

CALIFORNIA POLYTECHNIC STATE UNIVERSITY,  
SAN LUIS OBISPO

# ROTC CADET HANDBOOK



## GENERAL INFORMATION

### MISSION & BACKGROUND

The mission of the Cal Poly Military Science Department is to commission the future Officer leadership of the U.S. Army and motivate young people to become better citizens. Reserve Officer Training Corps (ROTC) is a component part of the nation's defense system and delivers an annual supply of well-educated and competent leaders into the Active, Reserve, and National Guard components of the Army. The program here began in the early 1950's and has so far commissioned over 1,300 Officers. The program remains one of the top Army ROTC unit's in the nation with our Cadets routinely receiving above average marks at the regional and national levels. This performance is made possible by a high-caliber student body, a cadre with years of Army experience, convenient access to first-rate training areas, outstanding support from the University, the program's alumni, and a host of local organizations. Cal Poly ROTC Cadets shoulder the added responsibility and commitment associated with being a Cadet, but discover along the way an enhanced level of maturity and responsibility that no other course can provide in college.

### VISION STATEMENT

The Mustang Battalion is a student-led organization focused on inducing success in each of its members. Our Cadets' first priority is to excel as college students. Their second priority is to improve their leadership skills within the framework of Army Officership. We support the first priority through mentorship, tutoring, and teaching fundamentals of time management. We achieve the second priority through dynamic classroom instruction and exciting practical exercises during labs in the field. Cadets are placed in increasingly challenging leadership positions as they progress through their ROTC experience. Upon graduation and commissioning, Cadets from the Mustang Battalion are already confident and trained military professionals ready to take on the challenges of leadership in combat. We measure success along the way by meeting the following goals:

- Maintain average Cadet GPA over 2.8
- 100% LDAC graduation and 30% of graduates earn the Recondo Badge
- Maintain average APFT (Army Physical Fitness Test) scores above 260
- At least 20% of graduating class earns Distinguished Military Graduate (DMG) each year

As a result of its outstanding teamwork, reputation, and results, Cal Poly ROTC attracts and commissions leaders of the highest caliber.

### PROGRAM DESCRIPTION

The Command relationships within Army ROTC are as follows: US Army Cadet Command (USACC) is commanded by a Major General and is responsible for Eight Brigades. USACC Headquarters is located at Fort Knox, Kentucky. The 8th Brigade, commanded by a Colonel, is headquartered at Joint Base Lewis-McChord, Washington. The Brigade comprises all the Army ROTC programs in Oregon, Washington, Idaho, California, Nevada, Montana, Alaska, Hawaii and Guam. The Fighting Mustang Battalion is commanded by an active duty Lieutenant Colonel (Professor of Military Science – PMS) and is part of the 8th Brigade.

Army ROTC is designed around four years of Military Science curriculum.

#### Basic Course:

The first two years, Military Science 100 and 200 level courses, constitute the 'Basic Course'. The Basic Course will establish the fundamentals of Army leadership and prepare you for the final two years of the ROTC program. Basic Course classes are open to all Cal Poly students, whether they intend to remain in the program or just want to take the courses due to interest in the subject matter. Students/Cadets who take Basic Course classes are under no obligation to remain in the program or serve in the military unless the Student/Cadet specifically requests otherwise. MSL 100 and 200 level course may even count towards elective requirements in some majors.

In order to proceed with ROTC training beyond the Basic Course, Cadets must earn 'Basic Course Qualification'. There are a number of ways to achieve this but the following ways are the most typical:

1.) Successfully completing all MSL 100 (101, 102, 103) and MSL 200 (201, 202, 203) level courses while also participating in Leadership Lab each quarter.

- 2.) Successfully completing Basic Training in any branch of the Department of Defense.
- 3.) Successfully completing four years of a Junior Reserve Officers Training Corps (JROTC) while in High School.
- 4.) Attending the Leaders Training Course at Fort Knox, Kentucky.

**Advanced Course:**

The second two years, Military Science 300 and 400 level courses, constitute the 'Advanced Course'. The Advance course builds upon the foundations of the Basic course, further developing and refining a Cadet's aptitude for excelling as a Commissioned Officer in the United State Army. Advanced Course classes are only open to those Cadets that have obtained Basic Course Qualification (reference above) and have contractually obligated themselves to serve in the US Army. By contracting, the Cadet is making a firm commitment to pursue a commission with the Army ROTC program at Cal Poly. Failure to maintain the minimum requirements of the contract (grades, personal conduct, physical fitness, etc) could potentially lead to disenrollment from the program and the recoument of losses through either financial reimbursement or enlisted military service.

Once a Cadet has successfully completed all required Military Science Courses (MSL 100-400) in addition to Military History (MSL 240), the Cadet will be considered a 'Completion Cadet' and will commission pending successful graduation from Cal Poly.

**ENROLLMENT & ELIGIBILITY REQUIREMENTS**

**Contract Status:** A student in contract status means that they have entered into a contractual agreement with the US Army. All scholarship Cadets fall into this category. Each Cadet in contract status must meet the following:

- Be approved and contracted by the Professor of Military Science.
- Be able to complete requirements for commissioning before reaching 39 years of age for non-scholarship Cadets or under 31 years of age for scholarship Cadets.
- Have successfully completed the Leaders Training Course, received credit for junior ROTC or previous honorable active service in the Army (to include USAR/ARNG), Navy, Marine Corps, Coast Guard, or Air Force or at least the first year of ROTC training (MSL 101, 102, and 103)
- Be a citizen of the United States.
- Be of good moral character without convictions (minor convictions may be waived)
- Be medically and physically qualified under standards prescribed by the Department of the Army. Allowances are made for those conditions that are correctable before the Cadet becomes eligible for appointment as a commissioned officer.
- Be accepted by Cal Poly San Luis Obispo as a full-time undergraduate or graduate student having at least two years (6 quarters not counting summer school) of full-time study remaining.
- Have at least a 2.0 (2.5 for ROTC scholarship recipients) cumulative GPA at Cal Poly.
- Complete and submit CC Form 139-R and CC Form 104-R.
- Execute a written contract with the United States Army to complete the Advanced Course contingent upon remaining in college; attend the Leader Development and Assessment Course at a time specified unless deferred for valid reasons; accept a commission, if offered; and satisfy the service obligation after graduation.

**Enrolled Status:** A student in enrolled status means the Cadet has signed a Cadet Command Form 139-R, enrolled in a Military Science course for both academic and ROTC credit. Upon PMS approval, enrolled students can: wear the military uniform, participate in or apply for the ROTC Scholarship Program, and participate in Army ROTC Labs and Field Training Exercises. Each Cadet in enrolled status must meet the following:

- Be of good moral character without convictions (minor convictions may be waived).
- Be a US citizen by birth or naturalization.
- Be at least 17 years old to begin ROTC and under 31 years of age at time of commissioning for scholarship Cadets or under 39 years of age for non-scholarship Cadets.
- Be enrolled in and attending classes full-time and pursuing a course of instruction leading to an approved baccalaureate or advanced degree.
- Have at least a 2.0 cumulative GPA based on a 4.0 scale.

- Execute a loyalty oath or affirmation.
- Not be a conscientious objector.
- Complete and submit CC Form 139-R and CC Form 104-R.

**Participating Status:** A student in participating status attends only the lecture portion of class, unless the student signs a medical release which, upon PMS approval, makes the student eligible to attend the Leadership Lab and receive credit towards his Basic Course requirement. The CC Form 139-R must be completed and submitted. Only the first signature section is signed indicating that the information on the form is correct. The “Loyalty Oath” signature block is not signed. All students/Cadets that are considering progressing in the ROTC program should become enrolled.

## **FINANCIAL ASSISTANCE**

Financial assistance available within Military Science takes many forms, ranging from full scholarships to counseling on financial matters.

**Army ROTC Scholarships:** Two, three, and four year “line” scholarships are available for enrolled and non-enrolled students on a competitive basis to those who are strongly motivated in pursuing a career as an Army officer. Each scholarship pays for full tuition and fees at Cal Poly. Students also receive \$1200 per year for books. This is also in addition to a monthly stipend of \$300 to \$500.00 per month while in school, based on the Cadet’s year of study. Students receiving other scholarships which specifically pay tuition and fees can choose to have scholarship monies pay for room and board. Line scholarships provide an opportunity for Cadets to compete for active duty assignment but are not a guarantee of an active duty assignment.

**Stipend:** All contracted Cadets receive a monthly stipend each academic month while they are full time students. The stipend is limited to 10 months per year: MSI - \$300 / MSII – \$350 / MSIII – \$450 / MSIV – \$500

**Training Pay:** Cadets attending LDAC at Joint Base Lewis-McChord or LTC at Fort Knox will be paid a stipend, plus transportation expenses; room and board are furnished.

**Uniforms & ROTC Materials:** All ROTC uniforms and text books are provided free of charge by the Army for on-campus courses and for summer camp training.

**Simultaneous Membership Program (SMP):** Simultaneous membership is an option open to non-scholarship contracted MS II and Advanced Course Cadets which combines the Army ROTC program with membership in the Army National Guard or Army Reserves. As an SMP Cadet you receive your monthly stipend from ROTC and draw E5 (Sergeant) pay from the Army National Guard or Army Reserves. Participation with the Reserve Unit is one weekend per month and two weeks each summer as an officer candidate.

**Cultural and Language Incentive Program (CLIP):** CLIP-B is a monetary bonus paid for achieving foreign language competency and associated cultural knowledge. All contracted Cadets are eligible for this bonus.

**Financial Counseling:** Your Cadre advisor can assist you in solving financial problems. The Cal Poly Financial Aid Office also has counseling services designed to help students meet educational expenses.

## **ORDER OF MERIT LIST (OML)**

The OML ranks all Army ROTC seniors across the nation, with the top 20 percent earning the designation of Distinguished Military Graduate (DMG). Cadets' OML rankings are determined by a number of criteria, including GPA, performance on the Army Physical Fitness Test (APFT), and performance during university ROTC training and at the Leader Development and Assessment Course (LDAC). A Cadet’s OML score will be used to determine their branch and status (Active, Reserve, National Guard). Cadets who score higher on the OML will be more likely to achieve their branch and status of choice, however nothing is guaranteed. For a more accurate breakdown of the OML see your MSL Advisor.

## **SERVICE OBLIGATION UPON COMMISSIONING**

The obligatory term of active commissioned service depends on the type of commission. Regular Army Officers serve at least three years of Active Duty. Scholarship Cadets selected for Active Duty serve a four year tour. Regardless of whether a Regular Army or a Reserve Commission is granted, a newly commissioned officer must complete a total of eight years of service; a combination of Active Duty, Army National Guard, US Army Reserves, or in the Individual Ready Reserve (IRR). Cadets should understand that the opportunity to serve the United States of America as a commissioned

Officer in one of the military services is a privilege, not a right. Requirements for commissioning are as follows:

- Complete the Basic Course or meet other requirements for entry into the Advanced Course.
- Be contracted into and complete the Advanced Course to include LDAC.
- Be accepted by the Army for a commission through the accessions process.
- Complete all requirements for a baccalaureate degree.

## **BRANCH INFORMATION**

There are a variety of branches (job specialties) available in the Army as a newly commissioned Lieutenant. Your branch assignment takes into consideration the needs of the Army along with your personal qualifications and desires. Combat Arms are directly involved in the actual conduct of fighting, Combat Support provide operational assistance to the Combats Arms through combat missions and operation and administrative support to the Army in its entirety, and Combat Service Support addresses the logistics which directly influence combat operations.

### Combat Arms

**Air Defense Artillery (ADA)** - Protect the force and selected geopolitical assets from aerial attack, missile attack and surveillance.

**Armor (AR)** - Close with and destroy the enemy using fire, maneuver, and shock effect.

**Aviation (AV)** - Find, fix, and destroy the enemy through fire and maneuver; and to provide combat, combat service and combat service support in coordinated operations as an integral member of the combined arms team.

**Corps of Engineers (EN)** - Engineers support the battlefield by executing their four-fold tactical mission of mobility, counter mobility, survivability and general engineering, as well as providing topographical support.

**Field Artillery (FA)** - Destroy, neutralize or suppress the enemy by cannon, rocket and missile fire and ensure the integration of all supporting fires in Combined-Arms operations.

**Infantry (IN)** – The infantry close with the enemy by means of fire and maneuver in order to destroy, capture, or repel assault by fire, close combat, and counterattack.

### Combat Support

**Chemical Corps (CM)** –Protect the force and allow the Army to fight and win against a Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) threat.

**Military Intelligence Corps (MI)** - Provide timely, relevant and accurate intelligence & Electronic Warfare (EW) support.

**Military Police Corps (MP)** - Perform the five major functions associated with the branch: area security; maneuver and mobility support; police intelligence operations; internment and resettlement; and law and order.

**Signal Corps (SC)** - Provide seamless, secure, consistent and dynamic worldwide information systems and communication networks for real-time command and control of Army, Joint, and Combined Forces in tactical, garrison and strategic operations.

### Combat Service Support

**Adjutant General's Corps (AG)** - Provide personnel service support for the Army through excellence in doctrine, leader development, organization, material, and Soldiers.

**Medical Service Corps (MC)** – Provide highly skilled and dedicated leaders who perform the clinical, scientific, administrative, command and support services essential to efficiently and effectively manage a quality, world-class health care system in support of the Army.

**Nurse Corps (AN)** - Provide nursing leadership and quality nursing care, both in peacetime and during contingency operations, within a professional military system and in support of the mission of the Army Medical Department.

**Finance (FI)** – Fund the Army, Joint, and Combined Operations; execute timely commercial vendor and contract payments; and to provide pay and disbursing services, banking and currency services, and limited accounting on an area basis.

**Ordnance Corps (OD)** - Support the development, production, acquisition and sustainment of weapons systems and munitions, and to provide Explosive Ordnance Disposal, during peace and war, to provide superior combat power to current and future forces of the United States Army.

**Quartermaster Corps (QM)** - Provide supply support, field services, aerial delivery support, materiel and distribution management, combat development and doctrine, training, and professional developments to support the Army.

**Transportation Corps (TC)** - Develop concepts and doctrine to perform transportation services and support functions for

forces across the operational spectrum of the National Military Strategy.

## **CADRE AND STAFF JOB DESCRIPTIONS**

Members of the Military Science Department include active duty Army Officers, Reserve and National Guard Officers, Non-Commissioned Officers, contractors, and civilian employees. The primary duty of all military faculty members is classroom and laboratory teaching, as well as advising. However, each has additional administrative and supervisory responsibilities.

**Professor of Military Science (PMS):** The PMS is the senior officer and is the head of the Department of Military Science and the commander of the ROTC Battalion. He is responsible for all its activities.

### **Senior Military Instructor (SMI):**

The Master Sergeant (MSG) plays a key role as the senior noncommissioned officer (NCO) in the battalion. He is an experienced field soldier, as well as an outstanding administrator and manager. He supervises the other NCOs in the battalion, advises the Cadet Command Sergeant Major (c/CSM) in addition to the Cadet staff.

### **Assistant Professor of Military Science (APMS) / Senior Military Science Instructor (SMSI) - Officer / Military Science Instructor (MSI) – NCO:**

Each class, MS I through IV, has a Cadre member designated as an APMS, SMSI, or MSI who serves as its course director and advisor. He/she will normally be the primary professor for each class, although other faculty may teach certain blocks of instruction. He/she prepares the term grade report based on the class academic record. The class advisor makes a special effort to become well-acquainted with all class members and provides guidance, military or non-military, when requested or appropriate.

### **Recruiting Operations Officer (ROO):**

A ROO is a federally employed Department of Defense (DoD) civilian who coordinates all enrollment activities for the Fighting. He/She is often the initial point of contact for anyone desiring information about ROTC. The ROO prepares and distributes all promotional material and supervises the Cadet recruiting effort for support of enrollment activities such as on-campus recruiting and high school visits. In addition, the ROO maintains oversight of the Battalion Facebook page, Twitter feed, and website.

### **Human Resources Assistant (HRA):**

A federally employed DoD civilian, responsible for the preparation, maintenance and administration of all Cadet forms, payrolls, statistical records, accessions. The HRA is also responsible for administrative preparation of Cadets for all external training events, commissioning and individual files.

### **Supply Technician:**

This federally employed DoD civilian is responsible for procurement, issue and administration of uniforms, equipment and materials used by the Battalion. The Supply Tech also provides guidance on military supply procedures.

## **CURRICULUM**

### **PRIORITY ENROLLMENT**

All Contracted Cadets will receive priority registration each quarter they are enrolled. The purpose of this campus privilege is to allow Cadets the maximum opportunity to coordinate their schedule to accommodate ROTC and Major courses, while also keeping Cadets on track for graduation and commission.

### **ACADEMIC CURRICULUM**

Each quarter a Contracted Cadet's curriculum will include one lecture (100/200/300/400 level) as well as a Leadership Lab (MSL 110) and PT (MSL 112). While the Cadet will not be enrolled in Lab and PT every quarter, they are required to attend. All Cadets interested in contracting should enroll in the lecture portion of the course and are encouraged to attend PT and Lab. Additional electives such as Ranger Challenge and Orienteering are not required for Contracted Cadets, but are highly encouraged.

**Freshman (MS I) – MSL 101, 102, 103; 1 credit each term:** An introduction to ROTC with emphasis on the activities and responsibilities of a commissioned officer; the structure of the Army; available ROTC scholarship programs; service benefits and options; begin studies in the fundamentals of leadership, management and counseling; map and compass instruction, and communication skills.

**Sophomore (MS II) – MSL 201, 202, 203; 2 credits each term:** Introduction to the five paragraph operations order,

leadership fundamentals, military decision making, and military briefing styles. This is designed for preparation for entry into the advanced course.

**Junior (MS III) – MSL 301, 302, 303; 3 credits each term:** The first year of the Advanced ROTC Course includes instruction in leadership, management, and communications methods to prepare for meeting the challenges which leadership positions present; roles of the military team, and personnel management; the analysis of modern offensive and defensive tactics and the principles upon which they are based; small unit patrolling.

**Senior (MS IV) – MSL 401, 402, 403; 3 credits each term:** Final year of ROTC instruction is focused on preparation for Officership – military justice; military history from World War II through the present with an emphasis on leadership styles & situations surrounding major military events; ethics, professionalism & decision making; the Army in a global perspective.

**Military History– MSL 240, American Military History and the Evolution of Western Warfare; 4 credits:** Comprehensive analysis of American military history from the early Anglo-French period to the end of the 20th Century. Examination of the strategies, operations and tactics of military warfare, and exploration of how social, economic, and technological factors produced the distinct patterns of war that characterize the struggles of the past two hundred plus years.

**MSL 110 – Exercises in Military Leadership (Leadership Lab); 1 credit:** Hands-on instruction on the proper execution of small-unit military operations. Incorporation of the military decision-making process in the planning, execution and conducting of a wide variety of squad, platoon and company sized missions. Credit/No Credit grading only. Can only be taken for credit once. Prerequisite: Enrollment in any MSL course or consent of Professor of Military Science.

**MSL 111 – Orienteering (Land Navigation); 2 credits:** Principles of orienteering, basic map reading and compass skills; course running techniques applied in field orienteering events. Open to all freshmen and sophomores.

**MSL 112 - The Army Physical Fitness Program (PT); 1 credit:** Physical training to the Army standard with the goal of successfully passing the Army Physical Fitness Test.

**MSL 229 – Ranger Challenge; 2 credits:** Selection and preparation of the Ranger Challenge Team which will represent Cal Poly in military tactical skills competition. Includes rope bridging, orienteering, weapons knowledge, hand grenade accuracy, 10K road march with equipment, first aid, marksmanship, physical fitness and tactics. Credit/No Credit grading only.

## **MILITARY SCIENCE MINOR**

In addition to perusing a commission, Cadets can receive a Military Science minor. The minor is 28 credits and is available to all Contracted Cadets. Prior to graduation, the Cadet must have the PMS sign off on the Military Science Minor form and turn in to the office of the Registrar. The HRA can give you this form. The courses required are below:

### **REQUIRED:**

MSL 240/HIST 320/321/322 (4)

MSL 301– Tactical Leadership I (3)

MSL 302– Tactical Leadership I (3)

MSL 303– Applied Leadership (3)

MSL 401– Developmental Leadership I (3)

MSL 402– Developmental Leadership II (3)

MSL 403– Adaptive Leadership (3)

### **ELECTIVES (Choose 6 Units from the following):**

MSL 101– Foundations of Officership I (1)

MSL 102– Foundations of Officership II (1)

MSL 103– Basic Leadership (1)

MSL 110– Exercises in Military Leadership (1)

MSL 111– Orienteering (2)

MSL 112– The Army Physical Fitness Program (1)

MSL 201– Foundations of Leadership I (2)

MSL 202– Foundations of Leadership II (2)

MSL 203– Foundations of Leadership III (3)

MSL 212—Leader’s Training Course (1-7) (CR/NC)

MSL 229– Ranger Challenge (2) (CR/NC)

MSL 314– Leadership Development and Assessment Course (6) (CR/NC)

MSL 410– Evaluation of Exercises in Military Leadership

MSL 412– Evaluation of Army Physical Fitness Program

## **RECEIVING MAJOR CREDIT FOR ROTC CLASSES**

Depending on the major, some Cadets may be able to receive credit towards their bachelor's degree from the completion of ROTC courses. It is advised that Cadets speak with other Cadets in their college or major to see if this might apply to them. In the past, ROTC Cadets have received technical elective, elective or senior project credit for ROTC courses and training. You can also speak with your advisor to see if they would approve.

## **GOOD STANDING IN ACADEMICS**

1. The Department of Military Science places strong emphasis on academic performance. We believe that students are in college to earn a degree. We have found that, in general, busy students learn to budget their time and actually obtain better grades than those who have too much time on their hands.
2. In order to remain in good standing in ROTC, a student must maintain the academic standards set by the University and the Army as outlined in the ROTC Contract. Grades will be monitored. Contracted students who fail to meet prescribed standards will be placed on probation or be processed for disenrollment. Non contracted students that fail to maintain minimum grade standards will be denied admittance to the Advanced Course and are not competitive for scholarships. Cadets that don't maintain minimum academic standards will not participate in ROTC extracurricular activities.
3. Academic standards are as follows for all Contracted Cadets:
  - Enroll and maintain fulltime student status (12 credits).
  - Maintain quarterly and cumulative GPA of 2.0 or higher.
  - Pass all courses of instruction.
  - Make satisfactory progress towards attaining a degree.
  - Promptly resolve incomplete grades.
  - Maintain ROTC term GPA of 3.0 or higher.
  - Enroll and/or participate in MSL 110/MSL 112 each term.
4. Probation is considered a warning. Being placed on probation by the ROTC Department will result in exclusion from participation in ROTC extracurricular activities, loss of financial assistance (scholarship) and if uncorrected, dismissal from the ROTC program. Any student suspended or dropped from the University will be disenrolled from ROTC.
5. It is the student's responsibility to advise his/her instructor when he/she is having academic difficulties. While ROTC training is important, some training can be excused or rescheduled with advanced coordination to accommodate conflicts with other course requirements. Do not use the excuse of ROTC involvement as rationale for low grades in other subjects.

## **GENERAL STANDARDS AND POLICIES**

### **GRADING OF ACADEMIC COURSES**

Academic courses are graded in the same manner as elsewhere in the universities or colleges. The exact method of determining course grades will be explained by the class instructor at the beginning of the term and in the course syllabus.

- Grade for the Leaders Training Course (LTC- MSL 212 (1-7 credits)) is assigned by the PMS based upon evaluations received and students must enroll on an A-F grading scale. Leadership Development and Assessment Course (LDAC- MS 314 (6 credits)) will be Credit/No Credit grading only.
- All contracted Cadets must enroll for military science classes for letter grade (A-F).

### **ATTENDANCE**

1. Attendance at Military Science classes, Leadership Lab and other mandatory training will be considered by your instructor when determining your course grade. It is your responsibility to provide the instructor with either the



written or verbal reason for your absence. The instructor will determine whether the absence is excused or unexcused.

2. Excused absences are normally granted to Cadets whose participation in University-approved academic or extracurricular activities precludes their attendance. Other absences caused by illness, family emergencies, work schedule, etc. will be evaluated on an individual basis.
3. MSL Lab and PT are considered part of your Military Science Class. Cadets who have a class conflict or other problem which would cause them to miss leadership lab or PT must discuss the problem with their instructor. In general, only a conflict which is unavoidable (for example, a class that is required for graduation and is only offered during Leadership Lab/PT time) will be considered as an acceptable reason for being excused. The instructors will assign an appropriate substitute project (book report, term paper, oral report, remedial PT, etc.) in such cases.

## **PERSONAL CONDUCT**

As a Cadet, you are training to be an Officer in the United States Army and are expected to behave in an appropriate manner. College students are adults and juvenile pranks or behavior is neither desired nor appropriate. A Cadet whose behavior or actions are outside the bounds of socially accepted practices, who demonstrates lack of personal integrity, or who shows a callous disregard for others cannot be an effective leader and will not be allowed to remain in the program.

The standards of personal conduct for Cadets encompass honor & integrity, values, and moral character:

**Honor & Integrity:** Cal Poly ROTC Cadets do not lie, cheat, or steal. As a Cadet your word is your bond. Your instructors will accept your word as truth; anyone who violates this code will be considered for dismissal from the program.

**Values:** As a professional body, the Army Officer Corps possesses a set of values and ideals which are not negotiable. As you progress through the program, your Cadre will instruct you in values and ideals, their requirements, and how best to uphold them. As a Cadet, you are expected to uphold the seven Army Values: Loyalty, Duty, Respect, Selfless-Service, Honor, Integrity, and Personal Courage.

**Moral Character:** You must demonstrate exemplary moral character, both in and out of the classroom. Alcohol or drug abuse, driving under the influence, lying, stealing, cheating, etc. are all antithetical to the ideals of the Officer Corps and will not be tolerated.

While in uniform, Cadets will not participate in political rallies, demonstrations or other events in which their presence may convey support or non-support by the Army or US Government to a particular cause.

**DO NOT EMBARRASS THE ARMY, THE UNIVERSITY OR YOURSELF.**

## **CADRE-CADET RELATIONSHIPS**

1. Cadre members have the responsibility to advise you in any way they can. This is not limited to matters pertaining to ROTC. Your advisor will have at least one formal interview with you each term. You should keep cadre informed of any problems you are having and take advantage of their experience and assistance. All members of the cadre are willing to talk with you about personal matters on a formal or informal basis.
2. Personal relationships between cadre and Cadets are not in the best interest of good discipline and are prohibited according to military regulations and policies.

## **PAPERWORK**

During your time in the program, you will be required to complete or sign several documents. It is important that when filling out these documents, you do so carefully and answer the questions honestly and/or correctly. When asked to sign documents, be sure to thoroughly read it, and ask any questions before signing.

- One of the documents most overlooked is the 104-R. This document must be confirmed each quarter and reflect your current path to graduation. If your course load deviates from your 104-R, it is essential to update your copy and turn it in to your advisor. The 104-R is a binding contract with the Army, if a Cadet's 104-R changes and is not updated, the Cadet's commission may be in jeopardy. In addition to updating their 104-R with any course title changes or extensions, the Cadet must update their grades for each course once they have them.

## EQUAL OPPORTUNITY

The Army is an equal opportunity organization and the ROTC Battalion meets EO guidance established by the Army as well as the University. Any student in good standing with the University may enroll in any ROTC course for academic credits so long as he/she meets prerequisites.

The Army excludes persons from the commissioning program when they do not meet established requisites. For example, persons who are not US Citizens may not receive a commission, nor may those that do not meet medical qualifications or age restrictions established by Army regulations. Students who do not meet established criteria may enroll in ROTC for academic credit only. They may not be contracted. Class advisors will advise students of limiting criteria.

Contracted students who become ineligible for commissioning (i.e. no longer medically qualified) will normally be disenrolled.

## SAFETY

1. Military training is exciting, challenging and some events are inherently dangerous. Safety must be a concern of everyone during ROTC training and activities. Although Cadre and Cadets in charge of an activity are responsible for taking safety into consideration at all times, all participants must be alert for safety hazards. These should be brought to the attention of the cadre member immediately or corrected on the spot. Normally, a measure of common sense applied liberally will prevent injury.
2. Weapons Safety: Prior to any training involving weapons firing (live or blank ammunition), a safety briefing will be given. No brass, ammunition or pyrotechnics will be taken from the training site by any Cadet. An inspection will be conducted at the conclusion of all training in which these are used. Cadre will be the only personnel authorized to use simulators.
3. The presence or use of alcohol during training is prohibited.
4. Under no circumstances will Cadets operate military or government vehicles. This includes Cadets that are in the National Guard or Reserve members with a military driver's license.

## CADET POLICIES AND STANDARDS

### PROPER WEAR AND ASSEMBLY OF UNIFORMS

The following uniforms are property of the United States Army and they will be worn for training purposes only. Uniforms may be worn when the Cadet has class before and after training; however under no circumstances are Cadets authorized to wear uniforms off campus.

**Army Service Uniform (ASU)** - This uniform includes the Class A coat and slacks, beret, white undershirt, black tie/neck tab and dress shoes. It is worn during formal Battalion events such as the Annual Dining Out Ceremony, Awards Ceremonies and Commissioning Ceremonies. The uniform is adorned with a Cadet's name, rank, Distinctive Unit Insignia (DUI) and any awards and ribbons they have received.

- **Beret**- The beret will be worn with the Cadet Officer Rank or Cadet Enlisted DUI. The rank or DUI will be centered on the existing patch and when worn, align with the center of the Cadet left eye.
- **Coat Lapels**- MSI/II Cadets will wear the Torch of Knowledge insignia, while MSIII/IV Cadets wear the ROTC insignia. Insignia will be centered on the lapel, parallel to the inside edge of each lapel and 1 inch above the notch of the lapel. *See diagrams.*
- **Shoulder Loops**- Enlisted and Officer DUI will be worn on the shoulder loops of the uniform. Rank will be 5/8" from the bottom and DUI will be centered between button and rank. *See diagrams.*

**IMPROVED PHYSICAL FITNESS UNIFORM (IPFU)**- The IPFU will be worn during all physical fitness training sessions. The uniform includes an Army gray T-shirt, Army black shorts, reflective safety belt, white crew socks and running shoes. During the winter time an Army PT jacket and sweatpants will be issued. The uniform is worn with the t-shirt tucked into the shorts and the belt around the waist. Common uniform infractions include: forgetting to wear a PT belt, wearing socks that have logos (must be plain white) or fall below the ankle bone, or neglecting to tuck in PT shirt.

**ARMY COMBAT UNIFORM (ACU)**- The ACU will be worn during all leadership labs and modified versions may be required for other Battalion events. The normal uniform includes the ACU blouse, trousers, patrol cap, tan belt and tan t-shirt, black/green socks, tan combat boots and military dog tags. The ACU will be worn with the tan t-shirt tucked into trousers and secured with the tan belt, dog tags tucked into the t-shirt, and blouse adorned with the appropriate rank, name, badges and ROTC/Cal Poly patches, trousers will be tucked into the boots and bloused with the boot laces also tucked into the boot. *See diagram.*

## **ROTC PATCH**

**ROTC Patch/Should Sleeve Insignia (SSI)**- The shield symbolizes the Army mission of national defense and is divided into quarters representing the four military science courses comprising the Senior ROTC curriculum. The sword signifies courage, gallantry and self-sacrifice intrinsic to the profession of arms. The lamp denotes the pursuit of knowledge, higher learning, and the partnership of Army ROTC with American colleges and universities. The Trojan helmet is symbolic of the ancient civilization concept of the warrior scholar. The motto Leadership Excellence expresses the ultimate responsibility of Army ROTC in the discharge of its moral responsibility to the nation.

## **PERSONAL APPEARANCE**

The Army is a uniformed service and Cadets wear uniforms on this campus. A neat, well-groomed appearance by Cadets is fundamental and contributes to building the pride and esprit de corps essential to an effective military organization. Leaders are expected to set the example in all areas, particularly personal appearance. It is the duty of each Cadet to take pride in his or her appearance at all times. This principle applies equally to both men and women. Uniform and personal appearance violations will be pointed out to Cadets and expected to be corrected immediately. Wearing the uniform is a privilege which can be revoked. Physical fitness and maintaining acceptable weight standards are also factors in personal appearance. The following standards apply to all who wear the Army uniform:

### **Male Cadets.**

- The hair on top of the head will be neatly groomed. The length and/or bulk of the hair will not be excessive or present a ragged or unkept or extreme appearance. Hair will present a tapered appearance and, when combed, will not fall over the ear or eyebrows or touch the collar except for the closely cut hair at the back of the neck. The “block” cut in the back is permitted in moderate degree. In all cases, the bulk or length of hair will not interfere with the normal wear of military head-gear.
- Sideburns will be neatly trimmed. The base will not be flared and will be a cleanshaven, horizontal line. Sideburns will not extend downward beyond the lowest part of the exterior ear opening.
- The face will be clean-shaven daily. If a mustache is worn, it will be kept neatly trimmed and tidy. No portion of the mustache will cover the upper lip line nor extend beyond the crease of the upper and lower lips. Handlebar mustaches, goatees and beards are not authorized.
- Earrings or piercings are not part of the male uniform.

### **Female Cadets**

- Hair styles will not interfere with proper wearing of military headgear. Hair will not extend below the bottom edge of the collar. Make-up and nail polish will be conservative and complement the uniform. Barrettes and hair ties of a natural hair color or transparent color may be worn.

### **ROTC building:**

- When entering the ROTC building ensure you are appropriately dressed, clean shaven (males) and have a military haircut (males).

## **PHYSICAL TRAINING**

1. Physical fitness is a critical part of the Army mission. Future officers are expected to develop a level of physical fitness which will appropriately model the Army standards as delineated by the Army Physical Fitness Test (APFT). The APFT tests your physical endurance by measuring the maximum number of correct push-ups and sit-ups you can perform in two minutes each, and the time required to complete a two mile run. While the Army standard is at least 60 points in each event (180 points total), Cadets must arrive at LDAC in far better shape in order to professionally represent the Mustang Battalion and receive an overall rating at camp commensurate

with their career goals.

- **Army Standards for a Correct Push Up:**  
Start in the front leaning rest position; begin by bending your elbows and lowering your entire body as a single unit until your arms are parallel to the ground. Then return to the starting position by raising your entire body until your arms are fully extended. Your body must remain rigid in a generally straight line.
  - **Army Standards for a Correct Sit-Up:**  
Assume the starting position by lying on your back with your knees bent at a 90-degree angle. Another person will hold your ankles with the hands only, the heel is the only part of your foot that must stay in contact with the ground. Your fingers must be interlocked behind your head. To begin, raise your upper body forward to, or beyond, the vertical position so that the base of your neck is above the base of your spine. After you have reached or surpassed the vertical position, lower your body until the bottom of your shoulder blades touch the ground.
  - **Army Standards for Correct 2 Mile Run:**  
Complete a 2 mile run in the shortest time possible without receiving any assistance.
2. The Military Science department conducts regular physical training sessions each Tuesday, Wednesday and Thursday morning. All contracted Cadets are required to attend. Non contracted Cadets are invited and strongly encouraged to attend. Cadets can receive academic credit for physical training by registering for MSL 112 (The Army Physical Fitness Program) for 1 credit hour.
  3. The Diagnostic and Record APFT will be administered each term. Contracted Cadets are contractually required to pass the APFT with a minimum score of 60 in each event. Contracted Cadets who do not meet these minimum standards will be required to attend remedial PT until a point at the Cadre's discretion. Below are the minimum standards a Cadet must score on the APFT:

**Male (Age 17-21)**

2 Min. Push Ups– 42

2 Min. Sit Ups– 53

2 Mile Run– 15:54

**Male (Age 22-26)**

2 Min. Push Ups– 40

2 Min. Sit Ups– 50

2 Mile Run– 16:36

**Female (Age 17-21)**

2 Min. Push Ups– 19

2 Min. Sit Ups– 53

2 Mile Run– 18:54

**Female (Age 22-26)**

2 Min. Push Ups– 17

2 Min. Sit Ups– 50

2 Mile Run– 19:36

4. Many Cadets find that the required three hours of training each week is only enough to maintain their fitness level, and choose to conduct additional PT on their own time. Contracted Cadets during their third year will be offered Cadre supervised physical training an additional two days a week in preparation for LDAC. Target scores for Contracted Cadets are as follows:

MS I: 180 points (60 points in each event)

MS II: 210 points (70 points in each event)

MS III: 240 points (80 points in each event)

MS IV: 270 points (90 points in each event)

## COMMON COURTESIES

Whether in or out of the uniform, Cadets will abide by certain military courtesies.

**At all times** when addressing Cadre using their last name, Cadets will say the last name preceded by the appropriate rank of the Officer, NCO or Contracted Civilian; such as "Lieutenant", "Captain", "Major" or "Colonel" and "First Sergeant" (E8) or "Sergeant" (E5-E8). All contracted Cadre will be addressed as "Mr." or "Ms".

**When in Uniform** Cadets will salute all Active Duty Officers. Salutes are exchanged out of doors, when not under overhead cover, and 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. Upon saluting, it is customary to give a greeting, "Sir" or "Ma'am".

Cadets will not salute Cadets, but will be respectful to Cadet officers and give the proper getting of the day. Cadets will

also salute 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.

## CADET TRAINING

### MILITARY SCHOOLS AND OTHER TRAINING

All Contracted Cadets are eligible to compete to attend a variety of training courses in addition to the on-campus program. Selection for attendance at some of these courses is competitive since only limited quotas are available. Cadets should understand that once selected, they are committed to attend and graduate. Results of the APFT administered at the beginning of Winter Term are used to initially screen applicants for selection and to establish an Order of Merit List (OML).

**Airborne School.** The Airborne School at Fort Benning, Georgia is a physically demanding three week course designed to qualify students as military parachutists. Selection will be made by the PMS based on the performance on the Army Physical Fitness Test, medical qualification, academic performance, and overall participation in ROTC. Travel pay and room and board are all provided by the Army.

**Air Assault School.** Located at Fort Campbell, Kentucky, and at Schofield Barracks, Hawaii, the Air Assault School is a ten-day course which teaches techniques and skills associated with military helicopter operations. Selection criteria are the same as Airborne School. Travel pay and room and board are all provided by the Army.

**Mountain Warfare School.** Conducted at Camp Ethan Allen, Vermont, this is a physically demanding course which focuses on mountaineering operations. Selection criteria is the same as Airborne School.

**Combat Diver School.** This combat school is located in Key West, Florida and is available to Cadets with extensive underwater experience. The program includes knot tying, water survival, open and closed circuit scuba, submarine lock-in and lock-outs, ship bottom searches, underwater navigation, long distance surface swims, underwater search and recovery, and maritime infiltration operations. The course includes boat operations with Zodiacs and Klepper kayaks.

**Cultural Understanding and Language Program (CULP).** CULP provides Contracted Cadets the opportunity to travel overseas during the summer for culture and language immersion. The Cadets travel to Fort Knox, Kentucky or West Point to link up with other Cadets and Cadre Leaders, conduct training, and prepare for travel to the country assigned. Normally, the team is in country for approximately three weeks.

**Leader's Training Course (LTC).** Five weeks of training at Fort Knox, Kentucky. Travel pay and salary provided through the Military Science Department at no obligation. LTC graduates are then eligible to enroll in ROTC Advanced Program.

**Leader Development and Assessment Course (LDAC).** Four week summer training program located at Fort Knox, Kentucky. Successful completion of LDAC is required to achieve an Army commission. The course tests and trains Cadets and determines potential for service. Travel pay, room and board, and salary are provided.

**Cadet Troop Leadership Training (CTLT).** Selected MS III Cadets may serve with an active Army unit for four weeks after they complete LDAC. This is an excellent opportunity to develop leadership skills and get a first-hand look at what a Lieutenant does. Cadets will be assigned to an officer position in the unit or as an assistant to a junior officer. Pay is equivalent to LDAC. Attendance is restricted to MS IIIs who have successfully completed LDAC that year.

**Army Internships**– Cadets may be able to apply for various Army sponsored internships based on their field of interest. In the past Cadets have been awarded Engineering, Nursing and Animal Science internships across the United States and OCONUS.

### MENTORSHIP

1. Under the Cadet Mentorship program, MS IVs are assigned as mentors to MS III Cadets and MS IIIs are assigned to MS I/II Cadets. Each mentor is responsible for the mentorship and development of their mentee. Mentors are paired to a mentee with the same major or similar (when same is not available) to not only provide guidance for ROTC success, but also academic success.
2. Each mentoring session must be documented using **DA Form 4856** (Developmental Counseling Form). At the conclusion of the mentoring session, the counselor will complete a detailed account of the session using full sentence bullet points and return to the mentee for a signature, agreeing to the session summary stated. The completed and signed form will be turned into the A-S1 in charge of mentorship who will review for completion and return to the mentor. The mentor will hold onto the document until the following meeting where they must complete "Part IV– Assessment of the Plan of Action" and return to the mentee for a signature followed by

a final turn in to the A-S1 for filing.

3. The key to this mentorship program starts with communication between the MSIII/IV mentors and the underclass Cadets. The MS III/IV mentors must be available to assist their mentees, and the mentees must seek out guidance when needed. Active two-way communication is the key to a successful mentorship program.

**Topics to discuss during your initial session:**

- Overall academic, social, and ROTC wellness.
- Target GPA and academic goals.
- Target APFT score.
- Goals in ROTC and military career.
- “Needs improvement” areas of concern.
- A program for the mentee to achieve academic and military goals for the term.
- Drugs, alcohol, and other dangerous and/or illegal activities common in college.
- Questions and/or concerns about ROTC or college life in general.

**Topics to discuss during your monthly sessions:**

- Determine if military and academic goals were achieved (and why or why not?)
- GPA status for the term.
- PT/APFT status for the term.
- Sustains and improves for the term, from both the mentor and the mentee points of view.
- Other questions and/or concerns your mentee may have about ROTC or college life.

## EVALUATIONS

1. During a Cadet’s MSIII year they will be assigned various leadership positions and will be evaluated using a “Blue” or “Green” card, a Leadership Assessment Report. Using 17 dimensions, this report will assess the Cadet’s character, presence and intellectual capacity as well as see how well the Cadet leads and develops his/her troops and if he/she achieves the mission. Over the course of the year the score will be totaled and will directly impact a Cadet’s overall rank in the program as well as influence his/her accession score. It is important that these evaluations be taken seriously.
2. In addition to the mandatory leadership evaluations during a Cadet’s MSIII year, all MSI-MSIII Cadets can receive Positive/Negative Spot Reports at any time and based on the Cadre’s and MSIV’s discretion. Positive Spot Reports are given when a Cadet has outstanding behavior or contributes positively in a way that sets him/her apart from his/her peers. Negative Spot Reports are given when a Cadet disrupts the program and its activities
3. The grading scale for Blue/Green Cards and Spot Reports is an overall letter grade. The evaluation is rated N (Needs Improvement), S (Meets the Standard) or E (Exceeds the Standard). This overall score is determined by a Cadet’s grade (using the same N, S, E model) in 17 leadership dimensions as well as whether they upheld all of the Army Values at the time of their evaluation. The Army values and leadership dimensions are below:

**Character-** A person’s moral and ethical qualities which give a leader motivation to do what is appropriate regardless of circumstances or consequences. Cadets will be rated as a ‘Yes’ or ‘No’ for this category.

- Loyalty– Bears true faith and allegiance to the U.S. Constitution, the Army, the Unit and other Soldiers
- Duty– Fulfills professional, legal and moral obligations
- Respect– Treats others as they should be treated; promotes dignity, considerations & fairness
- Selfless-Service– Places welfare of others and Army priorities before self
- Honor– Adherence to the Army’s publicly declared code of values
- Integrity– Does what is right both legally and morally; honest in word and deed
- Personal Courage– Faces fear, danger, or adversity

**Presence-** The impression that a leader makes on others, which continues to their success in leading them; the image that a leader projects; how others perceive a leader (outward appearance, demeanor, words, and actions). Cadets will be rated with an N/S/E for this category.

- Military Bearing– Projecting a commanding presence and professional image of authority
- Physically Fit– Having sound health, strength, and endurance that supports one’s emotional health and conceptual abilities under stress

- Confident– Projects self–confidence and certainty; demonstrates composure and poise; calm and collected; possesses self control of emotions
- Resilient– Showing a tendency to recover quickly from setbacks, shock, adversity, stress or injury while maintaining a mission and organizational focus

**Intellectual Capacity-** The ability to draw on the mental tendencies and resources that shape a leader’s conceptual abilities and impact of effectiveness, which then are applied to one’s duties and responsibilities. Cadets will be rated with an N/S/E for this category.

- Mental Agility– Flexibility of mind; a tendency to anticipate or adapt to ever-changing conditions; improvisation
- Sound Judgment– Assesses situations and draws feasible conclusions; makes sound and timely decisions.
- Innovation– Ability to introduce something new; original in thoughts & ideas; creative
- Interpersonal Tact– Effectively interacts with others; possesses the capacity to understand personal interactions with others; awareness of how others see you
- Domain Knowledge– Possessing facts, beliefs, and logical assumptions in relevant areas; technical, tactical, cultural and geopolitical knowledge

**Leads-** The application of character, presence, intellect and abilities while guiding others toward a common goal and mission accomplishment. Cadets will be rated with an N/S/E for this category.

- Leads Others– Motivates, inspires, and influences others to take initiative, to work toward a common purpose, to accomplish critical tasks and to achieve unit objectives
- Extends Influence beyond CoC (Chain of Command) - Uses indirect means to influence others outside normal chain of command. Involves diplomacy, negotiation, conflict resolution and mediation.
- Leads by Example– Provides the example to others; serves as a role model; maintains high standards in all aspects of behavior and character.
- Communicates– Clearly expresses ideas to ensure understanding, actively listens to others, and practices effective communication techniques

**Develops-** Taking actions to foster team work, encourages initiative, and to accept personal responsibility, while demonstrating care. Cadets will be rated with an N/S/E for this category.

- Creates a Positive Environment– Creates a positive cultural and ethical environment
- Prepares Self– Self-study, self-development and becoming multi-skilled; ensures they are prepared to lead
- Develops Others– Encourages and supports others to grow as individuals and teams; prepares others for success; makes the organization more versatile

### **Achieves**

Sets objectives and focuses on mission accomplishment. Cadets will be rated with an N/S/E for this category.

- Gets Results– Structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance and clear priorities towards mission accomplishment; manages the resources required for mission accomplishment

### **ACRONYMS**

The following is a list of acronyms a Cadet is likely to be exposed to in ROTC.

|   |  |   |
|---|--|---|
| <b>AA</b> - Assembly Area   | Military Science   | <b>CDR</b> - Commander                    |
| <b>AAR</b> - After Action Review                                      | <b>AR</b> - Army Regulation  | <b>CG</b> - Commanding General            |
| <b>AC</b> - Active Component  | <b>ARNG</b> - Army National Guard  | <b>CIB</b> - Combat Infantryman Badge     |
| <b>ACE</b> - Ammunition, Casualty and Equipment (Report)              | <b>ASAP</b> - As Soon As Possible  | <b>CLS</b> - Combat Life Saver            |
| <b>ADA</b> - Air Defense Artillery                                    | <b>AT</b> - Annual Training  | <b>CO</b> – Commanding Officer            |
| <b>AGR</b> - Active Guard/Reserve                                     | <b>BDE</b> - Brigade   | <b>CP</b> - Command Post                  |
| <b>ALICE</b> – All-purpose, Lightweight Individual Carrying Equipment | <b>BN</b> - Battalion  | <b>CPT</b> - Captain                      |
| <b>APFT</b> - Army Physical Fitness Test                              | <b>CAV</b> - Cavalry   | <b>CSM</b> - Command Sergeant Major       |
| <b>APMS</b> - Assistant Professor of                                  | <b>CBRNE</b> - Chemical, Biological, Radiological, Nuclear and high-yield Explosives | <b>CSS</b> - Combat Service Support       |
|   |  | <b>CTLT</b> - Cadet Troop Leader Training |

**DA** - Department of the Army  
**DECON** - Decontamination  
**DIV** - Division  
**DMG** - Distinguished Military Graduate  
**DMS** - Distinguished Military Student  
**DZ** - Drop Zone  
**EIB** - Expert Infantry Badge  
**ENDEX** - End Exercise  
**EO** - Equal Opportunity  
**EPW** - Enemy Prisoner of War  
**EVAC** - Evacuation  
**EVAL** - Evaluation  
**1SG** - First Sergeant  
**FA** - Field Artillery  
**FM** - Field Manual  
**FO** - Forward Observer  
**FOB** - Forward Operating Base  
**FRAGO** - Fragmentary Order  
**FSB** - Forward Support Base  
**FTX** - Field Training Exercise  
**HE** - High Explosive  
**HQ** - Headquarters  
**IG** - Inspector General  
**IN** - Infantry  
**IRR** - Individual Ready Reserve  
**JROTC** - Junior Reserve Officers' Training Corps  
**KIA** - Killed in Action  
**LBE** - Load Bearing Equipment  
**LD** - Line of Departure  
**LOA** - Limit of Advance  
**LOG** - Logistical  
**LP** - Listening Post  
**LT** - Lieutenant  
**LZ** - Landing Zone  
**MEDEVAC** - Medical Evacuation  
**METL** - Mission Essential Task List  
**METT-TC** - Mission, Enemy, Terrain, Troops, Time, Civilian Considerations  
**MI** - Military Intelligence  
**MILES** - Multiple Integrated Laser

Engagement System  
**MOI** - Memorandum of Instruction  
**MOPP** - Mission-Oriented Protective Posture  
**MOS** - Military Occupation Specialty  
**MP** - Military Police  
**MRE** - Meal Ready-to-Eat  
**MS** - Military Science  
**MSG** - Master Sergeant  
**NCO** - Noncommissioned Officer  
**NCOIC** - Noncommissioned Officer In- Charge  
**NLT** - No Later Than  
**OBC** - Officer Basic Course  
**OCOKA** - Observation and fields of fire, Cover and concealment, Obstacles, Key Terrain, Avenues of Approach  
**OCONUS** - Outside the Continental United States  
**OCS** - Officer Candidate School  
**OIC** - Officer In Charge  
**OP** - Observation Post  
**OPFOR** - Opposing Forces  
**OPORD** - Operation Order  
**OPS** - Operations  
**ORP** - Objective Rally Point  
**PB** - Patrol Base  
**PC** - Patrol Cap  
**PCS** - Permanent Change of Station  
**PFC** - Private First Class  
**PL** - Platoon Leader  
**PLDC** - Primary Leadership Development Course  
**PMCS** - Preventive Maintenance Checks and Services  
**PMS** - Professor of Military Science  
**POC** - Point of Contact  
**PSG** - Platoon Sergeant  
**PT** - Physical Training  
**PVT** - Private

**POW** - Prisoner of War  
**RC** - Reserve Component  
**RGT** - Regiment  
**ROE** - Rules of Engagement  
**ROO** - Recruiting Operations Officer  
**ROTC** - Reserve Officers Training Corps  
**RP** - Release Point  
**RRP** - Re-Entry Rally Point  
**SALUTE** - Size, Activity, Location, Uniform, Time and Equipment  
**SFC** - Sergeant First Class  
**SGT** - Sergeant  
**SITREP** - Situation Report  
**SL** - Squad Leader  
**SM** - Soldier's Manual  
**SMP** - Simultaneous Membership Program  
**SOP** - Standing Operating Procedures  
**SPC** - Specialist  
**SQD** - Squad  
**SSG** - Staff Sergeant  
**STX** - Situational Training Exercise  
**TACSOP** - Tactical Standing Operating Procedures  
**TL** - Team Leader  
**TM** - Technical Manual  
**TOC** - Tactical Operations Center  
**TRADOC** - Training and Doctrine Command  
**TRP** - Target Reference Point  
**TACSOP** - Tactical Standing Operating Procedure  
**USAAC** - United States Army Accessions Command  
**USACC** - United States Army Cadet Command  
**USAR** - U.S. Army Reserve  
**USMA** - U.S. Military Academy  
**WPN** - Weapon  
**XO** - Executive Officer

## CREEDS

### THE CADET CREED

I am an Army Cadet. Soon I will take an oath and become an Army Officer committed to defending the values which make this Nation great. Honor is my touchstone. I understand Mission first and People always.

I am the past: the spirit of those warriors who have made the final sacrifice.



I am the present: the scholar and apprentice soldier enhancing my skills in the science of warfare and the art of leadership.

But above all, I am the future: the future warrior leader of the United States Army. May God give me the compassion and judgment to lead and the gallantry in battle to win.

I will do my duty

**SOLDIER'S CREED**

I am an American Soldier.

I am a warrior and a member of a team.

I serve the people of the United States, and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.













I stand ready to deploy, engage, and destroy, the enemies of the United States of America in close combat.





















I am a guardian of freedom and the American way of life.

I am an American Soldier.

**CADET RANKS**

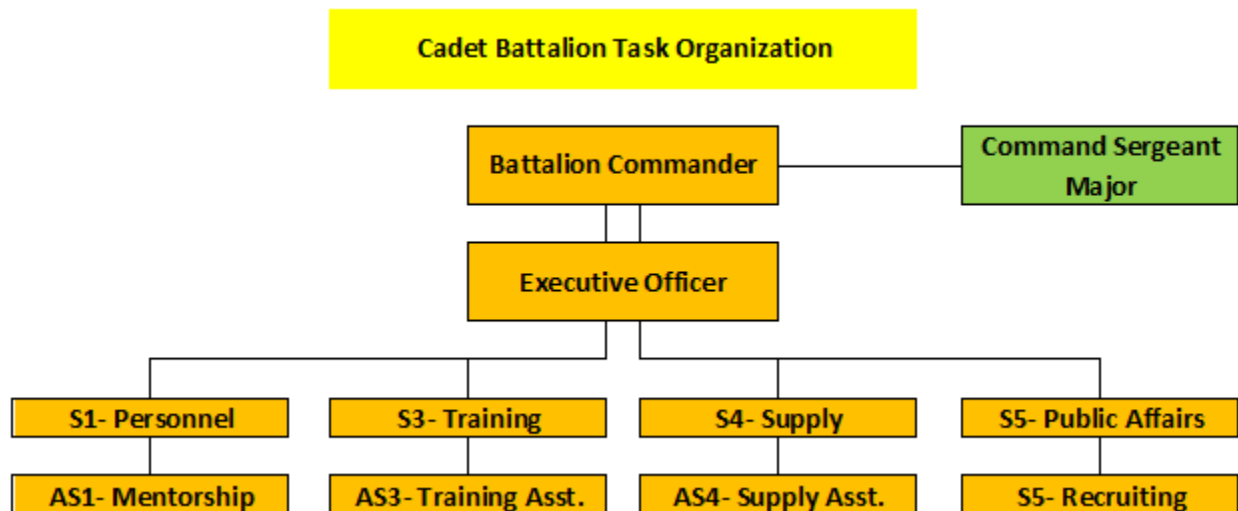
Depending on a Cadet's position and job in the program, they will dress their uniforms with the appropriate rank. A list of the Battalion and Company positions and responsibilities can be found on the next page. Cadets do not need to extend military courtesies for other or superior Cadet Officers such as saluting, and using "sir"/"ma'am"; when addressing Cadet Officers it is appropriate to address them by only their last name.

| Officer Rank |   |   |                                    |       |   |   |                                    |       |   |   |                                    |
|--------------|---|---|------------------------------------|-------|---|---|------------------------------------|-------|---|---|------------------------------------|
| Grade        | Regular Army Insignia   | ROTC Insignia   | Verbal Rank (used when addressing) | Grade | Regular Army Insignia   | ROTC Insignia   | Verbal Rank (used when addressing) | Grade | Regular Army Insignia   | ROTC Insignia   | Verbal Rank (used when addressing) |
| O-6          |  |  | Colonel                            | O-5   |  |  | Colonel                            | O-4   |  |  | Major                              |
| O-3          |  |  | Captain                            | O-2   |  |  | Lieutenant                         | O-1   |  |  | Lieutenant                         |
|              | Colonel   |   |                                    |       | Lieutenant Colonel  |   |                                    |       | Major   |   |                                    |
|              | Captain   |   |                                    |       | First Lieutenant  |   |                                    |       | Second Lieutenant   |   |                                    |

| Enlisted Rank |   |   |                                    |       |   |   |                                    |       |   |   |                                    |
|---------------|---|---|------------------------------------|-------|---|---|------------------------------------|-------|---|---|------------------------------------|
| Grade         | Regular Army Insignia   | ROTC Insignia   | Verbal Rank (used when addressing) | Grade | Regular Army Insignia   | ROTC Insignia   | Verbal Rank (used when addressing) | Grade | Regular Army Insignia   | ROTC Insignia   | Verbal Rank (used when addressing) |
| E-9           |  |  | Sergeant Major                     | E-9   |  |  | Sergeant Major                     | E-8   |  |  | First Sergeant                     |
| E-8           |  |  | Sergeant                           | E-7   |  |  | Sergeant                           | E-6   |  |  | Sergeant                           |
| E-5           |  |  | Sergeant                           | E-4   |  |  | Corporal                           | E-3   |  |  | Private                            |
| E-2           |  |  | Private                            |       |   |   |                                    |       |   |   |                                    |

## BATTALION ORGANIZATION

Cadets at Cal Poly are organized into a Battalion which parallels a regular Army Battalion. The Battalion Commander, CSM and Staff will all be MSIVs. This structure provides opportunities for leadership and practical expertise in problem-solving. The Cadet Battalion organizes and conducts all training at leadership labs, FTXs and other Cadet functions. The Cadre provides guidance and ensures complete planning is conducted prior to each event.



**Battalion Commander (BC)**- The Cadet Battalion is commanded by a Cadet Lieutenant Colonel. The commander is assisted by other MSIVs who serve as staff officers or company commanders. The Commander commands and controls the battalion, is responsible for everything that takes place in the Battalion, supervises the XO, company commanders, and Command Sergeant Major, delegates responsibilities to commanders and staff to execute missions, serves as a

standard bearer (leads by example), attends weekly Battalion Command and Staff meetings, directs and supervises the long range planning of major events and activities and executes the orders of the PMS and Cadre.

**Command Sergeant Major (CSM)**- Serves as the principal advisor to the Cadet Battalion Commander on the state of morale, discipline, and training of Cadets within the battalion. The CSM serves as the Cadet Commander's expert on Cadet-enlisted matters and serves as an intermediary between the Cadet Battalion Commander, Cadet NCOs, and Cadet enlisted members, enforces Army and Battalion standards for uniforms and equipment, conducts battalion formations, ensures information about training and special events is passed up and down the chain of command, attends weekly Battalion Command and staff meetings and ensures personal appearance standards are met.

**Executive Officer (XO)** – The Cadet XO is a Cadet Major. This MSIV is the commander's principal assistant. He/she is the second in command and assumes command in the Battalion Commander's absence, schedules and controls the weekly Cadet Battalion Staff meetings, supervises all tasks assigned to the staff by the c/BC, and ensures safety briefings are presented at all special events

**S1 (Personnel)** – The S1 is a Cadet Captain. This MSIV is the principal staff officer for all matters regarding personnel and administrative matters. The S1 ensures full unit accountability and reports attendance to Cadre daily/weekly, maintains attendance reports, maintains bulletin boards and Cadet mail boxes, and is responsible for posting and maintaining Cadet Contact Sheet for the Battalion.

**AS1 (Mentorship)** – The AS1 is a Cadet Captain. This MSIV serves as an assistant to the S1 and is also the principal staff officer for all matters regarding the mentorship program. They ensure every MSI, II & III has a mentor assigned, ensure all MSIII and MSIV Cadets complete the initial and monthly mentoring sessions with their assigned mentee and turn in a signed DA 4856, and organize completed forms in a Counseling binder and turn it in to the Cadre.

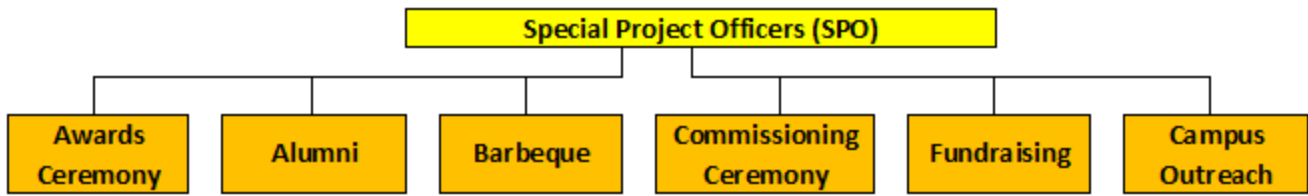
**S3/AS3 (Operations)** – The S3 is a Cadet Major and the AS3 is a Cadet Captain. These MSIVs are the principal staff officers for all matters regarding operations and training. They are responsible for the preparation, execution, and evaluation of PT and Lab, writing operation orders (OPORDs) and/or Memorandums of Instruction (MOI) for all activities and keeping the commander and staff informed, coordinating with other staff for required support, conducting and supervising proper rehearsals for all training, and preparing monthly/weekly training schedules. The S3/AS3 may also help plan and execute field training exercises (FTXs) based on Cadre guidance.

**S4/AS4 (Supply)** – These MSIVs are Cadet Captains and the principal staff officers for all matters pertaining to supply. They assist the Cadre Supply Technician in the supply room and process all request for supplies from the Cadet Battalion. They are responsible for planning and coordinating logistical support for training and activities of the Battalion, ensuring accountability and maintenance of all equipment after training, conducting required inventories and ensuring all equipment is maintained, coordinating the use of all classes of supply for labs and FTXs and coordinating Cadet requests for equipment.

**S5/AS5 (Public Affairs)** – These MSIVs are Cadet Captains and the principal staff officers responsible for all matters pertaining to communication (primarily with those outside the Battalion). They are responsible for publicity concerning the ROTC program, photographing Battalion events and training, maintaining and posting information to the Mustang Battalion Facebook page, creating and distributing recruiting flyers alongside Recruiting Cadre, and planning/executing recruiting events (i.e. pushup/pull up challenges during UU hour).

## **SPECIAL PROJECTS OFFICERS**

In addition to the primary staff officers, the remaining MSIVs will be designated as Special Project Officers (SPOs) and will wear Cadet Captain Rank. The SPO positions may vary each quarter, based on the demand and availability of MSIVs; it will be generally reflect the following:



**Awards Ceremony**– This MSIV is responsible for coordinating the end of the quarter awards ceremony. They must work with the Cadre to determine the list of Cadets eligible and/or receiving awards for their efforts that quarter. The SPO is then responsible for printing certificates, collecting appropriate bars or medals, purchasing/engraving plaques, generating ceremony script and coordinating ceremony supplies with S4.

**Alumni**– This MSIV is in charge of maintaining contact with the Mustang Battalion Alumni. They are responsible for producing and distributing the Alumni Newsletter and maintaining Alumni contact information. Alumni SPO will also be the Battalion Historian and is responsible for collecting important career highlights of Mustang Battalion Alumni.

**Barbeque**– Each quarter the Battalion will celebrate either the beginning of the year, a large class of newly Contracted Cadets, or the end of the year with a Mustang Barbeque. This SPO is responsible for the planning, coordinating and execution of such barbeque. They are responsible for producing MOIs for Cadre to approve, coordinating with the S4 for all necessary supplies, and supervision of the execution.

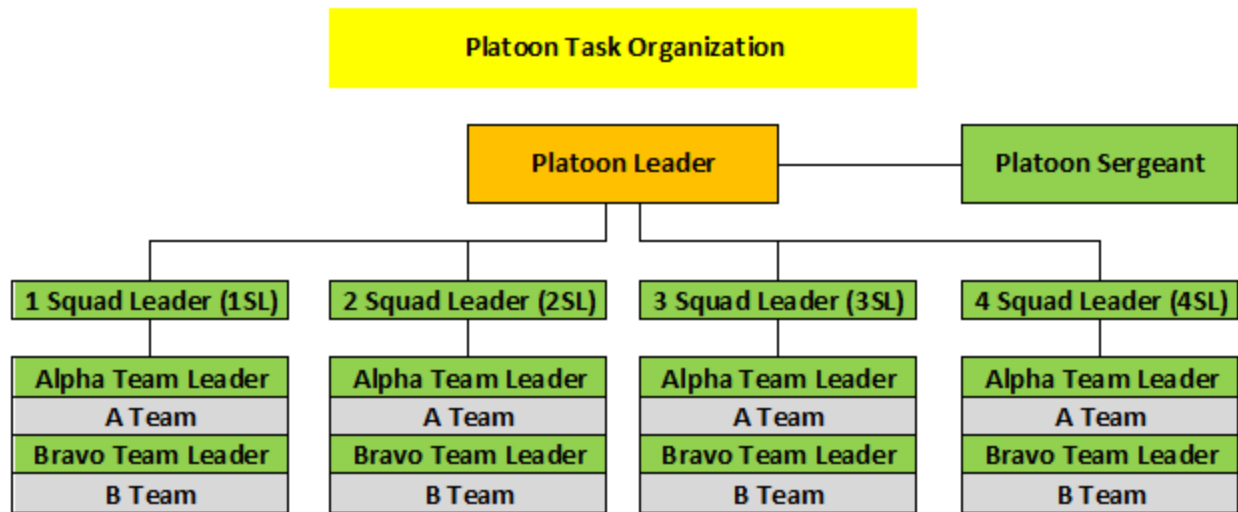
**Commissioning Ceremony**– This MSIV will plan and execute the Commissioning Ceremony for any commissioning Cadets. They are responsible for generating invitations, ceremony PowerPoint and ceremony script for Cadre approval and conducting rehearsals and coordinating with the commissioning Cadets for all pertinent information.

**Fundraising**– This Cadet must generate several fundraising opportunities for the Battalion to participate in during the quarter. Prior to an approved event, the SPO must provide Cadre with MOIs detailing the organization, staffing, timeline and any other planning requirements. Common fundraising opportunities are restaurants that donate a percentage from their sales that day, (i.e. Panda Express, Marston's Bar and Grill, California Pizza Kitchen, etc.) Car Washes and Cadet Volunteers for Battalion donations.

**Campus Outreach**– This MSIV will take on the planning and organization of large outreach events such as Week Of Welcome, Open House or Soar.

### COMPANY AND PLATOON LEADERSHIP

The Company and Platoon organization will be composed of MSI-MII Cadets. MSIII & Contracted Cadets will receive priority for all leadership positions. The MSIII Cadets will rotate for key leadership roles.



**Company Commander (CO)** - The Company Commander will be a Cadet Captain and is only available to an MSIII. The CO is responsible for everything that the Company does or fails to do. The CO must attend BN Staff Meetings (or have the c/1SG go in their place) and act as a liaison between the MSIV Staff and Cadet Company.

**Company First Sergeant (1SG)** – The Company First Sergeant will be an MSIII and will aid the Company Commander in the organization and accountability of the Cadet Company. The 1SG will execute all orders of the CO and work alongside the CO to take full responsibility of the Company. The 1SG can attend BN Staff meetings in the CO’s absence.

**Platoon Leader (PL)** – The Cadet PL will be a Cadet Lieutenant. The PL executes the Company Commander’s instructions/orders and is responsible for everything that the platoon does or fails to do. The PL is responsible for supervision of Platoon Sergeant and the Squad Leaders. The PL provides guidance, direction and builds morale and in the platoon, delegates responsibilities and inspects and follows-up on instructions.

**Platoon Sergeant (PSG)** (Cadet Sergeant First Class) The Cadet PSG (Likely MSIII) executes all orders of the PL and works alongside the PL to take full responsibility of the platoon. The PSG trains and mentors squad leaders and team leaders, controls and accounts for personnel and equipment, ensures personal appearance standards are met, conducts platoon formations and drill and ceremonies at the platoon level.

**Squad Leader (SL)** (Cadet Staff Sergeant) The SL works directly under the PSG to execute all orders and is responsible for the members of their squad. The SL controls and accounts for squad members and equipment and sets the example by ensuring personal appearance standards are met.

**Team Leader (TL)** (Cadet Sergeant) The TL works directly under the SL and executes all orders and is responsible for the members of their team.

### Cadet Organizations and Activities

#### CADET CLUBS & TEAMS

##### MSAAB- Military Science Academic Advisory Board

MSAAB is a ROTC Club that is run by a Cadet Board. The Board includes a President, Vice President, and Treasurer. The purpose of the Board is to facilitate fundraising opportunities along with the Fundraising Special Projects Officer (SPO), allow additional leadership opportunities for Cadets, and allocate funds for Cadet events and opportunities.

Participation on the MSAAB Board will earn Cadets an extra accessions point. Contact the Senior Military Instructor (SMI) if you are interested in participating.

### **Color Guard/Drill Team**

The Color Guard develops skills in close order drill and confidence in handling weapons. The Color Guard represents the Army ROTC program at a variety of functions, both on and off campus. These include football games, basketball games, parades, and graduation ceremonies.

\* Depending on interest, the Color Guard can rehearse and perform as a Drill team or a separate group of Cadets can form a Drill Team based on Cadre guidance. The drill team marches in unison and performs routines that include the twirling and throwing of a 9.5 lb Springfield Rifle replicas.

Contract the Senior Military Instructor (SMI) if you are interested in participating.

### **Ranger Challenge**

Ranger Challenge is the varsity sport of ROTC. The Ranger Challenge Team consists of highly motivated Cadets who train to participate in a military skills competition held each Fall quarter. Events include one rope bridge assembly, patrolling, weapons disassembly and assembly, land navigation, the Army Physical Fitness Test, grenade throw and combat road marches. The team practices outside of regular ROTC hours and competes against other teams from ROTC battalions in the Brigade.

## **ADDITIONAL CADET PARTICIPATION EXPECTATIONS**

As members of the Mustang Battalion, Cadets will be expected to participate and volunteer their time outside normal training hours for fundraising events and campus outreach. Raising money for the department is what enables the Cadre and MSIVs to fund events such as Dining Out, Cadet barbeques as well as have the finances to support other Cadet opportunities. Enthusiastic participation for all fundraising events is encouraged, as the proceeds directly benefit the Cadets. In order to have an effective presence on campus, Cadets will be asked to participate or volunteer at different campus events such as Open House. A strong presence at these events reflects positively on the Battalion and exposes the University to the diverse Cadet Corps here at Cal Poly.

It is important to recognize that the Battalion cannot operate to its potential without the support of all of its members.

## **Cadet Awards and Decorations**

### **NATIONAL ROTC AWARDS**

#### **Reserve Officers' Association (ROA) Award**

This award, presented annually at each institution to outstanding MSII, MSIII and MSIV Cadets, consists of medal pendant and certificate. The medal is gold for MSIV Cadets, silver for MSIII Cadets, and bronze for MSII Cadets. Selectees must: Be enrolled in ROTC, have indicated a desire to continue in the ROTC program and obtain a commission, be in the top ten percent of their ROTC class, have demonstrated outstanding qualities of leadership and moral character.

#### **American Legion General Military Excellence Award**

This award is provided annually to outstanding Cadets at each institution for general military and scholastic excellence. The award is a silver medal pendant with ribbon bar and ROTC crest or scholastic scroll for junior class winners enrolled as MSIIIs. A gold medal pendant with ribbon bar and ROTC crest or scholastic scroll for senior class winners enrolled as MSIVs. Selectees must: Be in the top 25 percent of the class in academic and ROTC subjects, must have demonstrated outstanding qualities in military leadership, discipline, character, and citizenship.

#### **American Legion Scholastic Excellence Award**

This award is provided annually to outstanding Cadets at each institution for general military and scholastic excellence. The award is a silver medal pendant with ribbon bar and ROTC crest or scholastic scroll for junior class winners enrolled as a MSIII. A gold medal pendant with ribbon bar and ROTC crest or scholastic scroll for senior class winners enrolled as a MSIV. Selectees must: Be in the top ten percent of the class in academic, be in the top 25 percent of the class in ROTC classes and demonstrated leadership, and have actively participated in related student activities, such as student organizations, community activities, or sports.

### **Military Order of the World Wars (MOWW) Award**

This award, which consists of a medal pendant and ribbon bar, is authorized for award annually to an MSI, MSII, and MSIII Cadet. An MSI will receive the bronze medal; an MSII will receive the silver medal; and an MSIII, the gold medal. A certificate and a ribbon may be awarded in lieu of a medal.

Selectees must: Be an outstanding MSI Cadet who plans to continue to serve in the Army ROTC unit the next school year, be an outstanding MSII Cadet who plans to continue serving in the Army ROTC unit with a goal of becoming an Army officer, or be an outstanding MSIII Cadet who desires to become a career Army officer. A Cadet must excel in all military and scholastic aspects of the ROTC program at the time of selection and presentation of the award, and the recipient must not have previously received an MOWW medal award.

### **Daughters of the American Revolution (DAR) Award**

This award, which consists of a gold medal pendant and ribbon bar, is presented annually by the DAR to an ROTC Cadet. Selectees must: Be a member of the graduating class, be in the top 25 percent of the Cadets in ROTC and academic subjects, have demonstrated qualities of loyalty and patriotism, dependability and good character, adherence to military discipline, leadership ability, and a fundamental and patriotic understanding of the importance of ROTC training.

### **Department of the Army Superior Cadet Decoration Award**

The DA provides this award annually to the outstanding ROTC Cadet in each year of Military Science at host institutions.

Selectees must: Be a regularly enrolled ROTC Cadet, must be in the top 25 percent in ROTC and academic standing.

Additionally selection is based on demonstrated Officer Potential: ROTC Scholarship and grades = 20%, Academic Scholarship and grades = 20%, Military Leadership = 20% and Academic Leadership = 40%

### **Legion of Valor Bronze Cross**

This award is provided annually for excellence in military and academic performance. Selectees must: Be a MSIII Cadet in top 25 percent in ROTC and academic standing. Additionally, selection is based on demonstrated Officer Potential: ROTC Scholarship and grades = 20%, Academic Scholarship and grades = 20%, Military Leadership = 20% and Academic Leadership = 40%.

## **CAL POLY ROTC AWARDS**

### **Major David Royce Kingsbury Memorial Award**

This award is given to the Cadet that has elected to pursue a regular Army commission in a Combat Arms branch who best exemplifies the traits and qualities desired of an Officer. Major Kingsbury was an Assistant Professor of Military Science at Cal Poly and gave his life for his country in Vietnam in 1967.

### **Roy H. Davis Memorial Award**

This award is given to the Cadet who has attained the highest level of accomplishment in a science related major. This award is in honor of Specialist Roy H. Davis who gave his life for his country in Vietnam in 1969.

### **President's Cup Award**

This award is given to a Cadet who has excelled in ROTC and other campus activities such as sports or student government.

### **ROTC Academic Achievement Award**

This award is given to the Cadet who has consistently demonstrated academic and ROTC excellence.

### **ROTC Excellence Award**

This is awarded to the Cadet who has given exceptional support to the department of Military Science and Corps of Cadets throughout the school year.

### **Cal Poly Service Award**

This award is given to the Cadet who has shown dedication in the spirit of service to the Military Science program, the

community and the country

### **Professor of Military Science Service Award**

This award goes to the Cadet who gave a significant portion of their available time in support of ROTC and community activities.

## **Cadet Resources**

### **SUPPLY**

1. The Supply Room is where you receive and sign for all of your uniforms and equipment. See the supply room door for normal operating hours. If you have an emergency and cannot wait until the supply room opens, contact your cadre advisor.
2. The supply room has a wide variety of items available for issue to support any ROTC connected activity. Many items can be obtained from local National Guard/US Army Reserve units if they are not available. Request for issue, other than individual clothing and equipment, must be submitted through the Cadet S4. If you need equipment for a class or extracurricular activity, advanced coordination is required.
3. All uniforms and equipment are issued free of charge; however, you will be required to sign for the property. This means that you are held accountable for it and expected to return it upon demand. At the end of each school year, all uniforms and equipment must be returned unless you are scheduled for summer training. All items returned to supply must be cleaned.
4. Failure to return US property will result in the following actions: a letter to the Registrars' Office asking all future registration be withheld until the property is returned. A FLIPL (Financial Liability Investigation of Property Loss) in which you could be found negligent and thereby required to reimburse the US Government for the loss of equipment; an "I" grade for the term; failure to be offered a commission; and/or a report to the Internal Revenue Service. Make sure you properly account for and take care of government property issued by the Supply Technician.
5. Uniforms and supplies will be clean and serviceable when issued and expected to be in the same condition when returned. You are responsible for properly maintaining all equipment for which you sign. If you lose, damage, or destroy anything, notify the Supply Technician so appropriate action is taken. In general, if the item was not lost or damaged through neglect or carelessness, you will not be charged for it. If it is determined that you were careless or negligent, you will be required to pay for the item.

### **ACADEMIC ADVISING**

It is very important for Cadets to stay on top of their academics so they maintain passing GPAs and are on a progressive plan to graduate. Advising Centers can help students with course selections, plan a balanced schedule, understand their student records, answer questions about transfers, and help the process of substituting courses or changing majors.

The following is contact information for the Advising Centers on campus:

#### College of Agriculture, Food and Environmental Sciences

(805) 756-2161, Students should contact their respective departments for location

#### College of Architecture and Environmental Design

(805) 756-1325, Building 5, Room 210

#### Orfalea College of Business

(805) 756-2601, Building 3, Room 100A

#### College Of Engineering

(805) 756-1461, Building 40, Room 115

#### College of Liberal Arts

(805) 756-2615, Building 47, Room 36 (Q, R, A)

#### College of Science and Mathematics

(805) 756-2615, Building 53, Room 219



## HEALTH CENTER

The Health Center offers confidential Health and Counseling Services to current students.

### Health Services

The Health Center offers Primary Physician and Nursing Care, Laboratory Tests, X-Ray Procedures, Health Education Programs, and Men's and Women's Health Care at no extra cost to students. For an additional charge the center can offer students, Prescriptions, Immunizations, Orthopedic Supplies, Hearing tests and Optometry.

**Phone:** (805) 756- 1211 **Building:** 27 **Hours:** 0800-1630 Mon, Tue, Thu, Fri & 0900-1630 Wed

**After Hours Nurse Response Line:** (805) 756- 2511

### Counseling Services

Any enrolled student can contact Counseling Services to schedule an initial appointment. After the initial appointment the Counselor will review your situation and recommend the best treatment and provide you with self-care tips. The center works with a range of students who want to talk about a new relationship or breakup, homesickness, anxiety, suicidal thoughts, substance abuse, abusive life experiences or poor academic performance, just to name a few. They can provide completely confidential and professional help.

**Phone:** (805) 756- 2511 **Building:** 27, Room 135 **Hours:** 0800-1630 Mon, Tue, Thu, Fri & 0900-1630 Wed

**After Hours Crisis Line:** (805) 756- 2511

## CONTACT INFORMATION

**Professor of Military Science and Chair:** 805-756-7684

**Senior Military Instructor:** 805-756-2769

**Military Science Instructor:** 805-756-7688

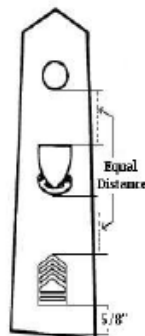
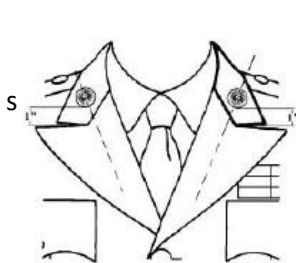
**Assistant Professor of Military Science:** 805-756-7689

**Training and Operations NCO:** 805-756-7686

**Recruiting Operations Officer:** 805-756-7690

**Human Resources Technician:** 805-756-7682

**Supply Technician:** 805-756-7683



Wear with Patrol Cap with subdued pin on rank

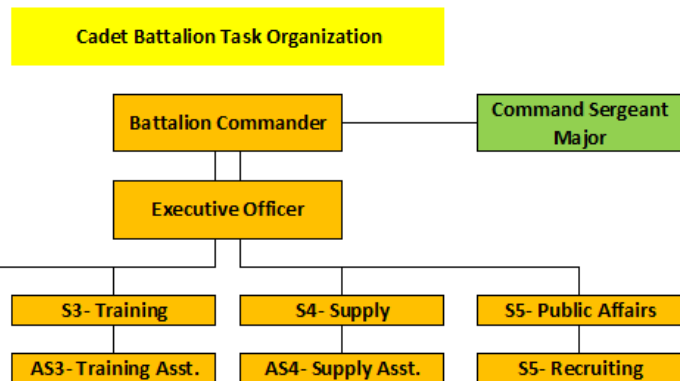
ACU

Name Tape: Right Breast

U.S. Flag: Upper Right Arm

Skill Identifier Badges: Pinned above U.S. ARMY tape

U.S. ARMY Tape:



Special Project Officers (SPO)