This edition of the OSU Army ROTC Cadet Handbook was revised by and edited by two Cadet Command Sergeants Major and a Cadet First Sergeant, Class of 2022

(From left to right) Cadets Tristan Britcher, Jael Dennis, and Cody Jay
# Table of Contents

Chapter 1 – Army Leadership, Department of Military Science, and Cadet Battalion Organization

A. Army Leadership .................................................................................5
B. Campus Order of Merit List (OML) ...................................................6
C. Army Values .......................................................................................12
D. Department and Battalion Organization .........................................13
E. Department Staff ................................................................................14
F. Authority of Cadet Officers and Noncommissioned Officers ..........15
G. Cadet Rank Structure ........................................................................15
H. Corps of Cadets Organizational Structure ....................................16
I. Cadet Battalion Position Descriptions .............................................17
J. Army Rank Insignia ...........................................................................32
K. Phonetic Alphabet and Numbers ......................................................37
L. Army Divisions ................................................................................38

Chapter 2 – Standards and Policies

A. Standard of Conduct .........................................................................40
B. Honor Code .......................................................................................40
C. Attendance Policy ...............................................................................42
D. Academic Performance .....................................................................42

Chapter 3 – Training

A. General ...............................................................................................45
B. Military Science and Leadership Classes .......................................45
C. Leadership Laboratory .......................................................................45
D. Field Training Exercise (FTX) ..........................................................46
E. Physical Training (PT) ........................................................................46
F. Social Events .....................................................................................46
G. Contact Hours ..................................................................................47
H. Collins Law .......................................................................................47
I. Cadet Annual Mandatory Events .....................................................48
Chapter 4 – Military Appearance and Wear of the Uniform
   A. General.................................................................50
   B. Grooming..............................................................50
   C. Tattoos and Body Piercings......................................53
   D. Mandatory Wear of Uniforms....................................54
   E. Proper Wear of Uniforms.........................................55
   F. Army Service Uniform...........................................55
   G. Army Combat Uniform (ACU)....................................65
   H. Washing ACUs......................................................65
   I. Army/Improved Physical Fitness Uniform (APFU and IPFU)......66

Chapter 5 – Military Customs and Courtesies
   A. Customs of Service..................................................68
   B. Correct Use of Titles...............................................68
   C. When to Salute......................................................70
   D. When Not to Salute................................................72
   E. Reporting to an Officer or NCO..................................73
   F. The Senior’s Place of Honor.....................................74

Chapter 6 – Traditions of the U.S. Army and ROTC Cadet Command
   A. ROTC Cadet Command............................................75
   B. The Cadet Creed....................................................75
   C. Explanation of the Cadet Creed................................76
   D. The ROTC Patch....................................................79
   E. The National Colors..............................................80
   F. The Army Flag......................................................81
   G. The Soldier’s Creed................................................82
   H. Warrior Ethos......................................................83
   I. Oath of Commissioned Officers..................................84
   J. General Orders.....................................................84
   K. Code of Conduct..................................................85
   L. Songs.................................................................86
Chapter 7 – History of Army ROTC at The Ohio State University
A. ROTC Mission……………………………………………………………….88
B. 1862 to World War I……………………………………………………..89
C. Rock Ceremony…………………………………………………………91
D. World War II to Present………………………………………………91
E. Buckeye Winning Tradition…………………………………………92

Appendix A – Weapons
A. Weapons Procedures………………………………………………..94
B. Weapon Readiness…………………………………………………94
C. Clearing the M16A1/A2 or M4 rifle……………………………94
D. Performing Immediate Action (SPORTS)………………95
E. Rules of Engagement……………………………………95

Appendix B – Officer Branches
A. Operations Basic Branches……………………………………….97
B. Force Sustainment………………………………………………99
C. Operations Support……………………………………………..101
D. Information Dominance……………………………………101

Appendix C – Clubs and Organizations
A. Ranger Challenge……………………………………………….105
B. Scabbard and Blade…………………………………………105
C. Pershing Rifles…………………………………………………105
D. Converse Guard………………………………………………105
E. Officer Christian Fellowship (OCF)…………………………105
F. Cadet Community Outreach Program (CCOP)……………105
A. Army Leadership

Leadership is defined as the process of influencing people by providing purpose, motivation, and direction while operating to accomplish the mission and improve the organization.

Mission command is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander’s intent to empower agile and adaptive leaders in the conduct of unified land operations.

Army leaders exercise mission command. The table shows the linkage between the principles of mission command and the competencies and attributes of Army leaders in the leadership requirements model. Leader development activities must maintain the vision of developing leaders to execute mission command.

<table>
<thead>
<tr>
<th>Principles of Mission Command</th>
<th>Army Leadership Requirements (ADRP 6-22)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build cohesive teams through mutual trust</td>
<td>Develops others—builds effective teams. Builds trust—sets personal example; sustains a climate of trust. Demonstrates the Army Values and decisions consistent with the Army Ethic. Extends influence beyond the chain of command—builds consensus and resolves conflict. Creates a positive environment—fosters teamwork.</td>
</tr>
<tr>
<td>Provide a clear commander’s intent</td>
<td>Leads others—provides purpose. Communicates—employs engaging communication techniques. Gets results—prioritizes taskings.</td>
</tr>
<tr>
<td>Exercise disciplined initiative</td>
<td>Leads others—influence others to take initiative. Demonstrates the Army Values—duty. Demonstrates self-discipline—maintains professional bearing and conduct. Demonstrates mental agility—anticipates uncertain or changing conditions. Gets results—accounts for commitment to task.</td>
</tr>
<tr>
<td>Use mission orders</td>
<td>Leads others—provides purpose without excessive, detailed direction. Develops others—expands knowledge. Gets results—executes plans to accomplish the mission the right way.</td>
</tr>
<tr>
<td>Accept prudent risk</td>
<td>Leads others—assesses and manages risk. Gets results—identifies, allocates, and manages resources. Stewardship—makes good decisions about resources.</td>
</tr>
</tbody>
</table>
B. Campus Order of Merit List (OML)

Cadets will be evaluated throughout each school year on leadership abilities and skills. The campus Order of Merit List (OML) is designed to make evaluations for each leadership attribute defined from FM 6-22 Leader Development. There are six leadership attributes: character, presence, intellect, leads, develops, and achieves. Each leadership attribute contains traits that are associated with the leader attribute.

Example: Warrior Ethos, empathy, Army Values, and discipline are traits that makes up the character attribute.

Each trait will be rated on a scale of 1 through 10. The score for each trait will then be added up for the overall score for the leader attribution. The leader attributions are then added up to gain the overall rank of each Cadet. *Percentages and weighting vary slightly every year.*

<table>
<thead>
<tr>
<th>Mission Set 2023 OML</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Academic Outcomes</strong> (30%)</td>
</tr>
<tr>
<td>• Accessions GPA (cumulative through Spring junior year) (21)</td>
</tr>
<tr>
<td>• Academic Discipline (4) ADM4 = 4 pts; ADM3/5 = 2 pts (STEM)</td>
</tr>
<tr>
<td>• Language/Cultural Awareness (5)</td>
</tr>
<tr>
<td>2. <strong>Leadership Outcomes</strong> (63%)</td>
</tr>
<tr>
<td>• PMS Experience Based Observations</td>
</tr>
<tr>
<td>• MS III Cadet OER, PMS Rating of Potential (10)</td>
</tr>
<tr>
<td>• MS III Cadet OER, PMS Ranking of Performance (15)</td>
</tr>
<tr>
<td>• Cadet Training/Extracurricular Activities (5)</td>
</tr>
<tr>
<td>• Maturity &amp; Responsibility (5)</td>
</tr>
<tr>
<td>• F/T Employment</td>
</tr>
<tr>
<td>• P/T Employment</td>
</tr>
<tr>
<td>• SMP Member</td>
</tr>
<tr>
<td>• Cadet Summer Training (27)</td>
</tr>
<tr>
<td>• Land Navigation</td>
</tr>
<tr>
<td>• Leadership Evaluations</td>
</tr>
<tr>
<td>• Peer Ratings</td>
</tr>
<tr>
<td>• Physical Training</td>
</tr>
<tr>
<td>• RECONDO (1)</td>
</tr>
<tr>
<td>3. <strong>Physical Outcomes</strong> (7%)</td>
</tr>
<tr>
<td>• On Campus Physical Fitness lead by ROTC Cadre and Cadets (4)</td>
</tr>
<tr>
<td>• Athletics</td>
</tr>
<tr>
<td>• Varsity, Intramural, or Community Team (3)</td>
</tr>
</tbody>
</table>
ADRP 6-22 defines character as factors internal and central to a leader, which make up an individual's core and are the mindset and moral foundation behind actions and decisions. Leaders of character adhere to the Army Values, display empathy and the Warrior Ethos/Service Ethos, and practice good discipline.

### Table 6-1. Framing the Army Values, empathy, Warrior/Service ethos, and discipline

<table>
<thead>
<tr>
<th>DEVELOPMENTAL NEED</th>
<th>STANDARD</th>
<th>STRENGTH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ARMY VALUES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inconsistently demonstrates: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Demonstrates these with more than occasional lapses in judgment.</td>
<td>Consistently demonstrates: loyalty, duty, respect, selfless service, honor, integrity, and personal courage.</td>
<td>Models loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Promotes the associated principles, standards, and qualities in others.</td>
</tr>
<tr>
<td><strong>EMPATHY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exhibits resistance or limited perspective on the needs of others. Words and actions communicate lack of understanding or indifference. Unapproachable and disinterested in personally caring for Soldiers.</td>
<td>Demonstrates an understanding of another person’s point of view. Identifies with others' feelings and emotions. Displays a desire to care for Soldiers, Army Civilians, and others.</td>
<td>Attentive to other’s views and concerns. Takes personal action to improve the situation of Soldiers, Army, Civilians, family members, local community, and even that of potential adversaries. Breaks into training, coaching, or counseling mode when needed and role models empathy for others.</td>
</tr>
<tr>
<td><strong>WARRIOR ETHOS/SERVICE ETHOS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inconsistently demonstrates the spirit of the profession of arms. Downplays the importance of this sentiment.</td>
<td>Demonstrates the spirit of the profession of arms and commitment to the mission, to never accept defeat, to persevere through difficulties, and to always support fellow Soldiers.</td>
<td>Models the spirit of the profession of arms. Instills this behavior in subordinates and others.</td>
</tr>
<tr>
<td><strong>DISCIPLINE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fails consistently to adhere to rules, regulations, or standard operating procedures.</td>
<td>Demonstrates control of one’s own behavior according to Army Values and adheres to the orderly practice of completing duties of an administrative, organizational, training, or operational nature.</td>
<td>Demonstrates discipline in one’s own performance and encourages others to follow good practices of discipline as well. As situations call for it, enforces discipline when others fail to adhere to Army Values or to other standard practices.</td>
</tr>
</tbody>
</table>
Presence

Presence is how others perceive a leader based on the leader's appearance, demeanor, actions, and words. Leaders with presence demonstrate military and professional bearing, fitness, confidence, and resilience.

<table>
<thead>
<tr>
<th>DEVELOPMENTAL NEED</th>
<th>STANDARD</th>
<th>STRENGTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>MILITARY AND PROFESSIONAL BEARING</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Inconsistently projects a professional image of authority. Actions lack a commanding presence. Allows professional standards to lapse in personal appearance, demeanor, actions, and words.
- Possesses a commanding presence. Projects a professional image of authority. Demonstrates adherence to standards.
- Models a professional image of authority. Commanding presence energizes others. Exemplifies adherence to standards through appearance, demeanor, actions, and words.

| FITNESS |

- Physical health, strength, or endurance is not sufficient to complete most missions. Fitness level unable to support emotional health and conceptual abilities under prolonged stress.
- Displays sound health, strength, and endurance that support emotional health and conceptual abilities under prolonged stress.
- Models physical health and fitness. Strength and endurance supports emotional health and conceptual abilities under prolonged stress. Energetic attitude conveys importance of fitness to others.

| CONFIDENCE |

- Inconsistently displays composure or a calm presence. Allows a setback to derail motivation. Displays a less than professional image of self or unit.
- Displays composure, confidence, and mission-focus under stress. Effectively manages own emotions and remains in control of own emotions when situations become adverse.
- Projects self-confidence and inspires confidence in others. Models composure, an outward calm, and control over emotions in adverse situations. Manages personal stress, and remains supportive of stress in others.

| RESILIENCE |

- Slowly recovers from adversity or stress. Inconsistently maintains a mission or organizational focus after a setback.
- Recovers from setbacks, shock, injuries, adversity, and stress while maintaining a mission and organizational focus.
- Quickly recovers from setbacks. Focuses on the mission and objectives during shock, injuries, and stress. Maintains organizational focus despite adversity. Learns from adverse situations and grows in resilience.
**Intellect**

Intellect is comprised of the mental tendencies or resources that shape a leader's conceptual abilities and affect a leader's duties and responsibilities. Leaders with high intellect are mentally agile, good at judgment, innovative, tactful around others, and expert in technical, tactical, cultural, geopolitical, and other relevant knowledge areas.

<table>
<thead>
<tr>
<th>DEVELOPMENTAL NEED</th>
<th>STANDARD</th>
<th>STRENGTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>MENTAL AGILITY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inconsistently adapts to changing situations. Attends to immediate conditions and surface outcomes when making decisions. Hesitates to adjust an approach.</td>
<td>Demonstrates open-mindedness. Recognizes changing conditions and considers second- and third-order effects when making decisions.</td>
<td>Models a flexible mindset and anticipates changing conditions. Engages in multiple approaches when assessing, conceptualizing, and evaluating a course of action.</td>
</tr>
<tr>
<td>SOUND JUDGMENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>INNOVATION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relies on traditional methods when faced with challenging circumstances.</td>
<td>Offers new ideas when given the opportunity. Provides novel recommendations when appropriate.</td>
<td>Consistently introduces new ideas when opportunities exist to exploit success or mitigate failure. Creatively approaches challenging circumstances and produces worthwhile recommendations.</td>
</tr>
<tr>
<td>INTERPERSONAL TACT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrates lapses in self-awareness when interacting with others. Misses cues regarding others perceptions, character and motives. Presents self inappropriately or not tactfully</td>
<td>Maintains self-awareness of others perceptions and changes behaviors during interactions accordingly.</td>
<td>Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands character and motives of others, and modifies personal behavior accordingly.</td>
</tr>
<tr>
<td>EXPERTISE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrates uncertainty or novice proficiency in technical aspects of position. Inconsistently applies competence of joint, cultural, and geopolitical knowledge. Displays indifference toward expanding knowledge or skill set</td>
<td>Possesses facts and understanding of joint, cultural, and geopolitical events and situations. Seeks out information on systems, equipment, capabilities, and situations. Expands personal knowledge of technical, technological, and tactical areas.</td>
<td>Demonstrates expert-level proficiency with technical aspects of their position. Demonstrates understanding of joint, cultural, and geopolitical knowledge. Shares knowledge of technical, technological, and tactical systems to subordinates and others.</td>
</tr>
</tbody>
</table>
Leads

Leaders set goals and establish a vision, motivate or influence others to pursue the goals, build trust to improve relationships, communicate and come to a shared understanding, serve as a role model by displaying character, confidence, and competence, and influence outside the chain of command.

Table 6-4. Framing leads

<table>
<thead>
<tr>
<th>DEVELOPMENTAL NEED</th>
<th>STANDARD</th>
<th>STRENGTH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LEADS OTHERS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>BUILDS TRUST</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inconsistently demonstrates trust. Displays respect differently to some without justification. Takes no actions to build rapport or trust with others. Fails to address problems caused by team members who undermine trust. Fails to follow through on intentions, undermining the trust others would have in this leader.</td>
<td>Establishes trust by demonstrating respect to others and treating others in a fair manner. Uses common experiences to relate to others and build positive rapport. Engages others in activities and sharing of information that contribute to trust.</td>
<td>Demonstrates trust in others when encountering new or unfamiliar situations. Bases trust on a thorough understanding of trustworthiness of others and self. Understands how much trust to project and grant to others. No hesitation in addressing problems that undermine trust.</td>
</tr>
<tr>
<td><strong>EXTENDS INFLUENCE BEYOND THE CHAIN OF COMMAND</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inconsistently demonstrates understanding of indirect influence. Misses or passively acts on opportunities to build trusting relationships outside the organization.</td>
<td>Demonstrates understanding of conditions of indirect influence. Builds trust to extend influence outside the organization. Displays understanding of the importance of building alliances.</td>
<td>Demonstrates effective use of indirect influence techniques. Establishes trust to extend influence outside the chain of command. Proactively builds positive relationships inside and outside the organization to support mission accomplishment.</td>
</tr>
<tr>
<td><strong>LEADS BY EXAMPLE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrates conduct inconsistent with the Army Values. Displays a lack of commitment and action. Remains unaware of or uninterested about the example being set.</td>
<td>Demonstrates an understanding of leader attributes and competencies. Recognizes the influence of personal behavior and the example being set. Displays confidence and commitment when leading others.</td>
<td>Models sound leader attributes and competencies. Exemplifies the Warrior Ethos through actions regardless of situation. Demonstrates competence, confidence, commitment, and an expectation of such behavior in others.</td>
</tr>
<tr>
<td><strong>COMMUNICATES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Misunderstands or fails to perceive nonverbal cues. Ideas not well organized or easily understandable. Speaks without considering listener interest. Information dissemination is inconsistent or untimely.</td>
<td>Chooses appropriate information-sharing strategy before communicating. Conveys thoughts and ideas appropriately. Disseminates information promptly. Provides guidance and asks for a brief back or confirmation.</td>
<td>Uses verbal and nonverbal means to maintain listener interest. Adjusts information-sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.</td>
</tr>
</tbody>
</table>
Develops

Leaders foster teamwork; express care for individuals; promote learning; maintain expertise, skills, and self-awareness; coach, counsel and mentor others; foster position development, and steward the profession of arms.

<table>
<thead>
<tr>
<th>DEVELOPMENTAL NEED</th>
<th>STANDARD</th>
<th>STRENGTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creates a positive environment/fosters esprit de corps</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrates negative expectations and attitudes not conducive to a productive work environment. Focuses primarily on task accomplishment. Fosters an expectation of zero-defects. Holds honest mistakes against subordinates.</td>
<td>Promotes expectations and attitudes conducive to a positive work environment. Demonstrates optimism and encourages others to develop and achieve. Provides coaching, counseling and mentoring to others.</td>
<td>Exemplifies a positive attitude and expectations for a productive work environment. Conveys a priority for development in the organization. Encourages innovative, critical, and creative thought. Uses lessons learned to improve organization.</td>
</tr>
</tbody>
</table>

**Prepares Self**

<table>
<thead>
<tr>
<th>DEVELOPMENTAL NEED</th>
<th>STANDARD</th>
<th>STRENGTH</th>
</tr>
</thead>
</table>

**Develops Leaders**

<table>
<thead>
<tr>
<th>DEVELOPMENTAL NEED</th>
<th>STANDARD</th>
<th>STRENGTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrates willingness to motivate and help others grow. Provides coaching, counseling and mentoring. Builds team skills and processes to improve individuals and the organization.</td>
<td>Seizes opportunities to teach, coach and mentor. Fosters position development and enrichment. Knows subordinates and prepares them for new positions. Improves unit productivity.</td>
<td></td>
</tr>
</tbody>
</table>

**Stewards the Profession**

<table>
<thead>
<tr>
<th>DEVELOPMENTAL NEED</th>
<th>STANDARD</th>
<th>STRENGTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supports developmental opportunities of subordinates. Takes steps to improve the organization. Carefully manages resources of time, equipment, people, and money.</td>
<td>Applies a mindset that looks to strengthen the profession of arms into the future. Assumes some risk to forego some short-term or personal gains in favor of improving one’s own organization, other units, and other individuals. Cooperates by providing more assistance to others than expected to receive in return.</td>
<td></td>
</tr>
</tbody>
</table>
Achieves

Leaders achieve by setting priorities, organizing taskings, managing resources, developing thorough and synchronized plans, executing plans to accomplish the mission, and achieving goals.

<table>
<thead>
<tr>
<th>DEVELOPMENTAL NEED</th>
<th>STANDARD</th>
<th>STRENGTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrates a limited understanding of supervising, managing, monitoring, and controlling priorities of work. Hasty prioritization and planning lead to incomplete guidance and direction.</td>
<td>Prioritizes, organizes, and coordinates taskings for others. Plans for expected setbacks and enacts appropriate contingencies when needed. Monitors, coordinates and regulates subordinate actions but allows subordinates to accomplish the work.</td>
<td>Utilizes other competencies to accomplish objectives. Demonstrates understanding of supervising, managing, monitoring, and controlling of priorities of work. Reflects on end state before issuing guidance. Provides subordinates autonomy to accomplish the work.</td>
</tr>
</tbody>
</table>

C. Army Values

Values reflect the individual’s sense of obligation to and attitudes about other people, concepts, and the profession of arms, and are possessed to varying degree by all individuals. The goal of leader development is to define and instill Army Values in the individual, reflecting standards of performance exceeding those of society in general. The leader faithfully adheres to Army values in all situations, even to the point of personal sacrifice when necessary. Values are often most visibly demonstrated when personal cost is incurred. As a defender of the Constitution, the country, and others not capable of defending themselves, the leader demonstrates commitment through values, and earns the trust of the nation.

**Loyalty** – Allegiance to those who are reliant on the leader for support. Loyalty is required to ensure the success of the chain of command and subordinates, and generates loyalty and support in return.

**Duty** – Fulfilling professional obligations with a strong work ethic; personal initiative compels the leader to exceed
minimum standards. Leaders with a strong sense of duty demonstrate and enforce high professional standards.

**Respect** – Treating people as they should be treated. The leader demonstrates the value of dignity and human worth, creating a positive climate of command and projecting cultural tolerance.

**Selfless Service** – Putting the welfare of the nation, the Army, and subordinates before self. The leader is willing to forego personal comforts for the sake of others, with no prospect of reward.

**Honor** – Demonstrating a keen sense of ethical conduct; compelled to do the right thing. The honorable leader protects the reputation of the profession through personal actions.

**Integrity** – Consistently adheres to moral and legal obligations. The leader is always truthful and upright.

**Personal Courage** – Overcoming personal fears, both physical and psychic. While fears are a necessary component of human behavior, the leader is able to weigh the potential costs against the greater need, put fear (both real and imagined) aside and do what is necessary to complete the mission.

**Empathy** – Army leaders show a propensity to share experiences with the members of their organization. When planning and deciding, try to envision the impact on Soldiers and other subordinates. The ability to see something from another person’s point of view, to identify with and enter into another person’s feelings and emotions, enables the Army leader to better care for civilians, Soldiers, and their families.

**D. Department and Battalion Organization**

Each Military Science level has an Army officer and NCO to provide oversight and guidance to the Cadet leadership. The battalion (under the command of a MSIV cadet) is organized into companies. Each
company is commanded by an MSIV and has its own chain of command.

E. Department Staff

Professor of Military Science (PMS): The PMS ensures the proper development of all cadets into professional military officers. The PMS is the commander of all cadets and Cadre within the Department of Military Science and serves as the MSIV instructor.

Senior Military Instructor (SMI): The SMI is the principle NCO advisor to the PMS and assists in the management of Cadre. The SMI also assists as the MSIV NCO instructor and lead trainer for labs.

Assistant Professor of Military Science (APMS): An APMS instructs MS levels I to III. An APMS may also assist the PMS in conducting and coordinating training and administration.

CEMAT (Coach, Evaluate, Mentor, Advise, Train): CEMATs assist the APMS in the instruction of MS levels I to III.

Recruiting Operations Officer: Assists the PMS in recruiting within the University and local high schools. The ROO assists Cadets with contracting and applying for scholarships.

Supply Technician: Conducts battalion logistics and coordinates the issuing of clothing and supplies.

Human Resources Administrator (HRA): Maintains all Cadet records and processing all scholarship and contracting information. Aids the APMSs in the preparation of training packets and itineraries for Cadet Summer training.

Office Manager: Works directly for the PMS and coordinates actions between the Department of Military Science and other University departments.
F. Authority of Cadet Officers and Noncommissioned Officers

Cadet officers and noncommissioned officers have the responsibility and the authority to give directives to other Cadets junior in rank when required in the performance of assigned duties and positions. Cadet leaders are also responsible for the mentoring and development of subordinates.

The leadership of the Cadet battalion has the responsibility to maintain the military courtesy, appearance, and discipline of each member of the Corps during official and non-official functions. As such, Cadet officers and noncommissioned officers are authorized and will make on the spot corrections of their peers and juniors to maintain high standards among the Corps of Cadets. Corrections shall be made professionally in a manner that ensures every cadet is treated with dignity and respect. **Cadets will never be “hazed.”** For The Ohio State University’s Policy on hazing, please go to: [https://studentconduct.osu.edu/for-students/hazing](https://studentconduct.osu.edu/for-students/hazing)

All Cadets are expected to know their chain of command, both Cadre and Cadet, and will utilize the chain of command in seeking information or solving problems. Grievances from individual members of the Corps of Cadets are channeled through the Cadet Chain of Command.

G. Cadet Rank Structure

MS IVs and MS IIIs (Senior and Junior Cadets) make up the majority of the Cadet officers and NCOs. MS II Cadets will be put into team leader and squad leader roles. Each Cadet wears the rank that is commensurate with the position that they hold. Because of the nature of ROTC is to train and develop leaders, midway through the school year the Cadets will rotate duty positions, and therefore, change rank based upon the new duty position. This rotation and change of rank is unique to ROTC and the Cadet experience of learning leadership and leadership development. MS I cadets, regardless of prior service experience, will wear cadet private rank to denote 1ST year/MS I.
H. Corps of Cadets Organizational Structure

**Purpose:** The purpose of the Army ROTC Corps of Cadets is to promote military discipline and to teach fundamentals relating to Army organization and responsibility.

**Duties and Responsibilities**

**Professors**
- Instruct MSI, MSII, MSIII, and MSIV
- Syllabus
- Course Map
- Lessons Plans
- Course Outcomes and Objectives
- Teaching Philosophies
- Monitor Study Tables
- Implement CAPS Program
- Manage CAPS Program
- Academic Coach
- Study Tables
- BCFS Academic Input
- Curriculum Management
- Carmen/Grade Management
- Post Grades
- Office Hours
- Cadet Talent Management (TAB)

**Operations**
- Cadet BN training Meeting
- Advise the PMs
- Advise HHC
- Advise Cadet S3 section, CUOPS and FUOPS
- Execute Staff Sync Meeting
- Chair weekly IPRs
- FRAGO Management
- Manage Brigade Taskers
- Manage Internal Taskers
- Manage Cadet Taskers
- Plan and Execute LDX
- Plan and Execute all Cadet Special events
- Synchronize CeMAT and Professors

**Sr. CE-MAT**
- CeMAT Oversight
- Advise the PMs
- Coordinate with OPS
- Mentor Company Cdrs/1SG
- OERs
- Battalion OML
- Training Validation
- Recommend Contracts
- Recommend Disenrollment
- Contracting Board

**CE-MAT**
- Coach
  - Improve the company
  - Compete
- Mentor
  - Branches
  - Opportunities
  - PL
  - PSG
  - SL
  - Tailgates/Flag Detail
- Advise
  - Counsel
  - Dis-enroll
  - Contracting
  - BCFS
  - Clubs
- Train
  - PT
  - Labs
  - Lab Pract
  - APFT
  - Fit to Fight
  - Mand Trng
  - Co. Trng Mtg
  - 8-Step Training
    - TLPs

---

**Cadre Task Organization**

**Cadre Task Organization**

PMS (Senior Officer)
- Office Manager

Executive Officer

SMIS (Senior Enlisted)

S1
- HRA

S2/Recruiting
- ROO

CE-MAT

S4
- Supply Tech

S3/OPS
- MSIV/OIC

Primary Instructor
- NCOIC
- MSI
- MSII
- MSIII
- MSIV

A. CO

B. CO

C. CO

HHC

Officer

Enlisted

Civilian
Cadet Task Organization

I. Cadet Battalion Position Descriptions

Battalion Commander Duty Description (c/LTC)
Commands the battalion of cadets. Assigns missions, tasks, and responsibilities to the staff and subordinate commanders. Conducts Cadet command and staff meetings. Establishes and enforces standards of discipline, appearance, conduct, operations, and training of the Cadet battalion. Directs the accomplishment of training objectives and facilitates communications between Cadre and Cadets. Reports to the Professor of Military Science (PMS). Receives mentoring from the PMS.

Specific duties and responsibilities include:
- Establishes and sets training objectives
- Responsible for all battalion activities
- Supervises, provides guidance and direction for the staff, company commanders, and CSM in insuring all activities and training are planned, coordinated and executed efficiently
• Sets the standard and direction of the battalion; sets the example in appearance, attitude, and character
• Builds an effective chain of command and develops a positive command climate
• Responsible for developing commander’s intent aligned with the intent of the PMS; communicates intent and empowers subordinates to act appropriately to accomplish the mission
• Supervises all Cadet staff briefings
• Supervises all leadership labs and FTXs
• Provides intent, purpose, and direction for all leadership labs, FTXs, award ceremonies, military ball, fund-raisers, ROTC celebrations and parties
• Creates suspense dates to accomplish battalion missions and enforce standards
• Coordinates with Cadre on all events
• Serves as a link between all Cadets and the PMS
• Advises the PMS concerning all Cadet matters
• Monitors staff actions
• Attends Cadre staff meeting as required
• Develops new and exciting training plans and recruitment ideas
• Briefs Cadre staff on plans, labs, and all operations with staff through training meetings
• Provides guidance and feedback to event staffs and serves as a liaison between Cadets and Cadre as required

**Battalion Executive Officer Duty Description (c/MAJ)**

Supervises and structures the staff. Takes an active role in ensuring all staff officers complete assigned tasks. Reports to the Cadet battalion commander. Advises him/her on all matters related to staff operations. When required, organizes staff briefings for the Cadre. Coordinates the following activities/events: leadership labs, leadership development exercises (FTX), military ball, cookouts, awards ceremonies, all cadet formations, battalion changes of command, Veterans Day Ceremony, and
commissioning ceremonies. Directs and supervises special projects assigned by the battalion commander. Reports to Cadre HHC advisor once a week. Brief Cadre HHC advisor on all the above, receiving input and counseling, and executing all assigned duties.

Specific duties and responsibilities include:
- Supervises all tasks assigned to the staff
- Directs and supervises staff planning
- Integrates and synchronizes plans and orders
- Establishes, manages, and enforces the staff planning time line (per commander’s guidance)
- Directly supervises the command post (CP), including tracking of training and communications, during FTXs
- Monitors the staff’s discipline, morale, and operational readiness (builds the team)
- Ensures the staff integrates, coordinates, and deconflicts its activities internally
- Ensures the staff renders assistance to company commanders
- Integrates risk management across the staff throughout the operations process
- Assists the cadet battalion commander
- Maintains attendance of all MS IV cadets and ensure MS IVs fulfill all responsibilities
- Act in place of Battalion Commander when absent
- Ensure battalion staff is organized

**Command Sergeant Major Duty Description (c/CSM)**

Principal advisor to the Cadet battalion commander on all matters related to training of Cadets of enlisted rank. Supervises the Cadet NCOs to ensure they are thoroughly familiarized with the traditions, customs, courtesies, procedures, equipment, uniforms, and standards of the Army and battalion. Advises the battalion commander and staff on needs, strengths, weaknesses, desires of all Cadets. Directly supervises First Sergeants to ensure tasks are accomplished in accordance with the
desires of the battalion commander and guidance of the Senior Military Instructor. Keeps First Sergeants informed about activities, decisions, and subordinates. Supervises the Cadet flag detail. Represents Cadet NCOs at battalion command and staff meetings. Reports to Cadre SMI once a week, briefing him/her on all the above, receiving input and counseling, and executing required duties.

Specific duties and responsibilities include:

- Principal advisor to the commander on the state of morale, discipline, and training of the Cadets within the battalion
- Works as a catalyst in communication to and from Cadets to the Cadet battalion chain of command and staff
- Maintains accountability and holds all battalion formations
- Oversees the training and performance of the Battalion Color Guard
- Responsible for the appearance of Cadets, equipment, and facilities
- Serves as a link between all Cadets and the SMI
- Provides recommendations to the SMI and training company to create a PRT (Physical readiness training) plan and supervise the ACFT
- Holds weekly meetings with First Sergeants to facilitate training objectives
- Assists the battalion commander at all awards ceremonies
- Get attendance rosters from Cadet First Sergeant and turn into the Cadet S-1
- Supervise all classes given by 1SGs and PSGs
- Prepare blocks of instruction for battalion as necessary
- Establishes and enforces standards of conduct, discipline, training, and appearance of the battalion
- Inspects to ensure task accomplishment by the companies; Develops the knowledge, skills, and motivation of subordinates

**OPS Sergeant Major Duty Description (Operations NCOIC – c/CSM)**

Works closely with the Battalion Commander, XO, S-3, and CSM to plan and oversee all training operations. Coordinates with the Cadet Battalion
XO to assign specific tasks to all of the staff positions during training events. Responsible/oversees setup and rehearsal of commencement, commissioning, awards ceremony, and tri-service events. Serves as the Joint-Service-Officer responsible coordinating events amongst the Army, Navy, and Air Force ROTC programs.

**Specific duties and responsibilities include:**
- Responsible for all supporting events/details
- Responsible for tracking all volunteer names for supporting events/details, e.g., color guards and provide the list of names to the respective POC
- Tasks 1SGs to fill detail requirements and provide the 1SGs the 5Ws of the specific detail
- Communicates with the staff and companies through training meetings of all supporting events/details
- Responsible for commencement details
- Works closely with the S-3 to published weekly FRAGOs

**S-1 Duty Description (Adjutant – c/CPT)**

Principal assistant and advisor to the commander on matters related to Cadet administration of promotions, awards, assignments, and battalion personnel structure. Publishes and distributes: Cadet orders, Cadet assignments, attendance records, Cadet phone book, battalion status report, battalion roster (updated continuously) and mail boxes. At formations, and when otherwise directed, disseminates and collects information necessary for general use. Maintains historical and active files on staff meeting minutes, correspondence, and duty summaries. Notifies commanders and staff of Cadet Command and staff meetings. Maintains accurate roasters of all Cadet training events/functions for continuity of command. Supervises the Assistant S-1. Reports to Cadre XO once a week, briefing him on all the above, receiving input and counseling, and executing required duties.

**Specific duties and responsibilities include:**
• Maintains attendance record for all functions (Company attendance, contracted & non-contracted cadet attendance)
• Writes and performs narration for awards ceremony
• Prepares and presents FTX attendance briefings
• Publishes battalion phone roster
• Prepares and teaches receiving line class for Military Ball
• Maintains the record of minutes for cadet staff meetings
• Updates the Cadet Awards
• Publishes awards list for all events (ACFT, Fall Awards Ceremony, Spring Awards Ceremony, etc.)
• Creates FTX personnel annexes for the S-3

**S-2 Duty Description (Intelligence and Security Officer – c/CPT)**

Principal assistant and advisor to the Cadet Commander on matters relating to security. Acts as the security manager for the battalion. Responsible for physical, personnel, departmental, and automated data security programs within the battalion.

*Specific duties and responsibilities include:*

• Maintains accountability of all sensitive items during garrison and field operations
• Creates a security annex for fall and spring FTXs for S-3
• Assists the S-3 during garrison operations
• Manages and trains OPFOR for all training events in accordance with battalion and company commanders’ guidance
• Provides real world security updates to the battalion
• Conducts threat assessments of campus and surrounding area
• Participates with the S-3 in performing IPR

**S-3 Duty Description (Operations Officer – c/MAJ)**

Works closely with the Battalion Commander to plan and oversee all training operations. Coordinates with the Cadet Battalion XO to assign
specific tasks to all of the staff positions during training events. Responsible for planning, supervising, and evaluating all instruction and training during leadership labs and training exercises, as well as the operation plans and orders required for physical fitness sessions, labs, training exercises, and field trips. Synchronizes information collection throughout the operations process with the rest of the staff. The S-3 also ensures compliance with all battalion training and fitness policies.

**Specific duties and responsibilities include:**
- Principal staff officer for all matters concerning training, operations and plans
- Plans, organizes, and supervises the conduct of all Cadet training (MDMP)
- Prepares training guidance for the commander’s approval
- Ensures all training for leadership labs and FTXs are rehearsed prior to the date of instruction
- Prepares monthly/weekly training schedules
- Develops Mission Essential Task List (METL) for the commander’s approval
- Determines requirements and priorities for the allocation of resources
- Prepares, coordinates, authenticates, publishes, and distributes OPORDS, WARNOs, FRAGOs
- Compiles training records and reports such as After Action Review (AARs)
- Published weekly FRAGOs
- Leads In Progress Reviews (IPRs); serves as event staff for planning and conducting battalion training events

**S-4 Logistics and Supply Officer Duty Description (c/CPT)**

Principal assistant and advisor to the commander on matters related to supply, property accountability and transportation. Supervises the inspection, requisition, draw, issue and turn-in of all supplies used by the battalion. With the Assistant S-4, assists the Cadre supply technician to
draw, issue (sign-out) and return supplies, equipment, ammunition and rations.
Supervises mess and resupply operations in the field. Operates the battalion supply point in the field. Coordinates with the S-3 to determine specific supplies necessary for training and operations. Requests and coordinates rental of commercial latrines (coordinated through supply technician). Maintains rosters of all equipment needed for FTXs. Maintains historical and active files related to supply and supply accountability. When required, briefs the commander and Cadre and the XO on supply status and logistical plans. Supervises the Assistant S-4. Reports to Cadre and the XO once a week. Briefs Cadre/XO on all the above, receiving input and counseling, and executing assigned duties.

**Specific duties and responsibilities include:**
- Coordinate supplies for leadership labs
- Prepare and present FTX logistical support plan briefings
- Coordinate with Cadet S-1 and XO for loading of FTX supplies
- Coordinate transportation for leadership labs, FTXs, and Cadet Ride
- Coordinate supplies for Military Ball
- Distribute ROTC information packets to residence halls, student union, and library
- Photograph training and cadets; posts on battalion server
- Posts photographs of training on bulletin boards
- Posts chain-of-command photographs
- Prepare and present slide show for Military Ball and spring awards ceremony
- Assists battalion commander in preparing a recruitment plan

**S6 Duty Description (Communication, Information and Automation Officer – c/CPT)**

Principal assistant and advisor to the Commander on all matters related to the Battalion website with specified activities and modifications, extracurricular groups, public affairs, and relations with specified activities
and organizations. Assists other staff members and extracurricular groups in obtaining advertising and publicity for their activities. Posts the main hallway bulletin board. Receives guidance from the Commander and Training Officer on matters related to additions or modifications to information on the website and advises with current and relative ideas for recruitment efforts. Assists other staff members and extracurricular groups in obtaining advertising, publicity for their activities. Reports directly to the Commander. Briefs Cadre Training Officer on all the above, receiving input and counseling, and executing assigned duties.

Specific duties and responsibilities include:

- Runs social Media - Twitter/Facebook
- Develops press releases (approved by PMS & SMI)
- Supervises/Approves Buckeye Bulletin publishing
- Maintains Webpage
- Provides documentation w/ pictures & video of training
- Assists XO with all matters pertaining to public events (Milball, Tailgates, etc.)
- Works with ROO & FCMT to promote battalion
- Provides training to all cadets about appropriate online activities, public appearances, and statements
- Provides headshot pictures of all Cadets to Cadre by second week of each Semester
- Provides a photographer to every Major Battalion event
- Post on social media at least twice a week
- Adhere all social media posts to standard and maintaining OPSEC
- Prepare training meeting slides for every other week’s training meeting to the S3
- Brief PAO/S6 current operating status at beginning of year and end of year to PMS, SMI, Cadet Battalion leadership
- Provide picture slideshows for orientation, Dining in, and Milball
- Scheduling of all photography events
- Maintains Bulletin board pictures
- Assists with any technological repair or installation
- Writes communication plan for FTX
- Coordinates with Alumni association on updates & events
Company Commander (c/CPT)

Commands a Cadet company. Reports to and receives orders from the Cadet battalion commander. Responsible for everything his/her company does or fails to do. Leads by example and always ensures the chain of command keeps company personnel informed of Cadet activities and plans. Assigns missions, tasks, and priorities to the Platoon Leaders and First Sergeant. Inspects to ensure their accomplishment. Establishes and enforces standards of discipline, conduct, appearance and training of the company. Develops and improves the knowledge, skills and motivation of his/her subordinates. Represents the company at command and staff meetings. Evaluates and counsels Cadets in accordance with the Leadership Assessment Program. Reports to the Cadre company TAC once a week, briefing him/her on all of the above, receiving input and counseling, and executing required duties.

Specific duties and responsibilities include:
- Delegates tasks and details to be accomplished
- Coordinates with company First Sergeant to disseminate information through a phone tree/email
- Teaches basic military courtesies and proper wear of the uniform
- Ensures all blocks of instruction are rehearsed
- Reviews and approves weekly training calendar
- Submits report of all training events to S-3 within established suspense

Company XO Duty Description (c/1LT)

Second in charge of the Company. Responsible for developing training plan and training meeting slides for the commander. Reports to and receives orders from the Cadet Company Commander. In the absence of the Company Commander, is responsible for everything the company does or fails to do. Leads by example and always ensures the chain of command keeps company personnel informed of Cadet activities and plans. Assists the Platoon Leaders and First Sergeant. Inspects to ensure their accomplishment. Manages tasks for the Company. Enforces
standards of discipline, conduct, appearance and training of the company. Develops and improves the knowledge, skills and motivation of his/her subordinates. Represents the company at command and staff meetings. Reports to the cadet company commander.

Specific duties and responsibilities include:
- Acts as the Company Training Officer. Responsible for the training plan and training updates for the company commander
-Coordinates with company First Sergeant to disseminate information through a phone tree/email
- Receives, manages and ensures tasks are completed.
- Teaches basic military courtesies and proper wear of the uniform
- Ensures all blocks of instruction are rehearsed
- Companies direct line to S-4

**First Sergeant (c/1SG)**

Reports to and receives orders and guidance from the company commander. Runs and trains the company. Leads by example. Gets to know his/her subordinates and always ensures they know their chain of command. Keeps company personnel informed of Cadet activities and plans. Enforces standards of training, appearance, conduct and discipline of the company. Supervises and develops the knowledge, skills and motivation of the company personnel of enlisted rank. Provides for maximum assistance to Cadet personnel of enlisted rank during company operations and training. Recognizes and recommends rewards for outstanding performances and Cadet progress. Represents the company at noncommissioned officer meetings. In the field, supervises company movement, resupply, and mess operations.

Specific duties and responsibilities include:
- Responsible for managing all Cadet details
- Maintains attendance roster for PRT, Leadership labs, and training exercises
- Maintain accurate training reports of Cadets in company
- Maintain a Duty Roster and Duty Log
- Responsible for setting standards
• Responsible for wear and appearance of uniforms
• Flag detail, PRT leaders, weapons, cleaning, etc.
• Conducts company formations
• Mentors platoon sergeant and squad leaders
• Enforces standards of conduct, discipline, training, and appearance of the platoon

**Platoon Leader Duty Description (c/2LT)**

Primarily responsible for leadership, training, and discipline of cadets assigned to his/her platoon. Leads by example and serves as a role model, coach, and counselor.

Specific duties and responsibilities include:
• Reports to and receives orders from the company commander
• Responsible for issuing OPORD to his/her platoon
• Ensures information is passed to the platoon sergeant and squad leaders for dissemination to platoon members
• Through the platoon sergeant, trains the platoon
• Establishes and enforces standards of conduct, discipline, training, and appearance of the platoon. Delegates to subordinate leaders and supervises results.
• Inspects to ensure task accomplishment by the platoon. Develops the knowledge, skills, and motivation of subordinates.
• Retain the cadets who meet the Army standard, have high moral and ethical values, show strong leadership potential, and have high academic standards.
• Recruits strong candidates into the ROTC program

**Platoon Sergeant Duty Description (c/SFC)**

Sets the example at all times, assists in the supervision of the squad leaders, develops a spirit of teamwork in the platoon, submits absentee reports to the company first sergeant, assists the platoon leader in training the platoon, counsels personnel at a squad leader’s request, and assumes control of the platoon in the absence of the platoon leader.
Specific duties and responsibilities include:

• Reports to and receives orders from the platoon leader; ensures information is passed on to squad leaders
• Runs and trains the platoon
• Leads by example and ensures information is passed to squad leaders for dissemination to platoon members
• Knows his/her subordinates
• Enforces standards of training, conduct, discipline, and appearance of the platoon
• Supervises and develops knowledge and skills of the platoon members
• Assists platoon leader
• Conducts platoon formations, ensures Cadets are informed and performed assigned details, assists c/1SG in managing details
• Retain the cadets who meet the Army standard, have high moral and ethical values, show strong leadership potential, and have high academic standards.
• Recruits strong candidates into the ROTC program

Squad Leader Duty Description (c/SSG)

Squad leaders are responsible to their platoon leader/sergeant for the appearance, conduct, training, and discipline of their squad. They ensure that each squad member learns and does what is expected, and maintains high standards of behavior.

Specific duties and responsibilities include:

• Reports to the platoon leader
• Receives orders from the platoon leader and Platoon sergeant and is the sergeant to squad members
• Responsible to give OPORD to squad members
• Supervises team leaders. Leads the squad by example.
• Primary trainer for the unit. Trains the squad members, knows their strengths and weaknesses
• Keeps squad members informed of upcoming battalion activities and events; accounts for squad members at battalion functions
• Enforces standards of appearance, conduct, discipline, and training within the squad
• Keeps platoon sergeant and platoon leader informed about all squad matters
• Assist assigned personnel with adjustment to campus life.
• Assist assigned personnel with understanding and obtaining campus resources.
• Access assigned personnel on performance and potential for contracting and serving in the military.
• Retain the cadets who meet the Army standard, have high moral and ethical values, show strong leadership potential, and have high academic standards.

**Team Leader Duty Description – (c/SGT or CPL)**

Team leaders are responsible for the formation, appearance, training, and discipline of their team members. The most senior or capable Team Leader must be ready to assume control of the squad in the absence of the squad leader. Team leaders assist their squad leaders as directed.

Specific duties and responsibilities include:
• Reports to the Squad Leader.
• Develop assigned personnel.
• Assist assigned personnel with adjustment to campus life.
• Assist assigned personnel with understanding and obtaining campus resources.
• Access assigned personnel on performance and potential for contracting and serving in the military.
• Sets the example at all times.
• Knows the phone number, names, and personal information on all assigned personnel.
• Assists team members with ROTC matters when possible; refer them to the squad leader for assistance if you are unable to handle/resolve an issue.
• Is thoroughly familiar with individual and squad drill; inspects team members during formations, ensuring they know what is required of them.
## J. Army Rank Insignia

<table>
<thead>
<tr>
<th>Grade</th>
<th>Army</th>
<th>ROTC Cadet</th>
<th>Title of Address</th>
</tr>
</thead>
</table>
| O-10  | [Army Rank Insignia](#) General | No equivalent cadet rank | “General”  
“sir” or “ma’am” |
| O-9   | [Army Rank Insignia](#) Lieutenant General | No equivalent cadet rank | “General”  
“sir” or “ma’am” |
| O-8   | [Army Rank Insignia](#) Major General | No equivalent cadet rank | “General”  
“sir” or “ma’am” |
| O-7   | [Army Rank Insignia](#) Brigadier General | No equivalent cadet rank | “General”  
“sir” or “ma’am” |
| O-6   | [Army Rank Insignia](#) Colonel | [ROTC Rank Insignia](#) Colonel | “Colonel”  
“sir” or “ma’am” |
| O-5   | [Army Rank Insignia](#) Lieutenant Colonel | [ROTC Rank Insignia](#) Lieutenant Colonel | “Lieutenant Colonel”  
“sir” or “ma’am” |
| O-4 | Major | Major | “Major”  
|     | “sir” or “ma’am” |     |     |
| O-3 | Captain | Captain | “Captain”  
|     | “sir” or “ma’am” |     |     |
| O-2 | First Lieutenant | First Lieutenant | “Lieutenant”  
|     | “sir” or “ma’am” |     |     |
| O-1 | Second Lieutenant | Second Lieutenant | “Lieutenant”  
|     | “sir” or “ma’am” |     |     |

### Warrant Officer Rank Insignia

<p>| W-5 | Chief Warrant Officer 5 | No equivalent cadet rank | “Mr.” or “Miss” |
| W-4 | Chief Warrant Officer 4 | No equivalent cadet rank | “Mr.” or “Miss” |
| W-3 | Chief Warrant Officer 3 | No equivalent cadet rank | “Mr.” or “Miss” |</p>
<table>
<thead>
<tr>
<th>Rank</th>
<th>Enlisted Rank Insignia</th>
<th>Cadet Rank Equivalent</th>
<th>Prefix</th>
</tr>
</thead>
<tbody>
<tr>
<td>W-2</td>
<td><img src="image" alt="Chief Warrant Officer 2" /></td>
<td>No equivalent</td>
<td>“Mr.” or “Miss”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>cadet rank</td>
<td></td>
</tr>
<tr>
<td>W-1</td>
<td><img src="image" alt="Warrant Officer" /></td>
<td>No equivalent</td>
<td>“Mr.” or “Miss”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>cadet rank</td>
<td></td>
</tr>
<tr>
<td>Special</td>
<td><img src="image" alt="Sergeant Major of the Army" /></td>
<td>No equivalent</td>
<td>“Sergeant Major”</td>
</tr>
<tr>
<td>E-9</td>
<td><img src="image" alt="Command Sergeant Major" /></td>
<td>Command Sergeant Major</td>
<td></td>
</tr>
<tr>
<td></td>
<td><img src="image" alt="Command Sergeant Major" /></td>
<td>Command Sergeant Major</td>
<td></td>
</tr>
<tr>
<td>E-9</td>
<td><img src="image" alt="Sergeant Major" /></td>
<td>Sergeant Major</td>
<td>“Sergeant Major”</td>
</tr>
<tr>
<td>Rank</td>
<td>Rank</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>----------</td>
<td>----------</td>
<td>---------------</td>
<td></td>
</tr>
<tr>
<td>E-8</td>
<td>First Sergeant</td>
<td>First Sergeant</td>
<td></td>
</tr>
<tr>
<td>E-8</td>
<td>Master Sergeant</td>
<td>Master Sergeant</td>
<td></td>
</tr>
<tr>
<td>E-7</td>
<td>Sergeant First Class</td>
<td>Sergeant First Class</td>
<td></td>
</tr>
<tr>
<td>E-6</td>
<td>Staff Sergeant</td>
<td>Staff Sergeant</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>“First sergeant”</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>“Sergeant”</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>“Sergeant”</td>
<td></td>
</tr>
<tr>
<td>Rank</td>
<td>Insignia</td>
<td>Cadet Rank</td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>----------</td>
<td>---------------------------------</td>
<td></td>
</tr>
<tr>
<td>E-5</td>
<td>Sergeant</td>
<td>Sergeant</td>
<td></td>
</tr>
<tr>
<td>E-4</td>
<td>Corporal</td>
<td>Corporal</td>
<td></td>
</tr>
<tr>
<td>E-4</td>
<td>Specialist</td>
<td>No equivalent cadet rank</td>
<td></td>
</tr>
<tr>
<td>E-3</td>
<td>Private First Class</td>
<td>Private First Class</td>
<td></td>
</tr>
<tr>
<td>E-2</td>
<td>Private E-2</td>
<td>Private</td>
<td></td>
</tr>
<tr>
<td>E-1</td>
<td>Private E-1</td>
<td>No equivalent cadet rank</td>
<td></td>
</tr>
</tbody>
</table>

"Private"
K.  Phonetic Alphabet and Numbers

<table>
<thead>
<tr>
<th>Letter</th>
<th>Phonetic</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Alpha</td>
</tr>
<tr>
<td>B</td>
<td>Bravo</td>
</tr>
<tr>
<td>C</td>
<td>Charlie</td>
</tr>
<tr>
<td>D</td>
<td>Delta</td>
</tr>
<tr>
<td>E</td>
<td>Echo</td>
</tr>
<tr>
<td>F</td>
<td>Foxtrot</td>
</tr>
<tr>
<td>G</td>
<td>Gulf</td>
</tr>
<tr>
<td>H</td>
<td>Hotel</td>
</tr>
<tr>
<td>I</td>
<td>India</td>
</tr>
<tr>
<td>J</td>
<td>Juliet</td>
</tr>
<tr>
<td>K</td>
<td>Kilo</td>
</tr>
<tr>
<td>L</td>
<td>Lima</td>
</tr>
<tr>
<td>M</td>
<td>Mike</td>
</tr>
<tr>
<td>N</td>
<td>November</td>
</tr>
<tr>
<td>O</td>
<td>Oscar</td>
</tr>
<tr>
<td>P</td>
<td>Papa</td>
</tr>
<tr>
<td>Q</td>
<td>Quebec</td>
</tr>
<tr>
<td>R</td>
<td>Romeo</td>
</tr>
<tr>
<td>S</td>
<td>Sierra</td>
</tr>
<tr>
<td>T</td>
<td>Tango</td>
</tr>
<tr>
<td>U</td>
<td>Uniform</td>
</tr>
<tr>
<td>V</td>
<td>Victor</td>
</tr>
<tr>
<td>W</td>
<td>Whiskey</td>
</tr>
<tr>
<td>X</td>
<td>X-Ray</td>
</tr>
<tr>
<td>Y</td>
<td>Yankee</td>
</tr>
<tr>
<td>Z</td>
<td>Zulu</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number</th>
<th>Pronunciation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Wun</td>
</tr>
<tr>
<td>2</td>
<td>Too</td>
</tr>
<tr>
<td>3</td>
<td>Tree</td>
</tr>
<tr>
<td>4</td>
<td>Fow-er</td>
</tr>
<tr>
<td>5</td>
<td>Fife</td>
</tr>
<tr>
<td>6</td>
<td>Six</td>
</tr>
<tr>
<td>7</td>
<td>Sev-en</td>
</tr>
<tr>
<td>8</td>
<td>Ait</td>
</tr>
<tr>
<td>9</td>
<td>Nin-er</td>
</tr>
<tr>
<td>0</td>
<td>Zee-Ro</td>
</tr>
</tbody>
</table>
L. Army Divisions

“The Big Red One”
1st Infantry Division
Fort Riley, Kansas

“Indianhead”
2nd Infantry Division
Korea
Brigade and Stryker BCT at Fort Lewis, Washington

“Old Iron Sides”
1st Armored Division
Fort Bliss, Texas

“Marne Division”
3rd Infantry Division
Fort Stewart, Georgia
Brigade (BCT) at Fort Benning, Georgia

“The First Team”
1st Cavalry Division
Fort Hood, Texas

“Ivy Division”
4th Infantry Division
Fort Carson, Colorado
“Mountaineer”
10th Mountain Division
Fort Drum, New York
Brigade (BCT) at Fort Polk, Louisiana

“Screaming Eagles”
101st Airborne Division
Fort Campbell, Kentucky

“Tropic Lightning”
25th Infantry Division
Schofield Barracks, Hawaii
Stryker BCT at Fort Wainwright and
Airborne Brigade (BCT) at Fort Richardson, Alaska

“Bayonet Division”
7th Infantry Division
Joint Base Lewis-McChord, Washington
Stryker BCT and Combat Aviation Brigade

“All American”
82nd Airborne Division
Fort Bragg, North Carolina

“Artic Angels”
11th Airborne Division
Joint Base Elmendorf-Richardson, Anchorage, Alaska
Chapter 2 – Standards and Policies

A. Standard of Conduct

Every aspect of a Cadet's behavior should be consistent with the behavior expected of a commissioned officer. Cadets, as all Soldiers, must embody the Army Core Values and Warrior Ethos as stated in the Soldier’s Creed. Above all, Cadets are expected to possess absolute integrity in all their actions. Cases involving a breach of integrity will be investigated and may result in dismissal from the ROTC program\(^1\).

Cadets will demonstrate the highest moral and personal conduct at all times. All Advanced Course Cadets and Scholarship cadets are under contract to the Army to qualify and perform duties as a commissioned officer. Any behavior, such as a violation of the law resulting in arrest by the police, must be promptly reported to the PMS so that required action(s) can be taken. Cadets are required to report such information within 24 hours of the actual event.

Cadets who exhibit improper standards of conduct or behavior will be counseled; other disciplinary or administrative actions may be taken if deemed appropriate for the circumstances.

B. Honor Code

The following is the Honor Code that all Cadets are expected to abide by while at the Buckeye Battalion. As a Cadet, you must sign this Honor Code and must display these values, morals, and standards of discipline:

“A Cadet will not lie, cheat, steal, or tolerate those who do, and will embody the principles of the Army Values, Warrior Ethos, and the Cadet Creed.

\(^1\) Per CC 145-1, 145-3
Description – The purpose of the Honor Code is to foster an environment based upon a personal sense of honesty and integrity which will remain with you throughout your life. Quite simply, the implementation of the Cadet Honor Code means that you will be trusted to do that which is right and must confront those who violate these standards throughout your Cadet career; you will be expected to live by the Honor Code.

Lying – Lying is any statement of untruth which is meant to deceive or mislead.

Stealing – Anyone who wrongfully takes, obtains, or withholds someone else’s property, with the intent to temporarily or permanently deprives another of such property, is guilty of stealing.

Cheating – In essence, cheating is taking unfair advantage of another. Cheating violates the competitive sense of "Fair Play."

Toleration – Toleration means enduring without complaint. If you know one Cadet has stolen from another Cadet and you fail to report or confront the matter, you may be guilty of toleration.

Honor Code Rules of Thumb
- Does this action attempt to deceive anyone or allow anyone to be deceived?
- Does this action gain or allow gain of a privilege or advantage to which I or someone else would not otherwise be entitled?
- Would I be unsatisfied by the outcome if I were on the receiving end of this action?

Honor Code Violations
- Disrespect towards any Cadre or other Cadets will absolutely not be tolerated.
• Cadets will demonstrate the highest moral and personal conduct at all times
• Honor Code violations will be taken very seriously
• Any violation of the Honor Code will automatically result in probation, appearance before Review Board, and notification of APMS

C. Attendance Policy

All enrolled cadets are required to attend classes, labs, and Physical Readiness Training (PRT) sessions. All cadets are considered to be “enrolled” unless they receive permission from the PMS to be a “participating-only” student. Participating students are those who do not intend to pursue completion of the ROTC program and/or a commission in the United States Army. Participating students include those who take Military Science courses as part of an academic minor, non-US citizens, auditing students, etc. Participating students attend classes only (no PRT, labs, FTXs) and will not receive or wear military uniforms.

Enrolled cadets are required to attend military science classes, physical training sessions, leadership laboratories, field training exercises, and other battalion functions, as directed by the PMS. If unable to attend any of the above events, it is the cadet’s responsibility to inform their cadet chain of command and instructor in advance, in accordance with established Policy. All enrolled cadets are required to take at least one record Physical Fitness Test per semester. For more guidance on attendance, refer to current MFR “Attendance Policy” put forth by the Battalion Commander.

D. Academic Performance

Every ROTC Cadet is a student first. The principal reason for attending the university is to gain an education. To this end,
the Department of Military Science and Leadership’s number one priority is to help ensure the successful attainment of each Cadet’s academic goals.

Scholarship cadets must be enrolled as a full-time student and maintain a semester and cumulative 2.0 GPA and Military Science GPA of 2.00 or higher to stay off academic suspension. While this is the minimum GPA allowed, Cadets are strongly encouraged to exceed the minimum standards. In order to contract, a Cadet must have a minimum GPA of 2.5.

Cumulative GPA is an important factor used during consideration for such actions as leadership assignments, awards, Distinguished Military Student designation, accessions, commissioning, and selection for active duty. Failure to enroll and complete each semester as a full-time student may require disenrollment for failure to maintain requirements for enrollment in the ROTC program. Therefore, contracted cadets are required to notify the ROTC Administrative Section and their instructor prior to withdrawing from any course during the school term or when changing majors.

Students should declare a degree major before their junior year. For contracted cadets, this program must be approved by the Professor of Military Science and Leadership or his designated representative to ensure all required Military Science and professional development courses have been completed. APMSs monitor each Cadet’s progress toward attaining their degree; cadets are encouraged to seek counsel and advice of Cadre members and other students in preparing their academic schedules and developing their CC Form 104-R. Cadets are required to inform PMS of any changes made to the CC 104-R form. Cadre are available to counsel cadets concerning schedules, course work, midterm deficiencies, and professional knowledge electives to be taken. CC 104-R form must also be reviewed by the Cadets academic advisor to prevent any errors that may cause unwanted or unforecasted migration.
All cadets will have their grades checked once each semester at mid-term. This grade check will be conducted by the Cadre. If a Cadet is in academic trouble, all efforts will be used to help them overcome their deficiencies. For more information regarding academic performance, please refer to the current MFR “Academic Excellence Program” put forth by the Battalion Commander.

If a non-scholarship cadet is placed on academic probation (fails any course or receives below a 2.0 GPA for the quarter), the Cadet is not allowed to perform extracurricular activities or events except those mandatory by the department or PMS. Education and learning come first. **When placed on academic suspension, scholarship cadets WILL NOT RECEIVE BENEFITS AND TUITION WILL NOT BE PAID BY THE ARMY.**
Chapter 3 – Training

A. General

This section discusses training activities and opportunities conducted by the OSU Department of Military Science and Leadership for Cadets. Both mandatory and voluntary training, laboratories, and field training exercises are scheduled as a part of the ROTC program. Cadets will participate in mandatory training as prescribed by the PMS and are highly encouraged to participate in voluntary training. Failure to attend WILL effect end of semester grade.

B. Military Science and Leadership Classes

Military Science classroom instruction lays the groundwork for all other training in the battalion. Specific topics are outlined in each MS class syllabus.

Basic Course MSI Cadets attend classes one hour each week. Basic Course MSII cadets attend classes two hours a week. Advanced Course Cadet classes are three hours each week. Cadets who cannot attend regularly scheduled classes for legitimate reasons may request classes or make-up classes “by appointment” with the respective Assistant Professor of Military Science.

Due to the unique nature of ROTC and the curriculum, performance in leadership and staff positions held by Advanced Course cadets (MSIIIs and MSIVs) will also be considered when evaluating end of semester grades

C. Leadership Laboratory

Leadership Laboratory is conducted each Tuesday generally from 0705 to 0855 (times may fluctuate due to training). These weekly laboratories are planned and led by the MS IVs and are
supervised by the Cadre. Attendance is mandatory for all enrolled cadets.

D. Field Training Exercise (FTX)
Field Training Exercises (FTX) are designed and scheduled to allow Cadets to develop leadership, practice military skills, and apply military knowledge learned in the classroom and leadership labs. Participation in FTX is mandatory for all contracted cadets.

E. Physical Training (PT)
Fitness training is goal-oriented and progressive. Advanced course Cadets plan and lead PT under the supervision of the Cadre. Cadets take an assessment to measure their physical fitness at least once a semester during scheduled PT periods. Cadet battalion leadership set fitness standards and goals for each semester. PT is conducted from 0600 to 0700, Mondays, Wednesdays, and Thursdays.

PT is mandatory for all enrolled Cadets, contracted Cadets and those Cadets who want to obtain a scholarship. Contracted Cadets and those wishing to contract are required to pass a physical assessment. Contracting cadets that do not meet OSU Army ROTC’s standards will be subject to Special Conditioning. These standards may be found in The PMS Policy Letter no. 27 and is posted in Converse Hall.

F. Social Events
The Buckeye Battalion conducts several events throughout the year and participation is highly encouraged. These events include, among others: football tailgates, and the Spring Picnic.
G. Contact Hours

Cadets must limit the amount of time spent executing ROTC events, however there are events and training that are required for all cadets to attend which are outlined in the below event matrix. When more time is needed the PMS will work with university officials to excuse cadets from class but it is up to the cadet to ensure that any missed work is made up in the appropriate time.

H. Collins Law

Collin's Law: The Ohio Anti-Hazing Act, effective October 7, 2021, makes acts of hazing a second-degree misdemeanor and acts of hazing that include coerced consumption of alcohol or drugs or abuse that result in serious physical harm a felony of the third degree. Collin's Law also requires reporting to law enforcement and prevention education and training from the university.

The Ohio Revised Code, Section 2903.31 defines hazing as "doing any act or coercing another, including the victim, to do any act of initiation into any student or other organization or any act to continue or reinstate membership in or affiliation with any student or other organization that causes or creates a substantial risk of causing mental or physical harm to any person, including coercing another to consume alcohol or a drug of abuse, as defined in section 3719.011 of the Revised Code."
I. Cadet Annual Mandatory Events

MEMORANDUM FOR RECORD

SUBJECT: Policy Letter 31 - Cadet Annual Mandatory Events

1. The OSU ROTC Program conducts events on an annual basis. Attendance at these events is a requirement for all contracted cadets within the program. This policy memorandum provides a consolidated list of annual requirements and excusal procedures.

2. The program utilizes the OSU Academic calendar to schedule all training events. The year is broken into an Autumn and Spring semester.

   a. Autumn Semester Required Events:

<table>
<thead>
<tr>
<th>Event</th>
<th>Attendees</th>
<th>Estimated Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Cadet Orientation</td>
<td>MS4</td>
<td>August</td>
</tr>
<tr>
<td>Senior Staff Ride</td>
<td>MS4</td>
<td>September</td>
</tr>
<tr>
<td>Fall Field Training Exercise (FTX)</td>
<td>All</td>
<td>October</td>
</tr>
<tr>
<td>Dining-In</td>
<td>MS3 / MS4</td>
<td>October</td>
</tr>
<tr>
<td>Branch Night</td>
<td>MS4</td>
<td>November/December</td>
</tr>
<tr>
<td>Rock Ceremony</td>
<td>All</td>
<td>November</td>
</tr>
<tr>
<td>Tailgates</td>
<td>By CO</td>
<td>Autumn</td>
</tr>
<tr>
<td>Commissioning</td>
<td>All Contracted MS3/4</td>
<td>December</td>
</tr>
</tbody>
</table>
b. Spring Semester Required Events:

<table>
<thead>
<tr>
<th>Event</th>
<th>Attendees</th>
<th>Estimated Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Cadet Orientation</td>
<td>MS4</td>
<td>January</td>
</tr>
<tr>
<td>Military Ball</td>
<td>All</td>
<td>March</td>
</tr>
<tr>
<td>Spring Awards</td>
<td>Awardees</td>
<td>March</td>
</tr>
<tr>
<td>Hall of Fame Banquet</td>
<td>Awardees</td>
<td>March</td>
</tr>
<tr>
<td>Senior Breakfast</td>
<td>MS4</td>
<td>March</td>
</tr>
<tr>
<td>Spring Joint FTX</td>
<td>All</td>
<td>April</td>
</tr>
<tr>
<td>Tri Service Pass in Review</td>
<td>All</td>
<td>April</td>
</tr>
<tr>
<td>Commissioning</td>
<td>All Contracted MS3/4</td>
<td>May</td>
</tr>
</tbody>
</table>

3. Cadets are required to plan ahead for these engagements. While attendance is mandatory, we understand that scheduling conflicts occur. Cadets should exhaust all resources prior to requesting excusal from any required training. In the event that deconfliction cannot occur, Cadets request excusal from their CEMAT. Requests are not automatically approved and are reviewed on a case by case basis.

4. The program publishes class and SMP excusal requests for all mandatory training events. Cadets are highly encouraged to provide the published memorandums to their professors and commanders upon publication. If additional coordination is required, discuss the issue with your CEMAT.

5. Point of contact is the Battalion Executive Officer at 614-292-6075.

“BUCKEYES LEAD THE WAY”

KELVINGTON.MIC
HAEL.RICHARD.12
48895205
MICHAEL R. KELVINGTON
LTC, IN
Professor of Military Science
Chapter 4 – Military Appearance and Wear of the Uniform

A. General

Wearing a military uniform is a privilege. It sets you apart as a special person. Wear the uniform with pride. The supply technician will issue you various uniforms. If necessary, arrangements will be made for alterations, so the uniforms fit properly. When in uniform, always wear the complete uniform. Never mix articles of civilian clothing with uniform parts.

Although there are exceptions, generally no part of the uniform may be worn with civilian attire and no civilian attire may be visible when worn with the uniform. Cadets will comply with AR 670-1 and CC 670-1 at all times when wearing any military uniform, to include the APFU.

Uniforms will be clean and neatly presented when worn. Appropriate uniform cap must be worn when outdoors in uniform. Simultaneous Membership Program (SMP) Cadets will be issued certain uniform items of outer wear by the ROTC supply. When participating in ROTC training, SMP cadets will wear the Cadet Command patch on the left shoulder and wear the appropriate Cadet Ranks.

Information within this handbook can also be found within CC Regulation 670-1 as well as AR 670-1.

B. Grooming

Cadets are expected to present a positive, professional image. Proper personal appearance contributes to individual pride as well as to building esprit de corps. As such, all Cadets are expected to be neatly groomed.
Regardless of uniform and location, cadets in the program will adhere to the following guidelines when conducting ROTC business.

Male haircuts. Hair will not be excessive or present an unkempt appearance. It will present a tapered look. When combed, it will not fall over the ears or eyebrows or touch the collar except for closely cut neck hair. If a male is conducting ROTC business, and they are not in adherence with Army grooming regulations, they will receive a negative counseling from their Chain of Command. Males will be clean shaven at all times when in CVH, except for mustaches. If a mustache is worn, it will be neatly trimmed so that no portion covers the upper lip line or extends beyond or below the corner points of where the upper and lower lips join. Female haircuts. The bulk or length of the hair will not interfere with wearing of military headgear. Hair should not appear unkempt. Hair length may not extend below the bottom edge of any uniform collar. Long hair may meet this standard by being pinned up using natural hair-colored clips or hair bands. Buns may not exceed 3 inches in diameter. Ponytails are authorized but the length may not exceed the base of the shoulder blades. Hair Colors. Males and female soldiers may wear highlights with natural colors as long as it represents a professional and natural appearance. Colors must blend naturally together as to not display a vast difference between shades of natural colors. Sideburns will be neatly trimmed. The base will not be flared and will be a clean-shaven, horizontal
Sideburns will not extend below the lowest part of the exterior opening of the ear.

**Earrings.** Females may optionally wear of screw-on, clip-on, or post-type earrings with only service, combat, and dress uniforms. Earrings will not be worn with PT uniforms, when conducting physical fitness in ACU’s, or in the field. Earrings will not exceed 6 mm or 1/4 inch in diameter. They will be of gold, silver, white pearl, or diamond; unadorned and spherical. When worn, earrings will fit snugly against the ear and will be worn as a matched pair with one earring per lobe.

**Fingernails.** Females are authorized to wear colors that are a nude/natural shade, American manicure, or light pink. Fingernail length will not exceed ¼ inch as measured from the tip of the finger. Male soldiers are authorized to wear clear nail polish.

Further grooming standards may be found in AR 670-1
C. Tattoos and Body Piercings

Tattoos or brands anywhere on the head, face, and neck above the class A uniform collar are prohibited. The following standards apply:

Tattoos or brands that are extremist, indecent, sexist, or racist are prohibited, regardless of location on the body, as they are prejudicial to good order and discipline within units. Extremist tattoos or brands are those affiliated with, depicting, or symbolizing extremist philosophies, organizations, or activities are prohibited. Extremist philosophies, organizations, and activities are those
which advocate racial, gender or ethnic hatred or intolerance; advocate, create, or engage in illegal discrimination based on race, color, gender, ethnicity, religion, or national origin; or advocate violence or other unlawful means of depriving individual rights under the U.S. Constitution, Federal, or State law (see para 4–12, AR 600–20). Indecent tattoos or brands are those that are grossly offensive to modesty, decency, or propriety; shock the moral sense because of their vulgar, filthy, or disgusting nature or tendency to incite lustful thought; or tend reasonably to corrupt morals or incite libidinous thoughts. Sexist tattoos or brands are those that advocate a philosophy that degrades or demeans a person based on gender, but that may not meet the same definition of “indecent.” Racist tattoos or brands are those that advocate a philosophy that degrades or demeans a person based on race, ethnicity, or national origin. The wear of body piercing devices while in uniform is prohibited except for the wear of earrings as defined in Attachment 1 to ALARACT 30 April 2021.

D. Mandatory Wear of Uniforms

Cadets wear uniforms on the following occasions:

- During laboratory periods and physical fitness training.
- During military social functions, Ranger Challenge training, and color guard details.
- During field training exercises.
- When appearing before or serving as a member of a board of officers.
Note: Cadets will not wear military uniforms outside of OSU campus unless the event is an ROTC function.

E. Proper Wear of Uniforms

Information within this handbook can also be found within CC Regulation 670-1 as well as AR 670-1.

F. Army Service Uniform

Uniform coats and jackets (male and female). The sleeve length will be one inch below the bottom of the wrist bone.

Trousers are to be fitted and worn with the lower edge of the waistband at the top of the hipbone, plus or minus ½ inch. The front crease of the trousers will reach the top of the instep and be cut on a diagonal line to reach a point approximately midway between the top of the heel and the top of the standard shoe in the back. The trousers may have a slight break in the front.

Slacks will be fitted and worn so that the center of the waistband is at the natural waistline. The front crease of the slacks will reach the top of the instep and be cut on a diagonal line to reach a point approximately midway between the top of the heel and the top of the standard shoe in the back. The slacks may have a slight break in the front.

Knee-length skirts and dresses. Skirt and dress lengths will not be more than one inch above or 2 inches below the crease in the back of the knee. Long sleeve shirts. The sleeve length will extend to the center of the wrist bone.

R.O.T.C. initials. Insignia will be furnished at government expense for wear by Contracted Cadets on issue or Cadet-type uniforms.
(1) Description. The letters R.O.T.C., 3/8 inches in height in cutout form of metal in gold color.

(2) How worn.

(a) Coat (Fig. 3-1). This insignia is worn by Contracted Cadets centered on both lapels of the coat, parallel to the inside edge of each lapel. The lower edge of the insignia is positioned 1 inch above the notch of the lapel. (Class A Uniform/ASU). Females: R.O.T.C. letters worn on both collars are lined horizontally, centered 1 inch from the lower edge of the collar and parallel to the floor.

![Fig. 3-1: R.O.T.C. insignia on lapel, ASU](image)

(b) Shirt (Fig. 3-2). R.O.T.C. insignia will not be worn on the Shirt (Class B uniform). Insignia of rank will be worn IAW AR 670-1.
Torch of Knowledge Collar Insignia  This insignia will be furnished at government expense for wear by Non-contracted Cadets on issue or Cadet-type uniforms.

a. Description. The Torch of Knowledge radiant within a raised rim on a disk 1 inch in diameter of metal gold in color.

b. How worn.

(1) This insignia is worn by Non-contracted Cadets centered on both collars parallel to the inside edge of each lapel with the outside edge of the insignia positioned 1 inch above the notch of the lapel. (Class A Uniform/ASU) (Fig. 3-3). Females: Centered on lapel, 1 inch from the lower edge of the collar and perpendicular to the floor.
(2) Shirt. Torch of Knowledge insignia will not be worn on the shirt (Class B uniform). Insignia of rank will be worn IAW AR 670-1.

**Insignia of Branch.** This insignia will be furnished at government expense for wear by assessed Cadets upon issue.
a. Second semester MS IV's may wear branch insignia centered on both lapels, 1 1/4 inches below the US insignia, with the insignia bisecting the ROTC initials and parallel to the inside edge of the lapel. IAW AR 670-1. Branch insignia is not authorized on Class B shirts.

**Unit Crest:** The DUI (Distinctive Unit Insignia) will be worn 1/8\textsuperscript{th} inch above and centered on top of the right breast pocket. (Males) The DUI (Distinctive Unit Insignia) will be worn 1/4\textsuperscript{th} inch above and centered on top of nameplate (Females).

Unit awards are worn 1/8\textsuperscript{th} inch above and centered on top of the right breast pocket (males), 1/2 inch above and centered on top of nameplate (females), with DUI 1/8\textsuperscript{th} inch above (males) and 1/4\textsuperscript{th} inch above (females).

![Fig 3-4: Male DUI above Unit Citations (Left); Male DUI above right breast pocket (right); Female DUI above nameplate (bottom)](image)
**Ribbons:** Ribbons are worn 1/8 of an inch above and centered (or flush) on the top of the pocket and worn in order of precedence with highest award closest to heart. Subsequent rows will be flush with each other and centered. (Up to four ribbons may accompany each row)

**Marksmanship Badge:** Worn 1/8 inch below the top of the left pocket. If combined with another type of badge, at least one-inch space must be between badges and all are 1/8 inch below top of pocket.

**Special Skill Badges (Airborne/Air Assault):** Worn on pocket like marksmanship badge or centered and 1/4 inch above the top row of ribbons

![Fig 3-5: Male with special skill badge](image)

**Name Tag:** Worn centered on the pocket flap and equally spaced between the top of the pocket and the top of the button.
**Female Class A Jacket**: The female Class A jacket is the same as males except:

**Name Tag**: Worn 1 to 2 inches above the top button of the coat and centered horizontally on the wearer’s right side. Personnel may adjust the placement of the nameplate to adjust to body configuration.

**Ribbons**: Ribbons are centered on the left side, with the bottom row positioned parallel to the bottom edge of the nameplate. Females may adjust the placement of the ribbons to conform to individual body-shape differences.

![Female Class A Jacket](image)

**Fig 3-6**: Female Class A Jacket

**Beret**: Cap insignia is not worn on the Beret. Cadet officer Rank, insignia or DUI for enlisted Cadet will be worn as shown in Figures 3-4 and 3-5 below.
Fig 3-7: Cadet officer rank, Beret (Left); Cadet enlisted DUI, Beret (Right)

Class B Uniforms

Male Class B | Female Class B
<table>
<thead>
<tr>
<th>Award</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region Commander’s Leadership Award</td>
<td>Top Cadet in each Regiment</td>
</tr>
<tr>
<td>Camp Commander’s Leadership Award</td>
<td>Top Cadet in each Company</td>
</tr>
<tr>
<td>Platoon Leadership Award</td>
<td>Top Platoon in the Battalion</td>
</tr>
<tr>
<td>Physical Proficiency Award</td>
<td>Top 10% on fitness test in Advanced Camp</td>
</tr>
<tr>
<td>Military Proficiency Award</td>
<td>Top 5% of Cadets in each cycle at Advanced Camp</td>
</tr>
<tr>
<td>Superior at Advanced Camp</td>
<td>Top third of Advanced Camp Graduates</td>
</tr>
<tr>
<td>Excellence at Advanced Camp</td>
<td>Middle third of Advanced Camp graduates</td>
</tr>
<tr>
<td>Advanced Camp Graduate</td>
<td></td>
</tr>
<tr>
<td>Region Ranger Challenge Winner</td>
<td></td>
</tr>
<tr>
<td>Brigade Ranger Challenge Winner</td>
<td></td>
</tr>
<tr>
<td>Ranger Challenge Team Member</td>
<td></td>
</tr>
<tr>
<td>SGT York Award</td>
<td>The Cadet who does the most to support ROTC</td>
</tr>
<tr>
<td>Converse Guard Member</td>
<td></td>
</tr>
<tr>
<td>Color Guard</td>
<td>Participated in 5 or more Color Guard Events</td>
</tr>
<tr>
<td>One-Shot-One-Kill Award</td>
<td>Shoot 40/40 at Basic or Advanced Camp</td>
</tr>
<tr>
<td>Award</td>
<td>Criteria</td>
</tr>
<tr>
<td>------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Dean’s List Award</strong></td>
<td>Semester GPA 3.5 - 4.0</td>
</tr>
<tr>
<td><strong>Cadet Honors Award</strong></td>
<td>Semester GPA 3.20 – 3.49</td>
</tr>
<tr>
<td><strong>Cadet Scholar Award</strong></td>
<td>Semester GPA 2.90 – 3.19</td>
</tr>
<tr>
<td><strong>Most Improved Grades</strong></td>
<td>Highest Jump in GPA</td>
</tr>
<tr>
<td><strong>ROTC Honors</strong></td>
<td>4.0 GPA in Military Science</td>
</tr>
<tr>
<td><strong>Battalion Commander’s Academic Award</strong></td>
<td>Battalion Commander’s Discretion</td>
</tr>
<tr>
<td><strong>Platinum Medal Athlete</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Gold Medal Athlete</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Silver Medal Athlete</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Bronze Medal Athlete</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Battalion Commander’s Athletic Award</strong></td>
<td>Highest PT score in the Battalion</td>
</tr>
<tr>
<td><strong>Most Improved Award</strong></td>
<td>Biggest increase in PT score</td>
</tr>
<tr>
<td><strong>Cadet of the Semester Award</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Cadet of the Month Nominee and Participant</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Contracted Cadet</strong></td>
<td></td>
</tr>
<tr>
<td><strong>CTLT Participant</strong></td>
<td></td>
</tr>
</tbody>
</table>
G. Army Combat Uniform (ACU)

- ACU coat / trousers
- ACU patrol cap
- Hot weather boots (desert tan, suede boots)
- 2-inch rigger belt (tan or black authorized)
- Moisture wicking t-shirts (tan)
- Velcro full color flag, nametapes, rank, organizational patches (US Army for Contracted and OSU ROTC for Non-Contracted Cadets), and Cadet Command unit patch

H. Washing ACUs

Wash in cold water and mild detergent CONTAINING NO OPTICAL BRIGHTENERS OR BLEACH.
Tumble at low heat.
Remove immediately from dryer to ensure that wrinkles do not set.
ACUs can be turned inside out and washed in order to prevent the different parts of Velcro from sticking to each other and extending the life of the uniform.
I. Army/Improved Physical Fitness Uniform (APFU and IPFU)

The APFU consists of:

- **Shirts:** Black long-sleeve and short-sleeve shirts with gold ARMY lettering on the front.
- **Shorts:** Black with same gold ARMY lettering on lower left leg. Multipurpose: can be worn alone for swimming and exercise, worn with shirts or under the black trousers.
- **Pants:** Black with Army Star logo on the left leg.
- **Jacket:** Black with gold chevron across chest and back and Army Star logo on upper left chest. The Physical Fitness Badge can be worn on this as well. [3]
- **Socks:** Commercial calf-length or ankle-length, plain white or black socks with no logos.
- **Shoes:** Approved, well-fitting, comfortable running shoes. No five-toed shoes allowed. [4]
- **Black micro fleece cap and black gloves:** Optional for inclement weather. [5]
The alternate IPFU consists of:

- **Shirts:** Grey long and short-sleeve shirts with dark grey ARMY lettering on front and stylized "A" on back.
- **Shorts:** Black with white ARMY lettering on lower left leg.
- **Pants:** Plain black and lined with breathable, pored nylon fabric.
- **Jacket:** Grey and zipped with ARMY lettering embroidered on left chest, and an inverted reflective chevron across chest and back, with hidden vents in back and zip-up hidden vents in armpits.

**Fig 3-8.** APFU and different authorized configurations dependent on temperature
Chapter 5 – Military Customs and Courtesies

A. Customs of Service

A custom is an established usage. Customs include positive actions--things to do, and taboos--things to avoid doing. Much like life itself, the customs which we observe are subject to a constant and slow process of revision. Many of those customs that were commonplace a generation or two ago have passed into a period of declining observance. New customs arise to replace those that have declined. Others live on and on without apparent change.

To an astonishing degree, people are eager to follow established practices. The realization that they are following a course that has been successful for others in similar circumstances bolsters their confidence, thus encouraging them to adhere to their course. Whether a custom is ancient or new, its influence is profound. It follows, that, as a long-established social organization, the Army observes a number of customs which add appreciably to the interests, the pleasures, and the graciousness of Army life.

This section is intended to explain and to help perpetuate those Army customs which have enriched many lives for many years. In knowing and practicing these customs you will be rewarded with enjoyable experiences and new friendships formed, all strengthening the purposeful service which our mission requires.

B. Correct Use of Titles

Each member of the Army, from Private to General has a military grade which becomes their title by force of regulation and custom. On official correspondence a service member’s title always accompanies their name. Titles are also used in conversation between service members. Likewise, by usage
and customs, military titles are used between military and civilians just as custom has dictated the usage of "Senator," "Professor," or "Doctor."

**Titles of Commissioned Officers:**
Lieutenants are officially addressed as "Lieutenant." The terms "First" and "Second" are used only in written correspondence in the address line.

Other commissioned officers are addressed by their title. In nonofficial correspondence and conversation, brigadier generals, major generals, and lieutenant generals are addressed as "General." Under the same conditions, lieutenant colonels are referred to as "Colonel."

Frequently, senior officers will address juniors officers by their first name (but never NCOs); however, this in no way gives the junior the privilege of referring to the senior in any way other than with his proper title. Similarly, Cadre members may occasionally refer to Cadets in one-on-one situations by their first names.

Chaplains are addressed as "Chaplain." A Catholic Chaplain may properly be addressed as "Father." When addressing a female officer under circumstances when the use of "Sir" would be appropriate for a male officer, the term "Ma'am" should be used.

**Titles of Non-commissioned Officers:**
Noncommissioned officers are addressed by their title. Sergeants Major are addressed as "Sergeant
Major" and First Sergeants are addressed as "First Sergeant." All other sergeants are referred to simply as "Sergeant." A specialist is addressed as "Specialist," and privates are addressed as "Private."

During ROTC activities, Cadre will be addressed by rank and name: "Sergeant Smith" or "Captain Jones". In as much as military courtesy works both directions in the chain of command, you will be addressed as "Cadet Jones."

The term "Sir" or "Sergeant" will be used to show the appropriate respect when conversing with or replying to a Cadre officer or noncommissioned officer.

C. When to Salute

This traditional military greeting is one of the more important forms of military courtesy. The salute is a means of expressing greeting and showing goodwill and respect. It is a position of the hand or weapon and the entire attitude of a person expressing respect toward an officer, flag, or country. You should salute when reporting or rendering courtesies to an officer. Detailed instructions on proper saluting are contained in FM 3-21.5, Drill and Ceremonies.

The proper salute will be rendered as follows: When meeting an officer outside, salute when you are within six steps from the officer. An appropriate greeting should be offered when saluting a higher ranking official: e.g., "Good morning, Ma’am". Buckeye Battalion Cadets will sound off with “Buckeyes Lead the Way, Sir.” And the officer will respond with “Go Bucks.”
Salute all officers in official vehicles.

In formation, the person in charge calls the group to attention and only the person in charge salutes.

If in a group and an officer approaches, the first Cadet to recognize the officer calls the group to attention and all personnel salute.

Salutes are only rendered while marching, walking, or at the halt.

The salute is always initiated by the subordinate and terminated only after acknowledgement by the senior.

Salutes are not required to be rendered by or to personnel who are driving or riding in privately owned vehicles, except when performing duties as a guard.

Enlisted personnel do not exchange salutes, except when rendering reports.

Never render a salute with an object in your right hand or in your mouth.

If on a detail, an officer approaches, salute if you are in charge of the detail. If you are spoken to, then come to attention and salute.

You are required to salute the Colors (National Flag) when it is within six steps.

You are required to salute the following songs when in uniform and outdoors: Star-Spangled Banner, To
The Colors, and Reveille. If indoors or when not in uniform, stand at the position of attention.

The following action should take place outdoors: Salute the flag if you are able to see it; Face the music and salute if unable to see the flag; If in a vehicle, halt, exit and salute; If in civilian clothing, stand at attention and place your right hand over your heart. Remove headgear and place it over your left shoulder.

D. When Not to Salute

- Do not salute under the following conditions:
- When engaged in a work detail, only the person in charge will salute.
- When playing sports or other forms of physical training.
- When carrying articles in both hands, instead just give the greeting of the day.
- When in a tactical situation.
- When performing duties as a guard when it would prevent you from performing your duties.
E. Reporting to an Officer or NCO

Outdoors: Double time to the officer you are reporting to, halt three steps from them at attention, salute, and say, “Sir or Ma’am, Cadet _____ reports.”

Indoors: Knock three times, enter when told, halt two steps from the desk; come to attention; salute, holding it; Report as appropriate:

"Sir or Ma’am, Cadet Jones reports as directed" or "Sir or Ma’am, Cadet Smith requests permission to speak with you" etc.
Drop the salute after it has been returned. Remain at attention until told "At Ease" or other direction. At completion of the conversation return to attention; if at ease, salute and hold the salute until it is returned; drop the salute, then depart.

F. The Senior's Place of Honor

Another ancient military custom dictates that you should always walk or sit to the left of your superiors. For centuries warriors fought with swords, and because most warriors are right-handed, the heaviest fighting occurred on the right. The shield was on the left arm, and the left side become defensive units who preferred to carry the battle to the enemy, and who were proud of their fighting ability, considered the right of a battle line to be a post of honor. Therefore, when an officer walks or sits on your right, he is symbolically filling the post of honor.
Chapter 6 – Traditions of the U.S. Army and ROTC Cadet Command

“To be prepared for war is one of the most effectual means of preserving peace. A free people ought not only to be armed but disciplined; to which end a uniform and well-digested plan is requisite.” – George Washington, remarks to Congress, 1790

A. ROTC Cadet Command

The United States Army ROTC Cadet Command was organized 15 April 1986 at historic Fort Monroe, Virginia, blending the vibrancy of a new command with the traditions of the Army's second oldest continuously active installation. The history of ROTC extends back to the nineteenth century when military training was introduced at what is today Norwich University in Vermont. The lineage of Cadet Command's Reserve Officers' Training Corps dates to 1916 and the passage of the National Defense Act. A new chapter began with the consolidation of all ROTC activities within Cadet Command, an organization forging its own identity and its own traditions.

B. The Cadet Creed

The Cadet Creed was adopted in June 1988 to imbue Army Cadets with the values which are critical to being successful Cadets and later Army officers.

All Cadets must memorize 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 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.

C. Explanation of the Cadet Creed

The Cadet Creed, in a few carefully selected words, explains what is expected of an Army Cadet. The Cadet Creed is a key element in the traditions of Cadet Command:

"DEFENDING the values which make this Nation great." Cadets, upon being commissioned, take an oath to defend, with their lives when necessary, the Constitution of the United States of America. This document, created more than two centuries ago after our Nation's valiant struggle for independence, is the keystone of our way of life, of the world's most wondrous democracy. Our nation derives its strength from the consent of the governed. The basic tenets of our Constitution are that all people have certain natural inalienable rights, are born equal, and must be treated equally before the law. These are powerful words, but words which have meaning only as long as we as Americans are willing to defend our value system as embodied in our Constitution. Each Army Cadet is honor bound to do this, both as a Cadet and later as a commissioned officer.
"HONOR is my touchstone." Honor is used in two ways when referring to Army Cadets. Serving the people of the United States as a commissioned officer is an honor afforded only a small fraction of our young men and women. More importantly, "with honor" describes how an Army Cadet will serve upon being commissioned. Honor is the bedrock upon which the Army officer builds a successful career. Honor encompasses integrity and dedication. Honor is the thread which holds together the fabric of our Army as it discharges its critical mission of being the strategic force which maintains the integrity of our Nation and peace in our world. Serving with honor begins in the Cadet years and builds throughout a career. "MISSION first and PEOPLE always." The Army Cadet who lives by these five words will always get the job done, which is the essence of being an Army officer. A commissioned officer has a sacred obligation to take care of the men and women entrusted to the unit - to guide, train, teach and counsel. The leader who cares for people will always command the respect and dedicated service of those commanded, assuring mission accomplishment. "I am the PAST." The legacy of the Army Cadet dates to the colonial Army which won our independence. It has been enriched by each generation that served in time of peace to safeguard our security, and in time of war to secure victory through supreme sacrifice. The tradition of the Army Cadet is to live up to the magnificent example set by their former comrades-in arms, in our land and overseas, as the guardians of liberty.
"I am the PRESENT." Army Cadets are talented people who are molded into superior leaders through a commitment to excellence by the officers and noncommissioned officers who make up Cadet Command. The skills of the Army Cadet are enhanced in the classroom, at field training exercises, at Advanced and Basic Camp, and through Ranger Challenge. The Army Cadet dedicated to excellence will become an officer who is both a war winner and a respected leader.

"I am the FUTURE." Army Cadets are indeed the Army's future officer Leadership. Into the hands of Army Cadets across the Nation will be placed the responsibility of leading the outstanding young Americans who fill the enlisted ranks of our Army. Our Army Cadets will be challenged to maintain and strengthen our Army. Being an officer-leader will be both a challenge and an opportunity. Each Army Cadet must live up to his or her full potential to become a Warrior leader with the "RIGHT STUFF" to be a war winner.

"I WILL do my DUTY." Doing one's duty encompasses all the traits inherent in being an Army Cadet and an Army officer. In the words of one of America's most respected Army commanders, General Robert E. Lee, "Duty is the most sublime word in our language. Do your duty in all things. You cannot do more. You should never wish to do less."
D. The ROTC Patch

Cadet Command's shoulder patch was authorized 8 April 1986. Its crest was authorized on 22 August 1986. The symbolism of both insignia is identical.

The shield symbolizes the Army mission of national defense and is divided into quarters representing the four traditional military science courses comprising 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 the 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.
E. The National Colors

The first official American flag, the Continental or Grand Union flag, was displayed on Prospect Hill, January 1, 1776, in the American lines besieging Boston. It had thirteen alternate red and white stripes, with the British Union Jack in the upper left corner.

On June 14, 1777, the Continental Congress adopted the design for a new flag, which actually was the Continental flag, with the Red Cross of St. George and the White Cross of St. Andrew replaced on the blue field by thirteen stars, one for each state. No rule was made as to the arrangement of the stars, and while they were usually shown in a circle, there were various other designs. It is uncertain when the new flag was first flown, but its first official announcement is believed to have been on September 3, 1777.

The first public assertion that Betsy Ross made the first Stars and Stripes appeared in a paper read before the Historical Society of Pennsylvania on March 14, 1870, by William J. Canby, a grandson. However, Mr. Canby on later investigation found no official documents of any action by Congress on the flag before June 14, 1777. Betsy Ross’ own story, according to her daughter, was that George Washington, Robert Morris, and George Ross, as representatives of Congress, visited her in Philadelphia in June 1776, showing her a rough draft of the flag and asking her if she could make one. However, the only actual record of the manufacture of flags by Betsy Ross is a voucher in Harrisburg, Pennsylvania, for 14 pounds and some shillings for flags for the Pennsylvania Navy.

On January 13, 1794, Congress voted to add two stars and two stripes to the flag in recognition of the admission of Vermont and Kentucky to the union. The fifteen-star, fifteen-stripe flag, made by Mary Young Pickersgill, was raised over the ramparts of Fort McHenry, Maryland, and inspired Francis
Scott Key to write the poem that is now our National Anthem, “Star-Spangled Banner,” on September 14, 1814.

F. The Army Flag

On Flag Day, 14 June 1956, the 181st anniversary of the US Army, the newly adopted United States Army Flag was publicly unfurled at Independence Hall, Philadelphia, Pennsylvania, by the Honorable Wilbur M. Brucker, Secretary of the Army. The flag, of white silk and trimmed on three sides with yellow fringe, bears an embroidered replica of the official seal of the Department of the Army in ultramarine blue (without the roman numerals).

A scarlet scroll inscribed “United States Army” in white is centered between the device and the ultramarine blue numerals “1775” denoting the year the Army was founded, by action of the Continental Congress, 14 June 1775. The Continental Congress authorized the original War Office seal, constituting the central design of the flag, on 8 May 1779. The US Army flag bears all the streamers representing the Army’s campaigns since its inception. (When not being carried, the Yorktown streamer should always be prominently displayed.)

The Army field flag was authorized in 1962 and is the same as the US Army flag except that it is smaller in size, the background is ultramarine blue, the seal is white, the scroll is white, “United States Army” is scarlet, the numerals “1775” are white, and streamers are not authorized.
G. The Soldier’s Creed

The U.S. Soldier's Creed is a dogma that all United States Army personnel are encouraged to adhere to. All U.S. Army enlisted personnel are taught the Soldier's Creed during basic training, and it is required knowledge at most enlisted promotion boards to compete for the rank of Sergeant and above, as well as Soldier of the Month boards.

The current version of the Soldier's Creed is a product of the Warrior Ethos program authorized by the then Army Chief of Staff Eric K. Shinseki in May 2003. It was written in part by Matt Larsen, who also founded the Army’s hand-to-hand combat program and was first presented to senior Army leaders on June 7, 2003. The Soldier’s Creed was approved in its current format by the next Army Chief of Staff Peter Schoomaker on the 24th of November of 2003. The introduction of the Soldier's Creed kicked off a campaign known as Task Force Soldier. This is a leadership commitment to soldiers ensuring that they are prepared for combat and embody the Warrior Ethos that is contained in the Soldier's Creed.
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.

H. Warrior Ethos

The Warrior Ethos forms the foundation for the American
Soldier’s spirit and total commitment to victory, in peace and
war, always exemplifying ethical behavior and 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.

The Warrior Ethos concerns character, shaping who you are
and what you do. In that sense, it's clearly linked to the Army
values. It requires unrelenting and consistent determination to
do what is right and to do it with pride, both in uniform and out.
Understanding what is right requires respect for both your comrades and other people.

The Army's continuing drive to be the best, to triumph over all adversity, and to remain focused on mission accomplishment does more than preserve the Army's institutional culture; it sustains the nation, and each individual Soldier.

I. Oath of Commissioned Officers

“I, (state your name), having been appointed a (rank) in the United States Army, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the office upon which I am about to enter. So help me God.”

J. General Orders

Guard Duty: General orders apply to every post and you must memorize them. They include the following:

1st General Order

“I will guard everything within the limits of my post and quit my post only when properly relieved.”

2nd General Order

“I will obey my special orders and perform all of my duties in a military manner.”
3\textsuperscript{rd} General Order

“I will report violations of my special orders, emergencies, and anything not covered in my instructions, to the commander of the relief.”

K. Code of Conduct

I

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

II

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

III

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

IV

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

V

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

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

L. Songs

*The Star Spangled Banner*
By Francis Scott Key 1814

Oh, say can you see by the dawn's early light
What so proudly we hailed at the twilight's last gleaming?
Whose broad stripes and bright stars thru the perilous fight,
O'er the ramparts we watched were so gallantly streaming?
And the rocket's red glare, the bombs bursting in air,
Gave proof through the night that our flag was still there.
Oh, say does that star-spangled banner yet wave
O'er the land of the free and the home of the brave?

By 1818, there were twenty states in the Union, and as it was obvious that the flag would soon become unwieldy, Congress voted April 18, 1818, to return to the original thirteen stripes and to indicate the admission of a new state simply by the addition of a star the following July 4.

Two stars were added July 4, 1912, for New Mexico and Arizona.

President Eisenhower signed a bill on July 7, 1958, to make Alaska the 49th state, and on August 21, 1959, Hawaii, the 50th state, was officially admitted to the Union.
The Pledge of Allegiance
I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all.

The Army Song

March along, sing our song, we're the Army of the free
Count the brave, count the true, who have fought to victory
We’re the Army and proud of our name
We’re the Army and proudly proclaim

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

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

The Buckeye Battalion continuously employs targeted recruiting and retention; Delivering quality instruction, mentoring, advising, and training while partnering with the University in order to commission the finest quality leaders that possess the values, character, competence, and moral foundation to serve our nation as part of the total Army in a complex, continuously changing operational environment.
B. 1862 to World War I

From the very beginning, the story of The Ohio State University was synonymous with the history of Army ROTC. In 1862 The Morrill Act signed by President Lincoln (commonly referred to as the Land Grant College Act) enabled the State of Ohio to build an institution of higher learning to train young men in agricultural studies, mechanical arts, and military tactics. In 1870, the Ohio Agricultural, Military, and Mechanical College opened its doors – only later to be renamed The Ohio State University.

The early formative years included mandatory studies in tactics and drills. The first recorded classes in these subjects were in 1874. Professor McFarland, a Lieutenant Colonel in the Ohio Volunteer Infantry during the American Civil War, provided firsthand experience lectures on the lessons of military history, the devastation of war, and the cost of military non-preparedness. Because of his influence on the universal study of military tactics, LTC McFarland is historically recognized as the first Professor of Military Science at The Ohio State University.

The United States Army, in 1876, formally established its presence at The Ohio State University by assigning active military personnel to the newly formed Department of Military Science and Tactics. Two years later, as the University graduated its first class, 2LT C.H. Dietrich became the first commissioned officer to hail from OSU’s military program. As
the years went by, both the university and its military program continued to grow.

The patriotic verve which struck the nation during the Spanish American War did not escape The Ohio State University. An OSU Volunteer Company, made up of the military Cadre and the entire senior military science class, departed Columbus in 1898 to join the war efforts in Cuba. The Buckeye volunteers returned in a few months savoring their victorious role in history.

At the turn of the century, military science training and drill became commonplace on campus. The Professor of Military Science, COL George Converse, established a structured program of study (known as the “Ohio Plan”) which became the blueprint for a nationwide program of developing military junior officers. In 1916 the Student Army Training Corps (SATC) began, forming what later was named the Reserve Officers Training Corps (ROTC).

World War I brought significant changes to the ROTC program. The Department of Military Science formed a separate School for Military Aeronautics at OSU. This school taught aircraft design, maintenance, and aerial photography for the Army Signal Corps. The school curriculum formed the basis of Aeronautical Engineering courses later taught at OSU.
C. Rock Ceremony
Traditional at OSU is the annual “Rock Ceremony” which traces its roots to November 11, 1919. On that date, a ceremony to honor the fallen war heroes of The Ohio State University took place in the University Oval. Two minutes of silence, the playing of “Taps” and the laying of a wreath at the Rock outside Bricker Hall marked the occasion. Upon the Rock is a Plaque which reads" IN HONOR OF THOSE SONS OF THE OHIO STATE UNIVERSITY WHO HAVE ANSWERED THE CALL TO THE COLORS IN THE YEAR 1917.

D. World War II to Present
The Second World War brought increased military activity on campus. The School of Mechanical Trades and Munitions opened a special military research grant for weapons development was awarded, and the Special Training Award of Recognition (STAR) was presented to the university. In 1943 more than 1100 students at The Ohio State University earned the gold bars of a lieutenant in the U.S. Army.

Following the war, Army ROTC activated branch-specific training companies specializing in aeronautics, artillery, chemical defense, engineering, signal, medical and dental, transportation, armor, and ordnance. Converse Hall was also given to Army ROTC in 1948 after the Armory near the Oval had burnt down. It remains the home of ROTC on campus to this day.

The university’s Army ROTC program continued to lead the way in pursuing new opportunities for OSU students, as well as carving a path for nationwide programs. In 1957 the Army ROTC initiated a flight training program for its cadets. So successful was the program that the Navy and Air Force
ROTC programs enrolled their midshipmen and cadets in the Army ROTC flight program. By 1965 the Cadet Corps rose to a Cadet Division, with over 2000 Army students. The following year, the voluntary Coed Cadet Corps was formed at OSU, 7 years prior to the nationwide incorporation of women into ROTC in 1973.

E. Buckeye Winning Tradition

The tradition of a winning team is an ever-present part of The Ohio State University and the Buckeye Battalion. The OSU Ranger Challenge Team (Army ROTC’s Varsity Sport) has medal placed multiple times, competing against the 38 schools under the 7th BDE US Army Cadet Command. In 2018 the Buckeye Battalion was awarded the General Douglas MacArthur Leadership award as the top-performing program in 7th BDE. In 2019 the OSU Army ROTC Women’s Basketball team won 1st place in the national Flying Irish Basketball Tournament. A history of excellence continues to grow within the program.

The history of Army ROTC at The Ohio State University is long and colorful. Through the years many changes have occurred at the university and with the Military Science Department. The one constant throughout has been the high-quality college students who have accepted the challenge provided by Army ROTC. In 1996 The Ohio State University Buckeye Battalion added another milestone by commissioning its 10,000th lieutenant into the U.S. Army. Like the first commissionee,
Lieutenant C.H. Dietrich, the cadets of today and tomorrow can stand tall and proud due to their Buckeye heritage.

Most recently the Buckeye Battalion has continued over a hundred years of tradition despite the difficulties realized during the COVID-19 Pandemic. Our classes and labs are back to in-person instruction and clubs/sports are participating at full strength. We look forward to seeing how you add to this historic program’s great history.

The rest of this page is left blank for your Chapter of our storied program....
Appendix A – Weapons

A. Weapons Procedures

Basic Principles of Weapons Safety:
• Weapons on safe until target is identified and acquired
• Muzzle awareness
• Finger outside of trigger well until sights are on the target
• Every weapon is ALWAYS treated as loaded

B. Weapon Readiness

Green
Weapon on safe
No magazine in weapon
Bolt forward, ejection port cover closed

Amber
Weapon on safe
Magazine with ammunition inserted in weapon
Bolt forward, no round in chamber, ejection port cover closed

Red
Weapon on safe
Magazine with ammunition inserted in the weapon
Round chambered, ejection port cover closed

C. Clearing the M16A1/A2 or M4 rifle

Ensure the weapon is on safe
Point the weapon in a safe direction
Remove the magazine
Lock the bolt to the rear observing the round, if any, is ejected
Inspect the chamber and receiver areas for any ammunition
With the selector lever on safe, allow the bolt to go forward

D. Performing Immediate Action (SPORTS)

S – Slap the magazine
P – Pull the charging handle to the rear
O – Observe ejection port (for ejected casing, round, double feed or other obstruction)
R – Release the charging handle
T – Tap the forward assist
S – Squeeze the trigger

E. Rules of Engagement

Movement or fires across the international boundary is not allowed, even in pursuit of enemy troops (exception is made when firing in self-defense).
Personnel not in uniform, carrying rifles, are considered civilian, but treated with great caution. If those personnel are commingled with enemy, they may be engaged without warning.
Personnel not in uniform, with rifles, may be engaged without warning if threatening noncombatants or US forces.
Civilian vehicles with crew-served weapons mounted are enemy and may be engaged without warning.
US forces will not unnecessarily endanger noncombatants to engage enemy forces. It may be
necessary to endanger noncombatants to prevent a greater harm to US forces or other noncombatants. Civilians threatening US forces or non-combatants with weapons such as clubs, rocks, or instruments other than firearms, gasoline, or explosives, will be prevented from harming US troops and noncombatants. In these circumstances, deadly forces will not be used unless necessary to prevent imminent loss of life or limb to US forces or noncombatants.
## Appendix B – Officer Branches

### A. Operations Basic Branches

<table>
<thead>
<tr>
<th>Branch</th>
<th>Branch Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Defense Artillery</td>
<td>As an Air Defense Artillery (ADA) officer, you’ll lead the air defense artillery branch at all levels of command. You’ll manage modern complicated military computers on complex networks, communications equipment systems, and radars in order to provide warning, detection, and protection for armed forces from aerial attack, missile attack, and aerial surveillance.</td>
</tr>
<tr>
<td>Armor</td>
<td>As an Armor officer, you’ll be responsible for tank and cavalry/forward reconnaissance operations on the battlefield. You’ll be a leader in operations specific to the armor branch and lead others in many areas of combat operations.</td>
</tr>
<tr>
<td>Aviation</td>
<td>As an Aviation officer, you’ll command flight platoons and lead operations using Army helicopters. Your missions may include hauling troops and carrying supplies, or they may involve quick and long-range strategic strikes.</td>
</tr>
</tbody>
</table>
| Corps of Engineers | **Branch Description**  
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Corps of Engineers" /></td>
<td>As an Engineer officer, you’ll manage a wide range of crucial engineering projects, including constructing roads, bases, bridges, and airfields, supporting disaster relief and civilian rescue efforts, and researching alternative engineering technology. You’ll also provide support to troops in the field.</td>
</tr>
</tbody>
</table>

| Field Artillery | **Branch Description**  
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Field Artillery" /></td>
<td>As a Field Artillery (FA) officer, you’ll lead the field artillery branch that neutralizes the enemy by cannon, rocket, and missile fire. In this branch, you must be an expert in tactics, techniques, and procedures.</td>
</tr>
</tbody>
</table>

| Infantry | **Branch Description**  
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Infantry" /></td>
<td>As an Infantry officer, you’ll be responsible for leading Infantry Soldiers at all levels of command and combined armed forces during missions on the ground. You’ll assess the situation and lead attack, defense, and other operations.</td>
</tr>
<tr>
<td>Military Police Corps</td>
<td>Branch Description</td>
</tr>
<tr>
<td>-----------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>As a Military Police (MP) officer, you'll be responsible for ensuring the safety and protection of Army personnel, equipment, and resources. You’ll control and secure terrain inside and outside military installations, as well as manage, supervise, and control secured areas. Additionally, you’ll supervise police intelligence missions, help train local law enforcement teams, lead small, tactical military police units, and function as an advisor to the Army Reserve and Army National Guard.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chemical Corps</th>
<th>Branch Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>As a Chemical, Biological, Radiological, and Nuclear (CBRN) officer, you'll be part of the Army branch that specifically defends against the threat of biological and chemical weapons, ‘dirty bombs’ and Weapons of Mass Destruction. You'll lead extraordinary chemical units dedicated to protecting our nation in missions to assess, protect, and mitigate WMD/CBRN threats. In addition, you'll be certified in HAZMAT operations and the handling of toxic and hazardous substances and be called upon to share your scientific expertise with every unit type in the Army during both combat and peacetime.</td>
<td></td>
</tr>
<tr>
<td>Military Intelligence</td>
<td>Branch Description</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>As an Army Military Intelligence (MI) officer, you'll be responsible for all collected intelligence during Army missions. You’ll provide essential information that can often save the lives of Soldiers fighting on the front lines. You’ll command and coordinate Military Intelligence Soldiers and combined armed forces, assess risks, and act to neutralize intelligence threats.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Signal Corps</th>
<th>Branch Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>As a Signal officer, you’ll lead the Signal Corps, which is responsible for the Army’s entire systems of communication. You’ll plan and execute all aspects of communication on a mission and will be critical to the Army’s continued success. You’ll maintain the Army’s voice, data and information systems, make tactical decisions, and engage Signal Soldiers at all levels of command.</td>
<td></td>
</tr>
</tbody>
</table>
### Cyber

**Branch Description**

As a Cyber Operations officer, you'll conduct integrated and synchronized defensive and offensive cyberspace operations by targeting hostile enemy activities and capabilities.

### C. Combat Service Support

#### Adjutant General

**Branch Description**

As a Human Resources officer, also known as an Adjutant General officer, you'll be responsible for providing personnel support that affects Soldier’s overall well-being, while assisting commanders by accounting for and keeping Soldiers combat ready. In many cases, the duties of an Adjutant General officer are very similar to that function of a high-level human resources executive in the civilian world.
<table>
<thead>
<tr>
<th><strong>Finance</strong></th>
<th><strong>Branch Description</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>As a Financial officer, you’ll be in charge of the Army’s Finance Corps, who are responsible for purchasing services and supplies in order to sustain missions. You’ll be in charge of hiring Finance Soldiers at all levels of command, Army pay, commercial vendor support, disbursement of public funds, auditing, travel allowances, accounting, financial management information systems, and banking.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Logistics – Ordnance</strong></th>
<th><strong>Branch Description</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>As an Ordnance officer, you’ll make sure that weapons systems, vehicles, and equipment are ready and available, and in perfect condition at all times. You’ll also manage the developing, testing, fielding, handling, storage, and disposal of munitions.</td>
</tr>
</tbody>
</table>
| Logistics – Quartermaster | **Branch Description**  
As a Quartermaster officer, you’ll be responsible for making sure equipment, materials, and systems are available and functioning for missions. More specifically, you’ll provide supply support for Soldiers and units in field services, aerial delivery, and material and distribution management. |
|--------------------------|------------------------------------------------|
| Logistics – Transportation | **Branch Description**  
As a Transportation officer, you’ll manage all elements of distribution related to the planning, operation, coordination, and evaluation of all modes of transportation (air, sea, rail, & ground), in order to move units, personnel, equipment and supplies. While in the Transportation Corps, you will have the opportunity to command specialized transportation units focused on supporting global operations. |
<table>
<thead>
<tr>
<th>Branch</th>
<th>Branch Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Service Corps</td>
<td>As a Medical Service Corps officer, you'll command the Medical Service Corps that treats and helps the Soldiers and their families in a variety of areas: behavioral health, health administration services, and laboratory sciences.</td>
</tr>
<tr>
<td>Army Nurse Corps</td>
<td>As an Army Nurse, you'll provide responsive, innovate, and evidence-based nursing care integrated on the Army Medicine Team to enhance readiness, preserve life and function, and promote health and wellness for all those entrusted into your care.</td>
</tr>
</tbody>
</table>
Appendix C – Clubs and Organizations

A. Ranger Challenge

Competition based team designed to test the physical and mental endurance and agility of the participants. Practice starts with the beginning of the school year and is every day until the competition on campus.

B. Scabbard and Blade

Our members will redefine the standard of excellence for all military officers
Ten-week pledge process:
- Tactical decision-making
- Joint-service relationships

C. Pershing Rifles

Pershing Rifles compete yearly in a rifle movement and spinning national competition. Their main focus is improving physical fitness and molding capable and confident leaders by performing many different military operations in highly stressful situations.

D. Converse Guard

Cadets participate in Color Guards, raising the Colors at OSU home football games, 21 Gun Salute, and learning how to be the face of the Army.

E. Officer Christian Fellowship (OCF)

Informal Christian based organization that meets once a week to discuss the role of Christian officer. All religions accepted.

F. Cadet Community Outreach Program (CCOP)

A volunteer-based organization that works with a variety of non-profit organizations. Our goal is to collectively improve the quality of life for others. CCOP members will develop confidence, public speaking skills, interpersonal tact, and nurture a diverse understanding of our community.