

**NEW YORK CITY
ARMY ROTC**



**U.S. ARMY CADET HANDBOOK
Fall 2012/Spring 2013**

THE ROTC PROGRAM

ROTC MISSION

TO COMMISSION THE FUTURE OFFICER LEADERSHIP OF THE UNITED STATES ARMY

COMMISSIONING

A commission is a formal written warrant or authority granting certain powers or privileges and authorizing or commanding the performance of your responsibilities which either directly or indirectly affect the lives of your subordinates.

THE CEREMONY

Commissioning ceremonies are usually divided into three parts:

- Oath of Office
- Receiving the Commission
- Pinning of the Bars

ADMINISTERING THE OATH

Any commissioned officer (Active or Retired) may administer the oath to you. You may wish to have a friend or relative who is a commissioned officer, swear you in. In this case, simply inform the Administration office of your wishes and this may be arranged if the officer is reasonably available. If you have no preferred commissioned officer to do the honors, your Battalion Commander will administer it.

PINNING OF THE BARS

Pinning on "The Bars" is the part of the ceremony that will be most remember because it is the most symbolic. You are officially a Lieutenant after the oath, but the visible symbols must go on to make you look the part of an officer. You should have the one or two persons who helped you most in getting your commission do the honors of pinning them on. To save some embarrassing questions at the moment of truth, brief the "pinners" how to put the bars on the "pine" prior the event. The portion of the ceremony is usually followed by an informal reception. It is customary for the first enlisted person saluting you after the commissioning to receive a silver dollar.

FACTS ABOUT ARMY ROTC

PURPOSE

Army ROTC at UC provides practical leadership and management training to students desiring to earn an officer's commission along with their chosen degrees.

CURRICULUM

Basic, introductory military science courses (MSI and MSII) allow students to explore Army Officer opportunities without obligation during their freshman and/or sophomore years. A selection of labs offers hands-on training in survival, land navigation, and first aid to break the classroom routine. Six advanced courses (one each quarter) in military management and tactics plus weekend training exercises and a summer leadership camp prepare students for their future roles as Army Officers.

EXTRACURRICULAR ACTIVITIES

Army ROTC Students participate in a wide range of UC activities including ROTC sponsored organization such as the Color Guard, Ranger Challenge Team, Army ROTC intramural teams, and the RUCC Club. Students also are offered opportunities to attend Army training schools, such as Airborne School, Air Assault School, Sapper's Leader Course, Mountain Warfare, and Northern Warfare.

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.

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

“The Army Goes Rolling Along”

Verse:

March along, sing our song, with the Army of the free.

Count the brave, count the true, who have fought to victory.

We're the Army and proud of our name!

We're the Army and proudly proclaim:

First Chorus:

First to fight for the right,

And to build the Nation's might,

And the Army goes rolling along.

Proud of all we have done,

Fighting till the battle's won,

And the Army goes rolling along.

Refrain:

Then it's hi! hi! hey!

The Army's on its way.

Count off the cadence loud and strong;

For where'er we go,

You will always know

That the Army goes rolling along.

Second Chorus:

Valley Forge, Custer's ranks,

San Juan Hill and Patton's tanks,
And the Army went rolling along.

Minute men, from the start,
Always fighting from the heart,
And the Army keeps rolling along.

Refrain:

(same as above)

Third Chorus:

(slower, more freely)

Men in rags, men who froze,
Still that Army met its foes,
And the Army went rolling along.

Faith in God, then we're right,
And we'll fight with all our might,
As the Army keeps rolling along.

Refrain:

Then it's hi! hi! hey!

The Army's on its way.

Count off the cadence loud and strong; (two! three!)

For where'er we go,

You will always know

That the Army goes rolling along! (keep it rolling!)

And the Army goes rolling along!

CUSTOMS AND COURTESIES

Saluting

(1) An important military courtesy is the salute. Cadets in uniform render the salute both on and off campus in all official greetings, for ceremonial occasions and when the National Anthem is played or when the colors pass by. Those persons entitled to the salute while in uniform are the following: commissioned officers and warrant officers of the Army, Navy, Marine Corps, Air Force, Coast Guard, and the officers of allied countries.

(2) The salute must never be rendered in a casual or perfunctory manner, nor with pipe, cigar or cigarette held in the mouth or in the right hand. It is rendered only at the halt or during quick time. If a cadet is double timing and is approaching an officer, the cadet must begin quick time, render the salute and only after it has been returned the cadet may resume double time.

(3) The salute is returned by all officers whom are entitled to it unless they are in formation or are carrying something that would preclude them from returning the salute

(4) The salute is rendered but once if the senior remains in the immediate vicinity and no conversation takes place. If the conversation takes place, the subordinate again salutes when either they or the senior officer departs.

(5) In formation, individuals do not salute or return salute or return salutes except at the command Present, ARMS. During drill periods, cadets are considered in formation and individual cadets are not required to render the salute, unless reporting to a member of the cadre.

(6) When not in formation, at the approach of an officer, a group is called to attention by the first person noticing the officer and only the person called attention renders the salute.

(a) In general, one does not salute when indoors, except for when reporting to a senior officer.

(b) In any case not covered by specific instructions or when it doubt, it is better to salute than to not.

Reporting to an officer

(1) The salute is a greeting and always rendered by a subordinate when reporting to an officer.

(2) When reporting indoors unarmed to an officer in their office, the cadet knocks three times and enters when told to do so. Upon entering, the cadet halts two paces from the officer, salutes and says, "Sir/Ma'am, Cadet (cadet's name) reports for (state nature of business)". The salute is held

until returned. When the business has been completed, the cadet takes one step to the rear and salutes. Once the salute has been returned, the cadet faces about and departs.

DRILL AND CEREMONY

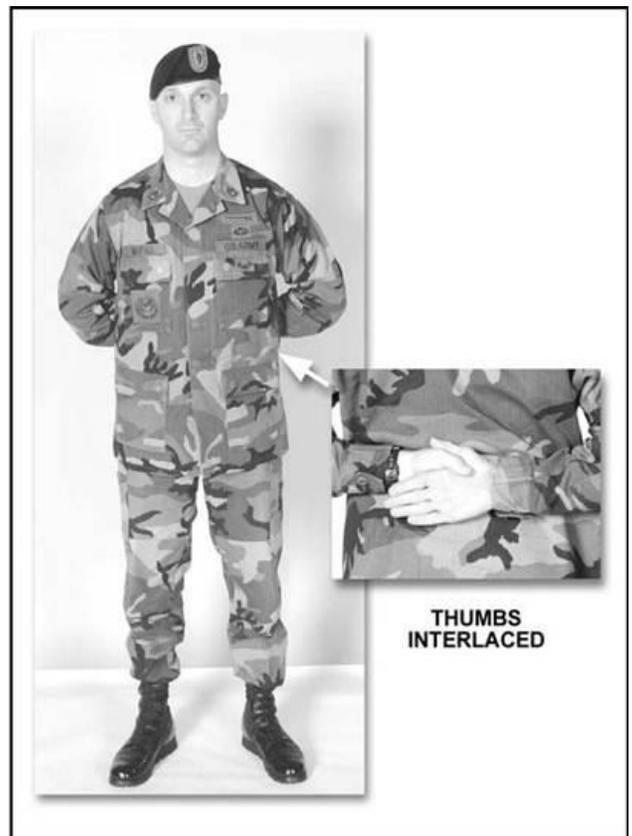
This section of the Cadet Handbook will provide a general overview of drill and ceremony. All material provided originates from the Army FM 3-21.5, Drill and Ceremony.

STATIONARY MOVEMENTS

Position of Attention



Parade Rest



Troop Leading Procedures (TLPs)

Troop leading is the process a leader goes through to prepare his or her unit to accomplish a tactical mission. It begins when he or she receives a new mission or a change in mission.

A leader should follow the steps below to ensure successful planning, communication and eventual execution of the mission. Steps 3 through 8 may not follow a rigid sequence. Many of them may be accomplished concurrently. In combat, rarely will leaders have enough time to go through each step in detail, but leaders must use the procedure as outlined, if only in abbreviated form, to ensure that nothing is left out of planning and preparation, and that their soldiers fully understand the platoon's and squad's mission and prepare adequately.

- Step 1: Receive the Mission
- Step 2: Issue a Warning Order (WARNO)
- Step 3: Make a Tentative Plan
- Step 4: Start Necessary Movement
- Step 5: Reconnoiter
- Step 6: Complete the Plan
- Step 7: Issue the Complete Plan (OPORD)
- Step 8: Supervise

Step 1: Receive the Mission

After the leader receives the new/altered mission (either as WARNO, OPORD or FRAGO), he/she begins to analyze it using METT-TC:

- Mission- what is it?
- Enemy- what is known about them/it?
- Troops- what troops are available?
- Terrain- how will it affect the operation?
- Time- how much is available?
- Civil Consideration- will civilians be a factor in the operation?

The leader should use no more than one third of the available time for his/her own planning, including issuing the operation order. The remaining two thirds is used for subordinates to plan and prepare for the operation. In the offense, the leader has one third of the time from his receipt of the mission to the unit's LD time. In the defense, he has one third of the time from mission receipt to the time the squad or platoon must be prepared to defend.

In scheduling preparation activities, the leader should work backwards from the LD or defend time. This is reverse planning. He must allow enough time for the completion of each task.

Step 2: Issue a Warning Order

The leader provides initial instructions in a warning order. The warning order contains enough information to begin preparation as soon as possible. Platoon SOPs

should prescribe who will attend all warning orders and the actions they must take upon leader identifies the avenue of approach that affords him/her the greatest protection and places him at the enemy's most vulnerable spot. In the defense, the leader positions key weapons along the avenue of approach most likely to be used by the enemy.

- Time: The leader refines his/her allocation of time based on the tentative plan and any changes in the situation.
- Civil Consideration: The leader considers the possible indirect involvement of civilians on the battlefield or elsewhere within the area of operation.
- Weather: when analyzing weather, the leader is most interested in visibility and traffic ability.

Step 4: Start Necessary Movement

The unit may need to begin movement while the leader is still planning. The platoon sergeant or squad leaders may bring the unit/platoon forward, usually under the control of the company executive officer or first sergeant. This may occur anytime during the troop leading procedures.

Step 5: Reconnoiter

If time allows, the leader will make personal reconnaissance to verify terrain analysis, adjust the plan, confirm the usability of routes, and time any critical movements. If a personal recon cannot be done, a map reconnaissance is a must. The leader must consider the risks of conducting a reconnaissance forward of friendly lines. Often, if the risk of enemy contact is high, the leader may rely on scouts to conduct the recon for him/her.

Step 6: Complete the Plan

After conducting a reconnaissance and taking into consideration any changes in the situation, the leader completes the plan. The mission is reviewed to ensure it meets the intent of his/her commander.

Step 7: Issue the Complete Plan

Platoon and squad leaders normally issue oral operations orders.

To aid subordinates, the leader should issue the order in sight of the objective or on defense terrain. When this is not possible, use a terrain model or sketch.

To ensure understanding after issuing the order, the leader should conduct a confirmation brief and a back brief. This requires subordinates to repeat part or all of the order or demonstrate on the model or sketch their understanding of the operation.

Step 8: Supervise

The leader supervises the unit's preparation by conducting both rehearsals and inspections.

Rehearsals: Rehearsals are used to practice essential tasks, find weaknesses or problems in the plan, coordinate actions of subordinate elements, and improve the soldiers' understanding of the operation.

The unit may begin rehearsals (for example, battle drills) before the order is issued. After the operations order is issued time is saved to go over more mission-specific

Operations Order (OPORD) Familiarization

References:

1. FM 5-0
2. Warrior Forge Supplemental Training Guide

Function of an OPORD

During your career as a cadet, you will be given missions that you are expected to accomplish both in garrison and in the field. The way that you disseminate your plan to your subordinates weighs heavily on whether or not your mission will be successful. The Army has made dissemination into an art form with the help of what is called an operations order (OPORD). It is a directive issued by a leader to his/her subordinates in order to effect the coordinated execution of a specific operation. Within the body of an OPORD, all essential information is organized in a way that enables you to briefly state what is necessary to accomplish your mission in an efficient and succinct manner.

Essentially, an OPORD is broken down into 5 distinct paragraphs: Situation, Mission, Execution, Service and Support, and Command and Signal. Each paragraph serves a specific function within the order and relates, basically, what the situation you're going into is like, what your mission is, how you are going to accomplish it, and what assets you have to help you.

The following is a template for a simple OPORD:

Basic OPORD Format

Take roll of Subordinate Leaders.

Before reciting OPORD, state: " My name is _____, I am your PL for _____(date/time group). This is the OPORD for _____(type of training). Take out a pen and paper, prepare to copy. Please hold all questions until the end."

TASK ORGANIZATION. (Describes the allocation of forces to support the concept of the operation)

I. SITUATION

A. Enemy forces. States the enemy's disposition, capabilities, probable course of action.

B. Friendly forces

Higher's mission:

Higher's intent:

Units to our left, right, front, and rear.

C. Environment.

1. Terrain.

Class II: Clothing/tools/TA-50. The uniform is BDUs, rucks will have _____ (post it). Each squad will carry sunscreen and bug repellent.

Class VII: Major end items. For example, M-16s will be drawn.

2. Transportation: We will be riding on bus # _____. Loading order is Plt/Sqd _____.

3. Services: Religious services will be held at _____.

4. Maintenance: We will be cleaning weapons _____. Barracks will be cleaned _____.

5. MEDEVAC. Medic will be at training site _____.
Sick call is from _____ at _____ (give location).

D. Miscellaneous.

E. Personnel. Fire guard list turned in at _____ (time and place).

IV. COMMAND & SIGNAL

A. Command:

1. Location of higher unit Cdr _____

2. Location of PL: formation ____, at night ____ mvmt ____

3. Location of PSG: formation ____, at night ____ mvmt ____

4. Succession of Command: CO _____ XO _____ PL _____ PL _____

PSG _____ 1SL _____ 2SL _____ 3SL _____ 4SL _____

B. Signal.

HQ _____, Hospital _____ MEDEVAC freq _____ alt _____.

Co/Plt motto:

Safety motto:

After completion of Paragraph 5, state: "The time is now _____. What are your questions?" Be sure to conduct a confirmation brief to ensure all Soldiers participating in the operation fully understand the concept and any specific tasks assigned to them.

Conclusion

The information presented in the handbook is meant to familiarize you with the functions of an operations order, not to make you an expert. As you progress in the ROTC program, you become more and more comfortable with issuing both garrison and field OPORDs.

4. Additional control over the rear of the formation can be provided by moving a team leader to the last position.

(3) **Platoon formations-** METT-T will determine where crew-served weapons move in the formation. They normally move with the platoon leader so he can quickly establish a base of fire.

(a) **Column-** Primary platoon formation, used unless METT-T dictated otherwise

(b) **Platoon line, squads on line-** Used when the platoon leader wants all soldiers' in line for maximum firepower forward. Used when the enemy situation is known.

(c) **Platoon line, squads in column-** Used when the platoon leader does not want everyone forward, but wants to be prepared for contact such as near the objective

(d) **Platoon Vee-** Used when enemy situation is vague, but contact is expected to the front

(e) **Platoon wedge-** Used when enemy situation is vague and contact is not expected

(f) **Platoon file-** Used when visibility is poor due to terrain or light

b. **Movement Techniques-** Leaders choose a movement technique based on their mission analysis of METT-T and likelihood of enemy contact.

(1) **Traveling-** Used when contact is not likely and speed is important

(2) **Traveling overwatch-** Used when contact is possible but speed is important

(3) **Bounding overwatch-** Used when contact is likely or imminent and speed is not important.

c. **Foot Marches.** When moving along a road in a relatively secure area, the platoon will move with one file on each side of the road. Fire teams are not split up. There will be 3 to 5 meters between soldiers and 25 to 50 meters between platoons.

(1) The normal rate of marching for an 8- hour march is 4 mph. The interval and rate of marching depends on the length of the march, time allowed, likelihood of enemy contact, terrain and weather, condition of the soldiers and the weight of the soldiers' load.

(2) A 15- minute rest will be conducted at the end of the first 45 minutes of a road march. During this halt, the PLLT Medic and squad leaders will check the soldiers' feet and report the physical condition of the soldiers to the platoon leader and platoon sergeant. Thereafter, a 10- minute rest is conducted every 50 minutes.

2. **ACTIONS AT HALTS-** During halts, security is posted and all approaches into the platoon's area are covered by key weapons. The platoon sergeant moves forward through the platoon, checking security as he goes, and meets the platoon leader to determine the reason for the halt.

a. During halts of 30 seconds or less, the soldiers drop to one knee and cover their assigned sector.

b. During the halts longer than 30 seconds, a cigar shaped perimeter is formed and the soldiers assume the prone position.

MEDEVAC

Line 1- Location of the pick up site.

Line 2- Radio frequency, call sign and suffix

Line 3- Number of patients by precedence:

- A- Urgent
- B- Urgent Surgical
- C- Priority
- D- Routine
- E- Convenience

Line 4- Special equipment required:

- A- None
- B- Hoist
- C- Extraction equipment
- D- Ventilator

Line 5- Number of patients:

- A- Litter
- B- Ambulatory

Line 6- Security at pick- up site:

N- No enemy troops in area

P – Possible enemy troops in area (approach with caution)

E- Enemy troops in area (approach with caution)

X- Enemy troops in area (armed escort required)

* in peacetime- number and types of wounds, injuries and illnesses

Line 7- Method of marking pick- up site:

- A- Panels
- B- Pyrotechnic signal
- C- Smoke signal
- D- None
- E- Other

Line 8- Patient nationality and status:

- A- U.S. Military
- B- U.S. Civilian
- C- Non- U.S. Military
- D- Non- U.S. Civilian
- E- EPW

Line 9- NBC Contamination:

N- Nuclear

B- Biological

C- Chemical

- (1) For all field or tactical exercises (class C).
- (2) At all scheduled Leadership Labs (class C).
- (3) At formal gatherings of a military nature (class A or B).
- (4) Other functions as per the PMS (class A,B, or C).

b. The Army uniform will not be worn for the following

- (1) At meetings of a political nature (rallies, demonstrations, etc.)
- (2) During any activity that may reflect unfavorably upon the military service

c. This does not imply that cadets are barred from participation in activities of a political nature. Just don't wear the uniform.

ROTC Class A Uniform

a. Class A uniform consists of the following:

- (1) Male- Garrison cap, Army green coat and trousers, AG-415 green shirt (short of long sleeve), a black four- in hand necktie, black oxford shoes, black socks, black belt with brass buckle and tip, black all weather coat (optional), uniform brass and accessories.
- (2) Female- Garrison cap, Army green coat and trousers, AG-415 green shirt (short of long sleeve), black neck tab, black oxford shoes or black pumps, black all weather coat (optional) uniform brass and accessories.

b. Garrison Cap(male and female). The garrison cap will be worn with the front vertical crease of the cap centered on the forehead, in a straight line with the nose. The cap will be tilted slightly to the right, but in no case will the side of the cap rest on the top of the ear. Center the cap approximately 1 inch above the eyebrows (approximately the width of the first two fingers). The top of the cap will be opened to cover the crown of the head. Hair will not be visible on the forehead below the front bottom edge of the cap.

CHAIN OF COMMAND

ALL STAFF OFFICERS CONSIDER:

- Mission and intent of higher headquarters one and two levels up.
- Specified, implied, and essential tasks.
- Area of operations.
- Area of interest.
- Enemy situation and capabilities.
- Critical facts and assumptions.
- Status of subordinate units.
- Weapon systems capabilities and limitations.
- Status of available assets within their functional area or battlefield operating system.
- Constraints.
- Risk considerations.
- Time considerations.
- Recommended commander's critical information requirements (CCIR) and information requirements (IR).
- Recommended intelligence, surveillance, and reconnaissance (ISR) tasks.

(BC), BATTALION COMMANDER CADET LIEUTENANT COLONEL

The Battalion Commander is responsible for everything that goes on throughout the cadet battalion. The commander supervises the efficient functioning of the staff and subordinate commanders to ensure that missions assigned to the cadet battalion are performed in a professional manner. This is accomplished by issuing guidance and monitoring the execution of assigned tasks. The commander also conducts weekly cadet staff meetings to determine progress on projects, updates the staff with any new guidance, briefs the Professor of Military Science on the progress of cadet functions, and reports on the status of projects at least weekly.

(CSM), COMMAND SERGEANT MAJOR CADET SERGEANT MAJOR

The Cadet Command Sergeant Major is the senior enlisted advisor to the commanding officer of the battalion. He/She helps form the unit, takes the report, and puts out all information at formations. The CSM also monitors and advocates all cadets holding the cadet enlisted rank in the cadet battalion, and coordinates the activities of the cadet color guard. The cadet CSM works closely with the cadre's senior NCO.

- Performing situation development, to include updating the enemy/threat, terrain and weather, and civil consideration portions of the common operational picture.
- Developing and continuously updating a list of intelligence gaps.
- Recommending CCIR, priority intelligence requirements (PIR) and friendly forces information requirements (FFIR), and IR to develop initial collection tasks and requests for support from higher and adjacent commands.
- Determining collection capabilities and limitations.
- Facilitating ISR integration by giving the commander and S-3 develop the initial ISR synchronization plan and helping the S-3 develop the initial ISR plan.
- Identifying enemy intelligence collection capabilities, such as efforts targeted against the unit.

(S-3), OPERATIONS

CADET MAJOR

The operations officer is responsible for planning, coordinating and supervising the execution of all training and operations of the cadet battalion. He or she coordinates directly with the cadre training officer and prepares and briefs operations or mission orders. Specific responsibilities include-

- Managing the overall mission analysis effort of the staff to include-
 - Consolidating facts and assumptions, specific and implied tasks, constraints, risk considerations, unit status, and recommended CCIR.
 - Summarizing the current situation of subordinate units and activities.
 - Status of the task organization
- Developing the ISR plan (with rest of the staff). The ISR plan produces an initial ISR order to answer
- Developing the unit's recommended mission statement.
- Developing the unit's operational timeline.

(S-3), OPERATIONS (ASSISTANT)

CADET CAPTAIN

The S-3 assistant is the right hand man to the S-3. in the S-3's absence, the assistant assumes the regular S-3 role. Assistants help coordinate training, risk assessments, and oversee daily operations.

(S-4), LOGISTICS

CADET CAPTAIN

The logistical support for all cadet activities is coordinated by the logistics officer. In addition, this office coordinates directly with the cadre supply sergeant and executive officer and briefs the logistics portion/ annex of operation orders. Specific responsibilities include-

- Determining current and projected supply status (specifically classes I,II, III, IV,V,VII, IX supplies)

COMPANY LEVEL POSITIONS

COMPANY COMMANDER (CO)

CADET CAPTAIN

- Organize, control, and order movement of the company.
- Develop a plan of operation for the training day.
- Promote effective time management.
- Properly and efficiently utilize subordinates.

COMPANY EXECUTIVE OFFICER (XO)

CADET 1ST LIEUTENANT

- Perform duties as assistant to CO.
- Act as CO in absence of the commander.
- Act as liaison between platoon leaders/CO.
- Coordinate and follow up as /co directs.
- Supervise equipment distribution and establish load plans for movement.
- Establish night training site.
- Maintain accurate accountability.

FIRST SERGEANT (1SG)

CADET 1ST SERGEANT

- Organize and lead the company for formation.
- Prepare accountability reports.
- Control sick calls and account for absences.
- Supervise the construction and break down of the field mess.
- Perform other duties as directed by CO.
- Control and or conduct all movements of Company.

PLATOON LEADER (PL)

CADET 2ND LIEUTENANT

- Coordinate with the CO and XO.
- Control platoon organization.
- Complete all required platoon tasks.
- Establish platoon plan of action.
- Conduct platoon inspections and rehearsals as necessary.
- Organize for physical conditioning drills.
- Disseminate all operational information to PSG and SL.

PLATOON SERGEANT (PSG)

CADET SERGEANT FIRST CLASS

- Assist the platoon leader

ADDITIONAL TRAINING

Cadets have the opportunity to attend summer training programs and schools. Attendance at the schools is based on the numbers of available slots and is at the discretion of the PMS.

Cadet Troop Leader Training (CTLT)

CTLT is designed to give cadets realistic leadership experience along with a first-hand knowledge of the duties, responsibilities, and living conditions of a lieutenant in the United States Army. Cadets are assigned for three weeks to an active duty Army unit. They are assigned to a sponsor who will serve as a mentor for the duration of the program. Participation in this program is usually limited to graduates of LDAC but before the commencement of Autumn Quarter.

Once Cadets are selected to participate in the program and placed on orders, successful completion of the course becomes a commissioning requirement. This requirement is waivable. At the conclusion of CTLT, their sponsor will send an evaluation report to the PMS for future counseling and evaluation. Most branches of the Army offer CTLT spots. However, the type of unit and number of available slots changes on a yearly basis.

Nurse Summer Training Program (NSTP)

The NSTP Clinical elective provides nursing Cadets progressive experience in a clinical environment while introducing them to duties, roles, responsibilities, and expectations of a junior Army Nurse Corps Officer. The NSTP aims to develop, practice, and evaluate leadership skills in a clinical environment based on acquired knowledge. Cadets will also become familiar with the Army Medical Department and develop the interpersonal skills needed as a member of the Army Nurse Corps. Participation is limited to Nursing majors.

Airborne Training

The Army's Basic Airborne Course is a three week course held at Fort Benning, GA. Students at the course will learn basic parachuting techniques employed by the Army. The course is divided into three- one week phases. Ground Week emphasizes the physical training needed to properly conduct slips and parachute landing falls. During Tower Week, students will learn proper exiting procedures from a mock aircraft. The last week of the course, Jump Week, involves five jumps from an aircraft. Successful completion of the course authorizes Cadets to wear the basic parachutist badge.

THE ARMY VALUES

Loyalty

Bear true faith and allegiance to the U.S. constitution, the Army, and other soldiers. Be loyal to the nation and its heritage.

Duty

Fulfill your obligations.
Accept responsibility for your own actions and those entrusted to your care.
Find opportunities to improve oneself for the good of the group.

Respect

Rely upon the golden rule.
How we consider others reflects upon each of us, both personally and as a professional organization.

Selfless Service

Put the welfare of the nation, the Army, and your subordinates before your own.
Selfless service leads to organizational teamwork and encompasses discipline, self-control and faith in the system.

Honor

Live up to all the Army values.

Integrity

Do what is right, legally and morally.

Personal Courage

Our ability to face fear, danger or adversity, both physical and moral courage.

COMMAND AND DUTY DESCRIPTION

Officers

The chain of command is the most fundamental and important organizational technique used by the Army. It is a succession of commanders, superior to subordinate, through which command is exercised. It extends from the President, as the /commander- in Chief, down through the various grades of rank to the enlisted persons leading the smallest Army elements.

No distinction is made between the terms commander and leader. The command channel extends upward in the same manner for matters requiring official communication from subordinate to superior.

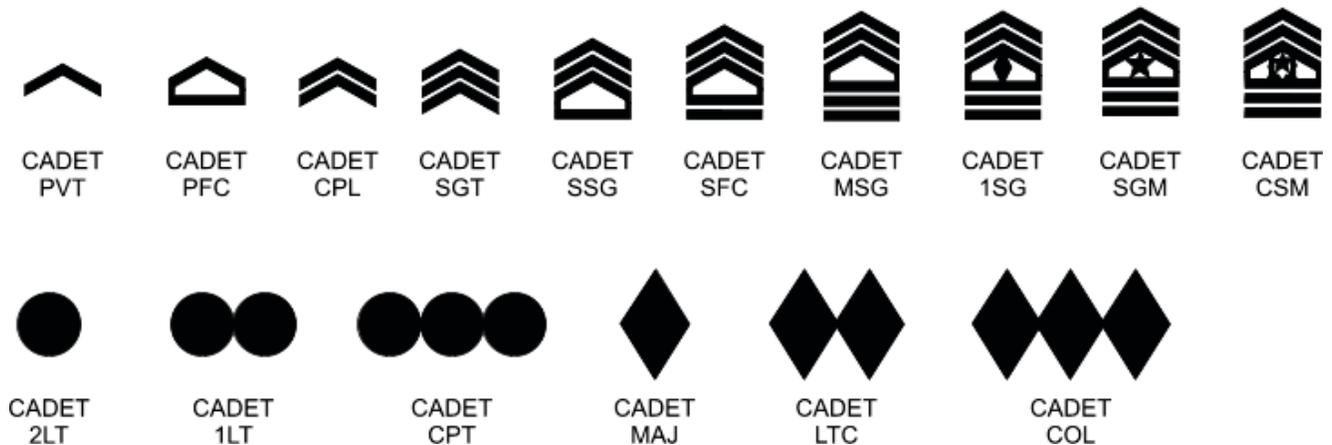
Every commander has two basic responsibilities in the following priority; Accomplishment of the mission, and the care of personnel and property.

A superior in the chain of command holds subordinate commanders responsible for everything their command does or fails to do.

Non- Commissioned Officers (NCOs)

The noncommissioned officer is a vital link in the chain of command. In addition to being in a formal chain of command, the NCOs also function in a NCO support channel which parallels the chain of command. The support channel begins with the Command Sergeant Major and extends through subordinate unit command sergeant majors to unit first sergeants. The NCO support channel supplements the chain of command. Matters properly within the purview of this support channel include: Development of NCOs, Supervision of unit operations within guidance, Care of individual soldiers, Proper wear of the uniform, Care of arms and equipment.

ROTC CADET RANKS





17 July 2012

MEMORANDUM FOR All Cadre and Cadets assigned to CUNY ROTC

SUBJECT: Policy Letter 1- **Availability of Commander, Open Door Policy**

1. Reference: AR 600-20, Army Command Policy, 11 February 2009 paragraph 2-2.
2. Purpose: To outline the Commander's Open Door Policy.
3. Officers, NCO's, DA Civilians and Contract employees and Cadets may bring personal or professional concerns to me at any time, and the urgency of concern should govern the urgency of getting the matter to my attention. For routine matters, schedule time through Ms. Conliffe. However, I can always be contacted for emergency or personal concerns at 860-208-0912(C) or via email at nycenroll.stjrotc@gmail.com
4. If you have a concern, I encourage you to present it first to your chain of command and afford them an opportunity to resolve it.
5. I expect supervisors at all levels to be as receptive and responsive to the needs of their subordinates as possible and fully employed, when practical, to resolve problems.

// Original Signed //
JUAN HOWIE
LTC, MP
DIRECTOR OF CUNY ROTC



17 July 2012

MEMORANDUM FOR All Cadre and Cadets assigned to CUNY ROTC

SUBJECT: **Standards and Discipline**

1. Purpose: To outline appropriate standards for conduct and discipline
2. Army Cadets are not subject to the Uniform Code of Military Justice, however, that does not mean that you are not subject to the Army Standards for conduct, bearing and behavior. As Cadets, we recognize that you are still learning and expect you to make mistakes. However, mistakes in moral and ethical judgment will likely be grounds for disenrollment. These types of lapses include (but are not limited to): hazing of another Cadet or student, abuse, sexual assault, substance abuse, indiscipline within CUNY, cheating, lying, stealing.

3. As a Cadet, you are representative of both your City University of New York institution and the U.S. Army. Both organizations have a published VALUES system that you are expected to epitomize. Be conscious of your conduct- always. Both on and off campus, you will be held to a higher standard.

Think of it this way, should a Cadet or Cadre member commit a crime, the headline will read, "A CUNY ROTC Cadet was arrested yesterday...." Acts of indiscipline damage the credibility of the school and the Army, limiting our freedom of actions.

4. There will be minor infractions such as PT failure, academic failure or missed classes/PT that result in administrative punishment within CUNY ROTC. This effectively amounts to a BAR on your enlistment status which prevents favorable action.

For example, a cadet who fails a PT test will not be allowed to participate in an additional activities (Color Guard, Special Events, etc) until he/she passes the APFT. Suspension from these events means that the cadet cannot receive any additional points of awards that count towards your accession packet; jeopardizing both branch choice and component/

Room and board scholarships that are provided through the University will not be awarded to a cadet who is BARRED from favorable action.

ROTC scholarships must be validated each semester. A cadet who fails to meet minimum standards may have his/her scholarship suspended and/or revoked for the period that they are non-compliment with the standards.

5. I am the determining factor in whether or not to institute or lift a BAR.

// Original Signed //
JUAN HOWIE
LTC, MP
Director of CUNY ROTC



17 July 2012

MEMORANDUM FOR All Cadre and Cadets assigned to St John's ROTC

SUBJECT: **Safety**

1. Reference: Army Regulations 385-10, the Army Safety Program, dated 23 August 2007.
2. Purpose: To disseminate command safety and risk management philosophy for members of CUNY.
3. Safety is an important consideration in all aspects of training. By keeping our people safe, we preserve combat power and increase our chance of mission success.
4. Leaders at all levels- to include and especially the Cadet Chain of Command- will incorporate risk management into their planning. Constant evaluation of the changing conditions is a leadership task that drives adjustment to the risk levels. This is how it is done in combat and it is how we will train. Risk can never be eliminated without watering down training to an unrealistic level. However, risk will be managed to ensure that objectives are safely met.
5. We are a team. Take care of each other

// Original Signed //
JUAN HOWIE
LTC, MP
Director of CUNY ROTC

17 July 2012

MEMORANDUM FOR All Cadre and Cadets assigned to CUNY ROTC

SUBJECT: Army Command Policy for Equal Opportunity (EO), Prevention of Sexual Harassment and Complaint Procedures

1. Reference: AR 60-20, Army Command Policy, 13 May 2002.
2. Purpose: Provide command policy for compliance, commitment to, and support of the EO Program, prevention of sexual harassment, and the complaint procedures.
3. St John's ROTC will provide and maintain an environment free of discrimination and sexual harassment. We will train quarterly on prevention and publicize complaint procedures to ensure each individual is aware of how to deal with complaints of discrimination and sexual harassment. Soldiers, civilians, Cadets, and family members have the right to present a complaint to the chain of command without fear of intimidation, reprisal, or harassment. Specific requirements for processing complaints are published in reference and outlines in attached enclosure.
4. The chain of command, EO representative, and the Inspector General (BDE asset) are available to all members of the command for consultation and assistance.
5. If required, I will use the administrative and disciplinary tools available to take swift and positive action in eliminating discrimination and sexual harassment practices

// Original Signed //
JUAN HOWIE
LTC, MP
Director of CUNY ROTC



17 July 2012

MEMORANDUM FOR All Cadre and Cadets assigned to CUNY ROTC

SUBJECT: Equal Opportunity (EO) Program

1. Reference:

- a. Army Regulation 600-20, Army Command Policy, Ch. 6, EOP in the Army, 11 FEB 09.
- b. USAAC Regulation 600-1, EO Action Plan, 19 DEC 07.

2. Purpose: To explain the provisions of the Equal Opportunity Program and disseminate guidance regarding the procedure to file an Equal Opportunity Complaint.

3. I am totally committed to the Army's EO Program, which is designed to ensure fair treatment and opportunity for every individual based solely on merit, fitness and capability. This command will provide equal opportunity and fair treatment for all Soldiers and Cadets without regard to race, color, religion, gender, or national origin.

4. EO is a leadership responsibility and the chain of command has the responsibility to develop and sustain a healthy EO climate. This responsibility includes promoting positive programs that enhance unit cohesion, conducting mandatory EO training once per quarter, and zero tolerance of violations of the Army's EO program. Leaders will ensure anyone filing a complaint alleging unlawful discrimination will be protected from acts or threats of reprisal or retaliation.

5. Members of this command will have the opportunity to achieve their full potential based on their abilities, merits and qualifications. Our mission requires the essential elements of mutual trust and unit cohesion. These elements can only be achieved when individuals are confident that fair treatment and respect for their capabilities exist. We must treat each other with dignity and respect.

// Original Signed //
JUAN HOWIE
LTC,MP
Director of CUNY ROTC



17 July 2012

MEMORANDUM FOR All Cadre and Cadets assigned to CUNY ROTC

SUBJECT: Equal Employment Opportunity (EEO) Discrimination Complaints

1. Reference: USAARMC 690-7, Equal Employment Opportunity, 1 August 1985.
2. Purpose: Provide command policy for compliance, commitment to, and support of the EEO Program.
3. CUNY ROTC will demonstrate full adherence to this letter and Federal Government policy guaranteeing equal employment opportunity to all persons without regard to race, color, religion, sex, national origin, age, physical or mental handicap.
4. Subordinate leaders and Cadre will ensure equal opportunity considerations are an inherent part of all decisions that may affect civilian employees.
5. I will use aggressive remedial actions to eliminate identified discriminatory practices. Civilian employees who have a complaint of discriminations should contact the Fort Knox Equal Employment Opportunity Officer, telephone 502-624-2545 or any EEO Counselor. The Inspector General, telephone 502-624-7947, is also available for consultation and assistance.
6. A copy of this correspondence will be posted on bulletin boards until superseded.

// Original Signed //
JUAN HOWIE
LTC, MP
Director of CUNY ROTC

17 July 2012

MEMORANDUM FOR All Cadre and Cadets assigned to CUNY ROTC

SUBJECT: Standards of Conduct for Department of the Army Personnel, Improper Behavior

1. Reference: AR 600-20, Army Command Policy, 13 May 2002.
2. Purpose: Provide command policy regarding improper relationships.
3. Fraternalization deals with any improper relationship between superiors and subordinates. Military personnel must recognize that any form of social contact which is actual or perceived as favoritism, preferential treatment, or exploitation by rank is improper. Fraternalization is not limited to sexual activity.
4. The prohibition against fraternization is based on long-standing customs of the service. Relations between officers, Cadets and enlisted soldiers must be based on professional standards. Relationships that drift away from professional standards and into personal considerations are prejudicial to good order and discipline and likely constitute the offense of fraternization. Fraternization is punishable under the provisions of Article 134 Uniform Code of Military Justice (UCMJ) and Manual for Courts- Martial (MCM), part IV, paragraph 83, (1995 Edition).
5. The Army's policy on improper relationships is contained in AR 600-20. Paragraph 4-14 states that relationships between Soldiers of different ranks, which cause an actual or clearly predictable adverse impact upon discipline, authority, or morale, will be avoided. Within the U.S. Army Cadet Command, the same policy applies equally to relationships between cadres and Cadets.
6. The guidance in paragraph 7 below is provided in order to establish clear rules on what constitutes an improper relationship. Rules alone are not sufficient to eliminate improper relationships. An organizational atmosphere, which does not condone improper relationships, is essential. The success of this policy is dependent upon implementation at every level. Be vigilant, and take prompt corrective or punitive action when appropriate.

**SUBJECT: Standards of Conduct for Department of the
Army Personnel, Improper Behavior**

7. It is unlawful for an officer or enlisted Soldier assigned/attached to or performing duties in any capacity within the battalion to:

a. Attend private parties with Cadets, unless the battalion or higher echelon commander authorizes attendances at the party.

b. Date or solicit dates from subordinates, to include Cadets.

(1) Any student attending SJU or its affiliates is a potential Cadet and therefore may NOT enter into a personal relationship with a SJU Cadre member.

c. Visit the personal residence of Cadets, unless authorized by the battalion or higher echelon commander.

d. Invite Cadets to personal residence, unless authorized by the battalion or higher echelon commander.

e. Inappropriately touch or engage in any form of sexual activity with subordinates, to include Cadets.

f. Employ, paid or unpaid, Cadets to perform any personal service for themselves or family members.

g. Otherwise associate with Cadets, on terms of military equality, in circumstances which would constitute "fraternization" as defined in Article 134 (UCMJ), and MCM, part IV, paragraph 83, (1995 Edition), if the same conduct were engaged in with an enlisted person.

8. The Cadet Command policy regarding alcoholic beverages at ROTC social functions is addressed in 2nd Brigade Policy Letter 15.

9. Personnel subject to the UCMJ who violate the provisions of this memorandum are subject to punishment under the UCMJ, as well as adverse administrative action.

// Original Signed //
JUAN HOWIE
LTC, MP
Director of CUNY ROTC



17 July 2012

MEMORANDUM FOR All Cadre and Cadets assigned to CUNY ROTC

SUBJECT: **Consideration of Others (CO2) Program**

1. Reference:

a. AR 600-20, Army Command Policy, dated 11 FEB 09.

b. HQDA, Army G-1, Consideration of Others Handbook, undated.

c. USACC CG Policy Memorandum #15, Consideration of Others (CO2) Program, dated 10 AUG 07.

2. Purpose: The purpose of the CO2 training program is to nurture and preserve the Army's values and to strengthen trust, cohesion, and readiness through an awareness of others. The Army is a Team and conscious effort is required to build an environment that is beneficial to all.

3. The objective of the CO2 Program is to strengthen our overall command climate by reinforcing trust, teamwork, individual dignity and respect for all people.

4. All human relations within CUNY ROTC fall under the umbrella of CO2. This training covers a broad range of topics including moral and ethical development (individual and organizational), leadership development, team building, equal opportunity, family concerns, health, safety, drug and alcohol abuse, gender issues, discrimination, and any form of insensitive or offensive behavior.

5. Training Requirements:

a. All permanently assigned personnel will conduct quarterly CO2 training. Training will follow these guidelines:

(1) Classes will be facilitated by personnel assigned to the particular unit, using a small, interactive group discussion format

(2) Initial CO2 training will be an overview of the program- conducted at the start of the academic year. Subsequent training should be conducted based on results of the continued assessments from interviews, focus group meetings, observations, unit records, award/promotion rates and other statistical data.

ATCC-BNY-SJ

SUBJECT: **Consideration of Others (CO2) Program**

(3) CO2 training for Cadets is mandatory training incorporated into leadership and ethics pre-commissioning common core tasks, as outlined in CDT CMD Reg 145-3. Training for Cadets should include case studies, role playing and situational dilemmas to energize discussion directed at specific student centered leadership, moral and ethical subjects.

// Original Signed //

JUAN HOWIE

LTC,MP

Director of CUNY ROTC