

NMMI Army ROTC Early Commissioning Program

ROTC Handbook

Part 2 – Military Science III

(Freshman Year at NMMI)

Military Science and Leadership III	1
Professional Appearance	2
Life as an ECP Cadet at NMMI	3
Military Courtesies	4
Military Customs	6
ROTC Squadron Leadership	7
ROTC Mentorship Program	10
Contracting	10
Pre-Nursing Program	10
Ranger Challenge	12
Physical Training and the Army Physical Fitness Test (APFT)	13
Leader Development Exercise (LDX)	13
Cadet Leader Course (CLC)	13
Travel Orders	13
Reporting Instructions	14
Opportunities (Airborne, AA, MWS, NWS, CTLT, CULP)	14
Order of Merit List	17

Military Science and Leadership (MSL) III

The MSL 301 and 302 courses comprise your first year of ROTC classes and are a part of your NMMI academic schedule. Overview of MSL 301/302: Training Management and War Fighting Functions MSL 301/302 is an academically challenging course where you will study, practice and apply the fundamentals of Army Leadership, Officership, Army Values and Ethics, Personal Development and small unit tactics at the platoon level. At the conclusion of this course, you will be capable of planning, coordinating, navigating, motivating and leading a squad and platoon in the execution of a mission during a classroom PE, a Leadership Lab, or during a Leader Development Exercise (LDX). You will be required to write peer evaluations and receive feedback on your abilities as a leader and how to improve those leader skills that can further develop you into a successful officer. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, and practical exercises, a mid-

term exam, and a final exam. You will receive systematic and specific feedback on your leader attributes, values, and core leader competencies from your instructor, other ROTC cadre, and MSIV Cadets who will evaluate you using the Cadet Officer Evaluation System (OES). Successful completion of this course will help prepare you for the ROTC Cadet Leader Course (CLC), which you will attend in the summer at Fort Knox, KY.

Professional Appearance

Uniform Standards

When you wear a uniform you represent the Garryowen Squadron, the Reserve Officer's Training Corps, and the United States Army. Wear your uniform properly and with pride. Uniform items and civilian clothing items will not be worn together. Uniforms, as listed below, will be worn complete unless otherwise directed, to include identification tags. An exception to this is safety equipment required by law or regulation, such as motorcycle helmets.

PT Uniform

The Army Physical Fitness Uniform (APFU) consists of the gray short- or long-sleeved shirt, black shorts, white or black calf- or ankle-length socks (without stripes or logos), running shoes, and reflective belt. When directed, and dependent upon weather conditions, the gray jacket and black pants with cold weather cap and gloves may be worn.

The Army Combat Uniform (ACU)

The ACU is the standard digital camouflage uniform that all Soldiers wear. The ACU is worn with black/green wool socks, tan t-shirt, and tan belt with buckle. Tan boots are worn with the ACU. All pockets will be buttoned and trousers will be bloused at the tops of boots. When the field jacket is worn, it is worn zipped and buttoned. The subdued Cadet Command patch will be worn on the left sleeve. U.S. Army tapes will be worn above the left breast pocket and nametapes will be worn above the right breast pocket of the ACU and on field jackets. Subdued qualification badges (airborne, air assault, etc.) are worn ¼ inch above the U.S. Army tape. The ACU cap will be worn straight on the head so that the cap band creates a straight line around the head parallel to the ground and so no hair is visible on the forehead. Subdued insignia of rank will be worn on the front of the cap centered between the bill and the top edge of the cap. New Mexico Military Institute Uniforms. All New Mexico Military Institute uniforms will be worn in accordance with NMMI regulations.

Male Cadets

Male cadets will be clean-shaven and will have an appropriate haircut at all times.

Female Cadets

Female cadets will wear their hair so that it does not appear ragged or extend below the bottom edge of the collar. Only female cadets may wear earrings with the service or dress uniforms. Earrings will not to exceed 1/4 inch in diameter and will be unadorned, spherical type, in gold, silver or pearl. When worn, earrings will fit snugly against the ear as a matched pair with only one earring per ear lobe. Earrings will not be worn in a field environment.

Jewelry

Cadets may wear wrist watches, identification bracelets, and rings while in uniform. No other jewelry, watch chains, pens, or pencils will appear exposed on uniforms.

Life as an ECP Cadet at NMMI

Overview

Life as an ECP Cadet at New Mexico Military Institute is challenging and demanding. First, you will be following an academic program leading to an associate's degree. In addition, you will be living in a regimented environment that includes mess formations, drill, parade, the plebe system, study hall, and additional leadership responsibilities. On top of all this, you will have ROTC requirements that include classroom instruction, leadership lab, regular physical training, weekend training events, and mandatory summer training. You will have to be capable of balancing a multitude of requirements.

Image

You are leaders in the ROTC Battalion and the Corps of Cadets simply by being in the ECP – *people expect more out of you!* We expect you to set the example in everything you do and to enforce standards; *you are solely responsible for your actions or inaction!* This expectation applies to every situation in which you find yourself:

BASIC CAMP/CLC/CTLT/CPDT/CULP barracks/classroom/athletic field/on leave/drill/etc. Your conduct, appearance, and attitude reflect on you, this unit, NMMI, and the US Army. You will address others (military or civilian) as "sir," "ma'am," or "sergeant." Harassment of any kind and of anyone will not be tolerated and you will strictly adhere to the NMMI Honor Code.

Honor System

NMMI operates under an honor code which states, "A Cadet will not lie, cheat, or steal nor tolerate those who do." Lying is defined as making a statement one knows to be false; cheating is defined as receiving unauthorized assistance on work for grade; stealing is defined as taking something that does not belong to you; tolerating is defined as not reporting honor violations you know to have been committed by others. In addition to being the way of life at NMMI, honorable behavior is also expected of Army officers and ECP Cadets. Breaches of the honor code will not be tolerated and are grounds for disenrollment from the ECP.

New Cadet/Old Cadet System

All new Cadets at NMMI must successfully complete a period of training known as the RAT System. The goal of the RAT System is to prepare new Cadets for academic, physical, and leadership success through a demanding period of instruction and performance. A Cadet's first year is divided into two phases, the RAT phase and the New Cadet phase. The RAT phase begins on the day a new cadet reports to NMMI and continues until Recognition Day, usually early October. The New Cadet phase begins on Recognition Day and continues until the end of the

first semester in December. As ECP Cadets, you are expected to exceed the standards of the RAT System and set the example for other RATs.

Military Courtesies

General

Cadets must always display courtesy and good manners. A Cadet who lacks courtesy and practices poor manners reflects poorly on all members of the Battalion. Accordingly, the Cadet who fails to observe basic courtesies can expect criticism from both peers and superiors.

Salute

Since antiquity, men of arms have rendered some form of salute as an exchange of greeting. As through the ages, the method of saluting still varies in form today between different armies. Whatever the form, the salute pertains to all military personnel, and its use is restricted to those in good standing.

History

The specific origin of the hand salute is unknown, but we do know that it was common practice during the age of chivalry. In that period, mounted knights wore armor and chain mail, which completely covered their bodies. When two friendly knights met, it was customary for each to raise his visor with the right hand. This gesture exposed the face and also removed the right hand, the sword hand, from the vicinity of the weapon. Later, during the Middle Ages, wealthy men often wore heavy capes, which covered their swords. Upon meeting a friend, a man would throw back his cape by raising his right hand. This disclosed that his right hand was not on the sword hilt. These gestures gained recognition as a proper greeting among soldiers long after swords and chain mail became obsolete. Today, the military salute remains a unique exchange of greetings between military personnel.

Saluting Etiquette

The salute will be rendered in a precise military manner; it will never be rendered casually or with an object in your right hand. If you happen to be speaking on a cellular phone, lower it before you render a salute. The salute is rendered only at a halt or a walk; when running, the individual will slow to a walk before saluting. Render salutes whether persons are covered (wearing a hat) or uncovered. The salute is appropriate:

- When the National Anthem or "To the Colors" is played.
- For the National Colors.
- In formation as required by ceremony, such as making attendance reports.

The salute will always be rendered whenever a Cadet in uniform passes a commissioned or warrant officer, regardless of that officer's branch of service. When the Cadet is not in uniform, saluting an officer is at the discretion of the individual. As a final note, the salute is not rendered when passing someone indoors.

Saluting with a weapon

If armed, the Cadet will execute the proper rifle salute instead of the hand salute.

Formal reporting

When reporting to an officer (either Cadet or commissioned officer), the cadet should knock before entering the officer's office or room. After entering, the Cadet will come to the position of attention, salute, and report. An example of a proper way to report is: "Sir/Ma'am, Cadet Doe reports." When the business is completed, the Cadet takes one step backward, salutes, faces about, and departs. Reporting is the same whether indoors or outdoors. However, when reporting indoors, the Cadet must remember to remove headgear, unless the Cadet is under arms (carrying a weapon). After reporting, the Cadet stands at attention during the interview unless told to do otherwise.

Addressing Officers

A Soldier, when addressing a superior officer, uses the word "Sir/Ma'am" in the same manner as would a civilian speaking to a person to whom he wishes to show respect. The difference between the civilian and military is that the matter of who says "Sir/Ma'am" to whom is clearly defined in the military. The natural use of "Sir/Ma'am" is something that comes with time in the Army. Some officers fall into the habit easily while others must work at it. As a general rule, use "Sir/Ma'am" when speaking either officially or socially to any senior officer as well as during conversation.

When addressing an officer by rank, you should always use the complete military title and name. It is incorrect to simply address an officer as "Major" or "Captain." The Cadet must address the officer as "Major Smith" or "Captain Jones." Address both Second and First Lieutenants as "Lieutenant" and their name. Address Lieutenant Colonels as "Colonel." The exception to this rule is when addressing a general officer. You can simply address a general officer as "General." When speaking with a general officer, you may use the word "General" gracefully in the place of "Sir/Ma'am." For example: "Good evening, General," rather than "Good evening, Sir/Ma'am."

Addressing Non-Commissioned Officers (NCO)

In addressing NCO's or Cadet NCO's, use the term "Sergeant" followed by the NCO's last name for all grades except Corporal, First Sergeant, and Sergeant Major. In answering in the affirmative or negative, the Cadet will say "Yes, Sergeant," "Yes, First Sergeant," or "No, Sergeant Major."

Military Customs

While the following issues pertain more to commissioned officers than to Cadets, you should become familiar with accepted military customs. These customs are part of every officer's life.

No Excuses

The practice of accepting and accomplishing any task assigned is one of the most firmly established concepts of military service. If you cannot accomplish a certain task, it is traditionally dictated that you not offer excuses to justify the failure. By the same token, if you feel that you cannot successfully complete a task, you should notify the officer who assigned the task to you at the earliest opportunity.

The idea that all tasks or missions assigned to an Army officer directly contribute to the Army's mission for the defense of our nation is the basis for this custom. In that regard, failure is unacceptable. In practice, officers should focus their efforts and ingenuity on finding solutions to the tasks they are given, rather than on a search for reasons why not to attempt the task or excuses for why it cannot be accomplished. A strong sense of ethical self-discipline must accompany your focus on mission accomplishment. This will ensure you perform all actions within the letter and the intent of appropriate policies, regulations and established procedures.

Given these guidelines, the officer must realize that there are certain circumstances under which "No excuse, Sir/Ma'am" is not an appropriate answer. If the task in question was not accomplished for reasons which indicate that some part of the system is not functioning properly, the officer has the obligation to point out those flaws in the system rather than allowing them to pass unnoticed in a misplaced sense of self-sacrifice.

However, never point out such flaws in others in an attempt to conceal your own failings.

Senior Officers

Unlike enlisted personnel, officers are not called to attention when assembled in a group. However, officers still observe the custom of coming to attention for senior officers. To show respect for the senior officer, the traditional approach is to announce the senior officer. When in a conference room or auditorium, an officer is posted to watch for the senior officer. As the senior officer approaches, the warning "At ease" is given. As the senior officer enters the room, a designated person makes the announcement "Ladies and Gentlemen, the Commander" (or other appropriate title). All officers will stand at attention until told to take seats.

Senior-Subordinate Relationships

It is improper for an officer to be overly familiar or "personal" with an enlisted soldier. To a large extent, the same guidance holds for official dealings between officers of different ranks. Military custom and regulations forbid subordinates from developing personal relationships with their superiors.

To avoid placing yourself in a position where you become too familiar with a subordinate, always conduct yourself in a responsible manner. The custom of avoiding senior subordinate familiarity is not based on snobbery but on time-proven psychological principles.

As a new lieutenant, you will strive to earn the respect of your Soldiers based on your technical and tactical proficiency. You do not need to make this more difficult by introducing problems as a result of over-familiarity.

As an officer, you are different from your Soldiers in both duties and responsibilities. You must remember that this does not make you better than your Soldiers. You should not place yourself or your Soldiers in a position where familiarity interferes with your responsibilities.

Thanks

It is a military custom that you do not thank a superior when he does something for you or your unit in the course of his official duties. Temper these situations with the courteous use of the phrase "Thank You" which is, at times, the only possible response.

Compliments

If you or your unit receives a compliment, you have an obligation to ensure that you acknowledge the efforts of your Soldiers. If, at the conclusion of an inspection, a senior officer said, "Lieutenant Smith, I want to compliment you on the appearance of your platoon," acknowledge your Soldiers' efforts with an answer like "Sir, I will tell my Soldiers."

ROTC Squadron Leadership

Squadron Commander:

- Commands and controls the squadron
- Uses staff to manage squadron activities
- Assumes responsibility for the health, welfare, morale, and discipline of the squadron
- Provides training objectives for subordinate commands
- Disseminates command guidance/issues orders
- Executes the orders of the PMS and cadre
- Inspects and ensures order and policies are followed

Squadron Executive Officer:

- Supervises all tasks assigned to the staff
- Directs the efforts of special staff officers
- Ensures staff is rendering assistance to subordinate commands
- Supervises the implementation of risk management
- Serves as Squadron Commander in the Squadron Commander's absence

Squadron Personnel Officer (S-1):

- Monitors unit strength and reports attendance to the cadre

- Supervises morale support activities including recreational and fitness activities
- Supervises award programs
- Supervises administration of discipline
- Advises the commander on personnel and administrative policies

Squadron Operations Officer (S-3):

- Prepares monthly/weekly training meeting schedules
- Develops Mission Essential Task List (METL)
- Supervises the execution of training
- Determines requirements and priorities for the allocation of resources
- Prepares, coordinates, authenticates, publishes, and distributes WARNOS and FRAGOS
- Compiles training records and reports, such as After Action Reviews (AARs)

Squadron Logistics Officer (S-4):

- Coordinates the use of all classes of supply
- Determines maintenance requirements
- Coordinates transportation
- Coordinates the distribution of TA-50 and personal clothing
- Coordinates field sanitation

Squadron Civil-Military Operations Officer (S-5):

- Coordinates with nonmilitary agencies
- Plans recruiting and retention efforts
- Executes recruiting tables
- Coordinates community activities
- Maintains squadron website and Facebook page
- Takes pictures during training events

Troop Commander:

- Commands and controls the company
- Executes tactical officer/NCO instructions
- Executes the daily training plan
- Exercises command through the chain of command
- Inspects and follows-up on instructions
- Accepts responsibility for all unit actions

Troop Executive Officer:

- Performs duties directed by CO
- Acts as CO in the CO's absence
- Coordinates for rations/mess, water, and resupply operations
- Supervises distribution of equipment and supplies
- Establishes movement load plans

First Sergeant:

- Accounts for personnel and prepares personnel reports
- Conducts company formations
- Issues orders/instructions through the NCO chain of command
- Ensures barracks/personal appearance standards are met
- Conducts drill and ceremonies at the company level
- Supervises and controls field mess provisions
- Supervises maintenance and control of equipment

Platoon Leader:

- Commands and controls the platoon
- Executes the CO's orders/instructions
- Conducts troop leading procedures
- Inspects and follows-up on instructions
- Prepares and issues OPORDS
- Controls tactical movements
- Accepts responsibility for all platoon actions
- Renders reports; keeps the chain of command informed

Platoon Sergeant:

- Controls and accounts for personnel and equipment
- Ensures barracks/personal appearance standards are met
- Supervises the issue of equipment, rations, and ammunitions to the platoon
- Conducts platoon formations
- Conducts drill and ceremonies at the platoon level
- Performs duties directed by the Platoon Leader
- Conducts pre-combat inspections
- Supervises maintenance and control of equipment

Squad Leader:

- Controls and accounts for personnel and equipment
- Ensures barracks/personal appearance meet standards
- Supervises distribution of equipment, rations, and ammunition
- Controls squad formations and movements
- Conducts troop leading procedures
- Prepares and issues OPORDS
- Performs duties directed by the Platoon Sergeant

ROTC Mentorship Program

Every incoming MSL III Cadet will be assigned a MSL IV Cadet to act as his/her mentor. The purpose of the mentorship program is to facilitate successful integration of MSL III Cadets into the ECP and the NMMI Corps of Cadets. In addition, the mentorship program works to reduce Cadet attrition, improve the performance of ECP Cadets, and facilitate communication between MSL III and MSL IV Cadets. The goals of the mentorship program are to:

- Facilitate the transition from high school to life at NMMI
- Educate Cadets on expectations and responsibilities
- Ensure incoming Cadets feel comfortable discussing their problems and asking questions
- Prevent small problems from becoming large problems
- Build a professional and trusting relationship among Cadets

Contracting

Cadets must sign an ROTC contract during their MS III year if they intend to take MS IV and commission. Exceptions include Dual Track Cadets who are either self or sponsored prep Cadets trying to gain acceptance into one of the five service academies. These Cadets will be allowed to participate in MS III in a non-contracted status until notification of academy acceptance or if the Cadet decides to complete the ECP for their early commission. See more in Part 1 Page 9 Contracting.

Pre-Nursing Program

New Mexico Military Institute and Carson-Newman College and the University of Akron have established a program that enables students wishing to pursue a nursing degree to start their program at New Mexico Military Institute and to transfer to Carson-Newman College in Tennessee (or the University of Akron in Ohio) to complete the Bachelors Degree in nursing. This program allows New Mexico Military Institute to offer up to 4 year scholarships to incoming freshman wishing to pursue a nursing degree. Any ROTC contracted Cadet interested in the nursing program will attend New Mexico Military Institute, for the first two years of the scholarship and then transfer to a baccalaureate degree granting institution, in this case, Carson-Newman College in Jefferson City, Tennessee.

NMMI will provide the basic course of the Senior Reserve Officers' Training Corps and the experience the leadership laboratory environment of the MJC while the Cadet meets the pre-nursing course requirements. When the pre-requisite courses are complete, students can transfer to Carson Newman College, to complete all nursing requirements.

NMMI Army ROTC will coordinate with the NMMI Admissions Department and HQ CC in making the scholarship offer. During the period of attendance at NMMI the enrolled scholarship cadet's tuition and fees will be paid at the same rate as the Dedicated Military Junior College (MJC) Scholarship.

Carson Newman College will accept transfer students from NMMI without loss of credit toward any degree offered. This acceptance is based on academic grade point average of at least 2.75 on a 4.0 scale and a minimum grade of "C" in each course required for graduation. Tuition rates will be set for in-state and out-of-state 2+2 cadets, attending CN, equal to Carson Newman College tuition rates for 2+2 cadets attending CN. CN will also provide each 2+2 cadet a full CN room and board scholarship.

This program can be completed as a 4 year scholarship Cadet and when the Cadet transfers to Carson-Newman College, they will continue with their ROTC courses at this college. ECP Lieutenants are also eligible to complete this program. They have the option of guaranteed acceptance into Carson Newman College with a GPA of at least 2.75 along with a Room and Board Scholarship from Carson Newman College or they can choose the nursing school of their choice to complete their degree. Any ECP Lieutenant wishing to pursue a degree at another college has the responsibility to meet the pre-requisites of that college and all application requirements. Other college admission requirements may not be the same as Carson-Newman College and may require additional course work for transfer into their programs.

Cadets in the ROTC Nursing Program have the opportunity to attend the Nurses Summer Training Program (NSTP): Army ROTC Nurse Cadets have an opportunity for a unique summer nursing experience. The paid, three-four week Nurse Summer Training Program assigns cadets to Army hospitals throughout the U.S. and Germany. The program introduces you to the Army Medical Department (AMEDD) and to the roles and responsibilities of an Army Nurse Corps Officer. Under the supervision of an experienced Army Nurse Corps Officer, you will obtain hands-on experience. Your one-on-one clinical experience will allow you to hone your clinical skills, develop your problem-solving techniques and become comfortable with developing your professional skills as a member of the U.S. Army Healthcare Team. (This option is not available to ECP Lieutenants.)

Military Service Obligation for Nursing Program Scholarship Winners:

An individual incurs no military obligation by applying for, or the initial acceptance of a scholarship. An obligation occurs only at the time that the military begins paying for a student's education. After a nursing student receives a commission as a 2nd lieutenant in the Army Nurse Corps, they will attend the Officer Basic Course at Fort Sam Houston, San Antonio, Texas, followed by a clinical assignment as an Army Nurse. After one year you will have the opportunity to attend a clinical specialty course in one of the following areas: obstetrical/gynecological nursing, critical care nursing, preoperative nursing, psychiatric-mental health nursing, community health nursing, and emergency nursing. The commitment to the military includes a period of service for 8 years. This will be fulfilled by an initial requirement to serve on active duty for 4 years followed by service in the Army National Guard (ARNG) or United States Army Reserve (USAR) or the Inactive Ready Reserve (IRR) for the remainder of the 8-year obligation.

Nursing Enrollment Options (Cadets have two options):

1. Start by taking MS1 during their freshman year, then completing Basic Camp. When they return to NMMI for their sophomore year they will enroll in MS3 followed by CLC that next summer. After CLC the Cadet will transfer to Carson-Newman or the University of Akron to complete their nursing degree. See page 16 for additional information.
2. Start by having completed BCT/AIT or Basic Camp and complete the ECP as a traditional MS3-CLC-MS4. The new lieutenant will then transfer to Carson-Newman or the University of Akron to complete their nursing degree.

Any Questions on transferring into an upper division nursing program or Army Nursing can be addressed to the Military College Brigade Nurse Counselor at (502)-624-6855

Note: More details on the Army ROTC 2+2 Nursing Program can be found in the Articulation Agreements between New Mexico Military Institute and Carson Newman College or the University of Akron.

Ranger Challenge

Ranger Challenge is an annual head-to-head competition between ROTC Battalions within our Brigade. It is the pinnacle training opportunity during your time in ROTC. The purpose of the Ranger Challenge Program is to challenge Cadets in tough mental and physical competition, enhance leader development, develop team cohesion, and to develop healthy competition among the battalions. The competition normally occurs in the fall and is typically comprised of the following events:

- Army Physical Fitness Test (APFT)
- One-rope bridge
- Hand Grenade Assault Course (HGAC)
- A written patrolling exam
- M16 marksmanship
- Weapons disassembly and assembly (M16 and M9)
- Orienteering
- A 10-kilometer foot march with rucksack, equipment and weapon.

Each Cadet who participates in the competition is awarded the Ranger Challenge Tab. Ranger Challenge practice, which focuses on the competition events and team building, begins with the start of classes in September. The team also conducts specific Ranger Challenge training during the Fall Leader Development Exercise (LDX) in addition to the routine battalion training.

Physical Training and the Army Physical Fitness Test (APFT)

Physical training is conducted Monday, Wednesday and Friday mornings from 0515 to 0615. Every month, ECP cadets are required to take the Army Physical Fitness Test. The Army Physical Fitness Test events are 2 minutes of push-ups, 2 minutes of sit-ups, and a timed 2-mile run. The score table can be found in Part 1 ANNEX D. Minimum passing score on the APFT is 60 points in each event.

Leader Development Exercise (LDX)

ECP Cadets conduct Leader Development Exercises (LDX) every semester at the Weekend Training Site. These LDXs take the form of Saturday Day Training Events or a weekend-long LDX. Field training includes day and night land navigation, rifle marksmanship, fieldcraft, individual and squad movement techniques, field planning and orders production, and squad situational training exercises. Occasionally, ROTC training dates will conflict with other Cadet activities, such as athletic competitions, band performances, or Reserve/National Guard drill. Because you are contracted in the ECP and are obligated to Army ROTC, ROTC training takes precedence and you will attend. Exceptions are granted only by the PMS and on a case-by-case basis.

Cadet Leader Course (CLC)

The Cadet Leader Course (CLC) or Operation WARRIOR FORGE is the most important training event for an Army ROTC Cadet. The 31-day course, which ECP Cadets attend during the summer between their freshman and sophomore years at NMMI, incorporates a wide range of subjects designed to develop and evaluate leadership ability. The challenges are rigorous and demanding, both mentally and physically. WARRIOR FORGE tests intelligence, common sense, ingenuity, and stamina. These challenges provide a new perspective on an individual's ability to perform exacting tasks and to make difficult decisions in demanding situations.

WARRIOR FORGE places each Cadet in a variety of leadership positions, many of which simulate stressful combat situations. In each position, Cadets will receive evaluations from platoon tactical and counseling (TAC) officers and noncommissioned officers. In addition to proving their leadership ability, Cadets must meet established standards in physical fitness, weapons training, communication, combat patrols, and demonstrate their proficiency in many other military skills. Cadets must excel at WARRIOR FORGE to be considered competitive for a commission as an Army officer.

Travel Orders

The Administrative Section in the Army ROTC department will collect information from the Training Section concerning your CLC reporting date. The Army ROTC Department will create travel orders that will take you from your home address to Fort Knox, Kentucky. You are not

allowed to drive to CLC unless you live within commuting distance of Fort Knox and have the permission of the PMS.

The Army ROTC Department or CLC will make arrangements for you to return home once your training there has terminated. A few Cadets will be offered follow-on training, and CLC will ensure you get transportation to the school.

Reporting Instructions

It is your responsibility to report to CLC in the right place, at the right time, with the right equipment, and with the right attitude. Your MSL III instructors, and MSL IV Cadets who have successfully completed CLC, will ensure that you are prepared for its challenges. However, you will most likely have several weeks between leaving NMMI and reporting to CLC. It is your responsibility to stay in shape and to report to CLC ready to perform.

You will report to NMMI in accordance with the reporting instructions found on the NMMI website: www.nmmi.edu

Opportunities

Cadet Professional Development Training (CPDT)

CPDT is comprised of training at Army schools and with Active and Reserve Component units. The CPDT Program supplements campus training with practical leader development experiences and some additional skill identifier awarding courses. The program consists of two sub-programs, Cadet Practical Field Training (CPFT) and Cadet Troop Leader Training (CTLT). Normally, NMMI receives several allocations for Cadets to attend various Army training schools or courses during the summer. Allocations vary from year to year and cannot be projected. NMMI normally receives course allocations early in the second semester. Typically, CPDT attendance begins immediately following a Cadet's successful completion of the Cadet Leader Course (CLC).

CPFT allows Cadets to attend Army schools and special courses. These courses are voluntary. Cadet Command pays for travel while billeting and mess are provided by the installation. CPFT schools include Airborne School, Air Assault School, Northern Warfare School, and Mountain Warfare School. Cadets may also travel around the world by participating in the Cultural Understand and Language Program.

Airborne School

Cadets volunteering for Airborne School at Fort Benning, GA will spend three weeks learning military static line parachuting and will conduct five jumps from military high performance aircraft. Cadets who successfully complete Airborne School are awarded the Parachutist Badge (Airborne Wings).

Airborne School is conducted in three phases.

1. The first phase is Ground Week. Cadets must pass an APFT. This week focuses on parachute landing falls conducted from platforms and exiting the aircraft. Includes several jumps from a 35-foot tower.
2. The second phase is Tower Week. There is more PT and landing practice, including jumps from a 250-foot tower in a parachute.
3. The third phase is Jump Week. Cadets conduct five jumps from an aircraft while in flight.

Air Assault School

Cadets volunteering for Air Assault School will spend ten days at one of a number of locations depending on yearly allocations. The Air Assault Course is conducted at Fort Drum, NY; Fort Campbell, KY; Fort Polk, LA; Fort Rucker, AL and Schofield Barracks, HI. Cadets learn pathfinder operations, slingload operations and rappelling. Cadets who successfully complete Air Assault School are awarded the Air Assault Badge.

Air Assault School is conducted in three phases.

0. Prior to Phase One is Zero Day where candidates undergo an equipment inspection, negotiate the Obstacle Course and complete a two-mile run.
1. The first phase is Pathfinder Operations where candidates learn the basics of marking helicopter landing and pickup zones, aircraft characteristics and necessary hand-arm signals. Performance measures are a written test and a practical exam on hand-arm signals.
2. The second phase is Slingload Operations where candidates will learn the inspection techniques and equipment for slingload operations. Candidates will conduct a hands-on exercise by actually slingloading equipment to a hovering helicopter. Performance measures are a written exam and a practical exam on inspection of various loads.
3. The third phase is Rappelling where candidates learn the basics of knot-tying and various tower rappelling techniques. Candidates conduct a practical exercise by rappelling from a hovering helicopter. Performance measures include hands-on knot-tying and an evaluation of various tower rappels. Candidates will conduct timed foot marches of varying distance with rucksack, equipment and weapon throughout the course. The final requirement on graduation day is a timed 12-mile foot march with rucksack, equipment and weapon that must be completed in three hours.

Mountain Warfare School

Cadets may volunteer for Mountain Warfare School at the ARNG Mountain Warfare School at Ethan Allen Firing Range in Jericho, VT (Vermont). This course lasts two weeks and covers the basics of military operations in mountainous terrain. This course is both physically and mentally demanding, and requires a concentrated effort on the Cadet's part to complete it successfully. The Cadet should develop a physical training program that will prepare him or her to carry a 45-to-65-pound rucksack over five to eight kilometers daily in mountainous terrain under sometimes severe environmental conditions. Topics covered are mountain walking, knot-tying, climbing, rappelling, ascents, traversing, patient evacuation, and general mountain field craft.

Northern Warfare School

Cadets may volunteer for the Northern Warfare School at the US Army Northern Warfare Center at Fort Greeley, AK (Alaska). The course lasts one month. Cadets learn arctic operations, military mountaineering and waterborne operations with an emphasis on mobility in mountainous terrain, on glaciers, and along inland waterways. Training entails extensive rucksack marching and hill climbing. The program of instruction and physical requirements for Northern Warfare are similar to those of Mountain Warfare with an emphasis on arctic techniques and procedures.

Cadet Troop Leader Training (CTLT)

CTLT serves to enhance a Cadet's leadership experience by assigning the Cadet to a platoon leader or like position with specific responsibilities and opportunities to lead Soldiers.

Typically, the CTLT program begins immediately after Cadets successfully complete the Cadet Leader Course (CLC) during the summer between their MSLIII and MSL IV year at NMMI. CTLT tours are available in both the continental US (CONUS) and outside the continental US (OCONUS). Cadets are allowed to perform permissive parachute jumping when participating in CTLT with airborne units, provided the Cadet is a graduate of the US Army Airborne School and attends refresher training in accordance with Department of the Army guidance. Cadets in CTLT maintain the same status held while attending CLC with regards to travel, medical benefits, pay, and allowances. CTLT Cadets are paid twice monthly as a continuation of CLC through the ending date of CTLT.

Cultural Understanding and Language Proficiency Program (CULP)

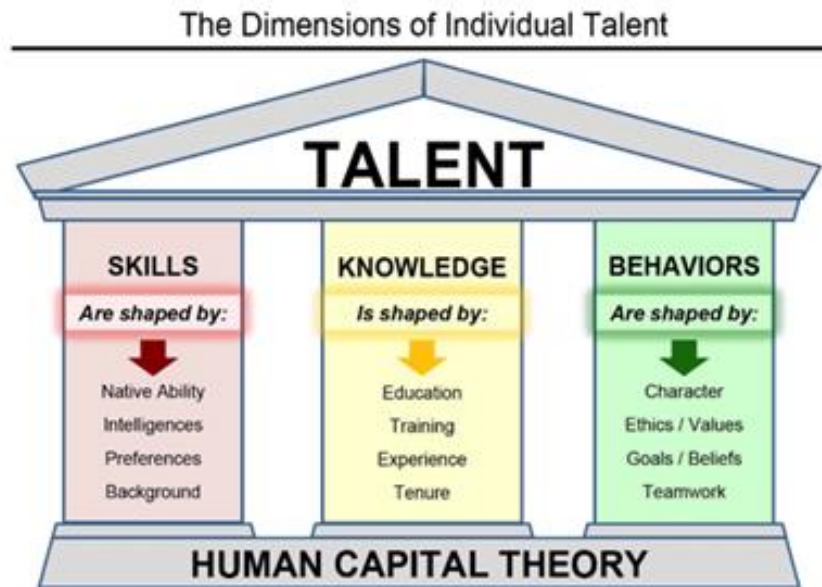
Immersion into foreign cultures exposes Cadets to the realities that other countries have vastly different lifestyles, economic standing and world perspective. The CULP program exposes Cadets to everyday life in different cultures and intensifies language study, which helps produce commissioned officers who possess the right blend of language and cultural skills required to support global operations in the 21st Century. Participants experience up to three different venues during immersion, including humanitarian service, host nation military-to-military contact and education on the social, cultural and historical aspects of the country. Cadets travel in small groups led by senior leader cadre. Trips typically incorporate approximately 20 Cadets and a cadre member traveling in conjunction with a civilian agency or non-governmental agency. The trips last approximately one month, which encompasses the deployment as well as

a five-day Soldier readiness process. CULP slots are awarded on a competitive basis and take into account several factors, such as GPA, physical fitness, an essay, and other pertinent selection criteria.

Order of Merit List

The Order of Merit List (OML)

The OML will determine who will be slotted to attend which school and when. The MSL III instructors, under the direction of the PMS and SMI, maintain the Order of Merit List for CPDT slots available to Cadets each year. Order of Merit List rankings are based on Cadet academic, military, and physical performance.



Talent - The intersection of the three dimensions - **skills**, **knowledge** and **behaviors** – creates an optimal level of individual performance, provided the individual is employed within his/her talent set. **Every** person has talent that can be liberated or extended via proper employment and development.