WELCOME TO THE UTE WARRIOR BATTALION

This handbook is designed to help you understand and master the challenges you will encounter as you earn the commission of an officer in the United States Army. You will find that the information and guiding principles in this guide will help you as you strive to improve your leadership skills.

The Army Reserve Officer Corps (ROTC) is a leadership program designed to:

* Attract, motivate and prepare selected students that have the potential to serve as commissioned officers in the United States Army.

* To provide an understanding of the fundamental concepts and principles of military art and science.

* To develop a basic understanding of associated professional knowledge, a strong sense of personal integrity, honor, and individual responsibility; and

* To develop an appreciation of the requirements for national security.

Attainment of these objectives will prepare you for commissioning and establish a sound basis for your future professional development in both the military and civilian environments.

Army ROTC adds a professional program of military instruction to the standard academic college education. At all times a focus on your degree is essential, as you can obtain your degree without your commission, but you cannot obtain your commission without your degree. It is your responsibility to successfully complete each academic class, as well as each Army ROTC class. ROTC cadre will stand ready to assist you, whenever needed.

It is the mission of the Ute Warrior Battalion cadre to commission qualified officers for the Total Army Force. This is accomplished through dynamic instruction, motivated learning experiences, positive involvement in realistic training exercises and leadership opportunities. Cadets obtain academic credibility, military educational development and successful completion of Leadership Development and Assessment Course while in pursuit of an academic degree.

I encourage you to start each new semester with a renewed goal to increase your academic GPA coupled with an intense desire to develop your leadership excellence.

Spirit of the Utes!

EDWIN L. FREDERICK, III
LTC, AR
Professor of Military Science
10 August 2004
HISTORY OF THE UNIVERSITY OF UTAH
"The Oldest State University West of the Missouri River"

Less than three years after the pioneer leaders entered the Salt Lake Valley; an act of the Provisional Government of the State of Deseret incorporated the University of Deseret as an institution of higher learning. Immediately after this incorporation on February 28, 1850, a committee of the first Board of Regents marked off to serve as a campus land between the present University Street and the Wasatch Mountains, while providing a large area for potential growth.

In 1851, the legislature of the newly formed territory of Utah ratified the incorporation act and sanctioned the class work that had been underway since the previous November. However, the pressure of the outside activities that claimed most of the settlers’ time forced a suspension of formal class work in 1852.

Members of the Board of Regents elected by the legislature continued to hold regular meetings during this period until, in November 1867, they reopened the University and in 1869 reorganized it under the direction of Dr. John R. Park. The ideals of the University’s founders have been upheld and are evidenced in Utah's record of maintaining the nation's highest state ratio of persons of college age who are actually attending college.

The University of Utah is the oldest State University west of the Missouri River. Just as Utah produces, more college graduates per capita than any other state in the nation, the University of Utah grants more degrees annually than the other six state colleges and universities combined. The 27,000 University of Utah students represent every state in the nation and 100 foreign countries.

Today, the University of Utah is a place for learning and enjoyment. It is located on a 1,500-acre campus on the northeastern side of Salt Lake City on the foothills of the majestic Wasatch Mountains.

The University of Utah's 27,000 students are enrolled in more than 1,800 classes. A faculty of 2350 plus 3,000 clinical, research and adjunct fellows support their educational efforts. The students attending the University have the opportunity to receive instruction in more than 90 fields of study leading to a bachelor’s, master’s, and doctoral degrees. Two of the outstanding education resources include a library with more than 3 million bound volumes, and a fully staffed, internationally renowned Medical Center that is used for education and research.
HISTORY OF ARMY ROTC AT THE UNIVERSITY OF UTAH

Departments of Military Science and Tactics were organized 16 March 1891 on civilian college campuses with the establishment of what would become Norwich University. The idea soon spread to other institutions, including the Virginia Military Institute, the University of Tennessee, and the Citadel. The Land Grant Act of 1862 (also known as the Morrill Act) reinforced this tradition by specifying that courses in military tactics should be offered at the college and University campuses established as a result of this act.

By the beginning of the fall term 1891, drill had been made compulsory for all male students over fifteen years of age that were not excused by vote of the faculty and president. It was also compulsory for every member of the military department to provide himself with a uniform. The uniform was prescribed by the university and was furnished for a cost of $21 to the student.

From March of 1891 through the School Year of 1891-94, the University of Utah’s Department of Military Science and Tactics carried out a vigorous program and were well received. However, at the conclusion of the academic year 1893-94, the military program was dropped for financial reasons and was not resurrected until April 1919.

Although 105 colleges and universities offered this instruction by the turn of the century, the college military instruction program was not closely associated with the Army’s needs. The National Defense Act of 1916 abandoned the idea of an expandable Regular Army and emphasized the traditional concept of the citizens' army. The National Guard, the Army Reserve, and the Regular Army were organized together as the Army of the United States. Officers for these expanded citizens' army were to be presented with military instruction in colleges and universities under a Reserve Officers Training Corps (ROTC). Army ROTC was firmly established in the form by which it’s known today.

The lineage of the University of Utah Reserve Officers Training Corps (ROTC) program dates to the National Defense Act of 1916, when less than one year after the passing of the Act, University of Utah students circulated a petition requesting that an ROTC unit be established on campus. In a Board of Regents meeting held on 17 May 1917, President John A. Widstoe read the petition to the Board. The Board of Regents approved the motion and action was taken to request the federal Government to establish such a unit. The actual establishment of a ROTC unit at the University of Utah, however, was delayed until April 1919.

During the 1919-20 school year, students could elect either Infantry or Field Artillery ROTC. After World War I, Infantry ROTC was dropped. The Field Artillery unit was in continuous operation until World War II. ROTC training continued at the University through the war years 1941-45, with the only change being that there was no advanced course (junior and senior years) taught in 1944-45. Men eligible for the advanced course were taken into the Army and sent to Officer's Candidate School (OCS). Starting with the academic year, 1946-47, the Army ROTC was back on a four-year program. The program became a General Military Science Program at the beginning of the school year 1953-54.
Mandatory ROTC enrollment for a minimum of one quarter was canceled by University officials effective September 1954. Enrollment dropped although the numbers of commissioned stayed high. The ROTC program was modified in 1964 by the ROTC Visualization Act. This Act provided for the ROTC scholarships, the Advanced Course subsistence allowance, and created the ROTC two-year program.

The Army ROTC is steeped in the traditions of the University through participation in the athletic program. The Military Science Department has a World War I cannon that it has named, "Ute Thunder". An ROTC cannon crew operates "Ute Thunder" for University of Utah home football games, announcing each home score with a firing.

Enrollment has been as high as 978 (SY 40-41). Lowest number commissioned in one year was three (SY 92-93) and the highest was 88 (SY 40-41). There were no commissions during the World War II years. A significant drop in enrollment occurred after the draft was discontinued following the Vietnam War. It then leveled off and maintained at around 120 with 15-25 commissions per year. The 1977-78 enrollment dropped again as the prior service, resources grew thin but the number of commission's has remained the same. During the 1980 and 1990, enrollment and number of commissions again showed an upward trend.

"Professional competence is more than a display of book knowledge or of the results of military schooling. It requires the display of qualities of character which reflect inner strength and justified confidence in one's self."

GEN Maxwell Taylor
DEPARTMENT OF MILITARY SCIENCE

The Professor of Military Science (PMS) heads the Department of Military Science. He is also the Battalion Commander of the Ute Warrior ROTC Battalion.

Other officers assigned as faculty to the Professor of Military Science (PMS) are called Assistant Professors of Military Science (APMS). These officers conduct courses of instruction, perform necessary administrative functions, advise cadets, and monitor the various activities sponsored by the Military Science Department.

Noncommissioned Officers (NCOs) are assigned to conduct courses of instruction, perform necessary administrative responsibilities, counseling, drill and ceremonies, tactical expertise, and other duties as directed by the Professor of Military Science (PMS).

The Military Science Department is located in Building 23, (1452 East 105 South). Phone 801-581-6716.
TRADITIONS OF CADET COMMAND

The United States Army Cadet Command was organized 15 April 1986 at historic Fort Monroe, Virginia -- blending the vibrancy of a new command with the traditions of the Army’s oldest, continuously active Army installation.

Cadet Command's roots are deeply embedded in America with its heritage of the citizen-soldier-extending back to the nineteenth century when military training was introduced at Norwich University in Vermont.

A new chapter began with the consolidation of all ROTC activities within Cadet Command, an organization forging its own identity and its own traditions.

CADET CREED

The Cadet Creed was adopted in June 1988 to imbue Army Cadets with values that will be critical to being successful cadets and later Army officers. The Creed is short but contains a profound message.

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.
DEFENDING the values, which make this Nation great. Cadets, upon being commissioned, take an oath to defend, with their lives when necessary, the Constitution of the United States of America. This document created more than two centuries ago after our Nation's valiant struggle for independence, is the keystone of our way of life, of the world's most stable democracy. Our Nation derives its strength from the consent of the governed. The basic tenets of our Constitution are that all men have certain natural inalienable rights and that men are born equal and must be treated equal before the law. These are powerful words, but words, which have meaning only as long as we, as Americans, are willing to defend our value system as embodied in our Constitution. This each Army Cadet is honor bound to do, both as a cadet and later as a commissioned officer.

HONOR is my touchstone. Honor is used in two ways when referring to Army Cadets. Serving the people of the United States as a commissioned officer is an honor afforded only to a small fraction of our young men and women. More importantly, "with honor" describes how an Army Cadet will serve upon being commissioned. Honor is the bedrock upon which the Army Officer builds a successful career. Honor encompasses integrity and dedication. Honor is the thread that holds together the fabric of our Army as it discharges its critical mission of being the peacemaker in our world. Serving with honor begins in the cadet years and builds throughout one's career.

MISSION first and PEOPLE always. The Army Cadet who burns these five words into his memory will always get the job done, which is the essence of being an Army Officer. A commissioned officer has a sacred obligation to take care of the men and women entrusted to his unit, to guide, to train, to teach and to counsel. The leader who cares for his people will always command the respect and dedicated service of his soldiers, assuring mission accomplishment.

I am the PAST. The legacy of the Army Cadet dates to the colonial Army who won our independence. It has been enriched by each generation that has served in time of peace to safeguard our security and in time of war to secure victory through supreme sacrifice. The tradition of the Army Cadet is to live up to the magnificent example set by their former comrades-in-arms, in our land and overseas, as the guardians of liberty.

I am the PRESENT. Army Cadets are talented people who are molded into superior leaders through a commitment to excellence by the officers and noncommissioned officers who are Cadet Command. The skills of the Army Cadet are enhanced in the classroom, at field training exercises, at Advanced Camp, at Basic Camp and through Ranger Challenge. The Army Cadet who dedicates himself to excellence will become an officer who is both a war winner and a respected leader.

I am the FUTURE. Army Cadets are indeed the Army’s future officer leadership. Into the hands of Army Cadets across the Nation will be placed the responsibility of leading the outstanding young Americans who fill the enlisted ranks of our Army. Our Army Cadets will be challenged to maintain and strengthen our Army and to master the futuristic weapons systems being fielded. Being an officer-leader is both a challenge and an opportunity. Each Army Cadet must live up to his or her full potential to become a WARRIOR LEADER with the "Right Stuff"
to be a war winner.

**I WILL do my DUTY.** Doing one's duty encompasses all of the traits inherent in being an Army Cadet and an Army Officer. In the words of one of America's most respected Army commanders, General Robert E. Lee, "Duty is the most sublime word in our language. Do your duty in all things. You cannot do more. You should never wish to do less."

**THE FOSTER (CADET COMMAND) FLAG**

Cadet Command's colors are the crisp black and gold of America's senior military service, attesting to the command's critical mission: **TO COMMISSION THE FUTURE OFFICER LEADERSHIP OF THE UNITED STATES ARMY.** Mrs. Maria Foster, wife of Sergeant Major Calvin Foster of the U.S. Army Fourth Region, U.S. Army Cadet Command, hand stitched the first colors of the Command. The Flag was presented to Major General Robert E. Wagner, the first Commanding General of Cadet Command, by SGM Foster on 2 May 1986 at Continental Park, Fort Monroe, at ceremonies marking the organization of the new Command.

From 2 May 1986 to December 1987, the Foster Flag proudly flew at numerous Cadet Command ceremonies. It symbolizes the dedication of Cadet Command to promoting "Leadership Excellence" and the commissioning of the future officer leadership of the United States Army.

The Foster Flag now stands in a place of honor in the foyer of Cadet Command Headquarters at Fort Monroe.
PATCH AND CREST

Cadet Command's shoulder patch was authorized 9 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 Senior ROTC curriculum. The sword signifies the courage, gallantry, and self-sacrifice 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’s 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.

CANNONADE

An integral part of Cadet Command reviews and ceremonies is the firing of a three-volley cannonade saluting the pillars of our service to our Nation Duty, Honor, and Country. You will participate in ceremonies utilizing the cannonade at Advanced Camp. The meaning of the pillars is described below:

**DUTY**--obedience and disciplined performance. Despite difficulty or danger, duty requires self-responsibility and selfless devotion.

**HONOR**--encompassing integrity and dedication. Honor is the thread that holds together the fabric of our Army.

**COUNTRY**--for which men and women have given their lives. Our country shines as the light of freedom and dignity to the world.

TOASTS

Toasts are an integral part of all formal military functions. The number and wording will vary at each event but one toast will be used at all Cadet Command functions:

"I Propose a Toast to Cadet Command."

“To Our Cadets!”

The toast attests to the fact that Cadet Command is "For and About Cadets."
1. **Cadet Creed:**

Each cadet is required to memorize the cadet creed and be prepared to recite it at any time. In this way, the Creed becomes a living reaffirmation of our purpose in the Army ROTC program.

2. **Unit (Ute Warrior) Patch/Crest:**

Red and white are the colors of the University of Utah. The Indian represents the Ute Indians, a North American native culture that traditionally inhabited the Western Colorado and Eastern Utah areas. Utes were recognized as "fierce nomadic warriors" whose range increased with the introduction of the horse. Ute warriors served with Kit Carson and the U.S. Army during the Civil War.

3. **Unit (Ute Warrior) Name:**

The "Ute Warrior" battalion name exemplifies the key and significant traits that are instilled in the cadets commissioned from this program. The following describes the true meaning of the Ute Warrior:

**UTE WARRIOR:** One engaged or experienced in warfare or close combat...

- a person of demonstrated courage, fortitude, zeal and pugnacity...
- ready to respond to any challenge with aggressiveness.

**WARRIORSHIP:** The practices, occupation, or status of a warrior.

4. **Cadet Ute Warrior Battalion Organization:**

The Ute Warrior Battalion is organized much in the same manner as a regular army battalion. It is comprised of a headquarters/staff detachment and one company. Each platoon contains cadets from the MS I, II, III and IV classes. It is commanded and staffed by Advanced Course cadets.

The authority to exercise command is vested in the cadet officers and noncommissioned officers. The responsibility of command and maintenance of order and discipline is the duty of the senior cadet present. The chain of command for communication between cadets and the Professor of Military Science (PMS) and his staff will be through the Cadet Company or Battalion Commanders.

Advanced Course (MSIV) cadets, under the direct supervision of the cadre, are responsible for implementing the ROTC training program. This responsibility includes planning and execution of leadership laboratories, field training exercises (FTX), extracurricular activities, and some classroom instruction.
5. Battalion Leadership Selection:

The Professor of Military Science (PMS) selects army Cadets for leadership positions based on their demonstrated leadership qualities, proficiency in military subjects, attitude, academics, and participation in the ROTC program. Army Cadet Officers are generally Advance Course (MSIV) cadets. Positions are rotated during the academic year. The following rank structure is utilized:

<table>
<thead>
<tr>
<th>Position</th>
<th>Rank</th>
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<tbody>
<tr>
<td><strong>Headquarters Element</strong></td>
<td></td>
</tr>
<tr>
<td>Battalion Commander</td>
<td>Cadet Lieutenant Colonel</td>
</tr>
<tr>
<td>Battalion Executive Officer</td>
<td>Cadet Colonel</td>
</tr>
<tr>
<td>(XO)</td>
<td>Cadet Command Sergeant Major</td>
</tr>
<tr>
<td><strong>Adjutant Section (Administration)</strong></td>
<td></td>
</tr>
<tr>
<td>S-1</td>
<td>Cadet Captain</td>
</tr>
<tr>
<td>Assistant S-1</td>
<td>Cadet First Lieutenant</td>
</tr>
<tr>
<td><strong>Intelligence Officer</strong></td>
<td></td>
</tr>
<tr>
<td>S-2</td>
<td>Cadet Captain</td>
</tr>
<tr>
<td>Assistant S-2</td>
<td>Cadet First Lieutenant</td>
</tr>
<tr>
<td><strong>Operations and Training</strong></td>
<td></td>
</tr>
<tr>
<td>S-3</td>
<td>Cadet Major</td>
</tr>
<tr>
<td>Assistant S-3</td>
<td>Cadet First Lieutenant</td>
</tr>
<tr>
<td><strong>Logistics Section</strong></td>
<td></td>
</tr>
<tr>
<td>S-4</td>
<td>Cadet Captain</td>
</tr>
<tr>
<td>Assistant S-4</td>
<td>Cadet First Lieutenant</td>
</tr>
<tr>
<td><strong>Recruiting</strong></td>
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<tr>
<td>S-5</td>
<td>Cadet Captain</td>
</tr>
<tr>
<td>Assistant S-5</td>
<td>Cadet First Lieutenant</td>
</tr>
<tr>
<td><strong>Ute Scouts</strong></td>
<td></td>
</tr>
<tr>
<td>Commander</td>
<td>Cadet Captain</td>
</tr>
<tr>
<td>Team NCOIC</td>
<td>Cadet Sergeant First Class</td>
</tr>
<tr>
<td><strong>Company Positions</strong></td>
<td></td>
</tr>
<tr>
<td>Company Commander</td>
<td>Cadet Major</td>
</tr>
<tr>
<td>First Sergeant</td>
<td>Cadet First Sergeant</td>
</tr>
<tr>
<td>Platoon Trainer</td>
<td>Cadet First Lieutenant</td>
</tr>
<tr>
<td>Platoon Sergeant</td>
<td>Cadet Sergeant First Class</td>
</tr>
<tr>
<td>Squad Leader</td>
<td>Cadet Staff Sergeant</td>
</tr>
</tbody>
</table>
NOTE 1. All MSIV cadets not assigned to a battalion staff or company command leadership position will wear the rank of Cadet Second Lieutenant.

NOTE 2. All MSIII cadets not assigned to a battalion staff or company leadership position will wear the rank of Cadet Staff Sergeant.

6. Staff Elements:

The staff elements S-1, S-3, S-4, and S-5 may have an Officer in Charge (OIC), an assistant, and MSIII staff members. Ranks and staffing structure may vary.

7. Company Leadership Positions:

Leadership positions for MSIIIs will be designated by the course director. The cadet battalion commander will determine all other positions. There is more to a leadership position than lab.

8. Duties and Responsibilities of the Staff:

a. All Staff Officers have the responsibility to maintain Standard Operation Procedures (SOPs) and continuity folders for their sections, and creating and maintaining working files. Each Staff Officer ensures the Battalion Executive Officer (XO), the Battalion Commander (Bn Cdr) and cadre point of contact are informed on actions being taken with the staff. Additionally the Staff Officer is responsible for accountability of personnel, equipment, and duties assigned.

b. The BATTALION COMMANDER is responsible for all cadet battalion activities. They must insure 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 standards for the battalion. Additionally, the Battalion Commander is responsible for the following:

(1) Responsible for all that the Battalion does or fails to do.

(2) Conduct staff meetings and establish an effective and functioning staff.

(3) Communicate with Cadre.

(4) Participate in Department of Military Science staff meetings.

(5) Represent the department needs before the University ASUU Board of Representatives.

(6) Organizes tasks for MSIVs and make work assignments.

(7) Participates in all cadet training to insure it is executed as planned.

(8) Ensure all cadets are informed of all activities to include place, dress and time.
c. The **BATTALION EXECUTIVE OFFICER (XO)** acts as the commander when the Commander is unavailable. He supervises and coordinates the planning actions of the staff and insures the necessary external planning and the staff completes communications in order to execute all battalion functions, activities and training. Coordinates the cleanliness of the cadet office. He coordinates Color Guard operations in conjunction with the Color Guard NCOIC and maintenance of the bulletin boards with the Cadet Sergeant Major.

   (1) Responsible to the Battalion Commander to ensure that the battalion staff accomplishes all assigned tasks.

   (2) Responsible for the execution of all tasks and the efficient response of staff members.

   (3) Coordinates with the Battalion Commander and S-3 to formulate an agenda for weekly staff meetings.

   (4) Ensures that each staff member is prepared to brief the Battalion Commander concerning his or her area of responsibility.

   (5) Act as the Battalion Commander in case of absence.

   (6) Ensure the battalion keeps continuity books.

   (7) Accomplishes all other duties as assigned by the Battalion Commander.

d. The **BATTALION S-1** publishes orders for the battalion and compiles articles and information in order to prepare and distribute the cadet newsletter. He insures a record of personnel accountability is maintained for all battalion activities, prepares the cadet recall roster, and conducts, records, and maintains a file of cadet weigh-ins. He arranges and coordinates intramural sports, morale, and recreational activities.

   (1) Responsible to the Battalion XO for all specified duties.

   (2) Responsible for updating alert roster.

   (3) Responsible to the Battalion Commander for cadet attendance at all required battalion activities (i.e. PT, Labs, FTXs, Trips, etc.) immediately after each event.

   (4) Responsible for all awards (orders) and assisting the S-3 in the conducting of all awards ceremonies.

   (5) Responsible for Cadet of the Month/Quarter board.

   (6) Coordinates with appropriate cadre for cadet counseling, both at the start and end of the semester.

   (7) Responsible for current administrative responsibilities and status of each cadet.
(8) Responsible for alert/notification roster.

(9) Responsible for updating of cadet picture board.

(10) Responsible for updating the cadet training/activity boards.

(11) Provides weekly attendance rosters, indicating appropriate MS level, to the Battalion Commander.

(12) Maintains a continuity book on duties and responsibilities.

(13) Accomplishes all other duties as assigned by the Battalion Commander.

e. The BATTALION S-2 is responsible for predicting training conditions and providing advance warning of conditions that require adjustments to exercises and activities. He prepares and briefs current events, the weather forecast and maintains the cadet reference/language library and branch orientation literature. He keeps the S-3 informed of changing conditions that will affect operations.

(1) Responsible to the Battalion Commander for all specified duties.

(2) Coordinates with the S-3 to provide input to the agenda for weekly staff meetings.

(3) Prepares weather forecasts and current events briefing focused specifically at global, campus and military events that affect operations and activities. This includes but is not limited to the research of METT-T (Mission, Enemy, Terrain, Troops, and Time) and OCOKA (Observations and fields of fire, Cover and concealment, Obstacles, Key terrain, and Avenues of approach) conditions at training sites.

(4) Obtains and maintains all operational maps.

(5) Maintains cadet reference/language library to insure needed materials are maintained augmented as need to provide all cadets with supplementary references.

(6) Augments the S-3 on a case-by-case basis as needed with the approval of the Battalion Commander.

(7) Reports directly to the Battalion Commander counter-intelligence and security issues that affect the external perceptions of the battalion’s mission capability or military bearing. This includes all external representations/indications observed by the campus, community, and general populous, including but not limited to campus perceptions, internet representations, and other outward indicators.

(8) Develops and maintains a continuity book on duties and responsibilities.

(9) Accomplishes all other duties as assigned by the Battalion Commander.
f. The **BATTALION S-3** is responsible for planning and implementing exercises and activities. He writes operation orders and/or Memorandums of Instruction (MOI) for all activities and keeps the Commander and staff informed of all operations. The S-3 coordinates with other staff sections for required support and supervises Leadership Labs to include the battalion run. This involves the designation, preparation, and rehearsal of instructors.

(1) Responsible to the Battalion Commander for all specified duties.

(2) Coordinates with the Battalion Commander and Executive Officer to formulate an agenda for weekly staff meetings.

(3) Prepares all operations orders and training plans.

(4) Reviews all cadet lesson plans and After Action Reviews (AARs) prior to submitting a copy to the Battalion Commander.

(5) Keeps a record of training for next year’s MSIVs.

(6) Responsible (with company commanders) for the evaluation of MSIIIIs and basic course cadets, including all labs and PT sessions.

(7) Maintains overall responsibility for conduct of award ceremonies in coordination with the XO, CSM, S-1 and S-4.

(8) Briefs the Professor of Military Science (PMS) weekly as to all training and labs for that week after all coordination has been made.

(9) Coordinate with appropriate cadre to report on Battalion status.

(10) Advises the Ute Scout Detachment Commander for planning of Ute Scout and Ranger Challenge activities.

(11) Maintains a continuity book on duties and responsibilities.

(12) Accomplishes all other duties as assigned by Battalion Commander.

g. **LABORATORY OFFICERS IN CHARGE (OIC)** are selected from the MSIV class by the Cadet S-3. The Lab OIC is responsible for insuring the highest quality training is provided during the lab. The OIC is provided with a topic, task, conditions, and standards and receives training guidance. From this he selects assistant instructors and coordinates for resources from other staff officers. Coordinates with Platoon Trainers and Training Cadre. The Lab OIC assumes responsibility for all aspects of the training to include lesson plans, staff briefings, and after-action reports, and ensures that they are prepared and filed for continuity.
h. The **BATTALION S-4** plans and coordinates all internal and external logistical support for training and activities of the Battalion. Insures accountability and maintenance of all equipment. Assists the cadre Supply Technician as required.

(1) Responsible to the Battalion XO for all specified duties.

(2) Responsible for all coordination needed with the cadre Supply Technician.

(3) Responsible for all equipment needed at labs, FTXs and other required training activities in coordination with the S-3 and lab instructors.

(4) Assists all cadets in issuance and return of required equipment and uniforms.

(5) Maintain a continuity book on duties and responsibilities.

(6) Accomplishes all other duties as assigned by Battalion Commander.

i. The **BATTALION S-5** plans, coordinates and supervises all cadet-recruiting activities to include mail outs, recruiting booths, telephone campaigns and interviews. He works directly with the cadre Recruiting Operations Officer. Informs all cadets of enrollment activities and maintains the cadet recruiting incentive award program. The S-5 also maintains a battalion scrapbook of ROTC Ute Warrior Battalion advertising.

(1) Briefs the Professor of Military Science (PMS) on the status of recruiting operations (weekly) at the Cadet Battalion Staff Meeting.

(2) Works directly with the Recruiting Operations Officer and Re-Enrollment Officer.

(3) Inspires and organizes cadet-recruiting activities.

(4) Promote the Army ROTC program and activities to others with the University newspaper, flyers, posters and whatever else deemed necessary in order to draw attention to the program in a positive manner.

(5) Liaison for the reporter from the University paper. Provides support to the reporter and photographer during FTX and other events.

(6) Maintain a continuity book on duties and responsibilities.

(7) Accomplishes all other duties as assigned by Battalion Commander.

j. The **UTE SCOUT COMMANDER** plans and implements the Ute Scout FTXs and training. Also organizes training for the Ranger Challenge competition. He will coordinate all supply and administrative requirements with the staff to include the tracking of the RECONDO Tab qualifications and attendance at meetings and PT.
(1) Promotes Esprit de Corps appropriate for an elite voluntary extracurricular activity.

(2) Plans, develops, organizes and executes training to prepare cadets both physically and mentally to compete in Ranger Challenge competition.

(3) Responsible to the Ute Scout advisor for all specified duties.

(4) Coordinates all Ranger Challenge duties and activities with the appropriate staff agency.

(5) Writes Operations Orders for all Ranger Challenge activities.

(6) Develops leadership in subordinate cadets.

(7) Briefs the Battalion Commander on events and activities of the company.

(8) Encourages enrollment in Ranger Challenge and promotes enrollment of the Ute Scout detachment.

(9) Sets the example and directs personnel in military bearing, courtesy, and enforces proper wear and appearance of military uniforms and equipment.

k. The Battalion Sergeant Major is the Battalion Commander's expert on cadet-enlisted matters and serves as an intermediary between the Battalion Commander and Cadet NCOs and enlisted members.

(1) Responsible to the Battalion Commander and Executive Officer for all specified duties.

(2) Responsible for all Battalion formations.

(3) Responsible for maintaining accountability at all Battalion activities and assisting the S-1 and company commanders with attendance turn-in.

(4) Responsible in conjunction with company commanders for guidance of MSIII Platoon Sergeants (PSGs) and all Squad Leaders (SLs).

(5) Responsible for keeping Platoon Sergeants informed.

(6) Responsible for dissemination of information to all cadets.

(7) Responsible for upkeep of Battalion bulletin boards.

(8) Ensures standards of appearance and performance are understood and met.

(9) Maintains a continuity book on duties and responsibilities.

(10) Accomplishes all other duties as assigned by Battalion Commander.
9. **Duties and Responsibilities of Company Personnel:**

   a. The **COMPANY COMMANDER** is responsible for the company. He is responsible for the control and discipline of the company during his tour and ensuring all necessary information is disseminated to the company in a timely manner. He ensures that all cadets attend required formations at the proper time, in the proper uniform, with the proper equipment and that the cadets present an exemplary military appearance. He marches the company in a military manner and moves the company into all instruction areas in the most expeditious manner following the format established by SOP.

   (1) Responsible to the Battalion Commander for all specified duties.

   (2) Responsible for all duty tasks to the Company.

   (3) Responsible for maintaining accurate attendance records and turning in updates to the S-1 and cadre instructors at their request (weekly at a minimum).

   (4) Responsible for keeping the company informed and up-to-date on current developments, training plans, and places that they need to be.

   (5) Provides personnel updates to S-1.

   (6) Ensure that a Warning Order/Operations Order is given utilizing the company chain of command.

   (7) Maintain a continuity book on duties and responsibilities.

   (8) Accomplishes all other duties as assigned by the Battalion Commander.

   b. The **COMPANY FIRST SERGEANT** assists the Company Commander in the supervision and execution of his duties.

   (1) Conducts company formations.

   (2) Insures accurate reports are rendered.

   (3) Maintains personnel accountability at all times.

10. **Duties and responsibilities of Platoon Personnel:**

    a. The **PLATOON LEADER (PL)** is responsible for what the platoon does or fails to do. This includes the tactical employment, training, administration, personnel management, and logistics of the Platoon. The Platoon Leader does this by planning, making timely decisions, issuing orders, assigning tasks, and supervising platoon activities. Additionally:

    (1) Knows the platoon's strengths and weaknesses.
(2) Utilize the knowledge of both squad leaders and platoon sergeant.

(3) Employs his platoon to support the company and battalion mission, he does this based on the mission assigned to his by the company commander, the intent of the company and battalion commander, and his estimate of the situation.

(4) Takes the initiative to accomplish the mission in the absence of orders.

(5) Keeps the Company Commander informed of his actions.

b. The **PLATOON SERGEANT (PSG):**

(1) Assists the Platoon Leader.

(2) Maintains platoon accountability.

(3) Coordinates with squad leaders.

(4) Conducts platoon formations.

(5) Supervises the platoon administration, logistics and maintenance.

(6) Acts for the Platoon Leader in his absence.

11. **Duties and Responsibilities of the Squad Personnel:**

a. The **SQUAD LEADER (SL)** is responsible for the squad. This is a critical position since the Squad Leader have more direct contact with Soldiers than any other position in the Army. The SL is a tactical leader.

(1) Maintains personnel accountability at all times.

(2) Disseminates information to all squad members.

(3) Leads by example.

(4) Controls the maneuver of the squad and the rate and distribution of its fire.

(5) Forecasts all logistical and administrative needs.

(6) Requests and issues ammunition, water, rations and special equipment.

(7) Submits requests for awards and decorations.

(8) Directs the maintenance of the squad's weapons and equipment.

(9) Inspects the condition of soldiers clothing and equipment.
(10) Ensures the squad is in the proper uniform with proper equipment.
(11) Supervises and inspects all details assigned to the squad.
(12) Prepares the squad for all missions.

b. The **TEAM LEADER (TL)** is responsible for his Team.

(1) Maintains personnel accountability at all times.
(2) Disseminates information to all team members.
(3) Leads by example.
(4) Supports the squad leader as required.
(5) Controls the maneuver of personnel and the rate and placement of fire by leading from the front and using the proper commands and signals.

c. The **SQUAD MEMBER** is the basic element and foundation of the organization. It is the responsibility of the squad member to listen to his Squad Leader (SL) and Team Leaders (TLs), and to arrive at the prescribed place at the proper time, in the proper uniform and with the proper equipment. SUPPORT OF THE CHAIN OF COMMAND AT ALL TIMES is essential. Only by being a good follower can cadets learn to be good leaders.

"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

GEN George S. Patton
TRAINING

1. **General**: As an Officer one of your most important responsibilities will be to train your soldiers. The training received in the Ute Warrior Battalion is challenging, mentally and physically rigorous, exciting and fun. It is designed to prepare you for Advanced Camp and to serve as a commissioned officer. Training will occur in the classroom, leadership labs and field training exercises.

2. **Classroom**: The class schedule and curriculum for each Military Science (MS) year group is different. Any questions on what the courses will offer or what is expected of you can be found easily in the class syllabus or through discussion with the course instructor.

3. **Leadership Lab**: Labs provide practical experience in leadership, military drill, and command in order to develop and strengthen the traits of initiative, self-confidence, and discipline. Leadership Labs stress the practical application of skills and techniques learned in the classroom. They provide a forum for developing cadets and the opportunity for challenges in an outdoor environment. Important military skills taught in Leadership Lab include basic rifle marksmanship (BRM), land navigation (LN), and individual and squad tactics.
   
   a. Leadership Labs are held for all Army ROTC cadets every semester on Thursday afternoons from 1225-1520 and are an integral and mandatory part of your classroom instruction.

   b. Experience shows that Army Cadets who participate in the total ROTC program are likely to succeed at Advanced Camp and will reach their full potential. Only your ROTC academic advisor may excuse you from lab and then only for extenuating circumstances. If you must miss a Lab see your instructor to obtain a lab excuse form.

4. **Field Training Exercises (FTX)**: Cadets implement those tasks taught in the classroom and leadership lab in a highly stressful environment. FTXs are held twice a year and vary in length depending on the type of training involved. Topics range from land navigation to squad patrolling or in the case of the spring mini-camp, a complete simulation of Advanced Camp. These training events tend to stretch into your other school activities, but there is no other way to prepare a cadet for the intensity of Advanced Camp without attempting to simulate the training. The Cadre of the Ute Warrior Battalion goes to great lengths to insure training events do not have an adverse effect on your progress for a degree! Field Training Exercises (FTXs) are mandatory training. Insure you plan your schedule and time accordingly.

5. **The Leadership Development Program (LDP)**: The Leadership Development Program is a performance-based assessment used for leadership development and selection. It is based on an extensive job analysis of the leadership dimensions that are important for successful performance as a Second Lieutenant. It also provides a structure for the assessment of 16 leadership dimensions in campus or camp activity, planned or unplanned, structured or unstructured training activities. Thus, performance will be evaluated and potential can be developed in a stressful and rapidly changing condition utilizing performance-based assessment.
a. The following sixteen leadership dimensions are used to gauge your current abilities and future potential:

(1) **Mental (ME):** Possess desire, will, initiative, and discipline.

(2) **Conceptual (CN):** Demonstrates sound judgment, critical/creative thinking, and moral reasoning.

(3) **Physical (PH):** Maintains appropriate level of physical fitness and military bearing.

(4) **Interpersonal (IP):** Shows skill with people; coaching, teaching, counseling, motivating and empowering.

(5) **Emotional (EM):** Displays self-control, calm under pressure.

(6) **Technical (TE):** Possess the necessary expertise to accomplish all task and functions.

(7) **Tactical (TA):** Demonstrates proficiency in required professional knowledge, judgment and war fighting.

(8) **Communicating (CO):** Displays good oral, written and listening skills for individuals/groups.

(9) **Decision-Making (DM):** Employs sound judgment, logical reasoning and uses resources wisely.

(10) **Motivating (MO):** Inspires, motivates and guides others toward mission accomplishments.

(11) **Planning (PL):** Develops detailed executable plans that are feasible, acceptable and executable.

(12) **Executing (EX):** Shows tactical proficiency, meets mission standards, and takes care of people/resources.

(13) **Assessing (AS):** Uses after-action and evaluation tools to facilitate consistent improvement.

(14) **Developing (DE):** Invests adequate time and effort to develop individual subordinates.

(15) **Building (BD):** Spends time and resources improving individuals, teams, groups and units; fosters ethnical climate.

(16) **Learning (LR):** Seeks self-improvement and organization growth, envisioning, adapting and leading change.
b. The Leadership Development Program will help you develop your strengths and weaknesses illustrated in the 16 leadership dimensions. Cadre will evaluate your leadership dimensions utilizing the Leadership Assessment Report (Cadet Cmd 156-4AR), commonly referred to as a "Blue Card". Each class advisor will give an in-depth briefing on the complete Leadership Development Program and its impact upon you as a cadet.

6. **Spot Report.** Provides the mechanism for making a matter of record the noteworthy performance of cadets as followers or team members. Cadre and MS4 leadership cadets have a responsibility to observe these cadets and to render spot reports when warranted. Acts that indicate unusually strong or weak character, potential, teamwork, or personal conduct are of particular interest. The purpose of these spot reports is to single out cadets not currently in leadership positions whose performance merits recognition, either positively or otherwise. When at training each cadet will carry on his person two copies of the white spot report form. Each copy will be folded in thirds lengthwise and will already have the cadet's personal data filled in and the word "SPOT" in the lower right hand corner highlighted.

   a. Once the cadre or senior cadet has completed the SPOT report and it is signed by the observed cadet, it will be turned into that cadet's corresponding instructor, as in the following example; an MS4 observes MS2 teaching MS1 how to spit shine boots. The MS4 completes the SPOT report on MS2, then counsels and has cadet sign the report. The MS4 turns the report over to the MS2 cadre.

   b. The PMS has developed this plan for spot reports to provide a clearer picture of cadet's leadership attributes. Each cadet will be observed when not in a leadership position. Spot reports reinforce the importance of values, attributes, skills and actions throughout the cadet's officer development experience, and will be used to report remarkable actions of cadet's while acting as a member of the team. These SPOT reports are a matter of record and will be used to support the development of accession packets.
ACADEMIC INFORMATION

1. The following information is provided to explain the requirements to complete the University of Utah Army ROTC Program and receive a commission in the United States Army. There are two main parts of our program, The Basic Course and the Advanced Course.

   a. **Basic Course**: Each student must complete the Basic Course requirements prior to entrance into the Army ROTC Advanced Course by one of the following methods:

      (1) **Normal Progression**: During first and second years of university study, the student may enter the Basic Course at any time to take the classes in any order:

         (a) MS 1010 - Leadership Discovery I               2 hrs  
         (b) MS 1020 - Leadership Discovery II          2 hrs  
         (c) MS 2010 - Leadership Challenge I            3 hrs  
         (d) MS 2020 - Leadership Challenge II           3 hrs  

      (2) **Compression**: This is for students who have missed one or two semesters of 1000 or 2000 level course. The student takes 1000 and 2000 level courses at the same time.

      (3) **High School ROTC Training**: Credit maybe given towards basic course work. The amount of credit is determined by the amount of training received and by the Professor of Military Science.

      (4) **Basic Combat Training**: Students who have successfully completed basic training with the United States Army Reserve, the National Guard, or on Active Duty are basic course qualified.

      (5) **Leadership Training Course** (LTC): This is a four-week training course offered at Ft. Knox, KY, to students between sophomore and junior years. Eligible students must be United States citizens, have academic junior status verified by an academic plan showing graduation within two years, have a qualified medical physical, have a cumulative GPA of 2.0 or better, and meet all qualifications for entrance into the Advanced Course. Cadets must be contracted prior to attending LTC.

      (6) **Alternate Entry Program**: Academic juniors are allowed to contract and complete MS 3010 and MS 3020 classes. Then between their junior and senior years, they must attend and successfully pass LTC. After completion of their senior year and graduation, they attend Leadership Development and Assessment Course (LDAC). Upon successful completion of LDAC, they are commissioned. This program is an exception to policy and available only when the Professor of Military Science gives permission.
b. **Advanced Course:** Only contracted cadets may continue to pursue their commissioning requirements in the Advanced Course. All regulatory requirements will be met. Cadets are required to take the following classes in sequence or by arrangement with the Professor of Military Science:

- MS 3010 – Leadership Assessment I (3 hrs)
- MS 3020 – Leadership Assessment II (3 hrs)

c. **Leadership Development and Assessment Course (LDAC).** Conducted during the summer between MSIII and MSIV years. This is a five-week course at Ft. Lewis, WA. Follow on training such as Airborne, Air Assault and Cadet Troop Leadership Training (CTLT) can be requested through the training officer.

- MS 4010 – Advanced Leadership I (4 hrs)
- MS 4020 – Advanced Leadership II (4 hrs)

d. **Military Science (MS) Electives:** Students are encouraged to participate in the following Military Science course to enhance their individual military skills and knowledge. The course may, with some exceptions, be repeated for credit.

- MS 1060 - Physical Readiness Training

e. **Professional Military Education (PME):** Students must take a one-semester (min 3 hrs) military history course. This requirement can be met in several ways. The Department of History occasionally offers a military history course each semester. The Department of Military Science may offer a military history course. Upon approval, students can take an independent study with the Professor of Military Science. All students are required to complete the Enhanced skills Training Program (ESTP). Details will be covered in class during the Fall Semester of the MSII and MSIII years. The following courses are suggested classes taught at the University of Utah:

<table>
<thead>
<tr>
<th>COURSE#</th>
<th>COURSE TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIST 2520 (3 hrs)</td>
<td>Vietnam War</td>
</tr>
<tr>
<td>HIST 3210 (3 hrs)</td>
<td>Age of Total War</td>
</tr>
<tr>
<td>HIST 3710 (3 hrs)</td>
<td>The American Revolution</td>
</tr>
<tr>
<td>HIST 3730 (3 hrs)</td>
<td>Civil War and Reconstruction</td>
</tr>
<tr>
<td>MILS 3960 (3 hrs)</td>
<td>Military History Leadership in Adversity</td>
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<tr>
<td>HIST 4320 (3 hrs)</td>
<td>America at War</td>
</tr>
<tr>
<td>HIST 4520 (3 hrs)</td>
<td>American-East Asian Relations</td>
</tr>
<tr>
<td>HIST 4770 (3 hrs)</td>
<td>Warfare in the Modern World</td>
</tr>
<tr>
<td>MILS 4950 (4 hrs)</td>
<td>Senior Seminar (By arrangement only)</td>
</tr>
</tbody>
</table>

2. **Military Science (MS) Minor:** A minor in Military Science (MS) can be achieved by meeting the following requirements:
a. Be a contracted cadet.

b. Complete MS 3010, MS 3020, MS 4010, and MS 4020.

c. Satisfactorily complete LDAC.

d. Achieve a ‘B’ grade or above in ALL Military Science classes.

e. Complete PME requirements.

f. Be willing to accept a commission in the United States Army when offered.

g. Obtain recommendation from the Professor of Military Science.

3. All cadets are required to pass a mandatory swim test before attending LDAC. Successfully passing this test is also a commissioning requirement.

4. **Degree completion**: All ROTC cadets must make normal progress toward degree completion by successfully completing at least 12 hours each academic semester and maintaining a cumulative GPA of 2.0 or better. Nonscholarship cadets must maintain ROTC GPA of 2.0 or better, and scholarship cadets must maintain ROTC GPA of 3.0 or better.

5. **Academic Plan**. Each contracted student must update his/her 104R (Academic Plan) whenever that plan changes.

6. **Physical Conditioning**: The Physical Training (PT) program is designed to produce and maintain a high level of physical fitness. The PT program is challenging and contains various activities to fully challenge each individual cadet. You must mentally prepare yourself and strive to improve your individual performance on a daily basis. Scheduled PT is required for all cadets; each course director will inform you of your particular class PT requirements. In addition, cadets must maintain height/weight standards. At the beginning of each semester cadets will be weighed in and advised on maintaining satisfactory progress.

7. **Commissioning**: Candidates for commissioning as officers in the U.S. Army must demonstrate a high degree of academic excellence, leadership potential and positive aptitude for military service. The Professor of Military Science must recommend them for commissioning.

8. **Academic Probation**: Academic probation is considered a warning. All cadet entitlements and benefits will continue during the period of probation. If you fail to meet the minimum academic standards of the Military Science Department and the University, you will be placed on academic probation.

   a. You will be placed on academic probation for any of the following:
(1) Semester cumulative GPA falls below 2.0 for nonscholarship and 2.5 for scholarship on a 4.0 scale or its equivalent.

(2) Failure of one or more subjects for an academic term.

(3) Failure to maintain full time academic status.

(4) Progress toward a degree falls below that normally required for graduation at the scheduled time without sufficient cause or justification.

(5) The ROTC academic term or cumulative GPA falls below 2.0 on a 4.0 scale or its equivalent (2.0 for non-scholarship students).

(6) In the judgment of the Professor of Military Science (PMS) there is academic deficiency in meeting Military Science requirements.

b. The following procedure will be followed if you are placed on probation. The cadet, upon being notified in writing of probationary status, will be required to:

(1) Acknowledge receipt of the correspondence in writing.

(2) Make an appointment with the Military Science academic advisor.

c. Students who fail to comply with probation requirements or who indicate to their Military Science academic advisor that they have poor potential or lack of interest will be recommended for academic board action or disenrollment action.

d. The academic board will recommend to the PMS retention or dismissal of student on the academic probation. If retention is recommended, the board will set conditions that the cadet must meet to be retained.

e. The PMS will be the final approval authority on all academic board recommendations.

f. Students on probation are prohibited by Cadet Command Pamphlet 145-4 from holding rank above Cadet First Lieutenant.

9. Absences: Known absences should be coordinated as soon as possible with your class advisor, classroom instructor or the Professor of Military Science. Normally excuses will be granted only for illness or participation in university sponsored functions. It is your responsibility to keep your cadre advisor and the cadet chain of command informed of your whereabouts during ROTC classes or other military formations. If you are absent from a class, you are responsible for the instruction you missed.
10. **Withdrawal from Classes:** If it becomes necessary, to withdraw from the University or ROTC you must check with your instructor first. All equipment and texts must be turned in prior to withdrawal. Advanced Course or Scholarship students may not withdraw without the Professor of Military Science’s approval.

11. **Leaves of Absence:** Leaves of absence are granted only for special situations. Leaves of absence require either the Professor of Military Science or Headquarters, Fourth Region approval. They must be requested in writing and be justified with the proper documentation.

   a. Cadet Command Pamphlet 145-4, para 5-3, states that a student in a LOA status may not participate in Army ROTC classes and activities. The purpose of this limitation is to reduce liability for possible injury of the cadet while seeking to become academically aligned or some other reason listed under the above-cited paragraph.

   b. To ensure that students in a LOA status maintain proper military bearing and appearance during their LOA, they will be allowed to participate in activities at their own risk. LOA students will be limited from taking any progressive Army ROTC classes from the point of entering the LOA; however, they may take, as regular university students, any elective class taught by Army ROTC or any basic course class except Ranger Challenge.

   c. Students will be recognized in the status of university students and not Army ROTC cadets. They will not be issued any uniform, text or other item that implies sanctioned enrollment contrary to the spirit of the above-cited regulation.

12. **Open Door Policy:** Each cadre member in the UTE Warrior Battalion maintains an “Open Door” policy. This allows each cadet to appeal to the next higher authority. Although you should take your minor administrative problems to the appropriate cadet leader or class advisor (cadre), you are allowed to go directly to the Professor of Military Science or any other cadre member to discuss a situation. All cadre will be responsive to your needs and are very much interested in you, both academically and personally. Communication is the key; our doors are always open to you!

13. **Official Cadet Bulletin Boards:** Official bulletin boards are located in the cadet offices of the Military Science building. You must check the cadet bulletin board each time you are in the building to keep current on cadet affairs. If assigned a mailbox, empty it at least once a week.

14. **Simultaneous Membership Program (SMP):** The Simultaneous Membership Program makes it possible for you to be a member of the Army National Guard or Army Reserve while you complete the advanced ROTC program. You may apply for the SMP through local unit commanders or the Professor of Military Science. As an SMP member you will draw E-5 pay for four monthly training assemblies and annual training while you also receive subsistence pay from ROTC. If you are eligible, you will also receive the GI Bill.

15. **Scholarships (pay and uniforms):** Scholarships which pay tuition, fees and related academic expenses plus $250.00 per academic month are awarded each year to MSI students; $300.00 to MSII students; $350.00 to MSIII students; and $400.00 to MSIV students on a competitive basis.
Scholarship students will be furnished uniforms, military science textbooks and other equipment needed for instruction. Your scholarship and commission are dependent upon maintaining the minimum grade point average each semester.

16. **Payment of Lab Fees**: All students registered for Military Science classes that require a lab fee are required to pay that fee. Students registered through the University of Utah will pay their fees during the regular fee payment period. Students from Westminster College and Salt Lake Community College are required to pay the lab fees to the department Administrative Assistant no later than the end of the first week of classes. Failure to pay lab fees will result in non-participation.

17. **Textbook Distribution**: All contracted students will receive the standard issue of Military Science textbooks. These books are pre-packaged and designed to assist the students in their involvement in Army ROTC. They are encouraged to utilize them as a reference set. Non-contract students will be issued the necessary textbooks each semester and will be required to return them at the end of the semester.

**NOTE**: Selections for specialty schools, branch assignments, component duty and commissioning are based not only on what you do in Army ROTC, but also what you do academically.

"No study is possible on the battlefield; one does there simply what one can in order to apply what one knows. Therefore, in order to do even a little, one has already to know a great deal and know it well."  Ferdinand Foch, 1919
CUSTOMS AND COURTESIES OF THE SERVICE

1. Military customs and courtesies of the Service exist for the express purpose of fostering pleasant, ethical and harmonious living; they are characterized by irreproachable deportment, unselfish compatibility, with seniors and juniors alike and simple good taste and manners.

2. Courtesy is the outward expression of consideration for others. It pays large dividends for a minimum of effort. Courtesy is shown to subordinates as well as seniors. It is respect shown to every leader and commander and to the responsibility and authority, of his position. Courtesy shown to a subordinate acknowledges the part he plays in accomplishing the overall task.

3. A custom is an established practice. Customs include positive actions things to do, as well as taboos - things to avoid doing. All established arts, trades, and professions, all races of people, all nations and even different sections of the same nation have their own practices and their own customs by which they govern a part of their lives. The Army has its own customs, both official and social. Some have been handed down from the past, while others are of comparatively recent origin. Those customs that endure stand on their own merits. Many Army customs compliment procedures required by military courtesy while others add to the graciousness of garrison life. The breach of some Army customs merely, brands the offender as ignorant, careless, or ill bred. Violations of other Army customs, however, will bring official censure or disciplinary action. The customs of the Army are its common law.

4. Some of the most common customs are outlined herein.

   a. All Army Cadets render the hand salute when meeting a military officer when both are in uniform. The salute is only exchanged inside when reporting directly to an officer. The rules on saluting apply to other service officers as well. The best rule of thumb is when in doubt, salute! The hand salute will be rendered at the below occasions:

      (1) At military formations and ceremonies.

      (2) At leadership laboratories or FTXs.

      (3) When meeting or approached by military officers. Additionally, the following greeting will be exchanged when saluting. "Spirit of the Utes, Sir."

      (4) When reporting to an officer or a board of officers, whether commissioned or cadet.

      (5) The salute will not be rendered inside a building except when reporting.

      (6) Cadets reporting to an officer or cadet officer of higher rank will: Come to attention, salute and hold the salute until it is returned, and say for example: "Sir, Cadet Smith reports." Remain at attention until told to stand "At Ease" or to take a seat.

   b. Stand when talking to an officer and remain standing until invited to be seated. Do not lean, or sit on desks when talking to a seated officer.
c. Stand when a senior officer enters a room. The first person to see the senior officer will call everyone in the room to “attention” and all will remain at attention until told to "Carry On." When a senior NCO enters the room, cadets will call the room to “At Ease,” remaining seated and quiet until told to “Carry On.” Normally if the senior is in and out of the room or area many times each day, it is necessary to call “attention” or “at ease” only the first time each day.

d. Male officers are addressed as "Sir." Female officers as "Ma'am", or you may address either by rank and last name i.e., "Major Smith". Noncommissioned officers are called by rank and last name i.e., "Sergeant Smith." Cadets are called "Mr." or "Miss" (regardless of marital status) followed by their last name i.e., "Miss Smith" or "Mr. Smith." The rule on officers and noncommissioned officers applies to both cadre and cadet officers and noncommissioned officers.

e. From time to time during the year cadets will be invited to both official and unofficial social functions. The invitation will specify time and date and probably the initials, RSVP. RSVP means you are to respond as soon as possible to advise your host that you will or will not attend. It is a serious breach of etiquette to ignore this responsibility to respond to your host's invitation. Unless children are specifically invited to the function, they are not to be taken.

f. When the National Anthem or its counterpart in field music, "To The Colors," is played, or when the flag is passing in a parade or is raised at reveille or lowered at retreat all individuals, military or civilian will render appropriate courtesies when within hearing distance of the music or within sight of the flag. Adults and those children of adequate age should stand and render the salute by placing the right hand over the heart. Soldiers in uniform will come to the position of attention and salute. Any member of the Armed Services who seeks shelter in order to avoid the rendering of courtesies to the National Anthem or Flag commits a serious breach of military courtesy. Army personnel and dependents should stand when "The Army Song" is played. There should be no misunderstanding among officers or their dependents concerning the proper courtesies to be accorded the National Anthem or Flag or the correct actions to be taken during any military ceremony.

g. Finally, when in doubt about customs, traditions and courtesies: ask. It is much better to ask and find out the right way, then to continue to do things incorrectly and bring discredit to yourself and your uniform.

5. During all Military Science classroom instruction, you are expected to be in the classroom on time unless you have made prior arrangements with the instructor. Military Science classes are like any other academic class and are to be treated as such. Additionally, instructors shall be addressed as "Sir" or "Sergeant" or "Major Smith" or "Sergeant Smith," as is appropriate to their military rank or civilian title.

6. Tobacco and alcohol products are not authorized during training events, classes, or in any part of the Ute Warrior Battalion.
7. Military courtesy and observance of military customs are required from you as a member of the Ute Battalion. Learn them as quickly as you can from other cadets, cadre, or classroom instruction so as to preclude from having embarrassing or discourteous conduct. Throughout the entire school year military courtesy and discipline will be stressed.

8. Fraternization between cadre members and cadets enrolled in the Army ROTC program will not be tolerated within the context of Army Regulation 600-20. This regulation clearly defines fraternization and its effects upon the good order, discipline and high unit morale required within the environment of an Army command. The following is a portion of the cited regulation, it reads:

"Relationships between soldiers of different rank that involve, or give the appearance of partiality, preferential treatment, or the improper use of rank or position for personal gain...will be avoided."

Any violation of this policy should be brought to the immediate attention of the chain-of-command as this unit and the Army is firmly committed to corrective action.
ORGANIZATIONS/ACTIVITIES

1. General: The Department of Military Science encourages Army Cadets to participate in the organizations and activities on campus and those sponsored by the Army ROTC. These are organized to promote leadership and management opportunities, increase knowledge, and more importantly, to provide a forum for the exchange of ideas between cadets, and above all, have fun.

2. Army ROTC Organizations and Activities include the following:

   a. **Scabbard and Blade**: Scabbard and Blade is the Military's on-campus honor society. Its primary purpose is to raise the standard of the military education in American colleges and universities; to unite in closer relationship their military departments; to encourage and foster the essential qualities of good and efficient officers, and to promote friendship and good fellowship among cadets. The Society also disseminates knowledge of military education to the students and people of the country. In general they acquaint the people with our national defense needs. With the growth in size and influence of the Society, students are realizing that military service should be performed willingly, cheerfully, and wholeheartedly.

   b. **Color Guard**: Members of the Color Guard receive special instruction in all the mechanics associated with honoring the National Colors, to include drill and ceremonies and the manual of arms. The Color Guard presents the Colors at campus events and community functions throughout the school year. Interested cadets may contact the Cadet Ute Scout Commander.

   c. **Cannon Crew**: Members of the Cannon Crew provide Esprit de Corps for the Ute football team.

   d. **Ute Scouts**: Members of the Ute Scouts receive additional training in skills and knowledge required in small unit tactical operations. The training is challenging Ranger style training and is excellent preparation for Advanced Camp and Ranger Challenge competition. Ute Scouts build self-confidence, teamwork, morale, and Esprit de Corps. Additionally, the Ranger Challenge Team is drawn from the Scouts membership to represent the University of Utah in brigade and regional military skill competitions. Ranger Challenge is a grueling, nonstop competition designed to provide the ultimate physical and mental challenge to our cadets. Those who make it to the final competition truly represent the best Army ROTC has to offer. ROTC members team up by school to match stamina, determination and military skills in an annual competition that has been called the most demanding intercollegiate contest in the country.

   e. **Intramural Sports**: The Cadet Battalion sponsors intramural teams in various sports. Intramural sports afford cadets an opportunity, for recreation and physical conditioning while also contributing to the spirit and unity of the Army ROTC unit. All cadets are encouraged to participate. The Intramural Coordinator is the Cadet Battalion S-1.
f. **Annual Military Ball/Dining In:** The annual military ball/dining in have traditionally been the outstanding social events of the university year. The formal ball/dining in are colorful occasions graced with the presence of cadets and their guests. The Scabbard and Blade Society sponsors the military ball.

"Perhaps the most valuable result of all education is the ability to make yourself do the thing you have to do, when it ought to be done, whether you like it or not. This is the first lesson to be learned."

Thomas Huxley
SUPPLY AND ISSUE

1. **General**: As a member of the Ute Warrior Battalion, you will be issued various uniforms and items of military equipment. You are responsible for safeguarding and maintaining everything issued to you. The Military Science cadre will inspect uniform fit, and necessary alterations will be accomplished to provide each cadet with a neat and properly fitted uniform. The expense of the alterations is borne by the Military Science Department. It is the responsibility of each cadet to insure that his/her uniform remains properly fitted at all times and is maintained (minor sewing and repairs) in the best possible condition.

2. **Supply Procedures**: The Supply Room is located in room #108 of the Military Science building. Supply operating hours for issue and turn-in are 0800-1600 Monday thru Thursday and 0800-1200 on Friday. Setting an appointment is the best way to receive your issue and avoid waiting for an issue.

   a. **Issues**: All enrolled Army Cadets will draw required clothing and equipment for the course from supply after enrollment. Cadets will sign hand receipts for all issued items and all government property. If any issued equipment becomes unserviceable it will be exchanged through the U of UROTC supply system. The wearing of specialized uniform accessories or equipment not stocked by the U of UROTC supply room is not authorized. Specialized equipment includes but is not limited to the following items, camel backs, aviator gloves, and modified LBE/LCE. Jungle boots and gortex jacket are the only authorized exceptions to the special equipment list. Glove liners are not authorized to be worn as an outer garment at any time. Glove liners as well as the aviator gloves may be worn under the black leather shell as long as they are not visible. Camel backs may be placed inside the rucksack or worn under the BDU shirt as long as they are not visible.

   b. **Maintenance**:

      (1) The Army green uniform (Class A) items are to be dry cleaned. All other items, other than field equipment, are to be laundered. Field equipment will be brushed off, hand washed in mild soap, and drip-dried for daily maintenance.

      (2) All ROTC issued uniforms and equipment worn out through normal wear and tear may be exchanged. No articles requiring polish will be cleaned or shined while attached to the uniform. Cleaners such as Brasso if spilled on the uniform will render it unserviceable and result in financial liability for the cadet.

   c. **Insignia of Rank**: Orders will be issued at the start of each semester regarding promotions and appointments of cadet rank. Insignia will be issued at that time. Insignia will not be exchanged between cadets for any reason. When Army Cadets are promoted or appointed to a different rank they will return any old insignia to supply and will be issued the appropriate insignia. Issues to one individual of more than one type of rank at one time will not be made.
d. **Turn-in**: Upon completion or removal from the ROTC program, all items issued (government property) will be returned to supply immediately or the cadet becomes financially liable. Completion cadets to be commissioned have the option of returning or purchasing at half price, only uniform items that they have hand-receipts for at least two years.

3. **Relief from Liability and Accountability**:

   a. Shoes, boots and socks issued by the battalion, destroyed or made unserviceable due to fair wear and tear, will be replaced by the battalion only when the loss or destruction:

      (1) Was not the fault or neglect of the student.

      (2) Occurred during ROTC training.

   Otherwise, maintenance, repair or replacement of shoes, boots and socks, while in possession of the cadet, is made at the expense of the cadet.

   b. Equipment and uniform items lost or damaged during ROTC training must be reported through the Chain of Command or to a cadre member immediately. Every effort should be made to recover lost or stolen items at that time. If equipment or uniform items are determined to have been stolen, law enforcement authorities should be notified (if possible) so a report can be filed. This report can help determine liability. The supply technician should also be notified as soon as possible. Cadets will reimburse the Government at fair market value (less depreciation) for items lost, damaged, or destroyed due to negligence.

4. **Storage of Equipment**: All Army ROTC cadets will, at the end of each academic year, store their uniforms and equipment in the Supply Room until the beginning of the next fall semester. Each cadet is responsible for the storage of his/her uniforms and equipment throughout the academic year.

5. **Failure to Return Equipment**: A report of survey will be initiated against any Army cadet who fails to return uniforms and equipment. If found liable, the cadet will be required to pay for all unreturned items. All debts owed to the Government will remain open until collected. Monetary restitution for losses shall be in the form of a cashier check or money order payable to “United States Treasury”. Debts not resolved locally will be submitted to the U.S. Government for collection processing.

**Note**: A hold on your university academic transcript will occur for noncompliance of item 5 above.
6. **Individual Weapons:**

   a. When you are issued a weapon, you will assume complete responsibility for its proper care and safe return to the Arms Room. You will sign a weapons control roster and ensure that the weapon serial number, date/time signed out, and your signature is correct. You will not be issued weapons for use by other cadets. Upon turn-in you will be responsible for annotating the weapon control roster for the weapon you were issued.

   b. When not in use, weapons will be stored in their assigned rack and slot number under lock and key in the Arms Room. Your weapon will always be in one of three places:

      (1) Arms Rooms
      
      (2) Stack (under guard)
      
      (3) In your possession

   **Note:** NEVER PUT A WEAPON ON A POV OR LEAVE A WEAPON UNATTENDED!

   c. You will clean your issued weapon, and any others, which you are assigned, prior to turn-in (after each use of weapon). You **will not attempt** to dismantle or clean any weapon until after you have been trained to properly perform operator maintenance tasks on that weapon. Cadet leaders, NCOs and officers, are responsible for weapons maintenance. Before any weapon is turned in to the Arms Room it will be inspected. You will ensure that the area where you clean weapons is litter free and properly policed when you have completed weapons maintenance.

   d. If you lose, misplace or damage a weapon or any component of that weapon, you will immediately report this event to your cadet chain of command and concurrently report it to the nearest cadre member.
UNIFORM WEAR

1. General. Proper grooming habits and wear of the Army uniform by military personnel is critical for setting the right example. Uniformity fosters teamwork, Esprit de Corps, and camaraderie, which are essential for officer development. All training areas, physical training areas, field locations, military installations, military science buildings and areas sponsored by the U of UROTC will be considered military areas. In ranks inspections will be conducted at the beginning of labs and other designated training events as required. All cadets will be groomed in accordance with AR 670-1 while in military areas. The standards for the Ute Warrior Battalion are summarized below:

   a. Army ROTC cadets may wear the issued Class A within the United States and its possessions when:

      (1) Assembling for military instruction.

      (2) Engaging in military instruction of a cadet corps.

      (3) Traveling to and from the university.

      (4) Visiting a military station for participation in military drills or exercises.

      (5) Attending other functions as authorized.

   b. Cadets will wear the Class A or B uniform as prescribed by the cadre.

   c. For labs, field-training exercises, and other training events, the cadre and cadets will wear the uniform prescribed in the cadet operations order. This includes the wearing of LCE/LBE, Kevlar and/or soft cap, and other equipment or uniform accessories as required.

   d. Shoes, boots and brass will be highly polished at all times.

   e. Insignia and ribbons will be worn properly. Prior service cadets may wear ribbons, earned during their service period. However, the mixing of active duty and/or reserve and cadet ribbons is not authorized.

   f. 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. The only U.S. Army uniforms or accessories that may be worn with civilian clothes are the black raincoat, black sweater and black windbreaker. None of the above will have rank insignia or unit accessories. Civilian clothes will not be mixed with old and new physical fitness uniforms.

   g. Uniforms will be properly cleaned, maintained and tailored (see the Supply Technician for tailoring). BDUs will not be tailored.
h. Headgear will be worn at all times when outdoors unless directed otherwise. Headgear is not worn indoors, except on drill floors. Cadets are not authorized to wear berets.

2. **Hair Policy**: All members of the Ute Warrior Battalion will be required to maintain a neat, well-groomed personal appearance.

   a. Hair, mustaches and sideburns will be in accordance with regulations. Male personnel will shave prior to entering military areas. Male cadets will keep their hair neatly groomed. The length and bulk not be excessive or present a ragged, unkempt or extreme appearance. It will not fall over the eyebrows or extend below the top edge of the collar when combed. Extreme or fad haircuts are not authorized. Beards are not authorized.

   b. Female cadets will keep their hair neatly groomed. Hair will not fall over the eyebrows or extend below the bottom edge of the collar. Hairstyles will not interfere with the proper wearing of military headgear or protective masks. Pony tails are not authorized. Hair holding ornaments (barrettes, pins, and clips) if used, must be transparent or similar in color to the hair, and will be inconspicuously placed. Hair will not be dyed faddish colors such as pink or green. In addition, conservative nail polish will be worn.

   c. The active Army haircut policy will be maintained during extended training periods such as Advanced Camp, Basic Camp, Airborne School and Air Assault School. Mustaches will be kept neat and well trimmed to comply with AR 670-1. Remember that your appearance represents the United States Army. Set an example for others to follow.

3. **Wearing of Jewelry**:

   a. The wearing of a wristwatch, a wrist identification bracelet (only one item per wrist), and not more than two rings (wedding set is considered one ring) is authorized while in uniform unless prohibited for safety or health reasons. No rings will be worn on the thumbs when wearing the Class A or B uniforms, BDU or PT uniforms.

   b. No jewelry, watch chains, or similar items, to include pens and pencils, will appear exposed on the uniforms.

   c. Cadets may wear an item of religious apparel so long as it is not visible while in uniform or affixed to the uniform.

   d. Female cadets are authorized optional wear of screw-on, clip-on, or post-type earrings. Earrings are not worn with utility, field or physical fitness uniforms. Earrings will not exceed 6 mm or ¼ inch in diameter. They will be of gold, silver, or white pearl; unadorned and spherical (male cadets are not authorized to wear earrings).

   e. Necklaces and earrings will not be worn by any personnel during PT. Tongue studs, nose rings, cheek studs, lip rings and like items are not authorized for wear by any personnel.
f. Sunglasses will not be worn by any personnel while in formation. When not in formation
sunglasses will not be faddish or have reflective lenses and will be black or brown in color.

4. **PT Uniform**: Contracted cadets will wear the Improved Physical Fitness Uniform.
Winter/Summer variations will be at the discretion of the Training NCO. Non-contracted cadets
will wear appropriate fitness attire depending on the weather. Specific guidance will be
provided by the Instructors.

5. **Battle Dress Uniform (BDU)**:

   a. Green/black Army socks and brown T-shirt will be worn.

   b. Boots will be highly polished in garrison, brush shined in the field.

   c. BDUs may, be pressed or fluff dried. All pockets will be buttoned, and pants bloused at the
top of the boots. When the field jacket is worn, it will be zipped up and buttoned.

   d. Subdued Ranger Challenge Tabs and the Ute Scout Tabs are sewn on the sleeves of the
shirt and jacket ½ inch below the tip of the shoulder seam and centered. The Ranger Challenge
Tab is worn on the left shoulder and the Ute Scout Tab is worn on the right (you must earn the
Tab prior to sewing it onto the uniform).

   e. Subdued unit patches are sewn on the sleeves of the shirt and jacket ½ inch below the tip of
the shoulder seam and centered. If a tab is worn, the unit patch will be worn ¼ inch below the
tab. The Ute Warrior Battalion patch is worn on the right sleeve and the Cadet Command patch
is worn on the left sleeve.

   f. "U.S. Army" tapes and nametapes will be obtained from supply and sewn above the pocket
of BDU shirts and field jackets (coordinate with supply for contract sewing). Both tapes will be
4 ½ inches long or both extend to the edges of the pocket flap ("U.S. Army" above left
pocket/name above right).
g. Subdued qualification badges (metal or embroidered) are worn ¼ inch above the “U.S. Army” tape.

h. The subdued insignia for cadet officers will be worn on the right collar of the BDU shirt. It will be centered horizontally on the collar, 1 inch from the lower edge of the collar, with the centerline of the insignia parallel to the lower edge of the collar. When worn on the field jacket, insignia will be centered on the shoulder loops, 5/18 inch from the outside shoulder seam.

i. The subdued ROTC Insignia or subdued Branch insignia for cadet officers will be worn on the left collar of the BDU shirt. It will be centered on the collar, 1 inch up from the lower edge of the collar with the centerline of the insignia parallel to the lower edge of the collar.

j. Subdued insignia of rank for cadet-enlisted personnel will be worn centered on both collars of the BDU shirt and field jacket. The centerline of the insignia will bisect the points of the collar and be positioned 1 inch up from the point of the collar.

k. The BDU cap is the basic headgear for this 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. Officers will wear non-subdued insignia of rank on the front of the cap centered between the bill and the top edge of the cap. Cadet enlisted and NCOs will wear the subdued rank in the same manner.
6. **Class A Uniform - Male:**

   a. Cadets will be groomed in accordance with Chapter 1, AR 670-1 when wearing the Class A uniform.

   b. The uniform consists of low quarter shoes, black socks, trousers, belt with brass buckle, long or short sleeve gray-green shirt, 4-in hand black tie, coat, and garrison.

   c. Shoes will be highly shined.

   d. Trousers and jackets will be clean, pressed and properly tailored.

   e. All brass insignia and belt buckles will be highly polished.

   f. The necktie will be worn in an overhand slipknot pulled snugly against the collar at all times.

   g. The sleeves of the long sleeve shirt will not be rolled.

   h. The jacket is worn buttoned at all times. The following items will be worn and cared for as described:

      (1) The nameplate will be worn centered on the right breast pocket flap between the top of the pocket and the top of the button.

      (2) The Ute Warrior Battalion patch is sewn centered on the right sleeve ½ inch below the top of the shoulder sleeve. The Cadet Command patch is sewn centered on the left sleeve ½ inch below the top of the shoulder sleeve. If a tab is worn, Ute Scout on right or Ranger Challenge on left, the tab will be ½ inch below the top of the sleeve and the patch will be ¼ inch below the tab (same as BDUs).

      (3) Ribbons will be worn centered and 1/8 inch above the top of the left breast pocket. The order of precedence will be observed and no more than three ribbons are worn in one row, with a maximum of four rows. Prior military experience can wear active duty ribbons or cadet ribbons but not together. The order may be found in Annex A.
(4) Qualification Badges will be worn on the left side in accordance with paragraph 28-16, AR 670-1.

(5) Special Skill badges will be worn on the left side in accordance with paragraph 28-17, AR 670-1.

(6) The RECONDO Award is worn on the left breast pocket centered between the bottom of the pocket and the bottom of the flap.

(7) If the cadet is a member of the Scabbard and Blade, a shoulder cord (Scabbard and Blade Society) may be worn on the left shoulder.

(8) Basic Course cadets wear the Torch of Knowledge brass disc on each lapel. The bottom of the disc will be 1 inch and centered above the lapel notch. The long axis of the torch will be parallel with the inside edge of the lapel (figure 1-1).

(9) Advanced Course cadets will wear non-subdued ROTC brass on each lapel. The bottom of the letters will be 1 inch above and centered on the lapel notch. They will be parallel to the inside edge of the lapel (figure 1-4).

(10) Cadet Officers who have been branched may wear non-subdued branch insignia on both lapels 5/8 inch below and centered on the notch. The branch insignia will be positioned so that the centerline of the insignia bisects the centerline of the ROTC insignia and is parallel to the inside edge of the lapel (figure 1-4).

(11) The Ute Warrior Battalion Crest is worn on both shoulder loops. It will be centered between the outside edge of the button and the inside edge of the insignia of grade (figure 1-3).

(12) Officer cadet non-subdued insignia of grade will be worn centered on the shoulder loops. 5/8 inch from the outside shoulder seam (may be modified due to length of loops)(figure 1-3).

(13) Cadet enlisted and NCO non-subdued insignia of grade will be worn centered on the shoulder loops, 5/8 inch from the outside shoulder seam (same as officer figure 1-3).

(14) All cadet-enlisted personnel wear the Ute Warrior Battalion Crest on the garrison cap. Cadet Officers wear their non-subdued insignia of grade. Insignia of grade and crest are centered on the left curtain, 1 inch from the front crease (figure 1-6).
(15) The Academic Achievement insignia is worn 1/8 inch above and centered on the right breast pocket.

(16) The Distinguished Military Student badge is worn 1/8 inch above and centered on right breast pocket.

(17) The Nurse Cadet Badge is worn 1/8 inch above and centered on the right breast pocket.

i. Cadets may have officers' braid sewn on their uniforms when they are within 60 days of commissioning. See AR 670-1 for instructions.
j. The Class A uniform is converted to the Cadet Green Dress Uniform by substituting a plain, white, long sleeved shirt for the gray-green shirt. A black 4-in hand tie is worn for occasions before 1800. A plain black bow tie, no more than two inches wide, is worn for occasions after 1800. Only the garrison cap or green service cap is authorized to wear with this uniform (for evening social occasions headgear is not required). Boots will not be worn.

7. **Class A Uniform - Female:**

   a. Cadets will be groomed in accordance with chapter one, AR 670-1, when wearing the Class A uniform.

   b. The uniform consists of low quarter shoes, (or pumps as an option), black socks or neutral colored hose, slacks or skirt, long or short sleeve gray-green shirt, black neck tab, coat, and garrison cap.

   c. Shoes will be highly shined.

   d. Skirts, slacks, and jackets will be clean, pressed and properly tailored.
e. Skirts will be hemmed between 1 inch above and 1 inch below the bend of the knee.

f. All brass insignia will be highly polished.

g. Black socks may be worn with the low quarter shoes and slacks combination. Stockings will be sheer or semi-sheer, without seams, and of flesh tones complimentary to the wearer and uniform. Patterns and pastels are not authorized.

h. The sleeves of the long sleeve shirt will not be rolled.

i. The jacket is worn buttoned at all times. The following items will be worn and cared for as described:

   (1) The nameplate will be worn between 1 and 2 inches above the top of the top button and centered horizontally on the wearer's right side with the nameplate adjusted to conform to individual figure differences.

(2) The Ute Warrior Battalion patch is sewn centered on the right sleeve ½ inch below the top of the shoulder sleeve. The Cadet Command patch is sewn centered on the left sleeve ½ inch below the top of the shoulder sleeve. If a tab is worn, Ute Scout on right or Ranger Challenge on left, the tab will be ½ inch below the top of the sleeve and the patch will be ¼ inch below the tab (same as BDUs).

   (3) Ribbons will be worn centered on the left side with the bottom row positioned parallel to the bottom edge of the nameplate. The order of precedence will be observed and no more than three ribbons will be worn in one row, with a maximum of four rows. The order of precedence may be found in Annex A.

   (4) Qualification Badges will be worn on the left side in accordance with paragraph 28-16, AR 670-1.

   (5) Special Skill badges will be worn on the left side in accordance with paragraph 28-17, AR 670-1.
(6) The RECONDO Award is centered on the left side of the uniform and parallel to the waistline on the coat.

(7) If the cadet is a member of the Scabbard and Blade, a shoulder cord (Scabbard and Blade Society) may be worn on the left shoulder.

(8) Basic Course cadets wear the Torch of Knowledge brass disc on each lapel. The bottom of the disc will be 1 inch and centered above the lapel notch. The long axis of the torch will be parallel with the inside edge of the lapel (figure 1-2).

(9) Advanced Course cadets will wear non-subdued ROTC brass on each lapel. The bottom of the letters will be 1 inch above and centered on the lapel notch. They will be parallel to the inside edge of the lapel (figure 1-5).

(10) Cadet Officers who have been branched may wear non-subdued branch insignia on both lapels 5/8 inch below and centered on the notch. The branch insignia will be positioned so that the centerline of the insignia bisects the centerline of the ROTC insignia and is parallel to the inside edge of the lapel (figure 1-5).

(11) The Ute Warrior Battalion Crest is worn on both shoulder loops. It will be centered between the outside edge of the button and the inside edge of the insignia of grade (figure 1-3).

(12) Officer cadet non-subdued insignia of grade will be worn centered on the shoulder loops, 5/8 inch from the outside shoulder seam (may be modified due to length of loops) (figure 1-3).

(13) Cadet enlisted and NCO non-subdued insignia of grade will be worn centered on the shoulder loops, 5/8 inch from the outside shoulder seam (same as officer figure 1-3).

(14) All cadet-enlisted personnel wear the Ute Warrior Battalion Crest on the garrison cap. Cadet Officers wear their non-subdued insignia of grade. Insignia of grade and crest are centered on the left curtain, 1 inch from the front crease (figure 1-6).
(15) The Academic achievement insignia is worn ½ inch above and centered on the nameplate.

(16) The Distinguished Military Student badge is worn ½ inch above and centered on the nameplate.

(17) The Nurse cadet badge is worn ½ inch above and centered on the nameplate.

i. Cadets may have officers’ braid sewn on their uniforms when they are within 60 days commissioning. See AR 670-1 for instructions.

j. The Class A uniform is converted to the Cadet Green Dress Uniform by substituting a plain, white, long sleeved shirt for the gray-green shirt. A black 4-in hand tie is worn for occasions before 1800. A plain black bow tie, no more than two inches wide, is worn for occasions after 1800. Only the garrison cap or green service cap is authorized to wear with this uniform (for evening social occasion’s headgear is not required). Boots will not be worn.

8. **Class B Uniform – Male and Female:**

The Class B uniform is the Class A uniform without the jacket. The shirt or blouse will be worn in the following manner:

a. Long sleeved shirt or blouse:

   (1) Sleeves will not be rolled.

   (2) Necktie or neck tab is worn at all times.

b. Short sleeve shirt or blouse:

   (1) Necktie or neck tab is optional.

c. Nameplate:

   (1) Will be worn in the same position as on the jacket.

d. Rank shoulder boards will be worn by officers and enlisted.

e. Ribbons and badges may be worn on the Class B shirt. Cadets may wear some, all or none of their awards, badges and shoulder cords. Awards and decorations will be worn in a manner similar to the way they are worn on the Class A coat. Sew on tabs and patches will not be worn. Unit crests will not be worn.
9. **Optional Items:**

   a. Handbags may be carried by women only. They will be black in color as per paragraph 26-15, AR 670-1.

   b. Male cadets in uniform will not carry umbrellas. Female cadets may carry a black umbrella when wearing a Class A, Class B, or Dress uniform. Umbrellas will not be carried when wearing the BDU uniform.

   c. Military scarves may be worn as follows:

      (1) A green OD scarf may be worn with the BDU field jacket.

      (2) A black scarf may be worn with the black, windbreaker or raincoat.

   d. Gloves:

      (1) Black leather gloves (with inserts) may be worn with or without cold weather garments provided sleeves are rolled down. The inserts will not be worn without the leather shell gloves.

      (2) Black dress gloves are worn with all the variations of the Class A uniform and the black windbreaker or raincoat.

   e. The all weather black raincoat may be worn with or without the liner. The coat will be worn buttoned with only, non-subdued pin-on insignia of grade on the shoulder loops.

   f. The black windbreaker will be worn zipped to at least the top of the second button from the top of the shirt. Non-subdued pin-on insignia of grade is worn on the shoulder loops. Cadets wear the officer windbreaker that has a knit collar, knit cuffs and waist.

   g. The black pullover sweater may be worn with the Class B uniform. The short sleeve shirt or blouse collar, when worn without necktie or neck tab, is worn outside the sweater. The nameplate is worn centered ½ inch above the bottom of the patch. The Ute Warrior Battalion crest will be centered from left to right, top to bottom above the nameplate. Females may adjust position of the nameplate and crest to conform to figure differences. Insignia of grade will be worn on the shoulder loops.

10. When you observe a uniform violation and fail to make a correction, YOU have just set a new standard. Don't be afraid to do the right thing.