OREGON STATE UNIVERSITY ROTC STANDARDS

12 Sep 2012
MEMORANDUM FOR Oregon State University Cadets

SUBJECT: Cadet Basic Standards

Welcome to Oregon State University ROTC! We are honored to have you join one of the Nation’s best ROTC Corps. We know that you will live the Army’s Values and Cadets’ Creed while you follow in the footsteps of our former Cadets.

This pamphlet describes the rules and policies while serving in our Corps. The intent is to help build and maintain discipline and esprit de corps for all of our Cadets. I expect all Cadets to know and follow these standards. If you have questions, ask your leaders and Cadre. I am proud to be serving with you in this great outfit.

Keep Up The Fire!

Every Cadet will live by and be able to recite Army Values and the ‘Cadet Creed’.

ARMY VALUES
Loyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Cadets.
Duty: Fulfill your obligations.
Respect: Treat people as they should be treated.
Selfless-Service: Put the welfare of the nation, the Army, and your subordinates before your own.
Honor: Live up to all the Army values.
Integrity: Do what's right, legally and morally.
Personal Courage: Face fear, danger, or adversity (Physical or Moral)
CADET CREED

1. I am an Army Cadet.
2. Soon I will take an oath and become an Army Officer committed to defending the values, which make this nation great.
3. HONOR is my touchstone.
4. I understand MISSION first and PEOPLE always.
5. I am the PAST: the spirit of those WARRIORS who have made the final sacrifice.
6. I am the PRESENT: the scholar and apprentice soldier enhancing my skills in the science of warfare and the art of leadership.
7. But, above all, I am the FUTURE: the future WARRIOR LEADER of the United States Army.
8. May God give me the compassion and judgment to lead and the gallantry to WIN. I WILL do my duty.
# TABLE OF CONTENTS

1) PURPOSE................................................................. 5
2) APPLICABILITY .......................................................... 5
3) RESPONSIBILITIES.......................................................5
4) REFERENCES......................................................................5
5) PMS EXPECTATIONS......................................................6
6) MILITARY COURTESY..................................................6
7) CADET APPEARANCE ..................................................8
   1. HAIR STANDARDS.....................................................8
   2. COSMETICS.............................................................11
   3. FINGERNAILS...........................................................12
   4. JEWELRY.................................................................12
   5. TATTOOS.................................................................13
   6. ELECTRONIC DEVICES...........................................13
   7. RELIGIOUS APPAREL..............................................13
   8. APPEARANCE WHILE IN MCAF...............................14
   9. OFF DUTY APPEARANCE.......................................15
8) DUTY UNIFORM STANDARDS.................................15
   1) ARMY COMBAT UNIFORM.................................15
   2) BOOTS...............................................................18
   3) HEADGEAR.........................................................19
   4) BADGES AND SKILL TABS.................................19
   5) GLOVES.............................................................19
6) IMPROVED PHYSICAL FITNESS

UNIFORM..................................................19

9) FIELD UNIFORM.................................................21

1) FLC.............................................................22

2) BALLISTIC HELMET............................................23

10) DRILL AND CEREMONY........................................24

11) SAFETY..........................................................26

12) CHAIN OF COMMAND..........................................28

13) OPEN DOOR POLICY............................................28

14) WAYS TO GET NOTICED........................................28

15) EQUAL OPPORTUNITY...........................................28

16) CADETCATEGORIES...............................................29

● APPENDIX A: SHOULDER PATCH & DISTINCTIVE UNIT
  INSIGNIA..........................................................30

● APPENDIX B: SOLDIERS CREED AND THE ARMY SONG
  .............................................................................31

● APPENDIX C: HELPFUL REFERENCES........................32

● APPENDIX D: LEADERSHIP DIMENSIONS..................33

● APPENDIX E: TROOP LEADING PROCEDURES............36

● APPENDIX F: OPERATIONS ORDER.........................39
1. **PURPOSE.** To educate and inform all uniformed Beaver Battalion members regarding specific ROTC, Army, and Cadet Command policies.

2. **APPLICABILITY.** This pamphlet applies to all United States Service Members, active, reserve and National Guard, assigned to the Beaver Battalion or training in Corvallis. Cadets who attend other schools will comply with the host installation standards and policies should policies conflict.

3. **RESPONSIBILITIES.** Commanders are responsible to ensure Cadets present a neat appearance and conduct themselves professionally both on and off duty.
   - Leaders are responsible to the commander for the appearance and conduct of their Cadets.
   - Cadets will take pride in their appearance and conduct themselves properly at all times.
   - All Cadets are required to read, understand this pamphlet and enforce these standards.
   - Leaders will ensure all Cadets receive a copy of this pamphlet carried in the left shoulder pocket whenever in service uniform.

4. **REFERENCES:** The following references were used while creating this pamphlet.
   A. AR 600-9: The Army Weight Control Program.
   B. AR 600-20: Army Command Policy.
   C. AR 670-1: Wear and Appearance of Army Uniforms and Insignia
   D. Oregon State ROTC and Cadet Command Policy Letters
   E. FM 3-21.5: Drill and Ceremonies
   F. CCMD 2012 Warrior Forge TACSOP
5. PROFESSOR OF MILITARY SCIENCE EXPECTATIONS.

You are making the transition to a proud profession that takes the standards presented in this booklet for granted. For a leader, they MUST become second nature. Whenever, we don't uphold the standard, we establish a new lower standard... and embarrass those we lead. Feel good about being a member of the U.S. Army that demands high standards.

6. MILITARY COURTESY. Various forms of courtesy are military customs and traditions. It is important to render proper respect and consideration for rank and position. When Cadets meet cadre in passing they will give a greeting such as ‘good morning’ addressing the cadre appropriately.

Officers:
Cadets will stand at the position of ‘Attention’ and remain so until directed otherwise. Officers will be addressed as ‘Sir’ or ‘Ma’am.

Non Commissioned Officers (NCOs):
When speaking to NCOs address them as “Sergeant.” The exception to this is when you are speaking to a First Sergeant, Sergeant Major, or Command Sergeant Major; address them by the full title of their rank. Junior NCOs and enlisted personnel along with cadets should stand at parade rest when speaking to an NCO.

Contractors:
Cadets will stand at the position of 'Attention' when addressing civilian cadre and remain so until directed otherwise. You will address them as ‘Sir’ or ‘Ma’am.

Saluting. The salute is a means of expressing greeting and showing goodwill and respect. It is a position of the hand or weapon and the entire attitude of a person expressing respect toward an officer, flag or country.
-The following are rules of saluting:
The salute is given from the position of attention.
- The junior person salutes first and holds the salute until it is acknowledged.
- The salute is given no less than six paces away and held until the salute until returned.
- It is customary to accompany the salute with an appropriate greeting such as “good morning/afternoon, sir/ma’am.”
- Officers, Warrant Officers, and Cadet officers are entitled to a salute. Salutes between enlisted personnel are not customary, except in ceremonial situations and reporting.
- Salutes are required when cadets meet or recognize personnel entitled to a salute.
- Cadets in formation will not salute; however, the first person to observe an officer approaching calls the formation to attention and only the senior person salutes.
- Salutes are only rendered at the halt or when marching at quick time.
- When running in formation the individual in control of the formation will come to a quick time, render the salute, and then resume the double time.
- The only time a salute is given in doors is when reporting, during ceremonies or reporting procedures.
- Cadets will salute both Officers commissioned and Warrant.
- National Anthem. When outside, in uniform and not in formation, face toward the Colors or music, assume the position of “Attention” and render the hand Salute on the first note of the music. In civilian clothes, stand at “Attention” and place the right hand over the heart (or headgear over the left shoulder if worn) on the first note. If indoors and you hear the National Anthem played, (regardless of the worn uniform or clothing) stand at position of “Attention” facing the music or Color and remain at that position until the music ends.
- Applies when the flag is carried, the salute will be given to the United States Flag six paces before reaching the flag, and held for six paces after, unless the flag is on a staff or mast.
Reporting
When in uniform and reporting to a cadre, knock on the door and wait to be recognized (remain at the appropriate position until called), advance to a position approximately 2 feet in front of his/her desk. Render the salute and state your name and business in the following manner: "Sir (Ma'am), Cadet Wright reporting." or "Sir (Ma'am), Cadet Wright wishes to discuss . . ." Remain standing at attention until asked to sit down or to rest. On departure, face the officer, salute (in uniform only), and upon return of the salute, face about and depart. When out of uniform and reporting to an officer the procedures are the same. When reporting to a noncommissioned officer, the procedure is the same except you address them as "sergeant" (or by rank) and do not salute.

Your instructors are available to assist you in any possible manner; however, on occasion it may be necessary to ask for an appointment. You should schedule appointments with instructors at least 5 days prior to the appointment if possible. This gives you and your instructor time to prepare for the meeting. Also, you should always be on time for appointments and never late. It is inconsiderate and wastes the time of your cadre. When desiring to see the PMS, first see your cadre. Your cadre will be able to schedule a meeting with the PMS and will tell you when the PMS is ready to see you. This is not intended to limit accessibility to the PMS but to insure his availability.

7. CADET APPEARANCE.
The Army is a uniformed service where discipline is judged, in part, by the manner in which the uniform is worn. Therefore, a neat, well-groomed and professional appearance by is fundamental and imperative, as it contributes to building the pride and esprit de corps essential to an effective military force.

1. Hair
1) All soldiers will comply with the hair, fingernail, and grooming policies while in military uniform or while in civilian clothes on duty.
• Hairstyles that do not allow soldiers to wear the headgear properly, or that interfere with the proper wear of the protective mask or other protective equipment, are prohibited.
• Extreme, eccentric, or trendy haircuts or hairstyles are not authorized. If soldiers use dyes, tints, or bleaches, they must choose those that result in natural hair colors.
• Soldiers will not cut designs into their hair or scalp.

2) Male haircuts will conform to the following standards.

• The hair on top of the head must be neatly groomed. The length and bulk of the hair may not be excessive or present a ragged, unkempt, or extreme appearance. The hair must present a tapered appearance. A tapered appearance is one where the outline of the soldier’s hair conforms to the shape of the head, curving inward to the natural termination point at the base of the neck.
• When the hair is combed, it will not fall over the ears or eyebrows, or touch the collar, except for the closely cut hair at the back of the neck. In all cases, the bulk or length of hair may not interfere with the normal wear of headgear or protective masks or equipment.
• Males are not authorized to wear braids, Cornrows, or dreadlocks (unkempt, twisted, matted, individual parts of hair) while in uniform or in civilian clothes on duty. Hair that is clipped closely or shaved to the scalp is authorized.
• Males will keep sideburns neatly trimmed. Sideburns may not be flared; the base of the sideburn will be a clean-shaven, horizontal line. Sideburns will not extend below the lowest part of the exterior ear opening.
• Males will keep their face clean-shaven when in uniform or in civilian clothes on duty and closely monitored to ensure compliance with CCR 670-1. Mustaches are permitted; if worn, males will keep mustaches neatly trimmed, tapered, and tidy. Mustaches will not present a chopped off or bushy appearance, and no portion of the
mustache will cover the upper lip line or extend sideways beyond a vertical line drawn upward from the corners of the mouth.

3) Female haircuts will conform to the following standards.

- Females will ensure their hair is neatly groomed, that the length and bulk of the hair are not excessive, and that the hair does not present a ragged, unkempt, or extreme appearance.
- Likewise, trendy styles that result in shaved portions of the scalp (other than the neckline) or designs cut into the hair are prohibited. Females may wear braids and cornrows as long as the braided style is conservative, the braids and cornrows lie snugly on the head, and any hair holding devices comply with the standards in 1–8a(3)(d) below. Dreadlocks (unkempt, twisted, matted individual parts of hair) are prohibited in uniform or in civilian clothes on duty. Hair will not fall over the eyebrows or extend below the bottom edge of the collar at any time during normal activity or when standing in formation. Long hair that falls naturally below the bottom edge of the collar, to include braids, will be neatly and inconspicuously fastened or pinned, so no free-hanging hair is visible. This includes styles worn with the physical fitness uniform/improved physical fitness uniform (PFU/IPFU).
- Styles that are lopsided or distinctly unbalanced are prohibited. Ponytails, pigtails, or braids that are not secured to the head (allowing hair to hang freely), widely spaced individual hanging locks, and other extreme styles that protrude from the head are prohibited. Extensions, weaves, wigs, and hairpieces are authorized; however, these additions must have the same general appearance as the individual’s natural hair. Additionally, any wigs, extensions, hairpieces, or weaves must comply with the grooming policies set forth in this paragraph.
- Females will ensure that hairstyles do not interfere with proper wear of military headgear and protective masks or equipment at any time. When headgear is worn, the hair will not extend below the bottom edge of the front of the headgear, nor will it extend below the bottom edge of the collar.
Hair-holding devices are authorized only for the purpose of securing the hair. Soldiers will not place hairholding devices in the hair for decorative purposes. All hair-holding devices must be plain and of a color as close to the soldier’s hair as is possible or clear. Devices that are conspicuous, excessive, or decorative are prohibited. Some examples of prohibited devices include, but are not limited to, large, lacy scrunchies; beads, bows, or claw clips; clips, pins, or barrettes with butterflies, flowers, sparkles, gems, or scalloped edges; and bows made from hairpieces.

2. Cosmetics.

1) General. Males are prohibited from wearing cosmetics, to include nail polish. Females are authorized to wear cosmetics with all uniforms, provided they are applied conservatively and in good taste and complement the uniform.

   a) Females may wear cosmetics if they are conservative and complement the uniform and their complexion. Eccentric, exaggerated, or trendy cosmetic styles and colors, to include makeup designed to cover tattoos, are inappropriate with the uniform and are prohibited.

   b) Females will not wear shades of lipstick and nail polish that distinctly contrast with their complexion, that detract from the uniform, or that are extreme.

   c) **Soldiers will not apply designs to nails or apply two-tone or multi-tone colors to nails.**
3. Fingernails.
All personnel will keep fingernails clean and neatly trimmed. Males will keep nails trimmed so as not to extend beyond the fingertip. Females will not exceed a nail length of 1/4 inch, as measured from the tip of the finger. Females will trim nails shorter if the commander determines that the longer length detracts from the military image, presents a safety concern, or interferes with the performance of duties.

4. Jewelry.
1) Cadets may wear a wrist watch, a wrist identification bracelet, including a conservative style POW/MIA identification bracelet (only one item per wrist), and not more than two rings (wedding set is considered one ring) with Army uniforms unless prohibited for safety or health reasons and as long as the style is conservative and in good taste. Fad devices, vogue medallions, personal talismans, or amulets are not authorized for wear in uniform or on duty. Example: 550 cord bracelets, live strong bracelets, etc.
2) No jewelry, watch chains, thermometers, or similar items will appear exposed on uniforms. Authorized exceptions are required security badges, a pen or pencil that may appear exposed on the arm of the ACU.
3) Earrings and Body Piercing. No attaching, affixing, or displaying objects, articles, jewelry or ornamentation to or through the skin, tongue or any other body part while in uniform, in civilian clothes off duty on any military installation or other places under military control except for earrings for females.
4) Female Cadets may not wear earrings with the ACU or physical fitness uniforms.
5) Male Cadets are not authorized to wear any type of earring while in uniform. However, Cadets may wear earrings while in civilian clothing (off duty) and not on any military installation. Earrings will not be worn by male Cadets to off post unit activities.
5. Tattoos.
1) Tattoos or brands that are extremist, indecent, sexist or racist are prohibited, regardless of location on the body, as they are prejudicial to good order and discipline within units.
2) Any tattoo or brand anywhere on the head or face is prohibited. Cadets may not receive tattoos or brands anywhere on the hands and neck above the class A uniform collar.

1) Cadets will not walk and talk on cell phones while in uniform. Cadets will stop walking until conversation is completed. Any use of a hands free cell phone listening devices (e.g. Bluetooth) while in any uniform is prohibited. Only exception is while operating a motor vehicle to comply with local and federal traffic regulations. The use of Bluetooth devices in uniform is prohibited.

2) IPODS or other listening devices are not authorized for wear while in ANY military uniform at ANY time.

7. Wearing of Religious Apparel, Articles and Jewelry
1. As provided by AR 600–20, Para. 5-6 (Recommendations for Religious Apparel) and subject to temporary revocation because of health, safety, or mission requirements, the following applies to the wear of religious apparel, articles, or jewelry.

   a. Religious apparel is defined as articles of clothing worn as part of the observance of the religious faith practiced by the Cadet. Religious articles include, but are not limited to, medallions, small booklets, pictures, and copies of religious symbols or writing carried by individuals in wallets or pockets. Except as noted below, personnel may not wear religious items if they do not meet the standards of this regulation. Requests for accommodation will not be entertained (see AR 600–20, Paragraph 5-6g[2][d]).

   b. Cadets may wear religious apparel, articles, or jewelry with the uniform, to include the physical fitness uniform, if they are neat,
conservative, and discreet. "Neat conservative, and discreet" is defined as meeting the uniform criteria of this regulation. In other words, when religious jewelry is worn, the uniform must meet the same standards of wear as if the religious jewelry were not worn. For example, a religious item worn on a chain may not be visible when worn with the utility, service, dress, or mess uniforms. When worn with the physical fitness uniform, the item should be no more visible than identification (ID) tags would be when wearing the same uniform. The width of chains worn with religious items should be approximately the same size as the width of the ID tag chain.

2. As provided by AR 670-1, Soldiers may wear religious headgear while in uniform if the headgear meets the following criteria.

   a. It must be subdued in color (black, brown, green, dark or navy blue, or a combination of these colors).

   b. It must be of a style and size that can be completely covered by standard military headgear, and it cannot interfere with the proper wear or functioning of protective clothing or equipment.

   c. The headgear cannot bear any writing, symbols, or pictures.

   d. Personnel will not wear religious headgear in place of military headgear when military headgear is required (outdoors, or indoors when required for duties or ceremonies).

8. APPEARANCE WHEN IN MCAF.

Cadets are expected to dress appropriately whenever conducting business in MCAF. The same grooming standards in uniform are expected in civilian attire when conducting business at MCAF. We are a professional organization. Your appearance and conduct reflects on the program and the Army. Cadets will not wear ‘flip flops’, cut off shorts, or any other unprofessional looking attire when in MCAF.
9. **OFF-DUTY APPEARANCE.**
The manner in which you conduct yourself represents the ROTC program and the Army. Every member is an ambassador to the program. High standards of appearance should carry over into your selection of civilian attire. Wear of appropriate attire avoids public embarrassment and promotes a sense of community.

1) Clothing with obscene, slanderous, or vulgar words or drawings or clothing, which makes disparaging comments concerning the US Government is not authorized.

8. **UNIFORM STANDARDS**
The Utility Uniform consists of the ACU and Physical Fitness Uniform. The utility uniforms are designed to fit loosely; alterations to make them form fitting are not authorized. Keep uniforms free of holes and tears; keep all pockets properly closed. Cadets will not place their hands in pockets except to momentarily retrieve items.

1. **ACU Wear**

1) The utility uniform is not considered appropriate for social or official functions off campus such as memorial services, funerals, weddings or inaugural ceremonies etc. therefore will not be worn. The ASU or civilian dress are appropriate in these circumstances.

2) The wearing of a combination of civilian and military clothing is prohibited unless prescribed in AR 670-1. The Army Combat Uniform consists of the coat and trousers, Army Combat Boots hot weather/temperate weather (tan), green or black cushion sole socks, tan belt with open-faced buckle, or two-inch rigger belt (black or desert), moisture wicking T-shirt or brown T-shirt, approved winter undershirts and the Patrol Cap.

- Soldiers will keep uniforms buttoned, zipped, and fastened.
• They will ensure metallic devices such as metal insignia and belt buckles are free of scratches and corrosion and remain properly subdued.
• Personnel will keep boots clean
• Cadets will NOT starch the ACU under any circumstances.
• Pressing of the ACU is not required. Wash the ACU in detergent with no optical brighteners.

**Only Authorized detergents for ACUs:**
- Bold Powder
- Cheer Liquid (all versions)
- Cheer Powder (all versions)
- All Powder (all versions)
- Surf Powder (all versions)
- Woolite (all versions)

• Trousers are worn with the issued tan riggers belt
• Soldiers will wear the trousers bloused, using the draw cords or blousing rubbers, if the trousers are not tucked into the boots. The trouser will not be wrapped around the leg tightly enough to present a pegged appearance.
• When bloused, the trousers should not extend below the third eyelet from the top of the boot.
• **ACU will be kept clean and serviceable at all times.** If the uniform gets dirty, it will be washed before further wear.
• Dry ACU’S on no heat cycle in dryer or hang dry to prevent fading of the uniform.
2. BOOTS

1) Cadets are required to possess at least one pair of Army combat boots (tan, hot weather) boots. One additional pair of Army combat boots (tan, temperate weather) boots are issued to contracted and advanced course cadets.

2) The boots are laced diagonally with the excess lace tucked into the top of the boot under the bloused trousers, or wrapped around the top of the boot with the excess tucked into the boot.

3) Cadets may wear commercial boots of a design similar to that of the army combat boot (tan), 8 to 10 inches in height as authorized by the commander and AR 670-1. Unauthorized boots are; Corcoran jump boots, Tanker Boots and Boots with zippers. MSIIIs will comply with LDAC standard when preparing for and at camp.

4) Just because a boot is sold at the PX, or a military affiliated website does not mean they are authorized for wear. Consult Cadre before purchasing ANY boot.
3. HEADGEAR
1) Patrol Cap (PC). The PC is the primary headgear for Cadets while in ROTC. Rank will be centered and 1 inch above the brim of the cap. The last name-tape will be worn centered on the hook and loop pads on the back of the ACU patrol cap only. No Cat eyes will be affixed anywhere on the PC.

- Cadets wear the patrol cap with the ACU.
- Personnel wear the patrol cap straight on the head so that the cap band creates a straight line around the head, parallel to the ground. The patrol cap will fit snugly and comfortably around the largest part of the head without distortion or excessive gaps. The cap is worn so that no hair is visible on the forehead beneath the cap.

4. Combat and Special Skills Badges. On the ACU, the commander may authorize the wear of subdued pin on combat, special skill, and identification badges in garrison only. Combat and Special Skill Badges are not authorized in field or deployed environments.

5. Gloves and Glove Inserts. At their discretion, Cadets may wear issued RFI, OCIE or clothing bag issue gloves or glove inserts with the ACU, or IPFU in both garrison and tactical environment. Gloves and inserts may be worn without any cold weather outer garments (e.g. ECWCS, Gortex or field jackets).

6. Improved Physical Fitness Uniform (IPFU). The Improved Physical Fitness Uniform (IPFU) is authorized for year around wear by all personnel as prescribed by the commander.
1) Commercial **running** shoes are required.
2) **SOCKS** that reach above the ankle, plain white, with no logos.
3) Gloves will be either the ROTC issued inserts, or all black with no logos. Leather or cloth is optional.
4) Soldiers are authorized to wear commercially purchased gray or black spandex shorts under the PFU or IPFU shorts. The length of the shorts must end above the knee or higher. The commercial shorts must be plain, with no logos, patterns, or obtrusive markings.
5) Yellow Reflective Safety Belt. All Service Members will wear the yellow reflective strap when exercising individually or as a unit, in IPFU uniform, or on or near roadways. Wear the strap horizontally across the waist (summer PT uniform) and diagonally from right shoulder to left hip (winter PT uniform). While foot marching place the reflective strap horizontally across the rucksack visible to oncoming traffic.
6) The Cadet Chain of Command will put out when the winter PT uniform will be worn. When it is put out, Cadets will bring the entire uniform to PT and downgrade as necessary. The winter PT uniform consists of grey fleece cap, gloves, jacket, pants, shorts, and short sleeve t-shirt.
7) Soldiers may not roll or push up the sleeves of the IPFU jacket.
8) Soldiers may not cuff the IPFU jacket sleeves.
9) The zipper will reach to the top of the sternum, and the collar will be folded down.
10) IPFU Wear Restrictions. The physical training uniforms are for physical training and are not authorized for wear except during PT or ROTC lab requiring the uniform.
11) **NO BOTTLES OF WATER IN PT FORMATION.**
12) **THE PT UNIFORM WILL NOT BE WORN TO CLASS AFTER PT.** If you need to leave PT early to change and make class, arrange with cadre.
13) While traveling to and from PT, Cadets may momentarily stop at an establishment but will not linger. The cadet will go immediately to the destination following the stop. Exceptions will be approved by cadre.
9. FIELD UNIFORM

A. Fighting Load Carrier (FLC) All items will be secured to the FLC with gutted 550 cord. The ends will be tied with a square knot or surgeons knot with the ends burned.

1) ITEMS WORN ON MOLLE FLC:
   - Ammo Pouch-3 Worn on front (2 on the left, 1 on the right)
   - 1 QT Canteen w/ Cover-2 (worn on hips)
   - 1 Canteen Cup -Worn inside left canteen cover
   - 1-First-aid case w/ dressing-Front right of vest above grenade pouch (MSIIs)
   - Flashlight w/ red lens-1 in far left ammo pouch, dummy corded with gutted 550 cord to the vest.
   - 2-Grenade pouch-worn between ammo pouches and canteen
   - OD Green ammo pouch is optional at LDAC
- Compass is stored in right grenade pouch, secured to the belt with the lanyard (All). This compass pouch is the first aid pouch attached above the same grenade pouch tied to the vest, opening facing up. (MSIIIs)
- Nothing will be attached to the shoulder harness of the FLC.
B. Ballistic Helmet

- The elastic helmet band is worn parallel to the marching surface, with the reflective strips centered on the rear of the helmet and secured on both sides above the ear protection and rear center with gutted 550 cord laced through the cover and secured to webbing inside the helmet.
- Eye pro will be worn with the MCH/helmet in the field.
10. DRILL AND CEREMONY

A. POSITION OF ‘ATTENTION’

1. Heels are together, and toes are pointing out at a 45 degree angle.
2. Legs are straight, but not locked.
3. Arms are straight, but not locked.
4. Fingers are curled so that the thumb is pointing straight down.
5. Thumb is touching first joint of first finger.
6. Shoulders are square.
7. Head and eyes are straight forward.
B. REST POSITIONS AT THE HALT
Any of the rests positions can be commanded and executed from the *Position of Attention*.

1. **Parade Rest.** *Parade Rest* is commanded only from the *Position of Attention*. On the command of execution **REST**, move the left foot about 10 inches to the left of the right foot. Keep the legs straight without locking the knees, resting the weight of the body equally on the heels and balls of the feet. Simultaneously, place the hands at the small of the back and centered on the belt. Keep the fingers of both hands extended and joined, interlocking the thumbs so that the palm of the right hand is outward, forearms parallel to the ground. Keep the head and eyes as in the *Position of Attention*. **Remain silent and do not move unless otherwise directed.** *Stand at Ease, At Ease, and Rest* may be executed from this position.

2. **STAND AT EASE.** The command for this movement is *Stand at, Ease*. On the command of execution **EASE**, execute *Parade Rest*, but turn the head and eyes directly toward the person in charge of the formation. *At Ease* or *Rest* may be executed from this position. **Remain silent and do not move unless otherwise directed**
3. **AT EASE.** The command for this movement is **AT EASE.** On the command **AT EASE,** the soldier may move; however **must remain standing and silent with the right foot in place.** The soldier may relax his arms with the thumbs interlaced. **Rest** may be executed from this position.

4. **REST.** The command for this movement is **REST.** On the command **REST,** the soldier may move, talk, smoke, or drink unless otherwise directed. He must remain standing with his right foot in place. **AT EASE** must be executed from this position to allow soldiers to secure equipment.

11. **SAFETY.**

   Cadets are expected to conduct themselves properly on and off-duty and abide by all laws and safety procedures.

   Drugs. Possession of any controlled non-prescription substance or prescription drugs intended for another person is against the law. Possession or use of drugs is a violation of the cadet contract and will very likely be discharged from the program.

   Use of Tobacco. Smoking, dipping, and chewing are prohibited at the ROTC building and during any ROTC function to include leadership labs and FTXs. For your fitness, Cadets are encouraged to refrain from smoking, dipping, or chewing when away from the program.

   **TRAFFIC REGULATIONS.** You must have a valid driver’s license, registration and insurance to operate a motor vehicle. At no point will cadets operate government vehicles.

   Speed Limits. Unless otherwise posted, the speed limit on campus is 10 MPH. Obey posted speed limit signs.

   Restraining devices, when riding in any vehicle, on or off duty is mandatory. Children under the age of seven must be in a "specifically
designed seat" which meets the current Federal Motor Vehicle safety standards. All Cadets driving or riding in the back of a tactical vehicle will wear a helmet at all times.

MOTORCYCLES. It is recommended Cadets desiring to operate a motorcycle or moped satisfactorily complete the Army Motorcycle Safety Course (AMSC). All riders must wear a Department of Transportation (DOT) approved helmet properly fastened under the chin, eye protection, full-fingered gloves, long trousers, long sleeved shirt or jacket, over-the-ankle shoes or boots, and a high visibility reflector garment or device (the yellow safety belt used for PT is acceptable).

PROHIBITED ACTS REGARDLESS OF TRAINING.

If you are not under 21yrs old and caught using alcohol, you are at high risk of being dropped from ROTC. Cadets will not consume beverages containing alcohol during duty hours and/or report to scheduled training while under the effect of alcohol. Nothing in this pamphlet should be interpreted to mean that impairment does not exist if the blood alcohol level is less than .05 percent.

Cadets will not partake in activities or utilize social media to publicize or make false statements about their position in ROTC or to glamorize alcohol. These will be considered actions unbecoming a cadet and can be grounds for dismissal from the program.

Do not operate motor vehicles while intoxicated. Oregon State laws for Driving While Ability Impaired (DWAI) are .05 to .07 percent and Driving While Intoxicated is .08 percent or higher. Offenders may be terminated from ROTC.

Do not sell, transport, consume, possess, introduce, or offer to others alcoholic beverages in any of the following areas: On Campus, privately owned vehicles, with the exception of unopened beverage containers being transported directly from the place of purchase to private quarters or to open places of entertainment authorized. Open
alcoholic beverage containers may not be transported or consumed in the passenger compartment of a motor vehicle.

12. CADET CHAIN OF COMMAND

1) The Cadet Chain of Command is a direct reflection of the army Chain of Command.
2) Cadets will address all issues through the chain of command, and not directly through the Cadre, unless it is of a sensitive nature.
3) Cadets will show respect and maintain military bearing towards other cadets of higher rank. Failure to comply will result in administrative action.
4) Do not jump the chain of command. If the issue cannot be resolved by the Cadet CoC, it will be addressed by cadre. The Cadet Battalion Commander should not be the first person to whom you ask a question.
5) When addressing a Cadet of higher rank the cadet will give consideration to the rank of the cadet being addressed.

13. OPEN DOOR POLICY. Every commander from the Commanding General down to all cadre members has an open door policy at all times. Commanders are available to their Cadets at all times. If you have a problem your supervisor cannot solve, go see the next higher commander.

14. WAYS TO GET NOTICED. Doing the right thing attempting to succeed will get you noticed by cadre and senior cadets over a period of time. Doing the wrong thing will get you noticed immediately. Understanding and following the Army regulations in this handout will lead you to success. Failure to follow the regulations will lead to administrative action, and possible separation from ROTC.

15. EQUAL OPPORTUNITY. Every Cadet in the program will be treated fairly and not discriminated against because of race, sex, religion, or any other trait. Sexual harassment and assault will not be tolerated and will lead to immediate expulsion from the program.
16. CADET CATEGORIES. Participation in the Basic course does not incur a service obligation unless the cadet has received a scholarship and or is contracted. Participating student: Chose not to sign the CCF 139-R and are divided into two categories:

Eligible: taking the lecture for credit, but not seeking a commission; however, at some point could qualify for enrolling and contracting.

Ineligible: taking the lecture for credit, but are permanently ineligible for commissioning.

Both may only take the lecture portion of an MS class in the basic course. These students may not participate in labs, ROTC events nor be issued gear. A participating student completing the ROTC course of instruction in a non enrolled status is ineligible for commissioning.

Non enrolled Cadet: Participation in ROTC basic course may be limited. The cadet will be evaluated to determine if the student will be able meet qualifications and standards for enrolment as a cadet in good standing.

Enrolled Cadet: are either non contracted or contracted depending on their MS or scholarship status, has signed the 139-R and been deemed eligible for enrolment by the PMS. These cadets may fully participate in ROTC. These cadets have not incurred a service obligation to the Army.

Contracted Cadet: is enrolled, meets qualifications, signed CCF 139-R and signed DA form 597/597-3 as applicable and the DA Form 4 series. Contracted cadets can be either scholarship or nor scholarship cadets. These cadets are allowed to fully participate and have incurred a service obligation to the Army.
APPENDIX A

THE CADET COMMAND SHOULDER PATCH & DISTINCTIVE UNIT INSIGNIA

Background: The shoulder sleeve insignia was originally approved 28 Apr 1986 for the U.S. Army ROTC Cadet Command and U.S. Army SROTC Cadets. On 28 Jan 1993 the insignia was amended to add metric measurements and subdued colors. (TIOH Dwg. No. A-1-720)

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

Symbolism: Distinctive Unit Insignia. The OSU Army ROTC crest is composed of several items, each with a distinctive symbolism: a sword – leadership and strength; an open book – knowledge; a heart – Corvallis, Latin for “heart of the valley”; a Beaver head – OSU Beaver mascot; and mountains – Mary’s Peak, the highest point in the Coast Range. Together, the heart and the mountains refer to the location of the university.
APPENDIX B:

SOLDIER'S CREED
I AM AN AMERICAN SOLDIER.
I am a warrior and a member of a team
I serve the people of the United States and live the army values.
I WILL ALWAYS PLACE THE MISSION FIRST.
I WILL NEVER ACCEPT DEFEAT.
I WILL NEVER QUIT.
I WILL NEVER LEAVE A FALLEN COMRADE.
I am disciplined physically and mentally tough, trained and proficient in
my warrior tasks and drills.
I always maintain my arms, my equipment, and myself.
I am an expert and I am a professional.
I stand ready to deploy, engage, and destroy the enemies of the
United States of America in close combat.
I am a guardian of freedom and the American way of life.
I AM AN AMERICAN SOLDIER.

ARMY SONG
First to fight for the right,
And to build the Nation’s might,
And The Army Goes Rolling Along
Proud of all we have done,
Fighting till the battle’s won,
And the Army Goes Rolling Along.

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

HELPFUL REFERENCES

- AR 670-1: WEAR AND APPEARANCE OF MILITARY UNIFORMS
- CCR 670-1: WEAR AND APPEARANCE OF CADET UNIFORMS
- AR 600-9: THE ARMY WEIGHT CONTROL PROGRAM
- FM TC 3-21-20: PHYSICAL FITNESS TRAINING
- FM 3-21.8: INFANTRY RIFLE PLATOON AND SQUAD
- FM 3-21.5: DRILL AND CEREMONY
- FM 3-25.26: MAP READING AND LAND NAVIGATION
- FM 3-22.9: BASIC RIFLE MARKSMANSHIP
- STP 21-1-SMCT WARRIOR SKILLS LEVEL 1
- AR 600-20: ARMY COMMAND POLICY (equal opportunity, sexual harassment/assault prevention)
- USACC INFANTRY PLATOON TACSOP, WF 2012
APPENDIX D: LEADERSHIP DIMENSIONS

I. Attributes: Characteristics that are an inherent part of an individual’s total core, physical and intellectual aspects. Attributes shape how an individual behaves in their environment.

1. Identity - Factors internal and central to a leader, that which makes up an individual’s core.
   a. Army Values
      Loyalty (LO): Bears true faith and allegiance to the Constitution, Army and Soldiers
      Duty (DU): Fulfills professional, legal and moral obligations
      Respect (RE): Treats others as they should be treated; promotes dignity, consideration and fairness
      Selfless Service (SS): Places welfare of others and Army priorities before self
      Honor (HO): Adheres to the Army’s publicly declared code of values
      Integrity (IT): Does what is legally and morally right; honest in word and deed
      Personal Courage (PC): Faces fear, danger or adversity; manifests physical and moral courage
   b. Empathy - The ability to see something from another person’s point of view, to identify with and enter into another person’s feelings and emotions
   c. Warrior Ethos - I will always place the mission first, I will never accept defeat, I will never quit, I will never leave a fallen comrade

2. Presence - The impression made on others which contributes to a leader’s success; the image that a leader projects.
   Military Bearing (MB) - Projecting a commanding presence and professional image of authority
   Physically Fit (PF) - Having sound health, strength, and endurance that supports one’s emotional health and conceptual abilities under stress
   Confident (CF) - Projecting self-confidence and certainty; demonstrates composure and poise; calm and collected; possesses self control of emotions
   Resilient (RS) - Showing a tendency to recover quickly while maintaining a mission and organizational focus
3. **Intellectual Capacity** - The ability to draw on mental tendencies and resources that shape conceptual abilities and impact on effectiveness

**Mental Agility (MA)** - Flexibility of mind, tendency to anticipate or adapt to conditions; improvisation

**Sound Judgment (SJ)** - Assesses situations and draws feasible conclusions; makes sound and timely decisions

**Innovation (IN)** - Ability to introduce something new; original in thoughts and ideas; creative

**Interpersonal Tact (IP)** - Effectively interacts with others; possesses the capacity to understand personal interactions with others; awareness of how others see you

**Domain Knowledge (DK)** - Possessing facts, beliefs, and logical assumptions in relevant areas; technical, tactical, cultural, and geopolitical knowledge

II. **Core Leader Competencies**: Works to lead others; develops themselves, their subordinates, and organizations to achieve mission accomplishment

1. **Leads** - Application of character, presence, intellect, and abilities while guiding others toward a common goal and mission accomplishment

**Leads Others (LD)** - Motivates, inspires, and influences others to take initiative, work toward a common purpose, and accomplish critical tasks to achieve unit objectives.

**Extends Influence Beyond CoC (EI)** - Uses indirect means to influence others outside normal chain of command; involves diplomacy, negotiation, conflict resolution, and mediation

**Leads by Example (LE)** - Provides the example to others; serves as a role model; maintains high standards in all aspects of behavior and character

**Communicates (CO)** - Clearly expresses ideas to ensure understanding, actively listens to others, and practices effective communication techniques

2. **Develops** - Taking actions to foster teamwork, encourage initiative, and to accept personal responsibility while demonstrating care
Creates a Positive Environment (CP) - Creates a positive and ethical environment
Prepares Self (PS) - Self-study; self-development toward becoming multi-skilled; ensures preparation for leadership
Develops Others (DO) - Encourages and supports others to grow as individuals and teams; prepares others for success; makes the organization more versatile

3. Achieves - Sets objectives and focuses on mission accomplishment
Gets Results (GR) - Structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance, and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment
APPENDIX E: TROOP LEADING PROCEDURES

1 Receive the Mission
   (1) Determine mission and time available (develop timeline)
   (2) Detailed analysis of METT-TC
   (3) 1/3-2/3 rule (1/3 for higher planning; 2/3 for subordinate planning)

2 Issue a Warning Order

3 Make a tentative Plan
   (1) Mission
       Enemy
       Terrain and Weather
       Observation and Fields of Fire
       Avenues of Approach
       Key Terrain
       Obstacles
       Cover and Concealment
         Visibility, Winds, Precipitation, Cloud cover,
         Temperature/humidity
       Troops Available
       Time Available
       Civil considerations
   (2) Mission and intent of commander two levels up
   (3) Mission and intent of immediate commander
   (4) Platoon or Squad mission
   (5) Constraints
   (6) Identification of tasks (Specified, Implied, Essential)
   (7) Identification of risks
   (8) Restated mission
   (9) Analysis of Enemy
       (a) Composition
(b) Disposition
(c) Strength
(d) Capabilities
(e) Anticipated Enemy Courses of Action

(10) Course of Action Development
(a) Analyze Relative Combat Power
(b) Generate Options
(c) Array Initial forces
(d) Develop Schemes of Maneuver
(e) Assign Headquarters
(f) Prepare COA Statements and Sketches
(g) War gaming of COA(s)
(f) COA Comparison and Selection

4 Initiate Movement

5 Conduct Reconnaissance
(1) Confirm Priority Intelligence Requirements (PIRs)
(2) If leaving the platoon or squad to conduct leader’s reconnaissance, leave a five point contingency plan, or GOTWA
   (a) Where the leader is Going
   (b) Others going with the leader
   (c) Amount of Time the leader plans to be gone
   (d) What to do if the leader does not return
   (e) Unit’s and leaders Actions on chance contact while the leader is gone

6 Complete the Plan

7 Issue the Operations Order

8 Supervise and Refine
(1) Confirmation briefs, rehearsals, and inspections
   (a) Ensure subordinates know the mission, the commander’s intent, the concept of the operation, and their assigned tasks.
(b) Rehearsals include map rehearsal, sand table or terrain model, radio rehearsal, reduced-force rehearsal, and full-force rehearsal (preferred if time permits)

(2) The leader should establish a priority for rehearsals based on available time. The priority of rehearsals flows from the decisive point of the operation. Thus the order of precedence is:

(a) Actions on the objective
(b) Actions on enemy contact
(c) Special teams
(d) Movement techniques
(e) Others as required

(3) Security must be maintained during the rehearsal.

(4) Inspections

(a) Squad leaders should conduct initial inspections shortly after receipt of the WARNO
(b) The PSG should conduct spot checks throughout the preparation
(c) The PL and PSG conduct final inspections

(5) Inspections should include:

(a) Weapons and ammunition
(b) Uniforms and Equipment
(c) Mission-essential equipment
(d) Soldier understands the mission and their specific responsibilities
(e) Communications
(f) Rations and water
(g) Camouflage
(h) Deficiencies noted during earlier inspections
APPENDIX F: OPERATIONS ORDER

1. Situation.
   a. Terrain and Weather.
   b. Enemy Forces.
   c. Friendly Forces.
(1) Higher Headquarters’ Mission and Intent.
   (a) Two Levels Up.
   (b) One Level Up.
1 Mission.
2 Commander’s Intent.
(2) Missions of Adjacent Units.
   (a) Unit.
   (b) Unit.
   d. Civil Considerations.
   e. Attachments and Detachments.


3. Execution.
   a. Commanders Intent
   b. Concept of the Operation
   c. Scheme of Movement and Maneuver
   d. Scheme of Fires
   e. Tasks to Subordinate Units
   f. Coordinating Instructions
(1) Timing
(2) Priority Intelligence requirements

4. Sustainment
   a. Logistics
   b. Personnel
   c. Health System Support
5. **Command and Signal.**
   a. **Command.**
      (1) Location of Commander.
      (2) Succession of Command.
   b. **Control.**
      (1) Command Post Location.
      (2) Reporting Requirements.
   c. **Signal.**
      (1) Frequencies and Call Signs.
         (a) Frequencies
         (b) Call Signs
      (2) Passwords.
         (a) Number Combination
         (b) Challenge / Password
         (c) Running Password