Cadet Manual is provided for the information and guidance of all students enrolled in the Army Reserve Officers' Training Corps (ROTC) at Western Kentucky University.

The purpose of this manual is to promote understanding and teamwork between the cadets and the cadre of the Military Science Department. All cadets should read and follow the directives and policies contained herein. The conscientious and enthusiastic observance and support of its contents will facilitate successful completion of the Senior Army ROTC Program, attainment of a minor in Military Science, and commissioning as a Second Lieutenant in the United States Army.

ROTC History

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

Army ROTC is the largest officer-producing organization with the American military, having commissioned more than half a million second lieutenants since its inception.

Women have been an integral part of the Army ROTC since school year 1972-1973. The first groups of females from ROTC were commissioned in school year 1975-1976. Today, women constitute 20 percent of the Corps of Cadets and more than 15 percent of each commissioning cohort.

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

Today, Army ROTC has a total of 272 programs located at colleges and universities throughout the 50 states,

the District of Columbia, Puerto Rico and Guam with an enrollment of more than 25,000. It produces over 60 percent of the second lieutenants who join the active Army, the Army National Guard and the U.S. Army Reserve. More than 40 percent of current active duty Army General Officers were commissioned through the ROTC. Of even greater importance is that ROTC trained and educated officers bring a hybrid vigor to our officer corps by drawing on the strength and variety of our social fabric. Cadet Command accomplishes this by combining the character building aspects of a diverse, self-disciplined civilian education with tough, centralized leader development training. This process forges a broad-gauged officer who manifests the strength and diversity of the society from which he or she is drawn as well as the quality of strong officer leadership.

Cadet Command is also responsible for the Junior ROTC. Today, there are over 1600 JROTC units and over 274,000 cadets. Both totals are historic highs. JROTC has an enormously positive effect on our youth helping young people from across the socio-economic spectrum. Cadets graduate from high school at a higher rate, have higher GPAs, and have less incidents of indiscipline than their classmates. Although the JROTC is a citizenship program, not a recruiting tool, JROTC graduates enter the armed forces at a much higher rate than their peers. The Junior ROTC is a great program, benefiting the Army, the Nation, local communities, and above all, the JROTC cadets themselves.

Western Kentucky ROTC History

The Army ROTC program at Western Kentucky University is one of the oldest in the state. The program traces its origin to the National Defense Act of 1916 and the spring of 1917 when the United States entered World War I. At that time, male enrollment on the campus of "Western Kentucky State Normal School" was at 264 due to the great interest and participation in the war effort by the citizens and young men of Kentucky. The first military training presented on campus was given by US Army trainers to the "Student's Army Training Corps" during the spring of 1918.

In September 1918, the Board of Regents empowered President Henry H. Cherry to take steps to secure academic and vocational units of the Student's Army Training Corps (SATC). On 1 October 1918, the War Department authorized the formal establishment of the SATC as a part of the Western Kentucky State Normal School. In addition to providing limited basic military training on campus through this program, the federal government also erected barracks to house participating students and provided other essential facilities.

These SATC units grew into the Reserve Officers Training Corps, which became a permanent part of the university on 28 January 1919. First Lieutenant Owen Ellsworth assumed temporary command of the corps upon its formal activation, and in March 1919, Lieutenant Colonel Wilford Twyman was assigned as the first Professor of Military Science and Tactics. The corps was first organized as a junior division unit and offered only two years of basic military training.

An ROTC rifle team was established and brought distinction to Western and the Cadet Corps by winning the National ROTC Rifle Match sponsored by the War Department for six consecutive years, from 1928 to 1933. But the students who desired an Army officer's commission were required to transfer to another institution offering a senior ROTC program. Western's junior ROTC unit was maintained until September 1935 when a senior infantry branch oriented division was organized and placed under the command of Major John Robeson. This infantry oriented program was directed toward the production of infantry lieutenants and encompassed subjects as light and heavy infantry weapons, infantry tactics, communications, transportation, physical conditioning, and leadership. A further addition to the ROTC program occurred on 4 February 1937 when the National Society of Pershing Rifles granted a membership charter to the cadet company at "Western Kentucky State Teacher's College". The cadet company was designated Company B, 3rd Regiment, National Society of Pershing Rifles. It was founded to enhance esprit de corps and promote the highest levels of proficiency in drill ceremonies, basic leadership, and military bearing among members of the cadet corps. Western gained further distinction in 1937 by commissioning its first senior ROTC cadet class in May of that year. Throughout the Second World War, Western continued to produce commissioned officers, many of whom served with great distinction in both the European and Pacific theaters.

With Congressional passage of the National Security Act of 1947, the U. S. Air Force was established as a separate branch of service. The Army ROTC program was modified the summer of 1947 to include an Air Force ROTC program on campus and the first Professor of Air Science, Major William N. Pace, Jr. was assigned to Western in late 1947. In 1949 Air Force ROTC became a separate organization, and both Air Force and Army instructor groups produced officers for service during the Korean War. Based on enrollment,

the increasing technical complexity of Air Force equipment, and the lack of an engineering college at Western, the Air Force ROTC program was terminated in July 1957. During its ten years at Western, the program produced over 300 Air Force officers, contributing yet another dimension to the service to the nation by "Western Kentucky State College".

In December 1953, the cadet corps petitioned the Scabbard and Blade National Honor Society for establishment of a cadet company at Western. On 16 January 1954 the Infantry Branch Program was converted to the General Military Science Program. This new program was designed to prepare senior division cadets for commissioning in any of the Combat, Combat Support, or Combat Service Support branches of the Army. The program enabled qualified cadets to enter the service branch of their choice. ROTC cadets received another benefit in February 1962 when the members of the Committee on Curriculum and Instruction and the Board of Regents approved the awarding of an academic minor in Military Science for completion of the ROTC program.

On 13 October 1964, President Johnson signed into law the ROTC Act of 1964, popularly referred to as the ROTC Revitalization Act. This Act was designed to increase the scope of campus ROTC activities and offer greater opportunities to students for participation in the ROTC program. The Act authorized a two year Advanced Course Program for qualified junior college transfer students and students who did not participate in the ROTC Basic Course to supplement the four-year program. This program would start with a six-week ROTC Basic Camp to qualify these students for entry into the Advanced Course and then be completed in the same manner as the four-year program during the students' last two years before graduation. Other provisions of this Act included a substantial increase in the number of Army ROTC scholarships awarded by the Department of the Army each year, an increase in the monthly subsistence allowance paid to the Advanced Course cadets, payment of a clothing allowance to newly commissioned second lieutenants upon their call to active duty, and establishment of junior ROTC units in secondary schools.

In September 1964, Pershing Rifles Company B-3 initiated sponsorship of a female auxiliary organization known as the Rebelettes. This organization provided honorary sponsors for the ROTC cadet corps and established a female drill team to compete in organized drill meets against other universities. The Rebelette drill teams were highly successful in exhibition drill competitions and were selected as the national champions in 1967, 1973, and 1975. The famous Rebelette "Garter Salute" and silent drill routines highlighted their excellence in drill and ceremonies and their contributions to the esprit de corps. 1964 was also the year that "Western Kentucky State College" saw a new rifle range for use by the cadet corps. In 1968 the National Rifle Association became the sponsor of the team. In 1979, the varsity rifle team became affiliated with the National Collegiate Athletic Association, continuing the long history of excellence in riflery at Western.

Western's ROTC program added another extra curricular organization in October 1967 when the Special Forces Company was formed. Prospective members were challenged with an intensive pledge-training program. Chartered to further military excellence in tactical skills, small unit leadership, physical fitness, and techniques of unconventional warfare, the organization provided an opportunity to apply classroom skills and knowledge to realistic training situations under arduous conditions in all types of terrain and increased tactical proficiency of the corps.

The U.S. Congress furthered the opportunities for female students by authorizing females to participate in the ROTC academic program in September 1973. Western Kentucky University's first female officer, Second Lieutenant Lynne F. Berry, was commissioned into the Military Intelligence Corps, USAR, 14 May 1977.

Beginning with the 1978-79 school year, the U.S. Congress authorized greater flexibility in the ROTC program by allowing students to be commissioned under provisions of the Early Commissioning Program. This program allowed a student with prior military experience to gain placement credit for one or both years of ROTC Basic Course and enter the Advanced Course during his freshman or sophomore year at the university.

At the completion of the ROTC Advance Course, the cadet would be commissioned and perform reserve forces duty while completing degree requirements. In May 1979, the Congress authorized another change in Army ROTC program by authorizing cadets to participate in the Simultaneous Membership Program. Under this program, ROTC cadets in the Advanced Course enlisted in either the Reserves or National Guard, were designated officer trainees, and performed the duties of a second lieutenant in their units, thus gaining valuable experience before commissioning. Both of these programs were warmly received by the corps of cadets and expanded the opportunities for the realistic preparation for active and reserve forces duty. In April 1980, the WKU Instructor Group was given the mission of establishing a new Army ROTC Program at the University of Louisville. Cadre members organized, equipped, and developed a program of instruction modeled after the WKU program. The UL program began independent operations in August 1982. In August 1983, the Professor of Military Science retired the Pershing Rifles Company and Rebelette Auxiliary, replacing

these units with the Organization of the Red Knights. The Red Knights continued the excellence in drill and ceremonies, presentation of the official colors, and demonstration of the highest standards of military bearing within the corps of cadets.

The United States Army ROTC Cadet Command was organized 15 April 1986 at historic Fort Monroe, Virginia, blending the vibrancy of a new command with the traditions of the Army's second oldest continuously active installation. In the spring of 1996, the WKU ROTC Alumni Association was established along with the induction of seven honored alumni into the ROTC Alumni Hall of Fame. November 2003 saw the addition of a Veteran's Day Ceremony at Guthrie Tower and a partnership school. Murray State University became part of the Western Kentucky ROTC Program and began contracting cadets in the fall of 2004. In the spring of 2005, a classroom was dedicated to a WKU ROTC graduate. The MS101 room became the Captain Charles F. Thomas IV Room of Honor.

The Hilltopper Battalion Organization

The Hilltopper Battalion is organized with cadre and cadets. General descriptions are included below. See Annex A for specific cadre positions, and Annex B for specific cadet battalion leadership and staff or company leadership roles.

1. Battalion Cadre

- a. The Professor of Military Science and Leadership (PMS) is the representative of the Department of the Army at the Western Kentucky University. He is a member of the active duty or reserve component of the U.S. Army assigned to duty at the university and is a member of the faculty with the academic rank of professor during the term of his assignment. He serves as chairman of the Department of Military Science and Leadership at Western Kentucky University.
- b. Assistant Professors of Military Science (APMS) are active duty, reserve component, or retired commissioned officers serving with the Military Science and Leadership Department. They instruct academic classes and serve as advisors to help cadets on the road to becoming commissioned officers. One APMS serves as the Recruitment Operations Officer (ROO). In addition to other duties of APMS, the ROO has the primary duty of recruitment and retention within the battalion.
- c. Noncommissioned Officers (NCOs) in the cadre are proficient in their military occupational skills. They provide training, administrative and logistical support, and serve as instructors for military science classes.
- d. Administrative and logistics staff are Department of the Army Civilians and University personnel who handle all logistical and administrative support for all cadets and cadre.

2. Battalion Cadets

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

MS I - Normally an academic Freshman
MS II - Normally an academic Sophomore
MS III - Normally an academic Junior
MS IV - Normally an academic Senior

- b. The cadet organization includes a battalion headquarters with a staff for overall coordination. The cadets are further organized into companies, platoons and squads.
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Program Activities

The U.S. Army ROTC Program offered at the Western Kentucky University is designed to develop your management, leadership, and basic military skills. There is a significant focus on preparing you to successfully complete the ROTC Leader Development and Assessment Course (LDAC), the most significant

event in your cadet training. The ultimate goal is for each cadet to be well prepared for service as a commissioned officer in one of the three components of the U.S. Army- the Active Army, the Army National Guard, or the United States Army Reserve. The purpose of each MS year is delineated in the following two sections, with additional requirements described in the third section.

The Basic Course

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

- a. to provide the cadet an overview of Army ROTC, basic Army leadership concepts and the Army: its history, customs, regulations and opportunities, to include the scholarship process.
- b. to develop personal character and challenge all to understand and begin to inculcate the Army Values and Warrior Ethos.
- c. to foster a sense of responsibility within cadets, especially toward academics and ROTC subjects.
- d. to develop self-confidence through challenging, adventurous and innovative training, including hands-on military skills.
- e. to develop oral and written presentation skills, good learning habits and time management.
- f. to develop a sense of belonging to the Army family, especially as a member of the Hilltopper Battalion.
- g. to improve physical fitness.
- h. to prepare MSI students to become MSII cadets.

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

- a. continue the emphasis of living the Army Values and Warrior Ethos.
- b. to introduce MS II cadets to the role of the noncommissioned officer, to expose them to NCO leadership in the Active Army and the Hilltopper Battalion, and to prepare them to assume leadership of the cadet battalion in the future.
- c. to become familiar with and develop knowledge of basic military skills. The focus of training is to prepare cadets to be future leaders of the cadet battalion and eventually, the Army.
- d. to further develop oral and written presentation skills.
- e. to encourage qualified MS II cadets to contract into the Advance Course.
- f. to prepare MS II cadets to be successful MS III cadets.
- g. to improve physical fitness.

The Advanced Course

MS III cadets will attend Military Science academic courses each quarter or semester. Participation in FTXs, weekly Leadership Laboratories, formal social functions, and physical training is required. Participation in extracurricular activities is encouraged. The purposes of Military Science III is:

- a. continue the emphasis of living the Army Values and Warrior Ethos.
- b. to prepare cadets for success at the Leadership Development and Assessment Course (LDAC). Training consists of hands-on situational tactical exercises, planning and executing operations orders and basic military skills.
- c. to further develop oral and written presentation skills.
- d. to prepare cadets to become responsible MS IVs. The MS III year will reinforce troop leadership skills necessary for success as cadet officers.
- e. to enable the cadet to make sound informed decisions concerning component, branch, and initial duty assignments.
- f. to teach cadets to provide the leadership in the cadet battalion.
- g. to instill an understanding that college performance is as important as ROTC involvement to the cadets' future. Similarly, their performance at the Leadership Development and Assessment Course (LDAC) is a training and performance evaluation that is critical in the selection process for component and branch.

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

- a. continue the emphasis of living the Army Values and Warrior Ethos.
- b. to develop the cadet's leadership and managerial skills, enabling him/her to assume the junior officer leadership of the U.S. Army.
- c. to develop leadership and managerial skills in the Cadet Battalion by planning, coordinating, and conducting the training of Basic Course cadets.
- d. to prepare MS IV cadets for success at BOLC II.

Professional Military Education Requirements

Certain academic courses outside the regular Military Science curriculum are required to provide each cadet with the academic foundation necessary to support his/her continued intellectual growth. Requirements, which cadets must satisfy, are the baccalaureate degree, completion of Military History (History 299), and the ESTP program.

General Policies and Standards

1. Administrative

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

2. Training

- a. Regular classroom attendance or prearranged make-up of missed class instruction is expected of all cadets. Punctuality, attentiveness, prior preparation, and active participation are each student's responsibility. Learning is not a passive endeavor.
- b. Participation in Leadership Laboratories is required of all contracted cadets.
- c. Cadets also participate in a Physical Training (PT) Program. This program is mandatory for all cadets.
- d. Two FTXs per year are conducted. Participation in these intensive field training exercises is mandatory. You learn to lead only by doing.
- e. The Dining-In or Military Ball is the major military social event. All cadets attend the Dining In/Military Ball as part of their military heritage development.
- f. Upon written request to their unit, SMP cadets can be excused from annual training during the year they are required to attend ROTC LDAC. They are not required to attend both, unless they choose to do so, but they must attend Warrior Forge.
- e. Use the chain of command for information flow and to solve training problems.
- h. Just as commissioned officers are responsible for their own professional development, ROTC cadets are responsible for their own level of training performance. The cadre are here to assist cadets with professional development. The cadets need to use that assistance.

3. Standards of conduct and the open door policy

- a. Every aspect of a cadet's behavior should reflect that behavior expected of a commissioned officer.
- b. Cadets are expected to possess absolute integrity in all of their actions. Cases of questionable integrity must be investigated and may result in dismissal from the ROTC program.
- c. All contracted cadets are committed to the government to qualify and perform duties of a commissioned officer. Therefore, high moral and personal conduct standards are expected. Violations of the law or personal arrests must be reported to the PMS within 24 hours of the event.

d. The PMS has an open door policy that is posted on the admin board with other policy letters. If you wish to make an appointment, schedule it with the secretary (Ms. Collins). It is important to use the cadet chain of command to solve problems among the cadets. The cadre open door policy is generally used for personal and professional counseling. The cadre chain of command begins with your instructor.

4. Leadership and leadership laboratory

- a. Military leadership is the art of influencing individuals in such a manner as to accomplish the mission. All cadets are given opportunities to practice leadership. Cadets are expected to discharge their leadership responsibilities and appointed duties through study and practical exercise, constantly striving to improve. Proper preparation and rehearsing will assist in the successful performance of your appointed duties.
- b. Leadership laboratory is conducted weekly and is required by all contracted cadets and all MSII cadets. All non-contracted cadets are invited to attend, but attendance is voluntary.
- c. MSIV and Cadre will write blue cards for performance during leadership labs by MSIII cadets.
- d. Important manuals that will aid in the success of leadership labs are FM 3-21.5 (Drill and Ceremonies), FM 21-20 (Army Fitness Manual), FM 7-8 (Infantry Rifle Platoon and Squad) and FM 7-21.13 (The Soldier's Guide). These can be found online <http://usmilitary.about.com/od/armymanuals/>

5. Attendance Policy

- a. All cadets will make every effort to attend each regularly scheduled class, physical fitness training session, leadership labs, field training exercises, and any other departmental functions.
- b. It is the cadet's responsibility to inform his/her instructor and the cadet chain of command if unable to attend any class, physical fitness training session, leadership lab, field training exercise, or any other departmental function.
- c. All completion cadets will take an APFT monthly during the scheduled APFT times.
- d. All MSIII classes are required to attend leadership labs and FTX.
- e. Each unexcused absence will result in making up the missed event as determined by the MSIV Company Commander or other corrective training deemed appropriate by the Cadre and Cadet Leadership
- f. After two unexcused absences, the cadet will receive a written counseling from his/her instructor. This counseling will include a warning of the possible consequences of any additional absences.
- g. Any further unexcused absences will result in the cadet providing "written explanation: as the reasons for the absences. The PMS will review the situation, and provide written record in the cadet's file.
- h. Cadets need to be aware that if it becomes necessary to refer the matter to a Disenrollment Board, the cadet can be found to be in willful violation of the contract and could have to pay back all money received. It is also part of the contract that the cadet could be enlisted into the Army as a form repayment.

6. Academic performance is the number one priority of the battalion

- a. Contracted cadets must be enrolled as a full time student and maintain an overall GPA of 2.0 or higher and at least a 2.0 average grade point for each semester. Accumulative GPA is also important to the selection of leadership roles, awards, Distinguished Military Graduates, accessions, commissioning, and selection of active duty. Failure to be enrolled as a full time student is a failure to meet ROTC requirements. Cadets must notify the Administrative Section of the battalion prior to withdrawing from ANY course or any desired academic major changes. The PMS MUST approve ALL academic major changes.
- b. There is a computer lab with study area set up for cadet use. The PMS and cadre urge all cadets to use it. First priority of use within the computer lab is ESTP completion.
- c. All students are required by the university to file an undergraduate degree program no later than the first semester of their junior academic year. This program must be approved by the PMS or designated representative to ensure all required military science and professional development courses are completed. Cadets are encouraged to seek cadre counsel and guidance in preparing an academic schedule. Cadets need to be aware that requirements may change and those new requirements must be met as well.
- d. All cadets will monitor their grades and have instructors provide a progress report each semester at mid-term. This progress report is done by the cadet and turned in to the cadet's instructor. If a cadet is in grade trouble, are to help the cadet achieve academic excellence.
- e. If a cadet is placed on academic probation, that is if he/she fails any course or has a GPA lower than 2.0, the cadet is not allowed to perform in any extracurricular activities (i.e. Ranger Challenge) or events (i.e. Color Guard) except those mandatory by the department or PMS. Grades and academic success are the first priority.

7. Security of sensitive items

- a. Weapons and equipment security is everyone's business.
- b. Weapons/sensitive items will always have a guard when not in the arms room.
- c. Weapons/sensitive items will be recorded and periodically inspected by the cadet leadership. The leadership will report the results of these inspections to the cadre.
- d. Each cadet will memorize his/her weapons serial number.

8. Weapons maintenance

- a. The only authorized cleaning items/methods for weapons are CLP (break free), WD 40, rifle bore cleaner, LSA, LWA, and carburetor cleaner. NEVER use pine oil.
 - b. While breaking down the weapons to clean, never break down the trigger mechanism or break it down farther than the first level of maintenance indicated in the manual.
 - c. Maintain the weapon daily while in the field.
 - d. Upon receipt of weapon from arms room, clear it, place it on "safe", and inspect for rust. Use a light coat of oil.
 - e. Weapons will be cleaned prior to turn in after all events. Weapons borrowed from National Guard units will need to be cleaned and inspected prior to return.

9. Social Activities

- a. As in all professions, the Army Officer Corps observes certain social customs. Cadets are required to attend social functions steeped in tradition as part of pre-commissioning training. They are enjoyable learning experiences and foster camaraderie.
- b. The Military Ball is mandatory for cadets and part of all cadets' class participation grade. Guests (dates) are encouraged and most welcome. University officials and distinguished ROTC Alumni also often attend. The ball is generally held at a local hotel, officers' club, on campus.
- c. Informal barbecues and other parties are held at various times during the year and are open to all cadets and their guests.

10. Extracurricular Activities sponsored by the department

- a. The Sydnor's Ranger Club is a University recognized club whose membership is open to all students who maintain a GPA of 2.0 or better. The club emphasizes physical fitness and provides tactical training in the areas of patrolling and weaponry. The club members plan and conduct weekend FTXs at local training areas and Army Installations. Those members who meet the team requirements can participate in the competition with other schools in October. These members may receive ribbons and the Ranger Challenge Tab.
- b. Color Guard is assembled for presenting our nation's, state's, and university's colors. Participation in Color Guard adds to the students' accession points, and the members are allowed to wear the white cord on the dress uniform. There are only 5 members on the Color Guard, however there are several occasions that need them: the Military Ball, Dining-In, Commissioning Ceremonies, and sporting events. All cadets participate in color guard. The cadet S5 in coordination with the Senior Military Instructor develop a roster for participation.
- c. Scabbard and Blade's primary purpose is to raise the standard of military education in American colleges and universities. Cadets must apply for membership and go through a "pledging process" of learning the customs and traditions of the club and demonstrate leadership skills through a community service project. There is a one-time membership fee.
- d. Recruitment is a primary concern of the ROTC program. Cadets are urged to recruit for the program. The best influencers on campus are cadets in the program who are motivated and set good examples. Cadets who bring others to join the program are awarded incentives.

ANNEX A TO HILLTOPPER CADET HANDBOOK 2005-2006 (Battalion Cadre Positions)

BATTALION COMMANDER/PROFESSOR OF MILITARY SCIENCE (PMS)
Lieutenant Colonel; responsible to the Army and the university for all cadet and cadre activities.

BATTALION EXECUTIVE OFFICER

Second in command; assists the PMS with cadre supervision.

SENIOR MILITARY INSTRUCTOR (SMI)

The senior enlisted soldier and advisor to the PMS.

S-1/ADJUTANT

Principally responsible for awards and ceremonies.

ADMINISTRATION SPECIALIST

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

S-3/OPERATIONS AND TRAINING OFFICER

Plans all cadet and cadre training.

OPERATION AND TRAINING NONCOMMISSIONED OFFICER

Assists S-3 in executing all training.

S-4/SUPPLY TECHNICIAN

Manages Army and university funds and supplies.

S-5/RECRUITMENT OPERATIONS OFFICER

Manages the marketing of the battalion's program.

ASSISTANT RECRUITING OFFICER/GOLD BAR RECRUITER

Normally a recently commissioned lieutenant.

CIVILIAN SECRETARY

A university employee, generally responsible for all aspects of cadet administration except scholarships.

ASSISTANT PROFESSOR OF MILITARY SCIENCE

US Army Reserve Officer responsible for conducting specific classes such as Basic Leadership, Introduction to the Army, etc.

INSTRUCTOR

US Army NCO responsible for instruction in specific areas such as Leadership Labs, PT, FTXs, Map Reading, etc.

ANNEX B TO HILLTOPPER CADET HANDBOOK (Cadet leadership positions and duty responsibilities)

The cadet battalion organization is tailored to provide maximum leadership opportunities for cadets and provides an organization for all cadets. A battalion headquarters is established under the command of a designated MSIV cadet. This headquarters is designed to control two subordinate companies made up of the MSI, MSII, and MSIII cadets. When enrollment is down, there will be only one company.

BATTALION COMMANDER (BN CDR):

- * Holds the rank of cadet Lieutenant Colonel (C/LTC)
- * Commands and controls the battalion.
- * Uses staff to manage battalion activities per FM 101-5
<http://www.globalsecurity.org/military/library/policy/army/fm/>
- * Responsible for health, welfare, morale, and discipline of the battalion.
- * Provides training objectives for subordinate commands.
- * Disseminates command guidance/issues orders.
- * Executes the orders of the PMS and cadre.
- * Inspects and ensures orders and policies are followed.
- * Meets regularly with the PMS

BATTALION EXECUTIVE OFFICER (BN XO):

- * Holds the rank of cadet Major (C/MAJ)
- * Responsible for the weekly cadet staff call
- * Supervises all tasks assigned to the staff (S1- S5).
- * Directs the efforts of special staff officers.

- * Ensures staff is rendering assistance to subordinate commands.
- * Supervises the implementation of risk management.
- * Serves as Battalion Commander in his/her absence.

SERGEANT MAJOR:

- * Holds the rank of cadet Sergeant Major (C/SGM)
- * Monitors, senses, and assists the cadet first sergeant with moral, welfare, training, and discipline
- * Assists in planning at battalion staff meetings
- * Supervises training

BATTALION PERSONNEL OFFICER (BN S-1):

- * Holds the rank of cadet captain (C/CPT)
- * Monitors unit strength and reports attendance to cadre.
- * Maintains/updates battalion alert roster (phone numbers and addresses)
- * Maintains manifest for transportation (i.e. bus to FTX)
- * Supervises morale support activities including recreational and fitness activities.
- * Supervises awards program.
- * Schedules religious services.
- * Advises the commander on personnel management and administrative policies.

BATTALION INTELLIGENCE AND SECURITY OFFICER (BN S-2):

- * Holds the rank of cadet captain (C/CPT)
- * Disseminates intelligence information to commanders in a timely manner.
- * Describes the capabilities of enemy forces.
- * Determines enemy most probable course of action.
- * Recommends Priority of Intelligence Requirements (PIR) to commander.
- * Identifies enemy intelligence collection capabilities.
- * Supervises command security program.
- * Reports weather.

BATTALION OPERATIONS OFFICER (BN S-3):

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

BATTALION LOGISTICS OFFICER (BN S-4):

- * Holds the rank of cadet captain (C/CPT)
- * Coordinates the use of all classes of supply.
- * Determines maintenance requirements.
- * Coordinates transportation requirements.
- * Coordinates the distribution of TA-50 and personal clothing.
- * Coordinates field sanitation requirements.

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

- * Holds the rank of cadet captain (C/CPT)
- * Coordinates with nonmilitary agencies.
- * Plans recruiting and retention operations.
- * Responsible for ROC bulletin boards in hall and cadet lounge
- * Responsible for the cadet food and soda fund in the cadet lounge
- * Coordinates community activities.
- * Coordinates color guard activities with the cadre SMI

PLATOON AND SQUAD TAC:

- * Platoon TAC holds rank of cadet major (C/MAJ)
- * Squad TAC holds the rank of cadet captain (C/CPT)
- * Provide guidance to all MSIII chain of command
- * Assist with and oversee execution of physical and tactical training
- * Ensures the standards of the battalion are enforced.
- * Responsible for the completion of yellow cards on evaluated positions

COMPANY COMMANDER (CO):

- * Holds the rank of cadet captain (C/CPT)
- * Commands and controls the company.
- * Executes tactical officer/NCO instructions and/or the daily training plan.
- * Disseminates information/issues orders.
- * Receives orders from and works with the battalion commander
- * Exercises command through the chain of command.
- * Inspects and follows-up on instructions.
- * Accepts responsibility for all unit actions.
- * Prepares yellow card IAW evaluator guidance

COMPANY EXECUTIVE OFFICER (XO):

- * Holds the rank of cadet first lieutenant (C/1LT)
- * Performs duties directed by CO.
- * Acts as CO in his/her absence.
- * Coordinates for rations/mess, water, and re-supply operations.
- * Supervises distribution of equipment and supplies.
- * Establishes movement load plans.
- * Prepares yellow card IAW evaluator guidance

FIRST SERGEANT (1SG):

- * Reports to the Sergeant Major and the Company Commander
- * Accounts for personnel; prepares personnel reports.
- * Conducts company formations.
- * Issues orders/instructions through the NCO chain of command
- * Ensures barracks/personal appearance standards are met.
- * Conducts drill and ceremonies at the company level.
- * Supervises and controls field mess provisions.
- * Supervises maintenance and control of equipment through the NCO chain.
- * Prepares yellow card IAW evaluator guidance

PLATOON LEADER (PL):

- * Commands and controls the platoon.
- * Executes the CO's instructions/orders.
- * Conducts troop leading procedures.
- * Prepares and issues OPORDs.
- * Ensures training is planned, prepared, and rehearsed
- * Controls tactical movements.
- * Conducts platoon offensive, defensive and patrolling operations.
- * Conducts platoon battle drills.
- * Prepares yellow card IAW evaluator guidance
- * Accepts responsibility for all platoon actions.
- * Renders reports; keeps the chain of command informed.

PLATOON SERGEANT (PSG):

- * Controls and accounts for personnel and equipment.
- * Keeper of the Guidon
- * Ensures barracks/personal appearance meet standards.
- * Supervises the issue of equipment, rations, and ammunition to the squads of the platoon.
- * Conducts platoon formations.
- * Conducts drill and ceremonies at the platoon level.
- * Performs duties directed by the Platoon Leader.
- * Conducts pre-combat inspections.
- * Supervises occupation of assembly areas, defensive positions and patrol bases.
- * Assists the Platoon Leader in tactical movements/battle drills
- * Assists in the conduct of the platoon attack/defense.
- * Conducts re-supply/redistribution activities.
- * Supervises construction of individual and crew-served fighting positions.
- * Supervises and controls maintenance and turn-in of equipment.
- * Prepares yellow card IAW evaluator guidance

SQUAD LEADER (SL):

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

COLOR GUARD SERGEANT:

- * Holds the rank of cadet staff sergeant (C/SSG)
- * Enforces policies and standards of battalion
- * Ensures that the color guard detail cadets are well informed of the event
- * Ensures that the detail is trained, prepared, inspected, and rehearsed prior to the event
- * Keeps the cadre advisor informed of the status and any issues/problems prior to the event
- * Promotes effective time management

MSIV leadership positions are normally retained for the school year. The PMS reserves the right to rotate certain MSIV leadership positions within the cadet battalion at the completion of the fall semester. Rotation is based on first semester performance, academic schedule requirements, cadre evaluations, cadet desire, and performance. Substandard performance in these positions will result in negative repercussions.

MSIII leadership positions are rotated throughout the entire school year. The MSIII instructor will publish a schedule listing MSIII cadet leadership. MSIII cadets assigned a leadership position will coordinate with their company commanders, the TACs, and the MSIII Instructor.

2005/06 MS IV Positions

- 1.) Battalion Commander _____ C/LTC Carter
- 2.) Command SGM _____ C/CSM Bosley
- 3.) Battalion XO _____ C/MAJ Foster
- 4.) S-1 _____ C/CPT Lewis
- 5.) S-2 _____ C/CPT Barnes
- 6.) S-3 _____ C/MAJ Collard
- 7.) Asst S-3 _____ C/CPT Thomas, D.
- 8.) Asst S-3 _____ C/CPT Doggette
- 9.) S-4 _____ C/CPT Thomas, A.
- 10.) S-5 _____ C/CPT Feeley
- 11.) Asst S-5 _____ C/CPT Netherton
- 12.) Senior TAC _____ C/MAJ Abbott
- 13.) 1st PLT TAC _____ C/CPT Lynch
- 14.) Asst TAC _____ C/CPT Crowell
- 15.) 2nd PLT TAC _____ C/CPT Givens
- 16.) Asst TAC _____ C/CPT Smithson

ANNEX C TO HILLTOPPER CADET HANDBOOK (Military and cadet ranks)

ABV	GRADE	RANK/TITLE	ORAL	ADDRESS
GEN	O-10	General	(4 star)	General
LTG	O-9	Lieutenant General	(3 star)	General
MG	O-8	Major General	(2 star)	General
BG	O-7	Brigadier General	(1 star)	General
COL	O-6	Colonel		Colonel
LTC	O-5	Lieutenant Colonel		Colonel
MAJ	O-4	Major		Major
CPT	O-3	Captain		Captain
1LT	O-2	First Lieutenant		Lieutenant
2LT	O-1	Second Lieutenant		Lieutenant
CW5	W-5	Chief Warrant Officer 5		Mister/Miss
CW4	W-4	Chief Warrant Officer 4		Mister/Miss
CW3	W-3	Chief Warrant Officer 3		Mister/Miss
CW2	W-2	Chief Warrant Officer 2		Mister/Miss
W01	W-1	Warrant Officer		Mister/Miss
SMA	E-9	Sergeant Major of the Army		Sergeant Major
CSM	E-9	Command Sergeant Major		Sergeant Major
SGM	E-9	Sergeant Major		Sergeant Major
1SG	E-8	First Sergeant		First Sergeant
MSG	E-8	Master Sergeant		Sergeant
SFC	E-7	Sergeant First Class		Sergeant
SSG	E-6	Staff Sergeant		Sergeant
SGT	E-5	Sergeant		Sergeant
CPL	E-4	Corporal		Corporal
SPC	E-4	Specialist		Specialist
PFC	E-3	Private First Class		Private
PVT	E-2	Private		Private
PVT	E-1	Private		Private

MSIV cadets are awarded cadet officer rank based on the position held within the cadet battalion. The proper address of MSIV cadets is by their rank and last name or "Sir/Ma'am". MSIII cadets are awarded rank of C/SSG. While in an assigned leadership role, an MSIII cadet could be C/2LT, C/SFC, or C/1SG. MSI and MSII cadets will wear the rank of Private. MSIII, MSII, and MSI cadets will be addressed by "Mr./Miss" or "Cadet" and the last name (i.e. Cadet Smith, Mr./Miss Jones).

Cadet officers and noncommissioned officers have the responsibility and the authority to give orders and directives to junior cadets when required in the performance of assigned duties. The leadership of the cadet battalion has further responsibility to maintain the military courtesy, appearance, and discipline of each cadet during official and non-official functions. As such, cadet officers and noncommissioned officers are authorized and required to make on-the-spot corrections of their peers and juniors to maintain the high standards of the battalion. Corrections should be made in a professional manner. Cadets in all classes are expected to know their chain of command, both cadre and cadet, and use the chain of command in seeking information or solving problems. Grievances from individual cadets are channeled through the cadet chain of command. Note the PMS/Cadre open door policy.

ANNEX D TO THE HILLTOPPER CADET HANDBOOK (Wear and appearance of the uniform and personal grooming in uniform)

1. GENERAL

- a. Wearing a military uniform is a privilege. It sets you apart as a special person. Wear the uniform with pride. Do not wear the uniform if you are not performing ROTC duties or are at a Reserve or National Guard training event.
- b. The supply technician will issue you your various uniforms. If necessary, arrangements will be made for alterations so the uniforms fit properly. The BDU uniform is designed to be loose fitting and will not be

altered.

- c. When in uniform, always wear the complete uniform. Never mix articles of civilian clothing with uniform parts. However, your uniform shoes, socks, and PT uniform may be worn with your civilian clothes.
- d. Uniforms will be clean and neatly presented when worn. All patches will be machine sewn. Coordinate with supply technician for free sewing.
- e. Uniform cap must be worn when outdoors in uniform. Keep buttons buttoned, zippers closed, and snaps fastened. Footwear and brass will be highly shined.
- f. Simultaneous Membership Program (SMP) cadets will be issued uniforms and equipment by their respective Army Reserve or Army National Guard unit. The ROTC Supply room will issue SMP cadets only those ROTC specific uniform items and equipment for field training exercises.

2. GROOMING

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

- a. Male haircuts. The hair will not be excessive or present an unkempt appearance. It will present a tapered look. When combed, it will not fall over the ears or eyebrows or touch the collar except for the closely cut neck hair.
- b. Female haircuts and makeup. The bulk or length of the hair will not interfere with wearing of military headgear. Hair should not appear unkempt. The hair length may not extend below the bottom edge of any uniform collar. Long hair may meet this standard by being pinned up using natural hair colored or transparent clips or barrettes. Hair may be "packed", but will not interfere with the wear of headgear. Braids must be snug to the head and not fall below the bottom edge of the collar. Females may wear wigs of natural hair color and the style and length conform to appearance standards. Makeup and nail polish will be conservative and compliment the uniform. See AR 670-1, paragraph 1-8 for specific questions about female hair and makeup.
- c. Men will be clean-shaven except for mustaches. If a mustache is worn, it will be neatly trimmed so that no portion covers the upper lip line or extends beyond or below the corner points of where the upper and lower lips join.
- d. Jewelry. Cadets may wear a wristwatch, an identification bracelet, and not more than two rings (the wedding set is considered one ring) of conservative taste while in uniform. A purely religious medal (i.e. a cross or St. Christopher) may be worn around the neck as long as the medal or the chains do not show. No jewelry, watch chains, or similar items (to include pen, pencils, and other pocket items) will appear exposed on the uniforms. An authorized exception is a small, conservative tie clasp or tie tack, which may be worn by male cadets with the black necktie of the Class A and B uniforms. Any cadets while in uniform are not authorized to wear fad devices, vogue medallions, personal talismans, or amulets. Males are not to wear earrings in any uniform. Females have optional wear of screw-on, clip-on, or post-type earrings with only the Class A, Class B, dress, and mess uniforms. Earrings will not be worn with BDU or PT uniforms. Earrings will not exceed 6mm or 1/4 inch in diameter. They will be of gold, silver, diamond, 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.
- e. Tattoos and body piercing. Cadets are strongly discouraged from getting tattoos, brands, or body piercing. Body piercing is not authorized for males and only for earrings on females. All existing tattoos/brands must be reviewed for content and recorded on medical files IAW CC Policy Memorandum #48. If tattoos/brands are visible on the neck, face, or head; are prejudicial to good order and discipline and/or visible while wearing the Class A uniform and detract from a soldierly appearance, they are prohibited. The cadet must apply for a waiver to continue participation in ROTC.
- f. Further uniform requirements. For placement of rank insignia, ribbons, badges and special insignia on Army Uniforms, as well as additional information and helpful diagrams, see Army Regulation 670-1, Wear and Appearance of Army Uniforms and Insignia <http://www.usapa.army.mil>, and Cadet Command Regulation 670-1, Uniform Wear and Appearance. <http://www.rightsite.usaac.army.mil>.
- g. Footwear. A properly polished and broken in item of footwear is essential to a complete military appearance. Combat boots and low quarter shoes (dress shoes) will be properly maintained and evenly polished to a black finish. Only issued footwear is authorized for wear by cadets unless approved by the PMS.
- h. Load Carrying Equipment (LCE) or Load Bearing Equipment (LBE). LCE will be worn in the following manner: Poncho: Folded six inches wide by nine inches long. The poncho will be centered in the rear of the pistol belt. The poncho will be tied with a spare black bootlace or elastic cord. Ammo Pouches: Worn on left and right front of pistol belt next to the buckle. When wearing only one ammo pouch, it will be worn on the wearer's right front. Canteen: Worn on right rear of pistol belt above the right rear BDU trouser pocket.

When wearing two canteens, they will be worn on the left and right rear of pistol belt above the rear BDU trouser pockets. First Aid Pouch: Worn on front left shoulder strap of the suspenders. Compass: When wearing two ammo pouches, compass will be worn on the right front of pistol belt next to the ammo pouch. The compass will be attached to the LCE with a lanyard. Note: After you have attached the equipment to the belt and suspenders, put it on and fasten the buckle. Adjust the length of front and back suspender straps using the loose ends of straps. Pull down on the loose end of each strap to raise the belt. Lift the end of each strap to lower the belt. Secure the loose ends of the straps with the elastic loops. When you are finished, the belt should hang evenly at your waist, and the yoke should be positioned comfortably. Straps should be fastened or secured, not hanging loose.

ANNEX E TO HILLTOPPER CADET HANBOOK (Off-Campus Professional Development)

The Cadet Professional Development Training (CPDT) program is comprised of cadet training in Army schools/courses and with active Army units. The CPDT program supplements campus training with practical leader development experiences and some additional skill identifier awarding courses. The CPDT program consists of two sub-programs, Cadet Practical Field Training (CPFT) and Cadet Troop Leader Training (CTLT). The CPDT opportunities promote leader development. Residual effects include improving recruiting, retention, and incentives to deserving cadets. PMSs must prepare, select and send to CPDT only those cadets with the highest potential for completing the CPDT training and commissioning.

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

Air Assault School (AA)

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

Airborne School (ABN)

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

Cadet Field Training (CFT)

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

Cadet Engineer Internship Program (EIP)

This program allows cadets studying engineering to spend three weeks with a Corps of Engineers or other Department of Defense engineering organization learning what that engineering organization does.

Cadet Troop Leadership Training (CTLT)

Cadet Troop Leadership Training is an optional program for MS III cadets during the summer following completion of LDAC. This three weeks CONUS or 4 weeks OCONUS program trains cadets in lieutenant

positions with active Army and Reserve component units. Assignments are available in nearly all branches and with many units worldwide.

Mounted Maneuver Training (MMT)

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

Northern Warfare Training Course (NW)

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

Robin Sage

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, Recon), 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.

Mountain Warfare

MWT is a two-week program that requires cadets to perform mountaineering tasks in a realistic tactical mountain environment. MWT introduces cadets to the techniques and tactics required to operate in a mountainous environment under hostile conditions. Emphasis is on strenuous field exercises where cadets learn mountain-related skills. This is a challenging course where physical stamina and conditioning are keys to success.

Combat Survival Training (CST).

CST is a 20-day program and affords cadets the opportunity to practice employing the principles, procedures, techniques and equipment that enhance survival and evasion prospects, regardless of hostile or adverse weather conditions. The course objective is to teach the skills that facilitate the return of friendly forces without organized rescue and recovery assistance.

Combat Diver Qualification Course (CDQC)

CDQC trains cadets to become combat divers using both open-circuit and closed-circuit systems. The course is four-weeks and four-days in length and training is conducted in Key West, FL. To participate in the CDQC (Phase II), cadets must first successfully pass a 10-day Pre-Scuba (Phase I) training program. Cadet Command will conduct the Pre-Scuba training.

Special Forces Assessment and Selection Course (SFAS).

SFAS is physically and mentally demanding. To accomplish physically-related goals set by SFAS, applicants must be in top physical condition upon arrival at Fort Bragg. Soldiers attending the SFAS program will perform physical tasks that will require them to climb obstacles (by use of a rope) 20 to 30 feet high, swim while in uniform, and travel great distances cross-country while carrying a rucksack weighing a minimum of 45 pounds. The SFAS program requires upper and lower body strength and physical endurance to accomplish daily physical-oriented goals on a continuous basis for 24 days.

United Kingdom Officer Training Course (UKOTC).

UKOTC is a two-week program hosted by the British Army at The University of Cambridge and the University of London in England. Cadets are integrated with British cadets and train together as squads and platoons. Training includes weapons firing, adventure training and field training exercises.

Sandhurst Competition (United States Military Academy).

The concept of Sandhurst is for each 9-member team to perform a series of military tasks while moving non-tactically, as rapidly as possible over a partly prescribed route of approximately 9 kms, in less than 3 hours. Scores are determined by the squad's performance on each military task and on the total time required for the squad to negotiate the course and completion of the Commandant's Challenge event. Briefings at task sites are minimal to enable squads to complete the course as quickly as possible.

Advanced Individual Academic Development (AIAD).

This program is an engineering internship sponsored by the U.S. Army Corps of Engineers. To qualify for the internship, a cadet must have an academic major in the field of Engineering. Based on the "real world" engineering projects, cadets are assigned for a four-week period.

Army Medical Department Internship Program (AMEDDIP).

The Office of the Army Surgeon General sponsors the program. Cadets are assigned to Medical Department Activities (MEDDAC) and Medical Centers (MEDCEN). To qualify for this internship, the cadet must have a desire to be commissioned to the Army Medical Department (AMEDD) and be enrolled in an academic major that matches the specific type of internship. The purpose of the AMEDDIP is to offer a cadet insight into the Army Medical Facilities and exposure to leadership in the medical arena. Cadets are assigned to a preceptor and work under their direct supervision and direction. Cadets with an academic major of Nursing are not authorized to apply for this internship because they attend NSTP.

Nurse Summer Training Program (NSTP)

Cadets with an academic major of Nursing are the only cadets eligible to apply for this program. Nurse cadets must have completed their junior year of nursing school or at least one upper division clinical course. Cadets are assigned to Army Medical Facilities in CONUS, HI and Germany. This program provides cadets with opportunities to develop and practice leadership in a clinical environment. Cadets work side-by-side with an Army Nurse Corps Officer preceptor. Cadets applying for this program must have current Basic Life Support (BLS)/CPR certification to last throughout the entire NSTP rotation. Certification must be for health care provider, preferably American Heart Association. Immunization status must be documented and a copy of the official immunization record sent along with the BLS card.

Army Science Board Internship Program (ASBIP)

The purpose of the ASBIP is to offer cadets research, practical experimental work and leadership experience. Cadets are assigned to a study panel responsible for researching science and technology topics selected annually in the fall. The ASBIP consist of three phases. The first is the Plenary Session held in the spring in Northern Virginia. At this session, the cadets receive an orientation regarding the study goals and they meet the ASB members. Cadets are assigned to an ASB Summer Study panel and work under the supervision and direction of the associated chairperson during the two-week Report Writing Session in Irvine, CA. The Report Writing Session is followed by the Report Presentation Session conducted in Washington, DC. Cadets assist in the finalization and presentation of the panel reports to the Secretary of the Army.

Central Identification Laboratory Internship Program (CILIP)

The CILIP consists of an internship that places cadets with a team of active duty forensic specialist involved in identifying and determining the cause of death on human remains brought to the lab from Vietnam. To qualify for this internship, cadets must have an academic major in any of the following areas, anthropology, forensic science, chemistry, biology, or archeology. This internship is located on Hickam Air Force Base, HI.

Cadet Internship Program (CIP)

The CIP program consists of internships with HQDA staff agencies. To qualify for this internship, the cadet must have an academic major in staff areas listed below. There are 25 positions located in the Pentagon at Arlington, VA.

Financial Management Business Management
Public Affairs (Communications) Public Affairs (Media Relations)
Public Affairs (Community Relations & Outreach) Logistics
Human Resource Management Pre-Law
Historical Preservation Conservation
Computer Science

Defense Information Systems Agency Internship Program (DISAIP)

The DISAIP consists of internships requiring cadets to complete "real world" projects in computer science (database), computer science (engineering-security) and computer science (systems engineering).

Health Facilities Planning Agency Internship Program (HFPAIP)

The HFPAIP provides the cadet with experience in intensive project management of the medical/research aspects of various medical and research projects throughout the world. This internship requires the cadet to analyze health-care facility requirements in relationship to the AMEDD Health Facility Life Cycle Management process to determine the most economical facility solution. The cadet coordinates with Medical/Dental Treatment, Veterinary, or Research Facilities, US Army Corps of Engineers, Army Directorate of Public Works, Architect or Engineering Firms and other activities and contractors to ensure the facility will meet required standards and objectives. Cadets selected for this internship must be enrolled in an engineering academic major and submit an application packet to CC, DOLD. The location for this internship is Falls Church, VA.

National Ground Intelligence Center Internship Program (NGICIP)

This internship is sponsored by the National Ground Intelligence Center. Internships are in the field of automation and linguistics. The automation internship consists of the cadet perform in a variety of duties to support NGIC personnel in the day-to-day use of ADP resources, equipment and software accounting to resolve problems encountered in the use of ADP equipment and software, internet access, and in systems

administration duties on multiple platforms. The language internships consist of Arabic and Chinese translation and interpretation. The internship positions are located in Charlottesville, VA.

John F. Kennedy Special Warfare Internship Program (JFKSWIP)

To qualify for this internship, the cadet must have an interest in Infantry and/or Special Forces duty and be selected by their PMS. Cadets play the role of guerrillas and act as insurgent members of a growing resistance force. This program provides cadets with opportunities to learn and grow as potential leaders. Cadets are exposed to: Troop Leading Procedures, Mission Planning (Warning, Patrol and Frag orders), Small Unit Tactics (Raids, Ambushes, Recons), Air Operations (Drop and Landing Zones and Message pick-up), Basic Fieldcraft (Survival, Expedient Navigation), Demolitions, Medical, Communications and Weapons. Cadets are rotated through leadership roles within the band. The location for this internship is Camp Mackall, NC.

The Olmsted Foundation Cadet Overseas Travel and Cultural Immersion Program (OFCOT)

The George and Carol Olmsted Foundation will fund a Cadet Overseas Travel and Cultural Immersion Program. The general purpose of this program is to broadly educate future career military officers who exhibit extraordinary potential to becoming the country's future military leaders. The Olmsted Program will provide these cadets the opportunity to visit any country where English is not the primary language. The program will consist of a combination of formal conferences, briefings, visits to foreign military academies, work on research projects, participation in educational tours, etc. This new program anticipates the future requirements of officership: leading a diverse Army with diverse missions and increasingly complex technologies that will require better-educated and culturally sensitive officers. Thus the Olmsted Foundation's support of overseas travel for cadets, both in the short term and well into the future, will ensure the quality, depth and breadth of the program and its relevance to the Army's strategic vision.

The Leaders Training Course

The mission of the Leaders Training Course is to qualify and motivate prospective cadets (who do not otherwise qualify for lateral entry) to enroll (contract) in the Advanced Course. It also provides the opportunity for selected high school graduates to qualify for entry into the Advanced Course if they attend a military junior college (MJC) and intend to contract in the Early Commissioning Program (ECP). Cadet Command publishes an annual policy describing the specifics of the course each year.

The Leader Development and Assessment Course

The mission of the Leader Development and Assessment Course (LDAC) is to train cadets to Army standards, develop leadership, and evaluate officer potential. LDAC is the most significant training and evaluation event in ROTC. Training is complex, challenging, and rigorous and is conducted in a stressful training environment. LDAC supplements on-campus instruction and training and provides practical experiences and opportunities for cadets to develop and demonstrate their leadership potential. Cadets generally attend LDAC at the conclusion of their MSLIII year. LDAC attendance may be deferred to the end of the MSLIV year with the approval of the Brigade Commander. LDAC is a precommissioning requirement.

ANNEX F TO HILLTOPPER CADET HANDBOOK (Awards)

1. **PURPOSE.** The Cadet Awards Program is to recognize merit and performance, develop morale and esprit de corps, and provide incentive to strive for personal excellence.
2. **RESPONSIBILITIES.** The Battalion Commander/Professor of Military Science is responsible for the cadet awards system to effectively recognize cadet merit and performance. The Battalion Adjutant will administer the awards program with the Military Science class advisors; ensuring cadets are nominated for appropriate awards and decorations. The awards may vary from year to year.
3. **GENERAL.**
 - a. Awards will be presented during the Fall and Spring Semesters at appropriate award ceremonies.
 - b. The award descriptions are contained in paragraph four with further descriptive information to be found in Cadet Command Regulation 672-5-1. The order of precedence of the awards for wear on the Class A uniform are listed in paragraph five.
4. **AWARD DESCRIPTIONS.**
Department of the Army (DA) AWARDS. Reference: Cadet Command Regulation 672-5-1, paragraph 4.

ROTC MEDAL FOR HEROISM - Presented to cadets who distinguish themselves for acts of heroism performed on or off campus

DA CADET DECORATION AWARD - Presented annually to the outstanding ROTC cadet in each year of MS.

MISCELLANEOUS CADET AWARDS - Reference: Cadet Command Regulation 672-5-1, paragraph 4.

LEGION OF VALOR BRONZE CROSS FOR ACHIEVEMENT - Awarded by Region Commander to outstanding MS III's for achievement of scholastic excellence in military and academic subjects.

NATIONAL DEFENSE TRANSPORTATION ASSOCIATION (NDTA) AWARD - Awarded to 20 MS III cadets nationally for outstanding scholastic achievement whose courses are of particular interest in the Transportation Corps to include Engineering and Computer Science majors.

SOCIETY OF AMERICAN MILITARY ENGINEERS (SAME) AWARD - Awarded to outstanding Junior or Senior Engineering cadets. Selection is based on nationwide competition.

AMERICAN LOGISTICS ASSOCIATION (ALA) AWARD - Awarded to 10 MS III and 10 MS IV cadets nationwide majoring in a course of instruction of particular interest in the Quartermaster Corps for excellence in scholastic achievement

NATIONAL DEFENSE INDUSTRIAL ASSOCIATION (NDIA) AWARD - Awarded to an MS IV cadet who has demonstrated excellence in both military science and scholastics

ASSOCIATION OF THE UNITED STATES ARMY (AUSA) AWARD - Awarded annually to the MS III cadet who contributes the most toward advancing the standing of the Military Science Department on campus

ARMED FORCES COMMUNICATION AND ELECTRONICS ASSOCIATION (AFCEA) HONOR CERTIFICATE AWARD - Presented annually to a Junior cadet majoring in electronics, communications engineering, electrical engineering, mathematics, computer technology or information management systems who has demonstrated excellence in leadership and academics.

RESERVE OFFICERS' ASSOCIATION (ROA) AWARD - Awarded annually to an outstanding MS II, III, and IV cadet for excellence in leadership, moral character, and high aptitude for military science.

AMERICAN LEGION GENERAL MILITARY EXCELLENCE AWARD - Presented annually to MS III and IV cadets for demonstrating outstanding qualities in military leadership, discipline, character and citizenship.

AMERICAN LEGION SCHOLASTIC EXCELLENCE AWARD - Presented annually to MS III and IV cadets for demonstrating outstanding achievements in scholastic endeavors.

VETERANS OF FOREIGN WARS (VFW) AWARD - Presented annually to a cadet for outstanding excellence in military science or an ROTC program activity.

AMERICAN VETERANS OF WW II (AMVETS) AWARD - Awarded annually to an MS III or IV cadet for diligence in the discharge of duty and the willingness to serve God and country.

THE NATIONAL SOJOURNERS AWARD - Awarded annually to an MS II or MS III cadet who has contributed the most to encourage and demonstrate Americanism within the Corps of Cadets and on campus.

SONS OF THE AMERICAN REVOLUTION (SAR) AWARD - Presented annually to an MS I cadet who shows a high degree of merit with respect to qualities, soldierly bearing, and excellence.

MILITARY ORDER OF THE WORLD WARS (MOWW) AWARD - Presented annually to an MS I, II and III cadet for outstanding performance in military and scholastic studies during the entire school year.

DAUGHTERS OF THE AMERICAN REVOLUTION (DAR) AWARD - Awarded annually to the MS IV cadet who has demonstrated qualities of loyalty and patriotism, dependability and good character, adherence to military discipline, leadership ability, and a fundamental and patriotic understanding of the importance of ROTC training.

DAUGHTERS OF THE FOUNDERS AND PATRIOTS OF AMERICA AWARD - Awarded annually to the MS I or II cadet who has excelled in a specific MS course or related activity.

PALLAS ATHENE AWARD - Awarded annually to the outstanding graduating MS IV female cadet in each Region.

THE RETIRED OFFICERS' ASSOCIATION (TROA) MEDAL - Presented annually to an MS III cadet who demonstrates exceptional potential for military leadership.

AUSA MILITARY HISTORY AWARD - Presented to a cadet who demonstrates excellence in the study of military history.

SOCIETY OF THE WAR OF 1812 AWARD - Awarded annually to an MS II cadet who demonstrates excellence in academics and high moral character.

GEORGE C. MARSHALL ROTC AWARD - Awarded annually to the outstanding MS IV.

UNITED STATES CAVALRY ASSOCIATION ROTC AWARD - Awarded annually to 10 cadets who have made a contribution to the preservation of the United States Cavalry history and esprit de corps.

c. CADET COMMAND AWARDS. (Ref: Cadet Command Regulation 672-5-1)

DISTINGUISHED MILITARY STUDENT (DMS) BADGE - The Distinguished Military Student certificate and badge is awarded to those cadets who have demonstrated outstanding qualities of leadership, high moral character, and academic proficiency. They must attain an overall academic standing in the upper half of the university or college class, and attain a Military Science standing in the upper third of their ROTC class, and be ranked in the upper third by Order of Merit List by the PMS.

SMP ACTIVATION AWARD - Presented to cadets who are activated in a presidential Reserve Unit call-up for 30 days or more. This includes MS I's and MS II's.

CTLT RIBBON - Presented to cadets who successfully participate in CTLT.

WARRIOR FORGE GRADUATE - Awarded to each cadet who graduates from the Leader Develop and Assessment Course (R-3-1 for Superior; R-3-2 for Excellence; R-3-3 for Satisfactory)

RANGER CHALLENGE WINNER - Awarded to all members of the Ranger Challenge team that wins Brigade competition. (R-3-4 for Region winners; R-3-5 for Brigade winners)

RANGER CHALLENGE TEAM MEMBER - Awarded to members of the Ranger Challenge Team. (R-3-6)

SGT YORK AWARD - Presented to the cadet who does most to support the ROTC program. (R-3-7)

COLOR GUARD RIBBON - Awarded to members of the Color Guard (R-3-9)

CADET RECRUITING RIBBON - Awarded to any enrolled cadet to recognize a cadet's recruiting excellence.

BATTALION COMMANDER'S RECRUITING RIBBON - Awarded by the Battalion Commander for a cadet's recruiting efforts. (R-4-5)

d. CADET COMMAND ACADEMIC RIBBONS. (Ref: Cadet Command Regulation 672-5-1)

DEAN'S LIST AWARD - Presented to cadets who achieve a quarter/semester GPA of 3.50-4.00. (R-1-1)

CADET HONORS AWARD - Presented to cadets who achieve a quarter/semester GPA of 3.20-3.49. (R-1-2)

CADET SCHOLAR AWARD - Presented to cadets who achieve a quarter/semester GPA of 2.90-3.19. (R-1-3)

MOST IMPROVED GRADES - Presented to cadet who has received the highest jump on quarter/semester GPA. (R-1-4)

ROTC HONORS - Presented to cadets who achieve a quarter/semester ROTC GPA of 4.0. (R-1-5)

e. CADET COMMAND AWARDS (Ref: Cadet Command Regulation 672-5-1)

PLATINUM MEDAL ATHLETE - Presented to cadets who score 300 on record APFT. (R-2-1)

GOLD MEDAL ATHLETE - Presented to cadets who score 290-299 on record APFT. (R-2-2)

SILVER MEDAL ATHLETE - Presented to cadets who score 280-289 on record APFT. (R-2-3)

BRONZE MEDAL ATHLETE - Presented to cadets who score 270-279 on record APFT. (R-2-4)

MOST IMPROVED AWARD - Presented to the cadet who shows most improvement in score since last record APFT. A cadet may only receive this award once. (R-2-5)

f. LEADERSHIP DEVELOPMENT AND ASSESSMENT (LDAC) AWARDS. (Ref: Cadet Command Regulation 672-5-1, para 4-4.)

REGION COMMANDER'S LEADERSHIP AWARD - Provided by the Region Commander to the most outstanding cadet in each regiment.

CAMP COMMANDER'S LEADERSHIP AWARD - Awarded to the number one cadet in each company as determined by their total camp evaluation scores.

PLATOON LEADERSHIP AWARD - Awarded to the number one cadet training platoon in each cycle as determined by their total camp evaluation scores.

PHYSICAL PROFICIENCY AWARD - Awarded to each cadet at LDAC who scores in the top 10 percentile of points on the record physical fitness test as prescribed by HQ, Cadet Command.

MILITARY PROFICIENCY AWARD - Awarded to the top 5 percent of all cadets in each camp cycle according to the individual's combined military proficiency scores as prescribed by HQ, Cadet Command.

ROTC RECONDO - Awarded to those cadets who successfully completed the RECONDO phase of training at LDAC.

RIFLE MARKSMANSHIP QUALIFICATION BADGE - Cadets receive appropriate badge based on qualification score for record fire.

AUSA MEDAL FOR ROTC LDAC ACHIEVEMENT - Presented annually to the most outstanding cadet in each regimental size unit at LDAC.

ONE-SHOT-ONE-KILL AWARD - Cadets who score 40 out of 40 during Basic Rifle Marksmanship either at Basic/LDAC. (R-3-11)

g. CAMP CHALLENGE CADET AWARDS. (Ref: Cadet Command Regulation 672-5-1, para 4-5.)

ASSOCIATION OF THE UNITED STATES ARMY (AUSA) AWARD FOR MILITARY EXCELLENCE - Awarded to the top cadet in each Battalion who has demonstrated exceptional leadership, professional performance, consistent attainment of high scores and has displayed a high degree of teamwork and initiative.

THE RESERVE OFFICERS' ASSOCIATION AWARD FOR MILITARY EXCELLENCE - Presented to one cadet in each Battalion who has demonstrated outstanding qualities of leadership, moral character, and a high aptitude for military service.

NATIONAL SOJOURNERS' AWARD FOR AMERICANISM AND MILITARY EXCELLENCE - Presented to one cadet in each Battalion who has demonstrated a potential for outstanding leadership abilities.

THE MILITARY ORDER OF THE WORLD WARS AWARD - Presented to one cadet in each Battalion who has demonstrated those leadership and personal attributes consistent with exceptional achievements in the honored traditions of the U.S. Army.

THE RESERVE OFFICERS' ASSOCIATION AWARD FOR MILITARY EXCELLENCE - Presented to one cadet in each Battalion who has demonstrated exceptional leadership and skills performance ability as measured through the achievement in basic military skills.

MILITARY ORDER OF PURPLE HEART - Presented to the cadet who has demonstrated the greatest improvement in overall performance during camp.

SOCIETY OF AMERICAN MILITARY ENGINEERS (SAME) AWARD - Presented to one cadet per Battalion who is enrolled in an engineering curriculum and who has demonstrated outstanding military performance.

HIGH APFT AWARD - Presented to one male and female per Battalion for the highest APFT score.

MARKSMANSHIP BADGES - Presented to all cadets who qualify expert, sharpshooter or marksman.

LEADERSHIP TRAINING COURSE COMPLETION RIBBON - Presented to each cadet who successfully completes the Leadership Training Course (LTC). (R-3-13)

h. Local Scholarships - Other than college based scholarship programs

Colonel Norman Ehresman ROTC Scholarship Fund
Norman O. Ramge, Jr. ROTC Scholarship Award
American Legion Endowment Fund
Hilltopper Alumni Leadership Awards
VFW Military Order of the COOTIE Scholarship Fund
FW Endowment (5th District)
Captain Charles F. Thomas IV Scholarship Fund

ANNEX G TO HILLTOPPER CADET HANDBOOK (Military Customs and Courtesies)

1. INTRODUCTION.

- a. If there is any one fundamental that underlies all proper social conduct, it is this--consideration for the rights and dignity of others. While some of our social customs seem somewhat involved, all proper conduct originally springs from this fundamental. The knowledgeable officer will, at all times, conduct himself in such a manner that will cause the least embarrassment, discomfort, and inconvenience to those around him. An officer, in social relations, should never forget this principle of consideration for others.
- b. Two of the most important expressions in your whole vocabulary are "please" and "thank you." If you are thinking in these terms, chances are that you are headed in the right direction, even though you may be a little rusty on the particular rules governing a situation.
- c. An officer's attitude toward other people will distinguish the gentleman or lady from the boar. Each person, man or woman, should always be treated with consideration and courtesy. The knowledgeable officer will practice this deference to all those encountered, whether in a business or social environment.
- d. There is an old military maxim that in the relations between seniors and juniors, "The senior will never think of the difference in rank; the junior will never forget it." This adage is just as true in social as it is in official relations. Adherence to this principle leads to ease and harmony. Violation of it often leads to unpleasantness and sometimes to outright embarrassment. Cadets should never allow the cordial informality of a cadre member to mislead them into carelessness. In other words, if a cadre refers to a cadet by his first name, the cadet is not free to call the cadre member by his first name. The cadet should not feel slighted either, as the habit of seniors calling juniors by their first name has become a custom.
- e. During your career as an officer, you will meet literally hundreds of people, both officially and socially. The impression that you make on all these people depends very much on your social conduct in all its aspects: politeness, proper clothing, respect for seniors, table manners, courtesy to others, and correct correspondence. It is therefore in your best interest to become familiar with these procedures as soon as possible.

2. CUSTOMS OF THE SERVICE.

- a. "Nothing is Stronger than Custom" - OVID. A custom is an established usage. Customs include positive actions--things to do, and taboos--things to avoid doing. Much like life itself, the customs that we observe are subject to a constant and slow process of revision. Many of those customs that were commonplace a generation or two ago have passed into a period of declining observance. New customs arise to replace those that have declined. Others live on and on without apparent change. To an astonishing degree, man is eager to follow established practices. The realization that he is following a course that has been successful for others in similar circumstances bolsters his confidence, thus encouraging him or her to adhere to his/her course. Whether a custom is ancient or new, its influence is profound. It follows, that, as a long established social organization, the Army observes a number of customs that add appreciably to the interests, the pleasures, and the graciousness of Army life. This section is intended to explain and to help perpetuate those Army customs that have enriched many lives for many years. In knowing and practicing these customs you will be rewarded with enjoyable experiences and new friendships formed, all strengthening the purposeful service that our mission requires.
- b. The Correct Use of Titles. Each member of the Army, from Private to General of the Army has a military grade which becomes his title by force of regulation and custom. On official correspondence a serviceman's title always accompanies his name. Titles are also used in conversation between service members. Likewise, by usage and customs, military titles are used between military and civilians just as custom has dictated the usage of "Senator," "Professor," or "Doctor." During ROTC activities, cadre and cadets of senior rank will be addressed by rank and name: "Sergeant Smith" or "Captain Jones". In as much as military courtesy works both directions in the chain of command, you will be addressed as "Cadet Jones." The terms "Sir", "Ma'am" or "Sergeant" will be used to show the appropriate respect when conversing with or replying to a cadre or a cadet officer or noncommissioned officer of higher rank.
- c. Titles of Commissioned Officers. Lieutenants are officially addressed as "Lieutenant." The terms "First" and "Second" are used only in written correspondence in the address line. Other commissioned officers are addressed by their title. In nonofficial correspondence and conversation,

brigadier generals, major generals, and lieutenant generals are addressed as "General." Under the same conditions, lieutenant colonels are referred to as "Colonel."

Frequently, senior officers will address junior officers by their first name (but never NCOs); however, this in no way gives the junior the privilege of referring to the senior in any way other than with his proper title. Chaplains are addressed as "Chaplain." A Catholic Chaplain may properly be addressed as "Father."

d. Titles of Warrant Officers. Warrant Officers are referred to as "Mister," or "Ms.". Chief Warrant Officers (CW2 through CW5) under informal circumstances are referred to as "Chief".

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

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

a. Come to attention.

b. Salute, holding it.

c. Report as appropriate: "Sir, Cadet Jones reports as directed" or "Ma'am, Cadet Doe requests permission to speak with you" etc.

d. Drop the salute after it has been returned.

e. Remain at attention until told "At Ease" or other direction.

f. At completion of the conversation return to attention; if at ease, salute and hold the salute until it is returned; drop the salute, then depart.

4. SALUTING

a. This traditional military greeting is one of the more important forms of military courtesy. The manner in which a salute is rendered or returned tells much about an individual soldier and his unit. Detailed instructions on proper saluting are contained in FM 3-21.5, Drill and Ceremonies. The proper salute will be rendered as follows:

1) As required at military formations and ceremonies as prescribed by FM 3-21.5.

2) By all cadets in uniform outdoors when meeting or when approached by a cadre officer or a cadet officer of higher rank. The greeting of the day or the battalion motto* is given at this time (i.e. "Lead from the top, Sir or Ma'am"). *The motto is also said when the battalion is called to attention if formation. (i.e. "Lead from the top!")

3) By cadets in uniform indoors reporting to a cadre officer. (Reporting is covered in paragraph 3, above).

4) As the national colors pass by or is passed by out of doors when in uniform.

5) Always salute the most senior officer.

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

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

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

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

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

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

b. As a general rule "Sir" or "Ma'am" is used in speaking either officially or socially to any officer. The word is repeated with each complete statement. When saying, "Yes" and "No", follow it with "Sir" or "Ma'am" or the appropriate title if speaking to a noncommissioned officer. Never say just "Yes" or "No". Those words are disrespectful when used alone.

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

d. While noncommissioned officers may be called by their titles alone, it is generally not the appropriate way to address officers. For example, it is appropriate to say "Sergeant Major" or "Sergeant" when speaking directly to that individual. Referring to an officer as "Captain", "Major", or "Colonel" is not correct. The correct term when speaking to an officer without using his/her last name is "Sir" or "Ma'am".

7. No Excuses

- a. One of the most firmly established concepts of military service is the practice of accepting any task assigned, and of accomplishing each task. In the event that some task might not be accomplished, it is traditionally expected that the officer assigned that task should not offer excuses to justify failure.
 - b. This concept is founded upon the precept that our Army exists to defend the nation, and that any mission or task assigned to an Army officer contributes directly to that defense. The application of this concept results in training Army officers to focus their efforts and ingenuity on finding solutions to challenges with which they are presented, rather than on a search for reasons why the task should not be attempted or excuses why it could not be accomplished. This focus on mission accomplishment must be accompanied by a strong sense of ethical self-discipline--determination to accomplish the task and to overcome the challenges--, which insures that the actions taken are within the letter and the intent of the appropriate policies, regulations, and established procedures.
 - c. Within these guidelines, the officer must realize that there are certain circumstances under which "No Excuse, Sir" is not an appropriate answer. If the task in question was not accomplished for reasons that indicate that some part of "the system" is not functioning properly, then the officer has the obligation to point out these flaws in the system, rather than to allow them to remain unnoticed in a misplaced sense of self sacrifice. Such flaws must never be pointed out as an attempt to throw up a smoke screen behind which to conceal your own shortfalls for which there truly is "No Excuse, Sir."
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ANNEX H TO HILLTOPPER CADET HANBOOK (Cadet Command Traditions)

THE CADET CREED

I am an Army Cadet. Soon I will take an oath and become an Army Officer committed to DEFENDING the values, which make this Nation great. HONOR is my touchstone. I understand MISSION first and PEOPLE always. I am the PAST - the spirit of those WARRIORS who made the final sacrifice. I am the PRESENT - the scholar and apprentice soldier, enhancing my skills in the science of warfare and the art of leadership. But above all, I am the FUTURE - the future WARRIOR LEADER of the United States Army. May God give me the compassion and judgment to lead and the gallantry in battle to WIN. I WILL do my DUTY.

1. Explanation of the Cadet Creed. The Cadet Creed, in a few carefully selected words, explains what is expected of an Army cadet. The Cadet Creed is a key element in the traditions of Cadet Command.
 - a. "DEFENDING the values which make this Nation great." Cadets, upon being commissioned, take an oath to defend, with their lives when necessary, the Constitution of the United States of America. This document, created more than two centuries ago after our Nation's valiant struggle for independence, is the keystone of our way of life, of the world's most wondrous democracy. Our nation derives its strength from the consent of the governed. The basic tenets of our Constitution are that all people have certain natural inalienable rights, are born equal, and must be treated equally before the law. These are powerful words, but words that have meaning only as long as we as Americans are willing to defend our value system as embodied in our Constitution. Each Army Cadet is honor bound to do this, both as a cadet and later as a commissioned officer.
 - b. "HONOR is my touchstone." Honor is used in two ways when referring to Army cadets. Serving the people of the United States as a commissioned officer is an honor afforded only a small fraction of our young men and women. More importantly, "with honor" describes how an Army cadet will serve upon being commissioned. Honor is the bedrock upon which the Army officer builds a successful career. Honor encompasses integrity and dedication. Honor is the thread which holds together the fabric of our Army as it discharges its critical mission of being the strategic force that maintains the integrity of our Nation and peace in our world. Serving with honor begins in the cadet years and builds throughout a career.
 - c. "MISSION first and PEOPLE always." The Army cadet who lives by these five words will always get the job done, which is the essence of being an Army officer. A commissioned officer has a sacred obligation to take care of the men and women entrusted to the unit - to guide, train, teach and counsel. The leader who cares for people will always command the respect and dedicated service of those commanded, assuring mission accomplishment.
 - d. "I am the PAST." The legacy of the Army cadet dates to the colonial Army that won our independence. It has been enriched by each generation that served in time of peace to safeguard our security, and in time of war to secure victory through supreme sacrifice. The tradition of the Army cadet is to live up to the

magnificent example set by their former comrades-in arms, in our land and overseas, as the guardians of liberty.

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

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

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

2. Army ROTC Mission : "To commission the future officer leadership of the United States Army." Inherent in this mission are the following objectives:

a. Intellectual: To supplement the traditional education of the university with subjects of value to the student in civilian or military pursuits, to teach each cadet to communicate effectively both orally and in writing and to motivate cadets to become leaders throughout their lives.

b. Moral: To develop in each cadet a high sense of duty and the attributes of character inherent in leadership which emphasize integrity, discipline and motivation to succeed in the profession of arms.

c. Physical: To develop in each cadet the stamina and fitness essential to a physically demanding career as an Army Officer.

d. Military: To provide cadets with the broad-based military education required as a prerequisite for commissioning.

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

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

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

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

Officer Leadership of the United States Army."

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

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

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

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

ANNEX I TO HILLTOPPER CADET HANDBOOK (Values and Warrior Ethos)

1. The Seven Army Values

Loyalty

Bear true faith and allegiance to the U.S. constitution, the Army, and other soldiers. Be loyal to the nation and its heritage.

Duty

Fulfill your obligations.

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

Find opportunities to improve oneself for the good of the group.

Respect

Rely upon the golden rule.

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

Selfless Service

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

Selfless service leads to organizational teamwork and encompasses discipline, self-control and faith in the system.

Honor

Live up to all the Army values, showing your true character as one who will work together for the good of the group.

Integrity

Do what is right, legally and morally.

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

It is our "moral compass" an inner voice.

Personal Courage

Our ability to face fear, danger, or adversity, both physical and moral courage.

2. The 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.

3. Our Warrior Ethos are embedded into 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.

ANNEX J TO HILLTOPPER CADET HANDBOOK (Physical Fitness)

Physical readiness is an integral part of being an officer. A leader must have physical strength, endurance, and stamina to accomplish missions under stress and diverse conditions. Good physical readiness includes mental and spiritual readiness, as well as physical capabilities. Cadets are required to take the Army Physical Fitness Test (APFT) monthly. The battalion standard is a 70 in each event for Basic Course Cadets. Failure to achieve this standard will result in an enhanced PT program. The battalion goal is for every Advanced Course Cadet to score at 270 with 90 points in each event.

1. CONDUCTING PHYSICAL TRAINING

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

1) Extended Rectangular Formation. The extended rectangular formation is the traditional formation for most physical training activities.

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

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

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

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

"Arms downward. MOVE". Cadets lower their arms smartly to their sides. "Right, FACE". Cadets execute the right-face movement.

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

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

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

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

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

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

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

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

(1) Warm Up. The instructor gives the command "AT EASE". Then announces the warm up/stretching exercise; states the starting position, and then commands "READY, BEGIN". At the end of each warm up/stretching exercise they command the formation to "RELAX" or "CHANGEOVER" as appropriate.

(2) Exercises The instructor commands Group/Platoon/Company "ATTENTION" This brings the group to attention; then, announces "The next exercise will be (state exercise)."

Then commands "Start positions, MOVE. In cadence, EXERCISE. (command BEGIN when not in a cadence exercise) An example of cadence for a four-count exercise is: The instructor starts by commanding "1, 2, 3" group says "ONE" then "1, 2, 3" group says "TWO", etc.

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

REST (optional) then back to ATTENTION.

Then keep repeating above steps for the remaining exercises.

(3) Cool Down Conduct cool down in same manner as Warm Up, but without ending calisthenics.

2. PT TESTS AND REQUIREMENTS

a. Each cadet will take an APFT monthly. It will be the cadets' responsibility to maintain the proper physical conditioning, and to stay within the Army weight standards. Refer to FM 21-20 for APFT standards.

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

3. WEIGHT CONTROL PROGRAM

a. Meeting the Army height and weight standard is as much a part of being a leader as wearing the uniform properly. Excess weight is not only detrimental to one's health, but it also can prevent a cadet from entering the Advanced Program.

b. Any cadet whose weight does not meet the military acceptable weight standards as prescribed in AR 600-9 cannot be contracted into the Advanced Course and cannot attend LDAC.

c. The standards listed in AR 600-9 are the "screening table weights". Cadets who exceed this height/weight will be evaluated for body fat percentage.