Cadets, Cadre, Family and Friends of the Stonehenge Battalion:

Welcome to the Stonehenge Battalion. We are a team with a great history focused on building an excellent future. We are pleased you have chosen to pursue a Forbes top 10 profession and be a part of the United States Army; the most trusted and respected institution in the United States.

We have much to uphold and a responsibility to continue excellence. To ensure we are on the right path we expect Cadets and Cadre to:

- “Show” you are an officer in how you dress and act.
- Be “Varsity” in all that they do; fully part of the fabric of their university.
  - Similar to how varsity sports teams are the best the university has to offer in their respective sports, our team represents the best our university has to offer and the future of the United States Army. We are not simply the best at a single event, but the best all-around representatives of the university and the ROTC program and demonstrate the best of what our Nation has to offer.
- Be “Cadet-centered” and focused positively on all aspects of their fellow Cadets, identify share and solve challenges early and celebrate success as a family would.

Understand that upon reaching your goal you will be responsible for America’s finest. Uphold a standard their parents, spouses and children would be proud of.

The goal is that when someone from outside the organization sees a college student doing the right thing, at the right time, in the right way and setting the right example they will assume that person is a “Stonehenge Cadet.” The end state is you become “The Platoon Leader” for your battalion.

STONEHENGE,

THEODORE R. READ
Lieutenant Colonel, Engineer
Professor of Military Science
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1) **Purpose of the Cadet Handbook**

The purpose of this handbook is to provide the Cadets at Missouri University of Science and Technology with a general understanding of the Missouri S&T Army ROTC program.

2) **History of ROTC at Missouri University of Science and Technology**

The Missouri University of Science and Technology was established as the Missouri School of Mines and Metallurgy (MSM), opening on 23 November 1871. MSM was chartered as a land grant institution, under the Morrill Act. In January 1873 instruction in Military Science and Tactics was instituted at the Missouri School of Mines, fulfilling one of the school’s obligations under the land grant. Major J.W. McMurray of the University of Missouri, Columbia, traveled to Rolla and set up the program, conducted initial training, and organized the first company, known as Company G of the Student Battalion. The first Cadet Officer was John H. Gill, Cadet First Lieutenant. The first armory was on the third floor of the Rolla Building. Professor James W. Abert, MSM Professor of Civil Engineering and Engineering Drawing, West Point class of 1842 and a veteran of the Civil War, was appointed the official instructor. In 1877 an economic depression caused a decline in school revenues and enrollment. Company G was disbanded, and military training was abandoned from 1877 until 1917.

World War I renewed interest in military training. On 5 April 1917 the Board of Curators directed that training in Military Science and Tactics be instituted at the Missouri School of Mines. This course was established in the fall of 1917 and was required of all physically able male freshmen and sophomores. Voluntary drill, under the supervision of Professor G.A. Muilenburg, had been started on 10 April 1917. Professor Muilenburg served as the commandant from October 1917, when the military program was initiated until 20 May 1918. The Student Army Training Corps was established on 1 October 1918, marking MSM as a war-training center. Those enrolled in the SATC lived in barracks in Mechanical Hall as “student soldiers.” Lieutenant James T. Shuttleworth, Infantry, was assigned as Commanding Officer.

For years MSM was the largest Engineer ROTC unit in the Army. In 1964, the Missouri School of Mines became the University of Missouri at Rolla. In 1965 the ROTC program at MISSOURI S&T was changed to a General Military Science Curriculum, ending the engineer specific program. At the same time the requirement for all freshmen and sophomore men to participate in ROTC ended.

Enrollment and officer production remained high through the Vietnam era, but by 1972, with the end of both the war and the draft, interest in ROTC declined and so did the program. The Department of Military Science moved from Building T-2 and other temporary buildings on the main campus to the former Missouri Land Survey Building on Kings Highway in August 1971. The half-mile walk from campus to the Department severely impacted recruiting and retention. In 1976 the Department of Military Science moved back to T-2. The ROTC program was opened to women in 1973. The first female officer commissioned by MISSOURI S&T was Lieutenant Theresa Kay Laverenz, QM, in May 1976. From 1977 through 1980 the MISSOURI S&T ROTC battalion was aligned with the ROTC Program at the University of Missouri-Columbia in the Mid-Missouri Senior ROTC Consortium. Enrollment increased in the late seventies, and MISSOURI S&T regained host unit status on 1 January 1981.

In 1984 the University of Missouri-Rolla dedicated a ½ scale replica of the Stonehenge as a monument to engineers past, present and future. The ROTC detachment was designated as the US Army Stonehenge ROTC Battalion in 1987, taking its name from the new landmark. In 1988 the Department moved to its present quarters in Harris Hall. The Department retained the rifle range in the basement of T-2 until that building was demolished during the 1994-1995 school year. The next rifle range was established in the addition to the Gale-Bullman Multi-Purpose Building in 1997.

In 2008, the University of Missouri-Rolla became the Missouri University of Science and Technology. In 2009 the rifle range in Gale-Bullman was converted into the new fitness complex for the University and the third floor hallway of Harris Hall served as the interim rifle range until the completion of the current range in the basement of Rayl Hall in 2013. In 2010, the ROTC program acquired the cannon that now resides in front of Harris Hall.

3) **Army Values and Leadership Dimensions**
A leader is expected to demonstrate the appropriate attributes in any given situation, and grow in strength through time and experience. For evaluation purposes, these attributes are divided into three main categories: The Army Values, Presence, and Intellectual Capacity. Additionally, the fundamental skills of leadership are evaluated and consist of how the individual “Leads,” “Develops,” and “Achieves.”

a. Army Values: It is expected that all officers have the Army Values, Empathy and the Warrior Ethos internalized. It is the filter that decisions, actions and outcomes are judged.

   1) Loyalty – Allegiance to those who are reliant on the leader for support. Loyalty is required to ensure the success of the chain of command and subordinates, and generates loyalty and support in return.

   2) Duty – Fulfilling professional obligations with a strong work ethic; personal initiative compels the leader to exceed minimum standards. Leaders with a strong sense of duty demonstrate and enforce high professional standards.

   3) Respect – Treating people as they should be treated. The leader demonstrates the value of dignity and human worth, creating a positive climate of command and projecting cultural tolerance.

   4) Selfless Service – Putting the welfare of the nation, the Army, and subordinates before self. The leader is willing to forego personal comforts for the sake of others, with no prospect of reward.

   5) Honor – Demonstrating a keen sense of ethical conduct; compelled to do the right thing. The honorable leader protects the reputation of the profession through personal actions.

   6) Integrity – Consistently adheres to moral and legal obligations. The leader is truthful and upright at all times.

   7) Personal Courage – Overcoming personal fears, both physical and psychic. While fears are a necessary component of human behavior, the leader is able to weigh the potential costs against the greater need, put fear (both real and imagined) aside and do what is necessary to complete the mission.

b. Empathy – Army leaders show a propensity to share experiences with the members of their organization. When planning and deciding, try to envision the impact on soldiers and other subordinates. The ability to see something from another person’s point of view, to identify with and enter into another person’s feelings and emotions, enables the Army leader to better care for civilians, soldiers and their families.

c. Warrior Ethos – The Warrior Ethos refers to the professional attitudes and beliefs that characterize the American Soldier. It is developed and sustained through discipline, commitment to the army Values, and pride in the Army’s heritage.

Leadership Dimensions

d. Presence

   1) Military Bearing – Projecting a commanding presence; pride in self starts with pride in appearance. Army leaders are expected to look and act like professionals. They must know how to wear the appropriate uniform or civilian attire and do so with pride.

   2) Physically Fit – Unit readiness begins with physically fit soldiers and leaders, for combat drains physically, mentally, and emotionally. Physically fit people feel more competent and confident, handle stress better, work longer and harder, and recover faster. Since leaders’ decisions affect their
organizations’ combat effectiveness, health, and safety, it is an ethical, as well as practical imperative for leaders to remain healthy and fit.

3) **Confident** – Confidence is the faith that leaders place in their abilities to act properly in any situation, even under stress and with little information. Leaders who know their own capabilities and believe in themselves are confident. A leader must be able to demonstrate composure and outward calm in difficult situations.

4) **Resilient** – Resilient leaders can recover quickly from setbacks, shock, injuries, adversity, and stress while maintaining their mission and organizational focus. Resilience helps leaders and their organizations to carry difficult missions to their conclusions.

e. **Intellectual Capacity**

1) **Mental Agility** – Flexibility of mind and a tendency to anticipate or adapt to uncertain or changing situations. Agility assists thinking through second- and third-order effects when current decisions or actions are not producing the desired effects. It helps break from habitual thought patterns, to improvise when faced with conceptual impasses and quickly apply multiple perspectives to consider new approaches or solutions.

2) **Sound Judgment** – Goes hand-in-hand with agility. Judgment requires having a capacity to assess situations or circumstances shrewdly and to draw feasible conclusions.

3) **Innovation** – A leader’s ability to introduce something new for the first time when needed or an opportunity exists. This includes creativity in the production of ideas that are original and worthwhile.

4) **Interpersonal Tact** – Effectively interacting with others depends on knowing what others perceive. It also relies on accepting the character, reactions and motives of oneself and others. Interpersonal tact combines these skills, along with recognizing diversity and displaying self-control, balance, and stability in all situations.

5) **Domain Knowledge** – Be technically and tactically proficient. Domain knowledge requires possessing facts, beliefs, and logical assumptions in many areas. Tactical knowledge is an understanding of military tactics related to securing a designated objective through military means. Technical knowledge consists of the specialized information associated with a particular function or system.

f. **Core Leader Competencies** – Leadership, Developing and Achieving

1) **LEADS**

   a) **Leads Others** – Leading is all about influencing others. Leaders and commanders set goals and establish a vision, and then must motivate or influence others to pursue the goals. Leaders influence others in one of two ways. Either the leader and followers communicate directly, or the leader provides an example through everyday actions. Leading by example is a powerful way to influence others and is the reason leadership starts with a foundation of the Army Values and the Warrior Ethos.

   b) **Extends Influence Beyond the Chain of Command** – In many situations, leaders use indirect means of influence: diplomacy, negotiation, mediation, arbitration, partnering, conflict resolution, consensus building, and coordination to influence and posture desired outcomes.

   c) **Leads By Example** – Leaders constantly serve as role models for others. They will always be viewed as the example, so they must maintain standards and provide examples of effectiveness.
through all their actions. Proper role modeling provides tangible evidence of desired behaviors and reinforces verbal guidance through demonstration of commitment and action.

d) **Communicates** – Leaders communicate effectively by clearly expressing ideas and actively listening to others. By understanding the nature and importance of communication and practicing effective communication techniques, leaders will relate better to others and be able to translate goals into actions.

2) **DEVELOPS**

a) **Creates a Positive Environment** – Leaders have the responsibility to establish and maintain positive expectations and attitudes that produce the setting for healthy relationships and effective work behaviors. Leaders should leave the organization better than it was when they arrived.

b) **Prepares Self** – Leaders ensure they are prepared to execute their leadership responsibilities fully. They are aware of their limitations and strengths and seek to develop themselves.

c) **Develops Others** – Leaders encourage and support others to grow as individuals and teams. They facilitate the achievement of organizational goals through assisting others to develop. They prepare others to assume new positions elsewhere in the organization, making the organization more versatile and productive.

3) **ACHIEVES: Gets Results** – Getting results, accomplishing the mission, and fulfilling goals and objectives are all ways to say that leaders exist at the discretion of the organization to achieve something of value. Leaders get results through the influence they provide in direction and priorities. They develop and execute plans and must consistently accomplish goals to a high ethical standard. A leader gets results by providing guidance and managing resources, as well as performing the other leader competencies.

**Organization**

4) **Army ROTC Rank Structure and Insignia**

![Insignia of Grade for Cadet Officers](image)

![Insignia of Grade for Cadet Enlisted Personnel](image)
5) **Air Force ROTC Rank Structure and Insignia**

<table>
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<tr>
<th>Epaulet Rank</th>
<th>Utility Uniform Rank Pins</th>
<th>Rank (Abbreviation)</th>
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<tbody>
<tr>
<td>POC</td>
<td></td>
<td>Cadet 2nd Class</td>
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<td>Cadet Captain</td>
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<td>Cadet Major</td>
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<td>Cadet Lieutenant Colonel</td>
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<td>GMC</td>
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<td>Cadet 3rd Class</td>
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<td>Cadet Captain</td>
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<td>Cadet Major</td>
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<td>Cadet Lieutenant Colonel</td>
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Within the Air Force ROTC, cadets in the equivalent of our MS-III and MS-IV classes hold the “POC” ranks, while cadets in the equivalent of our MS-I and MS-II classes hold the “GMC” ranks.

6) **Military Science Organization**

- **Professor of Military Science (LTC/MAJ(P)) (BN CDR).**

  Battalion Commander responsible for the supervision and mission accomplishment of the Stonehenge Battalion. Primary duties include enrollment officer responsible for targeted recruiting, developing leaders, and retaining quality prospects for future service in the U.S. Army. Performs duties as academic department/division chairperson; deals with the local and campus communities in areas pertaining to the U.S. Army. Additionally, responsible for the Battalion’s internal management control program, Cadet Contract and pay entitlements, and budget and unit funds. Acts as the Battalion’s test control officer and military affairs advisor to officers in the degree completion program. Primary unit retention officer and advisor to the MSL IV Cadets. Performs other duties as required in support of the Cadet Command Mission.

- **Assistant Professor of Military Science (MAJ/CPT) (XO, S3).**

  Executive Officer/Senior Assistant Professor of Military Science for the Stonehenge Battalion. Primary duties include quality control officer for the Battalion in the areas of contracting, Cadet pay, administration and logistics. Responsible for coordinating and supervising the Battalion’s overall training program IAW CC Reg 145-3. Performs as coordinator for Cadet professional development training. Performs duties as primary instructor for MS IV Cadets, to include academic advisor and chief counselor. Assists in targeted recruiting, developing leaders, and retaining quality prospects for commissioning. Assists in recruiting prospects and retention of Cadets in the program. Acts as the alternate Battalion test control officer for cadre and Cadet testing requirements. Performs as the LNO with the U.S. Military Academy Liaison Officer. Performs other duties in support of the Cadet Command Mission.

- **Assistant Professor of Military Science (MAJ/CPT) (ROO, AS2 Marketing, S5).**

  Assistant Professor of Military Science with primary duty as the Recruiting Operations Officer for the Stonehenge Battalion. Responsible for coordinating the Battalion’s overall recruiting programs. Performs duties as
the high school visitation coordinator and Battalion Recruiting Officer. Performs duties as academic advisor and
counselor. Is the primary link to University Recruiting efforts. Acts as the proponent for Simultaneous
Membership Program (SMP) as well as other Reserve component issues. Responsible for recruiting prospects for
Leader Training Course LTC and Cadets for the Leadership Development and Assessment Course (LDAC). Performs
other duties in support of the Cadet Command Mission.

- **Senior Military Science Instructor (SGM/MSG) (CSM, Company Leadership).**

  Senior Military Science Instructor/Battalion Sergeant Major for the Stonehenge Battalion Also, the senior
  enlisted representative and supervisor for all assigned NCOs. Performs duties as primary instructor for MS III
  Cadets, to include academic advisor and chief counselor Monitors and develops initiatives in the areas of Cadets
  and cadre training, administration, logistics, and marketing. Serves as the Commandant of Cadets for the Battalion
  and as advisor for Cadets in leadership positions. Performs as NCOIC/advisor to the Battalion’s color guard and
  other Cadet functions/ceremonies. Acts as the NCO role model for Cadets, and provides counseling and assistance
  as necessary. Assists in recruiting prospects for the Basic and Advanced Courses. Performs other duties in support
  of Cadet Command Mission.

- **Military Science Instructor (SFC/SSG) (Platoon Leadership)**

  Principal Instructor for the Stonehenge Battalion. Performs duties as primary instructor for MS II Cadets, to
  include academic advisor and chief counselor. Overall responsible for training Cadets on all pre-commissioning
  tasks with emphasis on land navigation, first aid, small unit tactics, and marksmanship. Ensures training aids and
  support materials are current and available for each class. Assists in the planning and execution of all field-training
  exercises. Monitors Cadet allocations for professional development training. Counsels and assists Cadets as
  necessary. Assists in recruiting prospects for the Basic and Advanced Courses. Performs other duties in support
  of Cadet Command Mission.

- **Human Resource Assistant (GS Civilian) (S1,S2)**

  Administrative POC for the Stonehenge Battalion. Responsible for personnel actions, financial documentation
  for Cadets and cadre pay, preparation of accessions and scholarship packets, personnel accountability, records
  management, postal operations and unit/Cadet database transactions. Performs as publications custodian,
  systems administrator, and test control Officer. Assists in recruiting prospects for the Basic and Advanced Courses.
  Performs other duties in support of Cadet Command Mission.

- **Logistics (GS Civilian) (S4)**

  Logistician for the Stonehenge Battalion. Responsible for the procurement and turn-in of all classes of
  materials. Ensures required maintenance is performed on assigned vehicles. Assists the property book officer in
  administering department budget requirements to include outstanding contracts. Assists in recruiting prospects
  for the Basic and Advanced Courses. Performs other duties in support of Cadet Command Mission.

7) **Duties of Cadet Officers**

The Stonehenge BN provides leadership opportunities for Cadets in the Advanced Course and teaches Cadets in
the Basic Course how an Army organization functions. Each Cadet must become familiar with the Cadet Duty
positions. MSIVs (academic seniors) provide the cadet leadership in the Stonehenge BN. Cadet officers are
addressed as "Sir" or "Ma'am" when performing their Cadet responsibilities. Salutes will be rendered to the Cadet
Officers in accordance with standard military courtesy practices.
• **Battalion Commander (BC)**

The Battalion Commander serves as the commander of the cadets and is also the principal point of contact between the cadets and the cadre. Makes all final decisions. Ensures the PMS’s intent is followed. It is the responsibility of the BC to keep the PMS informed on matters pertaining to the cadets. The BC also develops methods and procedures necessary to ensure that the Stonehenge Battalion is well trained. Is ultimately responsible for everything the BN does.

• **Executive Officer (XO)**

The principal officer; assistant to the BC. Coordinates all Primary and Special staff. Runs the staff meetings. Ensures all staff is functioning efficiently and promptly. The BC delegates a great deal of responsibility relating to direct staff coordination to the XO. Ensures the BC’s guidance is being implemented in all planning and training. Develops and monitors staff operating policies.

• **Command Sergeant Major (CSM)**

Principal advisor to the BC regarding all "enlisted" cadets (MS I, II, & III). Enforces the standard in execution, appearance & bearing, and in operating procedures, primarily with the MS III's and below. The only "enlisted" member of the battalion staff. Maintains morale and welfare of the BN.

• **Adjutant Officer (S-1)**

The Adjutant is responsible for all matters relating to cadet personnel. The S-1 prepares and maintains all of the cadet rosters. He or she is responsible for updating the cadet files and preparing and publishing the cadet newsletter. The S-1 also serves as the cadet historian for all ROTC events.

• **Intelligence Officer (S-2)**

The S2 forecasts impacts of Environment (physical, university, local, and cultural) for upcoming events. Items such as weather, university events, and major cultural events from prominent student groups need to be explained to understand their potential future impacts. Bottom line, the S2 estimates help the staff avoid or plan around potential disruptions to training or Cadet events.

• **Assistant S2 (AS2) Marketing Officer**

The AS2 aids the Recruiting Officer with recruiting/retention events. They assist with the planning and execution of Cadet outreach/recruiting events. They help the Recruiting Officer pick which on Campus opportunities the battalion should contribute and serves as the primary communication link to Students interested in serving in the US Army.

• **Operations Officer (S-3)**

Advises the BC in all planning, training, operations, and security of the BN. Supervises all implementation of plans and orders. Sets and reviews the standard operating procedures. S3 is responsible for all operations orders and planning. S3 also aids in the coordination of all special projects. The S3 must develop and maintain the task organization for all operations. The S3 runs the training meetings (IPRs). Prepares contingency plans.

• **Logistics Officer (S-4)**

The Logistics Officer takes care of affairs dealing with planning and execution for areas of supply, transportation, and the billeting of cadets. The S-4 organizes logistic estimates, and supply lists in preparation for cadet training activities. The S-4 is also the cadet assistant to the supply NCO.
• **Fundraising Officer (S-5)**

S5 serves as a link between military operations and civilian personnel. All public relations are taken care of by the S5, including advertising, press releases, interviews, and anything else similar. As the Fundraising Officer they manage the cadet account. The S-5 comes up with way to maintain an adequate balance for the Cadet account. The S-5 determines what amount the Stonehenge BN will support cadets during events such as Dinning Out, Germany Badge, and Baton Death March. Also the S-5 will act as a Liaison between the Army and Air Force ROTC.

• **Signal Officer (S-6)**

S6 is responsible for all tasks related to communications and electronics (technology) and Public Affairs. Conducts network management and maintenance, to include equipment. Maintains the BN local area network (computers). Maintains the BN web site. Maintains all social networks. Advises the commander and staff on all communications matters. The S-6 writes articles for the Stonehenge BN Newsletter and also takes photos at ROTC related events.

• **Cadet Academic and Mentor Officer**

The cadet Academic and Mentor Officer(s) manage the Mentor Program for the Stonehenge BN. Their job is to create a Mentor Program that will allow upper-class Cadets to mentor lower-class cadets. They will also coach, guide, direct, listen, and counsel cadets as required.

• **Physical training Officer**

PTO designs the physical training calendar. Facilitates APFT. Maintains a duty roster for MS III PT monitors. Responsible for coordinating with MS III leadership to ensure appropriate planning of all physical training sessions. Must be the resident expert when it comes to BN PT execution.

• **Cadet Company Commander**

Leads by personal example and responsible for everything the company does or fails to do. Principle duties include the key areas of tactical employment, training, administration, personnel management, maintenance, force protection, and sustainment of the company.

• **Cadet Company Executive Officer**

Second-in-command of the cadet company next to the Cadet Company Commander. Responsible for the efficient operations of company functions and for all logistical support for the company. Assists the Cadet Company Commander as necessary during all company operations and assumes command of the company in the absence of the Cadet Company Commander.

• **Cadet First Sergeant**

Leads by personal example and is responsible for everything the company does or fails to do. The senior noncommissioned officer (NCO) and normally the most experienced Soldier in the company. The commander’s primary tactical advisor and expert on individual and NCO skills. Helps the command plan, coordinate, and supervise all activities that support the unit mission. Operations where the commander directs or where can best influence a critical point or what is viewed as the unit’s decisive point. In addition:

• **Cadet Platoon Leader**
Responsible for the entire platoon does or fails to do. In the conduct of duties, consults platoon sergeant in all matters related to the platoon. Knows Soldiers and therefore how to employ the platoon and its organic and supporting weapons. During operations, the platoon leader:

- **Cadet Platoon Sergeant**

  Senior NCO in the platoon and second in command. Sets the example in everything. Tactical expert in Infantry platoon and squad operations, including maneuver of platoon-sized elements and employment of all organic and supporting weapons. Advises the PL in all administrative, logistical, and tactical matters. Responsible for the care of personnel, weapons, and equipment of the platoon. As second in command, assumes duties as assigned by the PL. Traditionally:

- **Cadet Squad Leader**

  Senior Infantryman in the squad, is responsible for all the squad does or fails to do. Directs team leaders and leads by personal example. Has authority over subordinates and overall responsibility for those subordinates’ actions. Centralized authority enables the SL to act decisively while maintaining troop discipline and unity. Even in the course of carefully-planned actions, must accomplish assigned missions using initiative without constant guidance from above. Responsible for the care of personnel, weapons, and equipment. During operations, the squad leader:

- **Cadet Team Leader**

  The Team Leader is responsible for everything the Team does or fails to do. The team leader leads from the front and by example. The team leader controls the movement of his fire team by leading from the front and using proper commands and signals. Maintains accountability of his team, weapons, and equipment. Ensures his team maintains unit standards in all areas. The team leader reports directly to the squad leader and prepares and issues team level OPORDs, WARNOs and FRAGOs as needed.

*Note- not all of these positions may be filled or utilized each semester/year. Positions are filled at the discretion of the PMS.

8) **Indicators of Excellence**

   Excellence is defined as “the fact or state of excelling; possessing outstanding quality; superiority; eminence.” Strive for excellence in all you do. The chart below is an example of excellence as a cadet and student at Missouri University of Science and Technology. This is not exhaustive and is meant to show there are many ways to succeed. A few examples of items not listed include helping others achieve Academic goals; participating in intramural sports, University; and Professional clubs; and volunteering for opportunities to help the community. Notice and recognize excellence whenever possible. Cadets are expected to demonstrate excellence in all they do and our cadre seek to recognize examples of cadet excellence through a variety of methods, including awards, public recognition, and other means.
9) **On and Off Duty Conduct**

Soon you will take an oath to uphold the Constitution, and serve the American people. They have a right to expect that you will carry out your duties and conduct yourself properly on and off-duty. Civil laws pertain to all citizens, Cadets included. You must obey all laws.

- **Drugs.**
  
  1) It is in violation of the Stonehenge Battalion and cadet command policy, the Army regulation, and Missouri State law to knowingly possess, use, and/or distribute a controlled substance.
  
  2) Under AR 145-1, Cadets who wrongfully use controlled substances (use, possess, and/or distribute) may be processed for disenrollment from ROTC depending on the nature of the violation.

- **Alcohol usage/laws and policies.**
  
  1) Cadets will not sell, transfer, distribute, or offer alcoholic beverages to any person(s) under the age of 21. Cadets under the age of 21 will not buy, possess, or consume beverages containing alcohol. Missouri state law prohibits these acts.
  
  2) Cadets will not consume alcoholic beverages or be intoxicated while in uniform or on duty. The exception is official ROTC ceremonies where the PMS has approved cadet alcohol consumption for those cadets of legal drinking age.
  
  3) Cadets must report any alcohol or drug related incident to permanent party Cadre.
• Cadet Command Regulation 145-1 governs all cadet rules and regulations. All cadets are required to follow all requirements outlined in CCR 145.

10) Positive and Negative Spot Reports

Positive and negative spot reports are used in addition to counseling and evaluations. Cadre or senior evaluators who feel a cadet has done a superior job, outside of their evaluation, may, under their discretion, give the cadet a positive spot report. Same is true for negative spot reports, only they are issued when a cadet has acted in an extremely incorrect manner, or when repeated counseling has failed to help the situation. Any positive or negative spot reports a cadet receives are placed into their file and are factored into the cadets overall evaluation.

11) Military Courtesy

Courtesy is respect for and consideration of others. In the Army the various forms of courtesy have become customs and traditions. It is important to render these courtesies correctly. Customs and courtesies also apply to the cadet chain of command.

• Salutes and greetings. The exchange of a salute is a visible sign of good discipline, mutual respect, unit pride and esprit de corps. Salutes and greetings in the Stonehenge BN should be the sharpest salutes of cadet command.

• All Cadets, and Soldiers will render the necessary salute unless the act would be impractical (i.e., arms full) in which case the verbal greeting will still be rendered.

• All Cadets and Soldiers will render the appropriate greeting (as stated above) to all Non-Commissioned Officers without rendering a hand salute.

• The US Flag, as distinguished from “Colors” is not saluted except during the ceremonies of raising and lowering the flag and when it is passing in a parade. The US Flag trimmed on three sides with golden yellow fringe is a Color and is saluted as appropriate. Do not salute the US Flag on the flagpole except during retreat and reveille.

• The following rules apply in most situations you will face: Unit Headquarters, orderly rooms, class rooms, day rooms, barracks, and supply rooms. The first person to see an officer who is higher in rank than the officers present in the room should call “Attention!” When a senior NCO such as a MSG, 1SG, CSM, or SGM enters the room/facility, Cadets will call “At ease!” The senior Cadet present in the area should then report to the visiting officer/Senior NCO. In smaller rooms containing one or two one or two Cadets, the cadet(s) should rise and stand at the position of attention or parade rest when an officer or senior NCO enters the room.

• During conversations. All Cadets will come to the position of attention facing a senior officer when spoken to in an official capacity. Normally the senior officer will direct “At Ease” or “Carry On” if the situation merits. When a cadet is speaking to an NCO, the Cadet will stand at Parade Rest unless otherwise directed by the NCO. A subordinate Cadet should stand when spoken to by someone senior in rank, unless the superior directs otherwise.

• When walking with someone of senior rank, the junior cadet will walk on the left hand side of the senior ranking leader.
• When an officer approaches Cadets in a formation, the leader in charge calls, “Attention!” and renders a salute for the entire group. When a senior NCO approaches, the leader call “At Ease”. When an officer senior in rank approaches a group of individuals not in formation, the first person to see the officer calls, “Group Attention!” everyone in the group faces the officer and renders a salute with the appropriate greeting. They will do the same for a Senior NCO, except calls “At Ease!” Soldiers working as part of a detail or participating in some other group activity such as athletics do not salute. The person in charge if not actively engaged salutes for the entire detail or group of Soldiers.

• Cell phone etiquette. Cell phones will be turned OFF during all briefings, meetings, classroom environments, and formations. The remainder of the time, they will be on vibrate. At no time should a ringtone be audible. Ear pieces will not be worn during formations, our while in uniform outside of an office or motor vehicle. Cell phone cases will be black in color if worn on the beltline.

• Only one cell phone or pager is authorized to be worn along the beltline while in uniform. Cell phone use is unauthorized while driving unless a hands free device is used. Cadets will not walk and talk while operating a cell phone or use any type of blue tooth ear piece while in uniform outside of an office or motor vehicle.

• When in uniform, backpacks must be black in color or military issue (e.g. issued assault pack.)

• Cadets will not walk and smoke tobacco at the same time.

• All retired military personnel will be given the respect normally afforded their active duty rank.

• Reveille and Retreat. The Reveille and Retreat ceremony is another military tradition. It symbolizes the respect we as citizens and Soldiers give to our flag and our country. Reveille is conducted in the morning with the bugle call “Reveille”. Retreat celebrated in two distinct parts: the bugle call “Retreat” followed by the bugle call “To the Colors” or if a band is available, the National Anthem.

• When outside in uniform or not in uniform and you hear “Reveille, you are expected to face the colors if visible, stand at attention and render a hand salute. For “Retreat”, you should face toward the colors, if visible and assume the position of Attention. Upon hearing “To the Colors” renders a hand salute. During retreat ceremonies, all vehicles in the area will stop. Military occupants will dismount the vehicle and render the proper courtesy. When required Reveille, Retreat, or To the Colors, a senior leader should bring the formation to attention and salute.

• If you are in civilian attire and hear “To the Colors” or the National Anthem, you are expected to place your right hand over your heart and remove all headgear.

12) Uniform by Type (see Army Regulation 670-1)

• The Duty Uniform (Class C Uniform). The following paragraphs summarize portions of the regulation.

1) The ACU wear Policy: The Army Combat Uniform (ACU) is a combat uniform prescribed for year-round wear for all Cadets, unless otherwise directed by the PMS

2) Headgear. All Cadets will wear appropriate headgear while outdoors. Headgear may be removed as approved by cadre when it interferes with the safe operation of military equipment. Cadets will carry their headgear in their hands when it is not worn while wearing ACU, Class A, and Class B uniforms. Cadets are also authorized storage of headgear in the class C (ACU) uniform cargo pockets. Cadets
must fold the headgear neatly so as not to present a bulky appearance or to ensure it does not protrude from the pocket. Cadets will not hand their headgear from any belt, be tucked into the pants, or placed in the front or rear pockets of any uniform. Headgear is not required in a privately owned vehicle.

3) Grey Micro-fleece Cap. The grey micro fleece cap will be worn during winter months for PT and is not an authorized headgear in Garrison environments except during the winter months as directed by the PMS or SMI. Typically when temperatures reach 35 degrees and below. The micro fleece cap is worn with ACU in the field environments when the ACH is not worn, on work details, or in other environments where the wear of the Patrol Cap is impractical, as determined by the PMS or the SMI.

4) Patrol Cap. The ACU Patrol Cap is worn with the ACU in both field and Garrison environments while wearing the ACU. The Patrol Cap is the standard headgear with ACUs unless otherwise specified.

5) Boots.

a) Army Combat Boots (hot and temperate weather). Made of tan rough-side-out cowhide leather with a plain toe and 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. A rubber outsole is the only outsole material that currently meets the need for durability and traction on surfaces. Other materials (that may be of a lighter weight) may have significant problems in these areas. Metal cleats and side tabs, and sewn-in or laced in-zipper inserts are not authorized.

b) Optional boots. Cadets may wear commercial boots of a design similar to that of the Army Combat Boot (tan), as authorized by the PMS and SMI, which is based on LDAC standards. The boots must be made of tan rough-side-out cowhide leather; 8 to 10 inches in height, with a plain toe, and have a tan, rubber outsole. Cadets may wear optional boots in lieu of the standard issue Army combat boots; however, they do not replace issued boots as a mandatory issued item. Optional boots are not authorized for wear when the PMS or SMI issues or prescribes standard organizational footwear for safety or environmental reasons (such as insulated boots or safety shoes).

6) Rain/cold weather jackets: Soldiers may wear camouflage cold weather jacket with the ACU. When the cold-weather coat or other authorized cold weather out garments are worn, Soldiers may wear the brown neck gator and gloves, but are not required to do so. Soldiers may wear the hood of the cold weather coat as their option. However, when the hood is not worn, Soldiers will tuck the hood into the jacket with the zipper closed. The black or green ACU fleece (ECWCS) can be worn as an outer garment when authorized by the commander.

7) Gloves: Soldiers may wear gloves with the ACU without the cold weather outer garment (i.e. Gortex jacket).

8) Handbags (Purses): Are not authorized for carry with the ACU. Approved styles can be carried with dress uniforms.

9) Bags. In addition to assault pack style and tactical colored bags, Cadets may carry civilian gym bags, civilian book bags, civilian ruck sacks, or other similar civilian bags while in uniform. If a Cadet opts to carry a shoulder bag that is not black/OD Green, coyote tan, ACU pattern, multi-cam pattern or foliage green, the cadet must hand carry the bag and not sling the bag on his/her shoulder. There is no restriction for the color of civilian bags carried in the hand.

10) Hydration System: May be worn in garrison as directed by the PMS or SMI.
11) Skill badges/pin-on: Soldiers may wear up to five badges on the ACU. All skill badges will be worn above the US Army tape. At a minimum, all Soldiers wearing badges will ensure they are subdued/colored with no brass showing at any time. Cadets seeking to wear sewn-on subdued badges and insignia instead of pin-on and Velcro must seek approval from cadre.

12) The US flag insignia (full color) is worn on the right shoulder pocket flap of the ACU coat. The flag insignia is placed directly on the top of the hood and loop-faced pad of the ACU coat shoulder pocket flap.

13) The Stonehenge Battalion patch will be worn on the left shoulder pocket flap of the ACU coat.

- **Field Uniform:**

  1) For all training conducted in field conditions such as Super Labs, Field Training Exercises (FTX), and Leadership Labs, Cadets will wear/carry ACUs with the ballistic helmet, gloves, eye pro, the MOLLE Fighting Load Carrier (FLC) with pouches attached (described below), water source (Camel Back or Canteen) and assault pack/rucksack with appropriate packing list.

  2) Ballistic Helmet: For all training in the field and all tactical leadership labs Cadets will carry or wear the Kevlar ballistic Helmet or Advanced Combat Helmet (ACH). The ACH and Ballistic Helmet will be worn with the chinstrap fastened around the chin. All Cadets will have the elastic camouflage band fastened to their helmet with no less than three pieces of 550 cord and their name (example “Smith”) sewn or neatly written on the front of their camouflage band with black permanent marker.

  3) Fighting Load Carrier (FLC): For all training in the field and all tactical leadership labs, Cadets will carry or wear the FLC with the following MOLLE sustainment and equipment pouches. At minimum each cadet will attach the first aid pouch, three magazine pouches, two grenade pouches and two canteen pouches. Additionally each cadet will attach the issued lensatic compass and their elbow or mini-mag flashlight with red lens to their FLC.

  4) The FLC will be fitted close to the torso but comfortable. The height of the FLC will be worn above the wearer’s hip bones. The two MILLO loop panels of the FLC will fit closely together on the front of the torso with approximately 1 ½ inches between the two panels the elastic clips fasted and remaining slack secured. Cadets with extremely narrow torsos may not need to use the buckle adjustments in the rear of the FLC. Secure all free running ends of all webbing with the elastic keepers or 100MPH tape (green, black or tan). The FLC will be maintained in accordance with the below diagram.

  5) Hydration systems: For all training in the field and all tactical leadership labs, Cadets will carry / wear at minimum one Camel Back with drinking tube or two canteens located in the two canteen pouches attached to the FLC.

  6) Personal Protective equipment: For all training in the field and all tactical leadership labs, Cadets will carry or wear issued knee and elbow pads, eye protection, ear protection and leather work or tactical gloves.

- **Improved Physical Fitness Uniform (IPFU):**
1) The IPFU is the approved Army physical fitness uniform. Cadets will wear the IPFU for all morning PT unless otherwise stated by the cadet chain of command or Cadre. The IPFU may also be worn for specified details conducted throughout the year such as weapons cleaning.

2) The Summer IPFU consist of the Army gray short sleeve T-Shirt (tucked into shorts), Army black shorts, solid yellow reflective belt, crew cut or above ankle white socks, and running shoes (shoes must be standard running shoes. Any questions regarding type or style of running shoes will be directed to Cadre for approval). White crew cut socks must be over the ankle and no logos showing. Cadre may authorize the use of the Battalion T-Shirt in lieu of Army gray T-Shirt.

3) Winter IPFU consist of the Army Long Sleeve T-Shirt (the Army short sleeve T-Shirts can be substituted based on Cadet Chain of Command or Cadre guidance), Army sweat suit (black running pants, gray work out jacket), black Army shorts, solid yellow reflective belt, appropriate crew cut or above ankle white socks, and running shoes, grey fleece cap and appropriate black or green gloves. Winter PT’s will be worn when directed.

4) Compression shorts are authorized to be worn underneath the Army black PT shorts. The color must be gray or black and must not have any visible markings.

Uniforms:

1) For all training in temperatures ranging from 15 degrees to 40 degrees the standard winter uniform will be ACU with cold weather Gortex parka worn outside of the ACU top, gloves (nomex or black winter gloves), and fleece cap (patrol cap carried in cargo pocket). For training that does not require dismounted movement or significant physical exertion such a patrol base activities, Cadets are authorized to wear silk weight or full weight poly-pro underneath their ACUs. Note: prior to initiation of significant physical excursion, foot marching, land navigation or physical endurance type training, all silk weight and full weight poly-pro will be removed.

2) For all training in temperatures below 15 degrees cadets will wear the Extended Cold Weather Clothing System (ECWCS). ECWCS consist of full weight poly-pro (fully zipped) worn underneath the cold weather Gortex top and bottom. Additionally, the grey fleece cap and neck gaiter will be worn along with black winter gloves and cold weather issued boots. Based on Chain of Command or Cadre guidance silk weight poly-pro will be worn underneath the full weight poly pro.
• **Army Service Uniform (ASU):** The ASU uniform will be worn for formal events such as the military ball, presenting the colors or based on guidance from the Cadet Chain of Command or Cadre. The Class A consists of the Army blue with black belt and brass buckle, the white long or short sleeve button down shirt with black four in hand tie or black bow tie. Worn on the blouse is the nametag over the right pocket, appropriate ROTC or U.S. Army awards and decorations and correct rank. Finally, black, highly shined dress shoes or black patent leather shoes with black calf high dress socks will be worn. All Ribbons and Award will be worn IAW AR 670-1 and CCR 670-1

13) **Uniform Wear and Appearance and Jewelry Standards**

• Your uniform identifies you as a member of the United States Army and the Stonehenge BN. This is a proud organization; wear our uniform with pride. The uniform guidelines for this organization are outlined in CCR 670-1 and AR 670-1.

• Items prescribed in CCR 670-1, AR 670-1 or contained in current authorization documents will be the only uniform, accessories, and insignia worn by cadets within the Battalion. The duty uniform for the Stonehenge BN is the ACU uniform with Patrol Cap.

• Cadets may wear only those badges and insignia they are entitled to wear in accordance with AR 670-1 (with changes). All badges, insignia, and ribbons must conform to Army standards. Insignia and accessory items purchased from the Military Clothing and Sales usually meet Army standards.

• All Cadets will maintain a high standard of dress and appearance. Uniforms will fit properly; trousers, pants, or skirts should not fit tightly; and Cadets must keep uniforms clean and serviceable. Cadets must project a military image that leaves no doubt that they live by a common military standard and are responsible to military order and discipline.

• While in uniform, personnel will not place their hands in their pockets, except momentarily to place or retrieve objects. Cadets will ensure that articles kept in their pockets, such as wallets, keys, and cell phones do not protrude or present a bulky appearance (while in a field environment this standard does not apply).
• Chains and necklaces will not be worn with the uniform unless of religious nature or used to hold a religious medallion. Only one religious item may be worn. If worn, it will be worn inside of the T-Shirt without being visible.

• Hair will be neatly groomed and will not present a ragged, unkempt, or extreme appearance. Hairstyles will NOT interfere with proper wearing of military headgear. Personnel are expected to adhere to standards published in Army Regulation 670-1.

• Cosmetics. Females will comply with the cosmetics policy while in any military uniform or while in civilian clothes on duty. Females may wear cosmetics that are conservative and complement the military uniform and their complexion. Eccentric, exaggerated, or trendy cosmetic styles and colors, to include makeup designed to cover tattoos, are inappropriate with the uniform and are prohibited. Permanent makeup, such as eyebrow or eyeliner, is authorized as long as the makeup conforms to the standards outlined above. Females will not wear shades of lipstick and nail polish that distinctly contrast with their complexion, that detract from the uniform, or that are extreme. For specific cosmetic and jewelry appearance standards, females are directed to AR 670-1.

• Sunglasses:
  1) Conservative prescription and non-prescription sunglasses and military issue eye-pro are authorized for wear in a garrison environment, except while indoors. Individuals who are required by medical authority to wear sunglasses for medical reasons other than refractive error may wear them, except when health or safety considerations apply.
  2) Personnel will not attach chains, bands, or ribbons to eyeglasses. Eyeglasses restraints are authorized only when required for safety purposes.

• Male cadets are not authorized to carry or use an umbrella while in uniform. Female Cadets are authorized the optional purchase and use of a plain black umbrella of commercial design while in dress uniform. The umbrella is not authorized for use during field environments or while wearing TA-50.

• Jewelry. A wrist watch or wrist identification bracelet, including a conservative type POW/MIA bracelet (only one item per wrist), and not more than two rings (Wedding set is considered one ring) are authorized with Army uniforms unless prohibited for safety or health reasons. The style must be conservative and in good taste.

• No jewelry, watch chains, or similar items will appear exposed on uniforms. Authorized exceptions are: a conservative tie tack or tie clasp may be worn with the black four in hand necktie; and pens or pencils may appear exposed on the ACU.

• Piercings.
  1) Female Soldiers are authorized optional wear of earrings only with the dress uniforms. Earrings will not be worn with Class C (ACU) uniforms.
  2) Earrings will not exceed 6mm or ¼ in diameter. They will be gold, silver, white pearl, or diamond; unadorned and spherical. When worn, earrings will fit snugly against the ear and will be worn as a matched pair with only one earring per ear lobe.
  3) Male Cadets are not authorized to wear any type of body piercing. When on an army installation or other places under Army control, Cadets may not attach, affix, or display objects articles, jewelry, or
ornamentation to or through the skin other than what is listed above, while they are in uniform, in
civilian clothes on duty, or in civilian clothes off duty.

4) Body piercing, such as wearing an earring stud through the tongue or nose, is not authorized.

5) Gauging is not authorized.

- Off duty: In general, the professional atmosphere and high standards of appearance maintained by
uniformed military personnel should carry over into the selection of civilian attire. Take pride in what you
wear regardless of it is a uniform or not. Wear of appropriate attire avoids public embarrassment, and
promotes a sense of community. It also assists in the orderly accomplishment of the goal of fostering
loyalty, discipline and morale of Cadets. Cadets should wear clothing that fits within this general guidance
and should not be immodest, extremist, obscene, and vulgar, depict drugs or paraphernalia or advocate
drug use, or clothing that presents a sanitation or cleanliness issue.

- Grooming. All Cadets are expected to abide by Army hair and fingernail standards and grooming policies.
Cadets are expected to maintain good daily hygiene and wear their uniforms so as not to detract from the
overall military appearance.

1) Hair. Many hairstyles are acceptable in the Army, As long as the Cadet’s hair is kept in a neat and
clean manner, the style’s acceptability will be judged solely by the criteria described below. Extreme
or fad style haircuts/styles are not authorized. If dyes, tints, or bleaches are used, colors must be
natural to human hair, and not present an extreme appearance. Lines or designs will not be cut into
the hair or scalp. Styles of hair and texture differ among different ethnic groups and these
differences affect the length and bulk of hair, as well as the style worn by each Cadet. Haircuts,
without reference to style, will conform to the following standards:

   a. Male Cadets: The hair on top of the head will be neatly groomed. The length and bulk of
   the hair will not be excessive or present a ragged, unkempt, or extreme appearance. The
   hair conforms to the shape or the base of the neck. When the hair is combed, it will not
   touch the ears, eyebrows or collar, except for the closely cut hair at the back of the neck.
   The block cut fullness in the back is permitted to a moderate degree, as long as the tapered
   look is maintained. In all cases the bulk or length of hair may not interfere with the normal
   war of headgear, protective masks or equipment.

      i. Males are not authorized to wear braids, cornrows, or dreadlocks (unkempt
         twisted, matted individual parts of hair) while in uniform or in civilian clothes on or
         off duty. Hair clipped closely or shaved to the scalp is authorized.

      ii. Sideburns will be neatly trimmed. The base will be a clean shaven horizontal line
          that is not flared. Sideburns will not extent below the lowest part of the exterior
          ear opening. Sideburns must not present a faddish appearance and must
          compliment the ear style.

      iii. The face will be clean shaven (including prior to the first daily formation/physical
          training, and during all training event.) If a mustache is worn, it will be kept neatly
          trimmed, tapered and tidy, and will not present a chopped off appearance. No
          portion of the mustache will cover the upper lip line extent sideways beyond a
          vertical line drawn upward from the corner of the mouth. Handlebar mustaches,
          goatees, unshaven hair under the lower lip, and beards are not authorized. If beard
          growth is prescribed by an appropriate medical authority, the length required for
medical treatment must be specified. (i.e. “a neatly trimmed beard is authorized. The length will not exceed ¼ inch.”.) The Cadet must carry a copy of the beard profile on his person at all times.

iv. The wearing of a wig or hairpiece by male personnel in uniform or on duty is prohibited except to cover natural baldness or physical disfiguration caused by an accident or medical procedure. When worn, it will conform to the standard haircut criteria as stated.

b. Female Cadets: Females will ensure their hair is neatly groomed, that the length of the hair is manageable and that the hair does not present a ragged, unkempt, or extreme appearance. Likewise, trendy styles that result in shaved portions of the scalp (other than the neckline) or designs cut into the hair are prohibited.

i. Females may wear braids and cornrows as long as the braided style is conservative, the braids and cornrows lie snugly on the head, and any hair holding devices comply with the standards in AR 670-1. Dreadlocks (unkempt, twisted, matted individual parts of hair) are prohibited in uniform or in civilian clothes.

ii. Hair will not fall over the eyebrows or extent below the bottom edge of the collar, to include braids, which will be neatly and inconspicuously fasted or pinned. Styles that are lopsided in uniform or distinctly imbalanced are prohibited.

iii. Ponytails, pigtails or braids that are not secured to the head: widely spaced individual hanging locks; and other extreme styles that protrude from the head are prohibited. Extensions, weaves, wigs, and hairpieces are authorized; however, these additions must have the same general appearance as the individual’s natural hair. Additionally, their style and length conform to the grooming policies set forth in AR 670-1.

iv. Females will ensure all hair styles do not interfere with proper wear of military headgear and protective masks or equipment, at any time. When headgear is worn, the hair will not extend below the bottom edge of the collar.

v. Hair holding ornaments (such as, but not limited to, barrettes, pins, clips), if used must be unadorned, plain, and transparent or similar in color to the natural hair, and will be inconspicuously placed. Beads or similar ornamental items are not authorized.

c. Fingernails. All personnel will keep fingernails clean and neatly trimmed IAW AR 670

i. Males will keep nails trimmed so as not to extend beyond the fingertip.

ii. Females will not exceed a nail length of ¼ inch, as measured from the tip of the finger. Females will trim nails shorter if the PMS determines that the longer length detracts from the military image, presents a safety concern, or interferes with the performance of duties. Female Cadets are authorized to wear nail polish with all uniforms as long as the color is conservative and complements the uniform, as determined by the PMS and as directed by AR 670-1.
1) **Standard Lab and Field Packing list-Move to Wear and Appearance**

(Minimum packing list for all tactical leadership labs or any Field Training. Packing list may be adjusted IAW guidance from CDT CoC).

### MOLLE / RUCKSACK

- WET WEATHER BAG
- GORTEX JACKET
- GORTEX TROUSERS
- BRA, FEMALE (1)
- DRAWERS, COTTON (1)
- PANTIES, FEMALE (1)
- BOOTS, COMBAT
- SOCKS, CUSHION SOLE (2)
- T-SHIRT, TAN (1)
- ACU TOP and BOTTOM (1)
- INSIGNIA, RANK, NAME TAPE, US ARMY TAPE (1 SET)
- MRES (2)
- TOWEL, BATH (1)
- WASHCLOTH (1)
- PERSONAL HYGIENE ITEMS (RAZOR, TOOTHBRUSH, Etc.)
- FEMININE HYGIENE PRODUCTS
- FONCHO
- 550 CORD (5-feet)

### A BAG (DUFFLE BAG)

- BAG, DUFFLE
- BAG, BARRACKS
- RUNNING SHOES
- APFU LS T-SHIRT
- APFU SHORTS
- APFU PANTS
- APFU JACKET
- SOCKS WHITE (Above Ankle) (2)
- BRA, FEMALE (2)
- DRAWERS, COTTON (2)
- PANTIES, FEMALE (2)
- SOCKS, CUSHION SOLE (2)
- TOILET ARTICLES
  - SHAMPOO, CONDITIONER, Etc.
  - TOILET PAPER (1 Roll)
  - SHOWER SHOES
  - ACU TOP and BOTTOM
  - T-SHIRT, TAN (2)
  - PTPAD
  - SLEEPING BAG BLACK
  - BIVY COVER
  - MRE (1)
  - LOCK

### ASSAULT PACK

- TROUSERS, WET WEATHER
- PARKA, WET WEATHER
- SOCKS, CUSHION SOLE (2)
- T-SHIRT, TAN (1)
- BLACK LEATHER GLOVES w/INSERTS
- MRES (2)
- REFLECTIVE BELT
- PRORTRACTOR
- EXTRA BATTERIES for FLASHLIGHT
- ZIPLOCK BAGS (1QT Size) (2)
- CAMOUFLAGE STICK
- FLEECE CAP
- PATROL CAP
- TERRAIN MODEL KIT

### FIELD UNIFORM WORN

- ACU’s
- INSIGNIA, RANK, NAME TAPE, US ARMY TAPE
- UNDERSHIRT
- UNDERGARMENTS
- EYE PROTECTION
- ID TAGS
- ID CARD
- WRIST WATCH
- BELT, BLACK or TAN WEB
- NOTEBOOK INDEX CARDS
- PEN/PENCIL (2)
- KEVLAR HELMET
- WHISTLE
- CHEMLIGHT (Red)
- LBV/FLC (w/FLASHLIGHT, EAR PLUGS, 2 FILLED CANTEENS, CANTEEN CUP & COVER, FIRST AID POUCH AND DRESSING, 1 AMMO POUCHES, GRENADE POUCH, COMPASS w/CASE)
- HYDRATION SYSTEM
- SOCKS CUSHION SOLE (OD GREEN or BLACK)
- AUTHORIZED COMBAT BOOTS
- KNEE and ELBOW PADS
- TACSOP
ROTC

14) 4 Year Program

The Four-Year Army ROTC program is divided into two parts called the Basic Course and the Advanced Course.

The Basic Course is usually taken during the first two years of college and is called Military Science 1 and Military Science 2 (MS I and MS II). The academic classes provide an introduction to the Army. Placement credit may be granted for participation in Junior ROTC training or attendance at Basic Training and/or Advanced Individual Training with the National Guard or Army Reserve for entering freshmen students.

The Advanced Course (MS III and MS IV) is usually taken during the final two years of college. It includes instruction in organization and management, leadership theory, tactics, physical training, ethics and professionalism, as well as military law. All uniforms and equipment in the Advanced Course are also furnished to students at no cost. However, students at this level must purchase their own textbooks. During the summer between the junior and senior years of college, Advanced Course cadets attend a fully paid four-week training session called Leadership Development and Assessment Course which provides students with the opportunity to practice what they have learned in the classroom, as well as introducing them to Army life in the field.

15) 2 Year Program

The Two-Year Program is designed for juniors and community college graduates, students at four-year schools who did not take ROTC during their first two years of college, students entering a two-year post graduate course of study, and veterans who may be granted placement credit for the freshman and sophomore years of the program.

To enter the Two-Year program, non-veterans must first attend a fully paid, four-week Leadership Training Course (LTC), normally held during the summer between their sophomore and junior years of college. After the successful completion of LTC, students who meet the necessary requirements may enroll in the Advanced Course.

16) Types

There are several methods to become a Cadet in Army ROTC:

a. Non-scholarship - Cadets that are contracted but don’t receive any scholarship
b. Scholarship – Cadets that are contracted and receive scholarship
c. Simultaneous Membership Program (SMP)- Cadets that are members of the Army Reserve or Army National Guard and Army ROTC at the same time
d. Green to Gold (G2G)- Active Duty enlisted Soldiers who become cadets
e. Guaranteed Reserve Forces Duty (GRFD) - Cadets that want to pursue a civilian career and serve can have guaranteed placement in the reserves

Some combinations are possible and all have different levels

17) Military Science Classes

MIL ARMY 015 Leadership and Personal Development (1 CR) MS I Fall
MIL ARMY 025 Introduction to Tactical Leadership (1 CR) MS I Spring
MIL ARMY 035 Innovative Team Leadership (3 CR) MS II Fall
MIL ARMY 040 Foundations of Tactical Leadership (3 CR) MS II Spring
18) **Summer Training Opportunities**

- **Leaders Training Course (LTC)**

  The purpose of the Army ROTC Leadership Training Course is to give the student practical experience and provide training in fundamental military skills. It is not all physical training and marches, although that does take up some of the time. Participants also learn to navigate through a wilderness course, relying on your skill with a map and a compass, and your survival instinct. They will also learn combat tactics from the ground up.

  LTC participants earn over $800.00 for four-weeks of training, round trip airfare to Kentucky, and free room and board.

  Army ROTC can provide LTC graduates with a two-year, full-tuition scholarship, if they qualify. Performance at LTC plays a big part in earning that scholarship.

- **Leaders Development and Assessment Course (LDAC)**

  Leaders Development and Assessment Course (LDAC) at Fort Lewis, Washington is a mandatory month long training and evaluation program. Completion and graduation for LDAC is a requirement for commissioning. Cadets normally complete Leaders Development and Assessment Course during the summer between the MS III and MS IV years. Much of the MS III year is spent in preparation for Leaders Development and Assessment Course.

  The camp is intentionally tough and introduces the element of stress. Throughout the four-weeks, physical and mental challenges will be encountered which test you as a person, soldier, and leader. The training at Leaders Development and Assessment Course is built around small unit tactical training because it is the best vehicle for evaluating a cadet’s potential to serve as a commissioned officer. The days are long with considerable night training and limited to no days off. Performance at camp greatly influences success in the ROTC program and subsequent branch and duty assignments. Cadets will also receive over $800.00, room and board, and round trip transportation while at LDAC.

- **Performance and Potential Rating Criteria** – This is an overall summary of the cadets’ performance and is individually evaluated at the following levels:

  1) **Exceeds Standards** – Cadets must earn all of the following:

     a) Earn ratings of “Excellent” in leadership opportunities with no “N’s”

     b) Earn ratings of “Excellent” in at least 9 of 17 leadership dimensions with no “N’s”

     c) Have no waivers in any events

  2) **Meets Standards** – Cadets must earn the following:
a) Pass the initial or first retest APFT with a minimum of 60 points in each event

b) Pass initial or first retest Land Navigation with a minimum score of 14 Written, 5/8 points on Day, and 3/5 points at Night.

c) Earn a minimum summary rating of “S” in each of the 7 Army Values and 17 Leadership Dimensions.

3) “Needs Improvement” – Cadets earn an “N” for the following:

a) Failing to meet standards and/or requiring a non-medical waiver to receive course credit.

b) Refusing to participate in training (per WF Policy Statement #7)

- To successfully complete the LDAC course, cadets must meet the following criteria:
  1) Pass the APFT with a minimum score of 60 points in each event (Pushups/Sit-ups/2 Mile Run)
  2) Pass Land Navigation with a minimum score of 70% in each phase (Written 14/20, day 5/8, Night 3/5)
  3) Attend 90% of scheduled training (missing 3 or more days of training must receive a waiver from the Commandant of Cadets)
  4) Earn a minimum summary rating of “Satisfactory” in each of 9 leadership values and 17 core competencies
  5) Cadets failing to meet these standards may receive a waiver to remain at LDAC IAW Policy memo #1.

- **The Cultural Understanding and Language Proficiency (CULP) Program**

  The Army recognizes the need for young leaders to develop more cultural awareness and foreign language proficiency skills. Now more than ever, cultural awareness training is a vital component to the ROTC curriculum. Overseas immersions help educate future leaders in ways the classroom cannot.

- **Army Internships**

  Army ROTC has a number of paid summer internships for current and prospective Cadets. It is a good way to increase experience, training and skills in an area you need for an Army Career.

- **Military Schools**

  Military specialty schools are available for Cadets who are high on the OML. Airborne, Air Assault, Northern Warfare, Sapper School...etc. Opportunities, availability and open schools change every year.

**Finance**

19) **Scholarship-MOVE ABOVE CONTRACTING REQUIREMENTS**

   The Department of the Army offers a wide range of scholarships. The scholarships information can be found at [http://armyrotc.mst.edu/scholarships/](http://armyrotc.mst.edu/scholarships/). The website contains information on:
i. Four-Year National Scholarship
ii. Three-Year Advanced Designee Scholarships
iii. Two-Year Scholarships
iv. Simultaneous Membership Programs (SMP)
v. Guaranteed Reserve Forces Duty (GRFD)

Other Tuition Assistance:
1) Military Tuition Assistance Information Center (http://www.militaryta.com/)
2) GI Bill (http://www.gibill.va.gov/)
3) Housing Scholarship (Ask Cadre for details)

20) Financial Support and Benefits

Contracted cadets receive other benefits in addition to having their tuition paid for. While a contracted cadet, they will receive a monthly stipend each month school is in session. MS I’s, II’s, III’s, and IV’s receive $250.00, $300.00, $350.00, and $400.00 respectively.

In addition to the monthly stipend, contracted cadets will also receive $600.00 every school year to help with the purchase of books and supplies. MST itself provides contracted cadets with an additional $1000.00 scholarship each semester for room and board.

21) Contracting Requirements

The following are the requirements that must be met before a student can contract. Although some requirements are waiverable, waivers are not always granted. There are obviously some non-waiverable items such as alcohol related offences, etc. Although a student may meet all contracting requirements, an ROTC contract is NOT guaranteed.

- **Academically**

  In order to contract, personnel must be registered and attending full time a regular course of instruction resulting in an accredited undergraduate or graduate degree at a host or partnership school. They must have a current GPA of at least 2.5 on a 4.0 scale (same goes for entering freshmen of their high school GPA) and score at least a 19 on the ACT (or SAT equivalent). Students must be majoring in one of the majors recognized and approved by Cadet Command.

- **Physically**

  Students must meet height and weight standards and pass the APFT with at least a score of 180 (60 points in each event) on the Army Physical Fitness Test (APFT) prior to contracting.

- **Medically**

  Students must be medically qualified, by a DODMERB physical, and/or have obtained all necessary waivers prior to contracting.

- **Age and Citizenship**

  Students must be at least 17 years of age upon contracting and less than 30 years of age when commissioned. They must also be a U.S. citizen.
• **Other Requirements**

  Students may not have more than three dependents, including spouse. They cannot have a civil conviction, adverse adjudication, or court-martial conviction other than minor traffic violations (exception: Alcohol related driving offenses) resulting in a fine of less than $250. Students may not have any tattoos specifically prohibited by the Army and must possess a good moral character. Applicants cannot be conscientious objectors and must sign the loyalty oath. If students were prior service, they must have been honorably discharged with a qualifying RE code of 1 on the DD Form 214.

22) **Distinguished Military Graduate**

  MS IV cadets who possess outstanding qualities of leadership, high moral character and aptitude for military service, have attained a high academic standing, and rank in the top third of their ROTC class may be appointed Distinguished Military Students. Designation is normally made at the beginning of the fall quarter. Cadets who maintain their standing during the senior year will be designated Distinguished Military Graduates.

23) **Disenrollment**

  The PMS will disenroll a student from ROTC for the following reasons:
  1. Withdrawal from school. The student may be reenrolled in ROTC if they reenter an institution with an Army ROTC unit.
  2. Physical disqualification when so determined by a military doctor. If the condition is corrected, the student may be reenrolled.
  3. Failure to maintain scholastic standing as required by the academic institution or ROTC.
  4. Disciplinary reasons.
  5. Indifferent attitude.
  6. Willfully evading the terms of the advanced course contract.
  7. Undesirable traits of conduct (See Article 133, Uniform Code of Military Justice).
  8. Failure to maintain requirements for enrollment as prescribed in Army regulations.
  9. Discovery of a fact or condition that will bar the student from appointment as an officer.
  10. Dismissal or withdrawal from Leadership Development and Assessment Course for non-medical reasons.

**Standard Events**

24) **Flag Detail**

  • **General**

    The Army and the Air Force rotate flag detail responsibilities, typically alternating every other month. The months that the Army is responsible for it, Army cadets put the flag up on the flag pole located in front of Harris Hall every Monday morning at 0700 and retrieve it every Friday at 1600. A flag detail roster is posted prior to the first detail of the month. Each detail consists of three members, two halyard pullers, and one MS III as the Noncommissioned Officer in Charge (NCOIC). The uniform for morning flag detail is the uniform dictated for that morning’s PT. The uniform for afternoon flag detail is ACUs, boots, and soft cap. Cold and wet weather gear may be worn as long as all members of the detail are uniformed the same.

  • **Flag Detail SOP**
a. Reveille:

The NCOIC will retrieve the flag from the designated storage place. The flag is to be carried, at all times, horizontal to the ground. The NCOIC will form the detail up outside of Harris Hall at 0700. Once formed, the NCOIC will march the detail to the downwind side of the flagpole, halting the detail so they are centered on the staff. Once there they will give the following commands in the following order:

1. Mark Time, March
2. Detail, Halt
3. Left, Face
4. Post
5. Secure the Halyard
6. Attach the Flag
7. Raise the Flag
8. Order, Arms
9. Post
10. Ready, Face
11. Column Left, March

On the command of Post, the halyard pullers will take one step forward and face the staff. Following the command "Secure the Halyard," the right halyard puller will secure the halyard and pass one halyard to the other halyard puller. On the command "Attach the Flag," the left halyard puller will stand fast while the right halyard puller attaches the flag from the top to the bottom. When the command "Raise the Flag" is issued the halyard will be pulled from left to right to ensure the halyard does not become tangled. The flag should rise at a regulated speed of 20 seconds. Once the flag has cleared the NCOIC’s hands, he/she should snap to the position of attention and salute. When the flag reaches the top of the flag pole, the left halyard puller will hand their halyard to the right halyard puller and immediately snap to the position of attention and salute. The right halyard puller should then secure the halyard by tying it off, snap to the position of attention, and salute. On the command of “Order Arms,” everyone will terminate their salutes. On the command “Post,” the halyard pullers face towards Harris Hall and take one step forward. When the NCOIC issues the command “Ready, Face,” the NCOIC will execute a right face while the halyard pullers execute a left face. The NCOIC will then command “Column Left, March” followed by all other necessary commands to march the detail back to the original formation site. Once there the NCOIC will dismiss the detail.

b. Retreat:

The detail will form up outside Harris Hall at 1600. The NCOIC will then march the detail to the flag pole in the same manner and location as described for reveille. Once there, the NCOIC will give the following commands in the following order:

1. Mark Time, March
2. Detail, Halt, Left, Face
3. Post
4. Secure the Halyard
5. Lower the Flag
6. Post
7. Ready, Face
8. Column Left, March

Steps 1-5 are the same as for reveille. On the command “Lower the Flag,” the flag will be lowered at a regulated speed of 40 seconds. The halyard will be pulled from right to left. The NCOIC should immediately salute after commanding to lower the flag. When the flag is within reaching distance, the NCOIC will terminate his/her
hand salute and secure the flag. Once completely lowered, the left halyard puller will assist the NCOIC with the flag while the right halyard puller ties off the halyard. The NOCIC will then give the right halyard puller the stars and the left halyard puller the stripes. The flag should be held waist high with even tension. The left halyard puller will fold the flag with assistance from the NCOIC. When the flag is folded it will resemble a cocked hat, and should be held with the point of the triangle pointing outward. Once completely folded, the right halyard puller will pass the flag to the NCOIC. This will be done by flipping the flag into the hands of the NOCIC so that it remains horizontal to the ground, point facing outward. The halyard pullers will then go to the position of attention and face the flagpole. Commands 6-8 are the same as described in reveille. Once the detail has marched back to the formation site, the NCOIC will dismiss the detail and store the flag in its designated storage area.

- **Folding the Flag**

1. To fold the flag correctly, bring the striped half up over the blue field.

2. Then fold it in half again.

3. Bring the lower striped corner to the upper edge, forming a triangle.

4. Then fold the upper point in to form another triangle. Continue until the entire length of the flag is folded.

5. When you get near the end—nothing but the blue field showing—tuck the last bit into the other folds to secure it.

6. The final folded flag resembles a cocked hat with only the white stars on a blue field showing.

25)  **Physical Training (PT)**

- **PT Requirements**

Physical training is offered 5 days a week to help Cadets achieve excellence standards....

Use Personal Protective Equipment to ensure visibility by vehicle drivers.

Running on roads is prohibited unless directed by Cadre.

- **Army Physical Fitness Test**

The Army Physical Fitness Test (APFT) consists of three events: pushups, sit-ups, and a two-mile run. The pushups and sit-ups are each performed during two minute time periods in which the participant must perform as many correct repetitions as possible. These requirements are based on age and sex and can be referenced in the TC 3-21.20.
26) **Leadership Laboratory**

- **General**

  The leadership lab compliments the classroom instruction and is designed to reinforce the concepts learned in the classroom through hands on experience. The leadership lab is required for all cadets. However, its primary focus is the MS III class and their preparation for LDAC.

- **Objectives**

  The objective of the lab is to provide leadership training and command experience. It provides the cadre and cadet officers with the opportunity to evaluate the MS III's and gauge their progress. Leadership lab helps all cadets develop military skills and the essential characteristics of a leader.

- **Lab Specifics**

  The cadre or cadets (MS IV and above) conduct the leadership labs. The lab is a regularly scheduled class while school is in session. The uniform for each lab and the training to be conducted will be announced every week.

27) **Field Training Exercises and Super Labs (FTX)**

- **General**

  Field Training Exercises and Super Labs are mandatory events. Only those cadets who receive permission from the PMS will have an excused absence. FTX’s provide cadets with additional training and hands on experience. The majority of the FTX’s are held at Fort Leonard Wood, Missouri. Each FTX is different, but they include training events such as M-16 qualification, land navigation, obstacle courses, rappelling, patrolling and like events. FTX’s last anywhere from 1-3 days and generally fall on a weekend. There is usually one FTX in the fall semester and at least two in the spring semester.

- **Objective**

  The objective of FTX’s is to provide cadets with hands on training and experience in basic soldier skills, in addition to providing a fun learning environment, all while testing and practicing their leadership skills and abilities. FTX’s not only help train and prepare cadets for LDAC but also for careers as Army officers.
Key Training Locations

- Track Field
- Rugby Field
- Multi-Purpose Bldg
- IM Fields
29) **Five Principles of Patrolling**

Incorporate these principles to planning and executing tactical and garrison operations and you will set your unit up for success.
a. **Planning:** Quickly making a simple plan and effectively communicating the plan to the lowest level. A great plan that takes forever to complete and is poorly disseminated isn’t a great plan. Plan and prepare to a realistic standard, and rehearse everything.

b. **Reconnaissance:** Your responsibility as a leader is to confirm what you think you know, and find out what you don’t.

c. **Security:** Preserve your forces as a whole, and your recon assets in particular. Every Soldier and every rifle counts; anyone could be the difference between victory and defeat.

d. **Control:** Clear concept of the operation and commanders intent, coupled with disciplined communications, to bring every man and weapon you have available to overwhelm the enemy at the decisive point.

e. **Common Sense:** Do what you’re supposed to do, without someone having to tell you, despite your own discomfort or fear.

**Tools**

30) **Troop Leading Procedures and Military Decision Making Process model**

31) **Warning Orders (WARNO) and Fragmentary Orders (FRAGO)**

Warning orders are issued prior to the actual OPORD. At a minimum, the WARNO should contain the mission and the date and time of the OPORD. A recommended format for a WARNO can be found below, but there is not set format established, it is up to the leader issuing the order. FRAGOs are issued to update the unit on any changes that have occurred in the order.
• **Warning order**

1. Situation
2. Mission
3. Execution - Concept - Time Schedule - Rehearsal - Tasks to Subordinates
4. Sustainment
5. Command and Signal

• **Fragmentary order**

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

32) **Standard Operations Order Format**

Task Organization

1. Situation
   a. Area of Interest
   b. Area of Operations
      i. Terrain (OCOKA)
      ii. Weather (Light and Weather)
   c. Enemy Forces (Composition, Disposition, MPCOA, MDCOA)
   d. Friendly Forces
      i. Higher (Mission intent two levels up)
      ii. Adjacent Units
   e. Interagency, intergovernmental and Non-Governmental Organizations
   f. Civil Considerations (ASCOPE)
   g. Attachments and Detachments
   h. Assumptions

2. Mission (5 Ws)

3. Execution
   a. Commanders Intent
   b. Concept of the Operations
   c. Scheme of Movement and Maneuver
      i. Scheme of Mobility and Counter mobility (if applicable)
      ii. Scheme of Battlefield Obscuration (if applicable)
      iii. Scheme of Intelligence, Surveillance, Reconnaissance (if applicable)
   d. Scheme of Intelligence
   e. Scheme of Fires
   f. Scheme of Protection
   g. Stability Operations
   h. Assessment
   i. Coordinating Instructions
      i. Time or Coordination when the OPORD becomes effective
      ii. Timeline
      iii. Commanders Critical Information Requirements
      iv. Essential Elements of Friendly Information
      v. Fire support Coordination Measures
      vi. Airspace Coordination Measures
      vii. Rules of Engagement
      viii. Risk Reduction Control Measures
33) **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.

34) **The Soldier’s Creed**

I am an American Soldier.

I am a warrior and a member of a team.

I serve the people of the United States, and live the Army Values.

*I will always place the mission first.*

*I will never accept defeat.*
I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy, the enemies of the United States of America in close combat.

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

I am an American Soldier

35) The Ranger Creed

Recognizing that I volunteered as a Ranger, fully knowing the hazards of my chosen profession, I will always endeavor to uphold the prestige, honor, and “esprit de corps” of the Rangers.

Acknowledging the fact that a Ranger is a more elite soldier who arrives at the cutting edge of battle by land, sea, or air, I accept the fact that as a Ranger my country expects me to move farther, faster and fight harder than any other soldier.

Never shall I fail my comrades. I will always keep myself mentally alert, physically strong and morally straight and I will shoulder more than my share of the task whatever it may be. One-hundred-percent and then some.

Gallantly will I show the world that I am a specially selected and well-trained soldier. My courtesy to superior officers, neatness of dress, and care for equipment shall set the example for others to follow.

Energetically will I meet the enemies of my country. I shall defeat them on the field of battle for I am better trained and will fight with all my might. Surrender is not a Ranger word. I will never leave a fallen comrade to fall into the hands of the enemy and under no circumstances will I ever embarrass my country.

Readily will I display the intestinal fortitude required to fight on to the Ranger objective and complete the mission though I be the lone survivor.

Rangers Lead The Way!
### Military Rank Structure and Insignia

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**Note:** Pay grades are not detailed in the table. Pay grades are typically numerical, indicating rank or level, such as E-1 for Private, E-2 for Private 2, and so on. Each pay grade has corresponding titles and insignia specific to each branch of the military.
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References


Department of the Army, AR 25-20, Army Correspondence, 2002


