

PIRATE BATTALION



CADET HANDBOOK

2015 - 2016

“CAN DO! NEVER QUIT!”



**DEPARTMENT OF THE ARMY
DEPARTMENT OF MILITARY SCIENCE, SETON HALL UNIVERSITY
US ARMY ROTC TASK FORCE PIRATE
SOUTH ORANGE, NJ 07079**

ATOE-BNJ-SH-CDR

01 September 2015

MEMORANDUM FOR All ROTC Cadets, Pirate Battalion Army ROTC

Subject: Pirate Battalion Corps of Cadets Handbook

1. Effective leaders live by a strong sense of work ethic, moral values, and principles. They lead others toward mission accomplishment with discipline and loyalty toward the Army way of life. Reading, understanding and complying with the contents of this Pirate Battalion Corps of Cadets Handbook begins your journey to learning how to be an effective leader in the military. It forms the foundation of your leadership skills, knowledge, and philosophy applicable to being a leader in any field, not just in the military.
2. This handbook contains the most basic and general information you need to know. It describes the standards every Cadet in the Battalion must comply with. You will find it as a source for information you need in understanding what is required of you. The handbook serves as a useful pocket reference for subjects the Corps should know as Army ROTC Cadets. The handbook includes a condensed, readily available study aid to supplement more detailed information in field manuals, training circulars, Army and Cadet Regulations, and other sources.
3. Our Pirate Battalion is headquartered at Seton Hall University. As the only ROTC Battalion in Northern New Jersey, our Battalion consists of college students from eight universities, colleges and community colleges. College students enroll in our program to learn and internalize the attributes, character, and intellect of an effective leader able to confront the challenges of our global world. The transformation of college student to Cadet to Army Officer or Servant Leader begins with reading this handbook.
4. You received this handbook as you became a member of our Battalion. Welcome! You will discover why the Army's ROTC program is America's preeminent leadership course. Specific to our Battalion program, you will discover the significance of living by our Battalion motto of: ***CAN DO!
NEVER QUIT!***

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LTC, EN
Professor of Military Science

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Chapter I:

Pirate Battalion Knowledge

1. Army Mission Statement

The Army's mission is to fight and win our Nation's wars by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders.

2. Cadet Command Mission Statement

The U.S. Army Cadet Command selects, educates, trains, and commissions college students to be officers and leaders of character in the Total Army; instills the values of citizenship, national and community service, personal responsibility, and a sense of accomplishment in high school students.

3. 2nd BDE Mission Statement

2nd ROTC Brigade recruits, retains, develops, and commissions Army 2nd Lieutenants for service to the nation. Additionally, motivates young people through caring leadership and positive influence to be better citizens for service to community.

4. SHU Army ROTC Mission Statement

Pirate Battalion commissions Pirate Cadets as leaders of character committed to the Army Values and prepared to lead our Nation's sons and daughters as Soldiers in the United States Army.

5. History of ROTC

The concept of military training in colleges began in 1819 when Captain Alden Partridge founded the American Literary, Scientific and Military Academy, later renamed Norwich University, at Norwich, Vermont. His aim was to fit young men for their duties as citizens and to make them competent and available should their services be needed to defend their honor or interests in the field.

Between 1819 and the Civil War, many colleges and schools featuring military training were founded. However, it was not until Congress passed a bill introduced by Representative Justin Morrill of Vermont that the concept of Military training in colleges became widely accepted. Inspired by the poor showing of the military during the initial campaigns of the Civil War, this bill, known as the Land-Grant College Act of 1862, gave every state 30,000 acres of public land for each of its members of congress. Funds generated from the sale of the land were to be used in establishing and sustaining at least one agricultural and industrial college in each state. The bill stipulated that military tactics had to be included in the curriculum of these institutions.

The Post-Civil War period saw several states and territories take advantage of the Land-Grant Act and in the 1870s, these institutions were provided US Army instructors and equipment. These forerunners of the present ROTC Program were considered valuable in the Spanish-American war.

The next important development in ROTC came in 1916 with the enactment of the National Defense Act. Prompted by the shortage of trained officers during World War I, the act was developed to solve the problem of making large quantities of officers available for wartime. This necessitated a sound

way for producing them in peacetime. The result was the establishment of the Reserve Officer's Training Corps (ROTC) program as we know it today.

World War II demonstrated the soundness of the program. By March 1942, the Army had called over 93,000 ROTC graduates to active duty to help organize and train the rapidly expanding wartime Army. Without their contributions, the development of a viable fighting force in the war against the Axis powers would have been dangerously delayed.

The full impact of the ROTC contribution to the war effort was best reported by General of the Army George C. Marshall, "Though ROTC graduates composed just 12 percent of war officers, its most important contribution was the immediate availability of its product. Just what would we have done in the first phases of our mobilization and training without these men, I do not know. I do know that our plans would have to be greatly curtailed and the cessation of hostilities on the European front would have been delayed accordingly."

Record enrollments marked the years following World War II as college-trained ROTC graduates marched from the campus to active duty serving with distinction in the Korean and Vietnam Conflicts. In 1972, Chief of Staff Westmoreland opened ROTC to women initially at only five universities. On 17 May 1973, Chief of Staff Abrams approved opening Army ROTC to women at all the colleges that desired it. Today, Army ROTC is the chief source of the nation's Army Reserve and Regular Army Officer Corps.

6. History of SHU ROTC:

The origins of today's Pirate Battalion can be traced back to the closing decade of the 19th century. In 1893, at the request of Rev. William F. Marshall, President of the University and U.S. Senator James Smith, Lieutenant Michael J. Lenehan arrived at the Seton Hall University to begin instruction in Military Science. Not long after his arrival, on August 27, 1893, the Department of Military Science was formally established.

Under the command of a Professor of Military Science the first cadets were organized into a battalion of three companies. As was custom at the time, the cadets were trained in infantry tactics and given instruction in military customs and field craft. Cadets drilled three times per week and conducted a tactical encampment each June at South Mountain Reservation, then known as Camp Lenehan in honor of the battalion's first professor.

Before the turn of the century Seton Hall had commissioned dozens of officers who went on to honorable service during the Spanish-American War. Shortly after that time, however, the battalion was suspended. For over 52 years the program laid dormant but never forgotten until, in June 1950, the Department of Military Science and Tactics returned to Seton Hall University. In September of that year, under the command of Lieutenant Colonel Mark Louis, the colors were once again unfurled and the roll reverberated throughout the campus.

Within a few years of the battalion's return Seton Hall could boast one of the largest Army ROTC programs in the United States. Approximately 600 students enrolled in the Cadet Corps its first year, of which 33 were commissioned as Second Lieutenants. The following year enrollment exceeded 800. In 1993 the Pirate Battalion celebrated 100 years of excellence and service to God and Country. In the intervening 120 years its graduates have honorably served their country in Vietnam, Iraq and Afghanistan, with one graduate, Captain Charlie Watters, being posthumously awarded the Medal of

Honor for gallantry.

Today, from Korea to Kandahar, graduates of Pirate Battalion continue the tradition of leadership, duty and excellence began by Lieutenant Lenehan. For those both past and present the battalion motto “Can Do, Never Quit” and the University motto “Hazard Zet Forward” serve as a reminder to press on and do their duty, as did those who came before them and those who will come after.

7. Past and Present Seton Hall Army ROTC Professors of Military Science (PMS)

1LT Michael J. Lenihan	1893-1896	LTC Robert E. Duffy	1986-1990
1LT William C. Rafferty	1896-1898	LTC Michael E. Bighia	1990-1992
LTC Louis Mark	1950-1953	LTC Jack H. Moore	1992-1995
LTC Frank E. Bartlett	1953-1957	LTC Jack G. Gulden	1995-1998
COL Noel A. Menard	1957-1960	LTC William Pugh	1998-2000
LTC Andrew D. Budz	1960-1964	LTC Keith Long	2000-2001
COL James K. Schmidt	1964-1968	LTC Edward J. Free	2001-2004
COL Joseph A. Tringali	1968-1971	LTC Anthony E. Deane	2004-2005
COL Robert Reinke	1971-1974	LTC Madelfia A. Abb	2005-2008
LTC Robert F. Townsend	1974-1977	LTC John R. Haubert IV	2008-2011
LTC John F. Gulla	1977-1980	LTC Edwin Diaz	2011-2013
LTC Samuel F. Wilson	1980-1984	LTC Trinidad Gonzalez	2013-Present
LTC Terry A. Girdon	1984-1986		

6. AROTC Program Curriculum- Basic Officer Leadership Course I (BOLC I)

Generally, all first year college students enter the program as Basic Course Cadets. Basic Course Cadets must complete the first two years of the program before entering the Advanced Course. Depending on your graduation date, you may receive credit for the Basic Course if you completed JROTC in high school, completed basic training as an enlisted military member, or completed the Leadership Training Course at Fort Knox, Kentucky. (For students majoring in Diplomacy at Seton Hall, the LTC qualifies as an internship creditable toward the degree.) Generally, college students in their last two years of college with creditable Basic Course will enter the program as an Advanced Course Cadet. Graduate students may enter in either the Basic Course or Advanced Course depending on their graduate program and projected graduation date.

Each Cadet must enroll in a designated Military Science Level course, Leadership Lab, and Physical Fitness. Crossed enrolled Cadets may take ROTC courses for credit or zero credit. To receive course credits, crossed enrolled Cadets must pay for the courses based on Seton Hall’s course/tuition fee. Crossed enrolled Cadets from specific universities may receive credits if their universities have signed an agreement with our program. The course descriptions are as follows:

Basic Courses

Military Science and Leadership 101: Leadership and Personal Development (3/0 credits)

This class introduces students to the personal challenges and competencies that are critical for effective leadership. Instructors explain and illustrate how the personal development of life skills such as critical thinking, goal setting, time management, physical fitness, and stress management relate to leadership (in both the civilian and military environment), officership, the Army profession, and daily life. Leadership principles within the current context of a university are emphasized. Application is also made to leadership in military and civilian settings that include government, corporate, and non-profit organizations.

Military Science and Leadership 102: Introduction to Tactical Leadership (3/0 credits)

This class gives an overview of leadership fundamentals such as setting direction, problem-solving, listening, presenting briefs, providing feedback, and using effective writing skills. Students explore dimensions of leadership values, attributes, skills, and actions in the context of practical, hands-on, and interactive exercises and scenarios. Students apply learning to their immediate university context as well as to a variety of military, government, corporate, and non-profit situations.

Military Science and Leadership 201: Innovative Team Leadership (3/0 credits)

This class explores the dimensions of creative and innovative tactical leadership strategies and styles by examining team dynamics and two historical leadership theories that form the basis of much of modern leadership frameworks (trait and behavior theories). Students practice aspects of personal motivation and team building in the context of planning, executing, and assessing team exercises and participating in leadership labs. Students study historical leaders from a variety of backgrounds.

Military Science and Leadership 202: Foundations of Tactical Leadership (3/0 credits)

This class examines the challenges of leading teams in complex contemporary operating environments. Instructors highlight course of action development, analysis, the execution of orders, and the achievement of mission success. Students develop greater self-awareness as they assess their own leadership styles and practice communication and team building skills while studying the theoretical basis of situational and contingent leadership. Students analyze recent and historical military case studies to gain insight into the importance and practice of teamwork and techniques in real-world scenarios. Parallels are drawn to the competitive and cross-cultural environments of most modern corporations.

Advanced Courses

Military Science and Leadership 301: Adaptive Tactical Leadership (3/0 credits)

Challenges students to study, practice, and evaluate adaptive leadership skills as they are presented with complex scenarios related to the contemporary operating environment and across the full spectrum of military, corporate, and civic operations. Cadets perform assigned leadership duties while Instructors and fellow students give students systematic and specific feedback on their leadership attributes and actions as they are applied in a variety of situations. Self-evaluations also allow students to develop their leadership skills and critical thinking abilities.

Military Science and Leadership 302: Leadership in Changing Environments (3/0 credits)

This class presents increasingly intense situational leadership challenges to build student awareness and skills in leading small teams of people. Students explore, evaluate, and develop skills in decision-making, persuading, and motivating team members across a full spectrum of military, corporate, and civic operations. Cadets perform assigned leadership duties while Instructors and fellow students give students systematic and specific feedback on their leadership attributes and actions as they are applied in a variety of situations. Apply principles and techniques of effective written and oral communication. Instructors review aspects of military operations as a means of preparing students for the ROTC Leader Development and Assessment Course (LDAC).

Military Science and Leadership 401: Developing Adaptive Leaders (3/0 credits)

Strengthens student proficiency in planning, executing, and assessing complex operations while functioning as a leader and a member of a staff. Students receive valuable leadership experience as they plan and execute various activities such as training, social, and fund raising events, and ceremonies. Students assess risk, make ethical and moral decisions, identify responsibilities of key staff members, coordinate staff roles, and use situational opportunities to lead, teach, train, and develop junior ROTC Cadets. Apply leadership and problem solving principles to a complex case study and simulation. Lessons on military and civil justice and personnel processes prepare students to make the transition to their initial leadership assignments.

Military Science and Leadership 402: Leadership in a Complex World (3/0 credits)

Students continue to lead the battalion as they must plan and coordinate for multiple field training exercises at various locations and execute training at a higher level (platoon vs squad) while each student continues to lead their staff section or unit. Cadre provide daily and weekly feedback in order to continue the students' experiential learning. Students examine differences in customs and courtesies, culture, military law, principles of war, and rules of engagement in the face of international terrorism. They also explore aspects of interacting with non-government organizations, engaging in civil duties, and host nation support. Instructors place significant emphasis on preparing Cadets for their first unit of assignment. Case studies, scenarios, and exercises prepare Cadets to face the complex ethical and practical demands of leading organizations of varied sizes to succeed in a global and complex world.

U.S. Military History

The course will develop student's interest in the evolution of war and the progression of military professionalism in the US Army, give them an awareness of the history and purpose of joint operations, and discuss the role of history in understanding their profession. It also traces the evolution of the art of war from the ancients through the Napoleonic era to the American civil war and the wars of the twentieth century. This course will develop students' awareness of the relationship of the military establishment to society in the United States. Emphasis is placed on the changing nature of warfare as nations adjust to social, political, economic and technological developments. Analysis focuses on causation, the Inter-relationship of events as warfare evolved over the ages, operational and logistical aspects of military history, and the role of society in warfare. Students will also define and describe the nine principles of war.

All Basic and Advanced Course Cadets must enroll in the following each semester.

Military Science Leadership Laboratory: Applied Leadership and Management (1/0 credit)

Leadership Laboratory is designed to provide students the environment and scenarios to lead organizations of varied sizes (from team to company size). It offers the opportunity to apply leadership and management principles, theories, and techniques explored in the formal classroom military science courses. By design, the Leadership Labs are progressive and sequential, where students are placed in increasingly complex scenarios. This is a 2-hour session. All students accepted as Cadets in the ROTC program are required to enroll in this course.

Military Science Physical Fitness: Developing Personal and Organizational Physical Fitness Programs (1/0 credit)

This class provides opportunities for students to lead and manage their assigned organization's fitness program. Using Army Leadership techniques and Army Physical Fitness principles students design and monitor a fitness program and motivate their peers to achieve excellence in fitness. Students have the opportunity to lead group exercises in order to develop their communication skills and are critiqued on their performance. All students accepted as Cadets in the ROTC program are required to enroll in this course. Prerequisite: Medical evaluation and clearance.

Internships Available to Cadets

ROTC 1600 ROTC Cadet Troop Leadership Training Internship (optional, open to MS 3s only)

The Cadet Troop Leader Training (CTLT) provides Cadets the opportunity to experience leadership in Army Table of Organization and Equipment (TO&E) units throughout the Army over a three to four week period during the summer following the junior year. Cadets serve in lieutenant-level leadership positions in active-duty units. Cadets must compete to be nominated by Cadre to participate in the program. Only Junior Level Cadets are eligible to apply for a CTLT Internship. Once selected for CTLT, Cadets must sign a [CTLT Acceptance Statement](#) which they must take with them to their mandatory summer training, the Leadership Development and Assessment Course (LDAC). Once selected for CTLT, Cadets will coordinate with their ROTC instructors to ensure that they understand all of the academic aspects of their CTLT assignment.

ROTC 1601 Cultural Understanding and Language Proficiency Internship (optional)

Cultural Understanding and Language Proficiency (CULP) Internships with Combatant Commands, Army Service Component Commands, and Embassies provide an ideal environment within which to experience and practice leadership skills absolutely necessary for Army Officers conducting operations in the 21st Century Joint environment. Cadets must be fully qualified and contracted to apply for CULP Internship. Cadets must apply during the announced window and must complete all the required documentation to be nominated by the Professor of Military Science.

ROTC 1602 Cadet Initial Entry Training Trainer Internship (optional, open to MS 3s only) The Cadet Initial Entry Training Trainer Internship (CIET) provides Cadets the opportunity to experience leadership over a three week period during the summer following the junior year. Cadets serve in leadership positions while training basic course cadets in basic military subjects. Cadets must compete to be nominated by Cadre to participate in the program. Only MS 3 cadets can compete for this internship. CIET Trainers will be expected to effectively provide leadership that will involve planning and coordination both horizontally with peers and vertically with leaders at various levels depending upon the training that must be conducted.

ROTC 1603 Leadership and Development Assessment Course Internship (mandatory for MS 3s)

The Leadership Development and Assessment Course (LDAC) internship places cadets in multiple leadership roles and responsibilities over a 29 day period. Each cadet serves in a Team Leader, Squad Leader, Assistant Platoon Leader or Platoon Leader position to hone their leadership skills within different size organizations. Each position challenges cadets mentally and physically to apply critical thinking, common sense, ingenuity and stamina to solve complex problems. Each leadership position tests their ability to lead, supervise, and motivate subordinates to accomplish any task by making difficult decisions in demanding situations. Finally, the LDAC internship provides Cadets with a snapshot of what they will be expected to do as a young officer, and with their remaining year as senior Cadets, they will be able to build upon their practical experience as the leaders in the ROTC program to continue to build upon their strengths and improve upon their weaknesses.

ROTC Minor

Cadets will receive a minor in Military Science by fulfilling the following requirements:

- Successful completion of the Advanced Course (MS III & MS IV Year PT, Class, Lab)
- Successful completion of the Military History Course
- Maintain a minimum ROTC GPA of 2.0
- All classes must be taken for credit in order to receive the minor

Pirate BN OML

The Pirate BN OML governs how cadets will be assessed against their cohorts for their respective year group and ranked nationally. A Cadet’s performance in Military Leadership and Athletics will determine whether or not they receive Active, Guard, or Reserve component and branch of choice. Cadets must be 360 degree performers and strive to perform their best in all areas throughout the ROTC program. For more information on the Pirate BN OML please see the OML determination policy letter.

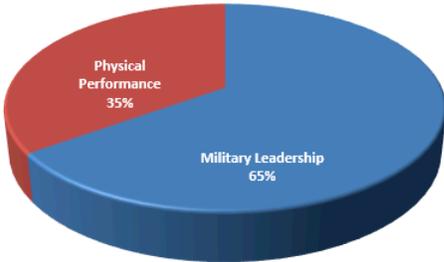


Pirate Battalion OML Model



<p>1. Military Leadership (65%) 385 Points</p> <p>ROTC GPA 140</p> <ul style="list-style-type: none"> - LAB 70 - MS Course 70 <p>Command Interest Items 45</p> <ul style="list-style-type: none"> - Writing Achievements 15 - Community and Organization Awards 15 - Speaking Achievements 15 <p>Extracurricular Activities 150</p> <ul style="list-style-type: none"> - Ranger Challenge 5 - USAR/SMP 5 - Community Service 5 - Student Government 5 - Band Member 5 - Debate Team Member 5 - Part Time Job 10 - ROTC Recruiter 10 - Color Guard 10 - Elected Official 10 - Leader (President/Cap) 10 - Resident Advisor 10 - Peer Educator/Tutor 10 - Full Time Job 15 - Instructor Assessment 35 <p>Cadet Summer Education Programs 30</p> <ul style="list-style-type: none"> - AASLT 10 - NSTP or CTLT 10 - CFT 10 <p>Language and Cultural Awareness 20</p> <ul style="list-style-type: none"> - Language Courses (e.g. Russian, Hebrew...) 10 - Culture (e.g. Project GO, CULP, DLI...) 10 	<p>2. Physical Performance (35%) 210 Points</p> <p>Army Physical Fitness Test 140</p> <ul style="list-style-type: none"> - Last Fall Record APFT 70 - Last Spring Record APFT 70 <p>Extracurricular Activities 70</p> <ul style="list-style-type: none"> - Varsity Athletics 35 - Intramural Athletics 20 - Community Athletics 15
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Pirate OML



Category	Percentage
Military Leadership	65%
Physical Performance	35%

Assessments

Cadet assessments will be a comprehensive assessment of their performance in all areas stated in the OML. Cadets will be developed and assessed utilizing the Cadet Evaluation Report (CER) CMD Form 67-10-1, and the Cadet Evaluation Report Support Form CMD Form 67-10-1A. All cadets will develop support forms at the beginning of the semester establishing personal and professional goals and formulate a plan of action to accomplish their goals. Cadets will be assessed on their ability to achieve their goals, their performance in ROTC, and their physical performance.

7. Army ROTC Scholarship Information

There are several different ROTC Scholarships available to new, current, and graduate students.

These include two-, three-, and four-year scholarship options based on the time remaining to complete your degree. These scholarships allow students to serve on Active Duty, in the Army Reserve or in the Army National Guard after they graduate. Scholarships are available to students pursuing an undergraduate or graduate degree. A scholarship can be used towards full tuition and fees, or towards room and board.

Four-Year Scholarship:

The College Four-Year Scholarship is for college freshmen in the first semester of their undergraduate program. Dependent on when the student fully qualifies for contracting, students in this category may receive 3.5 year scholarships as well.

Three-Year Scholarship:

The College Four-Year Scholarship is for college freshmen in the first semester of their undergraduate program. Dependent on when the student fully qualifies for contracting, students in this category may receive 3.5 year scholarships as well.

Two-Year Scholarship:

The two-year scholarship is available for those who have two academic years of college remaining, often after they attend the Leaders Training Course or enter the program laterally as a prior service cadet.

To qualify for any of the above scholarships out of high school you must:

- Be a U.S. citizen
- Be between the ages of 17 and 26
- Be 32 or less by the time of commissioning
- Have a high school or college GPA of at least 2.50
- Have a high school diploma or equivalent
- Score minimum of 920 on the SAT or 19 on the ACT (For Four and Three Year Scholarships)
- Meet physical standards through the DoDMERB process
- Pass the Army Physical Fitness Test
- Receive recommendation of Professor of Military Science
- Agree to accept a commission and serve in the Army on Active Duty or in a Reserve Component

(U.S. Army Reserve or Army National Guard)

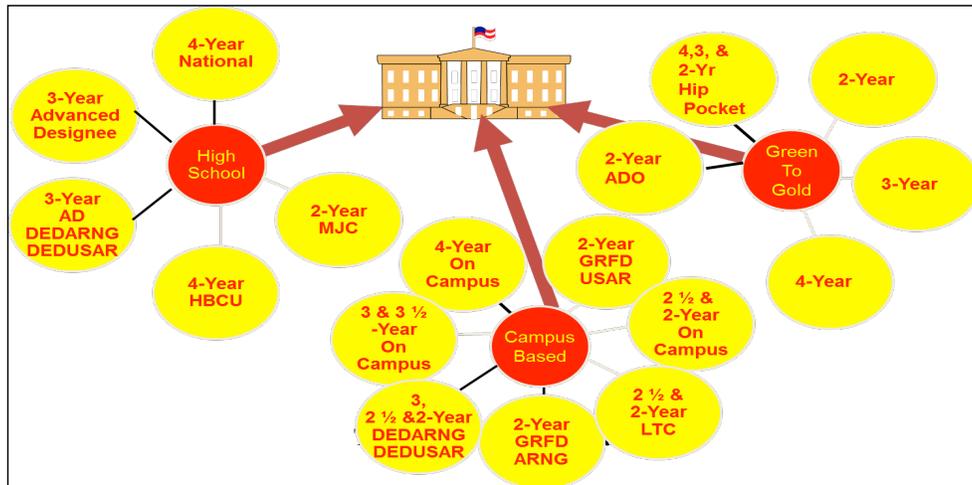
Army ROTC scholarships (to include the Army Nurse ROTC Scholarship) also provide monthly living allowances for each school year as well as additional allowances that pay for books and fees. The monthly living allowance is also available to all non-scholarship MSIII and MSIV Cadets, provided they are contracted.

Annual Scholarship payments:

- Full Tuition for Contracted Scholarship Cadets

- Monthly Living Allowance:
- **MS I \$300** Contracted Scholarship Cadets
- **MS II \$350** Contracted Scholarship Cadets and Contracted Non-Scholarship Cadets
- **MS III \$450** Contracted Scholarship Cadets and Contracted Non-Scholarship Cadets
- **MS IV \$500** Contracted Scholarship Cadets and Contracted Non-Scholarship Cadets
- **Annual Allowance for Books and Fees: \$900** for Contracted Scholarship Cadets

***Cadets considering enlisting in the National Guard, Army Reserve or Active Army should speak to their MS level Advisors before speaking to Army Recruiters.**



COMMISSIONING REQUIREMENTS

To be eligible for appointment, ROTC cadets must, at a minimum, meet the following requirements:

a. Age. Have reached their 18th but not their 30th birthday by the date the appointment is accepted. The maximum age limit may be waived by the CG, ROTCCC. A waiver granted for enrollment or continuance in the ROTC Program is also a waiver for appointment. However, no waiver will operate to create a violation of statute.

b. Character. Be of good moral character and possess officer-like qualifications as evidenced by appearance, personality, scholarship, and extracurricular activities. A waiver granted for enrollment or continuance in the ROTC Program is also a waiver for appointment provided such waiver does not create a violation of applicable statutes, or AR 601-100.

c. Citizenship. Be a citizen of the United States.

d. Education. Have achieved a cumulative GPA of 2.0 on a 4.0 scale or its equivalent and possess a baccalaureate degree conferred by an accredited 4-year degree granting institution. Exceptions to this requirement are identified in Section II, the Completion Cadet Program and the Early Commissioning Program.

e. English language aptitude. Each cadet who does not speak English as his or her primary language, must be able to achieve at least 90 on the ECLT and DLI skill rating of 2+ in comprehension and 2 in speaking. Waivers are not authorized.

f. Medical fitness. Meet the medical fitness standards that apply at the time of enrollment in the advanced course. All ROTC cadets must meet the height and weight standards established in standards established in AR 600–9 at the time of commissioning.

g. Military training. Have successfully completed the course of military training as prescribed by law and SROTC regulations and the required advanced camp training.

h. Physical fitness. At the time of commissioning, meet minimum Army physical fitness standards.

i. Recommendation. Be recommended for appointment by the PMS.

j. Personnel security eligibility. Prior to appointment, cadets must possess a secret personnel security clearance based on a NAC.

Cadet Professional Development Training

a. Cadet Troop Leader Training (CTLT)

1) CTLT provides select LDAC graduates the opportunity to increase their leadership experience by assignments to platoon leader or like positions with Active Army units or with government agencies for three to four weeks.

2) CTLT is conducted at Army units in the Continental United States, Alaska, Hawaii, and Europe. Under this program, Cadets are placed in charge of a regular Army platoon of approximately 35 soldiers. The student's objective is to perform the leadership and management tasks necessary to train the platoon's soldiers and maintain its equipment. While in CTLT, Cadets continue to receive a rate of pay and allowances equivalent to that received at LDAC. Transportation to and from the unit is provided. In addition, Cadets stay in the Bachelor Officer Quarters and eat meals in the unit's dining facilities. If a Cadet is assigned to a unit on jump status, and if a Cadet is already airborne qualified, the Cadet may participate in unit jumps on a permissive basis if approved in advance. The experiences, insights and firsthand knowledge received will better prepare a Cadet for his or her future as an officer. CTLT is the best way to "check out" a branch before placing branch preferences during accessions at the beginning of the MS IV year. The Cadet receives an OER on completion of the assignment.

b. Nurse Summer Training Program

1) This training is only available to nurse Cadets and provides opportunities to develop and practice a clinical phase of instruction at Army Medical Command Treatment Facilities worldwide. The Cadets receive an OER upon completion.

c. Drill Cadet Leader Training

1) Conducted in Basic Training and One Station Unit Training (OSUT) for four weeks. Cadets work closely with Drill Sergeants as they train soldiers in basic skills. The Cadets leave with an NCOER.

d. Cadet Field Training

1) CFT is an eight-week program of instruction executed by the United States Military Academy to develop the leadership skills of sophomore Cadets. Cadets must be contracted and have finished their MS II year. 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 Cadet trains on how to defend against and attack an opposing force.

e. Cultural Understanding and Language Program: MSI and MSII study abroad during the summer and receive cultural emersion training.

f. Project Go- is a collaborative initiative that promotes critical language education, study abroad, and intercultural dialogue opportunities for ROTC students. Project GO programs focus exclusively on the languages and countries of the Middle East, Asia, Central Asia, and Africa.
<http://www.rotcprojectgo.org/>

Army Special Skills Schools Opportunities



g. Cadets aspiring to go to Special Skills training during the summer must have the following prerequisites OML and pass the Battalion NCO week requirements for the respective school:

1) **Pre-Qualification Requirements:** NCO week requirements are assessed at the Battalion level prior to the Cadet earning a special skill school slot. All requirements must be met to ensure that the Cadet will be successful at passing the Army School's curriculum. *(See requirements under schools*

h. Army Special Skill Schools Available to Cadets



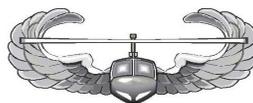
1) Basic Airborne Course

a) The Basic Airborne Course is a three-week training program conducted by the Airborne Department at Fort Benning, Georgia. The course trains students to use the parachute as a means of combat deployment. Students begin the first week on the ground (ground week), learning the basics of parachute landings, and start a vigorous physical training program. During the second week (tower week), proper techniques for exiting of a plane are mastered. Many times there is an opportunity at the end of tower week to parachute from a 250 foot high tower. The third and final week is the jump week. Cadets make a series of five jumps from either a C-130 or C-17 aircraft, including one night jump and two combat jumps with full combat gear. Successful completion qualifies Cadets to wear the Parachutist Badge, the coveted "Silver Wings".

b) Cadets must pre-qualify for this course by completing the following:

- 1 **Passing APFT using the 17 – 21 year old standard***
 - 2 **5 (reps) Dead Hang Chin-ups or Flex Arm Hang (30 sec)***
 - 3 **5-mile Run (average 9-min mile pace) ***
- (Events marked * must be completed on the same day)**

i. **Air Assault School**



a) The Air Assault School, conducted at Fort Campbell, Kentucky and West Point is two weeks of mental and physical challenges. This school is designed to teach assault skills and procedures, improve basic leadership skills, instill the Air Assault spirit and award the Air Assault Badge. During the course, students face challenges such as: an obstacle course, rigorous physical training, rappelling, ascending and descending a troop ladder on a 35-foot tower and a CH-47 helicopter, rigging and sling loading, road marches, and written and practical examinations based on a PASS/FAIL system.

b) To graduate, a student must receive a PASS at the end of each phase. AAS, like Airborne, is a fast paced exercise in mental alertness and physical endurance. A student is expected to meet the high standards of the soldiers of the 101st Airborne Division (Air Assault) prior to being awarded the Air Assault Badge.

c) Cadets must pre-qualify for this course by completing: The following:

1. Passing APFT Score * (270 or above, 17-21 year old scale preferred)
 2. (5 reps) Dead Hang Pull or Chin-ups*
 3. Rope Climb*
 4. 6- mile Foot March in 90 minutes *
 5. Complete Obstacle Course (Familiarization)
- (Events marked * must be completed on the same day)

j. **Northern Warfare Course**

1) What better way to escape the scorching days of summer than by climbing snow-covered mountains and icy glaciers. Northern Warfare is a three-week course held at Fort Greely, Alaska, and is designed to teach skills necessary to survive in an arctic/winter environment. Skills include: cross-country skiing, construction of shelters, mountaineering, rock and glacier-climbing, tactical knot tying, and cold-weather survival techniques.



k. *Cadets must prequalify for Northern and Mountain Warfare by passing the following events:*

- 1) Passing APFT Score * (270 or above, 17-21 year old scale preferred)
 - 2) 5 Dead Hang Pull-ups *
 - 3) Rope Climb*
 - 4) 6-mile foot march in 90 minutes *
 - 5) Land Navigation (Day, Night, Written)
 - 6) Knots
- (events marked * must be completed the same day)

l. Mountain Warfare School

1) Mountains aren't just for postcards, they are for climbing. Mountain Warfare is a two-week course taught in Jericho, Vermont. Students learn fundamental light infantry tactics, techniques, and skills necessary for survival in mountainous terrain. Skills include rappelling, rock climbing techniques, basic mountain survival, rappelling, land navigation, first aid, and tactical knots.



m. Sapper Leaders Course:

1) In the U.S. Army, Sappers are combat engineers or other personnel who support the front-line infantry, and they have fought in every war in American history. A sapper may perform any of a variety of combat engineering duties. Such tasks typically include bridge-building, laying or clearing minefields, demolitions, field defenses as well as building, road and airfield construction and repair.

2) Cadets must prequalify for this school by passing the following events:

- a) Passing APFT Score * (270 or above 17-21 year old scale preferred)
- b) 5-mile run under 40 minutes*
- c) (10) Dead Hang Pull-ups*
- d) Rope Climb*
- e) 6-mile foot march in 90 min*
- f) CWST
- g) Passing Land Navigation Score
- h) Knots

(All events marked * must be completed the same day)

Chapter II

Basic Army and ROTC Knowledge

1. Seven Army Values

a. **LOYALTY** — *Bear true faith and allegiance to the United States Constitution,, the Army, your unit,, and other Soldiers.* Loyalty to the Nation, to the Army, to the unit, and to its individual Soldiers is essential. The oath we take requires loyalty to the nation and an obligation to support and defend the Constitution of the United States. Loyalty to the Army means supporting the military and civilian chain of command. This demands adherence to the spirit as well as the letter of the lawful order. Loyalty to the unit is an expression of the obligation between those who lead and those who are led, and those who serve alongside the Soldier. This obligation includes devotion to the welfare of one’s comrades. It fosters cohesion and engenders a sincere concern for the well-being of fellow Soldiers and produces dedication and pride in unit.

b. **DUTY** – *Fulfill your obligations.* The behavior required by moral obligation, demanded by custom, or enjoined by feelings of rightness. Contained within the concept of duty are values of integrity and selfless service, which give moral foundation to the qualities the ethos demands of all Soldiers from private to general.

c. **RESPECT** – *Treat people as they should be treated.* Respect entails feeling and/or showing deferential regard for someone or something. It is the willingness to show consideration or appreciation. Respect is evident in the way we treat our subordinates, peers, and seniors. It applies not only to relationships, but to areas such as other cultures, religious beliefs, and ethnic heritage as well. As our appreciation and respect for others deepens, our unit and our Army become more cohesive and better equipped for mission accomplishment. We demonstrate respect when we show mutual positive regard for the significance of each other.

d. **SELFLESS SERVICE** – *Put the welfare of the nation, the Army, and your subordinates before your own.* Selfless Service puts the welfare of the nation and the accomplishment of the mission ahead of individual desires. All who serve the nation must resist the temptation to place self-interest ahead of the collective good. What is best for the Nation, the Army, and the unit must always come before personal interests. Selfless Service leads to teamwork and unity of effort; it is inherent in military service.

e. **HONOR** – *Live up to all the Army values. Honor a code of dignity, integrity, and pride.* It is personal integrity maintained without legal or other obligation. It is an inner quality that is reflected in the decisions we make, both small and large.

f. **INTEGRITY** – *Do what is right, legally and morally.* Integrity is the uncompromising adherence to a code of moral values, utter sincerity, and the avoidance of deception or expediency of any kind. Integrity demands a commitment to act according to the other values of the Army values. It provides the basis for the trust and confidence that must exist among those whose profession entails the measured application of violence and death.

g. **PERSONAL COURAGE** – *Face fear, danger, or adversity (physical and moral).* Physical and moral courage can be the difference between failure and success, whether in or out of uniform, whether in peace or war. American history is replete with examples of physical courage of brave Soldiers who accomplished what seemed impossible. They freely admitted that they were afraid, but they overcame their fears. It takes moral courage to stand up for one’s belief in what is right, particularly when it is contrary to what others believe. It is courage to preserve in what we know to be right and not tolerate wrong behavior by friends, peers, subordinates, or superiors.

2. Officer & Enlisted Rank & Insignia

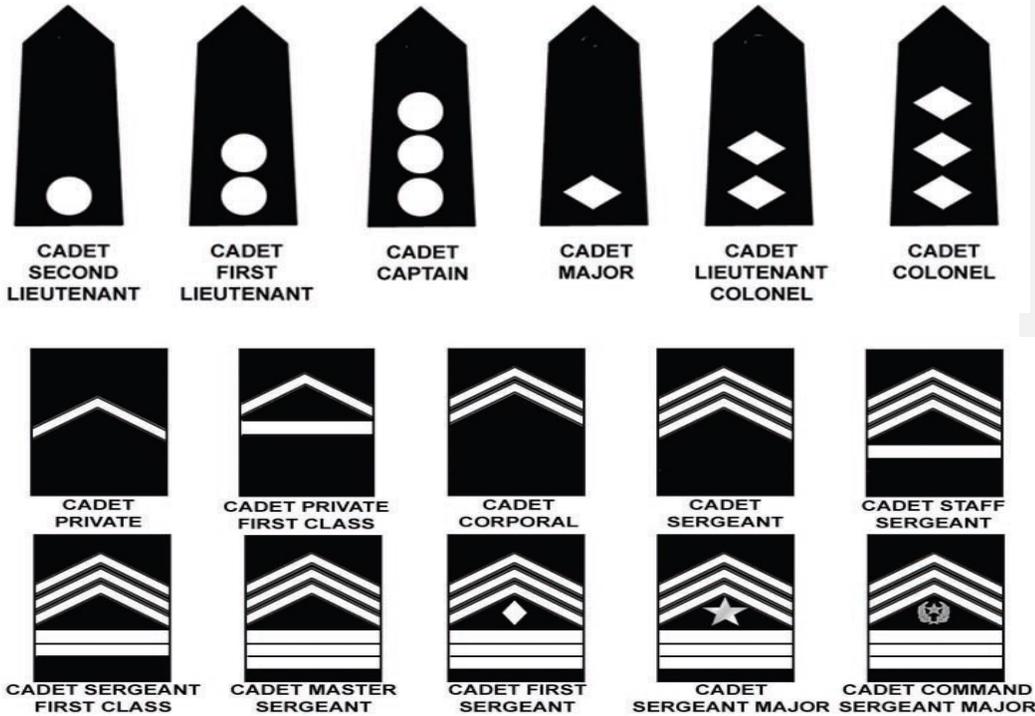
<u>Officers</u>				
O-1	O-2	O-3	O-4	O-5
				
Second Lieutenant	First Lieutenant	Captain	Major	Lieutenant Colonel
O-6	O-7	O-8	O-9	O-10
				
Colonel	Brigadier General	Major General	Lieutenant General	General

<u>Warrant Officers</u>				
W-1	W-2	W-3	W-4	W-5
				
Warrant Officer 1	Chief Warrant Officer 2	Chief Warrant Officer 3	Chief Warrant Officer 4	Master Warrant Officer 5

Enlisted Rank

E-1	E-2	E-3	E-4	E-4
No Insignia				
Private	Private	Private First Class	Specialist	Corporal
E-5	E-6	E-7	E-8	E-8
				
Sergeant	Staff Sergeant	Sergeant First Class	Master Sergeant	First Sergeant
E-9	E-9	E-9		
				
Sergeant Major	Command Sergeant Major	Sergeant Major of the Army		

a. Cadet Officer & Enlisted Rank & Insignia



3. Military Customs and Courtesies

a. **References:**

- 1) AR 600-20, Army Command Policy
- 2) AR 600-25, Salutes, Honors, and Visits of Courtesy
- 3) AR 840-10, Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates
- 4) (TC 3-21.5) Drill and Ceremonies
- 5) TRADOC PAM 600-4, IET Soldier Handbook

b. General: A custom is an established usage; the essence of military courtesy is mutual respect. Courtesy among members of the Armed Forces is vital to maintain military discipline. Military discipline is founded upon self-discipline, respect for properly constituted authority, and the embracing of a professional ethic with its supporting core values.

c. Salutes: The salute is a form of expressing goodwill, respect, and honor. It is the position of the hand or weapon and the attitude of the person expressing respect toward officers, flags, or country. The way you salute says a lot about you, your unit, or branch. Example: A sloppy salute might mean that

you are ashamed of your unit, lack confidence, or at the very least, that you have not learned how to salute correctly.

1) Do not talk on a cell phone while rendering a salute. Remove the cell phone from your ear; hold the phone at your side as in standing (position of attention) then render the salute and greeting. Service Members will not use cell phones while walking.

2) When exchanging the salute, accompany it with the unit's motto. For example, the Pirate Battalion Members use the phrase "Can Do!" The reply to this phrase is "Never Quit!" When exchanging the salute between Pirate Battalion Members and Members from other units with different mottos, if the Pirate Battalion Member is first to render the salute use the motto "Can Do!" If replying to another unit's motto, your response shall be "Never Quit!".

3) Proper military courtesy will be rendered at all times, to include operations in a field environment.

4) When you approach an officer outside (as in passing) salute when you recognize the officer, normally when the officer is within six steps. If in a group, all personnel render salutes when passing.

5) Salute all officers in official vehicles (recognized by rank or identifying vehicle plates/flags).

6) If in formation, salute only on command or when rendering reports.

7) When an officer approaches a group of Cadets, not in a formation, the first Cadet to recognize the officer calls the group to "Attention" and ALL personnel render a salute.

8) If as an individual, you approach an officer while double-timing, assume a quick time march (walk) and render the hand salute (except when running during physical fitness training). When the salute is returned, execute order arms and resume double-timing.

9) If you are on detail and an officer approaches, salute if you are in charge of the detail. Otherwise, continue to work. If an officer speaks to you assume the position of attention.

d. Customs and Courtesies:

1) When talking to an Officer, stand at attention unless given the command of "At Ease." When dismissed or when the officer departs, come to the position of attention and if outdoors, salute.

2) When speaking to or being addressed by a Noncommissioned Officer of senior rank, stand at parade rest until ordered otherwise.

3) When an officer enters a room, the first Service Member to recognize the officer calls the personnel in the room to "Attention," but does not salute; for a senior NCO use "At Ease." A salute indoors is only rendered when reporting. If you are the only person in the room, silently come to the position of attention for an officer and parade rest for a NCO.

4) When entering or exiting a vehicle, the junior is first to enter and the senior is the first to exit.

5) When a general officer enters a dining facility, unless they direct otherwise, or unless a more senior officer is already present, the first person to see the general officer gives the command "At Ease" loud enough for all personnel in the facility to hear. All persons will remain seated and stop talking, but may continue to eat until the general officer announces, "Carry On" or additional instructions are received.

e. Rules of Saluting

1) When you meet someone outside, salute as soon as you recognize that he or she is an officer (when about six steps away).

2) Salute all officers (recognized by rank) in official vehicles identified by special plates or flags.

3) Salute only on command when in formation.

4) If in a group and officer approaches, the first soldier to recognize the officer calls the group to attention and salutes for the group.

5) If you approach an officer while you are double-timing alone, assume quick time march and render the hand salute. When the salute is returned, execute order arms and resume double-timing.

6) The salute is always initiated by the subordinate and is terminated only after acknowledgement by the individual being saluted.

7) Accompany the salute with an appropriate greeting, such as, "Good morning/afternoon, Sir/Ma'am or Gentleman/Ladies," as appropriate.

8) Do not render a salute to persons driving or riding in privately owned vehicles.

9) It is not customary for enlisted personnel to exchange salutes, except in ceremonial situations.

10) Never render a salute with an object in your mouth or right hand.

11) If you are on detail and an officer approaches, the person in charge of the detail will present the greeting and salute while the detail continues to work. If you are addressed by the officer, then come to attention and answer the officer's request.

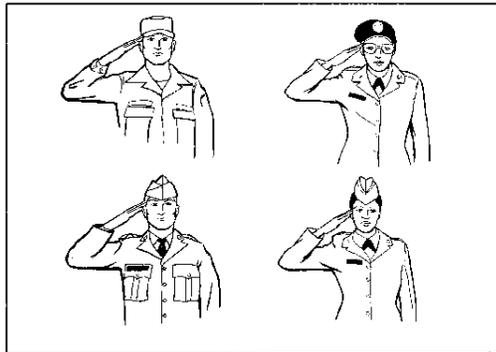


Figure 3-5: Hand Salute

f. Reveille:

- 1) If in uniform and not in a formation, at the first note of reveille, face the flag (or in the direction of music if the flag is not in view) and render a hand salute. End the salute on the last note of reveille.
- 2) If in civilian clothes with headdress, at the first note of the reveille, face the flag (or in the direction of the music if the flag is not in view), remove headdress and stand at attention until the last note of Reveille.
- 3) If in a vehicle, regardless of being in uniform, pull safely to the right and stop but do not get out of the vehicle.
- 4) When indoors and on the side facing the flags, halt during “reveille”, “retreat”, “To The Colors”, “National Anthem”, face the flag at position of attention and hold that position until the last note of the music is complete.

g. Retreat: Retreat ceremony consists of two bugle calls, the first is “Retreat” and the second is “The National Anthem” (normally on Air Force bases) or “To the Colors” (Army posts and camps).

- 1) If in uniform, and not in formation, at the first note of retreat, face the flag (or in the direction of the music if the flag is not in view) and stand at attention. Hold that position until the last note of “Retreat.” At the first note of “The National Anthem” or “To the Colors); when outdoors render the hand salute. Hold that position until the last note of the music.
- 2) If in civilian clothes with headdress, at the first note of retreat, face the flag (or the music if the flag is not in view), remove headdress and stand at attention. Remain at attention until the last note of “Retreat.” At the first note of “The National Anthem” or “To the Colors.” when outdoors, hold headdress with the right hand over your heart. Hold that position until the last note of “The National Anthem” or “To the Colors.” Present Arms is also permitted when in civilian clothes, with or without headdress.

h. Place of Honor: When accompanying a senior, walk to their immediate left. The right side is considered the position of honor. Accordingly, when a junior Soldier rides or sits with a senior, the junior takes position to the left of the senior. The junior should walk in step with the senior, step back

and allow the senior to be the first to enter a door, and render similar acts of courtesy and consideration throughout.

4. Phonetic Alphabet

A Alpha	N November	0 (ZE-RO)
B Bravo	O Oscar	1 (WUN)
C Charlie	P Papa	2 (TOO)
D Delta	Q Quebec	3 (TREE)
E Echo	R Romeo	4 (FOW-ER)
F Foxtrot	S Sierra	5 (FI-FE)
G Golf	T Tango	6 (SIX)
H Hotel	U Uniform	7 (SEV-EN)
I India	V Victor	8 (AIT)
J Juliet	W Whiskey	9 (NIN-ER)
K Kilo	X X-Ray	10 (TEN)
L Lima	Y Yankee	
M Mike	Z Zulu	

5. Military Time

a. All U.S. military services tell time by using the numbers “1” to “24” for the 24 hours in a day. A day begins at one minute after midnight and ends at midnight the same day.

b. For example, eight minutes after midnight (12:08am) is written in military time as “0008.” Thirty-Three minutes after two o’clock in the afternoon (2:33pm) is written as “1433.” And so on.

c. When using military time prior to 1000, the term zero will be used verses the letter O.

Chapter III

Uniforms & Equipment

Reference: CCR-670-1, AR-670-1, DA PAM 670-1

1. Personal Appearance

a. Hair Policy

1) Male – Wear a hair style that presents a neatly groomed appearance. High tapered haircut (*fig A.*) with side burns no longer than the ear canal and a close tapered or trimmed neck line. The hair must present a tapered appearance. The top length of the hair will not fall over your eyebrows or extend below the top edge of your uniform collar when combed. Extreme and fad hair styles are prohibited.



(Figure A)

2) Female – Wear a hair style that presents a neatly groomed appearance (*Figures B&C*). Do not allow your hair to fall over the eyebrows or extend below the bottom edge of your uniform collar. Your hair style cannot interfere with proper wearing of military headgear or protective masks. You may use hair holding ornaments (barrettes, pin, and clips) that are transparent or similar in color to your hair, and inconspicuously placed in your hair. You may not wear beads or similar ornamental items.

3) Physical training. Long length hair may be worn in a ponytail during physical training. A single pony tail centered on the back of the head is authorized in PT uniform, except when considered a safety hazard. The pony tail is not required to be worn above the collar. (*Figure D*)

(Figure B)



(Figure C)



(Figure D)



Finger and Toe Nails- Males will not decorate their nails. Females may polish nails but they will be kept clean, neat, and short. Clear, shear, or neutral nail colors only. (*Figure E*)



(Figure E)

a. Jewelry Policy

1) Cadets may wear a wristwatch, a wrist identification bracelet, and a total of two rings (a wedding set is considered one ring) with Army uniforms, unless prohibited for safety or health reasons. Any jewelry cadets wear must be conservative and in good taste. Identification bracelets are limited to medical alert bracelets and MIA/POW identification bracelets. Cadets may wear only one item on each wrist.

2) Male –With the exception of writing utensils in the ACU, no jewelry, watches, chains or similar items, to include pens and pencils, will appear exposed on the uniform. You may not wear any type of earring when in uniform or when wearing civilian clothing on duty. You may wear a tie tack or clasp with the black four-in-hand necktie.

3) Female

a) In uniform–You may wear jewelry, watch chains, or similar items, to include pens and pencils, as long as they are hidden behind your uniforms.

b) Out of Uniform- Wear earrings that do not exceed 6mm or 1/4 inch in diameter. You may wear gold, silver, or white pearl; unadorned and spherical earrings. You wear, as an optional, screw-on, clip-on, or post-type earring with issue or Cadet-type uniforms. Do not wear earrings with utility, field, or physical fitness uniforms. Wear your earrings snugly against the ear and ensure they are a matched pair with only one earring per ear lobe. The band connecting non-pierced earrings may extend slightly below the ear lobe.

4) No jewelry, other than that described in paragraph above, will appear exposed while wearing the uniform; this includes watch chains, or similar items, and pens and pencils. The only authorized exception is a conservative tie tack or tie clasp that male soldiers may wear with the black four-in-hand necktie.

b. Body piercing. When on campus or other places with cadet training, cadets may not attach, affix, or display objects, articles, jewelry, or ornamentation to or through the skin while they are in uniform, in civilian clothes on duty, or in civilian clothes off duty (this includes earrings for male cadets). The only exception is for female cadets, as indicated below. (The term "skin" is not confined to external skin, but includes the tongue, lips, inside the mouth, and other surfaces of the body not readily visible).

1) Females are authorized to wear prescribed earrings with the service, dress, and mess uniforms. Earrings are NOT authorized to be worn with ACU uniform. When females are off duty, there are no restrictions on the wear of earrings.

2) Earrings may be screw-on, clip-on, or post-type earrings, in gold, silver, white pearl, or diamond. The earrings will not exceed 6 mm or ¼ inch in diameter, and they must be unadorned and spherical. When worn, the earrings will fit snugly against the ear. Females may wear earrings only as a matched pair, with only one earring per ear lobe.

c. Identification bracelets are limited to medical alert bracelets and MIA/POW identification bracelets. Soldiers may wear only one item on each wrist. ID tags and chain are not considered jewelry.

d. Ankle bracelets, necklaces (other than those described in AR 670-1 para 1-7b for religious purposes), faddish (trendy) devices, medallions, amulets, and personal talismans or icons are not authorized for wear in any military uniform, or in civilian clothes on duty.

e. Tattoo Policy. Tattoos may not be visible while in Class A uniform/ASU. Tattoos or brands anywhere on the head, face and neck above the Class A uniform/ASU collar are prohibited. Tattoos or brands that are extremist, indecent, sexist, or racist are prohibited, regardless of location on the body, as they are prejudicial to good order and discipline within units.

f. Religious medallions and symbols will be worn inside the base layer of uniforms.

g. Fad Devices: Fad devices, vogue medallions, wristbands, personal talismans, or amulets are not authorized for wear when in uniform and on duty.

h. Eyeglasses and Sunglasses: When in a uniform, eyeglasses and sunglasses will be conservative and will not detract from the overall military appearance. No eccentric or faddish styles of eyeglasses and sunglasses are authorized. Eyeglasses and sunglasses that have ear buds or speakers and/ or lenses or frames with initials, designs, or other adornments are not authorized for wear. Service Members are authorized to wear military issued glasses. Personnel in uniform may not wear reflective mirror lenses or those with extreme or trendy colors, which include, but are not limited to, red, yellow, blue, purple, bright green and orange. Instead, lens colors must be traditional gray, brown, or dark. In garrison, personnel in uniform will not hang eyeglasses or eyeglass cases on the uniform or around the neck and will not place eyeglasses or sunglasses on the head or brow outside of their immediate work area. In a field environment, appropriate ballistic eyewear may be hung around the neck with an appropriate eyewear restraint. In accordance with service regulations, contact lenses are prohibited for wear in the field by U.S. military personnel.

i. Handbags: Female Service Members are authorized to carry approved handbags while in garrison (including campus, camps/bases) only.

j. Backpacks or Shoulder Bags: Commercial rucksacks, gym bags or like articles may be carried by hand, on one shoulder using a shoulder strap, or over both shoulders using both shoulder straps, while in uniform. If the Service Member opts to carry a bag over one shoulder, the bag must be carried on the same side of the body as the shoulder strap; therefore, it may not be carried slung across the body. The contents of the bag may not be visible; therefore, see-through plastic or mesh bags are not authorized. Backpacks may also be worn when riding a bicycle or motorcycle. Backpacks and shoulder bags worn over the shoulder must be subdued (black, OD green desert tan, digital, or camouflage) without logos. When wearing the backpack at night, the reflective belt must be visible on both sides of the body.

k. Cellular Phones: While in uniform, Cadets may attach electronic devices to belts, belt loops or waistbands. Only one electronic device may be worn. Colored devices must be maintained or stored in a black carrying case. Cellular phones will not be used while walking in uniform. Wear of wireless bluetooth

devices and non-wireless ear pieces are prohibited while wearing Army uniforms, except while operating a commercial or military vehicle (to include a motorcycle or bicycle).

l. Earphones/Headphones: Service Members may wear earphones/headphones attached to electronic devices while conducting individual physical training indoors. Earphones/headphones will not be worn while conducting outdoor physical training unless on a closed track.

m. Tobacco Products: Smoking or using tobacco products is only authorized in designated areas. Smoking by military or civilian personnel is not permitted within 50 feet of any entrance to any building occupied by U.S. Forces or while operating military or U.S. Government owned or leased motor vehicles or equipment (forklifts, generators, etc). Military personnel are also prohibited from smoking, while walking in uniform.

2. Uniform On Duty:

a. The US Armed Forces are uniformed services where discipline and professionalism are judged, in part, by the manner in which the individual wears the uniform. The pride displayed by American Service Members in uniform also serves as a vital ingredient to the strength and effectiveness of our Armed Forces. Therefore, a neat and well-groomed appearance by all Service Members to include cadets is fundamental and contributes to building of pride and esprit de corps that is essential to an effective military force. It is the responsibility of all leaders to ensure that personnel under their control present a neat appearance when wearing a uniform. Each individual wearing a uniform and representing one of the services of the Armed Forces must take pride in the wear and appearance of that uniform at all times.

b. Personnel are authorized the wear of the military uniform off installations during official duties hours for the following activities: transit to and from work, stopping to buy gas, running short errands, paying bills, in transit between installations and having lunch. However, having lunch in an establishment whose primary business activity is serving alcohol is not authorized.

c. Uniform Standards: Policy establishes standards for uniform wear, appearance, and conduct for personnel assigned to the Pirate Battalion.

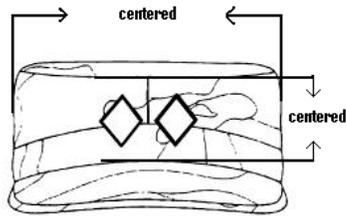
1) Army Combat Uniform (ACU)

a) The Army Combat Uniform (ACU) is the utility uniform of Pirate Battalion. Cadets wear utility uniform during most training events including Leadership Lab, Force Training Exercises, and various other events. Cadets may not wear the Army Combat Uniform (ACU) as specified in Cadet Command policy.

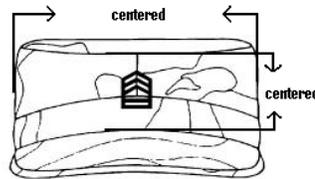
b) ACU's are the same for both males and females. The uniform consist of the ACU trousers and shirt, olive green or black cushion sole socks, desert tan boots, ACU cap, tan undershirt, and black belt with black buckle. You wear it with the appropriate patches and name tapes sewn on.

c) ACU Cap: The ACU Patrol Cap is worn, when the Kevlar or ACH is not appropriate. This may include work details, in the field, or as determined by the commander. If headgear is placed in the pocket, it will not protrude or present a bulky appearance. Do not block or "Ranger Roll" your ACU cap on the top or the sides. Nametags are required on the ACU patrol cap. The PMS retains the authority to prescribe the beret for special events such as parades or changes of command/responsibility.

1 Cadet Officers wear non-subdued ACU insignia of grade on the ACU cap. They wear insignia centered left to right and top to bottom on the front of the cap.



2 Enlisted Cadets personnel wear subdued ACUed insignia of grade on the ACU cap. They wear the insignia centered left to right and top to bottom on the front of the cap.



d) Desert tan boots (*Figure A*). Boots will be kept clean. Laces will be tan and diagonally laced, with the excess lace tucked into the top of the boot under the bloused trousers or slacks, or wrapped around the top of the boot with the excess lace tucked into the top of the boot. When worn, boots will be diagonally laced with tan lace (no 550/parachute cord); excess lace can be neatly wrapped and tucked into the top of the boot. Boots that contain Zippers/Velcro are not authorized.



(*Figure A*)

e) ACU Coat/Trousers. These uniforms are designed to be loose fitting. Cadets wear the coat outside the trousers and the trousers with a belt. The coat will not extend below the top of the cargo pocket on the pants and will not be any higher than the bottom of the side pocket on the pants. The trousers will be worn bloused using the draw cords or blousing rubbers if the trousers are not tucked into the boots. Cadets may not wear the trouser legs wrapped around the leg so tight as to present a pegged appearance.

f) Cadets wear subdued rank centered on the chest.

g) Cadets wear the US Army tape above the left breast pocket flap and their Name tape above the right breast pocket flap.

h) Cadets wear the ROTC shoulder insignia centered on the left shoulder.

i) Cadets will only wear the full color American flag at the top of the right sleeve. Subdued American flags are not authorized for wear. The flag will be on the right sleeve with the field of stars forward.

j) Cadets who have earned a combat patch or skill identifier badges may wear them in accordance with army regulations.

k) ACU: Soldiers may sew on the U. S. Army tape, name tape, and rank insignia as an option at their own expense.

l) Belt: The Rigger Belt in tan is the only authorized belt for wear with the ACU utility uniform.

m) T-shirts: Desert tan cotton and desert tan moisture-wicking t-shirts are the only authorized t-shirts worn with the ACU uniforms. **Never wear t-shirts as an outer garment.**

n) Special Skill and Identification Badges: Cadets may sew on all authorized Special Skill and Identification Badges (i.e. Airborne, Air Assault, etc.) at their own expense on the ACU only. However; pin on badges remain authorized for usage on ACUs, however, pin-on badges will not be worn on ACUs in a field environment. Skill and Identification Badges must be sew-on or pinned on; Cadets are not authorized to mix sew-on with pin-on badges.

o) At no time will Service Members un-blouse their boots or cuff their ACU shirt sleeves except when conducting waterborne operations or as a control implemented as a result of an approved risk assessment, as approved by the commander. All ACU shirt sleeves are to be attached to the velcro at the cuff; sleeves should not have a “bell-bottom” appearance.



2) Army Service Uniform (ASU)

a) Army Service Uniform (ASU): The ASU consists of the ASU Coat, ASU Trousers, low waist with belt loops (Male Soldiers), ASU Slacks with low waist (Female Soldiers) and the ASU Skirt (Female Soldiers). All ASU accessory items that are authorized to wear are identified in ALARACT Message 202/2008. The beret is the primary headgear worn with the ASU by all Soldiers unless the commander directs wear of the Service Cap (for CPLs and above). The ASU is worn on occasions such as the military ball, awards ceremonies, parades, and other events requiring formal and semiformal attire.

b) Beret: The Professor of Military Science may authorize the wear of berets for special events.

1 Male - Black beret, Army blue coat and trousers, white shirt (short or long sleeve), a black four-in hand necktie, black oxford shoes, black socks, black belt with brass buckle and tip, black all weather coat (optional), uniform brass and accessories.

2 Female – Beret cap, Army blue coat, slacks or skirt, white shirt (short or long sleeve), black neck tab, black oxford shoes or black pumps, black all weather coat (optional), uniform brass and accessories.

3 Black beret (male and female). (Figure A) Wear the black beret with the flash insignia over the left eye. Tilt the cap slightly to the right, but in no case will the side of the cap rest on the top of your ear. The fold should be creased to the right. Wear the cap with the top of the cap opened to cover the crown of your head. Do not have your hair visible on the forehead below the front bottom edge of the cap. Wear the appropriate insignia as follows:



(Figure A) Cadet Officer Rank, Beret

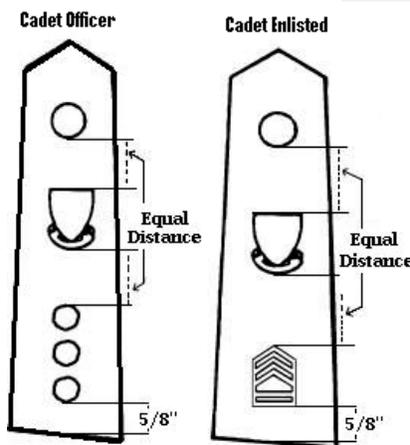
c) MS III –IV: MS IV Cadets wear rank insignia and MSIII Cadets wear the Distinctive Unit Insignia (DUI) - or more commonly called "Unit Crest" inside left flash.

d) Blue Coat.

1 Insignia of rank. All Cadets wear non-subdued ACU insignia centered on both shoulder loops of the coat, 5/8 inch from the outside shoulder seam. The top of enlisted insignia will point toward the individual's neck.

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

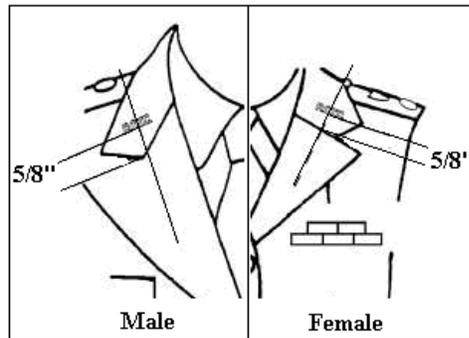
3 Torch of Knowledge. MS I & II Cadets wear the Torch of Knowledge insignia centered on both collars parallel to the inside edge of each lapel with the outside edge of the insignia positioned 1 inch above the notch of the lapel on the male Class A and 1 inch above the center of the lapel on the female Class A.





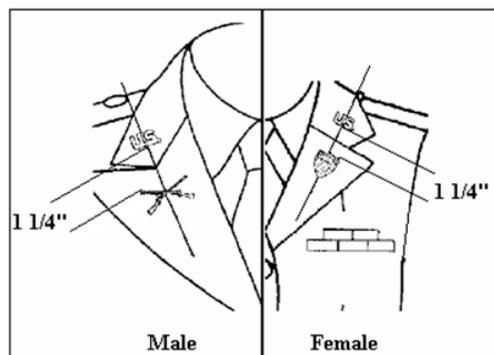
ASU Torch of Knowledge Insignia on lapel

4 R.O.T.C. Initials. MS III & IV Cadets wear the ROTC initial insignia centered on both lapels of the coat, parallel to the inside edge of each lapel. The lower edge of the insignia is positioned $\frac{5}{8}$ inch above the notch of the lapel on the male Class A and $\frac{5}{8}$ inch above the center of the lapel on the female Class A.



ASU ROTC Insignia

5 Branch Insignia. Second semester MS IV's who have been accessed may wear branch insignia centered on both lapels, $1 \frac{1}{4}$ inches below the ROTC initials, with the insignia bisecting the ROTC initials and parallel to the inside edge of the lapel. They may also wear black officer braid on their Class-As 30-60 days prior to Commissioning but not earlier than the George C. Marshall Conference.

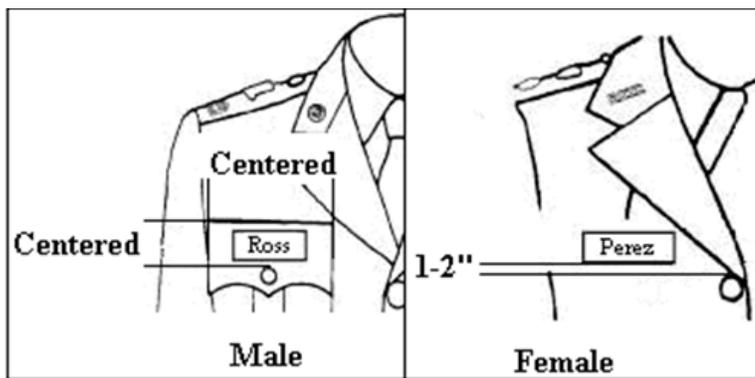


ASU Branch Insignia

6 Name plate.

a Male Cadets wear the nameplate on the flap of the right breast pocket, centered from left to right and between the top of the button and the top of the pocket on the Class A jacket and Army green 415 shirts.

b Female Cadets wear the nameplate between 1 to 2 inches above the top button, centered horizontally on the wearer's right side. Placement of the nameplate may be adjusted to conform to individual figure differences.



ASU Nameplate

7 Ribbons. Cadets wear only authorized ribbons. Chapter VII in this handbook describes the order of precedence. Cadets wear ribbons in the order of precedence from the wearer's right to left in one or more rows either with no space or a 1/8 inch space between rows. In any one row, no more than four (4) ribbons are worn. Male personnel wear their ribbons centered 1/8 inch above the left breast pocket in as many rows as necessary. Female personnel wear them centered on the left side with the bottom row aligned to the bottom edge of the name plate. Adjust placement of the ribbons to conform to your figure.

8 Other authorized insignia.

c Pershing Rifles accouterments

d Active members of the National Society of Pershing Rifles Company K8 may wear the PR insignia. Inactive or probationary Cadets may not wear the PR insignia.

e Wear the PR shoulder cord on the left shoulder with the thick braided portion under the arm and the two non-braided strands over the arm.

f Place the PR crossed rifles 1 1/4 inch below the Torches of Knowledge or the "ROTC" insignia on the lapels of the Class A jacket, with the center line of the insignia parallel to the inside edge of the lapel.

g PR members may wear PR blue beret during any Pershing Rifles event or battalion event (as authorized by the PMS) that is not tactical in nature.

9 Other Insignia, Badges and Tabs. See CCR 670-1 and AR 670-1/DA PAM 670-1 for instruction on wear.

3) Physical Training Uniform

a) This section describes the different uniforms that are worn for conducting physical training throughout the year. Weather conditions and training requirements determine which PT uniform is appropriate for each day.

Composition

- Summer
 - Short-sleeve PT shirt
 - PT shorts
 - White socks
 - Athletic shoes
 - Reflective Belt

The reflective belt is worn on the waist with summer PTs.

- Winter
 - PT Jacket
 - PT Pants
 - PT Shorts
 - Long-sleeve PT shirt
 - Gloves
 - Fleece Cap
 - White socks
 - Athletic shoes
 - Reflective Belt

The reflective belt is worn across the chest over the right shoulder with the PT Jacket on; worn around the waist with the PT Jacket off



New APFU, Winter, modified cold weather, summer



Old APFU, Winter and Summer

4) Field and Extreme Weather ACU Gear

a) Gloves: Any military issued gloves or commercial gloves (black, ACU, OD Green, desert tan) without logos are authorized for wear during inclement weather, field training and tactical operations. Gloves must be serviceable and of a quality, that prevents cold weather and field injuries. Fingerless gloves are not authorized for wear.

Aaron L Beckman 8/20/2015 11:44 AM

Comment [1]: Just added the new APFU for photo reference

b) Kevlar/ACH: The Kevlar/ACH consists of the camouflage cover, NVG mount (if issued), and a chinstrap. When worn, the chinstrap will always be fastened on the chin. Embroidered insignia is not required unless it is issued and attached without cost to the Cadet.

c) Identification (ID) Tags: Cadets must wear ID tags at all times when in a field environment and while traveling in aircraft. ID tags will be worn around the neck, except when safety considerations apply.

d) GORTEX: The GORTEX (ACU) with rank and nametape sewn on is authorized for wear with the ACUs. Woodland GORTEX is authorized if it was issued to Cadets.

e) Brown Neck Gaiter: The neck gaiter is authorized for wear outdoors as part of the field uniform. It may be worn as a neck warmer, balaclava, or ear band in cold, windy, or dusty environments. The neck gaiter is not authorized for wear indoors.

f) Foliage Green Cap: The foliage green cap is the only cap authorized for wear with IPFU. During winter months the cap may be worn as headgear with ACUs when temperature requires it. The cap will not be worn when temperatures are above 45°F/7°C.

g) Personal hydration systems: Personal hydration systems (i.e. camelbacks-black, OD, desert tan, digital, or camouflage) are authorized for use during field training, foot marches, and tactical operations. The chain of command may specify other times for wear. The chain of command will determine "how worn" IAW the task or mission. The blue drinking tube must have a black or camouflage sleeve over it.

Chapter IV:

Cadet Duties, Responsibilities, Leadership Positions, and Army Leadership Model

1. Cadet Duties- MSI

a. General Guidelines

- 1) The first semester of the MSI year, Cadets wear E2 rank.
- 2) Cadets wear E3 rank upon passing the APFT as well as maintaining a GPA of 2.5 and meeting all standards. Promotion is contingent upon approval of the Cadet BC and the MSI Advisor.
- 3) MSI Cadets normally do not serve in leadership positions unless specifically instructed to do so by the Cadet Staff or Cadre.

b. Duties and Responsibilities

- 1) MSI Cadets attend all of their ROTC classes and labs unless specifically given an excused absence by their chain of command.
- 2) MSI Cadets serve as the privates of the battalion and will follow the orders of those appointed over them.

c. PT

- 1) MSI Cadets must attend four PT sessions during the week.
- 2) Any contracted MSI who is not passing the APFT will attend and develop a personal PT improvement program with their COC until they reach and maintain a passing score on the APFT.

2. Cadet Duties- MSII

a. General Guidelines

- 1) During the first semester of the MSII year, Cadets will wear E4 rank.
- 2) Upon passing the APFT as well as maintaining a GPA of 2.5, meet all ROTC standards, and pass a promotion board the MSII, upon approval of the Cadet Battalion Commander and the MSII advisor, will receive a promotion to E5.
- 3) The MSII will be evaluated by their MSIII NCO and they may receive positive and negative spot reports. The Battalion Commander or the S-3 will also provide formal feedback.

b. Duties and Responsibilities

- 1) The MSII will serve as a Team Leader for their squad.

a) Team Leader Responsibilities:

- 1 Controls the movement of fire team
- 2 Controls the rate and placement of fire team weapons fire

- 3 Leads team from the front
- 4 Maintains accountability of Soldiers and equipment
- 5 Takes care of team members
- 6 Ensures Soldiers maintain unit standards in all areas

b) A MS II takes charge of the squad in absence of a MSIII Cadet until properly relieved.

c) PT

1 MSII Cadets must attend all PT sessions throughout the week.

2 Any contracted MS II who fails to pass the APFT must develop a personalized PT improvement program with their COC until they pass and maintain a passing score on the APFT.

3. Cadet Duties- MSIII

1) General Guidelines

a) MSIII Cadets serve in several leadership positions as: Squad Leader, Staff NCO, Platoon Sergeant, or First Sergeant. Only during a Leadership Training Exercise (LTX) will a MSIII will placed in a Squad Leader position. Seton Hall's Pirate Battalion Army ROTC cadre determines who serves in each leadership position. The Company Commander will develop a leadership matrix listing dates in leadership and position assignments and will post the matrix in the ROTC Bulletin Board located at the 4th Floor Mooney Hall, Seton Hall University.

b) The Cadre and MSIV Cadets provide each MSIII in leadership position an assessment on the Cadet Evaluation Report (67-10-1) at the end of each leadership position.

2) Assessments

a) All MSIII Cadets in a leadership position will receive an assessment for their time in their leadership position.

b) MSIV leadership gives an assessment followed by a counseling session of the MSIIIs evaluation conducted NLT one week after the evaluated time.

c) In order to present a fair assessment, any and all emails sent out by the evaluated Cadet must be sent, also, to their evaluator so that the evaluators can confirm the proper implementation of troop leading procedures by the evaluated Cadet.

3) MS-IIIs Leadership Positions

a) Company Commanders (C/CPT): Leads by example. Builds a positive command climate, and is ultimately responsible for everything that the company does or fails to do. Provides input to Battalion planning, and ensures Cadets are adequately prepared to execute their responsibilities, especially during field training exercises.

b) Platoon Leader (PL) (C/2LT): Leads by example. Builds an effective chain of command and develops a positive command climate. Is responsible for direct supervision of platoon sergeant and the squad leaders. Provides guidance and

direction; delegates responsibilities, and is also responsible for everything that the platoon does or fails to do. Builds morale and esprit de corps in the platoon.

d) Platoon Sergeant (PSG) (C/SFC): Senior Noncommissioned officer in the platoon; supports the PL by training and supervising the NCO chain of command. Assumes command of the platoon in the PL's absence. Enforces Cadet observance of military customs and courtesies. Enforces military bearing and Cadet appearance in uniform. Maintains accountability of all assigned personnel and equipment.

e) Squad Leader (SL) (C/SSG): Responsible for the health and welfare of assigned Cadets. Develops squad into a cohesive unit. Keeps subordinates and superiors informed. Enforces the observance of military customs and courtesies. Inspects assigned Cadets military appearance and takes corrective actions. Motivates assigned Cadets to participate to the maximum extent. If someone is absent from squad, SL knows why and reports it to PSG.

f) Team Leader (TL) (C/SGT): Responsible for the health and welfare of assigned Cadets. Develops team into a cohesive unit. Keeps subordinates and superiors informed. Trains assigned Cadets and enforces the observance of military customs and courtesies. Inspects assigned Cadets military appearance and takes corrective actions. Motivates assigned Cadets to participate to the maximum extent. If someone is absent from team, TL knows why and reports it to SL.

4. Cadet Duties- MSIV

a. General Guidelines

1) A Chain of Command (CoC) is established by the PMS at the beginning of every semester and will change only on his/her orders.

2) The CoC is followed by each MSIV.

3) Leadership and Staff Positions

a) Battalion Commander (LTC): Provides guidance and direction; delegates responsibilities to Cadet leadership and staff to execute assigned missions. Serves as the standard bearer (leads by example). Builds an effective chain of command and develops a positive command climate. Communicates intent and empowers subordinates to act appropriately to accomplish missions. Supervises the Battalion XO, Cadet leadership and Battalion Command Sergeant Major. Directs and supervises the long - range planning of major events and activities. Delineates responsibilities and expectations. Sets deadlines and enforces standards. Implements Cadre guidance. Supervises and evaluates the execution of plans.

b) Battalion Executive Officer (XO) (MAJ): Second in command; assumes command in the Battalion Commander's absence. Serves as the Chief of Staff; coordinates the efforts of the Battalion staff. Anticipates requirements and directs staff estimate process, then supervises staff planning, coordination, and execution of all specified and implied tasks. Assigns staff proponents for specific tasks. Ensures staff officers maintain

continuity folders and pass lessons learned to incoming staff. Ensures staff serves Cadet leadership chain. Schedules and controls staff meetings. Ensures that safety briefings are presented at all events.

c) Command Sergeant Major (CSM): Principal advisor to the commander on the state of morale, discipline, and training of Cadets within the Battalion. Works with Battalion to ensure that correct information about training, special events, etc. is passed up and down the chain of command and Cadets improve their professional appearance both in uniform and of ROTC facilities and equipment. CSM also oversees the training and performance of the Color Guard at special events, ensures formations and drill / ceremony are executed in accordance with TC 3-21.5, runs the flag duty detail, fosters unit morale, and attends weekly Battalion command and staff meetings, and performs all other duties as assigned by the Battalion Commander.

d) Adjutant (S1) (CPT): Principal staff officer for all matters regarding administration and human resources. Prepares and maintains unit strength reports, rosters, and records, maintains bulletin boards and sends out invitations.

e) Intelligence Officer / Mentorship Program OIC (S2) (CPT): Gather and analyze information about enemy forces, weather, and terrain as they affect friendly courses of action. Works closely with the S3 to produce plans that account for these effects. Obtains maps and weather data in support of Cadet operations. Manages all aspects of the ROTC classroom (e.g. cleanliness, operational capabilities, computer etiquette, etc.). Develops and oversees the MS-IV mentorship program of MS-IIIs, MS-IIIs and MS-Is to ensure Cadets' academic, ROTC and personal needs and issues are being met.

22

f) Operations / Training Officer (S3) (MAJ): Principal staff officer for all matters regarding operations and training. Plans and publishes orders for all special events, field training exercises and weekly chain of command (i.e. Lab and PT). Assigns specific tasks and responsibilities to subordinate units; tasks units IAW their capabilities to accomplish missions effectively and IAW Commander's intent. Also, oversees Cadet labs, PT Program, Ranger Challenge team, and finally the unit's safety program (ensures risk management is addressed in all operations). Ensures the Cadet Leadership Development Program (LDP) is managed effectively throughout the school year.

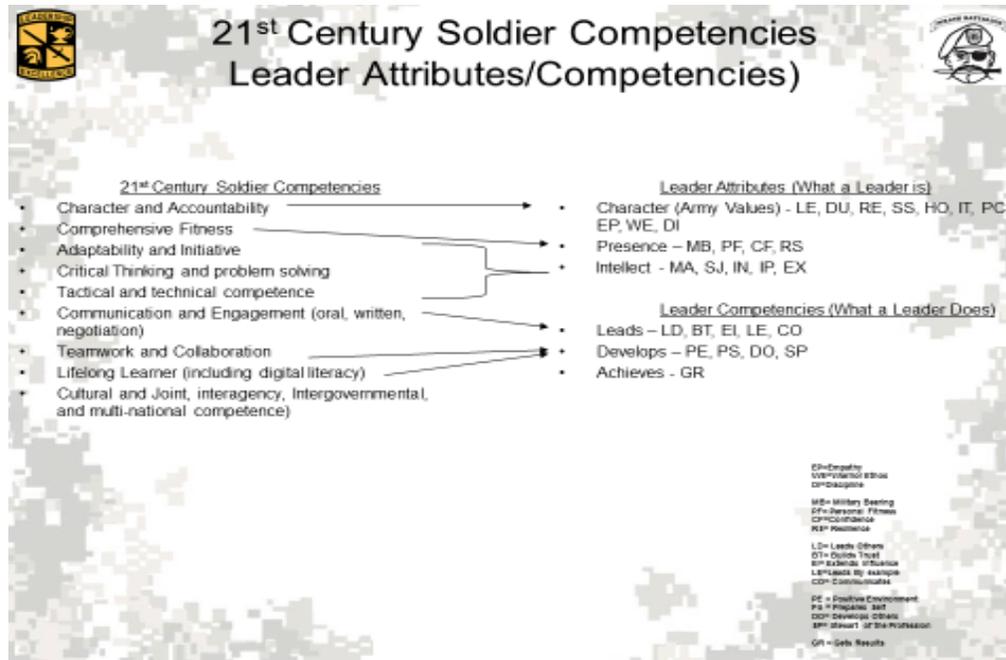
g) Asst. Operations / Training Officer (S3) (1LT): Assists the S3 in all matters regarding operations and training. Manages the Cadet LDP by ensuring the Cadet leadership roster provides each MSIII a minimum of 5 leadership positions throughout the school year, maintaining the Evaluator roster, collecting Blue Cards and Yellow Cards, and maintaining the Cadet and Cadre JPSC cards.

h) Logistics Officer (S4) (CPT): Principal staff officer for all matters regarding logistics, to include supply, equipment maintenance, and transportation. Ensures that logistics is planned and ready to support the Battalion during all training exercises and other Battalion events.

i) Public Affairs (S5) (CPT): Principal staff officer for public affairs and assists with recruiting events and organizes Cadet support for unit recruiting events. Oversees the unit's hometown news release program, works with the UCSB ROTC Business Manager and ROO in maintaining a dynamic Surfrider Website.

j) Communications and Media Coverage (S6) (CPT): Ensures communications support for all training and ceremonial events. Provides photographic coverage of ROTC events. Coordinates with the S5 to ensure photos are posted to the Surfrider Website and with the S1 to provide current photos for display in the Military Science Building.

5. **The Army Leadership Model** conveys the attributes and competencies the Army expects from its leaders. A common model of leadership shows how different types of leaders work together. One set of requirements consists of attributes of what leaders should be and know and the second is a set of competencies that the Army requires leaders to do. All Pirate BN cadets will emulate the Army Leadership Model and engage in both personal and professional development to strengthen areas in which they are weak and maintain those areas in which they are strong.



21st Century Soldier Competencies

LEADER ATTRIBUTES

Attributes shape how an individual behaves and learns in their environment. The leader attributes are character, presence and intellect. These attributes capture the values and identity of the leader (*character*); the leader's outward appearance, demeanor, actions and words (*presence*); and the mental and social faculties the leader applies in the act of leading (*intellect*). Attributes affect the actions that leaders perform. Good character, solid presence and keen intellect enable the core leader competencies to be performed with greater effect.

CHARACTER

Leadership is affected by a person's character and identity. Integrity is a key mark of a leader's character. It means doing what is right, legally and morally. The considerations required in leader choices are seldom obvious as wholly ethical or unethical. The Soldier's Rules, which codify the law of war, outline ethical and lawful conduct in operations and are useful for everyday conduct (see AR 350-1). Leaders who unwaveringly adhere to applicable laws, regulations, and unit standards build credibility with their subordinates and enhance trust from the American people they serve.

27. Leaders of integrity adhere to the values that are part of their personal identity and set a standard for their followers to emulate. Identity is one's self-concept, how one defines him or herself. Leaders who are effective with followers identify with the role and expectations of a leader; they willingly take responsibilities typical of a leader and perform the actions of a leader. Leaders who are unsure of themselves may not have a strong idea of their identity.

PRESENCE

The impression a leader makes on others contributes to success in getting people to follow. This impression is the sum of a leader's outward appearance, demeanor, actions and words and the inward character and intellect of the leader. Presence entails the projection of military and professional bearing, holistic fitness, confidence and resilience. Strong presence is important as a touchstone for subordinates, especially under duress. A leader who does not share the same risks could easily make a decision that could prove unworkable given the psychological state of Soldiers and Civilians affected by stress.

INTELLECT

The leader's intellect affects how well a leader thinks about problems, creates solutions, makes decisions and leads others. People differ in intellectual strengths and ways of thinking. There is no one right way to think. Each leader needs to be self aware of strengths and limitations and apply them accordingly. Being mentally agile helps leaders address changes and adapt to the situation and the dynamics of operations. Critical and innovative thought are abilities that enable the leader to be adaptive. Sound judgment enables the best decision for the situation at hand. It is a key attribute of the transformation of knowledge into understanding and quality execution.

LEADER COMPETENCIES

There are three categories of competencies. The Army leader serves to *lead* others; to *develop* the environment, themselves, others and the profession as a whole; and to *achieve* organizational goals. Competencies provide a clear and consistent way of conveying expectations for Army leaders.

LEADS

The category of *leads* encompasses five competencies. Two focus on the affiliation of the followers and the common practices for interacting with them. *Leads others* involves influencing Soldiers and Army Civilians in the leader's organization. *Extends influence beyond the chain of command* involves influencing others when the leader does not have designated authority or while the leader's authority is not recognized by others, such as with unified action partners. *Builds trust* is an important competency to establish conditions of effective influence and for creating a positive environment. Leader actions and words comprise the competencies of *leads by example* and *communicates*. Actions can speak louder than words and excellent leaders use this to serve as a role model to set the standard. Leaders communicate to convey clear understanding of what needs to be done and why.

DEVELOPS

Leaders operate to improve or sustain high performance in their organization.

They do so by focusing on the four *develops* competencies. *Create a positive environment* inspires an organization's climate and culture. *Prepares self* encourages improvement in leading and other areas of leader responsibility. Leaders *develop others* to assume greater responsibility or achieve higher expertise. A leader *stewards the profession* to maintain professional standards and effective capabilities for the future.

ACHIEVES

Gets results is the single *achieves* competency and relates to actions to accomplish tasks and missions on time and to standard. Getting results is the goal of leadership but leaders must remain mindful that leading people and creating positive conditions enable them to operate as successful leaders. Getting results requires the right level of delegation, empowerment and trust balanced against the mission.

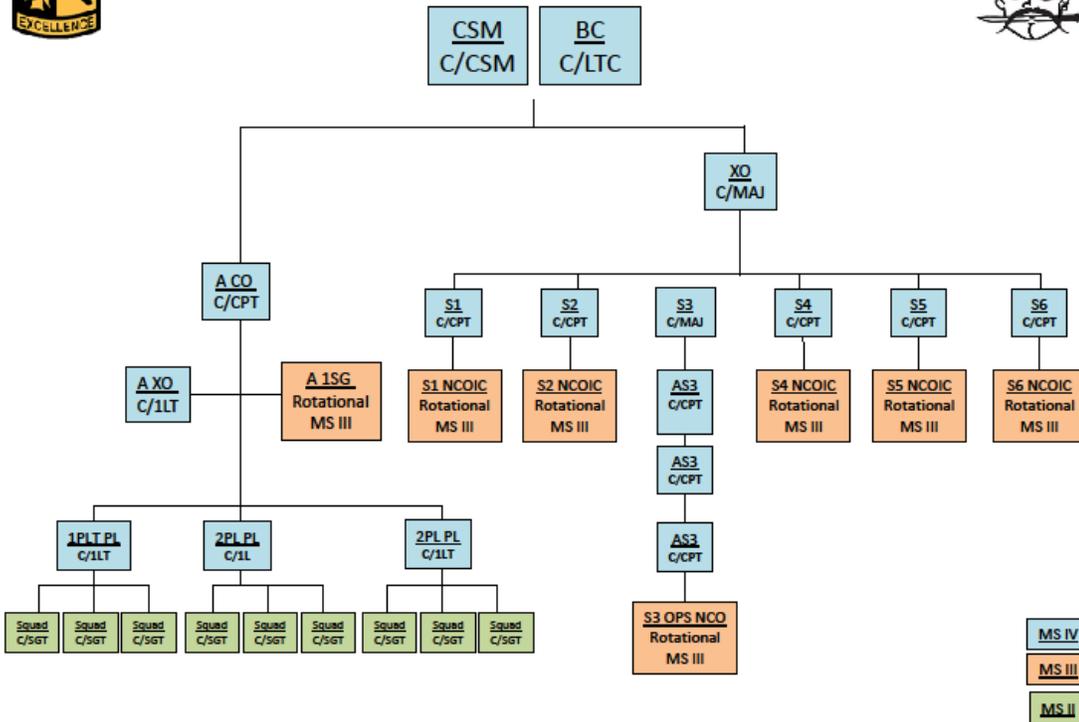
Adaptability to conditions and adjustments based on adversarial actions are ever important elements of success.

ADP 6-22, *Army Leadership*, establishes the fundamental principles by which Army leaders accomplish their missions and care for their people. It describes the enduring concepts of leadership through the core leader competencies and attributes required of contemporary leaders of all cohorts and all organizations, regardless of mission or setting. These principles reflect decades of experience and the best scientific knowledge available. Leadership fundamentally remains a process of influence; how and when influence is applied determines the eventual mission success and the capabilities of Army organizations.

a. Cadet BN Chain of Command



Pirate Battalion COC



Physical Readiness Training (PRT)

b. Basic Guidelines

- 1) A different MSIII or MS II is responsible for leading PT each week during the school year according to the leadership matrix created by MSIV leadership.
- 2) PT attendance is mandatory for MSIIIs five days a week every morning unless cadre approves otherwise.
 - a) Failure to attend PT the minimum number of times during the span of one training week will result in a negative spot report.
 - b) Failure to attend PT the minimum number of times for two weeks will result in Cadre involvement and disciplinary action including a lower ROTC grade.

c) Each MSIII must maintain a PT Journal outlining their individual PT plan to improve their APFT score and overall physical well-being.

6. PT Leader Responsibility

a. The PT leader must take the initiative to learn and be proficient at all the stretching and conditioning exercises as well as the proper commands used during a PT session. Refer to FM 7-22.

b. Should the scheduled PT leader be unable to attend a physical training session, it is their responsibility to choose an alternate and ensure that their replacement is proficient in leading PT.

Chapter V
Advanced Army and ROTC Knowledge

1. Army Problem Solving Process Reference: FM 6-22

- a. Step 1. Identify the Problem
- b. Step 2. Identify Facts and Assumptions
- c. Step 3. Generate Alternatives
- d. Step 4. Analyze the Alternatives
- e. Step 5. Compare the Alternatives
- f. Step 6. Make and Execute Your Decision
- g. Step 7. Assess the Result

2. Troop Leading Procedures (RIMSRCIS) Reference: FM 3-21.8

- a. Step 1. Receive the Mission
- b. Step 2. Issue a Warning Order
- c. Step 3. Make a Tentative Plan
- d. Step 4. Start Necessary Movements
- e. Step 5. Reconnoiter
- f. Step 6. Complete the Plan
- g. Step 7. Issue the Complete Order
- h. Step 8. Supervise (Rehearsals and Inspections)

3. Military Decision Making Process Reference: ADP 5-0

- a. Step 1. Receipt of mission
- b. Step 2. Mission analysis
- c. Step 3. COA Development
- d. Step 4. COA Analysis
- e. Step 5. COA Comparison
- f. Step 6. COA Approval
- g. Step 7. Orders Production/Rehearsal

4. Ethical Decision Making Process Reference: FM 6-22

- a. Step 1. Identify the Ethical Problem
- b. Step 2. Identify the Key Issues
- c. Step 3. Generate Alternatives
- d. Step 4. Analyze Alternatives
- e. Step 5. Compare Alternatives
- f. Step 6. Make and Execute a Decision
- g. Step 7. Assess the Results

5. Army ROTC Military Ball

a. Some units occasionally invite spouses and allow single officers to bring "dates." This is an excellent opportunity to introduce these people to the Army's history, customs, and traditions, and their attendance often stimulates greater interest and participation in the event.

b. The Military Ball is a formal unit social event often held at the end of the Spring semester. Guests (dates) are encouraged and most welcome. University officials and distinguished ROTC Alumni also often attend.

6. **Army ROTC Dining In** Reference: CC PAM 145-8

a. The Dining-In is a formal dinner held by a military unit or organization. The rationale prompting the event may vary. The dinner may be held to welcome new arrivals or to say farewell to departing personnel; to recognize the achievements of an officer, a dignitary, or a unit; to build and maintain esprit de corps among the officers of the command; or to take advantage of the availability of a distinguished guest to speak.

b. The Dining-In is a formal unit function often held at the end of the Fall semester. It is a formal regimental dinner with origins dating back to the British Royal Army of pre-colonial times. University officials and distinguished ROTC Alumni also often attend. Skits and humorous enforcement of the "Rules of the Mess" make this event a lot of fun.

Rules of the Mess:

Rule #1: Thou shall not dispute with the President of the Mess.

Rule #2: No elbows on the table, proper etiquette and decorum must be maintained.

Rule #3: No one will leave the mess for any reason unless permission is granted by the President. (Protocol overrides natures call.)

Rule #4: No one will address the mess unless permission is granted by the President of the Mess.

Rule #5: One shall greet and converse with all guests.

Rule #6: No applauding or obnoxious laughter for particularly witty, sarcastic, or relevant remarks are permitted unless following the example of the President of the Mess.

Rule #7: No foul language will be tolerated, except by the guest speaker, at any time.

Rule #8: No haggling over fines or dates of rank. No sniveling will be tolerated at any time!

Rule #9: No smoking while in the mess.

Rule #10: Thou shall not consume or imbibe before the members and guest at the head table doth consume or imbibe.

Rule #11: Thou shall not employ thy food ballistically.

Rule #12: During the formal portion of the Dining In uniforms will remain intact and modifications due to over indulgence will be dealt with severely.

Rule #13: There is no Rule #13.

Rule #14: Emission of gastronomical noises will be suppressed in nature and all attempts will be made to ensure they are discreet.

Rule #15: All jokes and riddles must be in good taste offending neither sex, nor color, nor creed, and, if at all possible, should be in some sort of logical sequence as to extract a punch line at the termination.

Rule #16: Thy toasting goblet shall ever be charged.

Rule #17: Thou shall not bring drink or chewing tobacco into the Mess.

Rule #18: Thy insignia shall gleam all in proper place.

Rule #19: One shall direct all complaints to Mr. Vice for a solution.

Rule #20: You will enjoy yourself.

7. **Pirate's Call**

a. **The Star Spangled Banner**

Oh, say can you see, by the dawn's early light. What so proudly we hail'd at the twilight's last gleaming. Whose broad stripes and bright stars, thro' the perilous fight. O'er the ramparts we watch'd, were so gallantly streaming?

And the rockets' red glare, the bombs bursting in air, gave proof thro' the night that our flag was still there. Oh, say does that Star-Spangled Banner yet wave, o'er the land of the free and the home of the brave?

Oh, thus be it ever when freemen shall stand between their loved homes and wild war's desolation; Bless'd with vict'ry and peace, may the heav'n-rescued land praise the pow'r that hath made and preserv'd us a nation!

Then conquer we must, when our cause it is just. And this be our motto: "In God is our trust!" And the Star-Spangled Banner in triumph shall wave, O'er the land of the free and the home of the brave.

b. **SHU ROTC Cadet Prayer**

1) This prayer was written by a former member of the Seton Hall Corps of Cadets:

Almighty Father, giver of every good gift, we acknowledge your love for all that you have created. We stand before you as Cadets who are about to become commissioned officers, and we place ourselves in your hands, begging for your guidance and love.

Heavenly Father, give us your assistance to be truly dedicated to the service of our nation, and its noble ideals. May our lives as officers be marked with gifts that only you can bestow: Unswerving Fidelity to Duty; Resolute Courage in the Face of Danger; Tender Compassion in the presence of human suffering; Complete honesty in all our words and deeds.

We beg you to continue blessing this Seton hall battalion with men and women who are generous on the service to our nation and unrelenting in their pursuit of excellence.

And finally, Father, we offer you our thanks for the countless happy memories of our Cadet days. May our lives and our accomplishments as officers in the Army always bring honor to Seton Hall University and glory to Your Holy Name. AMEN.

c. **Duty-Honor-Country**

"Duty-Honor-Country. Those three hallowed words reverently dictate what you ought to be, what you can be, and what you will be. They are your rallying points: to build courage when courage seems to fail; to regain faith when there seems to be little cause for faith; to create hope when hope becomes forlorn."

General of the Army Douglas MacArthur Speech Upon Receiving the Sylvanus Thayer Medal United States Military Academy May 12, 1962

d. **The Army Song**

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

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

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

e. **The Three General Orders**

The purpose to General Orders is to give guards and sentries simple guidance to rely upon in the execution of their duties.

- 1) I will guard everything within the limits of my post and quit my post only when properly relieved.
- 2) I will obey my special orders and perform all of my duties in a military manner.
- 3) I will report violations of my special orders, emergencies, and anything not covered in my instructions to the commander of the relief.

f. **The Code of Conduct**

The Code of Conduct is our Army guide for how all Soldiers must conduct themselves if captured by the enemy. The Code of Conduct, in six brief Articles, addresses the intense situations and decisions that, to some degree, all military service members could encounter. It contains the critical information for U.S. prisoners of war (POWs) to survive honorably while faithfully resisting the enemy's efforts of exploitation.

- I. I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.
- II. I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

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Comment [2]: I would just delete the old one and use this one. This is the approved Army Song for ceremonies and what not

- III. If captured I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.
- IV. If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which may be harmful to my comrades. If I am senior I will take command. If not I will obey the lawful orders of those appointed over me and back them up in every way.
- V. When questioned, should I become a prisoner of war, I am required to give name, rank, service number and date birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and allies or harmful to their cause.
- VI. I will never forget that I am an American fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my government and the United States of America.

g. **Schofield's Definition of Discipline**

1) The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instruction and to give commands in such a manner and such a tone of voice to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself. - Major General John M. Schofield Address to the Corps of Cadets August 11, 1879

h. **Worth's Battalion Orders**

1) But an officer on duty knows no one -- to be partial is to dishonor both himself and the object of his ill-advised favor. What will be thought of him who exacts of his friends that which disgraces him? Look at him who winks at and overlooks offenses in one, which he causes to be punished in another, and contrast him with the inflexible soldier who does his duty faithfully, notwithstanding it occasionally wars with his private feelings. The conduct of one will be venerated and emulated, the other detested as a satire upon soldiership and honor. -Brevet Major William Jenkins Worth

i. **MacArthur's Opinion of Athletics** "Upon fields of friendly strife are sown the seeds that upon other fields, on other days, will bear the fruits of victory."

j. **MacArthur's Message** "From the Far East I send you one single thought, one sole idea -- written in red on every beachhead from Australia to Tokyo -- There is no substitute for victory!"

k. **Three Rules of Thumb**

- 1) Does this action attempt to deceive anyone or allow anyone to be deceived?

2) Does this action gain or allow the gain of a privilege or advantage to which I or someone else would not otherwise be entitled?

3) Would I be satisfied by the outcome if I were on the receiving end of this action?

l. **Scott's Fixed Opinion**

1) "I give it as my fixed opinion, that but for our graduated cadets, the war between the United States and Mexico might, and probably would have lasted some four or five years, with, in its first half, more defeats than victories falling to our share; whereas, in less than two campaigns, we conquered a great country and a peace without the loss of a single battle or skirmish." -General Winfield Scott

m. **The Four Acceptable Responses**

- 1) Yes, sir/ma'am.
- 2) No, sir/ma'am.
- 3) I do not know sir/ma'am.
- 4) No excuse sir/ma'am.

n. **Leadership Principles**

- 1) Know yourself and seek self-improvement.
- 2) Be technically and tactically proficient.
- 3) Seek responsibility and take responsibility for your actions.
- 4) Make sound and timely decisions.
- 5) Set the example.
- 6) Know your soldiers and look out for their well-being.
- 7) Keep your subordinates informed.
- 8) Develop a sense of responsibility in your subordinates.
- 9) Ensure that the task is understood, supervised, and accomplished.
- 10) Build the team.
- 11) Employ your unit in accordance with its capabilities.

o. **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 of America 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.

p. **NCO Creed**

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is

known as "The Backbone of the Army". I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind -- accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

q. **Cadet Creed**

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

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

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

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

I WILL do my duty.

r. **Noncommissioned Officer Charge**

I do solemnly dedicate myself to uphold the tradition, the dignity, and the high standards of the United States Army Corps of Noncommissioned Officers. I willingly accept the responsibility for the actions, good or bad, of every soldier under my command or supervision. Should I observe errors or actions detrimental to the service, committed by any subordinate, I will have the moral courage to take immediate corrective actions. This I recognize as my greatest obligation as a Noncommissioned Officer

s. **The Commissioned Officer Oath of Office**

"I, (state your name), having been appointed a (rank) in the United States (branch of service), do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the

same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the office upon which I am about to enter. So help me God.”

t. **The Enlistment Oath**

I, (state your name), do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God.

Chapter VI: Army Physical Readiness Test (APFT)

Reference: FM 7-22

1. The Army Physical Readiness Test (APFT) tests your muscular endurance and cardio respiratory fitness. You will receive an APFT each month. Most of these are diagnostic APFTs, used to monitor your progress. Once a semester you will take the APFT for record. The record APFT is very important for contracted Cadets, as a failure may jeopardize their eligibility in ROTC.

2. The APFT consists of three events—the push-up, the sit-up and the two-mile run—conducted in that order. Each event is worth up to one hundred points, for an overall total of three hundred. The number of push-ups you perform in two minutes, the number of sit-ups you perform in two minutes and how quickly you run two miles determine your overall score.

a. The Push-Up

“THE PUSH-UP EVENT MEASURES THE ENDURANCE OF THE CHEST, SHOULDER, AND TRICEPS MUSCLES. ON THE COMMAND, ‘GET SET’, ASSUME THE FRONT-LEANING REST POSITION BY PLACING YOUR HANDS WHERE THEY ARE COMFORTABLE FOR YOU. YOUR FEET MAY BE TOGETHER OR UP TO 12 INCHES APART (MEASURED BETWEEN THE FEET). WHEN VIEWED FROM THE SIDE, YOUR BODY SHOULD FORM A GENERALLY STRAIGHT LINE FROM YOUR SHOULDERS TO YOUR ANKLES. ON THE COMMAND ‘GO’, BEGIN THE PUSH-UP BY BENDING YOUR ELBOWS AND LOWERING YOUR ENTIRE BODY AS A SINGLE UNIT UNTIL YOUR UPPER ARMS ARE AT LEAST PARALLEL TO THE GROUND. THEN, RETURN TO THE STARTING POSITION BY RAISING YOUR ENTIRE BODY UNTIL YOUR ARMS ARE FULLY EXTENDED. YOUR BODY MUST REMAIN RIGID IN A GENERALLY STRAIGHT LINE AND MOVE AS A UNIT WHILE PERFORMING EACH REPETITION. AT THE END OF EACH REPETITION, THE SCORER WILL STATE THE NUMBER OF REPETITIONS YOU HAVE COMPLETED CORRECTLY. IF YOU FAIL TO KEEP YOUR BODY GENERALLY STRAIGHT, TO LOWER YOUR WHOLE BODY UNTIL YOUR UPPER ARMS ARE AT LEAST PARALLEL TO THE GROUND, OR TO EXTEND YOUR ARMS COMPLETELY, THAT REPETITION WILL NOT COUNT, AND THE SCORER WILL REPEAT THE NUMBER OF THE LAST CORRECTLY PERFORMED REPETITION.” “IF YOU FAIL TO PERFORM THE FIRST 10 PUSH-UPS CORRECTLY, THE SCORER WILL TELL YOU TO GO TO YOUR KNEES AND WILL EXPLAIN YOUR DEFICIENCIES. YOU WILL THEN BE SENT TO THE END OF THE LINE TO BE RETESTED. AFTER THE FIRST 10 PUSH-UPS HAVE BEEN PERFORMED AND COUNTED, NO RESTARTS ARE ALLOWED. THE TEST WILL CONTINUE, AND ANY INCORRECTLY PERFORMED PUSH-UPS WILL NOT BE COUNTED. AN ALTERED, FRONT-LEANING REST POSITION IS THE ONLY AUTHORIZED REST POSITION. THAT IS, YOU MAY SAG IN THE MIDDLE OR FLEX YOUR BACK. WHEN FLEXING YOUR BACK, YOU MAY BEND YOUR KNEES, BUT NOT TO SUCH AN EXTENT THAT YOU ARE SUPPORTING MOST OF YOUR BODY WEIGHT WITH YOUR LEGS. IF THIS OCCURS, YOUR PERFORMANCE WILL BE TERMINATED. YOU MUST RETURN TO, AND PAUSE IN, THE CORRECT STARTING POSITION BEFORE CONTINUING. IF YOU REST ON THE GROUND OR RAISE EITHER HAND OR FOOT FROM THE GROUND, YOUR PERFORMANCE WILL BE TERMINATED. YOU MAY REPOSITION YOUR HANDS AND/OR FEET DURING THE EVENT AS LONG AS THEY

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Comment [3]: I though instead of having 50% of the actual manual narrative we just put the actual reading out of the manual here so they can actually just read this and learn good habits...sorry I deleted the original text©

REMAIN IN CONTACT WITH THE GROUND AT ALL TIMES. CORRECT PERFORMANCE IS IMPORTANT. YOU WILL HAVE TWO MINUTES IN WHICH TO DO AS MANY PUSH-UPS AS YOU CAN. WATCH THIS DEMONSTRATION.”

b. The Sit-Up

“THE SIT-UP EVENT MEASURES THE ENDURANCE OF THE ABDOMINAL AND HIP-FLEXOR MUSCLES. ON THE COMMAND ‘GET SET’, ASSUME THE STARTING POSITION BY LYING ON YOUR BACK WITH YOUR KNEES BENT AT A 90-DEGREE ANGLE. YOUR FEET MAY BE TOGETHER OR UP TO 12 INCHES APART (MEASURED BETWEEN THE FEET). ANOTHER PERSON WILL HOLD YOUR ANKLES WITH THE HANDS ONLY. NO OTHER METHOD OF BRACING OR HOLDING THE FEET IS AUTHORIZED. THE HEEL IS THE ONLY PART OF YOUR FOOT THAT MUST STAY IN CONTACT WITH THE GROUND. YOUR FINGERS MUST BE INTERLOCKED BEHIND YOUR HEAD AND THE BACKS OF YOUR HANDS MUST TOUCH THE GROUND. YOUR ARMS AND ELBOWS NEED NOT TOUCH THE GROUND. ON THE COMMAND, ‘GO’, BEGIN RAISING YOUR UPPER BODY FORWARD TO, OR BEYOND, THE VERTICAL POSITION. THE VERTICAL POSITION MEANS THAT THE BASE OF YOUR NECK IS ABOVE THE BASE OF YOUR SPINE. AFTER YOU HAVE REACHED OR SURPASSED THE VERTICAL POSITION, LOWER YOUR BODY UNTIL THE BOTTOM OF YOUR SHOULDER BLADES TOUCH THE GROUND. YOUR HEAD, HANDS, ARMS OR ELBOWS DO NOT HAVE TO TOUCH THE GROUND. AT THE END OF EACH REPETITION, THE SCORER WILL STATE THE NUMBER OF SIT-UPS YOU HAVE CORRECTLY PERFORMED. A REPETITION WILL NOT COUNT IF YOU FAIL TO REACH THE VERTICAL POSITION, FAIL TO KEEP YOUR FINGERS INTERLOCKED BEHIND YOUR HEAD, ARCH OR BOW YOUR BACK AND RAISE YOUR BUTTOCKS OFF THE GROUND TO RAISE YOUR UPPER BODY, OR LET YOUR KNEES EXCEED A 90-DEGREE ANGLE. IF A REPETITION DOES NOT COUNT, THE SCORER WILL REPEAT THE NUMBER OF YOUR LAST CORRECTLY PERFORMED SIT-UP. IF YOU FAIL TO PERFORM THE FIRST 10 SIT-UPS CORRECTLY, THE SCORER WILL TELL YOU TO ‘STOP’ AND WILL EXPLAIN YOUR DEFICIENCIES. YOU WILL THEN BE SENT TO THE END OF THE LINE TO BE RE-TESTED. AFTER THE FIRST 10 SIT-UPS HAVE BEEN PERFORMED AND COUNTED, NO RESTARTS ARE ALLOWED. THE TEST WILL CONTINUE, AND ANY INCORRECTLY PERFORMED SIT-UPS WILL NOT BE COUNTED. THE UP POSITION IS THE ONLY AUTHORIZED REST POSITION. “IF YOU STOP AND REST IN THE DOWN (STARTING) POSITION, THE EVENT WILL BE TERMINATED. AS LONG AS YOU MAKE A CONTINUOUS PHYSICAL EFFORT TO SIT UP, THE EVENT WILL NOT BE TERMINATED. YOU MAY NOT USE YOUR HANDS OR ANY OTHER MEANS TO PULL OR PUSH YOURSELF UP TO THE UP (REST) POSITION OR TO HOLD YOURSELF IN THE REST POSITION. IF YOU DO SO, YOUR PERFORMANCE IN THE EVENT WILL BE TERMINATED. CORRECT PERFORMANCE IS IMPORTANT. YOU WILL HAVE TWO MINUTES TO PERFORM AS MANY SIT-UPS AS YOU CAN. WATCH THIS DEMONSTRATION.

c. The Two-Mile Run

“THE 2-MILE RUN MEASURES YOUR AEROBIC FITNESS AND ENDURANCE OF THE LEG MUSCLES. YOU MUST COMPLETE THE RUN WITHOUT ANY

PHYSICAL HELP. AT THE START, ALL SOLDIERS WILL LINE UP BEHIND THE STARTING LINE. ON THE COMMAND ‘GO’, THE CLOCK WILL START. YOU WILL BEGIN RUNNING AT YOUR OWN PACE. TO RUN THE REQUIRED TWO MILES, YOU MUST COMPLETE THE REQUIRED 2-MILE DISTANCE (DESCRIBE THE NUMBER OF LAPS, START AND FINISH POINTS, AND COURSE LAYOUT). YOU ARE BEING TESTED ON YOUR ABILITY TO COMPLETE THE TWO-MILE COURSE IN THE SHORTEST TIME POSSIBLE. ALTHOUGH WALKING IS AUTHORIZED, IT IS STRONGLY DISCOURAGED. IF YOU ARE PHYSICALLY HELPED IN ANY WAY (FOR EXAMPLE, PULLED, PUSHED, PICKED UP AND/OR CARRIED), OR LEAVE THE DESIGNATED RUNNING COURSE FOR ANY REASON, THE EVENT WILL BE TERMINATED. IT IS LEGAL TO PACE A SOLDIER DURING THE TWO-MILE RUN AS LONG AS THERE IS NO PHYSICAL CONTACT WITH THE PACED SOLDIER AND IT DOES NOT PHYSICALLY HINDER OTHER SOLDIERS TAKING THE TEST. THE PRACTICE OF RUNNING AHEAD OF, ALONG SIDE OF, OR BEHIND THE TESTED SOLDIER WHILE SERVING AS A PACER IS PERMITTED. CHEERING OR CALLING OUT THE ELAPSED TIME IS ALSO PERMITTED. THE NUMBER ON YOUR CHEST IS FOR IDENTIFICATION. YOU MUST MAKE SURE IT IS VISIBLE AT ALL TIMES. TURN IN YOUR NUMBER WHEN YOU FINISH THE RUN AND GO TO THE AREA DESIGNATED FOR RECOVERY. DO NOT STAY NEAR THE SCORERS OR THE FINISH LINE AS THIS MAY INTERFERE WITH TESTING.”

d. Minimum/Maximum Cadet Standards

PUSH-UP STANDARD						
Age	17-21		22-26		27-31	
	M	F	M	F	M	F
MAX	71	42	75	46	77	50
MIN	42	19	40	17	39	17
SIT-UPS STANDARDS						
Age	17-21		22-26		27-31	
	M	F	M	F	M	F
MAX	78	78	80	80	82	82
MIN	53	53	50	50	45	45
2-MILE RUN STANDARDS						
Age	17-21		22-26		27-31	
	M	F	M	F	M	F
MAX	13:00	15:36	13:00	15:36	13:36	15:48
MIN	15:54	18:54	16:36	19:36	17:00	20:30

e. Alternate Events

ALTERNATE AEROBIC EVENT STANDARDS												
EVENT	GENDER	AGE										
		17-21	22-26	27-31	32-36	37-41	42-46	47-51	52-56	57-61	62+	
800-YARD SWIM	Men	20:00	20:30	21:00	21:30	22:00	22:30	23:00	23:30	24:00	24:30	25:00
	Women	21:00	21:30	22:00	22:30	23:00	23:30	24:00	25:00	25:30	26:00	
6.2-MILE CYCLE ERGOMETER AND BICYCLE TEST	Men	24:00	24:30	25:00	25:30	26:00	27:00	28:00	30:00	31:00	32:00	
	Women	25:00	26:30	26:00	26:30	27:00	28:00	30:00	32:00	33:00	34:00	
2.5-MILE WALK	Men	34:00	34:30	35:00	35:30	36:00	36:30	37:00	37:30	38:00	38:30	
	Women	37:00	37:30	38:00	38:30	39:00	39:30	40:00	40:30	41:00	41:30	

The Army Physical Readiness Test Badge

f. Soldiers that score 270 or above, with a minimum of 90 points per event on the Army Physical Readiness Test (APFT) and meet body fat standards will receive the Physical Fitness Badge for physical fitness excellence. Soldiers continue to wear the badge as long as they meet the above criteria. Wear the Physical Fitness Badge only as a cloth badge and only on the physical fitness uniform. Wear it centered on the left side, above the breast, of the physical training T-shirt or sweatshirt.



3. Height & Weight Regulations

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 being commissioned. Below under each sex/age group is the maximum weight allowed for the corresponding heights listed on the left. If a Cadet exceeds the maximum weight, a Cadre will tape his body to determine his body fat percentage. Listed below are the maximum body fat percentages. Cadets who fail the height and weight standards and/or exceed the body fat percentage requirements will enter a special PT program. Although non prior service Cadets need only meet the Army ROTC height/weight and body fat % requirements, it is highly recommended that they meet the Active Duty requirements too. All Cadets must meet the Active Duty requirements in order to be commissioned.

b. Height/Weight Table

		MALE				FEMALE			
		Male weight in pounds, by age				Female weight in pounds, by age			
Height in Inches	Minimum Weight	17-20	21-27	28-39	40+	17-20	21-27	28-39	40+
58	91	N/A	N/A	N/A	N/A	109	112	115	119
59	94	N/A	N/A	N/A	N/A	112	116	119	123
60	97	132	136	139	141	116	120	123	127
61	100	136	140	144	146	120	124	127	131
62	104	141	144	148	150	125	129	132	137
63	107	145	149	153	155	129	133	137	141
64	110	150	154	158	160	133	137	141	145
65	114	155	159	163	165	137	141	145	149
66	117	160	163	168	170	141	146	150	154
67	121	165	169	174	176	145	149	154	159
68	125	170	174	179	181	150	154	159	164
69	128	175	179	184	186	154	158	163	168
70	132	180	185	189	192	159	163	168	173
71	136	185	189	194	197	163	167	172	177
72	140	190	195	200	203	167	172	177	183
73	144	195	200	205	208	172	177	182	188
74	148	201	206	211	214	178	183	189	194
75	152	206	212	217	220	183	188	194	200
76	156	212	217	223	226	189	194	200	206
77	160	218	223	229	232	193	199	205	211
78	164	223	229	235	238	198	204	210	216
79	168	229	235	241	244	203	209	215	222
80	173	234	240	247	250	208	214	220	227
Add 6 pounds per inch for males over 80 inches and 5 pounds for females for each inch over 80 inches.									
Maximum Body Fat Allowed		20%	22%	24%	26%	30%	32%	34%	36%

Footnote 1:	Entry Level Body Fat for ROTC Males:	Age	17-20	21-27	28-39	40+
		Fat %	24%	26%	28%	30%
Footnote 2:	Entry Level Body Fat for ROTC Females:	Age	17-20	21-27	28-39	40+
		Fat %	30%	32%	34%	36%

Chapter VII: **Extracurricular Activities**

n. Pershing Rifles Company K-8 Information

1) The National Society of Pershing Rifles is a military, social, and service organization established for the purpose of promoting professionalism and leadership through drill and ceremony and fellowship. A national chain of command is established in order to improve proficiency and knowledge of individual and team drill, as well as, building morale, self-esteem, and life-long relationships among fellow Pershing Rifles members.

2) At its core, the National Society of Pershing Rifles, or P/R, is a coeducational civilian organization, geared towards students enrolled in US-based institutions of higher education. The organization was founded in 1891 by then-Lieutenant John J. Pershing, as a means of increasing the motivation and esprit de corps of the Cadets in the military department at the University of Nebraska, where Pershing served as the Professor of Military Science.

3) With trick rifle drill as its initial reason for existence, it is easy to see why a group of men who trained extensively together quickly bonded into a fraternal organization; in a few short years, the Pershing Rifles became one of the most prominent organizations in the Nebraska military and social framework. The organization was renowned for excellence both on and off the drill field, and membership was considered a great military honor.

4) Seton Hall University has a proud tradition with Pershing Rifles. Seton Hall University's Pershing Rifles Company is Company K-8.

o. Charles Watters Ranger Company

1) Honor. Proficiency. Camaraderie. These are the touchstones of the Charles Watters Ranger Company. Named after Chaplain (Major) Charles Watters- Seton Hall's Medal of Honor Recipient- the Ranger team dedicates long hours of strenuous work to become the technical and tactical experts of Seton Hall's ROTC Battalion.



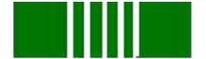
2) Each year, the nine Cadet Ranger teams compete against other teams in the annual Ranger Challenge, where the long, exhausting days constructing a one rope bridge, throwing hand grenades, miles of rucking, physical training, practicing rifle marksmanship and studying pay off. Bound by the tradition set forth by Army Rangers so many before, the Ranger Company sets out each day with only one purpose...to be the best.

3) Rangers Lead The Way!

**Chapter VIII:
Ribbons and Awards**
Reference CCR-672-5-1

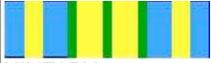
1. Army Awards

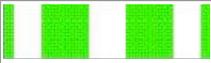
 <p>MEDAL OF HONOR</p>	<p>The Medal of Honor is awarded by the President in the name of Congress to a person who, while a member of the Army, distinguishes himself or herself conspicuously by gallantry and intrepidity at the risk of his or her life above and beyond the call of duty while engaged in an action against an enemy of the United States; while engaged in military operations involving conflict with an opposing foreign force; or while serving with friendly foreign forces engaged in an armed conflict against an opposing armed force in which the United States is not a belligerent party. The deed performed must have been one of personal bravery or self-sacrifice so conspicuous as to clearly distinguish the individual above his comrades and must have involved risk of life. Incontestable proof of the performance of the service will be exacted and each recommendation for the award of this decoration will be considered on the standard of extraordinary merit.</p>
 <p>DISTINGUISHED SERVICE CROSS</p>	<p>The Distinguished Service Cross is awarded to a person who, while serving in any capacity with the Army, distinguished himself or herself by extraordinary heroism not justifying the award of a Medal of Honor; while engaged in an action against an enemy of the United States; while engaged in military operations involving conflict with an opposing or foreign force; or while serving with friendly foreign forces engaged in an armed conflict against an opposing Armed Force in which the United States is not a belligerent party. The act or acts of heroism must have been so notable and have involved risk of life so extraordinary as to set the individual apart from their comrades.</p>
 <p>DISTINGUISHED SERVICE MEDAL</p>	<p>The Distinguished Service Medal is awarded to any person who, while serving in any capacity with the U.S. Army, has distinguished himself or herself by exceptionally meritorious service to the government in a duty of great responsibility. The performance must be such as to merit recognition for service which is clearly exceptional. Exceptional performance of normal duty will not alone justify an award of this decoration.</p>
 <p>SILVER STAR</p>	<p>The Silver Star is awarded to a person who, while serving in any capacity with the U.S. Army, is cited for gallantry in action against an enemy of the United States while engaged in military operations involving conflict with an opposing foreign force, or while serving with friendly foreign forces engaged in armed conflict against an opposing armed force in which the United States is not a belligerent party. The required gallantry, while of a lesser degree than that required for the distinguished Service Cross, must nevertheless have been performed with marked distinction.</p>
 <p>LEGION OF MERIT</p>	<p>The Legion of Merit is awarded to any member of the Armed Forces of the United States or a friendly foreign nation who has distinguished himself or herself by exceptionally meritorious conduct in the performance of outstanding services and achievements.</p>
 <p>DISTINGUISHED FLYING CROSS</p>	<p>The Distinguished Flying Cross is awarded to any person who, while serving in any capacity with the Army of the United States, distinguished himself or herself by heroism or extraordinary achievement while participating in aerial flight. The performance of the act of heroism must be evidenced by voluntary action above and beyond the call of duty. The extraordinary achievement must have resulted in an accomplishment so exceptional and outstanding as to clearly set the individual apart from his or her comrades or from other persons in similar circumstances.</p>

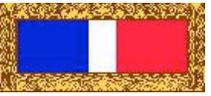
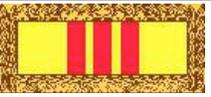
 <p>SOLDIER'S MEDAL</p>	<p>The Soldier's Medal is awarded to any person of the Armed Forces of the United States or of a friendly foreign nation who, while serving in any capacity with the Army of the United States, including reserve component Soldiers not serving in a duty status, as defined in 10 USC 101(d), at the time of the heroic act, who distinguished himself or herself by heroism not involving actual conflict with an enemy. The same degree of heroism is required as that of the award of the Distinguished Flying Cross. The performance must have involved personal hazard or danger and the voluntary risk of life under conditions not involving conflict with an armed enemy. Awards will not be made solely on the basis of having saved a life.</p>
 <p>BRONZE STAR MEDAL</p>	<p>The Bronze Star Medal is awarded to any person who, while serving in any capacity in or with the Army of the United States after 6 December 1941, distinguished himself or herself by heroic or meritorious achievement or service, not involving participation in aerial flight, in connection with military operations against an armed enemy; or while engaged in military operations involving conflict with an opposing armed force in which the United States is not a belligerent party. Title 10, United States Code, section 1133, (10 USC 1133) limits award of the Bronze Star Medal to service members receiving imminent danger pay.</p>
 <p>PURPLE HEART</p>	<p>The Purple Heart is awarded in the name of the President of the United States, and is limited to members of the Armed Forces of the United States who, while serving under component authority in any capacity with one of the U.S. Armed Services, has been wounded or killed, or who has died or may hereafter die after being wounded.</p>
 <p>MERITORIOUS SERVICE MEDAL</p>	<p>It is awarded in the name of the Secretary of Defense to members of the Armed Forces of the United States who distinguished themselves by noncombat meritorious achievement or service.</p>
 <p>AIR MEDAL</p>	<p>The Air Medal is awarded to any person who, while serving in any capacity in or with the U.S. Army, will have distinguished himself or herself by meritorious achievement while participating in aerial flight.</p>
 <p>ARMY COMMENDATION MEDAL</p>	<p>The ARCOM is awarded to any member of the Armed Forces of the United States who, while serving in any capacity with the Army after 6 December 1941, distinguishes himself or herself by heroism, meritorious achievement or meritorious service. Award may be made to a member of the Armed Forces of a friendly foreign nation who, after 1 June 1962, distinguishes himself or herself by an act of heroism, extraordinary achievement, or meritorious service which has been of mutual benefit to a friendly nation and the United States.</p>
 <p>ARMY ACHIEVEMENT MEDAL</p>	<p>The AAM is awarded to any member of the Armed Forces of the United States, or to any member of the Armed Forces of a friendly foreign nation, who distinguished himself or herself by meritorious service or achievement of a lesser degree than required for award of the Army Commendation Medal.</p>
 <p>PRISONER OF WAR MEDAL</p>	<p>It is authorized for any person who, while serving in any capacity with the U.S. Armed Forces, was taken prisoner and held captive after 5 April 1917.</p>
 <p>GOOD CONDUCT MEDAL</p>	<p>It is awarded for exemplary behavior, efficiency, and fidelity in active Federal military service. It is awarded on a selective basis to each Soldier who distinguishes himself or herself from among his or her fellow Soldiers by their exemplary conduct, efficiency, and fidelity throughout a specified period of continuous enlisted active Federal military service.</p>

 <p>RESERVE COMPONENTS ACHIEVEMENT MEDAL</p>	<p>It is awarded for exemplary behavior, efficiency, and fidelity while serving as a member of an Army National Guard (ARNG) or USAR troop program unit (TPU) or as an individual mobilization augmentee (IMA).</p>
 <p>NATIONAL DEFENSE SERVICE MEDAL</p>	<p>It is awarded for honorable active service for any period between 27 June 1950 and 27 July 1954, both dates inclusive; between 1 January 1961 and 14 August 1974, both dates inclusive; between 2 August 1990 and 30 November 1995; and from 11 September 2001 to a date to be determined.</p>
 <p>KOREAN SERVICE MEDAL</p>	<p>It is awarded for service between 27 June 1950 and 27 July 1954, under any of the following conditions:</p> <ol style="list-style-type: none"> (1) Within the territorial limits of Korea or in waters immediately adjacent thereto. (2) With a unit under the operational control of the Commander in Chief, Far East, other than one within the territorial limits of Korea, which has been designated by the Commander in Chief, Far East, as having directly supported the military efforts in Korea. (3) Was furnished an individual certificate by the Commander in Chief, Far East, testifying to material contribution made in direct support of the military efforts in Korea.
 <p>ANTARCTICA SERVICE MEDAL</p>	<p>The ASM is awarded to any person who, after 2 January 1946 and before a date to be announced, meets any of the following qualifications:</p> <ol style="list-style-type: none"> (1) Any member of the Armed Forces of the United States or civilian citizen, national, or resident alien of the United States who is a member of a direct support or exploratory operation in Antarctica. (2) Any member of the Armed Forces of the United States or civilian citizen, national, or resident alien of the United States who participates in or has participated in a foreign Antarctic expedition in Antarctica in coordination with a United States expedition and who is or was under the sponsorship and approval of competent U.S. Government authority. (3) Any member of the Armed Forces of the United States who participates in or has participated in flights as a member of the crew of an aircraft flying to or from the Antarctic continent in support of operations in Antarctica. (4) Any member of the Armed Forces of the United States or civilian citizen, national, or resident alien of the United States who serves or has served on a U.S. ship operating south of latitude 60 degrees S. in support of U.S. programs in Antarctica.
 <p>ARMED FORCES EXPEDITIONARY MEDAL</p>	<p>The Armed Forces Expeditionary Medal (AFEM) was established by EO 10977, dated 4 December 1961, as amended by EO 10977, 3 May 2000, and may be awarded to members of the Armed Forces of the United States who after 1 July 1958:</p> <ol style="list-style-type: none"> (1) Participate, or have participated, as members of the U.S. military units in a U.S. military operation in which service members of any Military Department participate, in the opinion of the Joint Chiefs of Staff, in significant numbers. (2) Encounter during such participation foreign armed opposition, or are otherwise placed, or have been placed, in such position that, in the opinion of the Joint Chiefs of Staff, hostile action by foreign armed forces were imminent even though it did not materialize.
 <p>VIETNAM SERVICE MEDAL</p>	<p>The Vietnam Service Medal (VSM) was established by EO 11231, 8 July 1965, as amended by EO 13286, 2 February 2003. It is awarded to all members of the Armed Forces of the United States serving in Vietnam and contiguous waters or airspace there over, after 3 July 1965 through 28 March 1973. Members of the Armed Forces of</p>

	the United States in Thailand, Laos, or Cambodia, or the airspace there over, during the same period and serving in direct support of operations in Vietnam are also eligible for this award.
 <p>SOUTHWEST ASIA SERVICE MEDAL</p>	The Southwest Asia Service Medal (SWASM) was established by Executive Order 12754, 12 March 1991, as amended by Executive Order 12790, 3 March 1992. It is awarded to all members of the Armed Forces of the United States serving in Southwest Asia and contiguous waters or airspace there over, on or after 2 August 1990 to 30 November 1995. Southwest Asia and contiguous waters, as used herein, is defined as an area which includes the Persian Gulf, Red Sea, Gulf of Oman, Gulf of Aden, that portion of the Arabian Sea that lies north of 10 degrees N. latitude and west of 68 degrees E. longitude, as well as the total land areas of Iraq, Kuwait, Saudi Arabia, Oman, Bahrain, Qatar, and United Arab Emirates.
 <p>KOSOVO CAMPAIGN MEDAL</p>	The Kosovo Campaign Medal was established by Executive Order 13154, 3 May 2000. It is awarded to members of the Armed Forces of the United States who, after 24 March 1999, meet the following criteria: Participated in or served in direct support of Kosovo Operation(s): ALLIED FORCE; JOINT GUARDIAN; ALLIED HARBOUR; SUSTAIN HOPE/SHINING HOPE; NOBLE ANVIL; or Kosovo TASK FORCE(S): HAWK, SABER; or HUNTER within the Kosovo Air Campaign or Kosovo Defense Campaign areas of eligibility.
 <p>AFGHANISTAN CAMPAIGN MEDAL</p>	Individuals authorized the Afghanistan Campaign Medal must have served in direct support of Operation ENDURING FREEDOM (OEF). The area of eligibility encompasses all land area of the country of Afghanistan and all air spaces above the land. The Afghanistan Campaign Medal period of eligibility is on or after 24 October 2001 to a future date to be determined by the Secretary of Defense or the cessation of OEF.
 <p>IRAQ CAMPAIGN MEDAL</p>	Individuals authorized the Iraq Campaign Medal must have served in direct support of Operation IRAQI FREEDOM (OIF). The area of eligibility encompasses all land area of the country of Iraq, and the contiguous water area out to 12 nautical miles, and all air spaces above the land area of Iraq and above the contiguous water area out to 12 nautical miles. The Iraq Campaign Medal period of eligibility is on or after 19 March 2003 to a future date to be determined by the Secretary of Defense or the cessation of OIF.
 <p>GLOBAL WAR ON TERRORISM EXPEDITIONARY MEDAL</p>	The Global War on Terrorism Expeditionary Medal (GWOTEM) was established by Executive Order 13289, 12 March 2003. It is authorized for award to members of the Armed Forces of the United States who deployed abroad for service in the Global War on Terrorism Operations on or after 11 September, 2001 to a date to be determined.
 <p>GLOBAL WAR ON TERRORISM SERVICE MEDAL</p>	It is authorized for award to members of the Armed Forces of the United States who have participated in the Global War on Terrorism (GWOT) operations outside of the designated areas of eligibility
 <p>KOREA DEFENSE SERVICE MEDAL</p>	The KDSM was authorized by Section 543, National Defense Authorization Act, 2003. It is authorized for award to members of the Armed Forces of the United States who have served on active duty in support of the defense of the Republic of Korea.
 <p>ARMED FORCES</p>	The Armed Forces Service Medal (AFSM) was established by Executive Order 12985, 11 January 1996, as amended by Executive Order 13286, 28 February 2003. It is awarded to members of the Armed Forces of the United States who,

<p>SERVICE MEDAL</p>	<p>after 1 June 1992 meet the following criteria: (1) Participate, or have participated, as members of U.S. military units, in a U.S. military operation that is deemed to be a significant activity; and (2) Encounter no foreign armed opposition or imminent threat of hostile action.</p>
 <p>HUMANITARIAN SERVICE MEDAL</p>	<p>The HSM was established by Executive Order 11965, 19 January 1977. It is awarded to members of the Armed Forces of the United States who, after 1 April 1975, distinguished themselves by meritorious direct participation in a Department of Defense (DOD) or Department of the Army (DA) approved significant military act, or operation of a humanitarian nature.</p>
 <p>MILITARY OUTSTANDING VOLUNTEER SERVICE MEDAL</p>	<p>The Military Outstanding Volunteer Service Medal (MOVSM) was established by Executive Order 12830, 9 January 1993, as amended by Executive Order 13286, 28 February 2003. It may be awarded to members of the Armed Forces of the United States and their reserve components, who subsequent to 31 December 1992, perform outstanding volunteer community service of a sustained, direct and consequential nature.</p>
 <p>ARMED FORCES RESERVE MEDAL</p>	<p>The AFRM is awarded for honorable and satisfactory service as a member or former member of one or more of the reserve components of the Armed Forces of the United States, including the Coast Guard Reserve and the Marine Corps Reserve, for a period of 10 years under the following conditions:</p> <ol style="list-style-type: none"> (1) Such years of service must have been performed within a period of 12 consecutive years. (2) Each year of active or inactive status honorable service prior to 1 July 1949 in any reserve component listed in AR 135–180, will be credited toward award. For service performed on or after 1 July 1949, a member must accumulate, during each anniversary year, a minimum of 50 retirement points as prescribed in AR 135–180. (3) Service in a regular component of the Armed Forces, including the Coast Guard, is excluded except that service in a reserve component which is concurrent in whole or in part with service in a regular component will be included.
 <p>NCO PROFESSIONAL DEVELOPMENT RIBBON</p>	<p>It is awarded to members of active Army, ARNG, and USAR Soldiers for successful completion of designated NCO professional development courses.</p>
 <p>ARMY SERVICE RIBBON</p>	<p>It is awarded to members of the U.S. Army for successful completion of initial entry training.</p>
 <p>OVERSEAS SERVICE RIBBON</p>	<p>It is awarded to members of the U.S. Army for successful completion of overseas tours.</p>
 <p>RESERVE COMPONENTS OVERSEAS TRAINING RIBBON</p>	<p>It is awarded to members of the reserve components of the Army (Army National Guard and U.S. Army Reserve), for successful completion of annual training (AT) or ADT for a period not less than 10 consecutive duty days on foreign soil. ARNG and USAR Soldiers who accompany the RC unit (including unit cells) to which they are assigned or attached as full-time unit support (FTUS) during overseas training are also eligible for the award.</p>
 <p>NATO MEDAL</p>	<p>The NATO Medal is awarded by the Secretary-General of the North Atlantic Treaty Organization (NATO) to military and civilian members of the Armed Forces of the United States who participate in designated NATO operations.</p>

 <p>REPUBLIC OF VIETNAM CAMPAIGN MEDAL</p>	<p>The Republic of Vietnam Campaign Medal is awarded by the Government of the Republic of Vietnam to members of the United States Armed Forces and authorized by DOD 1348.33-M.</p> <p><i>a.</i> To qualify for award personnel must meet one of the following requirements-</p> <p>(1) Have served in the Republic of Vietnam for 6 months during period specified in <i>b</i> below.</p> <p>(2) Have served outside the geographical limits of the Republic of Vietnam and contributed direct combat support to the Republic of Vietnam and Armed Forces for 6 months. Such individuals must meet the criteria established for the Armed Forces Expeditionary Medal (Vietnam) or the Vietnam Service Medal, during the period of service required to qualify for the Republic of Vietnam Campaign Medal.</p> <p>(3) Have served as in (1) or (2), above, for less than 6 months and have been one of the following:</p> <p>(<i>a</i>) Wounded by hostile forces.</p> <p>(<i>b</i>) Captured by hostile forces, but later escaped, was rescued or released.</p> <p>(<i>c</i>) Killed in action or otherwise in line of duty.</p> <p>(4) Personnel assigned in the Republic of Vietnam on 28 January 1973 must meet one of the following:</p> <p>(<i>a</i>) Served a minimum of 60 days in the Republic of Vietnam as of that date.</p> <p>(<i>b</i>) Completed a minimum of 60 days service in the Republic of Vietnam during the period from 28 January 1973 to 28 March 1973, inclusive.</p>
 <p>KUWAIT LIBERATION MEDAL (PRESENTED BY SAUDI ARABIA)</p>	<p>It is awarded to members of the Armed Forces of the U.S. who participated in Operation DESERT STORM between 17 January 1991 and 28 February 1991 in one or more of the following areas: Persian Gulf; Red Sea; Gulf of Oman; that portion of the Arabian Sea that lies north of 10 degrees north latitude and west of 68 degrees east longitude; the Gulf of Aden; or the total land areas of Iraq, Kuwait, Saudi Arabia, Oman, Bahrain, Qatar, and the United Arab Emirates.</p>
 <p>KUWAIT LIBERATION MEDAL (PRESENTED BY KUWAIT)</p>	<p>It is awarded to members of the Armed Forces of the U.S. who served in support of Operations DESERT SHIELD and DESERT STORM between 2 August 1990 and 31 August 1993 in one or more of the following areas: the Arabian Gulf; the Red Sea; the Gulf of Oman; that portion of the Arabian Sea that lies north of 10 degrees north latitude and west of 68 degrees east longitude; the Gulf of Aden; or the total land areas of Iraq, Kuwait, Saudi Arabia, Omar, Bahrain, Qatar, and the United Arab Emirates.</p>
<p>UNIT AWARDS</p>	
 <p>ARMY PRESIDENTIAL UNIT CITATION</p>	<p>The unit must display such gallantry, determination, and esprit de corps in accomplishing its mission under extremely difficult and hazardous conditions as to set it apart from and above other units participating in the same campaign. The degree of heroism required is the same as that which would warrant award of a Distinguished Service Cross to an individual.</p>
 <p>JOINT MERITORIOUS UNIT AWARD</p>	<p>Recommendations for award of the MUC (Army) to a unit of the Armed Forces of the United States or a cobelligerent nation serving in a Joint command will be submitted through command channels to the commander or military department having authority to make the award. When a recommendation covers services, all or a portion of which were performed while the unit was operating under a Joint commander, comments or recommendation concerning the valorous actions of that unit will be obtained from the Joint commander concerned.</p>

	The Valorous Unit Award (VUA) may be awarded to units of the Armed Forces of the United States and cobelligerent nations for extraordinary heroism in action against an armed enemy of the United States while engaged in military operations involving conflict with an opposing foreign force or while serving with friendly foreign forces engaged in an armed conflict against an opposing armed force in which the United States is not a belligerent party for actions occurring on or after 3 August 1963.
	The AMU is awarded to units for exceptionally meritorious conduct in the performance of outstanding services for at least 6 continuous months during the period of military operations against an armed enemy occurring on or after 1 January 1944. Service in a combat zone is not required, but must be directly related to the combat effort. Units based in the continental United States are excluded from this award, as are other units outside the area of operation. The unit must display such outstanding devotion and superior performance of exceptionally difficult tasks as to set it apart and above other units with similar missions. The degree of achievement required is the same as that which would warrant award of the Legion of Merit to an individual.
	The ASUA is given to recognize outstanding meritorious performance of a unit during peacetime of a difficult and challenging mission under extraordinary circumstances. Circumstances may be deemed to be extraordinary when they do not represent the typical day-to-day circumstances under which the unit normally performs, or may reasonably be expected to perform, its peacetime mission.
	The Philippine Republic Presidential Unit Citation was awarded to certain units of the Armed Forces of the United States in recognition of participation in the war against the Japanese Empire during the periods 7 December 1941 and 10 May 1942, inclusive, and 17 October 1944 to 4 July 1945, inclusive. Not more than one Philippine Republic Presidential Unit Citation will be worn by an individual and no oak leaf cluster or other appurtenance is authorized.
	The Republic of Korea Presidential Unit Citation is awarded by the Korean government. Not more than one Republic of Korea Presidential Unit Citation will be worn by any individual and no oak leaf cluster or other appurtenance is authorized.
	The Vietnam Presidential Unit Citation was awarded to all personnel assigned to the Military Assistance Advisory Group, Indo-China, during August and September 1954.
	The unit citation of the Gallantry Cross is awarded by the Vietnamese government for valorous combat achievement. It is awarded in four degrees as follows: <i>a.</i> With Palm—To a unit which is cited before the Armed Forces. <i>b.</i> With Gold Star—To a unit which is cited before a corps. <i>c.</i> With Silver Star—To a unit which is cited before a division. <i>d.</i> With Bronze Star—To a unit which is cited before a regiment or brigade.



VIETNAM CIVIL ACTIONS
UNIT CITATION

The unit citation of the Civil Actions Unit Citation is awarded by the Vietnamese government for meritorious service. The award of the Civil Actions Unit Citation, First Class, is accompanied with Oak Leaf Clusters. The Palm used in the Gallantry Cross with Palm Unit Citation is the Oak Leaf device and is worn with the stem to the wearer's right.

Cadet Awards

Award Type/ Name #	Qualification
DA Superior Cadet Award 	Most outstanding Cadet in each year of military science. Must be in top 25% of ROTC and Academics, and demonstrate officer potential
B. Camp Awards	
Region Cdr's Leadership Award 	Most outstanding Cadet in each Warrior's Forge Regiment
Camp Cdr's Leadership Award 	Most outstanding Cadet in each Warrior's Forge Company
Platoon Leadership Award 	Most outstanding Cadet in each Warrior's Forge Platoon
C. Cadet Command Awards	
Series 1- Academic Awards	
Dean's Award 	Semester GPA 3.50-4.00
Cadet Honors Award 	Semester GPA 3.20-3.49
Cadet Scholar Award 	Semester GPA 2.90-3.19
Most Improved Grades 	Highest jump in Semester GPA
ROTC Honors 	GPA of 4.0 In ROTC subjects

<p>Bn Cdr's Academic Award</p> 	<p>Top 25% of each MS Level</p>
<p>Series 2- Athletic Awards</p>	
<p>Platinum Medal Athlete</p> 	<p>Score 300 on APFT</p>
<p>Gold Medal Athlete</p> 	<p>Score 290-299 on APFT</p>
<p>Silver Medal Athlete</p> 	<p>Score 280-289 on APFT</p>
<p>Bronze Medal Athlete</p> 	<p>Score 270-279 on APFT</p>
<p>Most Improved Award</p> 	<p>Biggest increase in score since last APFT</p>
<p>Bn Cdr's Athletic Award</p> 	<p>Best APFT score in each MS Level</p>
<p>Series 3- Military Awards</p>	
<p>Brigade Drill Competition</p> 	<p>Bde Winner</p>
<p>Battalion Drill Competition</p> 	<p>Bn Winner</p>
<p>Warrior's Forge Graduate</p> 	<p>Graduated from Warrior's Forge</p>

Region Ranger Challenge Winner 	To all members of the Ranger Challenge team which wins Region Competition
Brigade Ranger Challenge Winner 	To all members of the Ranger Challenge team which wins Brigade Competition
Ranger Challenge Team Member 	Member of Ranger Challenge team
SGT York Award 	To the Cadet who does most to support the ROTC program
Drill Team 	Member of the drill team
Color Guard 	Member of the color guard
Bn Cdr's Military Award 	Bn Cdr's Discretion
One-Shot-One-Kill Award 	Shoot 40 out of 40 at LTC/Warrior's Forge
Bold Challenge 	Complete end of camp FTX at LTC
Leader's Training Course Graduate 	Completed Leader's Training Course
Series 4- Miscellaneous Awards	

<p>Cadet of the Month Award</p> 	<p>Most outstanding Cadet during the month</p>
<p>Good Citizen Award</p> 	<p>Displays good citizenship</p>
<p>MS II Completion Award</p> 	<p>Complete MS II year</p>
<p>MS I Completion Award</p> 	<p>Complete MS I year</p>
<p>Series 5- Recruiting Awards</p>	
<p>Cadet Recruiter Award</p> 	<p>Recruit 1 Cadet (Designated a recruiting ribbon.)</p>
<p>Cadet Recruiting Ribbon</p> 	<p>Participate in at least two Cadet Bn recruiting activities</p>
<p>Bn Cdr's Recruiting Award</p> 	<p>Best Cadet Recruiter</p>
<p>D. Fraternal/Association Cadet Awards (Refer to Cadet Command Regulation 672-5-1 to view qualification of each fraternal/association Cadet Award.)</p>	
<p>1812 General's Society</p> 	
<p>AFCEA Academic Excellence Award</p> 	<p>Recognition of the TOP Cadet that branches Signal with a communications degree</p>
<p>American Legion Silver Academic Award</p> 	

<p>American Legion Gold Military Award</p> 	<p>This award is presented annually to outstanding an MS IV cadet for general military excellence and scholastic excellence. For winners enrolled in MS IV, the award consists of a gold medal pendant with ribbon bar and ROTC crest or scholastic scroll.</p>
<p>American Legion Silver Military Award</p> 	<p>This award is presented annually to outstanding MS III cadet for general military excellence and scholastic excellence. For winners enrolled in MS III, the award consists of a silver medal pendant with ribbon bar and ROTC crest or scholastic scroll.</p>
<p>American Veterans Outstanding Cadet Award</p> 	<p>This award is presented annually to a worthy cadet for diligence in the discharge of duties and willingness to serve both God and Country for the mutual benefit of all. The awarded cadet will receive a medal pendant and ribbon bar.</p>
<p>Reserve Officer's Association Bronze Award</p> 	<p>This award is presented to the outstanding MS II cadet.</p>
<p>Military Order of World Wars Gold Award</p> 	<p>This award is presented to the MS III cadet who has demonstrated outstanding military and scholastic studies during the entire school year.</p>
<p>Military Order of World Wars Silver Award</p> 	<p>This award is presented to the MS II cadet who has demonstrated outstanding military and scholastic studies during the entire school year.</p>
<p>Military Order of World Wars Bronze Award</p> 	<p>This award is presented to the MS I cadet who has demonstrated outstanding military and scholastic studies during the entire school year.</p>
<p>Daughters of the American Revolution</p> 	<p>This award is presented annually to a worthy cadet for outstanding ability and achievement. The award consists of a gold medal pendants and ribbon bar.</p>
<p>Sons of the American Revolution</p> 	<p>This award is given to a meritorious cadet in recognition of outstanding leadership qualities, military bearing and excellence, thus exemplifying the high ideals and principles which motivated and sustained our patriot ancestors. The award consists of a silver medal pendant with Minuteman holding a rifle and a ribbon bar.</p>

<p>AUSA History Award</p> 	<p>This award is presented to an outstanding MS III cadet from each school that has shown excellence in the study of Military History. The award consists of a medal pendant with ribbon bar and a certificate.</p>
<p>AUSA Member</p> 	<p>This award is presented annually for the outstanding MS III cadet from each school that contributes most toward advancing the standing of the Military Science Department. The awarded receives a medal pendant with ribbon bar and certificate.</p>
<p>SAME Academic Award</p> 	<p>This award is given to the outstanding military engineering student.</p>

2. Precedence of Wear for Cadet Awards

a. Active Duty Awards

1) Active duty awards are worn in accordance with AR 670-1. Cadet awards (below) may not be mixed with active duty awards. If individuals have received both active duty and Cadet awards, they must choose which category to wear.

b. Cadet Awards

1) DA Awards to Cadets

- a) DA Cadet Command Medal for Heroism.
- b) DA Superior Cadet Award.

2) Special Awards

- a) SMP Activation Award
- b) CTLT Ribbon

3) Camp Awards

- a) National Advanced Leadership Camp
- b) Basic Camp

4) Cadet Command Cadet Awards

- a) Recruiting Awards
- b) Academic Awards
- c) Athletic Awards

- d) Military Awards
 - e) Miscellaneous Awards
- c. Fraternal/Association Cadet Awards

1 Awards will be worn in alphabetical order by title of organization

3. Rifle Marksmanship Awards

a. Cadets earn marksmanship badges according to how well they fire the M-16 Rifle during FTXs.

b. The standards for earning each badge are listed below according to what type of range was used to administer the marksmanship qualification testing.

1) Qualification standards for a Record Fire Range (pop-up targets).

- a) Expert - 36-40
- b) Sharpshooter - 30-35
- c) Marksman - 23-29
- d) Unqualified - 22-Below

2) Qualification standards for the Known Distance Alternate Course or the Scaled 25 meter Alternate Course

- a) Expert - 38-40
- b) Sharpshooter - 33-37
- c) Marksman - 26-32
- d) Unqualified - 25-Below



EXPERT



SHARPSHOOTER



MARKSMAN



BAR (TYPICAL)

Chapter IX: Cadet Professional Conduct

1. Proper Military Discipline

a. References:

- 1) ADP 6-22 Army Leadership
- 2) ADRP 6-22 Army Leadership
- 3) CC 145-03

b. Military discipline is founded upon self-discipline, respect for properly constituted authority, and the embracing of the professional Army ethic with its supporting individual values. Military discipline will be developed by individual and group training to create a mental attitude resulting in proper conduct and prompt obedience to lawful military authority.

c. While military discipline is the result of effective training, it is affected by every feature of military life. It is manifested in individuals and units by cohesion, bonding, and a spirit of teamwork; by smartness of appearance and action; by cleanliness and maintenance of dress, equipment, and quarters; by deference to seniors and mutual respect between senior and subordinate personnel; by the prompt and willing execution of both the letter and the spirit of the legal orders of their lawful commanders; and by fairness, justice, and equity for all Soldiers, regardless of race, religion, color, gender, and national origin.

d. General:

1) As members of the Armed Forces of the United States, we entered into a formal and binding agreement, which expects us to serve as ambassadors of our nation. As representatives of America we incur a responsibility to conduct ourselves as professionals at all times.

2) Standards of conduct for all Service Members and other Department of Defense (DOD) representatives should place loyalty to country, ethical principles, and law above personal gain and other interests. The performance of duties should be in keeping with the highest traditions of your respective service and/or the nation.

2. On and Off Duty Conduct:

a. All Cadets must be aware of the customs, cultural differences, and religious beliefs that influence the make-up of the values of the local communities in which they serve. At all times personal conduct on and off-post is subject to laws of the local community and the Uniform Code of Military Justice. When interacting with civilians or locals, use common sense, sound judgment, and courtesy as expected by professionals.

b. Cadets will set the example in morality, clean living, physical conditioning, combat readiness, and safety. We will respect the differences of others by always taking the high ground. Conduct such as shouting insults at other units or individuals, fighting, harassing individuals, or other immature acts are counter-productive to our objectives and will not be tolerated.

c. Your conduct on and off duty should reflect the pride you have in yourself, your unit, and the United States. Members will always allow his/her performance to speak for itself. Quiet professionalism is the mark of a true leader. Insults, hazing, or other types of maltreatment are unnecessary, unprofessional, and intolerable.

3. Military Authority:

a. Authority is the legitimate power of leaders to direct subordinates to take action within the scope of their responsibility.

b. Command Authority. Commanders have the authority to prohibit military personnel from engaging in or participating in any other activities that the commander determines will adversely affect good order and discipline or morale within the command. Leaders have command authority when they fill positions requiring the direction and control of other members of the United States Armed Forces. That authority may be restricted to the Service Members and other personnel and facilities of their respective command.

c. General Military Authority. General military authority is the authority extended to all Service Members to take action. It originates in the oath of office or oath of enlistment, laws, rank structure, traditions, and regulations. Leaders may exercise general military authority over Service Members from different units or services. When a NCO of one unit stops a Service Member from another unit to present an on-the-spot correction, the NCO is exercising general military authority.

4. Many military customs compliment procedures required by military courtesy, while others add to the graciousness of garrison life. The breach of some customs merely brands the offender as ignorant, careless, or ill bred. Violations of other customs, however, will bring official censure or disciplinary action. The customs of our military is its common law. These are a few:

- a. Never criticize the military or leaders in public.
- b. Never go “over the heads” of seniors—do not jump the chain of command.
- c. Never offer excuses.
- d. Never “wear” a superior's rank by saying something like, “the First Sergeant wants this done now,” when in fact the First Sergeant said no such thing. Speak with your own voice.
- e. Never turn and walk away to avoid giving the hand salute.
- f. Never run indoors or pretend you do not hear reveille or retreat.
- g. Never appear in uniform while under the influence of alcohol.
- h. If you do not know the answer to a senior's question, you will never go wrong with the response, “I don't know, but I'll find out.”
- i. Cadet counseling – counseling is an important part of development both for subordinates and superiors. Senior cadets will counsel junior cadets both for positive actions and negative actions. If a Cadet is counseled three times for negative actions that cadet will meet with the Professor of Military Science.

5. **Battalion Fraternization Policy**

(Reference AR 600-20, Chapter 4, Para 4-14 & 4-15)

a. **The following relationships are prohibited:**

1) **Cadets to Cadet**

a) Relationships between Cadets are prohibited if they—

- 1 Compromise, or appear to compromise, the integrity of supervisory authority or the chain of command.
- 2 Cause actual or perceived partiality or unfairness.
- 3 Involve, or appear to involve, the improper use of rank or position for personal gain.
- 4 Are, or are perceived to be, exploitative or coercive in nature.
- 5 Create an actual or clearly predictable adverse impact on discipline, authority, morale, or the ability of the command to accomplish its mission.

2) **Cadet to Cadre Relationships:**

a) Any relationship between Cadre and Cadets not required by the training mission is prohibited. This prohibition applies to Cadre without regard to the component of the Cadre or Cadet.

3) **Other prohibited relationships**

a. Trainee and Soldier relationships. Any relationship between permanent party personnel and initial entry training trainees not required by the training mission is prohibited. This prohibition applies to permanent party personnel without regard to the installation of assignment of the permanent party member or the trainee.

b. Recruiter and recruit relationships. Any relationship between permanent party personnel assigned or attached to the United States Army Recruiting Command and potential prospects, applicants, members of the DEP, or members of the Delayed Training Program not required by the recruiting mission is prohibited. This prohibition applies to United States Army Recruiting Command personnel without regard to the unit of assignment of the permanent party member and the potential prospects, applicants, DEP members, or Delayed Training Program members.

c. Training commands. Training commands (for example, TRADOC and AMEDDC) and the United States Army Recruiting Command are authorized to publish supplemental regulations to paragraph 4-15, which further detail proscribed conduct within their respective commands.

Chapter X: Cadet Safety

1. Alcohol and Drug Use: (Reference AR 600-25) *The following are grounds for disenrollment and loss of scholarship.*

a. Alcohol

1) Driving while under the influence of alcohol is prohibited.

2) Consuming alcohol, an addictive sedating drug, can pose serious health risks to the individual. Because of its “downer” effect on the central nervous system, alcohol contributes to automobile accidents, drowning, and suicides.

3) Even before drinkers reach the addiction stage, serious diseases can result in heart attacks and strokes; alcoholic hepatitis and cirrhosis of the liver, ulcers, colitis and irritable colon, impotence and infertility; premature aging, diminished immunity to disease, sleep disturbances, and birth defects.

4) The loss of control that comes with alcohol consumption can precipitate behaviors that pose health risks, such as acquaintance rape, unwanted pregnancy, and sexually transmitted diseases, including AIDS.

5) Alcohol needs to be consumed in moderation and never by underage individuals (21).

b. Drugs

1) The use of illegal drugs or prescription drug use is prohibited.

2) Other drugs also cause serious health problems for the user. Marijuana use is up to four times more likely to contribute to chronic lung disease and cancer than cigarette smoking. The immune response is affected, as are memory, perception, judgment, and motor skills

3) Cocaine, one of the most addictive drugs, is unpredictable in the response it elicits with any given use. A strong stimulant to the nervous system, cocaine accelerates the heart rate while constricting blood vessels, thereby creating the likely potential for seizures, cardiac and respiratory arrest, or stroke.

4) Illicit intravenous drugs also increase the risk of exposure to HIV infection and other infections, such as serum hepatitis, cardiac infection, and abscesses if contaminated needles are used.

2. Sexual Transmitted Diseases Prevention and Safe Sex: (Reference: <http://www.cdc.gov/std/>)

- a. Casual sexual activity is not condoned by the Pirate Battalion.
- b. If you participate in sexual intercourse always use a condom.
- c. Birth control does not prevent the spread of STDs.
- d. If you are born with uninfected parents and abstain from sex your chances of acquiring a sexually transmitted disease is remote.
- e. You can have an active sex life if you are careful when selecting your partner. The most important factor is familiarity with your partner with whom you have a monogamous relationship.
- f. Risk of contracting an STD increases by having sex with a casual acquaintance. If he or she is having casual sex with you, he or she has probably done so with others, some of whom may have contracted an STD.
- g. After unprotected sex with a casual partner, seek medical examination before further sexual activity. It is important to remember that infection in both men and women may not show symptoms. Freedom from symptoms is an unreliable guide to freedom from infection.
- h. Use of a condom greatly reduces the risk of passing on infection to either partner and may help to avoid pregnancy

3. **SHARP (Sexual Harassment/Assault Response and Prevention)**

- a. What is sexual harassment?
 - Sexual harassment is a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of sexual nature between the same or opposite genders
 - All Soldiers and DA Civilians have a responsibility to help resolve acts of sexual harassment. Sexual harassment can be a precursor behavior to sexual assault. In a climate of sexual assault prevention, it is important to address sexually harassing behaviors so that this conduct does not escalate. Additionally, Soldiers and Army Civilians should work to ensure a safe, productive work environment, free of sexual harassment. Military personnel should report incidents of sexual harassment through the Equal Opportunity Advisor (EOA).
- b. What is sexual assault?
 - Intentional sexual contact characterized by use of force, threats, intimidation, or abuse of authority or when the victim does not or cannot consent. Sexual assault includes rape, forcible sodomy (oral or anal sex), and other unwanted sexual contact that is aggravated, abusive, or

wrongful (including unwanted and inappropriate sexual contact), or attempts to commit these acts. [Source: Glossary, DoDD 6495.01, 23 Jan 12]"

c. How can I report a sexual harassment or assault incident?

- Cadre and Cadets can contact the Battalion SHARP representative if a sexual harassment or sexual assault incident occurs. The Sexual Assault Prevention and Response Prevention program allows Soldiers (Title 10 only) who are sexually harassed or assaulted various options for reporting.

- **Sexual Harassment** has two types of complaints, formal and informal.

- **Informal complaints** of sexual harassment involve less severe or egregious incidents that can be resolved by the individual, with the help of another, and/or by the commander or other authority. Typically, these involve something a complainant believes can be resolved through discussion, problem identification, counseling, and/or clarification of the issues. Initiating an informal complaint does not require the complainant to submit anything in writing and is not subject to timelines. These cases are typically not required to be reported to higher headquarters, but aggregate data are sometimes reported to major commands. While those involved try to promote confidentiality throughout, it is not guaranteed or promised

- **Formal complaints** for DA Civilians, former employees, or applicants seeking employment, and certain contract employees are handled through the [EEO complaint process](#). Details of the complaint process for Civilian personnel filing a complaint are found in [AR 690-600 \(Equal Employment Opportunity Discrimination Complaints\)](#). The formal military complaint requires use of [DA Form 7279 \(Equal Opportunity Complaint Form\)](#), and claimants must swear to the accuracy of their allegations. The process contains specific timelines, and commands are required to include specific documentation. All formal sexual harassment complaints are reportable to higher headquarters.

- **Sexual Assault** has two types of reporting, restricted and unrestricted.

- **Restricted Reporting** Sexual assault victims who want to confidentially disclose a sexual assault without triggering an official investigation can contact a SARC/SHARP Specialist, VA/SHARP Specialist, or a healthcare provider. By filing a restricted report with a SARC/SHARP Specialist, VA/SHARP Specialist, or a healthcare provider, a victim can disclose the sexual assault without triggering an official investigation AND receive medical treatment, advocacy services, legal assistance, and counseling. Victim conversations with a SARC/SHARP Specialist or VA/SHARP Specialist about the sexual assault are confidential communications, not to be disclosed to others, including law enforcement or the chain of command, except in a few very rare circumstances.

- **Unrestricted Reporting** This option is for victims of sexual assault who desire medical treatment, counseling, legal assistance, SARC/SHARP Specialist and VA/SHARP Specialist assistance, and an official investigation of the crime. When selecting unrestricted reporting, you may report the incident to the SARC/SHARP Specialist or VA/SHARP Specialist, request healthcare providers to notify law enforcement, contact law enforcement yourself, or use current reporting channels, e.g., chain of command. Upon notification of a reported sexual assault, the SARC/SHARP Specialist will immediately assign a VA/SHARP Specialist. You will also be advised of your right to access to legal assistance that is separate from prosecution resources. At the victim's discretion/request, the healthcare provider shall conduct a sexual assault forensic examination (SAFE), which may include

the collection of evidence. Details regarding the incident will be limited to only those personnel who have a legitimate need to know.

4. **Date Rape Prevention Tips:**

- a. Alcohol abuse greatly increases date rape.
- b. Safety in numbers is always good advice when going out.
- c. Don't let yourself be alone with individuals you don't trust.
- d. Report acts of date rape to Campus/Public Safety or Residence Life Staff.
- e. Communicate the message that "No" means "No" and "Yes" means "Yes." Trust your feelings and know the difference
- f. Accept someone's decision to say no. Do not see it as a challenge.
- g. Individuals should be aware of so-called "date rape drugs" such as GHB, or liquid X, that can be put into a drink. The most common form of this drug is a clear liquid, although it can also be in a powdered form.
- h. The effects of date rape drugs include drowsiness, nausea, vomiting, headaches, dizziness, coma, and death.
- i. If date rape does occur get help. (*See SHU Public Safety Assistance below*)

5. **Suicide Prevention:**

- a. Signs of Suicide Risk:
 - 1) Appearance and attitude: sad, tearful, poor sleep, poor appetite, hopelessness
 - 2) Threatens suicide
 - 3) Talks about wanting to die
 - 4) Shows changes in behavior, appearance, or mood
 - 5) Drug or alcohol abuse
 - 6) Has recently experienced significant loss
 - 7) Deliberately injures self
 - 8) Giving away possessions
 - 9) Recent break-up in a relationship
- b. What to do:
 - 1) Don't be afraid to ask, "Are you thinking about hurting yourself?"

- 2) Intervene immediately
- 3) Don't keep it a secret

c. ACE Card: Use the ACE card as a reference in fighting the fight against suicide



National Suicide Prevention Lifeline:
1-800-273-8255(TALK)

Ask your buddy

- Have the courage to ask the question, but stay calm
- Ask the question directly: Are you thinking of killing yourself?

Care for your buddy

- Calmly control the situation; do not use force; be safe
- Actively listen to show understanding and produce relief
- Remove any means that could be used for self-injury

Escort your buddy

- Never leave your buddy alone
- Escort to chain of command, Chaplain, behavioral health professional, or primary care provider
- Call the National Suicide Prevention Lifeline

TA - 095 - 0510

USAPHC <http://phc.amedd.army.mil/>



6. **Motor Vehicle Safety:** (<http://www.cdc.gov/motorvehiclesafety/>)

- a. Don't Drive when fatigued
- b. Wear seatbelts
- c. Don't ride on the exterior of vehicle
- d. Obey posted speed limits
- e. Practice defensive driving
- f. Make sure tires are not worn or in bad condition
- g. Make sure fluid levels are within standards
- h. Inspect lights and blinkers to make sure they are operational
- i. No cracks or chips in windshield
- j. Brake pedal cannot be pressed to the floor
- k. Seatbelts are operational
- l. License, registration and insurance are all valid and current

7. Motor cycle safety

- a. Cadets must attend motorcycle safety course
- b. Cadets must wear appropriate protective gear while riding a motorcycle
 - 1) DOT approved helmet properly fashioned
 - 2) Impact or shatter resistant eyewear
 - 3) Full fingered gloves
 - 4) Long trousers
 - 5) Jacket
 - 6) Leather boots or over the ankle shoes
 - 7) Reflective vest

8. **Extreme climate**

- a. Hot weather
 - 1) Drink plenty of water
 - 2) Wear eye protection
 - 3) Use sunscreen
 - 4) Use chapstick
 - 5) Protect skin from exposure
- b. Cold weather

- 1) Wear clothes in layers – stay dry
- 2) Use buddy system – check each other frequently
- 3) Don't wear tight boots and socks – change socks frequently
- 4) Eat properly and drink warm liquids

9. **Help Hotlines:**

- a. Psychological Health & Traumatic Brain Injury: 866-966-1020

10. **Veterans Crisis Hotline:** 800-273-TALK (8255)

11. **SHU Public Safety Assistance**

- a. Website: (<http://www.shu.edu/offices/public-safety/tips.cfm>)

12. **Security Escort Service:** (973)-761-9300 or Dial 9300 from any University phone

13. **SHUFLY Shuttle Service** – Available on Campus until 02:00 M,T,W and 02:30 Th, F,S,Sun

14. **SHU Safe Ride Van-** Available at the Public Safety Building between 18:00 and 03:00 or call (973)-761-9300

15. **South Orange Police Department: (973) 763-3000**

16. **Dial 911** - for all other emergencies

17. **Other Useful Army Websites**

- a. United States Army Recruiting: [www. Goarmy.com](http://www.Goarmy.com)
- b. Military One Source: <http://www.militaryonesource.mil/>
- c. DFAS My Pay: <https://mypay.dfas.mil/mypay.aspx>
- d. AKO: www.us.army.mil
- e. Web Mail: <https://web.mail.mil>
- f. USAA Banking and Insurance: <https://www.usaa.com>
- g. Army Human Resources Command: <http://www.hrc.army.mil/>
- h. US Army Cadet Command: <http://www.cadetcommand.army.mil/>
- i. Army Publications and Manuals: <http://armypubs.army.mil/>
- j. ROTC Blackboard: <https://rotc.blackboard.com>
- k. Veterans Affairs GI Bill: <http://www.gibill.va.gov/>
- l. New Jersey Army National Guard Education Benefits: <http://www.state.nj.us/military/army/>
- m. Motorcycle Safety:

<http://www.arng.army.mil/soldierresources/guardsafety/Pages/MotorcycleSafety.aspx>

Chapter XI:
Pirate Battalion Mentorship Program
“1 Team 1 Fight”

1. Mentors will be assigned based on University and Major. Mentors will be established at SHU and each affiliate school, and if possible aligned by major, to guide and assist underclassmen Cadets. Affiliates that do not have upperclassmen will be assigned a mentor from another affiliate within their region or close proximity. Mentors will assist in helping cadets balance ROTC, university studies, jobs, and free time in order to be successful in school and ROTC.

2. Mentors must maintain a professional relationship with mentees and cannot use their relationship to circumvent the chain of command or fraternize outside of their duties mentioned above. Mentors are an additional resource for underclassmen Cadets to tap into to assist them in being successful and maximizing their potential. Mentors are not a replacement for the Cadets Chain of Command. Mentors will be responsible for delineating between issues that are within the mentor realm of responsibility and issues that need to be re-directed to the Chain of Command. If mentors or mentees are unsure, JUST ASK!

3. Below you will find tools (The Mentor Checklist and Contract) to assist mentors in opening dialogue and driving discussions with their assigned mentees.

Zachary Denton 8/18/2015 1:03 PM

Comment [4]:

Zachary Denton 8/18/2015 1:03 PM

Comment [5R4]:

4. **Mentor Worksheet Checklist**

Subject for Discussion	Notes and Check for Completion
Adjustment to College Life	
PT and Physical Health	
GPA	
Accessions and Cadet Command OML	
CPDT and CPDT OML	
Techniques for Successful Completion of School Work	
Upcoming Training Events	
STDs, Safe Sex, Drinking, Drugs, Date Rape and Other Personal Issues	
Vehicle Safety	
Recruitment Efforts	
Miscellaneous	
Review 104-R	

_____ **Date:**
Signature of Mentor

_____ **Date:**
Signature of Mentee

Mentor Contract

1. **Purpose:** Facilitate successful integration of freshmen and sophomore Cadets into the Pirate Battalion and cadet/student life.
2. **Intent:** Increase Cadet retention, military professionalism, and unit morale
3. **Requirements/ Expectations:**
 - a. Build a professional and trusting relationship with their assigned underclassmen
 - b. Meet with their assigned underclassmen *at least* once a week during the first month of school. Thereafter, they are to meet as required.
 - c. Complete Worksheet Checklist and brief Mentor Coordinator on the status of assigned underclassmen¹
 - d. Report to the Battalion chain of command all unethical, immoral, or illegal behavior committed by assigned underclassmen
 - e. Embody leadership on campus and serve as genuine guides to all new and returning students
4. **This list of expectations is not exhaustive and is subject to change-**
 - a. I understand and agree to adhere to the expectations and requirements as promulgated by the Cadre and Mentor Coordinator. I acknowledge that should I be caught in violation of any of the stated conditions, I will accept any sanctions imposed by the Cadre.

Mentor Print Name

Mentor Signature

Mentee Print Name

Mentee Signature

Chapter XII: Leave Policy

1. Leave will be requested on a DA Form 31 at least 14 days in advance unless emergency leave is requested. If traveling beyond a 250 mile radius from Seton Hall University, Cadets will submit a Travel Risk Planning System (TRIPS) with the vehicle safety inspection sheet outlined in 2nd BDE Travel Policy and a Leave and Earning Statement with the DA 31. ROTC instructor will sign appropriate recommendation of the leave request before sending it to the Human Resource Administrator (HRA) for my approval. The HRA will assign a control number to the request and return one copy to the Cadet.

2. Cadets may start ordinary leave from their quarters or duty section by telephoning the HRA (during duty hours) or the answering machine (during non-duty hours) and give their SSN, rank, date and time, and stating the reason for the call (signing out). The Cadet will complete items 14a, b, and c of their individual copy. Calling from any other location is unauthorized, and only the person named in block one of DA Form 31 may call. Friends, supervisors, and spouses are not authorized to call for the Cadet.

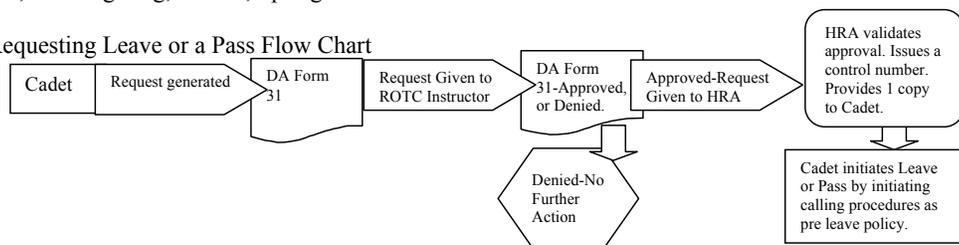
3. Cadets may end ordinary leave from their quarters or duty section by telephoning the HRA or the answering machine and give their name, SSN, rank, date and time, and stating the reason for the call (signing in). Cadets will complete items 16a, b, and c of their individual copy. Failing to sign in off leave will result in the Cadet being charged additional leave until they sign in.

4. The following procedures address passes:

a. Passes are a privilege awarded to deserving Cadets. As privileges, they may be denied, suspended, or revoked as the commander deems necessary. A DA Form 31 will be submitted with a TRIPS and vehicle safety inspection if leaving further than 250 mile radius from Seton Hall University.

5. Cadets may request leave or a pass during the following Seton Hall University academic breaks: fall, Thanksgiving, Winter, Spring and Easter.

Requesting Leave or a Pass Flow Chart



6. For more information regarding Leave and Passes, please review the Pirate Battalion Leave Policy Letter.

DA Form 31 Example

REQUEST AND AUTHORITY FOR LEAVE				1. CONTROL NUMBER	
This form is subject to the Privacy Act of 1974. For use of this form, see AR 600-8-10. The proponent agency is DCS, G-1. (See instructions on reverse.)				6032015	
PART I					
2. NAME (Last, First, Middle Initial)		3. SSN	4. RANK	5. DATE	
Dougherty, Robert W			Cadet	20150603	
6. LEAVE ADDRESS (Street, City, State, ZIP Code and Phone No.)		7. TYPE OF LEAVE		8. ORGN. STATION, AND PHONE NO.	
225 Ridgeview drive Collegeville, PA 19426		<input checked="" type="checkbox"/> ORDINARY <input type="checkbox"/> EMERGENCY <input type="checkbox"/> PERMISSIVE TDY <input type="checkbox"/> OTHER		Seton Hall University, W0MT17 400 South Orange Ave South Orange, NJ 07079	
9. NUMBER DAYS LEAVE				10. DATES	
a. ACCRUED	b. REQUESTED	c. ADVANCED	d. EXCESS	a. FROM	b. TO
0	3	3	NA	20150623	20150625
11. SIGNATURE OF REQUESTOR		12. SUPERVISOR RECOMMENDATION/SIGNATURE		13. SIGNATURE AND TITLE OF APPROVING AUTHORITY	
		<input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL 			
14. DEPARTURE					
a. DATE	b. TIME	c. NAME/TITLE/SIGNATURE OF DEPARTURE AUTHORITY			
20150623	0600	Plakon, John Seton Hall University HRA			
15. EXTENSION					
a. NUMBER DAYS	b. DATE APPROVED	c. NAME/TITLE/SIGNATURE OF APPROVAL AUTHORITY			
16. RETURN					
a. DATE	b. TIME	c. NAME/TITLE/SIGNATURE OF RETURN AUTHORITY			
17. REMARKS					
Traveling to HOR to visit family.					
Chargeable leave is from _____ to _____					