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I. ARMY VALUES (Leadership – LDR SHIP)

**Loyalty:** Bear true faith and allegiance to the U.S. 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 Army, and your subordinates before your own.

Honor: Live up to all the Army values.

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

Personal Courage: Face fear, danger, or adversity (Physical or Moral).

II. CADET AND SOLDIER CREEDS

1. 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.

2. SOLDIERS’ 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 will 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.

III. ARMY SONG

“The Army Goes Rolling Along”

(Based upon “The Caisson Song”
by Brig. Gen. E. L. Gruber,
written and adopted by H. W. Arberg)

Verse: 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 (TWO! THREE!)
For where e’er we go,
You will always know
That The Army Goes Rolling Along.

Verse: 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)

Verse: 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)

IV. THE CADET COMMAND SONG

“A Bar of Gold on Army Green”

CHORUS:
A Bar of Gold on Army Green,
A Bar of Gold on Army Green,
If you’re looking for a leader
One who’s heard as well as seen,

Look to the one whose earned respect
And a Bar of Gold on Army Green.

A Bar of Gold on Army Green

VI. UNIT CREST AND CADET COMMAND PATCH

1. Unit Crest: In accordance with the provisions of paragraph 4-6, AR 145-1, a shoulder loop insignia is authorized for wear by SROTC cadets enrolled at University of Illinois at Chicago.

   Description: The UIC Crest depicts the city in which the university stands; a circle to indicate the original campus; a sword to depict the chivalry and spirit instilled in our officers. The emblazoned colors of the University - Flame (Red/Orange) and the Indigo (Blue/Black) symbolize the historical Chicago Fire and tie to the waters of Lake Michigan.

2. Shoulder Sleeve Insignia (SSI)

   Description: The Shoulder Sleeve Insignia represents the city in which the university stands; a circle to indicate the original campus; a Y to indicate the branches of the Chicago River and four stars to reflect historical events in the city, The Chicago Fire, The Worlds Columbian Exposition, The Century of Progress and the Fort Dearborn Massacre of 1812. The torch denotes the pursuit of knowledge, higher learning and the partnership of Army ROTC with American colleges and universities.

THE CADET COMMAND (ROTC) PATCH

The Cadet Command Shield symbolizes the Army mission of National Defense and is divided into quarters representing the four traditional Military Science Courses comprising the Senior ROTC curriculum. The Sword signifies courage, gallantry, and self-sacrifice intrinsic to the profession of
arms. The Lamp denotes the pursuit of knowledge, higher learning, and the partnership of Army ROTC with American colleges and universities. The 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. Approved 22 AUG 1986.

VII. HISTORY OF THE UNIVERSITY OF ILLINOIS AT CHICAGO ROTC FIRE BATTALION
In 1859, 22 years after the incorporation of the city of Chicago, the College of Pharmacy was founded. It was closed temporarily during the Civil War and reopened in 1872. Since that time the University has expanded and grown to the campus it is today. In 1946, just after World War II, the University responded to the needs of the returning veterans by establishing a two-year undergraduate program at Navy Pier.
On 25 April 1947, then Chief of Staff of the Army Dwight D. Eisenhower signed general Orders 91 creating the ROTC on the University of Illinois Urbana Campus. Because the old Navy Pier campus was an extension of the University of Illinois, the ROTC detachment at Navy pier was officially part of the University of Illinois program.
ROTC Flourished during the post WWII years. The Fire Battalion's history indicates a cadet battalion enrollment reaching 600 cadets during the early 1950's.
In 1953, ROTC instruction was split into a basic and advanced course phase of instruction. Each phase correlated with the academic alignment of the students. Thus, basic course students were Freshmen and Sophomores while the Juniors and Seniors conducted more rigorous campus based training and a six week summer camp in the Advanced Program.
1964 saw the first implementation of a two year program and scholarships to match the newly designed program of instruction. As a result of the ROTC Revitalization Act, the Battalion witnessed a growth.
In 1965, the university campus moved from Navy Pier to its present location, offering courses in four colleges to about 5000 students.
The Vietnam Years, 1965-1975 the Fire Battalion was still a detachment of the the University of Illinois, Champaign-Urbana campus. While enrollments declined significantly, the detachment continued to produce quality officers of exceptional talent and dedication. During the Seventies, many of the established battalions in the Chicago Area were consolidated into a single Battalion. UIC was not among those consolidated, as officially we were already a detachment but on 22 October 1976, DePaul University was consolidated with the Loyola Battalion.
In 1973, Pursuant to Department of the Army Guidance women were allowed into the ROTC Program. Around 1976 UIC Fire Battalion was officially designated a Battalion separate and distinct from the University of Illinois at Champaign-Urbana.
In 1978, a staff study, nicknamed the subway study was conducted by the Loyola Instructor Group at the behest of the Second region Commander. The study was designed to test the feasibility of tying all the Chicago Area Programs together using the subway-rapid transit system. The idea was abandoned due to excessive travel times for students.
Under President Reagan, during the Cold War years of the 1980's, the program was reinvigorated and many of the city's, smaller schools and universities were cross-enrolling in the UIC ROTC program. ROTC was located on the 8th floor of the Science Building on Main Campus. In the early 1990's the Battalion was moved to the Sangamon Building.
17 May 1991, The Loyola-DePaul Battalion commissioned their last 5 cadets and folded its colors for the last time. The Fire Battalion assumed responsibility for the cross-enrolled students from Loyola and DePaul Universities as well as Northeastern Illinois University, Northwestern University. The later two schools were official extensions of the Loyola Battalion.
In 1996, the Fire Battalion became the host ROTC unit for all of the Chicago Area. Chicago State University folded its colors as did Illinois Institute of Technology. With the closing of these last two Chicago area detachments, the Fire Battalion now was the only Senior ROTC Battalion in Chicago. In April of 2002, the Battalion moved back to main campus from 115 S. Sangamon Street to the Roosevelt Street Building.

Today, the Fire Battalion has an active and diverse cadet population of over 200 cadets from across the city's major institutions. Our cadre and staff, who represents over 200 years of experience, trains and commissions approximately 25-30 cadets a year and represents one of the nation's largest battalions.

VIII. MILITARY COURTESY

1. Saluting:
   a. When approaching an officer outdoors, cadets will salute when they arrive at a point approximately six steps from the person to be saluted or at the closest point of convergence and recognition if they are not walking directly toward the officer.
   b. Cadets will look toward the person saluted.
   c. Officers in civilian clothing will be saluted if recognized.
   d. When an officer approaches a group of cadets’ out-of-doors, it is the duty of the first cadet (irrespective of rank) who recognized him to call “Attention”. All cadets then face the officer and salute.
   e. Cadets who are walking render the salute without stopping.
   f. Cadets, who are running, slow to a walk then salute.
   g. If both hands are occupied, or if the right arm or hand I injured, the cadet looks toward the officer, nods his head and says, “Good morning, sir/ma’am” or “Good afternoon, sir/ma’am” as appropriate.
   h. When an officer enters an office or a room, cadets rise and stand at attention until the officer seats himself, departs or directs the cadets to be seated.
   i. When a NCO enters an office or a cadet’s room, cadets’ rise and stand at ease until the NCO seats himself, departs or directs the cadets to be seated.
   j. When an officer approaches a unit in ranks, the unit commander commands attention and salutes.
   k. Salutes will be rendered as prescribed in Field Manual 22-5.

2. Entering Offices - A cadet entering an officer’s office will remove his hat, knock on the door, enter when directed, hold his hat with his left hand (lower left arm is extended horizontally forward at waist level, hat rests on upturned palm of left hand), salute, and report, “Sir, Cadet Smith request permission to speak” or “reporting as ordered, Sir.”

IX. GENERAL RULES OF CONDUCT

1. Cadets are responsible for knowing and observing the rules of conduct contained in the Black and Gold Book and special official notices posted on the ROTC Blackboard classes.

2. Cadet Code of Ethics:
   - I will not lie, cheat, or steal nor tolerate anyone who does.
   - I will not commit any unnecessary act that would prove detrimental to myself or to others.
   - I will not do or say anything that would unduly discredit Chicago Army ROTC, my university or the U.S. Army or the United States of America.
   - I will strive to better myself in every way possible and will help others do the same.
   - I will be accountable for my actions at all times.
- I will perform my assigned duties to the best of my abilities.
- I will treat others with the proper courtesy and respect at all times.
- I will not use the powers vested in me for personal gains.

3. Each cadet is responsible for Federal, State and University property issued or assigned to him, including his room and its furnishings and equipment. In case of loss of such property or damage thereto, the cadet is individually responsible and accountable.

4. Army General Orders:
   a. I will guard everything within the limits of my post and quit my post only when properly relieved.
   b. I will obey my special orders and perform all my duties in a military manner.
   c. I will report violations of my special orders, emergencies, and anything not covered in my instructions, to the commander of the relief.

X. AMERICAN FLAG AND GREAT SEAL

Betsy Ross Flag:
“The Continental Congress left no record to show why it chose these colors. However, in 1782, the Congress of the Confederation chose these same colors for the Great Seal of the United States and listed their meaning as follows:
White to mean purity and innocence
Red for valor and hardiness
Blue for vigilance, perseverance, and justice.

According to legend, George Washington interpreted the elements of the flag this way: the stars were taken from the sky, the red from the British colors, and the white stripes signified the secession from the home country. However, there is no official designation or meaning for the colors of the flag.”

50 Star (Today)
“The obverse front of the Great Seal - which is used 2,000 to 3,000 times a year - authenticates the President’s signature on numerous official documents such as treaty ratifications, international agreements, appointments of Ambassadors and civil officers, and communications from the President to heads of foreign governments. The design of the obverse of the Seal, which is the U.S. Coat of Arms, can be shown on coins, postage stamps, passports, monuments and flags, and in many other ways. The American public sees both the obverse and less familiar reverse, which is never used as a seal, every day when exchanging the $1 dollar bill” (http://foundingfathers.info/American-flag/great-seal.html). “The American bald eagle is prominently featured supporting a shield composed of 13 red and white stripes (pales) representing the Thirteen Original States with a blue bar (chief) uniting the shield and representing Congress. The motto of the United States, E Pluribus Unum (meaning out of many, one) refers to the union. The olive branch and 13 arrows grasped by the eagle allude to peace and war, powers solely vested in the Congress, and the constellation of stars symbolizes the new Nation taking its place among the sovereign powers.” (http://foundingfathers.info/American-flag/great-seal.html)
“The pyramid signifies strength and duration: The eye over it and the motto, Annuit Coeptis (meaning He [God] has favored our undertakings), to allude to the many interventions of Providence in favor of the American cause. The Roman numerals below are the date of the Declaration of Independence. The words under it, Novus Ordo Seclorum (meaning new order of the ages), signify the beginning of the new American era in 1776.”

(http://foundingfathers.info/American-flag/great-seal.html)

XI. RANK AND INSIGNIA

1. ROTC Cadet Rank

2. Army Enlisted Rank

3. Army Warrant Officer Rank
### Army Officer Rank

<table>
<thead>
<tr>
<th>O-1</th>
<th>O-2</th>
<th>O-3</th>
<th>O-4</th>
<th>O-5</th>
</tr>
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<tr>
<td><img src="image1" alt="Second Lieutenant" /></td>
<td><img src="image2" alt="First Lieutenant" /></td>
<td><img src="image3" alt="Captain" /></td>
<td><img src="image4" alt="Major" /></td>
<td><img src="image5" alt="Lieutenant Colonel" /></td>
</tr>
<tr>
<td><strong>Second Lieutenant</strong></td>
<td><strong>First Lieutenant</strong></td>
<td><strong>Captain</strong></td>
<td><strong>Major</strong></td>
<td><strong>Lieutenant Colonel</strong></td>
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<td><img src="image6" alt="Colonel" /></td>
<td><img src="image7" alt="Brigadier General" /></td>
<td><img src="image8" alt="Major General" /></td>
<td><img src="image9" alt="Lieutenant General" /></td>
<td><img src="image10" alt="General" /></td>
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<tr>
<td><strong>Colonel</strong></td>
<td><strong>Brigadier General</strong></td>
<td><strong>Major General</strong></td>
<td><strong>Lieutenant General</strong></td>
<td><strong>General</strong></td>
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XII. CHAIN OF COMMAND

1. Cadet Battalion:

<table>
<thead>
<tr>
<th>c/Platoon Leader</th>
<th>c/Team Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>c/Company XO</td>
<td>c/Squad Leader</td>
</tr>
<tr>
<td>c/Company Commander</td>
<td>c/Platoon Sergeant</td>
</tr>
<tr>
<td>c/Battalion XO</td>
<td>c/First Sergeant</td>
</tr>
<tr>
<td>c/Battalion Commander</td>
<td>c/Sergeant Major</td>
</tr>
</tbody>
</table>

2. US Army:

<table>
<thead>
<tr>
<th>Instructor Officer</th>
<th>Instructor NCO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Battalion Commander</td>
<td>Battalion SGM/SMI</td>
</tr>
<tr>
<td>Brigade Commander</td>
<td>Brigade SGM</td>
</tr>
<tr>
<td>Region Commander</td>
<td>Region CSM</td>
</tr>
<tr>
<td>Cadet Command Commander</td>
<td>Cadet Command CSM</td>
</tr>
<tr>
<td>Accessions Commander</td>
<td>Accessions CSM</td>
</tr>
<tr>
<td>TRADOC Commander</td>
<td>TRADOC CSM</td>
</tr>
<tr>
<td>Chief of Staff of the Army</td>
<td>SGM of the Army</td>
</tr>
<tr>
<td>Secretary of the Army</td>
<td></td>
</tr>
<tr>
<td>Secretary of Defense</td>
<td></td>
</tr>
<tr>
<td>President</td>
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</tbody>
</table>

3. University:

<table>
<thead>
<tr>
<th>Dean</th>
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<tbody>
<tr>
<td>Provost</td>
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<tr>
<td>President</td>
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XIII. CADET DUTIES AND RESPONSIBILITIES (Campus)

1. General - This section is probably the most important in the book. It will serve as a checklist of duties when you are in these positions and help you understand how the chain of command works.

   a. Put out your maximum effort even if it means personal discomfort. You can sleep tomorrow.
   b. Don’t allow anyone to usurp your job.
   c. Lead by example (in uniform and actions!)
   d. SHOW CONFIDENCE in everything you do.
   e. As a leader you must consider the needs of your troops.
   f. Pay attention to detail – small things are important and can make a big difference in your unit’s success.

2. CADET CHAIN OF COMMAND

   a. BATTALION COMMANDER (ML IV) - Exercise authority over the battalion by virtue of rank and assignment. The c/BC uses available resources and responsible for planning
organizing, directing, coordinating, and controlling unit for the accomplishment of assigned missions.

b. BATTALION EXECUTIVE OFFICER (XO) (ML IV)
   1) The XO is second in command. As the battalion’s “chief of staff”, and 2IC, he or she must be prepared to assume the duties of the commander at any time.
   2) The commander may use the XO to operate the unit’s main CP, the alternate CP, or supervise overall logistical support depending on mission requirements and METT-T.
   3) Coordinating staff actions are the responsibility of the XO. At battalion level, the coordinating staff includes the S1, S2, S3, S4, and S5.
   4) The XO has primary responsibility for the following areas:
      a) Establishing staff operating procedures
      b) Ensuring the commander and the staff are informed on matters affecting the command
      c) Assembling and supervising the staff during the decision-making process
      d) Ensuring information flow between the staff and commander on staff recommendations and the commander’s decisions
      e) Representing the commander (when required) and supervising the main CP and its operations
      f) Supervising unit status reporting and all taskings.
      g) Coordinating all logistical and budgetary actions.

   10) Coordinating all logistical and budgetary actions.

   c. COMPANY COMMANDERS (ML IV)
   1) Responsible for everything the company does or fails to do. Rehearsals are critical. Make sure the Platoon Sergeants, Guidon Bearers and Platoon Leaders all know their positions and their job.
   2) The plan is yours. Insure you know what is expected of your unit. Your briefing must be complete and detailed. After it – no one should be in doubt as to what to do. Pay attention to details; try to find problems in your plan.
   3) Recon the training site. Look for where to have your formation, where to ground our gear, etc. Ask to be taken there in order to recon.
   4) Use your XO. Assign specific supervisory jobs. Then check.
   5) Keep your meetings brief. Time is critical.
   6) Make sure your people carry only the minimum essential equipment.
   7) If marching, keep control of the lead platoon; the others will follow.
   8) If moving by vehicle, insure you know how many actually got on the trucks. It takes 10 minutes or better to board vehicles and get a head count. Don’t under plan that or you’ll be late.
   9) Weapons security/sensitive items are very important. Personnel and equipment counts should occur a minimum of twice a day.
   10) Have your Guidon bearer trained.
   11) The formation of the training site is very important. The XO should place the Guidon bearer properly after receiving guidance from the site’s cadre.
   12) Don’t allow your unit to just “mob” into training areas. Have platoons march! Have them file into the bleachers.
   13) Know the company’s status report all day.
   14) At the end of the day, don’t leave the training site until all equipment is accounted for. Weapons accountability is critical.
   15) Be polite and show interest in your debriefing by the cadre. Be open to improvement.

   14
d. PLATOON LEADER (PLT LDR) (ML III)
   1) You are responsible for everything your platoon does or fails to do. You are in charge. Success will come only from maximum effort in planning and execution.
   2) Keep your NCO’s informed; you need active assistance of your platoon NCOs.
   3) Talk to individual who was in the same leadership position before. They will give you helpful advice.
   4) DON’T TRY TO DO IT ALONE.
   5) Be prepared for FRAGOs. It’s a test to see how you react.
   6) While your Plt Sgt conducts formation, you can check each person’s gear.
   7) Make on the spot corrections. Until your cadre sees it, it hasn’t happened. Once they find a problem, they want it corrected. (But don’t wait until cadre is watching, i.e., don’t be a Spot Light Ranger; the cadre will know!)
   8) Practice your commands to march the platoon. Know your D&C. -When you are conducting formation, be careful about your posture and your commands, Give commands only while you are at the POSITION OF ATTENTION.
   9) If you have to do something unusual like stacking rifles – add rehearsal time before formation. Be professional, but don't waste people’s free time with the unnecessary. Remember, you are responsible for the morale of your unit.
   10) Write up a time schedule for yourself and your platoon sergeant. It should detail actions and responsibilities. -Make sure everyone understands your orders and plans. Be specific. Don’t assume anything.
   11) Be confident. If you give the wrong command, just regain control and go ahead. (No one expects perfect action.)
   12) Use a WARNING ORDER for upcoming events and a tentative time schedule. The platoon will be scattered by the time you get back from your company meeting.
   13) If your platoon is divided up, you go with one section, your platoon sergeant with the other.
   14) Make sure you know everything in the platoon. You are expected to know status, equipment issued. Don’t ever say “ask my platoon sergeant.”
   15) PLAN AHEAD!
   16) Look for problems. Keep everything on schedule. In the field, the leader eats last. Look out for the welfare of your people.
   17) Avoid surprises. You will only be surprised if you are not supervising.
   18) Be professional in everything. Be aggressive but maintain poise.
   19) Don’t keep your unit at attention or parade rest. Give them at ease or rest while waiting around.
   20) After training, you are not finished until the last person in your platoon is finished.
   21) Brief your cadre. Don’t wait for them to ask for your problems or status. Keep them informed.
   22) You can call jodies when marching, but this is usually the platoon sergeant’s duty.

e. PLATOON SERGEANT (PLT SGT)
   1) You are the senior NCO in the platoon and second in succession of command. You help and advise the platoon leader, and lead the platoon in the platoon leader’s absence.
   2) Know the training Task, Conditions, and Standards. You will be spot checking.
   3) Know how to conduct a formation.
   4) You are responsible for equipment accountability, leave a guard. Be sure they get relieved. Assign one of your squads the responsibility.
5) Always know where your platoon members are. Count your people as they load the vehicles.
6) After the squad leaders brief their people, spot check various individuals to insure the people are getting the right word.
7) Ensure you are always on time, leaders must be there first.
8) Constantly look for problems in order to mitigate them.

f. SQUAD LEADER
1) This person is the doer – you will be directly responsible to accomplish the various objectives given you. The squad members will look to you for example and advice. Know your squad members – the quicker you learn names, the better.
2) Keep informed – know the schedule, know what is required of your squad and to what standards; insure they know everything you know.
3) Maintain accountability of people and equipment. Constantly check gear – you’ll be surprised how many times squad members will lose or misplace sensitive items. There is a certain way to wear your gear, check it at every formation.
4) Make sure every person knows their duties and what is expected of them all day. Don’t run a “hey-you” roster. Brief your people thoroughly.
5) Inspect equipment before training—pre combat inspections (PCI). Give yourself time to fix deficiencies. You even have to check to make sure people wear their kevlar properly. CHECK EVERYTHING!
6) Know each members health status; ensure they drink enough water to avoid heat stroke or heat exhaustion.
7) Don’t let others run your squad. If it is your time to lead, accept advice – but YOU make all of the decisions.
8) Set clear standards. Use visual aids. If you are having a field gear layout, lay your equipment out before your meeting. That way everyone sees how to do it.
9) You are responsible for motivation. SET THE EXAMPLE. Don’t fall asleep at training. Help keep others awake.
10) Upon return to the unit area, you are not finished until all of your people have cleaned and turned in any equipment necessary.
11) Team Leaders should assist you. Don’t plan on always being with your squad. Something always comes up that will take you away from them for awhile.

g. TEAM LEADER
1) The Team Leader is a leader who leads by personal example and helps the squad leader as required. He controls the movement of fire team and the rate and placement of fire by leading from the front and using the proper commands and signals.
2) Team Leaders normally wear the rank of corporal. This rank was established in 1775 with the birth of the Army and the NCO Corps.
3) Like the squad leaders, team leaders are responsible for individual training, personal appearance and cleanliness of their soldiers.
4) Team leaders maintain accountability of his soldiers and equipment. He ensures the soldiers maintain the unit standards in all areas.
5) As the NCO Corps is known as the backbone of the Army, the corporal is the backbone of the NCO Corps.

XIV. TASKS/CONDITIONS/STANDARDS

1. Task/Conditions/Standards (TCS)
In everything you teach in the Army, there is **Task**, **Conditions**, and **Standards**. Anytime you get in front of your cadets to teach, you must first identify: Task, Conditions, and Standards. This will ensure your cadets not only know what they are about to do, but they also know the standards for that action. Example: When you lead physical training (PT), this is critical.

2. **Situation:** Cadet X has been tasked by the MS IV TAC to plan and conduct PT. He has been told to conduct stretching, calisthenics, push-ups, sit-ups improvement, and a 3 mile ability group run (AGR). On the morning of PT, he will take the formation from the cPSG/c1SG after accountability has been taken. He will put the battalion/company/platoon/squad at Stand AT, Ease. Then say: “My name is Cadet X. I will be your Primary Instructor for PT this morning.”

**P.T.**

**Task:** To conduct moderate MSE and a 3 mile AG Presidential Run from 120600JUL02 – 120700JUL02.

**Conditions:** Given a primary PT instructor, 8 road guard bests, 8 flashlights and a physical training area.

**Standards:** We will conduct 5 minutes of stretching, 5 minutes of calisthenics, 1 minute 30 seconds of wide arm push-ups, 1 minute regular and 30 seconds of close arm, followed by 1 minute 30 seconds of regular sit-ups, 1 minute of rockies and 30 seconds of crunches in accordance with the FM 21-20.

**Run**

*****Make one TCS for each AGR (Ability Group Run) example: This would be used for the fast group

**Task:** To conduct a 3 mile AGR Presidential Run on 12 JUL 02

**Conditions:** Given an AGR leader, timekeeper, pace man, and run route.

**Standards:** To run at a 7 minute per mile pace for 3 miles.

- Ability Group 1 (Fast Group) will run a 7-min mile pace
- Ability Group 2 (Medium Group) will run a 8-min mile pace
- Ability Group 3 (Slow Group) will run a 9-min mile pace

All runs are plus or minus 15 sec.

When Cadet X is done giving Task, Conditions, and Standards, he will begin stretching the unit.

**XV. FORMING A PLATOON/COMPANY**

1. The platoon normally forms in a line formation; however, it may **re-form** in a column when each man can identify his exact position (equipment grounded) in the formation.

2. The platoon forms basically the same as a squad. The platoon sergeant assumes the position of attention and commands FALL IN (At close interval, FALL IN or In column FALL IN). On the command FALL IN (At close interval, FALL IN), the squad leader and the first squad (when formed) is three steps in front of and centered on the platoon sergeant. Other squad leaders cover on the first squad leader at the correct distance, which is obtained by estimation.

3. The members of the first squad **fall in** on their squad leader as prescribed for squad drill. Members of the other squads **fall in** on their squad leader, assume the position of attention, and turn their heads and eyes to the right. They obtain correct distance by taking short steps forward or backward and align themselves on the man to their right. They then sharply turn
their heads and eyes to the front as in the position of attention and obtain proper interval by taking short steps left and right to cover on the main to their front. Members of all squads, other than the first squad, will not raise their left arms unless the man to their immediate left has no one to his front in the formation on which to cover.

4. When armed, members fall in at order arms and sling arms. For safety, the commands Inspection, ARMS; Ready, Port, ARMS; Order (Sling), ARMS are given at the initial formation of the day and just before the last command, DISMISSED.

5. When a report is appropriate, the platoon sergeant commands REPORT. The squad leaders, in succession from front to rear, turn their heads and eyes toward the platoon sergeant and salute (holding the salute until returned) and report. For example:
   a. Situation 1. When all squad members are in formation, the report is “All Present.”
   b. Situation 2. When squad members are absent, the soldiers and reasons for absence are reported:
      1) Cadet Smith – Hospital
      2) Cadet Jones – Called caught in traffic
      3) Cadet Garland – Absent

6. After receiving the report from the squad leaders, the platoon sergeant faces about and awaits the arrival of the platoon leader. When the platoon leader has halted at his post, the platoon sergeant salutes and reports. “Sir, All Present”; or Sir, All accounted for”; or “Sir, (so many) men absent.” The platoon leader returns the salute. After the salute has been returned, the platoon sergeant faces to the right in marching, inclines around the squad leaders, halts at his post, and faces to the right.

7. If the platoon leader is not present for the formation, the platoon sergeant steps forward three steps (after receiving the squad leader’s report) and assumes the duties of the platoon leader.

8. When appropriate, the platoon may be formed by the platoon leader rather than by the platoon sergeant. The procedures are the same as previously described except that the first squad forms six steps in front of and centered on the platoon leader, and the platoon sergeant forms at his post to the rear of the platoon.

XVI. CONDUCTING PHYSICAL FITNESS

1. Intro to Fitness Concept.
   a. Army physical fitness consists of muscle strength and aerobic workouts. The goal of muscle strength workouts is to increase your muscle strength. You do this by conducting a workout on different muscle groups; three sets of every exercise, each one to muscle failure. If working with equipment, you set the weight so that you reach muscle failure at between 8-12 repetitions; if working without equipment (pushups, sit-ups) you conduct as many repetitions as needed to reach muscle failure. When you reach muscle failure, you are tearing down your muscles and building them back up. You should take at least a day of rest before conducting your next muscle strength session.
   b. The goal of aerobic workouts is to increase your stamina. Long distance running, swimming, and cycling are some methods of increasing your stamina. You may conduct aerobic workouts everyday. To make dramatic improvements, you should exercise aerobically 5-6 times a week.
c. The Army ROTC physical fitness program intent for your ML I and ML II years is to give you the knowledge and experience to pursue self-improvement. It is to establish within you a fitness ethos. This will make you a better leader, reducing stress, improving health, and making you a stronger person. Your training will introduce you to the tools of physical fitness during selected class times. This ranges from an introduction to weight equipment to learning running fundamentals. Additionally, it involves creating an individual workout regimen and goals, then tracking progress through the use of a fitness journal. You should shoot for a minimum of 250 or higher on the Army Physical Fitness Test (APFT). Additionally, ML II’s will be competing for slots to Airborne, Air Assault, and other summer programs. Physical fitness is vital for success in these programs.

d. The Army ROTC physical fitness program intent for your junior year is to give you the knowledge, ability, and experience to conduct organized athletics. You will be involved in short range planning, and lead group exercises and sporting events. This is critical for Army lieutenants, as well as other leaders. You should set a goal of at least 270. This will stand you in good stead for the National Advanced Leadership Camp.

e. The Army ROTC physical fitness program intent for your ML IV year is to give you the knowledge, ability, and experience to evaluate and achieve organizational athletic goals. You will be involved in long range planning, organizing and conducting evaluation of individual progress, as well as unit progress. You will gather feedback and continue to make adjustments to ensure organizational goals are met. These goals will include individual targets for formal APFT scoring, camaraderie, and unit morale. You should set a goal of at least 270 for your APFT score; you will soon be an officer leading soldiers.

2. Muscular Strength Endurance (MSE)
   a. **Low MSE:** Usually done during PT when there is a long run (4 miles, high cardiovascular) and time is a constraint. Maintaining muscular endurance without going to muscle failure. **Example** – 1 minute regular PU, 45 second wide arm PU, 30 second close arm PU, 1 minute regular SU, 45 second rocky SU, 30 second crunches.
   b. **Moderate MSE:** Usually done during PT with a moderate length run (3 miles, moderate cardiovascular). Exerting your muscular endurance level, but still not reaching muscle failure. **Example** – 2 minute, 1 minute 30 second and 1 minute partner assisted PU’s, 2 minute, 1 minute 30 second, and 1 minute partner assisted SU’s.
   c. **High MSE:** Usually done during PT with a short run (2 miles, low cardiovascular). Reaching muscle failure. **Example** – Pyramid PU’s and SU’s 1-12 then 12-1.

d. The entire physical fitness program here at University of Illinois at Chicago should be fun and challenging. It is recommended that all cadets provide the cadet leadership with their ideas to make a better program.

3. Execution:

   b. Preparatory Commands and Commands of Execution: The preparatory command tells soldiers what they must do and the command of execution directs them to do it. The interval between the two commands is long enough to permit the average soldier to understand the first one before the second one is given. All preparatory commands are given with a rising inflection.
c. Extended Rectangular Formation:

1) The extended rectangular formation is the traditional formation for many physical training activities.

2) For a platoon size unit, the instructor will position the platoon in a line formation so that the platoon will be centered and five paces away from the instructor’s platform after they have assumed the extended rectangular formation.

3) A company-size unit assumes the extended rectangular formation from a company in line with platoons in column. The instructor will adjust the base platoon so that the company will be centered when extended. This extension can also be executed from a company mass without interval between platoons. In extending either a platoon or a company-size unit, take your place at the head of the line or column and give the following commands:

   a.) **EXTEND TO THE LEFT, MARCH.** At this command, soldiers in the right flank file fast with arms extended sideward at shoulder level. All other soldiers turn to the left and run forward at double time. After taking a sufficient number of steps, all soldiers face the front with both arms extended sideward at shoulder level. The distance between fingertips is about 12 inches and dress is right.

   b.) **ARMS DOWNWARD (pause) MOVE.** At this command the arms are lowered smartly to the sides.

   c.) **LEFT (pause) FACE**

   d.) **EXTEND TO THE LEFT (pause) MARCH.** At this command soldiers in the right flank file stand fast with arms extended sideward. All other soldiers turn to the left and run forward at double time. Spacing is the same as above and dress is right.

   e.) **ARMS DOWNWARD (pause) MOVE.** Same as above.

   f.) **RIGHT (pause) FACE.**

   g.) **FROM FRONT TO REAR (pause) COUNT OFF.** At this command the leading soldier in each column turns his head to the right rear, calls off “one”, and faces the front. Successive soldiers in each column call off, in turn, “two”, “three,” “four”.

   h.) **EVEN NUMBERS TO THE LEFT, UNCOVER.** At this command, each even numbered soldier jumps to the left, squarely in the center of the interval, bringing his feet together.

   i.) To assemble the unit, command **ASSEMBLE TO THE RIGHT, MARCH.** At this command, all soldiers double time to their original position in column or line formation.

4) Circle Formation:

   a.) The circle formation is recommended for the conduct of guerrilla exercises, circuit interval course, grass drills, and some forms of running. This formation has an advantage over the extended rectangular formation in that the supervision of all soldiers is facilitated and a moving formation is available that provides control.

   b.) When a platoon is to form a circle, the command is **CIRCLE FORMATION, FOLLOW ME.** Upon this command, the left flank squad of the column moves forward at double time, with the leader of the platoon gradually forming a circle.
in a counterclockwise direction. Each succeeding file falls in behind that on the left. After the rough outline of the circle is formed, the leader commands PICK UP A FIVE YARD INTERVAL. This is to insure the interval between soldiers is uniform.

c.) The group may be halted and faced toward the center for instruction. If instruction is not necessary, the exercise activity may be extended without stopping the platoon.

d.) Leadership Techniques.

e.) Unless you do all the exercises yourself, you cannot find out how strenuous they are, and what movements are the most difficult, where errors in performance are likely to occur, and what the proper cadence should be.

f.) You must provide careful supervision, and at the same time participate in the exercises to show that you can do them. When you participate, your assistant instructors should supervise, because it will be difficult for you to supervise and exercise simultaneously.

g.) The soldiers should never be kept too long in one position, especially a constrained one. They should never have to perform so many repetitions of an exercise that they lose the correct form. Even slight deviations from the proper form reduce the value of the exercise.

h.) Avoid long explanations. As a rule, it should be necessary to give a full explanation of new exercises only. Explain the most essential features of an exercise first. Add details later. Too many details at one time are more likely to confuse than assist the soldiers. Minor corrections should be made to the entire unit while the exercise is in progress (for example, “heads up,” “knees straight”). If necessary, follow this correction by the name of the soldier who is at fault. If a soldier requires special attention, he should be given separate instruction by an assistant instructor to avoid wasting time.

i.) The heavy demand on your voice can be lightened by training assistant instructors to assume some of the instruction.

XVII. CADET COMMAND HISTORY

The Army Reserve Officers' Training Corps (ROTC), as it exists today, began with President Wilson signing the National Defense Act of 1916. Although military training had been taking place in civilian colleges and universities as early as 1819, the signing of the National Defense Act brought this training under single, federally-controlled entity: The Reserve Officers' Training Corps.

Army ROTC is the largest officer-producing organization with the American military, having commissioned more than half a million second lieutenants since its inception. Women have been an integral part of the Army ROTC since school year 1972-1973. The first group of females from ROTC were commissioned in school year 1975-1976. Today, women constitute 20 percent of the Corps of Cadets and more that 15 percent of each commissioning cohort.

In April 1986, the U.S. Army Cadet Command was formed. With its headquarters at Fort Monroe, Virginia, Cadet Command assumed responsibility for more than 400 senior ROTC units, four regional headquarters, and the Junior ROTC with programs in more than 800 high schools. Cadet Command transformed the ROTC from a decentralized organization turning out a heterogeneous group of junior officers into a centralized command producing lieutenants of high and uniform quality. An improved command and control apparatus, an intensification and
standardization of training, and improvements in leadership assessment and development helped produce this transformation of pre-commissioning preparation.

Today, Army ROTC has a total of 273 programs located at colleges and universities throughout the 50 states, the District of Columbia, Puerto Rico and Guam with an enrollment of more than 25,000. It produces over 60 percent of the second lieutenants who join the active Army, the Army National Guard and the U.S. Army Reserve. More than 40 percent of current active duty Army General Officers were commissioned through the ROTC. Of even greater importance is that ROTC trained and educated officers bring a hybrid vigor to our officer corps by drawing on the strength and variety of our social fabric. Cadet Command accomplishes this by combining the character building aspects of a diverse, self-disciplined civilian education with tough, centralized leader development training. This process forges a broad-gauged officer who manifests the strength and diversity of the society from which he or she is drawn as well as the quality of strong officer leadership.

Cadet Command is also responsible for the Junior ROTC. Today, there are over 1600 JROTC units and over 274,000 cadets. Both totals are historic highs. JROTC has an enormously positive effect on our youth helping young people from across the socio-economic spectrum. Cadets graduate from high school at a higher rate, have higher GPAs, and have less incidents of indiscipline than their classmates. Although the JROTC is a citizenship program, not a recruiting tool, JROTC graduates enter the armed forces at a much higher rate than their peers. The Junior ROTC is a great program, benefiting the Army, the Nation, local communities, and above all, the JROTC cadets themselves.
XVIII. UNIFORM AND INSIGNIA

Cadet Command Regulation 670-1

This regulation provides command policy and procedural guidance for the standardization and execution of the wear and appearance of ROTC uniforms and insignia.

Figure 1. "ROTC" Insignia Worn on Coat

Figure 2. "ROTC" Insignia Worn on Shirt
XIX. AWARDS

1. Cadet of the Semester Board - Each month, the cadet battalion conducts a Cadet of the Month board to recognize outstanding cadets for their dedication, knowledge, and performance. This is a competitive event where each Company will send their best ML I and II, cadets to be recognized by the battalions. Winners will be announced to the battalion and awarded the Cadet Commendation Ribbon.

   Possible Board questions to be asked:

   **ML Is** - All Black and Gold Book information
   Military Clubs on Campus
   Your MS IV Chain of Command to include your PL, CO, and BC
   The Army Chain of Command

   **ML IIs** - All of MS I questions
   Staff positions (i.e. S-1, S-1, S-3, and what they do)
   US Chain of Command (on wall in HQ foyer)
   Entire MS IV Chain of Command

2. Board Procedures:

   a. Reporting in
      1) When it is your turn to present yourself before the board, you will knock on the door.
      2) The chairman of the board will grant permission to enter.
      3) You will then enter the room squaring all corners until you reach the front of the table.
      4) There you will report in by saluting and saying “Cadet____ reporting as ordered, Sir or Ma’am.” (You will probably be reporting in the C/Battalion Commander or C/CSM).
      5) Wait for their salute to drop yours, and then remain at attention until told to stand at ease.

   b. During Board Questioning
      1) There may be someone walking around you examining your uniform. Pay them no attention.
      2) Always look straight ahead unless answering a question. Then you may turn your head and eyes toward the member of the board who addressed you.
      3) The answers to all questions should begin and end with “Sir or Ma’am.”

   c. Dismissal
      1) When questioning is completed, ask “Will that be all Sir or Ma’am.”
      2) You will then salute, wait for the chair to return it, then leave squaring all corners on the way out.
      3) If you have any questions regarding these procedures or the questions you should be prepared to answer, contact your ML IV Company Commander or Platoon Leader.

XX. SPECIALTY SCHOOLS; CADET OPPORTUNITIES

Most training opportunities are voluntary and take place in the summer. There is only one mandatory course for cadets completing their junior (ML III) year, and that is the Leadership
Development and Assessment Course (LDAC). LDAC is 35 days of field training; an opportunity for all cadets to learn and be evaluated on military leadership skills. This is an exciting and confidence producing course located at Fort Lewis in the Tacoma, Washington area.

The other schools available for cadets after their junior year are:

- **Nurse Summer Training Program (NSTP).** The Nurse Summer Training Program is for three to four weeks in an Army Medical Center or community hospital at locations such as Seattle, San Antonio, Arizona, Hawaii, or Washington, DC. Students are assigned an individual preceptor/instructor to guide them through valuable clinical skills not usually taught in school clinicals. Students learn valuable management and leadership skills, and learn about Army hospitals and the duties of being an Army Nurse. Both room and board are provided and students are paid approximately $800 for the summer experience. This course meets the clinical requirement of NURS 405, Leadership and Mgt. in Nursing.

- **Cadet Troop Leader Training (CTLT).** Spend three weeks leading real soldiers in an active duty unit. This unique program offers cadets a chance to experience what it will be like when they get commissioned as Second Lieutenants. You can travel to any Army unit including one in Korea, Germany, Panama, Alaska, or here in the U.S. This is the best way to "check out" a branch before deciding in the fall of your senior year.

The below listed schools are primarily for cadets who have completed their sophomore year. These courses are competitive, based upon GPA, physical fitness scores, and overall performance in ROTC. Additionally, cadets wishing to take these courses must participate in organized physical fitness, conducted by the ML 200 level instructor in the spring.

- **Airborne School.** Airborne School is a three-week course held at Fort Benning, Georgia. You will learn how to successfully parachute from various Army and Air Force aircraft. At the end of the course, you make 5 static-line jumps onto Fryar Drop Zone and earn the coveted parachutist badge.

- **Air Assault School.** This school combines the utility of rappelling with the excitement of riding in helicopters. Also, students learn how to hook objects like howitzers and Humvee (HMMWV-High Mobility Multipurpose Wheeled Vehicle) underneath hovering helicopters. Air Assault is as mentally challenging as it is physically demanding. It requires the student to be strong in both mind and body before attending. The reward for ten days of hard work is the coveted air assault badge.

- **Mountain Warfare Training.** This school is not for the faint of heart. Mountain Warfare is a two-week school taught at Ethan Allen Firing Range in Jericho, Vermont. The course covers rappelling, rock climbing, mountain survival, land navigation, first aid, and knots. The course is physically and mentally demanding, and you should definitely train up for it.

- **Northern Warfare Cadet Orientation Course.** Spend part of your summer climbing mountains and glaciers. This three-week course is held at Fort Greeley, Alaska, and is designed to teach you mountaineering, rock and glacier climbing, knots, and cold-weather survival.
• **Cadet Field Training.** Eight-week program of instruction conducted by the United States Military Academy to develop the leadership skills of sophomore cadets. Seven-weeks of Cadet Field Training will be at Camp Buckner, with one week at Fort Knox, Kentucky for Mounted Maneuver Training.

• **United Kingdom Summer Camp.** Often referred to as the United Kingdom Officer Training Camp (UKOTC), is a three-week program hosted by our British Army ROTC Counterparts. UKOTC provides cadets the opportunity to conduct ROTC training with a foreign nation. The Training is conducted at two locations; Cambridge and London.

• **Drill Cadet Leadership Training.** A four-week assignment to an Active Duty TDA unit. The unit will be either Basic Combat Training or Advanced Individual Training. The assignment affords cadets the opportunity to enhance their small unit leadership skills in a number of different areas. Under supervision of a senior NCO/Drill Sergeant, the cadet will learn and practice the duties of a mid-grade noncommissioned officer. The cadet will train new soldiers in such skills as drill and ceremonies, physical readiness training, and basic rifle marksmanship. Cadets will have the opportunity to cultivate and practice instructional techniques and improve performance-counseling skills. This assignment is very challenging with a large demand placed on the cadet’s time, self-discipline, and physical endurance. Long hours and hard work can be expected. The training experience of Drill Cadet Leadership Training will reward cadets throughout their military careers.

• **Cadet Intern Program.** Hosted by the Under Secretary of the Army. The Cadet Intern Program is a three-week program working on the staff projects at the Pentagon.

• **Advanced Individual Academic Development.** A three-week program in the Active Army offered by the Army Corps of Engineers with assignments around the world. This program is offered to cadets majoring in the academic discipline of Computer Science and/or Engineering.

• **Army Science Board Intern Program.** Offers research, practical experimental work and leadership to ROTC cadets. The Army Science Board is the Department of the Army senior scientific advisory body chartered in 1977 to advise and make recommendations to the Secretary of the Army and the Army as a whole on scientific and technological matters. The Army Science Board conducts two summer studies annually. Topics are selected in the fall and study panels are formed. The study panels then meet on a monthly basis usually for 2 or 3 days. The panels conclude their work in July at a two-week report writing session conducted at the Beckman Center located on the campus of the University of California, Irvine followed by three weeks in Washington, DC.

**XXI. ARMY BRANCHES AND ASSIGNMENTS**

Those interested in seeking a commission as a lieutenant in the United States Army can serve in the National Guard, the Army Reserve, or the Active Army. Depending on the component, this may affect the opportunities for branch or assignment location. While all branches and components can be fun and fulfilling, our goal in Army ROTC is to help you get the Branch and component you desire.
The 16 Branches of the Army are broken down into:

- **COMBAT ARMS**: – Infantry, Armor, Artillery, Aviation, Air Defense Artillery
- **COMBAT SUPPORT**: – Military Police, Chemical, Military Intelligence, and Signal Corps and Engineer
- **COMBAT SERVICE SUPPORT**: – Quartermaster, Transportation, Ordnance, Medical Service Corps, Adjutant General, and Finance

For more information about components, branches, military assignments and Army posts, refer to DA PAM 600-3, or try the following web pages:

- [http://www.army.mil/installations/forts.htm](http://www.army.mil/installations/forts.htm) (forts, commands, NG and Reserve units)

**ANNEX A**

Requirements for ML I

Students will learn the basic fundamentals of leadership to include effective communication, problem solving, values and ethics, and decision-making. The primary focus is individual leadership skills. Additionally, students will be introduced to teamwork and teambuilding activities. In leadership laboratory, students will become team members of a small Army ROTC unit in which they will participate in a number of fun, challenging activities that assist in the development of leadership skills. Some of these activities include:

- Rappelling
- Map Reading/Land Navigation
- First Aid
- Weapons Familiarization
- Small Unit Tactics
- Water Survival

In class, students will learn effective writing skills and write a resume type autobiography that can be used in the future with potential employers. Students will also work in small groups during the second semester and present a professional, oral briefing to enhance public speaking skills.

The learning objective of a student’s first year is to know and apply individual leadership skills and have a general understanding of teamwork.

**ANNEX B**

Requirements for ML II

The primary focus of ML II is to learn and apply team leading and team building skills. The student will be assigned 2-4 ML I students and apply lessons learned in a lab environment.

There are no prerequisites for ML 200 level classes. However, second year cadets will find that the class builds on the experience gained from ML 100 level classes.
ML II cadets can expect to be placed in team leader and squad leader positions during their second continuous year of ROTC.

To lead your team in a military environment, ML II cadets are expected to learn some basic drill and ceremony, individual and team movement techniques, and how to operate effectively as part of a larger organization (6-10 person squad).

Prior to entering the advanced course or ML III year, ML II cadets will have achieved sufficient experience on skills such as squad tactics, land navigation, and military leadership.

ANNEX C

Requirements for ML III (Advanced Cadets)

The focus of ML III is “group leadership.” Cadets will lead groups of 9-35 persons. The emphasis is on decision-making, leadership, and organizational skills. ML III year is undoubtedly the most demanding year of the ROTC program. Cadets must be at the top of their game in order to excel. The goal is to develop a strong foundation of leadership and military skills in preparation for Leadership Development and Assessment Camp (LDAC) after ML III year. Cadets will be proficient in troop leading procedures (TLPs), physical fitness, land navigation and squad/platoon tactics. This also includes:

- Basic Drill and Ceremony
- Lead a physical training (PT) session
- Score a 270 on the APFT with 90 points in each event
- Know the 23 leadership dimensions
- Understand the eight TLPs
- Understand the structure and content of the Warning Order and Operations Order
- Have a basic understanding of Army terminology
- Be proficient in map reading and land navigation
- Have a basic understanding of squad movement formations, techniques and battle drills

Cadets must supplement classroom and field instruction with individual study and fitness programs. The following manuals are available for any cadet and will be issued to all ML IIIs for individual use and study:

FM 7-8 Infantry Rifle Platoon and Squad
ARTEP 7-8-Drill, Infantry Squad/Platoon Battle Drills
FM 21-20 Physical Fitness Training
FM 3-25.26 Map Reading
FM 3-21.5 Drill and Ceremony
FM 6-22 Army Leadership
STP 21-1-SMCT Soldiers Manual of Common Tasks, Warrior Skills, Level 1
Cadet Command Infantry Platoon TACSOP

ANNEX D

Requirements for ML IV (Advanced Cadets)
The ML IV (advanced level) curriculum focuses on the concept of military leadership through performance as a trainer, supervisor, mentor, and evaluator. The course stresses the use of military decision-making and technical and tactical skills required to perform duties as a Second Lieutenant in the United States Army. As an ML IV (senior) cadet, you will operate as the primary cadet chain of command for the cadet Fire Battalion. Each ML IV cadet has an integral part in the success of the battalion’s administrative, logistic, and training operations. The cadet battalion is composed of a:

Battalion Headquarters
- Battalion Commander (Commander, c/LTC)
- Executive Officer (XO, c/Major)
- Sergeant Major (Senior Enlisted Cadet, c/Sergeant Major)
- S1 (Adjutant Officer, c/Captain)
- S2 (Intelligence and Security Officer, c/Captain)
- S3 (Training Officer, c/Major)
- S4 (Logistics Officer, c/Captain)
- S5 (Civil Military Affairs Officer, c/Captain)
- S6 (Signal Officer, c/Lieutenant)

And three companies (Alpha/Bravo/Charlie), each staffed with a Company Commander, (c/Captain), and two Platoon Leaders (c/First Lieutenant).

Following the completion of LDAC, ML IV’s have the responsibility of providing the cadet battalion leadership, mentorship, and training standards, which are key concepts in preparation for becoming a commissioned officer. ML IV cadets are expected to have a good understanding of military organizations, customs and courtesies, and how to set and achieve goals and objectives to accomplish the mission. Our Mission Essential Task List (METL) is composed of recruiting, retaining, and developing (training) leaders. The following manuals are applicable references for individual use and development: FM 25-100 and FM 25-101, Army’s Battle Focus: FM 101-5-1, Staff Organization and Operations: FM 6-22, Military Leadership.

**ANNEX E**

Requirements for Completion Cadets  
(Including ML V and VI)

The following guidelines have been established so Completion Cadets of University of Illinois at Chicago Army ROTC will have a successful transition into the United States Army. These cadets are those who have completed ROTC, but must still complete degree requirements.

- Upon completion of ROTC, Completion Cadets will be promoted to Cadet Major and will be rendered all appropriate military courtesy.
- Completion Cadets will be required to take a beginning and end of semester diagnostic APFT, as well as meet Army height/weight standards. Failure of the APFT will result in joining the cadet battalion for PT three times a week.
- Each Completion Cadet will ensure that the Cadet Records Personnel Clerk has an up-to-date address (to include e-mail) and phone number.
- The Completion Cadet will be encouraged to continue to attend major Army ROTC functions as a valued member of the University of Illinois at Chicago Army ROTC family.
You will receive an invitation to all major functions, and may feel welcome at any ROTC activity.

- Each Completion Cadet will schedule at least two formal counseling session with the PMS per semester (one at the start and one at the end). This session will cover APFT performance, degree progress, and commissioning requirements.

**ANNEX F**

**Duffel Bag (A bag)**
- 2 BDU/ACU trousers
- 2 BDU/ACU shirts
- 3 brown t-shirts
- 1 extra pair boots
- 3 pair black/OD green socks
- 3 pair underwear
- sleeping bag
- Field Jacket (cold weather coat)
- Long underwear (polypros or civilian equivalent)
- PT uniform
- Running shoes
- Shower shoes
- 2 towels
- 2 washcloths
- hygiene kit (At minimum: shampoo, soap, toothbrush, toothpaste, shaving cream, razor)
- watch cap (black PT cap)
- sunscreen
- LCE IAW SOP: see below

**Rucksack (B bag) pack IAW SOP below**
- complete set BDU/ACUs
- patrol cap (unless worn)
- 3 pair black/OD green socks
- 2 pair underwear
- 2 brown t-shirts
- w/w jacket
- w/w trousers
- w/w bag
- poncho
- polypro/snivel gear
- chapstick
- FM 3-21.8
- TACSOP
- (5) 1-gallon size zip lock bags
- black leather gloves w/ liners
- foot powder
- insect repellant
Load Carrying Equipment (LCE)

- Only the LCE is authorized for wear, no LBVs or other variation.

- Butt-packs, SAW pouches, and additional ammo pouches are authorized for wear, but must be removed for LDAC.
- All excess straps should be rolled and taped.
- All items on LCE will conform to noise, light and camouflage discipline.
- The LCE will be buckled at all times when worn.
- No items will be secured to the firing shoulder.
- OD angle flashlight will be secured in the grenade pouch of the left side ammo pouch.
All-Purpose Light Individual Carrying Equipment (ALICE or Rucksack)

- Cadets may use a medium or large ALICE pack.
- Rucksacks will be marked with the individual’s name in black print on 100 mph tape across the base of the frame.
- Personal rucksacks may have outside pocket modifications.
- Name tape and cat eyes are authorized on the top flap, but are strictly optional.
- The rucksack will be worn with the shoulder straps tight (the ruck will not sag on the back).

The Ballistic Helmet
• The camouflage band will be secured on both sides of the helmet, over the ear protection area (3rd hole in the cover from the front), by a piece of gutted 550 cord routed through the camouflage cover.
• The helmet camouflage cover is worn.
**ANNEX K**

Information Page

University of Illinois at Chicago Army ROTC Address:

Army ROTC  
University of Illinois at Chicago  
728 W Roosevelt Road  
Chicago IL 60607

**Helpful Web Directory Sites**

University of Illinois at Chicago Homepage  
http://www.uic.edu

University of Illinois at Chicago Army ROTC Homepage  
http://www.uic.edu/depts/rotc/

Cadet Command Homepage  
http://www-rotc.monroe.army.mil

Army Homepage  
http://www.army.mil

Army Publishing Agency- forms and regulations  
http://www.usapa.army.mil

Army Study Guide – a free guide for basic military subjects  
http://www.armystudyguide.com

Military One Source- a free source of information and resources for military members  
http://militaryonesource.com

**ANNEX L**

Marching Cadencies

Wake up to a mortar attack  
Hit the ground, I’m out of the rack  
My sergeant rushes me off to chow  
But I don’t eat it anyhow

Refrain: Oh hail, Oh hail, Oh Infantry  
Queen of battle, follow me  
Oh, Airborne Ranger’s the life for me  
For nothing in this world is free

From a big bird in the sky  
All will jump and some will die  
Off to battle we will go  
To live or die, hell I don’t know. Refrain

Hit the ground with American pride
A bullet through a commie’s eye
He ought to be damn glad he died
He’d hate for me to take him alive

It’s true that some of us will die
Airborne rangers learn to fly
But not today as I hit the ground
Lock and load another round

Over the hill, some men I’ve seen
Head to toe in Army green
Moving tactically, not a sound
Infantry soldiers on the ground

Somewhere there’s a mother
Flag folded in her hands
Her son was an Airborne Ranger
And he died for his land

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

Sixth ID
Patch on my shoulder
Pick up your snow shoes and follow me,
I’m Arctic Light Infantry

Seventy-fifth
Tab on my shoulder
Fade into the night and follow me,
I’m the Ranger Infantry

One-O-One
Air Assault
Climb-a-board the choppers and follow me,
I’m the Air Assault Infantry

Eighty-second
Airborne All-American
Grab your chute and follow me,
I’m the Airborne Infantry.
ROTC
Patch on my shoulder
Pick up your books and follow me
I’m the wanna-be Infantry

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

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

Old King Cole was a merry old soul and a merry old soul was he
He called for his pipe and called for his bowl and he called for his
  Privates three
Beer, beer, beer said the privates
Merry men are we
But none so fair that they can compare to the airborne infantry

Old King Cole was a merry old soul and a merry old soul was he
He called for his pipe and called for his bowl and he called for his
  Corporals, three
I need a three-day pass said the corporals
Beer, beer, beer said the privates
Merry men are we
But none so fair that they can compare to the airborne infantry
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 to 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

Around her hair she wore a yellow ribbon
She wore it in the springtime, in the merry month of May
And if you asked her why the heck she wore it
She wore it for that soldier who was far, far away

Refrain: Far away!
Far away!
She wore it for that soldier who was far, far away.

Everywhere we go – oh
People wanna know – oh
Who we are
Where we come from
So we tell them
We are (Alpha used as example)
Mighty Mighty Alpha
Rough-n-tough Alpha

Straight shooting Alpha
Better than Bravo
Big baby Bravo
Better than Charlie
Chicken chicken Charlie
Better than Delta
Dumb-dumb Delta
Better than Echo
Icky icky Echo
We are Alpha
Mighty Mighty alpha

These boots were made for walkin’
And that’s just what they’ll do
If all you’re doing is markin’ time
They’ll walk all over you

These guns were made for shootin’
And that’s just what they’ll do
And if we get a mission
We’ll drill a hole in you

This Army’s trained for fightin’
And that’s just what we’ll do
If you pick a fight with us
We’ll walk all over you

They say that in the Army the chicken’s might fine
One jumped off the table and started marking time

Refrain: Oh, Lord I wanna to
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 coffee’s mighty fine
It’s good for cuts and bruises and tastes like iodine

They say that in the Army, the coffee’s mighty fine
One jumped off the table and killed a friend of mine

They say that in the Army, the toilets are might 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.

ANNEX M

Double Time Jodies

When I get to heaven,
St. Peter’s gonna say,
How’d you earn your living boy,
How’d you earn your pay.
I’ll reply with a whole lot of anger,
Earned my living as an Airborne Ranger.
Blood, guts, and danger.
That’s the life of an Airborne Ranger.

When I get to hell,
Satan’s gonna say,
How’d you earn you living boy,
How’d you earn your pay.
I’ll reply with my fist in his face,
Earned my living laying souls to waste,
Blood and sweat is what you taste,
When you earn your living laying souls to waste.
Up In The Morning

Up in the morning, before day,
I don’t like it, no way.
Eat my breakfast, to soon,
Hungry as a big bear, before noon.

Went to the mess sergeant on my knees,
Saying cow killer cow killer feed me please.
Mess sergeant said with a big ole grin,
If you want to be airborne you gotta be thin.

Went to the first sergeant on my knees,
Saying first sergeant, first sergeant, feed me please.
First sergeant said with a big ole grin,
If you want to be airborne you gotta be thin.

Went to the CO on my knees, Saying CO, CO feed
Me please.
CO said with a big ole grin.
Just get on down and knock out ten.

Bad Mama Jama

Up jumped the monkey from the coconut grove.
He was a bad mama jama you could tell by his clothes.
He wore jungle fatigues and a black beret,
Screaming airborne rangers lead the way.

Cadence Fill-In

Go left-right oh left-right oh left-right oh left,
Go left-right oh left-right oh keep it in step.
Go left-right oh left-right oh left-right oh left,
Go left-right oh left-right a whole lot of left.

Cadence Fill-In

One, two, three, four, hey,
Run a little, run a little, run some more, hey.
One, two, three, four, hey,
Somebody, anybody start a war, hey.
One, two, three, four, hey,
This is the way we start our day, hey.
One, two, three, four, hey.
High speed MS III’s all the way, hey.

Cadence Fill-in

One, two, three and a quarter,
I wish I had some scotch and water.
One, two, three and a quarter,
I got a date with the colonel’s daughter.

**Cadence Fill-In**

Hey, we feel all right now,
We can run all day, we can run all night now.
Hey, we feel all right now,
Hey, we’re out of sight now.
Oh, we’re looking strong now,
Oh, we’re running long now.
Hey, we beat the crowd now,
Hey, we’re shouting loud now.

**Captain Jack**

Hey hey Captain Jack Jack,
Meet me down by the railroad track track.
With this rifle in my hand,
I’m gonna be a fighting man.

With that suitcase in my hand,
I’m gonna be a traveling man.

With those car keys in my hand,
I’m gonna be a driving man.

With that bottle in my hand,
I’m gonna be a drinking man.

With that K-bar in my hand,
I’m gonna be a slashing man.

**Sittin’ On A Mountain Top**

Sittin’ on a mountain top beating my drum,
I beat it so hard that MP’s come.
MP MP don’t arrest me,
Arrest that leg behind that tree.
He stole the whiskey, he stole the wine.
All I’m dong is a double time

**Two Old Ladies**

Two old ladies lying in the bed,
One rolled over to the other and said.
I want to be an airborne ranger,
I want to live a life of danger.
Airborne ranger,
Life of danger.
I want to be a paramedic,
Shoot that funky anesthetic.
Paramedic,
Anesthetic,
Airborne ranger,
Life of danger.
I want to be a mountain climber,
Climb those mountains higher and higher.
Mountain climber,
Higher and higher.
Paramedic,
Anesthetic,
Airborne ranger,
Life of danger

Granny

When my granny was 91,
She did PT just for fun.
When my granny was 92,
She did PT better than you.
When my granny was 93,
She did PT just like me.
When my granny was 94,
She did PT and begged for more.
When my granny was 95,
She did PT just to stay alive.
When my granny was 96,
She did PT just for kicks.
When my granny was 97,
She did PT straight up to heaven.
When my granny was 98,
She met St. Peter at the pearly gates.
When my granny was 99,
She had all the angels doing double time.
ARMY ACRONYMS AND ABBREVIATIONS

AAR= After Action Review
APFT= Army Physical Fitness Test
BDE= Brigade
BDU= Battle Dress Uniform
BN= Battalion
BP= Be Prepared
CAMO= Camouflage
CDR= Commander
CER= Cadet Evaluation Report
CLS= Combat Life Saver
CTLT= Cadet Troop Leader Training
D&C= Drill & Ceremony
FRAGO= Fragmentary Order
FTX= Field Training Exercise
IAW= In Accordance With
K-Pod= Kevlar
LBE/LCE= Load Bearing Equipment/Load Carrying Equipment
LTC= Leader’s Training Course
LZ= Landing Zone
(9-line) MEDEVAC= Medical Evacuation
MRE= Meal Ready to Eat
NALC= National Advanced Leadership Camp
NLT= No Later Than
NSTP= Nurse Summer Training Program
NCO= Non-Commissioned Officer
NCOIC= Non-Commissioned Officer In Charge
OBC= Officer Basic Course
OER= Officer Evaluation Report
OIC= Officer In Charge
OPFOR= Opposing Forces
OPORD= Operations Order
PCI= Pre-Combat Inspection
PE= Practical Exercise
PIR= Priority Intelligence Requirements
PLT= Platoon
PRC-77/127= Radio
PT= Physical Training
PZ= Pickup Zone
RECON= Reconnaissance
SQD= Squad
STX= Squad Training Exercise
SOP= Standing Operating Procedure
TA-50= Your Issued Military Equipment
TACSOP= Tactical Standing Operating Procedures
Awards

Deans List Award
Academic average 3.5-4.0

Cadet Honors Award
Academic average 3.2-3.49

Cadet Scholar Award
Academic average 2.90-3.19

Most improved
Highest jump in semester GPA

ROTC Honors
4.0 in Military Science

Bn Cdr Academic Award
Awarded by PMS for Academic Achievement

Academic

Athletic

Platinum Award
300 APFT

Gold Award
290-299

Silver Award
280-289
<table>
<thead>
<tr>
<th>Award</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bronze Award</td>
<td>270-279</td>
</tr>
<tr>
<td>Most Improved</td>
<td>Most improved score since last APFT</td>
</tr>
<tr>
<td>Bn Cdr PT Award</td>
<td>Awarded by PMS for excellence in PT</td>
</tr>
</tbody>
</table>

**Military Awards**

<table>
<thead>
<tr>
<th>Award</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brigade Drill</td>
<td></td>
</tr>
<tr>
<td>Bn Drill</td>
<td></td>
</tr>
<tr>
<td>LDAC</td>
<td>Awarded for completion of LDAC</td>
</tr>
<tr>
<td>Brigade Ranger Challenge</td>
<td>Awarded to the winning Ranger Challenge team</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Award</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ranger Challenge Team</td>
<td>Awarded to members of Ranger</td>
</tr>
<tr>
<td>Sgt York</td>
<td></td>
</tr>
<tr>
<td>Drill Team</td>
<td>Awarded for participation in drill team</td>
</tr>
<tr>
<td>Color Guard</td>
<td>Awarded for participation in color guard</td>
</tr>
<tr>
<td>Bn Cdr Military Award</td>
<td>Awarded by PMS for excellence during training</td>
</tr>
<tr>
<td>1 Shot 1 Kill</td>
<td>Awarded for 40 out of 40 BRM at LDAC or LTC</td>
</tr>
<tr>
<td>LTC</td>
<td>Awarded for successful completion of LTC</td>
</tr>
<tr>
<td>Cadet Commendation Ribbon</td>
<td>Awarded by PMS for excellence</td>
</tr>
<tr>
<td>Cadet Achievement Ribbon</td>
<td>Awarded By c/BC for Achievement</td>
</tr>
<tr>
<td>Extra Curricular Ribbon</td>
<td>Awarded for extra curricular activities not allotted another ribbon</td>
</tr>
<tr>
<td>Mentorship Ribbon</td>
<td>Awarded for excellence in the Cadet Mentorship Program</td>
</tr>
<tr>
<td>Participation Ribbon</td>
<td>Awarded for 95% attendance to class, lead labs,</td>
</tr>
</tbody>
</table>
FTX’s and other mandatory events

- **Cadet Recruiting Ribbon**
  - Awarded for recruiting 2 cadets, 1 nurse cadet or attending 2 recruiting events

- **Bn Cdr Recruiting Ribbon**
  - Awarded for recruiting activities not covered by Cadet Recruiting Award

- **Bold Challenge**
  - Awarded at the PMS’s discretion

- **Volunteer and Community Service Award**
  - Awarded for Volunteering and Community Service outside of normal RÔTC activities
Examples of behavior used in this document are designed to assist the user in defining the appropriate leadership dimensions. The examples are not all-inclusive; users will use judgment in situations where observed behavior is not specifically referenced in this document.

The standards of behavior quantify differences between