OKLAHOMA STATE UNIVERSITY ARMY SROTC

Cowboy Battalion

“THE COWBOY ORANGE BOOK”
OKLAHOMA STATE UNIVERSITY
COWBOY ORANGE BOOK

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CHAPTER I
INTRODUCTION

Preface. The information in this guide will help you make the transition to college life and Army Reserve Officer Training Corps (ROTC), while developing your leadership qualities to become men and women of distinction who serve our nation with pride.

Mission. The Cowboy Battalion commissions adaptive and agile officers into the United States Army, Army Reserve and National Guard through a holistic training and education program, focused on retention and a quality recruiting process.

We strive to meet that mission by offering a classroom curriculum that focuses on developing college students into leaders who are adaptive, agile, and problem solvers. In our leadership labs, students are given the opportunity to apply the classroom skills they learn in a tactical setting. Since physical fitness is a necessary quality for a future officer, cadets participate in physical training. Army ROTC prepares you for a lifetime of success. While earning a degree in the major of your choice, you will receive leadership training in judgment, decision-making, values, ethics, communications, critical thinking, management and analysis. We strive to impart all cadets with a sense of self-motivation, discipline, initiative, service, patriotism, and integrity.

United States Army Cadet Command (USACC). The command’s lineage dates back to 1916 with the passage of the National Defense Act. The command was organized 15 April 1986 at historic Fort Monroe, Virginia. The command established its new headquarters in November 2010, at Fort Knox, Kentucky where it remains today.

USACC Patch and Crest. The shoulder patch was authorized 8 April 1986. Its crest was authorized on 22 August 1986. The symbolism of both insignia is identical. The shield symbolizes the Army mission of national defense and is divided into quarters representing the four traditional military science courses comprising the ROTC curriculum. The sword signifies the courage, gallantry, and self-sacrifice intrinsic to the profession of arms. The lamp denotes the pursuit of knowledge, higher learning, and the partnership of Army ROTC with American colleges and universities. The Greek helmet is symbolic of the ancient civilization concept of the warrior scholar. The motto “Leadership Excellence” expresses the ultimate responsibility of Army ROTC in the discharge of its moral responsibility to the Nation.
The origins of Army ROTC at Oklahoma State University (OSU) can be found at the establishment of the institution itself. Under the provisions of the Morrill Act of 1862, Oklahoma A & M College was organized and officially opened on 14 December 1891, and with it military instruction was integrated as a part of the curriculum offered by the college. Two years later, in 1893, military instruction became mandatory for all students enrolled in the college. The year 1916 was probably the most important date in this or any other university's association with ROTC. Congress, following the suggestions of Secretary of War Elihu Root, decided to reform and reorganize the entire defense structure of the United States. Congressional passage of the National Defense Act in 1916 allowed Secretary Root's reforms to become reality. A distinctive portion of the Act was the establishment of commissioning programs through military instruction at selected colleges and universities. Oklahoma A&M was one of these institutions and in 1916 ROTC began in earnest on the Stillwater campus. By December 1988 Oklahoma State Army ROTC had produced over 6,000 officers, and the traditions of excellence and pride still persist in both the graduates, as well as in the present members of the corps of cadets.

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!
The Army Song

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

First to fight for the right,
And to build the Nation’s might,
And the Army goes rolling along.
Proud of all we have done,
Fighting till the battle’s won,
And the Army goes rolling along.

Then it’s hi! hi! hey!
The Army’s on its way.
Count off the cadence loud and strong;
For where’er we go,
You will always know
That the Army goes rolling along.
CHAPTER II
THE ROAD TO COMMISSIONING

Program Entry Options. The following describes program entry options that are available to students that wish to pursue a commission as an Army Officer through the Oklahoma State University Army ROTC program. Students are encouraged to meet with our Recruiting and Retention Officer to obtain additional information on the entry options and financial benefits outlined below.

Army ROTC Scholarships. Qualified students can apply for four-year National Army ROTC scholarships while in high school or pursue a campus-based Scholarship while earning your degree of choice as an academic freshman, sophomore or junior at Oklahoma State University. Scholarship recipients have the option of receiving 100% payment of their tuition and fees “or” a room and board stipend. Additional benefits include an annual stipend for books and school supplies and a monthly stipend as a contracted cadet.

The Benefits
- Full Tuition “or” a Room & Board Reimbursement Allowance
- $1,200 annual book allowance
- ROTC monthly stipend of $350-$500 a month
- Accession points for Active Duty consideration

Guaranteed Reserve Force Duty (GRFD) Scholarship. The GRFD scholarship is designed for students who have prior military service or are a current member of the National Guard (NG) or US Army Reserves and would like to commission into either the Army National Guard or Army Reserve. These scholarships allow MOS-qualified veterans to draw GI Bill benefits while simultaneously receiving scholarship benefits. In keeping with high standards of excellence, candidates are selected for scholarships based on an evaluation of their scholastic achievement and extra-curricular accomplishments, not on the basis of financial need.

As a winner of a two-year GRFD scholarship, you are required to enroll in an ROTC class. You are also required to enlist in the Army National Guard or the USAR if not already a member. Upon graduation, you must accept a commission, serve on active duty for three to six months at a Basic Officer Leaders Course (BOLC), and serve six years in the Army Reserve or National Guard on a part-time basis. The Oklahoma Army National Guard OKARNG has 4, 3 and 2 year GRFD Scholarship opportunities.

The Benefits
- Full Tuition
- $1,200 annual book allowance
- ROTC monthly stipend of $350-$500 a month
- Montgomery GI Bill (amount varies depending on your previous military service status)
- SMP kicker, $350 a month for select MOSs
- Oklahoma National Guard Tuition Waiver (Up to 18 credit hours each semester)

Simultaneous Membership Program (SMP). You may be able to take advantage of a program that allows you to participate in ROTC and enlist in the Army NG or USAR at the same time. It's called the Simultaneous Membership Program, and it means that while you're still in college you can be gaining valuable experience and earning extra income. As a SMP cadet, you will be paid at the rate of a Sergeant/ E-5 for your NG or USAR service. You'll serve as an officer trainee in a NG or USAR unit and perform duties of a Second Lieutenant (2LT). Once you graduate and commission, you may
continue your military service with your NG or USAR unit or during your senior year, compete for active duty service. The ROTC contract that is agreed upon will determine a cadet’s status. **You are considered non-deployable during your time as an SMP cadet.**

The Benefits

ROTC monthly stipend of $350-500 a month  
SMP kicker $350 a month for select MOSs  
GI Bill (amount varies depending on previous military service status)  
Drill pay of E-5 (at least $290.81)  
Oklahoma National Guard Tuition Waiver (Up to 18 credit hours each semester)

**OSU Incentive Scholarships.** Oklahoma State University sponsors two ROTC incentive scholarship programs in support of the battalion’s recruiting and retention efforts. Scholarship selection and eligibility for scholarship retention are made annually by the Professor of Military Science (PMS).

- ROTC OSU Cash Incentive Scholarship Fund. The program provides an additional $2,000 per school year to scholarship awardees and select non-scholarship cadets to assist with the cost of room and board expenses.

**OSU Army ROTC In-State Tuition.** Students that are out-of-state residents may enroll in OSU Army ROTC. While they are actively attending and participating in the OSU Army ROTC program, they are allowed to pay the in-state tuition rate for each semester they are enrolled in OSU Army ROTC. This benefit is allowed the first two years of Army ROTC. The ability to pay in-state tuition your junior and senior years will be dependent on your ability to contract into the advanced portions of OSU Army ROTC.

**Green to Gold Program.** The Army Green to Gold Program is designed to offer Enlisted Soldiers in the Army the opportunity to earn a commission as Army Officers. This program offers Enlisted Soldiers several unique ways to earn a baccalaureate or graduate degree:

- Green to Gold Scholarship Option — For Soldiers who are considering leaving Active Duty to attend college while receiving full tuition or room and board (capped), flat rate book payment and a monthly stipend.

- Green to Gold Active Duty Option — For Soldiers who want to remain on Active Duty and attend college.

- Green to Gold Non-Scholarship — For Soldiers who are considering leaving Active Duty to attend college while receiving a monthly stipend.

**Progression Cadets.** Students that desire to pursue a commission as an Army Officer without the benefit of scholarship, entry in the Simultaneous Membership or Green to Gold programs can receive a commission as a progression cadet. Progression cadets must successfully complete the Professional Military Education (PME) requirements established for commissioning. Progression cadets are entitled to a monthly stipend upon contracting. Requirements include:

- Meet and remain in compliance with all ROTC program contract and retention requirements.
- Successfully complete each academic year of ROTC Instruction – freshman through senior.
• Successfully complete the program’s professional military history requirement.
• Successfully complete the Cadet Leadership Camp (CLC) following completion of the Military Science Junior year.

The Benefits

ROTC monthly stipend of $350-500 a month.
Opportunity to compete for a commission as an Active Duty, Army National Guard or Army Reserve Officer.
Opportunity to apply for available scholarships each semester.

Contracting Requirements Students must meet the general eligibility criteria listed below to enter into a commissioning contract through the ROTC program. These criteria are subject to periodic change. **Students considering contracting should meet with our Recruiting and Retention Officer.**

Contract applicants must:
• Be a citizen of the United States.
• Be medically qualified.
• Be enrolled in and attending a full-time course of instruction toward a baccalaureate or advanced degree in a recognized academic field of study.
• Possess at minimum cumulative 2.0 GPA.
• Earn at least 30 credit hours towards your degree entering your sophomore year.
• Meet Army height and weight requirements.
• Earn a passing score on the Army Physical Fitness Test.
• Have no record of arrest or civil conviction or successfully receive a waiver for any offense.
• Be under 31 years of age on 31 December of year of graduation / commissioning.

Retention. The following are the minimum standards that must be achieved and maintained to remain in good standing as a contracted cadet.

• Maintain full-time status as a university student with a minimum of 12 semester credit hours or a minimum of 9 semester credit hours a graduate student.
• Maintain a minimum of 2.0 GPA each academic semester at OSU and your Military Science class(es).
• Pass record semiannual APFT events.
• Meet Army height and weight standards.
• Complete academic and program completion requirements as described in the Student Planned Academic Worksheet.
• Successful completion of CLC after the junior academic year.
• Maintain high moral and ethical standards.
• Have no civil or criminal convictions or arrest without receiving an approved retention waiver.
• Satisfactory attendance at all required ROTC activities and training events.
Required Professional Military Education (PME). Contracted cadets are required to complete the following PME for the purpose of commissioning.

- Completion of one of the following Military History Classes - 3 Credit Hours
  - American Military History (History 4353)
  - The History of the Second World War (History 3333)
- Cadets should strive to complete the Military History requirement by the conclusion of their Junior year.
- Successful attempt of the Combat Water Survival Swim Test (CWST).
- Successful graduation from Army ROTC Advanced Camp at Fort Knox, KY.
- Achieve a cumulative GPA of 2.0 on a 4.0 scale and possess a baccalaureate or advanced degree conferred by Oklahoma State University.
- Successfully complete the ROTC Advanced Program (MS 3 and MS 4 courses).

Optional Professional Military Education (PME). A Military Science minor is available to qualified students at Oklahoma State University. Qualification requirements for a Military Science minor are:

- 18 Credit hours.
- Minimum of 14 upper-division credit hours
- Minimum of 6 hours must be completed in residence at Oklahoma State University.
- GPA of 2.5 with no grade below "C".

Commissioning Criteria. Successfully complete the bachelorette or advanced degree at Oklahoma State University outlined in your approved Cadet Planned Academic Worksheet (CC 104-R).

- Successfully meet all retention criterion outlined in the Retention paragraph; above.
- Complete all PME and required commissioning paperwork.
Accessions Process (Component and Branch). A National Order of Merit List (OML) ranking of Army ROTC cadets slated for commissioning at the conclusion of the academic school year is compiled by USACC each fall. The outcome of a cadet’s ranking among their national peer group can significantly impact selection for a specific component of the US Army (Active Duty, USAR or ARNG) and branch of choice. The information contained in this section will provide an appreciation for USACC’s order of merit model and the allocation of accession points.

1. **Academic Outcomes (40%)**
   - Standardized Test
     - CLA+ (5.0)
   - Accessions GPA (cumulative through junior year) (26.0)
   - Academic Discipline (4.0) ADM4 = 4 pts; ADM3/5 = 2 pts
   - Language/Cultural Awareness (5.0)

2. **Leadership Outcomes (45%)**
   - PMS Experience Based Observations
   - MS III Cadet OER, PMS Rating of Potential (11.0)
   - MS III Cadet OER, PMS Ranking (12.0)
   - Advanced Camp Performance
     - Platoon Potential Rating (15.0)
   - Cadet Training/Extracurricular Activities (5.0)
   - Maturity & Responsibility (2.0)
     - F/T Employment
     - P/T Employment
     - SMP Member

3. **Physical Outcomes (15%)**
   - APFT
     - Campus (most current fall semester) (5.5)
     - Campus (most current spring semester) (5.5)
   - Athletics
     - Varsity, Intramural, or Community Team (4.0)
Extra-Curricular Activities. A significant number of accession points can be earned by cadet participation in university and ROTC sponsored extra-curricular activities.

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<tr>
<th>Activity</th>
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<tbody>
<tr>
<td>Color Guard *</td>
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<tr>
<td>Drill Team *</td>
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<tr>
<td>Ranger Challenge Team *</td>
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<tr>
<td>ROTC Recruiter</td>
</tr>
<tr>
<td>USAR or ARNG SMP Member *</td>
</tr>
<tr>
<td>Community Service (Min. 10hrs)</td>
</tr>
<tr>
<td>Student Government</td>
</tr>
<tr>
<td>Band Member *</td>
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<tr>
<td>Debate Team *</td>
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<tr>
<td>Elected Official of Organization</td>
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<tr>
<td>Leader (President / Captain)</td>
</tr>
<tr>
<td>Resident Advisor *</td>
</tr>
<tr>
<td>Peer Educator or Tutor *</td>
</tr>
<tr>
<td>Full time Job (Min 30Hrs/Wk)</td>
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<tr>
<td>Part Time Job (Min 10Hrs/Wk)</td>
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</tbody>
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* Total Possible Points: 5

* Cadets must remain as a member in good standing for the duration of the academic year or through the conclusion of the annual event to earn points for this activity.

ROTC Recruiter. Cadets must actively participate in at least two battalion recruiting activities and successfully recruit at least one cadet to enroll into the ROTC program in a given year to earn points for this activity.

Full and Part-Time Employment. Cadets must be employed the duration of academic school year to earn points for this activity.

Cadets are responsible for maintaining a log of activities for submission and consideration for the receipt of Accession Points. A detailed list of extra-curricular activities and year of participation will be submitted to your MSIII instructor for consideration upon the conclusion of your Spring MSIII semester. Final authority for Accession Point allocation remains with the PMS.

BIG THREE for successful accessions:
1. GPA (cumulative through the MS 3 Year).
2. MS 3 OML (based off the PMS/MS 3 Instructor criteria).
3. MS 3 APFT (Fall and Spring semesters).
CHAPTER III
QUALITIES OF AN OFFICER

Army Leadership. Army leaders are anyone who, by virtue of assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking and shape decisions for the greater good of the organization. Army leaders, regardless of rank or service, are expected to serve as a role model, fully embrace and enforce the Army Values in and out of uniform 24 hours a day, 7 days a week. *We expect “no less” from a student that joins the Oklahoma State University Army ROTC corps of cadets with an expressed desire to pursue a commission as an Army Officer.*

Leader Attributes. There are three categories of leader attributes. Leader attributes shape how an individual behaves and learns in their environment. The leader attributes are character, presence and intellect. These attributes capture the values and identity of the leader (*character*); the leader’s outward appearance, demeanor, actions and words (*presence*); and the mental and social faculties the leader applies in the act of leading (*intellect*). Attributes affect the actions that leaders perform. Good character, solid presence and keen intellect enable the core leader competencies to be performed with greater effect.

Leader Competencies. There are three categories of competencies. The Army leader serves to *lead* others; to *develop* the environment, themselves, others and the profession as a whole; and to *achieve* organizational goals. Competencies provide a clear and consistent way of conveying expectations for Army leaders.

Core leader competencies apply across all levels of leader positions, providing a good basis for evaluation and focused multisource assessment and feedback. A spectrum of leaders and followers (superiors, subordinates, peers and mentors) can observe and assess competencies demonstrated through leader behaviors.

The Leadership Development Program (LDP). The Army’s Leadership Requirements Model (LRM) conveys the expectations that the Army wants leaders to meet. The attributes and competencies contained within the LRM is the primary focus of the LDP established by USACC and implemented by the Cowboy battalion.
THE ARMY VALUES.

**LOYALTY**  Bear true faith and allegiance to the United States Constitution, the Army, Your unit and other Soldiers.

**DUTY**  Fulfill your obligations.

**RESPECT**  Treat people as they should be treated.

**SELFLESS SERVICE**  Put the welfare of the Nation, the United States Army and your subordinates before your own.

**HONOR**  Live up to the Army Values.

**INTEGRITY**  Do what is right, legally and morally.

**PERSONAL COURAGE**  Face fear, danger or adversity.  *(PHYSICAL OR MORAL)*

THE WARRIOR ETHOS.

*I will always place the mission first.*

*I will never accept defeat.*

*I will never quit.*

*I will never leave a fallen comrade.*
CHAPTER IV

CADET CHAIN OF COMMAND

CADET LEADERSHIP. The cadet battalion Chain of Command (COC) is appointed prior to the beginning of each academic year. Selection of senior leaders from the MSIV Class is based on academic excellence, CLC performance and the cadet’s overall performance over the course of his or her tenure as a member of the Cowboy battalion. The cadet COC plays a vital role with respect to the planning, resourcing, execution and assessment of battalion training, participation in local events and the leadership development of all cadets.

Leadership responsibilities serve as the catalyst for the leadership development and assessment of select MSI / MSII cadets and our MSIII Class. Positions will be rotated throughout the academic semester to provide cadets the opportunity to serve in multiple leadership roles. The priority focus of this development and assessment process is to prepare our MSIII Class for attendance at CLC upon the conclusion of their academic junior year.

Battalion Commander (BN CDR / LTC = Lieutenant Colonel) is responsible for all cadet battalion activities. He or she must ensure activities and training are planned and coordinated by the cadet staff and the activities or training is professionally executed. The Commander sets the direction and guidance for the battalion and is responsible for everything the battalion does or fails to do.

Battalion Executive Officer (XO / MAJ = Major) is the commander’s principal assistant for directing, coordinating, supervising, and training the staff except in areas the commander reserves. The commander normally delegates executive management authority to the XO. The XO frees the commander from routine details and passes pertinent data, information, and insight from the staff to the commander and from the commander to the staff.

Battalion Sergeant Major (CSM = Command Sergeant Major) serves as an intermediary between the BN CDR and cadets. He/she is responsible for ensuring standards of appearance and performance is understood and met, also providing supplementary training as required. He/she is also responsible for formations.

S-1 (Personnel & Admin. / CPT = Captain) is the principal staff officer for all matters concerning human resources including personnel readiness and personnel services. Assembles and maintains unit attendance records and reports.

S-2 (Intelligence / CPT = Captain) is the principal staff officer for all matters associated with intelligence, weather, and terrain analysis. Responsible for the cadet recruiting program.

S-3 (Operations & Training / MAJ = Major) is the staff officer responsible for training, operations and plans. Develops and provides direct supervision of all aspects of unit training, leadership assessment and external support requirements established by the commander / cadre.

Assistant S-3 (Operations & Training / CPT = Captain) performs duties as directed by the S3.

S-4 (Logistics / CPT = Captain) is the staff officer responsible for coordinating the logistics integration of supply, maintenance, transportation, and services for the command. Issues and maintains accountability for unit equipment and the cadet supply room.
S-5 (Civil-Military Operations / CPT = Captain) is the staff officer that is responsible for coordinating media relations, and public affairs activities.

S-8 (Budget Operations / CPT = Captain) is the staff officer that is responsible for the coordination of fund raising activities and management of the Cadet Cowboy Fund Account.

Ranger Challenge Commander plans and implements Ranger Challenge training in conjunction with the cadre Ranger Challenge coach. Coordinates all logistical and administrative requirements with the staff to include the tracking of Ranger Challenge qualifications and attendance at meetings and PT.

Color Guard Commander plans and implements all battalion Color Guard requirements in conjunction with the Cadre Color Guard Advisor. Coordinates all color guard training, logistical and administrative requirements with the cadet staff.

COMPANY LEADERSHIP

Company Commander (CO / CPT = Captain)

- Serves as role model in word, act and deed.
- Responsible for the morale, discipline and esprit de corps of the company.
- Keeps the battalion commander apprised on all matters concerning the moral, health welfare, and discipline of the company.
- Plans and executes company-level training and administration.
- Disseminates information/issues orders through the COC.
- Provides oversight for the professional development of junior cadets – MSI/MSII.
- Effectively utilize company leadership to communicate guidance, oversee training, and recovery operations associated with unit operations.
- Responsible for everything the company does or fails to do.

Company Executive Officer (XO / 1LT = First Lieutenant)

- Monitors the timely execution of company suspenses, milestones and taskings.
- Commands company in the commander’s absence.
- Monitors compliance with command directives and time lines.
- Supervises equipment distribution, maintenance and recovery.
- Establishes load plans for movement.
- Maintains accurate accountability of equipment, supplies and personnel.
- Coordinates all resources for the company.

First Sergeant (1SG = First Sergeant)

- Principal advisor to the commander on the state of morale, discipline, and training of cadets within the company.
- Catalyst for the identification and resolution of cadet issues at the company level.
- Actively mentors and evaluates cadet NCOs.
- Ensures compliance with uniform and appearance policies.
- Ensures that accountability of cadets is established and maintained.
- Provides oversight for the issue, maintenance and accountability of unit and individual equipment.
- Conducts company formations; responsible for training and execution of drill and ceremonies at company level.
- Responsible for the appearance of cadets, equipment and facilities.
- Responsible for the quality and execution of company level opportunity training.
- Effectively utilize Company NCOs to communicate guidance, oversee training / event
execution and recovery operations associated with unit training.

PLATOON LEADERSHIP

Platoon Leader (PL / 2LT = Second Lieutenant)
- Provides direct over-sight for all platoon activities.
- Responsible for the morale, discipline and esprit of the platoon.
- Keeps the company commander apprised on all matters concerning the moral, health welfare and discipline of the platoon.
- Plans and executes platoon level training and administration.
- Prepares and issues platoon level OPORDs.
- Conducts platoon offensive, defensive and patrolling operations.
- Effectively utilizes platoon leadership to communicate guidance, oversee training / event execution and recovery operations associated with unit training.
- Responsible for everything the platoon does or fails to do.

Platoon Sergeant (PSG / SFC = Sergeant First Class)
- Principal advisor to the platoon leader (PL) on the state of morale, discipline, and training of cadets within the platoon.
- Assists PL to maintain Command and Control (C2) of all platoon activities.
- Catalyst for the identification and resolution of cadet issues at the platoon level.
- Platoon Subject Matter Expert (SME) on all aspects of uniform wear and drill and ceremony.
- Actively mentors and evaluates platoon NCOs.
- Ensures that accountability of cadets is established and maintained.
- Provides oversight for the issue, turn-in, maintenance and accountability of unit and individual equipment.
- Supervises platoon maintenance, sustainment and recovery operations.
- Oversees platoon movement to training areas.
- Serves as platoon senior leader in the PL’s absence.

Squad Leader (SL / SSG = Staff Sergeant)
- Provides direct oversight for all squad activities.
- Accounts for squad personnel and equipment.
- Ensures that personal appearance standards are maintained.
- Ensures that squad / individual equipment is accounted for and maintained.
- Supervises distribution of equipment, ration, and ammunition.
- Prepares and issues squad level OPORDs.
- Conducts squad offensive, defensive and patrolling operations.
- Conducts squad battle drills.
- Designates and provides oversight for special team training.
- Direct squad movement to training areas.
- Direct squad tactical movement and employment.
# RANK STRUCTURE

## AROTC CADET RANKS

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<th>Rank</th>
<th>Abbreviation</th>
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<td>Cadet PVT</td>
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<td>Cadet LTC</td>
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## ARMY OFFICER, Warrant Officer & Enlisted Rank

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<th>Rank</th>
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<td>Second Lieutenant</td>
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<td>First Lieutenant</td>
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<tr>
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<td>CPT / O-3</td>
<td>Major</td>
<td>MAJ / O-4</td>
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<td>LTC / O-5</td>
<td>Generals</td>
<td>COL / O-6</td>
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<td>BG / O-7</td>
<td>Major General</td>
<td>MG / O-8</td>
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## Warrant Officer Ranks

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Salute. The origin of the hand salute is uncertain. Some historians believe it began in late Roman times when assassinations were common. A citizen who wanted to see a public official had to approach with his right hand raised to show that he did not hold a weapon. Knights in armor raised visors with the right hand when meeting a comrade. This practice gradually became a way of showing respect and, in early American history, sometimes involved removing the hat. By 1820, the motion was modified to touching the hat, and since then it has become the hand salute used today.

When to Salute. Cadets in uniform are required to salute when they meet and recognize any officer (Army, Air Force, cadre, or cadet) except when it is inappropriate or impractical (public conveyances such as planes and buses, public places such as inside theaters, or when driving). The salute is held until the report is completed and the salute has been returned by the officer. When the business is completed, the cadet salutes, holds the salute until it has been returned, executes the appropriate facing movement, and departs. When reporting indoors under arms, the procedure is the same except that the headgear is not removed and the cadet renders the salute prescribed for the weapon assigned.

Salutes also Rendered:
• When the United States National Anthem, “To the Color,” “Hail to the Chief,” or foreign national anthems are played outdoors.
• To un-case National Colors outdoors.
• At select ceremonial occasions.
• At reveille and retreat ceremonies, during the raising or lowering of the flag.
• During the sounding of honors.
• When the Pledge of Allegiance to the U.S. flag is being recited outdoors.
• When turning over control of formations.
• When rendering reports.
• To officers of friendly foreign countries.

Salutes are not Required When:
• Indoors, except when reporting to an officer or when on duty as a guard.
• Addressing a prisoner.
• Saluting is obviously inappropriate. In these cases, only greetings are exchanged. Example: A person carrying articles with both hands, or being otherwise so occupied as to make saluting impracticable, is not required to salute a senior person or return the salute to a subordinate.
• Either the senior or the subordinate is wearing civilian clothes.

Reporting Indoors When reporting, the Cadet removes his / her headgear, knocks, and enters when told to do so. The cadet then approaches within two steps of the officer’s desk, halts, salutes, and reports... "Sir (or Ma’am), Cadet _______ reports as ordered."

Addressing an Officer. Cadets address an officer as sir or ma’am while at the position of attention. Further guidance as to the cadet’s posture is at the discretion of the officer. Cadets address a group of male officers as Gentlemen and a group of female officers as Ladies.
Addressing a NCO. Cadets address a NCO such as a Sergeant, First Sergeant or Sergeant Major while at the position of parade-rest. Further guidance as to the cadet's posture is at the discretion of the NCO.

Reveille. Reveille is a ceremony in which a unit honors the U.S. flag as it is raised in the morning. This ceremony is conducted at the direction of the commander. Cadre leadership establishes the time for sounding reveille at Thatcher Hall.

History of Reveille. Reveille was not originally intended as honors to the flag. In 1812 it was a drum call to signify that Soldiers should rise for day duty and sentries should leave off night challenging. As time passed, reveille came to denote when the flag was raised in the morning and the associated honors rendered.

Flag Detail (Reveille). Cadets will execute the following actions when raising the flag:

- The senior cadet forms the detail. He/she secures the flag from its storage area and positions him/herself between the flag handler (left) and halyard puller (right). He/she then marches the detail to the flagpole. The detail is halted facing the flagpole. They are halted so that the flagpole is centered on the detail.

- The senior cadet NCOIC issues the command **POST**. On this command, the halyard puller immediately moves to the flagpole and ensure that the halyards are free of the pole. The flag handler and senior cadet then face to the center.

- The senior cadet then issues the command **UNFOLD THE FLAG**. On this command, the flag handler begins to carefully unfold the flag lengthwise, passing the freed end to the senior cadet until the flag is fully extended. The flag is **not** unfolded widthwise. The flag is held waist high with the flag handler and senior cadet’s forearms horizontal to the ground.

- At the appropriate time, the senior cadet issues the command **ATTACH THE FLAG**. On this directive, the flag handler and senior cadet take one side step toward the flagpole. The handler nearest the flagpole immediately attaches the top of the flag to the halyard. The halyard puller raises the flag until the bottom of the flag can be attached.

- At the first note of the music, the halyard puller rapidly raises the flag. The senior cadet salutes. As the flag is raised from the handler’s hands, he/she faces the flagpole and salutes. Reveille is approximately 20 seconds in duration. At the last note of the music, the senior cadet issues the command **ORDER...ARMS** for him/herself and the flag handler while the pullers secure the halyards.

- The senior cadet executes an about face movement, and issues the command **READY...FACE**. The flag handler and halyard puller face in the appropriate direction, align themselves with the senior cadet (left/right side). The senior cadet then issues the command **FORWARD...MARCH** moving the detail from the site.
Retreat. Retreat is a ceremony in which the unit honors the U.S. flag when it is lowered in the evening. This ceremony is conducted at the direction of the unit commanders. Cadre leadership establishes the time for sounding Retreat at Thatcher Hall.

Retreat History. The term ‘retreat’ is taken from the French word ‘retrait’ and refers to the evening ceremony. The bugle call sounded at retreat was first used in the French army and dates back to the Crusades. Retreat was sounded at sunset to notify sentries to start challenging until sunrise, and to tell the rank and file to go to their quarters. The ceremony remains as a tradition. The old cavalry call ‘To the Standard’, in use since approximately 1835, has been replaced by the present call of ‘To the Color.’ This remains as music honoring the flag as it is lowered in the evening.

Flag Detail (Retreat). Cadets will execute the following actions when lowering the flag:

- The detail is marched and positioned at the flagpole in the same manner as when raising the flag. On the command POST, the halyard puller frees the halyards, untangles them, ensure that they are free from the pole, and then temporarily re-secure them; the flag handler does not face to the center.

- The senior cadet then issues the command PARADE...REST. The bugle call ‘Retreat’ is sounded.

- At the last note of “Retreat”, the halyard puller immediately frees the halyards. The senior cadet commands him/herself and the flag handler to ATTENTION and PRESENT...ARMS.

- At the first note of “To the Color,” the flag is lowered slowly and with dignity. The call “To the Color” is approximately 40 seconds in duration.

- As the flag is lowered to within reach, the flag handler terminates his/her salute, move forward rapidly, secure the flag, and move back from the flagpole. The senior cadet subsequently terminates his/her salute and assists in securing the flag. The flag is held palms down, fingers and thumb extended and joined, forearms horizontal.

- Once the flag is detached it is folded. After securing the halyard, the halyard puller assists in the folding.

NOTE: When taking steps forward or backward to fold the flag, the members of the detail always step off with the left foot and always bring the trail foot alongside the lead foot as in the Position of Attention.

- To fold the flag, the senior cadet issues the command READY...STEP. All personnel take the appropriate number of steps backward to ensure that the flag is horizontal, wrinkle free, and centered on the flagpole. The senior cadet then issues the command READY...STEP. The flag handler moves the appropriate number of steps toward each other, making the first fold lengthwise.

- The detail member on the NCOIC’s right (the halyard puller) ensures that their edge of the flag is overlapping the left side by about an inch, which prevents any red from showing when the folding is complete. The senior cadet ensures that the flag is straight.
• The senior cadet then issues the command **READY...TWO**. The flag handler will reach down and secure the fold with the fingers pointing upward and the palms facing away.

• The senior cadet then issues the command **READY...THREE**. The cadets take the appropriate number of steps backward to ensure that the flag is horizontal, wrinkle free, and centered on the flagpole.

**READY...STEP, READY...TWO, and READY...THREE** are commanded and executed one more time to get the flag completely folded lengthwise.

• The flag handler then folds a four-inch cuff and begins folding the flag, starting with the corner on the senior cadet’s left. When folding the flag, the handler(s) is careful to keep the edges straight and to not bend the flag.

• The senior cadet receives the flag and carries it against his/her chest, with flat edge of flag resting against the forearms and a point facing upwards. The senior cadet positions him/herself between the halyard puller and flag handler.

• The senior cadet then issues the command **READY...FACE**. The members of the detail make the appropriate facing movement toward the storage site. The detail is then marched to the storage site.

**NOTE:** Once the flag has been folded, it is treated as a cased Color and not saluted by persons meeting the flag detail. The flag will be treated with the utmost dignity and respect but not be rendered any sort of honors.

**FLAG ETIQUETTE.**

**The Flag Code,** which formalizes and unifies the traditional ways in which we give respect to the flag, also contains specific instructions on how the flag is not to be used. They are:

• When the flag is lowered, no part of it should touch the ground or any other object; it should be received by waiting hands and arms.
• To store the flag it should be folded neatly and ceremoniously.
• The flag should be cleaned and mended when necessary.
• When a flag is so worn it is no longer fit to serve as a symbol of our country, it should be destroyed by burning in a dignified manner.

**Displaying the Flag Outdoors.** When the flag is displayed from a staff projecting from a window, balcony, or a building, the union should be at the peak of the staff unless the flag is at half-staff.

When it is displayed from the same flagpole with another flag (state, community, society or Scout unit), the United States flag must always be at the top except that the church pennant may be flown above the flag during church services for Navy personnel when conducted by a Naval chaplain on a ship at sea.

When displayed over a street, the flag should be hung vertically, with the union to the north or east. If the flag is suspended over a sidewalk, the flag’s union should be farthest from the building.

When flown with flags of states, communities, or societies on separate flag poles which are of the same height and in a straight line, the United States flag is always placed in the position of honor - to
its own right.

- The other flags may be smaller but none may be larger.
- No other flag should be placed above the United States flag.
- The United States flag is always the first flag raised and the last to be lowered.
- When flown with the national banner of other countries, each flag must be displayed from a separate pole of the same height.
- Each flag should be the same size.
- The flags should be raised and lowered simultaneously.
- The flag of one nation may not be displayed above that of another nation.

**Raising and Lowering the Flag.** The flag should be raised briskly and lowered slowly and ceremoniously. Ordinarily it should be displayed only between sunrise and sunset. It should be illuminated if displayed at night. The United States flag is saluted as it is hoisted and lowered. The salute is held until the flag is unsnapped from the halyard or through the last note of music, whichever is the longest.

**Displaying the Flag Indoors.** When on display, the flag is positioned in the place of honor, always positioned to its own right. Place the flag to the right of the speaker or staging area or sanctuary. Other flags should be to the left. The United States flag should be at the center and at the highest point of the group when a number of flags of states, localities, or societies are grouped for display. When one flag is displayed with the United States flag and the staffs are crossed, the United States flag is placed on its own right with its staff in front of the other flag. When displaying the flag against a wall, vertically or horizontally, the flag’s union (stars) should be at the top, to the flag’s own right, and to the observer’s left.

**Parading and Saluting the Flag.** When carried in a procession, the flag should be to the right of the marchers. When other flags are carried, the United States flag may be centered in front of the others or carried to their right. When the flag passes in a procession, or when it is hoisted or lowered, all should face the flag and salute.
Folding the Flag.

1. **READY STEP - STEP BACK, EXTEND FLAG**
2. **READY STEP - STEP TOWARD FLAG**
3. **READY 2 - LFH GRAB BOTTOM OF FLAG**
4. **READY 3 - STEP BACK, FLAG FLAT**
5. **READY STEP**

**READY 2**

**READY 3**

**LEGEND:**
- HP  - HALYARD PULLER
- FH  - FLAG HANDLER

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**FOLD THE LOWER STRIPED SECTION OF THE FLAG OVER THE BLUE FIELD.**

- **OPEN EDGE**
- **FOLDED EDGE**

**FOLD THE FOLDED EDGE OVER TO MEET THE OPEN EDGE.**

- **START HERE - FOLD A "Y" CUFF AT THE START**

**START A TRIANGULAR FOLD BY BRINGING THE STRIPED CORNER OF THE FOLDED EDGE TO THE OPEN EDGE.**

- **OPEN EDGE**
- **FOLDED EDGE**

**FOLD THE OUTER POINT INWARD PARALLEL WITH THE OPEN EDGE TO FORM A SECOND TRIANGLE.**

- **OPEN EDGE**
- **FOLDED EDGE**

**CONTINUE FOLDING UNTIL THE ENTIRE LENGTH OF THE FLAG IS FOLDED INTO A TRIANGLE WITH ONLY THE BLUE FIELD AND MARGIN SHOWING.**

**TUCK THE REMAINING MARGIN INTO THE POCKET FORMED BY THE FOLDS AT THE BLUE FIELD EDGE OF THE FLAG.**

**THE PROPERLY FOLDED FLAG SHOULD RESEMBLE A COCKED HAT.**
CHAPTER VI
UNIFORM WEAR & APPEARANCE

General. When cadets wear Army uniforms, they represent the Cowboy Battalion, ROTC and the United States Army. Cadets will keep their uniforms neat and wear them with pride. Cadets are responsible for maintaining their uniforms and wearing them in accordance with this handbook and Army Regulations. Wearing a military uniform is a privilege. The Army uniform identifies cadets as special people. Wear the uniform with pride.

Uniform Guidelines:

Cadet CMD Regulation: CCR 670-1 (Uniform Insignia & Wear)
Army Regulation: AR 670-1 (Wear and Appearance of Army Uniforms and Insignia)

Appearance Standards. The Army is a uniformed service where discipline is judged, in part, by the manner in which the individual wears the prescribed uniform. Therefore, a neat and well-groomed appearance by cadets is fundamental within the Army and contributes to building the pride and esprit de corps essential to an effective military force. A vital ingredient of the Army's strength and military effectiveness is the pride and self-discipline that American Soldiers bring to their service. It is the responsibility of the PMS to ensure that cadets and military personnel present a neat and Soldierly appearance. It is the duty of all cadets to take pride in their appearance. Physical fitness and acceptable height and weight standards are also factors in personal appearance.

Hair. There are many hairstyles that are acceptable in the Army. So long as the cadet's hair is kept in a neat, clean manner, the acceptability of the style will be judged solely by the criteria described below. Extreme or fad style haircuts or hairstyles are not authorized. If dyes, tints, or bleaches are used, colors used must be natural to human hair and not present an extreme appearance. Lines or designs will not be cut into the hair or scalp. Styles of hair and texture differ among the different ethnic groups and these differences affect the length and bulk of hair, as well as the style worn by each cadet. Haircuts, without reference to style, will conform to the following standards.

Male

- The hair on top of the head will be neatly groomed. The length and bulk of the hair will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will present a tapered appearance and when combed will not fall over the ears or eyebrows or extend below the top edge of the collar except for the closely cut hair at the back of the neck. A block cut fullness in the back is permitted in moderate degrees as long as the tapered look is maintained. In all cases, the bulk or length of hair will not interfere with the normal wear of headgear.

- Sideburns will be neatly trimmed. The base will not be flared and will be a clean-shaven, horizontal line. The length of an individual hair of the sideburn will not exceed 1/8 inch when fully extended. Sideburns will not extend below the lowest part of the exterior ear opening.

- The face will be clean-shaven, with the exception of an authorized mustache. If a mustache is worn, it will be kept neatly trimmed, tapered, and tidy and will not present a chopped-off appearance. No portion of the mustache will cover the upper lip line or extend sideways beyond a vertical line drawn upward from the corner of the
mouth. Handlebar mustaches, goatees, and beards are not authorized. Beard growth is an exception only when prescribed by the appropriate medical authority.

Female
- Hair will be neatly groomed. The length and bulk of the hair will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will not fall over the eyebrows or extend below the bottom edge of the collar. Hair styles will not interfere with proper wearing of military headgear.

- Guidance for short, medium and long hair lengths is located at the following Cowboy Battalion web page URL: http://rotc.okstate.edu/cadet-portal/field-manuals.

- Guidance on unauthorized hair styles, the wear of braids, twist, dreadlocks, and cornrows is located at the following Cowboy Battalion web page URL: http://rotc.okstate.edu/cadet-portal/field-manuals.

- Wigs or hairpieces may be worn as long as the wig or hairpiece is of a natural hair color and the style and length conform to appearance standards.

- Hair holding ornaments (such as pins, clips, bands), if used, must be unadorned and plain and be transparent or similar in color to the hair, and will be inconspicuously placed. Beads or similar ornamental items are not authorized.

- Physical Training. Long length hair may be worn in a pony-tail during physical training. A single pony tail centered on the back of the head is authorized in PT uniform, except when considered a safety hazard. The pony tail is not required to be worn above the collar. Pony tails are authorized while conducting PT in utility uniforms; however, if the helmet is worn during physical training, hair must be secured using normal guidelines.

Wearing of Jewelry
- The wearing of a wrist watch, wrist identification bracelet, including a conservative style MIA/POW identification bracelet (only one item per wrist), and no more than two rings, one per hand, is authorized with cadet uniforms unless prohibited for safety or health reasons, as long as the style is conservative and in good taste.

- No jewelry, watch, chains or similar items, to include pens and pencils, will appear exposed on uniforms. Authorized exceptions are a conservative tie tack or tie clasp which may be worn with the black four-in-hand necktie.

- Female cadets are authorized optional wear of screw-on, clip-on, or post-type earrings with cadet uniforms. Earrings will not be worn with the ACU or physical fitness uniform. Earrings will not exceed 6mm or ¼ inch in diameter. They will be of gold, silver, white pearl or diamond; unadorned and spherical. When worn, earrings will fit snugly against the ear and will be worn as a matched pair with only one earring per ear lobe. Male cadets are not authorized to wear any type of earrings when in uniform or when wearing civilian clothing on duty.

- Fad devices, vogue medallions, personal talismans, or amulets are not authorized for wear in uniform or on duty.
• Attaching, affixing, or displaying objects, articles, jewelry, or ornamentation to, though, or under the skin, tongue, or any body part is prohibited with the exception of earrings worn by female cadets.

**Dental Ornamentation**
• The use caps of any unnatural color or texture is prohibited.
• Teeth, whether natural, capped or veneered, will not be ornamented with designs, jewels, initials, and so forth.
• The unnatural shaping of teeth for nonmedical reasons is prohibited.

**Tattoos and Branding**
• Unauthorized tattoo locations include the head, neck & face and anything above the T-shirt line, to include on/inside the eyelids, mouth and ears.
• Unauthorized tattoo locations also include the hands, fingers and wrist. Tattoos below the wrist bone are unauthorized.
• Extremist, indecent, sexist or racist tattoos/brands are unauthorized.
• Additional guidance on the Army’s tattoo and branding policy is located at the following Cowboy Battalion web page URL: [http://rotc.okstate.edu/cadet-portal/field-manuals](http://rotc.okstate.edu/cadet-portal/field-manuals).

**Cosmetics**
• Females are authorized to wear cosmetics applied conservatively (as determined by the PMS) and in good taste. Exaggerated or faddish cosmetic styles are inappropriate with the uniform and will not be worn. Lipstick and nail polish may be worn with all uniforms as long as the color is conservative and complements the uniform. Extreme shades of lipstick and nail polish such as purple, gold, blue, and white will not be worn.

**Fingernails**
• All personnel will keep fingernails clean and neatly trimmed so as not to interfere with the performance of duty, detract from the military image, or present a safety hazard. Male fingernails will not exceed a length that extends beyond the tip of the finger. Males will not wear nail polish. Females will not exceed a nail length of ¼ inch as measured from the tip of the finger. Females may wear only clear nail polish in all uniforms. Clear acrylic nails are authorized for females, provided that they have a natural appearance and conform to the Army standard addressed above.

**Hygiene and body grooming**
• Cadets are expected to maintain good daily hygiene and wear their uniforms so as not to detract from the overall military appearance.
Wearing of the Uniform

- When in uniform, always wear the complete uniform; never mix articles of civilian clothing with military uniform clothing. Your uniform shoes, socks, and all-weather coat (without insignia) may be worn with your civilian clothes.

- The cap will be worn when outdoors. Keep buttons buttoned, zippers closed, and snaps fastened. Footwear and brass must be highly shined.

- The Army ROTC uniform will not be worn outside of the United States except by specific authority.

- Army ROTC cadets may wear the uniform within the United States and its territories when:
  - Assembling for the purpose of military instruction.
  - Visiting a military installation to participate in military drills or exercises.
  - Attending other functions as authorized by the PMS.

- No part of the uniform distinctly belonging to the US Army may be worn with civilian clothing. Likewise, no civilian clothing items will be worn when in uniform. The issued uniform will be worn complete unless otherwise directed.

- An exception to this is safety equipment required by law or regulation, such as motorcycle helmets and reflective vests when riding motorcycles.

- Uniforms will be properly cleaned and maintained. Headgear will be worn at all times when outdoors unless directed otherwise. Headgear is not worn indoors, except on drill floors or under arms.

Army Combat Uniform (ACU) / Operational Camouflage Pattern (OCP)

- ACU/OCP uniforms may be worn by cadets who were issued them by either the ROTC supply technician or their NG or USAR unit. Uniforms should be washed in cold water with mild detergent and hung to dry. Ensure pocket fasteners are secure and that pants are bloused at the top of the boot. Subdued name and U.S. Army name tapes, a non-subdued U.S. flag patch, unit patches and authorized tabs will be secured to the uniform coat.

- The Cadet Command patch is worn on the left shoulder. The Cowboy Battalion patch will be worn on the right shoulder. “US Army” and “Name” tapes are worn immediately above the pocket of the ACU/OCP uniform coats. Subdued qualification badges are worn 1/4 inch above the “US Army” tape (See AR 670-1, http://rotc.okstate.edu/cadet-portal/field-manuals).

- The ACU/OCP cap is the basic headgear when in uniform. It will be worn straight on the head so that the cap band creates a straight line around the head parallel to the ground. The cap will be worn so no hair shows on the forehead.

- Cadet officers will wear subdued rank insignia on the front of the cap centered between the bill and the top edge of the cap. Cadet enlisted members and NCOs will wear the subdued rank in the same manner. Name tapes will be centered on the back of the cap.
ARMY COMBAT UNIFORM (ACU)

- ACU worn with the patrol cap
- Moisture-wicking tan T-shirt
- Mandarin collar worn in the down position
- Velcro backed U.S. ARMY and last-name tape
- Elbow pouch with Velcro closure for internal elbow pad inserts
- Zippered front closure, reinforced with Velcro, which provides a smooth surface when worn with the OTV
- Knee pouch with Velcro closure for internal kneepad inserts
- Leg cuff with front closure tie, which allows more comfortable closure on the outside of the boot collar
OPERATIONAL COMBAT PATTERN ARMY COMBAT UNIFORM (OCP)


2. Upper-sleeve pocket: A zipper replaces the hook-and-loop closure. The Infrared Identification Friend or Foe will be covered with a nylon tab on both sleeves.

3. Elbow patch: Internal pads removed along with the hook-and-loop; double fabric reinforcement retained.

4. Sleeve pen pocket: Two pen pocket channels instead of three.

5. Trouser waistband: No longer includes drawstring.

6. Cargo pocket: No longer cord-and-barrel lock.


8. Lower leg pocket flap: Button closure added as another hook-and-loop closure disappears.

Many changes have been made to the newest uniform; however, item note that the coyote brown t-shirt/belt/boots are now the prescribed uniform items for the OCP uniform.

*note- Depicted in the above photo is a subdued American flag patch on the right upper arm pocket; the appropriate flag for garrison operations is the non-subdued American flag patch.
1) GREEN FLEECE CAP
2) PT REFLECTIVE BELT (RIGHT SHOULDER TO LEFT)
3) IPFU JACKET
4) BLACK GLOVES
5) IPFU RUNNING PANTS (BLACK)
6) RUNNING SHOES
7) IPFU SHORT-SLEEVE SHIRT
8) PT REFLECTIVE BELT (WAIST)
9) WATCH (OPTIONAL)
10) IPFU SHORTS
11) ANKLE/CALF LENGTH SOCKS (NO LOGO) (white in color)
12) RUNNING SHOES
THE ARMY PHYSICAL FITNESS UNIFORM (APFU)

Below is a picture of the different variations that you may wear the APFU. The variation used for the day of Physical Training (PT) will be determined by the cadet COC, in coordination with cadre guidance.

1. Depicts a modified winter uniform (note: it is not authorized to wear winter pants with short-sleeve APFU shirts).
2. Depicts the APFU summer uniform (note: white or black socks are authorized for wear with the uniform; however, they must cover the ankle bone or be calf height).
3. Depicts the APFU full-winter uniform (note: the black fleece cap is the ONLY authorized head gear with this uniform; black gloves (logo free) may be worn with the winter APFU).
4. Depicts the modified winter APFU.
5. Depicts the summer APFU.

A yellow reflective belt will be worn at all times when conducting PT outdoors.
**Army Service Uniform (ASU).** The ASU includes the Army blue coat and trousers (dark blue in color) with belt loops and long-sleeved white shirt with shoulder loops and black 4-in-hand tie for males. The female ASU consists of the Army blue coat, skirt, a long-sleeved white shirt with shoulder loops and black neck tab. The black beret or service caps are authorized for wear with this uniform.

When the ASU is worn for evening social occasions, commanders can authorize a 'no head gear' policy. Male Soldiers will wear the black bowtie in lieu of the black 4-in-hand tie.

Additional guidance on the wear the ASU is located at the following Cowboy Battalion web page URL: [http://rotc.okstate.edu/cadet-portal/field-manuals](http://rotc.okstate.edu/cadet-portal/field-manuals).

**CADET AWARDS**

**General.** The objective of the Cowboy Battalion ROTC Awards Program is to recognize cadets for exemplary academic, leadership, physical fitness, extra-curricular and special qualifications achieved as a member of the OSU Army ROTC corps of cadets.

**Wear.** The highest precedence award (ribbon) is worn to the top and right of other awards. Additional awards (ribbons) earned follow by order of precedence with the lowest precedence award at the bottom left. The matrix listing cadet awards by order of precedence is located at the following Cowboy Battalion web page URL in the ROTC Cadet Awards document: [http://rotc.okstate.edu/cadet-portal/field-manuals](http://rotc.okstate.edu/cadet-portal/field-manuals).

**Additional Awards & Award Apertures.** Additional guidance on cadet ribbons, special awards, badges and apertures is located at the following Cowboy Battalion web page URL in the ROTC Cadet Awards document: [http://rotc.okstate.edu/cadet-portal/field-manuals](http://rotc.okstate.edu/cadet-portal/field-manuals).
CHAPTER VII

PHYSICAL FITNESS

The Importance of Physical Fitness. Physical fitness is an integral component of leadership and physical fitness is just as important to the accomplishment of the Army’s mission as is proficiency in military skills, tactical and technical training, and material readiness. Considering our variety of missions in different environments, the complete physical fitness of all Soldiers is most important. All military members must be prepared to perform their skills under extreme physical and mental stress. For details on the APFT and height/weight standards go to URL: http://rotc.okstate.edu/cadet-portal/field-manuals and look under FM 7-22.

Physical Readiness Training (PRT). PRT sessions always include the following elements: preparation, activity, and recovery. Exercises performed during PT preparation ready Soldiers for more intense PRT activities. Recovery exercises are performed at the end of every PRT session to gradually and safely bring the body back to its pre-exercise state.

Preparatory Drills – Executed at the beginning of physical training

<table>
<thead>
<tr>
<th>Exercise</th>
<th>Duration</th>
<th>Cadence</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Bend and Reach</td>
<td>5-10 repetitions</td>
<td>Slow</td>
</tr>
<tr>
<td>The Rear Lunge</td>
<td>5-10 repetitions</td>
<td>Slow</td>
</tr>
<tr>
<td>The High Jumper</td>
<td>5-10 repetitions</td>
<td>Moderate</td>
</tr>
<tr>
<td>The Rower</td>
<td>5-10 repetitions</td>
<td>Slow</td>
</tr>
<tr>
<td>The Squat Bender</td>
<td>5-10 repetitions</td>
<td>Slow</td>
</tr>
<tr>
<td>The Forward Lunge</td>
<td>5-10 repetitions</td>
<td>Slow</td>
</tr>
<tr>
<td>The Prone Row</td>
<td>5-10 repetitions</td>
<td>Slow</td>
</tr>
<tr>
<td>The Bent Leg Body Twist</td>
<td>5-10 repetitions</td>
<td>Slow</td>
</tr>
<tr>
<td>The Push-Up</td>
<td>5-10 repetitions</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

Recovery Drills - Executed at the conclusion of physical training

<table>
<thead>
<tr>
<th>Exercise</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Overhead Arm Pull</td>
<td>Hold 20-30 Seconds</td>
</tr>
<tr>
<td>The Rear Lunge</td>
<td>Hold 20-30 Seconds</td>
</tr>
<tr>
<td>The Extend and Flex</td>
<td>Hold 20-30 Seconds</td>
</tr>
<tr>
<td>The Thigh Stretch</td>
<td>Hold 20-30 Seconds</td>
</tr>
<tr>
<td>The Single Leg Over</td>
<td>Hold 20-30 Seconds</td>
</tr>
</tbody>
</table>

Army Physical Fitness Test (APFT). The APFT measures your muscular endurance and cardio respiratory fitness. The results of the test will provide you and your COC an indication of your state of fitness and will act as a guide in determining your PT needs. The APFT consists of three components; the push-up event, the sit-up event and the two-mile run event. The push-up event measures the endurance of the chest, shoulder and triceps muscles. The sit-up event measures the endurance of the abdominal and hip-flexor muscles. The two-mile run is used to assess your aerobic fitness and your leg muscles’ endurance. Cadets will be administered an APFT twice a semester.

APFT Event Scoring. Locate the number of repetitions you completed, or your run time, in the left most column in the chart below. Your age and gender column will correspond to the events’ number of repetitions/run time that you completed and the resulting point score for each event. You must score at least 60 total points to pass an event. You must achieve a minimum score of 60 points in
each event (push-up, sit-up and run) to successfully pass the APFT. An Army leader does not strive for minimums. Your personal goal should be to obtain a maximum score of 100 points in every event!

**Failure to pass a Record APFT can result in the loss of program benefits and/or other disciplinary action for contracted cadets.**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>REPS (MAX) (M/F)</td>
<td>71/42</td>
<td>75/46</td>
<td>77/50</td>
<td>75/45</td>
<td></td>
</tr>
<tr>
<td>REPS (MIN) (M/F)</td>
<td>42/19</td>
<td>40/17</td>
<td>39/17</td>
<td>36/15</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EVENT: Sit-Up</th>
<th>AGE GROUP</th>
<th>17-21</th>
<th>22-26</th>
<th>27-31</th>
<th>32-36</th>
</tr>
</thead>
<tbody>
<tr>
<td>REPS (MAX) (M/F)</td>
<td>78/78</td>
<td>80/80</td>
<td>82/82</td>
<td>76/76</td>
<td></td>
</tr>
<tr>
<td>REPS (MIN) (M/F)</td>
<td>53/53</td>
<td>50/50</td>
<td>45/45</td>
<td>42/42</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EVENT: 2 Mile Run</th>
<th>AGE GROUP</th>
<th>17-21</th>
<th>22-26</th>
<th>27-31</th>
<th>32-36</th>
</tr>
</thead>
<tbody>
<tr>
<td>REPS (MAX) (M/F)</td>
<td>13:00 / 15:36</td>
<td>13:00 / 15:36</td>
<td>13:18 / 15:48</td>
<td>13:18 / 15:54</td>
<td></td>
</tr>
<tr>
<td>REPS (MIN) (M/F)</td>
<td>15:54 / 18:54</td>
<td>16:36 / 19:36</td>
<td>17:00 / 20:30</td>
<td>17:42 / 21:42</td>
<td></td>
</tr>
</tbody>
</table>

**Army Height/Weight Standards.** Compliance with the Army height/weight standard is a pre-contracting and program retention requirement evaluated along with an APFT. Compliance is required for all contracted cadets and Soldiers regardless of service component. Screening weights based on gender, height and age group are used as a means to identify possible non-compliance with the Army height/weight standard. Failure to meet screening weight for your height and age group does not constitute non-compliance.

Cadets that do not meet minimum screening weight requirements will be taped in accordance with procedures outlined in AR 600-9 (The Army Body Composition Program) to determine compliance (pass/fail) with the Army’s body composition requirement.

**Failure to comply with the Army’s body composition standard can result in the loss of program benefits and/or other disciplinary action for contracted cadets.**

**Additional Information.** Additional guidance on the Army APFT event and height/weight standards is located at the following Cowboy Battalion web page URL under the PT section at [http://rotc.okstate.edu/cadet-portal/field-manuals](http://rotc.okstate.edu/cadet-portal/field-manuals).
CHAPTER VIII

BATTALION ACTIVITIES

The Cowboy Battalion encourages cadets to participate in organizations and activities on campus, as well as those sponsored by Army ROTC. These activities promote leadership opportunities, and increase knowledge.

BATTALION CALENDAR EVENTS – Annual Events

Dining-Out or Military Ball. The Dining-out or Military Ball is a formal dinner event for cadre, cadets, alumni, and their guests (dates or spouses). Special guests will be invited as well. The Mess follows some traditions but has a much less formal set of rules than a dining-in. The attire for cadre and contracted cadets for the military ball is the either the ASU or modified Class A uniform. Event guests are encouraged to wear formal civilian attire. Non-contracted cadets will wear formal civilian attire.

Awards Ceremony. A formal battalion awards ceremony will be held each spring to recognize cadets for their superb performance over the course of the academic semester and calendar year. The majority of the external awards and foundation and endowment cash awards are presented at this annual event.

Commissioning. The commissioning ceremony is the culminating point of the Cowboy Battalion’s leadership development program. Qualified senior cadets will be commissioned as an Army officer upon the conclusion of their final academic semester at OSU. This event marks the student’s transition from cadet to Army Officer. Commissioning ceremonies are scheduled at the conclusion of each academic school year, with mid-year and summer commissioning events scheduled as required.

Recruiting. The Cowboy Battalion will host and actively participate in high school and collegiate recruiting events on and off campus throughout the academic school year and summer break. No one is more qualified to discuss life on campus and as a member of the Cowboy Battalion than our corps of cadets. We encourage each of you to share your passion for the program with fellow students on campus and in your home towns. Many of you will have an opportunity to actively participate in our recruiting events.

Organizational Days. Organizational days will be conducted throughout the academic year as team building events to boost the battalion’s esprit de corps. Cadets, cadre, staff, alumni, prospective students, and family members are typically invited to participate in our organizational day events and cookout.

Ranger Challenge Competition. Ranger Challenge is the varsity sport of Army ROTC. A Ranger Challenge team consists of a primary team of nine cadets and two alternate cadets. Teams compete against other colleges throughout the nation in grueling head-to-head events such as patrolling, marksmanship, weapons assembly, one-rope bridge, grenade assault course, APFT, land navigation and a ten kilometer road march. Teams that win their respective brigade competition have the opportunity to compete at the annual Sand Hurst Competition hosted at the U.S. Military Service Academy at West Point.
ADDITIONAL ACTIVITIES

Football Game Support. The Cowboy Battalion actively participates in each OSU home football game at Boone Pickens Stadium. Cadets interested in any of the following events should contact their cadet COC for further information.

- **Color Guard.** The Cowboy Battalion provides a color guard for each home game at Boone Pickens Stadium. When possible, a joint Army/Air Force ROTC color guard is assembled for this pre-game activity. Color guard tryouts and rehearsals are a prerequisite for cadets interested in participating in this activity.

- **Push-up Board.** Cadets that volunteer to serve on the battalion’s push-up board team play an active role throughout the course of the football game. Cadets, under the leadership of a senior cadet, move the push-up board on the playing field after each OSU touchdown or field goal. A designated team member is hoisted up on the push-up board and executes a “to standard” push-up for every point scored. It is not uncommon for the push-up board team to be on camera during local or nationally televised events. Push-up board tryouts are conducted prior to each home game.

- **75mm Cannon.** The Cowboy Battalion’s 75mm Pack Howitzer, “Packy”, has been a part of OSU football tradition since 1952. The cannon crew typically consists of a senior cadet and two crewman. Cadets are responsible for the pre-game maintenance, pre-game test fire, and firing of the cannon throughout the game. A detailed standard operating procedure (SOP) outlining firing criteria and crew duties is outlined at the following URL under Cannon Operations: [http://rotc.okstate.edu/cadet-portal/field-manuals](http://rotc.okstate.edu/cadet-portal/field-manuals).

External Color Guard Support. The Cowboy Battalion provides color guards to support local organization activities throughout the academic school year. This venue provides an excellent opportunity for cadets to serve their community and represent the Cowboy Battalion!

Veterans Entrepreneurship Program (VEP). The Veterans Entrepreneurship Program, sponsored by the Spears School of Business Riata Center, provides a rigorous entrepreneurial learning and development opportunity for disabled veterans and those who distinguished themselves in their military service. It is designed for veterans who are interested in starting a venture as a means to financial independence or have an existing business that they would like to grow profitably. At the heart of the VEP is an intense, eight-day training program at OSU. Cadre and cadets from the Army and Air Force ROTC programs actively support the activities scheduled over the course of the training program at OSU.

Relay for Life. The local American Cancer Society and OSU host a Relay for Life event each year to promote how individuals can reduce their cancer risk and raise money to help end cancer. University student organizations actively participate in fund raising across campus and the local area to support cancer research and educate citizens on cancer risk. The Cowboy Battalion is an active participant in this annual event.
ROTC AFFILIATED ORGANIZATIONS

- **Pershing Rifles.** The National Society of Pershing Rifles is a military fraternal organization for college-level students founded by then 2LT (later General of the Armies of the United States) John “Black Jack” Pershing in 1894. OSU’s Company C, 7th Regiment was chartered on May 1948. The primary focus of the Pershing Rifles is on the development of member proficiency in individual and small unit tactical operations.

- **Scabbard and Blade.** The National Society of Scabbard and Blade is a joint service academic honor society dedicated to developing aspiring and current military officers that emulate the society’s Five Star qualities of honor, leadership, professionalism, officership, unity and fostering strong joint-service relationships. The Scabbard and Blade stands alone as the only collegian military honor organization recognized by the Association of College Honor Societies (ACHS). This accreditation allows students to add membership to their transcript and resume along with recognizing them for not only being an outstanding scholar, but also a superior officer candidate. OSU’s Company K, 2d Regiment was chartered in March 1920. Company K also serves as the Society’s national headquarters.

- **Army Blades.** The Alpha Beta Chi (ABX) organization is an auxiliary university student association dedicated to the promotion and support of the OSU Army ROTC program. The organization actively participates in a wide variety of on and off campus activities designed to support the Cowboy Battalion, honor service members and provide moral support in the form of letters and care packages to Soldiers serving abroad. The Army Blades was originally established on the OSU campus in 1963. Army Blade alumni include several women of distinction including Oklahoma’s 27th Governor, the Honorable Mary Fallon, and Oklahoma House of Representative and Assistant Majority Floor Leader, the Honorable Lee Denney.
CHAPTER IX

CADET PROFESSIONAL DEVELOPMENT TRAINING

U.S. Army Cadet Command (USACC) offers a variety of Cadet Professional Development Training (CPDT) opportunities outside of the typical ROTC classroom. Training opportunities include attendance at USACC’s entry (Basic Camp) and intermediate (Advanced Camp) leadership training programs at Fort Knox, Kentucky, and/or potentially earning an Army special skills badge, and/or the opportunity for cadets (MS III) to gain valuable insight about the role of a Lieutenant serving on active duty.

Leader’s Training Course (LTC). Cadets attend the 29-day LTC during the summer between their sophomore and junior year to receive alternative contracting credit for completion of the Army ROTC freshman and sophomore classes. The course is offered in multiple training cycles at Fort Knox, Kentucky over the summer.

Cadet Advanced Camp (Advanced Camp). Previously known as Leader Development and Assessment Course (LDAC) or Cadet Leadership Course (CLC), Advanced Camp is a course attended by all cadets the summer after completion of their Junior (MS III) year and is located at Fort Knox, Kentucky. This course is designed to further develop a cadet’s potential while being evaluated and assessed to shape the cadet ranking on the USACC nation-wide accession Order of Merit List (OML). Additionally Advanced Camp can help prepare cadet for attendance at the Basic Officer Leader Course (BOLC) after commissioning. Advanced Camp is typically 32 days.

Cadet Practical Field Training (CPFT). The CPFT program provides cadets an opportunity to participate in an Army skills badge producing program during the summer. Selection for participation in the CPFT program is highly competitive. Participant selection criteria and course duration varies. USACC will provide transportation, billeting and meals to cadets selected for CPFT participation. The following are schools offered to cadets:

- **Air Assault School (AASLT)**. Air Assault School is a ten-day course offered at multiple locations throughout the United States. Students receive training on air mobile and air assault helicopter operations, to include aircraft orientation, sling-load operations, proper rappelling techniques and fast-rope techniques. The course is composed of learning helicopter insertion techniques, rigorous training and examinations on a myriad of course-related subjects. The successful completion of all evaluations, exams and a timed 12-mile (19 km) road-march with rucksack are required for graduation.

- **Airborne School (ABN)**. Airborne school is a three-week program hosted at Fort Benning, Georgia, aimed at teaching students how to jump from airplanes using a static line. The curriculum is broken down into Ground, Tower and Jump Weeks.

- **Army Mountain Warfare School (AMWS)**. Mountain Warfare School is a 14-day course at Fort Ethan Allen, Vermont, designed to instruct students in Army operations in mountainous terrain. Graduates of the course get the ‘E’ skill identifier as a Military Mountaineer. Mountain Warfare School is extremely rigorous.

- **SAPPER Leader Course (SLC)**. The SLC is operated by the U.S. Army Engineer School at Fort Leonard Wood, Missouri. The six week, tab-producing course is designed to train students in demolitions and other engineer operations.
**Cadet Leader Training (CLT).** CLT provides select cadets an opportunity to serve on temporary duty as a cadet officer with an active duty unit located in the United States or abroad. Contracted Simultaneous Member Program (SMP) cadets are not eligible to participate in CLT.

- **Cadet Troop Leader Training (CTLT).** The CTLT track provides cadets the opportunity to serve in a Lieutenant-level leadership role over a three to four week period with an active duty Army unit. Assignments include units that are located in the United States or abroad. Cadets are assigned a mentor, and provided on-post lodging and meals at the unit dining facility. The CTLT program is exclusively designed for MSIII cadets that are not members of the NG or USAR.

**Cultural Understanding and Leadership Program (CULP).** USACC’s CULP overseas cultural immersion leadership program is the only summer training opportunity not under the preview of CPDT. Participation in the summer CULP program provides selected cadets an opportunity to travel abroad to one of over 40 countries. Cadets are immersed in the lives and cultures of local citizens of the host country. This experience produces officers who possess the right blend of language and cultural skills required to support global operations in the 21st century. This program is prioritized for contracted MS II cadets, then contracted MS I cadets, depending on the number of slots allotted OSU. Cadets will be selected based on their OSU ROTC OML ranking.
CHAPTER X
CADET CONDUCT

Civil Violations & Unauthorized Activities.

USACC and Battalion Policy Letters.

A command policy letter establishes command-wide policy, assigns responsibilities, and provides guiding principles for the conduct of subordinate commands, leaders, and individuals within a command. Violation of a command policy may result in punishment under the Uniform Code of Military Justice (UCMJ), and depending on the seriousness of the violation, may result in criminal prosecution under a U.S. Army Court Martial. In short, they are informative in nature in order to make commands, leaders, and individuals aware of their responsibilities and the current procedures, policies, regulations, and laws.

Violation of USACC, 5th BDE USACC, or OSU Army ROTC policy letters may result in the removal of a cadet from the ROTC program. A civil violation resulting in an arrest can be grounds for removal from the ROTC program, regardless of court outcome.

It is YOUR responsibility to insure you read, understand and comply with all USACC and Cowboy Battalion policy letters listed below and located at the following Cowboy Battalion web page URL: Policy Letters: http://rotc.okstate.edu/policy-letters.

USACC Policy Letters.
Commanders Open Door Policy
1- Commander Open Door Policy
2- Equal Opportunity Program
3- Equal Opportunity Complaint Procedures
4- Sexual Harassment/Assault Response and Prevention (SHARP)
5- Equal Employment Opportunity (EEO)
6- Anti-Harassment
7- Reasonable Accommodation
8- Promoting Health, Reducing Risk, and Preventing Suicide
9- Cadre-Student Relationships
10- Alcohol Policy
11- Restrictions on the Solicitation, Establishment, and Use of Lab Fees by Military Science Department within U.S. Army Cadet Command (USACC)
12- Filing of Confidential Financial Disclosure Reports (OGE Form 450)
13- Fort Knox Off Limits Establishments/Areas
14- Fort Knox Bar Letters
15- Fort Knox Cantigny Dining Facility (DFAC) Dress Code
16- Fort Knox Local Community Area

5th Brigade Policy Letters.
1- Open Door Policy
2- Equal Opportunity, Equal Employment Opportunity
3- EO Complaint Procedures
4- Sexual Harassment/Assault Response Prevention (SHARP)
5- Under Revision Alcohol and Drug Use
6- Safety
Interface with the Media. We live in a dynamic and ever-changing world. The innovations of the internet and social media have vastly expanded our ability to communicate and share personal and organizational information on a global scale. It is imperative that each of us maintain a high level of situational awareness with regard to the information that we elect to post or share with public media sources. Safeguarding personal information from compromise and accurately reporting facts associated with our service to the nation and as members of the Cowboy Battalion is vital. Contact your ROTC instructor prior to participating in any scheduled interview related to the Army ROTC program.

Media Do’s and Don’ts. Remember Operational Security - what you say can affect the lives of others.

- Be honest and forthright.
- Don't speak for the command or other Soldiers.
- Don't speculate about issues you are not involved in - stay in your lane.
- Speak in terms familiar to non-military people - minimize acronyms and jargon.
- If you don't know the answer to a question - say so.
- Remember that everything you say is 'on the record' and avoid saying 'no comment'.
- You do have the right to decline an interview.

Social Networking. Social networking is rapidly becoming a predominant means to communicate and share information across the globe. This technology, like any other part of the internet, can create serious security risks for you and your personal information. Many social networks will tell you that the more information you provide, the more you can benefit from collaborative options. Expanding your network profile may appear to provide value for on-line job searches or expanding your social network, but keep in mind that social networking, regardless of security claims, takes place in public space. Even personal information that may appear to be unimportant can be dangerous in the wrong hands.
The best attitude to take in order to enjoy the benefits of social networking, while minimizing the inherent risks, is to remain **SKEPTICAL** of any request for personal information and be **CAUTIOUS** of any information you might elect to post to the social media. Some recommended “Do’s and Don’ts associated with social networking are as follows:

Social Networking – “Do’s”
- **Do use a strong password.**
- **Do use privacy settings.** Insist your friends use theirs too.
- **Do use HTTPS** to connect to your social networking sites whenever possible, especially when connecting from a public hotspot. Be wary if your social networking service only uses HTTPS for login credentials only.
- **Do verify** friend/follower requests. Don’t accept just anyone. Most scams start by someone bluffing their way onto your ‘associates’ list. Know with whom you are sharing your information.
- **Do verify links, attachments, downloads, emails, and anything sent to you.** Even your trusted friends could have had their accounts hacked. Do not wire that "emergency money" until you can voice verify.
- **Do investigate** information to which a third-party add-on, game, extension, etc. has access. Does that poker game really need access to your contacts list?
- **Do read** the security tips and instructions provided by the social network site itself, as well as what trusted security professionals and sources have to say.

Social Networking – “Don’ts”
- **Don’t post** any material or comment portraying the ROTC Program, the Army or Nation in a derogatory manner. *Failure to comply could result in disciplinary action.*
- **Don’t share your password** or use the same password for any other services. If a leak on one social network site causes your password to become public, you don’t want a hacker being able to use that same password to log into your other accounts.
- **Don’t provide more information than necessary.** Hackers, scammers, and stalkers all use that information to do everything from guessing answers to your security questions to impersonating you when trying to scam another user.
- **Don’t post personal itineraries.** Posting that you are going to be out of town is an invitation to criminals to break-in to your home while you are away.
- **Don’t upload anything you wouldn’t want everyone to see.** Nothing is ever really gone from the internet. Even if you delete a picture from your account, it’s still sitting on a server somewhere.
- **Don’t post sensitive information.** Posting sensitive information to social media could harm you or your organization.
CHAPTER XI
OPERATIONS

Troop Leading Procedures (TLPs). TLPs are a dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. The process enables leaders to maximize the use of available planning time while developing effective plans and preparing their units for an operation. TLPs consist of a series of eight steps. The sequence of the steps of TLPs is not rigid. Some steps, such as Supervise and Refine, take place throughout mission preparation while Initiate Necessary Movement (prior to plan completion) may not be conducted at all. Leaders modify the process as time and situation dictate.

Step 1 – Receive the Mission.
Step 2 – Issue a Warning Order (WARNO).
Step 3 – Make a Tentative Plan.
Step 4 – Initiate Necessary Movement.
Step 5 – Conduct Reconnaissance.
Step 6 – Complete the Plan.
Step 7 – Issue the Order (OPORD).
Step 8 – Supervise and Refine.

Military Orders. An order is a communication (written, oral, or by signal) which conveys instructions from a superior to a subordinate. There are three types of orders; the Warning Order (WARNO), the Operations Order (OPORD) and the Fragmentary Order (FRAGO).

The Warning Order. Senior leaders issue an oral WARNO immediately following notification of a pending operation (TLP Step #1- Receive the Mission) from their higher headquarters. The WARNO provides subordinate leaders the opportunity to begin their own planning (parallel planning) and mission preparation while senior leaders develop their operation order (TLP Steps # 3-6). The WARNO format is not ridged but generally follows the five paragraph OPORD format. The WARNO addresses the following elements of information:

- Task Organization
- Enemy Situation *
- Mission or the Nature of Operation
- Tentative Time Line: Time for OPORD and time the operation will begin
- (Time specified to cross the Line of Departure (LD), depart an Assembly Area (AA) or a Patrol Base (PB)
- Location & Who Attends OPORD
- Rehearsal Guidance - for completion “prior to” the OPORD
- Tasks not Covered by unit SOP – for completion “prior to” the OPORD
- Challenge & Password, Running Password, and Number Combination *

* Not required by doctrine but highly recommended

The Operations Order. The OPORD provides a clear and concise explanation about the unit’s mission, the commander’s intent and the concept of how subordinate units will accomplish the mission. The OPORD must not contain unnecessary information that could obscure what is essential and important. Senior leaders must ensure that subordinate leaders know exactly what must be done, when it must be done, and how the unit must work together to accomplish the mission and achieve the commander’s intent.
The five paragraph OPORD format provides leaders the ability to paint a complete picture of all aspects of the operation with respect to terrain, weather, enemy forces, friendly units, the unit’s mission, execution, sustainment and command and control.

The following is an example of a generic five paragraph OPORD and primary subparagraphs. A more in-depth example of the OPORD is located at the following Cowboy Battalion web page URL under Operation Order Example: http://rotc.okstate.edu/cadet-portal/field-manuals.

1. **Situation**
   a. Area of Operation (terrain & weather)
   b. Enemy Forces
   c. Friendly Forces
   d. Civil Considerations
   e. Attachments and detachments

2. **Mission**

3. **Execution**
   a. Concept of the Operation
   b. Scheme of Maneuver
   c. Fires
   d. Task to Subordinate Units
   e. Coordinating Instructions

4. **Sustainment**
   a. Support Concept
   b. Materials and Services
   c. Health Service Support
   d. Personnel

5. **Command and Signal**
   a. Command
   b. Control
   c. Signal

**Fragmentary Order.** The FRAGO is an abbreviated form of an OPORD issued as needed after an OPORD is issued to change or modify the initial order.

- FRAGOs include all five OPORD paragraph headings and differ from OPORDs only in the degree of detail provided. After each paragraph heading, the FRAGO provides either new information or states “no change.”
- FRAGOs provide brief and specific instructions.
- FRAGOs address only those parts of the original OPORD that have changed.
- FRAGOs may be issued as overlay orders.
Leaders verbally issue the order using the standard five-paragraph outline. When giving a verbal briefing, the briefer discusses only the items in the order that have changed from an original order.

Note: A new OPORD must be issued when the situation changes completely or significant changes to the original order make it obsolete.

The After Action Review (AAR). The AAR is an integral leader-led component of any administrative or tactical training event. The following generic comments apply to all AARs:

- Conducted during or immediately after each event.
- Focused on intended training objectives.
- Focused on Soldier, leader, and unit performance.
- Involve all participants in the discussion.
- Use of open-ended questions.
- Related to specific standards.
- Determine strengths and weaknesses.
- Link performance to subsequent training.

Additional information on the AAR is located at the following Cowboy Battalion web page URL under AAR Example: http://rotc.okstate.edu/cadet-portal/field-manuals.
CHAPTER XII

CADET REFERENCES

Branches of the Army. Each Army officer is assigned to one of the Army’s branches. Each cadet requests assignment to a branch of preference. Every effort is made to assign new officers to a branch of choice. Branches are listed by operational category. Additional information on each branch is located at the Army’s official web site: https://www.goarmy.com/.

OPERATIONS DIVISION

AIR DEFENSE ARTILLERY
The defense of the third dimension of the modern battlefield-the airspace above- is the mission of Air Defense Artillery. Officers in this branch employ the sophisticated radar, missile, and gun systems that protect our ground forces from the hostile action of enemy aircraft.

ARMOR
Commanding the finest tanks and related mechanized equipment in the world, the Armor Officer controls some of the most lethal assets on the modern battlefield.

AVIATION
Commanding the diverse aviation assets of the Army-both fixed-wing and rotary (helicopters)-are officers of the Aviation Branch. After extensive and demanding flight training, officers in this branch pilot the combat and support aviation assets which ensure the fighting agility of our forces.

CHEMICAL CORPS
The Chemical Corps officer advises the commander on the best way to counter the chemical, biological, and nuclear hazards which may be encountered by our forces on the battlefield. Officers in this specialty also provide technical expertise on the employment of nuclear and chemical weapons by friendly forces.

CORPS OF ENGINEERS
The peacetime mission of the Corps of Engineers includes construction of military office buildings and barracks and environmental and ecological projects such as dams, bridges and harbors. During combat operations, engineers construct obstacles which are used to impede the enemy and clear obstacles implanted by the enemy which hinder the movement of friendly ground forces.
FIELD ARTILLERY
Field Artillery officers control the devastating arsenal of weapons that bring long-range fire to bear on enemy targets. Officers in this specialty manage the missile and cannon weapons which stand ready to deliver high-explosive payloads on enemy targets.

INFANTRY
Commanding the ground forces, which must be ready to destroy enemy forces through close ground combat, is the job of the Infantry Officer. Infantry officers lead by example and will be found in the thick of any military conflict.

MILITARY POLICE
Military Police Corps officers are trained in critical aspects of law enforcement such as traffic control, crime prevention, and criminal investigative procedures prior to assuming their duties. Other functions include prevention of sabotage and the supervision of prisoners of war.

OPERATIONS SUPPORT DIVISION

MILITARY INTELLIGENCE
The Military Intelligence officer plans and supervises the collection, analysis, and dissemination of information collected about those military forces that oppose us on the battlefield.

SIGNAL CORPS
Signal Corps officers are vital members of the combined arms team. Signal Corps officers advise commanders on the employment of cable, switching, radio and satellite communications. If you cannot communicate, you cannot shoot and move.

FORCE SUSTAINMENT DIVISION

ADJUTANT GENERALS CORPS
In many ways, the Adjutant Generals Corps runs the Army. Adjutant General’s Corps officers administer the Army’s post office, archives publications and even the Army’s Band. The Adjutant General’s Corps directs personnel management systems that impact unit readiness, morale and Soldier career satisfaction.
FINANCE CORPS
Finance officers entering the Finance Corps learn all aspects of military and civilian pay operations. These include disbursement of public funds, payment of travel and transportation allowances, processing commercial transactions, and other related payment activities.

ORDNANCE CORPS
Maintaining and servicing the complex arsenal of weapons in the Army inventory is the job of the Ordnance Corps. To accomplish this mission, Ordnance Corps officers must be skilled at handling equipment, munitions, and most importantly, be able to lead the civilian technicians and Soldiers assigned to these units.

QUARTERMASTER CORPS
Officers choosing the Quartermaster Corps receive extensive training in supply operations. Armed with the latest data processing equipment, quartermaster officers ensure that the immense quantities of equipment required to support a modern Army is available worldwide as needed.

TRANSPORTATION CORPS
Moving equipment, Soldiers, and supplies throughout the world using wheeled vehicles, aircraft and watercraft is the job of the Transportation Corps. Officers in this specialty accomplish such tasks as traffic management, the movement of personal property, and the management of military support.

SPECIAL BRANCHES

CHAPLAIN CORPS
Army chaplains provide religious services and counseling, morale enhancement and other support to Soldiers and Family members in both the field and in garrison.

JUDGE ADVOCATE GENERAL’S CORPS (JAG)
This branch provides legal services to Soldiers and serves as prosecutors and defense attorneys for criminal trial.
MEDICAL CORPS
The component of the Army Medical Department that sets physical standards and provides physician services for Army personnel and their dependents.

MEDICAL SERVICE CORPS
The component of the Army Medical Department that provides scientists and specialists in areas allied with medicine, as well as technicians in the areas of administration, supply, environmental sciences, and engineering related to the provision of medical services. Opportunities in the Medical Service Corps include working in the specialties of optometry, podiatry, and pharmacy as well as medical supply and administration.

NURSE CORPS
Nurse Corps officers practice nursing at its best throughout a widely varied clinical spectrum. Nurse Corps officers receive opportunities to advance their careers with new clinical experiences and progressive educational programs.

VETERINARY CORPS BRANCH
Veterinary Corps officers are engaged in biomedical and subsistence research and development. Veterinarians could give complete medical and surgical care to government dogs, drug-and explosive-detection dogs, laboratory animals and ceremonial horses. Army veterinarians also provide world-wide support for Air Force, Navy and Marine units.
### Army Doctrine Publications (ADP)

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<tr>
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### Field Manuals (FM)

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<td>INFANTRY RIFLE PLATOON &amp; SQUAD</td>
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<td>RIFLE MARKSMANSHIP, M16-/M4 SERIES WPNS</td>
<td>12 AUG 08</td>
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<td>FM 7-22</td>
<td>ARMY PHYSICAL READINESS TRAINING (PRT)</td>
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<td>FM 21-18</td>
<td>FOOT MARCHES</td>
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<td>FM 6-22</td>
<td>LEADERSHIP DEVELOPMENT</td>
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### Training Circulars (TC)

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<td>MAP READING AND LAND NAVIGATION</td>
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<td>TC 21-24</td>
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### Soldier Manual of Common Tasks (SMCT)

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<td>WARRIOR SKILLS LEVEL 1</td>
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<td>STP 21-24-SMCT</td>
<td>WARRIOR LEADER, SKILL LEVELS 2, 3 &amp; 4</td>
<td>09 SEP 08</td>
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### Army Regulations (AR)

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<td>ARMY BODY COMPOSITION PROGRAM (HT/WT)</td>
<td>28 JUN 13</td>
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<td>AR 670-1</td>
<td>WEAR AND APPEARANCE OF ARMY UNIFORMS &amp; INSIGNIA</td>
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### Cadet Command Regulations (CCR)

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<td>CCR 670-1</td>
<td>UNIFORM INSIGNIA: WEAR AND APPEARANCE</td>
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Note: An Army Doctrinal Reference Publication (ADRP) is a summarized version of the Army Doctrinal Publication (ADP).
URL References

The Army Publication Web Site:  http://armypubs.army.mil/
AKO Web site access required for access to this link

The Cadet Command Web Site:  https://rotcblackboard.com
ROTC Instructors must provide cadet access to this link

The Army Web Site (Branch Information):  www.goarmy.com/

*Physical Readiness Training (PRT) Warm-Up:*  
www.youtube.com/watch?v=s6HlWmhyHy4

PRT Cool Down:  http://www.youtube.com/watch?feature=player_detailpage&v=Fm9-IRXBxGY

Army Body Fat Calculator:  
http://www.calculator.net/army-body-fat-calculator.html

How to Assemble a MOLLE Pack:  
http://www.youtube.com/watch?v=2WQwG-UwYTA&list=PL406A0F438F952408&index=1

Battalion Social Media Sites

The Cowboy Battalion Web Site:  
http://rotc.okstate.edu/

The Cowboy Battalion Face Book:  
https://www.facebook.com/pages/Oklahoma-State-University-Army-ROTC/150477178333299

The Cowboy Alumni Chapter (LinkedIn) Web Site:  
http://www.linkedin.com/pub/oklahoma-state-university-army-rotc-alumni-chapter/32/a24/94a
CONTACT NUMBERS

- **EMERGENCY: 911** Cadets are directed to immediately call 911 for any emergency related to the loss of life, limb, eye sight or sexual assault.

- **Cowboy Battalion Sober Driver Program.** The Cowboy Battalion’s Sober Driver Program is designed to provide any cadet a safe, non-retribution alternative to driving while under the influence of alcohol. Designated cadet volunteer drivers are on call 24hrs daily to provide this very necessary and potentially life-saving service. Contact your cadet COC for the current Sober Driver Hotline telephone number. Please do not hesitate to use this valuable tool!

**On – Campus Services**

- OSU Police Non-Emergency 405-744-6523
- Crime Stoppers (Tip Line) 405-744-8477
- University Health Services 405-744-7665
- University Counseling Services 405-744-5472
- Psychological Services Center 405-744-5975
- Student Conduct Office 405-744-5470

**Stillwater Community Services**

- Stillwater Police Non-Emergency 405-372-4171
- Payne County Sheriff’s Department 405-372-4522
- Rape & Domestic Violence 24-Hour Crisis Line 405-624-3020
- Stillwater Medical Center (Hospital) 405-372-1480
- Reach-Out Hotline 800-522-9054

**ROTC Staff**

- Main Office 405-744-1775
- Recruiting Office 405-744-2055
- Human Resource Assistant (HRA) 405-744-1975