

FIGHTING ILLINI ARMY ROTC



CADET HANDBOOK

**Forging Strong Leaders Since 1868...
And into the 21st Century!**

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Chapter 1: General Information

Army Reserve Officers' Training Corps' Mission

The Army Reserve Officers' Training Corps (AROTC) commissions the future officers of the U.S. Army by training college students for Active Duty, National Guard, and Reserve officer assignments. The training program consists of classroom instruction, Leadership Laboratories, Physical Training (PT), Field Training Exercises (FTX), Cadet Basic training camp between the freshman and sophomore year (required for scholarship Cadets) and Advanced training camp event between the junior and senior year while students pursue their Baccalaureate or Graduate degree.

Introduction and Advice to Army ROTC Cadets

This handbook is issued to students in the Department of Military Science at the University of Illinois at Urbana-Champaign for their information and guidance. Cadets should familiarize themselves with its contents.

The primary objective of military training is National preparedness. However, most Fortune 500 companies recognize that such training has an educational value that will benefit participants in civilian career fields as well.

In preparing men and women for commissioning in the Army, certain qualities must be developed, namely: physical fitness, honor, character, alertness, cooperation, discipline, loyalty, leadership, neatness, promptness, and a high degree of technical and specialized proficiency. These are qualities that are necessary for success in ANY occupation.

As you begin your military instruction, remember the Department of Military Science prides itself upon the spirit of its faculty and student body.

The Department of Military Science, as part of the University, fosters this spirit. Incoming students and Cadets are expected to acquire discipline and a deeper willingness, justice, loyalty, and pride needed to ensure military efficiency and a high standard of citizenship.

begin at the very start to put yourself in the right spirit and attitude and you will find your work will be much more productive and rewarding. Military exactness and precision are severe tests and call for patience on the part of the new Cadet. If you do so, you will be amply rewarded.

The Officers, Non-Commissioned Officers (NCOs) and Civilian Cadre in the Department of Military Science are your mentors. They are working for your interests and they hope for your success. They believe firmly that the military training which you are about to receive forms an essential part of your education. They will add their efforts to those of the University educators to help mold your character so that you become better leaders, not only within a military unit, but in civilian life as well. While you are a Cadet of the Fightingolini Battalion, the upper class Cadets are also great resources for answers to many of the questions you may have. Help is always available so don't be shy! Just ask.

Officers and NCOs of the U.S. Army instruct students in the Military Science Department. There are certain customs and habits of thought and action in the Army, which by long usage have acquired the sanction of authority. The object of such strict observance is the perpetuation of those practices that foster pride, spirit, and morale. Experience has proven that these practices are valuable in molding character, teaching courtesy, learning respect for officers and elders, and developing habits of obedience and loyalty. They also exert a strong influence in maintaining the highest standards of discipline and honor.

Students in the Military Science Department are expected to acquaint themselves with these customs, standards, and traditions and to live up to them.

The History of Army ROTC

Army Officer training had its beginnings in the early 1800's when civilian colleges began to offer military instruction to students. During the early stages of the Civil War, it became apparent that the United States Military Academy at West Point, New York was not capable of producing the quantity of loyal officers required to lead the massive and poorly trained volunteer forces fighting in this war. To fill the need for a ready pool of military leaders, Congress included a special provision of the Morrill Land Grant Act of 1862.

The Act offered to each state tracts of federally controlled land, or money in lieu of land. States were to sell the land, invest the income, and create and maintain colleges with the proceeds. The colleges were to offer training in agriculture, mechanical arts, and military tactics.

In 1916 with World War I raging in Europe, congress passed the National Defense Act, which created the Reserve Officer's Training Corps (ROTC). This Act provided support for college military training and training camps.

During the Korean and Vietnam conflicts, ROTC provided over 70% of the army's officer requirements. This illustrates the continuing critical role of ROTC in National Defense.

In 1964, the ROTC Revitalization Act added flexibility and incentives to the program. This Act created the 2-year ROTC program, increased pay, and created new scholarships. This Act also changed ROTC from mandatory to voluntary training on campuses across the Nation.

In 1973, women became eligible for enrollment in ROTC. Today, women constitute 20 percent of the Corps of Cadets and commissions 15 percent of each cohort. Tina Wolfram, a UIUC 1977 commissioned officer, was the first female Cadet in the nation to serve as a Cadet Battalion's Commander.

Today, Army ROTC has a total of 275 programs throughout the 50 states, the District of Columbia, Guam, and Puerto Rico with an enrollment of more than 5,000 Cadets. It produces approximately 60 percent of the officers who join the active Army, the Army National Guard and the U.S. Army Reserve.

ROTC at the University of Illinois

On the first day of class in the spring of 1868, at the Illinois Industrial University, present-day University of Illinois, 75 students dressed in a grey uniform and a blue cap formed into ranks before an instructor. These young men, each of whom had to be at least 15 years of age, reported for roll call to the Military Department. From this beginning, training in "Military Tactics" was to be an integral part of education at the University of Illinois.

In 1871, the University's Corps of Cadets was sent to Chicago to assist in maintaining order following the "Great Chicago Fire." Up until this time, the University had received little popular support or publicity. As the University grew, the Corps of Cadets flourished to become known as the "West Point of the West."

The second building constructed for the University was a drill hall and workshop in 1869. The present Armory building was built in 1914 with the first major renovation in 1926. The Armory building was constructed exclusively for military training: specifically to house equipment, and provide offices, classrooms and a drill floor. The original Armory floor was dirt and cinders. When construction was finished, on November 1, 1914, the Armory was considered the largest structure in the world without a center support.

In 1919 ROTC, which had been created by the National Defense Act of 1916, began full operations on campus. All able-bodied males were required to take at least basic military training in ROTC.

Originally, ROTC enrollment and training was branch specific. For example, in 1923 enrollment was 830 in Cavalry, 738 in Infantry, 236 in Air Service, 108 in Engineers, and 194 in Signal Corps. Cadets trained on campus with cannons, tanks, horses, pontoon bridges, and airplanes. Branch training in ROTC was discontinued in the mid-1960s. ROTC enrollment reached a peak of 4,772 Cadets in 1942.

The University of Illinois established Naval ROTC in 1945 and Air Force ROTC in 1949. This made it one of the few Universities in the Nation with tri-service ROTC, which still holds true today.

The switch to voluntary ROTC drastically affected enrollment in 1964 under the ROTC Revitalization Act. In 1963, enrollment fell to 3,100 Cadets. In 1964, enrollment plunged to 500 Cadets. As a result of public resentment over the Vietnam Conflict, enrollment dropped to only 69 Cadets in 1974. The 1980s saw a rebirth of national pride and patriotism and enrollment rose to 129 in 1988. Today the size of the Fighting Illini Cadet Battalion ranges from 100-120 cadets.

Throughout its history, the University of Illinois has consistently trained high-quality leaders for duty in the US Armed Forces. Cadets can be proud of being part of the distinguished heritage of the Fighting Illini Battalion.



Army ROTC Insignia

Figure 1. Reserve Officers' Training Corps Shoulder Insignia.

The shield (patch) symbolizes the Army mission of national defense and is divided into quarters representing the four traditional military science courses comprising the Senior ROTC curriculum. The sword signifies courage, gallantry and self-sacrifice intrinsic to the profession of arms. The helmet is symbolic of the ancient civilization concept of the warrior scholar. The lamp denotes the pursuit of knowledge, higher learning, and the partnership of Army ROTC with American colleges and universities. The color gold is representative of the gold bar worn by Army Second Lieutenants. The Motto "Leadership Excellence" expresses the ultimate responsibility of Army ROTC in the discharge of its moral responsibility to the Nation.



Figure 2. Fighting Illini Army ROTC Shoulder Sleeve Insignia.

The shoulder sleeve insignia was originally authorized on May 22, 1952. Orange and blue are the school colors of the University of Illinois, and the "Block I" is famous as the identifying logotype of the University.



*Figure 3. Fighting Illini Army ROTC
Shoulder Loop Insignia.*

The shoulder loop insignia was originally authorized on August 19th, 1974. An updated shoulder loop insignia is currently in review through the Army Institute of Heraldry approval process.

Cadet Creed

I am an Army Cadet. Soon I will take an oath and become an Army Officer, committed to defending the values, which make this Nation great. Honor is my touchstone. I understand mission first and people always.

I am the past: the spirit of those warriors who have made the final sacrifice.

I am the present: the scholar and apprentice soldier, enhancing my skills in the science of warfare and the art of leadership.

But above all, I am the future: the future warrior leader of the United States Army. May God give me the compassion and judgment to lead, and the gallantry in battle to win.

I will do my duty!

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.

am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself. am an expert and I am a professional.

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

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

am an American Soldier!

General Orders

. I will guard everything within the limits of my post and quit my post only when properly relieved.

. I will obey my special orders and perform all my duties in a military manner.

. I will report violations of my special orders, emergencies, and anything not covered in my instructions to the Commander of the Relief.

The Army Values

The Army's Core Value System and What It Means

One of the most important and valuable subjects taught in Army ROTC are the Army Values (as an acronym you will see this repeated as **LDRSHIP**). Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage make up the Army Values and serve as the basic building blocks of good leadership.

LOYALTY – Bear true faith and allegiance to the US Constitution, the Army, your unit and other Soldiers.

The oath every Soldier takes requires loyalty to the Nation and involves an obligation to support and defend the Constitution. Loyalty to the Army means supporting the military and civilian Chain of Command. Loyalty to the unit expresses both the obligation between those who lead and the led as well as the shared commitment among Soldiers for one another.

American military professionals do not fight for our political system or to gain power or wealth. Professional Soldiers are protectors of American ideals and are willing to fight for these ideals so the Nation can live in a free and just society. To do this they must be experts at leading Soldiers on and off the battlefield. The military leader who deeply values Loyalty to the Nation sees himself as a person who will always do his best to defend American ideals.

DUTY – Fulfill your obligations.

Duty is a legal or moral obligation to do what should be done without being told to do it. Duty means accomplishing all assigned tasks to the fullest of your ability. Duty requires willingness to accept full responsibility for your actions and for your Soldiers' performance. It also requires a leader to take the initiative and anticipate requirements based on the situation.

RESPECT – Treat people as they should be treated.

Respect for the individual forms the basis for the rule of law, the very essence of what makes America. In the Army, Respect means recognizing and appreciating the inherent dignity and worth of all people. This value reminds you that your people are your greatest resource. Army leaders honor everyone's individual worth by treating all people with dignity and Respect.

SELFLESS SERVICE – Putting the welfare of the Nation, the Army and subordinates before your own

You may have to put the Nation's welfare and mission accomplishment ahead of the personal safety of you and your troops. You must resist the temptation

put self-gain, personal advantage, and self-interests ahead of what is best for the Nation, the Army or your unit. Selfless Service is necessary to develop teamwork. Military service requires the willingness to sacrifice. As a leader, you must be the greatest aide in your unit. Your rank and position are not personal rewards, but privileges. You earn them so that you can serve our subordinates, your unit, and your Nation.

HONOR – Live up to the Army Values.

Honor provides the “moral compass” for character and personal conduct in the Army. Though many people struggle to define the term, most recognize instinctively those with a keen sense of right and wrong, those who live such that their words and deeds are above reproach. The expression, “honorable person”, therefore, refers to both the character traits an individual actually possesses and the fact that the community recognizes and respects them.

INTEGRITY – Do what’s right – legally and morally.

Integrity is woven through the fabric of the professional Army ethic. It means being honest and forthright, avoiding deception, and living the values you expect from your subordinates. Integrity demands that you act according to the other values of the Army ethic. You must be absolutely sincere, honest, and candid and avoid deceptive behavior. Integrity is the basis for the trust and confidence that must exist among Soldiers of the Army. Further, you must demonstrate Integrity between you, your Soldiers and your leaders.

PERSONAL COURAGE – Face fear, danger or adversity (physical or moral).

Personal Courage includes the notion of taking responsibility for decisions and actions. Additionally, courage involves the ability to perform critical self-assessment, confront new ideas and change. Leaders must make decisions that involve risk and often must take a stand in the face of ambiguity or adversity. Personal Courage isn’t the absence of fear; rather, it’s the ability to put fear aside and do what is necessary. It takes two forms, physical and moral. Good leaders demonstrate both.

Enrollment Requirements

. Basic Course Requirements.

- a. Be of good moral character.
- b. Be a U.S. citizen by birth or naturalization. There are limited exceptions for foreign students.
- c. Be at least 17 years old to begin ROTC and under 39 years of age at time of commissioning.
- d. Be enrolled in and attending classes full time at a school participating in the Senior ROTC program and pursuing a course of instruction leading to an approved baccalaureate or advanced degree.
- e. Have at least a 2.0 (2.5 for ROTC scholarship recipients) cumulative grade point average based on a 4.0 scale. (This is the grade point average required by ROTC Cadet Command.)
- f. Execute a loyalty oath or affirmation.
- g. Not be a conscientious objector.
- h. Be selected by the Professor of Military Science (PMS).

. Advanced Course Requirements. In order for a Cadet to be enrolled in the Advanced Course, you must meet all the requirements of the Basic Course along with these additional requirements must be met:

- a. Demonstrate leadership and officer potential.
- b. Have at least two full academic years remaining in college as an undergraduate or graduate student.
- c. Have Basic Course completion credit.
- d. Successfully complete the current aptitude or screening tests and any other prescribed surveys or evaluations.
- e. Be medically and physically qualified.
- f. Execute a contract with the U.S. Army.

Financial Assistance

. ROTC Scholarships. Four, three, and two-year Army ROTC scholarships are awarded on a competitive basis to eligible and qualified students who apply. Students who attend the summer Basic Course after their sophomore year may apply for two-year scholarships as well. A limited number of three and two-year scholarships are also available on campus. Interested Cadets should

contact the Scholarships & Enrollment Officer. Each scholarship pays full tuition and mandatory fees **OR** provides you \$5000 each semester for Room and Board costs. In addition, Scholarship winners also receive a monthly tax-free stipend of \$420 per month and a book stipend of \$600 per semester.

2. Guaranteed Reserve Forces Duty (GRFD) Scholarships. Army ROTC also offers two and three-year scholarships in return for part-time duty in the Army National Guard (ARNG) or the Army Reserve (USAR). This scholarship is worth full tuition and mandatory fees for each academic year. Scholarship winners also receive a monthly tax-free stipend of \$420 per month and a book stipend of \$600 per semester. Individuals selected for GRFD scholarships must serve their eight-year military service obligation in the USAR/ARNG in an active drilling capacity (one weekend a month and a two-week annual training period each year), except for period(s) of active duty required to obtain branch qualification (i.e., BOLC) or related to mobilization.. Army ROTC training events may count for drill weekends but these requests must be cleared with our drilling unit prior to the start of training. Cadets with the GRFD scholarship are automatically placed in the Simultaneous Membership Program (SMP) but are not required to mobilize if their unit is scheduled for deployment.

3. Minuteman Scholarship. This scholarship is only for USAR/ARNG soldiers that are enrolled fulltime at UIUC and actively drilling in a reserve or National Guard unit. The Cadet must be endorsed by their unit commander and his/her application will be forwarded to the Adjutant General (TAG), one of the Civilian Aides to the Secretary of the Army (CASA) or the U.S. Reserve Ambassadors (RA) for approval. If awarded, the Cadet earns all benefits listed in the GRFD scholarship and must serve in the USAR/ARNG after commissioning. Minuteman scholarship winners are automatically placed in the SMP and are not required to mobilize if the unit is scheduled for deployment.

4. Non-Scholarship Option Cadets who are contracted and who are not receiving an ROTC scholarship will receive a monthly stipend of \$420 per month and are eligible to compete for active duty assignments. Alternatively, they can guarantee accession to the Reserves or National Guard with a non-scholarship GRFD endorsement. Contracted Cadets are also paid a subsistence allowance for summer training at the Basic Course and the Advanced Course.

. Simultaneous Membership Program (SMP). SMP allows Advanced Course Cadets to be members of the Army National Guard or the Army Reserve and Army ROTC at the same time. ROTC SMP Cadets are paid at the rate of sergeant E-5 for their Guard or reserve training assemblies, plus the subsistence allowance of \$420 per month from the ROTC Advanced Course. They serve as officer trainees in their Guard or Reserve units. All are eligible for certain veteran's educational benefits from their Guard or Reserve unit.

5. Illinois National Guard Grant. The Illinois State Legislature enacted the Educational Assistance Bill waiving tuition at state colleges for National Guard members. This tuition waiver is applicable to all members of the Illinois Army National Guard who are enrolled or accepted for enrollment in a state college in an undergraduate degree granting or certificate program and have served at least one year from their enlistment date. For more information, go to <http://www.isac.org>.

. Illinois State Tuition Waiver (ISTW). The ISTW is granted to 40 cadets per semester who are enrolled in Army ROTC with the intent to determine whether military career as an officer is right for them. Students interested in this option must apply every semester and if awarded, they are waived all tuition. There is no contractual obligation to receive the ISTW, however, the Cadet must be enrolled both in class and lab, meet GPA, physical fitness, and attendance requirements, support at least 2 designated recruiting events, as well as complete the entire semester of ROTC. If the Cadet does not complete their ISTW service events, fails to meet attendance or GPA requirements, or quits ROTC prior to closing of the semester, the waived tuition will be charged to them in full.

Chapter 2: The Fighting Illini Army ROTC Battalion

Policies and Standards

Standards of Conduct:

The Army needs professional Leaders who have high standards, possess expertise, and who are willing to study and learn to achieve their full potential. Being a military leader has always been a tough, demanding, but rewarding job because of the high standards and responsibilities involved. Hence, it is imperative that Cadets also adhere to high standards to prepare themselves for future service as Army officers. To meet the challenges that will confront them in the future, Cadets must develop traits that are fundamental to the development of good officers, which are briefly described below:

1) Bearing: Your overall appearance and conduct. Through bearing, the standard is established. Always set high standards. Look and act like an officer AT ALL TIMES.

2) Dependability: Getting the job done without fail. This involves being at the right place at the right time, such as punctuality for physical fitness training, leadership labs, and leadership development exercises. *Let people know that you can be counted on! No excuses!*

3) Enthusiasm: The display of sincere interest and zeal in the performance of our responsibilities. Enthusiasm is contagious!

4) Integrity: The quality of truthfulness and honesty. Your word and signature are your bond. There is no place in the commissioned ranks for a liar, cheat or someone who does not do what they say they will. Cadets are no exception. Practice this philosophy at all times.

5) Selflessness: Look out for others and provide for their needs. Teamwork goes further than individual effort alone. *Teamwork exudes leadership ability.*

Honor System:

. Standards of Integrity: As an Army ROTC Cadet, you will be expected to maintain the highest standards of honesty and integrity not only in the classroom but in all of your activities within the Cadet Corps. Any proven act which violates this code is justification for immediate disenrollment. In case of disenrollment, all of the facts pertaining to the incident will be immediately turned over to university officials for consideration of further required actions.

. Honor Violations: Listed below are some of the acts which are considered to be honor violations. The list is not all inclusive and good common sense should be used in all cases.

- a. Giving a false official report either orally or in writing.
- b. Either giving or receiving information on any graded exercise or test. Cadets are cautioned to say absolutely nothing regarding a graded exercise to anyone until all Cadets have completed the exercise.
- c. Soliciting information from any source while participating in a graded exercise.
- d. A Cadet will not lie, cheat, or steal nor tolerate those who do.
- e. Plagiarism for any academic assignment. Give due credit for others' hard work.

Academic Standards:

. General: A Cadet's first priority is to complete all requirements for graduation with the best grades possible. Therefore, the Army ROTC program places great emphasis on academic achievement. All Cadets must meet the following requirements:

- a. Be fully enrolled for a minimum of 12 credit hours each semester at UIUC. Attending UIUC during winter and summer sessions are not considered semesters and therefore do not require Cadets to be full-time students.
- b. Maintain a minimum cumulative academic GPA of 2.0, except for Advanced Designee scholarship Cadets who must maintain a 2.5 for their first year to validate their scholarship.
- c. Maintain enrollment in the proper military science courses.
- d. Advise your Military Science Instructor prior to dropping any course.
- e. Obtain written approval from the Professor of Military Science prior to changing academic majors (contracted Cadets only).
- f. All Cadets are required to maintain a valid Cadet Command Form 104R (Academic Plan for Graduation) on file.

Cadet Authorities and Responsibilities

Cadet Officers and Cadet Noncommissioned Officers

The Professor of Military Science grants authority to Cadet Officers and Cadet Noncommissioned Officers to carry out their duties. Cadets will obey the orders of the Cadet Officers and Noncommissioned Officers that are appointed over them. When Cadets are in uniform, they will salute and render appropriate courtesies to Cadet Officers. Cadet Officers can issue on the spot corrections to subordinate Cadets for poor performance. Likewise, Cadet Officers and Noncommissioned Officers may recognize a Cadet for outstanding performance.

At no time will an “on the spot” correction from Cadet Officers and/or Cadet Noncommissioned Officers result in physical abuse or punishment, to include

verbal or non-verbal degradation. **Hazing will NOT be tolerated in any form or fashion.** All reports of hazing will be thoroughly investigated and those who perpetrate or facilitate hazing may be removed from the program.

Compliance with Regulations/Orders

Cadets enrolled in Army ROTC are subject to the rules and regulations of the University as well as the Military Science Department. In cases of conflict between the two, the University governs until the conflict is resolved.

Cadets will obey the lawful written and oral instructions/orders of Army ROTC Cadre members and Cadet Officers and Noncommissioned Officers. Cadets who have questions concerning obedience or disobedience of an order will first try to resolve the issue within their Cadet Chain of Command. If Cadets are unable to resolve the issue in this manner, they will contact their class advisor as soon as possible to resolve the issue.

Advising/Counseling

Each class has a Cadre class advisor who periodically counsels Cadets on their ROTC participation and performance. Each Cadet can expect to meet at least once with their instructor each semester. Class advisors and the chief instructor are available to discuss any military, academic or personal problem.

Appointments/Office Hours

Cadets will not normally require an appointment to speak with their class advisor or administrative personnel. However, Cadre members have many commitments and may not have time to see a Cadet at a particular moment. Each class advisor has office hours where they are available to speak with the cadets. The best way to contact your advisor to set up an appointment is to mail them.

PMS Open Door Policy

All Cadets have a right to speak with the Professor of Military Science concerning any topic. Appointments to see the PMS may be made by contacting **Dorian Neang**. However, Cadets are encouraged to first attempt to resolve problems using their Cadet Chain of Command and Cadre advisor **before** coming to the PMS.

Cadet Lounge and Computer Lab

The Cadet lounge is located in Room 205 of the Armory (Army side). Cadets can use the lounge to study, play pool, or socialize. Access to the lounge is gained through a number key entry system. You will receive that number from your Cadet Chain of Command.

The Cadet Computer lab is located in Room 202 of the Armory. The computer lab contains six Dell computers and a laser printer that is free to Cadets for printing. Cadets may have to provide their own printer paper. Access to the lab is gained through a number key entry system. You will receive that number from your Cadet Chain of Command. While Cadets are free to use the computers, they are not to be used to visit pornographic, gambling or other sites that are not in line with Army Values and against University policy. Hours of operation for the Fall and Spring semester may be limited due to COVID-19 restrictions.

All Fighting Illini Army ROTC Standard Operating Procedures (SOPs) are located in a binder in the Cadet Lounge and on the second floor bulletin board.

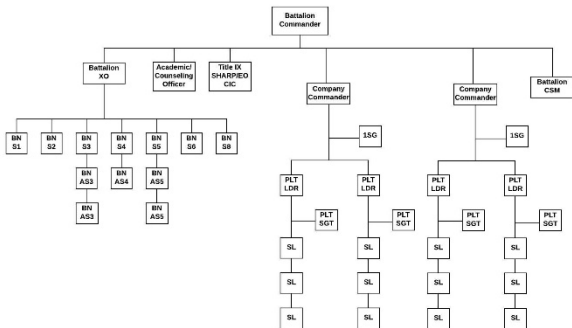
ANNEX A

CADET LEADERSHIP POSITION RESPONSIBILITIES

listed below are general responsibilities for major evaluated Cadet Leadership positions. By design, they are neither specific nor all encompassing. As generalized duty descriptions, they apply to on-campus programs as well as toarrison and field environments. The intent of this annex is to provide a sample outline to use as a foundation of responsibilities to build on.

Fighting Illini Battalion Organization

Fighting Illini Battalion Organization



BATTALION LEVEL POSITIONS

CADET BATTALION COMMANDER (c/BC):

Purpose: hold ROTC-related authority over all Cadets in the Battalion. Key tasks:

- Responsible for all the Battalion's accomplishments and failures
- Drive the Operations Process using Mission Command by providing purpose, direction and motivation to the staff and Cadet chain of command; issue guidance during the MDMP
- Work closely with the Professor of Military Science (PMS) to establish/update the vision and intent for the ROTC program
- Provide feedback and advice to the ROTC cadre on Cadet training, academics, and health & wellbeing
- Ensure Cadet behaviors are in line with the FIB, BDE, and Cadet Command Policies
- Responsible for Commander's Intent within each FIB OPORD
- Sets purpose, direction and motivation.
- Sets example/exceeds the standard.
- Authorized to recommend and hold Performance Review Boards at Cadre discretion in order to enforce discipline standards.

CADET BATTALION EXECUTIVE OFFICER (c/XO)

Purpose: Drive all staff functions within the FIB. Serve as the Chief of Staff and second-in-command of the FIB. Provide purpose, direction, and motivation to all staff members and coordinates their efforts in support of the Commander's Intent. Key Tasks:

- Issues guidance and direction to Cadet staff members; overall responsible for staff actions
- Coordinates the staff officers' efforts and tracks all tasks issued to staff members
- Manages the Command and Staff Meeting; supervises staff during the MDMP

- Executes quality control of all staff members products prior to distribution outside of the FIB staff (i.e., OPORDs, FRAGORDs, CONOPs, PPT Slides, Rosters, Schedules, etc.)
- Prepare to fill in for the BC in his/her absence
- Responsible for the accountability of all MS-IVs during all FIB events (PRT, Lab, FTX, class...)

CADET BATTALION COMMAND SERGEANT MAJOR (c/CSM)

Purpose: Ensure the Battalion meets the standards set by the Battalion Commander. Key Tasks:

- Responsible for the dissemination of all standards (uniform and discipline standards) to all FIB Cadets
- Enforces accountability of all standards (uniform, equipment, and discipline) and holds Cadets and their Cadet leadership accountable for discrepancies and/or lack of sound judgment
- Provides input to all FIB planning to ensure the Cadets' health, welfare, and morale are planning factors incorporated into training events
- Informs the FIB on published/posted policies (FIB, BDE, and Cadet Command) and enforces compliance of all policies
- Battalion. Within the FIB, the CSM: understands and implements all uniform and discipline standards, advises the BC, fosters esprit de corps, and ensures accountability of personnel and equipment.
- Briefs assessment of Standards and Discipline during the FIB's Command & Staff

CADET BATTALION ADJUTANT (c/S-1)

Purpose: Support the Commander by providing him/her with an idea of the FIB Personnel Readiness. Key Tasks:

- Responsible for the Task Organization (chart or matrix) in all FIB OPORDs (Annex A)
- Produces and maintains the FIB's overall task organization document (Cadet Chain of Command document)

- Develops and updates movement rosters (butts to seats) for all training events requiring travel
- Compiles (and submits to PMS for signature) and disseminates Training Excusal Memorandums (TEM) for all FIB Cadets who require excusal from University classes in support of ROTC training events
- Accounts for all FIB absences and tardiness on a tracker (receives accountability reports from FIB leadership) and distributes to all Cadre and Cadet BC, CSM, & XO
- Briefs FIB absences and tardiness (numbers & trends) and additional S1-related topics during the FIB's Command & Staff

1A DET BATTALION INTELLIGENCE OFFICER (c/S-2)

Purpose: Provide the Commander and their subordinate leaders with situational understanding of the environment. Key Tasks:

- Responsible for paragraph 1 and Annex B (Intelligence) for each FIB OPORD
- Informs the Commander on up-to-date changing environmental situations (i.e., weather)
- Creates an enemy situation for every MS-III tactical lab (scenario to drive MS-III STX lanes)
- Provides up to date OAKOC and Weather (climatology) intelligence for all training events within the Annex B for each OPORD
- Briefs enemy (crime updates) and weather during every FIB Command and Staff
- Briefs terrain and weather for specific training events (when applicable) during the FIB's Training Meetings

1A DET BATTALION OPERATIONS OFFICER (c/S-3)

Purpose: Oversee, develop, and execute operations. Key Tasks:

- Responsible for paragraphs 1 (Friendly Forces), 2, and 3 of each FIB OPORD and Annex C (when applicable)

- Manages the FIB's Training Meeting; supervises assigned training OICs and Company Commanders throughout the operations process
- Produces, submits, and tracks the status for Deliberate Risk Assessment Worksheet (DRAW) for all ROTC training (PRT, Lab, & FTX) events (ICW the SMSI)
- Plans and Executes a Combined Arms Rehearsal for the CWST
- Provide guidance to, and synchronize the efforts of the S3-Plans Officer, Academic Officer, and PRT Officer
- Responsible for scheduling, supervising, and capturing (on digits and hard copy) AARs after every training event (except routine PRT)

CADET BATTALION FUTURE OPERATIONS OFFICER (c/S3 Fu Ops)

Purpose: Conceptually plan all operations between 2 to 8 months in the future. Work directly for and receives guidance and instructions from the FIB S-3.

Key Tasks:

- Conducts FUOP conceptual planning nested with the Commander's Intent
- Produces a conceptual plan for the Cadet Orientation Program (COP) for the following Fall semester and transitions to detailed planning with S-3 and COP OIC
- Primary staff officer for coordinating and planning actions for next semester's training events
- Briefs long-range training events (concepts) during the FIB's Training Meeting

CADET PHYSICAL READINESS TRAINING (PRT) OFFICER (S-3 Fitness)

Purpose: Responsible for the FIB's PRT throughout the Operations Process Planning, Preparing, Executing, and Assessing). Receive primary direction and guidance from the S-3. Key tasks:

- Plan, prepare, and administer all APFTs and ACFTs – coordinate with SMSI prior to planning each fitness test

- Responsible for assigning (certified) graders and coordinating required resources (clock, scorecards, mats...) for each fitness test (cadre and/or MS-IVs)
- Develop and maintain a fitness test tracker that is readily accessible to cadre and FIB leadership – provide fitness updates during the Command & Staff (i.e., average scores of MS-Is, point differential in average from first APFT to second APFT, etc...)
- Develop and submit the FIB's PRT plan for each month and the FIB's reconditioning PRT (formerly known as 'remedial')
- Establish and maintain the FIB's Fitness Records Board (FRB) – see the PMS/SMSI for guidance
- Briefs PRT-related information during the Command and Staff (under the S3 portion of the brief)

CADET BATTALION SUSTAINMENT OFFICER (c/S-4)

purpose: provides a sustainment function for the Battalion by ensuring material support for all Cadets. Key Tasks:

- Responsible for Annex F and/or paragraph 4 of each FIB OPORD
- Collects and fulfills all supply requests for training events and coordinates with Supply Tech for fulfillment
- Coordinates with the supply technician in order to maintain battalion supply
- Facilitates (ICW the supply technician) all individual Cadet ROTC-related equipment/material needs
- Conducts inventories and maintain a running staff estimate for the supply room (on-hand) equipment
- Reviews and updates all FIB Cadets' hand receipts every 30 days (or at the specified duration of the Supply Tech)
- Briefs Sustainment Operations during the FIB's Command & Staff

CADET BATTALION PUBLIC AFFAIRS OFFICER (c/S-5)

Purpose: Serve as the primary section for all endeavors involving the FIB's website and social media platforms. Responsible for projecting the FIB's image in a professional manner and aligning all S-5 actions within the Commander's Intent. Key Tasks:

- Responsible for Annex J and/or an entry in Coordinating Instructions for each FIB OPORD
- Develops the MILLINI in coordination with Cadre
- Maintains the FIB's (university) website – ensures only one website represents the FIB
- Maintains the FIB's social media accounts (Facebook, Instagram, and YouTube)
- Informs cadre of all S-5 actions regarding posts and/or website updates
- Adheres to the PMS' guidance regarding social media
- Complete all the requirements for the BDE's Social Media Award Program (see cadre) – quarterly
- Briefs the following during the FIB's Command and Staff
 - Past week's social media posts (synopsis only) – purpose
 - Next week's social media posts (little more detail) – purpose
 - Ongoing or completed website updates

CADET BATTALION SIGNAL OFFICER (c/S6)

Purpose: Responsible for all matters pertaining to Network/Signal Operations.

- Responsible for Annex H and/or paragraph 5 for each FIB OPORD
- Ensures all signal services are maintained in training operations
- Responsible for paragraph 5 of the OPORD
- Produces and disseminates the FIB contact roster (coordinate with SMSI)
- Monitors Cadet Computer Lab and informs cadre of necessary maintenance and/or supplies
- Responsible for coordinating and setting up electronic media for ROTC-related training and briefs, when applicable

- Serves as the FIB's Knowledge Management OIC (how files / data is shared, naming conventions, etc...)
- Briefs Signal Operations during the FIB's Command & Staff

CADET BATTALION FINANCE/BUDGET OFFICER (c/S8)

Purpose: Oversee the Cadet Fund and budget. Hold and facilitate Cadet Fund Review Boards. Key Tasks:

- Responsible for entries in Coordinating Instructions (when applicable) in the FIB's OPODs
- Coordinates and manages the Cadet Fund Board (CFB) in support of Cadet Fund expenditures
- Develops and maintains the Cadet Fund Tracker (which includes anticipated expenses and completed transactions)
- Briefs Cadet Fund status during the FIB's Command and Staff

CADET RECRUITING OPERATIONS OFFICER

Purpose: To find and recruit new high quality Cadets to the BN. Key Tasks:

- OIC for Quad Day, Open House and other recruiting events.
- Coordinate directly with the Cadre enrollment and ROO for guidance and missions.
- Coordinate with S5 to aid in social media and recruitment.
- Assemble and lead a committee of MSI to MSIV Cadets to develop and execute a student-led recruiting strategy.
- Resource Cadets to support recruiting events.
- Propose and plan retention events requiring Cadet support.

CADET ACADEMIC/COUNSELING OFFICER

Purpose: Track, monitor, and assist Cadets academically and ensure counseling within the BN is to standard. Key Tasks:

- Monitor Cadet progress throughout the semester and update status to Cadre.
- Identify tutoring, counseling, and academic assistance for Cadets, recommendations reported to Cadre.

- Establish academic mentors (academic Major based). Develop a list of Cadet expertise should tutor assistance be needed by Cadets.
- Enforce counseling is completed for absences, performance and professional development. Ensure all Cadet counseling are current.

COMPANY COMMANDER

Purpose: To lead the Company of Cadets. Key Tasks:

- Responsible for all Cadets within the Cadet Company.
- Track the health, morale, and welfare of all Cadets in the Company.
- Ensure all training, accountability, and administrative actions are to standard.
- Actively assist BN Staff in planning and execution of training events.
- Train platoon leaders on company responsibilities.
- Submit reports to BN Staff and Cadre on company performance.
- Collect Physical Fitness reports, oversee training AARs, keep accountability or personnel and equipment, and send up closure and incident reports.
- Briefs during the FIB's Training Meeting
 - Executed Training (assessment)
 - Upcoming Training (state of readiness – requested resources)

COMPANY FIRST SERGEANT

- Oversees the execution of day to day activities within the Company.
- Executes the Company Commander instructions/orders.
- Responsible for accountability within the Cadet Company.
- Coordinates the efforts of all HQ Platoon sections.
- Train platoon sergeants (PSG) on company responsibilities.
- Assists PSGs on the training and counseling of squad leaders.
- Assists the Company Commander in all assigned duties.

PLATOON LEADER (PL)

- Commands and controls the platoon.
- Responsible for the overall welfare and success of the platoon.
- Executes the Company CDR's instructions/orders.

- Conducts Troop Leading Procedures (TLPs).
- Inspects and follows-up on instructions.
- Executes staff OPOORDs and FRAGOs.
- Controls tactical movements.
- Train squad leaders (SL) on platoon responsibilities.

LATOON SERGEANT (PSG)

- Controls and accounts for personnel and equipment.
- Ensures personal appearance meet standards.
- Supervises the issue of equipment, rations, and ammunitions to the squads of the platoon.
- Conducts platoon formations.
- Conducts drill and ceremonies at the platoon level.
- Assists the PL in training squad leaders on platoon duties.
- Performs performance counseling of squad leaders.
- Performs duties directed by the PL.
- Conducts Pre-Combat Inspections.

QUAD LEADER

- Controls and accounts for personnel and equipment.
- Ensures personal appearance meet standards.
- Supervises distribution of equipment, rations, and ammunition.
- Controls squad formations and movements.
- Primary trainer of squad members for labs.
- Executes staff OPOORDs and FRAGOs.
- Conducts squad offensive, defensive, and patrolling operations.

EAM LEADER











- Controls and accounts for personnel and equipment.
- Ensures barrack/personal appearance meet standards.
- Supervises distribution of equipment, rations, and ammunition.
- Controls team formations and movements.
- Assists SL train squad members for labs.

ANNEX B

MILITARY RANK

In writing a letter, you may use the abbreviation in the address of the letter.
Use the rank/title spelled out in the heading, i.e., Dear Colonel.

Officer Rank

BV	GRADE	RANK/TITLE	ORAL ADDRESS	INSIGNIA
GEN	0-10	General (4 star)	General	
TG	0-9	Lieutenant General (3 star)	General	
MG	0-8	Major General (2 star)	General	
BG	0-7	Brigadier General	General	
COL	0-6	Colonel	Colonel	
LTCL	0-5	Lieutenant Colonel	Colonel (silver)	
MAJ	0-4	Major	Major (gold)	
CPT	0-3	Captain	Captain	
1LT	0-2	First Lieutenant	Lieutenant (silver)	
2LT	0-1	Second Lieutenant	Lieutenant (gold)	

Non-Commissioned Officer (NCO) Rank (Enlisted Soldiers)

BV	GRADE	RANK/TITLE	ORAL ADDRESS	INSIGNIA
MA	E-9	Sergeant Major of the Army	Sergeant Major	
SM	E-9	Command Sergeant Major	Sergeant Major	
GM	E-9	Sergeant Major	Sergeant Major	
SG	E-8	First Sergeant	First Sergeant	
MSG	E-8	Master Sergeant	Sergeant	
FC	E-7	Sergeant First Class	Sergeant	
SG	E-6	Staff Sergeant	Sergeant	
GT	E-5	Sergeant	Sergeant	
PL	E-4	Corporal	Corporal	
PC	E-4	Specialist	Specialist	
FC	E-3	Private First Class	Private	
VT	E-2	Private	Private	
VT	E-1	Private	Private	No Insignia

ROTC CADET RANKS

CADET PVT	CADET PFC	CADET CPL	CADET SGT	CADET SSG	CADET SFC	CADET MSG	CADET 1SG	CADET SGM	CADET CSM
CADET 2LT	CADET 1LT	CADET CPT	CADET MAJ	CADET LTC	CADET COL				

ANNEX C

MILITARY CUSTOMS AND COURTESIES

Within the context of training, Cadets will maintain a professional military bearing by applying the basic customs and courtesies used in the Army ROTC program. These same customs and courtesies learned in ROTC will be applied throughout their career in the military.

Forms of Address. Cadets will use standard Army courtesy for Cadre at all times. All officers will be addressed as “sir” or “ma’am” as appropriate. NCOs will be addressed by their rank. It is appropriate to use surname when addressing officers by rank. For example, Captain DeForest should be addressed as “sir” or “Captain DeForest,” but not just as “Captain.” Be respectful and use common sense. Follow these guidelines when addressing the Cadre of other services, visiting officers, and civilians. When addressing two or more officers, the articles “gentlemen,” “ladies,” or “officers” are used.

Salute to Cadet. When in an AROTC training environment Cadets will apply similar courtesy to the Cadet Chain of Command, “sir” or “ma’am” for Cadet officers and so on. When formally addressing another Cadet, using “Cadet” followed by the addressee’s surname is acceptable. “Mr.” or “Ms.” is also appropriate and Cadets may find this option useful when unsure of how to address Midshipmen and Cadets of the other ROTC programs.

Reporting. When required to officially report while in uniform, Cadets will:

- . Come to attention.
- . Salute, holding it.
- . Report as appropriate: “Sir/Ma’am, Cadet X reporting as ordered” or “Sir, Cadet X requests permission to speak with you”, etc.
- . Drop the salute after it has been returned.
- . Remain at attention until told “at ease” or other such direction.
- . At completion of conversation, come to the position of attention; salute and hold the salute until it is returned; drop the salute then depart.

saluting. A salute is a form of greeting and respect. Detailed instructions on proper saluting are found in *FM 3-21.5* (Drill and Ceremonies). The salute will be rendered in the following situations:

- . As required at military formations and ceremonies (as prescribed in FM 3-21.5)
- . By all Cadets in uniforms outdoors when meeting or when approached by a Cadre officer or a Cadet officer of higher rank.
- . By Cadets in uniform indoors when officially reporting to a Cadre officer, Cadet officer of higher rank, or a board of officers.
- . As the national colors pass by out of doors when in uniform.
- . Pictured below are examples of the military salute when wearing certain types of head gear:



Note: An appropriate greeting should be offered when saluting a higher-ranking official: e.g., “Good morning, Ma’am” or “Good evening, gentlemen”; the salute is not rendered indoors except when reporting or in a ceremony.

When not to salute:

- When engaged in a work detail, only the person in charge will salute.
- When playing sports such as basketball, soccer, tennis...
- When carrying articles in both hands, instead just give the greeting of the day.
- When in a tactical situation.
- When performing duties as a guard when it would prevent you from performing your duties.

Cover. Wear the proper cover whenever outdoors and indoors only when wearing arms. All other times indoors, remove cover.

Place of Honor. The Place of Honor is always to the right. When walking with an individual of higher rank, walk on the left and slightly farther back. Similarly, when seated, the junior individual will sit on the left and so on.

ANNEX D

DRILL AND CEREMONIES

Reference: FM 3-21.5

Drill and Ceremonies (D&C) refers to formal movement, formations and special ceremonies as practices in AROTC. As all Cadets are likely to encounter marching and formations every day in their Army experience, it is important for each Cadet to become comfortable with the required movements and commands. MSIIIs in particular will need to demonstrate confidence in personally leading formations and directing marching. For more detailed instructions, reference FM 3-21.5.

Basic D&C. The following list represents the minimum D&C knowledge expected of every Cadet. The list connects the verbal command with a rough description of its execution and is meant to serve as a primer. Though more D&C will be covered, familiarity with this list will provide a solid foundation for the majority of D&C used at the BN and later at the Advanced Course.

<u>Movement</u>	<u>Command</u>	<u>Brief Description</u>
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standing:

Position of Attention	“(group), atten-SHUN!” “FALL –in!”	Eyes straight ahead, arms down straight along pant seam, knees slightly bent, heels together, slight angle of boots, “gut in, chest out.” No talking.
Parade Rest	“Pa-rade, REST!”	Eyes straight ahead, thumbs interlocked and hands flat against small of back, palms facing away from the body, legs shoulder-width apart. No talking.
At Ease	1. “Stand at, EASE!”	1. At the command of “EASE” Cadet will assume the position of Parade Rest, but will move eyes

	2. "At ease"	and head directly to the individual leading the formation. 2. Thumbs interlocked at the small of back, arms relaxed, feet shoulder width apart. Can move head and eyes, but cannot talk.
Rest	"Rest."	Keep right foot planted to mark spot in formation, otherwise relax, talk, etc. (Note: If at Attention, must go to At Ease before giving Rest command)

Facing Movement

Right/Left Face	"Right, FACE!" "Left, FACE!"	For Right Face: Position of Attention, pivot on right heel and ball of left foot, bring left foot up next to right (reverse for Left Face)
About Face	"About, FACE!"	From Position of Attention put right toe behind left foot approximately one foot length, pivot left heel and right toe until facing the opposite direction.

Marching

Forward March	"Forward, MARCH!"	Lead with left foot and begin marching on command.
Mark Time	"Mark time, MARCH!"	Called on left step, march in place, can adjust/dress up line while marking time, call just before Halt.
Halt	"(group), HALT!"	From Mark Time, "group, halt" then finish last two steps (i.e. group-halt-one-two)

Turning

Column Right/Left “Column right, MARCH!”
“Column left, MARCH!”

Right: Call “Column right” on right step, take a left step, call “march” on right step, pivot on left foot and turn. Left: Call “Column left” on left step, step right, call “march”, pivot right foot and turn.

Using a “Command Voice”. When leading a group and giving commands, it is crucial to use a strong, authoritative voice, often referred to as a “command voice.” A “command voice” communicates a *clear* and *audible* D&C command to the entire group addressed. Certain formal ceremonies require the group leader’s discretion for the volume of his or her “command voice.”

Other Commands and D&C to Know.

- Present Arms/Order Arms (salute/drop salute)
- Rear March (reverse marching direction)
- Right/Left Flank (similar facing movement while marching)
- Counter Column (reverse group direction four inverting columns)
- Dress Right, Dress, (Including “At Close Interval”) (how to properly position and align your group)
- Eyes Right when Marching.

ANNEX E

CADET UNIFORMS AND PERSONAL APPEARANCE

References: AR 670-1 and CCR 670-1

. Uniforms, patches, ranks, nameplates and TA-50 are furnished to all Cadets by the Military Property Custodian (MPC) located in Room 121 of the Armory. Cadets enrolled in the SMP program will have uniforms issued by their Reserve or National Guard unit. A Cadet completing or separating from the ROTC program will return uniforms and equipment to the MPC (Supply Room)

Issued uniforms and equipment are government property and should be taken care of appropriately. Cadets should remember that they are only borrowing the uniforms or equipment and are financially responsible for the items should anything adversely affect the appearance and/or quality of the issued item.

. The Army ROTC uniform is, with certain exceptions, the same that is worn by active duty personnel. Therefore, each Cadet must constantly be aware of the responsibility for maintaining the uniform in good order, for wearing it correctly and for upholding the dignity of the United States Army. Wearing the uniform is an honor and a privilege. Improper wearing of the uniform or improper conduct while in uniform is unacceptable. Incomplete or mixed uniforms are unauthorized; this includes mixing civilian and military clothing. Uniforms will not be worn for travel unless authorized by the Department of Military Science.

. Cadre, Cadet Officers, and Cadet Noncommissioned Officers of each company will conduct frequent inspections to ensure high standards of appearance are maintained by all Cadets. Cadets will be IAW AR 670-1 and CCR 670-1 at all times when wearing any military uniform, to include physical

ness uniform (PTs). Exceptions are at the PMS's discretion.

- . Each Cadet will maintain a neat and clean uniform. When worn, the uniform will be properly fastened. All velcro, zippers, and buttons on OCPs will be kept closed until needed. Appropriate Uniform cap must be worn when outdoors in uniform and on Armory floor.
- . Cadets will wear the prescribed uniform at leadership lab, military ceremonies, and other formations as posted by the Professor of Military Science. Cadets will only wear uniforms for official ROTC training and on campus when directed. (Uniforms will NOT be worn in non-training environments, including local bars, without specific approval of the PMS).
- . A black, coyote brown, military green, or OCP-patterned book bag, without belts or insignias, may be carried over one or both shoulders while in uniform.
- . Cadets are expected to present a positive, professional image. Proper personal appearance contributes to individual pride and to building esprit de corps. All Cadets are expected to be neatly groomed when wearing a military uniform, representing Army ROTC, in class, or in Army ROTC area (lounge, offices, etc.), Cadets will conform to the following grooming standards:

a. 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. Fingernails are prohibited from being longer than ¼ inch in length past the fingertip.

b. Males: For males, hair will present a neat tapered appearance and, when combed, will not fall over the ears or eyebrows or touch the collar. Hair may be moderately block-cut as long as the tapered look is maintained. Examples of unauthorized hairstyles include, but are not limited to, the tear drop, mohawk, or horse shoe. Sideburns will be horizontal and not extend below the lowest part of the exterior ear opening. Cadets will be clean-shaven, but may wear a mustache. A mustache must be trimmed so that it is entirely above the top lip and within the corners of the mouth. Sideburns will be neatly trimmed. The

ase will not be flared and will be a clean-shaven, horizontal line. Sideburns will not extend below the uppers part of the exterior opening of the ear.

c. Females: Hair will be neatly groomed. The length and bulk of the hair will not be excessive or present a ragged, unkempt or extreme appearance. Hair will not fall over the eyebrows or extend below the bottom edge of the collar (when up or down). Hairstyles will not interfere with proper wearing of military headgear or protective masks. Hair holding ornaments (i.e. 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. Female Cadets 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 or faddish shades of lipstick and nail polish are not authorized.

d. Female Short Hair Length is defined as hair length that extends no more than 1" from the scalp (excluding bangs). Hair may be no shorter than ¼" from scalp, but may be evenly tapered to the scalp within 2" from the hair line edges. Bangs may not fall below the eyebrows and may extend to the hairline at the temple.

e. Female Medium Hair Length is defined as hair length that extends more than 1" from scalp (excluding bangs) and does not extend beyond the lower edge of the collar. Hair may be worn loosely; graduated hairstyles are authorized, provided the length has no more than 1" difference from front to back. Layered hairstyles are authorized, provided each hair's length is generally the same. Bulk of hair (measured from scalp) will not exceed 2."

f. Female Long Hair Length is defined as hair length that extends beyond the lower edge of the collar. Hair must be neatly and inconspicuously fastened or pinned; bangs are authorized. Bulk of hair will not exceed 2" (except a bun, which may extend a maximum of 3" from scalp) and be no wider than the width of the head.

g. Braids. Multiple braiding is authorized and must be of uniform dimension, small in diameter (roughly ½”), and show no more than 1/8” of scalp between the braids. Braids must be tightly interwoven to present a neat, professional, well-groomed appearance. Foreign material will not be braided into the hair. Braids can be worn loose per medium hair length guidelines or secured to the head in the same manner as described for medium or long length styles. Ends must be secured only with inconspicuous rubber bands. Multiple braids must encompass the entire head. When braids are not worn loosely, but braided close to the scalp, the braids must start at the front of the head.

h. Twists. Twists are defined as twisting two distinct strands of hair around one another to create a twisted rope-like appearance. Although some twists may be temporary (can be easily untwisted), they are unauthorized. This includes twists formed against the scalp or worn in a free-hanging style.

i. Dreadlocks are defined as any locked coils or ropes of hair (or extensions). Any style of dreadlock is not authorized.

j. Cornrows are defined as hair rolled or braided closely to the scalp producing a continuous, raised row of hair. Cornrows must be uniform dimension, small in diameter, and show no more than 1/8” of scalp between the cornrows. Must be tightly rolled or braided to present a neat, professional, well-groomed appearance. Cornrows must start at the front of the head and continue in one direction in a straight line and end at a consistent location of the head. Only one cornrow style (braided or rolled) may be worn at one time.

k. Extensions are authorized and must have the same general appearance as the individual’s natural hair and otherwise conform to AR 670-1.

l. Wigs must look natural and conform to hair guidelines in AR 670-1.

m. Ponytails. Long length hair may be worn in a ponytail when within the scope of physical training. A single ponytail centered on the back of the head is authorized in PT uniform, except when considered a safety hazard. The pony

hair is not required to be worn above the collar. Ponytails are authorized for PT formations, as well as travel to and from PT. Ponytails are prohibited during PT stops when traveling to and from PT, medical appointments, or any other time PT uniforms are worn outside the scope of physical training.

. Personal Adornment

a. The wearing of wrist watch, wrist ID bracelet, and not more than two rings (wedding set is considered one ring) is authorized with Army uniforms unless prohibited for safety and health reasons as long as style is conservative and in good taste. Religious medallions may be worn only if they can be concealed and are not bulky.

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

c. Identification tags are worn when in uniform. A religious medallion on chain is also authorized for wear, but it should not be visible.

d. Female Cadets 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 ACUs or physical fitness uniforms. Earrings will not exceed 6 mm or ¼ inch in diameter. They will be round, gold, silver, or diamond studs. They will be worn as a matched pair with only one earring per lobe. Male Cadets are not authorized to wear earrings while attending an Army ROTC functions or when present in the Army ROTC building, regardless of the type of uniform.

e. Body piercings, fad devices, vogue medallions, personal talismans or amulets are not authorized for wear in uniform or on duty.

f. Dental Ornamentation. The use of gold caps, platinum caps, or caps of any unnatural color or texture (permanent or removable) for purposes of dental ornamentation is prohibited. Teeth, whether natural, capped, or veneered, will not be ornamented with designs, jewels, initials, and so forth. Unnatural

whitening of teeth for nonmedical reasons is prohibited.

g. Tattoos will not be visible when in ASU uniform. Additionally, tattoos or body brands are unauthorized if they are perceived to be extremist, indecent, obscene, or racist.

h. Cadets are prohibited from willful mutilation of the body or any body parts in any manner.

9. Uniform Appearance

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 standard and are responsible for military order and discipline. Cadets will ensure that when articles are carried in their pockets (e.g. wallets, checkbooks, combs, keys) that 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 unless required for duties being performed. 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 faded. Shoes and boots will be clean and shined (if applicable). Lapels and sleeves of service dress jackets and shirts will be roll pressed (without creasing). Skirts will not be creased. Although some uniform items are made of wash and wear materials or treated with a permanent finish, some pressing may be required to maintain a military appearance. However, before pressing, cadets should comply with care instruction labels attached to uniform items.

10. Field Equipment

For field training exercises, Ranger Challenge members, or Ranger Club training, the Supply Room (MPC) may issue field equipment to participating cadets. In which case, a Cadet must sign out the items and return them clean and dry. Cadets will pay for lost or damaged items.

1. Military Boot Standards

Boots will be diagonally laced, with the excess lace tucked into the top of the boot under the bloused trousers or wrapped around the top of the boot. Unauthorized boots include any boots with zipper inserts, metal cleats, or side laces. Consult the Authorized Army Combat Boots list online before purchase.

2. Courtesies / Use of Electronic Devices

Soldiers will not walk while engaged in activities which would interfere with the hand salute and greeting of the day or detract from a professional appearance. Examples include, but are not limited to, walking while eating, using electronic devices, or smoking cigarettes, cigars or pipes. Soldiers are not authorized to wear wireless and non-wireless devices such as earpieces while wearing Army uniforms. Hands-free devices while operating a commercial or military vehicle (to include a motorcycle or bicycle) are allowed if not otherwise prohibited by policy or law IAW AR 385-10. Tobacco-free cigarettes, Juuls, Vapes, and Sorens (or similar devices) have the same restrictions as cigarettes.

3. Official Travel

Personnel on official travel and traveling by commercial travel means will wear the service uniform or appropriate civilian attire. Soldiers may wear the combat uniform on commercial flights only when deploying/redeploying or on rest and recuperation leave to and from the combat theater. Commanders may authorize service or utility uniforms for Soldiers when traveling by commercial travel for emergency leave or casualty assistance duties.

4. Uniform Standards

a. Categories of Uniforms: UIUC Army ROTC has three distinctive uniforms; the Army Combat Uniform in Operation Camouflage Pattern

OCP/Multicam, the Army Physical Training Uniform (PT), and the Army Service Uniform (ASU).

(1) OCPs consists of a coat and trousers, patrol cap, coyote tan T-shirt, coyote tan rigger belt, authorized coyote tan boots, and authorized accessories including cold weather coat, socks, etc.

(2) The Physical Fitness uniform consists of the black T-shirts, black shorts, black pants, black jacket, and accessories, including the reflective belt, knit cap and black gloves.

(3) The ASU uniform is the enlisted personnel's version of the service uniform with Cadet insignia. The new ASU uniform will go into effect on a date to be determined by the US Army Cadet Command.

b. How to wear the Uniforms (Information within this handbook can also be found within CC Regulation 670-1 as well as Army Regulation 670-1)

The OCP Army Combat Uniform

- (1) OCP coat / trousers
- (2) OCP patrol cap
- (3) Hot weather boots (coyote tan or tan, suede boots)
- (4) 2-inch riggers belt (coyote tan or tan authorized)
- (5) Moisture wicking t-shirts (coyote tan or tan)
- (6) Velcro full color flag, nametapes, rank, organizational patches

c. How to wash your ACUs:

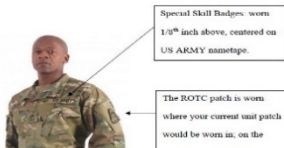
(1) Wash in cold water and mild detergent CONTAINING NO OPTICAL BRIGHTENERS OR BLEACH

(2) Tumble at low heat or air dry

(3) Remove immediately from dryer to reduce wrinkles

(4) ACUs can be turned inside out and washed in order to prevent the different parts of Velcro from sticking to each other and extending the life of the uniform.





d. APFU/IPFU Uniform



e. Class A ASU Uniform

- (1) Blue ASU Coat
- (2) Blue ASU Trousers
- (3) White long sleeve button down collared shirt
- (4) Black Four-in-Hand necktie (males); black neck tab (females)
- (5) Black Beret
- (6) Black military (high gloss) low-quarters shoes
- (7) Black dress socks
- (8) Military issued Class A belt and buckle

f. Fitting Your ASUs:

(1) Uniform coats and jackets (male and female). The sleeve length will be one inch below the bottom of the wrist bone.

(2) Trousers are to be fitted and worn with the lower edge of the waistband at the top of the hipbone, plus or minus $\frac{1}{2}$ 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 have a slight break in the front.

(3) 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.

(4) 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.

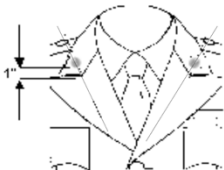
(5) Long sleeve shirts. The sleeve length will extend to the center of the wrist bone.

g. Placing of ROTC and Branch Insignia:

(1) Contracted MS I & MS II Cadets will receive the brass “Leadership Torch” on a disk and contracted MS III and MS IV Cadets will receive brass “ROTC” insignia.

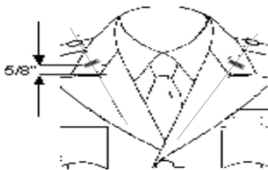


MS I & MS II ASU Jacket



The Brass Disk is placed 1 inch above the notch and centered left to right. The “Leadership Torch” is canted outward so an imaginary line runs through the torch and parallel to the lapel of the collar.

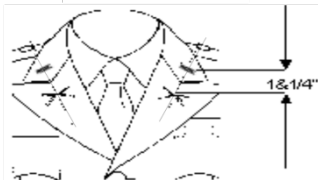
MS III & MS IV (Non-branched) ASU Jacket



The brass ROTC insignia is placed $\frac{5}{8}$ inch above the notch and centered left to right. It is canted outward so an imaginary line runs through the torch and parallel to the lapel of the collar.

(2) MS IV Cadets who have been assessed and formally received their component (Active Duty, Army Reserves, National Guard) and properly branched through the accessions process are authorized to wear their respective branch insignia.

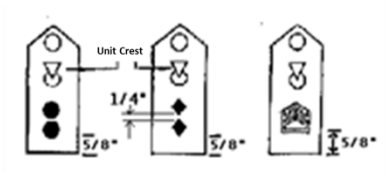
MS IV (Branched) ASU Jacket



The brass ROTC insignia is placed $\frac{5}{8}$ inch above the notch and centered left to right. The Branch insignia is placed $1 \frac{1}{4}$ inch below the ROTC insignia and centered on the lapel of the collar. The same imaginary line that bisects the ROTC insignia will bisect the Branch insignia and run parallel to the lapel of the collar.

h. Wearing of Cadet Rank on the ASU jacket:

(1) Cadet rank will be worn on the ASU jacket epaulet, 5/8" from the seam of shoulder and centered. Cadet enlisted rank and NCO Rank Chevrons will face the wearer's neck.



(2) The University of Illinois Distinctive Unit Insignia (DUI) will be worn on the epaulet centered and midway between the edge of the rank and the button.

i. Wearing of Patches, Tabs, Ribbons, Badges and Name Tag:

(1) No Patches are authorized with the ASU except the Combat Service Identification Badge (CSIB). The CSIB will be worn center on the wearer's right breast pocket of the ASU coat for male Soldiers; female Soldiers wear the CSIB on the right side parallel to the waistline on the ASU coat.

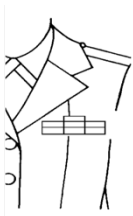
(2) No Ranger Challenge or Color Guard Tabs are authorized with the ASU.

(3) Ribbons and badges are worn on the left side of the ASU jacket.

(4) For males ribbons are worn 1/8 of an inch above and centered (or flush) on the top of the pocket and worn in order of precedence with highest ward closest to heart. Subsequent rows will be flush with each other and entered. For females Ribbons are centered on the left side, with the bottom row positioned parallel to the bottom edge of the nameplate. Females may adjust the placement of the ribbons to conform to individual body-shape differences.

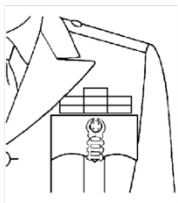


Ribbons (male)

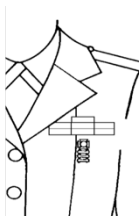


Ribbons (female)

(5) Marksmanship badge is worn 1/8 inch below the top of the left pocket. If combined with another type badge, at least one-inch space must be between badges and all are 1/8 inch below top of pocket.

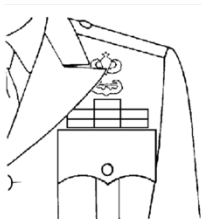


Marksmanship Badge (male)



Marksmanship Badge (female)

(6) Special Skill Badges (Airborne/Air Assault) are worn on pocket like marksmanship badge or centered and ¼ inch above the top row of ribbons.

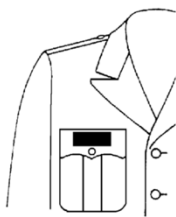


Special Skill Badge (male)



Special Skill Badge (female)

(7) For males the name tag is worn centered on the pocket flap and equally spaced between the top of the pocket and the top of the button. For females the name tag is worn 1 to 2 inches above the top button of the coat and centered horizontally on the wearer's right side. Personnel may adjust the placement of the nameplate to adjust to body configuration.



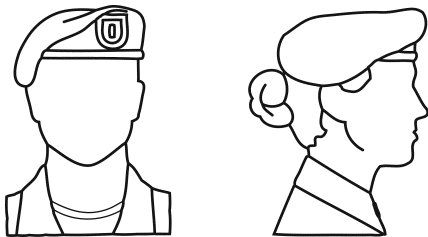
Name Tag (male)



Name Tag (female)

j. Headgear Worn with the ASU:

(1) The Beret is the authorized headgear for all Cadets.



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

k. It is expected that all contacted Advance Course (MS-III, MS-IV), and Completion Cadets have the Army Service Uniform. MILS Instructors are authorized to deduct participation points for Cadets non-complying with this standard.

5. Eyewear: Consult the Army Approved Eyewear List prior to purchasing new eye protection equipment. Frame must be black or tan, not giving off shine. No civilian frames or faddish colors. Lenses must be black/gray or clear. No colored lenses are permitted. No civilian or faddish style eyewear is permitted (Aviators, etc.).

ANNEX F

GENERAL TACTICAL KNOWLEDGE

TROOP LEADING PROCEDURES (FM 6-0 MAY14)

Troop leading procedures provide small-unit leaders with a framework for planning and preparing for operations. Leaders of company and smaller units use troop leading procedures to develop plans and orders. This chapter describes the eight steps of troop leading procedures and their relationship to the military decision making process (MDMP). While this chapter explains troop leading procedures from a ground-maneuver perspective, it applies to all types of small units.

TROOP LEADING PROCEDURES

1. Receive the Mission
2. Issue a Warning Order
3. Make a Tentative Plan.
4. Initiate Movement
5. Conduct Reconnaissance
6. Complete the Plan
7. Issue the Operation Order
8. Supervise and Refine

METT-TC

Mission- Analyze Highers' missions/intent, COO, Tasks/your mission, constraints

Enemy- Analyze enemy situation. (composition, disposition, strengths, Course of Action (COA))

Terrain and Weather. Analyze military aspects of terrain and weather:

- **Terrain:**
 - Observation and Fields of Fire
 - Avenues of Approach
 - Key Terrain
 - Obstacles
 - Cover and Concealment
- **Weather:**
 - Visibility
 - Winds
 - Precipitation
 - Cloud cover
 - Temperature/humidity

Troops Available. Determine combat potential

Time Available- Analyze available time through mission accomplishment monitor, assess, and update throughout

Civil considerations- Analyze ASCOPE: areas, structures, capabilities, organizations, people, and events. How may these affect your mission?

OPERATIONS ORDER - OPORD

- (1) Situation
- (2) Mission (Who, What, When, Where, Why)
- (3) Execution
 - Commander's Intent
 - Concept of Operation
 - Scheme of Movement and Maneuver
 - Scheme of Fires
 - Tasks to Subordinate Units
- (4) Sustainment
- (5) Command and Signal

REPORTS

SALUTE Report

- Size
- Activity
- Location
- Unit/Uniform
- Time
- Equipment

SALT Report

- Size
- Activity
- Location
- Time

Spot Report - normally, team leaders gives a Liquid, Ammunition, Casualty, Equipment report (known also as a LACE report) to the squad leader and the squad leaders give them to the platoon sergeant after contact

with the enemy.

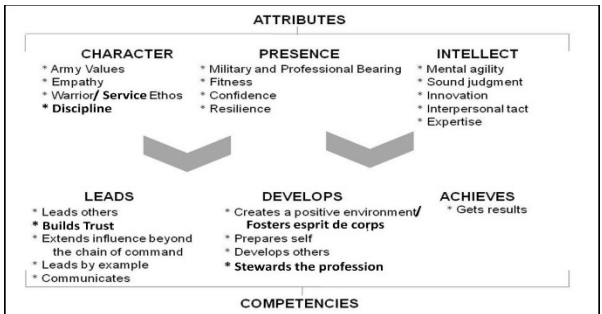
- Liquid (Number of canteens remaining, Camelbak status)
- Ammunition (Count of magazines, belts, and individual rounds)
- Casualty (UP or # OF CASUALTIES)
- Equipment (UP or NAME OF MISSING EQUIPMENT)

ANNEX G

LEADERSHIP REQUIREMENTS MODEL

The Leadership Requirements Model conveys the expectations that the Army wants leaders to meet. A common model of leadership shows how different types of leaders work together and is useful for aligning leader development activities and personnel management practices and systems. One set of requirements consists of attributes of what leaders should be and know and the second is a set of competencies that the Army requires leaders to do. The single model organizes the disparate requirements and expectations of leaders at all levels of leadership.

Army Leadership Requirements Model



Leadership attributes are characteristics internal to a leader. Character is the essence of who a person is, what a person believes, how a person acts. The internalization of Army Values is one type of character attribute. Empathy is identifying and understanding what others think, feel and believe. Leaders of character who embrace the Army leader attributes and competencies will be authentic, positive leaders. While character relates to the internal identity of the leader, presence attributes relate how others see the leader and intellect relates to what abilities and knowledge the leader possesses to interact with others.

Leadership competencies are groups of related actions that the Army expects leaders to do—lead, develop and achieve. Core competencies are those groups of actions universal to leaders, across cohorts and throughout organizations.

LEADER ATTRIBUTES

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

CHARACTER

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

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

PRESENCE

The impression a leader makes on others contributes to success in getting people to follow. This impression is the sum of a leader's outward appearance, demeanor, actions and words and the inward character and intellect of the leader. Presence entails the projection of military and professional bearing, holistic fitness, confidence and resilience. Strong presence is important as a touchstone for subordinates, especially under duress. A leader who does not

Share the same risks could easily make a decision that could prove unworkable given the psychological state of Soldiers and Civilians affected by stress.

INTELLECT

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

LEADER COMPETENCIES

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

The core leader competencies apply across all levels of leader positions, providing a good basis for evaluation and focused multisource assessment and feedback. A spectrum of leaders and followers (superiors, subordinates, peers and mentors) can observe and assess competencies demonstrated through leader behaviors.

Leader competencies can be developed and often acquired at the direct leadership level. As the leader moves to organizational and strategic level positions, the competencies provide the basis for leading through change. Leaders continuously refine and improve their ability to perform these competencies and learn to apply them to increasingly complex situations.

LEADS

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

Leaders are expected to extend influence beyond the chain of command, which usually has limited formal authority. This competency widens the responsibility and sphere of influence for a leader. Such influence requires insightful—and possibly non-standard—methods to influence others. Its limited authority stems from the audience's possible lack of the traditions, customs, and regulations of the Army and military forces. When extending influence, Army leaders have to assess who they need to influence and determine how best to establish their authority and execute leadership actions. Often they have little time to assess the situation beforehand and need to adapt as the interaction evolves. Extending influence is a competency that includes negotiation, consensus building and conflict resolution. Extending influence largely depends on the trust established with unified action partners and often applies to stability and defense support of civil authorities operations.

DEVELOPS

Leaders operate to improve or sustain high performance in their organization. They do so by focusing on the four develops competencies. Create a positive environment inspires an organization's climate and culture. Prepares self encourages improvement in leading and other areas of leader responsibility. Leaders develop others to assume greater responsibility or achieve higher

xpertise. A leader stewards the profession to maintain professional standards and effective capabilities for the future.

Leaders are responsible for development. They must ensure that they themselves are developing, that they are developing subordinates, and that they are sustaining a positive climate and improving the organization. Leaders encourage development and set conditions while performing missions. Development occurs by having subordinates reflect on what happened during an event, by assessing whether units performed at or well above standard and why, in addition to having a positive mindset of improvement and learning. Every experience is developmental.

Leaders have choices to make about developing others. Leaders choose when and how to coach, counsel and mentor others. Leaders often have the freedom to place people in the best situation to maximize their talent. Then the leader provides resources the subordinate needs to succeed, makes expectations clear, and provides meaningful feedback. While leaders need to develop others, they have to set a positive climate in which individuals and the unit can improve and operate. As part of their developmental responsibilities, leaders must prepare themselves and act to promote long-term stewardship of the Army.

ACHIEVES

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

ANNEX H

TRAVEL PROCEDURES

Overseas Travel Procedure

Due to COVID-19, all contracted and uncontracted FIB Cadets must contact Mr. Dorian Neang at dneang@illinois.edu at least 45 days before departure in order to receive further guidance.

Travel Within the Continental United States

Cadets involved in military training will receive military orders authorizing them to travel. Upon receipt of any orders, contact Mr. Dorian Neang at neang@illinois.edu who will assist you in obtaining travel orders through the Defense Travel System (DTS).

ANNEX I

THE ARMY SONG

- VERSE: March along, sing our song
 With the Army of the Free.
 Count the brave, count the true
 Who have fought to victory.
 We're the Army and proud of our name!
 We're the Army and proudly proclaim:
- FIRST CHORUS: First to fight for the right
 And to build the Nation's might
 And the ARMY GOES ROLLING ALONG.
 Proud of all, we have done,
 Fighting till the battle's won,
 And the ARMY GOES ROLLING ALONG.
- REFRAIN: Then it's hi! hi! hey!
 The Army's on its way,
 Count off the cadence loud and strong: (two, three)
 For where'er we go, you will always know
 That the ARMY GOES ROLLING ALONG
 And the ARMY GOES ROLLING ALONG.

ANNEX J

CHAIN ON COMMAND

Fill in the following blanks with your Cadet Chain of Command.

Battalion Commander _____

Company Commander _____

First Sergeant _____

Battalion Leader _____

Battalion Sergeant _____

Squad Leader _____

Other Key Leaders within the Cadet Battalion:

BN XO _____

BSM _____

-1 _____

-2 / 8 _____

-3 _____

-4 _____

-5 _____

u Ops _____

u Ops _____

umni/Community _____

ademic _____

ocial Media _____

ecruit/Marketing _____

Fill in the Following with your Active Duty Chain of Command.

ommander-in-Chief (President) _____

ecretary of Defense _____

ecretary of the Army _____

ADOC Commander _____

adet Command Commander _____

rigade Commander _____

rofessor of Military Science _____

ANNEX K

MILITARY TERMINOLOGY

- AR – After Action Review or After Action Report; a review of an event
- CU – Army Combat Uniform
- FROTC – Air Force ROTC
- IT – Advanced Individual Training; special skills training for enlisted soldiers
- KO – Army Knowledge Online
- LICE – All Purpose Lightweight Individual Carrying Equipment; a rucksack
- PFT – Army Physical Fitness Test
- PMS – Assistant Professor of Military Science
- R – Army Regulation
- RNG – Army National Guard
- ROTC – Army Reserve Officer Training Corps
- CT – Basic Combat Training; Army basic training for enlisted soldiers
- DE – Brigade
- N – Battalion
- OLC – Basic Officer Leadership Course
- adre – Army Officers and NCOs who serve in ROTC
- DR – Commander
- ERL – Construction Engineer Research Laboratory (located in Champaign, IL)
- Chain of Command – The unbroken line of supervisors from the president on down to the lowest ranking private.
- CO – Commanding Officer
- Commissioned Officer – In the U.S. military, a person who has been appointed as an officer, under a commission issued by the President
- Compression Cadet – A Cadet taking MS I and MS II classes simultaneously
- ST – Cadet Summer Training
- TLT – Cadet Troop Leader Training, MS III Cadets who receive on-the-job training with active Army units during the summer.
- A – Department of the Army
- A –PAM –Department of the Army Pamphlet

Enlisted Soldier – A person who volunteers to serve as a soldier for a specific period of enlistment

FM – Field Manual; an Army reference book

FTX – Field Training Exercise; an outdoor training event focusing on combat skills

HRA – Human Resource Administrator; Cadre member responsible for updating cadet records within the Cadet Command Information Management Module (CCIMM)

ET – Initial Entry Training; same as BCT

IARNG – Illinois Army National Guard

ROTC – Junior ROTC; teaches citizenship in high school

LAP – Leadership Assessment Program; a program for evaluating a Cadet's leadership ability and potential

Advanced Entry Cadet – Any cadet that receives credit for the Basic Course (MILS-01, 102, 201, 202) without taking these classes. Examples include prior service members, Basic Camp graduates and Cadets in the USAR or ARNG that have completed Basic Training and AIT

BE/LCE – Load Bearing Equipment/Lead Carrying Equipment; basic combat support equipment worn by Soldiers

LDX – Leadership Development Exercise

LRC – Leadership Reaction Course

MDMP – Military Decision Making Process

MPC – Military Property Custodian; the ROTC supply room

MQS – Military Qualification Standards; the training requirements for Cadets prior to commissioning

1S I – First year Cadet

1S II – Second year Cadet

1S III – Third year Cadet

1S IV – Fourth year Cadet

1S V – A completion Cadet

1NCO – Noncommissioned Officer; an enlisted soldier in the rank of Corporal or higher in a leadership position

NET – No earlier than

NET – No later than

- NWT** – Northern Warfare Training
- OC** – Operation Camouflage Pattern
- OSB** – Officer Selection Battery; a test taken by all Cadets before contracting a military obligation.
- OSUT** – One Station Unit Training; combined BCT and AIT for an enlisted soldier
- MS** – Professor of Military Science; the highest ranking Cadre member, equivalent to a battalion commander
- OC** – Point of contact
- OV** – Privately owned vehicle
- Progression Cadet** – Any cadet that completes eight semesters of Army ROTC prior to Commissioning (MS-101 through MS-432)
- PT** – Physical Training
- ROO** – Recruiting Operations Officer; Cadre member responsible for contracting cadets interested in serving as officers in the U.S. Army upon graduation.
- ROTC** – Reserve Officers Training Corps
 - 1** – The personnel and administrative staff officer
 - 2** – The intelligence staff officer
 - 3** – The operations and training staff officer
 - 4** – The supply staff officer
 - 5** – The civil affairs staff officer
- SMMP** – Simultaneous Membership Program; a program for MS II, III and IV Cadets to train simultaneously in the Army Reserve or National Guard
- SOP** – Standard Operating Procedure, an established unit procedure
- SA-50** – Combat equipment
- TAC** – Tactical Officer; Principal Cadet leaders, trainers, and role models in the cadet companies; TACs train, sponsor, counsel, and evaluate underclass Cadets
- TDY** – Temporary duty away from unit of assignment
- TM** – Technical manual
- TLP** – Troop Leading Procedures
- TSP** – Training Support Package
- USAR** – United States Army Reserve
- USMA** – United States Military Academy
- EO** – Executive Officer; the second in command

ANNEX L

USEFUL REFERENCES

Army Regulations (AR)

AR 25-50	Preparing and Managing Correspondence
AR 145-1	Senior Reserve Officers' Training Corps Program
AR 310-25	Dictionary of United States Army Terms
AR 310-50	Authorized Abbreviations, Brevity Codes, and Acronyms
AR 670-1	Wear and Appearance of Army Uniforms

Field Manuals (FM)

M 3-21.5	Drill and Ceremonies
M 7-8	Infantry Platoon/Squad
M 21-11	First Aid for Soldiers
M 21-15	Care and Use of Individual Clothing and Equipment
M 21-20	Physical Fitness Training
M 21-76	Survival, Evasion, and Escape
M 22-100	Military Leadership

Other References

AR 145-4	Standards for Enrollment, Retention, and Disenrollment
AR 145-3	Campaign Plan (Military Qualification Standards)
AR 145-9	ROTC Accessioning and Commissioning
AR 145-10	Reserve Forces Duty Program
AR 670-1	Uniform Wear and Appearance
DA PAM 350-22	You and the APFT
H 21-76	Ranger Handbook
TP 21-1	SMCT Soldier's Manual of Common Tasks
TP 145-I-MQS	Military Qualification Standards I Manual

ANNEX M

CAMPUS RESOURCE PHONE NUMBERS

Army ROTC (Armory) – (217) 244-1407
Emergency – 911
Emergency (from Campus phone) 9-911
Emergency Dean/Dean of Students (217) 333-0050
Campus Police/Safe Walk – (217) 333-1216
Campus Fire – (217) 403-7200
Campus Safe Rides (217) 265-7433
Campus Parking (motor assistance) – (217) 244-4357 (HELP)
MTD SafeRides (217) 265-7433 (RIDE)
McKinley Health Center (dial-a-nurse) (217) 333-2700
Hospital/ER – (217) 383-3313
Suicide Prevention – (217) 244-7911
Domestic Violence (217) 384-4340
Domestic Violence (A Woman's Place) (217) 384-4390
Women's Resource Center (217) 333-3137
Rape Crisis (217) 355-5203
Rape Hotlines (217) 384-4444
Crimestoppers Program (217) 373-8477 (TIPS)
Weather (217) 351-2900
Campus Info (217) 333-4600

ONLINE RESOURCES

IB Website: <http://publish.illinois.edu/army-rotc/>
Facebook Page: <https://www.facebook.com/#!/FightingIlliniArmyROTC.com>
IB Instagram: [fightingilliniarmyrotc](https://www.instagram.com/fightingilliniarmyrotc)
Cadet Command Website: <http://www.goarmy.com/rotc.html>
Army Publishing Directorate Website: <http://armypubs.army.mil/>
UIUC Campus Security: odos.illinois.edu/safety/
Office of the Dean of Students) www.odos.illinois.edu