



# SURFRIDERS

## UCSB ARMY ROTC



SANTA BARBARA  
CALIFORNIA





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Dear Army ROTC Cadet,

We would like to extend the warmest welcome to all new Cadets at the University of California at Santa Barbara. Your decision to participate in the preeminent leadership development program on campus will be a truly rewarding experience.

The UCSB Army ROTC program has a rich heritage. We are noted for producing men and women leaders who have the physical and mental ability to succeed in any endeavor, the moral courage to make tough decisions, and the enthusiasm to see them through. The program of quality instruction and exciting training will provide you the opportunity to expand your potential.

Through active participation in the UCSB ROTC program you will be rewarded with lasting friendships, unique educational experiences, and fond memories of the stimulating activities in which you played a key role. Your motivation, initiative, and attention to detail will assist you in measuring up to the standards required to wear the gold bars of a second lieutenant. Your commission from the President of the United States as an officer will be the crowning achievement of your college career.

Best wishes for the academic year ahead. Our first priority for you at UCSB is to excel academically. To assist you a Cadre member will provide you with counseling. Please avail yourself of this service. The Cadre is here to assist you in achieving excellence.

Please read this handbook carefully. It provides information you will not easily discover on your own. We look forward to great things from you.

## **CADET CREED**

I am an Army Cadet. Soon I will take an oath and become an Army Officer committed to **DEFENDING** the values, which make this Nation great. **HONOR** is my touchstone. I understand **MISSION** first and **PEOPLE** always.

I am the **PAST**: the spirit of those **WARRIORS** who have made the final sacrifice.

I am the **PRESENT**: the scholar and apprentice Soldier enhancing my skills in the science of warfare and the art of leadership.

But above all, I am the **FUTURE**: the future **WARRIOR LEADER** of the United States Army. May God give me the compassion and judgment to lead and the gallantry in battle to **WIN**.

I will do my **DUTY**.

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## SECTION I

### INTRODUCTION TO ARMY ROTC

The Department of Military Science at the University of California at Santa Barbara is a department within the College of Letters and Science, responsible for the Army ROTC program. The chairman of the department, the Professor of Military Science (PMS), is a U.S. Army officer on active duty assigned as the ROTC Battalion Commander by the Department of the Army (DA) with the concurrence of the Chancellor of the University. He is responsible to the UCSB Chancellor and to Cadet Command through the 8<sup>th</sup> Brigade located at Joint Base Lewis McChord (JBLM), Washington.

To assist the PMS, DA assigns officers as Assistant Professors of Military Science (APMS) and Noncommissioned Officers as Battalion Senior Instructors to the Department of Military Science with the concurrence of the Chancellor. Officers are assigned as a class instructor/advisor for each of the four Military Science year groups.

The basis and authority for the ROTC program predates most of the colleges and universities on the west coast. The Reserve Officers' Training Corps of the Army has a long and honorable history, even older than the law that formally established it in 1916. In 1819 Captain Alden Partridge, a former Superintendent of the Military Academy, founded the American Literary, Scientific, and Military Academy (now Norwich University) in Northfield, Vermont. This was the first American institution of higher education to prescribe military training as part of its curriculum.

Prior to the Civil War, additional colleges and universities offered military training, but it was not until 1862, during the Civil War, that military training in our colleges received the impetus, which is still present today. Representative Justin Morrill of Vermont sponsored an act to provide grants of land, and later money, for colleges that would offer military training along with training in agriculture and the mechanical arts.

The Morrill Act, as it was passed by the Congress and signed by President Lincoln, was the forerunner of ROTC as established by the National Defense Act of 1916. The first officers commissioned from the UCSB ROTC program graduated in 1949. Since the passage of the Defense Act of 1916, ROTC has been the major source of Army Reserve officers and is now a major source of Regular Army officers as well. The program produces approximately 75% of all Army officers. UCSB has produced over 1,000 Army officers.

The UCSB ROTC Battalion, the Surfrider Battalion, is one of 273 host ROTC units throughout the country. For over 60 years the UCSB Military science curriculum has maintained the stringent academic standards of the host institution and provided its officer graduates with the best preparation possible for service with the United States Army. The Surfrider Battalion was among the first ROTC Battalions in the country to promote female Cadets to the position of Cadet Battalion Commander. **Demonstrated performance is the key to success in the battalion.**

The Department of Military Science offers the traditional four-year commissioning program, three-year commissioning, and a special two-year program. The following benefits are available in both programs:

<u>Scholarships:</u>	Two, three and four-year scholarships awarded on a competitive basis.
<u>Leadership/Management:</u>	Valuable in both military and civilian environment. Designed to assess your current level and develop your potential.
<u>Extracurricular:</u>	These include the Color Guard, Ranger Challenge Team, Bataan Memorial Death March and intramural sports, including surfing.
<u>Social Activities:</u>	These range from informal picnics to a formal military ball or dining out.
<u>Physical Training:</u>	Designed to develop and maintain your physical fitness.
<u>Advanced Course Pay:</u>	Currently \$450.00 (Jr's) and \$500 (Sr's) a month during the school year while a contracted Advanced Course Cadet.
<u>Career Opportunities:</u>	Challenging careers in numerous fields of endeavor ranging from Logistics, Infantry, Armor, Engineer, Medical Service, Military Police, Finance and Aviation.
<u>Academic Counseling:</u>	Provided by all faculty members in the Department of Military Science on a person-to-person basis.
<u>Additional Training:</u>	Air Assault Training, Airborne Training, Mountain Warfare, Cadet Troop Leader Training throughout the continental United States, Europe, and Korea, and Cultural Internships (CLIP-B and CLISD AKA CULP) around the world.

ROTC graduates are leaders, thinkers, and decision-makers. They meet problems head-on and solve them quickly. They know how to adapt to rapidly changing situations and to take charge. Regardless of whether you choose the military as a career or not, ROTC is still the best college leadership course you can take.

## SECTION II

### THE MILITARY SCIENCE PROGRAM

A. The Four-Year Program. The Four-Year Army ROTC program is divided into two parts called the Basic Course and the Advanced Course.

1. The Basic Course is usually taken during the first two years of college and is called Military Science 1 and Military Science 2 (MS-I and II). The academic classes provide an introduction to the Army. All necessary ROTC textbooks, uniforms and other essential materials are furnished to the student at no cost. After completing the Basic Course, students who demonstrate the potential to become an officer and who meet the physical and scholastic standards are eligible to enroll in the Advanced Course. Placement credit may be granted for participation in Junior ROTC training or attendance at Basic Training and/or Advanced Individual Training with the National Guard or Army Reserve for entering freshmen students.

2. The Advanced Course (MS-III and MS-IV) is usually taken during the final two years of college. It includes instruction in organization and management, leadership theory, tactics, physical training, ethics and professionalism, as well as military law. All necessary textbooks and uniforms in the Advanced Course are also furnished to students at no cost (note: Simultaneous Military Program (SMP) Cadets will receive their uniforms and equipment from their associated unit). During the summer between the junior and senior years of college, Advanced Course Cadets attend a fully paid 29-day training session called Warrior Forge (Leadership Development Assessment Course or LDAC), which gives students the chance to practice what they have learned in the classroom, and introduces them to Army operations in the field.

B. The Two-Year Program.

1. The Two-Year Program is designed for juniors and community college graduates, students at four-year schools who did not take ROTC during their first two years of college, students entering a two-year post graduate course of study, and veterans who may be granted placement credit for the freshman and sophomore years of the program.

2. To enter the Two-Year program, non-veterans must first attend a fully paid, 28-day Leadership Training Camp (LTC), normally held during the summer between their sophomore and junior years of college. After the successful completion of LTC, students who meet the necessary requirements may enroll in the Advanced Course and apply for a two-year scholarship.

C. The Simultaneous Membership Program. Non-scholarship students can get a head start on their military careers and their futures through the Simultaneous Membership Program (SMP). SMP allows students to be members of the Army Reserve or Army National Guard and Army ROTC at the same time. Advanced ROTC SMP Cadets are paid at the rate of at least Sergeant (E-5) for their Reserve/Guard training assemblies, plus additional subsistence allowance from the ROTC Advanced Course. They serve as officer trainees in their Reserve/Guard units and, under the close supervision of a commissioned officer, perform duties equal with those of a Second Lieutenant.



D. Leadership Development Assessment Course (LDAC). Warrior Forge, or LDAC, at Joint Base Lewis McChord (JBLM), Washington is a mandatory four-week training and evaluation program and a necessary requirement for commissioning. The Warrior Forge Cadet normally completes this training during the summer between the MS-III and MS-IV years. LDAC is intentionally tough and introduces the element of stress. Throughout the 29 days, physical and mental challenges will be encountered which test you as a person, Soldier, and leader. The training at JBLM is built around small unit tactical training because it is the best vehicle for evaluating a Cadet's potential to serve as a commissioned officer. Performance at camp greatly influences success in the ROTC program and subsequent branch and duty assignments. Much of the MS-III year is spent in preparation for Warrior Forge. You will also receive over \$800.00 @ JBLM, room and board, and round trip transportation.

E. Leadership Laboratory (Lab). Leadership Lab is mandatory training conducted from 1400 hours (2 p.m.) to 1700 hours (5 p.m.) each Thursday for MS-I, MS-II, MS-III and MS-IV Cadets. The lab covers a range of topics to orient you to basic military skills including command voice, drill and ceremonies, map and compass use, communications techniques, and small unit tactics. A training schedule is published quarterly, which details the training to be conducted during each lab session. All Cadets are responsible for reading the training schedule and studying the references prior to lab. Schedules are posted on the Bulletin Boards located in the Army ROTC building. The uniform and equipment necessary for each lab is listed on each training schedule.

Upon your enrollment into the program, you will be assigned to a specific unit within the Cadet Battalion as part of the leadership lab program. Leadership positions within the units will be rotated primarily among MS-III Cadets to give them the necessary training needed for attendance and top performance at LDAC. Much of the lab instruction will be presented by MS-IV Cadets, preparing them for their ultimate role as second lieutenants.

F. Field Training Exercises. Field training exercises (FTXs) are conducted twice per year (Fall and Spring Quarters) on a weekend, which may include Fridays. Attendance is mandatory for contracted Cadets, unless otherwise excused by the PMS or SMI. Others are encouraged to attend. FTXs provide the opportunity to apply the theory taught in the classroom and labs in a field environment. Individuals are evaluated on their demonstrated knowledge, leadership ability and active participation. The FTX's are normally conducted at Camp San Luis Obispo.

G. Scholarships. Four, three, and two-year Army ROTC scholarships are available and are awarded on a competitive basis. These scholarships will help pay for your college tuition, required educational fees, and provide a grant for textbooks, supplies and equipment. In addition, you will receive a subsistence allowance each school year the scholarship is in effect. Students receiving Army ROTC scholarships can choose to have tuition (out-of-state tuition requires additional approval) or room and board paid. There are specific rules for each and students must understand their options before choosing either option.

- Army ROTC scholarships are available to provide you with the financial assistance necessary to obtain a college or university baccalaureate degree. In return, the Army requires that you accept a commission as a Second Lieutenant if offered one and that you serve a specified period of military service.

Scholarship students may be required to serve four years on active duty in the U.S. Army, followed by four years in the Reserve Components. Total combined service obligation is eight years.

H. Financial Support: Cadets who are accepted into the Advanced Course are paid \$450.00 (Jr.) and \$500 (Sr.) per month from the date of contracting to the date of commissioning, excluding the period while at Warrior Forge. This payroll period will not exceed 20 months. While attending the Warrior Forge Summer Training, Cadets receive approximately \$800.00. Contracted MS-I and MS-IIs receive \$300.00 or \$350.00 respectively per month to not exceed 20 months.

I. Distinguished Military Graduates: MS-IV Cadets who possess outstanding qualities of leadership, high moral character and aptitude for military service, who have attained a high academic standing and rank in the 20% of ROTC Cadets will receive Distinguished Military Graduate status – an award which is permanently placed in the Cadet's file as a Second Lieutenant. The top 1/3<sup>rd</sup> of Cadets at the university may qualify for the Distinguished Military Student award upon graduation.

J. Active Duty: Active Duty is not guaranteed and all eligible Cadets wanting Active Duty must compete for such slots. A Cadet commissioned through the Advanced Course as a Second Lieutenant, U.S. Army Reserve, incurs an eight (8) year Reserve Component obligation, up to 4 of which must be served on active duty. Those who receive reserve forces duty incur an eight (8) year obligation and will serve on active duty for the period of their initial officer training course, one weekend drill per month, and two weeks per year for yearly unit training.

## SECTION III

### MILITARY SCIENCE CURRICULUM

A. Basic Course Requirements: (MS-I and MS-II year; Freshman/Sophomore year). Although not all-inclusive, the following list outlines the majority of the requirements for Basic Course credit. These have to be accomplished prior to moving on to or contracting as an Advanced Course Cadet. Scholarship students must be enrolled in an MS academic class every quarter. All MS courses are given as UCSB credit (no Pass/Fail grades).

1. Take the following ROTC Basic Course classes: Mandatory - MS 1A, MS 1AB, MS 1C, MS 2AA, MS 2AB, MS 2AC, MS 22, MS 27 (all quarters when contracted).
2. Participate in labs, FTX's, change of command ceremonies, quarterly Army Physical Fitness tests, monthly Battalion runs, the military ball, and award ceremonies.
3. Meet height and weight standards, pass the medical examination, of high moral character, and possess aptitude for military service.

B. Advance Course Requirements: Completion of the Military Science Advanced Course program of instruction (MS 131, MS 132, MS 133, MS 141, MS 142, MS 143) and the Leadership Development and Assessment Course (LDAC) during the summer normally between the junior and senior year. Students must pass their APFT and height/weight standards no earlier than 60 days prior to commissioning.

#### 1. MS-III Year

- |    |                |   |
|----|----------------|---|
| a. | Fall Quarter   | MS 131, MS 6 (by successfully completing LTC) |
| b. | Winter Quarter | MS 132  |
| c. | Spring Quarter | MS 133, MS 6                                  |

#### 2. MS-IV Year

- |    |                |  |
|----|----------------|--|
| a. | Fall Quarter   | MS 141, MS 190 (by successfully completing LDAC) |
| b. | Winter Quarter | MS 142, MS 190                                   |
| c. | Spring Quarter | MS 143, MS 190                                   |

**Note – a Cadet can satisfy the Military History requirement in any quarter while in the Basic or Advance course.**

C. MS Courses Descriptions. All MS courses are credited with UCSB. All upper division courses are credited at Westmont College. No courses are credited at Santa Barbara City College. Upper division MS courses can be applied towards upper division graduation requirements. The Military History (MS27) course is approved to give credit for American History, GE Area D and Writing as well. Military Science course listings are as follows:

### **Lower Division**

MS 1A – INTRODUCTION TO LEADERSHIP 1 – Introduction to the Army's organization, purpose, functions and its traditions. Provides students the foundation in basic life skills to include fitness, interpersonal communication and ethical behavior using current Army models. The course provides insight into the Army's profession of arms and the officer's role within that profession. Leadership labs and field training exercises are required for all ROTC students. (1 unit)

MS IAB – BASIC MILITARY POLICIES AND ORGANIZATIONS – Introduces students to the Army's tactical concepts such as map reading, orienteering and general military operations. It focuses on the Army's Leadership Model and explores these dimensions in detail. Course provides students a foundation of tactical and leadership concepts that are required for subsequent courses. Students will focus on basic knowledge and skills for personal leadership competence in the Army. Leadership labs and field training exercises are required for all ROTC students (1 unit)

MS IC – BASIC LEADERSHIP AND PROBLEM SOLVING - Explores Army leadership values, attributes, actions and skills required of Army officers. Introduces students to basic military tactics required of all Army Soldiers. Course continues to build the foundation of tactical and leadership concepts that are required for subsequent courses. Students continue to focus on basic leadership knowledge and skills. Leadership labs and field training exercises are required for all ROTC students (1 unit).

MS 2AA – FOUNDATIONS OF LEADERSHIP I – Explores leadership and leadership problems solving case study: A broad analysis of leadership with an emphasis on the modern leader. Familiarization with case study on decision-making and the modern army leader. Course is designed to maximize student participation, inspire intellectual curiosity, teach critical "life skills," and stimulate self-study. Leadership labs and field training exercises are required for all students (1 unit).

MS 2AB – FOUNDATIONS OF LEADERSHIP II – Further exploration of leadership and leadership problem solving techniques using a variety of instructional methodologies. Introduces students to more complex land navigation techniques, operations orders and effective communications skills. Continues to elaborate on small unit techniques. Designed to maximize student participation, inspire intellectual curiosity, teach critical military skills and stimulate self-study. Leadership labs and field training exercises are required for all students (1 unit).

MS 2AC – FOUNDATIONS OF LEADERSHIP III – Continued study of leadership techniques using a variety of instructional methodologies. Introduces students to contemporary military operating environment and advance time management techniques. Elaborates on other small unit techniques. Continues to maximize student

participation, inspire intellectual curiosity, teach critical military skills and stimulate self-study. Leadership labs and field training exercises are required for all students (1 unit).

MS 6 – BASIC MILITARY SCIENCE FIELD STUDY - Students attend the 28-day paid Leadership Training Course designed to develop leadership and officer potential for the US Army and ultimately contracting into the Army's ROTC advance course program at UCSB. Training is intentionally stressful and designed to build individual confidence through the accomplishment of leadership opportunities (2 units).

MS 22 – BASIC MILITARY PHYSICAL CONDITIONING - Designed as an introduction to the United States Army Physical Fitness Program. It is intended to progress students from the Conditioning Phase to the Maintenance Phase of fitness training applicable to Basic Entry Army Personnel. Instruction will introduce students to all aspects of individual as well as small group fitness activities outlined in Army manuals. Instruction is intended to demonstrate the method U.S. Army units use to integrate new Soldiers, at all levels of physical ability, and build a cohesive, physically fit team. (½ unit - May be repeated for credit to a maximum of 3 units).

MS 27 – American Military History and the Evolution of Western Warfare - Surveys American military history and the evolution of western warfare from early western civilizations through the end of the twentieth century. Course examines the strategies and tactics of warfare throughout this period and explores how social, economic and technological advances contributed to the distinct patterns of war that characterized the struggles over the past 300 years. Additionally, this course gives an appreciation of the U.S. military establishment in society and the evolution of the military profession (4 units).

MS 99 – Independent Studies (lower division) - Specialized assignments as directed by faculty. Students must have a 3.0 minimum GPA for the preceding 3 quarters and are limited to 5 units per quarter and 30 units total in all 99 / 199 courses combined. (1-5 units - May be repeated for credit to a maximum of 15 units).

### **Upper Division**

MS 131 – TACTICAL LEADERSHIP I – The basic study of military leadership principles, responsibilities, and traits in a small unit by emphasizing adaptability and flexibility. Students master technical skills in Land Navigation, Troop Leading Procedures, Tactical Orders, Battle Drills and Squad Tactics. Students will gain practical experience by planning and executing small unit military training events in the quarter. Leadership labs and field training exercises are required for all students (2 units).

MS 132 – TACTICAL LEADERSHIP II – An intermediate study of military leadership principles, responsibilities and traits in a small unit. Students are placed in more stressful situations to hone in on their leadership skills. Students cover advanced land navigation skills and more complex tactics under a platoon level organization. Students will gain practical experience by planning and executing small unit military training events in the quarter. Leadership labs and field training exercises are required for all students (2 units).

MS 133 – APPLIED LEADERSHIP – Introduction to leadership behavior, styles, peer leadership, stress management, motivating others, principles of war and applying rules

of land warfare. Introduced to basic military situations in a non-conventional military operating environment. Students will gain practical experience by planning and executing small unit military training events in the quarter. Leadership labs and field training exercises are required for all students (2 units).

MS 141 – DEVELOPMENTAL LEADERSHIP I – Students study the fundamentals of military decision making, command and control, staff relationships, counseling, and analyzing courses of action. Students gain practical experience by planning and executing Cadet training and social events in the quarter. Leadership labs and field training exercises are required for all students (2 units).

MS 142 – DEVELOPMENTAL LEADERSHIP II – Study complex military situations in a contemporary operating environment. Explores military professional ethics, military law, improper relationships, and ethics in that environment. Students gain practical experience by planning and executing Cadet training and social events in the quarter. Leadership labs and field training exercises are required for all students (2 units).

MS 143 – ADAPTIVE LEADERSHIP – Students learn about small unit leadership dynamics between officers and noncommissioned officers and apply principles of war in a historical battle analysis setting. Additionally, students learn about financial management, awards processing and installation support services to better care for Soldiers under their leadership. Students gain practical experience by planning and executing Cadet training and social events in the quarter. Leadership labs and field training exercises are required for all students (2 units).

MS 190 – Advanced Military Science Field Study – Students attend the 29-day paid Leadership Development Advanced Course designed to further develop and evaluate leadership and officer potential. The challenges are rigorous and demanding, both mentally and physically, and will test intelligence, common sense, ingenuity and stamina. (4 units).

MS 199 – Independent Studies (upper division) - Specialized assignments as directed by faculty. Students must have a 3.0 minimum GPA for the preceding 3 quarters and are limited to 5 units per quarter and 30 units total in all 99 / 199 courses combined. (1-5 units - May be repeated for credit to a maximum of 15 units).

#### D. Professional Military Education:

1. Baccalaureate degree. Cadets must achieve a cumulative GPA of 2.0 on a 4.0 scale or its equivalent and possess a baccalaureate degree conferred by an accredited 4-year degree granting institution.

2. Demonstrated proficiency in Military History. Cadets will complete a one-quarter or equivalent college-level course in Military History from an academic department in the host institution. This course (currently MS 27) should develop the students' awareness of the relationship of the military establishment to society in the United States. Further, the course should develop their interest in the evolution of war and the progression of military professionalism, and discuss the role of history in understanding their profession. **Note: MS 27 satisfies American History, Area D and writing requirements.**

3. Pass the On-campus Swim Test and Combat Water Survival Test (CWST).

4. One undergraduate course from each of the five professional military education designated fields of study listed below must be completed. Many of these courses are already required for degree completion in the UCSB colleges:

a. Written Communications. Any course which satisfies the general elective writing requirement.

b. Human Behavior:

- 1). Any General Psychology Course
- 2). Any Sociology Course
- 3). Any Anthropology Course
- 4). Any Morals and Ethics Course
- 5). Selected Religious Studies Courses (with PMS concurrence)

c. Computer Literacy: Any General Elective course, which satisfies Area C.

d. Math Reasoning: Any General Elective course, which satisfies Area C.

E. Probation & Suspension. A Cadet's first priority is to maintain high academic standards. For those who do not, the following information is provided from AR 145-1. Probation is considered to be a warning; however probation for more than one quarter is a serious matter and could result in the termination of an ROTC scholarship or disenrollment. Financial entitlements are not affected by probation, but are affected by suspension.

#### 1. Probation for Scholarships Cadets.

a. Probation is required under any of the following conditions:

- (1) Failure to maintain a cumulative GPA of 2.0 in all MS courses.
- (2) Failure to maintain a quarterly academic GPA of 2.0 or higher.
- (3) Failure to complete 12 units satisfactorily each quarter.

b. Authority to impose probation:

- (1) The PMS can only impose one (1) probation per Cadet and must attain approval from 8<sup>th</sup> Brigade Commander before imposing the probation.
- (2) A Cadet can only receive one (1) probation during his/her Cadet career. Approval should not be considered a routine event.

#### 2. Suspension for Scholarship Cadets.

a. Suspension is required under any of the following conditions:

- (1) Failure to maintain a quarterly GPA of 2.0 in all MS classes or if the cumulative ROTC GPA falls below 2.0.
- (2) Failure to complete 12 units satisfactorily each quarter.
- (3) Failure to maintain a quarterly academic GPA of 2.0 or higher.
- (4) Failure to receive a passing grade in each enrolled course.
- (5) Cumulative GPA falls below 2.0 (waiver must also be submitted).
- (6) Failure to enroll in a military science class every quarter.

(7) Failure to meet physical fitness and/or height and weight standards.

b. Authority to impose suspension (Army and CC Regulations will take precedence over these guidelines as it changes).

(1) The PMS with the concurrence of the Brigade Commander, may approve up to two suspensions.

(2) For Cadets who fail to correct the deficiency by the end of the suspension period, the PMS must forward a request for scholarship termination or, in extremely justifiable cases, a request for extension of suspension, through the Brigade Commander to Cadet Command. Only Cadet Command can terminate a suspension.

(3) Third suspensions must be approved by the Brigade Commander.



## SECTION IV

### ADMINISTRATION

A. Counseling. Any Cadet seeking information or having a problem or complaint should feel free to contact his/her class advisor. Class advisors are available to provide assistance in solving problems related to the Department of Military Science, the Army, the University and personal affairs. Cadets wishing to talk to the Professor of Military Science should arrange an appointment through their class advisor. Some additional counseling information:

1. Each Cadet will keep his/her Military Advisor and Cadet Chain of Command informed of his/her current address, telephone number, email address or other means of being contacted.

2. Military Advisors will counsel Cadets each quarter concerning their academic progress and individual performance. **Areas of counseling are listed below.** Cadets are encouraged to visit their advisor anytime to discuss problems or to seek information.

- a. Review 104R; Primary instructor will sign and date 104R after each review;
- b. Ensure correct mission set alignment;
- c. Ensure enrollment in correct courses, according to UCSB requirements and 104R;
- d. Review Cadet's fall/winter/spring quarter academic progress – advisors should validate 104-R against academic progress reports to ensure students are taking the right courses and number of units (12 units for full time status);
- e. Capture input from Cadet on how we can improve our program;
- f. Primary instructor will counsel Cadets using the developmental counseling form (MS-IVs will submit junior officer worksheets based on their assigned officer position for the quarter);
- g. APFT and height/weight results – discuss program for improvement;
- h. Attendance challenges;
- i. PME requirements;
- j. OML ranking and ways to improve on the OML;
- k. Accessions model (to MS-II-IIIs);
- l. Ensure summer training/camp bound Cadets are prepared and ask for input or suggestions on how we can improve our program;
- m. Extracurricular activities;
- n. BCFS update;
- o. Mentorship program adherence;
- p. LDP status – MS-IIIs;
- q. Plan to improve/maintain areas of emphasis;
- r. LDAC or summer field training bound Cadets will also be counseled by their Primary Instructor, followed by the PMS, during Winter and Spring Quarters, with focus on CERs and preparation for respective summer training;
- s. Newly contracted Cadets will be counseled on all the areas above that apply with special emphasis on the program's objectives and standards. This will be done by the PMS or his designated representative in his absence and will include emphasizing the contract's stipulations as it applies to disenrollment;

- t. "On-the-spot" counseling sessions should be done as needed to sustain or reward good behavior and to correct inappropriate behavior such as for non-attendance to classes or labs, failure to participate, PT failures and successes, positive spot reports for rappelling, color guard, FTX, and Ranger Challenge, etc;
- u. Cadets are expected to provide any requested administrative document or information promptly.

B. Attendance. The University of California at Santa Barbara policy is that "cuts" are not authorized. Consequently, Cadets are expected to be present in class. **If an absence is for a medical reason, the excuse should be from a doctor; if for an auto accident, a copy of the police report will suffice; and so on.** However, if a student knows that he will miss a class, he is required to coordinate at least 24 hours in advance with the class advisor/instructor. Notification should be made in person if possible, but telephone notification is acceptable. Phone numbers are (805) 893-2769/3058. At the same time, arrangements must be made to complete any graded work that was missed. It is the student's responsibility to contact the instructor for make-ups.

C. Grading System. The Military Science Department uses the same grading systems as the other departments of the university. The final quarterly grade is a composite of several weighted session grades. Each course syllabus specifies the method for determining the course grade. Since all professionals are expected to be punctual and properly prepared, a portion of course grades may include attendance and participation weighting.

D. Accessions Points (Cadet Evaluation System) (CES)

1. CES ranks Cadets by Accessions Points from highest to lowest in military aptitude for each academic year group. The CES is used as one of the management tools in determining appointments or nominations for Cadet awards, Cadet rank, positions within the Surfrider Battalion, Distinguished Military Student (DMS), Distinguished Military Graduate (DMG), Regular Army commissioning and active duty training such as airborne, air assault, and CTLT training.

2. The MS-III CES Point calculation is extremely important as it is included in the Cadet's national Accessions packet which appears before the Active Duty and Branch Selection Boards. The final MS-III CES point total is calculated upon completion of the MS-III year and is used to set the final Cadet Order of Merit List (OML) ranking. See PMS policy letter # 11 for detailed OML guidelines.

3. To evaluate the Cadet as a whole person the following activities will be considered over a Cadet's MS I-III years. Activities conducted prior to enrollment in ROTC will be considered in the computation of points to include accessions points.

## BASIC ACTIVITIES

<u>ACTIVITY</u>	<u>PTS/QTR</u>
Ranger Challenge - On team for Brigade Challenge	10
Ranger Challenge - Participated in training but not on team (PMS discretion based on participation)	1-5
Bataan Memorial Death March Completion	12
Bataan Memorial Death March – Participated in training but not on team (PMS discretion based on participation)	1-5
Color Guard (Regularly Performing Member)	2
Active in Professional Organizations such as AUSA, CAP, etc.	1
Active in Honor Societies	2
Active in Community Service Project or Organization of Volunteers	2
Active in student Government or Committees	5
On Varsity Athletic Team	10
On Recognized Athletic Club Team	5
On Intramural Team (must participate in 75% of the practices and games to qualify for the 5 points)	5
Member of School Theatrical or Debate Team	3
President/Captain of any of the above	5
Elected or Appointed Officer of any of the above or other School or Social Organization not listed above (e.g. Fraternity, school club)	3
Cadet Marketer/Recruiter – 1 pt per recruiting event (must actively support for 2 hrs per event)	3
Full-time Work (Wage or Work Study) (>25 hrs per week)	8
Part-time Work (Wage or Work Study) (< 25 hours per week)	4
Resident Assistant in Dormitory	8
Peer Educator or Tutor	5
Volunteer (Security, community, etc.)	3
Donates Blood (per occurrence) .5 with a maximum of 1 pt per quarter.	1

**Note: PMS reserves the right to modify the points above at any time**

E. Order of Merit List (OML) - For each academic class and accession class the PMS will construct an OML ranking Cadets from top to bottom. See PMS Policy Letter #11.

### F. Cadet Awards Program

1. Cadet awards are authorized by the BN CDR, ROTC, in the following categories: **academic**, **military**, **athletic**, and **miscellaneous**. Information concerning each of these four categories of these awards, the approval authority, the qualifications for presentation of the award, and the frequency with which the award may be presented, are contained in appendix A of Cadet Command Regulation 672-5-1.

2. Objective: To ensure deserving individuals and/or ROTC Programs receive tangible recognition for extraordinary performance. A good awards program increases motivation and morale for organizations by recognizing and rewarding superior performance individually or collectively.

3. Questions concerning the Awards Program at the University of California-Santa Barbara should be directed to the Surfrider Battalion Senior Military Instructor.

#### G. Military Science Department Organization

1. The Department of Military Science is staffed by officers and noncommissioned officers who are on active duty. The senior officer is the Professor of Military Science (PMS). All other Officers (Majors, Captains, and Lieutenants) are Assistant Professors. The Department of Military Science is organized as follows:

2. Professor of Military Science (PMS): The senior officer within the department. This officer serves as the Chairman of the Department of Military Science, and is accorded the academic rank of full Professor. The PMS has ultimate responsibility for all assigned personnel and Cadets. The Professor of Military Science has an open door policy, which welcomes Cadets to discuss any matter of their choosing. It is recommended that Cadets make an appointment to speak with the PMS.

3. The Recruiting Operations Officer (ROO): This officer has the responsibility for assisting students in becoming informed about the program and incorporating Cadets into the program in a manner which best suits their individual backgrounds and needs. This officer is also responsible for advising Cadets regarding the various ROTC Scholarships available.

4. The Training Officer: This officer is responsible for the command and control of all Cadet activities, operations, training and planning. The Training Officer maintains, organizes, and provides guidance for the Corps of Cadets.

5. The Senior Military Instructor (SMI): The Battalion Sergeant Major on the staff. The SMI is responsible for advising and guiding the MS-IV class as they lead the Corps of Cadets in their Tactical and Administrative missions. The SMI is also responsible for insuring all administrative systems are functioning, Risk Management, and upholding the Surfrider Battalion's traditions and history.

6. The Training NCO: Responsibilities include organization and assessment of training programs; plans and conducts field training exercises; advises the Cadet chain of command regarding the planning and conduct of leadership labs; makes recommendations to the Training Officer regarding training; coordinates leadership labs and Cadet military schooling; Airborne and Air Assault School, etc.

7. The Executive Officer: This officer is responsible for all Cadre and Cadet activities in the administration, personnel and supply arenas. This position could be held by one of the aforementioned officers above when no other officer is assigned.

8. The Administrative Section / Cadet Records Branch: The Human Resource Assistant maintains Cadet records, pay, scholarships, security clearances, and correspondence related to branching and commissioning.

9. The Supply Section: The Supply Technician is responsible for the procurement, storage, accountability, maintenance and issue of all uniforms and equipment. This person is the principle advisor to the chain of command for all supply issues.

10. Department Business Manager: This position is held by a UCSB civilian employee and is responsible for acting as the liaison with the University. The duties include managing the university department budget, scholarship payments, UCSB student records and transcripts, updating the course catalog, university service reservations, building and ground maintenance, and registrar updates.

F. Disenrollment. Disenrollment from ROTC can result when a Cadet no longer meets ROTC enrollment criteria. Poor academic or ROTC performance, being overweight, inaptitude for military service, poor attendance in class or training, or disciplinary problems are possible causes. Before disenrollment a Cadet will be warned of his/her questionable standing and remedial measures will be discussed. Formal probation/suspension and disenrollment notices will be issued in writing. The PMS will proceed with disenrollment of a student from ROTC for the following reasons:

1. Withdrawal from school because he/she is unable to continue. The student may be reenrolled in ROTC if he reenters an institution with an Army ROTC unit.

2. Physical disqualification when so determined by a military doctor. If the condition is corrected, the student may be reenrolled.

3. Failure to maintain scholastic and/or physical fitness standards as required by UCSB and the Army.

4. Disciplinary reasons.

5. Indifference to training. Not attending training.

6. Willfully evading the terms of the ROTC contract.

7. Undesirable traits of conduct (lying, malingering, disloyalty).

8. Failure to maintain requirements for enrollment as prescribed in Army regulations.

9. Discovery of a fact or condition that will bar the student from appointment as an officer.

10. Dismissal or withdrawal from Warrior Forge. A student who is not credited with satisfactory completion of LDAC training will also be subject to disenrollment. Temporary physical disqualification at LDAC, in itself, is not usually grounds for disenrollment.

## SECTION V

### CADET CORPS ORGANIZATION

A. General. The Corps of Cadets is organized as a Battalion, called the Surfrider Battalion, with a command and staff element (Headquarters Company) and one or two line companies (depending on enrollment) as depicted by the Battalion Organization diagram (figure 1). Cadet officers and noncommissioned officers are appointed by the PMS based on recommendation of the Cadre. The basis for promotion is military knowledge, proficiency and leadership qualifications, as well as, academic grades, extracurricular activities, and Cadet leadership evaluations.

#### B. Active Duty and Cadet Rank.

##### 1. General:

a. MS-IV's are Cadet Officers (note – the Battalion CSM is also an MS-IV). Their rank is decided in accordance with their performance at LDAC and overall conduct prior to their MS-IV year.












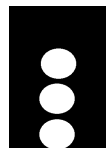

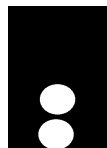


b. An MS-III begins the year with the rank of Cadet Sergeant and will wear a variety of ranks consummate with their leadership positions. Note - SMP Cadets will wear their required rank dictated in this SOP during all Cadet training events – they will wear their Cadet 2LT rank while on drill duty with their unit or during CPFT training events.

c. All MS-II's will wear the rank of Cadet Corporal. They may also wear other ranks if appropriate to their leadership position when required.

d. MS-I's will wear the rank of Cadet Private.

2. The insignia of rank of active duty officers/Cadet officers and noncommissioned officers/Cadet noncommissioned officers are indicated on the following pages:

# Active Duty Officer/Enlisted/Cadet Rank Progression

Special	 General of the Army	0-10	 General	No equivalent Cadet rank	
0-9	 Lieutenant General	No equivalent Cadet rank	0-8	 Major General	No Equivalent Cadet rank
0-7	 Brigadier General	No equivalent Cadet rank	0-6	 Colonel	No equivalent Cadet rank
0-5	 Lieutenant Colonel	 Lieutenant Colonel	0-4	 Major	 Major
0-3	 Captain	 Captain	0-2	 First Lieutenant	 First Lieutenant
			0-1	 Second Lieutenant	 Second Lieutenant

Special



Sergeants Major  
of the Army

No  
equivalent  
Cadet rank

E-9



Command  
Sergeants  
Major



Command  
Sergeants  
Major

E-9



Sergeant Major



Sergeant Major

E-8



First  
Sergeant



First  
Sergeant

E-8



Master Sergeant



Master Sergeant

E-7



Sergeant  
First Class



Sergeant  
First Class

E-6



Staff Sergeant



Staff Sergeant

E-5



Sergeant



Sergeant

E-4



Corporal



Corporal

E-4



Specialist

No  
equivalent  
Cadet rank

E-3



Private  
First Class



Private First Class

E-2



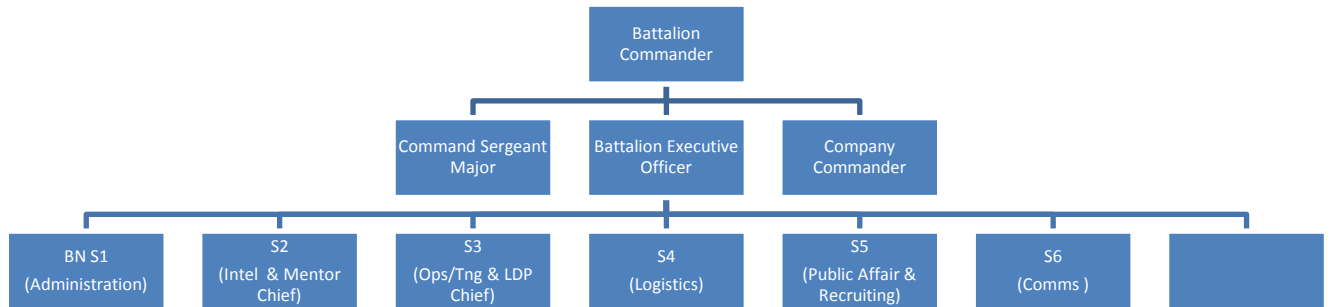
Private E-2



Private



## CADET CHAIN OF COMMAND



### C. Leadership Positions

a. The following is an outline of responsibilities for the various positions within the Surfrider Battalion:

#### **MS-IV's**

**Battalion Commander (LTC):** Provides guidance and direction; delegates responsibilities to Cadet leadership and staff to execute assigned missions. Serves as the standard bearer (leads by example). Builds an effective chain of command and develops a positive command climate. Communicates intent and empowers subordinates to act appropriately to accomplish missions. Supervises the Battalion XO, Cadet leadership, and Battalion Command Sergeant Major. Directs and supervises the long - range planning of major events and activities. Delineates responsibilities and expectations. Sets deadlines and enforces standards. Implements Cadre guidance. Supervises and evaluates the execution of plans.

**Battalion Executive Officer (XO) (MAJ):** Second in command; assumes command in the Battalion Commander's absence. Serves as the Chief of Staff; coordinates the efforts of the Battalion staff. Anticipates requirements and directs staff estimate process, then supervises staff planning, coordination, and execution of all specified and implied tasks. Assigns staff proponents for specific tasks. Ensures staff officers maintain continuity folders and pass lessons learned to incoming staff. Ensures staff serves Cadet leadership chain. Schedules and controls staff meetings. Ensures that safety briefings are presented at all events.

**Command Sergeant Major (CSM):** Principal advisor to the commander on the state of morale, discipline, and training of Cadets within the Battalion. Works with Battalion to ensure that correct information about training, special events, etc. is passed up and down the chain of command and Cadets improve their professional appearance both in uniform and of ROTC facilities and equipment. CSM also oversees the training and performance of the Color Guard at special events, ensures formations and drill / ceremony are executed in accordance with FM 3-22.5, runs the flag duty detail, fosters unit morale, and attends weekly Battalion command and staff meetings, and performs all other duties as assigned by the Battalion Commander.

**Adjutant (S1) (CPT):** Principal staff officer for all matters regarding administration and human resources. Prepares and maintains unit strength reports, rosters, and records, maintains bulletin boards and sends out invitations.

**Intelligence Officer / Mentorship Program OIC (S2) (CPT):** Gather and analyze information about enemy forces, weather, and terrain as they affect friendly courses of action. Works closely with the S3 to produce plans that account for these effects. Obtains maps and weather data in support of Cadet operations. Manages all aspects of the ROTC classroom (e.g. cleanliness, operational capabilities, computer etiquette, etc.). Develops and oversees the MS-IV mentorship program of MS-IIIs, MS-IIIs and MS-Is to ensure Cadets' academic, ROTC and personal needs and issues are being met.

**Operations / Training Officer (S3) (MAJ):** Principal staff officer for all matters regarding operations and training. Plans and publishes orders for all special events, field training exercises, and weekly chain of command (i.e. Lab and PT). Assigns specific tasks and responsibilities to subordinate units; tasks units IAW their capabilities to accomplish missions effectively and IAW Commander's intent. Also, oversees Cadet labs, PT Program, Ranger Challenge team, and finally the unit's safety program (ensures risk management is addressed in all operations). Ensures the Cadet Leadership Development Program (LDP) is managed effectively throughout the school year.

**Asst. Operations / Training Officer (S3) (1LT):** Assists the S3 in all matters regarding operations and training. Manages the Cadet LDP by ensuring the Cadet leadership roster provides each MSIII a minimum of 5 leadership positions throughout the school year, maintaining the Evaluator roster, collecting Blue Cards and Yellow Cards, and maintaining the Cadet and Cadre JPSC cards.

**Logistics Officer (S4) (CPT):** Principal staff officer for all matters regarding logistics, to include supply, equipment maintenance, and transportation. Ensures that logistics is planned and ready to support the Battalion during all training exercises and other Battalion events.

**Public Affairs (S5) (CPT):** Principal staff officer for public affairs and assists with recruiting events and organizes Cadet support for unit recruiting events. Oversees the unit's hometown news release program, works with the UCSB ROTC Business Manager and ROO in maintaining a dynamic Surfrider Website.

**Communications and Media Coverage (S6) (CPT):** Ensures communications support for all training and ceremonial events. Provides photographic coverage of ROTC events. Coordinates with the S5 to ensure photos are posted to the Surfrider Website and with the S1 to provide current photos for display in the Military Science Building.

### **MS-IIIs**

**Company Commanders (C/CPT):** Leads by example. Builds a positive command climate, and is ultimately responsible for everything that the company does or fails to do. Provides input to Battalion planning, and ensures Cadets are adequately prepared to execute their responsibilities, especially during field training exercises.

**Platoon Leader (PL) (C/2LT):** Leads by example. Builds an effective chain of command and develops a positive command climate. Is responsible for direct supervision of platoon sergeant and the squad leaders. Provides guidance and direction; delegates responsibilities, and is also responsible for everything that the platoon does or fails to do. Builds morale and esprit de corps in the platoon.

**Platoon Sergeant (PSG) (C/SFC):** Senior Noncommissioned officer in the platoon; supports the PL by training and supervising the NCO chain of command. Assumes command of the platoon in the PL's absence. Enforces Cadet observance of military customs and courtesies. Enforces military bearing and Cadet appearance in uniform. Maintains accountability of all assigned personnel and equipment.

**Squad Leader (SL) (C/SSG):** Responsible for the health and welfare of assigned Cadets. Develops squad into a cohesive unit. Keeps subordinates and superiors informed. Enforces the observance of military customs and courtesies. Inspects assigned Cadets military appearance and takes corrective actions. Motivates assigned Cadets to participate to the maximum extent. If someone is absent from squad, SL knows why and reports it to PSG.

**Team Leader (TL) (C/SGT):** Responsible for the health and welfare of assigned Cadets. Develops team into a cohesive unit. Keeps subordinates and superiors informed. Trains assigned Cadets and enforces the observance of military customs and courtesies. Inspects assigned Cadets military appearance and takes corrective actions. Motivates assigned Cadets to participate to the maximum extent. If someone is absent from team, TL knows why and reports it to SL.

D. Honor Code As future officers, Cadets are expected to exemplify the highest standards of honor and integrity. Specifically, a Soldier of honor and integrity is reliable and is expected to do his/her own work. A Cadet will not lie, cheat, or steal, and will not tolerate those who do. A Cadet will always be truthful in words and action and will not attempt to evade or otherwise distort the truth. A Cadet's word is his/her bond and every Cadet is expected to maintain this tradition. A Cadet will always be fair and honest in his/her dealings with others. A Cadet does not attempt to take personal advantage or enhance his position relative to others at the expense of others. A Cadet is strictly alert and conscientious in matters of money, equipment, and personal property. A Cadet will not misappropriate, borrow without permission, or transfer any item without authorization. A Cadet who commits a violation of this code unknowingly or by an act of omission should make every effort to make the matter known to all concerned persons and to correct the violation personally. Any conduct reflecting a lack of honor or integrity may be grounds for disenrollment.

## SECTION VI

### MILITARY COURTESY AND DISCIPLINE

A. General. Military Courtesy is common courtesy, which we practice in all phases of everyday life, with a military slant. Military Courtesy shown to a senior is recognition of the responsibility and authority of his/her position; that shown a junior acknowledges the essential part he/she plays as a member of the military team. In the military service, courtesy goes hand-in-hand with military discipline. Military discipline is an attitude of readiness and willingness of individuals or groups of individuals that will insure the attainment of specified goals. Modern warfare, sophisticated weapons, and split-second timing in the employment of both men/women and machines require the highest degree of discipline. Military discipline in its basic sense means cooperation and teamwork and military courtesy is a catalyst.

#### B. Reporting.

1. When in uniform and reporting to an officer, knock on the door and wait to be recognized (remain at parade rest until called), advance to a position in front of his/her desk, salute and state your name and business in the following manner: "Sir (Ma'am), Cadet Wright reports." or "Sir (Ma'am), Cadet Wright wishes to discuss . . ." When out of uniform and reporting to an officer or when reporting to a noncommissioned officer, the procedure is the same except that you do not salute. A noncommissioned officer should be addressed in the following manner: "Cadet Wright reports."

2. Remain standing at attention until asked to sit down or to rest.

3. On departure, face the officer, salute smartly (in uniform only), and upon return of the salute, face about and depart.

4. Your instructors are available to assist you in any possible manner; however, on occasion it may be necessary to ask for an appointment.

5. When desiring to see the PMS, first see your instructor/advisor. This is not intended to limit accessibility to the PMS but to insure his availability.

C. Classroom Standards. Cadets are expected to be in the classroom in their seats at the appropriate time and in the correct uniform for Military Science class to begin. Dignified manners and courtesy will be stressed at all times. If a visitor arrives to inspect your classroom, the class is not brought to attention. You are expected to have accomplished your homework and to be prepared to discuss any readings. Quizzes and discussion will show the quality of your preparation.

D. Saluting. The salute is an act of recognition between military men and women. Its origin is in the ancient European custom of free men greeting each other by holding up their right hand to show that they had no arms. Prisoners do not salute. They are denied this privilege. The junior rank salutes first, which is similar to the civilian courtesies shown to elders, women, and persons placed in positions of authority. Salutes are exchanged out of doors, when not under overhead cover, usually at a distance of 6 to 30 paces. The best rule to follow is to salute at the moment of recognition or when eye-to-eye contact is made.

The junior rank salutes even when in the company or presence of higher-ranking officers. Other than reporting to Cadre, no one salutes indoors. Exceptions to this rule are: reporting to an inspecting officer, reporting to a visiting officer of rank greater than anyone else in the room and reporting when summoned by an officer. When passing the colors or when the colors are passing by, the salute is rendered and held from a distance of six paces before to six paces after. **Cadets, when in uniform, will salute all Active Duty Officers.** Upon saluting, it is customary to give the Battalion greeting - "Surfrider Sir (Ma'am)". **Cadets will not salute Cadets**, however, Cadets will be respectful of the Cadet Officer and give the proper greeting of the day.

E. Titles of Address. When addressing fellow Cadets in the exercise of normal duties connected with the ROTC program, it is the policy of this detachment to address them utilizing their Cadet rank and name such as "Cadet Sergeant Jones" or "Cadet Captain Doe." When addressing a Commissioned Officer or Cadet Officer senior in rank, the term "Sir (Ma'am)" may be substituted for the rank and name. Cadre will address you as "Mr." or "Ms." and use your last name.

## SECTION VII

### CADET UNIFORMS AND SUPPLY ADMINISTRATION

A. General. It is an honor to wear the uniform of the United States Army. When wearing the uniform, Cadets are expected to wear it correctly, to appear neat, to maintain military bearing and posture, and to act in a manner that reflects credit upon the Surfrider Battalion, the University, and the U.S. Army. Cadets are responsible for keeping their uniforms and equipment clean and in a good state of repair. Guidance concerning the type of uniform to be worn during a particular training activity will be as prescribed during class or in training schedules. Wear of insignia, rank, and awards will be IAW this guide. Only authorized items will be worn on the Cadet uniform.

#### B. Issue of Uniform and Equipment

1. Each Cadet or student authorized to participate in the ROTC program at the University of California-Santa Barbara will be furnished an issue-type uniform as determined by Cadet Command regulations and policies. SMP members are authorized complete uniform and equipment issue by their reserve unit under provisions of CTA 50-900. The ROTC supply section will provide only those items peculiar to ROTC (e.g., items of clothing worn as an outer garment on which the ROTC shoulder insignia has been or will be seen). SMP Cadets will be issued an additional uniform from the supply room if reserve units do not have sufficient or available uniforms, or if the reserve unit requires the Cadet to wear the reserve patch during drill.

2. Advanced course Cadets who are not members of reserve units (SMP) will be issued the Army Green uniform, Army Combat Uniforms (ACUs) and all equipment required for participation in leadership laboratories (labs) or field training exercises (FTXs).

3. Basic Course Cadets will be issued ACUs and a Class "A" uniform if they are enrolled in the Leadership Lab. The Class "A" coat will be issued for the Military Ball in the spring. Field equipment items will be issued prior to field exercises and returned immediately following the conclusion of the exercise.

4. All Cadets will be issued required patches, rank, and other ornaments as necessary. Cadet rank will be earned IAW Cadet promotion guidelines established in Chapter 2 (Department of Military Science Organization) of this guide.

5. Cadets who do not meet Army height and weight standards as outlined in Chapter 4 (CC AR670-1) will NOT be permitted to wear the Army Service Uniform (ASU's) until they have met established standards.

6. Uniform items issued by unit supply are the property of the U.S. Government. A Cadet may be held pecuniary liable for all lost or damaged equipment and clothing issued to the Cadet, which means paying for replacement equipment less 10% for depreciation.

7. Upon dismissal from or completion of any portion of the ROTC program, all Cadets issued clothing and equipment will turn them in within 72 hours or as otherwise

directed. Failure to do so may incur administrative or legal action. Failure to clear supply will also result in a grade of "I" in all military science classes and flagging or hold action on other university course grades and transcripts until the obligation has been discharged. If the Cadet wishes to retain the issued uniform, it may be purchased IAW procedures outlined in AR 700-84, paragraph 9-10.

8. Some supply items are termed "non-recoverable." When non-recoverable items have been issued to and are in the possession of a Cadet for more than one year, these items do not have to be returned to unit supply. However, while in the ROTC program, Cadets must maintain these items, and they are subject to inspection. Replacement for other than "fair wear and tear" will be at the Cadet's own personal expense. Non-recoverable items issued at UCSB include:

Socks	Boots
Shoes	Underwear items

9. Weapons are government property and are issued to Cadets for the duration of certain training periods. When serial numbered weapons are issued, each Cadet will be responsible for the specific serial numbered weapon issued. Cadets are responsible for their own weapon and must not let weapons leave their personal possession except when it is placed in a weapons rack under the supervision of a Cadre member. Cadets will not give their weapons to another individual. When Cadets move from one training area to another, the senior Cadet present will make a weapons inventory by serial number and the status of weapons accountability will be rendered to the Cadre member in charge. Cadets will not move as individuals with weapons from one site to another, but will move in groups or in formation unless otherwise directed. Weapons will be transported in military vehicles only; under no circumstances will weapons be transported in privately owned vehicles (POVs).

C. Authorized Uniforms. Issue-Type Uniform: The issue-type uniform is identical with that issued to the enlisted personnel of the Army, or so similar in design and fabric that one cannot be distinguished from the other. The CTA 50-900 furnishes the basis of issue and AR 700-84 prescribes the procedure for requisitioning.

1. The regulation button prescribed for the uniform of Army personnel will be worn on the issue-type ROTC uniform.

2. Issue-type uniforms worn by ROTC Cadets will include the unit crest.

3. Field uniforms will have U.S. Army and nametapes sewn on. All ROTC Cadets at UCSB will wear the distinctive Cadet Command and Surfrider Battalion shoulder patches.

4. No braid or stripes of any color will be worn on the coat or trousers of the Army Service uniform when worn as an ROTC uniform.



#### D. Issues and Turn-In:

a. Basic Course Uniform: An Army ROTC uniform is issued to each Cadet enrolled in the basic course for wear when and as required, for participation in the ROTC program **(Participating Cadets will only receive one pair of ACUs, one pair of boots, and one physical fitness uniform)**. Detailed instructions for issue and turn-in are available from the detachment supply technician. The uniforms are U.S. Government property, loaned to the basic course Cadet for use. At the time of issue, each uniform will be freshly cleaned and pressed. The military staff will inspect the fit of each uniform. Necessary alterations will be accomplished by the Cadet to ensure a neat properly fitted uniform. Prior to alteration of a uniform, the student must turn in to supply written permission from his advisor. **At the end of each school year and upon completion of the course or upon discontinuing the ROTC program for any reason, Cadets must turn in their uniforms to the Military Property Custodian immediately.** (Returning Cadets will be reissued the same uniform at the beginning of the new school year provided height/weight has not changed and the uniform is in serviceable condition). Failure to turn in uniforms will hold up subsequent registration for all university classes.

b. Advance Course Uniforms: Advance Course Cadets who are not members of the Simultaneous Membership Program (SMP) are issued uniforms by the ROTC department. SMP Cadets are issued uniforms by their assigned Reserve or Guard units. The military staff will inspect the fit of each uniform. The Cadet will make necessary alterations by contacting supply with written authorization from their advisor. Advanced Course Cadets may retain their uniforms as long as they are enrolled in the ROTC program and may purchase them at a reduced rate upon being commissioned. Cadets who fail to complete the course for any reason must turn in their uniforms to the military Property Custodian. Failure to do so will result in sanctions against registration for academic classes in the subsequent term.

#### E. Types of Uniforms. See CC Regulation 670-1.

The following sections of the CCR 670-1 have been updated to reflect the proper wear and appearance of the Army Service Uniform (ASU) which will be mandatory for wear 4<sup>th</sup> Quarter FY 2014. The additions are the pictures of each uniform to differentiate between the wear of Cadet and NCO insignia/headgear/badges on the ASU. Class A uniform and ACU.

#### **2-7. Wearing of Religious Apparel, Articles and Jewelry**

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

a. Religious apparel is defined as articles of clothing worn as part of the observance of the religious faith practiced by the Cadet. Religious articles include, but are not limited to, medallions, small booklets, pictures, and copies of religious symbols or writing carried by individuals in wallets or pockets. Except as noted below, personnel may not wear religious items if they do not meet the standards of this regulation.

Requests for accommodation will not be entertained (see **AR 600–20**, Paragraph 5-6g[2][d]).

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

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

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

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

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

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

**3-3. Cap Insignia and Ornamentation.** ROTC cap insignia described in A and B below will be furnished at Government expense for wear by all Cadets on caps as specified.

a. ROTC Insignia, Basic Course.

(1) Description. A wreath 1-3/8 inches in height, containing the letters R.O.T.C. on a panel inside the wreath, all metal in gold color.

(2) How worn.

(b) On the Beret (**Fig. 3.2**), straight across the forehead, 1 inch above the eyebrows. The flash is positioned over the left eye, and the excess material is draped over to the right ear.



**Fig 3.2** Centered with rank/insignia in horizontal position, Beret

b. ROTC Insignia, Advanced Course.

(2) How worn.

(b) 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 3-4** Cadet Officer rank, Beret



**Fig 3-5** Cadet enlisted DUI, Beret

c. Institutional cap insignia. Insignia will be procured without expense to the government, for wear by all Cadets on issue or Cadet-type caps.

(1) Description. A metal item of a design that has been approved by TIH.

(2) How worn. Same as described in **2(a)** above.

### **3-4. R.O.T.C. and School Initials Collar Design**

a. R.O.T.C. initials. Insignia will be furnished at government expense for wear by Advanced Course Cadets on issue or Cadet-type uniforms. Insignia will not be worn if school initials described in below are worn.

(1) Description. The letters R.O.T.C., 3/8 inches in height in cutout form of metal in gold color.

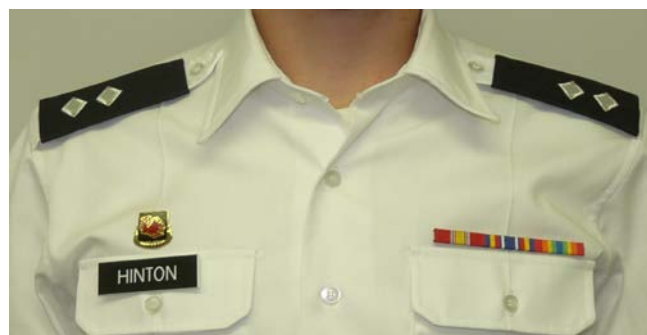
(2) How worn.

(a) Coat (**Fig. 3-6**). Centered on both lapels of the coat, parallel to the inside edge of each lapel the lower edge of the insignia, 1 inch above the notch of the lapel (Class A Uniform/ASU).



**Fig. 3-6** R.O.T.C. insignia on lapel, ASU

(b) Shirt (**Fig. 3-7**). 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**.



**Fig 3-7** R.O.T.C. insignia not worn on shirt

(c) ACU Coat. R.O.T.C. insignia will only be worn in lieu of rank on the ACU by Cadets in the CTLT program. Insignia will be worn on ACUs centered on the lapel of the left collar, parallel to the inside edge of the lapel, the lower edge of the insignia 1 inch above the notch of the lapel. Insignia of rank will be worn IAW **AR 670-1**, by all other Cadets.

b. School initials. Insignia will be procured without expense to the government for wear by Advanced Course Cadets on all uniforms.

(1) Description. Letters which comprise initials of the school will be 3/8 inch in height in cutout form of metal in gold color. Letters of school initials will be IAW the manufacturer's drawing prepared by TIH for the development of the school's initials.

(2) How worn. As prescribed in **Fig 3-7** above, when worn in lieu of the R.O.T.C. insignia.

**3-5. Torch of Knowledge Collar Insignia.** This insignia will be furnished at government expense for wear by Basic Course 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) Centered on both collars of the coat, parallel to the inside edge of each collar with the outside edge of the insignia 1 inch above the notch of the label (Class A Uniform/ASU)(**Fig. 3-9**).



**Fig 3-9** Torch of Knowledge insignia, on lapel, ASU

**3-7. Cadet Command Insignia.** Cadet Command shoulder sleeve insignia will be worn on the left sleeve by all personnel IAW **AR 670-1**. The following insignia may be worn on the right sleeve of the Class A Uniform: SSI-FWTS or institutional shoulder sleeve insignia. Combat Service Identification Badge (CSIB) will be worn when available in place of the SSI-FWTS on the ASU. The CSIB will be worn center on the wearer's right breast pocket of the ASU coat for male soldiers; female soldiers will wear the CSIB on the right side parallel to the waistline on the ASU coat. (Para 3-7) Wear of the CSIB is not authorized for wear on the Class B shirt. SSI-FWTS, institutional shoulder sleeve insignia or CSIB will be procured at no expense to the government for wear by Cadets on issue type uniforms. Exceptions to the above are military institutions which require Cadet-type uniforms for everyday wear.

a. Description. Designs, which have been approved by TIH.

b. How worn.

(1) The Cadet Command SSI-FWTS, and institutional shoulder sleeve insignia is worn 1/2 inch below the shoulder seam of the Class A Uniform.

(2) The Cadet Command sleeve insignia is worn centered on the hook and loop-faced pad already provided on the left sleeve of the ACU coat (**Fig. 3-12**).



**Para 3-7 CSIB worn on male and female ASU IAW AR 670-1**



**Fig 3-12** Cadet Command and Institutional shoulder sleeve insignia

(3) Either a SSI-FWTS or institutional sleeve insignia (not both) is worn centered on the hook and loop-faced pad already provided on the right sleeve of the ACU coat.

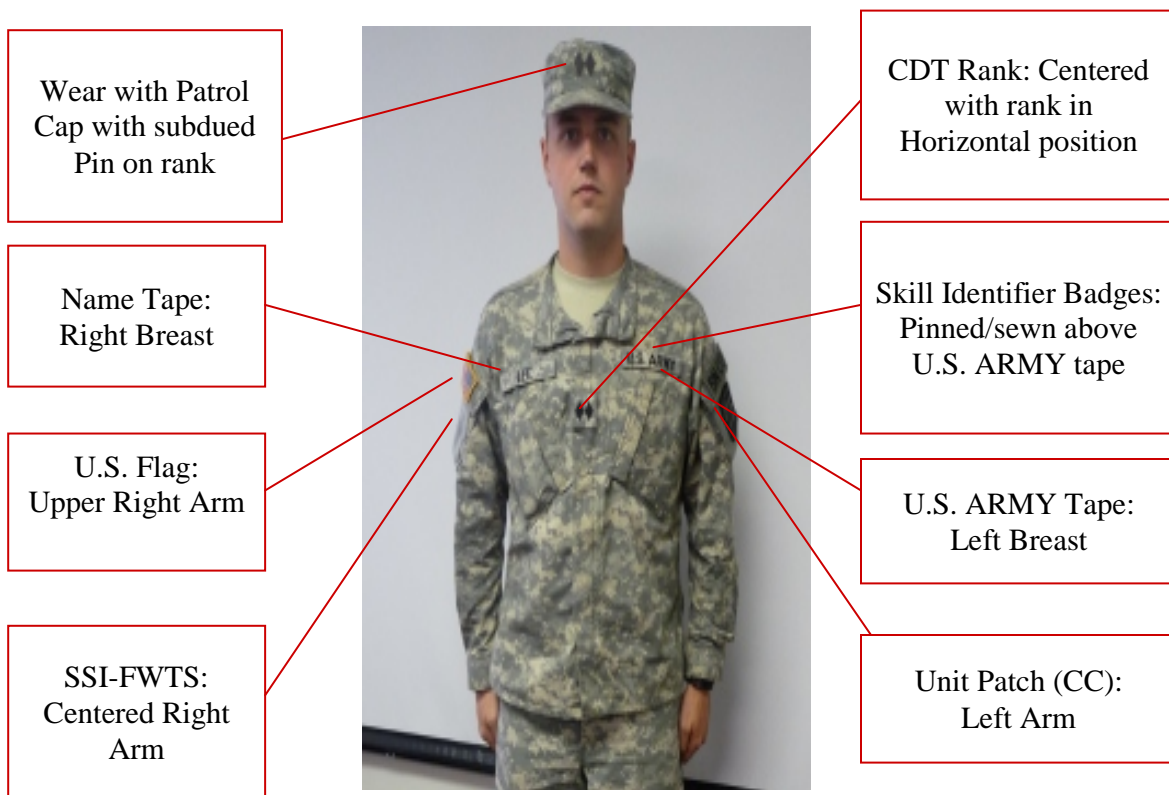


SSI-FWTS,  
centered on right  
shoulder sleeve

**Fig. 3-12a SSI-FWTS**

ACU





**Fig 3-12b** Proper wear and appearance of ACU IAW AR 670-1

(4) Full color U.S. flag insignia is worn on the right sleeve centered on the right sleeve pocket flap (**Fig. 3-12b**).

**3-8. Distinctive Unit Insignia (DUI).** DUI will be worn by Cadre and Cadets. Institutional DUI, which have been approved by the TIH, will be worn. If the institution does not have an approved DUI by the TIH, the Cadet Command DUI will be worn. Enlisted personnel will wear the DUI on the Class A Uniform and ASU coat, centered on the shoulder loops an equal distance from the outside shoulder seam to the outside edge of the button, with the base of the insignia toward the outside shoulder seam. Enlisted personnel are not authorized to wear the DUI on the enlisted green or blue dress uniform (worn with white shirt and necktie/neck tab). Officers wear the DUI centered on the shoulder loops, an equal distance from the inside edge of their grade insignia to the outside edge of the button, with the base of the insignia toward the outside shoulder seam.



**Para. 3-8,** Officer and Enlisted DUI worn on shoulder loops of ASU and Class A Uniform



**Para. 3-8b**, Enlisted and Officer DUI worn on shoulder loops of Class A Uniform

b. How worn (**Fig. 3-13**).

(1) Centered on the shoulder loops of the coat or midway between the insignia of grade and the outer edge of the button. Cadet noncommissioned officers will wear the distinctive insignia centered on the chevrons.

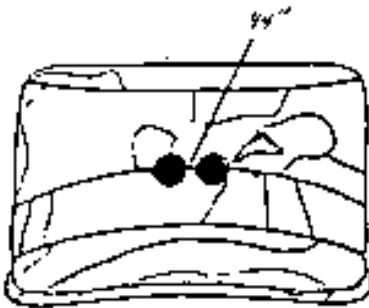
(3) Enlisted: Distinctive unit insignia worn on the Beret, Class A Uniform and ASU centered on shoulder loops. Wear of DUI on the Class B Uniform shirt and ASU shirt is 1/4 inches above nameplate.

(4) Officers: Distinctive unit insignia will not be worn on the Beret. Wear of the DUI centered on the shoulder loops of the Class A Uniform and ASU. On the Class B shirt and ASU shirt, DUI is worn 1/4 inches above nameplate.

### **3-9. Insignia of Grade for Cadet Officers**

e. Wear of Cadet ranks with multiple lozenges will be worn vertically, discs will be worn horizontally on the ACU hook and loop face pad. (**Fig. 3-12b**)

f. Wear of Cadet officer ranks with multiple lozenges or disc will be worn horizontally and centered on the patrol cap. (**Fig. 3-15**)







**Figure 3-15**

**3-10. Insignia of Grade for Cadet Noncommissioned Officers.** Insignia will be furnished at government expense for wear by Cadet Noncommissioned Officers on issue or Cadet-type uniforms.

b. How worn. The brass insignia are centered on the shoulder loops of the Class A Uniform and the ASU with the top of the insignia pointing toward the individual's neck. The insignia are worn IAW **AR 670-1 (Fig. 3-17)**.



**Fig. 3-17** Cadet brass insignia, shoulder tab

**3-18. Ranger Challenge Tab.** The Ranger Challenge tab will be issued at government expense to Cadets who successfully complete the Ranger Challenge competition at brigade level as determined by the Brigade Commander and will worn on the Class A Uniform only.

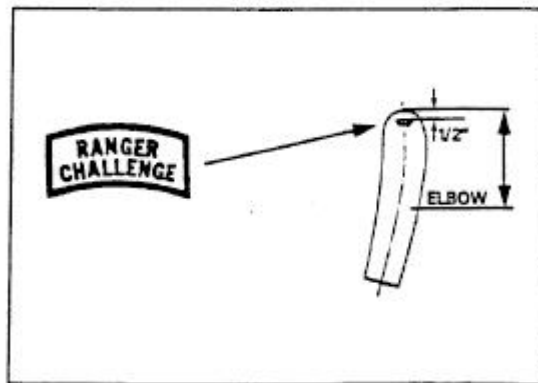


Figure 3-19. Ranger Challenge tab

**3-19. ROTC Redondo Badge.** The Redondo Badge will be issued at government expense to Cadets who successfully complete recondo training at Leader Development and Assessment Course.

- a. Description. The Redondo Badge has been approved by TIH (**Fig. 3-20**).

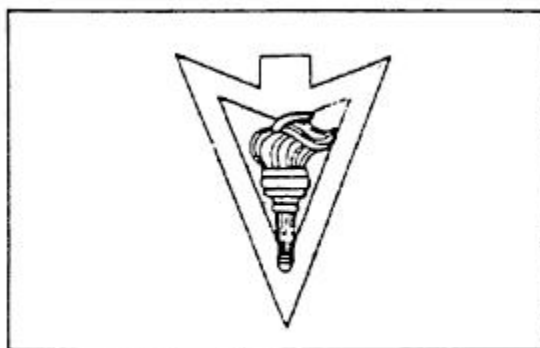


Figure 3-20. ROTC Redondo badge

- b. How worn:

- (1) Male. Centered on the left breast pocket of the Class A Uniform and ASU. (**Fig. 3-21**).

- (2) Female. Centered on the left side of the Class A Uniform and ASU and parallel to the waistline on the coat, in a comparable position on the coat. Placement of the badge may be adjusted to conform to individual figure differences (**Fig. 3-21**).

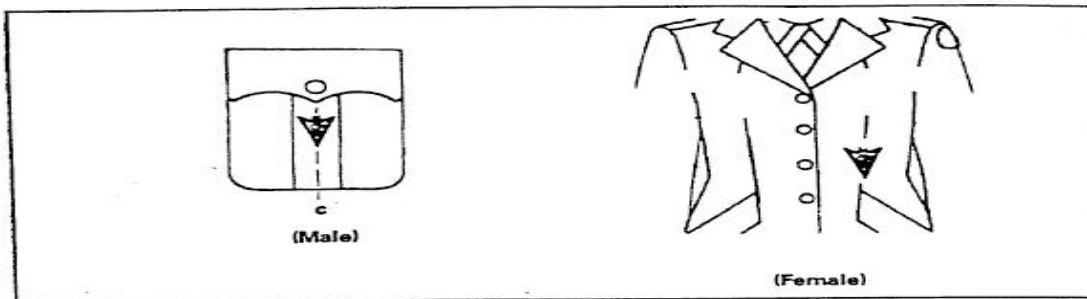


Figure 3-21. ROTC Recondo insignia

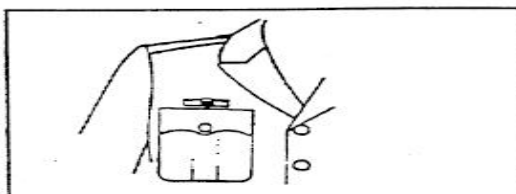


Figure 3-22. Distinguished Military Student badge



Figure 3-23. ROTC lapel button

**5-2. Wearing of Insignia, Female Cadets.** Provisions for the wear of authorized insignia and other items are set forth below, cross-referenced for convenience to related provisions for wear of male Cadet insignia, and identified in the figure illustrations provided, where applicable. Insignia are worn on the coat and headgear only, not on the shirt (shirt-waist).

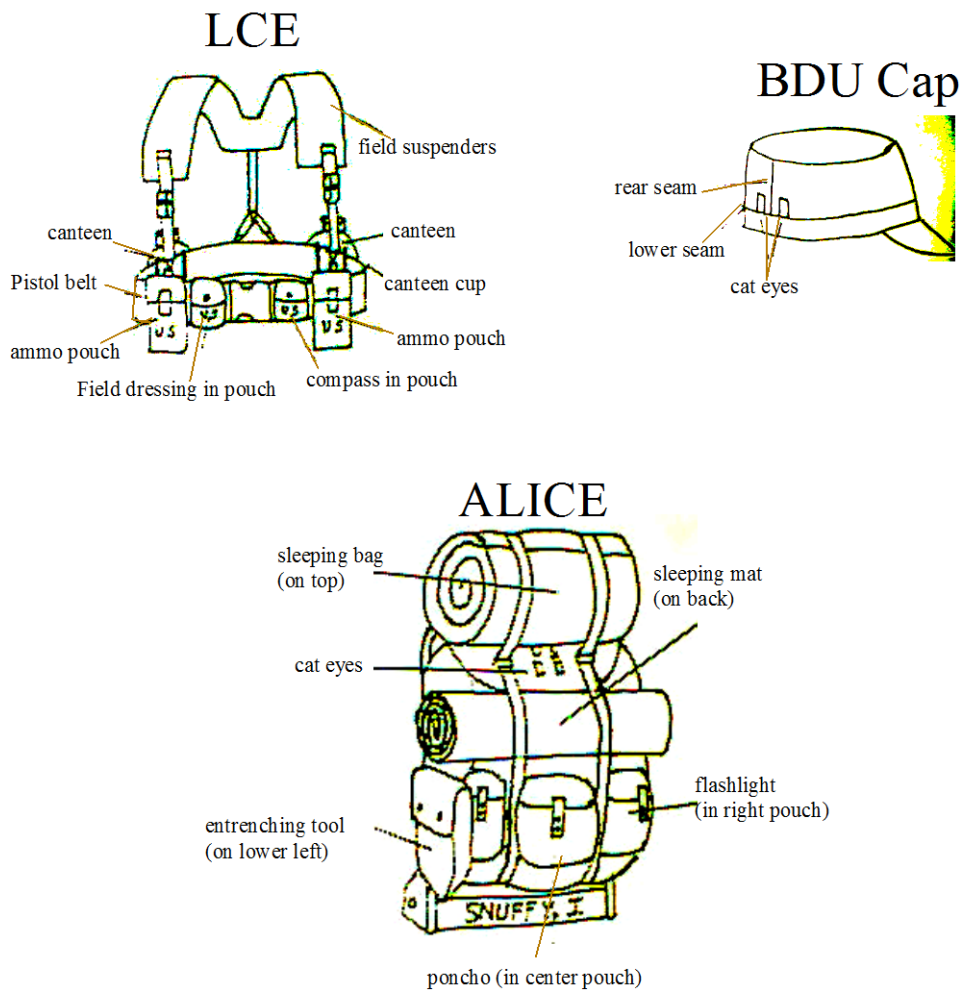
(2) How worn. R.O.T.C. letters, worn on both collars, are lined horizontally, centered 1 inch from the lower edge of the collar, and parallel to the floor (**Fig. 5-5**).



**Fig. 5-5** R.O.T.C. insignia, coat

**F. Field Duty Uniform (Class "D") and LCE:** The Class "D" uniform consists of the Class "C" uniform plus Load Bearing Equipment (LBE) and steel helmet. Additionally, the rucksack with frame may be included as a part of the Class "D" uniform. Packing lists vary as training dictates.

# Surfrider Equipment SOP



1. Fabricate cat eyes from luminous tape, 1 in. in length by  $\frac{1}{2}$  in. in width. Center cat eyes  $\frac{3}{4}$  in. apart on the BDU cap and ALICE pack.
2. Secure all equipment on the pistol belt with permanent tie.
3. Secure excess strap and pistol belt snaps on suspenders with olive drab tape or bands.
4. Print your name on olive drab tape and affix it to the lower portion of the ALICE frame.

H. Wear Of Awards Badges, And Ribbons. See AR 672-5-1, AR 670-1, and Cadet Command Regulation 672-5-1. **The SMI will assist Cadets in this area.**











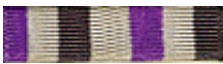



## SECTION VIII

### AWARDS AND DECORATIONS

A. GENERAL. Students enrolled in ROTC may receive awards in recognition of superior performance. The Department of the Army (DA) ROTC Cadet Command (ROTCCC), Region Commander, Professor of Military Science (PMS), Fraternal Organizations and Associations provide awards to ensure deserving individuals receive tangible recognition for extraordinary performance.

B. WEAR OF AWARDS. Some of the awards described in this chapter include medals or ribbons. Medals may be worn on the Army Green Uniform (Class "A") for special ceremonies and official functions as announced by the PMS. No medal or ribbon is ever worn on the fatigues uniform at the same time. Awards are worn from right to left, top to bottom, in the following order of precedence:

#### UCSB ROTC Cadet Awards In Precedence

<p><b>No Photo Available</b></p> <p><b>ROTC Award for Heroism</b> Awarded to ROTC Cadets who distinguish themselves by acts of heroism performed on or off campus</p>	 <p><b>Superior Cadet Decoration Award</b> Most outstanding Cadet in each year of MS at host institution and extension centers.</p>	<p><b>No Photo Available</b></p> <p><b>SMP Activation Award</b> Presented to an SMP Cadet who served with their Reserve Component unit for more than 30 days during a Presidential Reserve Unit Call-Up</p>	 <p><b>CTLT Ribbon</b> Participate CTLT</p>
 <p><b>Region Commander's Leadership Award</b> Most outstanding Cadet in each LDAC regiment.</p>	 <p><b>Camp Commander's Leadership Award</b> Number one Cadet in each LDAC company.</p>	 <p><b>Platoon Leadership Award</b> Awarded to the number one Cadet in each LDAC training platoon.</p>	 <p><b>Physical Proficiency Award</b> Scores in top 10% of each LDAC Regiment on record APFT</p>
 <p><b>Military Proficiency Award</b> Minimum of 90 pts per APFT event; 80% on written, day and night Land Nav; Go for BRM at LDAC.</p>	 <p><b>Superior Cadet at LDAC (R-3-1)</b> Cadet from the Battalion who did the best at LDAC</p>	 <p><b>Excellence at LDAC (R-3-2)</b> Cadets from the Battalion who received "E" ratings at LDAC</p>	 <p><b>Cadet Recruiting Ribbon (R-5-1)</b> Recognizes Cadets who participate in at least 2 Cadet Battalion recruiting activities When requirements are met</p>
 <p><b>PMS Recruiter Award (R-5-2)</b> Cadet who brought in a prospect when requirements are met</p>	 <p><b>Dean's List Award (R-1-1)</b> Semester GPA 3.50-4.00 Quarterly</p>	 <p><b>Cadet Honors Award (R-1-2)</b> Semester GPA 3.20-3.49 Quarterly</p>	 <p><b>Cadet Scholar Award (R-1-3)</b> Semester GPA 2.90-3.19 Quarterly</p>



**Highest jump in the  
Quarter GPA  
(R-1-4)**

Most improved grades.  
Quarterly  
Cadet can only receive  
once



**ROTC Honors  
(R-1-5)**

GPA of 3.5 in military  
science.  
Quarterly



**Battalion Commander's  
Academic Award  
(R-1-6)**

Highest Cadet CGPA for  
each MS Class.  
Quarterly



**Not currently used  
(R-1-7)**

Authorization remains  
with HQ, Cadet  
Command.



**Not currently used  
(R-1-8)**

Authorization remains  
with HQ, Cadet  
Command.



**Platinum Medal Athlete  
(R-2-1)**

Score 300 on APFT.  
Each Record APFT



**Gold Medal Athlete  
(R-2-2)**

Score 290-299 on APFT.  
Each Record APFT



**Silver Medal Athlete  
(R-2-3)**

Score 280-289 on  
APFT.  
Each Record APFT



**Bronze Medal Athlete  
(R-2-4)**

Score 270-279 on APFT.  
Each Record APFT



**Most Improved APFT  
Award  
(R-2-5)**

Biggest increase in score  
since last APFT (a Cadet  
may receive only once)  
Each Record APFT



**Battalion Commander's  
Athletic Award  
(R-2-6)**

Highest overall APFT score  
Each Record APFT



**Not currently used  
(R-2-7)**

Authorization remains  
with HQ, Cadet  
Command.



**LDAC Graduate  
(R-3-3)**

Successfully completes  
LDAC  
(Colors Shown are in  
Reverse Order)



**Cadet Command  
Ranger Challenge  
Winner  
(R-3-4)**

Members of the Ranger  
Challenge team, which  
wins Region competition.  
Annually



**Brigade Ranger  
Challenge Winner  
(R-3-5)**

Annually



**Ranger Challenge  
Team Member  
(R-3-6)**

Member of Ranger  
Challenge team  
Annually



**SGT York Award  
(R-3-7)**

One Cadet from each  
MS year group who  
exemplified moral  
character.  
Annually



**Drill Team  
(R-3-8)**

Member of the drill team  
to include parades  
Quarterly.



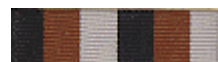
**Color Guard  
(R-3-9)**

Member of the color guard  
Quarterly



**Cadet Leader Award  
(R-3-10)**

Cadet who  
demonstrated the best  
leadership qualities  
Quarterly



**Leaders Training Course  
Graduate  
(R-3-13)**

Completed Leaders  
Training Course.



**Volunteer Award  
(R-4-1)**

Volunteered on or off  
campus  
Community projects  
Quarterly





**Distinguished  
Recruiter Award  
(R-4-2)**

Cadet who brought in  
the most prospects for  
the year  
Annually



**Basic Course  
Completion Cadet  
(R-4-3)**

Any Cadet who  
completes/is credited for  
basic course completion  
except LTC Graduates



**Bataan Death March  
(R-4-4)**

Awarded to Cadets who  
successfully finish the  
annual Bataan Death  
March



**Volunteer of the Year  
Award  
(R-4-5)**

Top volunteer of the  
year for each MS group.  
On or off campus  
community projects  
Annually



**AFCEA Academic  
Excellence Award**

Presented to the top  
ranked hard science  
major Cadet  
Annually



**American Legion Gold  
Academic Award**

Presented annually to the  
top MSIV Cadet for  
demonstrating outstanding  
military scholarship



**American Legion  
Silver Academic  
Award.**

Presented annually to  
the top MSIII Cadet for  
demonstrating  
outstanding military  
scholarship



**American Legion Gold  
Military Award.**

Presented annually to  
the top MSIV Cadet for  
demonstrating  
outstanding military  
excellence



**American Legion Silver  
Military Award.**

Presented annually to the  
top MSIII Cadet for  
demonstrating  
outstanding military  
excellence



**American Vets of WWII  
Award**

Awarded annually to an  
MSI or III for  
demonstrating  
excellence in the  
performance of duty in  
their first year of the  
program



**AUSA Member Ribbon**

Awarded to ROTC  
Cadets who become an  
AUSA Member



**AUSA Award**

Awarded annually to the  
MSIII Cadet who  
exemplifies outstanding  
leadership and academic  
achievement



**Daughters of the  
American Revolution**

Recognizes one MSIV  
Cadet in each Battalion.  
Must rank in the upper 10%  
of the class. Annually



**Daughters of Founders  
and Patriots of  
America Award**

Recognizes one MSI or  
II Cadet at each  
Battalion. Cadet must  
rank in the upper 25% of  
the class



**Military Officers  
Association Award  
(TROA)**

Awarded to one  
outstanding MSIII Cadet  
at each Battalion for  
outstanding leadership  
potential  
Annually



**Military Order of the  
Purple Heart Award**

Recognizes one Cadet at  
each Battalion who  
excelled academically and  
displayed exceptional  
positive attitude towards  
ROTC and Country



**Military Order of World  
Wars Gold Award.**

Awarded annually to an  
MSIII who demonstrated  
an outstanding desire to  
serve ROTC and the  
United States and who  
has excelled  
academically.



**Military Order of World Wars Silver Award.**

Awarded annually to an MSII who demonstrated an outstanding desire to serve ROTC and the United States and who have excelled academically.



**Military Order of World Wars Bronze Award.**

Awarded annually to an MSI who demonstrated an outstanding desire to serve ROTC and the United States and who have excelled academically.



**National Defense Transportation Award**

Awarded annually to 20 MSIII Cadets nationally for outstanding scholastic achievement



**National Defense Industrial Association Award**

Awarded annually to top Cadet per Battalion IAW eligibility criteria – top 50%, 20% of PLT Rankings at LDAC; active in athletics; outstanding leadership potential



**National Sojourners Award**

Recognizes one outstanding MSII or III Cadet at each Battalion who contributed the most to encourage and demonstrate Americanism within the Surfrider Battalion and on campus  
Annually



**ROA Award**

Awarded annually to an outstanding MSI, II, and III Cadet for leadership excellence  
Gold – MSIII  
Silver – MSII  
Bronze - MSI



**Scottish Rite Award**

Recognizes one outstanding MSIII or IV Cadet per Battalion who has contributed the most amount Cadets on campus to encourage and demonstrate patriotism by deeds or conducted during participation in extracurricular activities or community projects. Top 25% of OML.  
Annually



**Society of American Military Engineers Award**

Awarded to an outstanding MS-III and IV engineering Cadet. National annual competition



**Sons of the American Revolution**

MSI or III Cadet at each Battalion who demonstrated outstanding leadership qualities, military bearing, and all around ROTC excellence.  
Annually



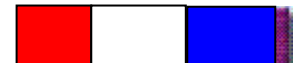
**Society of the War of 1812 Award**

Recognizes an outstanding MSII Cadet at each Battalion who encourages and demonstrates the ideals of Americanism  
Annually



**VFW Award**

Recognizes one Cadet at each Battalion who is actively engaged in the ROTC program and who possess individual leadership characteristics  
Annually



**101<sup>st</sup> Airborne Division Medal of Excellence**

Medal of excellence awarded to one Airborne Qualified Cadet who embodies the spirit and traditions of the Airborne Troopers.  
Annually



Cadet Command Regulation 672-5-1 is the regulation governing the policy and procedures on awards for ROTC Cadets. The current regulation is dated 6 July 1992. It applies to all U.S. Army ROTC Cadet Command (ROTC), its Regions, Brigades (Bde), and Battalions (BNS).

#### NATIONAL OR REGIONAL INDIVIDUALS AWARDS

<u>NAME</u>	<u>DESCRIPTION</u>	<u>CRITERIA</u>	<u>ELIGIBLE</u>
Dr. Ralph Merton Memorial Award	Certificate and Scholarship (variable amount)	Most outstanding Distinguished Military Graduate (DMG)	2LT (ROTC grads)
GEN George C. Marshall Award	Certificate	Top Cadet whose leadership and scholastic abilities best epitomize the values of GEN Marshall	MS-IV
NOTE: Selection of representative for the Surfrider Battalion is based on MS-IV class Order of Merit List (OML) after the Fall quarter. The awardee also attends the National Security Conference sponsored by the Foundation at the Virginia Military Institute where he receives a copy of an official biography of General Marshall.			
Colonel Ken Lamb Perpetual Trophy	Trophy	Best LDAC Results	MS-IV
Colonel Ken Lamb Most Improved	Trophy	Most Improved – biggest jump in the OML	MS-I, II, III, or IV
The Benevolent and Protective Order of the Elks Scholarship	Scholarship	Best Service to Country	MS-II or III
CPT Christopher C. Walter Memorial Award	Scholarship	Top 5%	MS-II, III, or IV
CPT Dion Burmaz Memorial Award	Scholarship	Top Cadet	MS-II, III, IV
Friends of ROTC	Scholarship	Top 1/3 <sup>rd</sup>	MS-I – IV
Marine Corps League	Scholarship	Top 10%	MS-II – IV
Dr. Robert Ballard Award	Scholarship	Top Science Major	MS-II or III

## SECTION IX

### CADET VOLUNTARY TRAINING

A. General. The best-qualified Cadets who are contracted and have the greatest potential for commissioning can be selected for voluntary training programs. These programs are: airborne, air assault, Cadet troop leader training (CTLT), and Cultural Internships.

B. Airborne School. This is a three-week course that qualifies you to perform military static line parachute jumps. Training is physically and mentally demanding. It is conducted at Fort Benning, Georgia in three phases. Ground week consists of intensive physical conditioning and instruction in parachute jumping. Tower week refines the individual techniques previously taught and culminates with jumps from a 250-foot tower. The third week, jump week, consists primarily of completing four daylight and one night parachute jump.

C. Air Assault School

1. This is a two-week course conducted at Fort Campbell, Kentucky, and Schofield Barracks, Hawaii. Training is provided in rappelling from helicopters, physical conditioning, confidence course negotiation, and 10-mile road marches. Professional excellence in basic military skills is expected.

2. Completion of air assault school qualifies Cadets to wear the Air Assault Badge.

3. Air travel to and from the training location, quarters, and rations are provided. Additional funding is not authorized.

4. Selection at UCSB is limited to MS-II or III Cadets who can achieve at least 270 on the APFT, are highly motivated, and demonstrate outstanding military skills. The APFT used for selection is normally conducted in January or early February.

D. Cadet Troop Leader Training (CTLT)

1. This is a two to three week opportunity for non-SMP MS-III Cadets to serve in the position of platoon leader with an active Army unit. CTLT positions are available throughout the United States including Alaska and Hawaii, Korea, and Europe. Officer efficiency reports are prepared for CTLT Cadets, which may enhance the accession packet.

2. Air transportation to and from the CTLT location, quarters, and rations are provided. No additional funding is authorized.

3. Selection is based upon MS-III OML criteria.

#### E. Culture and Language Incentive Pay - Bonus (CLIP-B)

1. CLIP-B is a monetary bonus paid for achieving foreign language competency and associated cultural knowledge. All contracted Cadets are eligible for this bonus. Cadets who are already fluent in a strategic foreign language may apply to be tested to see if they are eligible for the bonus.

2. CLIP-B may be awarded for successful completion of college courses taken for academic credit and for eligible Study Abroad opportunities. It may also be awarded for successful completion of approved proficiency tests, oral and/or written, and for select CULP Immersion Deployments.

3. CLIP-B will be paid upon satisfactory course completion as evidenced by academic credit reflected on an official transcript from an accredited institution or by certifying payable levels of proficiency on an approved Oral Proficiency Interview.

4. Surfrider Cadets must complete the application process to receive the CLIP-B.

5. Surfrider Cadets must meet eligibility for CLIP-B by enrolling in an approved CLIP-B eligible course (or other CLIP-B eligible activity). This should be accomplished prior to enrollment in the course to ensure the course is eligible for CLIP-B.

6. Surfrider Cadets must sign the CLIP-B Statement of Understanding, and complete CC form 597-7, Culture and Language Incentive Pay, (CLIP) Addendum to Army Senior Reserve Officer Training Corps (Surfrider) Cadet Contract. For additional information contact the Surfrider Human Resource Assistant.

#### F. Culture and Language Immersion Summer Deployments (CLISD AKA CULP Deployments)

1. Cadet Command Culture and Language Immersion Deployments help Cadets become aware and more knowledgeable of cultures, languages and regions including the American and Army culture. Cadets are exposed to people, languages, traditions, and contexts of countries other than the United States.

2. Culture and language immersion prepares these future leaders to make better decisions not only in the best interest of the U.S. but also that of the indigenous population of the country within which they may find themselves operating.

3. These summer deployments help dispel stereotypes and build mutual respect. These “real-world” missions not only provide excellent venues for culture and foreign language immersion but provide Surfrider Cadets the opportunity to directly contribute to Army efforts toward building relationships with our partner nations around the world.

4. Cadet participation in summer deployments is strictly voluntary.

5. Cadet applications are solicited each Fall term. For additional information contact the Surfrider Human Resource Assistant.

## **SECTION X**

### **MENTORSHIP PROGRAM**

A. General: Mentoring is a powerful way for people to learn a variety of personal and professional skills. This program will contribute to the leadership development program (LDP) process for our MS-IV Cadets. As part of that LDP process, it teaches Cadets how to take care of their Soldiers and prepare leader books. It will also assist incoming freshmen (MS-Is) with their transition into college life while at the same time aiding MS-IIIs and MS-IIIs in their transition to becoming MS-IVs. Finally, it will help improve recruiting, increase retention, and help all Cadets achieve academic success.

#### **B. Mentorship Program Objectives.**

1. Promote academic excellence.
2. Decrease Cadet attrition.
3. Enhance leadership skills.

#### **C. Definitions**

1. Mentorship: The voluntary, developmental relationship that exists between a person of greater experience (mentor) and a person of lesser experience (associate) that is characterized by mutual trust and respect.

2. Cadet Mentor: An MS-IV Cadet detailed to act as a mentor to an MS-I, II or III Cadet. The Cadet mentor is one who has achieved both academic and ROTC success, acquired self-confidence, experienced personal and professional satisfaction, and wishes to share his or her experiences with a junior Cadet.

3. Cadet Associate: An MS-I thru III Cadet under the mentorship of an MS-IV Cadet.

#### **D. Roles and Characteristics of the Mentor:**

1. The Cadet mentor serves as an objective confidant and advisor with whom the Cadet associate may discuss ROTC, academic, professional, personal, and social matters for the purpose of personal/career development and planning. The role of a Cadet mentor in this program is usually transitional; that is, the successful Cadet mentor works with a Cadet associate to a point at which he or she no longer needs direct mentor support and guidance.

2. The Cadet mentor does not attempt to create a clone of him/herself, nor is he or she a replacement to the Cadet chain of command. Rather, the Cadet mentor serves as a role model and a source of inspiration, information and experience from which the Cadet associate can select qualities most likely to help him or her achieve success. Cadet mentors must exercise caution when suggesting developmental tasks to ensure that the Cadet associate's chain of command has been consulted. Ideally, the Cadet mentor provides guidance, support, and encouragement, and the Cadet associate responds positively by learning and applying new skills and knowledge in ways that optimize success within the organization.

3. An effective Cadet mentor is supportive and helpful to the Cadet associate without taking over the Cadet associate's responsibility for his or her own decisions.

4. An effective Cadet mentor possesses in some degree most or all of the following highly desirable characteristics.

a. Positive and Enthusiastic Attitude. The Cadet mentor possesses a positive attitude about the goals and objectives of mentoring. He or she believes the Cadet associate can substantially benefit from participation, and enthusiastically shares these beliefs with the Cadet associate.

b. Technical Competence. Cadet mentors are recognized within their own functional areas as competent, resourceful, perceptive, and dedicated.

c. Professional. Cadet mentors must possess integrity, compassion, courage, competence, commitment and candor, and sets a positive example, through encouragement and open communication.

d. External Awareness and Global Vision. A good Cadet mentor is aware of the world outside his or her own environment and understands the importance of keeping up with current events, and has the ability to look beyond day-to-day operations to consider where the organization is as a whole.

#### E. Roles and Characteristics of the Associate:

1. As a partner in a mentor-associate relationship, the Cadet associate's role is primarily to learn from the experiences and professional attributes of the Cadet mentor. However, the Cadet associate's role is not a passive one; the associate has a responsibility to actively pursue self development, and be willing to seek out and accept broader responsibilities. The Cadet associate is not a "sponge" whose main task is to soak up the wisdom of the Cadet mentor, but rather one who has set professional and personal goals and seeks the guidance of one more experienced in achieving these goals.

#### 2. Characteristics of the Cadet Associate:

a. Self-motivated and able to set realistic professional and personal goals.

b. Committed to benefit from the relationship with the Cadet mentor.

c. Thoughtful: Considers carefully the advice and guidance from the Cadet mentor, and takes action for self-improvement.

d. Responsible: Accepts assignments and responsibilities as appropriate to acquire the needed depth and breadth of experience.

#### F. Procedures

1. Whenever possible, all MS-IVs will be Mentors. All MS-Is through MS-IIIs, will be divided up as evenly as possible and assigned as Associates to the MS-IVs.

2 Cadre will endeavor to match Associates with the most compatible Mentors possible.

### 3. The Mentor / Associate Relationship:

a. Establishing the Relationship: Regardless of the circumstances of meeting, mentors and associates must establish their own professional relationship. Each Mentor must determine what works best for them. An initial interview of the Associate is a good icebreaker to get things going.

b. Constant Review: The relationship between Cadet Mentor and Cadet Associate must be reviewed at several levels to determine whether the match is successful. Some questions which should be asked at each phase of the program are as follows:

(1) Are the goals and objectives of the Cadet associate being met?

(2) Is the Cadet associate acquiring new skills and knowledge useful to his or her goals and to the organization?

(3) Are both professionally satisfied with progress? That is, does the Mentor feel the Associate is gaining from mentoring and that the time of the Mentor is therefore being well spent? Does the Cadet associate feel that he or she is getting the kind of advice, guidance, and support that will improve their goals and potential?

(4) Are both satisfied with the relationship?

c. Contacts, which may include telephone contacts, between Cadet mentors and Cadet associates should occur not less than twice a month. More frequent contacts are encouraged. The purpose of these contacts is to assess Cadet associate progress, to provide the Cadet associate an opportunity to obtain Cadet mentor feedback, and to consider other personal or professional matters.

### 4. Mentorship “Dos” and “Don’ts”

a. The Cadet mentor does the following:

(1) Acts professionally at all times and encourages frequent, open communication.

(2) Shares an understanding of the organization, its mission, and the formal and informal operating processes.

(3) Serves as a confidant, counselor, guide and advisor to a Cadet associate.

(4) Shares experiences which contributed to his or her own success and sets an example for the Cadet associate to follow.

(5) Serves as a “sounding board” for Army career development ideas or for pursuing Army career opportunities.

(6) Encourages associates to become more efficient and productive in the Army ROTC program and to consider the Army as a potential career field.

(7) Suggests appropriate training and developmental opportunities to further the progress of the Cadet associate toward leadership positions.

(8) Helps the Cadet associate to set clear career goals and periodically reviews progress in the ROTC and academic programs, making constructive suggestions on career path decisions.

(9) Provides honest feedback, Constructive Criticism, and encouragement.

b. The Cadet mentor does not:

(1) Do the work for Cadet associates or make decisions for them

(2) Appeal to the chain of command on behalf of the Cadet associate

(3) Set career goals for the Cadet associate

(4) Be overly accessible to the associate for minor problems or questions

(5) Be a “free ride” to the top. Success which is only a result of the Cadet mentor’s efforts on behalf of the Cadet associate is self-defeating in terms of the Cadet associate’s professional and personal life.

(6) Attempt to soften an important, but critical observation about the Cadet associate simply to spare feelings.

## 5. Leaving a Legacy

- This is your opportunity to make a dramatic difference in the professional and personal development of another Cadet and yourself.

- We make a living by what we get, we make a life by what we give. ~ *Winston Churchill*

- *A lot of people have gone further than they thought they could because someone else thought they could. ~ Unknown*

## Sample Mentor Initial Interview

- What are your own academic and career goals? You may want to consider job, education, promotions, locations, or any other goals related to your career.
- How do you plan to achieve these goals?
- What do you feel are avenues to your achieving your goals (e.g., additional education, training or developmental assignments)?
- How do you think a Cadet mentor could help you achieve your career goals?
- What do you consider your work-related/academic strengths?
- What work-related/academic points do you think are most in need of strengthening?
- What do you most like about your present job/present courses?
- What do you least like about your present job/present courses?
- What experience, training, or education do you have that is not being used in your present job/present courses?
- In the past three years, what have you done on your own time to better qualify yourself? (For example, taken a college course, helped in a community activity that gave you some useful experience, or self-study through correspondence.)
- Imagine that you are another person meeting yourself for the first time. After talking with you for an hour, how do you think the other person would describe you?
- Add anything you wish to your self-assessment.



## SECTION XI

### MISCELLANEOUS

A. General: The Department encourages Cadets to participate in the organizations and activities sponsored by Army ROTC. These are organized to promote leadership and management opportunities, increase general military knowledge, provide for the exchange of ideas, and to develop a forum for camaraderie.

B. Ranger Challenge Team: Ranger training has been characterized as "the most realistic and the most demanding training the United States Army offers." The UCSB Ranger Challenge Team concentrates its interest on outdoorsman-ship, building individual and team proficiency, and self-confidence. The main emphasis of Ranger training centers on small unit tactics including patrolling, weapons training, escape and evasion, first aid, communications, rappelling, physical conditioning, and field training exercises. A nine Cadet Ranger Challenge team with two alternates is selected for Brigade competition each Fall Quarter. The competition begins in November, with team try-outs and training beginning soon after school begins for the Fall Quarter.

C. Intramural Sports: ROTC encourages Cadets to participate on intramural teams in various sports. Intramural sports afford Cadets an opportunity for recreation and physical conditioning while also contributing to their OML score. All Cadets, both men and women, are encouraged to participate.

D. Bataan: The 26.2 mile Bataan Memorial Death March honors a special group of WWII heroes who were responsible for the defense of Corregidor. This event is rigorous and demanding as the route traverses through desert trails, washes and hills up to 5,300 feet elevation in New Mexico.

E. MS Courses: All MS courses are credited with UCSB. Upper division MS courses can be applied towards upper division graduation requirements. The Military History (MS27) course is approved to give credit for American History, GE Area D and Writing as well. See pages 7 – 9 for complete listing of Military Science courses.

D. Surfrider Surfing Program: Being a part of the Surfrider program affords certain privileges that are inherent to our area of operations, and at the same time unique to the 273+ programs nationwide. You have made the decision to become an Army Cadet and future Army Officer; this illustrates that you have the spirit of adventure. We encourage you to explore and utilize all the opportunities Santa Barbara and UCSB offer to include surfing. Whether you are already a surfer, skateboarder, snowboarder, skier, or just setting out on your first adventure—it's all about having fun, pushing your limits, and developing your confidence.

Over the years, your preceding Cadre and Cadet Corps have acquired a selection of surfboards and wetsuits for your use. As a rule, soft boards are available for you to check out, while the hard fiberglass—advanced boards—are for Cadre use only. Wetsuits are available as well, but must be rinsed inside and out with fresh water before drying and returned to the rack. So go out there and get tan, strong, have fun at Campus Point with your fellow Cadets and Cadre and develop your confidence. After all, it is not just a sport, but an enduring tradition and way of life here at the Surfrider Battalion.

## The Leadership Excellence Patch

The shield (patch) symbolizes the Army mission of national defense and is divided into quarters representing the four traditional military science courses comprising the Senior ROTC curriculum.

The sword signifies courage, gallantry and self-sacrifice intrinsic to the profession of arms.

The helmet is symbolic of the ancient civilization concept of the warrior scholar.



The color gold is representative of the gold bar worn by Army second lieutenants

The lamp denotes the pursuit of knowledge, higher learning, and the partnership of Army ROTC with American colleges and universities.

The Motto "Leadership Excellence" expresses the ultimate responsibility of Army ROTC in the discharge of its moral responsibility to the Nation.

## UCSB ROTC Battalion Patch

The United States Army Institute of Heraldry approved the UCSB Army ROTC on 18 July 2006. The sun is symbolic of both the traditional sunny southern California climate and the source of the "light" represented in the university's motto. The Grizzly Bear is symbolic of strength and independence and is the official state animal of California and



is prominently displayed on the state flag. The surfboard and waves is symbolic of our proximity to the Pacific Ocean. Additionally, it represents our Military Science nickname "The Surfrider Battalion" and our surfboard mascot which accompanies our Cadets at all ROTC functions. The blue and yellow colors are the distinctive colors of the university. Finally, the wording on the outside of the patch "UCSB Surfriders" further delineates the Cadets' unit affiliation.

## UCSB ROTC Battalion Unit Crest



### SYMBOLISM

Blue and yellow are the school colors. Black and yellow are the colors associated with Cadet Command and the SROTC program. The swords symbolize military strength and training. The tower alludes to Storke Tower, a campus landmark. The waves of the sea represent the University's proximity to beaches. The three petals of the fleur-de-lis reflect faith, wisdom, and valor. The sun suggests the temperate climate of the campus and enlightenment through learning.

## APPENDIX A – COMMON ABBREVIATIONS

AAR	After-Action Review or After Action Report
ACU	Army Combat Uniform
AD	Active Duty or Air Defense Branch (sometimes seen as ADA, Air Defense Artillery)
ADMIN	Administration
AFC	As For Combat; Refers to the Class “D” (Field Duty Uniform) with rucksack and LBE worn
AG	Adjutant General Corps, or Army Green
AGO	Adjutant General’s Office (National Guard Only)
AI	Assist Instructor
AIT	Advanced Individual Training; specialized training for enlisted Soldiers generally following completion of Basic Training
AO	Area of Operations
APFT	Army Physical Fitness Test; An administered test of physical strength and endurance consisting of three events: pushups, sit-ups, and a 2-mile run
APMS	Assistant Professor of Military Science (Course Director)
AR	Army Regulation; Prescribes responsibilities of staff agencies, units, and individuals on specific topics and includes how and by whom the policy is implemented or for whom it is intended; Also stands for Armor Branch
ASAP	Acronym for “As soon as possible,” but is generally used to indicate immediately
AUSA	Association of the United States Army; A professional organization for the Army which serves as the Army’s lobbying force in the United States Congress
AV	Aviation Branch
AWOL	Absent Without Leave
BC	Battalion Commander
BG	Brigadier General (O-7)

BMNT	Before Morning Nautical Twilight; Time when the first rays of sunshine bend over the eastern horizon at dawn (first light)
BN	Battalion
BOLC-A	Basic Officer Leadership Course Alpha, the ROTC phase of officer-ship training at the university
BOLC-B	Basic Officer Leadership Course Bravo, the training phase that takes place at the commissioned lieutenants assigned branch school
CA	Combat Arms; Includes the branches of Infantry, Field Artillery, Armor, air Defense, Aviation, and Special Forces
CAARNG	California Army National Guard
CDR	Commander
CDT	Cadet
CM	Chemical Corps
CO	Commanding Officer/Company
COB	Close of Business; When the office closes for duty
CONUS	Continental United States; The 48 contiguous states, excluding Alaska and Hawaii
CPL	Corporal (E-4)
CPT	Captain (O-3)
CQ	Charge of Quarters
CRB	Cadet Record Brief; All-inclusive document, which gives pertinent, essential information concerning a Cadet during his participation in the ROTC program
CS	Combat Support; Includes the branches of Corps of Engineers, Signal corps, Military Police Corps, Military Intelligence, and Chemical Corps
CSM	Command Sergeant Major (E-9); Highest ranking NCO who works directly for a commanding Officer, usually at Battalion level or higher
CSS	Combat Service Support; Includes the branches of Adjutant General corps, Finance Corps, Ordnance Corps, Quartermaster Corps, Medical Service Corps, and Transportation Corps

CTLT	Cadet Troop Leadership Training; A summer program that allows Cadets, after graduating from Advanced Camp, the opportunity to serve in an active Army unit
CWO	Chief Warrant Officer of the grade CW2, CW3, or CW4
CY	Calendar Year; Begins January 1 <sup>st</sup>
DA	Department of the Army
DD/DOD	Department of Defense
DMG	Distinguished Military Graduate
DMS	Distinguished Military Student
DMZ	Demilitarized Zone
DNT	Did Not Take
DTG	Date-Time Group (such as 031500 Jul 91 for 1500 hrs on 3 July 1991)
EENT	End of Evening Nautical Twilight; Time when last rays of sunshine disappear over the western horizon at dusk (last light of day)
EM	Enlisted Member (used generically for men or women)
EN	Corps of Engineers
ENDEX	End of Exercise; Refers to time when training culminates and units prepare for recovery operations
ESTP	Enhanced Skills Training Program
FA	Field Artillery Branch
FI	Finance Corps
FM	Field Manual that provides doctrine for training and operational tactics; FM's are less directive in nature than are regulations (AR's)
FORSCOM	Forces Command (U.S. Army)
FRAGO	Fragmentary Order, a partial Operations Order
FTX	Field Training Exercise
FY	Fiscal Year
GEN	General (O-10); Often used generically to refer to all general grade officers (O-7 thru O-10)

GPA	Grade Point Average
HQ	Headquarters
HQDA	Headquarters, Department of the Army
IAW	In accordance with
ICW	In coordination with
IMT	Individual Movement Techniques; Refers to high crawl, low crawl, and rushes
IN	Infantry Branch
INSTR	Instructor or instructions
ITT	Individual Tactical Training (a phase of LDAC training)
JROTC	Junior ROTC (high school level)
LAB	Leadership Laboratory
LBE	Load Bearing Equipment; Web gear used to comfortably carry ammunition pouches, canteens, first aid pouches, compasses, etc.
LCE	Load Carrying Equipment (same as LBE)
LDAC	Leadership Development Assessment Course
LOD	Line of Duty; Primarily used to determine medical or insurance coverage of injured personnel
LOI	Letter of Instruction; A letter used to disseminate information and instructions to personnel
LRC	Leadership Reaction Course; A course with a series of obstacles and situations which challenge participants to think, react, work as a team, and solve problems in a predetermined period of time. At LDAC, it is called the FLRC, or Field Leadership Reaction Course
LT	Lieutenant (O-1 or O-2); May further distinguish by placing a numeric in front, as in 2LT or 1LT
LTC	Lieutenant Colonel (O-5) or Leadership Training Course
LTG	Lieutenant General (O-9)
MAJ	Major (O-4)

MG	Major General (O-8)
MI	Military Intelligence Corps
MOI	Memorandum of Instruction, or Method of Instruction
MOS	Military Occupational Specialty; An alphanumeric code used to designate a Soldier's occupational specialty
MP	Military Police Corps
MRE	Meal Ready to Eat; A lightweight, delicious combination of nutritious food packaged for consumption in the field
MS	Medical Service corps
MS/Mil SCI	Military Science
MSG	Master Sergeant (E-8)
NCO	Noncommissioned Officer (E-5 thru E-0, and E-4, if a corporal)
NCOIC	Noncommissioned Officer in Charge
NG / NGB	National Guard / National Guard Bureau
NLT	No later than
OBJ	Objective
OCONUS	Outside of Continental United States; Refers to overseas assignments
OCS	Officer Candidate School (at Fort Benning, Georgia); An alternative source of attaining a commission
OD	Ordinance Corps, or Olive Drab (a mixture of green and black)
OIC	Officer in Charge
OML	Order of Merit List; A list of Cadets in a ranked order based on selected performance criteria; Used by Cadre to select individual Cadets for promotions, special training, awards, and accessions for the PMS evaluation
OPFOR	Opposing Forces; Normally used to denote aggressors during training
OPORD	Operations Order
ORP	Objective Rally Point
PAS	Pre-commissioning Assessment System



PCS	Permanent Change of Station
PCT	Pre-commissioning Training and Leadership Development Tasks
PCS	Permanent Change of Station
PCT	Pre-commissioning Training and Leadership Development Tasks
PFC	Private First Class (E-3)
PME	Professional Military Education
PMS	Professor of Military Sciences; The officer assigned to be in charge of the ROTC program at a specific college or university
PMT	Preliminary Marksmanship Training
PVT	Private (E-1 or E-2); May specify by using PV1 or PFC
QM	Quartermaster Corps
RA	Regular Army
ROA	Reserve Officers' Association
ROTC	Reserve Officers' Training Corps
RP	Release Point or Rally Point
RTO	Radio Telephone Operator
SC	Signal Corps
SDNCO	Staff Duty Noncommissioned Officer (assistant to the SDO)
SDO	Staff Duty Officer
SF	Special Forces
SFC	Sergeant First Class (E-7)
SGM	Sergeant Major (E-9)
SGT	Sergeant (E-5); Also, used in a generic sense to refer to all NCOs of the ranks E-5 thru E-7
SMP	Simultaneous Membership Program (Advance Course Cadets only)
SOP	Standard Operating Procedures; An established way of performing tasks, usually distributed at the local level

SP	Starting Point
SPC	Specialist (E-4)
SQT	Skill Qualification Test
SSG	Staff Sergeant (E-6)
STX	Squad Tactical Exercise
SY	School Year; Begins in AUG or SEP with the first day of classes
TAC	Tactical Officer
TA-50	Field gear; actually called CTA-50
TBA	To Be Announced; Refers to information that is not currently available, but will be in the near future, at which time it will be disseminated appropriately
TBD	To Be Determined; Similar to “TBA”
TC	Transportation Corps, or Tank Commander
TDY	Temporary Duty; A duty assignment with duration of 90 days or less
TRADOC	Training and Doctrine Command (of which Cadet Command and ROTC are a part)
UCMJ	Uniform Code of Military Justice. The military’s judicial laws
USAR	United States Army Reserve
USAREUR	United States Army, Europe
USMA	United State Military Academy, located at West Point, New York
1SG	First Sergeant (E-8). Highest ranking NCO in a company