



ARMY ROTC

DUKE BATTALION HANDBOOK



Developing Tomorrows Leaders... Today!

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!



DEPARTMENT OF THE ARMY
US ARMY ROTC INSTRUCTOR GROUP
JAMES MADISON UNIVERSITY
HARRISONBURG VA 22807

ATCC-DDV-AJM

1 November 2013

MEMORANDUM FOR All Cadets and Cadre of the JMU Duke Battalion

SUBJECT: Duke Battalion Cadet Handbook

1. Welcome to James Madison University (JMU) and the JMU Army Reserve Officer Training Corps (ROTC) Duke Battalion! Congratulations on joining one of the premier ROTC programs in the Nation. With a rich tradition dating back to 1974, graduates from the “Duke Battalion” have become some of the finest military, corporate, and community leaders in our Nation. You made an excellent choice! Army ROTC is an experiential learning program that will challenge you in ways that none of your other classes do. Whether you are a scholarship Cadet who already intends to pursue a commission or a student who is just “trying out” the program, your participation is a valuable part of your overall educational experience.

2. This Cadet Handbook contains a wealth of information for you to use during the school year and was designed to assist you in understanding the Duke Battalion – what it is and how it works. Become familiar with it and refer to it often as it will assist you in all your military, academic, and extracurricular activities. It was put together specifically with *new Cadets* in mind. The Army has its own values, customs and traditions; organizational structure; rules, regulations, and a wide array of often confusing language. This handbook, along with the training and mentorship you will receive from the Military Science (MSCI) Department Cadre and fellow Cadets, will help you learn quickly and integrate into the Duke Battalion. The handbook is your practical guide to the basic standards of the battalion – from military rank insignia to proper wear of the uniforms.

3. Balance is an important concept in our educational approach. The demands of academics, ROTC, and college life are significant - balancing them is a challenge. The “Duke Battalion” Cadre and Cadet chain of command are here to assist you in meeting your primary goal of receiving a baccalaureate degree in your chosen field of study. We stress academic success first and foremost-**critical thinking skills are essential for Officers and Leaders to solve complex problems**-followed by our leadership development program, physical fitness, and military skills required of all Soldiers and the Officers who lead them. To ensure your success, take full advantage of the programs and services offered by both ROTC and JMU. By being a successful student, you will achieve something that will serve you for a lifetime: a college degree from one of the best universities in the United States!

4. The Army Values (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage: LDRSHIP) are the starting point for all Cadets in Army ROTC. I expect you to adhere to these basic tenets regardless of Cadet level of participation in the program. You will learn about the **Warrior Ethos** as a member of the Duke Battalion, which states: *“I will always place the mission first, I will never accept defeat, I will never leave a fallen comrade, and I will never quit.”* This is the ethos we live by.

5. As we put this handbook into use, recommend your comments on its usefulness. What should we sustain and what should we improve? Once again, welcome to the Duke Battalion and good luck this year as you **Train To Lead!**

Jeremy M. Wilcox
JEREMY M. WILCOX
MSG, USA
Senior Military Instructor

Richard K. Showalter
RICHARD K. SHOWALTER
LTC, FA
Professor of Military Science

SOLDIERS 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 task and
drills. I will 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.

Code of Conduct

I

I am an American, Fighting in the forces that 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 if they still have the means to resist.

III

If I am 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 actions which might 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 will 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 of 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 its 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 that make my country free. I will trust in my God and the United States of America.

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Chapter 1

1-1. The Army Song

“The Army Goes Rolling Along” - Official Song of the U.S. Army

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

It was adopted in 1952 as the official song of the Army and re-titled, "The Army Goes Rolling Along." The current lyrics tell the story of our past, our present, and our future.

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

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...2...3
For where e'er we go,
You will always know
That The Army Goes Rolling Along.

1-2. The Cadet Command (ROTC) Patch

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

The **Sword** signifies courage, gallantry, and self-sacrifice intrinsic to the profession of arms.

The **Lamp** denotes the pursuit of knowledge, higher learning, and the partnership of Army ROTC with American colleges and universities.

The **Greek Helmet** is symbolic of the ancient civilization concept of the Warrior Scholar.

The motto "**Leadership Excellence**" expresses the ultimate responsibility of Army ROTC in the discharge of its moral responsibility to the Nation.

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



Cadet Command's colors are the crisp black and gold of America's senior military service, attesting to the command's critical mission: TO COMMISSION THE FUTURE OFFICER LEADERSHIP OF THE UNITED STATES ARMY. Mrs. Maria Foster, wife of Sergeant Major Calvin Foster of the U.S. Army Fourth Region, U.S. Army Cadet Command, hand stitched the first colors of the Command. The Flag was presented to Major General Robert E. Wagner, the first Commanding General of Cadet Command, by SGM Foster on 2 May 1986 at Continental Park, Fort Monroe, at ceremonies marking the organization of the new Command.

From 2 May 1986 to December 1987, the Foster Flag proudly flew at numerous Cadet Command ceremonies. It symbolizes the dedication of Cadet Command to promoting "Leadership Excellence" and the commissioning of the future Officer leadership of the United States Army.


1-3. The Message of the Cadet Creed

- A. The Cadet Creed was adopted in June 1988 to imbue Army Cadets with values that will be critical to being successful Cadets and later Army Officers. The Creed is short but contains a profound message.
- B. **DEFENDING the values, which make this Nation great.** Cadets, upon being commissioned, take an oath to defend, with their lives when necessary, the Constitution of the United States of America. This document, created more than two centuries ago after our Nation's valiant struggle for independence, is the keystone of our way of life of the world's most stable democracy. Our Nation derives its strength from the consent of the governed. The basic tenets of our Constitution are that all men have certain natural inalienable rights and that men are born equal and must be treated equal before the law. These are powerful words, but words, which have meaning only as long as we, as Americans, are willing to defend our value system as embodied in our Constitution. To this, each Army Cadet is honor bound, both as a Cadet and later as a commissioned Officer.
- C. **HONOR is my touchstone.** Honor is used in two ways when referring to Army Cadets. Serving the people of the United States as a commissioned Officer is an honor afforded only to a small fraction of our young men and women. More importantly, "with honor" describes how an Army Cadet will serve upon being commissioned. Honor is the bedrock upon which the Army Officer builds a successful career. Honor encompasses integrity and dedication. Honor is the thread that holds together the fabric of our Army as it discharges its critical mission of being the peace in our world. Serving with honor begins in the Cadet years and builds throughout one's career.
- D. **MISSION first and PEOPLE always.** The Army Cadet who burns these five words into his memory will always get the job done, which is the essence of being an Army Officer. A commissioned Officer has a sacred obligation to take care of the men and women entrusted to his unit, to guide, to train, to teach and to counsel. The leader who cares for his people will always command the respect and dedicated service of his Soldiers, assuring mission accomplishment.
- E. **I am the PAST.** The legacy of the Army Cadet dates to the colonial Army who won our independence. It has been enriched by each generation that has served in time of peace to safeguard our security and in time of war to secure victory through supreme sacrifice. The tradition of the Army Cadet is to live up to the magnificent example set by their former comrades-in-arms, in our land and overseas, as the guardians of liberty.
- F. **I am the PRESENT.** Army Cadets are talented people who are molded into superior leaders through a commitment to excellence by the Officers and Non-Commissioned Officers who are Cadet Command. The skills of the Army Cadet are enhanced in the classroom, at field training exercises, at Leadership Development Assessment Course, at Basic Camp and through Ranger Challenge. The Army Cadet who dedicates himself to excellence will become an Officer who is both a war winner and a respected leader.

G. **I am the FUTURE.** Army Cadets are indeed the Army's future Officer leadership. Army Cadets across the Nation will be responsible for leading outstanding young Americans who fill the enlisted ranks of our Army. Our Army Cadets will be challenged to maintain and strengthen our Army and to master the futuristic weapons systems being fielded. Being an Officer-leader is both a challenge and an opportunity. Each Army Cadet must live up to his or her full potential to become a WARRIOR LEADER with the "Right Stuff" to become a war winner.

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

1-4. James Madison University Duke Battalion History

	
<p>Shoulder Sleeve Insignia</p>	<p>Distinguished Unit Insignia</p>

- A. Shoulder Sleeve Insignia.** Description: On a purple vertical ellipse edged with a 1/8 inch black border, a black and white roof and cupola clock tower issuant from base below the inscription “JAMES MADISON UNIVERSITY” arching above in white letters and surmounted by the inscription “DUKE BATTALION” arching in base in purple letters.
- B. Symbolism:** Purple is the official color of the university. The cupola clock tower on “Wilson Hall” is reflective of the Cadets’ pride and tradition.
- C. Background:** The shoulder sleeve insignia originally authorized by 2d Endorsement, DAAG-HDP-A (8 Dec 77), The Institute of Heraldry, dated 16 January 1978 was cancelled on 17 April 1997. A new shoulder sleeve insignia (SSI) was authorized for wear on 17 April 1997. (TIOH Drawing Number A-10S-142)
- D. Distinguished Unit Insignia:** Description: On a grey shield quartered by a black horizontal and vertical line; in the first and fourth quarters are two battleaxes in saltier, in the second and third quarters a black chevron charged with a gold star. Attached below the shield is a arched scroll inscribed “KNOWLEDGE IS LIBERTY” in black letters.
- E. Background:** Distinguished Unit Insignia was authorized on 16 January 1978.

On December 18th, 1974 the president of Madison College, with concurrence of the president of the University of Virginia, petitioned the First ROTC Region Commander to establish Army ROTC instruction at Madison College. On December 24th, 1974 Madison College was officially recognized with an ROTC detachment, in partnership with the University of Virginia's Cavalier Battalion.

From a program which originally consisted of two students, the department grew a prosperous and successful Cadet battalion. On September 12th, 1979 the United States Army Cadet Command recognized that success by upgrading the program to a 'host' battalion, eliminating their partnership with UVA and awarding the battalion Colors signifying its activation into the First ROTC Region. Since that time, the battalion has developed partnership schools of its own, including Blue Ridge Community College, Eastern Mennonite University and Bridgewater College. Enrollment has continually expanded and is currently well over 200 Cadets, and the curriculum now includes ten classes plus a leadership laboratory.

The Duke Battalion has received numerous commendations and awards since its inception, including the Brigade Commander's Award in 1991; the Intercollegiate Orienteering Championship in 1986; The Douglas A. MacArthur Best ROTC Battalion Award in 1992, 1998, 2004 and 2010; The Order of the Founders and Patriots of America Award for Excellence in 1998 and 2007; and Cadet Command's Military Proficiency Award (1996 and 1997), Marksmanship Award (1996), Physical Training Award (1997), and Training Assessment Award (1997). Most notably, the Duke Battalion has dominated the Brigade Ranger Challenge competition, winning First Place in 1989, 1990, 1991, 1993, 1994, 1995, 1996, 1997, 2000 and 2007. Regional Ranger Challenge winners in 1991.

The Duke Battalion has produced several noteworthy alumni, a few of which are:

Lieutenant General Raymond V. Mason, Deputy Chief of Staff of the Army, G-4 (Logistics)

Major General (Retired) Herbert L. Altshuler

Brigadier General Randal A. Dragon, Deputy Commanding General, 1st Infantry Division

Brigadier General John Morrison, G3/5/7 LANDWARNET Office, HQDA

Colonel Michael E. Brown, Commander US Military Group – Columbia

Colonel (Retired) Laurie G.M. Buckhout

Colonel Timothy K. Buennemeyer, Commander, US Army Command & Control Support Agency

Colonel (USAR) Charles T. May, Jr., Special Agent in Charge, Carolina Field Office, NCIS

Colonel William F. Schiek, Deputy Chief of Staff, USAMEDCOM

Colonel Zachariah Wheeler, Assistant Commander of Force Integration, AMEDD

Colonel Robert L. Bailes, Field Artillery Branch Chief, Enlisted Personnel Management Directorate, U.S. Army Human Resources Command

Chapter 2

2-1. Army Reserve Officers' Training Corps (ROTC)

The Army Reserve Officers' Training Corps (ROTC) produces over 80% of the Officers for the active Army and its reserve component, the Army National Guard and the Army Reserve. Admission is open to all college men and women who meet mental, moral, and physical qualifications who attend James Madison University. Education goes beyond the classroom as it is designed to provide students with the basic concepts and principles of military art and science while developing the student's leadership, personal integrity, honor, responsibility, and appreciation for national security. These objectives establish a sound basis for future professional development and effective performance as commissioned Officers in the U.S. Army.

2-2. Joining ROTC

100 and 200 level Military Science courses are open to all students of James Madison University and our ROTC partnership schools (with exceptions according to federal law). Military Science 300 and 400 level courses are limited to **CADETS** (as defined below) who are contracted with United States Army or are seeking to contract. **CADETS** are students who have been determined eligible for and are enrolled in the ROTC program (class and lab), and must have completed the ROTC enrollment paperwork (as listed under 'New Cadet Documentation' below). **STUDENTS** are those who are enrolled in ROTC but are ineligible to contract. A student may be deemed ineligible to contract because they refuse to fill out the ROTC enrollment paperwork, or for more serious issues. **STUDENTS** (as defined in this paragraph) should never be enrolled in the MSC 300 or 400 level courses (only **CADETS**). Any **STUDENT** wishing to take the 100 or 200 level lab must first submit a completed 'Release from Liability' form to the Human Resources Office (all of our forms are available on our ROTC SharePoint).

CADET DOCUMENTATION (NON-CONTRACTED)

In order to become a Cadet, you must submit the following completed forms to the ROTC Human Resources Office (Memorial Hall Room 1123D):

1. Cadet Enrollment Record (Cadet Command Form 139-R)
2. Authorization for Access to Student Records (Cadet Command Form 137-R)
3. Briefing on Government Sponsored Benefits (Cadet Command Form 136-R)
4. Medical Fitness Statement (Department of the Army Form 3425-R)

Additionally, **CADETS** must provide proof of citizenship or immigration. The Commanding General of Cadet Command must approve enrollment for any non-immigrant alien desiring to sign up for Military Science courses, prior to attending class.

CONTRACTING DOCUMENTATION

In order to contract with the United States Army ROTC, you must provide proof of citizenship (or application for citizenship), pass an Army physical examination, undergo a background check, and complete all required paperwork. Anyone desiring to contract with ROTC must contact the ROTC Recruiting Operations Officer to begin the process.

DUKE BATTALION CONTRACTING CHECKLIST

Cadets desiring to contract with the Army ROTC program must complete all requirements outlined on this form, with the appropriate office/agency. Failure to do so will jeopardize contracting eligibility, any may result in termination of ROTC participation. All completed documents must be filed in cadet record (S-1).

CADET NAME: _____

RECRUITING OPERATIONS OFFICER

- | | | |
|--|----------|-------|
| 1. Verify Student's status in CCIMS | _____ | _____ |
| <input type="checkbox"/> Method of Entry (Progression / Lateral / AEO / Other) | Initials | Date |
| <input type="checkbox"/> Scholarship / Nonscholarship | | |
| <input type="checkbox"/> SMP (USAR / ARNG) * Requires NGB 594 or DA 4824 | | |
| <input type="checkbox"/> MS Class / Graduation Date / Commission Date | | |
| 2. Complete Scholar / Athlete / Leader worksheet | _____ | _____ |
| | Initials | Date |

S-1 (Human Resources Technician)

- | | | |
|---|----------|-------|
| 3. Verify student eligibility | _____ | _____ |
| <input type="checkbox"/> CC Form 139-R (Cadet Enrollment Record) | Initials | Date |
| <input type="checkbox"/> Proof of citizenship (Birth Certificate, SS Card, Passport) | | |
| 4. Initiate DoDMERB Physical | _____ | _____ |
| <input type="checkbox"/> Obtain current physical for SMP candidates OR | Initials | Date |
| <input type="checkbox"/> Schedule DoDMERB examination with Concorde | | |
| 5. Complete Administrative Documentation | _____ | _____ |
| <input type="checkbox"/> CC 137-R (Authorization to Access Student Records) | Initials | Date |
| <input type="checkbox"/> CC 136-R (Briefing on Government Sponsored Benefits) | | |
| <input type="checkbox"/> Dental Examination Verification Form | | |
| <input type="checkbox"/> SF 1199A (Direct Deposit Form) | | |
| <input type="checkbox"/> W-4 (Employee's Withholding Allowance Certificate) | | |
| <input type="checkbox"/> DD 2058 (State of Legal Residence) | | |
| <input type="checkbox"/> DD 2005 (Privacy Act—Medical Records) | | |
| <input type="checkbox"/> Foreign Language Worksheet | | |
| <input type="checkbox"/> SGLV 8286 (Service Member's Group Life Insurance Election) | | |
| <input type="checkbox"/> CC 167-R (Scholarship Acceptance / Declination); if applicable | | |
| <input type="checkbox"/> Scholarship Benefit Election Memorandum (Tuition & Fees or Room & Board) | | |

S-2 (Security Manager)

- | | | |
|--|----------|-------|
| 6. Initiate Security Clearance Investigation | _____ | _____ |
| <input type="checkbox"/> DD 369 (Police Record Check) | Initials | Date |
| <input type="checkbox"/> SF 86 (Questionnaire for National Security Positions) | | |

University Representative

- | | | |
|---|----------|-------|
| 7. Verify Academic Status | _____ | _____ |
| <input type="checkbox"/> Final High School (if first-year) or University Transcript | Initials | Date |
| <input type="checkbox"/> SAT / ACT Scores | | |
| <input type="checkbox"/> Current Class Schedule (full-time status) | | |

Military Science Instructor

- | | | |
|--|----------|-------|
| 8. Verify Degree Plan | _____ | _____ |
| <input type="checkbox"/> CC 104-R (Planned Academic Program) | Initials | Date |
| 9. Verify Physical Fitness and Height / Weight Qualification | _____ | _____ |
| <input type="checkbox"/> DA 705 (Army Physical Fitness Record) | Initials | Date |
| <input type="checkbox"/> DA 5500-R / DA 5501-R (Body Fat Content), if applicable | | |

S-1 Human Resources Technician

- | | | |
|--|----------|-------|
| 10. Final Contracting Preparation | _____ | _____ |
| <input type="checkbox"/> DA 4856 (Counseling Form) | Initials | Date |
| <input type="checkbox"/> DD Form 4/1 (Enlistment Document); <i>omit copy if SMP</i> | | |
| <input type="checkbox"/> DA 597 (Non-Scholarship) or DA 597-3 (Scholarship) Contract | | |

2-3. Becoming An Army Officer (2LT)



"What I need to do, to become a Second Lieutenant..."



...THE REQUIREMENTS FOR EVERY CADET IN THE DUKE BATTALION

1. Graduate from college!
 - Make sure it's the same degree & graduation date on your ROTC contract (ex. Criminal Justice, MAY 2014)
 - Review your 104-R with your MSCI Instructor every semester (update signatures as necessary).
2. Sign-up for ROTC classes*
 - LAB on Wednesday (1430-1630) or Thursday (1400-1600)
 - Juniors take MSC 310 in Fall and 320 in Spring
 - Seniors take MSC 410 in Fall and 420 in Spring
 - Take an ROTC approved US History class or MSCI 150
3. Pass the Combat Water Survival Test (CWST) & Swim Test
 - CWST: 5 minute tread water, 50 meter swim, unusual entry
 - Swim Test: 10 minute swim, 5 minute tread
4. Pass the Army Physical Fitness Test (APFT)
 - Minimum 70 points in each category - leaders don't do minimum!
5. Attend all Mandatory Events
 - PT (M-W-F), Fall/Spring FTXs, Pass LDAC, weekly LAB, Dining In/Out...and class!
6. Battle Sight Zero an M16/M4 rifle and group 9 shots
 - If this doesn't make sense, you haven't accomplished this task!
7. You can't transfer to another college or change majors without written permission!
8. Complete your security clearance NLT 6 months after signing your contract
 - You'll need a security clearance if you want to attend CULP or CTLT

*310, 320, 410, 420 will be taken as ONE class per semester; you cannot take two or more of these courses in any semester

2-4. Accessions and Commissioning

Upon successful completion of ROTC and a baccalaureate degree, Cadets may be appointed as Second Lieutenants in the United States Army, United States Army Reserve or the Army National Guard (provided they meet eligibility requirements). This appointment carries an eight year commitment and can be served in multiple ways (example 3yrs Active Service and 5 years Reserves = 8 total years). Prior to appointment as a Lieutenant, however, each Cadet must be assigned a specialty branch through a process called Accessions. Accessions is competitive and determines each Cadet's component (Active, Reserve or Guard) as well as Branch (career field, i.e. Infantry, Signal, Armor, Aviation, etc [see appendix E]). Each process, commissioning and accessions, is explained in more detail below.

Branching (Accessions):

All Cadets who have successfully completed the Leader Development and Assessment Course (LDAC) and will graduate and commission during the next fiscal year (as well as Cadets who commissioned at the end of LDAC) will be accessed in the fall. At the beginning of this process, Cadets express their preferences for component of service (Active Duty, Army Reserve or National Guard) and branch. Each Cadet is evaluated on three areas:

Academics, Military Proficiency and Physical Fitness. Each of these areas are assigned a points value, and the latter two are subdivided into additional categories (the points breakdown is explained below). **BE ADVISED:** Cadets can begin accruing points towards this score as early as the first semester of their freshmen year, through extracurricular activities and athletics! Once all Cadets have been evaluated and assigned an Order of Merit Score (OMS), they are placed on the national Order of Merit List (OML). That OML (along with a Cadet’s individual preferences), is used to determine component and branch selections for every Cadet. As I’m sure you have already guessed, the highest ranked Cadet has a much better chance of getting their preferred component and branch than the lowest ranked Cadet.

ORDER OF MERIT SCORE POINTS BREAKDOWN

<u>ACADEMICS</u>	<u>MILITARY PROFICIENCY</u>	<u>PHYSICAL FITNESS</u>
MSIII Spring Semester CGPA: 40%	LDAC Performance (E/S/N) 6.75%	Campus APFT Fall 1.69%
	LDAC Platoon Tac Evaluation 11.25%	Campus APFT Spring 2.36%
	LDAC Land Navigation (1 st Score) 4.50%	LDAC APFT (1 st Score) 9.45%
	MSIII Campus Evaluation 6.75%	Athletics 1.50%
	PMS Evaluation 4.50%	
	Cadet Training / Extracurriculars 4.50%	
	Language/Cultural Awareness 2.25%	

Commissioning:

Cadets must meet certain eligibility requirements in order to commission, as outlined below:

1. Have reached their 18th – but not their 30th – birthday by the date of their appointment.
2. Be of good moral character and possess Officer-like qualities as evidenced by appearance, personality, scholarship, and extracurricular activities.
3. Be a citizen of the United States.
4. Each Cadet who does not speak English as their primary language must be able to achieve the Army standard on an approved English aptitude test.
5. Meet the Army’s medical and physical fitness standards, to include height and weight requirements.
6. Meet minimum Army physical fitness standards
7. Possess a Secret personnel security clearance
8. Be recommended by the Professor of Military Science
9. Successful completion of ROTC training, as well as LDAC. These training requirements, along with the baccalaureate degree, are collectively referred to as Professional Military Education (PME). PMEs are detailed below:

a. **Baccalaureate degree.** Cadets must achieve a cumulative 2.0 on a 4.0 scale or its equivalent and possess a baccalaureate degree conferred by an accredited 4-year degree granting institution.

b. **ROTC Advanced Course.** Cadets must complete the Advanced Course (Military Science 310, 320, 410, 420 and associated leadership labs).

c. **Military History Course.** Cadets will complete an approved one-semester college-level course in American Military History offered by the college history department or the ROTC Department. A staff ride or battlefield tour must be completed with this requirement.

d. **Combat Water Survival Test (CWST).** The CWST consists of a 15-meter swim in Army Combat Uniform (ACU), sneakers, load bearing equipment (LBE) with M-16; 3-meter drop from a diving board blindfolded with weapon and LBE, removing blindfold and swimming to side of pool without losing weapon; and equipment removal after entering the water in which the Cadet discards weapon and LBE and swims to side of pool.

Chapter 3

3-1. Curriculum

Academic Information

The Military Science curriculum is divided into two phases: Basic Military Science and Advanced Military Science.

A. The Basic Course

The Basic Course encompasses the first two years of ROTC training, known as the MS I and MS II years. The focus of the MS I and MS II years is the development of basic military and leadership skills, taught in a combination of both lecture and hands-on lab formats. Topics addressed include problem solving and problem solving methods, critical thinking, leadership theory, followership, group cohesion, goal setting, time management, feedback mechanisms, physical fitness, introduction to military operations orders, and land navigation. During the MS I year, Cadets are required to attend a 1-credit, once per week classroom lecture, as well as a 1-credit, once a week leadership laboratory. During the MS II year, the requirement increases to a 2-credit lecture class meeting twice a week, in addition to the once-weekly leadership laboratory, which is worth 2 credit hours the sophomore year. Placement credit for the Basic Course may be awarded through multiple programs including: prior military service, basic training, or successful completion of the ROTC summer Leadership Training Course (LTC) at Ft. Knox, KY. An outline of the Basic Military Science program is below.

<u>Course</u>	<u>Credit Hours</u>
MSCI 100: Leadership Laboratory (each semester)	2 (1 each semester)
MSCI 101: Leadership & Personal Development	1
MSCI 102: Introduction to Tactical Leadership	1
MSCI 200: Intermediate leadership Lab (each semester)	4 (2 each semester)
MSCI 201: Foundations of Tactical Leadership	2
MSCI 202: Foundations of Tactical Leadership	2

B. The Advanced Course

The Advanced Course, known as the MS III and MS IV years, adds to the foundation of the Basic Course by focusing on instruction and case studies which build leadership competencies and military skills. This in-depth instruction serves as preparation for successful completion of the Leader Development and Assessment Course (LDAC) and the future responsibilities as Army Officers. Instruction includes advanced land navigation skills, infantry squad and platoon tactics, organizational communication, decision making process, planning models and risk assessment, and the role and actions of leaders. As an MS III or MS IV, the ROTC requirement increases to a 3-credit lecture course which meets two or three times weekly, as well as the once-weekly leadership lab, which is worth 3 credit hours during the Junior and Senior years. An outline of the Advanced Military Science program is below.

<u>Course</u>	<u>Credit Hours</u>
MSCI 300: Advanced Leadership Laboratory (each semester)	12 (3 each semester)
MSCI 310: Adaptive Team Leadership	3
MSCI 320: Applied Team Leadership	3
MSCI 410: Adaptive Leadership	3
MSCI 420: Leadership in a Complex World	3

3-2. Professional Military Education (PME) Requirements

Cadets must meet all PME requirements in order to commission. US Army Cadet Command (USACC) PME commissioning requirements are outlined below.

A. Baccalaureate Degree

Cadets must achieve a cumulative GPA of 2.0 on a 4.0 scale or its equivalent and possess a baccalaureate degree conferred by an accredited 4-year degree granting institution. In order to graduate from James Madison University, students MUST have a GPA 2.0 or better *within their Major program of study*.

B. Advanced Course

Cadets must complete the Advanced Military Science course, as outlined above, in order to receive a commission. As part of the Advanced Course requirements, Cadets must complete LDAC and receive camp credit. *Note: Camp credit can be awarded, at the discretion of the WF Commander, for those Cadets earning an overall evaluation of "Needs Improvement" at LDAC.*

C. Military History Course

Prior to commissioning, Cadets will complete a one-semester or equivalent college-level course in American military history offered by the college history department or offered by the ROTC department. At James Madison University, there are several ROTC and JMU approved history courses. See your military science instructor or an ROTC Human Resource Technician for a list of history courses which satisfy this requirement. Here are some examples:

- HIST 300-** U.S. Military History
- HIST 301-** European Military History
- HIST 425-** Civil War and Reconstruction
- HIST 450-** Studies in Military History
- HIST 487-** World War II
- MSCI 150-** Military History

D. Staff Ride or Battlefield Tour

A staff ride or battlefield tour must be completed in addition to the Military History course PME requirement. The staff ride or battlefield tour can be conducted in conjunction with the military history course or as a separate activity during the school year. The intent is to involve Cadets in a formal battle analysis.

E. Combat Water Survival Test (CWST)

Cadet Command has directed that the CWST is a non-waiverable PME requirement that all Cadets must successfully complete in order to be commissioned. The CWST is a 3-event water confidence test which consists of a 15 meter swim in ACUs, LBE, and weapon, a sub-surface ditching of equipment and weapon, and a blindfolded jump from a 3 meter high diving board without losing control of the weapon. All events must be completed without assistance and without showing signs of panic in the water.

F. English Language Proficiency

In order to commission, a Cadet whose native language or primary language spoken in the home is other than English must score a 90 or greater on the English Competency

Language Test (ECLT). See your military science instructor or ROTC Human Resources Technician for further details.

CC Form 104-R: Planned Academic Program Worksheet

The CC Form 104-R, Planned Academic Program Worksheet is a requirement for all contracted Cadets. The purpose of the 104-R is to aid in tracking each Cadet's academic requirements for graduation and commissioning. It must be updated and submitted to one's Military Science instructor at the beginning of each semester (instructors will provide more specific guidance on when the 104-R should be turned in). Blank 104-Rs, along with instructions and examples detailing how they should be filled out, can be found at:

<https://sharepoint.cisat.jmu.edu/rotc/Pubs%20and%20Forms/Forms/AllItems.aspx>

If you are having trouble registering for a Military Science Course (MSC) please contact **Mrs. Troxell**, University Secretary, at troxellm@jmu.edu or (540)568-6355. Remember, she can only assist with Military Science Courses.

You will need to provide her the following:

- your Student ID #,
- # of course credits you're currently registered for this upcoming semester,
- course name & number you need permission to register for and the reason,
- total number of credit hours you will have that semester once she gives you permission for the class.

3-3. Cadet Professional Development Training (CPDT)

(Internships and Skill Enhancement Schools)

The ROTC **Cadet Professional Development Training (CPDT)** Program consists of two (optional, strictly voluntary) sub-programs: **Cadet Practical Field Training (CPFT)** and **Cadet Troop Leadership Training (CTLT)**. CPFT was designed to provide Cadets an opportunity to attend active duty skill enhancement schools with active Army personnel. CTLT was designed to increase a Cadet's leadership development by assigning them to a platoon leader or like position with specific responsibilities and opportunities to lead Soldiers and to familiarize Cadets with the command, training, administration, and logistical functions of assigned units. Cadets can attend CPFTs after their sophomore year (with a few exceptions) and CTLTs after their junior year (again, with a few exceptions).

CTLT is an on-the-job-training (OJT) style program. Cadets can be selected to receive OJT as a platoon leader in an active Army line unit and/or an internship track (thirteen different internships are available, as listed below). Cadets receive an Officer Evaluation Report (OER) upon completion of the platoon leader assignment.

- The Army Medical Department Internship Program for students studying medical services
- The Central Identification Laboratory Internship Program for students in forensic science, archeology or mortuary science
- The Chaplaincy Internship Program for students pursuing an academic degree to become an Army chaplain

- The Engineering Internship Program for students enrolled in aerospace, civil, electrical, environmental, mechanical or structural engineering programs
- The Health Facilities Planning Agency Internship Program for students majoring in any engineering field
- The Judge Advocate General's Internship Program for students pursuing an academic degree from law school
- The Nurse Summer Training Program for nursing students
- The Public Affairs Officer Internship Program for students enrolled in public affairs and marketing programs
- The Army Science Board for students studying in fields of science
- The Cadet Internship Program including a number of internships located at the Pentagon and other Army staff agencies
- The Overseas Travel and Emersion Program for students studying foreign languages, social science, foreign affairs or political science
- The Lawrence Livermore National Laboratory Internship Program for science and engineering majors
- The National Ground Intelligence Center Internship Program for foreign language and bilingual students
- The Research Internship Program for science and engineering students

CPFT is an opportunity for Cadets to attend an Army School during either their sophomore or junior year. It is the responsibility of the Cadet to ensure they are physically and mentally fit in order to pass the course. Cadre will form an OML based off of Cadet performance and asses to ensure success. Below are some examples of CPFT:

- Airborne School
- Air Assault School
- Army Mountain Warfare School
- Northern Warfare School
- Combat Diver Qualification Course

3-4. Extracurricular ROTC Clubs & Events

A. Clubs

1. Color Guard:

The Color Guard is the face of James Madison University Army ROTC at many JMU events. The team meets every Wednesday night for practice, but also participates in color guard activities at athletic events and numerous other activities around campus.

2. Ranger Group:

The Ranger Group focuses on small unit tactics in the current operating environment. Though many members of Ranger Group participate in Ranger Challenge, they are not the same. The training in Ranger Group tends to be realistic, teaching the latest infantry tactics, techniques and procedures. This training not only helps develop leadership skills, it also better prepares Cadets for LDAC. The Ranger Group meets at a minimum one additional night per week for additional training.

3. Cannon Crew:

The current cannon crew tradition began in 2000 when Mr. Charles McGatha retired from conducting historical reenactment events along the east coast. Mr. Charles McGatha loaned JMU ROTC his replica 3-pounder Verbruggen "Grasshopper" field artillery piece on a "permanent loan" to The JMU ROTC program. The first test fire was conducted a year later; a month after September 11th, 2001. It raised such a scare that the University requested that JMU ROTC wait a year before firing the cannon at the Football games. Many JMU football fans have come to expect and appreciate the presence of the cannon and its firing which coincides with the conclusion of the National Anthem and when JMU "Dukes" football Team scores a touchdown. The Cannon Crew also participates in many local events and JMU Organizations such as firing at opening ceremonies, Veteran Day ceremony and Firing to start 5k races to name a few.

4. Scabbard & Blade:

The Scabbard and Blade is a National Honor Society that shares membership among the five military branches in schools offering ROTC programs. As a joint service organization it unites Cadets and midshipmen from across the Nation in Military excellence. Scabbard and Blade strives to promote in them additional skills as future Officers through community service and leadership opportunities. Serving the specific purposes of raising the academic standards of military education, promoting scholarship, promoting good fellowship, and the dissemination of knowledge of military affairs Scabbard and Blade is a tangible sign of professional development and will serve to help open doors to qualified members.

5. The Army 10 Miler Group:

The JMU Ten Miler Team trains during the Fall Semester to prepare for the annual Army Ten Miler in Washington D.C. The race honors Soldiers and veterans of the United States Army, and proceeds go to various funds to support Soldiers and their families. The team conducts physical training four days a week at 0600 in order to competitively compete against other ROTC teams throughout the country. Cadets do not attend Battalion physical training and can expect to run an average of 20 miles a week. Joining the team is a great way to improve APFT scores, bond with fellow JMU Cadets, and support our troops!

B. Events

1. Ranger Challenge:

Ranger Challenge is considered the "varsity sport" of Army ROTC. Focusing on basic infantry skills, squad-sized teams compete against other ROTC programs in the Brigade in skills that may include but not limited to: rifle marksmanship, rope-bridge construction, patrolling, assembly and disassembly of the M16A2 rifle, the Army Physical Fitness Test, land navigation, and a 10 kilometer road march. Ranger Challenge Cadets conduct PT five times a week, separate from the rest of the battalion, in order to train the required skills for the competition.

2. Scabbard & Blade

As a member of Scabbard and Blade you will participate in additional training events to promote professional development, knowledge and skills. You will also be able to participate in marksmanship training and weapons familiarization with military weapons. Sponsored Community service events include:

- a) Blood drives with the Red Cross
- b) Coordination of events with the local VFW posts
- c) Restoration and preservation of local historical sites
- d) Beautification and conservation projects with the Boy Scouts of America

Chapter 4

4-1. Code of Conduct

Cadets are expected to maintain Officer-like conduct while enrolled in ROTC. Cadets who are contracted (and those who desire to do so) are expected to:

- Enroll in the necessary courses and successfully complete, within the prescribed time, the requirements for their chosen degree.
- Enroll in and successfully complete, within the prescribed time frame, the Military Science curriculum
- Remain a full-time student in good standing with the university until attaining a degree
- Maintain, at a minimum, a cumulative (and semester) grade point average of 2.0 on a 4.0 or equivalent scale
- Maintain at least a 2.0 on a 4.0 scale, cumulative and semester, in all ROTC courses
- Maintain eligibility for enrollment/retention in ROTC and commissioning as defined by applicable statutes, regulation and contracts
- Meet and maintain the Army Physical Fitness Test (APFT) standard
- Meet and maintain the screening weight or body fat percentage required by the Army Weight Control Program
- Agree to undergo drug and alcohol screening tests, testing for HIV (Human Immunodeficiency Virus) antibody
- Successfully complete the Leader Development and Assessment Course (LDAC) between their junior and senior year
- On contracting, apply for a Secret security clearance (and be determined eligible prior to commissioning)

JMU Army ROTC has the responsibility and authority to enforce disciplinary procedures when contracted Cadets violate applicable codes, regulations or policies. These disciplinary measures include (but are not limited to):

- **Probation:** Probation is a warning for non-scholarship Cadets who are not meeting the requirements. Cadet entitlements continue during the period of probation.
- **Administrative Suspension of Benefits:** Administrative Suspension of Benefits is the forfeiture of scholarship for Cadets not meeting the retention standards (e.g., academic/ROTC GPA, APFT, Height/Weight failure, misconduct, etc.)
- **Leave of Absence (LOA):** LOA is used to temporarily discontinue a Cadets participation in ROTC. No compensation or allowance will be paid to a Cadet while in LOA status.
- **Termination of Scholarship with Retention as a Non-Scholarship Cadet:** If circumstances warrant, the Battalion Commander may request that a scholarship be terminated but that the Cadet be retained non-scholarship.

Contracted Cadets may be disenrolled from Army ROTC, if they become disqualified for retention. The reasons for disqualification include (but are not limited to) the reasons outlined below:

- Exceeding the maximum age limits because of slow academic progress, leave of absence or other deferments to their initial projected commissioning date

- Failure to meet the academic standards
- Failure to meet physical fitness and Army Height & Weight standards
- Use of drugs and/or chemical substances
- Civil conviction or adverse adjudication/disposition
- Medical disqualification
- Conscientious Objector status

4-2. Honor code

- A. Integrity is the foundation of the honor codes of the participating colleges and universities as well as the U.S. Army.

“A Cadet will not lie, cheat, steal, nor tolerate those who do”

B. **The JMU Honor Code**

Students shall observe complete honesty in all academic matters. Violations of the Honor Code include, but are not limited to, taking or attempting to take any of the following actions:

1. Using unauthorized materials or receiving unauthorized assistance during an examination or in connection with any work done for academic credit. Unauthorized materials may include, but are not limited to, notes, textbooks, previous examinations, exhibits, experiments, papers or other supplementary items.
2. Giving false or misleading information regarding an academic matter.
3. Copying information from another student during an examination.
4. Rendering unauthorized assistance to another student by knowingly permitting him or her to see or copy all or a portion of an examination or any work to be submitted for academic credit.
5. Obtaining prior knowledge of examination materials (including by using copies of previously given examinations obtained from files maintained by various groups and organizations) in an unauthorized manner.
6. Selling or giving to another student unauthorized copies of any portion of an examination.
7. Using a commercially prepared paper or research project or submitting for academic credit any work completed by someone else.
8. Falsifying or attempting to falsify class attendance records for oneself, or for someone else, or having another falsify attendance records on your behalf.
9. Falsifying material relating to course registration or grades, either for oneself or for someone else.
10. Falsifying reasons why a student did not attend a required class or take a scheduled examination.
11. Taking an examination in the place of another student.
12. Making unauthorized changes in any reported grade or on an official academic report form.
13. Falsifying scientific or other data submitted for academic credit.
14. Collaborating in an unauthorized manner with one or more other students on an examination or any work submitted for academic credit.

15. Committing the act of plagiarism - the copying, writing or presenting as one's own the information, ideas or phrasing of another person without proper acknowledgment of the true source.
16. Using computing facilities or library resources in an academically dishonest manner.
17. Falsifying evidence, or intimidating or influencing someone in connection with an honor violation investigation, hearing or appeal.

All students are strongly urged to ask their faculty or staff members to clarify what types of conduct are authorized or unauthorized in each course.

4-3. Customs and Courtesies of the Service

- A. Military customs and courtesies of the Service exist for the express purpose of fostering pleasant, ethical and harmonious living; they are characterized by irreproachable deportment, unselfish compatibility, with seniors and juniors alike and simple good taste and manners.
- B. Courtesy is the outward expression of consideration for others. Courtesy is shown to subordinates as well as seniors. It is respect shown to every leader and commander and to the responsibility and authority, of his position. Courtesy shown to a subordinate acknowledges the part he plays in accomplishing the overall task.
- C. A custom is an established practice. Customs include positive actions - things to do, and taboos - things to avoid doing. The Army has its own customs, both official and social. Some have been handed down from the past, while others are of comparatively recent origin. Those customs that endure stand on their own merits. Many Army customs compliment procedures required by military courtesy while others add to the graciousness of garrison life. The breach of some Army customs merely, brands the offender as ignorant, careless, or ill bred. Violations of other Army customs, however, will bring official censure or disciplinary action. The customs of the Army are its common law.
- D. Common Customs and Courtesies.
 1. All Army Cadets render the hand salute when meeting a senior ranking Cadet Officer when both are in uniform. The salute will also be rendered when meeting a Cadre Officer when both the Cadre Officer and the Cadet are in uniform. The salute is only exchanged inside when reporting directly to an Officer. The rules on saluting apply to other service Cadre and Cadet Officers as well. The best rule of thumb is when in doubt, salute! The hand salute will be rendered at the below occasions:
 - a) At military formations and ceremonies.
 - b) At leadership laboratories or FTXs.
 - c) When meeting or approached by military Officers or Cadet Officers. The greeting of the day should immediately follow the salute. Common greetings include "Good morning Sir / Ma'am," or "Good evening Sir / Ma'am."
 - d) When reporting to an Officer or a board of Officers, whether commissioned or Cadet.

- e) Cadets reporting to an Officer or Cadet Officer of higher rank will: Come to attention, salute and hold the salute until it is returned, and say for example: "Sir, Cadet Smith reports." Remain at attention until told to stand "At Ease" or to take a seat.
2. Stand at attention when talking to an Officer, and at parade rest when addressing a Non-Commissioned Officer and remain standing until invited to be seated. Do not lean, or sit on desks when talking to a seated Officer.
 3. Stand at attention when a senior Officer enters a room. The first person to see the senior Officer enter will call everyone in the room to attention and all will remain at attention until told to "Carry On" by the senior. Likewise, if the senior is an NCO, the first person to see the senior NCO will call the room to parade rest by the command "At Ease!" Normally if the senior is in and out of the room or area many times each day, it is necessary to call attention only the first time each day.
 4. Male Officers are addressed as "Sir." Female Officers as "Ma'am" or you may address either by rank and last name i.e., "Major Smith". Non-Commissioned Officers are called by rank and last name i.e., "Sergeant Smith." Cadets address one another by CDT rank. The rule on commissioned Officers and Non-Commissioned Officers still applies.
 5. When the National Anthem or its counterpart in field music, "To The Colors," is played, or when the flag is passing in a parade or is raised at reveille or lowered at retreat all individuals, military or civilian will render appropriate courtesies when within hearing distance of the music or within sight of the flag. Adults and those children of adequate age should stand and render the salute by placing the right hand over the heart. Soldiers in uniform will come to the position of attention and salute. Any member of the Armed Services who seeks shelter in order to avoid the rendering of courtesies to the National Anthem or Flag commits a serious breach of military courtesy. Army personnel will stand when "The Army Song" is played. There should be no misunderstanding among Officers concerning the proper courtesies to be accorded the National Anthem or Flag or the correct actions to be taken during any military ceremony.
 6. Finally, when in doubt about customs, traditions, and courtesies: ask. It is much better to ask and find out the right way, then to continue to do things incorrectly and bring discredit to yourself and your uniform.
- E.** During all Military Science classroom instruction, you are expected to be in the classroom on time unless you have made prior arrangements with the instructor. Military Science classes are like any other academic class and are to be treated as such. Additionally, instructors should be addressed as either "sir", "ma'am", or "sergeant".
- F.** Military courtesy and observance of military customs are required from you as a member of the Duke Battalion. Learn them as quickly as you can from other Cadets, Cadre, or classroom instruction so as to preclude from having embarrassing or discourteous conduct. Throughout the entire school year military courtesy and discipline will be stressed.

Chapter 5

5-1. Duty Descriptions

A. General

The purpose of any organizational structure is to facilitate the functioning of the organization by supervising, delegating, and executing the workload through the chain of command. Each position in the structure has its set of duties and functions combined with the inherent responsibility and authority of that position.

B. Company Commander

The Company Commander is responsible for the company. The commander is responsible for the control and discipline of the company insuring all necessary information is disseminated to the company in a timely manner. The commander insures that all Cadets attend required formations at the proper time, in the proper uniform, and are prepared to conduct training. Additional duties include:

- Responsible to the Battalion Commander for all specified duties.
- Responsible for all duty tasks to the Company.
- Responsible for maintaining accurate attendance records and turning in updates to the S-1 and Cadre instructors at their request (weekly at a minimum).
- Responsible for keeping the company informed and up-to-date on current developments, training plans, and locations of all events.
- Provides personnel updates to S-1.
- Ensure that a Warning Order/Operations Order is given utilizing the company chain of command.
- Maintain a continuity book on duties and responsibilities.
- Accomplishes all other duties as assigned by the Battalion Commander.

C. Company Executive Officer

The Company executive Officer acts as the commander when the Commander is unavailable. He/she supervises and coordinates supply actions with the platoons. The company XO also coordinates with the Battalion staff for all supply issues. Additional duties include:

- Responsible to the Company Commander to ensure platoons accomplish all supply related tasks.
- Ensures all key leaders are present for Company meetings and Operations Orders.
- Coordinates with the Platoon leaders and TACs to ensure all Operations Orders are observed by their respective TAC.
- Ensures platoons have the necessary equipment to perform their required missions.
- Act as the Company Commander in case of absence.
- Accomplishes all other duties assigned by the Company Commander.

D. First Sergeant

The First Sergeant assists the Company Commander in the supervision and execution of his duties. The First Sergeant is responsible for the conduct of all individual training, accountability of all personnel, and assists the executive Officer in the administration and logistical support of the company. Additional duties include:

- Conducts company formations.
- Insures all personnel are present at training with the appropriate equipment at the appointed time.
- Maintains personnel accountability at all times
- Ensures individual training is done to standard
- Responsible to the Commander for Individual training.
- Responsible for the appearance and discipline of the company.

E. Platoon Leaders

The Platoon Leader (PL) is responsible for what the platoon does or fails to do. This includes the tactical employment, training, administration, personnel management, and logistics of the Platoon. The Platoon Leader does this by planning, making timely decisions, issuing orders, assigning tasks, and supervising platoon activities. Additionally:

- Knows the platoon's strengths and weaknesses.
- Utilize the knowledge of both squad leaders and platoon sergeant.
- Employs the platoon to support the company and battalion mission.
- Takes the initiative to accomplish the mission in the absence of orders.
- Keeps the Company Commander informed of all actions.

F. Platoon Sergeants

The Platoon Sergeant (PSG) assists the Platoon Leader in the supervision and execution of his duties. The Platoon Sergeant is responsible for the conduct of all individual training, and accountability of all personnel in the platoon. Additional duties include:

- Assists the Platoon Leader.
- Coordinates with squad leaders.
- Conducts platoon formations.
- Supervises the platoon administration, logistics, and maintenance.
- Acts for the Platoon Leader in his absence

G. Squad Leaders

The Squad Leader (SL) is responsible for the squad. The Squad Leader is responsible for the conduct of all individual training, and accountability of all personnel in the squad. Additional duties include:

- Maintains personnel accountability at all times.
- Disseminates information to all squad members.
- Leads by example.
- Controls the maneuver of the squad and the rate and distribution of its fire.
- Forecasts all logistical and administrative needs.

- Requests and issues ammunition, water, rations and special equipment.
- Submits requests for awards and decorations.
- Directs the maintenance of the squad's weapons and equipment.
- Inspects the condition of Soldiers clothing and equipment.
- Ensures the squad is in the proper uniform with proper equipment.
- Supervises and inspects all details assigned to the squad.
- Prepares the squad for all missions.

H. Team Leaders

The Team Leader (TL) is responsible for his Team.

- Maintains personnel accountability at all times.
- Disseminates information to all team members.
- Leads by example.
- Supports the squad leader as required.
- Controls the maneuver of personnel and the rate and placement of fire by leading from the front and using the proper commands and signals

I. Squad Members

The Squad Member is the basic element and foundation of the organization. It is the responsibility of the squad member to listen to the Squad Leader (SL) and Team Leaders (TLs), and to arrive at the prescribed place at the proper time, in the proper uniform and with the proper equipment. SUPPORT OF THE CHAIN OF COMMAND AT ALL TIMES is essential. Only by being a good follower can Cadets learn to be good leaders.

5-2. Cadet Rank

MS IV Cadet grades of rank: The Professor of Military Science appoints MS IV Cadets to duty positions. Cadet Officers hold grades commensurate with each position. Leadership positions for MSIIIs will be designated by the course director. The Cadet Battalion Commander will determine all other positions. There is more to a leadership position than lab. Positions are rotated during the academic year. The following rank structure is utilized

.Position

Rank

Headquarters Element

Battalion Commander (BC)
 Battalion Executive Officer (XO)
 Battalion Command Sergeant Major (CSM)
 Battalion Chaplain

Cadet Lieutenant Colonel
 Cadet Major
 Cadet Command Sergeant Major
 Cadet Captain

A Company

Company Commander
 Executive Officer
 First Sergeant
 Platoon Leaders

Cadet Captain
 Cadet First Lieutenant
 Cadet First Sergeant
 Cadet Second Lieutenant

Platoon Sergeant
Squad Leader
Team Leader

Cadet Sergeant First Class
Cadet Staff Sergeant
Cadet Sergeant

B Company

Company Commander
Executive Officer
First Sergeant
Platoon Leaders
Platoon Sergeant
Squad Leader
Team Leader

Cadet Captain
Cadet First Lieutenant
Cadet First Sergeant
Cadet Second Lieutenant
Cadet Sergeant First Class
Cadet Staff Sergeant
Cadet Sergeant

Ranger Group Commander

First Sergeant
Training Sergeant

Cadet Major
Cadet First Sergeant
Cadet Sergeant First Class

S-1 Adjutant Section (Administration)

S-1
Assistant S-1(CULP)
Assistant S-1 (Special Projects-SPO)

Cadet Captain
Cadet First Lieutenant
Cadet First Lieutenant

S-2 Intelligence

S-2

Cadet Captain

Cadet Led Mentorship

Cadet Mentorship Officer
Assistant Cadet Mentorship Officer

Cadet Captain
Cadet First Lieutenant

S-3 Operations and Training

S-3
Assistant S-3 (Plans)
Assistant S-3 (Training/Head TAC)
Assistant S-3 (Platoon Tactical Officers)

Cadet Major
Cadet Captain
Cadet Captain
Cadet First Lieutenant

S-4 Logistics

S-4
Assistant S-4

Cadet Captain
Cadet First Lieutenant

S-5 Public Affairs & Recruiting

S-5
Recruiting
Nurse Recruiting
Public Affairs Officer (PAO)
Assistant PAO/Newsletter

Cadet Captain
Cadet First Lieutenant
Cadet First Lieutenant
Cadet Captain
Cadet First Lieutenant

S-6 Computers, Automation, Website

Assistant S-6 (Webmaster) (Junior)
Assistant S-6 (Webmaster) (Soph)












Cadet Captain
Cadet Sergeant
Cadet Corporal





























NOTE 1. All MSIV/V Cadets not assigned to a battalion staff or company command leadership position will wear the rank of Cadet Second Lieutenant.

NOTE 2. All MSIII Cadets not assigned to a battalion staff or company leadership position will wear the rank of Cadet Sergeant.

NOTE 3. All MS II Cadets not in assigned Team leader position will wear the rank of Cadet Corporal

NOTE 4. All MS I Cadets will initially wear the rank of Cadet Private (E-1)

Officer Rank Insignia			Enlisted Rank Insignia		
Grade	Army	ROTC Cadet	Grade	Army	ROTC Cadet
Special	 General of the Army	No equivalent Cadet rank	Special	 Sergeant Major of the Army	No equivalent Cadet rank
0-10	 General	No equivalent Cadet rank	E-9	 Command Sergeant Major	 Command Sergeant Major
0-9	 Lieutenant General	No equivalent Cadet rank	E-9	 Sergeant Major	 Sergeant Major
0-8	 Major General	No equivalent Cadet rank	E-8	 First Sergeant	 First Sergeant

0-7	 Brigadier General	No equivalent Cadet rank	E-8	 Master Sergeant	 Master Sergeant
0-6	 Colonel	 Colonel	E-7	 Sergeant First Class or Platoon Sergeant	 Sergeant First Class
0-5	 Lieutenant Colonel	 Lt. Colonel	E-6	 Staff Sergeant	 Staff Sergeant
0-4	 Major	 Major	E-5	 Sergeant	 Sergeant
0-3	 Captain	 Captain	E-4	 Corporal	 Corporal
0-2	 First Lieutenant	 First Lieutenant	E-4	 Specialist	No equivalent Cadet rank
0-1	 Second Lieutenant	 Second Lieutenant	E-3	 Private First Class	 Private First Class
			E-2	 Private E-2	 Private

5-3. Wear and Appearance of the Cadet Uniforms and Insignia

A. General.

Proper grooming habits and wear of the Army uniform by military personnel is critical for setting the right example. Uniformity fosters teamwork, esprit de corps, and camaraderie, which are essential for Officer development. All training areas, physical training areas, field locations, military installations, military science buildings and areas sponsored by the James Madison University Army ROTC will be considered military areas. In ranks inspections will be conducted at the beginning of labs and other designated training events as required. All Cadets will be groomed in accordance with Cadet Command Regulation (CCR) 670-1 while in military areas. The standards for the Duke Battalion are summarized below:

1. Advanced course Cadets will wear the ACU uniform for lab. Exceptions to this policy will be made only by the Cadet's instructor. Basic course Cadets will wear the ACU uniform for lab, but are encouraged to wear the uniform throughout the day. Modest, appropriate civilian attire is authorized during classroom instruction unless otherwise directed
2. For labs, field-training exercises, and other training events, the Cadre and Cadets will wear the uniform prescribed in the Cadet operations order. This includes the wearing of FLC, Kevlar and/or patrol cap, and other equipment or uniform accessories as required.
3. Shoes and brass will be highly polished at all times.
4. Insignia and ribbons will be worn properly. Prior service Cadets may wear ribbons, earned during their service period. However, the mixing of active duty and/or reserve and Cadet ribbons is not authorized.
5. No civilian clothing items will be worn when in uniform. The issued uniform will be worn complete unless otherwise directed. An exception to this is safety equipment required by law or regulation, such as motorcycle helmets and reflective vests when riding motorcycles. The only U.S. Army uniforms or accessories that may be worn with civilian clothes are the black raincoat, black sweater, and black windbreaker. None of the above will have rank insignia or unit accessories.
6. Uniforms will be properly cleaned, maintained, and tailored (see the Supply Technician for tailoring). ACUs will not be tailored.
7. Headgear will be worn at all times when outdoors unless directed otherwise. Headgear is not worn indoors.

B. Hair Policy:

1. Hair and sideburns will be in accordance with AR 670-1 Army regulations. Male personnel will be shaven while in uniform. Male Cadets will keep their hair neatly groomed. The length and bulk not be excessive or present a ragged, unkempt or extreme appearance. It will not fall over the eyebrows or extend below the top edge of the collar when combed. Extreme or fad haircuts are not authorized. Facial Hair is not authorized.
2. Female Cadets will keep their hair neatly groomed. Hair will not fall over the eyebrows or extend below the bottom edge of the collar. Hairstyles will not interfere with the proper wearing of military headgear or protective masks. Hair holding ornaments (barrettes, pins, and clips) if used, must be transparent or similar in color to

the hair, and will be inconspicuously placed. Hair will not be dyed faddish colors such as pink or green. In addition, conservative nail polish will be worn.

3. The active Army haircut policy will be maintained during extended training periods such as Leadership Development Assessment Course, Leadership Training Course, Airborne School and Air Assault School. Remember that your appearance represents the United States Army. Set an example for others to follow.

C. Wearing of Jewelry:

1. The wearing of a subdued color, gold or silver wristwatch, a wrist identification bracelet (only one item per wrist), and not more than two rings (wedding set is considered one ring) is authorized while in uniform unless prohibited for safety or health reasons. No rings will be worn on the thumbs when wearing the Class A or B uniforms, ACU, or PT uniforms.
2. No jewelry, watch chains, or similar items will appear exposed on the uniforms.
3. Cadets may wear an item of religious apparel so long as it is not visible while in uniform or affixed to the uniform.
4. Female Cadets are authorized optional wear of screw-on, clip-on, or post-type earrings (except when wearing the APFU or ACUs). Earrings are not worn with utility, field or physical fitness uniforms. Earrings will not exceed 6 mm or ¼ inch in diameter. They will be of gold, silver, or white pearl; unadorned and spherical (male Cadets are not authorized to wear earrings).
5. Necklaces and earrings will not be worn by any personnel during PT. Tongue studs, nose rings, cheek studs, lip rings and like items are not authorized for wear by any personnel.
6. Sunglasses will not be worn by any personnel while in formation. When not in formation, sunglasses will not be faddish or have reflective lenses and will be black or brown in color.

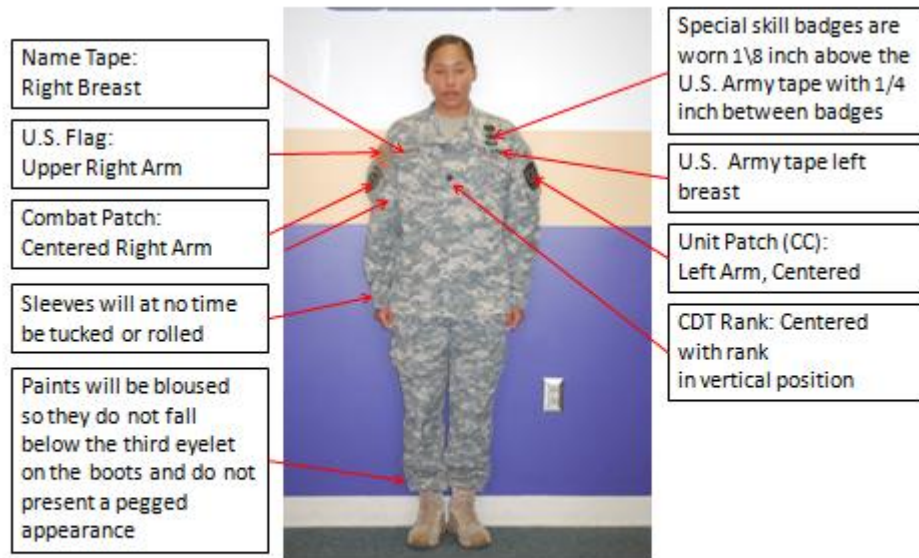
D. Army Improved Physical Fitness Uniform (IPFU):

During warm weather the IPFU or physical fitness (PT) uniform consists of the gray Army athletic T-shirt, black Army shorts, white above ankle socks (no colored stripes) and running shoes (NO five toe shoes or racing flats). During cold weather you will wear the above plus Army black IPFU pants, Army gray IPFU jacket, fleece cap and black gloves with liners. Changes to the above uniforms are at the discretion of the Cadre Advisor (see 5-4).

E. Army Combat Uniform (ACU):

1. The ACU is authorized as a combat uniform designed to be worn under body armor. The uniform is prescribed for year-round wear for all Soldiers, unless otherwise directed by the commander.
2. The coat is worn hook and looped and zipped. The coat has hook and loop fasteners for wearing the U.S. flag insignia, skill tabs, shoulder sleeve insignia, shoulder sleeve insignia- former wartime service, rank, U.S. Army tape, and name tape. The coat has a zippered front, tilted chest pockets with hook and looped closure, hook and looped sleeve cuff closure (which will be closed at all times).

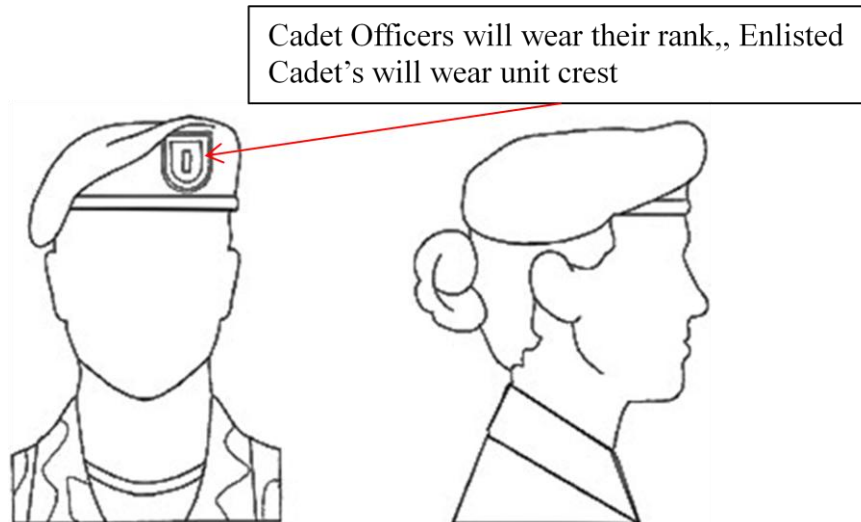
3. Soldiers will wear the trousers tucked into the top of the boots or bloused using the draw strings at the bottom of the trousers or commercial blousing devices. Personnel will not wrap the trouser leg around the leg tightly enough to present a pegged appearance or insert any items inside the trouser leg to create a round appearance at the bottom of the trouser leg. When bloused, the trousers should not extend below the third eyelet from the top of the boot.
4. Army combat boots- (Hot weather and temperate weather) made of tan rough side out cattle hide leather with a plain toe and tan rubber outsoles. The boots are laced diagonally with tan laces, with the excess lace tucked into the top of the boot under the bloused trousers, or wrapped around the top of the boot.



5. The ACU patrol cap is worn with the ACU uniform when the Kevlar helmet is not worn as directed by the commander. Personnel wear the ACU patrol cap straight on the head so that the cap band creates a straight line around the head, parallel to the ground. The green fleece cap is authorized for wear when directed by the commander. The black beret is not authorized for wear by Cadets. SMP Cadets must also wear the patrol cap during ROTC functions.



- a) The beret is worn so that the headband (edge binding) is straight across the forehead, 1 inch above the eyebrows. The flash is positioned over the left eye, and the excess material is draped over to the right ear, extending to at least the top of the ear, and no lower than the middle of the ear. Personnel will cut off the ends of the adjusting ribbon and secure the ribbon knot inside the edge binding at the back of the beret. When worn properly, the beret is formed to the shape of the head; therefore, Soldiers may not wear hairstyles that cause distortion of the beret.

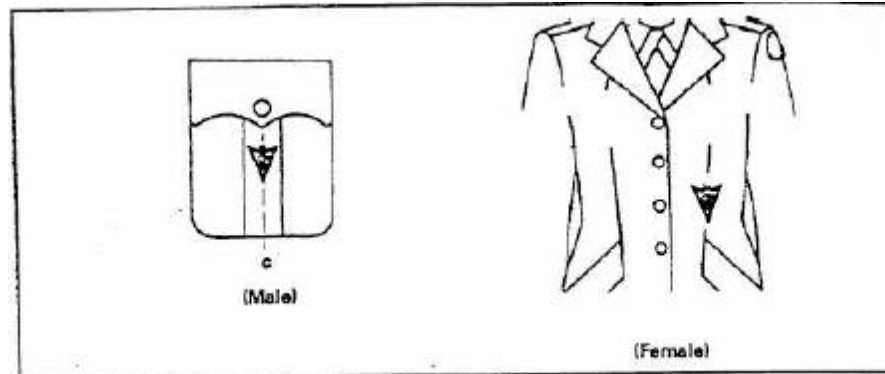


- b) The green ACU Fleece (ECWCS) can be worn as an outer garment when authorized by the commander. Soldiers may wear gloves with the ACU uniform without the cold weather outer garments (i.e., gortex, field jacket or fleece)
- c) ACU Care Policy: Soldiers will not iron or starch the Army combat uniform under any circumstances. The use of starch, sizing, and any process that involves dry-cleaning or a steam press will adversely affect the treatment and durability of the uniform and is not authorized. Wash in cold water and mild detergent containing no optical brighteners or bleach. Tumble dry at low heat (not to exceed 130 degrees Fahrenheit) Remove immediately from the dryer and fold flat or place on a rustproof hanger to ensure heat from the dryer does not set wrinkles. To drip dry, remove from the washer/water and place on a rustproof hanger. Do not wring or twist.

F. Blue Army Service Uniform (ASU) - Male:

1. Cadets will be groomed in accordance with Chapter 1, AR 670-1 when wearing the ASU.
2. The uniform consists of low quarter shoes, black socks, trousers, belt with brass buckle, long sleeve shirt, 4-in hand black tie, coat and beret.
3. Shoes will be highly shined.
4. Trousers and jackets will be clean, pressed and properly tailored.
5. All brass insignia and belt buckles will be highly polished.
6. The necktie will be worn in an overhand slipknot pulled snugly against the collar at all times.
7. The sleeves of the long sleeve shirt will not be rolled.
8. The jacket is worn buttoned at all times. The following items will be worn and cared for as described:
 - a) The nameplate will be worn centered on the right breast pocket flap between the top of the pocket and the top of the button.

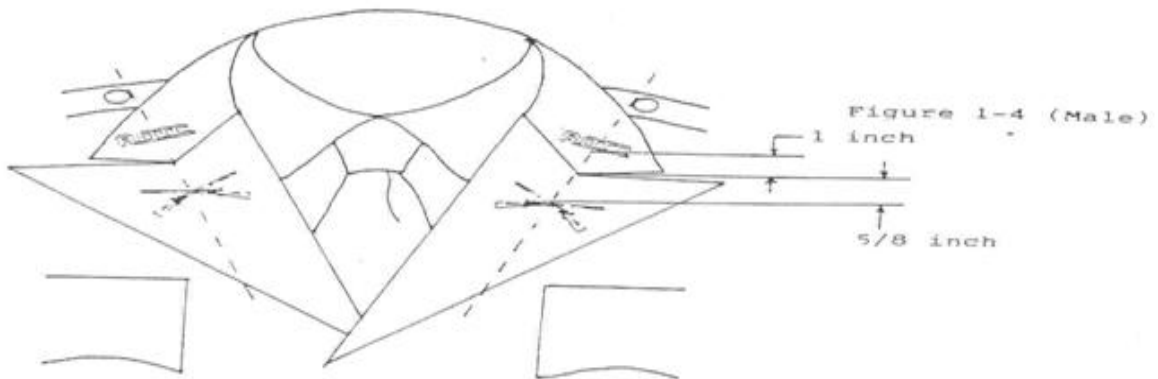
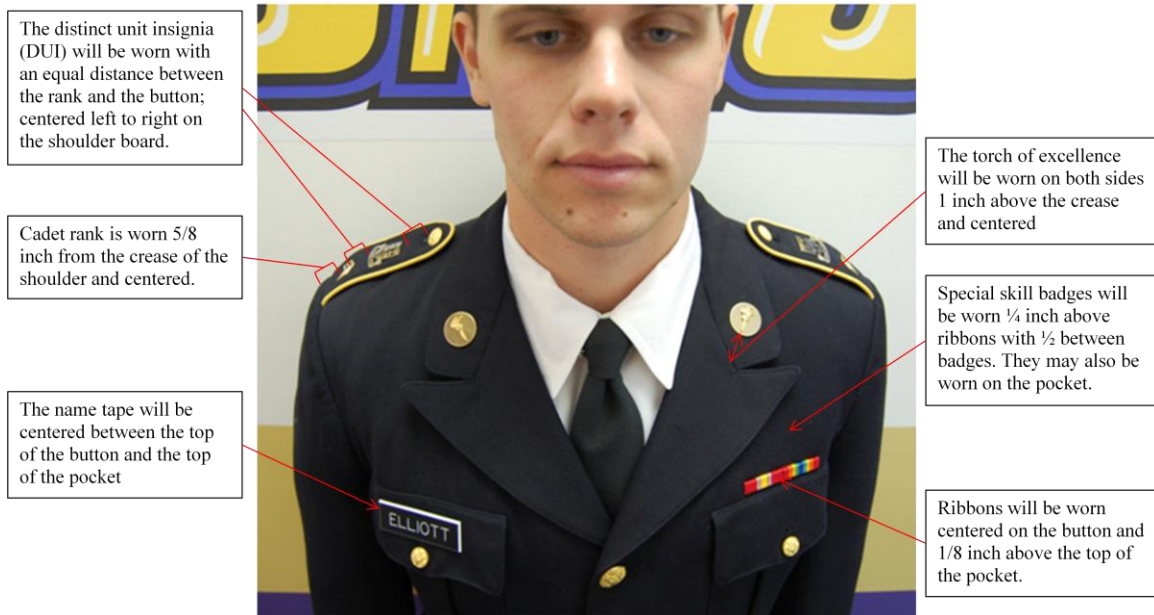
- b) Ribbons will be worn centered and 1/8 inch above the top of the left breast pocket. The order of precedence will be observed and no more than three ribbons are worn in one row, with a maximum of four rows. Prior military experience can wear active duty ribbons or Cadet ribbons but not together. The order may be found in Annex A.
- c) Qualification Badges will be worn on the left side in accordance with paragraph 28-16, CCR 670-1.
- d) Special Skill badges will be worn on the left side in accordance with paragraph 28-17, CCR 670-1.
- e) The RECONDO Award is worn on the left breast pocket centered between the bottom of the pocket and the bottom of the flap.



- f) Advanced course Cadets will wear non-subdued ROTC brass on each lapel. The bottom of the letters will be 1 inch above and centered on the lapel notch. They will be parallel to the inside edge of the lapel.
- g) Basic course Cadets will wear the Torch of Knowledge Collar Insignia. This insignia will be worn centered on each label of the Army Service Uniform, parallel to the inside edge of each collar with the outside edge of the insignia 1 inch above the notch of the lapel (figure 1-3).
- h) Cadet Officers who have been branched may wear non-subdued branch insignia on both lapels 5/8 inch below and centered on the notch. The branch insignia will be positioned so that the centerline of the insignia bisects the centerline of the ROTC insignia and is parallel to the inside edge of the lapel.
- i) The Duke Battalion Crest is worn on both shoulder loops. It will be centered between the outside edge of the button and the inside edge of the insignia of grade (figure 1-3).
- j) Officer Cadet non-subdued insignia of grade will be worn centered on the shoulder loops. 5/8 inch from the outside shoulder seam (may be modified due to length of loops) (figure 1-3).
- k) Cadet enlisted and NCO non-subdued insignia of grade will be worn centered on the shoulder loops, 5/8 inch from the outside shoulder seam (same as Officer figure 1-3).
- l) The Academic Achievement insignia is worn 1/8 inch above and centered on the right breast pocket.
- m) The Distinguished Military Student badge is worn 1/8 inch above and centered on right breast pocket.
- n) The Nurse Cadet Badge is worn 1/8 inch above and centered on the right breast pocket.

9. Cadets may have Officers' braid sewn on their uniforms when they are within 60 days of commissioning. See AR 670-1 for instructions.

10. A black 4-in hand tie is worn for occasions prior to retreat (1700hrs). A plain black bow tie is worn for occasions after retreat (1700hrs). Only the beret or service cap is authorized to wear with this uniform (for evening social occasion's headgear is not required). Boots will not be worn.

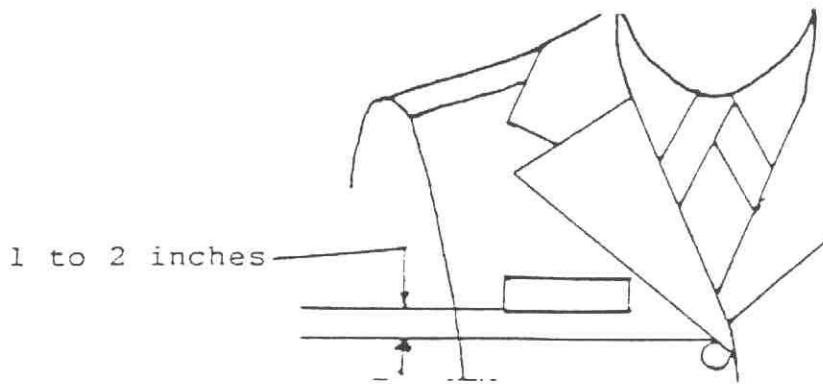


G. Blue Army Service Uniform - Female:

1. Cadets will be groomed in accordance with chapter one, AR 670-1, when wearing the ASU.

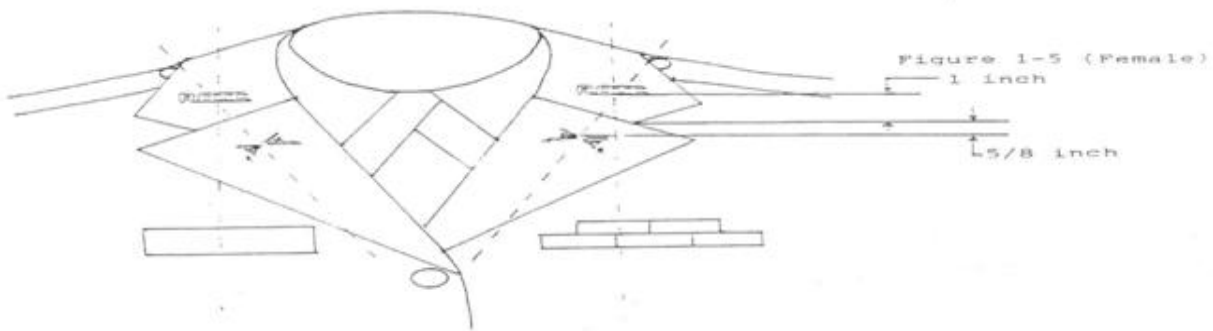
2. The uniform consists of low quarter shoes, (or pumps as an option), black socks or neutral colored sheer stocking, slacks or skirt, long or short sleeve shirt, black neck tab, coat, and beret.

3. Shoes will be highly shined.
4. Skirts, slacks, and jackets will be clean, pressed and properly tailored.
5. Skirts will be hemmed between 1 inch above and up to 2 inches below the bend of the knee.
6. All brass insignia will be highly polished.
7. Black socks may be worn with the low quarter shoes and slacks combination. Stockings will be sheer or semi-sheer, without seams, and of flesh tones complimentary to the wearer and uniform. Patterns and pastels are not authorized.
8. The sleeves of the long sleeve shirt will not be rolled.
9. The jacket is worn buttoned at all times. The following items will be worn and cared for as described:
 - a) The nameplate will be worn between 1 and 2 inches above the top of the top button and centered horizontally on the wearer's right side with the nameplate adjusted to conform to individual figure differences.



- b) Ribbons will be worn centered on the left side with the bottom row positioned parallel to the bottom edge of the nameplate. The order of precedence will be observed and no more than three ribbons will be worn in one row, with a maximum of four rows. The order of precedence may be found in Annex A.
- c) Qualification Badges will be worn on the left side in accordance with paragraph 28-16, AR 670-1.
- d) Special Skill badges will be worn on the left side in accordance with paragraph 28-17, AR 670-1.
- e) The RECONDO Award is centered on the left side of the uniform and parallel to the waistline on the coat.
- f) Advanced course Cadets will wear non-subdued ROTC brass on each lapel. The bottom of the letters will be 1 inch above and centered on the lapel notch. They will be parallel to the inside edge of the lapel (figure 1-5). Cadet Officers who have been branched may wear non-subdued branch on both lapels 5/8 inch below and centered on the notch. The branch insignia will be positioned so that the centerline of the insignia bisects the centerline of the ROTC insignia and is parallel to the inside edge of the lapel (figure 1-5).
- g) Basic course Cadets will wear the Torch of Knowledge Collar Insignia. This insignia will be worn centered on each lapel of the ASU, parallel to the inside edge of each collar with the outside edge of the insignia 1 inch above the notch of the lapel (figure 3-9).

- h) The Duke Battalion Crest is worn on both shoulder loops. It will be centered between the outside edge of the button and the inside edge of the insignia of grade (figure 1-3).
 - i) Officer Cadet non-subdued insignia of grade will be worn centered on the shoulder loops, 5/8 inch from the outside shoulder seam (may be modified due to length of loops) (figure 1-3).
 - j) Cadet enlisted and NCO non-subdued insignia of grade will be worn centered on the shoulder loops, 5/8 inch from the outside shoulder seam (same as Officer figure 1-3).
 - k) Cadet-enlisted personnel wear the Duke Battalion Crest on the beret. Cadet Officers wear their non-subdued insignia of grade. Insignia of grade and crest are centered on the flash. (figure 1-6).
 - l) The Distinguished Military Student badge is worn 1/2 inch above and centered on the nameplate.
 - m) The Nurse Cadet badge is worn 1/2 inch above and centered on the nameplate.
10. Cadets may have Officers' braid sewn on their uniforms when they are within 60 days commissioning. See AR 670-1 for instructions.
11. The black neck tab tie is worn with the white shirt. Only the beret or service cap is authorized to wear with this uniform (for evening social occasion's headgear is not required). Boots will not be worn.



H. Class B Uniform – Male and Female:

The Class B uniform is the ASU without the jacket. The shirt or blouse will be worn in the following manner:

1. Long sleeved shirt or blouse:
 - a) Sleeves will not be rolled.
 - b) Necktie or neck tab is worn at all times.
2. Short sleeve shirt or blouse:

Necktie or neck tab is optional.
3. Nameplate:

Will be worn in the same position as on the jacket.
4. Rank shoulder boards will be worn by Officers and enlisted.
5. Ribbons and badges may be worn on the Class B shirt. Cadets may wear all or none of their awards, badges, and shoulder cords. Awards and decorations will be worn in a manner similar to the way they are worn on the ASU coat. Sew on tabs and patches will not be worn. Unit crests will not be worn.

I. Optional Items:

1. Handbags may be carried by women only. They will be black in color as per paragraph 26-15, AR 670-1.
2. Male Cadets in uniform will not carry umbrellas. Female Cadets may carry a black umbrella when wearing an ASU, Class B, or Dress uniform. Umbrellas will not be carried when wearing the ACU uniform.
3. Gloves:
 - a) Black leather gloves (with inserts) may be worn with or without cold weather garments provided sleeves are rolled down. The inserts will not be worn without the leather shell gloves.
 - b) Black dress gloves are worn with all the variations of the ASU and the black windbreaker or raincoat.

When you observe a uniform violation and fail to make a correction, YOU have just set a new standard. Do the right thing and correct deficiencies on the spot!

5-4. Physical Readiness Training (PRT) Addendum

The Army ROTC Department at James Madison University provides a first class physical fitness program to Cadets. Physical fitness is an essential component of military duty and leadership in general. Fitness includes many factors, such as strength, endurance, diet, and lifestyle. The Students in ROTC are encouraged to develop fitness habits that can last a lifetime.

The Duke Battalion conducts PT at a minimum of three times per week. Contracted Cadets are required to attend all PT sessions. Non-Contracted Cadets are highly encouraged to attend PT. All Cadets must pass the Army Physical Fitness Test (APFT).

The uniform for PT is the Improved Physical Fitness Uniform (IPFU). There are two variations of the uniform as shown below.

General Uniform Guidelines

- Cadets may not mix or match IPFU items with civilian clothing. When Cadets wear the IPFU as a complete uniform, they will keep the sleeves down on the jacket, the legs down on the pants, and they will tuck the T-shirt inside the trunks. Cadets may not roll or push up the sleeves of the IPFU jacket.
- They may not cuff the IPFU jacket sleeves. Cadets will wear the green fleece cap pulled down snugly on the head; Cadets will not roll the edge of the cap. There are no restrictions on the combination of IPFU items worn, unless the commander has prescribed a particular combination for formation.
- The summer IPFU (shown in figure 14-1) consists of IPFU shorts and t-shirt with the t-shirts tucked in at all times. Socks must be white and cover the ankles. Tennis shoes must be worn. Uniform hair regulations apply, but females are allowed to wear ponytails only in PTs.

- The winter IPFU (shown in figure 14-1) consists of IPFU shorts and t-shirt with the t-shirt tucked in at all times. The IPFU jacket and pants go over the shorts and t-shirt. Socks must be white and cover the ankles. Tennis shoes must be worn. Accessories (black gloves, green fleece cap, and reflector belt) are at the discretion of leadership. Uniform hair regulations apply but females are allowed to wear ponytails.

Cadets will wear the reflective belt around the waist with the summer uniform and over the left shoulder and across the chest with the winter uniform.

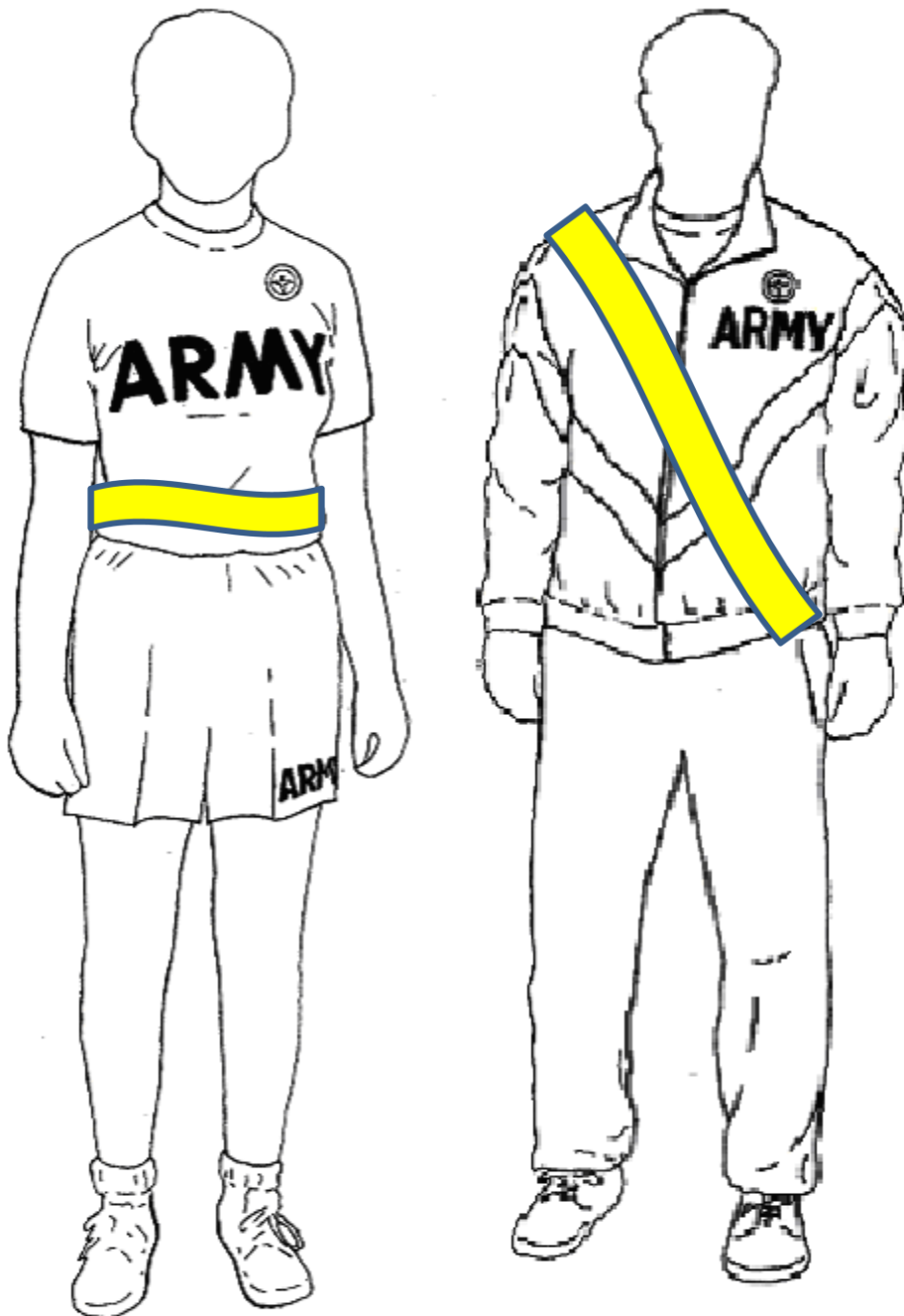


Figure 14-1. Improved physical fitness uniform variations

Physical Training (PT) Procedures

At 0550 Duke Battalion PT begins with a Battalion formation. This gives leadership the opportunity to take attendance, make announcements, and address issues. After formation, the battalion is then formed together for the commencement of PT. The formation is extended into a rectangular formation, and Cadets are engaged in various physical fitness activities for approximately fifty minutes. PT ends with a mass formation where new announcements or information is given out before dismissal.

5-5. Height and Weight

Immediately following the completion of the APFT Cadets will have height and weight measured IAW AR600-9. Cadets who fail a diagnostic/record PT test and/or height and weight will automatically qualify for the Special conditioning PT program. The special conditioning PT program meets every Tuesday morning. Additionally, they will be counseled by their Cadet chain of command and Cadre, put on probation by the PMS, and tracked for significant progress during the semester. Failure to improve may result in disenrollment.

Weight/Body Fat Standards

- A. Both scholarship and non-scholarship students must meet the weight and/or Army body fat standards as stated below prior to contracting. There are no waivers for contracting an overweight applicant, scholarship or non-scholarship.
- B. Prior service students (to include active and prior Reserve or National Guard members) must meet the weight/body fat standard prescribed in [AR 600-9](#), Table 1 or [Appendix B](#), prior to contracting. Since this regulation provides for a body fat content determination, it will be used for prior service students who do not meet the screening table weight standards.
- C. All students acknowledge, upon contracting, that they will be required to meet the same weight standards of [AR 600-9](#) and the Army’s physical fitness standards.
- D. Cadets who have signed a contract will meet the screening weight or body fat percentage required by the Army Weight Control Program each year, prior to attendance at LDAC, and continuously thereafter or be subject to disenrollment IAW the terms of the contract.

Height (in inches)	Male Age/Weight					Height (in inches)	Female Age/Weight			
	17-20	21-27	28-39	40+			17-20	21-27	28-39	40+
58	-	-	-	-		58	119	121	122	124
59	-	-	-	-		59	124	125	126	128
60	132	136	139	141		60	128	129	131	133
61	136	140	144	146		61	132	134	135	137
62	141	144	148	150		62	136	138	140	142
63	145	149	153	155		63	141	143	144	146
64	150	154	158	160		64	145	147	149	151
65	155	159	163	165		65	150	152	154	156
66	160	163	158	170		66	155	156	158	161
67	165	169	174	176		67	159	161	163	166
68	170	174	179	181		68	164	166	168	171
69	175	179	184	186		69	169	171	173	176
70	180	185	189	192		70	174	176	178	181
71	185	189	194	197		71	179	181	183	186
72	190	195	200	203		72	184	186	188	191
73	195	200	205	208		73	189	191	194	197
74	201	206	211	214		74	194	197	199	202
75	206	212	217	220		75	200	202	204	208
76	212	217	223	226		76	205	207	210	213
77	218	223	229	232		77	210	213	215	219
78	223	229	235	238		78	216	218	221	225
79	229	235	241	244		79	221	224	227	230
80	235	241	247	250		80	226	229	232	235

5-6. ROTC Cadet Awards

A. Wear of Cadet ribbons

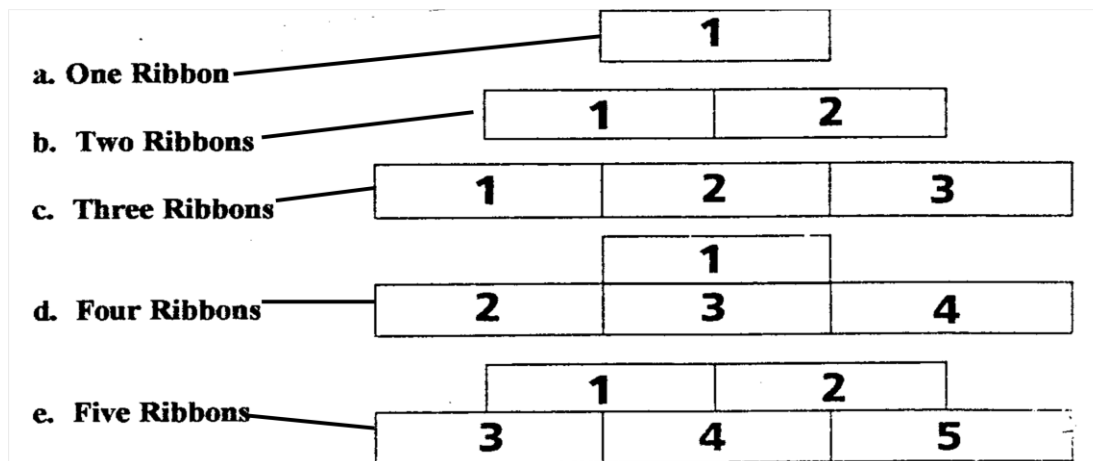
*Active Duty Awards are worn in accordance with AR 670-1. Cadet Awards may not be mixed with active duty awards. Cadets should wear Cadet Awards when attending Cadet Functions.

1. Department of the Army Awards
DA Cadet Command Medal for Heroism, DA Superior Cadet.
2. Camp Awards Region
Commander's Leadership Award, Camp Commander's Leadership Award, Platoon Leadership Award.
3. ROTC Awards
Academic Awards Dean's- List, Cadet Honors Award, Cadet Scholar Award, Scabbard & Blade Membership Ribbon, Scabbard & Blade Leadership Ribbon, Most Improved Grades, ROTC Honors, BN Cdr's Academic Award
4. Athletic Awards
Platinum Medal, Gold Medal, Silver Medal, Bronze Medal, Most Improved Award, BN Cdr's Athletic Award.
5. Military Awards
Advanced Camp Graduate, Region Ranger Challenge Winner, BDE Ranger Challenge Winner, Ranger Challenge Team Member, SGT York Award, Drill Team Member, Color Guard Member, BN Cdr's Military Award, One shot one kill Award, Bold Challenge Award, Basic Camp Graduate.
6. Recruiting Awards
Cadet Recruiting Ribbon, BN Cdr's Recruiting Award Fraternal Organization Awards, Association Awards







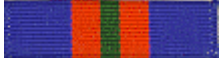







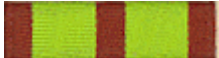

B. Wear of Shoulder Cords
















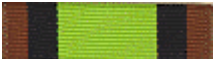




Shoulder cords will be worn only when the design has been approved. The number of cords worn at any one time is limited to one and is limited to the following groups within an ROTC unit: musical units, color guards, and drill units, cannon crew, AUSA, Pershing Rifles, Scabbard and Blade, Honor organizations, including members of national and local military societies.







C. Placement of Ribbons




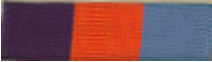














**Awards and Decorations
(Displayed in order of precedence)**

 <p style="text-align: center;">Superior Cadet Decoration Award</p> <p>Most outstanding Cadet in each year of MS at host institution and extension centers.</p>	 <p style="text-align: center;">Region Commander's Leadership Award</p> <p>Most outstanding Cadet in each regiment.</p>	 <p style="text-align: center;">Camp Commander's Leadership Award</p> <p>Number one Cadet in each company.</p>	 <p style="text-align: center;">Platoon Leadership Award</p> <p>Awarded to the number one Cadet training platoon.</p>
 <p style="text-align: center;">Physical Proficiency Award</p> <p>Scores in top 10 percentile of points on the record physical fitness test.</p> <p style="text-align: center; color: blue;">R - 2 - 1</p>	 <p style="text-align: center;">Military Proficiency Award</p> <p>Top 5 percent of Cadets in each camp cycle.</p>	 <p style="text-align: center;">Superior at Advanced Camp</p> <p style="text-align: center; color: blue;">R - 3 - 1</p>	 <p style="text-align: center;">Excellence at Advanced Camp</p> <p style="text-align: center; color: blue;">R - 3 - 2</p>
 <p style="text-align: center;">Advanced Camp Graduate</p> <p style="text-align: center; color: blue;">R - 3 - 3</p>	 <p style="text-align: center;">Region Ranger Challenge Winner</p> <p>All members of the Ranger Challenge team which wins Region competition.</p> <p style="text-align: center; color: blue;">R - 3 - 4</p>	 <p style="text-align: center;">Brigade Ranger Challenge Winner</p> <p style="text-align: center; color: blue;">R - 3 - 5</p>	 <p style="text-align: center;">Ranger Challenge Team Member</p> <p>Member of Ranger Challenge team.</p> <p style="text-align: center; color: blue;">R - 3 - 6</p>
 <p style="text-align: center;">SGT York Award</p> <p>The Cadet who does the most to support the ROTC program.</p> <p style="text-align: center; color: blue;">R - 3 - 7</p>	 <p style="text-align: center;">Drill Team</p> <p>Member of the drill team.</p> <p style="text-align: center; color: blue;">R - 3 - 8</p>	 <p style="text-align: center;">Color Guard</p> <p>Member of the color guard.</p> <p style="text-align: center; color: blue;">R - 3 - 9</p>	 <p style="text-align: center;">Battalion Commander's Military Award</p> <p>Battalion Commander's discretion.</p> <p style="text-align: center; color: blue;">R - 3 - 10</p>

 <p>One-Shot-One-Kill Award</p> <p>Shoot 40 out of 40 at Basic/Advanced Camp.</p> <p>R - 3 - 11</p>	 <p>Bold Challenge</p> <p>Battalion Commander's discretion.</p> <p>R - 3 - 12</p>	 <p>Basic Camp Graduate</p> <p>Completed Basic Camp.</p> <p>R - 3 - 13</p>	 <p>Dean's List Award</p> <p>Semester GPA 3.50-4.00</p> <p>R - 1 - 1</p>
 <p>Cadet Honors Award</p> <p>Semester GPA 3.20-3.49</p> <p>R - 1 - 2</p>	 <p>Cadet Scholar Award</p> <p>Semester GPA 2.90-3.19</p> <p>R - 1 - 3</p>	 <p>Highest jump in Semester GPA</p> <p>Most improved grades.</p> <p>R - 1 - 4</p>	 <p>ROTC Honors</p> <p>GPA of 4.0 in military science.</p> <p>R - 1 - 5</p>
 <p>Battalion Commander's Academic Award</p> <p>Battalion Commander's discretion.</p> <p>R - 1 - 6</p>	 <p>Not currently used</p> <p>Authorization remains with HQ, Cadet Command.</p> <p>R - 1 - 7</p>	 <p>Not currently used</p> <p>Authorization remains with HQ, Cadet Command.</p> <p>R - 1 - 8</p>	 <p>Not currently used</p> <p>Authorization remains with HQ, Cadet Command.</p> <p>R - 5 - 1</p>
 <p>Not currently used</p> <p>Authorization remains with HQ, Cadet Command.</p> <p>R - 5 - 2</p>	 <p>Platinum Medal Athlete</p> <p>Score 300 on APFT.</p> <p>R - 2 - 1</p>	 <p>Gold Medal Athlete</p> <p>Score 290-299 on APFT.</p> <p>R - 2 - 2</p>	 <p>Silver Medal Athlete</p> <p>Score 280-289 on APFT.</p> <p>R - 2 - 3</p>
 <p>Bronze Medal Athlete</p> <p>Score 270-279 on APFT.</p> <p>R - 2 - 4</p>	 <p>Most Improved Award</p> <p>Biggest increase in score since last APFT (a Cadet may receive only once)</p> <p>R - 2 - 5</p>	 <p>Battalion Commander's Athletic Award</p> <p>Battalion Commanders discretion.</p> <p>R - 2 - 6</p>	 <p>Not currently used</p> <p>Authorization remains with HQ, Cadet Command.</p> <p>R - 2 - 7</p>

 Battalion Commander's discretion R-4-1	 Battalion Commander's discretion R-4-2	 Battalion Commander's discretion R-4-3	 Battalion Commander's discretion R-4-4
 Battalion Commander's discretion R-4-5	 CTLT Ribbon Participate successfully in CTLT.		

Decorations from Fraternal & Social Organizations

 1812 General's Society	 AFCEA Academic Excellence Award	 American Legion Gold Academic Award	 American Legion Silver Academic Award
 American Legion Gold Military Award	 American Legion Silver Military Award	 American Veterans Outstanding Cadet Award	 Reserve Officer's Association Bronze Award
 Military Order of World Wars Gold Award	 Military Order of World Wars Silver Award	 Military Order of World Wars Bronze Award	 Daughters of the American Revolution
 Sons of the American Revolution	 AUSA History Award	 AUSA Member	 SAME Academic Award

Chapter 6

6-1. Simultaneous Membership Program (SMP)

General Description of SMP

A. Objective

The purpose of the SMP Program is to: (1) give eligible enlisted members of the Army National Guard and Army Reserve an opportunity to participate in the Advanced ROTC Program; (2) provide Non-scholarship, Reserve Forces Duty scholarship, Military Junior College scholarship, or Dedicated Army National Guard scholarship students an opportunity to serve in an Army National Guard/Army Reserve unit while participating in ROTC.

The intent of the SMP is to increase Officer accessions into the Army National Guard/Army Reserve Components by increasing ROTC enrollment from enlisted RC members who are attending college. The SMP also reinforces training on the role of the commissioned Officer in the Army and gives Cadets the experience of working with Soldiers and Non-Commissioned Officers.

Upon completion of Basic Training, or equivalent qualification [MSI & MSII, LTC], an Army National Guard/Army Reserve Component Soldier or ROTC Cadet, who has 30 credits towards their major and 3yrs or less to graduation, can contract in the Basic (MSII) or Advanced ROTC Program and earn a commission as an Officer in the United States Army while completing their college degree.

B. Program

The ROTC/SMP is a volunteer Officer training program designed to increase the number of ROTC Officers available for Reserve Forces Duty (RFD). It encourages enrollment and participation in the ROTC Advanced Military Course and provides the future Officer with leadership and reserve unit experience.

6-2. SMP Cadet Grade/Rank

References

ARNG – NGR 600-100, para 13-4, 13-5; AR 611-201, para 7-5

USAR – AR 601-210, para 10-7d; para 10-8d; Table 9-9, Enlistment option 9-H; AR 37-104-10, para 2-13

- SMP participants serve in ARNG/USAR units in the rank of “Cadet” and receive drill pay in pay grade E-5 (higher, if higher enlisted rank held prior to contracting).

***Example:** ARNG E-6 contracts as MSIII; receives drill pay in pay grade of E-6 while participating in SMP.*

- SMP participants who are disenrolled from ROTC Advanced Course will return to the grade and rank held prior to SMP participation.

6-3. Training

References

ARNG – NGR 600-100, para 13-11

USAR – AR 601-210, para 10-8e-f

SMP participants will be assigned duties commensurate with those of a 2nd Lieutenant, under the supervision of a commissioned Officer.

- Officer supervision does not preclude conduct of the training by NCOs. NCOs train individuals to be Officers.
- Officer trainees are subject to the same standards and regulations for satisfactory performance as apply to the unit's enlisted personnel.
- Officer trainees will not be placed in any position requiring them to act directly for the commander.

Training Priorities/ Resolution of Conflicts

ARNG reference – NGR 600-100, para 13-10; NGR 350-1.

USAR reference – AR 601-210, para 10-8h; AR 135-91, para 4-8; AR 140-1, para 320.

ARNG

- All ARNG/SMP members are required to attend both AT and ROTC LDAC.
- When dates conflict, priority will be LDAC and AT attendance will be rescheduled. SMP's will attend all ROTC FTX's, JFTX's and BNFTX's as well as the 2 SMP FTX's
- When there is a conflict between required ROTC training and unit training ROTC takes precedence

USAR

- SMP Cadets will be excused on their request from Annual Training during the year they are required to attend LDAC.
- If able, and they so desire, they may request to attend both.
- The awarding of credit for Annual Training by virtue of any form of ROTC training is not authorized.
- When ROTC FTX's are on separate weekends as drills weekends SMP Cadets will attend both.

NOTE: Consideration should be given to the many commitments (ROTC, unit, school, student activities, family, etc.) that an ROTC Cadet has; commanders should, when appropriate, provide flexibility when planning required or make-up training for SMP Cadets.

Chapter 7

7-1. Supply and Issue

- A. General:** As a member of the Duke Battalion, you will be issued various uniforms and items of military equipment. It is the responsibility of each Cadet to insure that his/her uniform remains properly fitted at all times and is maintained (minor sewing and repairs) in the best possible condition. Alterations of dress uniforms are covered by the ROTC department.
- B. Accountability:** The accountability and safeguarding of equipment is the Cadet's responsibility. At no time will Cadets leave their equipment unattended or unsecured. **Cadets will be held financially liable for missing equipment.**
- C. Supply Procedures:** The Supply Room is located in the main ROTC building, Memorial Hall Room 1123K. Make an appointment with the Cadet S-4 to issue or turn in supply. Walk in supply hours are posted on the front door.
- D. Issue/Turn In:** All enrolled Army Cadets will draw required clothing and equipment for the course from supply after enrollment. Cadets will sign hand receipts for all issued items and all government property. If any issued equipment becomes unserviceable the Cadet will use the chain of command up to the S-4 to arrange for an exchange. DA Form 3161, DA Form 3645-1, and DA Form 2062 will be used to properly issue equipment to Cadets.
- E. Maintenance:**
1. The Army Service Uniform will be dry cleaned as needed. All other items, other than field equipment, are to be laundered. Field equipment will be brushed off, hand washed in mild soap, and drip-dried for daily maintenance. Cadets are expected to clean all TA-50 and clothing items after each field exercise and prior to turn-in.
 2. All ROTC issued uniforms and equipment worn-out through normal wear and tear may be exchanged. Cadets with unserviceable uniforms outside the normal wear and tear or damaged in non sanctioned ROTC events will be held financially liable for damages.
 - a) TA-50 items may be exchanged through the Cadet supply room on a limited basis.
 - b) S-4 is responsible for maintaining a small supply of commonly used TA-50 items for exchange purposes. These exchanges will be done on a one for one basis.
 3. Selected Cadets will routinely help with supply maintenance. This includes but not limited cleaning of the supply room, equipment and vehicles.

7-2. Out Processing

- All Cadets who leave the program must ensure that they are properly processed out of our systems. Failure to do so could cause issues with their academic records, and business office accounts.
- In order to ‘clear’ the property (army equipment) and personnel (army human resources) systems, any Cadet leaving the program (whether contracted or not) must print out the ‘Duke Battalion Clearing Record’ – available on the ROTC Sharepoint under the ‘Pubs and Forms’ folder (example below).
- Any Cadet leaving the program without returning Army property will have a hold placed on their account until the property is returned. Holds will not be lifted until the Clearing Record is received by the Army ROTC Human Resources Office.

DUKE BATTALION OUTPROCESSING CHECKLIST			
<p>INSTRUCTIONS TO THE CADET: This out-processing packet is designed to assist you and the department in completing your release from ROTC as accurately and expeditiously as possible. It is your responsibility to complete this checklist properly. Activities marked with an # are required for contracted cadets only. Activities not marked must be cleared by all cadets leaving the program. Failure to complete this form could negatively impact your withdrawal from the course. This checklist must be completed before your final appointment with the Department Head / Professor of Military Science.</p>			
SECTION A—CADET INFORMATION (To be completed by the Cadet Company Commander, Cadet Battalion S-1, or appointed official)			
1. NAME		2. MILITARY SCIENCE CLASS	
3. TYPE OF CADET <input type="checkbox"/> Contracted <input type="checkbox"/> Non-Contracted		4. DATE OF NOTIFICATION	
SECTION B—DEPARTMENT CLEARANCE			
5. DEPARTMENT ACTIVITY	COMPLETE?	PRINTED NAME	SIGNATURE
a. Cadet Mentor	Y N		
b. Cadet Company Commander	Y N		
c. Cadet Battalion S-4	Y N		
d. Cadet Battalion S-1	Y N		
e. Military Science Instructor	Y N		
f. University Liaison #	Y N		
g. Security Manager #	Y N		
h. Human Resources Office #	Y N		
SECTION C—RECRUITING OPERATIONS OFFICER			
6. PRINTED NAME:		SIGNATURE	DATE
7. REMARKS			
SECTION C—PROFESSOR OF MILITARY SCIENCE / DEPARTMENT HEAD			
8. PRINTED NAME:		SIGNATURE	DATE
8. REMARKS			

DB Form 145-4.1

Appendix A

Resources

A. James Madison University Resources

1. Substance Abuse Prevention: Montpelier Hall, 5th Floor, Phone: 540-568-3317
2. Student Wellness & Outreach, Nutritionist: Montpelier Hall, Phone: 540-568-8013
3. Sexual Assault Response: Varner House, Phone: 540-568-6552
4. Campus Suicide Prevention Center: 601 University Blvd, Phone: (540) 568-8901
5. Resource Center (academic help): 303 Wilson Hall, Phone: (540) 568-6555

B. Military Resources

1. Military One Source: Military Life, Family, Health and Relationships, Career and Education, Financial and Legal, Crisis and Disasters. Consultation at 1-800-342-9647 or www.militaryonesource.mil
2. National Suicide Prevention Lifeline, Phone 1-800-273-TALK
3. Safe Helpline, Sexual Assault Support, Phone 1-977-995-5247

Appendix B

References

The Army relies on field manuals and regulations in order to ensure proper training and the dissemination of common knowledge for every Soldier.

A. FM 3-21.5 Drill and Ceremony

This field manual provides guidance for Army-wide uniformity in the conduct of drill and ceremonies. It includes methods of instructing drill, teaching techniques, individual and unit drill, manual of arms for infantry weapons, and various other aspects of basic drill instruction. This manual is designed for use by Soldiers of all military occupational skills, to include the new Soldier in the initial entry training environment. Since all situations or eventualities pertaining to drill and ceremonies cannot be foreseen, commanders may find it necessary to adjust the procedures to local conditions. However, with the view toward maintaining consistency throughout the Army, the procedures prescribed herein should be followed as closely as possible. Personnel preparing to give drill instruction must be thoroughly familiar with Chapters 3 through 7 before attempting to teach material in Chapters 8 and 9.

B. FM 3-21.8 Infantry Rifle Platoon and Squad

This field manual provides information on tactics that is the foundation for all ROTC battle training. It includes definitions of commonly used training terms (AA, ORP, etc) and it also provides diagrams of various battle drills and tactical movements.

C. TC 3-22.20 Army Physical Readiness Training

Describes the purpose of physical training and emphasizes the importance of fitness. It also outlines exercises that can be utilized when planning a physical training session, and outlines the rules of the APFT.

D. FM 3-25.26 Map Reading and Land Navigation

It outlines effective methods of map reading and land navigation. It works in conjunction with all squad situational exercises in that a leader must know where he or she is going before he or she can reach combat effectiveness.

E. AR 670-1 Wear and Appearance of Army Uniforms and Insignia

This regulation guide provides guidance for Army-wide uniformity in the conduct of appearance. It includes methods wearing class As, ACUs, the IPFU, as well as many other US Army uniforms. Furthermore, it provides guidance for hair and personal grooming standards.

F. AR 600-9 The Army Weight Control Program

Appendix C

ACRONYMS

AA	Assembly Area
AAR	After Action Review
ACU	Army Combat Uniform
AD	Active Duty
ADVON	Advance Party
AGR	Active Guard Reserve
AIT	Advanced Individual Training
AKO	Army Knowledge Online
AO	Area of Operations
APFT	Army Physical Fitness Test
AR	Army Regulation
ARNG	Army National Guard
BCT	Basic Combat Training
BFT	Blue Force Tracker
BII	Basic Issue Items
BRM	Basic Rifle Marksmanship
C2	Command and Control
CAC	Common Access Card
CASEVAC	Casualty Evacuation
CCIMS	Cadet Command Information Management System
CDR/CMDR	Commander
CM	Continue Mission / Change of Mission
COA	Course of Action
COMSEC	Communication Security
COMTek	Communications Technologies (Government Contractor)
CONUS	Continental United States
COB	Close of Business / Civilians on the Battlefield
CTT	Common Task Training
CWST	Combat Water Survival Training
DA	Department of the Army
DA PAM	Department of the Army Pamphlet
DFAS	Defense Finance and Accounting Service
DOD	Department of Defense
DODMERB	Department of Defense Medical Exam Review Board
DTS	Defense Travel System
ENDEX	End of Exercise
EO	Equal Opportunity
EW	Early Warning
FLRC	Field Leader's Reaction Course
FM	Field Manual
FO	Forward Observer
FSO	Fire Support Officer
FTX	Field Training Exercise
GBR	Gold Bar Recruiter
IBA	Individual Body Armor

IPFU	Improved Physical Fitness Uniform
JFTX	Joint Field Training Exercise
LBE	Load Bearing Equipment
LDAC	Leadership Development and Assessment Course
LRC	Leader's Reaction Course
LTC	Leadership Training Course/ Lieutenant Colonel
MAJ	Major
MEDEVAC	Medical Evacuation
METT-TC	Mission, Enemy, Troops, Time, Terrain, Civilian Considerations
MOI	Memorandum of Instruction
MOPP	Mission Oriented Protective Posture NBC Nuclear, Biological, Chemical
MS	Mission Set / Military Science
MSI	Military Science Instructor
MSL	Military Science Level
MSCI	Military Science
MRE	Meal-Ready-to-Eat
NCO	Non-Commissioned Officer
NG	National Guard
OCONUS	Outside the Continental United States
OCS	Officer Candidate School
OML	Order of Merit List
OP	Observation Post
OPFOR	Opposing Forces
OPORD	Operation Order
OPS	Operations
ORP	Objective Rally Point
PB	Patrol Base
PBO	Property Book Officer
PC	Patrol Cap
PCS	Permanent Change of Station
PFC	Private First Class
PL	Platoon Leader
PMCS	Preventive Maintenance Checks and Services
PMS	Professor of Military Science
POC	Point of Contact
POTUS	President of the United States
PSG	Platoon Sergeant
PT	Physical Training
PVT	Private
POW	Prisoner of War / Principles of War
RC	Reserve Components
RECONDO	Reconnaissance Commando
RGT	Regiment
ROE	Rules of Engagement
ROO	Recruiting Operations Officer
ROTC	Reserve Officers Training Corps
RP	Release Point
RRP	Re-Entry Rally Point
RTO	Regimental Tactical Officer
SALUTE	Size, Activity, Location, Unit. Time and Equipment

SFC	Sergeant First Class
SGT	Sergeant
SITREP	Situation Report
SL	Squad Leader
SM	Soldier's Manual/Service Member
SMSI	Senior Military Science Instructor
SMC	Senior Military College
SMP	Simultaneous Membership Program
SOI	Signal Operating Instructions
SOP	Standard Operating Procedures
SQD	Squad
SROTC	Senior Reserve Officer Training Course
SSG	Staff Sergeant
SSN	Social Security Number
STP	Soldier Training Publication
STX	Situational Training Exercise
TACSOP	Tactical Standing Operating Procedures
TAG	The Adjutant General
TASC	Training Aid Support Center
TC	Training Circular – Truck/Tank Commander
TCP	Traffic Control Point
TDA	Table of Distribution of Allowances
TF	Task Force
TL	Team Leader
TLPs	Troop Leading Procedures
TM	Technical Manual
TMI	Training Management Indicator
TOC	Tactical Operations Center
TOE	Table of Organization and Equipment
TRADOC	Training and Doctrine Command
TRP	Target Reference Point
TTP	Tactics, Techniques, and Procedures
USAR	U.S. Army Reserve
USMA	U.S. Military Academy
USACC	U.S. Army Cadet Command
WARNO	Warning Order
WFF	War Fighting Functions
WLC	Warrior Leader Course
WPN	Weapon
XO	Executive Officer

Appendix D

Phonetic Alphabet

Letter	Code Word	Pronunciation
A	Alfa	AL fah
B	Bravo	BRAH voh
C	Charlie	CHAR lee
D	Delta	DEL tah
E	Echo	EKK oh
F	Foxtrot	FOKS trot
G	Golf	Golf
H	Hotel	HO tell
I	India	IN dee ah
J	Juliet	JEW lee ett
K	Kilo	KEY loh
L	Lima	LEE mah
M	Mike	Mike
N	November	NOH vem ber
O	Oscar	OSS car
P	Papa	PAH pah
Q	Quebec	keh BECK
R	Romeo	ROW me oh
S	Sierra	see AIR ah
T	Tango	TANG go
U	Uniform	YOU nee form
V	Victor	VIK ter
W	Whiskey	WISS key
X	X-ray	EKS ray
Y	Yankee	YANG kee
Z	Zulu	ZOO loo
1	One	WUN
2	Two	TOO
3	Three	TREE
4	Four	FOW-ER
5	Five	FIFE
6	Six	SIX
7	Seven	SEV-EN
8	Eight	AIT
9	Nine	NIN-ER
0	Zero	ZE-RO

Appendix E

Army Officer Branches

Maneuver, Fires and Effects



(IN) **INFANTRY OFFICER (11)**

The infantry Officer is responsible for leading the infantry and combined armed forces during land combat.

Active/Reserve: Active Duty

Officer/Enlisted: Officer

Restrictions: Closed to Women



(AV) **AVIATION OFFICER (15)**

Aviation Officers coordinate/lead operations using Army helicopters: OH-58 Kiowa, UH-60 Black Hawk, CH-47 Chinook and the AH-64 Apache. These operations can haul troops and carry supplies, as well as provide quick-strike and long-range target engagement.

Active/Reserve: Active Duty

Officer/Enlisted: Officer

Restrictions: None



(AR) **ARMOR OFFICER (19)**

Armor Officers are responsible for tank and cavalry/forward reconnaissance operations on the battlefield. The role of an armor Officer is to be a leader in operations specific to the armor branch and to lead others in many areas of combat operations.

Active/Reserve: Active Duty

Officer/Enlisted: Officer

Restrictions: Closed to Women



(FA) **FIELD ARTILLERY OFFICER (13)**

The field artillery Officer leads the field artillery branch, who neutralizes the enemy by cannon, rocket and missile fire. The Officer must be an expert in tactics, techniques and procedures for the employment of fire support systems.

Active/Reserve: Active Duty

Officer/Enlisted: Officer

Restrictions: None

Maneuver, Fires and Effects... cont.



(ADA) **AIR DEFENSE ARTILLERY OFFICER (14)**

The air defense artillery Officer leads the air defense artillery branch, who protects U.S. forces from aerial attack, missile attack and enemy surveillance. They must be an expert in tactics, techniques and procedures for the employment of air defense systems.

Active/Reserve: Active Duty
Officer/Enlisted: Officer
Restrictions: None



(EN) **ENGINEER OFFICER (12)**

An engineer Officer is responsible for providing full support to the wide range of engineering duties in the Army. They can help build structures, develop civil works programs and even provide combat support.

Active/Reserve: Both
Officer/Enlisted: Officer
Restrictions: None



(MP) **MILITARY POLICE OFFICER (31)**

A military police Officer is responsible for leading the Soldiers that protect lives and property on Army Installations

Active/Reserve: Both
Officer/Enlisted: Officer
Restrictions: None



(CM) **CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR (CBRN) OFFICER (74)**

A Chemical, Biological, Radiological and Nuclear Officer commands the Army branch that specifically defends against the threat of CBRN weapons and Weapons of Mass Destruction. These Officers lead an extraordinary chemical unit that is completely dedicated to protecting our nation.

Active/Reserve: Both
Officer/Enlisted: Officer
Restrictions: None

Operations Support Division



(SC) **SIGNAL OFFICER (25)**

The signal Officer leads the Signal Corps, which is responsible for the Army's entire systems of communication. Officers plan and execute all aspects of communication on a mission and are critical to the Army's continued success.

Active/Reserve: Both
Officer/Enlisted: Officer
Restrictions: None



(MI) **MILITARY INTELLIGENCE OFFICER (35)**

The Army's military intelligence is responsible for all collected intelligence during Army missions. They provide essential information that often save the Soldiers fighting on front lines.

Active/Reserve: Both
Officer/Enlisted: Officer
Restrictions: None

Force Sustainment Division



(TC) **TRANSPORTATION OFFICER (88)**

The Transportation Corps is responsible for moving supplies, troops and equipment anywhere on the globe. During war, the Transportation Corps utilizes trucks, boats and airplanes to provide extremely fast support to the combat teams on the frontlines.

Active/Reserve: Both
Officer/Enlisted: Officer
Restrictions: None



(OD) **ORDNANCE OFFICER (91)**

Ordnance Officers are responsible for ensuring that weapons systems, vehicles and equipment are ready and available — and in perfect working order — at all times. They also manage the developing, testing, fielding, handling, storage and disposal of munitions..

Active/Reserve: Both
Officer/Enlisted: Officer
Restrictions: None

Force Sustainment Division...cont.



(QM) QUARTERMASTER OFFICER (92)

Quartermaster Officers are responsible for making sure equipment, materials and systems are available and functioning for missions. More specifically, the quartermaster Officer provides supply support for Soldiers and units in field services, aerial delivery, and material and distribution management.

Active/Reserve: Both
Officer/Enlisted: Officer
Restrictions: None



(AG) ADJUTANT GENERAL - HUMAN RESOURCES OFFICER (42B)

The duties of an adjutant general Officer are very similar to the function of a high-level human resources executive in the civilian world.

Active/Reserve: Active Duty
Officer/Enlisted: Officer
Restrictions: None



(FI) FINANCIAL MANAGER (36)

The financial manager is in charge of the Army's Finance Corps, who are responsible for sustaining missions through purchases of services and supplies.

Active/Reserve: Both
Officer/Enlisted: Officer
Restrictions: None



(JAG) ARMY JUDGE ADVOCATE GENERAL'S CORPS ATTORNEY (27) (Non-Accessions)

The Army Judge Advocate General's Corps attorney is responsible for offering legal support that involves military operations. They primarily focus on the areas of criminal law, legal assistance, civil/administrative law, labor/employment law, international/operational law and contract/fiscal law.

Active/Reserve: Both
Officer/Enlisted: Officer
Restrictions: None

Health Services Division



(NC) NURSE CORPS OFFICER (66)

Nurse Corps Officers lead a nursing team that cares for Soldiers and their families. As part of the Army Nurse Corps, they play an important role in improving the overall quality of life for Soldiers and their families.

Active/Reserve: Both
Officer/Enlisted: Officer
Restrictions: None



(MD) MEDICAL SERVICE CORPS OFFICER (67)

Medical Service Corps Officers are essential in treating and helping the overall health of Soldiers and their families. They are also responsible for much of the medical research that takes place in the Army. From medical fields such as optometry and podiatry to laboratory sciences to behavioral sciences, the Army Medical Service Corps includes many areas of specialty.

Active/Reserve: Both
Officer/Enlisted: Officer
Restrictions: None



(MS) MEDICAL SPECIALIST CORPS OFFICER (65)

Medical Specialist Corps Officers are essential in treating and helping the overall health of Soldiers and their families. From medical fields such as occupational therapy and physical therapy to dietician and physician assistant, the Army Medical Specialist Corps includes several areas of specialty. Overall, Army Officers are leaders, and being a leader requires certain qualities such as self-discipline, initiative, confidence and intelligence.

Active/Reserve: Both
Officer/Enlisted: Officer
Restrictions: None

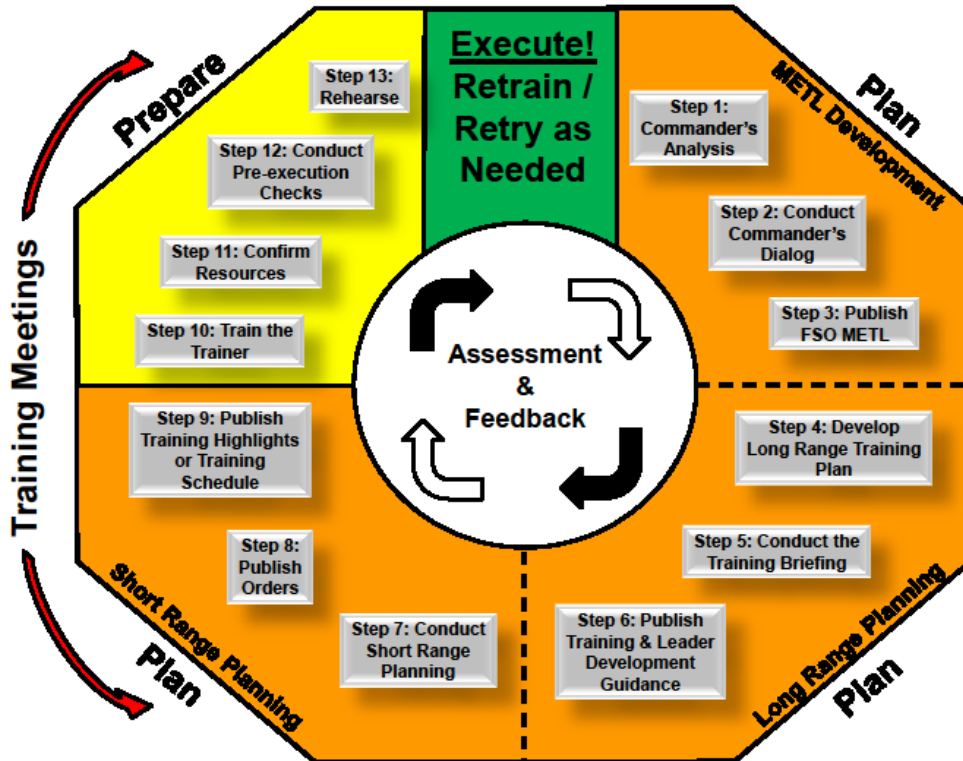


(DC) DENTAL CORPS OFFICER (63)

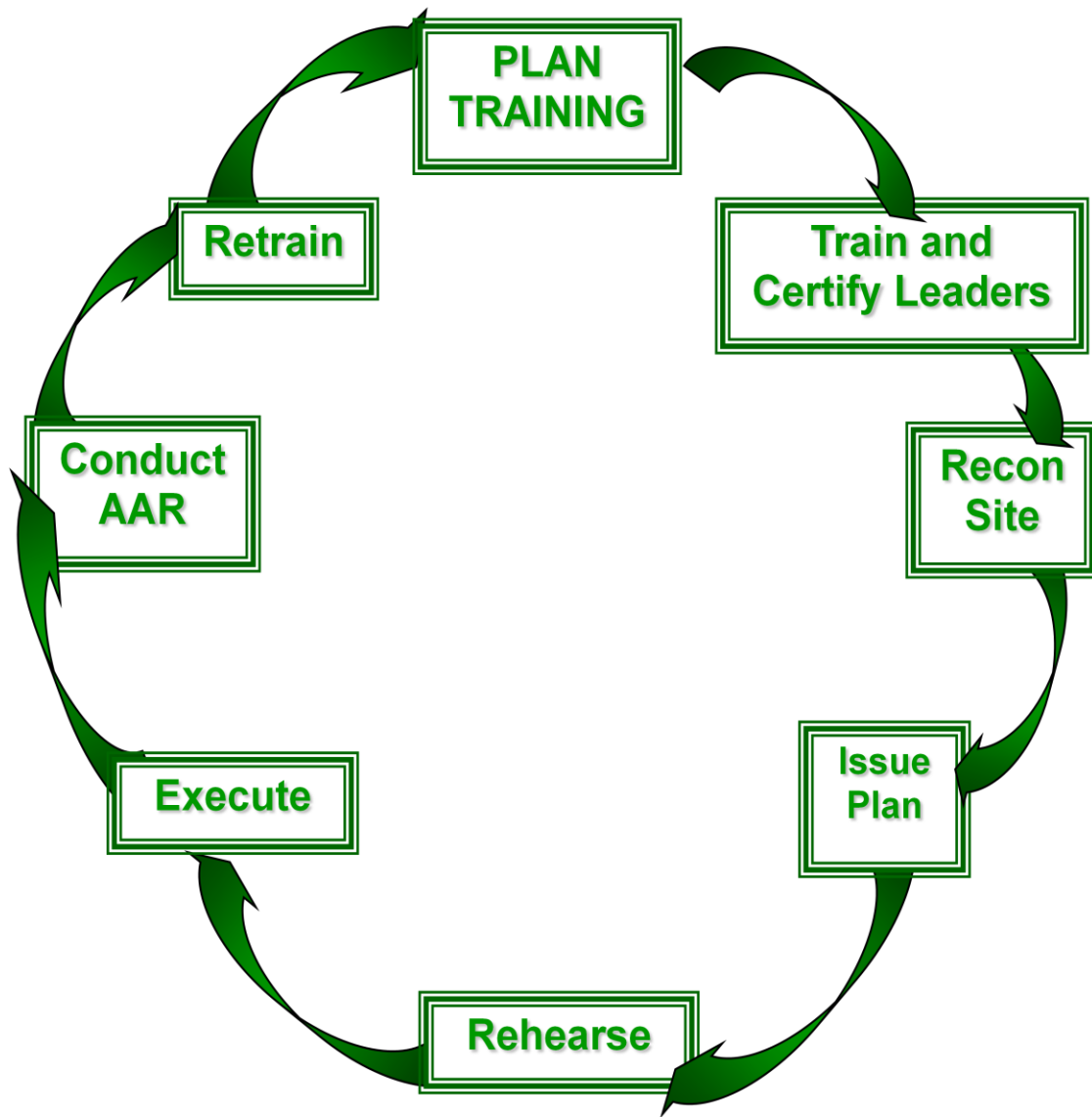
An Army Dental Corps Officer is responsible for the dental health of Soldiers and their families. They are also responsible for providing health care to Soldiers' families and others eligible to receive this care in the military community.

Active/Reserve: Both
Officer/Enlisted: Officer
Restrictions: None

Appendix F: The Army Training Management Cycle
Reference: FM 7-0 Training Units and Developing Leaders
for Full Spectrum Operations, FEB 2011



8 Step Training Model



9 Line MEDEVAC

LINE ITEM	EXPLANATION
1. Location of Pickup Site.	Encrypt grid coordinates. When using <i>DRYAD Numeral Cipher</i> , the same <i>SET line</i> will be used to encrypt grid zone letters and coordinates. To preclude misunderstanding, a statement is made that grid zone letters are included in the message (unless unit SOP specifies its use at all times).
2. Radio Frequency, Call Sign, Suffix.	Encrypt the frequency of the radio at the pickup site, <i>not</i> a relay frequency. The call sign (and suffix if used) of person to be contacted at the pickup site may be transmitted in the clear.
3. No. of Patients by Precedence.	Report only applicable info & encrypt brevity codes. A = Urgent, B = Urgent-Surg, C = Priority, D = Routine, E = Convenience. (If 2 or more categories reported in same request, insert the word "break" between each category).
4. Spec Equipment.	Encrypt applicable brevity codes. A = None, B = Hoist, C = Extraction equipment, D = Ventilator.
5. No. of Patients by Type.	Report only applicable information and encrypt brevity code. If requesting MEDEVAC for both types, insert the word "break" between the litter entry and ambulatory entry: L + # of Pnt - Litter, A + # of Pnt - Ambul (sitting).
6. Security Pickup Site (Wartime).	N = No enemy troops in area, P = Possibly enemy troops in area (approach with caution), E = Enemy troops in area (approach with caution), X = Enemy troops in area (armed escort required).
6. Number and type of Wound, Injury, Illness (Peacetime).	Specific information regarding patient wounds by type (gunshot or shrapnel). Report serious bleeding, along with patient blood type, if known.
7. Method of Marking Pickup Site.	Encrypt the brevity codes. A = Panels, B = Pyrotechnic signal, C = Smoke Signal, D = None, E = Other.
8. Patient Nationality and Status.	Number of patients in each category need not be transmitted. Encrypt only applicable brevity codes. A = US military, B = US civilian, C = Non-US mil, D = Non-US civilian, E = EPW.
9. NBC Contamination (Wartime).	Include this line only when applicable. Encrypt the applicable brevity codes. N = nuclear, B = biological, C = chemical.
9. Terrain Description (Peacetime).	Include details of terrain features in and around proposed landing site. If possible, describe the relationship of site to a prominent terrain feature (lake, mountain, tower).

Reference: FM 8-10-6, *Medical Evacuation in a Theater of Operations*, pages 7-7 through 7-9.