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Chapter 1 – Army Leadership, Department of Military Science, and Cadet Battalion Organization

A. Army Leadership

*Leadership* is defined as the process of influencing people by providing purpose, motivation, and direction while operating to accomplish the mission and improve the organization.

*Mission command* is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations.

Army leaders exercise mission command. The table shows the linkage between the principles of mission command and the competencies and attributes of Army leaders in the leadership requirements model. Leader development activities must maintain the vision of developing leaders to execute mission command.

<table>
<thead>
<tr>
<th>Principles of Mission Command</th>
<th>Army Leadership Requirements (ADRP 6-22)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build cohesive teams through mutual trust</td>
<td>Develops others—builds effective teams. Builds trust—sets personal example; sustains a climate of trust. Demonstrates the Army Values and decisions consistent with the Army Ethic. Leads others—balances subordinate needs with mission requirements. Extends influence beyond the chain of command—builds consensus and resolves conflict. Creates a positive environment—fosters teamwork.</td>
</tr>
<tr>
<td>Provide a clear commander's intent</td>
<td>Leads others—provides purpose. Communicates—employs engaging communication techniques. Gets results—prioritizes taskings.</td>
</tr>
<tr>
<td>Exercise disciplined initiative</td>
<td>Leads others—influence others to take initiative. Demonstrates the Army Values—duty. Demonstrates self-discipline—maintains professional bearing and conduct. Demonstrates mental agility—anticipates uncertain or changing conditions. Gets results—accounts for commitment to task.</td>
</tr>
<tr>
<td>Use mission orders</td>
<td>Leads others—provides purpose without excessive, detailed direction. Develops others—expands knowledge. Gets results—executes plans to accomplish the mission the right way.</td>
</tr>
<tr>
<td>Accept prudent risk</td>
<td>Leads others—assesses and manages risk. Gets results—identifies, allocates, and manages resources. Stewardship—makes good decisions about resources.</td>
</tr>
</tbody>
</table>
Campus Order of Merit List (OML)

Cadets will be evaluated throughout each school year on leadership abilities and skills. The campus Order of Merit List (OML) is designed to make evaluations for each leadership attribute defined from FM 6-22 Leader Development. There are six leadership attributes; character, presence, intellect, leads, develop, and achieves. Each leadership attribute contains traits that are associated with the leader attribute.

Example: Warrior Ethos, empathy, Army Values, and discipline are traits that makes up the character attribute.

Each trait will be rated on a scale of 1 through 10. The score for each trait will then be added up for the overall score for the leader attribution. The leader attributions are then added up to gain the overall rank of each Cadet.
Character

ADRP 6-22 defines character as factors internal and central to a leader, which make up an individual’s core and are the mindset and moral foundation behind actions and decisions. Leaders of character adhere to the Army Values, display empathy and the Warrior Ethos/Service Ethos, and practice good discipline.

| Table 6-1. Framing the Army Values, empathy, Warrior/Service ethos, and discipline |
|------------------------------------------|-----------------|------------------|
| **DEVELOPMENTAL NEED** | **STANDARD** | **STRENGTH** |
| **ARMY VALUES** | | |
| Inconsistently demonstrates: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Demonstrates these with more than occasional lapses in judgment. | Consistently demonstrates: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. | Models loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Promotes the associated principles, standards, and qualities in others. |
| **EMPATHY** | | |
| Exhibits resistance or limited perspective on the needs of others. Words and actions communicate lack of understanding or indifference. Unapproachable and disinterested in personally caring for Soldiers. | Demonstrates an understanding of another person’s point of view. Identifies with others’ feelings and emotions. Displays a desire to care for Soldiers, Army Civilians, and others. | Attentive to other’s views and concerns. Takes personal action to improve the situation of Soldiers, Army, Civilians, family members, local community, and even that of potential adversaries. Breaks into training, coaching, or counseling mode when needed and role models empathy for others. |
| **WARRIOR ETHOS/SERVICE ETHOS** | | |
| Inconsistently demonstrates the spirit of the profession of arms. Downplays the importance of this sentiment. | Demonstrates the spirit of the profession of arms and commitment to the mission, to never accept defeat, to persevere through difficulties, and to always support fellow Soldiers. | Models the spirit of the profession of arms. Instills this behavior in subordinates and others. |
| **DISCIPLINE** | | |
| Fails consistently to adhere to rules, regulations, or standard operating procedures. | Demonstrates control of one’s own behavior according to Army Values and adheres to the orderly practice of completing duties of an administrative, organizational, training, or operational nature. | Demonstrates discipline in one’s own performance and encourages others to follow good practices of discipline as well. As situations call for it, enforces discipline when others fail to adhere to Army Values or to other standard practices. |
**Presence**

Presence is how others perceive a leader based on the leader's appearance, demeanor, actions, and words. Leaders with presence demonstrate military and professional bearing, fitness, confidence, and resilience.

<table>
<thead>
<tr>
<th>Table 6.2. Framing presence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DEVELOPMENTAL NEED</strong></td>
</tr>
<tr>
<td>Inconsistently projects a professional image of authority. Actions lack a commanding presence. Allows professional standards to lapse in personal appearance, demeanor, actions, and words.</td>
</tr>
<tr>
<td><strong>MILITARY AND PROFESSIONAL BEARING</strong></td>
</tr>
<tr>
<td><strong>FITNESS</strong></td>
</tr>
<tr>
<td>Physical health, strength, or endurance is not sufficient to complete most missions. Fitness level unable to support emotional health and conceptual abilities under prolonged stress.</td>
</tr>
<tr>
<td><strong>CONFIDENCE</strong></td>
</tr>
<tr>
<td>Inconsistently displays composure or a calm presence. Allows a setback to derail motivation. Displays a less than professional image of self or unit.</td>
</tr>
<tr>
<td><strong>RESILIENCE</strong></td>
</tr>
<tr>
<td>Slowly recovers from adversity or stress. Inconsistently maintains a mission or organizational focus after a setback.</td>
</tr>
</tbody>
</table>
**Intellect**

Intellect is comprised of the mental tendencies or resources that shape a leader’s conceptual abilities and affect a leader’s duties and responsibilities. Leaders with high intellect are mentally agile, good at judgment, innovative, tactful around others, and expert in technical, tactical, cultural, geopolitical, and other relevant knowledge areas.

<table>
<thead>
<tr>
<th>DEVELOPMENTAL NEED</th>
<th>STANDARD</th>
<th>STRENGTH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MENTAL AGILITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inconsistently adapts to changing situations. Attends to immediate conditions and surface outcomes when making decisions. Hesitates to adjust an approach.</td>
<td>Demonstrates open-mindedness. Recognizes changing conditions and considers second- and third-order effects when making decisions.</td>
<td>Models a flexible mindset and anticipates changing conditions. Engages in multiple approaches when assessing, conceptualizing, and evaluating a course of action.</td>
</tr>
<tr>
<td><strong>SOUND JUDGMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>INNOVATION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relies on traditional methods when faced with challenging circumstances.</td>
<td>Offers new ideas when given the opportunity. Provides novel recommendations when appropriate.</td>
<td>Consistently introduces new ideas when opportunities exist to exploit success or mitigate failure. Creatively approaches challenging circumstances and produces worthwhile recommendations.</td>
</tr>
<tr>
<td><strong>INTERPERSONAL TACT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrates lapses in self-awareness when interacting with others. Misses cues regarding others perceptions, character and motives. Presents self inappropriately or not tactfully</td>
<td>Maintains self-awareness of others perceptions and changes behaviors during interactions accordingly.</td>
<td>Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands character and motives of others, and modifies personal behavior accordingly.</td>
</tr>
<tr>
<td><strong>EXPERTISE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrates uncertainty or novice proficiency in technical aspects of position. Inconsistently applies competence of joint, cultural, and geopolitical knowledge. Displays indifference toward expanding knowledge or skill set</td>
<td>Possesses facts and understanding of joint, cultural, and geopolitical events and situations. Seeks out information on systems, equipment, capabilities, and situations. Expands personal knowledge of technical, technological, and tactical areas.</td>
<td>Demonstrates expert-level proficiency with technical aspects of their position. Demonstrates understanding of joint, cultural, and geopolitical knowledge. Shares knowledge of technical, technological, and tactical systems to subordinates and others.</td>
</tr>
</tbody>
</table>
**Lead**

Leaders set goals and establish a vision, motivate or influence others to pursue the goals, build trust to improve relationships, communicate and come to a shared understanding, serve as a role model by displaying character, confidence, and competence, and influence outside the chain of command.

**Table 6-4. Framing leads**

<table>
<thead>
<tr>
<th>DEVELOPMENTAL NEED</th>
<th>STANDARD</th>
<th>STRENGTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEADS OTHERS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BUILDS TRUST</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inconsistently demonstrates trust. Displays respect differently to some without justification. Takes no actions to build rapport or trust with others. Fails to address problems caused by team members who undermine trust. Fails to follow through on intentions, undermining the trust others would have in this leader.</td>
<td>Establishes trust by demonstrating respect to others and treating others in a fair manner. Uses common experiences to relate to others and build positive rapport. Engages others in activities and sharing of information that contribute to trust.</td>
<td>Demonstrates trust in others when encountering new or unfamiliar situations. Bases trust on a thorough understanding of trustworthiness of others and self. Understands how much trust to project and grant to others. No hesitation in addressing problems that undermine trust.</td>
</tr>
<tr>
<td>EXTENDS INFLUENCE BEYOND THE CHAIN OF COMMAND</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inconsistently demonstrates understanding of indirect influence. Misses or passively acts on opportunities to build trusting relationships outside the organization.</td>
<td>Demonstrates understanding of conditions of indirect influence. Builds trust to extend influence outside the organization. Displays the understanding of the importance of building alliances.</td>
<td>Demonstrates effective use of indirect influence techniques. Establishes trust to extend influence outside the chain of command. Proactively builds positive relationships inside and outside the organization to support mission accomplishment.</td>
</tr>
<tr>
<td>LEADS BY EXAMPLE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrates conduct inconsistent with the Army Values. Displays a lack of commitment and action. Remains unaware of or uninterested about the example being set.</td>
<td>Demonstrates an understanding of leader attributes and competencies. Recognizes the influence of personal behavior and the example being set. Displays confidence and commitment when leading others.</td>
<td>Models sound leader attributes and competencies. Examplifies the Warrior Ethos through actions regardless of situation. Demonstrates competence, confidence, commitment, and an expectation of such behavior in others.</td>
</tr>
<tr>
<td>COMMUNICATES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Misunderstands or fails to perceive nonverbal cues, ideas not well organized or easily understandable. Speaks without considering listener interest. Information dissemination is inconsistent or untimely.</td>
<td>Chooses appropriate information-sharing strategy before communicating. Conveys thoughts and ideas appropriately. Disseminates information promptly. Provides guidance and asks for a brief back or confirmation.</td>
<td>Uses verbal and nonverbal means to maintain listener interest. Adjusts information-sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.</td>
</tr>
</tbody>
</table>
Develop

Leaders foster teamwork; express care for individuals; promote learning; maintain expertise, skills, and self-awareness; coach, counsel and mentor others; foster position development, and steward the profession of arms.

<table>
<thead>
<tr>
<th>Table 6-5. Framing develops</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEVELOPMENTAL NEED</td>
</tr>
<tr>
<td>CREATE A POSITIVE ENVIRONMENT/FOSTERS ESPRIT DE CORPS</td>
</tr>
<tr>
<td>Demonstrates negative expectations and attitudes not conducive to a productive work environment. Focuses primarily on task accomplishment. Fosters an expectation of zero-defects. Holds honest mistakes against subordinates.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PREPARES SELF</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>DEVELOPS LEADERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disinterested in motivating and enabling the growth of others. Focuses on the task without consideration of improving organizational effectiveness.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STEWARDS THE PROFESSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fails to extend assistance to others or other units. Disregards oversight of the tracking and use of resources. Fails to improve subordinates for subsequent assignments and fails to take steps to leave the organization in equal or better condition than when this leader arrived.</td>
</tr>
</tbody>
</table>
Achieve

Leaders achieve by setting priorities, organizing taskings, managing resources, developing thorough and synchronized plans, executing plans to accomplish the mission, and achieving goals.

<table>
<thead>
<tr>
<th>DEVELOPMENTAL NEED</th>
<th>STANDARD</th>
<th>STRENGTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrates a limited understanding of supervising, managing, monitoring, and controlling priorities of work. Hasty prioritization and planning lead to incomplete guidance and direction.</td>
<td>Prioritizes, organizes, and coordinates taskings for others. Plans for expected setbacks and enacts appropriate contingencies when needed. Monitors, coordinates and regulates subordinate actions but allows subordinates to accomplish the work.</td>
<td>Utilizes other competencies to accomplish objectives. Demonstrates understanding of supervising, managing, monitoring, and controlling of priorities of work. Reflects on end state before issuing guidance. Provides subordinates autonomy to accomplish the work.</td>
</tr>
</tbody>
</table>
FY18 OML Model

FY18 OML

1. **Academic Outcomes** (40%)
   - Standardized Test
     - CLA+ (5.0)
   - Accessions GPA (cumulative through junior year) (26.0)
   - Academic Discipline (4.0) ADM4 = 4 pts; ADM3/5 = 2 pts
   - Language/Cultural Awareness (5.0)

2. **Leadership Outcomes** (45%)
   - PMS Experience Based Observations
   - MS III Cadet OER, PMS Rating of Potential (11.0)
   - MS III Cadet OER, PMS Ranking (12.0)
   - Advanced Camp Performance
     - Platoon Potential Rating (15.0)
   - Cadet Training/Extracurricular Activities (5.0)
   - Maturity & Responsibility (2.0)
     - F/T Employment
     - P/T Employment
     - SMP Member

3. **Physical Outcomes** (15%)
   - APFT
     - Campus (most current fall semester) (5.5)
     - Campus (most current spring semester) (5.5)
   - Athletics
     - Varsity, Intramural, or Community Team (4.0)

CG Approval 18 Nov 2016
C. Army Values

Values reflect the individual’s sense of obligation to and attitudes about other people, concepts, and the profession of arms, and are possessed to varying degree by all individuals. The goal of leader development is to define and instill Army Values in the individual, reflecting standards of performance exceeding those of society in general. The leader faithfully adheres to Army values in all situations, even to the point of personal sacrifice when necessary. Values are often most visibly demonstrated when personal cost is incurred. As a defender of the Constitution, the country, and others not capable of defending themselves, the leader demonstrates commitment through values, and earns the trust of the nation.

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

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

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

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

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

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

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

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

D. **Department and Battalion Organization**

Each Military Science level has an Army officer and NCO to provide oversight and guidance to the Cadet leadership. The battalion (under the command of a MSIV cadet) is organized into companies. Each company is commanded by an MSIV and has its own chain of command.

E. **Department Staff**

**Professor of Military Science (PMS):** The PMS ensures the proper development of all cadets into professional military officers. The PMS is the commander of all cadets and cadre within the Department of Military Science and serves as the MSIV instructor.

**Senior Military Instructor (SMI):** The SMI is the principle NCO advisor to the PMS and assists in the management of cadre. The SMI also assists as the MSIV NCO instructor.

**Assistant Professor of Military Science (APMS):** An APMS instructs MS levels I to III. An APMS may also assist the PMS in conducting and coordinating training and administration.

**CEMAT(Coach, Evaluate, Mentor, Advise, Train):** CEMATs assist the APMS in the instruction of MS levels I to III.
Recruiting Operations Officer: Assists the PMS in recruiting within the University and local high schools. The ROO assists Cadets with contracting and applying for scholarships.

Supply Technician: Conducts battalion logistics and coordinates the issuing of clothing and supplies.

Human Resources Administrator (HRA): Maintains all Cadet records and processing all scholarship and contracting information. Provides assistance to the APMSs in the preparation of training packets and itineraries for Cadet Summer training.

Office Manager: Works directly for the PMS and coordinates actions between the Department of Military Science and other University departments.

F. Authority of Cadet Officers and Noncommissioned Officers

Cadet Officers and Noncommissioned Officers have the responsibility and the authority to give directives to other Cadets junior in rank when required in the performance of assigned duties and positions. Cadet leaders are also responsible for the mentoring and development of subordinates.

The leadership of the Cadet battalion has the responsibility to maintain the military courtesy, appearance, and discipline of each member of the Corps during official and non-official functions. As such, Cadet Officers and noncommissioned officers are authorized and will make on the spot corrections of their peers and juniors to maintain high standards among the Corps of Cadets. Corrections shall be made professionally in a manner that ensures every cadet is treated with dignity and respect. Cadets will never be “hazed.”

All Cadets are expected to know their chain of command, both cadre and Cadet, and will utilize the chain of command in seeking information or solving problems. Grievances from individual members of the Corps of Cadets are channeled through the Cadet Chain of Command.
G. Cadet Rank Structure

MS IVs and MS IIIs (Senior and Junior Cadets) make up the majority of the Cadet Officers and NCOs. MS II Cadets will be put into team leader and squad leader roles. Each Cadet wears the rank that is commensurate with the position that they hold. Because of the nature of ROTC is to train and develop leaders, midway through the school year the Cadets will rotate duty positions, and therefore, change rank based upon the new duty position. This rotation and change of rank is unique to ROTC and the Cadet experience of learning leadership and leadership development. MS I cadets, regardless of prior service experience, will wear cadet private rank to denote 1ST year/MS I.

H. Corps of Cadets Organizational Structure

**Purpose:** The purpose of the Army ROTC Corps of Cadets is to promote military discipline and to teach fundamentals relating to Army organization and responsibility.
The Buckeye Battalion “We are the Leadership Factory”

Duties and Responsibilities

Professors

- Instruct MSI, MSII, MSIII, and MSIV
- Syllabus
- Course Map
- Lessons Plans
- Course Outcomes and Objectives
- Teaching Philosophies
- Monitor Study Tables
- Implement CAPS Program
- Manage CAPS Program
- Academic Coach
- Study Tables
- BCFS Academic Input
- Curriculum Management
- Carmen/Grade Management
- Post Grades
- Office Hours
- Cadet Talent Management (TAD)

Operations

- Cadet BN Training Meeting
- Advise the PMS
- Advise HHC
- Advise Cadet S3 section, CUOPS and FUOPS
- Execute Staff Sync Meeting
- Chair weekly IPRe
- FRAGO Management
- Manage Brigade Taskers
- Manage Internal Taskers
- Manage Cadet Taskers
- Plan and Execute LDX
- Plan and Execute all Cadet Special Events
- Synchronize CeMAT and Professors

Sr. CE-MAT

- CeMAT Oversight
- Advise the PMS
- Coordinate with OP5
- Mentor Company Cdrs/1SG
- OERs
- Battalion OML
- Training Validation
- Recommend Contracts
- Recommend Disenrollment
- Contracting Board

CE-MAT

Coach
- Improve the company
- Compete

Evaluate
- Campus OML
- Bball Card
- OER

Mentor
- Branches
- Opportunities
- PL
- PSG
- SL
- Tailgates/Flag Detail

Advise
- Counsel
- Dis-enroll
- Contracting
- BCFS
- Clubs

Train
- PT
- Labs
- Lab Pract
- APFT
- Fit to Fight
- Mand Tng
- Co. Tng Mtg
- 8-Step
- Training
- model
- TLPs
Coach, Evaluate, Mentor, Advise, and Train (CE-MAT)

The Buckeye Battalion "We are the Leadership Factory"
I. Cadet Battalion Position Descriptions

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

Specific duties and responsibilities include:

- Establishes and sets training objectives
- Responsible for all battalion activities
- Supervises, provides guidance and direction for the staff, company commanders, and CSM in insuring all activities and training are planned, coordinated and executed efficiently
- Sets the standard and direction of the battalion; sets the example in appearance, attitude, and character
- Builds an effective chain of command and develops a positive command climate
- Responsible for developing commander’s intent aligned with the intent of the PMS; communicates intent and empowers subordinates to act appropriately to accomplish the mission
- Supervises all Cadet staff briefings
- Supervises all leadership labs and FTXs
- Provides intent, purpose, and direction for all leadership labs, FTXs, award ceremonies, military ball, fund-raisers, ROTC celebrations and parties
- Creates suspense dates to accomplish battalion missions and enforce standards
- Coordinates with cadre on all events
- Serves as a link between all Cadets and the PMS
- Advises the PMS concerning all Cadet matters
- Monitors staff actions
• Attends cadre staff meeting as required
• Develops new and exciting training plans and recruitment ideas
• Briefs cadre staff on plans, labs, and all operations with staff through training meetings
• Provides guidance and feedback to event staffs and serves as a liaison between Cadets and Cadre as required

Battalion Executive Officer Duty Description (c/MAJ)

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

Specific duties and responsibilities include:
• Supervises all tasks assigned to the staff
• Directs and supervises staff planning
• Integrates and synchronizes plans and orders
• Establishes, manages, and enforces the staff planning time line (per commander’s guidance)
• Directly supervises the command post (CP), including tracking of training and communications, during FTXs
• Monitors the staff’s discipline, morale, and operational readiness (builds the team)
• Ensures the staff integrates, coordinates, and deconflicts its activities internally
• Ensures the staff renders assistance to company commanders
• Integrates risk management across the staff throughout the operations process
• Assists the cadet battalion commander
• Maintains attendance of all MS IV cadets and ensure MS IVs fulfill all responsibilities
• Act in place of Battalion Commander when absent
• Ensure battalion staff is organized

Command Sergeant Major Duty Description (c/CSM)

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

Specific duties and responsibilities include:
• Principal advisor to the commander on the state of morale, discipline, and training of the Cadets within the battalion
• Works as a catalyst in communication to and from Cadets to the Cadet battalion chain of command and staff
• Maintains accountability and holds all battalion formations
• Oversees the training and performance of the Battalion Color Guard
• Responsible for the appearance of Cadets, equipment and facilities
• Serves as a link between all Cadets and the SMI
• Provides recommendations to the SMI and training company to create a PRT (Physical readiness training) plan and supervise the APFT
• Holds weekly meetings with First Sergeants to facilitate training objectives
• Assists the battalion commander at all awards ceremonies
• Get attendance rosters from Cadet First Sergeant and turn into the Cadet S-1
• Supervise all classes given by 1SGs and PSGs
• Prepare blocks of instruction for battalion as necessary
• Establishes and enforces standards of conduct, discipline, training, and appearance of the battalion
• Inspects to ensure task accomplishment by the companies; Develops the knowledge, skills, and motivation of subordinates

S-1 Duty Description (Adjutant – c/CPT)

Principal assistant and advisor to the commander on matters related to Cadet administration of promotions, awards, assignments, and battalion personnel structure. Publishes and distributes: Cadet orders, Cadet assignments, attendance records, Cadet phone book, battalion status report, battalion roster (updated continuously) and mail boxes. At formations, and when otherwise directed, disseminates and collects information necessary for general use. Maintains historical and active files on staff meeting minutes, correspondence, and duty summaries. Notifies commanders and staff of Cadet Command and staff meetings. Maintains accurate roasters of all Cadet training events/ functions for continuity of command. Supervises the Assistant S-1. Reports to cadre XO once a week, briefing him on all the above, receiving input and counseling, and executing required duties.

Specific duties and responsibilities include:
- Maintains attendance record for all functions (Company attendance, contracted & non-contracted cadet attendance)
- Writes and performs narration for awards ceremony
- Prepares and presents FTX attendance briefings
- Publishes battalion phone roster
- Prepares and teaches receiving line class for Military Ball
- Maintains the record of minutes for cadet staff meetings

23
• Updates the Cadet Awards
• Publishes awards list for all events (APFT, Fall Awards Ceremony, Spring Awards Ceremony, etc.)
• Creates FTX personnel annexes for the S-3

**S-2 Duty Description (Intelligence and Security Officer – c/CPT)**

Principal assistant and advisor to the Cadet Commander on matters relating to security. Acts as the security manager for the battalion. Responsible for physical, personnel, departmental, and automated data security programs within the battalion.

*Specific duties and responsibilities include:*

- Maintains accountability of all sensitive items during garrison and field operations
- Creates a security annex for fall and spring FTXs for S-3
- Assists the S-3 during garrison operations
- Manages and trains OPFOR for all training events in accordance with battalion and company commanders’ guidance
- Provides real world security updates to the battalion
- Conducts threat assessments of campus and surrounding area
- Participates with the S-3 in performing IPR

**S-3 Duty Description (Operations Officer – c/MAJ)**

Works closely with the Battalion Commander to plan and oversee all training operations. Coordinates with the Cadet Battalion XO to assign specific tasks to all of the staff positions during training events. Responsible for planning, supervising, and evaluating all instruction and training during leadership labs and training exercises, as well as the operation plans and orders required for physical fitness sessions, labs, training exercises, and field trips. Synchronizes information collection throughout the operations process with the rest of the staff. The S-3 also ensures compliance with all battalion training and fitness policies.
Specific duties and responsibilities include:

- Principal staff officer for all matters concerning training, operations and plans
- Plans, organizes, and supervises the conduct of all Cadet training (MDMP)
- Prepares training guidance for the commander’s approval
- Ensures all training for leadership labs and FTXs are rehearsed prior to the date of instruction
- Prepares monthly/weekly training schedules
- Develops Mission Essential Task List (METL) for the commander’s approval
- Determines requirements and priorities for the allocation of resources
- Prepares, coordinates, authenticates, publishes, and distributes OPORDS, WARNOs, FRAGOs
- Compiles training records and reports such as After Action Review (AARs)
- Published weekly FRAGOs
- Leads In Progress Reviews (IPRs); serves as event staff for planning and conducting battalion training events

OPS Sergeant Major Duty Description (Operations NCOIC – c/CSM)

Works closely with the Battalion Commander, XO, S-3, and CSM to plan and oversee all training operations. Coordinates with the Cadet Battalion XO to assign specific tasks to all of the staff positions during training events. Responsible/oversees setup and rehearsal of commencement, commissioning, awards ceremony, and tri-service events. Serves as the Joint-Service-Officer responsible coordinating events amongst the Army, Navy, and Air Force ROTC programs.

Specific duties and responsibilities include:

- Responsible for all supporting events/details
- Responsible for tracking all volunteer names for supporting events/details, e.g., color guards and provide the list of names to the respective POC
- Tasks 1SGs to fill detail requirements and provide the 1SGs the 5Ws of the specific detail
- Communicates with the staff and companies through training meetings of all supporting events/details
- Responsible for commencement details
- Works closely with the S-3 to published weekly FRAGOs

**S-4 Logistics and Supply Officer Duty Description (c/CPT)**

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

Specific duties and responsibilities include:
- Coordinate supplies for leadership labs
- Prepare and present FTX logistical support plan briefings
- Coordinate with Cadet S-1 and XO for loading of FTX supplies
- Coordinate transportation for leadership labs, FTXs, and Cadet Ride
- Coordinate supplies for Military Ball
• Distribute ROTC information packets to residence halls, student union, and library
• Photograph training and cadets; posts on battalion server
• Posts photographs of training on bulletin boards
• Posts chain-of-command photographs
• Prepare and present slide show for Military Ball and spring awards ceremony
• Assists battalion commander in preparing a recruitment plan

S-6 Duty Description (Communication, Information and Automation Officer – c/CPT)

Principal assistant and advisor to the Commander on all matters related to the Battalion website with specified activities and modifications, extracurricular groups, public affairs, and relations with specified activities and organizations. Assists other staff members and extracurricular groups in obtaining advertising and publicity for their activities. Posts the main hallway bulletin board. Receives guidance from the Commander and Training Officer on matters related to additions or modifications to information on the website and advises with current and relative ideas for recruitment efforts. Assists other staff members and extracurricular groups in obtaining advertising, publicity for their activities. Reports directly to the Commander. Briefs cadre Training Officer on all the above, receiving input and counseling, and executing assigned duties.

Specific duties and responsibilities include:
• Runs social Media - Twitter/Facebook
• Develops press releases (approved by PMS & SMI)
• Supervises/Approves Buckeye Bulletin publishing
• Maintains Webpage
• Provides documentation w/ pictures & video of training
• Assists XO with all matters pertaining to public events (Milball, Tailgates, etc.)
• Works with ROO & FCMT to promote battalion
• Provides training to all cadets about appropriate online activities, public appearances, and statements
• Provides headshot pictures of all Cadets to Cadre by second week of the each Semester
• Provides a photographer to every Major Battalion event
• Post on social media at least twice a week
• Adhere all social media posts to standard and maintaining OPSEC
• Prepare training meeting slides for every other weeks training meeting to the S3
• Brief PAO/S6 current operating status at beginning of year and end of year to PMS, SMI, Cadet Battalion leadership
• Provide picture slideshows for orientation, Dining in, and Milball
• Scheduling of all photography events
• Maintains Bulletin board pictures
• Assists with any technological repair or installation
• Writes communication plan for FTX
• Coordinates with Alumni association on updates & events

Company Commander (c/CPT)

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

Specific duties and responsibilities include:
• Delegates tasks and details to be accomplished
• Coordinates with company First Sergeant to disseminate information through a phone tree/email
• Teaches basic military courtesies and proper wear of the uniform
• Ensures all blocks of instruction are rehearsed
• Reviews and approves weekly training calendar
• Submits report of all training events to S-3 within established suspense

**Company XO Duty Description (c/1LT)**

Second in charge of the Company. Responsible for developing training plan and training meeting slides for the commander. Reports to and receives orders from the Cadet Company Commander. In the absence of the Company Commander, is responsible for everything the company does or fails to do. Leads by example and always ensures the chain of command keeps company personnel informed of Cadet activities and plans. Assists the Platoon Leaders and First Sergeant. Inspects to ensure their accomplishment. Manages tasks for the Company. Enforces standards of discipline, conduct, appearance and training of the company. Develops and improves the knowledge, skills and motivation of his/her subordinates. Represents the company at command and staff meetings. Reports to the cadet company commander.

**Specific duties and responsibilities include:**
- Acts as the Company Training Officer. Responsible for the training plan and training updates for the company commander
- Coordinates with company First Sergeant to disseminate information through a phone tree/email
- Receives, manages and ensures tasks are completed.
- Teaches basic military courtesies and proper wear of the uniform
- Ensures all blocks of instruction are rehearsed
- Companies direct line to S-4

**First Sergeant (c/1SG)**

Reports to and receives orders and guidance from the company commander. Runs and trains the company. Leads by example. Gets to
know his/her subordinates and always ensures they know their chain of command. Keeps company personnel informed of Cadet activities and plans. Enforces standards of training, appearance, conduct and discipline of the company. Supervises and develops the knowledge, skills and motivation of the company personnel of enlisted rank. Provides for maximum assistance to Cadet personnel of enlisted rank during company operations and training. Recognizes and recommends rewards for outstanding performances and Cadet progress. Represents the company at noncommissioned officer meetings. In the field, supervises company movement, resupply, and mess operations.

Specific duties and responsibilities include:

- Responsible for managing all Cadet details
- Maintains attendance roster for PRT, Leadership labs, and training exercises
- Maintain accurate training reports of Cadets in company
- Maintain a Duty Roster and Duty Log
- Responsible for setting standards
- Responsible for wear and appearance of uniforms
- Flag detail, PRT leaders, weapons, cleaning, etc.
- Conducts company formations
- Mentors platoon sergeant and squad leaders
- Enforces standards of conduct, discipline, training, and appearance of the platoon

Platoon Leader Duty Description (c/2LT)

Primarily responsible for leadership, training, and discipline of cadets assigned to his/her platoon. Leads by example and serves as a role model, coach, and counselor.

Specific duties and responsibilities include:

- Reports to and receives orders from the company commander
- Responsible for issuing OPORD to his/her platoon
- Ensures information is passed to the platoon sergeant and squad leaders for dissemination to platoon members
• Through the platoon sergeant, trains the platoon
• Establishes and enforces standards of conduct, discipline, training, and appearance of the platoon. Delegates to subordinate leaders and supervises results.
• Inspects to ensure task accomplishment by the platoon. Develops the knowledge, skills, and motivation of subordinates.
• Retain the cadets who meet the Army standard, have high moral and ethical values, show strong leadership potential, and have high academic standards.
• Recruits strong candidates into the ROTC program

Platoon Sergeant Duty Description (c/SFC)

Sets the example at all times, assists in the supervision of the squad leaders, develops a spirit of teamwork in the platoon, submits absentee reports to the company first sergeant, assists the platoon leader in training the platoon, counsels personnel at a squad leader’s request, and assumes control of the platoon in the absence of the platoon leader.

Specific duties and responsibilities include:
• Reports to and receives orders from the platoon leader; ensures information is passed on to squad leaders
• Runs and trains the platoon
• Leads by example and ensures information is passed to squad leaders for dissemination to platoon members
• Knows his/her subordinates
• Enforces standards of training, conduct, discipline, and appearance of the platoon
• Supervises and develops knowledge and skills of the platoon members
• Assists platoon leader
• Conducts platoon formations, ensures Cadets are informed and performed assigned details, assists c/1SG in managing details
• Retain the cadets who meet the Army standard, have high moral and ethical values, show strong leadership potential, and have high academic standards.
• Recruits strong candidates into the ROTC program

Squad Leader Duty Description (c/SSG)

Squad leaders are responsible to their platoon leader/sergeant for the appearance, conduct, training, and discipline of their squad. They ensure that each squad member learns and does what is expected, and maintains high standards of behavior.

Specific duties and responsibilities include:
• Reports to the platoon leader
• Receives orders from the platoon leader and Platoon sergeant and is the sergeant to squad members
• Responsible to give OPORD to squad members
• Supervises team leaders. Leads the squad by example.
• Primary trainer for the unit. Trains the squad members, knows their strengths and weaknesses
• Keeps squad members informed of upcoming battalion activities and events; accounts for squad members at battalion functions
• Enforces standards of appearance, conduct, discipline, and training within the squad
• Keeps platoon sergeant and platoon leader informed about all squad matters
• Assist assigned personnel with adjustment to campus life.
• Assist assigned personnel with understanding and obtaining campus resources.
• Access assigned personnel on performance and potential for contracting and serving in the military.
• Retain the cadets who meet the Army standard, have high moral and ethical values, show strong leadership potential, and have high academic standards.
Team Leader Duty Description – (c/SGT or CPL)

Team leaders are responsible for the formation, appearance, training, and discipline of their team members. The most senior or capable Team Leader must be ready to assume control of the squad in the absence of the squad leader. Team leaders assist their squad leaders as directed.

**Specific duties and responsibilities include:**
- Reports to the Squad Leader.
- Develop assigned personnel.
- Assist assigned personnel with adjustment to campus life.
- Assist assigned personnel with understanding and obtaining campus resources.
- Access assigned personnel on performance and potential for contracting and serving in the military.
- Sets the example at all times.
- Knows the phone number, names, and personal information on all assigned personnel.
- Assists team members with ROTC matters when possible; refer them to the squad leader for assistance if you are unable to handle/resolve an issue.
- Is thoroughly familiar with individual and squad drill; inspects team members during formations, ensuring they know what is required of them.
### Army Rank Insignia

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**Warrant Officer Rank Insignia**

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L. Army Divisions

“The Big Red One”
1st Infantry Division
Fort Riley, Kansas

“Indianhead”
2nd Infantry Division
Korea
Brigade and Stryker BCT at
Fort Lewis, Washington

“Old Iron Sides”
1st Armored Division
Fort Bliss, Texas

“Marne Division”
3rd Infantry Division
Fort Stewart, Georgia
Brigade (BCT) at Fort Benning,
Georgia

“The First Team”
1st Cavalry Division
Fort Hood, Texas

“Ivy Division”
4th Infantry Division
Fort Carson, Colorado
“Mountaineer”
10th Mountain Division
Fort Drum, New York
Brigade (BCT) at Fort Polk, Louisiana

“Tropic Lightning”
25th Infantry Division
Schofield Barracks, Hawaii
Stryker BCT at Fort Wainwright and Airborne Brigade (BCT) at Fort Richardson, Alaska

“All American”
82nd Airborne Division
Fort Bragg, North Carolina

“Screaming Eagles”
101st Airborne Division
Fort Campbell, Kentucky
Chapter 2 – Standards and Policies

A. Standard of Conduct

Every aspect of a Cadet's behavior should be consistent with the behavior expected of a commissioned officer. Cadets, as all Soldiers, must embody the Army Core Values and Warrior Ethos as stated in the Soldier’s Creed. Above all, Cadets are expected to possess absolute integrity in all their actions. Cases involving a breach of integrity will be investigated and may result in dismissal from the ROTC program\(^1\).

Cadets will demonstrate the highest moral and personal conduct at all times. All Advanced Course Cadets and Scholarship cadets are under contract to the Army to qualify and perform duties as a commissioned officer. Any behavior, such as a violation of the law resulting in arrest by the police, must be promptly reported to the PMS so that required action(s) can be taken. Cadets are required to report such information within 24 hours of the actual event.

Cadets who exhibit improper standards of conduct or behavior will be counseled; other disciplinary or administrative actions may be taken if deemed appropriate for the circumstances.

B. Honor Code

The following is the Honor Code that all Cadets are expected to abide by while at the Buckeye Battalion. As a Cadet, you must sign this Honor Code and must display these values, morals, and standards of discipline:

“A Cadet will not lie, cheat, steal, or tolerate those who do, and will embody the principles of the Army Values, Warrior Ethos, and the Cadet Creed.

\(^1\) Per CC 145-1, 145-3
Description – The purpose of the Honor Code is to foster an environment based upon a personal sense of honesty and integrity which will remain with you throughout your life. Quite simply, the implementation of the Cadet Honor Code means that you will be trusted to do that which is right and must confront those who violate these standards throughout your Cadet career; you will be expected to live by the Honor Code.

Lying – Lying is any statement of untruth which is meant to deceive or mislead.

Stealing – Anyone who wrongfully takes, obtains, or withholds someone else's property, with the intent to temporarily or permanently deprives another of such property, is guilty of stealing.

Cheating – In essence, cheating is taking unfair advantage of another. Cheating violates the competitive sense of "Fair Play."

Toleration – Toleration means enduring without complaint. If you know one Cadet has stolen from another Cadet and you fail to report or confront the matter, you may be guilty of toleration.

Honor Code Rules of Thumb

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

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

Would I be unsatisfied by the outcome if I were on the receiving end of this action?

Honor Code Violations

Disrespect towards any Cadre or other Cadets will absolutely not be tolerated
Cadets will demonstrate the highest moral and personal conduct at all times. 

Honor Code violations will be taken very seriously. 

ANY violation of the Honor Code will automatically result in probation, appearance before Review Board, and notification of APMS.

C. Attendance Policy

All enrolled cadets are required to attend classes, labs, and Physical Readiness Training (PRT) sessions. All cadets are considered to be “enrolled” unless they receive permission from the PMS to be a “participating-only” student. Participating students are those who do not intend to pursue completion of the ROTC program and/or a commission in the United States Army. Participating students include those who take Military Science courses as part of an academic minor, non-US citizens, auditing students, etc. Participating students attend classes only (no PRT, labs, FTXs) and will not receive or wear military uniforms.

Enrolled cadets are required to attend military science classes, physical training sessions, leadership laboratories, field training exercises, and other battalion functions, as directed by the PMS. If unable to attend any of the above events, it is the cadet's responsibility to inform their cadet chain of command and instructor in advance, in accordance with established company SOP (Standard operating procedure). All enrolled cadets are required to take at least one record APFT per semester. For non-contracted cadets, absence from any of the mandatory activities will negatively affect their Military Science participation grade.

For Contracted and Scholarship Cadets, the following apply: 

Contracted cadets are allotted two unexcused absences per semester from events labelled as
“mandatory in the Mandatory event Matrix (see Appendix E). After the second unexcused absence, the cadet will have a meeting with their chain of command explaining the infraction, and the consequences of subsequent unexcused absences. What qualifies as an unexcused absence will be decided by the cadet company chain of command and ultimately the company CeMAT.

Upon the third unexcused absence, the contracted cadet’s Military Science grade will be affected. Each unexcused absence will result in a reduction in one third of a letter grade (A to A-, A- to B+ etc.)

If a cadet’s Military Science grade is being affected and that cadet would like to earn points back, authorization is at the sole discretion of the company CeMAT and their Military Science instructor. Earning points back may take the form of corrective action which includes but is not limited to (extra PT sessions, cleaning details, volunteer work).

D. Academic Performance

Every ROTC Cadet is a student first. The principal reason for attending the university is to gain an education. To this end, the Department of Military Science and Leadership’s number one priority is to help ensure the successful attainment of each Cadet’s academic goals.

Scholarship cadets must be enrolled as a full-time student and maintain a semester and cumulative 2.0 GPA and Military Science grade point average of 2.00 or higher to stay off academic suspension. While this is the minimum GPA allowed,
Cadets are strongly encouraged to exceed the minimum standards.

Cumulative GPA is an important factor used during consideration for such actions as leadership assignments, awards, Distinguished Military Student designation, accessions, commissioning, and selection for active duty. Failure to enroll and complete each semester as a full time student may require disenrollment for failure to maintain requirements for enrollment in the ROTC program. Therefore, contracted cadets are required to notify the ROTC Administrative Section and their instructor prior to withdrawing from any course during the school term or when changing majors.

Students should declare a degree major before their junior year. For contracted cadets, this program must be approved by the Professor of Military Science and Leadership or his designated representative to ensure all required Military Science and professional development courses have been completed. APMSs monitor each Cadet’s progress toward attaining their degree; cadets are encouraged to seek counsel and advice of cadre members and other students in preparing their academic schedules and developing their CC Form 104-R. Cadets are requires to inform PMS of any changes made to the CC 104-R form. Cadre are available to counsel cadets concerning schedules, course work, midterm deficiencies, and professional knowledge electives to be taken.

All cadets will have their grades checked once each semester at mid-term. This grade check will be conducted by the cadre. If a Cadet is in academic trouble, all efforts will be used to help them overcome their deficiencies.

If a non-scholarship cadet is placed on academic probation (fails any course or receives below a 2.0 GPA for the quarter), the Cadet is not allowed to perform in extracurricular activities
or events except those mandatory by the department or PMS. Education and learning come first. *When placed on academic suspension, scholarship cadets WILL NOT RECEIVE BENEFITS AND TUITION WILL NOT BE PAID BY THE ARMY!*

**Study Hall Requirements**

Freshman cadets will log a minimum of 5 hours of study hall at Converse Hall during the week unless they achieve a cumulative GPA of 3.5+

All other contracted cadets will log a minimum of 3 hours of study hall at Converse Hall during the week unless they achieve a cumulative GPA of 3.0

For more information reference Policy Memorandum #29- Required Study Hall for Cadets
Chapter 3 – Training

A. General

This section discusses training activities and opportunities conducted by the OSU Department of Military Science and Leadership for Cadets. Both mandatory and voluntary training, laboratories, and field training exercises are scheduled as a part of the ROTC program. Cadets will participate in mandatory training as prescribed by the PMS and are highly encouraged to participate in voluntary training. Failure to attend **WILL** effect end of semester grade.

B. Military Science and Leadership Classes

Military Science classroom instruction lays the groundwork for all other training in the battalion. Specific topics are outlined in each MS class syllabus.

Basic Course MSI Cadets attend classes one hour each week. Basic Course MSII cadets attend classes two hours a week. Advanced Course Cadet classes are three hours each week. Cadets who cannot attend regularly scheduled classes for legitimate reasons may request classes or make-up classes “by appointment” with the respective Assistant Professor of Military Science.

Due to the unique nature of ROTC and the curriculum, performance in leadership and staff positions held by Advanced Course cadets (MSIIIs and MSIVs) will also be considered when evaluating end of semester grades

C. Leadership Laboratory

Leadership Laboratory is conducted each Tuesday generally from 0705 to 0855 (times may fluctuate due to training). These weekly laboratories are planned and led by the MS IVs and are
supervised by the cadre. Attendance is mandatory for all enrolled cadets.

D. Field Training Exercise (FTX)

Field Training Exercises (FTX) are designed and scheduled to allow Cadets to develop leadership, practice military skills, and apply military knowledge learned in the class room and leadership labs. Participation in FTX’s is mandatory for all contracted cadets.

E. Physical Readiness Training (PRT)

Fitness training is goal oriented and progressive. Advanced course Cadets plan and lead PRT under the supervision of the cadre. Cadets take an Army Physical Fitness Test (APFT) at least once a semester during scheduled PRT periods. The battalion's goal is for every cadet to score a minimum of 70 points or higher on each event of the APFT. PRT is conducted from 0600 to 0700, Mondays, Wednesdays, and Thursday.

PRT is mandatory for all enrolled Cadets, contracted Cadets and those Cadets who want to obtain a scholarship. A passing score (60 points in each event) on the APFT, is required for all contracted cadets. Those wishing to contract must score at least 60 points in each event. Contracting cadets that do not meet OSU Army ROTC’s standards will be subject to Special Conditioning. These standards may be found in The PMS Policy Letter no. 27, and is posted in Converse Hall.

F. Social Events

The Buckeye Battalion conducts several events throughout the year and participation is highly encouraged. These events include, among others: football tailgates, dining in, military ball, spring awards ceremony, alumni hall of fame dinner, and the Spring picnic.
G. Contact Hours

Cadets must limit the amount of time spent executing ROTC events, however there are events and training that are required for all cadets to attend which are outlined in the below event Matrix. When more time is needed the PMS will work with University officials to excuse cadets from class but it is up to the cadet to ensure that any missed work is made up in the appropriate time.

H. Mandatory Event Matrix (See Appendix E)
Chapter 4 – Military Appearance and Wear of the Uniform

A. General

Wearing a military uniform is a privilege. It sets you apart as a special person. Wear the uniform with pride. The supply technician will issue you various uniforms. If necessary, arrangements will be made for alterations so the uniforms fit properly. When in uniform, always wear the complete uniform. Never mix articles of civilian clothing with uniform parts.

Although there are exceptions, generally no part of the uniform may be worn with civilian attire and no civilian attire may be visible when worn with the uniform. The exceptions include the black all weather coat, which may be worn with civilian clothing provided all insignia is removed, and the Army IPFU. Cadets will comply with AR 670-1 and CC 670-1 at all times when wearing any military uniform, to include the Army IPFU.

Uniforms will be clean and neatly presented when worn. Appropriate uniform cap must be worn when outdoors in uniform. Simultaneous Membership Program (SMP) Cadets will be issued certain uniform items of outer wear by the ROTC supply. When participating in ROTC training, SMP cadets will wear the Cadet Command patch on the left shoulder and wear the appropriate Cadet Ranks.

B. Grooming

Cadets are expected to present a positive, professional image. Proper personal appearance contributes to individual pride as well as to building esprit de corps. As such, all Cadets are expected to be neatly groomed. Regardless of uniform and location, cadets in the program will adhere to the following guidelines.
Male haircuts. Hair will not be excessive or present an unkempt appearance. It will present a tapered look. When combed, it will not fall over the ears or eyebrows or touch the collar except for closely cut neck hair. At no time will any male cadet be authorized inside Converse Hall (CVH) if they are not IAW AR 670-1 grooming regulations. If a male is caught inside CVH, and they are not in adherence with Army grooming regulations, they will receive a negative counseling from their Chain of Command and will be instructed to leave the building.

Males will be clean shaven at all times when in CVH, except for mustaches. If a mustache is worn, it will be neatly trimmed so that no portion covers the upper lip line or extends beyond or below the corner points of where the upper and lower lips join.

Female haircuts. The bulk or length of the hair will not interfere with wearing of military headgear. Hair should not appear unkempt. Hair length may not extend below the bottom edge of any uniform collar. Long hair may meet this standard by being pinned up using natural hair colored clips or hair bands.

Sideburns will be neatly trimmed. The base will not be flared and will be a clean-shaven, horizontal line. Sideburns will not extend below the lowest part of the exterior opening of the ear.

Earrings. Females may optionally wear of screw-on, clip-on, or post-type earrings with only service and dress uniforms. Earrings will not be worn with ACU’s or PT uniforms. Earrings will not exceed 6 mm or 1/4 inch in diameter. They will
be of gold, silver, white pearl or diamond; unadorned and spherical. When worn, earrings will fit snugly against the ear and will be worn as a matched pair with one earring per lobe.

C. Tattoos and Body Piercings

Tattoos or brands anywhere on the head, face, and neck above the class A uniform collar are prohibited. The following standards apply:

Tattoos or brands that are extremist, indecent, sexist, or racist are prohibited, regardless of location on the body, as they are prejudicial to good order and discipline within units.

Extremist tattoos or brands are those affiliated with, depicting, or symbolizing extremist philosophies, organizations, or activities are prohibited.

Extremist philosophies, organizations, and activities are those which advocate racial, gender or ethnic hatred or intolerance; advocate, create, or engage in illegal discrimination based on race, color, gender, ethnicity, religion, or national origin; or advocate violence or other unlawful means of depriving individual rights under the U.S. Constitution, Federal, or State law (see para 4–12, AR 600–20).

Indecent tattoos or brands are those that are grossly offensive to modesty, decency, or propriety; shock the moral sense because of their vulgar, filthy, or disgusting nature or tendency to incite lustful thought; or tend
reasonably to corrupt morals or incite libidinous thoughts.

Sexist tattoos or brands are those that advocate a philosophy that degrades or demeans a person based on gender, but that may not meet the same definition of “indecent.”

Racist tattoos or brands are those that advocate a philosophy that degrades or demeans a person based on race, ethnicity, or national origin.

The wear of body piercing devices while in uniform is prohibited except for the wear of earrings as defined in Section B.

D. Categories of Uniforms

The Buckeye Battalion has three distinctive uniforms; the Army Combat Uniform (ACU), the Army Improved Physical Fitness Uniform (IPFU), and the Army Service Uniform (ASU).

Service Uniforms. This category is further divided into two classes, class A and class B. Cadet-issue includes both classes of the Army service uniform. Cadet uniforms are the Army enlisted personnel's version of the service uniform with Cadet insignia.

The Army Combat Uniform (ACU) consists of a coat and trousers, patrol cap, tan T-shirt, tan rigger belt, authorized tan boots and authorized accessories including cold weather coat, socks, gloves, etc.

The Army/Improved physical fitness uniform consists of gray/black T-shirt (short or long sleeve), black shorts, black pants, gray/black jacket, and accessories, including the reflective belt and knit cap.

E. Mandatory Wear of Uniforms
Cadets wear uniforms on the following occasions:

*During military science classes, laboratory periods, and physical fitness training.*

*During military social functions, Ranger Challenge training, and color guard details.*

*During field training exercises.*

*When appearing before or serving as a member of a board of Officers.*

**Note:** Cadets will not wear military uniforms outside of OSU campus unless the event is an ROTC function.

**F. Proper Wear of Uniforms**

Information within this handbook can also be found within CC Regulation 670-1 as well as AR 670-1.

**G. Army Service Uniform**

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

Trousers are to be fitted and worn with the lower edge of the waistband at the top of the hipbone, plus or minus ½ inch. The front crease of the trousers will reach the top of the instep and be cut on a diagonal line to reach a point approximately midway between the top of the heel and the top of the standard shoe in the back. The trousers may have a slight break in the front.

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.

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

R.O.T.C. initials. Insignia will be furnished at government expense for wear by Advanced Course Cadets on issue or Cadet-type uniforms.

(1) Description. The letters R.O.T.C., 3/8 inches in height in cutout form of metal in gold color.

(2) How worn.

(a) Coat (Fig. 3-6). This insignia is worn by Advanced Course cadets centered on both lapels of the coat, parallel to the inside edge of each lapel. The lower edge of the insignia is positioned 1 inch above the notch of the lapel. (Class A Uniform/ASU). Females: R.O.T.C. letters worn on both collars, are lined horizontally, centered 1 inch from the lower edge of the collar and parallel to the floor.
(b) Shirt (Fig. 3-7). R.O.T.C. insignia will not be worn on the Shirt (Class B uniform). Insignia of rank will be worn IAW AR 670-1.

(c) ACU Coat. R.O.T.C. insignia will only be worn in lieu of rank on the ACU by Cadets in the CTLT program. Insignia will be worn on ACUs centered on the lapel of the left collar, parallel to the inside edge of the lapel, the lower edge of the insignia 1 inch above the notch of the lapel. Insignia of rank
will be worn IAW AR 670-1, by all other Cadets.

**Torch of Knowledge Collar Insignia**  This insignia will be furnished at government expense for wear by Basic Course Cadets on issue or Cadet-type uniforms.

a. Description. The Torch of Knowledge radiant within a raised rim on a disk 1 inch in diameter of metal gold in color.

b. How worn.

(1) This insignia is worn by Basic Course cadets centered on both collars parallel to the inside edge of each lapel with the outside edge of the insignia positioned 1 inch above the notch of the lapel. (Class A Uniform/ASU) *(Fig. 3-9)*. Females: Centered on lapel, 1 inch from the lower edge of the collar and perpendicular to the floor.

![Fig 3-9 Torch of Knowledge insignia, on lapel, ASU](image)
(2) Shirt. Torch of Knowledge insignia will not be worn on the shirt (Class B uniform). Insignia of rank will be worn IAW AR 670-1.

**Insignia of Branch.** Insignia of branch will be furnished at government expense for wear by Cadets on issue or Cadet-type uniforms. It will be worn as follows.

   a. Advanced Course Cadets. Second semester MS IV's may wear branch insignia centered on both lapels, 1 1/4 inches below the ROTC initials, with the insignia bisecting the ROTC initials and parallel to the inside edge of the lapel. IAW AR 670-1. Branch insignia is not authorized on Class B shirts.

   b. Basic Course Cadets. Do not have an affiliated branch.
**Unit Crest:** The DUI (Distinctive Unit Insignia) will be worn 1/8\(^{th}\) inch above and centered on top of the right breast pocket.
**Ribbons**: 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 award closest to heart. Subsequent rows will be flush with each other and centered. (Up to four ribbons may accompany each row)

**Marksmanship Badge**: 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.

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

**Name Tag**: Worn centered on the pocket flap and equally spaced between the top of the pocket and the top of the button.
**Female Class A Jacket:** The female Class A jacket is the same as males except:

**Name Tag:** 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.

**Ribbons:** 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.

**Combat Service Identification Badge (CSIB):** will be worn when available in place of the SSI-FWTS on the ASU. The CSIB will be worn center on the wearer’s right breast pocket of the ASU coat for male soldiers; female soldiers will wear the CSIB on the right side parallel to the waistline on the ASU coat.(Para 3-7) Wear of the CSIB is not authorized for wear on the Class B shirt. SSI-FWTS, institutional shoulder sleeve insignia or CSIB will be procured at no expense to the government for wear by Cadets on issue type uniforms. Exceptions to the above are military institutions which require Cadet-type uniforms for everyday wear.
**Beret:** Cap insignia is not worn on the Beret. Cadet Officer Rank, insignia or DUI for enlisted Cadet will be worn as shown in Figures 3-4 and 3-5 below.

**Fig 3-4** Cadet Officer rank, Beret

**Fig 3-5** Cadet enlisted DUI, Beret
H. Class B Uniforms

Male Class B                      Female Class B

I. Army Combat Uniform (ACU)

ACU coat / trousers
ACU patrol cap
Hot weather boots (desert tan, suede boots)
2 inch riggers belt (tan or black authorized)
Moisture wicking t-shirts (tan)
Velcro full color flag, nametapes, rank,
   organizational patches (US Army for Contracted
   and OSU ROTC for Non-Contracted Cadets)

J. Washing ACUs

Wash in cold water and mild detergent
   CONTAINING NO OPTICAL BRIGHTENERS
   OR BLEACH
Tumble at low heat
Remove immediately from dryer to ensure that wrinkles do not set
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.

K. Army/Improved Physical Fitness Uniform (APFU and IPFU)

The APFU consists of:

- **Shirts:** Black long-sleeve and short-sleeve shirts with gold ARMY lettering on the front.
- **Shorts:** Black with same gold ARMY lettering on lower left leg. Multipurpose: can be worn alone for swimming and exercise, worn with shirts or under the black trousers.
- **Pants:** Black with Army Star logo on the left leg.
- **Jacket:** Black with gold chevron across chest and back and Army Star logo on upper left chest. The Physical Fitness Badge can be worn on this as well.\[3\]
• **Socks**: Commercial calf-length or ankle-length, plain white or black socks with no logos.
• **Shoes**: Approved, well-fitting, comfortable running shoes. No five-toed shoes allowed.[4]
• **Black micro fleece cap and black gloves**: optional for inclement weather.[5]

The alternate IPFU consists of:
• **Shirts**: Grey long and short-sleeve shirts with dark grey ARMY lettering on front and stylized "A" on back.
• **Shorts**: Black with white ARMY lettering on lower left leg.
• **Pants**: Plain black and lined with breathable, pored nylon fabric.
• **Jacket**: Grey and zipped with ARMY lettering embroidered on left chest, and an inverted reflective chevron across chest and back, with hidden vents in back and zippable hidden vents in armpits.
Chapter 5 – Military Customs and Courtesies

A. Customs of Service

A custom is an established usage. Customs include positive actions--things to do, and taboos--things to avoid doing. Much like life itself, the customs which we observe are subject to a constant and slow process of revision. Many of those customs that were commonplace a generation or two ago have passed into a period of declining observance. New customs arise to replace those that have declined. Others live on and on without apparent change.

To an astonishing degree, man is eager to follow established practices. The realization that he is following a course that has been successful for others in similar circumstances bolsters his confidence, thus encouraging him or her to adhere to his/her course. Whether a custom is ancient or new, its influence is profound. It follows, that, as a long established social organization, the Army observes a number of customs which add appreciably to the interests, the pleasures, and the graciousness of Army life.

This section is intended to explain and to help perpetuate those Army customs which have enriched many lives for many years. In knowing and practicing these customs you will be rewarded with enjoyable experiences and new friendships formed, all strengthening the purposeful service which our mission requires.

B. Correct Use of Titles

Each member of the Army, from Private to General has a military grade which becomes his title by force of regulation and custom. On official correspondence a service member’s title always accompanies his/her name. Titles are also used in conversation between service members. Likewise, by usage
and customs, military titles are used between military and civilians just as custom has dictated the usage of "Senator," "Professor," or "Doctor."

Titles of Commissioned Officers

Lieutenants are officially addressed as "Lieutenant." The terms "First" and "Second" are used only in written correspondence in the address line.

Other commissioned Officers are addressed by their title. In nonofficial correspondence and conversation, brigadier generals, major generals, and lieutenant generals are addressed as "General." Under the same conditions, lieutenant colonels are referred to as "Colonel."

Frequently, senior Officers will address juniors Officers by their first name (but never NCOs); however, this in no way gives the junior the privilege of referring to the senior in any way other than with his proper title. Similarly cadre members may occasionally refer to Cadets in one-on-one situations by their first names.

Chaplains are addressed as "Chaplain." A Catholic Chaplain may properly be addressed as "Father."

When addressing a female Officer under circumstances when the use of "Sir" would be appropriate for a male Officer, the term "Ma'am" should be used.

Titles of Non-commissioned Officers

Noncommissioned Officers are addressed by their title. Sergeants Major are addressed as "Sergeant Major" and First Sergeants are
addressed as "First Sergeant." All other
sergeants are referred to simply as "Sergeant."
A specialist is addressed as "Specialist," and
privates are addressed as "Private."
During ROTC activities, cadre will be addressed by
rank and name: "Sergeant Smith" or "Captain
Jones". In as much as military courtesy works
both directions in the chain of command, you will
be addressed as "Cadet Jones."
The term "Sir" or "Sergeant" will be used to show
the appropriate respect when conversing with or
replying to a cadre Officer or Noncommissioned
Officer.

C. When to Salute

This traditional military greeting is one of the more important
forms of military courtesy. The salute is a means of expressing
greeting and showing goodwill and respect. It is a position of
the hand or weapon and the entire attitude of a person
expressing respect toward an officer, flag, or country. You
should salute when reporting or rendering courtesies to an
officer. Detailed instructions on proper saluting are contained
in FM 3-21.5, Drill and Ceremonies.

The proper salute will be rendered as follows:
When meeting an officer outside, salute when you
are within six steps from the officer. An
appropriate greeting should be offered when
saluting a higher ranking official: e.g., "Good
morning, Ma’am". Buckeye Battalion Cadets will
sound off with “Buckeyes Lead the Way Sir.”
And the officer will respond with “Go Bucks.”
Salute all officers in official vehicles.
In formation, the person in charge calls the group to
attention and only the person in charge salutes.
If in a group and an officer approaches, the first Cadet to recognize the officer calls the group to attention and all personnel salute. If while double timing (running) as an individual, you approach an officer, assume quick time march (walking) and render the hand salute. When the salute is returned, execute order arms and resume running. When running as a group, only the person in charge executes quick time and salutes.

Salutes are only rendered while marching, walking, or at the halt. The salute is always initiated by the subordinate and terminated only after acknowledgement by the senior. Salutes are not required to be rendered by or to personnel who are driving or riding in privately owned vehicles, except when performing duties as a guard.

Enlisted personnel do not exchange salutes, except when rendering reports. Never render a salute with an object in your right hand or in your mouth.

If on a detail, an officer approaches, salute if you are in charge of the detail. If you are spoken to, then come to attention and salute.

You are required to salute the Colors (National Flag) when it is within six steps. You are required to salute the following songs when in uniform and outdoors: Star-Spangled Banner, To The Colors, and Reveille. If indoors or when not in uniform, stand at the position of attention. The following action should take place outdoors: Salute the flag if you are able to see it; Face the music and salute if unable to see the flag; If in a
vehicle, halt, exit and salute; If in civilian clothing, stand at attention and place your right hand over your heart. Remove headgear and place it over your left shoulder.

D. When Not to Salute

Do not salute under the following conditions:
When engaged in a work detail, only the person in charge will salute.
When playing sports.
When caring 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.

E. Reporting to an Officer or NCO

Outdoors: Double time to the officer you are reporting to, halt three steps from them at attention, salute, and say, “Sir or Ma’am, Cadet _____ reports.”

Indoors: Knock three times, enter when told, halt two steps from the desk; come to attention; salute, holding it; Report as appropriate:
"Sir or Ma’am, Cadet Jones reports as directed" or "Sir or Ma’am, Cadet Smith requests permission to speak with you" etc.
Drop the salute after it has been returned.
Remain at attention until told "At Ease" or other direction.
At completion of the conversation return to attention; if at ease, salute and hold the salute until it is returned; drop the salute, then depart.
F. The Senior's Place of Honor

Another ancient military custom dictates that you should always walk or sit to the left of your superiors. For centuries men fought with swords, and because most men are right handed, the heaviest fighting occurred on the right. The shield was on the left arm, and the left side become defensive.

Men and units who preferred to carry the battle to the enemy, and who were proud of their fighting ability, considered the right of a battle line to be a post of honor. Therefore, when an Officer walks or sits on your right, he is symbolically filling the post of honor.

G. Use of "Sir" or Ma’am"

A Soldier, in addressing a military superior, uses the word "Sir" or "Ma’am" in generally the same manner as does a civilian speaking to a person to whom he wishes to show respect. In the military service, however, the matter of who says "Sir" to whom is clearly defined: in civilian life it is largely a matter of discretion.

As a general rule "Sir" or "Ma’am" is used in speaking either officially or socially to any senior. The word is repeated with each complete statement. "Yes" and "No" should not be used in speaking to a superior without "Sir". On the other hand, "Sir" or "Ma’am" should not be said with every other breath to the point of redundancy. In official dealings between Officers who know each other well, it is proper to use the word with less frequency.

H. Use of “No Excuse, Sir/Ma’am”

An Army Officer must focus his/her efforts and ingenuity on finding solutions to challenges with which they are presented, rather than on a search for reasons why the task should not be attempted or excuses why it could not be accomplished. Within
these guidelines, the Officer must realize that there are certain circumstances under which "No Excuse, Sir" is not an appropriate answer.

If the task in question was not accomplished for reasons which indicate that some part of "the system" is not functioning properly, then the Officer has the obligation to point out these flaws in the system. Such flaws must never be pointed out as an attempt to throw up a smoke screen behind which to conceal your own shortfalls for which there truly is "No Excuse, Sir."

I. Proper position when speaking with Superiors

Each Cadet must properly “REPORT” to any cadre members requiring her/his presence. Outside the classroom environment (i.e. in the drill hall), Cadets will stand at attention when talking to cadre and/or senior Cadet Officers and parade rest when speaking with cadre NCOs, until told to do otherwise.

J. Arrival or Departure of the BN CDR or Senior NCO

Prompt military courtesies are one of leading indicators of a cohesive disciplined unit. One such courtesy is to call the Battalion or building to “Attention” when the Battalion Commander or PMS arrives in the morning and departs for the day. Within these same parameters, the building or Battalion should be called to “At-Ease” when the unit’s Senior NCO, usually the SMI, arrives and departs the Battalion area.

As a show of respect, if an Officer who outranks the PMS enters the Battalion area, the building should be called to “Attention”. If an NCO who outranks the SMI enters the Battalion area, the building should be called to “At-Ease”.
Chapter 6 – Traditions of the U.S. Army and ROTC Cadet Command

“To be prepared for war is one of the most effectual means of preserving peace. A free people ought not only to be armed, but disciplined; to which end a uniform and well-digested plan is requisite.” – George Washington, remarks to Congress, 1790

A. ROTC Cadet Command

The United States Army ROTC Cadet Command was organized 15 April 1986 at historic Fort Monroe, Virginia, blending the vibrancy of a new command with the traditions of the Army's second oldest continuously active installation. The history of ROTC extends back to the nineteenth century when military training was introduced at what is today Norwich University in Vermont. The lineage of Cadet Command's Reserve Officers' Training Corps dates to 1916 and the passage of the National Defense Act. A new chapter began with the consolidation of all ROTC activities within Cadet Command, an organization forging its own identity and its own traditions.

B. The Cadet Creed

The Cadet Creed was adopted in June 1988 to imbue Army Cadets with the values which are critical to being successful Cadets and later Army Officers.

All Cadets must memorize the Cadet Creed:

I am an Army Cadet. Soon I will take an oath and become an Army Officer committed to defending the values, which make this nation great. Honor is my touchstone. I understand mission first and people always.
I am the past – the spirit of those warriors who made the final sacrifice.
I am the present – the scholar and apprentice soldier enhancing my skills in the science of warfare and the art of leadership.
But above all I am the future – the future warrior leader of the United States Army. May God give me the compassion and judgment to lead and the gallantry in battle to win.
I will do my duty.

C. Explanation of the Cadet Creed

The Cadet Creed, in a few carefully selected words, explains what is expected of an Army Cadet. The Cadet Creed is a key element in the traditions of Cadet Command:

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

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

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

"I am the PAST." The legacy of the Army Cadet dates to the colonial Army which won our independence. It has been enriched by each generation that served in time of peace to safeguard our security, and in time of war to secure victory through supreme sacrifice. The tradition of the Army Cadet is to live up to the
magnificent example set by their former comrades-in arms, in our land and overseas, as the guardians of liberty.

"I am the PRESENT." Army Cadets are talented people who are molded into superior leaders through a commitment to excellence by the Officers and noncommissioned Officers who make up Cadet Command. The skills of the Army Cadet are enhanced in the classroom, at field training exercises, at Advanced and Basic Camp, and through Ranger Challenge. The Army Cadet dedicated to excellence will become an Officer who is both a war winner and a respected leader.

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

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

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

The shield symbolizes the Army mission of national defense and is divided into quarters representing the four traditional military science courses comprising Senior ROTC curriculum. The sword signifies courage, gallantry and self-sacrifice intrinsic to the profession of arms. The lamp denotes the pursuit of knowledge, higher learning, and the partnership of the Army ROTC with American colleges and universities. The Greek helmet is symbolic of the ancient civilization concept of the Warrior scholar. The motto "LEADERSHIP EXCELLENCE" expresses the ultimate responsibility of Army ROTC in the discharge of its moral responsibility to the nation.
E. The National Colors

The first official American flag, the Continental or Grand Union flag, was displayed on Prospect Hill, January 1, 1776, in the American lines besieging Boston. It had thirteen alternate red and white stripes, with the British Union Jack in the upper left corner.

On June 14, 1777, the Continental Congress adopted the design for a new flag, which actually was the Continental flag, with the Red Cross of St. George and the White Cross of St. Andrew replaced on the blue field by thirteen stars, one for each state. No rule was made as to the arrangement of the stars, and while they were usually shown in a circle, there were various other designs. It is uncertain when the new flag was first flown, but its first official announcement is believed to have been on September 3, 1777.

The first public assertion that Betsy Ross made the first Stars and Stripes appeared in a paper read before the Historical Society of Pennsylvania on March 14, 1870, by William J. Canby, a grandson. However, Mr. Canby on later investigation found no official documents of any action by Congress on the flag before June 14, 1777. Betsy Ross' own story, according to her daughter, was that George Washington, Robert Morris, and George Ross, as representatives of Congress, visited her in Philadelphia in June 1776, showing her a rough draft of the flag and asking her if she could make one. However, the only actual record of the manufacture of flags by Betsy Ross is a voucher in Harrisburg, Pennsylvania, for 14 pounds and some shillings for flags for the Pennsylvania Navy.

On January 13, 1794, Congress voted to add two stars and two stripes to the flag in recognition of the admission of Vermont and Kentucky to the union. The fifteen-star, fifteen-stripe flag, made by Mary Young Pickersgill, was raised over the ramparts of Fort McHenry, Maryland, and inspired Francis
Scott Key to write the poem that is now our National Anthem, “Star-Spangled Banner,” on September 14, 1814.

The Star Spangled Banner
By Francis Scott Key 1814

Oh, say can you see by the dawn’s early light
What so proudly we hailed at the twilight’s last gleaming?
Whose broad stripes and bright stars thru the perilous fight,
O’er the ramparts we watched were so gallantly streaming?
   And the rocket’s red glare, the bombs bursting in air,
Gave proof through the night that our flag was still there.
   Oh, say does that star-spangled banner yet wave
O’er the land of the free and the home of the brave?

By 1818, there were twenty states in the Union, and
as it was obvious that the flag would soon become unwieldy, Congress voted April 18, 1818, to return to the original thirteen stripes and to indicate the admission of a new state simply by the addition of a star the following July 4.
Two stars were added July 4, 1912, for New Mexico and Arizona.
President Eisenhower signed a bill on July 7, 1958, to make Alaska the 49th state, and on August 21, 1959, Hawaii, the 50th state, was officially admitted to the Union.
F. The Army Flag

On Flag Day, 14 June 1956, the 181st anniversary of the US Army, the newly adopted United States Army Flag was publicly unfurled at Independence Hall, Philadelphia, Pennsylvania, by the Honorable Wilbur M. Brucker, Secretary of the Army. The flag, of white silk and trimmed on three sides with yellow fringe, bears an embroidered replica of the official seal of the Department of the Army in ultramarine blue (without the roman numerals).

A scarlet scroll inscribed “United States Army” in white is centered between the device and the ultramarine blue numerals “1775” denoting the year the Army was founded, by action of the Continental Congress, 14 June 1775. The Continental Congress authorized the original War Office seal, constituting the central design of the flag, on 8 May 1779. The US Army flag bears all the streamers representing the Army’s campaigns since its inception. (When not being carried, the Yorktown streamer should always be prominently displayed.)

The Army field flag was authorized in 1962 and is the same as the US Army flag except that it is smaller in size, the background is ultramarine blue, the seal is white, the scroll is white, “United States Army” is scarlet, the numerals “1775” are white, and streamers are not authorized.
G. The Soldier’s Creed

The U.S. Soldier's Creed is a dogma that all United States Army personnel are encouraged to adhere to. All U.S. Army enlisted personnel are taught the Soldier's Creed during basic training, and it is required knowledge at most enlisted promotion boards to compete for the rank of Sergeant and above, as well as Soldier of the Month boards.

The current version of the Soldier's Creed is a product of the Warrior Ethos program authorized by the then Army Chief of Staff Eric K. Shinseki in May 2003. It was written in part by Matt Larsen, who also founded the Army’s hand-to-hand combat program and was first presented to senior Army leaders on June 7, 2003. The Soldier’s Creed was approved in its current format by the next Army Chief of Staff Peter Schoomaker on the 24th of November of 2003. The introduction of the Soldier's Creed kicked off a campaign known as Task Force Soldier. This is a leadership commitment to soldiers ensuring that they are prepared for combat and embody the Warrior Ethos that is contained in the Soldier's Creed.

**Soldier’s Creed**

I am an American Soldier.
I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

* I will always place the mission first.
* I will never accept defeat.
* I will never quit.
* I will never leave a fallen comrade.

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

I am an expert and I am a professional.
I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

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

H. Warrior Ethos

The Warrior Ethos forms the foundation for the American Soldier's spirit and total commitment to victory, in peace and war, always exemplifying ethical behavior and 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.

The Warrior Ethos concerns character, shaping who you are and what you do. In that sense, it's clearly linked to the Army values. It requires unrelenting and consistent determination to do what is right and to do it with pride, both in uniform and out. Understanding what is right requires respect for both your comrades and other people.

The Army's continuing drive to be the best, to triumph over all adversity, and to remain focused on mission accomplishment does more than preserve the Army's institutional culture; it sustains the nation, and each individual Soldier.

I. Ranger Creed

The Ranger Creed is the official creed (not mission statement) of the United States Army Rangers, and is also adopted by Rangers in other armed forces around the world. It was initiated by then-LTC Leuer and his Command Sergeant Major Neal R. Gentry. It was re-drafted by the battalion XO, Major
"Rock" Hudson and finalized at Ft Stewart, Georgia in 1974 when the original cadre deployed there on 1 July 1974.

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

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

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

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

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

Readily will I display the intestinal fortitude required to fight on to the Ranger objective and complete the mission, though I be the lone survivor.
J. **Oath of Commissioned Officers**

“I, (state your name), having been appointed a (rank) in the United States Army, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the office upon which I am about to enter. So help me God.”

K. **General Orders**

**Guard Duty:** General orders apply to every post and you must memorize them. They include the following:

1st General Order

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

2nd General Order

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

3rd General Order

“I will report violations of my special orders, emergencies, and anything not covered in my instructions, to the commander of the relief.”
L. Code of Conduct

I
I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

II
I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

III
If I am captured I will continue to resist by all means available. I will make every effort to escape and to aid others to escape. I will accept neither parole nor special favors from the enemy.

IV
If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

V
When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

VI
I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

M. The Army Song

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 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.

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

Valley Forge, Custer's ranks,
San Juan Hill and Patton's tanks,
And the Army went rolling along
Minute men, from the start,
Always fighting from the heart,
And the Army keeps rolling along.

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

Men in rags, men who froze,
Still that Army met its foes,
And the Army went rolling along.
Faith in God, then we're right,
And we'll fight with all our might,
As the Army keeps rolling along.

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

N. Carmen Ohio

Oh come let's sing Ohio's praise
And songs to Alma Mater raise
While our hearts rebounding thrill
With joy which death alone can still
Summer's heat or winter's cold
The seasons pass the years will roll
Time and change will surely (truly) show
How firm thy friendship ... OHIO!
These jolly days of priceless worth
By far the gladdest days on earth
Soon will pass and we not know
How dearly we love Ohio
We should strive to keep thy name
Of fair repute and spotless fame
So in college halls well grow
And love thee better ... OHIO!

Though age may dim our mem'ry's store
We'll think of happy days of yore
True to friend and frank to foe
As sturdy sons of Ohio
If on seas of care we roll
Neath blackened sky or barren shoal
Thoughts of thee bid darkness go
Dear Alma Mater...OHIO!
Chapter 7 – History of Army ROTC at The Ohio State University

A. ROTC Mission

The mission of the Army ROTC program at The Ohio State University is to commission the future leadership for the U.S. Army and motivate young people to be better Americans. Future leaders, better citizens and military training are nothing new to those associated with Army ROTC.

The history of Army ROTC at The Ohio State University is long and colorful. Through the years many changes have occurred at the university and with the Military Science Program. The one constant throughout has been the high quality college students who have accepted the challenge provided by Army ROTC.

B. 1862 to World War I

From the very beginning the story of The Ohio State University was synonymous with the history of Army ROTC. In 1862 The Morrill Act signed by President Lincoln (commonly referred to as the Land Grant College Act) enabled the State of Ohio to build an institution of higher learning to train young men in agricultural studies, mechanical arts, and military tactics. In 1870, the Ohio Agricultural, Military, and Mechanical College opened its doors – only later to be renamed The Ohio State University.

The early formative years included mandatory studies in tactics and drill. The first recorded classes in these subjects were in 1874. Professor McFarland, a Lieutenant Colonel in the Ohio Volunteer Infantry during the American Civil War, provided firsthand experience lectures on the lessons of military history, the devastation of war, and the cost of military non-
preparedness. Because of his influence on the universal study of military tactics, LTC McFarland is historically recognized as the first Professor of Military Science at The Ohio State University.

The United States Army, in 1876, formally established its presence at The Ohio State University by assigning active military personnel to the newly formed Department of Military Science and Tactics. Two years later, as the University graduated its first class, 2LT C.H. Dietrich became the first commissioned officer to hail from OSU’s military program. As the years went by, both the university and its military program continued to grow.

The patriotic verve which struck the nation during the Spanish American War did not escape The Ohio State University. An OSU Volunteer Company, made up of the military cadre and the entire senior military science class, departed Columbus in 1898 to join the war efforts in Cuba. The Buckeye volunteers returned in a few months savoring their victorious role in history.

At the turn of the century, military science training and drill became commonplace on campus. The Professor of Military Science, COL Converse, established a structured program of study (known as the “Ohio Plan”) which became the blueprint for a nationwide program of developing military junior officers. In 1916 the Student Army Training Corps (SATC) began, forming what later was named the Reserve Officer Training corps (ROTC).

World War I brought significant changes to the ROTC program. The Department of Military Science formed a separate School for Military Aeronautics at OSU. This school taught aircraft design, maintenance and aerial photography for the Army Signal Corps. The school curriculum formed the basis of Aeronautical Engineering courses later taught at OSU.
C. Rock Ceremony

One tradition at OSU is the annual “Rock Ceremony” which traces its roots to November 11, 1919. On that date, a ceremony to honor the fallen war heroes of The Ohio State University took place in the university oval. Two minutes of silence, the playing of “Taps” and the laying of a wreath at the Rock outside Bricker Hall marked the occasion.

D. World War II to Present

The Second World War brought increased military activity on campus. The School of Mechanical Trades and Munitions opened a special military research grant for weapons development was awarded, and the Special Training Award of Recognition (STAR) was presented to the university. In 1943 more than 1100 students at The Ohio State University earned the gold bars of a lieutenant in the U.S. Army.
Following the war, Army ROTC activated branch specific training companies specializing in aeronautics, artillery, chemical defense, engineering, signal, medical and dental, transportation, armor, and ordnance. Converse Hall was also given to Army ROTC in 1948, and remains the home of ROTC on campus to this day.

The university’s Army ROTC program continued to lead the way in pursuing new opportunities for OSU students, as well as carving a path for nationwide programs. In 1957 the Army ROTC initiated a flight training program for its cadets. So successful was the program that the Navy and Air Force ROTC programs enrolled their midshipmen and cadets in the Army ROTC flight program. By 1965 the cadet corps rose to a Cadet Division, with over 2000 Army students. The following year, the voluntary Coed Cadet Corps was formed at OSU, providing the framework for the nationwide incorporation of women into ROTC in 1973.

E. Buckeye Winning Tradition

The tradition of a winning team is an ever present part of The Ohio State University and the Buckeye Battalion. In 1988 the OSU Ranger Challenge Team (Army ROTC’s Varsity Sport) earned first place within the 2d ROTC Region over more than 100 universities. In 1995, the Buckeye Team rose again to the top, defeating 14 other major universities (to include Notre Dame, Purdue, and Indiana Universities) in head-to-head-competition to earn the Division I Championship. Recently, the 2003, 2005, and 2006 teams have won the Bold Warrior Brigade Ranger Challenge competition, with the 2001 and 2004 team taking second place out of over 30 teams each year.

In 1996 The Ohio State University Buckeye Battalion added another milestone by commissioning its 10,000 th lieutenant into
the U.S. Army. Like the first commissionee, Lieutenant C.H. Dietrich, the Cadets of today and tomorrow can stand tall and proud of their Buckeye heritage.

*Formation in front of the Armory on the Oval*
Chapter 8 – Tactical Information

“Failure to plan is planning to fail”- Benjamin Franklin

A. Troop Leading Procedures

Troop leading procedures are a dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. These procedures enable leaders to maximize available planning time while developing effective plans and preparing their units for an operation.

The sequence of the steps of TLP is not rigid. Normally, the first three steps (receive the mission, issue a WARNO, and make a tentative plan) occur in order. However, the sequence of subsequent steps is based on the situation. Leaders modify the sequence to meet the mission, situation, and available time and some steps are done concurrently while others may go on continuously throughout the operation.

Step 1 - Receive the Mission
Step 2 - Issue a warning order
Step 3 - Make a tentative plan
Step 4 - Start necessary movement
Step 5 - Reconnoiter
Step 6 - Complete the plan
Step 7 - Issue the complete order
Step 8 - Supervise

B. Warning Order

As soon as leaders finish their initial assessment of the situation and available time, they issue a WARNO. Leaders do not wait for more information. They issue the best WARNO possible with the information at hand and update it as needed with additional WARNOs. The WARNO contains as much
detail as possible. The most important thing is that leaders not delay in issuing the initial WARNO. By issuing the initial WARNO as quickly as possible, leaders enable their subordinates to begin their own planning and preparation. As more information becomes available, leaders should issue additional WARNOs.

An initial WARNO issued below battalion level includes:

- The mission or nature of the operation
- The time and place for issuing the OPORD
- Units or elements participating in the operation
- Specific tasks not addressed by unit standing operating procedures (SOPs)
- The timeline for the operation

C. Operations Order (OPORD)

1. Situation
   a. Area of Interest
   b. Area of Operations
   c. Enemy Forces
   d. Friendly Forces
   e. Interagency, Intergovernmental, and Nongovernmental Organizations
   f. Civil Considerations
   g. Attachments and Detachments

2. Mission

3. Execution
   a. Commander's Intent
   b. Concept of Operations
   c. (U) Scheme of Movement and Maneuver
   d. Scheme of Fires
   e. Tasks to Subordinate Units
f. Coordinating Instructions

4. Sustainment
   a. Logistics
   b. Personnel
   c. Health System Support

5. Command and Control
   a. Command
   b. Control
   c. Signal

D. Fragmentary Order (FRAGO)

A fragmentary order is an abbreviated form of an operation order issued as needed after an operation order to change or modify that order. FRAGOs provide brief and specific instructions. They address only those parts of the original OPORD that have changed. FRAGOs include all five OPORD paragraph headings and differ from OPORDs only in the degree of detail provided.

After each paragraph heading, a FRAGO provides either new information or states “no change.” This ensures that recipients know they have received the entire FRAGO.

E. Aid and Litter Team

An Aid and litter team is for treating friendly wounded and moving friendly dead and wounded to the casualty collection point as directed by the platoon leader or platoon sergeant. Wounded enemy or noncombatants may be treated at the direction of the platoon leader, after friendly wounded are treated.

F. Enemy Prisoner of War Team (EPW)

Six simple rules for EPWs:
Search the EPW thoroughly and disarm him
Silence require the EPW to be silent
Segregate the EPW from the other EPWs by gender and rank
Safeguard the EPW from harm while preventing him from escaping
Speed the EPWs to the designated EPW collection point
Tag, to include includes the date of capture, location of capture (gird coordinate), capturing unit, and special circumstances of capture (how the person was captured).

Once the enemy is under friendly control, they assume the protected status of detainee. This is an umbrella term that includes any person captured or otherwise detained by armed force. Under the LOW, leaders and soldiers are personally responsible for detainees under their control; mistreatment of EPWs is a criminal offence under the Geneva Convention, AR 190-8, and the 1996 War Crimes Act. The War Crimes act makes it a federal crime for any US national, whether military or civilian, to violate the Geneva Convention by engaging in murder, torture, or inhumane treatment.

G. Salute Report

S=SIZE of enemy force. Actual numbers if possible.

A=ACTIVITIES of the enemy. (If moving, give direction and method of transportation. Take your time. Be specific. Include small details, even if they seem insignificant.)

L=LOCATION. 6 digit coordinates, or clear description.

U=UNIFORM/UNIT. (Markings, symbols, uniforms, vehicles, agency markings.)
T=TIME and DATE of sighting. give Military 24hr time

E=EQUIPMENT carried by the enemy. (To include: type weaponry, web gear, electronics, night vision, body armor, vehicles, tents, etc.)

H. After Action Review (AAR)

AARs are conducted during or immediately following an event. It is intended to focus on training objectives, Soldier, leader and unit performance. Involve all participants in the discussion using open-ended questions related to specific standards and link performance to subsequent training.

AAR Format:
Introduction of key leadership and rules.
Review of training objectives.
Commander’s mission and intent (what was supposed to happen).
Opposing force (OPFOR) commander’s mission and intent (when appropriate).
Relevant doctrine and tactics, techniques, and procedures (TTPs).
Summary of recent events (what happened).
Discussion of key issues (why it happened and how to improve).
Discussion of optional issues.
Discussion of force protection issues (discussed throughout).
Closing comments (summary)

I. 9-Line MEDEVAC Request

Must have first 5 lines sent immediately to get an aircraft to lift off to your MEDEVAC location.
**Line 1:** 8-digit UTM grid location of pickup site.

**Line 2:** Radio frequency, call sign and suffix of requesting personnel.

**Line 3:** Number of patients by precedence:
- a. Urgent=loss of life or limb within 2 hours.
- b. Urgent Surgical= loss of life or limb within 4 hours.
- c. Priority=loss of life or limb within 4 hours.
- d. Routine=evacuate within 24 hours.
- e. Convenience=evacuate within 48 hours.

**Line 4.** Special equipment required:
- A – None
- B – Hoist
- C – Extraction equipment
- D – Ventilator

**Line 5.** Number of patients:
- A – Litter
- B – Ambulatory

**Line 6.** Security at pick-up site:
- N – No enemy troops in area
- P – Possible enemy troops in area (approach with caution)
- E – Enemy troops in area (approach with caution) or threatens critical assets vital to the mission
- X – Enemy troops in area (armed escort required)
* In peacetime - number and types of wounds, injuries, and illnesses threatens critical assets important to mission.

**Line 7.** Method of marking pick-up site:
- A – Panels
- B – Pyrotechnic signal.
- C – Smoke signal
- D – None
- E – Other

**Line 8.** Patient nationality and status:
- A – US Military
- B – US Civilian
- C – Non-US Military
D – Non-US Civilian
E – EPW

**Line 9. NBC Contamination:**
N – Nuclear
B – Biological
C – Chemical

* In peacetime - terrain description of pick-up site
Appendix A – Weapons

A. Weapons Procedures

Basic Tenants
- Weapons on safe until target is identified and acquired
- Muzzle awareness
- Finger outside of trigger well until sights are on the target
- Every weapon is ALWAYS treated as loaded

B. Weapon Readiness

Green
- Weapon on safe
- No magazine in weapon
- Bolt forward, ejection port cover closed

Amber
- Weapon on safe
- Magazine with ammunition inserted in weapon
- Bolt forward, no round in chamber, ejection port cover closed

Red
- Weapon on safe
- Magazine with ammunition inserted in the weapon
- Round chambered, ejection port cover closed

C. Clearing the M16A1/A2 or M4 rifle

- Ensure the weapon is on safe
- Point the weapon in a safe direction
- Remove the magazine
Lock the bolt to the rear observing the round, if any, is ejected
Inspect the chamber and receiver areas for any ammunition
With the selector lever on safe, allow the bolt to go forward

D. Performing Immediate Action (SPORTS)

S – Slap the magazine
P – Pull the charging handle to the rear
O – Observe ejection port (for ejected casing, round, double feed or other obstruction)
R – Release the charging handle
T – Tap the forward assist
S – Squeeze the trigger

E. Rules of Engagement

Movement or fires across the international boundary is not allowed, even in pursuit of enemy troops (exception is made when firing in self-defense).

Personnel not in uniform, carrying rifles, are considered civilian, but treated with great caution. If those personnel are commingled with enemy, they may be engaged without warning.

Personnel not in uniform, with rifles, may be engaged without warning if threatening noncombatants or US forces.

Civilian vehicles with crew-served weapons mounted are enemy and may be engaged without warning.

US forces will not unnecessarily endanger noncombatants to engage enemy forces. It may be necessary to endanger noncombatants to
prevent a greater harm to US forces or other noncombatants. Civilians threatening US forces or non-combatants with weapons such as clubs, rocks, or instruments other than firearms, gasoline, or explosives, will be prevented from harming US troops and noncombatants. In these circumstances, deadly forces will not be used unless necessary to prevent imminent loss of life or limb to US forces or noncombatants.
## Appendix B – Officer Branches

### A. Combat Arms

<table>
<thead>
<tr>
<th>Branch</th>
<th>Color Details</th>
<th>Home Station</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Defense Artillery</td>
<td>Scarlet</td>
<td>Fort Sill, OK</td>
</tr>
<tr>
<td>Armor</td>
<td>Yellow</td>
<td>Fort Benning, GA</td>
</tr>
<tr>
<td>Aviation</td>
<td>Ultramarine Blue and Golden-Orange</td>
<td>Fort Rucker, AL</td>
</tr>
<tr>
<td>Corps of Engineers</td>
<td>Scarlet and White</td>
<td>Fort Leonard Wood, MO</td>
</tr>
<tr>
<td>Military Branch</td>
<td>Branch color</td>
<td>Home Station</td>
</tr>
<tr>
<td>----------------</td>
<td>--------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Field Artillery</td>
<td>Scarlet</td>
<td>Fort Sill, OK</td>
</tr>
<tr>
<td>Infantry</td>
<td>Light Blue</td>
<td>Fort Benning, GA</td>
</tr>
<tr>
<td>Military Police Corps</td>
<td>Green and Yellow</td>
<td>Fort Leonard Wood, MO</td>
</tr>
<tr>
<td>Chemical Corps</td>
<td>Blue and Gold</td>
<td>Fort Leonard Wood, MO</td>
</tr>
</tbody>
</table>
| Military Intelligence | Branch color  
Oriental Blue and Silver Gray |
|-----------------------|----------------------------------|
|                       | **Home Station**  
Fort Huachuca, AZ |

| Signal Corps | Branch color  
Orange with white piping |
|--------------|----------------------------------|
|              | **Home Station**  
Fort Gordon, GA |

| Cyber        | Branch color  
Steel gray and black piping |
|--------------|----------------------------------|
|              | **Home Station**  
Fort Gordon, GA |
C. Combat Service Support

<table>
<thead>
<tr>
<th>Adjutant General</th>
<th>Branch color</th>
<th>Dark Blue piped with scarlet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Station</td>
<td>Fort Jackson, SC</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Finance</th>
<th>Branch color</th>
<th>Sliver Gray and Golden Yellow</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Station</td>
<td>Fort Jackson, SC</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Logistics – Ordinance</th>
<th>Branch color</th>
<th>Crimson &amp; Gold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Station</td>
<td>Aberdeen Proving Grounds, MD</td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td>Branch color</td>
<td>Home Station</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>Logistics – Quartermaster</td>
<td>Buff and Blue</td>
<td>Fort Lee, VA</td>
</tr>
<tr>
<td>Logistics – Transportation</td>
<td>Brick red and golden yellow</td>
<td>Fort Eustis, VA</td>
</tr>
<tr>
<td>Medical Service Corps</td>
<td>Maroon piped with White</td>
<td>Fort Sam Houston, TX</td>
</tr>
<tr>
<td>Army Nurse Corps</td>
<td>Maroon</td>
<td>Fort Sam Houston, TX</td>
</tr>
</tbody>
</table>
Appendix C – Clubs and Organizations

A. Ranger Challenge
   Competition based team designed to test the physical and mental endurance and agility of the participants. Practice starts with the beginning of the school year and is every day until the competition on campus.

B. Ranger Force
   Infantry focused organization that prepares Cadets for rigors of IBOLC, Ranger School, and maintaining the standards of an infantry officer. Cadets participate in additional labs, physical training, and study advanced tactics.

C. Pershing Rifles
   Pershing Rifles compete yearly in a rifle movement and spinning national competition. Their main focus is improving physical fitness and molding capable and confident leaders by performing many different military operations in highly stressful situations.

D. Future Cadet Mentorship Team (FCMT)
   Provides Cadets with an opportunity to coach and mentor HS students to develop them into better leaders.

E. Scabbard and Blade
   “Our members will redefine the standard of excellence for all military officers”

   Ten-week pledge process:
   Tactical decision-making
   Joint-service relationships
F. Converse Guard

Cadets participate in Color Guards, raising the Colors at OSU home football games, 21 Gun Salute, and learning how to be the face of the Army.

G. Officer Christian Fellowship (OCF)

Informal Christian based organization that meets once a week to discuss the role of Christian Officer. All religions accepted.

H. Cadets Against Sexual Assault/Harassment (CASH/A)

To educate, prevent, and intervene in potential sexual assaults/ harassments.
Appendix D – Battalion Awards List

Buckeye Battalion
Cadet Awards

1. Superior Cadet Decoration Award: Top Cadet In Each MS Class
2. Region Commander’s Leadership Award: Top Cadet In Each Regiment
3. Camp Commander’s Leadership Award: Top Cadet In Each Company
4. Platoon Leadership Award: Top Platoon In The Battalion
5. Physical Proficiency Award: Score Top 10% On APFT In Advanced Camp
6. Military Proficiency Award: Top 5% Of Cadets At Advanced Camp
7. Superior At Advanced Camp: Top Third Of Advanced Camp Graduates
8. Excellence At Advanced Camp: Middle Third Of Advanced Camp Graduates
9. Advanced Camp Graduate
10. Region Ranger Challenge Winner
11. Brigade Ranger Challenge Winner
12. Ranger Challenge Team Member
13. SGT York Award: Cadet That Does The Most To Support Army ROTC
14. Converse Guard Member
15. Color Guard: Participated In 5 or more Color Guard Events
16. George C. Marshall Award Recipient
17. One-shot-one-kill Award: Shoot 40/40 At Basic Or Advanced Camp
18. Bold Challenge: Completed The FTX At Advanced Camp
19. Basic Camp Graduate
Buckeye Battalion
Cadet Awards

20. Dean’s list Award: 3.5 – 4.0 GPA
21. Cadet Honors Award: 3.2 – 3.49 GPA
22. Cadet Scholar Award: 2.9 – 3.19 GPA
23. Most Improved Scholar: Highest Jump in GPA
24. ROTC Honors: 4.0 GPA in Military Science
25. Battalion Commander’s Academic Award: Battalion Commanders Discretion
26. Platinum Medal Athlete: 300 or more APFT Score
27. Gold Medal Athlete: 280 – 299 APFT Score
28. Silver Medal Athlete: 280 – 289 APFT Score
29. Bronze Medal Athlete: 270 – 279 APFT Score
30. Most Improved Athlete: Highest Jump in APFT Score
31. Battalion Commander’s Athletic Award: Highest PT score in the Battalion
32. Cadet of the Semester award Recipient
33. Cadet of the Month award Recipient
34. Each-One-Reach-One Recruiter
35. Cadet of the Month Nominee and competition participant
36. Contracted Cadet
37. CTLT Participant
## Appendix E - Mandatory Event Matrix

<table>
<thead>
<tr>
<th>What</th>
<th>Why</th>
<th>When</th>
<th>MS1 C</th>
<th>MS1 NC</th>
<th>MS2 C</th>
<th>MS2 NC</th>
<th>MS3</th>
<th>MS4</th>
<th>MS5</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecture</td>
<td>Lecture is the primary means of teaching Cadets the knowledge required to be successful Army officers.</td>
<td>M-Th at assigned times</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>Other</td>
</tr>
<tr>
<td>Lab</td>
<td>Lab teaches practical applications of knowledge learned in lab.</td>
<td>T 0700-0900</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>O</td>
<td>Other</td>
</tr>
<tr>
<td>Physical Training (PT)</td>
<td>Physical fitness is imperative to all Soldiers and is a key determining factor for national OML placement.</td>
<td>M, W, Th 0600-0715</td>
<td>M</td>
<td>SE</td>
<td>M</td>
<td>SE</td>
<td>M</td>
<td>M</td>
<td>SE</td>
<td>Other</td>
</tr>
<tr>
<td>Battalion PT and Award Ceremony</td>
<td>Battalion PT and the Awards Ceremony allows Cadets to foster esprit de corps within MS classes and allow outstanding Cadets to be recognized.</td>
<td>Select PT days throughout the semester</td>
<td>M</td>
<td>SE</td>
<td>M</td>
<td>SE</td>
<td>M</td>
<td>M</td>
<td>SE</td>
<td>Other</td>
</tr>
<tr>
<td>Diagnostic APFT</td>
<td>APFTs enable Cadre to assess Cadets' physical fitness</td>
<td>Beginning of every semester</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>Other</td>
</tr>
<tr>
<td>Record APFT</td>
<td>APFTs enable Cadre to assess Cadets' physical fitness</td>
<td>End of every semester</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>Other</td>
</tr>
<tr>
<td>New Cadet Orientation</td>
<td>Orientation facilitate the integration of new Cadets into the Battalion and build esprit de corps.</td>
<td>Beginning of every semester</td>
<td>SE</td>
<td>E</td>
<td>SE</td>
<td>E</td>
<td>M</td>
<td>M</td>
<td>O</td>
<td>New Cadets</td>
</tr>
<tr>
<td>Football Tailgate</td>
<td>Tailgates allow Cadets to meet other Cadets in an informal manner (food and beverages provided).</td>
<td>Every home football game</td>
<td>SE</td>
<td>SE</td>
<td>SE</td>
<td>SE</td>
<td>SE</td>
<td>SE</td>
<td>O</td>
<td>Mandatory BN Event Requires Volunteers</td>
</tr>
<tr>
<td>Football Color Guard</td>
<td>Color Guard enables Cadets to raise the flag at the 'Shoe', receive front row seats to games, and earn accession points.</td>
<td>Every home football game</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td>Mandatory BN Event Requires Volunteers</td>
</tr>
<tr>
<td>Basketball and Hockey Alumni Tailgate</td>
<td>Tailgates facilitate networking and camaraderie between Cadets and Alumni of the program and receive free tickets to the game in the process.</td>
<td>Select home basketball/hockey games</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td>Mandatory BN Event Requires Volunteers</td>
</tr>
<tr>
<td>Basketball Color Guard</td>
<td>Color Guard enables Cadets to represent the Battalion, have the option to watch the game after, and earn accession points.</td>
<td>Select home basketball games</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td>E</td>
<td></td>
</tr>
</tbody>
</table>

114
<table>
<thead>
<tr>
<th>What</th>
<th>Why</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Color Guard Details</td>
<td>Color Guard enables Cadets to represent the Battalion within the community, and earn accession points.</td>
<td>Periodically throughout the semester</td>
</tr>
<tr>
<td>Converse Flag Lowerings</td>
<td>Flag Lowerings are a required duty day activity and serves to acclimate Cadets into the Army culture.</td>
<td>M-Th during assigned month</td>
</tr>
<tr>
<td>Homecoming Parade</td>
<td>The Homecoming Parade enables Cadets to represent themselves, the Battalion, and the Army in front of the entire University and community.</td>
<td>Fall Semester</td>
</tr>
<tr>
<td>Combat Water Survival Test (CWST)</td>
<td>Successful completion of the CWST is a commissioning requirement.</td>
<td>Select PT days throughout the semester</td>
</tr>
<tr>
<td>German Armed Forces Proficiency Badge Competition (GAFPB)</td>
<td>GAFPB allows Cadets to compete against Cadets from other universities, in the process earning accession points along with the coveted GAFPB which can be worn throughout one’s Army career.</td>
<td>Once a semester</td>
</tr>
<tr>
<td>Ranger Challenge</td>
<td>Ranger Challenge allows Cadets to compete against other universities for a slot to go to West Point and compete against other nations.</td>
<td>Fall Semester</td>
</tr>
<tr>
<td>Staff Ride</td>
<td>The staff ride serves as a practical learning experience where Cadets critically examine a historical battle. Successful completion is a commissioning requirement.</td>
<td>Fall Semester</td>
</tr>
<tr>
<td>Rock Ceremony</td>
<td>The Rock Ceremony honors former Cadets who have died in service to their Country.</td>
<td>November</td>
</tr>
<tr>
<td>Field Training Exercise (FTX)</td>
<td>The FTX is the culminating exercise of each semester and affords Cadets the opportunity to practice tactics and develop critical leadership skills on a more intensive scale than normal lab.</td>
<td>End of every semester</td>
</tr>
<tr>
<td>What</td>
<td>Why</td>
<td>When</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Commissioning</td>
<td>Commissioning is the culminating event of your time in ROTC.</td>
<td>End of every semester</td>
</tr>
<tr>
<td>Commencement</td>
<td>Commencement is an event to celebrate the graduating seniors of that semester.</td>
<td>End of every semester</td>
</tr>
<tr>
<td>Military Ball</td>
<td>The Military Ball provides a venue for the fostering of esprit de corps, exposure to Army culture, and enables Cadets to share some of that culture with friends and family in a professional and entertaining setting.</td>
<td>February</td>
</tr>
<tr>
<td>Dining In</td>
<td>Dining In is an event designed to build esprit de corps and exposure to Army culture amongst the more senior Cadets.</td>
<td>October</td>
</tr>
<tr>
<td>Spring Awards Ceremony/Hall of Fame Dinner</td>
<td>The spring awards ceremony provides a venue for distinguishing Cadets to be recognized for their notable achievements throughout the year.</td>
<td>March</td>
</tr>
<tr>
<td>Tri Service Pass and Review</td>
<td>The pass and review enables Cadets to represent the Battalion in front of the entire school.</td>
<td>April</td>
</tr>
<tr>
<td>Dinner For 12 Buckeyes</td>
<td>Dinner for 12 facilitates the sharing of valuable experiences and a professional networking opportunity between Cadets and select Alumni of the program.</td>
<td>Once a semester</td>
</tr>
<tr>
<td>OSU / AROTC Boot Camp PT</td>
<td>Boot Camp PT is a joint venture between OSU and AROTC held in The Shoe. It is a highly public event promoting healthy living and physical fitness, modeled after Army training.</td>
<td>Spring Semester</td>
</tr>
<tr>
<td>American Cheer Power - Cheerleading Support</td>
<td>ARMY ROTC supported event held locally in downtown Columbus once during the Autumn and Spring Semester.</td>
<td>Once a semester</td>
</tr>
<tr>
<td>Battalion Training Meeting</td>
<td>Training meetings are held in order to update the commander on the events occurring within the Battalion.</td>
<td>Bi-Weekly during the semester</td>
</tr>
<tr>
<td>What</td>
<td>Why</td>
<td>When</td>
</tr>
<tr>
<td>------</td>
<td>-----</td>
<td>------</td>
</tr>
<tr>
<td>Battalion in Progress Report (IPR)</td>
<td>PRs are held weekly in order to coordinate staff efforts</td>
<td>Weekly during the semester</td>
</tr>
<tr>
<td>Ranger Force</td>
<td></td>
<td>Throughout the semester E E E E E E O</td>
</tr>
<tr>
<td>Converse Guard</td>
<td>Converse Guard showcases the cadets of the Buckeye Battalion to the Ohio State and Columbus communities and its members are afforded numerous unique ceremonial experiences not available to others in the Buckeye Battalion.</td>
<td>Throughout the semester E E E E E E E O</td>
</tr>
<tr>
<td>Pershing Rifles</td>
<td>Pershing Rifles fosters camaraderie and excellence in its members in order to create successful rifle drill team cadets to become professional officers. Completion of PR training offers both OML points and networking with officers from across the nation.</td>
<td>Throughout the semester F F F F F F F O</td>
</tr>
<tr>
<td>Scabbard and Blade</td>
<td>Scabbard and Blade trains future officers to become physically and mentally strong leaders who are able to lead by example and accomplish any mission.</td>
<td>Throughout the semester E E E E E E O</td>
</tr>
<tr>
<td>Ladets Against Sexual Harassment and Assault (CAS/A)</td>
<td>To inspire the Corps of Cadets in taking a proactive role in eliminating sexual harassment and assault from the military profession through, service, education, and dedication to a culture of bystander intervention within the battalion and campus community.</td>
<td>Throughout the semester E E E E E E E O</td>
</tr>
<tr>
<td>Future Cadet Mentorship Team (FCMT)</td>
<td>FCMT is a developmental unit whose main goal is to counsel and advise both current and potential cadet students as well as provide support or leadership for most non-color guard battalion events including high school visits, service outreaches, and more.</td>
<td>Throughout the semester E E E E E E E O</td>
</tr>
<tr>
<td>Officer Christian Fellowship (OCF)</td>
<td></td>
<td>Throughout the semester F F F F F F F O</td>
</tr>
</tbody>
</table>
Appendix F - Common Used Acronyms

**ROTC Acronyms:**
- ROTC: Reserve Officer Training Corps
- MOS: Military Occupational Specialty
- PMS: Professor of Military Science (Lieutenant Colonel)
- SMI: Senior Military Instructor
- APMS: Assistant Professor of Military Science
- CEMAT: Coach, Evaluate, Mentor, Advise and Train
- NCO: Non-Commissioned Officer
- HRA: Human Resources Administrator
- FY: Fiscal Year
- OML: Order of Merit List

**PHYSICAL TRAINING:**
- CWST: Combat Water Survival Test
- PRT: Physical Readiness Training
- OPAT: Occupational Physical Assessment Test

**LOCATIONS:**
- BPF: Band Practice Field (Lincoln Tower Turf Fields)
- CVH: Converse Hall

**UNIFORMS:**
- ASU: Army Service Uniform
- ACU: Army Combat Uniform
- APFT: Army Physical Fitness Test
- APFU: Army Physical Fitness Uniform
- IPFU: Improvised Physical Fitness Uniform

**TACTICAL TERMS:**
- AAR: After Action Report
- OPORD: Operations Order
- FRAGO: Fragmentary Order
- WARNO: Warning Order
- SPORTS: Slap, Pull, Observe, Release, Tap, Squeeze (Immediate Action on a Rifle)
EPW: Enemy Prisoner of War
MEDEVAC: Medical Evacuation
FTX: Field Training Exercise
STX Lane: Situational Tactical Exercise Lane

ROTC CLUBS:
FCMT: Future Cadet Mentorship Team
OCF: Officer Christian Fellowship
CASH/A: Cadets Against Sexual Harassment/Assault

CADET SUMMER TRAINING

CST: Cadet Summer Training (Basic and Advanced Camp)
AASLT: Air Assault
ABN: Airborne
CDQC: Combat Diver Qualification Course
AMWS: Army Mountain Warfare School
NWS: Northern Warfare School
SLC: Sappers Leaders Course
WHINSEC: Western Hemisphere International Security
CULTP: Cultural Understanding and Language Program
CTLT: Cadet Troop Leadership Training
NSTP: Nurse Summer Training Program