

PORTLAND BATTALION

UNIVERSITY OF PORTLAND
PORTLAND STATE UNIVERSITY
EASTERN OREGON UNIVERSITY



CADET BLUE BOOK
2015-2016 EDITION

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UNIT HISTORY

PORTLAND BATTALION

The name “Portland Battalion” for the University of Portland Army Reserve Officers Training Corps (ROTC) derives from the Battalion’s association with the University of Portland, Portland State University, and Eastern Oregon University. The University of Portland stands on Waud’s Bluff and overlooks downtown Portland near the confluence of two great rivers, the Willamette and the Columbia. From UoP’s location near these rivers, the “Pilot” of UoP has historically referred to a ship’s helmsman that navigates ships through dangerous waters. In 2007, the school transitioned to viewing the “Pilot” as a leader, one who inspires through example. This second interpretation is similar to the one adopted by the University of Portland’s Army ROTC program from its very inception: that of the “Pilot” as one who guides and directs others. The ROTC program’s purpose is to train Cadets who will guide and direct others as future Army Leaders. The Portland Battalion is a Cadet-run unit that is setup much like an Army Battalion. Cadets hold all Leadership and Staff positions. The Battalion’s three entities consist of the University of Portland’s “Pilot” Company, Portland State University’s “Viking” Detachment, and Eastern Oregon University’s “Mountaineer” Detachment. Portland Battalion also consists of a Staff Detachment primarily filled by the MSIV class Cadets.

BATTALION HISTORY

In 1996, University of Portland President Rev. David T. Tyson, C.S.C., established an Army ROTC curriculum. School year 1996-97 was the Portland Battalion’s inaugural year under Professor of Military Science LTC Regina Largent. The Portland Battalion draws part of its heritage, including its unit crest, from its predecessor, the Viking Battalion, which was established at Portland State University in 1986 and commissioned its last Second Lieutenants in 1996. In 2008, the Portland Battalion merged with the Portland State Gold program, once again allowing Portland State students to train at the Portland State campus.

LEAD FROM THE FRONT

“**Leaders for Life**” is the Cadet Battalion motto, representing the purpose of the Cadet corps. The senior (MSIV) Cadets lead the Battalion and train junior cadets to become Army Leaders. It also represents the ultimate goal of the Battalion: to create leaders in academics, ROTC and university activities/intramurals. The members of Portland Battalion use the motto as a greeting when they salute Cadet and Cadre Officers of Army and Air Force ROTC units. The response to this greeting is “**We Commission.**”

UNIVERSITY OF PORTLAND & PORTLAND STATE UNIVERSITY UNIT PATCH

On a sky-blue disc, a horizontal, snow-capped purple mountain range can be seen above light blue wavy bands. In the center are two swords poised with points touching, the whole within a white circular designation band edged with a purple

border with the inscription "UNIVERSITY OF PORTLAND" arching above and "PORTLAND" arching below in purple letters.

Purple and white are the university colors. The mountains represent the summit of Mount Hood visible from the University grounds. The bi-colored wavy lines allude to the confluence of the Columbia and Willamette Rivers at the seaport of Portland. The two swords in readiness for combat exemplify the Cadets' dedication to serve, honor, and defend.

EASTERN OREGON UNIVERSITY UNIT PATCH

A circular blue insignia edged with an 1/8 inch blue border, the overall diameter is 3 inches, consisting of a "V" shaped gold wedge in the top of the disc bearing a blue demi-torch enflamed, below the "V" shape on each side a gold silhouetted evergreen tree, above the letters "EOU" in blue and below the trees an arch inscription "MOUNTAINEER" in gold letters, all letters are 5/26 inch in height.

Blue and gold are the colors of the university. The "V" shape alludes to the valley in which La Grande is located. The torch enflamed alludes to knowledge and to the zeal of the student body in its quest for enlightenment. The evergreen trees, the state tree of Oregon, are indicative of that state.

PORTLAND BATTALION DISTINCTIVE UNIT INSIGNIA

The Portland Battalion distinctive unit insignia appears in a silver and enamel device emblazoned with a green shield adorned with a bent blue stripe. In the forefront, a silver cogwheel is depicted encircling a silver torch, blazing red. Attached below the shield is silver scroll inscribed "PER PERVICACIAM VICTORIA" in green letters.

The silver and green colors are representative of both Oregon and the Pacific Northwest. The shield and its colors symbolize the rivers that converge at the seaport of Portland, Oregon. The cogwheel alludes to the school's emphasis on engineering, as well as the local manufacturing industries, while the torch is indicative of knowledge, Leadership, and the military aspects of the University. The Latin motto "Per Pervicaciam Victoria" translates to "Through Perseverance, Victory," representing our knowledge that achieving goals comes only through steadfast adherence to our purpose.

THE BATTALION COIN

The Battalion coin is a colorful metal disc measuring 1.75 inches and consisting of the Unit Crest on its facing side within a circular designation inscribed "PORTLAND BATTALION" arching above and "UP-PSU-EOU" arching below. On the reverse is a stylized version of the unit patch inscribed with the ROTC motto: "LEADERSHIP" arching above and "EXCELLENCE" arching below (see logo on front cover). Surrounding these mottos and inscribed in a circular band are the insignias of the 17 Army Branches open to Army ROTC Cadets. The branch insignia are arranged clockwise by their date of inception, beginning with Infantry at the 12 o'clock position, proceeding to the Adjutant General's Corps, and ultimately ending with the Aviation insignia

LEADERSHIP PHILOSOPHY

PORTLAND BATTALION PRINCIPLES OF LEADERSHIP

- ★ People are the single most important part of any organization.
- ★ Ultimately, the only thing that counts are results – what gets measured gets done.
- ★ Continuous change and improvement of all aspects of the organization is essential – evolutionary transformation leading to revolutionary outcomes.
- ★ Trust and teamwork are fundamental to success – no surprises, particularly bad news, which is acceptable provided there is a recovery approach and eventually a plan.
- ★ Effective ethical leaders establish a clear direction and destination for the organization and then align, motivate, and inspire their people to get there.
- ★ There is no substitute for a positive, can-do attitude.

COMMANDERS' STANDING GUIDANCE

...Guides the way we do business on a daily basis and applies to **everyone**

VALUES

As professionals, certain standards are non-negotiable, such as violations of integrity, drugs, and sexual misconduct. Your education on campus is in part value-based and fully complements the seven Army values that as individuals and an organization, we live by:

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

Duty: Fulfill your obligations.

Respect: Treat people as they should be treated.

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

Honor: Live up to all the Army Values.

Integrity: Do what's right, legally and morally.

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

MISSION

The Portland Battalion commissions on average 20 or more Scholar, Athlete, Leader (SAL) Cadets each academic year at the University of Portland, Portland State University, and Eastern Oregon University; providing the required number of high quality Officers for a 21st Century Army.

STANDARDS AND DISCIPLINE

We are a standards-based organization that requires discipline (individual & organizational). We will conduct tough, realistic training that is safe, challenging, and to standard.

LEARNING ORGANIZATION

As leaders, we must constantly adapt to our changing environment, organization, and opponent. Everything can be improved (process, procedure, organization). We must embrace change, constantly seek improvement, and consistently conduct after action reviews (AAR).

BALANCE

As a Cadet, you are here to earn a Baccalaureate degree and commission in the U.S. Army. As Cadre, we are here to assist Cadet's in their endeavor to complete such tasks. There will always be work to do, but remember, academics are your first priority. Do not forget to Smile, it is contagious and provide the necessary attitude to get through a challenge. Remember to take every opportunity to learn and have fun.

EXPECTATIONS

We expect all Portland Battalion personnel to seek out and take responsibility. Do not wait to be told what to do, rather reach out and make a difference as you will make this a better organization and a more cohesive team. As part of the Cadet Command, we have a proud history and traditions that we will continue to execute (creed and song). Remember, that our Army exists to fight and win its nation's wars. Our legacy rests solely on our ability to provide Officers in sufficient quantity and quality to help secure our nation's future; Officers who live the Soldier's Creed that are physically fit, competent, confident, self-disciplined, and motivated.

THE MENTORSHIP PROGRAM

This Portland Battalion program allows Cadets to seek self-improvement, aid, and answers from Advanced Course Cadets other than those in their direct chain of command. The program fosters developing individual Cadets as Scholars, Athletes, and Leaders.

PURPOSE

To promote academic excellence, decrease attrition, and enhance Leadership skills.

IMPLEMENTATION

The Mentorship Program is sponsored by the Professor of Military Science (PMS) and Battalion Leadership. The PMS will have direct oversight and overall responsibility for the program. Each Cadre Academic Advisor will meet with their respective class and counsel each Cadet at least twice a semester using DA Form 4856.

Each Cadet will also be assigned a mentor from a specific MS Class prior to the start of Fall Semester of each year. At the beginning of each Fall Semester, MSII and MSIII Cadets will be allowed to pick their mentor from the assigned MS Class. At the start of the Spring Semester, all Cadets will be allowed to pick new mentors or keep their originally assigned ones. MSIV Cadets will mentor MSIII and MSII Cadets, while MSIII will mentor MSI Cadets.

These Cadet "mentees" will meet with their assigned or chosen Cadet mentors for initial, mid-course, and end of the course counseling as well as informal weekly meetings. At the end of each semester or term, mentors will write a Cadet OER on their Cadet "mentee" covering all leadership dimensions and highlighting areas of improvement.

Nursing Cadets will have an additional two meetings with the Brigade Nurse per semester/term, to check the academic progress of nursing Cadets. These meetings will be scheduled by their Cadre academic advisor.

While specific Cadet GPAs will never go beyond the Cadre level, both Cadre and Cadet Mentors will also ensure that their Cadets understand the 3.0 GPA minimum

requirements to participate in ROTC extracurricular activities, and encourage them to maintain rigorous study habits.

TRAINING

PHYSICAL READINESS TRAINING

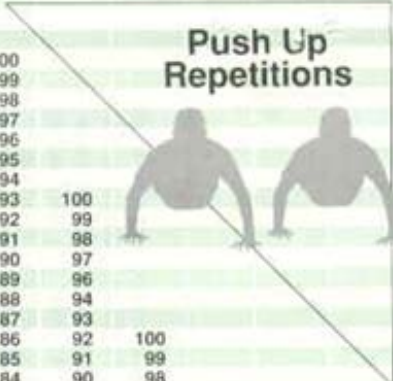
Physical fitness is an important part of the ROTC program and the U.S. Army in general. Being a Soldier is a physically demanding occupation that requires dedication to a rigorous physical readiness training (PRT) program. An individual fitness level is determined through administration of the Army Physical Fitness Test (APFT). The PRT program is designed to improve APFT scores, however a variety of activities are scheduled to add fun and excitement. Physical training is held on Monday, Wednesday and Friday from 0630-0730 at each respective school.

REQUIREMENTS

PRT is mandatory for all contracted and scholarship Cadets. Attendance is also required for those students enrolled in Military Science Physical Fitness Courses. A diagnostic APFT is given to all Cadets and students by the second week of the fall and spring term. Scholarship Cadets are required to pass the APFT to validate their scholarship. Record PT tests are given prior to finals week each semester. For those not meeting minimum Army PRT standards or Army height/weight standards, Remedial PRT sessions are available. These remedial sessions meet Tuesday and Thursday from 0630-0730, and focus the Cadet on specific PRT test events that need improvement. Swim PT is also available for Cadets seeking to improve their swimming abilities. This event is held weekly for much of the year. Exact days and times will be announced by the Cadet Chain of command at the beginning of each semester.

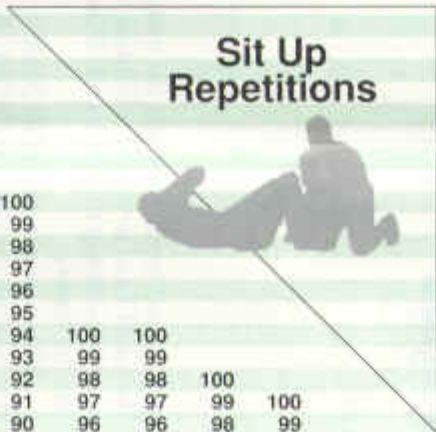
ARMY PHYSICAL FITNESS TEST SCALE - PUSH-UPS -

Age Group	17-21		22-26		27-31		32-36		37-41		42-46		47-51		52-56		57-61		62+			
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
77																						100
76																						99
75																						100
74																						99
73																						98
72																						97
71																						96
70																						95
69																						94
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11																						36
10																						35
9																						34
8																						33
7																						32
6																						31
5																						30



ARMY PHYSICAL FITNESS TEST SCALE - SIT-UPS -

Age Group	17-21	22-26	27-31	32-36	37-41	42-46	47-51	52-56	57-61	62+
Reps	M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F
82			100							
81			99							
80		100	98							
79		99	97							
78	100	97	96							
77	98	96	95							
76	97	95	94	100	100					
75	95	93	92	99	99					
74	94	92	91	98	98					
73	92	91	90	96	97					
72	90	89	89	95	96	100				
71	89	88	88	94	95	99				
70	87	87	87	93	94	98				
69	86	85	86	92	93	97				
68	84	84	85	91	92	96				
67	82	83	84	89	91	95				
66	81	81	83	88	89	94	100	100		
65	79	80	82	87	88	93	99	99		
64	78	79	81	86	87	92	98	98	100	
63	76	77	79	85	86	91	97	97	99	100
62	74	76	78	84	85	90	96	96	98	99
61	73	75	77	82	84	89	94	95	97	98
60	71	73	76	81	83	88	93	94	96	97
59	70	72	75	80	82	87	92	93	95	96
58	68	71	74	79	81	86	91	92	94	95
57	66	69	73	78	80	85	90	91	92	94
56	65	68	72	76	79	84	89	89	91	92
55	63	67	71	75	78	83	88	88	90	91
54	62	65	70	74	77	82	87	87	89	90
53	60	64	69	73	76	81	86	86	88	89
52	58	63	68	72	75	80	84	85	87	88
51	57	61	66	71	74	79	83	84	86	87
50	55	60	65	69	73	78	82	83	85	86
49	54	59	64	68	72	77	81	82	84	85
48	52	57	63	67	71	76	80	81	83	84
47	50	56	62	66	69	75	79	80	82	83
46	49	55	61	65	68	74	78	79	81	82
45	47	53	60	64	67	73	77	78	79	81
44	46	52	59	62	66	72	76	77	78	79
43	44	50	58	61	65	71	74	76	77	78
42	42	49	57	60	64	70	73	75	76	77
41	41	48	56	59	63	69	72	74	75	76
40	39	47	55	58	62	68	71	73	74	75
39	38	45	54	56	61	67	70	72	73	74
38	36	44	52	55	60	66	69	71	72	73
37	34	43	51	54	59	65	68	69	71	72
36	33	41	50	53	58	64	67	68	70	71
35	31	40	49	52	57	63	66	67	69	70
34	30	39	48	50	56	62	64	66	68	69
33	28	37	47	49	55	61	63	65	66	68
32	26	36	46	48	54	60	62	64	65	66
31	25	35	45	47	53	59	61	63	64	65
30	23	33	44	46	52	58	60	62	63	64
29	22	32	43	45	50	57	59	61	62	63
28	20	31	42	44	49	56	58	60	61	62
27	18	29	41	42	48	55	57	59	60	61
26	17	28	39	41	47	54	56	58	59	60
25	15	27	38	40	46	53	54	57	58	59
24	14	25	37	39	45	52	53	56	57	58
23	12	24	36	38	44	51	52	55	56	57
22	10	23	35	36	43	50	51	54	55	56
21	9	21	34	35	42	49	50	53	54	55



ARMY HEIGHT AND WEIGHT STANDARDS

Weight for Height Table (Screening Table Weight)								
	MALE				FEMALE			
	AGE				AGE			
Height in Inches	17-20	21-27	28-39	40+	17-20	21-27	28-39	40+
58	N/A	N/A	N/A	N/A	109	112	115	119
59	N/A	N/A	N/A	N/A	112	116	119	123
60	132	136	139	141	116	120	123	127
61	136	140	144	146	120	124	127	131
62	141	144	148	150	125	129	132	137
63	145	149	153	155	129	133	137	141
64	150	154	158	160	133	137	141	145
65	155	159	163	165	137	141	145	149
66	160	163	168	170	141	146	150	154
67	165	169	174	176	145	149	154	159
68	170	174	179	181	150	154	159	164
69	175	179	184	186	154	158	163	168
70	180	185	189	192	159	163	168	173
71	185	189	194	197	163	167	172	177
72	190	195	200	203	167	172	177	183
73	195	200	205	208	172	177	182	188
74	201	206	211	214	178	183	189	194
75	206	212	217	220	183	188	194	200
76	212	217	223	226	189	194	200	206
77	218	223	229	232	193	199	205	211
78	223	229	235	238	198	204	210	216
79	229	235	241	244	203	209	215	222
80	234	240	247	250	208	214	220	227

Add 6 pounds per inch for males over 80 inches and 5 pounds for females for each inch over 80 inches.

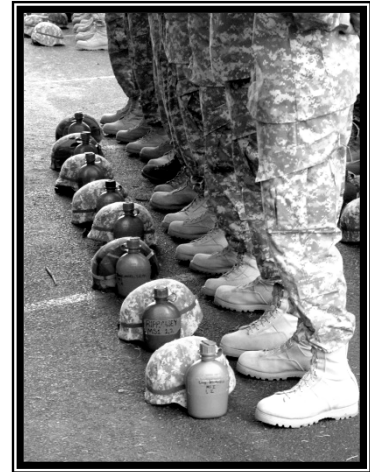
ROTC IN THE CLASSROOM

Every Tuesday, (Time TBD by MS Advisor based on Syllabus), Cadets will meet by MS class (academic year) with their Cadre class instructor for class-appropriate lessons in military professional leadership development, basic Soldiering skills, and the know-how instruction for the week's leadership lab activity.

Cadets are expected to arrive to class prepared with pen, paper, and necessary ROTC texts and materials as specified by instructor. Contracted and Scholarship Cadets are required to attend class in the appropriate ASU (B) unless otherwise designated by the Cadre and Cadet Chain of Command. Cadets will not wear the Patrol Cap or Beret indoors, nor will they wear non-regulation body jewelry. Males will be clean-shaven and maintain a proper haircut, and females will not wear an excess of makeup. Clothing with inappropriate or offensive logos, torn or dirty clothing, or clothing that exposes the chest, midriff, or undergarments (to include "spaghetti-strap" tanks) are not allowed in ROTC classrooms or to ROTC events.

LEADERSHIP LAB

An important element of the military science experience is the weekly leadership lab. Many military-specific skills will be taught during this lab, such as individual tactical movement techniques, squad and team situational leadership skills, rappelling, land navigation, drill and ceremony, and other basic Soldiering skills. This format allows the Cadet CoC to practice leadership skills both in garrison (at school) and in the field. All Cadets will be in the prescribed uniform (generally ACU) throughout the duration of the lab. Cadets are expected to arrive to the Leadership Lab a few minutes early with all necessary equipment worn as prescribed by the Cadet CoC, and standing in formation when Leadership Lab begins at 1610. The Leadership Lab meets Thursdays from 1610-1830 at designated locations around campus and the surrounding areas.



FIELD TRAINING

Every year, an annual training calendar is developed before the start of the fall semester/term. The training is designed to prepare MSIII Cadets for the Cadet Summer Training (CST), and to teach basic Soldier and leadership skills. Each semester has a major Leadership Development Exercise (LDX) that allows Cadets to test their skills in a field and tactical environment away from campus.

LAND NAVIGATION

Every semester, the Portland Battalion will complete a Land Navigation exercise. Cadets will learn how to accurately plot grid points on military maps, measure an on and off road pace count, use a compass to determine magnetic azimuth's, and confidently and accurately navigate to pre-designated map points during both night and day. These exercises occur once per semester for part of a weekend designated on the annual training plan. Cadets will receive more information concerning this event during the course of the semester.

LEADERSHIP DEVELOPMENT EXERCISES (LDX)

The Portland Battalion will execute a LDX in a specified Training Areas at Camp Rilea or Camp Najaf, OR once per semester. Cadets will hone their land navigation skills, complete challenging obstacle courses with their squad members, and improve on team and squad-level situational tactical exercises. They will also learn to safely fire and become familiar with the M16A2 or the M4 Carbine Rifles, learn valuable field-craft skills, improve their knowledge of the Army Operations Order (OPORD) process, and learn about life both in garrison and in the field. Cadets will receive more information concerning this event during the course of the semester/term.

CADET LEADERSHIP COURSE (CLC)

MSIII (Juniors), MSIV (Seniors) and Sophomore Nursing major Cadets will generally attend CLC, also known as the Cadet Leadership Course held at Ft. Knox, Kentucky. This training is four weeks long during the summer before the commissioning year. Cadets will be assigned to one of ten regiments comprised of up to 400 Cadets each. The purpose of CLC is to evaluate the leadership and basic Soldier skills in prospective future Lieutenants and may greatly determine future assignments in the United States Army. Cadets attending CLC will occupy many leadership positions from Company or Battery Commander to Team Leader and in platoon-sized elements of approximately 50 Cadets from schools across the nation. All Cadets will work toward the common purpose of successful completion of all missions and tasks. Cadets are evaluated a minimum six times by CLC Cadre from ROTC and Active Duty units all over the nation in both garrison and tactical environments, as well as on their performance in tactical lanes which may include variable elements and during the Field Leaders' Reaction Course. Cadets' performance at CLC will greatly determine their future branch of service, duty station location, and status as an Active Duty, Reserve, or National Guard Officer.

OTHER TRAINING OPPORTUNITIES

CADET TROOP LEADER TRAINING PROGRAM (CTLT)

This program is available to those who complete CLC and wish to attend post-graduation of CLC. This program places selected Cadets in officer leadership positions in Active and Reserve Army units for 3-4 weeks. Cadets will shadow Army officers, and may have the opportunity to serve as acting Platoon Leaders, staff officers, or executive officers for actual Army units in either garrison and or in a field environment. CTLT is available to Cadets at a wide variety of posts, both stateside and abroad, with many different types of units participating including those designated Airborne or Air Assault.

NURSE SUMMER TRAINING PROGRAM (NSTP)

The Nurse Summer Training Program is available only to qualified nursing Cadets. NSTP is an optional clinical elective providing opportunities to develop and practice leadership skills in a clinical environment. Nurse Cadets train for three weeks immediately following completion of CLC at selected U.S. Army Medical Command Medical Treatment Facilities around the country and overseas. Cadets will have the opportunity to work side-by-side with an Army Nurse Corps Officer preceptor.

AIRBORNE

Airborne training is available to qualified, selected contracted Cadets. Cadets hoping to attend this school should work diligently in school and in ROTC. Devoting extra time to improve their PT score and upper-body strength is essential for the successful completion of this course. Airborne training is three weeks in duration, and is conducted at Fort Benning, GA. Cadets along with Active Duty, Reserve, and National Guard Soldiers, will learn the skills needed to perform parachute operations both with and without combat equipment during the day and night. Upon completion, the Parachutist Badge is awarded, and may be worn on both the Cadet and Army uniforms.

AIR ASSAULT

Air Assault training is available to qualified, selected, and contracted Cadets. Cadets hoping to attend this school should work diligently in school and in ROTC. Devoting extra time to improve their PT score, ruck-marching time, and overall endurance is essential for the successful completion of this course. Cadets must also complete a timed, qualifying 12-mile ruck march prior to leaving for the course. The training is two weeks long and is conducted at Ft. Campbell, Kentucky. Participants will learn both basic and advanced rappelling techniques from a tower and helicopter, as well as how to rig loads for air delivery. Upon completion, the Air Assault Badge is awarded, and may be worn on both the Cadet and Army uniforms.

An additional Air Assault Course is conducted yearly at Camp Rilea, Oregon and is put on by the Oregon National Guard. Walk-on participants are allowed and must be qualified, selected, and contracted to attend the course. Please check with Cadre to determine if the course is still being offered.

MOUNTAIN WARFARE

Mountain Warfare school is available to qualified, selected, and contracted Cadets. Cadets hoping to attend this school should work diligently in school and in ROTC, as well as devoting time to improve their PT score, upper-body strength, and overall endurance. The training is three weeks long at Ethan Allen Firing Range, Vermont. Classes will cover basic military mountaineering, lead and party climbing, as well as rescue techniques. Upon completion, Cadets will be awarded certificates of skill.

NORTHERN WARFARE

Northern Warfare School is available to qualified, selected contract Cadets. Cadets hoping to attend this school should work diligently in school and in ROTC, as well as devoting time to improve their PT score, upper-body strength, and overall endurance. The training is three weeks long at Ft. Greeley, AK. The course familiarizes Cadets with skills required for movement in mountainous terrain and cold regions during summer months. Emphasis is on basic military snow and ice mountaineering skills. Upon completion, Cadets will be awarded certificates of skill.

CADET INITIAL ENTRY TRAINING (CIET)

Located at Ft. Knox, KY, this training is attended by sophomore-standing, non-basic ROTC course qualified students in order to meet contracting requirements into the advanced course. If a student does not have prior military service or has attended Basic Training with Active Duty, National Guard, or Army Reserve components, attendance at the Leadership Training Course will count for completion of the MSI

(Freshman) and MSII (Sophomore) basic ROTC courses. This training is four weeks long and brings together new Cadets from all over the country. Training is organized in a fashion similar to CLC with a focus on squad operations and individual discipline. Cadets will be trained and evaluated by Army Officers from across the country. The emphasis at CIET is teaching basic Soldier skills in order to prepare new Cadets for the Advanced ROTC courses and advancement to CLC. Outstanding performers may be awarded two-year scholarships.

CULTURAL UNDERSTANDING AND LANGUAGE PROFICIENCY (CULP)

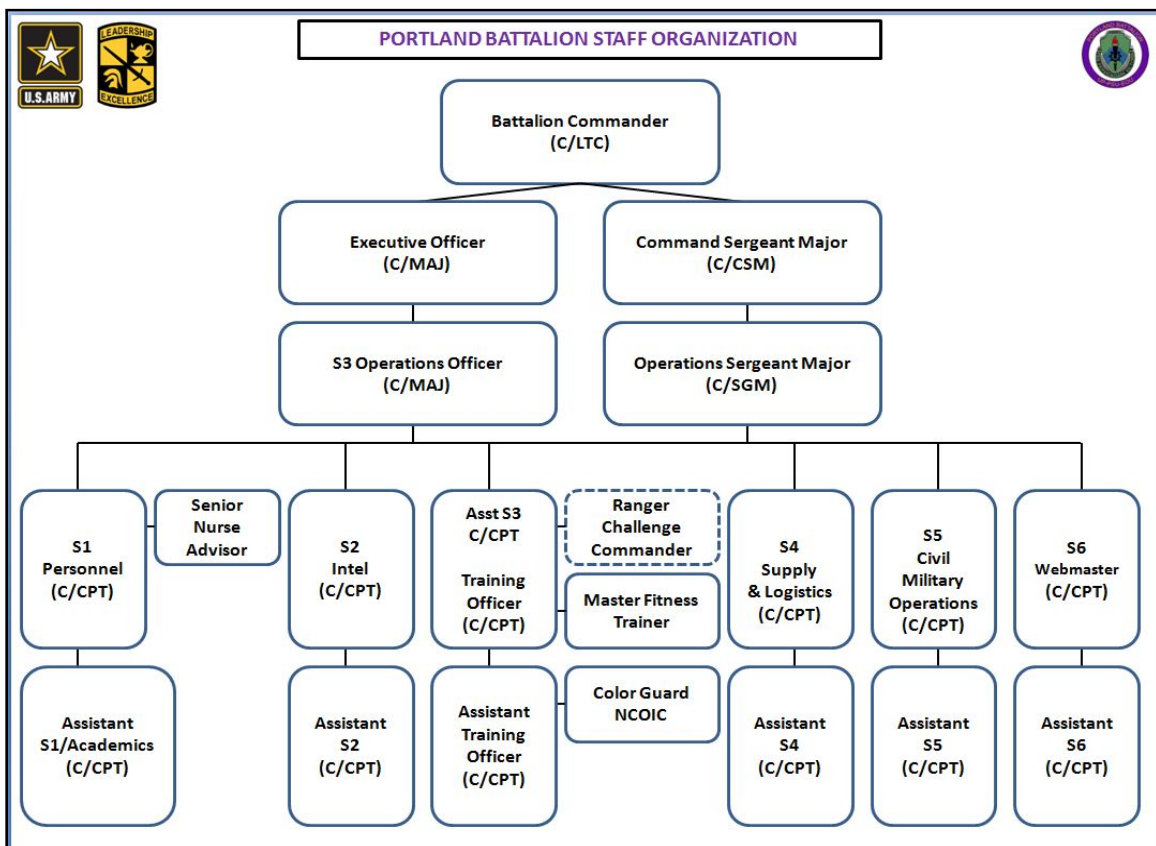
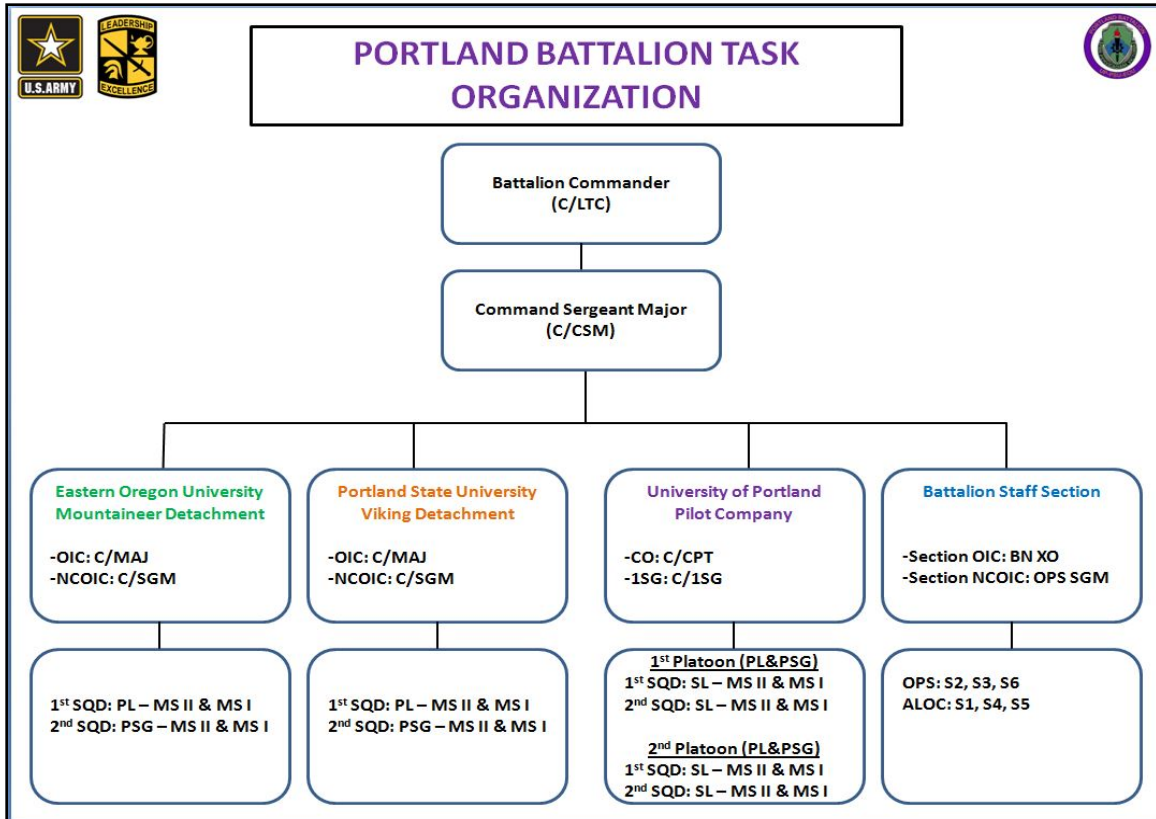
CULP is a program that allows selected, contracted Cadets to participate in the U.S. Army's worldwide mission to help developing nations build and sustain their basic infrastructure. CULP allows cadets to travel in a team to language-focused areas that will enable an immersion within the local population while supporting the mission and their team. CULP is a lengthy process that starts at the beginning of the Fall semester and attendance generally occurs during the summer following the term. Check with your MS Class Advisor to determine if you are eligible to participate.

CADET LEADERSHIP

LEARNING TO LEAD

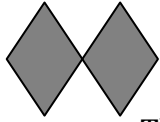
The Portland Battalion is a Cadet-run organization, led by advanced course Cadets under the guidance of ROTC Cadre. Junior Cadets (MSIII) will plan, organize, and run Leadership Labs, Land Navigation, Field Training, and campus events such as the annual Veteran's Day Ceremony. Senior Cadets (MSIV) will work with Junior (MSIII) Cadets to obtain information and prepare the Battalion for all training events. Sophomore (MSII) and Freshman (MSI) Cadets will prepare for training events by serving as team leaders within their squads, and may have the opportunity to serve in platoon and squad-level leadership positions.

The Cadet Chain of Command is the primary method of organization and is vital to the smooth function of the Battalion during activities. All information concerning Cadet activities passes both up and down the chain of command and this allows communication from Battalion Commander to the newest squad member. Knowing and effectively utilizing your chain of command is vital as a Cadet.



CADET DUTY DESCRIPTIONS

Battalion Level*



CADET BATTALION COMMANDER – Cadet Lieutenant Colonel (C/LTC)

The Cadet Battalion Commander is responsible for all Cadet-controlled aspects of the Portland Battalion ROTC Program. The Cadet BC receives missions, directions, and guidance from the Professor of Military Science concerning leadership labs, field training, social activities, and ROTC-sponsored extracurricular activities. In fulfilling the Battalion's objectives, this Cadet will task, delegate, coordinate, and supervise the activities of the battalion staff and subordinate commanders. The C/LTC promotes the ROTC Program by setting a high personal standard of conduct, demeanor, military bearing, and military proficiency. They are ultimately responsible for the entire Cadet Corps, to include accountability, training, recruiting, and care of the Cadets. The Cadet BC is also the primary morale officer of the battalion.



CADET EXECUTIVE OFFICER – Cadet Major (C/MAJ)

The Cadet Executive Officer's primary responsibilities include working closely with both the Cadet Battalion commander and the staff officers to ensure the commander's guidance is being implemented and that necessary tasks are being completed in a timely fashion. In this way the XO assists the BC in execution of their duties, and act as the BC in their absence. The administration of the Portland Battalion Mentorship program is also given to the Executive Officer; this Cadet must ensure the delegation of necessary tasks to ensure the smooth function and correct implementation of this program. The Cadet Executive Officer serves as the Battalion Chief of Staff, and is responsible for arranging and setting the agenda for the Battalion staff meetings, ensuring After-Action Reports for ROTC events are completed, briefed to the Professor of Military Science, and sent to the Cadre training officer for future LAB improvement. The XO also ensures an equal workload across each staff position through the implementation and maintenance of a task list, briefing progress to the cadre at each weekly training meeting. In this way, the Cadet Executive Officer serves as a focal point for the staff officers and coordinates their actions to accomplish the Battalion's objectives.



CADET COMMAND SERGEANT MAJOR – Cadet CSM (C/CSM)

The Cadet Command Sergeant Major's is the last rank in the NCO support Channel but the responsibilities continue at increased levels from Battalion level to the Sergeant Major of the Army. Their primary responsibility is to effectively communicate the standards of appearance, military bearing, and observance of customs and courtesies to all members of the battalion. This Cadet promotes the ROTC program by setting a high personal standard of conduct, demeanor, military bearing, academic and military proficiency. This Cadet must maintain close contact with the Battalion Commander and staff, serving as a liaison between BN leadership and the Company Chain of Command. Their obligation is to the Company, and it is their attention to detail that ensures the Battalion's adherence to Army guidelines and regulations; influences the Cadet Chain of Command to follow up on collective problem areas. The CSM will note any major uniform deficiencies to the S4.



CADET S-3 (OPERATIONS OFFICER) – Cadet Major (C/MAJ)

The Cadet S3 is responsible for planning, programming and implementing the Cadet-controlled aspects of training in the ROTC Program. The S-3's Primary duties are to manage training events in the Battalion, to prepare and run weekly Cadre-Cadet training meetings, and to plan the semester LDX. The S-3 receives missions, directives, and guidance from the Battalion Commander concerning leadership labs, Field Training events, and ROTC-sponsored extracurricular activities, and uses this guidance to manage the preparation of operations orders by other designated members of the Battalion Staff. In fulfilling the Battalion's objectives, the S-3 will assist the BC in distributing training guidance, will task and rehearse instructors, as well as establish training schedules, monitor and evaluate training.



CADET SERGEANT MAJOR (OPERATIONS SGM) – Cadet SGM (C/SGM)

The Cadet Operations Sergeant Major is essentially the S3 NCOIC. Directly supervises staff assigned to the Battalion. Mentors and provides leadership, technical advice and administrative guidance and instructions regarding programs, objectives, policies, procedures, mission analysis, course of action, problem solving and coordination of administrative activities. Identifies training and development needs, establishes training plans, and provides formal and informal training as required. Receives and attempts to resolve complaints and grievances on an informal basis; effects minor disciplinary measures such as warnings. He or she provides advice and counsel to the S3 Operations Officer.

 CADET ASSISTANT S-3 — Cadet Captain (C/CPT)

The Cadet AS-3 is responsible for assisting in the planning, programming and implementation of the Cadet-controlled aspects of training in the ROTC Program as directed by the S-3. The AS-3's primary duties are to assist the S-3 in the preparation of Leadership LABs and Training Meetings, assume the position of Cadet Operations Officer in the absence of the S-3, and to fulfill other duties as required by the S-3. The AS-3 is an integral member of the S-3 shop.

 CADET TRAINING OFFICER — Cadet Captain (C/CPT)

The Battalion S-3 Training Officer is responsible for training, evaluating, and mentoring the Battalion Staff. He or she will assist in planning, developing, and resourcing all Battalion training events. The TAC is the primary Cadet Leadership Development Program (LDP) resource within the Battalion. All LDP matters concerning Cadets are run through the TAC, who ensures all Cadets receive the necessary evaluations, mentoring, counseling, and opportunities to excel. Any Battalion training issues or concerns are of the utmost importance for this position.

 CADET ASST. TRAINING OFFICER — Cadet Captain (C/CPT)

The Assistant Training Officer is responsible for assisting the Battalion S3 Training Officer in the training, evaluating, and mentoring those within the Battalion Staff. The Battalion TAC is the first MSL IV that the Company and Detachments will use to resolve training/personal issues.

 MASTER FITNESS TRAINER — Cadet Captain (C/CPT)

It is the Master Fitness Trainer's (MFT) job to plan, coordinate, and ensure the success of all Cadets in the areas of physical fitness, physical training, and in fitness tests. As the primary coordinator for the administration of the Army Physical Fitness Test (APFT), the MFT is also responsible for any changes needed to the semester PRT program to ensure the most beneficial and motivating physical training possible. Although individual Cadets run each PRT session, the MFT reviews all PRT plans and provides support for their execution. This Cadet is also responsible for facilitating Remedial and Swim PT, as well as working hand-in-hand with the Ranger Challenge commander to ensure the creation of an annual Physical Readiness Training plan that will ensure the team exceeds the standard physically before going to the annual competition. Near the end of the semester, the MFT is also responsible for creating the next semester's PRT program, based upon the commander's guidance's and lessons learned. Additional duties as assigned.




RANGER CHALLENGE COMMANDER — Cadet Captain (C/CPT)

A fall semester position, the duties of the Ranger Challenge Commander include the creation of a team that is motivated, physically fit, and capable individuals. To that end, advertising begins in the spring of the year prior, while tryouts begin as soon as school resumes each August. Tryouts and contingent participation are open to any student at the University (pending their enrollment in the PT course for the semester), but the inclusion of our Air Force counterparts is a fun way to boost morale in both programs. This Cadet is responsible for implementing a rigorous training plan five days a week, and to adequately run these sessions, must be able to lead from the front by exhibiting expertise in all of the areas of Soldiering that are tested at the competition. Additional training sessions will be held as necessary in order to cultivate these skills in Cadets trying out for the team. The RC Commander is responsible for working closely with both the Cadre Ranger Challenge Advisor and the Master Fitness Trainer, and must also work diligently with the Cadet S-4 to keep the team well equipped. Other duties the commander is responsible for are the organization of personnel and equipment, maintaining attendance and performance records, publicizing the RC program, and winning the annual Ranger Challenge Competition.




COLOR GUARD AND DRILL TEAM SERGEANT*


This Cadet is responsible for the Portland Battalion Color Guard and Drill Team. Their duties include coordination with the Color Guard advisor, the Cadet S-5, Cadre Recruiting Officer and the Cadet S4 to obtain publicity, performance opportunities, and necessary equipment. The Color Guard Commander must Plan and schedule activities and rehearsals for the Color Guard and Drill Team, and is also responsible for the accountability of equipment. In addition, the CG Commander must inform Cadets of events and recruit Cadets to participate in Color Guard and Drill Team activities, ensuring that the Color Guard and Drill Team appearance and performance are equal to or better than the appearance and performance of active Army Honor Guard units. The SMI may assign the Color Guard Sergeant special projects. These projects include but are not limited to assistance with social functions, ceremonies professional and college level sporting events and Cadet training activities.

 CADET S-1 – Cadet Captain (C/CPT)

The Cadet S-1's primary responsibilities lie in the area of personnel administration, management, and morale. Their functions include: Preparation and maintenance of Battalion contact information, platoon and squad rosters, attendance rosters, and absence memorandums for leadership labs and field training. This Cadet should know at all times who is present at each training event. The S-1 is also responsible for coordinating fund-raising, morale building activities, and the publishing of orders for awards and decorations. At the beginning of the year, he or she is responsible for welcoming and helping Cadets acclimate into the new environment. Also among the S-1's duties is to participate in the administration of the Portland Battalion mentorship program by establishing an updated mentor/mentee list for the Battalion every semester.

 CADET S-2 – Cadet Captain (C/CPT)

The Cadet S-2 works very closely with the Cadet S-3 in reviewing Operations Orders for upcoming labs. This Cadet is responsible for providing Lab C/OICs with weather and light data for events, as well as maps or images of the training areas that will be used. The S-2 also reviews the Risk Assessments written by the Lab Cadet Officer-in-Charge (C/OIC) before they are turned in to the Cadre to ensure they give an accurate picture of possible issues, as well as ways to control and mitigate them prior to any training events. Other duties as assigned.


 CADET S4 – Cadet Captain (C/CPT)

The Cadet S4 is responsible for logistical support for Cadet-controlled aspects of the ROTC program. The S-4 receives missions, directives, and guidance from the Battalion Commander and the Cadet Executive Officer concerning leadership labs, field training, and ROTC-sponsored extracurricular activities. The S-4 will work closely with both the Cadet Executive Officer and the Cadre Supply Sergeant to prepare equipment and supply lists, requisition necessary supplies, arrange transportation, messing, and billeting, and insure that property accountability is maintained to include safeguarding and updating the Portland Battalion hand receipts.

 CADET ASSISTANT S-4 – Cadet Captain (C/CPT)

The Cadet AS-4 is responsible for assisting in the logistical support for Cadet controlled aspects of the ROTC program. They will aid the S-4 in meeting mission requirements, accomplishing directives, and working within the guidance from the Battalion Commander and the Cadet Executive Officer concerning leadership labs, field training, and ROTC-sponsored extracurricular activities. The AS-4 will also attend all pre and post lab volunteer times to help the S-4 with setup and cleanup,

and may assist in supervising Supply Room details. In the event of the S-4's absence, the AS-4 will assume the duties of the logistics shop, including the preparation of equipment and supply lists, the requisition of necessary supplies, and the arrangement of transportation, messing, and billeting, as well as any other tasks that may be assigned to them by either the S-4 or the Cadre Supply Sergeant.

 CADET S5 – Cadet Captain (C/CPT)

The Cadet S5 is responsible for a wide variety of recruiting and fund-raising activities. The S-5 is the main recruiting-oriented staff member and works closely with the Cadre Recruiting Operations Officer. The S-5 is also the principle liaison between the Portland Battalion and media both on and off campus, responsible for promoting Cadet events and awareness of the Army ROTC program on campus. The Cadet S5 may be assigned special projects by the Cadet Battalion Commander, Cadre Recruiting Officer, and the Professor of Military Science. These projects may include but are not limited to: social functions, ceremonies, telephone campaigns, and ROTC awareness: (e.g., getting Cadet support, Cadet involvement Cadre, and high school visits). The S-5 will also assist in preparing invitations and programs for Cadet Battalion events; preparing correspondence for the Cadet Battalion; and preparing and distributing unit and alumni newsletters.

* All MSIVs will wear C/CPT rank or appropriate rank for their duty position.

CADET DUTY DESCRIPTIONS
Company & Detachment Level**

 CADET COMPANY COMMANDER (CO) – Cadet Captain (C/CPT)

The Cadet Company Commander has a variety of responsibilities, but principally serves as the focal point of information from the Battalion Staff level to the Company Chain of Command, where the CO works to delegate tasks as they are received from the BN staff. To that end, the CO attends Battalion training meetings and, with the C/OIC of upcoming events, ensures the Chain of Command's receipt of necessary Operations Orders and information pertaining to them, asking questions to clarify information. The Company Commander will disseminate information regarding leadership labs, publish and brief company OPORDs in a timely fashion adhering to 1/3-2/3 rule, and disseminate information and plans to First Sergeant and platoon leaders. It is their vision in accordance with the Battalion Commander's guidance that shapes events, so it is vital that the CO maintains and enforces adherence to OPORDs, SOPs and timelines. To the Company Commander is entrusted the esprit de corps of the unit, which can best be bolstered and maintained by successful mission completion. Another duty is to ensure that the company is actively engaged in training for upcoming events, as well as making sure continuity book information is updated and rearranged during every rotation, and after every landmark training event.



CADET EXECUTIVE OFFICER (XO) – Cadet First Lieutenant (C/1LT)

The Company XO receives guidance from Company Commander and disseminates it down to Platoon Leaders. This Cadet will make note of the suspense's set in the Operations Order as it is received from their Commander, assist in delegating tasks, and will follow their progress to ensure they are completed. The XO will also work with the PL's and BN staff to secure any necessary training materials needed to rehearse for upcoming events. Lastly, the XO is in charge of ensuring AAR's are completed and sent up to the Battalion Executive Officer at the time designated in the Operations Order. They ensure these AAR's are to standard before sending these to the battalion level. Similarly to the Battalion XO, the Company Executive Officer completes any additional tasks assigned by the Company Commander, and may be called upon to act as the Company Commander in their absence.



CADET FIRST SERGEANT – (C/1SG)

The First Sergeant is the third level in the NCO support channel and is responsible for general morale and welfare of Cadets in the company. Therefore, the First Sergeant's principle duty is to ensure that troops receive adequate care: food, clothing, housing, and medical treatment. They are the enlisted side of the Company Commander. The Cadet First Sergeant is also given the responsibility for all company formations and assemblies. At each of these, this Cadet must maintain accountability of all company personnel, and ensure that they are in the right location with the correct uniform and equipment. The First Sergeant is responsible for communicating Cadet Accountability – including the maintenance of attendance rosters – to the Battalion S-1 at the completion of each Company formation. The First Sergeant will also ensure that the Platoon Sergeants follow up on any and all reasons for Cadet absences and stay on top of absence forms as needed for the BN S-1. The First Sergeant must also rigorously enforce adherence to timelines, standards, and SOPs as outlined in the Operations Order, and disseminate plans and information to Platoon Sergeants to ensure the same standards are upheld at the platoon level. This Cadet must also assist their Company Commander by briefing paragraph IV of Company Operations Orders, in addition to keeping their CO informed of any issues. The First Sergeant must lead the company by example, and enforce uniform and appearance standards, as well as those of military bearing and discipline.



CADET DETACHMENT OIC – Cadet Major (C/MAJ)

The Cadet Detachment Officer in Charge has a variety of responsibilities, but principally serves as the focal point of information from the Battalion Staff level to the Detachment Chain of Command, where the OIC works to delegate tasks as they are received from the BN staff. To that end, the OIC attends Battalion training meetings and, with the C/OIC of upcoming events, ensures the Chain of Command's receipt of necessary Operations Orders and information pertaining to them, asking questions to clarify information. The Detachment OIC will disseminate information regarding leadership labs, publish and brief company OPORDs in a timely fashion adhering to 1/3-2/3 rule, and disseminate information and plans to Detachment NCOIC and platoon leaders. It is their vision in accordance with the Battalion Commander's guidance that shapes events, so it is vital that the OIC maintains and enforces adherence to OPORDs, SOPs and timelines. To the Detachment OIC is entrusted the esprit de corps of the unit, which can best be bolstered and maintained by successful mission completion. Another duty is to ensure that the detachment is actively engaged in training for upcoming events, as well as making sure continuity book information is updated and rearranged during every rotation, and after every landmark training event.



CADET DETACHMENT NCOIC – Cadet SGM (C/SGM)

The Detachment NCOIC is the third level in the NCO support channel and is responsible for general morale and welfare of Cadets in the company. Therefore, the Detachment NCOIC principle duty is to ensure that troops receive adequate care: food, clothing, housing, and medical treatment. They are the enlisted side of the Detachment OIC. The Cadet Detachment NCOIC is also given the responsibility for all detachment formations and assemblies. At each of these, this Cadet must maintain accountability of all detachment personnel, and ensure that they are in the right location with the correct uniform and equipment. The Detachment NCOIC is responsible for communicating Cadet Accountability – including the maintenance of attendance rosters – to the Battalion S-1 at the completion of each Detachment formation. The Detachment NCOIC will also ensure that the Platoon Sergeants follow up on any and all reasons for Cadet Absences and stay on top of absence forms as needed for the BN S-1. The Detachment NCOIC must also rigorously enforce adherence to timelines, standards, and SOPs as outlined in the Operations Order, and disseminate plans and information to Platoon Sergeants to ensure the same standards are upheld at the platoon level. This Cadet must also assist their Detachment OIC by briefing paragraph IV of Detachment Operations Orders, in addition to keeping their OIC informed of any issues. The Detachment NCOIC must lead the detachment by example, and enforce uniform and appearance standards, as well as those of military bearing and discipline.



PLATOON LEADER (PL) – Cadet Second Lieutenant (C/2LT)

The Platoon Leader is responsible for the training of the platoon in collective tasks. This Cadet works hand-in-hand with the Platoon Sergeant (PSG) to accomplish the Commander's guidance and directives for the company, and thus their platoon. They will ensure that squads are properly trained in all tasks, and maintain accountability for platoon personnel and equipment. They will receive, disseminate, and publish Operations Orders, information and plans to both their Platoon Sergeant and Squad Leaders, ensure adherence to timelines and standards, conduct periodic inspections of personnel and equipment to ensure standardization and serviceability, and track platoon training information (PT averages, land navigation scores, swimming abilities, allergies). The Platoon Leader will also supervise pre-combat inspections and conduct spot-checks when necessary. They will keep the Company Commander up to date on their platoon, and at the end of each rotation, they will ensure changes to the continuity book information are updated. The Platoon Leader is the lowest ranking officer that serves with troops, and as such, that is where he or she belongs at all times. They must also ensure the well-being of their Platoon and that quality training is being conducted. To the PL is entrusted the morale and esprit de corps of their platoon. This is accomplished by the direct supervision of the Squad Leaders and Platoon Sergeant.



PLATOON SERGEANT (PSG) – Cadet Sergeant First Class (C/SFC)

The Platoon Sergeant is in the NCO support channel and is responsible for all platoon formations and assemblies, as well as disseminating information and plans to squad leaders. The PSG must note accountability of platoon personnel during labs, FTXs and PT, and maintain attendance rosters for all events for submission to the Cadet 1SG. They will ensure the platoon adheres to standards and timelines at all times. This Cadet must rigorously enforce the company's uniform policy; assist the PL in the maintenance of the Platoon continuity and information book, and compile weekly and semester schedules from all platoon members. The PSG will brief paragraph IV of the platoon Operations Order, and keep the platoon leader informed of all necessary information pertaining to upcoming Platoon training. To the Platoon sergeant is also entrusted the welfare of troops under their command, and it is their responsibility to ensure appropriate levels of troop care, as well as assist the PL with raising morale via platoon events and mottos.



SQUAD LEADER (SL) – Cadet Staff Sergeant (C/SSG)

Squad Leader serves as the first-line supervisor and motivator for the squad. This position is one of two that is in both the Chain of command and the NCO support channel. This Cadet is responsible for all squad formations and assemblies, as well as disseminating Operations orders, information and plans to squad members utilizing the 1/3, 2/3 rule. They are responsible for the preparation of their squad for upcoming training, and must also enforce adherence to timelines and

standard operating procedures. They will maintain accountability of squad personnel during all training events, maintain attendance rosters for submission to the Platoon Sergeant, and rigorously enforce the battalion's uniform policy within their squad. They will also obtain all necessary squad information, schedules, and safety concerns from squad members for the squad book, which they will update at the end of each rotation. The squad leader must keep the Platoon leader and Platoon Sergeant informed of their squad's progress, should be constantly seeking guidance in order to improve upon squad SOPs and training methods. Effective squad leaders will set agendas and efficiently cover all necessary topics during the two hours of squad time allotted each week, and should hold squad bonding events when possible, as well as stay proactive in ensuring their squad is as prepared as possible in both knowledge and materials for any and all training events. This is accomplished by the direct supervision of both Team Leaders. The squad leader is the most influential leader in the MS I & II Cadets' chain of command. They are the member of that Cadet chain of command whom Basic Course Cadets will interact with most frequently. As such, this Cadet the greatest impact on Cadets both remaining active in our ROTC program and becoming an Army officer.



TEAM LEADERS (TL) – Cadet Sergeant (C/SGT)

Team Leaders (Alpha and Bravo Teams) are considered to be in both the chain and the NCO support channel. They will assist the SL with all of their assigned tasks (see SL duty description), with the additional responsibility of a four-six person team, and thus for all their team does or fails to do. They are also in charge of compiling team information for the Squad book, and bringing applicable issues to the attention of the squad leader. Based upon squad SOPs, a team leader may be called to act as their squad's leader in the event of their SL's absence.



**MSIII and II Cadets in leadership positions will wear the ACU Cadet rank as well as patches indicating their leadership position on the appropriate shoulder in ACUs. Those positions normally filled by officers, such as CO, XO, and PL will be saluted.

Unless specific rank is given, Cadets will wear their respective MS Class rank: C/PVT for MSL Is, C/CPL and C/SGT for MSL II, and based on assignment as a TL or not, C/SGT thru C/CPT for MSL III (see rank section for more information).

LEADERSHIP DEVELOPMENT PROCESS

Leader development in the ROTC Program is a continuous process of training, assessment and feedback with the goal of instilling and enhancing key leadership traits in future United States Army Officers. Within Cadet Command, this process is known as the Leadership Development Program. It allows for personalized, individual development at all levels of skill throughout the Cadet's ROTC experience, from their first leadership position to commissioning. The LDP includes basic leadership training, periodic assessment, and counseling at both team and individual level by experienced observers, including both Cadre and senior ROTC Cadets. In this way, leader development is both effective and progressive, building on lessons learned and maximizing individual potential.

The ultimate goal of Leadership Development is to produce a capable leader that lives the Army Values and evinces confidence, interpersonal and group-building skills, and knowledge of various facets of Army life.

The LDP Book is maintained by the MSIV Battalion and Company Tactical Officers, and overseen by the Cadre Training NCO. The TAC's will also distribute a Leadership Opportunity Matrix listing the names of those designated to fulfill Company Leadership Positions, the dates of those leadership rotations, as well as the MSIV Evaluator for that position at the beginning of each semester. Initial counseling for leadership positions will be completed at the start of the rotation using the DA Form 4856. A final counseling that reviews the rated Cadets performance will be completed no later than one week after the final rotation date.

CADET ORGANIZATIONS

COLOR GUARD

The ROTC Color Guard represents the Army ROTC at official functions through both the University of Portland and the greater community. The Color Guard performs at functions such as Portland State University football games, University of Portland soccer games, Portland Trailblazers (NBA), university basketball games, Portland Timbers soccer games and at commencements, parades, and other activities where the United States flag is represented, including a past performance for the United States Surgeon General. Those who participate in Color Guard activities may earn awards.

RANGER CHALLENGE

The Army ROTC's varsity sport is both an individual and team sport that provides Cadets tough mental and physical challenges in selected individual and team skills. Tryouts are held at the beginning of each academic year, and training occurs throughout the fall until the competition date. Due to the nature of the competition, practices may be held daily outside of scheduled PT hours at the team commander's discretion. The current competition guideline consists up to ten

events, including weapons assembly challenge, construction of a one-rope bridge, and a timed 10k team foot march.

The Ranger Challenge ribbon and the Tab are awarded to those who meet the requirements and are members of a competing team. For those Cadets that compete for a position on the team from the first day to the last tryout day will be awarded Order of Merit List points. A winning team at the task Force or Brigade level may qualify for other special prizes.

FUNDRAISING

Fundraising events provide Cadets with opportunities to fund group activities. The largest moneymaking events are soccer and basketball game clean up events. This money goes to pay for awards ceremonies, picnics, pizza parties, formal dining events, and equipment. Participation in fundraising activities is part of supporting the ROTC program, and is an obligation that should be enthusiastically embraced by ALL Cadets. The Cadet S-5 is responsible for coordinating moneymaking events.

MILITARY CONDUCT AND APPEARANCE

CONDUCT

Professionals do not lie, cheat, or steal; moreover, they are expected to adhere to a strict code of ethics. As a future Officer and leader in the United States Army, one's subordinates, peers, and superiors alike are watching one's actions. A Soldier of any rank must also adhere to the Army Values "LDRSHIP": Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. Soldiers are judged by the actions they display in accordance with these values.

CUSTOMS AND COURTESIES

In class as well as at lab, uniformed Cadets are expected to observe the standard customs and courtesies of the military service. When in uniform:

SALUTING

The proper salute will be rendered:

- As required at military formations and ceremonies.
- By all uniformed Cadets on the drill field (except when information) when meeting, or when approached by a commissioned officer of the military services, or Cadet officer of higher rank.
- By all Cadets in uniform, when reporting to a commissioned officer or to a board of officers.
- By all Cadets in uniform, (including physical fitness uniform) when meeting a commissioned officer or any Army or Air Force Cadet officer of higher rank while outside.
- Cadets will salute fellow Cadets holding Senior Officer rank.

The salute is not rendered:

- Inside a building, except when reporting.

PROFESSIONAL RESPECT

Officers, both cadre and Cadets, will be addressed as “Sir” or “Ma’am,” NCOs as “Sergeant.” Cadets will initially come to attention when speaking with either cadre or Cadet officers, and to parade rest when interacting with NCOs. Upon the command, “at ease,” they may relax. Cadets will maintain military bearing at all times when interacting with officers and NCOs in a professional setting.

USE OF AUTHORITY

The rank each individual holds denotes the limits of his/her authority. Common sense and mutual courtesy must be used in exercising this authority.

MORALE AND DISCIPLINE

The Cadet Battalion Commander is ultimately responsible for the overall morale and discipline of the unit. Morale actions include planning informal social functions, ensuring the health and welfare of the unit and its members, and planning other esprit de corps activities and events. Disciplinary measures will occur when an individual’s actions lower the efficiency of the unit. Corrective measures will instill a positive desire for change in behavior and a willingness to contribute to the effectiveness of the unit. Spot corrections will be made and corrective training or “kudos” will be administered as necessary. Any major discipline or honor infractions on or off campus will result in disenrollment.

ABSENCES – EXCUSED AND UNEXCUSED

You will receive a request for approved absence form from the Battalion S-1 via email at the beginning of each semester, to be used in the event of either a planned or unforeseen absence.

1. When filling out the forms, replace the directions with your own information in the body of the memo.
2. Always include the date that you will make up the missed event. It will be remedial if you don’t already attend remedial. If you do attend remedial, you will schedule a PT session with the MSIV advisor. The MSIV advisor will be notified by YOU before the memo is sent up the Chain of Command.
3. Never hand-write the memos.
4. Use only black ink to print out the memos.
5. Memos must fit on one page. Change the font if you have to.
6. Submit a request for excused absence form when you want to be excused from an event AHEAD of time (5 days prior).
7. If you have missed an event and you did not send up an absence form 5 days prior, it is an unexcused absence and you will send up a request for excused absence form within 24 hours of the missed event. Only special circumstances get you out of this one (i.e.: I JUST found out my grandmother died and her funeral is tomorrow during PT).
8. If you become injured during your time in ROTC you will get a doctor's note that defines the specifics of your injury such as WHAT it is, HOW LONG you cannot participate, and in WHAT can you not participate in. You will give this note to your cadre class advisor and fill out the appropriate section of the request for approved absence form and give it to your squad leader See your syllabus for how unexcused absences affect your grade.

THE UNIFORM

ITEMS OF ISSUE

All contracted/scholarship Cadets are issued Cadet uniforms (ACUs, PT uniforms, and Class A dress uniforms) and necessary equipment from the Portland Battalion Supply Room located in Howard Hall. Student enrolled in only one of the Military Science series classes will only be issued necessary personal protective equipment items for that class (i.e. Students enrolled in lab may be issued eye-pro, gloves, knee/elbow pads, etc.). Students who are participating in Ranger Challenge but are without necessary equipment, will be issued uniforms and field gear before attending, and they will turn in those items upon returning from the event. Appointments for issue of equipment can be made through your MS class advisor, Supply Sergeant, or Cadet S-4.

RESPONSIBILITY

The uniform, insignia, texts and all supplies and equipment issued to students for use in the ROTC program are the property of the United States Government. All Cadets are responsible for the care, safekeeping, and maintenance of all items issued to them and will be held financially liable for any damage, misappropriation or loss of any of these items. A Cadet is not held responsible for normal wear and tear of the uniform. Should a Cadet decide to withdraw from the school or program, they must coordinate with their Cadre class advisor to arrange for return of all items issued.

WEARING OF THE UNIFORM

When in uniform, one must wear the complete uniform of the day. Do not wear articles of civilian clothing mixed with articles of uniform, unless otherwise directed by the Chain of Command. Backpacks, commercial rucksacks, gym bags or like articles may be worn over the shoulder while in uniform as long as they are black, foliage green, or ACU pattern with no logos. If a bag is not black or does have visible logos, it may be carried in the left hand, leaving the right hand available to render salutes.

- The cap will be worn at all times out of doors.
- Uniforms and uniform pockets will be kept zipped and fastened at all times, to include the PT jacket.
- Boots will be cleaned and free of dirt; Dress shoes will be shined and free of dust.
- Uniforms will be kept clean, serviceable and free of wrinkles. Dress uniforms will be pressed.
- Brass and other insignia will be kept highly shined
- ACUs will be worn at all labs, unless otherwise directed by the COC.
- Class "B" (or "A") will be worn as directed by the COC.
- ASUs will be worn when directed by the COC.

- **The black beret will be worn as the appropriate headgear for the ASU uniform with the Battalion regimental insignia. SMP Cadets while participating in ROTC will wear Portland Battalion regimental unit insignia.**

PERSONAL APPEARANCE

GENERAL

Many hairstyles are acceptable in the Army. Extreme or fad style haircuts or hairstyles are not authorized. If dyes, tints, or bleaches are used, colors used must be natural to human hair and not present an extreme appearance.

→ Males

- Hair will present a tapered appearance and when combed will not fall over the ears or eyebrows or touch the collar except for the closely cut hair at the back of the neck. The block cut fullness in the back is permitted in moderate degree as long as the tapered look is maintained. In all cases, the bulk or length of hair will not interfere with the normal wear of headgear or protective masks.
- Sideburns will be 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 ear opening.
- The face will be clean-shaven— mustaches are permitted. If a mustache is worn, it will be kept neatly trimmed, tapered, and tidy and will not present a chopped-off appearance. No portion of the mustache will cover the upper lip line or extend sideways beyond a vertical line drawn upward from the corner of the mouth.

→ Females

- Hair will be neatly groomed. The length and bulk of the hair will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will not fall over the eyebrows or extend below the bottom edge of the collar. Hairstyles will not interfere with proper wear of military headgear or protective masks. Hair holding ornaments (such as but not limited to, barrettes, pins, clips, bands, etc), if used, must be unadorned or plain and must be transparent or similar in color to the hair, and will be inconspicuously placed. Beads or similar ornamental items are not authorized.
- Cosmetics - Female Soldiers are authorized to wear cosmetics applied and in good taste that are neutral or natural in color. Exaggerated or faddish cosmetic styles or colors like purple, gold,

blue, and white will not be worn and are inappropriate with the uniform.

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

WEARING OF JEWELRY

The wearing of a wrist watch, a wrist identification bracelet, including a conservative MIA/POW identification bracelet (only one item per wrist), and not more than two rings (wedding set is considered one ring) is authorized with Army uniforms unless prohibited for safety or health reasons as long as the style is conservative and in good taste. One necklace is also authorized if it religious in nature (simple chain with a cross, Star of David, etc).

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

Female Soldiers are authorized optional wear of screw-on, clip-on, or post type earrings with the service, dress, and mess uniforms. Earrings will not be worn with ACUs (utility, field, or organizational to include hospital duty, food service, and physical fitness uniforms). Earrings will not exceed 6mm or 1/4 inch in diameter. They will be of gold, silver, and white pearl, or diamonds; unadorned and spherical. When worn, earrings will fit snugly against the ear and will be worn as a matched pair with only one earring per lobe. Male Soldiers are not authorized to wear any type of earring when in uniform or when wearing civilian clothing on duty or on a military post.

BODY PIERCING

Body piercing are not authorized while in uniform, at an official ROTC event or while in civilian clothes during Army ROTC scheduled events. This includes nose, lip, and eyebrow piercings, as well as alternative ear piercings in females. Males are not permitted to have piercings of any kind.

TATTOOS

Tattoos visible while wearing either the ACU or ASU uniforms are prohibited. Any tattoo that can be seen while in uniform must be covered unless otherwise authorized by the PMS.

MALE UNIFORM - QUICK REFERENCE

ROTC/TORCHES	1 inch up and centered from V-notch on collar, 45 degree angle
RANK	1/2 inch from shoulder seam and centered on shoulder loops
UNIT CREST	Centered between button and rank on shoulder loops
DMSL/SCHOLAR BAR/ NURSE PIN	Centered, 1/8 inch above the top right pocket
NAME BADGE	Centered on the flap of the right pocket between the top of the button and the top of the pocket
RIBBONS	1/8 inch above left pocket centered
AIRBORNE	1/4 inch above ribbons
MARKSMANSHIP	1/8 inch below left pocket flap centered

FEMALE UNIFORM – QUICK REFERENCE

ROTC/TORCHES	1 inch up and centered from V-notch on collar, 45 degree angle
RANK	1/2 inch from shoulder seam and centered on shoulder loops
UNIT CREST	Centered between button and rank on shoulder loops
DMSL/SCHOLAR BAR/ NURSE PIN	Centered, 1/4 inch above name badge centered
NAME BADGE	1 to 2 inches above top button centered horizontally
RIBBONS	Centered on left side bottom row parallel to bottom edge of name badge Top button of shirt for Class B
AIRBORNE	1/4 inch above ribbons, centered
MARKSMANSHIP	3/4 inch centered below marksmanship badge

ARMY SERVICE UNIFORM (ASU)

Cap Insignia and Ornamentation. ROTC cap insignia described in A and B below will be furnished at Government expense for wear by all Cadets on caps as specified.

a. ROTC Insignia, Basic Course

(1) Description: A wreath 1-3/8 inches in height, containing the letters R.O.T.C. on a panel inside the wreath, all metal in gold color.

(2) How worn:

(a.) On the Beret, straight across the forehead, 1 inch above the eyebrows. The flash is positioned over the left eye, and the excess material is draped over to the right ear.



Centered with rank/insignia in horizontal position, Beret

b. ROTC Insignia, Advanced Course

(1.) How worn:

(a.) Cap insignia is not worn on the Beret. Cadet Officer rank, insignia or DUI for enlisted Cadet will be worn as shown below.



Cadet Officer rank, Beret Cadet enlisted DUI, Beret

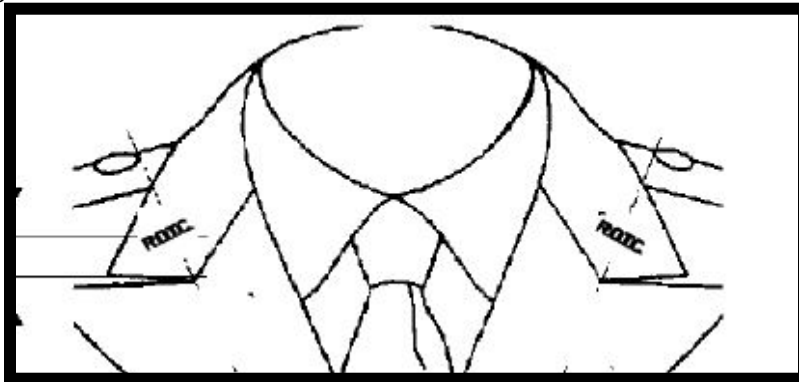
R.O.T.C. and School Initials Collar Design.

a. R.O.T.C. Initials: Insignia will be furnished at government expense for wear by Advanced Course Cadets on issue or Cadet-type uniforms. Insignia will not be worn if school initials described in below are worn.

(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: Centered on both lapels of the coat, parallel to the inside edge of each lapel the lower edge of the insignia, 1 inch above the notch of the lapel (ASU).



R.O.T.C. insignia on lapel, ASU

(b) Shirt: 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 and DA PAM 670-1.



R.O.T.C. insignia not worn on shirt

(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.

3-5. 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) Centered on both collars of the coat, parallel to the inside edge of each collar with the outside edge of the insignia 1 inch above the notch of the label (ASU).

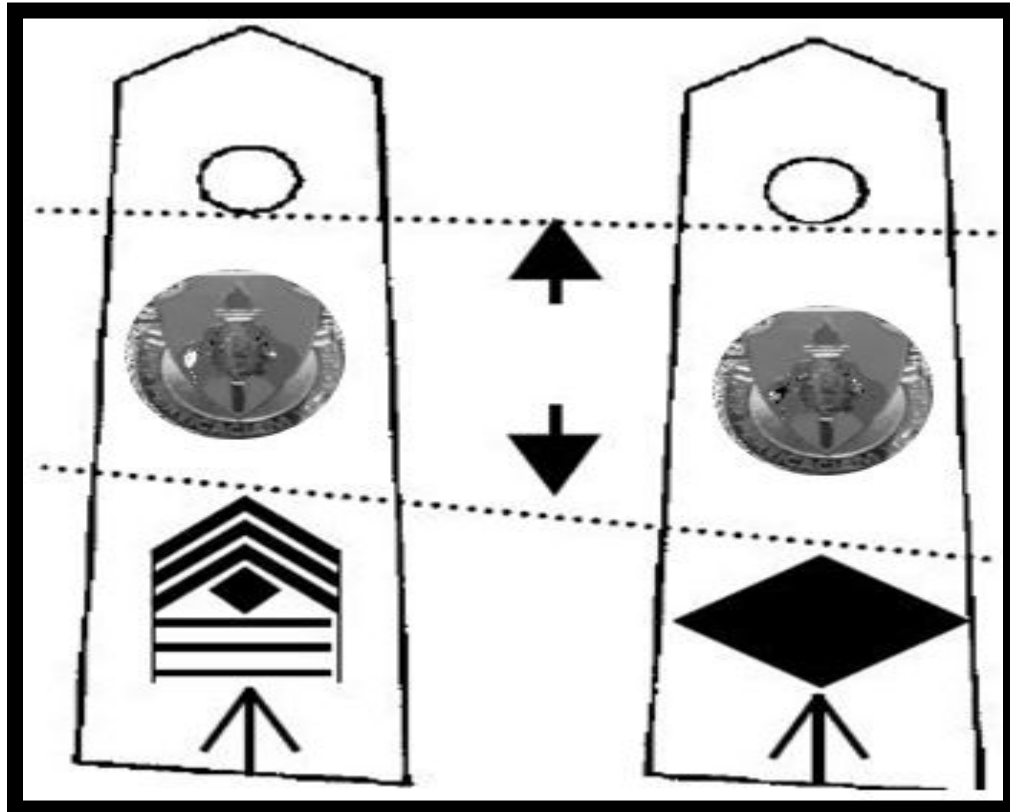


Torch of Knowledge insignia, on lapel, ASU

Distinctive Unit Insignia (DUI): DUI will be worn by Cadre and Cadets. Institutional DUI, which have been approved by the TIH, will be worn. If the institution does not have an approved DUI by the TIH, the Cadet Command DUI will be worn. Enlisted personnel will wear the DUI on the ASU coat, centered on the shoulder loops an equal distance from the outside shoulder seam to the outside edge of the button, with the base of the insignia toward the outside shoulder seam. Enlisted personnel are authorized to wear the DUI on the enlisted green or blue dress uniform (worn with white shirt and necktie/neck tab). The DUI centered on the shoulder loops, an equal distance from the inside edge of their grade insignia to the outside edge of the button, with the base of the insignia toward the outside shoulder seam.



Officer and Enlisted DUI worn on shoulder loops of ASU



Enlisted and Officer DUI worn on shoulder loops of Army Service Uniform

a. How worn.

(1) Centered on the shoulder loops of the coat or midway between the insignia of grade and the outer edge of the button. Cadet noncommissioned officers will wear the distinctive insignia centered on the chevrons.

(2) Enlisted: Distinctive unit insignia worn on the Beret and ASU centered on shoulder loops. Wear of DUI on the Class B Uniform shirt and ASU shirt is 1/4 inches above nameplate.

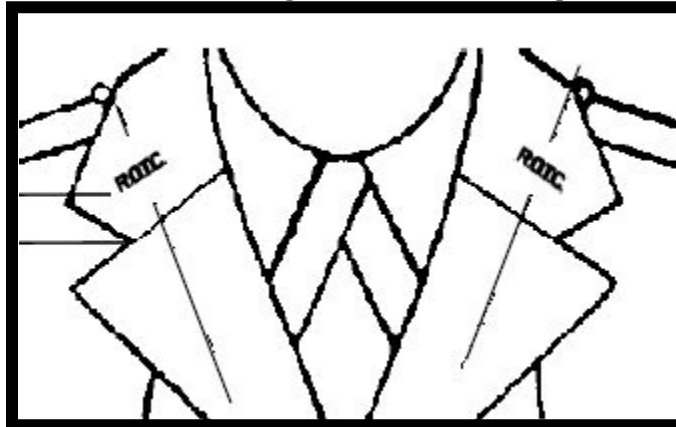
(3) Officers: Distinctive unit insignia will not be worn on the Beret. Wear of the DUI centered on the shoulder loops of the ASU. On the Class B shirt and ASU shirt, DUI is worn 1/4 inches above nameplate.

Insignia of Grade for Cadet Noncommissioned Officers: Insignia will be furnished at government expense for wear by Cadet Noncommissioned Officers on issue or Cadet-type uniforms.

- a. How worn: The brass insignia are centered on the shoulder loops of the ASU with the top of the insignia pointing toward the individual's neck. The insignia are worn IAW **AR 670-1**.

Wearing of Insignia, Female Cadets: Provisions for the wear of authorized insignia and other items are set forth below; cross-referenced for convenience to related provisions for wear of male Cadet Insignia, and identified in the figure illustrations provided, where applicable. Insignia are worn on the coat and headgear only, not on the shirt (shirt-waist).

- a. How worn: 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.



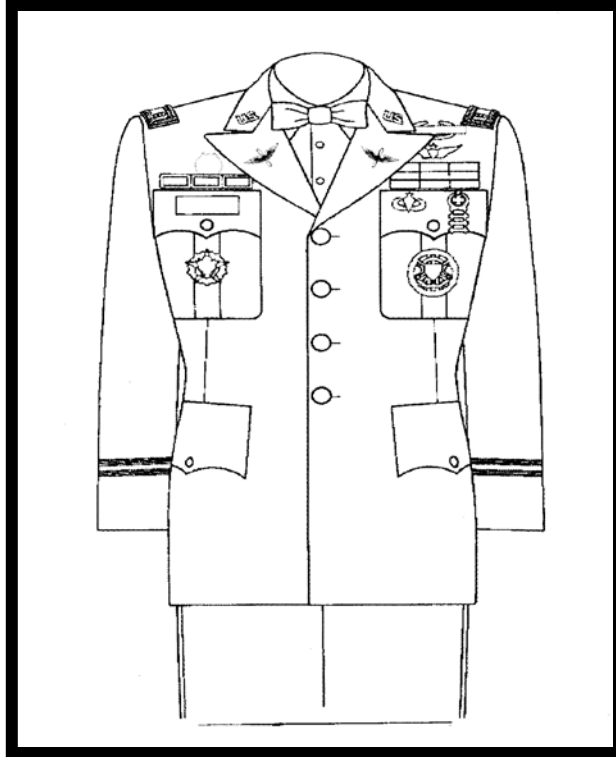
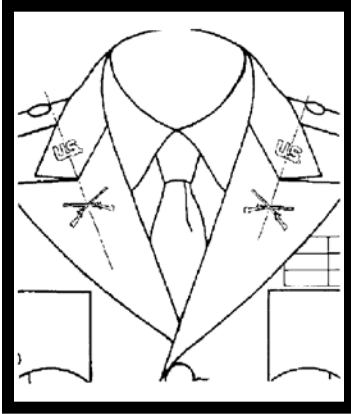
R.O.T.C. insignia, coat

THE ARMY SERVICE UNIFORM

The Army Service Uniform is authorized for the replacement for the Army Green uniform. This uniform will be issued by the ROTC detachment. It will be appropriate for wear for occasions such as Dining In & Out, and awards ceremonies. The only authorized headgear is the black beret.

Composition of Male Uniform

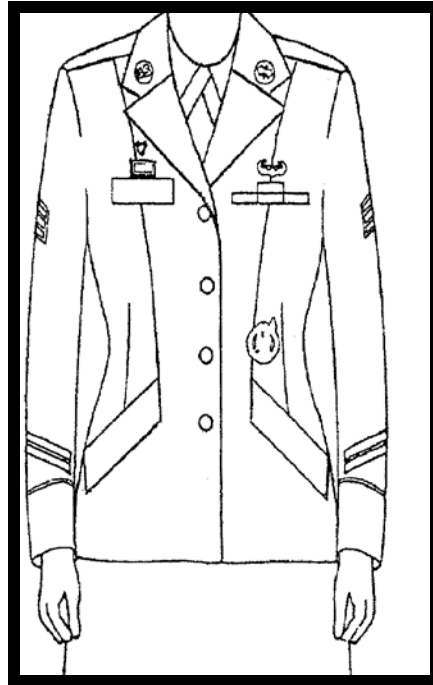
The Army blue uniform comprises a dark-blue coat, dark-blue or light-blue trousers, a white turndown-collar shirt, and a black bow tie or black four-in-hand necktie. When worn with a black bow tie, the Army blue uniform constitutes a formal uniform and corresponds to a civilian tuxedo. When worn with a black four-in-hand necktie, the Army blue uniform is an informal uniform.



THE FEMALE ARMY SERVICE UNIFORM

Composition of Female Uniform

The Army blue uniform comprises an Army blue coat, slacks, skirt, and a white short-sleeved shirt with a black neck tab.



ARMY COMBAT UNIFORM (ACU)



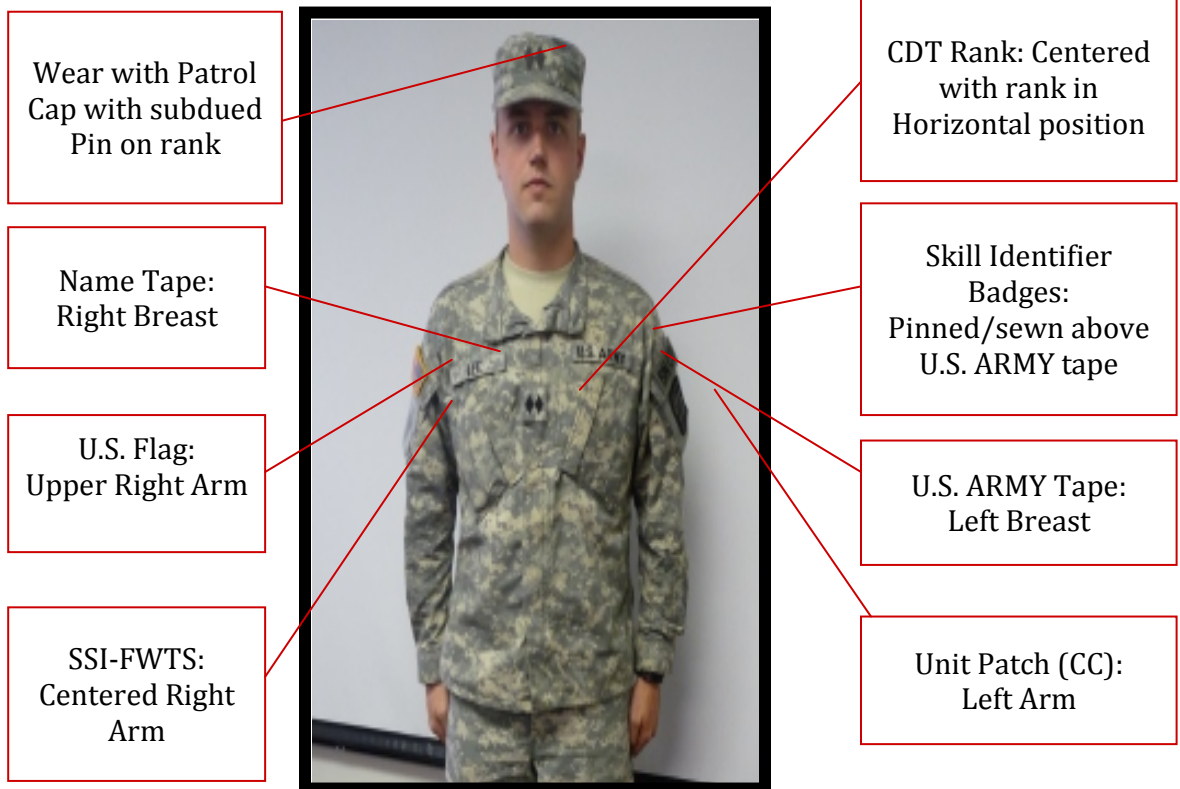
Cadet Command and Institutional shoulder sleeve insignia

- a. Either a SSI-FWTS, or institutional sleeve insignia (not both) is worn centered on the hook and loop-faced pad already provided on the right sleeve of the ACU coat.



SSI-FWTS,
centered on
right shoulder
sleeve

SSI-FWTS



Wear with Patrol
Cap with subdued
Pin on rank

Name Tape:
Right Breast

U.S. Flag:
Upper Right Arm

SSI-FWTS:
Centered Right
Arm

CDT Rank: Centered
with rank in
Horizontal position

Skill Identifier
Badges:
Pinned/sewn above
U.S. ARMY tape

U.S. ARMY Tape:
Left Breast

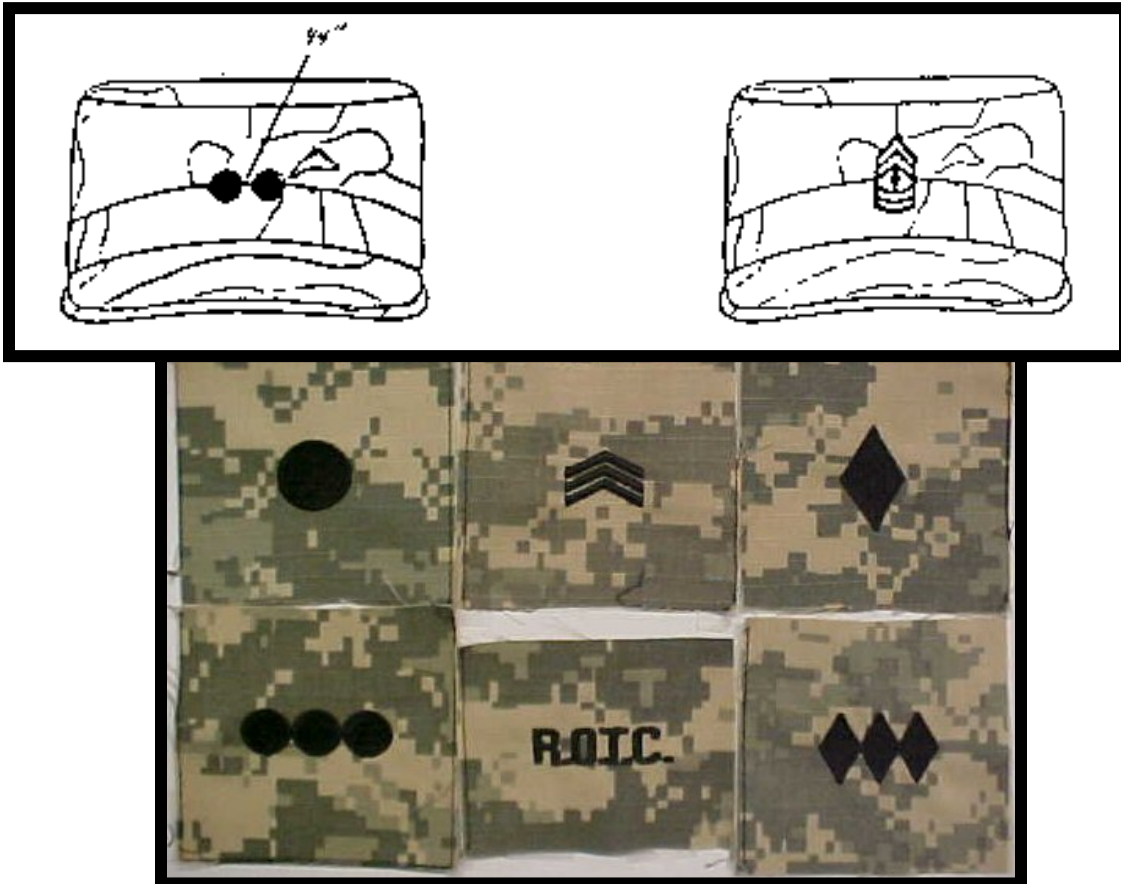
Unit Patch (CC):
Left Arm

Proper wear and appearance of ACU IAW AR 670-1

b. Full color U.S. flag insignia is worn on the right sleeve centered on the Right sleeve pocket flap.

Insignia of Grade for Cadet Officers

- a. Wear of Cadet Ranks with multiple lozenges will be worn vertically, discs will be worn horizontally on the ACU hook and loop face pad.
- b. Wear of Cadet Officer Ranks with multiple lozenges or disc will be worn horizontally and centered on the patrol cap.



→ For more information on uniform wear and appearance, see Army Regulation 670-1, Wear and Appearance of Army Uniforms and Insignia and Cadet Command Regulation 670-1, Uniform Wear and Appearance.

ARMY PHYSICAL FITNESS UNIFORM

The Army Physical Fitness Uniform as worn by Portland Cadets consists of the short sleeve gray PT shirt with reflective lettering tucked into the black Army PT shorts. This is referred as summer PT's. Winter PT's will consist of a grey coat and black pants with Army printed on the coat. When wearing the winter PT's you will have the shorts and t-shirt (summer PT's) on underneath.

The yellow, reflective PT belt will be worn around the waist when in "summer" uniform, and when in the winter uniform, worn across the body from the right

shoulder to the left hip. Cadets will wear running shoes. In severe weather (40° and below), Cadets will also wear issued gloves and a logo-less Army-style ACU gray “watch cap.”

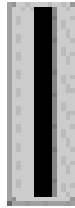
More information concerning exact times, locations and uniform for PT will be distributed by the Chain of Command at each semester.

INSIGNIA

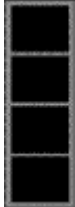
UNITED STATES ARMY COMMISSIONED OFFICER INSIGNIA

	GENERAL		LIEUTENANT COLONEL (SILVER)
	LIEUTENANT GENERAL		MAJOR (GOLD)
	MAJOR GENERAL		CAPTAIN
	BRIGADIER GENERAL		FIRST LIEUTENANT (SILVER)
	COLONEL		SECOND LIEUTENANT (GOLD)

U.S. ARMY WARRANT OFFICER INSIGNIA



CHIEF WARRANT
OFFICER - 5



CHIEF WARRANT
OFFICER - 4



CHIEF WARRANT
OFFICER - 3



CHIEF WARRANT
OFFICER - 2



WARRANT
OFFICER

US ARMY ENLISTED INSIGNIA



COMMAND
SERGEANT
MAJOR



SERGEANT



SERGEANT
MAJOR



CORPORAL



FIRST
SERGEANT



SPECIALIST



MASTER
SERGEANT



PRIVATE
FIRST
CLASS



SERGEANT
FIRST
CLASS



PRIVATE
SECOND
CLASS

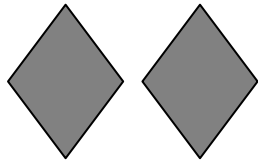


STAFF
SERGEANT

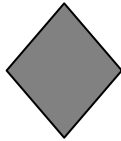
NO RANK

PRIVATE

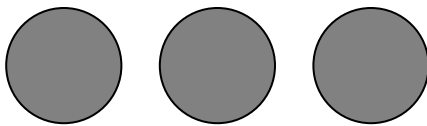
ARMY CADET OFFICER INSIGNIA



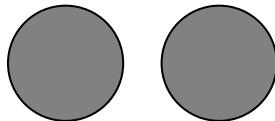
CADET LIEUTENANT
COLONEL



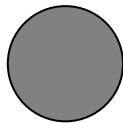
CADET
MAJOR



CADET CAPTAIN



CADET FIRST
LIEUTENANT



CADET SECOND
LIEUTENANT

US ARMY CADET ENLISTED INSIGNIA



CADET
COMMAND
SERGEANT
MAJOR



CADET
STAFF
SERGEANT



CADET
SERGEANT
MAJOR



CADET
SERGEANT



CADET
FIRST
SERGEANT



CADET
CORPORAL



CADET
MASTER
SERGEANT



CADET
PRIVATE
FIRST
CLASS



CADET
SERGEANT
FIRST
CLASS













CADET
PRIVATE

AWARDS AND DECORATIONS




































Much of the Army is built on awards. For different accomplishments, various awards are given to distinguish the individual and their achievements. Attached is a list of different ribbons, medals, and awards that one can receive for specific accomplishments, both in ROTC and in the regular Army.

US ARMY AWARDS & DECORATIONS


US ARMY UNIT AWARDS

			
ARMY PRESIDENTIAL UNIT CITATION	JOINT MERITORIOUS UNIT AWARD		
			
ARMY VALOROUS UNIT AWARD	ARMY MERITORIOUS UNIT AWARD	ARMY SUPERIOR UNIT AWARD	PHILIPPINE PRESIDENTIAL UNIT CITATION
			
REPUBLIC OF KOREA PRESIDENTIAL UNIT CITATION	REPUBLIC OF VIETNAM PRESIDENTIAL UNIT CITATION	VIETNAM GALLANTRY CROSS UNIT CITATION	VIETNAM CIVIL ACTIONS UNIT CITATION

US ARMY AWARDS AND HONORS

			
MEDAL OF HONOR	DISTINGUISHED SERVICE CROSS	DISTINGUISHED SERVICE MEDAL	SILVER STAR
			
LEGION OF MERIT	DISTINGUISHED FLYING CROSS	SOLDIERS MEDAL	BRONZE STAR
			
PURPLE HEART	MERITORIOUS SERVICE MEDAL	AIR MEDAL	ARMY COMMENDATION
			
ARMY ACHEIVEMENT	POW MEDAL	GOOD CONDUCT	RESERVE ACHEIVEMENT
			
HUMANE ACTION	NATIONAL DEFENSE	KOREAN SERVICE	ANTARCTICA SERVICE
			
ARMED FORCES EXPEDITIONARY	VIETNAM SERVICE	SOUTHWEST ASIA	KOSOVO CAMPAIGN
			
ARMED FORCES SERVICE MEDAL	OUTSTANDING VOLUNTEER	ARMED FORCES RESERVE	NCO PROFESSIONAL
			
ARMY SERVICE	OVERSEAS RIBBON	RESERVE OVERSEAS	NATO MEDAL
			
VIETNAM CAMPAIGN	SAUDI ARABIA LIBERATION	KUWAIT LIBERATION	

US ARMY SPECIAL AWARDS AND BADGES (AUTHORIZED FOR WEAR)

	RANGER TAB		AIRBORNE BADGE
	COMBAT INFANTRY BADGE		AIR ASSAULT BADGE
	EXPERT INFANTRY BADGE		EXPERT MARKSMAN BADGE
	COMBAT FIELD MEDICAL BADGE		SHARP SHOOTER BADGE
	EXPERT FIELD MEDICAL BADGE		MARKSMAN BADGE

ROTC AWARDS & DECORATIONS

Distinguished Military Active duty awards will be worn in accordance with AR 670-1 and will not be mixed with Cadet Command awards. Cadets are authorized to wear either active duty or Cadet Command awards, but not a combination of the two. SMP cadets may wear their unit patches instead of the ROTC patch on their shoulder; however, they must wear the rank designated to them as a cadet. Prior service cadets who choose to wear their active duty awards and are not in the Guard or Reserve will wear Cadet Command patches.

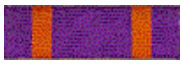


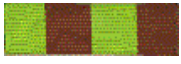

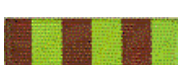
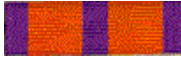
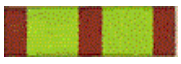







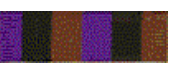


Special Awards:

- George C. Marshall Award. Awarded annually to the outstanding MSIV Cadet. The winner attends a National Security Conference at Virginia Military Institute in April given by the Graduate. Awarded annually by the Professor of Military Science to the most outstanding commissioning MSIV.
- Distinguished Military Graduate. Distinguished Military Graduates are those who rank in the top 20 percent of Army ROTC graduates nationwide following CLC.

- Distinguished Military Student. Distinguished Military students are those who rank in the top 20 percent of Army ROTC graduates within the Battalion, following CLC.

ROTC CADET AWARDS (DISPLAYED IN ORDER OF PRECEDENCE)

	Superior Cadet Award Most outstanding cadet in each military science year group		
	CTLT Ribbon		Gold Medal Athlete Score 290 – 299 on APFT
	Region Cdr Leadership Award Not Currently Used		Silver Medal Athlete Score 280 – 289 on APFT
	Camp Cdr Leadership Award Most outstanding cadet in each NALC Company		Bronze Medal Athlete Score 270 – 279 on APFT
	Platoon Leadership Award Most outstanding cadet in each NALC Platoon		Most Improved Award Biggest increase in score since last APFT
	Military Proficiency Award 90 pts in each event on APFT, 80 pts on written, day & night land nav and GO for BRM		BN Commander's Athletic Award BN Commander's discretion
	One-Shot-One-Kill Award Shoot 40 out of 40 at LTC or NALC		Not Currently Used Authorization Remains with Cadet Command
	Leader's Training Course Graduate Graduate LTC		Brigade Drill Competition Winner of Brigade Drill Competition
	Bold Challenge Battalion Commander's Discretion		Battalion Drill Competition Winner of Battalion Drill Competition
	Cadet Recruiting Ribbon Participate in 2 BN recruiting events. Recruit at least 2 cadets or 1 nurse cadet		NALC Graduate Graduated from National Advanced Leadership Camp
	BN Commander's Recruiting Award BN Commander's Discretion		Region Ranger Challenge Winner All members of the Ranger Challenge Team which wins the Region Competition
	Dean's List Award Semester GPA 3.50 – 4.00		Brigade Ranger Challenge Winner All members of the Ranger Challenge Team which wins the Brigade Competition

	Cadet Honors Award Semester GPA 3.20 – 3.49		Ranger Challenge Team Member All members of the Battalion Ranger Challenge Team
	Cadet Scholar Award Semester GPA 2.90 – 3.19		Sergeant York Award The Cadet who does the most to support the ROTC program
	Most Improved Grades Highest Jump in Semester GPA		Drill Team Member of the Drill Team
	ROTC Honors GPA of 4.0 in ROTC Subjects		Color Guard Member of the Color Guard
	BN Commander's Academic Award BN Commander's Discretion		BN Commander's Military Award Battalion Commander's Discretion
	Not Currently Used Authorization Remains with Cadet Command		Miscellaneous Award R-4-1 Battalion Commander's Discretion
	Not Currently Used Authorization Remains with Cadet Command		Miscellaneous Award R-4-2 Battalion Commander's Discretion
	Platinum Medal Athlete Score 300 on APFT		Miscellaneous Award R-4-3 Battalion Commander's Discretion
			Miscellaneous Award R-4-4 Battalion Commander's Discretion
			Miscellaneous Award R-4-5 Battalion Commander's Discretion

EQUIPMENT

The Modular Lightweight Load-carrying Equipment (MOLLE) was designed to replace the All-purpose Lightweight Individual Carrying Equipment (ALICE).

MOLLE is an Army and Marine Corps item that replaces the aging ALICE (All-purpose, Lightweight, Individual Carrying Equipment) pack and Integrated Individual Fighting System introduced in 1988. Soldiers and Marines took a survey in 1996 resulting in a project to design a load-carrying system that's modular, durable and comfortable, which led to the MOLLE.

The MOLLE consists of a large rucksack that can accommodate add-on components, and a fighting load carrier that can accept removable pockets for the Rifleman, Pistol, Squad Automatic Weapon (SAW), Medic and Grenadier configurations. For short duration missions, there is an assault pack and waist pack. The modularity allows individuals to tailor the load to meet mission needs.

The Fighting Load Carrier (FLC) replaces the Load Bearing Equipment (LBE) web belt and suspenders of the ALICE. Soldiers can significantly increase the amount of ammunition they carry, and weight is evenly distributed across the torso. The vest has no metal clips or hooks that can be awkward and dig into the skin, and has an H-harness in back to minimize heat buildup. It's adjustable to all sizes, and because the vest sits high, Soldiers can fasten the MOLLE frame waist belt underneath the FLC to distribute some of the load to the hips. Three flap pockets on the FLC each hold two 30-round magazines, two grenade pockets and two canteen pouches.

FIGHTING LOAD CARRIER (FLC)



The nylon mesh vest has removable pockets to accommodate different carrying needs and is one of the main components of the MOLLE (Modular Lightweight Load-carrying Equipment) system developed at the U.S. Army Soldier Systems Center (Natick). The Fighting Load Carrier (FLC) is a modular vest that allows commanders to tailor the loads to meet mission needs without unnecessary extra pouches and gear. It is one size fits all, and is designed to be worn over body armor. The MOLLE pockets can be placed directly on the body armor for certain missions. However, when the pockets are placed directly on the armor, it limits the ability to take the fighting load off without exposing oneself to ballistic threats.

MOLLE II ASSAULT PACK



The assault pack has a large load cargo capacity compartment with separate pocket to fit up to two 3L hydration bladders. The body contour shoulder straps with D-Ring for equipment attachment, sternum strap and waist belt. Includes external side compression straps, with heavy-duty carry and drag handle. There is two double zipper pulls on the main compartment for easy access. Individual form pad back panel for extra comfort and maximum airflow.

MOLLE II PACK



The rucksack has a front pocket to hold a claymore antipersonnel mine. Inside is a bandolier with a capacity for six 30-round magazines and a removable tactical radio pocket. A detachable sustainment pouch on each side is big enough to hold a Meal Ready-to-Eat with room to spare, and underneath the rucksack, a sleeping bag compartment was designed to hold the Army's new modular sleeping bag.

CLEANING AND MAINTENANCE OF MOLLE II EQUIPMENT

Scrape dirt and dust from the item using a brush that will not cut into the fabric.

Using mild detergent or soap, hose or wash the item in a pail of water.

Rinse thoroughly with clean water.

Do not use chlorine bleach, yellow soap, cleaning fluids, or solvents that will discolor or deteriorate the item.

Dry the item in shade or indoors. Do not dry in direct sunlight, direct heat or open flame.

Do not launder or dry item in fixed commercial home-type laundry equipment.

Do not attempt to dye or repair.

Turn in for repair or replacement.

Remember, extremely dirty or damaged equipment can eventually fail to perform its intended function.

MOLLE II Equipment



Uniform Per SOP: ACUs, Kevlar, Black Gloves with Inserts in the right cargo pocket, Tan Boots, Complete FLC (as shown above), watch, paper, & writing utensil.

PORTLAND BATTALION STANDARD PACKING LIST

(UTILIZE AS DIRECTED BY CADET CHAIN OF COMMAND)

All Carried:

FLC to include	Flashlight w/Red Lens	Notebook w/Pen or
Canteen Cup	2- 1qt Canteens	Pencil
First Aid Dressing	w/Covers	Camo Stick
w/Cover	2- Ammo Pouches	Map Marker/Alcohol
I.D. Card	Helmet, Kevlar**	Pen
Camelbak	I.D. Tags	Protractor
Green Ammo Pouch	Compass/with case	Alcohol Wipes

MSLIII Molle Ruck Sack: PER WARRIOR FORGE PACKING LIST

Wet Weather Bag	Undershirt (3)*	E-Tool
Coat, Gore-Tex*	Underwear (3)*	Poncho
ACUs – 1 set*	Boots*	Hand Towel
Socks – 4 pr.*	Personal Hygiene Kit	TMK
Wet Weather Top	Bungee Cords/550	ROTC Infantry TACSOP
Wet Weather	Cord	FM 3-21.8**
Bottom	Sleeping Pad	Sleep System
Cold Weather	2 x D Batteries (extra)	2 MREs (broken down)
Gear**	Gloves w/Inserts	
	Patrol Cap	

* Items Packed Inside W/W Bag

** As Desired

MSLI & II Ruck Sack

Wet Weather Bag	Undershirt (3)*	Poncho
Coat, Gore-Tex*	Underwear (3)*	Hand Towel
ACUs -1 set*	Wet Weather Top &	Gloves w/Inserts
Socks -4 pr.*	Bottom	2 x D Batteries (extra)
Bungee	TMK (MSLIIs)	Cold Weather Gear**
Cords/550cord		
Sleeping Pad		

* Items Packed Inside W/W Bag

** As Desired

MSLI & II Duffle Bag

Sleep System	Hand Towel
Personal Hygiene Kit	
MSLIs & IIs will share one duffle bag per two cadets.	

****Additional warm weather gear/undergarments are authorized. Items should be black or tan in color and worn under the army ACU uniform. If**

black they should not be visible. If you do not have any of the above colors, then other warm weather gear is authorized, but cannot be seen when worn.

MALES: Personal hygiene kit will include all necessary items to shave daily.

FEMALES: Personal hygiene kit will include all appropriate feminine hygiene items as needed.

TASKS AND TRAINING: STUDY MATERIALS

PHONETIC ALPHABET

A ALPHA (AL-FAH)	B BRAVO (BRAH VOH)	C CHARLIE (CHAR LEE)	D DELTA (DELL TAH)
E ECHO (ECK OH)	F FOXTROT (FOKS TROT)	G GOLF (GOLF)	H HOTEL (HOH TELL)
I INDIA (IN DEE AH)	J JULIETT (JEW LEE ETT)	K KILO (KEY LOH)	L LIMA (LEE MAH)
M MIKE (MIKE)	N NOVEMBER (NO VEM BER)	O OSCAR (OSS CAH)	P PAPA (PAH PAH)
Q QUEBEC (KEH BECK)	R ROMEO (ROW ME OH)	S SIERRA (SEE AIR RAH)	T TANGO (TANG GO)
U UNIFORM (YOU NEE FORM)	V VICTOR (VIK TAH)	W WISKEY (WISS KEY)	Y YANKEE (YANG KEY)
X X-RAY (ECKS RAY)	Z ZULU (ZOO LOO)	1 ONE (WUN)	2 TWO (TOO)
3 THREE (TREE)	4 FOUR (FOW ER)	5 FIVE (FIFE)	6 SIX (SIX)
7 SEVEN (SEV UN)	8 EIGHT (AIT)	9 NINE (NIN ER)	0 ZERO (ZE RO)

THE FIVE-PARAGRAPH OPERATIONAL ORDER (OPORD)

Standard Format:

I. Situation

Provides information essential to subordinate leader's understanding of the situation.

A. Enemy Forces:

Should include the enemy's composition, disposition, strength, recent activities, capabilities, and probable course(s) of action.

1. Weather and light data general forecast
2. Terrain
3. Identification of enemy forces (*composition*).
4. Location(s): Known and suspected (*disposition*).
5. Activity.
6. Strength, morale, and capabilities/equipment.
7. Probable course(s) of action.

B. Friendly Forces

1. Mission and concept of next higher unit to include higher leader's intent.
2. Location and planned actions of units to the left, right, front, and rear.
3. Units providing fire support:
List the fire support mean available to your unit: mortars, artillery, CAS, etc.

C. Attachments/Detachments

II. Mission

This is a clear, concise statement of the unit's task(s) to be accomplished and the purpose for doing it (who, what, when, where, why, and how).

III. Execution

Intent: A stated vision that defines the purpose of an operation and the end state with respect to the relationship among the force, the enemy, and the terrain.

A. Concept of the Operation

This paragraph describes, in general terms, how the unit will accomplish its task(s) from start to finish. It should identify all mission essential tasks, the decisive points of action, and the main effort. This paragraph should be no longer THAN *six* sentences.

1. Maneuver:

This paragraph addresses, in detail, the mechanics of the operation. The main effort must be designated. All subordinate units with their tasks, related to the main effort, are identified also. Actions on the objective should comprise most of the paragraph.

2. Fires:

This paragraph describes how the leader intends for the fires to support his maneuver. It states the purpose to be achieved from the fires, priority

of fires, allocation of any priority targets, and any restrictive control measures for the fires.

B. Tasks to Maneuver Units

This paragraph specifies all tasks and purposes of attached units not covered in paragraph III.A.1.

C. Tasks to Combat Support Units

This paragraph is similar to paragraph III.B except that it describes how combat support units will be employed.

D. Coordinating Instructions

This paragraph lists the details of coordination and control applicable to two or more units/subunits. Some items that might be addressed include:

1. Order of movement, formations, and movement techniques.
2. Actions at halts.
3. Routes (primary/alternate).
4. Departure and reentry of friendly lines.
5. Rally points and actions at rally points.
6. Actions at danger areas (other than unit SOPs).
7. Actions on enemy contact (other than unit SOPs).
8. Reorganization and consolidation instructions (other than unit SOPs).
9. MOPP levels.
10. Time schedules (rehearsals, back-briefs, inspections, and movement).
11. Priority Intelligence Requirements (PIR).
12. Reports.
13. Rules of Engagement (ROE).

IV. Sustainment

This paragraph supplies the critical logistical information required to sustain the unit during the operation.

A. General

1. SOP's in effect for sustainment operations.
2. Current and proposed trains/resupply/cache points.
3. Casualty and damaged equipment.
4. Special instructions for medical personnel.

B. Material and Services

1. Supply:

- a. Class I: Subsistence.
- b. Class II: Clothing and individual equipment.
- c. Class III: POL.
- d. Class IV: Construction.
- e. Class V: Ammunition.
- f. Class VI: Personal Demand Items.
- g. Class VII: Major End Items.
- h. Class VIII: Medical.
- i. Class IX: Repair parts.
- j. Class X: Agriculture/Economic Development.

k. Distribution Methods.

2. Transportation.
3. Services (laundry, showers, etc.).
4. Maintenance (weapons, equipment, vehicles).

C. Medical Evacuation:

Method of evacuating dead and wounded personnel, friendly and enemy (to include priorities).

D. Personnel:

Method of handling EPWs and designation of EPW collection point.

E. Miscellaneous:

1. Special equipment.
2. Captured equipment.

V. Command & Control

This paragraph states where command and control elements are located during the operation.

A. Command

1. Location of the higher unit commander and CP.
2. Location of key personnel and type CP during all phases of the operation.
3. Succession of Command.
4. Adjustments to the unit SOP.

B. Signal

1. SOI index in effect (frequencies, call signs).
2. Method of communication by priority.
3. Pyrotechnics and signals, to include arm and hand signals.
4. Code-words.
5. Challenge and password.
6. Number combination
7. Running password.

BREAKING DOWN AN OPORD

→WARNO first (mission, enemy situation, tasks to teams, time & location of OPORD), introduce self, time, “hold questions”

OPERATION ORDER

[Plans and orders normally contain a code name and are numbered consecutively within a calendar year.]
References: The heading of the plan or order lists maps, charts, data, or other documents the unit will need to understand the plan or order. The user need not reference the SOP, but may refer to the SOP in the body of the plan or order. He refers to a map by map series number (and country or geographic area, if required), sheet number and name, edition, and scale, if required. "Datum" refers to the mathematical model of the earth that applies to the coordinates on a particular map. It is used to determine coordinates. Different nations use different datum for printing coordinates on their maps. The datum is usually referenced in the marginal information of each map.

Time zone used throughout the order: If the operation will take place in one time zone, use that time zone throughout the order (including annexes and appendixes). If the operation spans several time zones, use Zulu time.

Task organization: Describe the allocation of forces to support the commander's concept. You may show task organization in one of two places: **just above paragraph 1, or in an annex**, if the task organization is long or complex.

- Go to the map.
- Apply the **Orient, Box, Trace, and Familiarize** technique to (only) the areas the unit is moving through. (Get this info from the platoon OPORD.)
- Determine the effects of seasonal vegetation within the AO.

1. SITUATION.

a. Area of Interest. Describe the area of interest or areas outside of your area of operation that can influence your area of operation.

b. Area of Operations. Describe the area of operations. Refer to the appropriate map and use overlays as needed.

(1) **Terrain:** Using the OAKOC format, state how the terrain will affect both friendly and enemy forces in the AO. Use the OAKOC from higher's OPORD. Refine it based on your analysis of the terrain in the AO. Follow these steps to brief terrain.

(2) **Weather.** Describe the aspects of weather that impact operations. Consider the five military aspects of weather to drive your analysis (V,W,T,C,P- Visibility, Winds, Temperature/Humidity, Cloud Cover, Precipitation)

Temp High	Sunrise	Moonrise
Temp Low	Sunset	Moonset
Wind Speed	BMNT	Moonphase
Wind Direction	EENT	Percent Illumination
* This is the information the squad leader received from the platoon OPORD.		

c. **Enemy Forces.** The enemy situation in higher headquarters' OPORD (paragraph 1c) forms the basis for this. Refine it by adding the detail your subordinates require. • **Point out** on the map the location of recent enemy activity known and suspected.

(1) State the enemy's **composition, disposition, and strength.**

(2) Describe his **recent activities.**

(3) Describe his known or suspected **locations and capabilities.**

(4) Describe the enemy's most likely and most dangerous **course of action.**

d. **Friendly Forces.** Get this information from paragraphs 1d, 2, and 3 of the higher headquarters' OPORD.

(1) Higher Headquarters' Mission and Intent

- (a) Higher Headquarters Two Levels Up
 - 1 Mission- State the *mission* of the Higher Unit (2 levels up).
 - 2 Intent- State intent 2 levels up.
- (b) Higher Headquarters One Level Up
 - 1 Mission- State the *mission* of the Higher Unit (1 level up).
 - 2 Intent- State intent 1 levels up.

(2) Mission of Adjacent Units. State *locations of units* to the left, right, front, and rear. State those units' *tasks and purposes*; and say how those units will *influence* yours, particularly adjacent unit patrols.

- a. Show *other units' locations* on map board.
- b. Include statements about the *influence each of the above patrols* will have on your mission, if any.
- c. Obtain this information from higher's OPORD. It gives each leader an idea of what other units are doing and where they are going. This information is in paragraph 3b(1) (Execution, Concept of the Operation, Scheme of Movement and Maneuver).
- d. Also include any information obtained when the leader conducts adjacent unit coordination.

e. **Attachments and Detachments.** Avoid repeating information already listed in Task Organization. Try to put all information in the Task Organization. However, when not in the Task Organization, list units that are attached or detached to the headquarters that issues the order. State when attachment or detachment will be in effect, if that differs from when the OPORD is in effect such as on order or on commitment of the reserve. Use the term "remains attached" when units will be or have been attached for some time.

2. **MISSION.** State the mission derived during the planning process. A mission statement has no subparagraphs. Answer the 5 W's: Who? What (task)? Where? When? and Why (purpose)?

- State the **mission** clearly and concisely. Read it twice.
- Go to map and point out the exact **location of the OBJ** and the **unit's present location**

3. EXECUTION

- a. **Commander's Intent.** State the commander's intent which is his clear, concise statement of what the force must do and the conditions the force must establish with respect to the enemy, terrain, and civil considerations that represent the desired end state.
- b. **Concept of Operations.** Write a clear, concise concept statement. Describe how the unit will accomplish its mission from start to finish. Base the number of subparagraphs, if any, on what the leader considers appropriate, the level of leadership, and the complexity of the operation. The following subparagraphs from **FM 5-0** show what might be required within the concept of the operation. Ensure that you state the purpose of the war fighting functions within the concept of the operation (Figure 1).

Figure 1. WARFIGHTING FUNCTIONS

Fire support
Movement and Maneuver
Protection
Command and Control
Intelligence
Sustainment (formerly called "CSS")

c. **Scheme of Movement and Maneuver.** Describe the employment of maneuver units in accordance with the concept of operations. Address subordinate units and attachments by name. State each one's mission as a task and purpose. Ensure that the subordinate units'

missions support that of the main effort. Focus on actions on the objective. Include a detailed plan and criteria for engagement / disengagement, an alternate plan in case of compromise or unplanned enemy force movement, and a withdrawal plan. The brief is to be sequential, taking you from start to finish, covering all aspects of the operation.

- Brief from the start of your operation, to mission complete.
- Cover all routes, primary and alternate, from insertion, through AOO, to link-up, until mission complete.
- Brief your plan for crossing known danger areas.
- Brief your plan for reacting to enemy contact.
- Brief any approved targets/CCPs as you brief your routes

d. **Scheme of Fires.** State scheme of fires to support the overall concept and state who (which maneuver unit) has priority of fire. You can use the PLOT-CR format (purpose, location, observer, trigger, communication method, resources) to plan fires. Refer to the target list worksheet and overlay here, if applicable. Discuss specific targets and point them out on the terrain model (Chapter 3, Fire Support).

e. **Casualty Evacuation.** Provide a detailed CASEVAC plan during each phase of the operation. Include CCP locations, tentative extraction points, and methods of extraction.

f. **Tasks to Subordinate Units.** Clearly state the missions or tasks for each subordinate unit that reports directly to the headquarters issuing the order. List the units in the task organization, including reserves. Use a separate subparagraph for each subordinate unit. State only the tasks needed for comprehension, clarity, and emphasis. Place tactical tasks that affect two or more units in Coordinating Instructions (subparagraph 3h). Platoon leaders may task their subordinate squads to provide any of the following special teams: reconnaissance and security, assault, support, aid and litter, EPW and search, clearing, and demolitions. You may also include detailed instructions for the platoon sergeant, RTO, compass-man, and pace-man.

h. **Coordinating Instructions.** This is always the last subparagraph under paragraph 3. List only the instructions that apply to two or more units, and which are seldom covered in unit SOPs. Refer the user to an annex for more complex instructions. The information listed below is required.

(1) **Time Schedule.** State time, place, uniform, and priority of rehearsals, backbriefs, inspections, and movement.

(2) **Commander's Critical Information Requirements.** Include PIR and FFIR

(a) **Priority intelligence requirements.** PIR includes all intelligence that the commander must have for planning and decision making.

(b) **Friendly force information requirements.** FFIR include what the commander needs to know about friendly forces available for the operation. It can include personnel status, ammunition status, and leadership capabilities.

(3) **Essential elements of friendly information.** EEFI are critical aspects of friendly operations that, if known by the enemy, would compromise, lead to failure, or limit success of the operation.

(4) **Risk-Reduction Control Measures.** These are measures unique to the operation. They supplement the unit SOP and can include mission-oriented protective posture, operational exposure guidance, vehicle recognition signals, and fratricide prevention measures.

(5) **Rules of Engagement (ROE).**

(6) **Environmental Considerations.**

(7) **Force Protection.**

4. SUSTAINMENT. Describe the concept of sustainment to include logistics, personnel, and medical.

a. Logistics.

(1) **Sustainment Overlay.** Include current and proposed company trains locations, CCPs (include marking method), equipment collection points, HLZs, AXP, and any friendly sustainment locations (FOBs, COPs etc).

- (2) Maintenance. Include weapons and equipment DX time and location.
- (3) Transportation. State method and mode of transportation for infil/exfil, load plan, number of lifts/serials, bump plan, recovery assets, recovery plan.
- (4) Supply.

- Class I--Rations plan.
- Class III--Petroleum.
- Class V--Ammunition.
- Class VII--Major end items.
- Class VIII--Medical.
- Class IX--Repair parts.
- Distribution Methods.

- (5) Field Services. Include any services provided or required (laundry, showers etc).

b. Personnel Services Support.

- (1) Method of marking and handling EPWs. (2) Religious Services.

c. Army Health System Support.

- (1) Medical Command and Control. Include location of medics, identify medical leadership, personnel controlling medics, and method of marking patients.
- (2) Medical Treatment. State how wounded or injured Soldiers will be treated (self aid, buddy aid, CLS, EMT etc).
- (3) Medical Evacuation. Describe how dead or wounded, friendly and enemy personnel will be evacuated and identify aid and litter teams. Include special equipment needed for evacuation.
- (4) Preventive Medicine. Identify any preventive medicine Soldiers may need for the mission (sun block, chap stick, insect repellent, in-country specific medicine).

5. COMMAND AND CONTROL. State where command and control facilities and key leaders are located during the operation.

a. Command.

- (1) Location of Commander/Patrol Leader. State where the commander intends to be during the operation, by phase if the operation is phased.
- (2) Succession of Command. State the succession of command if not covered in the unit's SOP.

b. Control.

- (1) Command Posts. Describe the employment of command posts (CPs), including the location of each CP and its time of opening and closing, as appropriate. Typically at platoon level the only reference to command posts will be the company CP.
- (2) Reports. List reports not covered in SOPs.

c. Signal. Describe the concept of signal support, including current SOI edition or refer to higher OPORD.

- (1) Identify the **SOI index** that is in effect
- (2) Identify **methods of communication by priority**
- (3) Describe **pyrotechnics and signals**, to include arm and hand signals (demonstrate)
- (4) Give **code words** such as OPSKEDs
- (5) Give **challenge and password** (use behind friendly lines)
- (6) Give **number combination** (use forward of friendly lines)
- (7) Give **running password**
- (8) Give **recognition signals** (near/ far and day/ night)

*** Actions after Issuance of OPORD:**

- Issue annexes
- Highlight next hard time
- Give time hack
- ASK for questions

REPORTS

I. SALUTE Report

This report is used to identify the size, composition, and activity of the enemy, such as in a reconnaissance mission. This report is used as an after action report.

Size: Denotes the number of enemy

Activity: What the enemy is doing, i.e. talking on radios or patrolling

Location: The grid location of the enemy.

Unit: Any insignia on the enemy or identifying markers, such as unit patch

Time: The time and date of the sighting

Equipment: Any type of equipment the enemy may have such as radios, water, MRE's, and weapons.

Salt Report:

This report is used as the initial enemy contact report, similar to a SALUTE report.

Size: Denotes the number of enemy

Activity: What the enemy is doing, i.e. talking on radios or patrolling

Location: The grid location of the enemy.

Time: The time and date of the sighting

To give this report, one would call higher with the standard "you, this is me" greeting, and then "Salute report to follow." When given the okay, one would give this report line by line, denoting each with the appropriate phonetic alphabet identifier. For example, one would say to begin, "Line Sierra," and then break, or release the call button on the radio, before continuing with "platoon-size element" to describe the size of the enemy. A Soldier would continue in this fashion, breaking after every line identifier and following every description. At the end of the report's transmission, a Soldier would then say "OVER," and await further instruction.

II. ACE Report

The ACE (or LACE, with L standing for "liquid" in hot weather environments) report is a standardized status report usually given during actions on the objective during tactical operations.

Ammunition: Amount of ammunition available to a squad. Usually given by number of remaining full magazines.

Casualties: Number of individuals KIA in your squad, number wounded, and type of wounds.

Equipment: Inventory of missing equipment.

The ACE report is easily given once information is collected by team leaders from individual squad members, consolidated, and then given to the squad leader to report to higher command. A somewhat informal report, it is nevertheless vital to both Soldiers' welfare and mission success.

III, Situation Report (SITREP)

A situation report, or SITREP, is a report given to higher command during various stages of a mission, usually at multiple intervals. While essentially a status report, SITREPs serve a vital purpose in keeping one's commander apprised of mission progress. SITREP requirements can differ from mission to mission, but are usually required upon crossing the Line of Departure (in a request), after establishing an ORP, upon enemy contact, and following troop consolidation after mission completion.

CALL FOR FIRE

There are three key parts to a Call for Fire:

1. Observer Identification
2. Target Location (Grid)
3. Target Description (size and "Tree cover", "In the open" ...etc.)

Example:

1. You: J15, this is R39 Fire for Effect, Over.

Higher: R39 this is J15 Fire for Effect, Out.

2. You: Grid XD365991, Direction 230 degrees, Over

Higher: Grid XD365991, Direction 230 degrees, Out.

3. You: Patrolling infantry squad in intersection, Over.

Higher: Patrolling infantry squad in intersection, Out.

Higher: Shot, Over.

You: Shot, Out.

Higher: Splash, Over.

You: Splash, Out.

Higher: Rounds Complete, Over.

You: Rounds Complete, Out.

You: End of mission, target destroyed, Over.

Higher: End of mission, target destroyed, Out.

BRANCHES OF THE UNITED STATES ARMY

*Indicates branches not immediately accessible without additional training, education, or military experience

I. Movement and Maneuver



Aviation

(AV) 15A

BOLC B: Fort Rucker, Alabama

The Army's Aviation Branch is critical in so many of the Army's operations. From providing quick-strike and long-range target engagement during combat operations to hauling troops and supplies, Army helicopter units are key in getting the job done in many situations. An Officer within the Aviation Branch is first an expert aviator, but is also responsible for the coordination of Aviation operations from maintenance to control tower operations to tactical field missions.



Infantry ++

(IN) 11A

BOLC B: Fort Benning, Georgia

The Infantry is the main land combat force and core fighting strength of the Army. It's equally important during peacetime and in combat. The role of an Infantry Officer is to be a leader in operations specific to the Infantry and to lead others in all areas of land combat. The responsibilities of an Infantry Lieutenant may include leading and controlling the Infantry and combined armed forces during land combat, and coordinating employment of Infantry Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



Armor

(AR) 19A

BOLC B: Fort Knox, Kentucky

The Army's Armor Branch is responsible for all the tank and cavalry/forward reconnaissance operations on the battlefield. The role of an Armor Officer is to be a leader in operations specific to the Armor Branch and to lead others in many areas of combat operations. As an Armor Officer, you may either work with tank units that utilize the M1A1 and M1A2 Abrams Tanks, or cavalry units responsible for forward reconnaissance operations.

II. Fires



Air Defense Artillery

(AD) 14A

BOLC B: Fort Sill, Oklahoma

It is one of the most high-tech and modern forces within the Army, and the Officers who lead it must sharpen their skills constantly as this technology evolves. The role of an Air Defense Artillery Officer is to be a leader in operations specific to the Air Defense Artillery Branch and to be an expert in the tactics, techniques, and procedures for the employment of air defense systems. You will lead teams in protecting U.S. forces from aerial attack, missile attack and enemy surveillance.



Field Artillery

(FA) 13A

BOLC B: Fort Sill, Oklahoma

The Army's Field Artillery Branch is responsible for neutralizing or suppressing the enemy by cannon, rocket and missile fire and to help integrate all fire support assets into combined arms operations. The role of a Field Artillery Officer is to be a leader in operations specific to the Field Artillery Branch and to be an expert in the tactics, techniques and procedures for the employment of fire support systems.

III. Maneuver Support



Chemical Corps

(CM) 74A

BOLC B: Fort Leonard Wood, Missouri

A new frontier of defense for our country is the threat of Nuclear, Biological and Chemical (NBC) weapons and Weapons of Mass Destruction (WMD). The Chemical Officer advises the commander on issues regarding nuclear, biological and radiological warfare, defense and homeland protection. Chemical Officers also employ Chemical units in combat support with chemical, smoke and flame weapons, technology and management.



Corps of Engineers

(EN) 12A

BOLC B: Fort Leonard Wood, Missouri

An Officer in the Army Corps of Engineers is responsible for providing support in a full spectrum of engineering duties. Engineer Officers help the Army and the Nation in building structures, developing civil works programs, working with natural resources as well as providing combat support on the battlefield. The responsibilities of an Engineer Lieutenant may include planning and executing engineering missions (both combat and construction) and coordinating employment of Engineer Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



Military Police Corps

(MP) 31A

BOLC B: Fort Leonard Wood, Missouri

The Army's Military Police provide an important function in the full spectrum of Army operations. The Army's Military Police can be utilized in direct combat and during peacetime. As a Military Police Officer there are five main functions you will be responsible for within this branch: maneuver and mobility support operations, area security operations, law and order operations, internment and resettlement operations, and police intelligence operations. These five functions of the Army's Military Police all provide a commander with the necessary information and support for the successful completion of many Army missions.

IV. Operations Support



Military Intelligence Corps

(MI) 35A

BOLC B: Fort Huachuca, Arizona

The Army's Military Intelligence (MI) is responsible for all intelligence gathered or learned during Army missions. MI Officers are always out front, providing essential intelligence and in many cases saving Soldiers who are fighting on the front lines. Military Intelligence Officers also assess risks associated with friendly and enemy courses of action and act to counter or neutralize identified intelligence threats. The MI Officer also uses intelligence systems and data to reduce uncertainty of enemy, terrain and weather conditions for a commander.



Signal Corps

(SC) 25A

BOLC B: Fort Stewart, Georgia

The Army's Signal Corps is responsible for all systems of communication for the entire Army. The Signal Corps strives to always provide seamless, secure, consistent and dynamic information systems at all levels of command and for any situation. On every mission, communications and data management (handled by the Signal Corps) have become increasingly critical for the Army and its continued success. A Signal Corps Officer, then, must be an expert in planning, installing, integrating, operating and maintaining the Army's voice, data and information systems, services and resources. Signal Officers must be highly intelligent, forward-thinking and have a complete knowledge of these various technologies.

V. Soldier Support



Adjutant General's Corps

(AG)

BOLC B: Fort Jackson, South Carolina

An Adjutant General Officer is responsible for helping Soldiers with the tasks that affect their overall welfare and well being, while assisting commanders by keeping Soldiers combat-ready. In many cases, the duties of an Adjutant General Officer are very similar to the function of a high-level human resources executive in the civilian world. The responsibilities of an Adjutant General Lieutenant may include commanding and controlling personnel and administrative operations and combined armed forces during combat and peacetime, and coordinating employment of Adjutant General Soldiers at all levels of command, from platoon to battalion and higher, in U.S. and multi-national operations.



Finance

(FC) 44A

BOLC B: Fort Jackson, South Carolina

The Army's Finance Corps is responsible for sustaining operations through purchasing and acquiring supplies and services. Officers in the Finance Corps make sure commercial vendors are paid, contractual payments are met, balancing and projecting budgets, paying Soldiers for their service and other financial matters of keeping the Army running. Some specific financial management areas for a Finance Officer include; Army pay, Commercial vendor support, Disbursement of public funds, Auditing, Travel and transportation allowances, Accounting, Financial management information systems, and Banking.

VI. Logistics



Ordnance Corps

(OD) 91A

BOLC B: Aberdeen Proving Grounds, Maryland

A key component to the Army's success is the maintenance of a wide range of weapons systems, commonly called "ordnance." Ordnance Officers are responsible for ensuring that these weapons systems, vehicles, and equipment are ready and available--and in perfect working order--at all times. An Ordnance Officer will also manage the developing, testing, fielding, handling, storage and disposal of munitions.



Quartermaster Corps

(QM) 92A

BOLC B: Fort Lee, Virginia

The Quartermaster Corps is the logistical center point for all Army operations. Quartermaster Officers are responsible for making sure equipment, materials and systems are available and functioning for missions. More specifically, the Quartermaster Officer provides supply support for Soldiers and units in field services, aerial delivery and material and distribution management.



Transportation

(TC) 88A

BOLC B: Fort Jackson, South Carolina

"Nothing Happens Until Something Moves." The Transportation Corps is responsible for moving supplies, troops and equipment anywhere on the globe. During war, the Transportation Corps utilizes trucks, boats and airplanes to provide extremely fast support to the combat teams on the frontlines. Transportation Officers are experts in the systems, vehicles and procedures in moving troops and supplies in the Army.

VII. Health Services



Medical Service Corps

(MS) 62A

BOLC B: Fort Sam Houston, Texas

An Army Medical Corps Officer is responsible for the overall health of Soldiers and their families. They are also responsible for providing health care to Soldiers' families and others eligible to receive this care in the military community. During combat, the Medical Corps Officer oversees the emergency medical management of casualties and makes sure Soldiers are combat ready when it comes to their overall health.



Army Nurse Corps

(AN) 66A

BOLC B: Fort Sam Houston, Texas

As an Officer in the Army Nurse Corps, you will lead a nursing team in caring for Soldiers and their families. You will be responsible for all aspects of a patient's care and see that they are addressed, and initiate the coordination of a patient's multidisciplinary care. As a Nurse Corps Officer you will practice in a network that believes in a holistic nursing philosophy. You'll identify and organize resources for patients and their families to help them with inpatient, outpatient and home care. Because you're also a professional in the Army, you'll be able to understand the special concerns and needs of Soldiers, allowing you to better serve them.

VIII. Additional Army Branches



Army Medical Department*

(AMEDD) 60 series

OBC: Fort Sam Houston, Texas

Requirements: Doctorate in field, board approval

Army medical officers serve in a variety of specialties: as medical doctors, dentists, medical specialists, and veterinarians. They are responsible for the overall health of Soldiers, their families, and government-owned animals. Their responsibilities are wide-ranging, but all contribute to keeping Army personnel and assets in top shape.



Judge Advocate General*

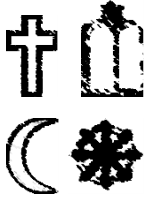
(JAG) 27A

OBC: Fort Lee, Virginia, and University of Virginia, Charlottesville, VA

Requirements: ABA accredited law school, pass state Bar Exam, JAG board

approval

The Army Judge Advocate General's Corps is the Army's Law department. The JAG Corps consists of attorneys, legal assistants and judges. As an Officer in the JAG Corps and a practicing attorney or judge, your responsibilities will cover a wide-range of practices that includes military law and criminal prosecution to international law and legal assistance- both in the U.S. and abroad. You may also specialize in one of these areas as a JAG Attorney; Criminal Law, Legal Assistance, Civil Litigation, Administrative Law, Labor Law, International Law, Operational Law, Teaching, Medical Law, and Contract Law.



Chaplain Corps*

(CC) 56A

OBC: Fort Jackson, South Carolina

Requirements: M.A. in divinity/theological studies, certified clergy, ecclesiastical endorsement

As an Army Chaplain you will have the responsibility of caring for the spiritual well-being of Soldiers and their families. The Army Chaplaincy includes Ministers, Priests, Imams and Rabbis. Army Chaplains are the spiritual leaders of the Army, and they perform religious ceremonies from births and baptisms, confirmations and marriages, to illness and last rites. As a Chaplain Officer, you will lead a Unit Ministry Team (UMT), which consists of you and a trained Chaplain Assistant. Since a Chaplain is a non-combatant, you do not carry a weapon at any time. Your Chaplain Assistant provides security for the UMT. They're fully trained on the conduct of worship services, as well as Soldier-specific tasks.



Special Forces++ *

(SF) 18A

Additional Training: Airborne, Ranger School, Special Forces Qualification Course

Requirements: Achieved rank of Captain (O-3)

This branch is a non-accessions branch, and may be applied for upon promotion to Captain. The Army's Special Forces are some of the most specially trained Soldiers in the Army. Special Forces are experts in conducting operations that don't call for conventional military operations. A Special Forces Officer is responsible for what is typically organized as a 12-man team, known as an Operational Detachment Alpha (ODA). ODAs are deployed around the world in rapid-response situations whether it's during peacetime, crisis or war. The Special Forces Officer is the team leader of an ODA, responsible for mission organization, outfitting the team and debriefing mission objectives.

→ For more information on these special branches, as well as others not listed, contact your Cadre advisor or visit GoArmy.com.

SOLDIERING BASICS

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 MAKES THIS
NATION GREAT.

HONOR IS MY TOUCHSTONE. I UNDERSTAND MISSION FIRST
AND PEOPLE ALWAYS

I AM THE PAST: THE SPIRIT OF THOSE WARRIORS WHO HAVE
MADE THE FINAL SACRIFICE.

I AM THE PRESENT: THE SCHOLAR AND APPRENTICE SOLDIER
ENHANCING MY SKILLS IN THE SCIENCE OF WARFARE AND THE
ART OF LEADERSHIP.

BUT ABOVE ALL, I AM THE FUTURE: THE FUTURE WARRIOR
LEADER OF THE UNITED STATES ARMY.

MAY GOD GIVE ME THE COMPASSION AND JUDGMENT TO LEAD
AND THE GALLANTRY IN BATTLE TO WIN.

I WILL DO MY DUTY.

THE SOLDIER'S CREED

I AM AN AMERICAN SOLDIER.
I AM A WARRIOR AND A MEMBER OF A TEAM. I SERVE THE PEOPLE
OF THE UNITED STATES AND LIVE THE ARMY VALUES.

I WILL ALWAYS PLACE THE MISSION FIRST.
I WILL NEVER ACCEPT DEFEAT.
I WILL NEVER QUIT.
I WILL NEVER LEAVE A FALLEN COMRADE.

I AM DISCIPLINED, PHYSICALLY AND MENTALLY TOUGH, TRAINED
AND PROFICIENT IN MY WARRIOR TASK 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.

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;
FOR WHERE'ER WE GO,
YOU WILL ALWAYS KNOW
THAT THE ARMY GOES ROLLING ALONG.

FURTHER RESOURCES

On the Web:

ARMY STUDY GUIDE www.armystudyguide.com
(Every manual is available on this website as well as OPORD hints, cadences, and various other resources.)

ARMY HOMEPAGE	http://www.army.mil/
ARMY KNOWLEDGE ONLINE (AKO)	http://www.us.army.mil/
ARMY RESERVE	http://www.army.mil/usar/
ARMY NATIONAL GUARD	http://www.arng.ngb.army.mil/
CADET COMMAND	http://www.cadetcommand.army.mil/
ARMY PUBLICATIONS & FORMS	http://armypubs.army.mil/
ARMY REGULATIONS	http://armypubs.army.mil/epubs/index.html
ARMY DOCTRINE	http://armypubs.army.mil/doctrine/index.html
ARMY FORMS	http://armypubs.army.mil/eforms/index.html

ARMY REGULATIONS

AR 145-1	SENIOR ROTC PROGRAM
AR 600-9	ARMY WEIGHT CONTROL
AR 670-1	WEAR AND APPEARANCE OF ARMY UNIFORMS

CADET COMMAND REGULATIONS

CC REG 145-3	ROTC TRAINING
CC REG 145-10	GRFD
CC PAM 145-1	ROTC SCHOLARSHIP POLICY & ADMINISTRATION
CC PAM 145-4	ROTC ENROLLMENT, RETENTION, AND DISENROLLMENT

ARMY PUBLICATIONS

ADRP 3-0	UNIFIED LAND OPERATIONS
ADP 3-90	OFFENSE AND DEFENSE
TC 3-25.26	MAP READING AND LAND NAVIGATION
FM 3-21.8	INFANTRY RIFLE PLATOON AND SQUAD
FM 4-25.11	FIRST AID
FM 7-22	ARMY PHYSICAL READINESS TRAINING
FM 3-21.5	DRILL AND CEREMONIES
ADRP 6-22	ARMY LEADERSHIP
FM 3-22.9	RIFLE MARKSMANSHIP
ADRP 7-0	TRAINING UNITS AND DEVELOPING LEADERS
FM 6-0	COMMANDER AND STAFF ORGANIZATION AND OPERATIONS
STP 21-1-SMCT	SOLDIER MANUAL OF COMMON TASKS WARRIOR SKILLS LEVEL 1
STP 21-24-SMCT	WARRIOR SKILLS LEVELS 2-4