US ARMY RESERVE OFFICERS’ TRAINING CORPS

Bobcat Battalion

“THE BOBCAT BLUE BOOK”

2017-2018
General Westmoreland, General Lemnitzer, Mr. Secretary, General Decker, General Taylor, members of the graduating class and their parents, gentlemen:

I want to express my appreciation for your generous invitation to come to this graduating class. I am sure that all of you who sit here today realize, particularly in view of the song we have just heard, that you are part of a long tradition stretching back to the earliest days of this country's history, and that where you sit sat once some of the most celebrated names in our Nation's history, and also some who are not so well known, but who, on 100 different battlefields in many wars involving every generation of this country's history, have given very clear evidence of their commitment to their country.

So that I know you feel a sense of pride in being part of that tradition, and as a citizen of the United States, as well as President, I want to express our high regard to all of you in appreciation for what you are doing and what you will do for our country in the days ahead.

I would also like to announce at this time that as Commander in Chief I am exercising my privilege of directing the Secretary of the Army and the Superintendent of West Point to remit all existing confinements and other cadet punishments, and I hope that it will be possible to carry this out today.

General Westmoreland was slightly pained to hear that this was impending in view of the fact that one cadet, who I am confident will someday be the head of the Army, has just been remitted for 8 months, and is about to be released. But I am glad to have the opportunity to participate in the advancement of his military career.

My own confinement goes for another two and a half years, and I may ask for it to be extended instead of remitted.

I want to say that I wish all of you, the graduates, success. While I say that, I am not unmindful of the fact that two graduates of this Academy have reached the White House, and neither was a member of my party. Until I am more certain that this trend will be broken, I wish that all of you may be generals and not Commanders in Chief.
I want to say that I am sure you recognize that your schooling is only interrupted by today's occasion and not ended because the demands that will be made upon you in the service of your country in the coming months and years will be really more pressing, and in many ways more burdensome, as well as more challenging, than ever before in our history. I know that many of you may feel, and many of our citizens may feel that in these days of the nuclear age, when war may last in its final form a day or two or three days before much of the world is burned up, that your service to your country will be only standing and waiting. Nothing, of course, could be further from the truth. I am sure that many Americans believe that the days before World War II were the golden age when the stars were falling on all the graduates of West Point, that that was the golden time of service, and that you have moved into a period where military service, while vital, is not as challenging as it was then. Nothing could be further from the truth.

The fact of the matter is that the period just ahead in the next decade will offer more opportunities for service to the graduates of this Academy than ever before in the history of the United States, because all around the world, in countries which are heavily engaged in the maintenance of their freedom, graduates of this Academy are heavily involved. Whether it is in Viet-Nam or in Laos or in Thailand, whether it is a military advisory group in Iran, whether it is a military attaché in some Latin American country during a difficult and challenging period, whether it is the Commander of our troops in South Korea--the burdens that will be placed upon you when you fill those positions as you must inevitably, will require more from you than ever before in our history. The graduates of West Point, the Naval Academy, and the Air Academy in the next 10 years will have the greatest opportunity for the defense of freedom that this Academy's graduates have ever had. And I am sure that the Joint Chiefs of Staff endorse that view, knowing as they do and I do, the heavy burdens that are required of this Academy's graduates every day-General Tucker in Laos, or General Harkins in Viet-Nam, and a dozen others who hold key and significant positions involving the security of the United States and the defense of freedom. You are going to follow in their footsteps and I must say that I think that you will be privileged in the years ahead to find yourselves so heavily involved in the great interests of this country.

Therefore, I hope that you realize--and I hope every American realizes--how much we depend upon you. Your strictly military responsibilities, therefore, will require a versatility and an adaptability never before required in either war or in peace. They may involve the command and control of modern nuclear weapons and modern delivery systems, so complex that only a few scientists can understand their operation, so devastating that their inadvertent use would be of worldwide concern, but so new that their employment and their effects have never been tested in combat conditions.
On the other hand, your responsibilities may involve the command of more traditional forces, but in less traditional roles. Men risking their lives, not as combatants, but as instructors or advisers, or as symbols of our Nation's commitments. The fact that the United States is not directly at war in these areas in no way diminishes the skill and the courage that will be required, the service to our country which is rendered, or the pain of the casualties which are suffered.

To cite one final example of the range of responsibilities that will fall upon you: you may hold a position of command with our special forces, forces which are too unconventional to be called conventional, forces which are growing in number and importance and significance, for we now know that it is wholly misleading to call this "the nuclear age," or to say that our security rests only on the doctrine of massive retaliation.

Korea has not been the only battleground since the end of the Second World War. Men have fought and died in Malaya, in Greece, in the Philippines, in Algeria and Cuba and Cyprus, and almost continuously on the Indo-Chinese Peninsula. No nuclear weapons have been fired. No massive nuclear retaliation has been considered appropriate. This is another type of war, new in its intensity, ancient in its origin--war by guerrillas, subversives, insurgents, assassins, war by ambush instead of by combat; by infiltration, instead of aggression, seeking victory by eroding and exhausting the enemy instead of engaging him. It is a form of warfare uniquely adapted to what has been strangely called "wars of liberation," to undermine the efforts of new and poor countries to maintain the freedom that they have finally achieved. It preys on economic unrest and ethnic conflicts. It requires in those situations where we must counter it, and these are the kinds of challenges that will be before us in the next decade if freedom is to be saved, a whole new kind of strategy, a wholly different kind of force, and therefore a new and wholly different kind of military training.

But I have spoken thus far only of the military challenges which your education must prepare you for. The nonmilitary problems which you will face will also be most demanding, diplomatic, political, and economic. In the years ahead, some of you will serve as advisers to foreign aid missions or even to foreign governments. Some will negotiate terms of a cease-fire with broad political as well as military ramifications. Some of you will go to the far corners of the earth, and to the far reaches of space. Some of you will sit in the highest councils of the Pentagon. Others will hold delicate command posts which are international in character. Still others will advise on plans to abolish arms instead of using them to abolish others. Whatever your position, the scope of your decisions will not be confined to the traditional tenets of military competence and training. You will need to know and understand not only the foreign policy of the
United States but the foreign policy of all countries scattered around the world who 20 years ago were the most distant names to us. You will need to give orders in different tongues and read maps by different systems. You will be involved in economic judgments which most economists would hesitate to make. At what point, for example, does military aid become burdensome to a country and make its freedom endangered rather than helping to secure it? To what extent can the gold and dollar cost of our overseas deployments be offset by foreign procurement? Or at what stage can a new weapons system be considered sufficiently advanced to justify large dollar appropriations?

In many countries, your posture and performance will provide the local population with the only evidence of what our country is really like. In other countries, your military mission, its advice and action, will play a key role in determining whether those people will remain free. You will need to understand the importance of military power and also the limits of military power, to decide what arms should be used to fight and when they should be used to prevent a fight, to determine what represents our vital interests and what interests are only marginal.

Above all, you will have a responsibility to deter war as well as to fight it. For the basic problems facing the world today are not susceptible of a final military solution. While we will long require the services and admire the dedication and commitment of the fighting men of this country, neither our strategy nor our psychology as a nation, and certainly not our economy, must become permanently dependent upon an ever-increasing military establishment.

Our forces, therefore, must fulfill a broader role as a complement to our diplomacy, as an arm of our diplomacy, as a deterrent to our adversaries, and as a symbol to our allies of our determination to support them.

That is why this Academy has seen its curriculum grow and expand in dimension, in substance, and in difficulty. That is why you cannot possibly have crowded into these 4 busy years all of the knowledge and all of the range of experience which you must bring to these subtle and delicate tasks which I have described. And that is why go to school year after year so you can serve this country to the best of your ability and your talent.

To talk of such talent and effort raises in the minds, I am sure, of everyone, and the minds of all of our countrymen, why--why should men such as you, able to master the complex arts of science, mathematics, language, economy, and all the rest devote their lives to a military career, with all of its risks and hardships? Why should their families be expected to make the personal and financial sacrifices that a military career
inevitably brings with it? When there is a visible enemy to fight in open combat, the answer is not so difficult. Many serve, all applaud, and the tide of patriotism runs high. But when there is a long, slow struggle, with no immediate visible foe, your choice will seem hard indeed. And you will recall, I am sure, the lines found in an old sentry box in Gibraltar:

God and the soldier all men adore  
    In time of trouble--and no more,  
For when war is over, and all things righted,  
God is neglected--and the old soldier slighted.

But you have one satisfaction, however difficult those days may be: when you are asked by a President of the United States or by any other American what you are doing for your country, no man's answer will be clearer than your own. And that moral motivation which brought you here in the first place is part of your training here as well. West Point was not built to produce technical experts alone. It was built to produce men committed to the defense of their country, leaders of men who understand the great stakes which are involved, leaders who can be entrusted with the heavy responsibility which modern weapons and the fight for freedom entail, leaders who can inspire in their men the same sense of obligation to duty which you bring to it.

There is no single slogan that you can repeat to yourself in hard days or give to those who may be associated with you. In times past, a simple phrase, "54-40 or fight" or "to make the world safe for democracy"-that was enough. But the times, the weapons, and the issues are now more complicated than ever.

Eighteen years ago today, Ernie Pyle, describing those tens of thousands of young men who crossed the "ageless and indifferent" sea of the English Channel, searched in vain for a word to describe what they were fighting for. And finally he concluded that they were at least fighting for each other.

You and I leave here today to meet our separate responsibilities, to protect our Nation's vital interests by peaceful means if possible, by resolute action if necessary. And we go forth confident of support and success because we know that we are working and fighting for each other and for all those men and women all over the globe who are determined to be free.
# The BOBCAT BLUE BOOK
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CHAPTER I - INTRODUCTION

Preface: The information in this guide will help you make the transition to college life and Army Reserve Officers’ Training Corps (ROTC), while developing your leadership qualities to become leaders of character who serve our nation with pride.
VALUES

- **Discipline**
  - Military – appearance, customs & courtesies
  - Personal – fitness, moral development, grow
  - Academic – rigorous, organized

- **Integrity**
  - Legal, moral & ethical – no gray areas
  - Trustworthy – do what we say, say what we do
  - Respect – superiors, subordinates, peers, civilians

- **Empathy**
  - Seek first to understand, then be understood
  - Integrate, don’t isolate
  - Comradery, teamwork, shared understanding

MISSION

Bobcat Battalion develops leaders of character.
United States Army Cadet Command (USACC): The command’s lineage dates back to 1916 with the passage of the National Defense Act. The command was organized 15 April 1986, at historic Fort Monroe, Virginia. The command established its new headquarters in November 2010, at Fort Knox, Kentucky where it remains today.

USACC Patch and Crest: The shoulder patch was authorized 8 April 1986. Its crest was authorized on 22 August 1986. The symbolism of both insignia is identical. The shield symbolizes the Army mission of national defense and is divided into quarters representing the four traditional military science courses comprising the ROTC curriculum. The sword signifies the courage, gallantry, and self-sacrifice intrinsic to the profession of arms. The lamp denotes the pursuit of knowledge, higher learning, and the partnership of Army ROTC with American colleges and universities. The Greek helmet is symbolic of the ancient civilization concept of the Warrior Scholar. The motto "Leadership Excellence" expresses the ultimate responsibility of Army ROTC in the discharge of its moral responsibility to the Nation.

Battalion History: The ROTC program was started at Montana State University in 1896 with a parade of forty cadets to a ceremony in which the governor of Montana laid the cornerstone of Montana Hall. Professor William M. Cobleigh was the first Professor of Military Science, in addition to his primary job of college professor. Lieutenant George P. Ahern arrived at Montana State University in late 1896 and was the first officer assigned as the Professor of Military Science. Lieutenant Ahern served as the Professor of Military Science during 1897 and a portion of 1898. During this period, the ROTC department received Springfield rifles and two artillery pieces. Lieutenant Ahern taught courses of instruction in basic military science and tactics, and provided training on the military weapons available.

At the outbreak of the Spanish-American War in 1898, Captain (newly promoted) Ahern was called back to regular Army service leaving a void in ROTC instructors at MSU for eighteen years. During this period, several civilian instructors at Montana State University acted as the Professor of Military Science in addition to their civilian instructor duties. Between 1898-1903 a drill hall was constructed and a cadet uniform was adopted by the school. Each student was required to purchase his own uniform at a cost of $18.00. From 1903 to 1916 there was very little instruction in the military department, except for drill and ROTC band. A former cadet company commander (Fred S. Lorentz, class of 1907) stated that the university had two companies of cadets with four buglers. He also told of an attempt at an "on campus field training exercise" that failed primarily because the only calls the buglers knew were "Assembly" and "Dismissal" and the cadets did not respond to the call of "charge". During this period the ROTC band was under the direction of Lou Howard, one of MSU's first music instructors.

In 1916 the National Defense Act was passed, establishing a Reserve Officers Training Corps in many schools throughout the nation. Montana State University was among the land grant colleges designated as a Senior ROTC unit host, and was detailed as a Branch Infantry ROTC unit. The course of instruction consisted of a basic course and an advanced course. Successful completion of the two year basic course was required of all able bodied young men prior to graduation. The advanced course consisted of two more years of instruction, plus a six week summer camp of practical field work. Enrollment in the advanced course was voluntary and
controlled by the War Department. Students who were physically fit and had successfully completed both courses were commissioned as Infantry Second Lieutenants in the United States Army Reserve.

The first Professor of Military Science under the National Defense Act was Captain Hollis C. Clark. He was assisted by Sergeant Fred Bloss. The War Department provided an Army program of instruction, training aids, uniforms, and equipment in support of training objectives.

In 1952 the creation of the U.S. Air Force from the Army Air Corps changed the way ROTC cadets were trained. Montana State University was redesignated as a branch General Military Science program, replacing the previous Branch Infantry program. Under the new GMS program students now had the opportunity to apply for a commission in any of the combat arms or technical service branches.

The next major change in the ROTC program at Montana State University occurred in 1964 with the passage of the ROTC Vitalization Act. This bill raised the ROTC cadets pay scale and provided for the issuance of both two and four year college scholarships to deserving applicants. It also allowed for the ROTC basic course to be taught on a voluntary basis for the first time since 1916. During 1967 the MSU Rifle team won the National ROTC Rifle Championship, topping 243 colleges and universities across the nation.

Today, Montana State Army ROTC continues to be a successful organization that supports the campus and local community. It has grown from a group of 40 cadets (1896), who marched in a parade to lay the cornerstone of Montana Hall, to a professional organization numbering 108 cadets (Spring 2017) that continues to forge the next generation of leaders and officers for the United States Army.
The Cadet Creed

I am an ARMY Cadet.

Soon I will take an oath and become an Army Officer committed to DEFENDING the values which make this Nation great.

HONOR is my touchstone.

I understand MISSION first and PEOPLE always.

I am the PAST: The spirit of those WARRIORS who 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 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’re we go,
You will always know
That the Army goes rolling along.
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 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.
Code of Conduct

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

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

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

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

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

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

Schofield’s Definition of Discipline

The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instructions and to give commands in such a manner and in such a tone of voice as to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or other of dealing with subordinates springs from a corresponding spirit in the breast of the Commander. He who feels the respect which is due others cannot fail to inspire in them regard for himself; while he who feels, and hence manifests, disrespect toward other, especially his inferiors, cannot fail to inspire hatred against himself.

John M. Schofield, US Army
CHAPTER II – THE ROAD TO COMMISSION

Program Entry Options: The following describes program entry options that are available to students that wish to pursue a Commission as an Army Officer through Montana State University Army ROTC program. *Students are encouraged to meet with our Recruiting and Retention Officer to obtain additional information on the entry options and financial benefits outlined below.*

Army ROTC Scholarships: Qualified students can apply for four year National Army ROTC scholarships while in high school or pursue a Campus Based Scholarship while earning your degree of choice as an academic freshman, sophomore, or junior. Scholarship recipients have the option of receiving 100% payment of their tuition and fees or a room and board stipend of $5000/semester. Additional benefits include an annual stipend for books and school supplies and a monthly stipend as a contracted cadet.

*The Benefits:*
- Full Tuition or a Room & Board stipend ($5000/semester)
- $1,200 annual book allowance
- ROTC monthly stipend of $350-$500 a month
- Accession points for Active Duty consideration

Guaranteed Reserve Force Duty (GRFD) Scholarships: The GRFD scholarship is designed for people who have prior military service and would like to commission into either the Army National Guard or Army Reserve. These scholarships allow MOS qualified veterans to draw GI Bill benefits while simultaneously receiving scholarship benefits. These scholarships are awarded to the most outstanding applicants. In keeping with high standards of excellence, candidates are selected for scholarships based on an evaluation of their scholastic achievement and extra-curricular accomplishments, not on the basis of financial need.

As a winner of a four, three or two year GRFD scholarship, you are required to enroll in an ROTC class. You are also required to enlist in the Army National Guard or the United States Army Reserve if not already a member. Upon graduation, you must accept a commission, serve on active duty for three to six months at a Basic Officer Leaders Course (BOLC), and serve eight years in the Army Reserve or National Guard on a part-time basis.

*The Benefits:*
- Full Tuition or a Room & Board stipend ($5000/semester)
- $1,200 annual book allowance
- ROTC monthly stipend of $350-$500 a month
- Montgomery GI Bill (amount varies depending on your previous military service status)
- SMP kicker, $350 a month for select MOSs

Simultaneous Membership Program (SMP): You may be able to take advantage of a program that allows you to participate in ROTC and enlist in the Army National Guard (NG) or US Army Reserve (USAR) at the same time, provided a vacancy exists in either a NG or USAR unit. It’s called the Simultaneous Membership Program (SMP), and it means that while you’re still in college, you can be gaining valuable experience and earning extra income. As a SMP cadet, you will be paid at the rate of at least a Sergeant (E-5) for your NG or USAR service. You’ll serve as an Officer Trainee in a NG or USAR unit and perform the duties of Second Lieutenant. Once you graduate and commission, you may continue your military service with your NG or USAR unit or during your senior year compete for active duty service. The ROTC contract that is agreed upon will determine a cadet’s status. *You are considered Non-Deployable during your time as a SMP cadet!*
**The Benefits:**

- ROTC monthly stipend of $350-500 a month
- SMP kicker $350 a month for select MOSs
- GI Bill (amount varies depending on previous military service status)
- Drill pay at the E-5 pay grade (at least $290.81)

**Green to Gold Program:** The Army Green to Gold Program is designed to offer enlisted Soldiers in the Army the opportunity to earn a commission as Army Officers. This program offers enlisted Soldiers several unique ways to earn a baccalaureate or graduate degree:

- Green to Gold Scholarship Option — For Soldiers who are considering leaving Active Duty to attend college while receiving full tuition and fees or a room and board stipend, flat rate book payment and a monthly stipend.
- Green to Gold Active Duty Option — For Soldiers who want to remain on Active Duty and attend college.
- Green to Gold Non-Scholarship — For Soldiers who are considering leaving Active duty to attend college while receiving a monthly stipend.

**Progression Cadets:** Students that desire to pursue a commission as an Army Officer without the benefit of scholarship, entry in the Simultaneous Membership or Green to Gold programs can receive a commission as a progression cadet. Progression cadets must successfully complete the Professional Military Education (PME) requirements established for commissioning. *Progression cadets are entitled to a monthly stipend upon contracting.*

- Meet and remain in compliance with all ROTC program contract and retention requirements.
- Successfully complete each academic year of ROTC Instruction – freshman through senior.
- Successfully complete the program’s professional military history requirement.
- Successfully complete the Advanced Camp at Fort Knox, KY, following completion of the Military Science Junior year.

**The Benefits:**

- ROTC monthly stipend of $350-500 a month
- Opportunity to compete for a commission as an Active Duty, Army National Guard or Army Reserve Officer

**Contracting Requirements:** Students must meet the general eligibility criteria listed below to enter into a commissioning contract through the ROTC program. These criteria are subject to periodic change. *Students considering contracting should meet with our Recruiting Operations Officer (ROO).*

Contract applicants must:

- Be a citizen of the United States.
- Be medically qualified.
- Be enrolled in, and attending, a full-time course of instruction toward a baccalaureate or advanced degree in a recognized academic field of study.
- Possess at minimum cumulative 2.0 GPA.
- Meet Army height and weight requirements.
- Receive a passing score on the Army Physical Fitness Test (APFT).
- No record of arrest or civil conviction or successfully receive a waiver for any offense.
- Be under 31 years of age on 31 December of year of graduation / Commissioning.
Retention: The following are the minimum standards that must be achieved and maintained to remain in good standing as a contracted cadet:

- Maintain full time status as a university student with a minimum of 12 semester credit hours or a minimum of 9 semester credit hours as a graduate student.
- Maintain a minimum of 2.0 GPA each academic semester in your Military Science Class(es).
- Pass record semiannual APFT events.
- Meet Army height and weight standards.
- Complete academic and program completion requirements as described in the student Planned Academic Worksheet.
- Successful completion of Advanced Camp after academic junior year.
- Maintain high moral and ethical standards.
- No civil or criminal convictions or arrest without receiving an approved retention waiver.
- Satisfactory attendance at all required ROTC activities and training events.

Required Professional Military Education (PME): Contracted cadets are required to complete the following PME for the purpose of Commissioning:

- Completion of a Military History Class - 3 Credit Hours
- Cadets should strive to complete the Military History requirement by the conclusion of their junior year!
- Successful completion of the Combat Water Survival Test (CWST).
- Successful graduation from Advanced Camp.
- Achieve a cumulative GPA of 2.0 on a 4.0 scale and possess a baccalaureate or advanced degree.
- Successfully complete the ROTC Advanced Program (MS III and MS IV courses)

Commissioning Requirements:

- Be a U.S. Citizen.
- Less than 34 years old the year of commissioning.
- Be medically qualified at the time of commissioning.
- Per AR 600-9, meet the height and weight requirements for your age
- Per AR 145-1, pass the Army Physical Fitness Test (APFT) within 6 months of the date of commissioning.
- Pass a swim test and a Combat Water Survival Test (CWST).
- Obtain a security clearance with a Secret status.
- Complete Army 300 level classes (MSL301 and MSL302 with required leadership labs each semester)
- Complete Advanced Camp at Ft. Knox, Kentucky.
- Complete Army 400 level Classes (MSL401 and MSL402 with required leadership labs each semester)
- Complete an Approved Military History course off the PMS List
- Earn a Baccalaureate degree from a four year institution.
- Complete Army 100 level classes with required leadership labs each semester & Army 200 level classes with required leadership labs each semester
  - Or Complete the Basic Camp at Ft. Knox, Kentucky or Complete Basic Training and AIT
Accessions Process:

- Schools enter the data in CCIMM for accession packets that the Brigade Headquarters and Cadet Command will review to determine Army Component and Branch.
- Cadet Command uses the Order of Merit List (OML) Model to rank all cadets eligible for accession during the upcoming FY. The OML Model’s National Order of Merit List ranks each cadet, from #1 through #N.
- Upon establishing the National OML, HRC-Fort Knox branches active duty eligible cadets using the Department of the Army Branching Model. Active duty and Reserve duty is determined based on DA requirements and cadet preference. For several years only GRFD cadets received reserve forces duty. Last year everyone who desired reserve forces duty received RD, which will be the same for this year, and based on the numbers required for the active component some individuals who desire active duty may receive reserve forces duty.
- HRC-Fort Knox reviews and approves results of Cadet Command branching. Once approved, results are provided to schools for counseling of cadets.
- DA provides BOLC class seats to each commissioning source (ROTC, USMA, OCS) in February.
- HQ Cadet Command assigns BOLC dates as HRC-Fort Knox determines initial duty assignment, both based on cadet desires and availability.

*Note: OML and Accessions Process will be updated by Respective Cadre
CHAPTER III - QUALITIES OF AN OFFICER

Army Leadership: An Army leader is anyone who, by virtue of assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking and shape decisions for the greater good of the organization. Army leaders, regardless of rank or service, are expected to serve as a role model, fully embrace and enforce the Army core values in and out of uniform, 24 hours a day, 7 days a week (24/7).

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

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

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

The Leadership Development Program (LDP): The Army’s Leadership Requirements Model (LRM) conveys the expectations that the Army wants leaders to meet. The attributes and competencies contained within the LRM, below, is the primary focus of the Leadership Development Program (LDP) established by USACC and implemented by the Buffalo Battalion.
# THE ARMY VALUES: LDRSHIP

**LOYALTY** - Bear true faith and allegiance to the United States Constitution, the Army, your unit and other Soldiers.

**DUTY** - Fulfill your obligations.

**RESPECT** - Treat people as they should be treated.

**SELFLESS SERVICE** - Put the welfare of the Nation, the United States Army and your subordinates before your own.

**HONOR** - Live up to the Army Values.

**INTEGRITY** - Do what is right, legally and morally.

**PERSONAL COURAGE** - Face fear, danger or adversity. *(PHYSICAL OR MORAL)*

## Be, Know, Do

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<th>Be:</th>
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| • Technically & Tactically Proficient | • The Four Major Factors of Leadership & How They Affect Each Other:  
  ○ Led / Leader / Situation / Communication | • Seek responsibility and take responsibility for your actions; exercise initiative; demonstrate resourcefulness; and take advantage of opportunities on the battlefield that will lead you to victory; accept fair criticism, and take corrective actions for your mistakes. |
| • Able to accomplish to standard all task required for the wartime mission. | | • Assess situations rapidly, make sound and timely decisions, gather essential information, announce decisions in time for others to react, and consider the short- and long-term effects of your decision. |
| • Courageous, Committed, and Candid | | • Set the example by serving as a role model. Set high but attainable standards; be willing do what you require of your Soldiers and share dangers and hardships with them. |
| | | • Keep your subordinates informed to help them make decisions and execute plans within your intent, encourage initiative, improve teamwork, and enhance morale. |
| | | • Develop a sense of responsibility in subordinates by teaching, challenging, and developing them. Delegate to show you trust them. |
| | | • Build the team by training and cross-training your Soldiers until they are confident in their technical and tactical abilities. Develop a team spirit that motivates them to go willingly and confidently into combat. |
| | | • Know your unit’s capabilities and limitations and employ them accordingly. |
General Orders

1st General Order:
I will guard everything within the limits of my post and quit my post only when properly relieved.

2nd General Order:
I will obey my special orders and perform all my duties in a military manner.

3rd General Order:
I will report violations of my special orders, emergencies, and anything not covered in my instructions to the Commander of the Relief.
CHAPTER IV - CADET CHAIN OF COMMAND

BATTALION LEADERSHIP

The Cadet Battalion’s Chain of Command (CoC) is appointed prior to the beginning of each academic semester. Selection of senior leaders from the MSIV Class is based on academic excellence, CST performance and the cadet’s overall performance over the course of his or her tenure as a member of the Bobcat Battalion. The cadet CoC plays a vital role with respect to the planning, resourcing, execution and assessment of Battalion training, participation in local events and the leadership development of all cadets.

Battalion Commander (BN CDR / LTC = Lieutenant Colonel) is responsible for all Cadet Battalion activities. He or she must ensure activities and training are planned and coordinated by the cadet staff and the activities or training is professionally executed. The Commander sets the direction and guidance for the Battalion and is responsible for everything the Battalion does or fails to do.

Battalion Executive Officer (XO / MAJ = Major) is the Commander’s principal assistant for directing, coordinating, supervising, and training the staff except in areas the Commander reserves. The Commander normally delegates executive management authority to the XO. The XO frees the Commander from routine details and passes pertinent data, information, and insight from the staff to the Commander and from the Commander to the staff.

Battalion Command Sergeant Major (CSM = Command Sergeant Major) serves as an intermediary between the Battalion Commander and cadets. He or she is responsible for ensuring standards of appearance and performance is understood and met, also providing supplementary training as required. He or she is also responsible for formations.

S-1 (Personnel & Admin. / CPT = Captain) is the principal staff officer for all matters concerning human resources including personnel readiness and personnel services. Assembles and maintains unit attendance records and reports.

S-2 (Intelligence / CPT = Captain) is the principal staff officer for all matters associated with intelligence, weather, and terrain analysis. Responsible for the cadet recruiting program.

S-3 (Operations & Training / MAJ = Major) is the staff officer responsible for training, operations and plans. He or she develops and provides direct supervision for all aspects of unit training, leadership assessment and external support requirements established by the Commander / cadre.

Assistant S-3 (Operations & Training / CPT = Captain) performs duties as directed by the S3.

S-4 (Logistics / CPT = Captain) is the staff officer responsible for coordinating the logistics integration of supply, maintenance, transportation, and services for the command. Issues and maintains accountability of unit equipment and the cadet supply room.

S-5 (Civil-Military Operations / CPT = Captain) is the staff officer responsible for coordinating media relations and public affairs activities.
S-8 (Budget Operations / CPT = Captain) is the staff officer responsible for the coordination of fund raising activities and management of the Cadet Activity Fund Account.

**Ranger Challenge Commander:** plans and implements Ranger Challenge training in conjunction with the cadre Ranger Challenge coach. Coordinate all logistical and administrative requirements with the staff to include the tracking of Ranger Challenge qualifications and attendance at meetings and PT.

**Color Guard Commander:** Plans and implements all Battalion Color Guard requirements in conjunction with the Cadre Color Guard Advisor. Coordinate all training, logistic and administrative requirements with the cadet staff.

**COMPANY LEADERSHIP**

**Company Commander (CO / CPT = Captain):**
- Serve as role model in word, act and deed
- Responsible for the morale, discipline and esprit of the company
- Keeps the Battalion Commander apprised on all matters concerning the morale, health, welfare and discipline of the Company
- Plans and executes Company level training and administration
- Disseminates information/issues orders through the Company Chain of Command
- Provides oversight for the professional development of junior cadets – MSI/MSII
- Effectively utilizes Company leadership to communicate guidance, oversee training and recovery operations associated with unit operations

**Company Executive Officer (XO / 1LT = First Lieutenant):**
- Monitors the timely execution of Company suspense’s, milestones and taskings
- Commands Company in the Commander’s absence
- Monitors compliance with Commander Directives and time lines
- Supervises equipment distribution, maintenance and recovery
- Establishes load plans for movement
- Maintains accurate accountability of equipment, supplies and personnel
- Coordinates all resources for the Company

**First Sergeant (1SG = First Sergeant):**
- Principal advisor to the Commander on the state of morale, discipline, and training of cadets within the Company
- Catalyst for the identification and resolution of cadet issues at the Company level
- Actively mentors and evaluates cadet NCOs
- Ensures compliance with uniform and appearance policies
- Ensures that accountability of cadets is established and maintained
- Provides oversight for the issue, maintenance and accountability of unit and individual equipment
- Conducts Company formations; responsible for training and execution of drill and ceremonies at Company level
- Responsible for the appearance of cadets, equipment and facilities
- Responsible for the quality and execution of Company level opportunity training
- Effectively utilizes Company NCOs to communicate guidance, oversee training / event execution and recovery operations associated with unit training
PLATOON LEADERSHIP

Platoon Leader (PL / 2LT = Second Lieutenant):
Provides direct oversight of all Platoon activities
Responsible for the morale, discipline and esprit of the platoon
Keeps the Company Commander apprised on all matters concerning the morale, health, welfare, and discipline of the Platoon
Plans and executes Platoon level training and administration
Prepares and issues Platoon level OPORDs
Conducts Platoon offensive, defensive and patrolling operations
Effectively utilizes Platoon leadership to communicate guidance, oversee training / event execution and recovery operations associated with unit training
Responsible for everything the Platoon does or fails to do…

Platoon Sergeant (PSG / SFC = Sergeant First Class):
Principal advisor to the Platoon Leader on the state of morale, discipline, and training of cadets within the Platoon
Assists Platoon Leader to maintain command and control of all Platoon activities
Catalyst for the identification and resolution of cadet issues at the Platoon level
Platoon Subject Matter Expert (SME) on all aspects of uniform wear and drill and ceremony
Actively mentors and evaluates Platoon NCOs
Ensures that accountability of cadets is established and maintained
Provides oversight for the issue, turn-in, maintenance and accountability of unit and individual equipment
Supervises Platoon maintenance, sustainment and recovery operations
Oversees Platoon movement to training areas
Serves as Platoon Leader in the Platoon Leader’s absence

Squad Leader (SL / SSG = Staff Sergeant):
Provides direct oversight for all Squad activities
Accounts for Squad personnel and equipment
Ensures that personal appearance standards are maintained
Ensures that Squad / individual equipment is accounted for and maintained
Supervises distribution of equipment, rations, and ammunition
Prepares and issues Squad level OPORDs
Conducts Squad offensive, defensive and patrolling operations
Conducts Squad battle drills
Designates and provides oversight for special team training
Directs Squad movement to training areas
Directs Squad tactical movement and employment
OFFICER, WARRANT OFFICER & ENLISTED RANK
(ALL SERVICES)
CHAPTER V - CUSTOMS AND COURTESIES

General: Military courtesy is simply the display of good manners and politeness in dealing with other people. It conveys respect from both subordinate and senior to each other.

Saluting: The hand salute is rendered to all senior officers when in uniform. When you recognize a senior officer in civilian clothes, the hand salute is not required, but custom dictates you render the hand salute.

When to salute:
When walking outside in uniform and you approach an officer.
When outside in uniform and the flag is being raised or lowered.
When reporting to an officer.
When an officer approaches a uniformed group outside, the first cadet to recognize the officer will call the group to attention, salute the officer, and give the greeting of the day (Good morning Sir/Ma’am) (the other cadets in the group are not required to salute).
If on a work detail, only the person in charge salutes; the rest continue to work.

When not to salute:
Indoors, unless you are reporting to an officer.
When actively engaged in sports or training.
When operating a vehicle.

Reporting Indoors: When reporting, the cadet removes his / her headgear, knocks, and enters when told to do so. Cadet approaches within two steps of the officer’s desk, halts, salutes, and reports:
"Sir (or Ma’am), cadet ________ reports as ordered."

ADDRESSING AN OFFICER: Cadets address an officer as Sir or Ma’am while at the position of attention. Further guidance as to the cadet’s posture is at the discretion of the officer. Cadets address a group of male officers as Gentlemen and a group of female officers as Ladies.

ADDRESSING A NONCOMMISSIONED OFFICER: Cadets address a non-commissioned officer as Sergeant, First Sergeant or Sergeant Major while at the position of parade-rest. Further guidance as to the cadet’s posture is at the discretion of the Non-Commissioned Officer.

Reveille: Reveille is a ceremony in which a unit honors the U.S. flag as it is raised in the morning. This ceremony is conducted at the direction of the Commander. Cadre leadership sets the time for sounding Reveille.

Retreat: Retreat is a ceremony in which a unit honors the U.S. flag as it is lowered in the afternoon. This ceremony is conducted at the direction of the Commander. Cadre leadership sets the time for sounding To the Colors and Retreat.

Standing at Attention or Parade Rest: Cadets will stand at the position of attention for senior cadets and officers or the position of parade rest for NCOs. When an officer senior to everyone else enters the room, the room should be called to attention (“Room, ATTENTION”). For NCOs, the room should be called to at ease (“At, EASE”). All cadets will stand at either attention or parade rest until given the command “rest”, “carry on” or “as you were.”
CHAPTER VI – DRILL & CEREMONY

POSITION OF ATTENTION

- To assume this position, bring the heels together sharply on line, with the toes pointing out equally, forming a 45-degree angle. Rest the weight of the body evenly on the heels and balls of both feet. Keep the legs straight without locking the knees. Hold the body erect with the hips level, chest lifted and arched, and the shoulders square.
- Keep the head erect and face straight to the front with the chin drawn in so that alignment of the head and neck is vertical.
- Let the arms hang straight without stiffness. Curl the fingers so that the tips of the thumbs are alongside and touching the first joint of the forefingers. Keep the thumbs straight along the seams of the trouser leg with the first joint of the fingers touching the trousers.
- Remain silent and do not move unless otherwise directed. NOTE: This position is assumed by enlisted soldiers when addressing officers, or when officers are addressing officers of superior rank.

REST POSITIONS AT THE HALT

- Parade Rest. Parade Rest is commanded only from the Position of Attention. The command for this movement is Parade, REST.
  - 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.
  - 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.
- NOTE: Enlisted soldiers assume this position when addressing all noncommissioned officers or when noncommissioned officers address noncommissioned officers of superior rank.
- 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.
- At Ease. The command for this movement is AT EASE. On the command AT EASE, the soldier may move; however, he must remain standing and silent with his right foot in place. The soldier may relax his arms with the thumbs interlaced. Rest may be executed from this position.
- 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 canteens, other equipment, and so forth.

FACING AT THE HALT

- Facing to the flank is a two-count movement. The command is Left (Right), FACE. On the command of execution FACE, slightly raise the right heel and left toe, and turn 90 degrees to the left on the left heel, assisted by a slight pressure on the ball of the right foot. Keep the left leg straight without stiffness and allow the right leg to bend naturally. On the second count, place the right foot beside the left foot, resuming the position of attention. Arms remain at the sides, as in the position of attention, throughout this Movement.
Facing to the rear is a two-count movement. The command is About, FACE. On the command of execution FACE, move the toe of the right foot to a point touching the marching surface about half the length of the foot to the rear and slightly to the left of the left heel. Rest most of the weight of the body on the heel of the left foot and allow the right knee to bend naturally. On the second count, turn to the right 180 degrees on the left heel and ball of the right foot, resuming the position of attention. Arms remain at the sides, as in the position of attention, throughout this movement.

HAND SALUTE

- The Hand Salute is a one-count movement. The command is Present, ARMS. The Hand Salute may be executed while marching. When marching, only the soldier in charge of the formation salutes and acknowledges salutes. When double-timing, an individual soldier must come to Quick Time before saluting.
- When wearing headgear with a visor (with or without glasses), on the command of execution ARMS, raise the right hand sharply, fingers and thumb extended and joined, palm facing down, and place the tip of the right forefinger on the rim of the visor slightly to the right of the right eye. The outer edge of the hand is barely canted downward so that neither the back of the hand nor the palm is clearly visible from the front. The hand and wrist are straight, the elbow inclined slightly forward, and the upper arm horizontal.
- When wearing headgear without a visor (or uncovered) and not wearing glasses, execute the Hand Salute in the same manner as previously described, except touch the tip of the right forefinger to the forehead near and slightly to the right of the right eyebrow.
- When wearing headgear without a visor (or uncovered) and wearing glasses, execute the Hand Salute in the same manner as previously described, except touch the tip of the right forefinger to that point on the glasses where the temple piece of the frame meets the right edge of the right brow.
- Order Arms from the Hand Salute is a one-count movement. The command is Order, ARMS. On the command of execution ARMS, return the hand sharply to the side, resuming the Position of Attention.
- When reporting or rendering courtesy to an individual, turn the head and eyes toward the person addressed and simultaneously salute. In this situation, the actions are executed without command. The Salute is initiated by the subordinate at the appropriate time (six paces) and terminated upon acknowledgment.
CHAPTER VII - UNIFORM WEAR & APPEARANCE

General: When cadets wear Army uniforms, they represent the Buffalo Battalion, the Reserve Officers' Training Corps, and the United States Army. Cadets will keep their uniforms neat and wear them with pride. Cadets are responsible for maintaining their uniforms and wearing them in accordance with this handbook and Army Regulations. Wearing a military uniform is a privilege. The Army uniform identifies cadets as special people. Wear the uniform with pride.

Uniform Guidelines:

Cadet CMD Regulation: CCR 670-1 (Uniform Insignia & Wear)
Army Regulation: AR 670-1 (Wear and Appearance of Army Uniforms and Insignia)

Appearance Standards: The Army is a uniformed service where discipline starts by the manner in which the individual wears the prescribed uniform. Therefore, a neat and well-groomed appearance by cadets is fundamental within the Army and contributes to building the pride and esprit essential to an effective military force. A vital ingredient of the Army's strength and military effectiveness is the pride and self-discipline that American Soldiers bring to their service. It is the responsibility of the PMS to ensure that cadets and military personnel present a neat and Soldierly appearance. It is the duty of all cadets to take pride in their appearance.

Hair: There are many hairstyles that are acceptable in the Army. So long as the cadet's hair is kept in a neat, clean manner, the acceptability of the style will be judged solely by the criteria described below. Extreme or faddish 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. Lines or designs will not be cut into the hair or scalp. Styles of hair and texture differ among the different ethnic groups and these differences affect the length and bulk of hair as well as the style worn by each cadet. Haircuts, without reference to style, will conform to the following standards.

Male

- The hair on top of the head 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 present a tapered appearance and when combed will not fall over the ears or eyebrows or extend below the top edge of the collar except for the closely cut hair at the back of the neck. A block cut fullness in the back is permitted in moderate degrees 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.
- Sideburns will be neatly trimmed. The base will not be flared and will be a clean-shaven, horizontal line. The length of an individual hair of the sideburn will not exceed 1/8 inch when fully extended. Sideburns will not extend below the lowest part of the exterior ear opening.
- The face will be clean-shaven, except mustaches are permitted. If a mustache is worn, it will be kept neatly trimmed, tapered, and tidy and will not present a chopped-off appearance. No portion of the mustache will cover the upper lip line or extend sideways beyond a vertical line drawn upward from the corner of the mouth. Handlebar mustaches, goatees, and beards are not authorized. Beard growth is an exception only when prescribed by the appropriate medical authority.

Female

- 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. Hair styles will not interfere with proper wearing of military headgear.
• Wigs or hairpieces may be worn as long as the wig or hairpiece is of a natural hair color and the style and length conform to appearance standards.
• Hair holding ornaments (such as pins, clips, bands), if used, must be unadorned and plain and be transparent or similar in color to the hair, and will be inconspicuously placed. Beads or similar ornamental items are not authorized.
• Physical Training. Long length hair may be worn in a pony-tail during physical training. A single pony tail centered on the back of the head is authorized in PT uniform, except when considered a safety hazard. The pony tail is not required to be worn above the collar. Pony tails are authorized while conducting PT in utility uniforms. However, if the helmet is worn during physical training, hair must be secured using normal guidelines.

Wearing of Jewelry
• The wearing of a wrist watch, wrist identification bracelet, including a conservative style MIA/POW identification bracelet (only one item per wrist), and no more than two rings, one per hand, is authorized with cadet uniforms unless prohibited for safety or health reasons as long as the style is conservative and in good taste.
• No jewelry, watch, chains or similar items, to include pens and pencils, will appear exposed on uniforms. Authorized exceptions are a conservative tie tuck or tie clasp which may be worn with the black four-in hand necktie.
• Female cadets are authorized optional wear of screw-on, clip-on, or post-type earrings with cadet uniforms. Earrings will not be worn with the ACU or physical fitness uniform. Earrings will not exceed 6mm or ¼ inch in diameter. They will be of gold, silver, white pearl, or diamond; unadorned and spherical. When worn, earrings will fit snugly against the ear and will be worn as a matched pair with only one earring per ear lobe. Male cadets are not authorized to wear any type of earrings when in uniform or when wearing civilian clothing on duty.
• Fad devices, vogue medallions, personal talismans, or amulets are not authorized for wear in uniform or on duty.
• Attaching, affixing, or displaying objects, articles, jewelry, or ornamentation to, though, or under the skin, tongue, or any body part is prohibited with the exception of earrings worn by female cadets outlined in paragraph 2 (c).

Dental Ornamentation
• The use caps of any unnatural color or texture is prohibited.
• Teeth, whether natural, capped or veneered, will not be ornamented with designs, jewels, initials, and so forth.
• The unnatural shaping of teeth for nonmedical reasons is prohibited.

Tattoos and Branding
• Unauthorized tattoo locations (head, neck & face). Anything above the T-Shirt line to include on inside the eyelids, mouth and ears.
• Unauthorized tattoo locations (hands, fingers & wrist). No tattoo below wrist bone.
• Extremist, Indecent, Sexist, Racist tattoos or brands are unauthorized.

Cosmetics
• Females are authorized to wear cosmetics applied conservatively (as determined by the PMS) and in good taste. Exaggerated or faddish cosmetic styles are inappropriate with the uniform and will not be worn. Lipstick and nail polish may be worn with all uniforms as long as the color is conservative and complements the uniform. Extreme shades of lipstick such as purple, gold, blue, and white will not be worn.
Fingernails
- All personnel will keep fingernails clean and neatly trimmed so as not to interfere with performance of duty, detract from the military image, or present a safety hazard. Male fingernails will not exceed a length that extends beyond the tip of the finger. Males will not wear nail polish. Females will not exceed a nail length of ¼ inch as measured from the tip of the finger. Females may wear only clear nail polish in all uniforms. Clear acrylic nails are authorized for females, provided that they have a natural appearance and conform to the Army standard addressed above.

Hygiene and body grooming
- Cadets are expected to maintain good daily hygiene and wear their uniforms so as not to detract from the overall military appearance.

Wearing of the Uniform
- When in uniform, always wear the complete uniform; never mix articles of civilian clothing with uniform parts. Your uniform shoes, socks, and all weather coat without insignia may be worn with your civilian clothes, however.
- Uniforms will be clean and neatly presented when worn.
- The cap will be worn when outdoors. Keep buttons buttoned, zippers closed, and snaps fastened. Footwear and brass must be highly shined.
- The Army ROTC uniform will not be worn outside of the United States except by specific authority.
- Army ROTC cadets may wear the uniform within the United States and its territories when -
  - Assembling for the purpose of military instruction.
  - Engaging in the military instruction of a cadet corps or similar organization.
  - Traveling to and from the institution in which enrolled (ASUs for commercial travel).
  - Visiting a military station for participation on military drills or exercises.
  - Attending other functions as authorized by the PMS for such wear.
- No part of the uniform distinctly belonging to the US Army may be worn with civilian clothing. Likewise, no civilian clothing items will be worn when in uniform. The issued uniform will be worn complete unless otherwise directed.
- An exception to this is safety equipment required by law or regulation, such as motorcycle helmets and reflective vests when riding motorcycles.
- Uniforms will be properly cleaned and maintained. Headgear will be worn at all times when outdoors unless directed otherwise. Headgear is not worn indoors, except on drill floors, or under arms.
Army Combat Uniform (ACU)

- ACU’s may be worn by cadets who have been issued them by either the ROTC Supply Tech or their National Guard or Reserve unit. They should be washed in cold water with mild detergent and hung to dry. Velcro closed all pockets and blouse your pants at the top of the boot. Subdued name tapes, U.S. Army tapes, unit patches and authorized tabs will be Velcroed to the shirt.
- The Cadet Command patch is worn on the left shoulder.
- The ACU cap is the basic headgear for this uniform. It will be worn straight on the head so that the cap band creates a straight line around the head parallel to the ground. The cap will be worn so no hair shows on the forehead.
- Cadet Officers will wear subdued insignia of rank on the front of the cap centered between the bill and the top edge of the cap. Cadet enlisted members and NCOs will wear the subdued rank in the same manner. Velcro Name tapes will be centered on the back of headgear.
Operational Camouflage Pattern Army Combat Uniform (ACU)

- The Army is transitioning to the Operational Camouflage Pattern ACU starting 1 JULY 2015 and will end 1 October 2019
- Operational Camouflage may be worn by cadets who have been issued them by either the ROTC supply tech or their National Guard or Reserve unit. They should be washed in cold water with mild detergent hung to dry. Subdued name tapes, U.S. Army tapes, unit patches and authorized tabs will be Velcro to the shirt.
- The ACU cap is the basic headgear for this uniform. It will be worn straight on the head so that the cap band creates a straight line around the head parallel to the ground. The cap will be worn so no hair shows on the forehead.
- Cadet Officers will wear subdued insignia of rank on the front of the cap centered between the bill and the top edge of the cap. Cadet enlisted members and NCOs will wear the subdued rank in the same manner. Velcro Name tape will be center on back of headgear.
**Army Service Uniform (ASU)**: The ASU includes the Army blue coat and trousers with belt loops and long-sleeved white shirt with shoulder loops and black 4-in hand tie for males. The female ASU consists of the Army blue coat, skirt, a long-sleeved white shirt with shoulder loops, and black neck tab. The black beret or service cap is authorized for wear with this uniform.

When the ASU is worn for evening social occasions, Commanders can direct no headgear required. Male Soldiers will wear the black bow-tie in lieu of the black 4-in hand tie.
Improved Physical Fitness Uniform (IPFU): The Army IPFU consists of the Army gray T-shirt, black shorts, white or black ankle / calf length socks, and running shoes. This may be supplemented by the addition of the Army winter top / bottom, long sleeve Army gray shirt, fleece cap and black gloves during cooler weather.

IMPROVED PHYSICAL FITNESS UNIFORM (IPFU) - Seasonal

1) GREEN FLEECE CAP
2) PT REFLECTIVE BELT (RIGHT SHOULDER TO LEFT)
3) IPFU JACKET
4) BLACK GLOVES
5) IPFU RUNNING PANTS (BLACK)
6) RUNNING SHOES
7) IPFU SHORT SLEEVE SHIRT
8) PT REFLECTIVE BELT (WAIST - OPTIONAL)
9) WATCH (OPTIONAL)
10) IPFU SHORTS
11) ANKLE/CALF LENGTH SOCKS (NO LOGO)
12) RUNNING SHOES
CHAPTER VIII - CADET PROFESSIONAL DEVELOPMENT TRAINING (CPDT)

U.S. Army Cadet Command (USACC) offers a variety of Cadet Professional Development Training (CPDT) opportunities outside of the traditional ROTC classroom. Training opportunities include attendance at USACC’s Entry and Intermediate Leadership Training Programs at Fort Knox, Kentucky, earning an Army special skill badge, and the opportunity for cadets (MS III) to gain valuable insight on the role of a Lieutenant serving on active duty.

**Basic Camp:** Cadets attend the 29 day Basic Camp during their sophomore to junior summer to receive alternative contracting credit for completion of the Army ROTC freshman and sophomore class. The course is offered in multiple training cycles at Fort Knox, Kentucky over the course of the summer.

**Advanced Camp:** [Previously known as Leader Development and Assessment Course or LDAC]. Advanced Camp is a course attended by all cadets the summer after completion of their junior MS III year and is located at Fort Knox, Kentucky. This course is designed to further develop a cadet’s potential while being evaluated to shape the cadet ranking on the USACC nation-wide accession Order of Merit (OML) list and prepare cadets for attendance at the Basic Officer Leader Course (BOLC) after commissioning.

**Cadet Practical Field Training (CPFT):** The Cadet Practical Field Training (CPFT) program provides cadets an opportunity to participate in an Army skill badge producing program during the summer. Selection for participation in the CPFT program is competitive. Participant selection criteria and course duration varies. The Cadet Command will provide transportation, billeting and meals to cadets selected for CPFT participation. The following are schools offered to cadets:

- **Air Assault School (AASLT):** Air Assault School is a ten day course offered at multiple locations throughout the United States. Students receive training on airmobile and air assault helicopter operations, to include aircraft orientation, sling-load operations, proper rappelling techniques and fast-rope techniques. The course is composed of learning helicopter insertion techniques, rigorous training and examinations on a myriad course related subjects. The successful completion of all evaluations, exams and a timed 12-mile (19 km) road-march with rucksack are required for graduation.

- **Airborne School (ABN)** Airborne school is a 3 week program hosted at Ft Benning, GA aimed at teaching students how to jump from airplanes using a static line. The curriculum is broken down into Ground Week, Tower Week, and Jump Week.

- **Army Mountain Warfare School (AMWS)** Mountain Warfare School is a 14 day course at Fort Ethan Allen, VT, designed to instruct students in Army operations in mountainous terrain. Graduates of the course get the E skill identifier as a Military Mountaineer. Mountain Warfare School is extremely rigorous.

- **Northern Warfare School (NWS)** Northern Warfare school is a two week program of instruction at Fort Richardson, Alaska. The course provides students basic instruction on cold weather survival techniques, mountain and glacier climbing, navigation and river operations. Northern Warfare school is extremely rigorous.
• **SAPPER Leader Course (SLC)** The Sapper Leader Course is operated by the U.S. Army Engineer School at Fort Leonard Wood, Missouri. The six week, tab producing, course is designed to train students in demolitions and other engineer operations.

**Cadet Leader Training (CLT):** Cadet Leader Training (CLT) provides select students an opportunity to serve on temporary duty as a cadet officer with an active duty unit located in the United States or abroad. Contracted Simultaneous Member Program (SMP) cadets are not eligible to participate in the CLT program.

• **Cadet Troop Leader Training (CTLT)** The CTLT track provides cadets the opportunity to serve in a Lieutenant level leadership role over a three to four week period with an active-duty Army unit. Assignments include units that are located in and outside of the United States. Cadets are assigned a mentor, and provided on-post lodging and meals at the unit dining facility (DFAC). The CTLT program is exclusively designed for MSIII cadets that are not members of the National Guard or USAR.

• **Drill Cadet Leadership Training (DCLT)** The Drill Cadet Leadership Training program provides cadets with an opportunity to serve in a Platoon Leader or Executive Officer position with an Army Initial Military Training Company. Positions vary in duration depending on the host unit and location. Cadets have an opportunity to apply leadership skills, interact with highly skilled and experienced NCOs and Drill Sergeants, and enhance common Soldier task skill proficiency in an Army training environment. This program is exclusively designed for MSIII cadets.

**Cultural Understanding and Language Proficiency (CULP):** The USACC overseas cultural immersion training program is the only summer training opportunity not under the purview of the Cadet Professional Development Training (CPDT) program.

Participation in the summer CULP program provides selected cadets an opportunity to travel abroad to one of over 40 countries. Cadets are immersed in the lives and cultures of local citizens of the host country. This experience produces officers who possess the right blend of language and cultural skills required to support global operations in the 21st Century. This program is prioritized for contracted MS II cadets, then contracted MS I cadets depending on the number of slots available for our school. Cadets will be selected based on their ranking on our program’s internal Order of Merit (OML) list.
CHAPTER IX - CADET CONDUCT

Civil Violations & Unauthorized Activities

US Army Cadet Command and Battalion Policy Letters

A Command Policy Letter establishes Command-wide policy, assigns responsibilities, and provides guiding principles for the conduct of subordinate commands, leaders, and individuals within a command. Violation of a Command Policy may result in punishment under the Uniform Code of Military Justice and, depending on the seriousness of the violation, may result in criminal prosecution through a US Army Court Martial. In short, they are established in order to make commands, leaders, and individuals aware of their responsibilities regarding current procedures, policies, regulations, and laws.

Violations of US Army Cadet Command (USACC), 8th BDE USACC, or Bobcat Battalion ROTC Professor of Military Science (PMS) Policy Letters may result in your removal from the ROTC Program. A civil violation resulting in an arrest can be grounds for removal from the ROTC program regardless of court outcome.

It is YOUR responsibility to insure you read, understand, and comply with all U.S. Army Cadet Command and Battalion Policy Letters.

Interaction with the Media. We live in a dynamic and ever changing world. The innovations of the internet and social media have vastly expanded our ability to rapidly communicate and share personal and organizational information on a global scale. It is imperative that each of us maintain a high level of situational awareness with regard to the information that we elect to post or share with public media sources. Safeguarding personal information from compromise and accurately reporting facts associated with our service to the nation and as members of the Buffalo Battalion is vital. Contact your ROTC Instructor prior to participating in any scheduled interview related to the Army ROTC program.

Media Do’s and Don’ts: Remember operational security - what you say can affect the lives of others

- Be honest and forthright
- Don't speak for the command or other Soldiers
- Don't speculate about issues you're not involved in - stay in your lane
- Speak in terms familiar to non-military people - minimize acronyms and jargon
- If you don't know the answer to a question - say so!
- Remember that everything you say is 'on the record' and avoid saying 'no comment'
- You do have the right to decline an interview

Social Networking: Social Networking is rapidly becoming a predominant means to communicate and share information across the globe. This technology, like any other part of the internet, can pose serious security risks for you and your personal information. Many social network sites will tell you that the more information you put into them, the more you get out of them (connections, recommendations, etc.). Expanding your network profile may appear to provide value for on-line job searches or expanding your social network, however, you must keep in mind that social networking, regardless of security claims, takes place in essentially public space. Even personal information that may appear to be unimportant can be dangerous in the wrong hands.

The best attitude to assume in order to enjoy the benefits of social networking, while minimizing the inherent risks, is to remain SKEPTICAL of any request for personal information and be CAUTIOUS of any information you elect to post to the social media. Some recommended “Do’s and Don’ts” associated with social networking follow:
Social Networking – “Do’s”
• Do **use a strong password**.
• Do **use privacy settings**. Insist your friends use theirs too.
• Do **use HTTPS** to connect to your social networking sites whenever possible, especially when connecting from a public hotspot. Be wary if your social networking service only uses HTTP for login credentials.
• Do **verify** friend/follower requests. Don't accept just anyone. Most scams start by someone bluffing their way on to your friends list. KNOW who you're sharing your information with.
• Do **verify links, attachments, downloads, emails... anything sent to you**. Even your trusted friends could have had their accounts hacked. Don't wire that "emergency money" until you can voice-verify.
• Do **investigate**. What information does a third-party add-on, game, extension, etc. need access to? Does that poker game REALLY need access to your contacts list?
• Do **Read** the security tips and instructions provided by the Social Network itself, as well as what trusted security professionals and sources have to say.

Social Networking – Don’ts
• Don’t **post** any material or comment portraying the ROTC Program, the Army or Nation in a derogatory manner. *Failure to comply could result in disciplinary action.*
• Don’t **share your password** or use the same password for any other services. *If a leak at Facebook causes your password to become public, you don't want a hacker being able to use that same password to log into your Gmail or Army Blackboard accounts!*
• Don’t **input any more information than absolutely necessary**. Hackers, scammers, and stalkers all use that information to do anything from guess answers to your security-questions, to impersonating you when trying to scam another user.
• Don’t **post personal itineraries**. Posting you're going to be out of town is an invitation to criminals to break-in to your home while away.
• Don’t **upload anything you wouldn't want everyone to see**. Nothing is ever really gone from the internet. Even if you delete a picture from your account, it's still sitting on Facebook's server somewhere.
• Don’t **post sensitive information**. Posting sensitive information to the social media could harm you or your organization.
CHAPTER X - ORDERS

Troop Leading Procedures (TLPs): TLPs are a dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. The process enables leaders to maximize the use of available planning time while developing effective plans and preparing their units for an operation. TLPs consist of a series of eight steps. The sequence of the steps of TLPs is not rigid. Some steps such as Supervise and Refine take place throughout mission preparation while Initiate Necessary Movement (prior to plan completion) may not be conducted at all. Leaders modify the process as time and situation dictate.

Step 1 – Receive the Mission.
Step 2 – Issue a Warning Order (WARNO).
Step 3 – Make a Tentative Plan.
Step 4 – Initiate necessary Movement.
Step 5 – Conduct Reconnaissance.
Step 6 – Complete the Plan.
Step 7 – Issue the Order (OPORD).
Step 8 – Supervise and Refine.

Military Orders: An order is a communication, written, oral, or by signal, which conveys instructions from a superior to a subordinate. There are three types of orders; the Warning Order (WARNO), the Operations Order (OPORD) and the Fragmentary Order (FRAGO).

The Warning Order (WARNO): Senior leaders issue a WARNO immediately after notification of a pending operation (TLP Step #1 Receive the Mission) from their higher headquarters. The WARNO provides subordinate leaders the opportunity to begin their own planning (parallel planning) and mission preparation while senior leaders develop their operation order (TLP Step # 3-6). The WARNO format is not rigid but generally follows the 5 paragraph OPORD format. The WARNO addresses the following elements of information:

- Task Organization (TO)
- Enemy Situation *
- Mission or the Nature of Operation
- Tentative Time Line: Time for OPORD and time the operation will begin
- *(Time specified to cross Line of Departure (LD), depart Assembly Area (AA) or a Patrol Base (PB)*
- Location of & Who Attends OPORD
- Rehearsal Guidance - *for completion prior to the OPORD*
- Tasks not Covered by unit SOP – *for completion prior to the OPORD”*
- Code Words *(Challenge & Password, Running Password, and Number Combination)* *

* Not required by doctrine but highly recommended

The Operations Order (OPORD) The OPORD provides a clear and concise explanation the unit’s mission, the Commander’s intent and concept of how subordinate units accomplish the mission. The OPORD must not contain unnecessary information that could obscure what is essential and important. Senior leaders must ensure that subordinate leaders know exactly what must be done, when it must be done, and how the unit must work together to accomplish the mission and achieve the Commander’s intent.

The five paragraph OPORD format provides leaders the ability to paint a complete picture of all aspects of the operation with respect to terrain, weather, enemy forces, friendly units, the unit’s mission, execution, sustainment, command and control.
The following is an example of a generic five paragraph OPORD and primary subparagraphs.

1. **Situation**
   a. Area of Operation (Terrain & Weather)
   b. Enemy Forces
   c. Friendly Forces
   d. Civil Considerations
   e. Attachments and detachments

2. **Mission**

3. **Execution**
   a. Commander’s Intent
   b. Concept of the Operation
   c. Scheme of Maneuver
   d. Scheme of Fires
   e. Task to Subordinate Units
   f. Coordinating Instructions

4. **Sustainment**
   a. Support Concept
   b. Materials and Services*
   c. Health Service Support
   d. Personnel

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

**Fragmentary Order (FRAGO):** The FRAGO is an abbreviated form of an operation order issued as needed after an operation order to “change or modify” the order.

- FRAGOs include all five OPORD paragraph headings and differ from OPORDs only in the degree of detail provided. After each paragraph heading, it provides either new information or states “no change.”
- FRAGOs provide brief and specific instructions.
- FRAGOs address only those parts of the original OPORD that have changed.
- FRAGOs may be issued as overlay orders.
- Leaders verbally issue the order using the standard five-paragraph outline. When giving a verbal briefing, the briefer discusses only the items in the order that have changed from an original order.
- **Note:** A new OPORD must be issued when the situation changes completely or significant changes to the original order make it ineffective.

**The After Action Review (AAR):** The AAR is an integral leader led component of any administrative or tactical training event. The following generic comments apply to all AARS.

- Are conducted during or immediately after each event.
- Focus on intended training objectives.
- Focus on Soldier, leader, and unit performance.
- Involve all participants in the discussion.
- Use open-ended questions.
- Are related to specific standards.
- Determine strengths and weaknesses.
- Link performance to subsequent training.
CHAPTER XI – OPERATIONS

Reports

1. Spot Report (SPOTREP, Blue 1) –
   - Line A (Observer or Source)
   - Line B (SALUTE)
     i. Size
     ii. Activity
     iii. Location
     iv. Unit/Uniform
     v. Time
     vi. Equipment
   - Line C (Actions you have taken and your recommendations)
   - Line D (Self Authentication (if required))

2. Situation Report (SITREP, Blue 2)
   - Line 1: Date Time Group
   - Line 2: Brief summary of threat activity, casualties inflicted, prisoners captured
   - Line 3: Friendly Locations
   - Line 4: Combat Vehicles Operational (number and type)
   - Line 5: Defensive Obstacles
   - Line 6: Personnel Strength
     i. 90%+ Green, 80-89% Amber, 60-79% Red, 59%- Black
   - Line 7: Classes III and V supplies available for combat vehicles
     i. 90%+ Green, 80-89% Amber, 60-79% Red, 59%- Black
   - Line 8: Summary of Tactical Intentions

3. Additional Reports—normally, team leaders provide an Ammunition, Casualty, Equipment (ACE) report (a common spot report) to the squad leader and the squad leader gives them to the platoon sergeant after contact with the enemy.
   - Ammunition (Green, Amber, Red, Black)
   - Casualty (# of Casualties, friendly and enemy)
   - Equipment (Status of equipment, such as destroyed, damaged, mobile, immobile, by type)

4. Sensitive Items (SENSREP, Green 2) – status reported by team leaders and squad leaders up the chain of command.

5. Personnel Status (PERSTAT, Red 1) – status reports by team leaders and squad leaders up the chain of command.
6. **9-Line Medevac:**

<table>
<thead>
<tr>
<th>LINE</th>
<th>ITEM</th>
<th>EVACUATION REQUEST MESSAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Location of Pickup Site.</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Radio Freq., Call Sign, &amp; Suffix.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>No. of Patients by Precedence.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Special Equipment Required.</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Number of Patients by Type.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Security of Pickup Site (Wartime).</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Number and Type of Wound, Injury, or Illness (Peacetime).</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Method of Marking Pickup Site.</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Patient Nationality and Status.</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>NBC Contamination (Wartime).</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Terrain Description (Peacetime).</td>
<td></td>
</tr>
</tbody>
</table>
Weapons

Basic Safety
- Weapons on Safe until target is positively identified and acquired
- Muzzle Awareness
- Finger Outside of Trigger Well Until Sights Are on target
- Every Weapon is ALWAYS treated as loaded

The M4 Carbine – a 5.56mm magazine fed, gas-operated, air-cooled, semiautomatic or three-round burst, hand held, shoulder-fired weapon.

Weight:
- Without Magazine & Sling – 6.49 pounds
- With Sling & 30 Round Magazine – 7.5 pounds

Ranges:
- Maximum Ranger – 3,600 meters
- Max Effective Range
  - Point Target: 500 meters
  - Area Target: 600 meters

8 Cycle of Function
1. Feeding
2. Chambering
3. Locking
4. Firing
5. Unlocking
6. Extracting
7. Ejecting
8. Cocking

Clearing the M16 Rifle or M4 Carbine
1. Point the muzzle in a designated SAFE DIRECTION. Attempt to place selector lever on SAFE. If weapon is not cocked, lever cannot be placed on SAFE.
2. Remove the magazine by depressing the magazine catch button and pulling the magazine down.
3. To lock bolt open, pull charging handle rearward. Press bottom of bolt catch. Return charging handle to full forward position. If you have not done so before, place the selector lever on SAFE.
4. Visually (not physically) inspect the receiver and chamber to ensure these areas contain no ammo.
5. With the selector lever pointing toward SAFE, allow the bolt to go forward by pressing the upper portion of the bolt catch.
6. Close the ejection port cover.
### The M240B

The M240B is a 7.62 mm, belt-fed, air-cooled, gas-operated, fully automatic machine gun that fires from the open bolt position.

**Weight:** Approximately 27.6 pounds

**Range:**

- Maximum Range – 3,725 meters
- **Max Effective Range:**
  - **Tripod**
    - Area Target: 1100 meters
    - Point Target: 800 meters
  - **Bipod**
    - Area Target: 800 meters
    - Point Target: 600 meters

**Rates of Fire:**

- Sustained Rate:
- Rapid Rate:
- Cyclic Rate:
- **Grazing Fire:** Fire approximately parallel to the ground where the center of the cone of fire does not rise above one meter from the ground.

**Cone of Fire** – When several rounds are fired in a burst from any machine gun, each round takes a slightly different trajectory. The pattern of these rounds form on the way to target is the cone of fire.

**Beaten Zone** - The beaten zone is the elliptical pattern formed by the rounds striking the ground or the target.

### Clearing the M240B

1. Move the safety to the fire “F” position.
2. With his right hand, (palm up) pulls the cocking handle to the rear, ensuring the bolt is locked to the rear (bipod mode).
3. Return the cocking handle to its forward position.
4. Place the safety on safe “S.”
5. Raise the cover assembly and conduct the four-point safety check for brass, links, or ammunition.
   - Check the feed pawl assembly under the cover.
   - Check the feed tray.
   - Lift the feed tray and inspect the chamber.
   - Check the space between the face of the bolt and chamber to include the space under the bolt and operating rod assembly.
6. Close the feed tray and cover assembly and place the safety to the fire “F” position. Pull cocking handle to the rear, and pull the trigger while manually riding the bolt forward. Close the ejection port cover.

### The M249 SAW

The M249 SAW is a 5.56mm, belt or magazine fed, gas-operated, air-cooled, automatic weapons that fires from the open-bolt position.

**Weight:** Approximately 16.41 pounds

**Range**

- Maximum Range: 3600 meters
- **Max Effective Range**
  - **Tripod**
    - Area Target
  - **Bipod**
    - Area Target
    - 800 meters
    - Point Target
    - 600 meters

**Rates of Fire:**

- Sustained Rate: 100 rounds per minute
- Rapid Rate: 200 rounds per minute
- Cyclic Rate: 650-850 rounds per minute
Determine Grid Coordinates

Look at Figure 11-1. Your address is grid square 1181. How do you know this? Start from the left and read right until you come to 11, the first half of your address. Then read up to 81, the other half. Your address is somewhere in grid square 1181 (A, Figure 11-1).

Grid square 1181 gives your general neighborhood, but there is a lot of ground inside that grid square. To make your address more accurate, just add another number to the first half and another number to the second half -so your address has six numbers instead of four.

To get those extra numbers, pretend that each grid square has ten lines inside it running north and south, and another 10 running east and west. This makes 100 smaller squares. You can estimate where these imaginary lines are.

Suppose you are halfway between grid line 11 and grid line 12. Then the next number is 5 and the first half of your address is 115. Now suppose you are also 3/10 of the way between grid line 81 and grid line 82. Then the second half of your address is 813. (If you were exactly on line 81, the second part would be 810). Your address is 115813 (B, Figure 11-1).

The most accurate way to determine the coordinates of a point on a map is to use a coordinate scale. You do not have to use imaginary lines; you can find the exact coordinates using a Coordinate Scale and Protractor (GTA 5-2-12) (Figure 11-2) or a Plotting Scale (Figure 11-3). Each device has two coordinating scales, 1:25,000 meters and 1:50,000 meters. Make sure you use the correct scale.
First, locate the grid square in which the point (for example, Point A, Figure 5-21, page 5-24) is located (the point should already be plotted on the map).

The number of the vertical grid line on the left (west) side of the grid square is the first and second digits of the coordinates.

The number of the horizontal grid line on the bottom (south) side of the grid square is the fourth and fifth digits of the coordinates.

To determine the third and sixth digits of the coordinates, place the coordinate scale on the bottom horizontal grid line of the grid square containing Point A.
Check to see that the zeros of the coordinate scale are in the lower left-hand (southwest) corner of the map grid square (Figure 11-4).

Slide the scale to the right, keeping the bottom of the scale on the bottom grid line until Point A is under the vertical (right-hand) scale (Figures 11-5 and 11-6). On the bottom scale, the 100-meter mark nearest the vertical grid line provides the third digit, 5. On the vertical scale, the 100-meter mark nearest Point A provides the sixth digit, 3. Therefore, the six-digit grid coordinate is 115813.
Using the Lensatic Compass

Compass-to-cheek method (Figure 11-8): To use this method-

- Open the cover to a 90-degree angle to the base. Position the eyepiece at a 45-degree angle to the base.
- Place your thumb through the thumb loop, form a steady base with your third and fourth fingers, and extend your index finger along the side of the compass base.
- Place the hand holding the compass into the palm of the other hand.

![Figure 11-8. Compass-to-cheek method.](image)

- Bring both hands up to the face and position the thumb that is through the thumb loop against the cheekbone.
- Look through the lens of the eyepiece. If the dial is not in focus, move the eyepiece up or down until the dial is in focus.
- Align the sighting slot of the eyepiece with the sighting wire in the cover on the point to which the azimuth is being determined. Look through the lens of the eyepiece and read the azimuth under the index line.

Center-hold method (Figure 11-9): Use this method only when a precise direction is not required:

- Open the compass so that the cover forms a straight edge with the base. The lens of the compass is moved out of the way.

![Figure 11-9. Center-hold method.](image)

- Place your thumb through the thumb loop, form a steady base with your third and fourth fingers, and extend your index finger along the side of the compass.
- Place the thumb of the other hand between the eyepiece and the lens, extend the index finger along the remaining side of the compass, wrap the remaining fingers around the fingers of the other hand, and pull your elbows firmly into your sides. This will place the compass between your chin and your belt.
• To measure an azimuth, turn your entire body toward the object and point the compass cover directly at the object. Look down and read the azimuth from beneath the fixed black index line. This method can be used at night.
• To keep from going in circles when you are land navigating, stop occasionally to check the azimuth along which you are moving. Also, you can move from object to object along your path by shooting an azimuth to each object and then moving to that object. Repeating this process while you navigate should keep you straight.

**TERRAIN FEATURES**

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**VALLEY**: A valley is a stretched-out groove in the land, usually formed by streams or rivers. A valley begins with high ground on three sides, and usually has a course of running water through it. If standing in a valley, three directions offer high ground, while the fourth direction offers low ground. Depending on its size and where a person is standing, it may not be obvious that there is high ground in the third direction, but water flows from higher to lower ground. Contour lines forming a valley are either U-shaped or V-shaped. To determine the direction water is flowing, look at the contour lines. The closed end of the contour line (U or V) always points upstream or toward high ground.

**SADDLE**: A saddle is a dip or low point between two areas of higher ground. A saddle is not necessarily the lower ground between two hilltops; it may be simply a dip or break along a level ridge crest. If you are in a saddle, there
is high ground in two opposite directions and lower ground in the other two directions. A saddle is normally represented as an hourglass

**Ridge:** A ridge is a sloping line of high ground. If you are standing on the centerline of a ridge, you will normally have low ground in three directions and high ground in one direction with varying degrees of slope. If you cross a ridge at right angles, you will climb steeply to the crest and then descend steeply to the base. When you move along the path of the ridge, depending on the geographic location, there may be either an almost unnoticeable slope or a very obvious incline. Contour lines forming a ridge tend to be U-shaped or V-shaped. The closed end of the contour line points away from high ground

**Depression:** A depression is a low point in the ground or a sinkhole. It could be described as an area of low ground surrounded by higher ground in all directions, or simply a hole in the ground. Usually only depressions that are equal to or greater than the contour interval will be shown. On maps, depressions are represented by closed contour lines that have tick marks pointing toward low ground

**Hill:** A hill is an area of high ground. From a hilltop, the ground slopes down in all directions. A hill is shown on a map by contour lines forming concentric circles. The inside of the smallest closed circle is the hilltop

**MINOR**

**Draw:** A draw is a less developed stream course than a valley. In a draw, there is essentially no level ground and, therefore, little or no maneuver room within its confines. If you are standing in a draw, the ground slopes upward in three directions and downward in the other direction. A draw could be considered as the initial formation of a valley. The contour lines depicting a draw are U-shaped or V-shaped, pointing toward high ground

**Spur:** A spur is a short, continuous sloping line of higher ground, normally jutting out from the side of a ridge. A spur is often formed by two rough parallel streams, which cut draws down the side of a ridge. The ground sloped down in three directions and up in one direction. Contour lines on a map depict a spur with the U or V pointing away from high ground

**Cliff:** A cliff is a vertical or near vertical feature; it is an abrupt change of the land. When a slope is so steep that the contour lines converge into one "carrying" contour of contours, this last contour line has tick marks pointing toward low ground. Cliffs are also shown by contour lines very close together and, in some instances, touching each other

**SUPPLEMENTARY**

**Cut:** A cut is a man-made feature resulting from cutting through raised ground, usually to form a level bed for a road or railroad track. Cuts are shown on a map when they are at least 10 feet high, and they are drawn with a contour line along the cut line. This contour line extends the length of the cut and has tick marks that extend from the cut line to the roadbed, if the map scale permits this level of detail

**Fill:** A fill is a man-made feature resulting from filling a low area, usually to form a level bed for a road or railroad track. Fills are shown on a map when they are at least 10 feet high, and they are drawn with a contour line along the fill line. This contour line extends the length of the filled area and has tick marks that point toward lower ground. If the map scale permits, the length of the fill tick marks are drawn to scale and extend from the base line of the fill symbol
CHAPTER XIII – FIRST AID

Evaluate a Casualty

1. Perform care under fire.
   a. Return fire as directed or required before providing medical treatment
   b. Determine if the casualty is alive or dead.

Note: In combat, the most likely threat to the casualty’s life is from bleeding. Attempts to check for airway and breathing will expose the rescuer to enemy fire. Do not attempt to provide first aid if your own life is in imminent danger. In a combat situation, if you find a casualty with no signs of life—no pulse, no breathing—do NOT attempt to restore the airway. Do NOT continue first aid measures.
   c. Provide care to the live casualty. Direct the casualty to return fire, move to cover, and administer self-aid (stop bleeding) if possible.

Cue: Enemy Fire has been suppressed
   d. In a battle-buddy team, approach the casualty
   e. Administer life-saving hemorrhage control.
   f. Move the casualty, his/her weapons, and mission-essential equipment when the tactical situation permits.
   g. Recheck bleeding control measures as soon as behind cover and not under enemy fire.

Cue: You are now behind cover and are not under hostile fire.

2. Perform tactical field care.
   a. Form a general impression of the casualty as you approach.
      i. Ask in load, but calm, voice: “Are you okay?” Gently shake or tap the casualty on the shoulder.
      ii. Determine the level of consciousness by using AVPU; A = Alert, V = responds to Voice; P = responds to pain; U = unresponsive
      iii. If the casualty is conscious, ask where his body feels different than usual, or where it hurts.
   b. Identify and control bleeding
      i. Check for bleeding
         1. Reassess any tourniquets placed during the care under fire phase to ensure they are still effective.
         2. Perform a blood sweep of the extremities, neck, axillary, inguinal and extremity areas. Exposure is only necessary if bleeding is detected.
   c. Position Casualty and open the airway (See task 081-COM-1023)
   d. Assess the breathing and chest injuries.
      i. Expose the chest and check for equal rise and fall and for any wounds.
      ii. Look, listen, and feel for respiration.
   e. Dress all non-life threatening injuries and any bleeding that has not been addressed earlier with appropriate dressings.

3. Determine the need to evacuate the casualty and supply information.
4. Check the casualty for burns (see task 081-COM-1007).
5. Document the injuries and the treatment given on the casualty’s own Tactical Casualty Feeder Card.
6. Transport casualty to the evacuation site.
7. Monitor the patient for shock and treat as appropriate (See task 081-COM-1005). Continually reassess casualty until a medical person arrives or the patient arrives at a military treatment facility.
CHAPTER XIV – CADET REFERENCES

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57
Army Cadences

We are Marching By (Army Marching Cadence)

Let 'em blow let 'em blow
Let the four winds blow
Let 'em blow from east to west
The US Army is the best
Standing tall and looking good
Ought to march in Hollywood
Hold your head and hold it high
___ Platoon is marching by
Close your eyes and hang your head
We are marching by the dead
Look to your right and whadta see?
A whole bunch of legs looking at me
Dress it right and cover down
Forty inches all around
Nine to the front, six to the rear
That's the way we do it here

Party Hardy (Army Marching Cadence)

We are ____ platoon
and we like to party
party hardy
party hardy all night long
Your left, your left, your left, right, get on down
Your left, your left, your left, right, get on down
Now drop, and beat your face
___ platoon’s gonna rock this place
Boom, check it out, check it out
Boom, check it out, check it out
My rifle, my rucksack, my bayonet, now get on down
My rifle, my rucksack, my bayonet, now get on down
Say one, twwwoooo,
three, four,
Eleven Bravo, hey
Eleven Bravo, hey

Bravo on the GO (Army Marching Cadence)

Marching down in the valley I heard a loud roar
It was a bravo trooper treating alpha like a toy
So put your feet on the peddle step down on the gas
Move over awful alpha let the mighty bravo pass
BRAVO COMPANY IS ON THE GO
Way down in the valley I heard a loud roar
It was a smooth bravo trooper treating Charlie like a toy
So put your feet on the peddle step down on the gas
Move over chicken Charlie let the mighty bravo pass
BRAVO COMPANY IS ON THE GO
Way down in the valley I heard a loud roar
It was a cool bravo trooper treating delta like a toy
So put your feet on the peddle step down on the gas
Move over dizzy delta let the mighty bravo pass
BRAVOOOOOOOOOOOOOOOOOOOOO

They Say that In the Army (Army Marching Cadence)

They say that in the Army, the chicken’s mighty fine
One jumped off the table and started marking time
Refrain:
Oh, Lord I wanna go
But they won’t let me go
(group ends this line with home, stretched out over 8 paces, and a “Hey” on the right foot to end the refrain)
They say that in the Army, the pay is mighty fine
They give you a hundred dollars and take back ninety-nine
They say that in the Army, the coffee’s mighty fine
It looks like muddy water, and tastes like turpentine
They say that in the Army, the biscuits are mighty fine
One rolled off the table and killed a friend of mine
They say that in the Army, the meat is mighty fine
Last night we had ten puppies, this morning only nine
They say that in the Army, the shoes are mighty fine
You ask for size eleven, they give you size nine

They Say that In the Army (Army Marching Cadence Continued)

They say that in the Army, the pancakes are mighty fine
You can try to chew them, but you’re only wasting time
They say that in the Army, the bed’s are mighty fine
But how the hell would I know, I’ve never slept in mine
They say that in the Army, the mail is so great
Today I got a letter dated 1948
They say that in the Army, the hours are just right
Start early in the morning and work on through the night

Unit Songs (Army Marching Cadence)

Eighty-second
All-American
Pick up your ‘chutes and follow me
I’m the airborne infantry

One-oh-one
Screaming eagles
Pick up your ropes and follow me
I’m the air assault infantry
Twenty-fifth
Tropic lightning
Pick up your rucks and follow me
I’m the light infantry
First division
Big red one
Jump on your tracks and follow me
I’m the mechanized infantry
Seventy-fifth
Black beret
Pick up your weapon and follow me
I’m the ranger infantry
Sixth ID
Patch on my shoulder
Pick up your snowshoes, follow me
Arctic Light Infantry
ROTC
Patch on my shoulder
Pick up your books and follow me
I’m the wanna-be infantry
They say that in the Army, the buses are mighty fine
One went round the corner, and left three wheels behind
They say that in the Army, the coffee’s mighty fine
It’s good for cuts and bruises and tastes like iodine
They say that in the Army, the chicken’s mighty fine
One jumped off the table and killed a friend of mine
They say that in the army, the toilets are mighty fine
You flush them up at seven, they come back up at nine.
They say that in the army, the tents are waterproof
You wake up in the morning and you’re floating on the roof.

Motivation Check (Army Marching Cadence)

Key
(NSI=instructor)
(Pla.=platoon)

NSI-MOTIVATION CHECK
PLA-HOORAH

NSI-MOTA-MOTA GOT ALOTA MOTIVATION
PLA-MOTA-MOTA GOT ALOTA MOTIVATION

NSI-DEDA-DEDA GOT ALOTA DEDICATION
PLA-DEDA-DEDA GOT ALOTA DEDICATION

NSI-DETER-DETER GOT ALOTA DETERMINATION
PLA-DETER-DETER GOT ALOTA DETERMINATION

NSI-MOOOTAAAVAAATIIIOOONN
PLA-MOOOTAAAVAAATIIIOOONN

NSI-DEEEADACAAATIIIOOONN
PLA-DEEEADACAAATIIIOOONN

NSI-DEETEERRRNAAATION
PLA-DEETEERRRNAAATION

NSI-MOTIVATION!
DEDICATION!
DETERMINATION!

NSI-HOORAH
PLA-HOORAH

NSI-HOORAH
PLA-HOORAH

NSI-HOORAH
PLA-HOORAH

NSI-AH-HA
PLA-AH-HA

NSI-AH-HA
PLA-AH-HA

Used to drive a Cadillac
Now I pack it on my back
Used to drive a limousine
Now I’m wearing Army green
Dress it right and cover down
Forty inches all around
Nine to the front and six to the rear
That’s the way we do it here
Used to date a beauty queen
Now I date my M-16
Ain’t no use in lookin’ down
Ain’t no discharge on the ground
Ain’t no use in going back
Jody’s got your Cadillac
Ain’t no use in calling home
Jody’s got your girl and gone
Ain’t no use in feeling blue
Jody’s got your sister too
Took away my faded jeans
Now I’m wearing Army greens
They took away my gin and rum
Now I’m up before the sun
Mama Mama can’t you see
What this Army’s done for me
Mama Mama can’t you see
This Army life is killing me

Somewhere there is a Mother (Army Marching Cadence)

Some where there’s a mother
She’s crying for her boy
He’s and Airborne Ranger
With his orders to deploy
Don’t you cry for him
He don’t need your sympathy
He’s an airborne ranger
That’s the best that you can be
Some where thers a father
He’s crying for his son
Son’s an airborne ranger
With a war to be won
Don’t you cry for him
He don’t need you sympathy
He’s an airborne ranger
That’s the best that you can be
Some where there’s a sister
She’s crying for her bro
Bro’s an airborne ranger
That’s the only way to go
Don’t you cry for him
He don’t need your sympathy

Somewhere there is a Mother Continued (Army Marching Cadence)

He’s an airborne ranger
That’s the best that you can be
Some where thers a daughter
Shes crying for her dad
Dad was an airborne ranger
Now he’s just a folded flag
Don’t you cry for him

Join the Army (Marching Cadence)

I don’t know why I left
But I must’ve done wrong
Refrain:
And it won’t be long
‘Till I get on back home
Got a letter in the mail
Go to war or go to jail
Sat me in that barber’s chair
Spun me around, I had no hair

Somewhere there is a Mother Continued (Army Marching Cadence)

He’s an airborne ranger
That’s the best that you can be
Some where thers a daughter
Shes crying for her dad
Dad was an airborne ranger
Now he’s just a folded flag
Don’t you cry for him
He wouldn’t want your sympathy
He was an airborne ranger
That’s the best that you could be

**YELLOW RIBBON (Army Marching Cadence)**
Around her hair she wore a yellow ribbon
She wore it in the spring time, in the early month of May
And if you asked her why the heck she wore it
She’d say she wore it for her soldier who was far, far away
Far away
Far away
Far away
She wore it for her soldier who was far, far away
Around the block she pushed a baby carriage
She pushed it in the spring time, in the early month of May
And if you asked her why the heck she pushed it
She’d say she pushed it for her soldier who was far, far away
Far away
Far away
Far away
She pushed it for her soldier who was far, far away
Behind the door, her father kept a shotgun
She kept it in the spring time, in the early month of May
And if you asked her why the heck she kept it
She’d say she kept it for her soldier who was far, far away
Far away
Far away

**Momma Momma (Army Running Cadence)**
mama mama can’t you see,
what the army’s done to me.
They put me in a barber’s chair,
spun me around I had no hair.
Mama mama can’t you see,
what the army’s done to me.
They took away my favorite jeans,
now I’m wearing army greens.
Mama mama can’t you see,
what the army’s done to me.
I use to date beauty queens,
now I love my M16.
Mama mama can’t you see,
what the army’s done to me.
I use to drive a Cadalliac,
now I carry one on my back.

**All the Way (Army Running Cadence)**
Hey! Hey! All the way,
We love to run every day.
If I were President and had my way,
There wouldn’t be a fat man in the Army today.
**Chuck Norris (Army Running Cadence)**  
(sung to the tune of Airbooorrrrrrrrnnee Rangerrrrrrrrrr)

I see the bearded ninja  
(Platoon Repeats)
Alone upon the hi-ill  
(Platoon Repeats)
His name is Chuck Norris  
(Platoon Repeats)
And kill I know he wi-ill  
(Platoon Repeats)

**CHORUS:**
Chuck No – orr – rr – iss  
(Chuck, chuck, chuck he’s the man!)
Round hou-ou-ou-ou-se kick!  
(Platoon repeats)
Now, Chuck’s not a surgeon  
(Platoon Repeats)
But he knows some tri-icks  
(Platoon Repeats)
The quickest way to a man’s heart  
(Platoon Repeats)
Is with Chuck Norris’ fi-ists  
(Platoon Repeats)

**CHORUS**
If you get out of li-ine  
(Platoon Repeats)
Chuck will put you in your pla-ace  
(Platoon Repeats)
The power of a roundhouse kick  
(Platoon Repeats)

Can be seen from outer spa-ace  
(Platoon Repeats)

**CHORUS**
If you can see Chuck Norris  
(Platoon Repeats)
Then he can see you-ou  
(Platoon Repeats)
If you can not see-ee him  
(Platoon Repeats)
He’s prob’ly right behind you  
(Platoon Repeats)

**CHORUS**
Don’t break the law in Texas  
(Platoon Repeats)
You’ll put yourself in danger  
(Platoon Repeats)
Chuck Norris’ twin brother  
(Platoon Repeats)
Is Walker Texas Ranger  
(Platoon Repeats)

**CHORUS**
He doesn’t have a chin  
(Platoon Repeats)
But should still be fear-ed  
(Platoon Repeats)
Legend tells of a third fist  
(Platoon Repeats)
Behind his magnificent be-eard  
(Platoon Repeats)

**CHORUS**
Notable ROTC Graduates:

**CPT William Galt (Montana State College):**
For conspicuous gallantry and intrepidity above and beyond the call of duty. Capt. Galt, Battalion S3, at a particularly critical period following 2 unsuccessful attacks by his battalion, of his own volition went forward and ascertained just how critical the situation was. He volunteered, at the risk of his life, personally to lead the battalion against the objective. When the lone remaining tank destroyer refused to go forward, Capt. Galt jumped on the tank destroyer and ordered it to precede the attack. As the tank destroyer moved forward, followed by a company of riflemen, Capt. Galt manned the .30 caliber machinegun in the turret of the tank destroyer, located and directed fire on an enemy 77mm. anti-tank gun and destroyed it.

Nearing the enemy positions, Capt. Galt stood fully exposed in the turret, ceaselessly firing his machinegun and tossing hand grenades into the enemy zigzag series of trenches despite the hail of sniper and machinegun bullets ricocheting off the tank destroyer. As the tank destroyer moved, Capt. Galt so maneuvered it that 40 of the enemy were trapped in one trench. When they refused to surrender, Capt. Galt pressed the trigger of the machinegun and dispatched every one of them. A few minutes later an 88mm shell struck the tank destroyer and Capt. Galt fell mortally wounded across his machinegun. He had personally killed 40 Germans and wounded many more. Capt. Galt pitted his judgment and superb courage against overwhelming odds, exemplifying the highest measure of devotion to his country and the finest traditions of the U.S. Army.

**LTG Patrick M. Hughes (Montana State University):**
Born and raised in Montana, LTG Hughes joined the Army as a Private on 2 January 1962. In 1965 SP5 Hughes, who remained in the US Army Reserve, returned to Bozeman to attend Montana State University as a student in the College of Business. After joining the Army ROTC program in 1966 2LT Hughes received his commission in the Regular Army, Infantry in June 1968 and graduated as a Distinguished Military Student, a Distinguished Military Graduate, and as a graduate of the Army Aviation Program. Once promoted to Captain, Hughes transferred from Infantry to Military Intelligence (MI). His first MI assignment involved returning to Vietnam for one year as the Province Phung Hoang (Phoenix Program) Advisor and Province Intelligence Advisor on Advisory Team 49, Long Khanh Province, Military Region III. After two years as a Fellow at the School of Advanced Military Studies, then COL Hughes went to Korea in 1988 to command the 501st MI Brigade. He also served as Executive Officer to the Commander- in-Chief, United Nations Command/ Combined Forces Command/US Forces Korea. His tour in Korea included direct involvement with the 1988 Seoul Olympics and numerous operations with South Korean intelligence services. Selected for Brigadier General in 1991, BG Hughes' next command was for the US Army Intelligence Agency during Operations DESERT SHIELD/DESERT STORM. This led to his selection as Director of Intelligence, J2, US Central Command in Tampa, Florida and subsequently as Director of Intelligence, J2, Office of the Joint Chiefs of Staff and the Defense Intelligence Agency (DIA) at the Pentagon. In 1996, LTG Hughes became the Director of the DIA, and de facto Director of Military Intelligence for DoD. LTG Hughes retired from the United States Army on 1 October 1999.

**GA George Catlett Marshall, Jr. (Virginia Military Institute):**
George Catlett Marshall, Jr. (December 31, 1880 – October 16, 1959) was an American Soldier and statesman famous for his leadership roles during World War II and the Cold War. He was Chief of Staff of the United States Army, Secretary of State, and the third Secretary of Defense. He was hailed as the "organizer of victory" by Winston Churchill for his leadership of the Allied victory in World War II. Marshall served as the United States Army Chief of Staff during the war and as the Chief Military Adviser to President Franklin D. Roosevelt. Marshall's name was given to the Marshall Plan, subsequent to a commencement address he presented as Secretary of State at Harvard University in the June of 1947. The speech recommended that the Europeans collectively create their own plan for rebuilding Europe after World War II noting, "It is logical that the United States should do whatever it is able to do to assist in the return of normal economic health in the world." The State Department developed most of the plan, and Truman was shrewd enough to let Marshall's name be attached to it. Unlike Truman, Marshall was widely admired by members of both political parties. Marshall received the Nobel Peace Prize in 1953 for the plan, which was aimed at the economic recovery of Western Europe after World War II.
Nancy Jane Currie, Ph.D. (Colonel, U.S. ARMY, Ret.) (The Ohio State University)
Born December 29, 1958, in Wilmington, Delaware. She graduated from Troy High School, Troy, Ohio, in 1977; received a Bachelor of Science, with honors, in Biological Science from The Ohio State University, Columbus, Ohio, in 1980; a Master of Science in Safety Engineering from the University of Southern California in 1985 and a Doctorate in Industrial Engineering from the University of Houston in 1997. Currie served in the U. S. Army for 23 years and achieved the rank of colonel prior to her retirement in May 2005. Prior to her assignment at NASA, she attended Initial Rotary Wing Pilot Training and was subsequently assigned as an Instructor Pilot at the U. S. Army Aviation Center. She has served in a variety of leadership positions, including section leader, Platoon Leader, and Brigade Flight-Standardization Officer. As a Master Army Aviator she logged more than 4,000 flying hours in a variety of rotary-wing and fixed-wing aircraft. Colonel Curries was assigned to NASA's Johnson Space Center in September 1987 as a Flight Simulation Engineer. Selected as an astronaut in 1990, she completed the Astronaut Candidate Training Program in 1991. A veteran of four space shuttle missions, she has accrued 1,000 hours in space. She flew as Mission Specialist 2, Flight Engineer, on STS 57 (1993), STS-70 (1995), STS-88 (the first International Space Station assembly mission - 1998) and STS-109 (2002). During her tenure in the Astronaut Office, Currie worked as a Spacecraft Communicator (CAPCOM), Lead Flight Crew Representative for crew safety and habitability equipment and chief of both the Robotics and Payloads-Habitability branches. Following the Columbia tragedy in 2003, she was selected to lead the Space Shuttle Program's Safety and Mission Assurance Office. Colonel Curries has also served in a variety of senior management positions at the Johnson Space Center. Dr. Currie currently serves as Principal Engineer for the NASA Engineering and Safety Center.

General Colin Powell (City College of New York)
General Powell was commissioned a Second Lieutenant in the United States Army, and was one of the 16,000 military advisors dispatched to South Vietnam by President Kennedy in 1962. In 1963, Lieutenant Powell was wounded by a punji-stick booby trap while patrolling the Vietnamese border with Laos. He was awarded the Purple Heart, and later that year, the Bronze Star Medal. Powell served a second tour of duty in Vietnam in 1968-69. During this second tour he was injured in a helicopter crash. In all, he has received 11 military decorations, including the Legion of Merit. After study at the Army War College, he was promoted to Brigadier General and commanded a Brigade of the 101st Airborne Division. In the administration of President Jimmy Carter he was promoted to Major General. He again assisted Frank Carlucci at the Defense Department during the transition from the administration of President Carter to that of President Ronald Reagan. A year later, Carlucci was appointed Secretary of Defense and Powell, now a Lieutenant General, assumed Carlucci's former post. As National Security Advisor, he coordinated technical and policy staff during President Reagan's summit meetings with Soviet President Gorbachev. He was the first African American to serve in this position, as he has been in every office he has held since. In 1991, as Chairman of the Joint Chiefs of Staff under President George H.W. Bush, Powell became a national figure during the successful Desert Shield and Desert Storm operations which expelled the Iraqi army from Kuwait. General Powell continued as Chairman of the Joint Chiefs during the first months of the Clinton administration, publicly disagreeing with President Clinton over the President's plan to permit gay men and women to serve in the military, although he eventually accepted a compromise on the issue. Powell retired from the military shortly thereafter and returned to private life. In 2001, newly elected President George W. Bush appointed Colin Powell to be Secretary of State. At the time, it was the highest rank ever held by an African American in the United States government.

General Mark A. Milley (Princeton University)
General Mark A. Milley assumed duty as the 39th Chief of Staff of the U.S. Army August 14, 2015 after most recently serving as the 21st Commander of U.S. Army Forces Command at Fort Bragg, North Carolina. A native of Winchester, Massachusetts, General Milley graduated and received his commission from Princeton University in 1980. He has had multiple command and staff positions in eight divisions and Special Forces throughout the last 35 years. He has served in command and leadership positions from the Platoon and Operational Detachment Alpha level through Corps and Army Command including the 82nd Airborne Division and the 5th Special Forces Group at Fort Bragg, North Carolina; the 7th Infantry Division at Fort Ord, California; the 10th Mountain Division at Fort Drum, New York; the 2nd Infantry Division in Korea; the Joint Readiness Center at Fort Polk, Louisiana; the 25th Infantry Division at Schofield Barracks, Hawaii; the 101st Airborne (Air Assault) at Fort Campbell, Kentucky; and the 1st Cavalry Division and 3rd Infantry Divisions in Baghdad, Iraq. He commanded the 1st Battalion, 506th Infantry, 2nd Infantry Division; the 2nd Brigade, 10th Mountain Division; served as the Deputy Commanding General for the 101st Airborne (Air Assault); and served as the Commanding General for 10th Mountain Division. While serving as the Commanding General, III Corps and Fort Hood, he deployed as the Commanding General, International Security Assistance Force Joint Command and Deputy Commanding General, U.S. Forces – Afghanistan. Additionally, he served on the operations staff of The Joint Staff as the J33/DDRO, and as a Military Assistant to the Secretary of Defense at the Pentagon.
Branches of the Army: Each Army officer is assigned to one of the Army’s branches. Each cadet requests assignment to a branch of preference. Every effort is made to assign new officers to a branch of choice. Branches are listed by operational category. Additional information on each branch is located at the Army’s official web site:  www.goarmy.com

OPERATIONS DIVISION (OD)
AIR DEFENSE ARTILLERY

The defense of the third dimension of the modern battlefield, the airspace above, is the mission of Air Defense Artillery. Officers in this branch employ the sophisticated radar, missile, and gun systems that protect our ground forces from the hostile actions of enemy aircraft.

ARMOR

Commanding the finest tanks and related mechanized equipment in the world, the Armor Officer controls some of the most lethal assets on the modern battlefield.

AVIATION

Commanding the diverse aviation assets of the Army—both fixed-wing and rotary (helicopters)—are officers of the Aviation Branch. After extensive and demanding flight training, officers in this branch pilot the combat and support aviation assets which ensure the fighting agility of our forces.

CHEMICAL CORPS

The Chemical Corps Officer advises the Commander on the best way to counter the chemical, biological, and nuclear hazards which may be encountered by our forces on the battlefield. Officers in this specialty also provide technical expertise on the employment of nuclear and chemical weapons by friendly forces.

CORPS OF ENGINEERS

The peacetime mission of the Corps of Engineers includes construction of military office buildings and barracks and such environmental and ecological projects as dams, bridges, and harbors. During combat operations, engineers construct obstacles which are used to impede the enemy and clear obstacles implanted by the enemy which hinder the movement of friendly ground forces.
FIELD ARTILLERY

Field Artillery Officers control the devastating arsenal of weapons that bring long-range fire to bear on enemy targets. Officers in this specialty manage the missile and cannon weapons which stand ready to deliver high explosive payloads on enemy targets.

INFANTRY

Commanding the ground forces, which must be ready to destroy enemy forces through close ground combat, is the job of the Infantry Officer. Infantry Officers lead by example and will be found in the thick of any military conflict.

MILITARY POLICE

Military Police Corps Officers are trained in critical aspects of law enforcement such as traffic control, crime prevention, and criminal investigative procedures prior to assuming their duties. Other functions include prevention of sabotage and the supervision of prisoners of war.

OPERATIONS SUPPORT DIVISION (OSD)

MILITARY INTELLIGENCE

The Military Intelligence Officer plans and supervises the collection, analysis, and dissemination of information collected about those military forces that oppose us on the battlefield.

SIGNAL CORPS

Signal Corps Officers are vital members of the Combined Arms Team. Advise Commanders on the employment of cable, switching, radio and satellite communications. If you cannot communicate, you cannot shoot and move. Keeping the Army in touch with the Army is a demanding and challenging job.
FORCE SUSTAINMENT DIVISION (FSD)

ADJUTANT GENERALS CORPS

In many ways, the Adjutant Generals Corps runs the Army. Adjutant General’s Corps Officers administer the Army’s post office, archives publications and even the Army’s Band. The Adjutant General’s Corps directs personnel management systems that impact unit readiness, morale and Soldier career satisfaction.

MILITARY FINANCE CORPS

Finance Officers entering the Finance Corps learn all aspects of military and civilian pay operations. These include disbursement of public funds, payment of travel and transportation allowances, processing commercial transactions, and other related payment activities.

ORDNANCE CORPS

Maintaining and servicing the complex arsenal of weapons in the Army inventory is the job of the Ordnance Corps. To accomplish this mission, Ordnance Corps Officers must be skilled at handling equipment, munitions, and most importantly, be able to lead the civilian technicians and Soldiers assigned to these units.

QUARTERMASTER CORPS

Officers choosing the Quartermaster Corps receive extensive training in supply operations. Armed with the latest data processing equipment, quartermaster officers ensure that the immense quantities of equipment required to support a modern Army is available worldwide as needed.

TRANSPORTATION CORPS

Moving equipment, Soldiers, and supplies throughout the world effectively and efficiently is the job of the Transportation Corps. Using wheeled vehicles, aircraft, and watercraft. Officers in this specialty accomplish such tasks as traffic management, the movement of personal property, and the management of military supports.
SPECIAL BRANCHES

CHAPLAINS CORPS

Army Chaplains provide religious services and counseling, morale enhancement and other support to Soldiers and Family members in the field and in garrison.

JUDGE ADVOCATE GENERAL’S CORPS (JAG)

This branch provides legal services to Soldiers and serves as prosecution and defense attorneys for criminal trial.

MEDICAL CORPS

The component of the Army Medical Department that sets physical standards and provides physician services for Army personnel and their dependents.

MEDICAL SERVICE CORPS

The component of the Army Medical Department that provides scientists and specialists in areas aligned with medicine, and technicians in the area of administration, supply, environmental sciences, and engineering related to the provision of medical services. Opportunities in the Medical Service Corps include working in the specialties of optometry, podiatry, and pharmacy as well as medical supply and administration.

ARMY NURSE CORPS

Army Nurse Corps Officers practice nursing at its best throughout a wide varied clinical spectrum. Nurse Corps Officers receive opportunities to advance their careers with new clinical experiences and progressive educational programs. Army Nursing duplicated in civilian nursing.

ARMY VETERINARY CORPS BRANCH

Army Veterinary Corps Officers are engaged in biomedical and subsistence research and development. Veterinarians could give complete medical and surgical care to government dogs, drug-and explosive-detection dogs, laboratory animals and ceremonial horses. Army Veterinarians also provide worldwide support for Air Force, Navy and Marine units. Army Veterinary Medicine is designed to help you to reach your highest personally and professionally.
## Active Army Divisions

<table>
<thead>
<tr>
<th>Division</th>
<th>Location</th>
<th>Symbolism</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Infantry division, Big Red One: Ft. Riley, KS.</td>
<td><img src="image" alt="1st Infantry Division Patch" /></td>
<td>No credible source can accurately describe the origins of the 1st Infantry Division patch. One legend credits a general of the division during WWI cutting a piece of his red flannel underwear out and sewing it to his sleeve. A junior officer, to make the insignia better, cut out a strip of cloth from a German soldier’s uniform and placing the red “1” on top, forming the current patch.</td>
</tr>
<tr>
<td>1st Cavalry Division, The First Team: Ft. Hood, Texas</td>
<td><img src="image" alt="1st Cavalry Division Patch" /></td>
<td>Yellow, the traditional cavalry color, and the horse's head refer to the division's original cavalry structure. Black, symbolic of iron, alludes to the transition to tanks and armor. The black diagonal stripe represents a sword baldric and is a mark of military honor; it also implies movement &quot;up the field&quot; and thus symbolizes aggressive lean and attack. The one diagonal, as well as the one horse's head, may also be taken as alluding to the division's numerical designation.</td>
</tr>
<tr>
<td>1st Armor Division, Old Ironsides: Ft. Bliss, TX.</td>
<td><img src="image" alt="1st Armor Division Patch" /></td>
<td>Yellow, blue, and red are the colors of the branches from which armored units were formed. The tank tread, gun, and lightning flash are symbolic of mobility, power, and speed. The division's designation is in Arabic numerals.</td>
</tr>
<tr>
<td>2nd Infantry Division, Indian Head: Camp Red Cloud, Korea</td>
<td><img src="image" alt="2nd Infantry Division Patch" /></td>
<td>The color markings (red, white, and blue) used to identify the division and other equipment in France during World War I were chosen by the Commander of the division as the colors for this insignia. The star and Indian head signify the American origin of the division.</td>
</tr>
<tr>
<td>101st Airborne (Air Assault) Division, Screaming Eagles: Ft. Campbell, Kentucky</td>
<td><img src="image" alt="101st Airborne Division Patch" /></td>
<td>The design is based on one of the Civil War traditions of the state of Wisconsin, this state being the territory of the original 101st Division after World War I. The black shield recalls the old “Iron Brigade,” one of whose regiments possess “Old Abe,” the famous war eagle.</td>
</tr>
<tr>
<td>3rd Infantry Division, Marne Division: Ft. Stewart, Georgia</td>
<td><img src="image" alt="3rd Infantry Division Patch" /></td>
<td>The three white stripes are symbolic of six campaigns (formerly referred to as three major operations) in which the division participated in World War I. The blue field symbolizes the loyalty of those who placed their lives on the altar of self-sacrifice in defense of the American ideals of liberty and democracy.</td>
</tr>
<tr>
<td>4th Infantry Division, Ivy Division: Ft. Carson, CO.</td>
<td><img src="image" alt="4th Infantry Division Patch" /></td>
<td>The four leaves allude to the numerical designation of the division, while the word &quot;Ivy&quot; as pronounced suggests the characters used in the formation of the Roman numeral &quot;IV.&quot; Ivy leaves are symbolic of fidelity and tenacity.</td>
</tr>
<tr>
<td>10th Mountain Division, Mountaineers: Ft. Drum, New York</td>
<td><img src="image" alt="10th Mountain Division Patch" /></td>
<td>The blue background and the bayonets are symbolic of infantry while the position of the bayonets in saltire simulates the numerical designation of the organization.</td>
</tr>
</tbody>
</table>
25th Infantry Division, Tropical Lightning: Schofield Barracks, Hawaii
Symbolism: The taro leaf is indicative of the origin of the 25th Infantry Division in the Hawaiian Islands, while the lightning flash is representative of the manner in which the division performs its assignments.

82nd Airborne Division, All American: Ft. Bragg, North Carolina
Symbolism: The double "A" refers to the nickname "All American Division" adopted by the organization in France during the first World War.

Department of the Army Administrative, Technical, and Tactical References

**Army Doctrine Publications (ADP)**
- ADP 1-02 OPERATIONAL TERMS AND MILITARY SYMBOLS 31 AUG 12
- ADP 3-90 OFFENSE AND DEFENSE 31 AUG 12
- ADP 5-0 THE OPERATIONS PROCESS 15 MAY 12
- ADP 6-22 ARMY LEADERSHIP 01 AUG 12
- ADP 7-0 TRAINING UNITS AND DEVELOPING LEADERS 23 AUG 12

**Army Doctrine Reference Publications (ADRP)**
- ADRP 1-02 TERMS AND MILITARY SYMBOLS 24 SEP 13
- ADRP 3-90 OFFENSE AND DEFENSE 31 AUG 12
- ADRP 5-0 THE OPERATIONS PROCESS 17 MAY 12
- ADRP 6-22 ARMY LEADERSHIP 01 AUG 12
- ADRP 7-0 TRAINING UNITS AND DEVELOPING LEADERS 23 AUG 12

**Army Techniques Publications (ATP)**
- ATP 5-19 RISK MANAGEMENT 14 APR 14

**Field Manuals (FM)**
- FM 3-21.8 INFANTRY RIFLE PLATOON & SQUAD 28 MAR 07
- FM 3-22.9 RIFLE MARKSMANSHIP, M16-/M4 SERIES WPNs 12 AUG 08
- FM 7-22 ARMY PHYSICAL READINESS TRAINING (PRT) 26 OCT 12
- FM 21-18 FOOT MARCHES 01 JUN 90

**Training Circulars (TC)**
- TC 3-21.5 DRILL AND CEREMONIES 20 JAN 12
- TC 3-25.26 MAP READING AND LAND NAVIGATION 15 NOV 13
- TC 21-24 RAPELLING 09 JAN 08

**Soldier Manual of Common Task (SMCT)**
- STP 21-1-SMCT WARRIOR SKILLS LEVEL 1 14 APR 14
- STP 21-24-SMCT WARRIOR LEADER, SKILL LEVELS 2, 3 & 4 09 SEP 08

**Army Regulations (AR)**
- AR 600-9 ARMY BODY COMPOSITION PROGRAM (HT/WT) 28 JUN 13
- AR 670-1 WEAR AND APPEARANCE OF ARMY UNIFORMS & INSIGNIA 31 MAR 14
**CHAPTER XV – QUICK REFERENCE CARDS**

### Phonetic Alphabet

<table>
<thead>
<tr>
<th>Letter</th>
<th>Word</th>
<th>Letter</th>
<th>Word</th>
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<tr>
<td>A</td>
<td>alpha</td>
<td>N</td>
<td>november</td>
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<td>B</td>
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<tr>
<td>M</td>
<td>mike</td>
<td>Z</td>
<td>zulu</td>
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</table>
**RANGE CARD PREPARATION**

May be used for all types of direct fire weapons

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**DATA SECTION**

<table>
<thead>
<tr>
<th>POSITION IDENTIFICATION</th>
<th>DATE</th>
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**WEAPON**

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<th>NO.</th>
<th>DIRECTION/DEFLECTION</th>
<th>ELEVATION</th>
<th>RANGE</th>
<th>AMMO</th>
<th>DESCRIPTION</th>
</tr>
</thead>
</table>

**REMARKS:**

DA FORM 5517 R
CALL FOR FIRE

1. Observer ID / Call Sign ____________________

2. Warning Order:
   a) Type of Mission
      □ Adjust Fire
      □ Fire for Effect
      □ Suppress
      □ Immediate Suppression
   b) Size of Element to Fire.
      (**Omission indicates request for one battery)
   c) Method of Target Location:
      □ Grid
      □ Polar
      □ Shift from a Known Point

3. Target Location:
   a) Grid - 6-digit grid ______________________
   b) Polar - __________________________
      Distance and direction to target from observer's pos.
   c) Shift from a Known Point - Dir. to target
      □ Lateral Shift (Left/Right) in Meters ______
      □ Range Shift (Add/Drop) in Meters ______
      □ Vertical Shift (Up/Down) in Meters ______

4. Target Description: (Number / Vehicle Type / Personnel)

5. Method of Engagement:

6. Method of Fire Control:
   □ Fire When Ready
   □ At My Command
   □ Cannot Observe
   □ Time on Target
   □ Check Fire

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**Formations: Team Level**

1SG Crouch was the passenger in an M1114 when struck by a VBVIED. He sustained lacerations to the upper torso and shrapnel in his right femur. Currently his condition is VSI.