1979

Howard University Army ROTC Cadet Handbook

ROTC Staff

Follow this and additional works at: http://dh.howard.edu/army_rotc

Part of the Social and Behavioral Sciences Commons

Recommended Citation

http://dh.howard.edu/army_rotc/10

This Pamphlet is brought to you for free and open access by the Department of Military Science (Army ROTC) at Digital Howard @ Howard University. It has been accepted for inclusion in Army ROTC by an authorized administrator of Digital Howard @ Howard University. For more information, please contact lpez.matthews@howard.edu.
# TABLE OF CONTENTS

## SECTION I

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>History of ROTC</td>
<td>1</td>
</tr>
<tr>
<td>General Military Science Program</td>
<td>2</td>
</tr>
<tr>
<td>a. Purpose</td>
<td>2</td>
</tr>
<tr>
<td>b. Admission Requirements</td>
<td>2</td>
</tr>
<tr>
<td>c. Cross-Enrollment Program</td>
<td>3</td>
</tr>
<tr>
<td>d. Course Organization</td>
<td>3</td>
</tr>
<tr>
<td>Course Curriculum Outline</td>
<td>4</td>
</tr>
<tr>
<td>First Year — Military Science I</td>
<td>4</td>
</tr>
<tr>
<td>Second Year — Military Science II</td>
<td>5</td>
</tr>
<tr>
<td>Third Year — Military Science III</td>
<td>5</td>
</tr>
<tr>
<td>Fourth Year — Military Science IV</td>
<td>5</td>
</tr>
<tr>
<td>Department of Military Science Cadre Status</td>
<td>6</td>
</tr>
<tr>
<td>Scholarship Program</td>
<td>6</td>
</tr>
<tr>
<td>a. General</td>
<td>6</td>
</tr>
<tr>
<td>b. Eligibility</td>
<td>6</td>
</tr>
<tr>
<td>c. Specific Scholarship &amp; Requirements</td>
<td>7</td>
</tr>
<tr>
<td>ROTC Extracurricular Activities</td>
<td>7</td>
</tr>
<tr>
<td>1. Professional Development Organizations</td>
<td>7</td>
</tr>
<tr>
<td>a. Rifle Team</td>
<td>7</td>
</tr>
<tr>
<td>b. Rangers</td>
<td>7</td>
</tr>
<tr>
<td>c. Dimension</td>
<td>7</td>
</tr>
<tr>
<td>d. Scabbard and Blade</td>
<td>7</td>
</tr>
<tr>
<td>e. Pershing Rifles</td>
<td>8</td>
</tr>
<tr>
<td>f. Color Guard</td>
<td>8</td>
</tr>
<tr>
<td>2. Other Events</td>
<td>8</td>
</tr>
<tr>
<td>a. Military Ball</td>
<td>8</td>
</tr>
<tr>
<td>b. Awards Day</td>
<td>8</td>
</tr>
<tr>
<td>c. Ushers</td>
<td>8</td>
</tr>
</tbody>
</table>

## SECTION II

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cadet Corps Organization</td>
<td>9</td>
</tr>
<tr>
<td>Military Training</td>
<td>9</td>
</tr>
<tr>
<td>a. Classroom</td>
<td>9</td>
</tr>
<tr>
<td>b. Leadership Laboratories (Field Training Exercises — FTX)</td>
<td>9</td>
</tr>
<tr>
<td>c. Enrichment Day Activities</td>
<td>9</td>
</tr>
<tr>
<td>d. Advanced Camp</td>
<td>10</td>
</tr>
<tr>
<td>e. Evaluation and Grades</td>
<td>10</td>
</tr>
</tbody>
</table>
SECTION I
A BRIEF HISTORY OF ROTC

A. EARLY HISTORY

The tradition of military training in civilian colleges was born September 4, 1819, when the American Literary, Scientific, and Military Academy was established at Norwich, Vermont. The college ultimately became Norwich University, now at Northfield, Vermont.

The ROTC Program came into being when Congress enacted the Morrill Act (sponsored by Representative Justin S. Morrill of Vermont), or Land-Grant Act of 1862. Congress granted every state 30,000 acres of land for each senator and representative it had in Congress. The land was to be sold, the proceeds invested, and the income used to create and maintain colleges which would offer training not only in agriculture and the mechanical arts but also in military science.

B. ROTC AND THE US ARMED FORCES

Since its inception, ROTC has been a highly productive source of commissioned officers for the United States Armed Forces — it made its greatest contribution to the Army during the mobilization of 1940 and 1941. Of some 100,000 members of the Officers Reserve Corps available for active duty in the summer of 1940, about 60,000 were relatively recent ROTC graduates, and most of them were called into active service before the Japanese attack on Pearl Harbor. Today, more than 260 colleges and universities offer Army ROTC training.

C. ROTC HISTORY AT HOWARD UNIVERSITY

Military training at Howard began in the spring of 1918 when a National Army Training Detachment was organized at the University to serve as a “center for training Black men for leadership” in the then rapidly expanding Army. Ninety-five men from this detachment were transferred to the 17th Provisional Training camp at Des Moines, Iowa, where they were trained and commissioned as Second Lieutenants.

During the Summer of 1918, the War Department expanded the detachment at Howard, bringing back many of the original members to serve as instructors. In September, 1918, the detachment graduated 320 men, who were assigned as military instructors at Black institutions throughout the South.

The ROTC Detachment was formally established in 1919.

Between 1922, when the ROTC detachment graduated its first officers, and 1942, some 450 students received Army commissions as a result of their training at Howard. This group, which represented more than 50 percent of the Black officers holding commissions at the beginning of World War II, served valiantly between 1941 and 1945.

Prior to 1954, all Army ROTC cadets at Howard were trained for service in the Infantry. In 1954, a General Military Science (GMS) curriculum was introduced which enabled the cadet to prepare for any of the army or branches of the service. The modified GMS program was instituted for all classes, beginning with the Fall semester of 1962-63. In essence, the modified program reduces the number of contact hours but not necessarily the subject matter.
Howard University has had a proud military tradition. General Oliver Otis Howard, a graduate of the US Military Academy, for whom the University is named, was a recipient of the Congressional Medal of Honor for bravery, and served with distinction during the Civil War. General Howard, known by all as a true soldier, was conspicuously active in the founding of the University. He served as its third president.

**GENERAL MILITARY SCIENCE PROGRAM**

A. PURPOSE

The purpose of the General Military Science (GMS) program is to produce junior officers who, by their education, training, and inherent qualities, are suitable for continued development as officers in the United States Army. Instruction covers military fundamentals common to all branches of the service. The aim is to provide a basic military education, and in conjunction with other college disciplines, to develop individual character and attributes essential to service as an officer.

B. REQUIREMENTS FOR ADMISSION

1. To qualify for enrollment in a unit of the Senior ROTC each student must meet the following requirements:

   a. General Requirements. The applicant must:

      (1) Be a citizen of the United States and not less than 17 years of age.

      (2) Be qualified mentally and physically.

      (3) Be enrolled in and attending fulltime (12 semester hours or more) a regular course of instruction at Howard University or any other four-year college or university in the Washington Metropolitan area, ie Catholic University, American University, University of District of Columbia, University of Maryland, etc.

      (4) Be able to qualify for appointment as a second lieutenant prior to reaching 28 years of age for RA, 32 for USAR.

      (5) Be of good moral character.

   b. Basic Course (Freshman and Sophomore Years). In addition to the general requirements the student must:

      (1) Meet specified academic requirements.

      (2) Satisfactory execute the prescribed loyalty oath.

      (3) Be medically and physically able to participate in the ROTC program.

   c. Advanced Course (Junior and Senior Year). In addition to the general requirements the student must:

      (1) Demonstrate positive potential for becoming an effective officer.

      (2) Satisfactory comply with loyalty requirements.

      (3) Pass such survey and general screening tests as may be prescribed.

      (4) Be selected by the Professor of Military Science and the Dean of the College.

      (5) Execute a written agreement to complete the Advanced Course, attend ROTC Advanced camp at the time specified, and accept a commission in the Army Reserve if offered.
(6) Have completed the Basic Course of the Senior Division, ROTC or received credit in lieu thereof on the basis of prior military service (or 3 years of JROTC, attendance at military academy or attendance at other service senior division ROTC).

(7) Successfully pass a prescribed physical examination.

(8) Clearly understand when he/she affixes his/her signature to the Advanced Course contract (Sub-paragraph c(5) above), that completion of the Advanced Course is a prerequisite to being commissioned. This does not apply to students withdrawing from the University to enter the Armed Services, transferring to another university where there is no ROTC Program, or withdrawing from the University and not re-enrolling in any other university.

(9) Understand that enrollment in the Advanced Course ROTC does not commit or bind the Army to permit the cadet to continue in the Advanced Course to tender him an appointment as a Reserve Officer or Regular Officer in the Army. Such appointment will be dependent upon the Army requirements and highly selective criteria which may be involved to determine to whom commissions may be tendered.

2. Physical Examination.
   a. Medical examinations of applicants for and members of the ROTC are required as follows:
      (1) Prior to enrollment in the Advanced Course (Army physician).
      (2) At Summer Camp (between Junior and Senior Year).
      (3) Prior to receiving commission if last Army physical examination is over one year old.
   b. Any cadet who cannot, at any time indicated by the PMS, pass a physical examination as required by Army Regulations for ROTC cadets will be dropped from the ROTC rolls upon approval of the Commander, First ROTC Region. Waivers, where applicable, will be given consideration.

C. CROSS-ENROLLMENT PROGRAM
   1. This program is designed for students attending colleges/universities in the Washington Metropolitan area that do not host ROTC. Students who attend such schools register for ROTC courses at their respective schools but participate in the Army ROTC program at Howard University. Local schools presently participating in this program are: Bowie State College, The University of Maryland University of District of Columbia with campuses at old Federal City College, D. C. Teachers College, Washington Technical Institute, Northern Virginia Community College and Springfield Community College.
   2. Students attending the D. C. Consortium institutions (Trinity College, Catholic University, American University, George Washington University) should register for our courses with their institutions.

D. COURSE ORGANIZATION
   1. Basic Course.
      The first two years of military science are known as the Basic Course. During this course the cadet receives approximately 45 hours of instruction each semester. Classroom instruction and leadership laboratory are included. During the first year of the basic course, the cadet will learn the fundamentals of drill, military courtesy, and the other related subjects. In the second year the cadet begins to develop and demonstrate his or her leadership ability.
During the basic course, the cadet is furnished textbooks, fatigues, and equipment free of charge. It is the cadet's responsibility to take care of these items and return them undamaged at the end of the course. One semester credit hour is given for each successful semester of first year work, while two credit hours are given for each sophomore (MS-II) semester. No pay or allowances are given the cadet for participation in the basic course.

2. Advanced Course.

a. The third and fourth years of military training are known as the Advanced Course. The Advanced Course is elective on the part of the student and selective on the part of the PMS. The advanced course cadet spends approximately 86 hours each semester on military subjects both in the classroom and in leadership labs. Third year cadets are appointed Cadet Non-Commissioned Officers and are assigned duties commensurate with their rank. The fourth year cadets are appointed in ranks of Cadet 2d Lieutenant through Cadet Lieutenant Colonel and are assigned positions commensurate with their rank. Textbooks, equipment and uniforms are furnished the cadet and must be returned undamaged at the end of the course. A student enrolled in the Advanced Course is required to sign a contract with the Government, in which he agrees to continue in the course until its completion, and to attend ROTC Advanced camp between the junior and senior year.

b. During the Advanced Course the cadet receives $100.00 per month subsistence pay, except while attending Advanced Camp during which time he receives a set daily allowance and funds for transportation to and from the camp. His quarters, meals, medical attention, and pay will be at the rate $690.00 per month. Subsistence pay is nontaxable, whereas pay at summer camp is taxable. Over the two-year period, the pay and allowances amount to over $2500.00.

c. Cadets enrolled in the Advanced Course receive four semester credits for each successful semester of work.

d. Actual assignment of Advanced Course cadets to any branch of the service will depend upon the recommendations of the PMS and the needs of the Army at the time of commissioning. The cadet's background and choice of branch will be considered. Senior cadets will wear their branch insignia on the cadet uniforms after the branch assignment is announced. Cadets who request educational delay will be commissioned branch unassigned. Branches will be assigned upon completion of educational delay.

e. Appointment will be presented formally to those ROTC graduates entitled to receive them with such ceremony as deemed appropriate by the PMS and the President of Howard University. The letters of appointment and the oaths of office will be executed before the ROTC graduate leaves Howard University, with the exception of those who are commissioned at the Advanced Camp following their senior year.

COURSE CURRICULUM OUTLINE

The following subjects, with the approximate number of hours as indicated, will be taught in the year shown:

**MILITARY SCIENCE I (First Year)**

Course: Leadership and Development I

<table>
<thead>
<tr>
<th>SUBJECTS</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>History of ROTC</td>
<td>2</td>
</tr>
<tr>
<td>Military As A Profession</td>
<td>1</td>
</tr>
</tbody>
</table>

1 Semester Hour
Course: Leadership and Development II

SUBJECTS:
- Introduction to Troop Leading Procedures: 3
- First Aid: 3
- Organization of the Squad, Platoon, and Company: 2
- Introduction to Map Reading: 8

MILITARY SCIENCE II (Second Year)

Course: Leadership and Development III

SUBJECTS:
- Map and Aerial Photograph Reading: 28

Course: Leadership and Development IV

SUBJECTS:
- Introduction to Troop Leading Procedures: 4
- Basic Tactics: 21
- Advanced Course Discussion and Preparation: 3

MILITARY SCIENCE III (Third Year)

Course: Leadership and Management I

SUBJECTS:
- Branches of the Service: 8
- Leadership: 15
- Military Teaching Principles: 17

Course: Leadership and Management II

SUBJECTS:
- Small Unit Tactics: 24
- Communications: 9
- Advanced Camp Orientation: 7

MILITARY SCIENCE IV (Fourth Year)

Course: Leadership and Management III

SUBJECTS:
- Command and Staff Actions: 13
- Mission Organization and Capabilities of Division Units: 10
Intelligence  
Defensive and Offensive Tactics  

**Course:** Leadership and Management IV  
**3 Semester Hours**

**SUBJECTS:**

<table>
<thead>
<tr>
<th>Subjects</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration and Logistical Management</td>
<td>10</td>
</tr>
<tr>
<td>Military Justice</td>
<td>15</td>
</tr>
<tr>
<td>Effective Writing and Public Speaking</td>
<td>5</td>
</tr>
<tr>
<td>Service Orientation</td>
<td>10</td>
</tr>
</tbody>
</table>

**Leadership Laboratory:** Leadership laboratory is a one credit hour course for Juniors and Seniors (MS III, MS IV) — MS I & MS II participate as part of their classroom grade — which is conducted in conjunction with each level of military science classroom instruction on a semester basis. The sessions are conducted twice each semester for 48 hours. The purpose of the course is to allow the cadets to put into practice those skills taught during classroom periods. These sessions, for the most part, are held at a military installation, usually Fort Belvoir, VA.

**DEPARTMENT OF MILITARY SCIENCE**

The Department of Military Science at Howard University has the same status as all other academic departments of the University. The Department of the Army assigns personnel to this detachment with the approval, in each case, of the President of the University. The ranking officer is assigned as Professor of Military Science (PMS) by the Department of the Army and holds the rank of full professor and Department Chairman in the University. (See appendix A for organization chart).

Other officers assigned are designated as assistant professors. Enlisted personnel hold the rank of instructor or administrative non-commissioned officer (NCO). For the purpose of assisting cadets in their personal or academic problems, an officer is designated class advisor for each of the cadet classes, MS I through MS IV.

**SCHOLARSHIP PROGRAM**

**A. GENERAL**

The ROTC Vitalization Act of 1964, and subsequent legislation, authorizes financial assistance in the form of ROTC scholarships for carefully selected students in the Four-Year Program. One, two, and three-year scholarships are currently authorized. Under this program, the Army pays for all tuition, lab fees, textbooks, and other required expenses, except room and board. In addition, the student receives $100.00 per month for up to 10 months of the school year for the duration of the scholarship, except for a six-week Advanced Summer Training Camp during which he is paid at the rate of one-half the base pay of a second lieutenant.

**B. ELIBIBILITY (General)**

To qualify for a scholarship, the student must take the two or Four-Year Program and must display a strong desire for a career as a Regular Army Officer. The student must be a US citizen and at least 17 years of age on June 30th of the year in which he or she applies for the scholarship. He or she must complete a college course leading to a baccaluareate degree and be under 25 years of age on June 30 of the year in which he or she is eligible for appointment as an
officer. He or she must also successfully complete the Regular Army Officer physical examination and agree to serve not less than four years on active duty. When awarded a scholarship, the cadet will sign a contract with the Army which specifies the financial assistance to be received and the obligations he or she incurs. The PMS will not normally recommend a student for a scholarship who has a cumulative grade point average less than 2.50.

C. ELIGIBILITY REQUIREMENTS FOR SPECIFIC SCHOLARSHIPS

1. Applicants for one year scholarships, in addition to meeting general eligibility requirements, must:
   a. Be at least 17 but not more than 23 years of age on June 30 of the year in which the scholarship becomes effective.
   b. Have at least one year of academic study remaining to quality for a degree.
   c. Have successfully completed ROTC Advanced Camp.
   d. Be in upper ⅓ of the ROTC class.

2. Applicants for two year scholarships must meet the same requirements as above except he or she must have at least two years of academic study remaining to qualify for a degree.

3. Applicants for three year scholarships, in addition to meeting general eligibility requirements must:
   a. Have completed at least 1 academic year of college and not more than 2 years if enrolled in a 5-year baccalaureate degree program, at the time of enrollment as a scholarship cadet.
   b. Have completed at least 1 academic year, and not more than 1½ academic years of military science training at the time the award becomes effective.
   c. Be able to complete all requirements for a baccalaureate degree in 3 academic years if enrolled in a 4-year program, or 4 academic years if enrolled in a 5-year program.
   d. Be in upper ⅔ of ROTC class.

ROTC EXTRACURRICULAR ACTIVITIES

1. Professional Development and Enrichment Activities.
   a. The Howard University Rifle Team represents ROTC in local and national small bore rifle matches. Open to all students at Howard University, its purpose is to foster a deeper understanding and working knowledge of proper and safe rifle techniques with regards to marksmanship and rifle maintenance. Membership in the team builds character, leadership ability, and trains the individual in sportsmanship under competitive conditions.
   b. The Ranger Detachment was established at Howard University to provide practical training in leadership of small units and advanced training in tactics as applicable to ranger and special forces operations in the field. Membership is by application.
   c. The Dimension is the cadet battalion newspaper which prints items concerning cadet activities and information concerning future military service. Staff membership is open to all interested cadets.
   d. Scabbard & Blade is an honorary military leadership society. Its purposes are to unite in closer relationship the military departments of American universities and colleges, to
preserve and develop the essential qualities of good and efficient officers, to prepare its members to take a more active part and have a greater influence in the military affairs of the community, and to spread intelligent information concerning the military requirements of our country. A cadet elected to Scabbard & Blade must be "an officer and a gentleman." He must possess the qualities of leadership, patriotism, efficiency, loyalty, obedience, courage, good fellowship and honor. Merit and scholarship are the basis of membership. Only members of the Advanced Course are eligible for membership.

e. The National Honorary Society of Pershing Rifles, Company G-8, serves to foster a spirit of friendship and cooperation among all cadets in the Reserve Officers Training Corps. Membership in the unit may be achieved through the association's pledging system. Its planned activities include sponsoring a Pershing Rifle invitational rifle match, an Annual Pershing Rifle Banquet, and participation in university, community, and social activities. Company G-8 is involved in the annual wreath laying ceremony at the Tomb of the Unknown Soldier, Arlington Cemetery. This ceremony is to commemorate General Pershing, founder of the original Pershing Rifle Company in 1894.

f. Color Guard — Each Color Guard is composed of four (4) members. Members may be female and male cadets, or it may be composed of all male or all female cadets. The primary function of the Color Guard is to present the National and School Colors of formal school functions/activities and when invited perform at activities sponsored by the civilian community.

2. Other Events.

a. The outstanding social event of the ROTC School Year is the Formal Military Ball, normally held in the middle of the spring semester. This is a formal dance at which the uniform is worn. Highights of the evening include the grand march for the senior cadets and the presentation of the Queen of the Cadet Battalion. Arranged by Cadet Committees of the Corps, the military ball provides an opportunity to demonstrate organizational ability as well as providing a memorable evening for all who attend. In the past years the military ball has proved to be one of the social highlights of the year at Howard.

b. In the late spring of each year an Awards Day ceremony is held on main campus. This event serves to highlight the accomplishments of the individual cadets in their academic and military training. Also, during this special event, special awards are made to individuals, groups, and organizations that render outstanding support to the Howard University ROTC Program.

c. During the year the cadet corps is called upon by the University to provide ushers for selected functions on campus. These activities present an excellent opportunity for cadets to promote courtesy and esprit-de-corps while developing leadership and management principles through actual application of learned techniques.
SECTION II

CADET CORPS

For Drill and Ceremonies, the Corps of Cadets is organized into a Battalion consisting of two or more companies. Each company consists of three platoons with three squads each. (See appendix B).

All advanced course seniors are appointed as cadet officers. The actual rank held by a cadet officer in the Battalion is based on the recommendation of the cadet battalion commander and detachment cadre, and approval of the Professor of Military Science.

MILITARY TRAINING

A. CLASSROOM INSTRUCTION

1. The Basic Course consists of one hour (MS I), two hours (MS II) of military subjects per week and the Advanced Course consists of 3 hours per week.

2. If a visitor enters a classroom while the class is in session, no action is taken by any student.

3. While reciting, or asking a question, the following procedure is observed:
   a. When called upon the cadet will rise in place, give his name, (for example, “Cadet Smith — Sir”) and answer the question.
   b. To ask a question, a cadet will raise his hand for recognition. When recognized, he will rise in place, state his name as above and then ask the question so that the whole class can hear it.

B. LEADERSHIP LABORATORY

1. Leadership Laboratory is conducted to provide an opportunity to practice skills, knowledge, and techniques related to the management of soldiers. The discipline required as a member of a military team on the drill field is not directed to marching and maneuver as the ultimate objective. It is designed to develop in the potential leader an appreciation and mastery of the art of command, poise, physical and mental alertness, and responsiveness to military direction. Leadership Laboratory allows the student to apply the principles of human relations, leadership and the techniques of communications in order to develop poise, confidence and command or directional control. These are essential to the craft of Military Science.

2. All periods of instruction are not devoted to “Drill” but include presentations in precamp orientation for MS III students, lectures by distinguished guest speakers, and other informative instruction designed to keep the student “well-rounded and enlightened.”

C. ENRICHMENT DAY ACTIVITIES

Field trips are scheduled to surrounding areas of interest to supplement and enhance classroom instruction. Strict military courtesy and discipline will be observed on all such visits.
18. Military Science IV — The course of instruction prescribed for cadets enrolled in the second year of the Advanced Course.

19. PMS — Abbreviation for Professor of Military Science.

20. RA — Regular Army Commission — A distinguished military graduate may apply for a direct commission in the Regular Army.

21. RCD — Reserve Component Duty — same as ADT.

22. ROTC — Abbreviation for Reserve Officers’ Training Corps. Refers to overall organization at the college.

23. Unit — A command grouping such as company, battery, platoon, or squad.

**ROTC CADET**

A. LEADERSHIP

1. Leadership is defined as an interaction between persons in which one influences the situation or presents information of a sort and in such a manner that the other becomes convinced that his goal can be achieved or outcome improved if he behaves in the manner suggested or desired.

2. To accomplish this objective, the ROTC cadet must first learn how to follow orders. It takes considerable self-discipline to be a good follower. If the cadet is not a good follower, chances are he will not be a good leader.

3. The second step is to know and understand the job. This is one of the most important qualities of leadership. The more a cadet knows about his job, the more he will be prepared to assume leadership responsibilities in the future.

4. A leader must know his men. They are individuals who have feelings and pride. The leader must respect them. The leader must know himself by realizing his limitations and his capabilities. He constantly seeks self-improvement.

5. The cadet’s potential value as a leader is indicated by his attitude toward the ROTC Program. This attitude is demonstrated by his interest, conduct, promptness, care of person and equipment, and other related matters.

B. MILITARY COURTESY AND DISCIPLINE

To accomplish the mission of the ROTC, it is necessary that certain high standards be met and that each cadet be cognizant of these standards.

1. Courtesy.
   a. Courtesy is the expression of consideration for others. It is shown to all those junior in rank as well as senior. It pays the largest return for the least effort of any action which can be taken.
   b. ROTC cadets will be required to render the customary courtesy to all officers (cadre or cadet) at all times. Saluting is the most common of the military courtesies and is the official greeting between military personnel. It is considered a privilege to exchange salutes and this custom will be strictly observed by the cadets in uniform at Howard University.

2. Discipline.
a. Military discipline is defined as "The state of order and obedience among military personnel resulting from training." It has many forms, but the purpose is the same—to make the person so well trained that he will carry out orders quickly and intelligently even under the most difficult conditions.

b. The disciplinary training the cadet will receive in ROTC will teach him how to do what he is told to do as a subordinate. It will prove of value to the cadet in the future in securing obedience from those over whom he may be a superior. In addition, the cadet will find this training of immeasurable value when he enters his chosen profession.

C. PHYSICAL TRAINING

1. The purpose of physical training is to develop and maintain good posture, physical fitness, self-confidence, personal courage, coordination, the spirit of team work, and the will to win.

2. The ROTC Program does not have a separate program of physical conditioning for basic cadets. Each cadet should condition himself. This can be done by intramural activities, varsity sports, or exercising at home.

3. Advanced cadets will have a three-day-a-week physical fitness program which starts in the spring semester. This program helps prepare those students attending advanced camp for the physical demands of that program.

4. Each advanced course cadet will be required to take a physical training test during Junior Platoon Week, at Summer Advanced Camp, and at other times as deemed necessary by the PMS.

D. CODE OF HONOR

1. Duty, honor, country — the code of duty well performed, of honor in all things, of country above self, is the unwritten, unspoken guide upon which the official acts of officers of the entire Army is predicated.

2. The integrity of a cadet is considered to be unquestionable until otherwise indicated. A false official statement is contrary to the ethics of the military profession, and will not be tolerated in this course.

E. ATTENDANCE REGULATIONS AND ABSENCES:

Classroom and Leadership Laboratory attendance are mandatory. Although excuses will be given in appropriate cases, cadets who are absent from any particular class or leadership laboratory period are held responsible, nevertheless, for the entire work of the course. Instructors will hold cadets responsible for regular and prompt class attendance.

F. PROMOTION AND DEMOTION

1. All advanced course cadets will ultimately be appointed as cadet commissioned officers. Appointment to the higher command and staff positions will be on a selective basis, determined by previous performance in school and at Advanced Camp. MS III cadets will be appointed to senior non-commissioned officer positions which are assigned on a rotational basis.

2. Other non-commissioned officer positions will be filled by MS II cadets. Appointment will be on a best qualified basis — determined by previous performance, demonstrated aptitude, and leadership qualities. MS I cadets will occupy Private and Private First Class (PFC) positions in squads. Outstanding MS I cadets may be eligible for appointment to higher grades at the discretion of the Commandant of Cadets.
3. All positions in the cadet battalion are of a temporary nature. A cadet occupying one of these positions must continue to demonstrate his ability and leadership, regardless of past performance, or the position may be awarded to a more deserving cadet. Cadets with excessive deficiencies will not be considered for promotion. Deficiencies may result in the demotion of a cadet who occupies any position in the corps. Excessive deficiencies on the part of any cadet may result in dismissal from the ROTC Program.

G. ADVICE AND ASSISTANCE

   1. The Cadre Executive Officer (XO) is the Commandant of Cadets. His duties are to provide the cadet corps with such guidance and supervision as necessary to insure accomplishment of the Corps objectives. The job includes planning, coordinating, and supervising all activities of the Cadet Corp. The Commandant works closely with the Cadet Battalion Commander and S-3 to insure that training in leadership laboratory follows the approved concepts of the Army ROTC Program.

   2. Each class (MS I, II, III and IV) will have a designated cadre advisor. This advisor is the direct contact with the students and is available during duty or non-duty hours for conferences regarding class activities and programs of the students pertaining to the ROTC Program or any other academic or related program at Howard or cross-enrolled institutions. Cadets should feel free to bring their problems to their designated advisor.

   3. Occasionally the cadet may have a problem or request affecting his status in ROTC. The matter should initially be taken up with his class advisor. If further action is necessary, it will be referred to the Detachment Executive Officer.

   4. Official requests must be in writing and in appropriate military format.

H. CADET DIRECTIVES AND REFERENCES

   1. Bulletin Boards. All official information affecting members of ROTC will be posted on ROTC Bulletin Boards. Cadets are required to comply with instructions posted on these bulletin boards and should check them daily. Items to be placed on these bulletin boards have the approval of the cadet administrative section.

   2. Cadet Bulletins. All information relating to the Cadet battalion will be published as memorandums prepared by the Battalion S-1. This will include such items as special formations, training exercises, ceremonies, and temporary details.

   3. Drill Assignments. Drill assignments will be prepared by the Cadet training officer and will be posted on the bulletin board at least one week in advance.

   4. Course Syllabi. Sheets will be prepared by the instructors for each course of instruction. These syllabi will give each scheduled period of instruction to include the daily breakdown hour, subject, name of text, and reading assignment. Each cadet will be given an assignment sheet prior to each course of instruction. These sheets will also be posted on the bulletin boards.

   5. Library. The Military Science Department has a large selection of military books, publications and periodicals available for student use. This collection is located in the Founder’s Library and cadets are urged to use this source of information.
UNIFORMS, PERSONAL APPEARANCE AND EQUIPMENT

UNIFORMS AND EQUIPMENT

1. The uniforms and equipment issued to ROTC cadets are the property of Howard University. The cadet is liable for all losses of property. When property is issued to cadets, they must sign or initial the issue slip. All property must be turned in immediately at the end of the school year, (except for those Basic Course students with special permission and advanced camp students) or when a cadet is discharged from the course, or has withdrawn from the college. The cadet is required to pay the monetary value of all missing items before he can receive credit for his year's academic work or be cleared from the University.

2. ROTC cadets should bear in mind that whenever they wear the uniform of the United States Army they are regarded by others as soldiers and are expected to look the part. The University authorities, the military services, and the cadets' own family expect high standards of soldierly dress and conduct when in uniform. Excellent uniform appearance is an indication of self respect, loyalty to your University, and to the service you represent.

3. The ROTC Haircut Policy will be as follows:
   a. Hair will be neatly trimmed so that all covers (military hats) can be worn in the correct and prescribed manner.
   b. Sideburns will be trimmed neatly and end in the area of the ear lobe. Under no circumstances will sideburns extend below the bottom of the ear.
   c. Mustaches will be trimmed neatly and will not extend below the corner of the mouth.
   d. When ladies are in uniform, the hair should be worn in such a way as to preclude its extending below the bottom edge of the collar of the uniform. Certain hair styles detract from the appearance while in uniform and should be avoided. Inappropriate styles include and ponytail the extremely bouffant style that has the hat riding inches above the head. Exotic upsweep hairdos that do not permit proper wear of the hat should be avoided when wearing the uniform. On those days that you are wearing your uniform you should style your hair so that it is becoming to you, the uniform, and the hat. Wigs may be worn so long as they do not prohibit the proper wear of the uniform hat.
   e. There will be absolutely no exceptions to this policy. Those failing to comply will be immediately dropped or disenrolled, as appropriate, from the program.

4. Wearing of the Uniform.
   a. The uniform will be worn:
      (1) At all drills and/or military formations as required.
      (2) To any military social event conducted at the University, i.e. Military Ball.
      (3) At such other times as may be directed by the PMS.
   b. Items of the Uniform will not be worn with items of civilian attire, unless an exception to policy is approved by the PMS.
   c. The uniform will be complete and properly adjusted at all times when worn. This specifically includes off-campus wear, such as travel to and from University.
   d. Prescribed Uniform (Class A (Greens)
<table>
<thead>
<tr>
<th>Item</th>
<th>Authorization Male</th>
<th>Authorization Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Cap, Service, Beret or Garrison</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>(2) Coat, Tropical AG 344</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>(3) Overcoat, AG 44</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>(4) Trousers, Tropical AG 344</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>(5) Skirt, Tropical AG 344</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>(6) Shirt, Poplin Khaki</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>(7) Tie, Black</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>(8) Shoes, Low Quarters, Black</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>(9) Shoes, Oxfords</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>(10) Socks, Cotton Black</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>(11) Raincoat</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>(12) Gloves, Wool and Leather</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>(13) Gloves, Leather, Black Dress</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>(14) Belt, Web Waist</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>(15) ROTC Collar and Cap Insignia</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>(16) Insignia of Rank or Grade and Decorations As Awarded</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>(17) Handbag</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>(18) Scarf</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>(19) Gloves, Cotton, White</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>(20) Shirt, Cotton, White</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

**e. Fatigue Uniform.** Issued to all cadets; for wear in all field training, PT activities, MS I & MS II instruction periods, and at other times as directed by PMS.

(1) Cap utility OG 107
(2) Shirt utility OG 107
(3) Trousers utility OG 107
(4) Coat, cold weather (field jacket)
(5) Boots, combat
(6) Socks, wool, cushion sole
Appendix C to ROTC Handbook - How Insignia is worn on the uniform (Class A) continued

CADET CAPTAIN

CADET LT COLONEL

CADET 1st LIEUTENANT

CADET 2d LIEUTENANT

CADET MAJOR

GREEN OR RED
MS I AND MS II
ONLY

CADET NCO
RANK
WORN ON SHOULDER LOOP OF UNIFORM
APPENDIX D
AWARDS BADGES AND OTHER DECORATIONS

THE FOLLOWING AWARDS WILL BE WORN ON THE RIGHT SIDE OF THE UNIFORM ABOVE THE UPPER RIGHT UNIFORM POCKET.

Distinguished Cadet

Academic Achievement

Scabbard and Blade Badge

THE FOLLOWING SHOULDER CORDS ARE AUTHORIZED FOR WEAR BY MEMBERS OF APPROPRIATE UNITS:

<table>
<thead>
<tr>
<th>UNITS</th>
<th>CORRECT SHOULDER</th>
<th>COLOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Color Guard</td>
<td>Left*</td>
<td>White</td>
</tr>
<tr>
<td>Pershing Rifles</td>
<td>Left</td>
<td>Blue &amp; White</td>
</tr>
<tr>
<td>Scabbard &amp; Blade</td>
<td>Right</td>
<td>Red &amp; Blue</td>
</tr>
</tbody>
</table>
*This has Priority
OTHER DISTINCTIVE AWARDS

1. Scabbard and Blade Cord
2. Recondo Badge
3. Enrollment Patch
4. Marksmanship Badge
5. Parachutist Badge

- Scabbard and Blade Cord: worn on right shoulder
- Recondo Badge: worn on right brett pocket
- Enrollment Patch: worn on left breast pocket
- Marksmanship Badge: worn on left pocket flap
- Parachutist Badge: worn above left pocket, above all ribbons
RIBBONS

1. Superior Cadet Ribbon
2. AUSA Ribbon
3. AMVETS Ribbon
4. ROA Ribbon
5. Cadet Commendation Ribbon
6. Deans's List Ribbon
7. Outstanding MS I, II, III, IV, Ribbon
8. Honor Graduate Ribbon
9. Outstanding Military Performance
10. Distinguished University Service
11. Honor Awards Ribbon
12. Special Activities Ribbon
13. Exemplary Military Appearance Ribbon
14. Rifle Team Ribbon
15. Drill Team Ribbon

HOW TO WEAR RIBBONS

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>10</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>13</td>
<td>14</td>
<td>15</td>
</tr>
</tbody>
</table>