MICHIGAN STATE UNIVERSITY
SPARTAN BATTALION
GARRISON SOP
(STANDARD OPERATING PROCEDURE)
SCHOOL YEAR 2012-13
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Welcome to the Spartan Battalion,

Whether you have a personal commitment to pursue an Officers’ commission, are simply enrolling to gain leadership training and experience, or you just want to learn something about the military, we are pleased to have you with us.

We prepared this handbook to assist you in understanding how the program is organized. Keep it with you as a reference and become familiar with its contents.

The goal of the MSU Army ROTC program is to develop leaders and commission qualified Second Lieutenants for the United States Army. Our courses and extracurricular activities are designed to achieve this end. We believe you will find the program challenging, rewarding, and fun.

Each member of the department stands ready to assist in making your participation in Army ROTC a productive and enjoyable experience. Our program, like our Army, is made up of individuals with different personal goals and objectives. We encourage students to discuss their goals with our instructors and with me so that we can help you achieve them.

Welcome to the program and best of luck in everything you do at MSU. GO GREEN!

JEFF H. MCDONALD
LTC, U.S. Army
Chairperson
INTRODUCTION

General

The Garrison SOP provides general guidance on the policies and procedures used in administering the Army’s Senior Reserve Officers’ Training Corps Program (ROTC) at Michigan State University (MSU). The guidelines and information contained herein are applicable to each Cadet enrolled in the program. It is published to help Cadets understand what is expected of them during their course of training in ROTC.

Mission

The U.S. Army Cadet Command commissions Officers to meet the Army’s Leadership Requirements; and provides a Citizenship Program that motivates young people to be strong leaders and better citizens.
Your Commission as an Army Officer

The commission certificate is a document signed by the Secretary of the Army. In it, the President states that, he places “special trust and confidence in the patriotism, valor, fidelity and abilities” of the person being commissioned and, that person is appointed an Officer in the Army of the United States. The Officer is charged to carefully and diligently discharge his or her duties and is delegated authority from the President to carry out those duties.
A formal agreement between the Department of the Army and Michigan State University establishes the unit as a department of the University under the Office of the Provost. The Professor of Military Science reports to the Assistant Provost for Undergraduate Education and to the 7th Brigade Commander, a Colonel, who commands all the Army ROTC units in the lower peninsula of Michigan, Ohio, Indiana, and Tennessee. The Commander of Cadet Command is a Major General at Headquarters, U.S. Army ROTC Cadet Command, Fort Knox, Kentucky.

**History of Army ROTC at MSU**

The origin of military instruction at MSU dates to the founding of Michigan Agricultural College (MAC) in 1855. For nearly thirty years MAC, like subsequent land-grant colleges, required all its students to receive some form of instruction in the art of military tactics. The year 1861 saw the first military unit on the campus of MAC. The unit, organized by a member of the faculty, was known as the “Plowboy Guards”. In the fall of 1861, a recruiting Officer from the Union Army appeared seeking men with knowledge of science and engineering. The senior class was excused two months before commencement to enable the members to answer Lincoln’s call to arms.

During the period 1862 to 1917, the military program at the newly renamed Michigan State College offered instruction in infantry tactics and sponsored an infantry band. The Military Department, the forerunner of today’s Department of Military Science, was established in 1884 and the first active duty Professor of Military Science and Tactics reported for duty in November of that year. This early Military Department expanded the formal instruction of courses in military art, and introduced equestrian training and applied Soldiering skills.

The college Military Department became part of the Reserve Officers Training Corps (ROTC) as established by the National Defense Act of 1916. By 1918 there were infantry, cavalry, coast artillery, and band units established at MSC. Demonstration Hall was constructed during the next
decade to accommodate the ROTC program and provide a riding arena for instruction in horsemanship.

In June of 1922, the first class of twenty Cadets was commissioned as Second Lieutenants in the United States Reserve under the current ROTC concept. Demonstration Hall has been the home for ROTC since its completion in 1927.

By 1941 the Cadet regiment was over 3,000 and one third of the junior and senior class was enrolled in Advanced ROTC. In 1954 all Officers received academic rank from the university as assistant professors. Prior to this only the professor of military science held academic rank. In 1962 mandatory enrollment in ROTC for freshman and sophomores ended and enrollment dropped dramatically.

The Department of Military Science has undergone many generations of change and its history reflects the political, social, and economical realities of the times. Graduations of the program form a core of distinguished and successful alumni of the university in both the civilian and military community.

Today, the Department of Military Science at Michigan State University continues to commission highly qualified Cadets as Second Lieutenants in the United States Army, the Army National Guard, and the Army Reserve.

THE OFFICER ETHIC

The Profession of Arms

The US Armed Forces protect freedom by supporting and defending the Constitution and deterring war. Decisive victory is imperative should deterrence fail. To cope with the rigors of combat, the US Army must foster a professional Army ethic which includes:

Loyalty to the ideals of the nation
Loyalty to the Soldier
Personal responsibility
Selfless service

The professional Army ethic applies to all aspects of Officership; it is as important in staff positions and support units as it is in command positions. It requires the ability to understand the integration of combat, combat support, and combat service support units into the Army, and the use of joint or combined forces to accomplish the mission. The key to victory is the vigorous application of the professional Army Values along with the traditional Soldierly values.
These values are:

**Loyalty:**  Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers.

**Duty:**  Fulfill your obligations.

**Respect:**  Treat people as they should be treated.

**Selfless Service:**  Put the welfare of the nation, the Army, and your subordinates before your own.

**Honor:**  Live up to all the Army Values.

**Integrity:**  Do what is right, legally and morally.

**Personal Courage:**  Face fear, danger, or adversity (physical and moral)

**OFFICER CREED**

I will give to the selfless performance of my duty and my mission the best that effort, thought, and dedication can provide.

To this end, I will not only seek continually to improve my knowledge and practice of my profession, but also I will exercise the authority entrusted to me by the President and Congress with fairness, justice, patience, and restraint, respecting the dignity and human rights of others and devoting myself to the welfare of those placed under my command.

In justifying and fulfilling the trust placed in me, I will conduct my private life as well as my public service so as to be free both from impropriety and the appearance of impropriety, acting with candor and integrity to earn the unquestioning trust of my fellow Soldiers---juniors, senior, and associates---and employing my rank and position not to serve myself but to serve my country and my unit.

By practicing physical and moral courage I will endeavor to inspire these qualities in others by my example.

In all my actions I will put my loyalty to the highest moral principles and the United States of America above loyalty to organizations, persons, and my personal interest.

**Peace and War**

Advancing technology, increasing battlefield lethality, and accelerating change have compressed decision-making time and increased the complexity of war. In preparation for war, leaders must teach concepts and doctrine, build cohesive teams, and train units for excellence. They must develop their subordinates, take care of Soldiers and their families, and establish an environment in which Soldiers can live and grow. Leaders are also responsible for managing complex programs and systems, planning for mobilization, and preparing for rapid deployment.

During the conduct of war, leaders must also have the ability to grasp the situation quickly, make decisions, act decisively, and lead Soldiers to fight and win with the resources available. Through progressive education and training, Officers develop the essential knowledge and skills to deploy,
fight, and sustain the Army in the complex tactics and strategies required to destroy the enemy. Every Officer must understand tactics, administration, logistics, communications, and information management. He or she must be competent in the myriad of military requirements including: peace, mobilization, war, and operations other than war.

**Toward Professionalism**

In a profession which ultimately affects the lives of Soldiers, the outcome of battles, and the security of the nation, standards of conduct are of vital importance. The code of an Officer is a model of behavior rooted in integrity, patriotism, character, morality, dedication, selflessness, and devotion to duty. The force behind the code that gives it meaning is the voluntary dedication of the Officer to conduct himself in a wholly honorable, respectable, and ethical manner. Only a person so devoted is worthy to lead our Soldiers. As a Cadet, it is up to you to develop your personal code of conduct and abide by it.

A standard that an Officer has graciousness if he/she acts forthrightly, agrees warmly, disagrees fairly and respectfully, participates enthusiastically, refrains from harboring grudges, takes reverses in stride, and does not complain or ask for help in the face of trifling calamities. In the day-to-day dealings with the Department of Military Science, each Cadet will interact with members of the Cadre at one time or another. Cadets will be treated in a manner commensurate with the status of an Officer.

The respect you earn from your peers and subordinates, and the self confidence you gain from their response to your beliefs, values, knowledge, and behavior is a reflection of your adherence to an ethical code.

**The Army ROTC Program**

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

**Basic Course**

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

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

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

Constructive Credit

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

a. Service academy education. Students who have satisfactorily completed work at a service academy may receive constructive credit for up to two years of Military Science. The department will make a credit determination at the time the student enrolls.

b. Active service or active duty for training (ADT) in the U.S. Army, Air Force, Navy, Marine Corps, or Coast Guard. The Professor of Military Science may grant constructive credit for up to two years of the Basic Course, dependent upon service duties and academic class.

c. Junior ROTC or military school training. Students who have had junior ROTC or military school training should contact the Professor of Military Science for credit determinations. Maximum allowable constructive credit will be for the two-year Basic Course, depending on academic class.
Planned Academic Program Worksheet

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

Uniforms and Textbooks

Uniforms are furnished to students on a loan basis. Some textbooks are furnished during participation in the ROTC program but must be returned when the student completes association with the department. Failure to return equipment or textbooks will result in a hold card being placed on the student with the Registrar’s Office.

Military Science Curriculum

<table>
<thead>
<tr>
<th>MS I</th>
<th>FALL</th>
<th>SPRING</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Freshman)</td>
<td>MS 110  Army Leadership and Officer Development</td>
<td>MS 120 Intro to Army Leadership &amp; Problem Solving</td>
</tr>
<tr>
<td>MS II</td>
<td>(Sophomore)</td>
<td>MS 210 Values &amp; Ethics Army Leaders</td>
</tr>
<tr>
<td>MS III</td>
<td>(Junior)</td>
<td>MS 310 Leading &amp; Problem Solving Army</td>
</tr>
<tr>
<td>MS IV</td>
<td>(Senior)</td>
<td>MS 410 Adaptive Army Leadership</td>
</tr>
</tbody>
</table>

MS-I

MS 110 Army Leadership and Officer Development

Duties and responsibilities of the Army Officer and Non Commissioned Officer (NCO). Organizational structure of the Army, Army Reserve, and National Guard. The Army’s role in joint operations. Introduction to Army values, leadership, customs, and traditions.
MS 120 Introduction to Army Leadership & Problem Solving

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

MS-II

MS 210 Values and Ethics of Army Leaders

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

MS 220 Challenges in Army Leadership

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

MS-III

MS 310 Leading and Problem Solving in Army Units

Departmental Approval

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

MS 320 Army Unit Tactics and leadership

Departmental Approval

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

MS 410  Adaptive Army Leadership
Departmental Approval

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

MS 420  Army Leadership in a Complex World
Departmental Approval

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

Grading

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

a. Each Military Science course consists of earning points through examination, class participation, or other graded work as be determined by the instructor.

b. Numerical grades for Military Science courses will be awarded as described in the course syllabus.

c. Contracted Cadets must attend leadership labs. Enrolled or participating Cadets are encouraged to participate in leadership labs. (Refer to your instructor’s class syllabus for details on lab attendance).

d. All contracted Cadets participate in physical fitness training program. Enrolled and participating Cadets are encouraged to participate in physical training.

e. Only instructors may excuse Cadets from training/classroom instruction.
Physical Fitness

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

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

Professional Military Education (PME) Requirements

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

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

b. Advanced Course. Cadets must complete the Advanced Course, (MSL 301, MSL 302, MSL 401, MSL 402, and Leadership Labs) and LDAC in order to receive a commission.

c. Military History Course. Prior to commissioning, Cadets will complete a one-semester or equivalent college-level course in American military history offered by the college history department or offered by the ROTC Department. See Table 1 below for the list of MSU Courses that meet this requirement.

d. Staff Ride or Battlefield Tour. A staff ride or battlefield tour must be completed in addition to the Military History Course PME requirement. The PMS will ensure Cadets participate in a staff ride or battlefield tour prior to commissioning. This staff ride or battlefield tour can be conducted in conjunction with the ROTC American Military History Course or as a separate activity during the school year. The intent is to involve Cadets in a formal battle analysis. Cadets must properly prepare and conduct the necessary preliminary study prior to the event, participate in the event and complete a battle analysis paper or briefing in order to meet this requirement.

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

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

<table>
<thead>
<tr>
<th>COURSE NO.</th>
<th>TITLE</th>
<th>CREDITS</th>
<th>OFFERED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>College of Arts and Letters</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AMS310</td>
<td>World War II on Film</td>
<td>3</td>
<td>Spring</td>
</tr>
<tr>
<td>AMS 365</td>
<td>The US and WWII Europe</td>
<td>3</td>
<td>TBD</td>
</tr>
<tr>
<td></td>
<td><strong>College of Social Science</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HST 304</td>
<td>The American Civil War</td>
<td>3</td>
<td>F, SP</td>
</tr>
<tr>
<td>HST 325</td>
<td>U.S. Foreign Relations to 1914</td>
<td>3</td>
<td>F</td>
</tr>
<tr>
<td>HST 326</td>
<td>U.S. Foreign Relations Since 1914</td>
<td>3</td>
<td>SP</td>
</tr>
<tr>
<td>HST 328</td>
<td>Military History of the U.S. 1900-Present</td>
<td>3</td>
<td>F, SP, SU</td>
</tr>
<tr>
<td>HST 414</td>
<td>World War II: Causes, Conduct &amp; Consequences</td>
<td>3</td>
<td>SU</td>
</tr>
</tbody>
</table>

**Distinguished Military Students**

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

For a Cadet to be selected as a DMS, he or she must:
1. Possess outstanding qualities of leadership and moral character
2. Exhibit a definite aptitude for military service
3. Be in the top 1/3 of the ROTC class and the top ½ of their university class.
4. Have performed well at ROTC Leadership Development and Assessment Course (LDAC)/Warrior Forge.

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

**Advantages of Army ROTC**

a. Army ROTC enhances your education by providing both training and experience in leadership and management. It develops self-discipline, responsibility, and confidence—qualities basic to success in the Army or in a civilian career.

b. ROTC gives you a valuable opportunity to build for the future by helping you earn both a college degree and an Officer’s commission at the same time.
c. ROTC graduates find that their background and experience in ROTC and the Army is a valuable asset if they decide to pursue a civilian career. The practical experience gained by leading people and managing money and equipment can place you ahead of other college graduates competing for jobs that lead to top management positions.

Financial Assistance

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

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

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

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

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

Scholarships. General Information.

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

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

Type of Scholarships

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

Qualifications:

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

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

Qualifications:

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

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

Agreements: If you are already in the Guard or Reserve, you must have at least four years of military service remaining when you enroll in the ROTC Advanced Course.
Army Reserve/National Guard. Any nonscholarship, advanced course Cadet may participate in the Simultaneous Membership Program (SMP) by enlisting in an Army Reserve or National Guard unit. This will entitle him/her to additional pay in the grade of Sergeant (E-5) or higher and two-weeks’ pay during the unit’s summer training. It can be worth as much as $12,500 per year in addition to normal Advanced Course participation. All Cadets interested in the SMP should see our recruiting Officer or National Guard representative.

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

Eligibility requirements include:

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

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

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

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

<table>
<thead>
<tr>
<th>TOTAL SERVICE OBLIGATION</th>
<th>OPTIONS</th>
<th>ACTIVE DUTY</th>
<th>ARMY GUARD OR ARMY RESERVE UNIT</th>
<th>INDIVIDUAL READY RESERVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 years</td>
<td>Active Duty</td>
<td>4 years</td>
<td>Remaining 4 years may be served in Army National Guard or Reserve Unit of choice</td>
<td>Remaining 4 years may be served in IRR</td>
</tr>
</tbody>
</table>
Branching

Early in their senior year, Cadets indicate in order of preference, branches of the Army in which they would like to be commissioned. Notification of assigned branches is usually received in early October. ROTC graduates may be commissioned in any one of the following basic or special branches of the Army:

- Adjutant General's Corps (AG)
- Air Defense Artillery (ADA)
- *Armor (AR)
- Aviation (AV)
- Chemical Corps (CM)
- Corps of Engineers (EN)
- Field Artillery (FA)
- Finance Corps (FI)
- Transportation Corps (TC)
- *Infantry (IN)
- Military Intelligence (MI)
- Military Police Corps (MP)
- Ordnance Corps (OD)
- Quartermaster Corps (QM)
- Signal Corps (SC)
- Medical Service Corps (MS)

* Not open to women

Special Branches:

- Army Nurse Corps (AN)

Officers may request to enter these branches through the education delay program.

- Army Medical Specialist Corps (SP)
- Chaplains Corps (CH)
- Dental Corps (DC)
- Judge Advocate Generals Corps (JAG)
- Medical Corps (MC)
- Veterinary Corps (VC)

THE CADRE

Staff and Faculty

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

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

APMS (XO)

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

Recruiting Operations Officer (ROO)

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

Senior Military Science Instructor (SMI)

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

APMS (Training Officer)

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

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

Military Science Instructor (MSI)

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

Supply Technician

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

Human Resources Assistant

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

University Secretary

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

The information technician manages the computer mainframe for the department by updating software, installing new software, updating security, and troubleshooting any problems with in the departmental computer system.

THE SPARTAN BATTALION

All Cadets are assigned as members of the Spartan Battalion. It is a Cadet organization, similar in structure to that of most Army battalions, which provides the framework in which Cadet leadership is exercised. It has an established chain-of-command with specific duties associated with each position. It exists to familiarize Cadets with Army organizational structure, to foster the exercise of leadership within the Cadet body, and to provide means by which a Cadet can progress by promotion through positions of increasing responsibility. The battalion staff provides the planning and coordinating capability to conduct operations. The battalion, therefore, serves as a vehicle to prepare Cadets for the responsibilities of an Officer.

Leadership Responsibilities

Battalion Commander (C/LTC)

Commands the battalion of Cadets. Assigns missions, tasks, and responsibilities to the staff and subordinate commanders. Conducts Cadet command and staff meetings. Establishes and enforces standards of discipline, appearance, conduct, operations, and training of the Cadet battalion. Directs the accomplishment of training objectives and facilitates communications between Cadre and Cadets. Reports to the Professor of Military Science (PMS). Receives mentoring from the PMS.

Key duties:
- Supervise all Cadet staff briefings
- Supervise all leadership labs and FTXs
- Provide intent, purpose, and direction for all leadership labs, FTXs, award ceremonies, military ball, fund-raisers, ROTC celebrations and parties
- Coordinate with Cadre on all events
- Set the example in appearance, attitude, and character
- Monitor staff actions
- Attends Military Education Advisory Committee (MEAC) meeting with PMS
- Attends Cadre staff meeting as required
- Develops new and exciting training plans and recruitment ideas
- Brief Cadre staff on plans, labs, and all operations with staff
**Battalion Executive Officer (C/MAJ)**

Supervises and structures the staff. Takes an active role in ensuring all staff Officers complete assigned tasks. Reports to the Cadet battalion commander. Advises him/her on all matters related to staff operations. When required, organizes staff briefings for the Cadre. Coordinates the following activities/events: Leadership labs, field training exercises (FTX), military ball, cookouts, awards ceremonies, all Cadet formations, battalion changes of command, Operation Big Flag, Veterans Day Ceremony, Staff Ride, and commissioning ceremonies. Directs and supervises special projects assigned by the battalion commander. Reports to Cadre XO once a week. Brief Cadre XO on all the above, receiving input and counseling, and executing all assigned duties.

Key Duties:

- Supervise the battalion staff, and runs the BN staff meetings
- Ensure all training for leadership labs and FTXs is rehearsed prior to the date of instruction
- Assist the Cadet battalion commander
- Coordinate the efforts of the staff
- Maintain attendance of all MS IV Cadets and ensure MS IV’s fulfill all responsibilities
- Serves as Battalion Commander when he/she is absent
- Monitors and coordinates the administrative and logistics requirements for the battalion

**Command Sergeant Major (C/CSM)**

Principal advisor to the Cadet Battalion Commander on all matters related to training of Cadets of enlisted rank. Supervises the Cadet NCOs to ensure they are thoroughly familiarized with the traditions, customs, courtesies, procedures, equipment, uniforms, and standards of the Army and battalion. Advises the battalion commander and staff on needs, strengths, weaknesses, desires of all Cadets, plans, executes and supervises the physical fitness program with the SMI/PMS/Training Officer. Supervises Cadet First Sergeants to ensure tasks are accomplished in accordance with the desires of the Cadet Battalion Commander and guidance of the Senior Military Instructor. Keeps Cadet First Sergeants informed about activities, decisions, and subordinates. Supervises the Cadet flag detail. Represents Cadet NCOs at battalion command and staff meetings. Reports to Senior Military Science (SMI) once a week, briefing him/her on all the above, receiving input and counseling, and executing required duties.

Key Duties:

- Holds all formations
- Maintains accountability
- Holds weekly meetings with Cadet First Sergeants to facilitate training objectives
- Assists the battalion commander
- Monitors attendance rosters
- Enforces uniform standards
- Supervises all training
- Prepares blocks of instruction for battalion as necessary

**S-1 (Adjutant) (C/CPT)**

Principal assistant and advisor to the commander on matters related to Cadet administration of promotions, awards, assignments, and battalion personnel structure. Publishes and distributes: Cadet assignments, attendance records, Cadet phone book, battalion personnel status report, battalion roster (updated continuously) and mail boxes. The C/S-1 will assign all incoming personnel to a Company and update the BN roster. Supervises the Assistant S-1. Reports to Cadre Operations Officer once a week, briefing him on all the above, receiving input and counseling, and executing required duties.

Key Duties:

- Maintain attendance record for all functions. (Company attendance, contracted & non-contracted Cadet attendance)
- Maintain an accurate BN personnel roster and task organization
- Organizes, plans, and implements in processing lab
- Writes and performs narration for fall and spring awards ceremony
- Prepares and presents briefing on attendance for Fall and Spring FTXs
- Publishes battalion phone roster
- Maintains a record of minutes for Cadet staff meetings
- Works with the University Secretary on all Cadet Awards
- Publish an awards list for all events (i.e. APFT, Fall Awards Ceremony, Spring Awards Ceremony, Cadet Ride)
- Creates the personnel annex for the Fall and Spring FTX

**Assistant S-1 (C/1LT)**

Reports to and receives orders from the S1. Principal assistant to the S1 on all matters related to Cadet administration of promotions, awards, assignments and battalion personnel structure. Publishes and distributes: Cadet orders, Cadet assignments, attendance records, Cadet phone book (updated continuously), battalion roster (updated continuously). At formations and when otherwise directed assists the S1 in disseminating and collecting information necessary for general use. Assists the S1 by coordinating with other staff Officers. Serves as the S1 in his/her absence. Keeps the Cadet Sergeant Major informed about all Cadet S1 matters.

**S-2 (Intelligence and Security Officer) (C/CPT)**

The intelligence section is responsible for collecting and analyzing intelligence information about the enemy to determine what the enemy is doing, or might do, to prevent the accomplishment of the unit's mission. This Officer may also control maps and geographical information systems and data. At the unit level, the S2 is the unit's security Officer.
S-2 Key Duties:
- Works with C/S-3 to develop composite risk assessment worksheet for all operations
- Writes intelligence annex to the OPORD
- Distributes maps
- Analyzes terrain and weather
- Processes and disseminates intelligence information
- Analyzes all security requirements and vulnerabilities
- Assist the S-3 during garrison operations

S-3 Operations and Training Officer C/MAJ)

The Operations Officer’s duties include both planning and training. The Operations Officer plans and coordinates operations, and all things necessary to enable the Battalion to operate and accomplish its mission. In most units, the operations office is the largest of the staff sections and considered the most important. All aspects of sustaining the unit's operations, including planning future operations and tracking all current unit training, fall under the responsibility of operations. The operations Officer is also tasked with keeping track of the weekly training schedules.

Key Duties:
- Writes the Battalion operations orders
- Runs the Battalion Training Meeting
- Coordinates with the Cadre S3 for all training requirements
- Synchronizes all requirements to ensure quality Cadet training

Assistant S-3 Operations and Training Officer (C/CPT)

Assists with Operations Orders, Training Schedules, the Cadet Battalion Training Meeting and other duties as assigned by the Cadet S3.

S-4 Logistics and Supply Officer (C/CPT)

Principal assistant and advisor to the commander on matters related to supply, property accountability and transportation. Supervises the inspection, requisition, draw, issue and turn-in of all supplies used by the battalion. With the Assistant S-4, assists the Cadre supply sergeant to draw, issue (sign-out) and return supplies, equipment, ammunition and rations. Supervises mess and resupply operations in the field. Operates the battalion supply point in the field. Coordinates with the S-3 to determine specific supplies necessary for training and operations. Requests and coordinates manufacture of field latrines (coordinated through supply sergeant). Maintains rosters of all equipment needed for FTXs. Maintains historical and active files related to supply and supply accountability. When required, briefs the commander and Cadre and the XO Cadet on supply status and logistical plans. Supervises the Assistant S-4. Reports to Cadre and the Cadet XO once a week. Briefs Cadre/XO on all the above, receiving input and counseling, and executing assigned duties.
Key Duties:

- Plans and coordinates for all Battalion logistics
- Prepares and presents briefings of logistical support plans for all training
- Coordinate for transportation for leadership labs, FTXs, and Cadet Ride
- Responsible for issuing of all training equipment
- Responsible for issuing and recovering all PT mats
- Maintains Cadet snack bar and funding

Assistant S-4 (C/1LT)

Principal Assistant to the S-4 on all matters related to supply, transportation and property accountability. Assumes the duties of the S-4 when he/she is absent. Procures, maintains battalion office supplies and ceremonial/decorative items (e.g., guidons, plaques, trophies, displays). In the field, coordinates resupply and feeding plans with the company First Sergeants, or supervising Cadre/MS IVS. In the field, maintains the supply point. Collects and safeguards unused ammunition and pyrotechnics. Submits Cadet work detail requests through the Cadet Sergeant Major.

S-5 (Public Affairs Officer) (C/CPT)

Principal assistant and advisor to the Cadet Commander on all matters related to extracurricular groups, public affairs, and relations with specified activities and organizations at MSU. Assists other staff members and extracurricular groups in obtaining advertising, publicity for their activities. Posts the main hallway (north entrance) bulletin board. Coordinates with the State News, Bold Leader News, and the Lansing State Journal for press releases. Reports to the C/XO and is mentored by the Recruiting Operations Officer (ROO).

Key Duties:

- Coordinate with Cadre ROO for recruiting events including but not limited to residence halls, campus events, etc.
- Develop plan for LTC promotion
- Coordinate with C/S-6 to post photographs of training.
- Coordinates with the C/S-6 to post chain-of-command photographs in Demonstration Hall
- Assist Cadet Battalion Commander in preparing a recruitment plan
- Coordinates and supervises Spartan Battalion intramural programs and charitable activities.
- Contacts local and campus news organizations (online and in print) about upcoming Battalion events
Assistant S-5 (C/1LT)

Reports to and receives orders from the S-5. Assists and keeps the S-5 and Cadet Sergeant Major continuously appraised of all staff activities. Maintains historical and active files pertaining to S-5 matters; posts photographs, news clippings and other paraphernalia on bulletin boards as directed. Serves as battalion photographer.

S-6 (Communications or IT Officer) (C/CPT)

The communications Officer directs all communications and is the point of contact for the issue of communications instructions during operations as well as for communications troubleshooting. At the unit level, S6 is also usually responsible for all electronic systems within a unit to include computers, faxes, copy machines, and phone systems. The S-6 also maintains the ROTC Facebook and Twitter pages, takes photographs of major training events and posts them in various medium, prepares and presents the slide show for military ball and spring awards ceremony.

Company Commander (C/CPT)

The Company Commander leads a Cadet Company. Reports to and receives orders from the Cadet Battalion Commander. Responsible for everything his/her company does or fails to do. Leads by example and always ensures the chain of command keeps company personnel informed of Cadet activities and plans. Assigns missions, tasks, and priorities to the Platoon Leaders and First Sergeant, and conducts inspections to ensure accomplishment. Establishes and enforces standards of discipline, conduct, appearance and training of the company. Develops and improves the knowledge, skills and motivation of his/her subordinates. Represents the company at command and staff meetings. Evaluates and counsels Cadets in accordance with the Leadership Assessment Program. The Company Commander reports to the Cadre Company TAC once a week, briefing him/her on all of the above, receiving input and counseling, and executing required duties. Accomplishes the mission!

Key Duties:

- Delegate tasks and details to be accomplished
- Coordinates with Company Cadet First Sergeant to disseminate information through a phone tree
- Develops the company plan in accordance with the troop leading procedure

Platoon TACs (C/1LT)

Primary MS IV mentor/advisor to MS III chain-of-command in their Platoon. Assists A-S3 in all areas.

First Sergeant (C/1SG)

Reports to and receives orders and guidance from the company commander. Runs and trains the company. Leads by example. Gets to know his/her subordinates and ensures that the chain of
command keeps company personnel informed of Cadet activities and plans. The 1SG enforces standards of training, appearance, conduct and discipline of the company. He/ she supervises and develops the knowledge, skills and motivation of the company personnel. He/ she should recognize outstanding performance and recommend rewards for Cadet progress. The 1SG represents the Company at meetings and should act as the voice for the enlisted Soldier. In the field, the 1SG supervises company movement, resupply, and mess operations.

Key Duties:

- Responsible for managing all Cadet details
- Maintain a Duty Roster and Duty Log including flag detail, PT leaders, weapons, cleaning, etc.
- Ensure Cadets are notified of their duties in writing
- Acts as a mentor for the Company leadership
- Conducts company formations
- Ensures the logistical readiness of the Company
- Checks on everything

**Platoon Leader (C/2LT)**

Reports to and receives orders from the Cadet Company Commander. Responsible to give OPORD to his/her Platoon Sergeant/squad leaders. Leads by example and ensures that information is passed to the Cadet Platoon Sergeant and squad leaders for dissemination to Platoon members. Through the platoon sergeant, trains the platoon. Establishes and enforces standards of conduct, discipline, training, and appearance of the platoon. The PSG delegates missions, tasks, and responsibilities to his/ her subordinates. The PSG inspects to ensure task accomplishment by the Platoon. Develops the knowledge, skills, and motivation of subordinates. Conducts a platoon AAR, submits a typed AAR to MS IV chain of commandant of Cadets.

**Platoon Sergeant (C/SFC)**

Reports to and receives orders from the Cadet Platoon Leader. Leads by example and always ensures that information is passed to squad leaders for dissemination to platoon members. Knows his/her subordinates. Enforces standards of training, conduct, discipline, and appearance of the platoon. Supervises and develops the knowledge, skills, and motivation of the squad members. In the field supervises platoon movement, resupply, and mess operations. Assists the platoon leader in directing tactical deployment and operations. Conducts platoon formations, ensures Cadets are informed and performed assigned details, assists C/1SG manage details, provide input to platoon AAR.

**Squad Leader (C/SSG)**

Reports to the Cadet Platoon Leader. Responsible to give OPORD to his/her squad members. Supervises team leaders. Leads the squad by example. Trains the squad members. Knows them. Accounts for them at battalion functions. (This means he/she calls them before functions and always informs them what is going on.) The SL Enforces standards of appearance, conduct,
discipline, and training within the squad. Keeps the Platoon Sergeant and Platoon Leader informed regarding all squad matters. She/ he conducts the squad AAR.

**Team Leader (TM LDR) (C/SGT)**

The team leader leads by example. They are the senior squad member and demonstrate the type of behavior to be followed by their team members. The team leader should know their team members well and be available to assist them with problems involving their status in the ROTC program.
1. **General.** You achieve higher rank through promotion. Promotions provide the opportunity to develop leadership potential and, therefore, enhance your opportunities for success at higher levels of responsibility. The rank you attain through promotion is generally an indication of your desire to excel and may be used as one of the criteria in the selection for honors and awards.

2. **Cadet Officer Rank.** MS IV Cadets are promoted to Cadet Officer rank after the chain of command has been selected. These promotions, therefore, are made twice in the MS IV year (once per semester). Positions and promotions are determined by the following criteria: overall University GPA, performance at National Advanced Leaders Course (LDAC), historical participation in student activities, and demonstrated leadership performance. Positions within the chain-of-command are authorized rank according to the table above.
3. Cadet Enlisted Rank and Promotions.

Cadet enlisted rank is awarded based upon experience and demonstrated performance in Military Science and the student’s academic field of endeavor. The assignment of Cadet rank is an indicator of a Cadet’s demonstrated leadership abilities in comparison to their peers. The following are the general rules applicable to the assignment of Cadet rank:

All promotions in the Basic Course (MSI and MSII) are automatic unless pending removal of a probationary status imposed by the Professor of Military Science.

Cadet Chain-of-Command can recommend promotion/demotion to C/Bn Cdr and to Commandant of Cadets.

A Cadet entering the Advanced Course (MSIII) as a new Cadet will be awarded the rank of Cadet Sergeant. All other MS III Cadets will be placed in leadership positions and assigned the appropriate Cadet rank. MS III rank and duty positions will be rotated as directed for training and in preparation for National Advanced Leadership Camp. All MS IV Cadets will fill leadership positions as Cadet Officers in the Cadet Battalion, from Cadet 2LT to Lieutenant Colonel, based upon the Order of Merit List. The table below shows the allowable grades by class. All promotions will be made at the end of each semester. Adjustments will be made to the MS IV rank structure at the beginning of the MS IV year based on exceptional or substandard performance at the ROTC LDAC.

Cadets on academic probation or who fail to maintain the standards of conduct, training, and fitness established by the Professor Military Science may be placed in positions of lesser responsibility than they would have otherwise merit.

DUTY POSITIONS AND RANK

<table>
<thead>
<tr>
<th>Position</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Battalion Commander</td>
<td>C/LTC</td>
</tr>
<tr>
<td>Battalion Command Sergeant Major</td>
<td>C/CSM</td>
</tr>
<tr>
<td>Executive Officer</td>
<td>C/MAJ</td>
</tr>
<tr>
<td>S-1</td>
<td>C/CPT</td>
</tr>
<tr>
<td>Assistant S-1s</td>
<td>C/1LT</td>
</tr>
<tr>
<td>S-3</td>
<td>C/MAJ</td>
</tr>
<tr>
<td>Assistant S-3s</td>
<td>C/CPT or 1LT</td>
</tr>
<tr>
<td>S-4</td>
<td>C/CPT</td>
</tr>
<tr>
<td>Assistant S-4</td>
<td>C/1LT</td>
</tr>
<tr>
<td>S-5</td>
<td>C/CPT</td>
</tr>
<tr>
<td>Assistant S-5s</td>
<td>C/CPT or 1LT</td>
</tr>
<tr>
<td>S-6</td>
<td>C/CSM</td>
</tr>
<tr>
<td>Co Commander</td>
<td>C/CPT</td>
</tr>
<tr>
<td>Sr. TAC</td>
<td>C/CPT</td>
</tr>
<tr>
<td>PLT TAC</td>
<td>C/1LT</td>
</tr>
<tr>
<td>Platoon Leader</td>
<td>C/2LT</td>
</tr>
<tr>
<td>First Sergeant</td>
<td>C/1SG (E-8)</td>
</tr>
</tbody>
</table>
Platoon Sergeant ................................................................................................... C/SFC (E-7)
Squad Leader ...................................................................................................... C/SSG (E-6)
Team Leader ....................................................................................................... C/SGT (E-5)

3. **Cadet Enlisted Rank.** Cadet enlisted rank, except the rank of E-9 will be controlled by the company TAC Officer, who will counsel those Cadets in NCO leadership positions.

4. **Normal Cadet Rank Structure** *

<table>
<thead>
<tr>
<th></th>
<th>MS I/II</th>
<th>MS III</th>
<th>ALT Entry</th>
<th>MS IV</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1\textsuperscript{st} Semester</strong></td>
<td>C/PV1 or PV2 (PV1 does not wear rank)</td>
<td>C/SSG</td>
<td>C/SGT</td>
<td>According to position</td>
</tr>
<tr>
<td><strong>2\textsuperscript{nd} Semester</strong></td>
<td>C/PFC or CPL</td>
<td>C/SFC</td>
<td>C/SSG</td>
<td>According to position</td>
</tr>
</tbody>
</table>

* Cadets can be promoted by recommendation of senior Cadets or Cadre.
Placement of Cadet Rank on Shoulder Loops
**Cadet Battalion Activities**

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

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

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

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

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

**Big Flag Ceremony** - All ROTC students may participate (mandatory for all contracted and scholarship Cadets) in the flag ceremony during half-time of a designated football game (see Spartan Battalion calendar for specific date).

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

**Veterans Day Ceremony** - A special ceremony during lab in November to honor our veterans. A guest speaker, University, and outside guest attend. Or teams of Cadets go to various veteran facilities and conduct a ceremony. (See Spartan Battalion calendar for specific date).

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

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

**C-FTX (Cluster Field Training Exercise)** - Tactical training over a weekend in a field environment at Fort Custer Training Center, Michigan. The Cluster FTX is usually scheduled at the end of March.

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

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

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

The objectives of the Leadership Laboratory are:

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

Field Training Exercise (Mandatory Event)

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

The Spartan Battalion Physical Fitness Program

The Spartan Battalion PT program will improve Cadet’s and Cadre overall physical fitness as measured by the Army Physical Fitness Test (APFT), prepare the Cadets for LDAC/BOLC II and inspire a commitment to a lifetime of a sustained, high level of fitness.

a. Key tasks:
   - challenge and motivate participants
   - focus on APFT improvement
   - offer variety
   - comply with the components of fitness and the principles of exercise
   - provide incentives for improved performance
b. Goal of the program: The Cadets and Cadre of the Spartan Battalion have an overall average of 270 on the APFT and demonstrate an exceptional level of physical training and stamina.

4. Responsibilities:

a. The Spartan battalion will conduct PT on in accordance with the BN PT policy. PT will be led by a MS III Cadet and assessed by a MS IV Cadet. The PT will occur at Demonstration Hall unless otherwise specified. Contracted Cadets, scholarship applicant Cadets and Cadre are expected to participate in PT up to 4 times per week but not more than once per day.

b. The uniform for PT is the Improved Physical Fitness Uniform (IPFU).

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

d. MS IIIs are assigned to lead BN PT.

Mandatory PT and the Army Physical Fitness Test. Physical fitness training and testing are an active part of the ROTC program. In addition to classroom instruction and actual participation in the Army’s various “conditioning drills”, Cadets will be administered the Army Physical Fitness Test (APFT) each month. The APFT is a three-event test, consisting of push-ups, sit-ups, and a two-mile run. All of the events are timed (two minutes for pushups and sit-ups) and criteria are established by age group. Maximum points that can be scored on the APFT are 300; (100 per event). Although there is not distinction between male and female on the actual test events, the number of exercise repetitions that are correlated to a point value are different.

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

Weight Standards. Maintenance of proper weight balance goes hand-in-hand with physical conditioning. Proper weight enhances personal health and appearance, as well as it has a tremendous effect on the APFT. All Soldiers are expected to conform to the established weight standards. These same standards apply to students enrolled in the ROTC program.

PT Uniform- The uniform for physical training will be either summer or winter PT’s according to the commander’s decision. There are different ability groups which are distinguished by the color of belt you receive upon the results of your PT test. There are 5 different ability groups. All Cadets are required to have and wear a watch during PT. Watches are not provided by ROTC but can be purchased at a local Meijer or Walmart for as low at $10.00. Cadets are also allowed to wear the Battalion t-shirt to PT.
### Table 3-1 Weight for height (screening table weight) AR 600-9 dtd

Male Initial Army Procurement Weight Standards (in pounds) as relates to height and age.

<table>
<thead>
<tr>
<th>Height (inches)</th>
<th>Min. weight in lbs.*</th>
<th>17 - 20</th>
<th>21 - 27</th>
<th>28 - 39</th>
<th>40 and over</th>
</tr>
</thead>
<tbody>
<tr>
<td>58</td>
<td>91</td>
<td>-</td>
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<td>59</td>
<td>94</td>
<td>-</td>
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<td>60</td>
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<td>132</td>
<td>136</td>
<td>139</td>
<td>141</td>
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<tr>
<td>61</td>
<td>100</td>
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<td>79</td>
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<tr>
<td>80</td>
<td>173</td>
<td>234</td>
<td>240</td>
<td>247</td>
<td>250</td>
</tr>
</tbody>
</table>

**Notes:**

* Soldiers who fall below the minimum weight shown in table 3-1 will be referred for immediate medical evaluation.

1. The height will be measured in stocking feet (without shoes), standing on a flat surface with the chin parallel to the floor. The body should be straight but not rigid, similar to the position of attention. The measurement will be rounded to the nearest inch with the following guidelines:
   a. If the height fraction is less than ½ inch, round down to the nearest whole number in inches.
   b. If the height fraction is ½ inch or greater, round up to the next highest whole number in inches.

2. The weight should be measured and recorded to the nearest pound within the following guidelines:
   a. If the weight fraction is less than ½ pound, round down to the nearest pound.
   b. If the weight fraction is ½ pound or greater, round up to the next highest pound.

3. All measurements will be in a standard PT uniform (gym shorts and T-shirt, without shoes).

4. If the circumstances preclude weighing Soldiers during the APFT, they should be weighed within 30 days of the APFT

5. Add 6 pounds per inch for males over 80 inches and 5 pounds for females for each inch over 80 inches.
**Table 3-1 Weight for height (screening table weight) AR 600-9 dtd**

Female Initial Army Procurement Weight Standards (in pounds) as relates to height and age.

<table>
<thead>
<tr>
<th>Height (inches)</th>
<th>Min. weight (in lbs)</th>
<th>Maximum weight by years of age</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>17 - 20</td>
<td>21 - 27</td>
</tr>
<tr>
<td>58</td>
<td>91</td>
<td>119</td>
</tr>
<tr>
<td>59</td>
<td>94</td>
<td>124</td>
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<td>60</td>
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<tr>
<td>61</td>
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<tr>
<td>62</td>
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<td>63</td>
<td>107</td>
<td>141</td>
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<td>68</td>
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<td>78</td>
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<tr>
<td>79</td>
<td>168</td>
<td>221</td>
</tr>
<tr>
<td>80</td>
<td>173</td>
<td>227</td>
</tr>
</tbody>
</table>

**Notes:**

1. The height will be measured in stocking feet (without shoes), standing on a flat surface with the chin parallel to the floor. The body should be straight but not rigid, similar to the position of attention. The measurement will be rounded to the nearest inch with the following guidelines:
   a. If the height fraction is less than ½ inch, round down to the nearest whole number in inches.
   b. If the height fraction is ½ inch or greater, round up to the next highest whole number in inches.
2. The weight should be measured and recorded to the nearest pound within the following guidelines:
   a. If the weight fraction is less than ½ pound, round down to the nearest pound
   b. If the weight fraction is ½ pound or greater, round up to the next highest pound.
3. All measurements will be in a standard PT uniform (gym shorts and T-shirt, without shoes).
4. If the circumstances preclude weighing Soldiers during the APFT, they should be weighed within 30 days of the APFT
5. Add 6 pounds per inch for males over 80 inches and 5 pounds for females for each inch over 80 inches.
Entry Standards. Nonprior-service Cadets must conform to the following standards prior to enrollment in the Army ROTC program. Applicants who don’t meet the weight standards will be taped for body fat percentage. Allowable percentages are as follows:

Table 3-2 Maximum Allowable Body Fat Table for Initial Army Procurement

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Male (% Body Fat)</th>
<th>Female (% Body Fat)</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 - 20</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>21 - 27</td>
<td>22</td>
<td>32</td>
</tr>
<tr>
<td>28 - 39</td>
<td>24</td>
<td>34</td>
</tr>
<tr>
<td>40 and over</td>
<td>26</td>
<td>36</td>
</tr>
</tbody>
</table>

Contracting, LDAC, and Commissioning Standards. Once in the program all Cadets must strive toward the more restrictive weight standards expected at Leadership Development and Assessment Course (LDAC) and required for commissioning in accordance with AR 600-9.

Overweight Cadets. Cadets exceeding the screening table weight or who appear overweight will be taped monthly for body fat percentages are as follows:

PERCENT OF BODY FAT

<table>
<thead>
<tr>
<th>AGE</th>
<th>MALE</th>
<th>FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>17-20</td>
<td>20%</td>
<td>30%</td>
</tr>
<tr>
<td>21-27</td>
<td>22%</td>
<td>32%</td>
</tr>
<tr>
<td>28-39</td>
<td>24%</td>
<td>34%</td>
</tr>
</tbody>
</table>

Cadets will be weighed in periodically to insure that satisfactory progress is being made to reach the AR 600-9 standard by LDAC.

Cadet exceeding the AR 600-9 screening weight and the body fat standards who do not show a consistent weight loss of 3-8 pounds per month may be disenrolled.

Customs and Courtesies

Headgear

Headgear will be worn at all times when you are outside in uniform or at a formation inside where the uniform requires it (e.g., leadership lab formation). When you enter a building remove you headgear immediately and carry it; replace it upon leaving the building. When you are in either the ballroom or the arena inside Demonstration Hall, wear your headgear. Do not wear your headgear in the hallway or in anyone's office.

Saluting
The hand salute is one of the oldest military traditions and is the equivalent of a handshake. It is used as a mark of respect and as a form of greeting; all Cadets should know how and when to render the proper military salute.

When saluting the headgear that has a brim (e.g., the patrol cap), the tip of the index finger should just touch the brim of the hat, slightly to the right of the right eye. When saluting without headgear or when wearing headgear without a brim (e.g., a garrison cap or a beret), the tip of the index finger should just touch the forehead below the eyebrow and slightly to the right of the right eye. When wearing glasses with a hat without a brim, the tip of the index finger to that point where the temple piece of the frame meets the right edge of the right brow. For illustrations of the military salute and a more complete description, refer to FM 3-21.5 (you can find the FM in the Cadet Library, or ask any of the Cadre members).

When should you salute? You should salute when reporting to an Officer, whether inside or outside (for reporting procedures, see next section). You should salute Army Officers when recognized. Salutes are exchanged between Cadets during labs, when reporting, and within the confines of Demonstration Hall and its surroundings. Cadets will also salute superior ranking Cadets of Air Force ROTC.

Tradition has it that the junior salutes first. It has also become practice to speak to the person being saluted with an appropriate remark, such as, "Good morning, Sir." The junior holds the salute until the senior returns it. The person saluted always returns the salute unless the right hand in incapacitated or cannot be freed.

Reporting

When reporting to an Officer in his office, remove your headgear, make sure your uniform is correct, knock and enter when told to do so. Upon entering, move to a position two steps and centered in front of the Officer's desk at the position of attention, salute and say, "Sir, Cadet (your name) reports." Hold the salute until the Officer returns your salute. Remain at the position of attention until otherwise directed. Once the conversation is over, return to the position of attention (if not already at attention) and salute. Upon exchange of salutes, execute the appropriate movement and leave the office by the most direct route.

When reporting for pay the procedure is identical as for reporting indoors.

Procedures when reporting to a Non-Commissioned Officer (NCO) are the same as for those of an Officer except that the word "Sir" is replaced by "Sergeant" and no salute is exchanged.
**Assembly and Position**

1. Soldiers stand in formation after receiving their combat patches

As a Soldier, you will assemble in an "element"--as an individual, squad, platoon, company or unit, standing at Intervals between Soldiers. There are three Intervals, all measured from left to right. At Close Interval, your elbow will touch the elbows of those to your left and right when you place your hands on your beltline. To measure Double and Normal Intervals You will raise your arms shoulder-high, fingers extended. Your fingertips will touch the fingertips of the Soldiers to each side of you at Double Interval. Your fingertips will touch the shoulder of the Soldier to your left in Normal Interval.

**Types and Functions of Commands**

2. A staff sergeant inspects her Soldiers' first formation

There are five types of commands; two-part, combined, supplementary, directive and mass. The two-part command involves the preparatory command, such as "Forward", followed by command execution, "MARCH". Combined commands fuse preparatory and execution into a single action--"fall in, at ease, rest". When a drill instructor orders a platoon leader to direct a platoon, this is a supplementary command, while a directive is an oral order spoken in sentence form by a commander to a drill instructor. Mass commands are directed at whole units.
Four Positions of Rest

3. Warriors stand at parade rest waiting for reveille

At Attention, you will stand erect and silent, face and eyes forward, arms at your sides, fingers curled with your knuckles touching your trousers. From Attention, you may be called to Parade Rest. Remain silent, face and eyes forward, moving your left foot 10 inches away from your right foot, positioning your hands behind you at the beltline with the right palm facing out. When At Ease, you may move, but must remain silent with your right foot in place. At Rest, you may move, speak and drink while keeping your right foot in place.

Drill Commands

4. Paratroopers from the 82nd Airborne Division's 2nd Brigade during the four-mile division-wide run

"When my granny was 91, she did PT just for fun ..." As entertaining and creative as Army chants may be they serve a purpose -- the uniform execution of group movement. Drill movements typically involve two speeds, Quick Time or Double Time. Quick Time requires 120 steps per minute. Double time requires 180 steps per minute. Drill steps are 15-, 30- or 30-inch double time and there are four movements in a 15-inch step; half-step, left step, right step and backward march. On Forward, March command, you will move forward at the cadence indicated. Upon Rear, March you will pivot on both feet at a 180 degree angle, then move forward.
Training and Acquired Skills

5.

It's not likely a fresh recruit will know that, "Ready, port, arms," is the only command given from "Inspection arms," but to perform as a member of a squad, section, platoon or company, these are commands you must know. Upon arrival at your basic training unit, you'll be met by skilled drill instructors, whose sole purpose is to teach you the skills necessary for successful completion of basic Soldier training, whether it be by simple reiteration or a lot of push-ups.

Bulletin Boards

The bulletin boards contain information vital to the proper functioning of the Cadet battalion, such as promotion orders, operations orders, and directives. Bulletin boards which are located in all classrooms are considered "OFFICIAL" and contain information directly affecting the Cadet.

Student Organizations

The Department of Military Science sponsors several extracurricular activities designed to enrich the students' college experience and to provide a better understanding of the military service. All Cadets are encouraged to participate in one of these activities. The following are extracurricular group requirements:

- Each group must adhere to their charter to maintain club status eligibility
- Additional PMS requirements to maintain club eligibility status:
  a. Clubs will not sponsor or condone underage drinking at any function
  b. Clubs will not have alcohol present at any functions without approval of the PMS.
  c. Each club must participate in an outside competition, according to their charter focus.
  d. Each club must maintain a minimum of 7 active members
     1. Active members must have a minimum GPA of 2.50
     2. Active members must have a minimum APFT of 250, with a minimum of 70 in each event.
     3. Only Bn APFT or an APFT scheduled with the group Cadre advisor will count.
     4. Members that fail the minimum eligibility will become inactive immediately and will regain their active status upon satisfactory
- Each group commander will brief and gain approval of their training schedule, with 1st their advisor, then the PMS prior to their 1st club meeting of each semester
- The Training Schedule will include, at a minimum:
  a. Who: Who will be participating and who will be in charge, by name
  b. What: The Training Event/Mission
  c. Where: Location of training
  d. When: Date and time of each task and subtask or phase
  e. Why: What is the purpose and expected outcome of the event
  f. How: Resources required and Commanders intent to accomplish the mission.
  g. Outside competition planned per group charter and focus: (min. one per year).
     1. Pathfinders: Orientation Competition

- Club meetings must be completed NLT 1900 hours on Thursday
- Each group commander or representative must brief their advisor in an operation order format for each meeting, at least one day prior to the meeting
- Each group commander must reread their charter and brief the PMS on the club’s plan to comply with their charter
- A group who violates their charter and PMS requirements will be placed on probation or suspension until they are in compliance.

**Spartan Pathfinders**

The Spartan Pathfinders was established as an Orienteering Club at Michigan State University in 1987.

The organization meets each Thursday, and conducts one field training exercise each semester. Its charter provides for the development of members' individual land navigation skills. It also endeavors to provide an environment for the development of a high level of physical fitness among the members, and to assist the Spartan Battalion in planning land navigation exercises.

The Spartan Battalion recognizes the importance of well-developed land navigation skills to the success of the Soldier in combat. The Spartan Pathfinders provide an enthusiastic core of Cadets who not only learn and develop themselves, but also who encourage other members of the Cadet corps to do the same.
**Color Guard**

The Michigan State Army ROTC Color Guard offers Cadets the opportunity to participate in the tradition and ceremony of the United States Army. The Color Guard is a drill and ceremony oriented unit that instills a sense of pride and camaraderie between Cadets while honing their knowledge of military customs and courtesies. All Cadets are encouraged to take part in this highly honored tradition. The Color Guard participates in university athletic events, local military and civilian events as well as most Michigan State University Army ROTC functions to include the Annual Military Ball.

**Bold Warrior Challenge (formerly known as Ranger Challenge)**

The Bold Warrior Challenge is an opportunity for schools to "compete" with each other completing military tasks. In addition to a written examination where Cadets test their Army knowledge, there are physical fitness drills and field exercises. Battalions leave a Bold Warrior Challenge with stronger bonds and sharper skills.

**Ranger 1**

Ranger 1 is an extracurricular group combining the best in small unit leadership and tactics. Formed in 1962, a group of motivated Cadets realized a need for more challenging leadership and tactical training in order to better prepare themselves for leading combat units in the growing conflict in Indochina. Today, Ranger 1 continues its mission of training MSU ROTC Cadets to be leaders and making every member perform as an integral part of a tactical, proficient Ranger team. Personal and professional development are achieved through rigorous physical and field training. Members are motivated by the chance to attend the US Army Ranger School as an Officer and earn the coveted Ranger Tab, the ultimate symbol of “Leadership Excellence.” The organization meets each Thursday, and has occasional weekend FTX’s. Ranger 1 leads the way in Spartan Bn through their participation at Bold Warrior.
Best Ranger

The Ranger Team also competes in the Best Ranger Buddy Team competition during the spring semester. This competition is a grueling one day event which tests Cadets mentally and physically. Events consist of a 4.5-mile ruck run, weapons assembly and disassembly, mountaineering, land navigation, litter carry, grenade assault course, and finally a 6.2-mile buddy run.

Endurance Club

The Endurance Club is an extracurricular group that offers Cadets the opportunity to train and race while pursuing individual health and fitness goals. The Endurance Club fosters camaraderie through communication, member participation in club functions, running events, leadership opportunities and social activities. The Endurance Club honors the Spartan Battalion through their participation in team competitions including the Army Ten Miler in Washington DC in the fall, as well as the 5th/3rd 25K race in Grand Rapids in the Spring.
ANNEX A
COMMON MILITARY ABBREVIATIONS

This is a list of some of the most commonly used abbreviations in the Cadet battalion and in the Army.

AD      Active Duty
AG      Army Green or Adjutant General (Adjutant General may be a person or I in reference to the Adjutant General's Corps)
AOV     Army Orientation Visit (a short trip to an active Army installation made each year by the Cadet battalion)
APMS    Assistant Professor of Military Science
APFT    Army Physical Fitness Test, a three-event test administered to all Advanced Course and scholarship Cadets. The test consists of push-ups, sit-ups and a two mile run.
AR      Army Regulation (also known as the "reg")
ASAP    As soon as possible
BDU     Battle Dress Uniform (the "camouflage" uniform)
CDR     Commander
Co      Company
CO      Commanding Officer
CDR     Commander
CDT     Cadet
COC     Commandant of Cadets
CSM     Command Sergeant Major
CTLT    Cadet Troop Leadership Training (see Annex E)
DMS/DMG Distinguished Military Student/Graduate
1SG     First Sergeant
FM      Field Manual
FTX     Field Training Exercise
GI Bill Program providing financial assistance for education to Soldiers
LES     Leave & Earnings Statement
MOI     Memorandum of Instruction
MS      Military Science. Denotes a Military Science class (e.g., MS 110) and is used as a prefix to describe Cadet or course level within the department
MS I    First year/freshman, MS II second year/sophomore, etc.

Annex A 1
NCO  Noncommissioned Officer
NG   National Guard
NLT  Not later than
OPORD  Operation Order
or OPORDER  Operation Order
PAE  Physical Aptitude Examination. A four event test administered to all
      Cadets coming under contract
PMS  Professor of Military Science
PR   Pershing Rifles
      professional force.
SMSI Senior Military Science Instructor
SGM  Sergeant Major
SMP  Simultaneous Membership Program. A program by which Advanced
      Course Cadets are members of both ROTC and a Reserve or
      National Guard unit.
SOP  Standard Operating Procedure
STRAC  Squad Tactical Reaction Assessment Course; short field exercises
        designed to teach and evaluate individual and group leadership
        skills
TAC  Tactical Officer
USAR United States Army Reserve
XO   Executive Officer (second in command)

**Abbreviations for Rank**

PVT  Private
PFC  Private First Class
SPC  Specialist
CPL  Corporal
SGT  Sergeant
SSG  Staff Sergeant
SFC  Sergeant First Class
MS  Master Sergeant
1SG  First Sergeant
SGM  Sergeant Major
CSM  Command Sergeant Major

**NOTE:** Up to and including Master Sergeant, all sergeants regardless of rank are
addressed as "Sergeant". First Sergeants and Sergeant Majors are addressed by
their rank.

Annex A 2
# Commissioned Officers

<table>
<thead>
<tr>
<th>Rank</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2LT</td>
<td>Second Lieutenant</td>
</tr>
<tr>
<td>1LT</td>
<td>First Lieutenant</td>
</tr>
<tr>
<td>CPT</td>
<td>Captain</td>
</tr>
<tr>
<td>MAJ</td>
<td>Major</td>
</tr>
<tr>
<td>LTC</td>
<td>Lieutenant Colonel</td>
</tr>
<tr>
<td>COL</td>
<td>Colonel</td>
</tr>
<tr>
<td>BG</td>
<td>Brigadier General (one star)</td>
</tr>
<tr>
<td>MG</td>
<td>Major General (two star)</td>
</tr>
<tr>
<td>LTG</td>
<td>Lieutenant General (three star)</td>
</tr>
<tr>
<td>GEN</td>
<td>General (four star)</td>
</tr>
</tbody>
</table>

**NOTE:** First and Second Lieutenants are addressed as "Lieutenant"; Lieutenant Colonels and Colonels are both addressed as "Colonel"; all Generals, regardless of rank, are addressed as "General".

## Abbreviations for Branches:

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AD/ADA</td>
<td>Air Defense Artillery</td>
</tr>
<tr>
<td>AG</td>
<td>Adjutant General's Corps</td>
</tr>
<tr>
<td>AR</td>
<td>Armor</td>
</tr>
<tr>
<td>ANC</td>
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<td>CM</td>
<td>Chemical Corps</td>
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<td>CE/EN</td>
<td>Engineers or Corps of Engineers</td>
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<td>CH</td>
<td>Chaplain's Corps (not available to Cadets)</td>
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<td>DC</td>
<td>Dental Corps*</td>
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<td>FA</td>
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<td>Judge Advocate General's Corps*</td>
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Annex A 3
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<td>VC</td>
<td>Veterinary Corps*</td>
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* Branch not available to Cadets—requires additional training.

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ANNEX B
GOVERNMENT-SPONSORED BENEFITS

Authorized government-sponsored benefits and medical protection for MSU Cadets participating in field training required for commissioning (Basic, Advanced) are prescribed below. An ROTC Cadet will be covered by health and disability insurance while at LDAC/Warrior Forge. Other benefits while at LDAC/Warrior Forge include pay, travel allowance, full medical benefits, insurance, and survivor benefits.

A. LDAC/Warrior Forge. When members of ROTC are ordered to training for 14 days or more at the LDAC/Warrior Forge and when performing authorized travel to and from camp, they are covered by the Servicemen's and Veteran Survivor Benefits Act, to the extent indicated below:

1. Six-Month-Death Gratuity - This benefit is payable if death occurs as stated in (A) above or during the 120-day period which begins on the day following the date of release from camp training if determined by the administrator of Veteran's Affairs that death resulted from disease or injury incurred or aggravated while at camp training.

2. Dependency and Indemnity Compensation - This compensation is payable for death in line of duty as described in (A) above.

3. Social Security - Cadets who attend camp as stated in (A) above will participate in the Social Security system.

4. Government Life Insurance - Cadets who incur a service connected disability as a result of disease or injury during training as indicated in (A) above will be eligible to apply for government sponsored insurance.

5. Serviceman's Group Life Insurance (SGLI) – Cadets attending LDAC/Warrior Forge (field training of not less than 31 days) will be insured in the amount of $400,000 while attending camp and while traveling directly to and from camp under orders issued by the competent authority. This insurance will be deducted from the Cadet's camp pay for each calendar month, or part thereof, at the rate prescribed ($20.00 monthly). Full coverage will be automatic unless the Cadet desires to waive insurance or to be insured for a lesser amount ($50,000 increments). Insurance in force at the time of completion or termination of individual's stay at camp will remain in force without additional premiums through the 120-day period following. If Cadet becomes totally disabled during the period of coverage, coverage will be extended while he/she continues to be totally disabled up to one-year following termination of camp attendance.

6. Federal Employees Compensation Act (FECA): Cadets who suffer injury or disease as described in (A) above are covered by Health and Disability Insurance under FECA.
B. LTC: Cadets who attend LTC receive pay, travel allowance, and full medical benefits, but not other benefits available to LDAC/Warrior Forge Cadets. A Cadet who suffers disease, illness, injury or death in line of duty while training at, or performing authorized travel to and from camp, is entitled to the same benefits that are prescribed by law for a Federal Civil Service employee of the United States; i.e., medical care and/or hospitalization.
I have been briefed this date on government-sponsored benefits for ROTC Cadets and understand that--

1. Enrolled ROTC Cadets and applicants for enrollment who suffer illness/injury as a result of authorized (scheduled and supervised) training, or authorized travel to and from such training, are eligible for compensation through the Department of labor/Department of Veteran Affairs.

2. ROTC Cadets may not receive medical coverage and disability benefits from the Department of Labor or the Department of Veteran Affairs for injuries sustained when traveling off-post for personal recreation/activities. It is the responsibility of the individual Cadet to obtain adequate or additional insurance to cover themselves for off-post, non-ROTC related activities.

3. ROTC Cadets must report any injury/illness sustained while participating in authorized training or authorized travel to and from such training to the battalion commander/PMS or other authorized Cadre. Cadets are responsible for submission of claims to the proper department as listed in paragraph 1 above, with the assistance of battalion Cadre.

4. Army medical treatment facilities (subject to the availability of space, facilities, and capabilities of the professional staff) are authorized to provide care for injury incurred or disease contracted while attending field training.

5. Injured students who are eligible to receive medical treatment are authorized medical care from the following sources:

   a. U.S. Public Health Service hospitals or physicians where available.

   b. Army, Navy, Air Force, or VA medical treatment facilities, subject to the availability of space, facilities, and the capabilities of the professional staff.

   

   DATE   

   CADET SIGNATURE

   

   Printed Name of Cadet

CC FM 136-R, Aug 01

Annex B 3
ANNEX C
PERSONAL APPEARANCE

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

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

Hair - General:

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

Hair – Male:

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

Sideburns will be nearly trimmed. The base will not be flared and will be a clean-shaven, horizontal line. Sideburns will not extend below the lowest part of the exterior ear opening. The face will be clean-shaven, except mustaches are permitted. If a mustache is worn, it will be kept neatly trimmed tapered, and tidy and will not present a chopped-off appearance. No portion of the mustache will cover the upper lip or extend sideways beyond a vertical line drawn upward from the corner of the mouth.
Hair - Female:

Hair will be neatly groomed. The length and bulk of the hair will not be excessive or present a ragged, unkept, or extreme appearance. Hair will not fall over the eyebrows or extend below the bottom edge of the collar. Hair styles will not interfere with the proper wearing of military headgear or protective masks.

A hairnet will not be worn unless it is required for health or safety reasons.

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

Cosmetics:

Female Soldiers are authorized to wear cosmetics applied conservatively and in good taste. Exaggerated or faddish cosmetic styles are inappropriate with the uniform and will not be worn. Lipstick and nail polish may be worn with all uniforms as long as the color is conservative and complements the uniform. Extreme shades of lipstick and nail polish will not be worn.

Fingernails:

All personnel will keep fingernails clean and neatly trimmed so as not to interfere with performance of duty, detract from the military image, or present a safety hazard.

Annex C 2
Jewelry:

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

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

Female Soldiers are authorized optional wear of screw-on, clip-on, or post-type earrings with the service, dress, and mess uniforms. Earrings will not be worn with ACU. Earrings will not exceed 6 mm or 1/4 inch in diameter. They will be a gold, silver, or white pearl; unadorned and spherical. When worn, earrings will fit snugly against the ear and will be worn as a matched pair with only one earring per ear lobe. The band connecting nonpierced earrings may extend slightly below the ear lobe. Male Soldiers are not authorized to wear any type of earring when in uniform, when wearing civilian clothing on duty, or at any time while at Demonstration Hall.

Eyeglasses:

Conservative civilian prescription eyeglasses are authorized for wear.

Conservative prescription and nonprescription sunglasses are authorized for wear when in a garrison environment, except when information. Individuals who are required by medical authority to wear sunglasses for medical reasons other than refractive error, may wear them except when safety considerations apply. A medical profile must be on your person while in uniform.

Eyeglasses or sunglasses that are faddish or have lenses or frames with initials or other adornments are not authorized for wear.

Uniform - General:

All Cadets will maintain a high standard of dress and appearance. Uniforms will be properly fitted, clean, serviceable, and pressed as necessary. Cadets must project a military image that leaves no doubt that they live by a common military order and discipline. Cadets will ensure that when articles are carried in pockets (e.g., wallets, checkbooks, combs, and keys) these articles do not protrude from the pocket or present a bulky appearance. Items such as keys and key chains will not be attached to belt loops or belts. While in uniform, Cadets will not place their hands in their pockets except momentarily to retrieve carried objects.
Uniforms will be kept buttoned, zipped, and snapped; metallic devices such as metal insignia, belt buckles, and belt tips will be kept in proper luster and will be free of scratches and corrosion; medals and ribbons will be clean and not frayed; and shoes and boots will be cleaned and shined. Lapels and sleeves of coats and jackets will be roll pressed (without creasing). Skirts will not be creased. Trousers, slacks, and sleeves of shirts and blouses will be creased. Although some uniform items are made of wash and wear materials or treated with a permanent press finish, some pressing may be required to maintain a neat military appearance. However, before pressing, Soldiers should read and comply with the instruction labels attached to uniform items.

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

The Army Combat Uniform (ACU)

These uniforms consist of the following items:

- ACU coat
- ACU trousers

ACU accessory items:

- ACU patrol cap
- Army Combat boots – temperate weather (tan)
- Two-inch rigger belt
- Undergarments
- Knee pads
- Hook and loop IR subdued U.S. flag insignia
- Hook and loop shoulder sleeve
- Hook and loop subdued name tape
- Hook and loop subdued U.S. Army tape
- Army combat boots – hot weather
- Boot socks (green)
- Moisture wicking t-shirt (tan)
- Elbow pads
- Hook and loop (Velcroed) full-color U.S. Flag insignia
- Hook and loop embroidered grade insignia

The ACU Care Policy.

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

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

**The ACU Wear Policy.**

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

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

The elbow pouch with hook and loop closure for internal elbow pad inserts must be closed at all times. Permanent infrared feedback squares affixed to each shoulder for nighttime identification will be covered when insignias are not worn on the pocket flaps. Sleeves will be worn down at all times, and not rolled or cuffed. The moisture wicking tan t-shirt or cotton t-shirt is worn underneath the coat and it tucked inside the trousers at all times.
Cadets/Soldiers will wear the trousers tucked into the top of the boots or bloused using the draw stings at the bottom of the trousers or commercial blousing devices. Personnel will not wrap the trouser leg around the leg tightly enough to present a pegged appearance or insert any items inside the trouser leg to create a round appearance at the bottom of the trouser leg. When bloused, the trousers would not extend below the third eyelet from the top of the boot. The knee pouch with Hook and Look closure for internal knee pad inserts and the bellowed calf storage pocket with Hook and loop closure on the left and right legs will be worn closed at all times.

**The ACU Patrol Cap**

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

**The Grey Fleece Cap**

The fleece cap is worn with the ACU in field environments when the Kevlar helmet is not worn, on work details, or in other environments where the wear of the beret is impractical, as determined by the commander. Personnel wear the black fleece cap pulled down snugly on the head. Soldiers will not roll the edge of the cap.

Cadets/Soldiers may wear the black all-weather coat as a raincoat with the ACU only in a garrison environment when they have not been issued organizational raingear. When the cold-weather coat or other authorized cold weather outer garments are worn, soldiers may wear the olive-green scarf and gloves, but are not required to do so. Soldiers may wear the hood of the cold weather coat at 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.

Cadets/Soldiers may wear gloves with the ACU without the cold weather outer garments (i.e., Gortex jacket or field jacket, etc.).

Female personnel may carry handbags with these uniforms only while in a garrison environment.

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

Annex C 6
Rank Insignia

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

Branch Insignia

Branch insignia will not be worn. As an exception, the U.S. Army Chaplaincy religious denomination insignia may be worn 1/8 inch above and centered on the nametape. The insignia will be pinned on.

Last name/U.S. Army tape

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

Shoulder sleeve insignia (SSI) – Unit patch

The SSI is centered on the Hook and loop-faced pad already provided on the left sleeve of the ACU coat.

Shoulder sleeve insignia – former wartime service (SSI-FWTS) – combat patch. The SSI-FWTS is centered on the Hook and loop-faced pad already provided on the right sleeve of the ACU coat.

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

Army Green Service Uniform - General:

1. Uniform coats and jackets (male and female). The sleeve length will be one inch below the bottom of the wrist bone.
2. Trousers and slacks.
   a. Trousers are to be fitted and worn with the lower edge of the waistband at the top of the hipbone, plus or minus ½ inch. The front crease of the trousers will reach the top of the instep and be cut on a diagonal line to reach a point approximately midway between the top of the heel and the top of the standard shoe in the back. The trousers may

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have a slight break in the front.

b. Slacks will be fitted and worn so that the center of the waistband is at the natural waistline. The front crease of the slacks will reach the top of the instep and be cut on a diagonal line to reach a point approximately midway between the top of the heel and the top of the standard shoe in the back. The slacks may have a slight break in the front.

3. Knee-length skirts and dresses. Skirt and dress lengths will not be more than one inch above or 2 inches below the crease in the back of the knee.

4. Long sleeve shirts. The sleeve length will extend to the center of the wrist bone.

**Army Green Service Uniform - Male:**

1. Composition

   a. The class A green uniform comprises the Army green coat and trousers, an Army green shade 415 short or long sleeve shirt and a black four-in-hand necktie.

   b. The class B green uniform comprises the Army green trousers and Army green shade 415 short or long sleeve shirt. (A hour-in-hand necktie will always be worn with the long sleeve AG 415 shirt.)

   c. The Army green dress uniform comprises the Army green coat and trousers, commercial long sleeve white shirt, and black bow tie.

2. **Shirt, AG 415.** The short sleeve shirt has a convertible collar and may be worn with or without a black four-in-hand necktie when this shirt is worn as an outer garment or with

Annex C 8
authorized accessories (black windbreaker, black pullover sweater, etc.). When the short sleeve shirt is worn, with either the black cardigan or black pullover sweater, without a necktie, the shirt collar will be worn outside the sweater. The long sleeve shirt will always be worn with a four-in-hand necktie. The AG 415 shirt will not be starched or bleached.

**Army Green Classic Service Uniform - Female:**

1. Composition.

   a. The Class A classic green uniform comprises the Army green classic coat and skirt or slacks, an Army green shade 415 short or long sleeve shirt, and a black neck tab.

   NOTE: See section on Accessories, Decorations, and Insignia for wear of Cadet rank.

   b. The Class B classic green uniform comprises the Army Green classic skirt or slacks, Army Green skirt, or pantsuit pants and an Army Green shade 415 long or short sleeve shirt. (A black neck tab will always be worn with the long sleeve AG415 shirt.)

   c. The Army green classic dress uniform comprises the Army green classic coat, skirt and white shirt with black neck tab.
2. **Shirt, AG 415.** The short sleeve shirt has a convertible collar and may be worn with or without a black neck tab when this shirt is worn as an outer garment or with authorized accessories (black windbreaker or black pullover sweater). When the short sleeve shirt is worn with either the black cardigan or black pullover sweater, without a neck tab, the shirt collar will be worn outside the sweater. The long sleeve shirt will always be worn with a black neck tab. The AG415 shirt will not be starched or bleached.

**Class B variations of the Army green classic ensemble**
3. Garrison Cap. The cap will be worn with the front vertical crease of the cap centered on the forehead, with the front lower portion of the cap approximately 1 inch above the eyebrows (approximately the width of the first two fingers). The top of the cap will be opened to cover the crown of the head. The bottom of the rear vertical crease will fit snugly to the back of the head. Hair will not be visible on the forehead below the front bottom edge of the cap.

**Army Service Uniform:**

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

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

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

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

4. The ASU consists of the following items:
   - ASU coat
   - ASU trousers, low waist with belt loops (male Soldiers)
   - ASU slacks, low waist (female Soldiers)
   - ASU skirt (female Soldiers)

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

   b. Officers and enlisted Soldiers in the grade of corporal and above will wear trousers with a gold braid sewn on the outside of seam of each trouser leg of the blue ASU.
c. Service stripes are authorized for wear on the left sleeve for enlisted Soldiers and overseas service bar(s) on the right sleeve for both officers and enlisted Soldiers.

ACCESSORIES, DECORATIONS, AND INSIGNIA

Boots, Desert:

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

Black all Weather Coat:

The all weather coat may be worn with or without the liner. The coat will be worn buttoned, except for the neck closure, which may be worn opened or closed. The black scarf may be worn with the all weather coat. The coat is authorized for wear with the service and dress uniforms. The all weather coat may be worn with utility uniforms only in a garrison environment when rain gear has not been issued. Only no subdued pin-on insignia of grade will be worn on this coat. This coat may be worn without insignia of grade with civilian clothing.

Black Leather Gloves with Inserts:

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

Black Service Handbag:

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

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

**Black Four-in-hand Tie:**

The black four-in-hand necktie will be worn with the class A uniform and the AG 415 long sleeve shirt. The tie is optional with the class B uniform when wearing the AG 415 short sleeve shirt. The tie may be worn in a Windsor or half-Windsor knot. Use of a conservative military oriented tie tack or tie clasp is authorized. The tie will be tied so it is not shorter than 2 inches above the top of the belt buckle nor be so long as to extend past the bottom of the belt buckle.

**Black Oxford Shoes, Male:**

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

**Black Oxford Shoes, Female:**

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

**Black Service Pump Shoes:**

The material is calf skin, fine grain or poromeric; patent leather is also authorized. They are untrimmed pumps of commercial design with closed toe and heel. The heel may be from a minimum of one inch to a maximum, of 3 inches. The sole thickness will not exceed ½ inch.

Black service pumps are authorized for wear by all female personnel with the service and blue dress uniforms. The black service pumps are required for all female personnel.
Socks:

Black socks will be worn with black oxford shoes. Olive green or black socks will be worn with combat boots.

Sheer Stockings:

They are sheer or semi-sheer, without seams, and of flesh tones complementary to the wearer and uniform. No patterned, black, or pastel stockings are permitted to be worn while in uniform.

The stockings are worn with the service and dress uniforms.

Note: As an option, plain commercial black cotton or cotton and nylon socks may be worn with the black oxford or jodhpur boots when wearing slacks.

Undergarments - Male:

Drawers will be worn with all uniforms by male personnel. Either the brief or boxer style drawers may be worn.

White undershirts will be worn by male personnel with the service and dress uniforms. The brown undershirt will be worn by all personnel with BDU uniform.

Undergarments - Female:

Brassieres and panties will be worn with all uniforms.
Slips will be worn with the service and dress skirts.
The brown undershirt will be worn by all personnel with the BDU uniform.
**Umbrella, Black:**

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

**MSU Distinctive Unit Insignia (DUI):**

On the service uniform coats centered on the shoulder loops, and equal distance from the outside shoulder seam to the outside edge of the button, with the base of the insignia toward the outside shoulder seam, when insignia of grade is not worn on the shoulder loops. If insignia of grade is worn on the shoulder loops, the equal distance is measured from the inside edge of the insignia of grade to the outside edge of the button. Cadets in the rank of Captain will not wear DUI on the Army Green Classic Uniform.

**Basic Course "Torch of Knowledge" Insignia:**

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

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

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

**Advanced Course Lapel and Collar Insignia:**

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

**Female Cadets.** The "ROTC" insignia will be worn one inch above the notch on both collars and parallel to the floor on the green uniform coat and one inch up from the collar and lapel seam on the classic uniform coat with the center line of the insignia parallel to the inside edge of the lapel.
**Subdued.** The subdued (black) "ROTC" metallic insignia will be worn on the left collar of the BDUs by all Cadet Officers. The insignia is centered one inch from the lower edge of the collar with the center line of the insignia parallel to the lower collar edge.

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

**Rank Insignia:**

**General.** Members of the extracurricular groups may wear the rank held in that organization at strictly organizational functions. Otherwise, the assigned Cadet rank will be worn. Cadet rank is assigned based upon their leadership position. Therefore, rank insignia will be turned in to supply at the end of a Cadet's cycle in a leadership position.

**Officer Subdued Rank:**

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

**Enlisted Subdued Rank:**

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

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

**Shoulder marks:**

Shoulder marks are worn on the shoulder loops of the AG 415 shirt, and black pullover sweater by all personnel Corporal and above.
INSIGNIA, DISTINGUISHING, "U.S. ARMY", NAMETAPES AND NAMEPLATES

Insignia, distinguishing, "U.S. Army"

The insignia will be a woven tape of olive green cloth, one inch wide, with the inscription "U.S. ARMY" in black block letters 3/4 inch high. Optional purchase and wear of a one inch wide tape with embroidered 3/4 inch block letters is authorized. The "U.S. ARMY" distinguishing insignia will be 4 ½ inches in length, or will extend to the edge of the pocket flap on utility uniforms with pockets.

The "U.S. ARMY" distinguishing insignia will be worn immediately above and parallel to the top edge of the left breast pocket. When wearing the "U.S. ARMY" tape with the nametape, both will be the same length, either 4 ½ inches or extending to the edge of the pocket flaps. The insignia will be worn on the temperate and hot weather BDU, and BDU field jacket.

Insignia, nametape

The nametape will be a strip of olive green cloth, one inch wide with the individual's last name in black block letters 3/4 inch in height. Last names consisting of 11 letters or more will be of Franklin Gothic extra condensed print (48 point), ½ inch high. The nametape insignia will be 4 ½ inches in length or will extend to the edge of the pocket flap on utility uniforms with pockets.

The name tape will be worn above the top right breast pocket on the same uniforms and in the same manner as described for the "U.S. ARMY" tape. When the nametape is worn with the "U.S. ARMY" tape, both will be the same length, either 4 ½ inches or extending to the edge of the pocket flaps.

Nameplate

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

Male personnel. The nameplate will be worn on the flap of the right breast pocket, centered between the top of the button and the top of the pocket on the Army green 415 shirts, the coats of the Army green, white, and blue uniforms. The nameplate will be worn centered on the black patch of the black pullover sweater except when wearing the DUI. When wearing the DUI, the
nameplate will be worn ½ inch above the bottom seam of the black patch with the DUI centered left to right, top to bottom above the nameplate.

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

Ribbons:

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

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

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

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

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

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

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

Female personnel. Marksmanship badges will be worn on the left side 1/4 inch below the bottom ribbon row or in a similar location if ribbons are not worn on the service or dress uniform coats. Placement of badges may be adjusted to conform to individual figure differences.

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

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

Combat or special skill badges worn above ribbons, the pocket flap, or in a similar location on uniforms without pockets, will be worn one above the other 1/4 inch above ribbons, or the top of the pocket and spaced ½ inch apart.

Subdued pin-on and embroidered sew-on combat and special skill badges. Badges will be worn one above the other centered on the U.S. Army tape in order of group precedence. When three badges are worn, two will be worn centered above the U.S. Army tape in a vertical line, and one will be worn centered on a pocket flap or in a similar location on uniforms without pockets. When two badges are worn, both badges will be worn centered above the U.S. Army tape in a vertical line. If only one badge is worn, it will be worn centered above the U.S. Army tape. The bottom of the badge will be worn approximately 1/4 inch above the U.S. Army tape and ½ inch space between badges if more than one badge is worn.

Ranger and Special Forces tabs:

The full collar tab is worn ½ inch below the shoulder seam on the left sleeve of the Army green coat. The subdued tab is worn ½ inch below the shoulder seam on the left sleeve of the utility uniforms and field jackets.

Leadership Excellence Patch:

Both no subdued and subdued "Leadership Excellence" patches will be worn centered on the left sleeve ½ inch below the top of the shoulder seam on the coats of the Army green uniforms for all personnel. When the Ranger, Special Forces, or President's Hundred tab is worn, the tab will be placed ½ inch below the top of the shoulder seam. The "Leadership Excellence" will be worn 1/4 inch below the special skill or marksmanship tab.

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

Annex C 20
Michigan State University (MSU) Patch:

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

Military/Academic Achievement Insignia:

Distinguished Military Student (DMS) insignia.

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

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

Academic Achievement Insignia.

a. Awarded annually to Cadets in the top 10% of their ROTC class the preceding year. Second, third, and fourth awards are indicated by red, silver, and gold felt backings to the wreath insignia respectively.
b. Male Cadets. The insignia will be worn centered and 1/8 inch above the right breast pocket of the Army green coat.
c. Female Cadets. The insignia will be worn centered and 1/8 inch above the nameplate on the Army green coat.

Recondo Badge.

a. Worn by all MS IV Cadets who have successfully completed Recondo training at LDAC.
b. Male Cadets. The badge will be worn centered on the left pocket of the Army green coat.
b. Female Cadets. The badge will be worn centered on the left jacket front.
ANNEX D
MEDALS, BADGES, AWARDS, DECORATIONS AND RIBBONS

1. General. Awards, medals, badges, decorations and ribbons are awarded throughout the academic year and at the Basic Camp (LTC) and Warrior Forge/LDACs. The following are authorized for wear by eligible Cadets in uniforms:

   a. Medals, badges, awards, and decorations, including ribbons, of the United States and some foreign nations.

   b. Medals, badges, awards, ribbons awarded by MSU, procured without expense to the Government. Medals, badges, awards, ribbons awarded by Military Junior Colleges (MJC) to ROTC Cadets while Cadets are enrolled in JROTC or SROTC at the awarding MJC. Awards will be worn only when selected designs have been approved by the Professor of Military Science.

   c. Ribbons and shoulder cords authorized for membership, citation, or special recognition approved by the Professor of Military Science.

   d. Distinctive unit insignia of the unit at which a Cadet successfully completed Cadet Troop Leadership Training (CTLT).

2. How worn. Approved medals, badges, Cadet awards, and ribbons awarded by MSU and other agencies will be worn in order of precedence from wearer's right to left and above (no more than 4 ribbons per row).

   a. Ribbons will be worn in this order of precedence:

      (1) ROTC (including LTC, LDAC).

      (2) JROTC awarded at a military junior college.

      (3) Local, state, regional or national organization. (This includes the majority of those awarded in the Spring).

      (4) Extracurricular.

   b. Except for a (1) ribbon may be worn in any order within a category.

   c. U.S. Awards will be worn as prescribed in AR 672-5-1 (See the Senior Military Instructor for guidance). U.S. Awards will be worn with Cadet ribbons. Either Cadet ribbons or U.S. Awards may be worn but there will be no mixing of the two.
d. ROTC award ribbon precedence is limited to the following:
   (1) ROTC Medal for Heroism
   (2) Department of the Army Superior Cadet Award

e. Precedence among organizational award ribbons is limited to:
   (1) Legion of Valor Bronze Cross for Achievement
   (2) George C. Marshall award

f. All other ROTC, JROTC, organization and extracurricular awards are given no precedence and may be worn in any order within a category.

g. The awards presented each year are listed in the following pages.

h. Shoulder cords will be worn only when design has been approved by the PMS. The number of cords worn at any one time is limited to 1 IAW CC 670-1 Para 4-2 (c). Wear of shoulder cords is limited to the following groups within the Spartan Battalion:
   (1) Color Guard
   (2) AUSA

i. Medals and ribbons with medal pendant awarded by the National Rifle Association and the National Board for the Promotion of Rifle Practice may be worn on the ROTC uniform only for special ceremonies and official functions as directed by the PMS. They are not authorized for general wear.

j. CTLT distinctive unit insignia will be worn centered on the right pocket of the coat, below the pocket flap (men) and below the bust (women).

k. Miscellaneous Awards. **Gauntlet Award** - presented to Cadets who meet criteria established by the ROTC LTC commander. It is worn on the AG uniform coat centered on left breast pocket between the bottom of the flap and the bottom of the pocket. The RECONDO Badge has precedence and is worn to the wearer's right of the Gauntlet Award.
ROTC ORGANIZATION ACHIEVEMENT AWARDS

The Cadet in each activity who has demonstrated the greatest achievement. Winners will be selected by their organization.

C/LTC Douglas Safko Award
Ranger 1 Award
Selected by members of Ranger 1 in memory of former Ranger 1 member, Cadet/LT Douglas Safko

Iron Man (Ranger 1)
Advanced & Basic Course
As established by the organization.

Pathfinders
Advanced & Basic Course
As established by the organization.

Spartan Pathfinder 1st LT Adam Malson Award for Excellence
Selected by the Pathfinder group, based upon the attributes of 1LT Adam Malson

MISCELLANEOUS RIBBONS

Field Training Exercise Ribbon:
(R-4-1)
To any enrolled Cadet who attends an MSU FTX. Bronze, silver and gold appurtenances are issued for 3, 5 and 7 FTX’s attended respectively.

MSU ROTC Recruiting Ribbon:
(R-4-2)
To any enrolled Cadet who recruits a student who enrolls in the MSU Army ROTC program. (Appurtenances for additional awards.)

MSU Academic Achievement Award Ribbon
(R-1-1)
Awarded each semester to an enrolled Cadet who stands in the top 10% of his/her ROTC class.

Staff Ride Award (R-4-5)
Bn Cdr’s discretion.
### ROTC CADET COMMAND CADET AWARDS/RIBBONS

<table>
<thead>
<tr>
<th>Simultaneous Membership Program (SMP) Activation Award</th>
<th>Activated in a Reserve Unit call-up for 30 days or more.</th>
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<tr>
<td><strong>CTLT Ribbon</strong></td>
<td>Participate successfully in CTLT.</td>
</tr>
<tr>
<td><strong>Academic Awards Series (R-1)</strong></td>
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</tr>
<tr>
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<td>Semester GPA 3.50-4.0</td>
</tr>
<tr>
<td>b. Cadet Honors Awards (R-1-2)</td>
<td>Semester GPA 3.20-3.49</td>
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<tr>
<td>c. Cadet Scholar Award (R-1-3)</td>
<td>Semester GPA 2.90-3.19</td>
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<tr>
<td>d. Most Improved Grades (R-1-4)</td>
<td>Highest jump in semester GPA</td>
</tr>
<tr>
<td>e. ROTC Honors (R-1-5)</td>
<td>GPA of 4.0 in Military Science</td>
</tr>
<tr>
<td>f. Bn Cdr’s Academic Award (R-1-6)</td>
<td>Bn Cdr’s discretion</td>
</tr>
<tr>
<td><strong>4. Athletic Award Series (R-2)</strong></td>
<td></td>
</tr>
<tr>
<td>a. Platinum Medal Athlete (R-2-1)</td>
<td>Score 300 on APFT</td>
</tr>
<tr>
<td>b. Gold Medal Athlete (R-2-2)</td>
<td>Score 290-299 on APFT</td>
</tr>
<tr>
<td>c. Silver Medal Athlete (R-2-3)</td>
<td>Score 280-289 on APFT</td>
</tr>
<tr>
<td>d. Bronze Medal Athlete (R-2-4)</td>
<td>Score 270-279 on APFT</td>
</tr>
<tr>
<td>e. Most Improved Award (R-2-5)</td>
<td>Biggest increase in score since last APFT</td>
</tr>
<tr>
<td>(A Cadet may only receive once)</td>
<td></td>
</tr>
<tr>
<td>f. Bn Cdr’s Athletic Award (R-2-6)</td>
<td>Bn Cdr’s discretion</td>
</tr>
</tbody>
</table>
5. Military Awards Series (R-3)

a. Excellence at LDAC (R-3-2)  High Camp scores (as determined)

b. LDAC Graduate (R-3-3)  Graduate from Advance Camp

c. Brigade Bold Warrior Winner (R-3-5)  To all members of the Bold Warrior team which wins Brigade competition.

d. Bold Warrior Team Member (R-3-6)  Member of Bold Warrior team

e. SGT York Award (R-3-7)  To the Cadet who does the most to support the ROTC program

f. Color Guard (R-3-9)  Member of the color guard

g. Bn Cdr’s Military Award (R-3-10)  Bn Cdr’s discretion

(In 2005, delegated these for awards For the CPT Grimes & Pathfinders 1LT Malson Awards)

h. One-Shot-One-Kill Award (R-3-11)  Shoot 40 out of 40 Cadet may receive at both LTC and LDACs (the numeral 2 will be issued for subsequent award)

i. Bold Challenge (R-3-12)  Bn Cdr’s discretion

j. LTC Graduate (R-3-13)  Completed LTC

4. Miscellaneous Award Series (R-4)

a. (R-4-1)  FTX Competition

b. (R-4-2)  ROTC Recruiting

c. (R-4-3)  Pathfinders

d. (R-4-4)  Ranger 1

e. (R-4-5)  Staff Ride
Leadership Development Assessment Course (LDAC)  
Between MS III and MS IV Year.

Each advanced course Cadet is required to satisfactorily complete the ROTC LDAC as a requirement for completion of the advanced course and appointment as a commissioned Officer.

Cadets attend LDAC at Fort Lewis, Washington for a five-week period from months of June and through August.

Practical training in leadership is emphasized. Cadets will periodically receive leadership positions and will be evaluated in those positions by regular Army Cadre. Teamwork is, therefore, a prerequisite for success in this area.

Areas of Cadet scored evaluation include go or no go rifle marksmanship, job performance (summary), physical fitness, and land navigation.

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

**LDAC Themes.** LDAC will be the most significant event in your career as a Cadet. You will be placed under a magnifying glass to determine whether you have the “right stuff” to be an Army Officer. The mission of any camp is to TRAIN CADETS TO LEADERSHIP AND ARMY STANDARDS AND EVALUATE THEIR OFFICER LEADERSHIP POTENTIAL. You will receive some of the best training in the Army. The following themes are emphasized at LDAC.

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

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

* STRESS. LDAC is a rite of passage. Cadets must prove they can handle mental and physical stress before they become Officers.
* COHESION. Cohesion and teamwork are vital elements taught at camp. Cadets are all part of Cadet regiments which are affiliated with Regular Army units. They learn that to successfully complete LDAC they must operate as a team—not as diverse bunch of individuals—because teamwork is the Army way.

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

Off-campus Training Programs

In addition to participation in the normal ROTC classroom and field training activities, Cadets are periodically afforded the opportunity to participate in a variety of off-campus Army schools and training exercises. Selection criteria and number of slots available are established by Headquarters, Second ROTC Region and the Professor of Military Science.

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

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

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

Airborne School: Between MS II and MS III Year

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

Air Assault School: MS II and MS III Year

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

**Cadet Troop Leadership Training: MS III Year**

Cadet Troop Leadership Training (CTLT) is available to selected volunteers immediately following completion of LDAC. CTLT offers you realistic training with active Army, Reserve and National Guard units giving firsthand knowledge of the duties, responsibilities, and living conditions of the junior Officer in the Army. It offers exposure to a wide range of Army activities so that you will better understand the daily operations of units in garrison and in the field. You may receive practical experience in performing the duties of a platoon and company level. CTLT is your opportunity for additional orientation in the daily professional and social life of the Officer corps of the United States Army.

**DCLT: Between MS II and MS III Year**

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

**Internships: MS II and MS III Year**

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

**Northern Warfare Training: MS II and MS III Year**

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

The NSTP is a paid three-to-four week clinical elective for Army ROTC nurse Cadets. Attendance is voluntary. NSTP is conducted at Army hospitals in the United States, Germany, and Korea. You get paid while attending NSTP during the same summer as National Advanced Leadership Training (NALT), which is usually between the junior and senior year of college.

During the NSTP clinical elective, you will receive “hands on” experience under the direct supervision of a preceptor – an Army Nurse Corps Officer who works with you one-on-one. Regular coaching sessions enhances your progress, while also providing feedback about your performance.

While you follow the same duty schedule as your preceptor, you could receive training in such areas as patient assessment...planning of patient care...nutrition maintenance and feeding techniques...range of motion and mobility...medication administration...emergency procedures...intravenous (IV) therapy...and other special procedures and techniques.

Mountain Warfare Training: MS II and MS III Year

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

Robin Sage (RS) Exercise: MS II, MS III, and MS IV Year

The Robin Sage exercise provides Cadets with an interest in Infantry and/or Special Forces an opportunity to serve as squad members within "G" bands. There are 15 "G" bands consisting of three to four Cadets, 15-20 regular Army personnel and one "G" Chief. The "G" band conducts link-up operations with Special Forces Student Operational Detachment Alphas, receives specific training and conduct combat and sustainment operations.

Over a three-week period this program provides the Cadets with opportunities to learn and grow as potential leaders. Areas to which Cadets are exposed: Troop Leading Procedures, Mission Planning (Warning, Patrol and Frag orders), Small Unit Tactic (Raids, Ambushes, Recons), Air Operations (Drop and Landing Zones and Message pick-up), Basic Field Craft (Survival, Expedient Navigation), Demolition, Medical, Communications and Weapons. The location for this exercise is Camp Mackall, North Carolina.

Cadets are selected and assigned to available RS positions by their PMS.
Helicopter Flight Training Program: MS II and MS IV Year

The Army ROTC Helicopter Flight Training Program at the University of North Dakota is the only program of its kind in the country, UND's Army ROTC Helicopter Flight Training Program gives you the chance to earn your flight certifications. You'll learn valuable leadership and management skills. To succeed in our four week program, you need more than a desire to fly. You need the strength to lead, the composure to keep cool under pressure and the overwhelming desire to succeed.

CULP – Culture and Language Awareness Program: All contracted Cadets

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

SAPPER Leader Course:

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

SCUBA School:

1st week-
Morning formation, PT, boat house boogie (FAST 2 mile run), conditioning in pool, which consists of laps and flutter kicks, instruction in dive equipment and procedures.
2nd week-
"Ditching + Donning": enter pool, swim underwater to deep end at depth of 15 feet, remove face mask, snorkel, fins. Twin tanks left on bottom, placing weight belts on top. Take one breath of compressed air, surface, breathe, go down, put weight belt on and other equipment, begin using compressed air. "Harassment Dive" :Get in water, swim around edge at the bottom, and get "harassed" by instructors, face masks pulled, fins removed, oxygen tanks removed, etc, for an hour. Failing either of these exercises results in discharge from SCUBA school. Classes. 500m navigation dive evaluation.

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

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

**Project Go!**

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

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

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

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

112 ADMINISTRATION/HRAs
114 RECRUITING & SCHOLARSHIP OFFICERS
116 NAT'L GUARD & RESERVE LIAISONS
117B INSTRUCTORS

113 IM TECH, MSU SECRETARY, STAFF COOR, SMI
115 PROFESSOR OF MILITARY SCIENCE
117A TRAINING OFFICER/ CONFERENCE ROOM
MILITARY TIME

The exact communication of time is one of the most important aspects of military life. Combat orders are implemented, men must report, and appointments are kept according to schedules that must not be misunderstood. To prevent confusion and to simplify communications, the Armed Services have adopted the 24-hour time system. Most of the clocks used by the Military have a 12-hour face. Therefore, conversion is required.

The Military services always use four digits to signify hours and minutes. The first two digits are hours and the second two digits are minutes. A given time would appear, for example as 1535 (3:35 pm). The time period starts 1 minute after midnight (0001) and ends the following midnight (2400).

Morning hours up to 9:59 a.m. are shown with hour and minute numerals proceeded by zero (0843 is 8:43 a.m.). Military time is never punctuated. From 1000 (10:00 a.m.) to 1259 (12:59 a.m.) the hour and minutes have four digits without punctuation. From 1300 (1:00 p.m.) to 2400 (midnight) 12 is added to the hours and military time appears as four digits, for example, 1630 (4:30 p.m.) without punctuation.

Practice in usage of military time will overcome initial reserve and demonstrate the simplicity of the system.
ANNEX F

CADET CUSTOMS AND COURTESIES

TRADITIONS OF THE
U.S. ARMY ROTC CADET COMMAND

U.S. ARMY ROTC CADET COMMAND--
A TRADITION OF LEADERSHIP EXCELLENCE

The United States Army ROTC Cadet Command was organized 15 April 1986 at historic Fort Monroe, Virginia, blending the vibrance of a new command with the traditions of the Army's oldest continuously active installation.

Cadet Command's roots are deeply embedded in Americana with its heritage of the citizen-Soldier extended back to the nineteenth century when military training was introduced at what is today Norwich University in Vermont.

The lineage of Cadet Command's Reserve Officers' Training Corps dates to 1916 and the passage of the National Defense Act.

A new chapter began with the consolidation of all ROTC activities within Cadet Command, an organization forging its own identity and its own tradition.

CADET CREED

The Cadet Creed was adopted in June 1988 to imbue Army Cadets with the values which are critical to being successful Cadets and later Army Officers. The Creed is displayed at Headquarters, Cadet Command, and at all region and Cadet battalion headquarters. The Creed is short but contains a profound message.

CADET CREED

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

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

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

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

I WILL do my DUTY.
EXPLANATION OF THE CADET CREED

The Cadet Creed, in a few carefully selected words, explains what is expected of an Army Cadet. The Cadet Creed is a key element in the traditions of Cadet Command and is used to the maximum extent possible. There are two primary uses for the Creed: it is read to Cadets prior to contracting and at other appropriate ceremonies, and the words are prominently and dramatically displayed at each region and Cadet battalion headquarters.

A further explanation, when appropriate, accompanies the reading of the Cadet Creed. Points to be emphasized in this explanation follow:

"DEFENDING the values which make this Nation great." Cadets, upon being commissioned, take an oath to defend, with their lives when necessary, the Constitution of the United States of America. This document, created more than two centuries ago after our Nation's valiant struggle for independence, is the keystone of our way of life, of the world's most wondrous democracy. Our Nation derives its strength from the consent of the governed. The basic tenets of our Constitution are that all people have certain natural inalienable rights. are born equal, and must be treated 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. This, each Army Cadet is honor bound to do, both as a Cadet and later as a commissioned Officer.

"HONOR is my touchstone." Honor is used in two ways when referring to Army Cadets. Serving the people of the United States as a commissioned Officer is an honor afforded only a small fraction of our young men and women. More importantly, "with honor" describes how an Army Cadet will serve upon being commissioned. Honor is the bedrock upon which the Army Officer builds a successful career. Honor encompasses integrity and dedication. Honor is the thread which holds together the fabric of our Army as it discharges its critical mission of being the strategic force which maintains the integrity of our Nation and peace in our world. Serving with honor begins in the Cadet years and builds throughout a career.

"MISSION first and PEOPLE always." The Army Cadet who lives by these five words will always get the job done, which is the essence of being an Army Officer. A commissioned Officer has a sacred obligation to take care of the men and women entrusted to the unit—to guide, train, teach, and counsel. The leader who cares for people will always command the respect and dedicated service of those commanded, assuring mission accomplishment.

"I am the PAST." The legacy of the Army Cadet dates to the colonial Army which won our independence. It has been enriched by each generation that served in time of peace to safeguard our security, and in time of war to secure victory through supreme sacrifice. The tradition of the Army Cadet is to live up to the magnificent example set by their former comrades-in-arms, in our land and overseas, as the guardians of liberty.
"I am the PRESENT." Army Cadets are talented people who are molded into superior leaders through a commitment to excellence by the Officers and noncommissioned Officers who make up Cadet Command. The skills of the Army Cadet are enhanced in the classroom, at field training exercises, at LDAC and LTC, and through Bold Warrior. The Army Cadet dedicated to excellence will become an Officer who is both a war winner and a respected leader.

"I am the FUTURE." Army Cadets are indeed the Army's future Officer leadership. Into the hands of Army Cadets across the Nation will be placed the responsibility of leading the outstanding young Americans who fill the enlisted ranks of our Army. Our Army Cadets will be challenged to maintain and strengthen our Army—to master the futuristic weapons systems being fielded. Being an Officer-leader will be both a challenge and an opportunity. Each Army Cadet must live up to his or her full potential to become a warrior leader with the "right stuff" to be a war winner.

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

The Cadet Creed can be a powerful training tool to imbue in our Cadets those traits of professionalism and leadership which will serve them well when they earn their commissions. Make full use of the Creed. It is another example of the traditions we are building within Cadet Command.

PATCH AND CREST

Cadet Command's shoulder patch was authorized 8 April 1986. Its crest was authorized on 22 August 1986. The symbolism of both insignia is identical.

The shield symbolizes the Army's mission of national defense and is divided into quarters representing the four traditional military science courses comprising the senior ROTC curriculum. The sword signifies the 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.

LDAC AND BOLD WARRIOR

Our LDAC Cadets carry with pride the colors of the Active Army regiment with which they are affiliated. This tradition gives each Cadet a direct link to an Active Army unit which helped defend our Nation in time of war.

Bold Warrior, Cadet Command's "varsity sport," helps weld each Cadet battalion to its college or university. Bold Warrior participants compete with honor, both for their Cadet battalions and their schools. Equally as important, Bold Warrior acts as a magnet which draws to our battalions, Cadets who will be the Army's combat leaders and "war winners."
DINING-INS AND MILITARY BALLS

The transformation from ROTC detachments to Cadet battalions is more than a cosmetic change. Each battalion now has the opportunity to forge its own traditions. To solidify this unit cohesion, each battalion annually conducts a dining-in and military ball.

TOASTS

Toasts are an integral part of all formal military functions. The number and wording will vary at each event but the following toast is used at all formal Cadet Command functions:

"I propose a toast to Cadet Command."

"To our Cadets!"

The toast attests to the fact that Cadet Command is "for and about Cadets."

OFFICER CREED

I will give to the selfless performance of my duty and my mission the best that effort, thought, and dedication can provide.

To this end, I will not only seek continually to improve my knowledge and practice of my profession, but also I will exercise the authority entrusted to me by the President and Congress with fairness, justice, patience, and restraint, respecting the dignity and human rights of others and devoting myself to the welfare of those placed under my command.

In justifying and fulfilling the trust placed in me, I will conduct my private life as well as my public service so as to be free both from impropriety and the appearance of impropriety, acting with candor and integrity to earn the unquestioning trust of my fellow Soldiers---juniors, senior, and associates---and employing my rank and position not to serve myself but to serve my country and my unit.

By practicing physical and moral courage I will endeavor to inspire these qualities in others by my example.

In all my actions I will put my loyalty to the highest moral principles and the United States of America above loyalty to organizations, persons, and my personal interest.
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.

SILVER DOLLAR SALUTE

It’s an honored tradition—a brand new Second Lieutenant proudly hands a shiny silver dollar to the first enlisted Soldier who salutes him or her.

The exact origin of the custom is arguable, but it probably began before the U.S. Armed Forces were organized. British regiments stationed in Colonial America brought with them a number of customs and traditions that were retained by the newly formed American Armed Forces.

For example, newly commissioned British Officers were assigned an enlisted Soldier to train them, teach them the regiment’s history and traditions, and ensure that his equipment met appropriate standards. Grateful lieutenants often showed their heartfelt gratitude by informally compensating the enlisted man with a small sum of money.

This custom continued to grow within the British military and newly formed American units. American second lieutenants in 1816 received a monthly base pay of $25, a $3 ration allowance, and $1 for an enlisted advisor. This advisor’s pay was later discontinued, but the responsibility for teaching the newly commissioned Officers continued. The present day tradition is thought to have its roots in this relationship.

Authorized by Congress on April 2, 1792, the silver dollar traditionally is the only coin given in exchange for the first salute. Soon-to-be lieutenants go to great lengths to secure these coins.

The coin represents more than a dollar currency. To every new Officer, it has special significance. It represents the symbolic receipt of respect due the newly earned rank and position. It signifies a deep sense of gratitude of the new Officer for the knowledge enlisted Soldiers, especially NCOs, have
passed on to them during training. It’s acknowledgement from one professional Soldier to another says, “Welcome to our service and to the profession of arms.”

The coin is an expression of respect shared together, as are all tasks and missions that are given together for the Officer and Soldier to perform. The values and ethics that are passed on to the newly commissioned Officer are there to be shared and remembered and to be passed on again when the time comes.

Whatever the origin of the “silver dollars salute”, it is part of Soldiers’ love of duty and their respect for each other, and it strengthens their commitment and responsibility to serve their country. Many an old Soldier has cashed in on his knowledge of this tradition by posting himself strategically near a commissioning ceremony.

(Traditionally, a silver dollar should be the same year as the commissioning).
ANNEX G
CADET COMMAND FORM 104-R

Instructions for Use, Completion, and Disposition of CC Form 104-R

The regulation governing completion and use of the CC 104-R is CC Pam 145-4, Enrollment, Retention and Disenrollment Criteria, Policy and Procedures. Below is an extract from Chapter 3 of CC Pam 145-4.

3-15. Planned Academic Worksheet Program (CC FM 104-R)

a. CC FM 104-R (Planned Academic Worksheet) must be completed prior to contracting any Cadet except for MS I four-year scholarship Cadets who must complete the worksheet during the first school term enrolled. The initial enrollment worksheet must establish that the Cadet is academically aligned at enrollment. The worksheet must be revised (if necessary) for each contracted Cadet at least annually. The worksheet must be authenticated by an appropriate school academic official (academic advisor/counselor) when completed or revised. The Battalion Commander/PMS will review the worksheet with the Cadet each school term to monitor alignment/mission set and academic progress. This review will be noted on Cadet counseling records. The most current worksheet will be enclosed with Cadet action requests as required in Appendix B. All items of the worksheet must be completed or NA indicated when the entry is not applicable to the Cadets academic program.

b. For the form to be considered in supporting a Cadet action, it must be signed and dated by the student as well as an appropriate school official, (e.g., registrar, academic counselor, department head, dean, or other official). Due to academic schedule or catalogue changes, conflicting academic requirements or other circumstances, a student’s initial planned academic worksheet may change. If a student falls into that category, he/she will initiate a changed worksheet within 30 days to the Battalion Commander/PMS. An appropriate institutional representative will re-certify it.

c. The statement of understanding, which appears on the reverse side of CC FM 104-R, must be completed by the student and Battalion Commander/ PMS after the completion of the worksheet portion in order for the form to be considered valid.

d. The completed CC FM 104-R will be maintained as a part of the Cadets MPRJ.

e. Appendix C contains complete information on the correct preparation of CC FM 104-R.

C-4. Preparation for the Planned Academic Program Worksheet (CC FM 104-R, Dec 04) are as follows:

a. The CC FM 104-R will be completed for each applicant/Cadet who is contracting to ensure academic alignment. The intent of this form is to input the data on the PC to prevent errors, especially in the formulas.
b. Preparation of this form is self-explanatory. When the various Blocks are chosen, a What's This? message block will appear which provides instructions for entering correct data in each block. Once the information in Block 1 and Block 4a of page 1, and Block 9 of page 2 is entered, the same information will automatically populate page 3, Statement of Understanding.

c. Block 5. Credit Hours. Items in Block 5 will automatically calculate when data is entered. Block 5 will calculate both semester and quarter hours. From the drop down menu box, select S for semester and Q for quarter system. A sample with instructions for completion of Block 5 is below

<table>
<thead>
<tr>
<th>5. CREDIT HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Total hours required for degree (Does not include ROTC)</td>
</tr>
<tr>
<td>(1) ROTC Hours that do not count</td>
</tr>
<tr>
<td>(Include any ROTC hours that do not count towards the degree to ensure academic and military alignment is maintained)</td>
</tr>
<tr>
<td>(2) Total Hours Required (automatically calculated)</td>
</tr>
<tr>
<td>Normal Academic Progression Standard (NAPS) (automatically calculated)</td>
</tr>
<tr>
<td>(The Total Hours Required divided by the total number of semesters/quarters established in the school catalog to complete the degree + ROTC hours). In this sample, 120 hours (which is normally a 4-year academic program), and eight (8) semesters was used to calculate the academics + ROTC hours required (e.g., 140/8 = 17.50). This is the normal academic progression required per semester in order to remain academically aligned.</td>
</tr>
<tr>
<td>b. Transfer credits accepted toward degree (Based on institutional certifying official)</td>
</tr>
<tr>
<td>c. Credits toward degree completed to date</td>
</tr>
<tr>
<td>d. Remaining for Degree, e.g., 140 - (45 + 30) = 65 (automatically calculated)</td>
</tr>
<tr>
<td>e. Number of authorized semesters (automatically calculated) (Remaining for Degree/Normal Academic Progression, e.g., 65/17.50 = 3.71 (rounds up to 4)). (Any fraction equal to or less than .5 will be rounded down to the lower whole number and anything greater than .5 will be rounded up to the next higher whole number.)</td>
</tr>
</tbody>
</table>

d. An outline of all courses (term, year, course number, course title, number of credit hours per course (Hrs.), number of credit hours per course that counts towards the degree (Cts.), and grade) will be annotated for each term. This academic assessment should be designed to meet the Cadets academic
ability while maintaining fulltime status. Block 7 will calculate the total credit hours and credit points per school term when the data is entered.

e. The registrar and examiner of credentials (or other institutional certifying official) and the Cadet must sign and date Blocks 10 thru 13.

f. The PMS and the Cadet will sign page 3, Statement of Understanding, the date the Cadet in contracted.

g. The CC FM 104-R will be reviewed with the Cadet at the end of each school term (upon receipt of grades) in order to monitor proper academic alignment and proper Mission Set.

   (1) The Cadet initial and date Block 8 beside each term to indicate they have been counseled.

   (2) If the Cadets initial Planned Academic Program Worksheet changes, initiate a change within 30 days. PMS will revalidate proper Mission Set alignment.